Initiative Mapping Fundamentals

The Business Architecture Summit

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SPARX SYSTEMS NORTH AMERICA

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"Align information technology and systems engineering capabilities with business strategy using industry best practices and industry leading tooling to deliver world-class results."

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What is Business Agility?

- *"...the ability of an organization to sense environmental change and to respond efficiently and effectively to that change."*
  - Gartner, 2006

- Effectively achieving agility requires the business to…
  - Anticipate and characterize change
  - Understand impact of change on existing strategy and in-flight initiatives

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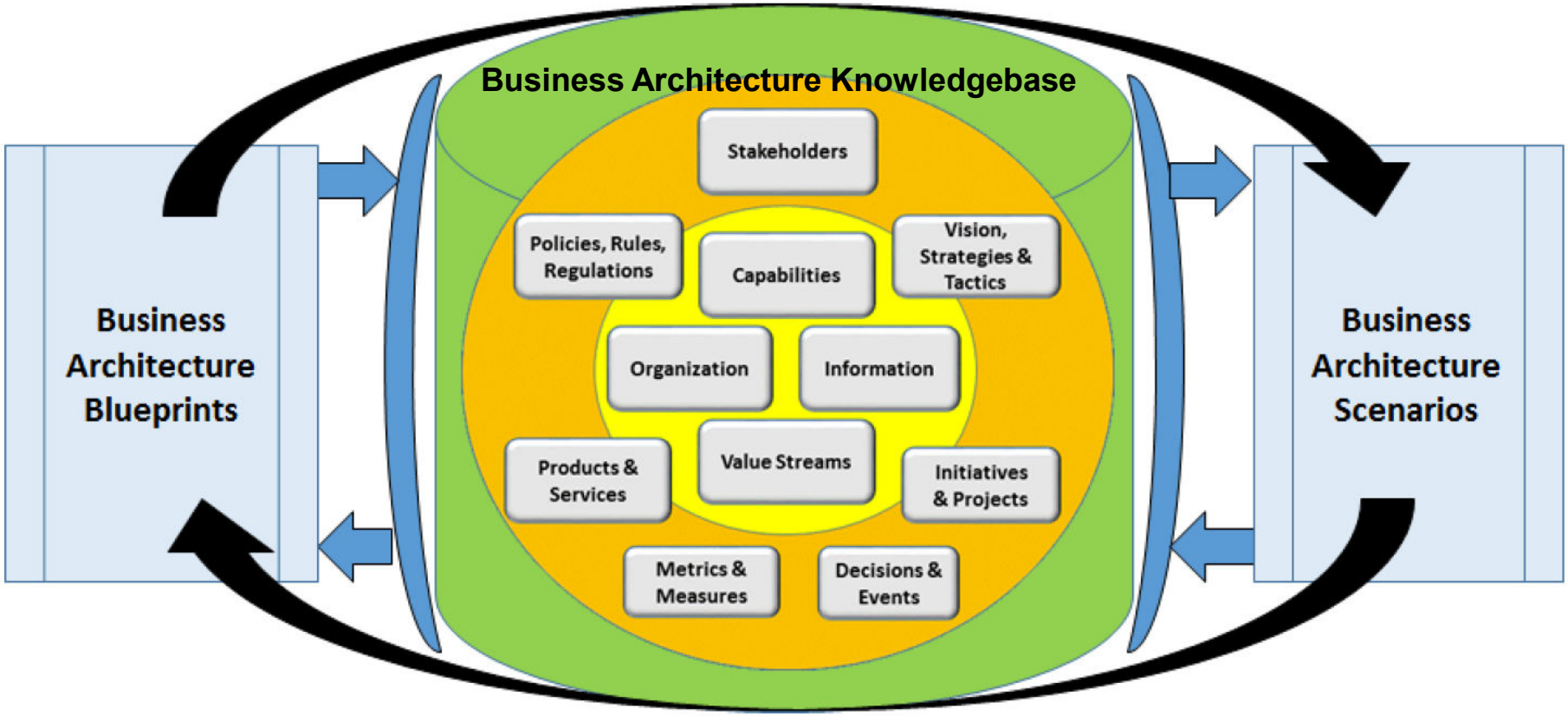
Business Architecture Framework



- Blueprints provide views into knowledgebase, based on stakeholder concerns
- Scenarios contextualize expected outcomes of business architecture work
  - Also inform initial selections of key stakeholders and likely concerns

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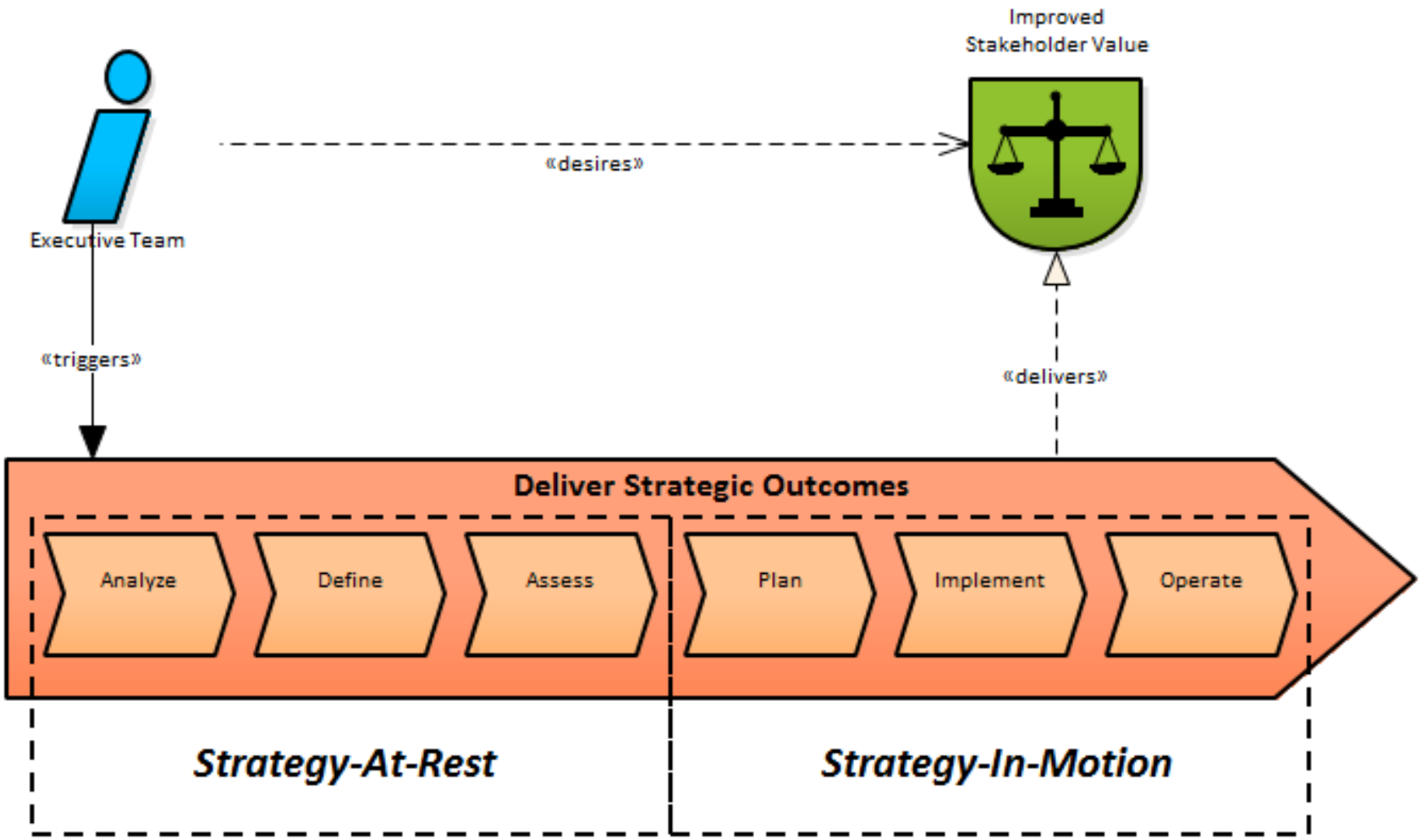
Deliver Strategic Outcomes – Value Stream



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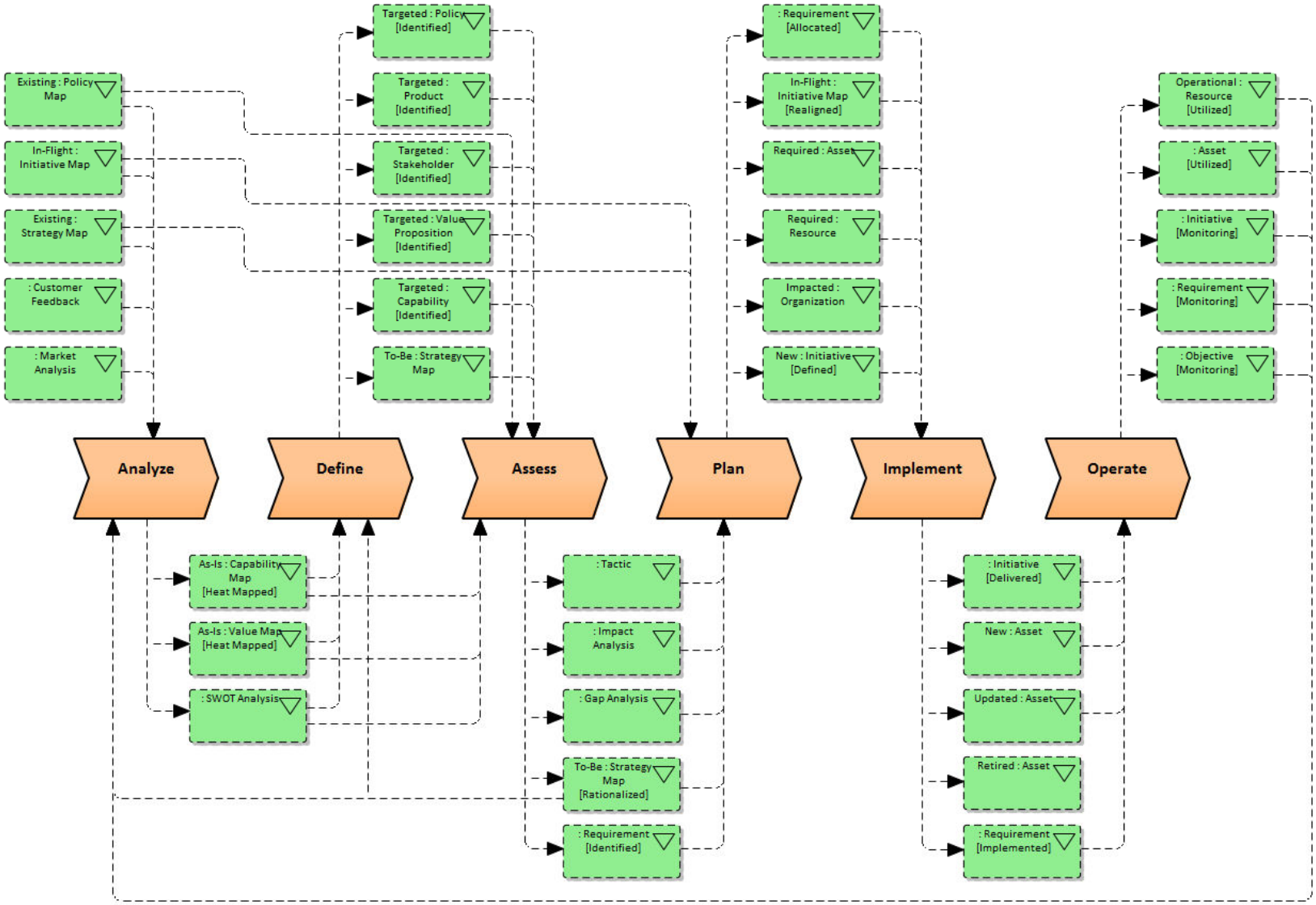
Deliver Strategic Outcomes – Entrance/Exit Criteria



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Initiative Map – Definition

- "Represents the choices the organization has made about how to pursue the change that allows it to achieve its objectives"
  - "The key tool that provides a way for organizations to gain visibility into how their initiatives align with strategic objectives"
- Initiative defined as "a course of action that is being executed or has been selected for execution"
  - General, abstract term for "project" or "program"
- Need to be able to assess how well all the proposed and ongoing initiatives are aligned with the business strategy
  - And the rest of the business architecture – particularly value, capability, and process

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Business Architecture and Project Management

- Common to assign management of initiatives to a Project Management Office (PMO)
  - Responsible for planning, prioritization, execution, and tracking
  - Assure that initiatives follow defined project management lifecycle and meet delivery targets
- Natural alignment with business architecture
  - How are initiatives related to agreed upon strategy?
  - Which value streams and capabilities are each initiative impacting?
  - How much is being invested in each capability?
  - Which business units are impacted?
  - Which stakeholders should be involved?
- Initiatives are courses of action that actually change the business architecture
  - Also consider performing business architecture activities as its own initiative

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Initiative Mapping – Benefits

- Demonstrates how initiatives and related investments focus on improved stakeholder value delivery
- Allow organizations to gain comprehensive view of how investments support strategic priorities
- Provide visibility into alignment of organization's efforts to pursue its objectives
- Enable portfolio decisions by capturing complex relationships among initiatives
- Support creation of integrated, aligned roadmaps
- Enable dynamic re-evaluation of in-flight initiatives

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Initiative Mapping – Principles

1. Delivers cross-business transparency of initiatives and related investments
   - Clarify context and impact of investments
2. Highlights areas of potential redundancy and overlap across multiple initiatives
   - Multiple initiatives targeting same capabilities but are not coordinated
3. Shows how well-aligned an organization's portfolio is with strategic objectives
   - Help rationalize conflicting approaches
   - Consider reducing noise by focusing more spend on strategic outcomes versus arbitrary operational changes
4. Highlights gaps between stated objectives and current/planned initiatives
   - Visibility into initiatives that are not tied to strategy and vice versa
5. Provides insights into how initiatives are focused on improving value delivery
6. Identifies which initiatives impact or target specific capabilities

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Initiative Mapping – Example

Value Streams

Intersection of Objectives & Value Streams

Intersection of Value Streams & Initiatives

Ensure stakeholder notification on loans	Expedite loan default processing	Expedite loan restructuring		Loan Handling Modernization	Loan Default Upgrade	Customer Account Upgrade Project
X		X	Manage Loan Change Request	X		X
			Acquire Loan	X		
X	X		Process Loan Default	X	X	
X	X	X	Case File Management	X	X	X
X	X	X	Routing	X		
X	X	X	Work Queue Management	X	X	
X	X	X	Notification		X	X
X	X	X	Agreement Structuring	X	X	

Objectives

Initiatives

Intersection of Objectives & Capabilities

Intersection of Capabilities & Initiatives

Capabilities

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Initiative Mapping – Guidelines

1. Determine initiative mapping priorities
2. Establish initiative inventory
3. Map initiatives to business units
4. Map initiatives to objectives across business units
5. Map initiatives to value stream stages
6. Map capabilities to initiatives
7. Perform assessment of overlap, gaps, and conflicts across all initiatives
8. Leverage value streams and capabilities to scope initiatives

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Strategic Portfolio Analysis

- Strategy mapping key to establishing context for identifying candidate initiatives
  - May require decomposing high-level objectives into more fine-grained objectives that represent what can actually be delivered by a specific initiative
- Need to understand interdependencies between multiple, possibly competing, initiatives
  - Understand how to best exploit constrained resources and time horizons
- Build capability-centric roadmaps to highlight how investment opportunities are contributing to capability improvement
  - Identify potential conflicts and synergies between multiple initiatives

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Govern In-Flight Initiatives

- Regular re-evaluation of executing initiatives is often time consuming and challenging
  - Exploit mapping of initiatives to business architecture in knowledgebase for rapid and reliable ongoing assessment
- Integrate regular assessments of how initiatives impact business architecture at defined stages/gates of delivery lifecycle
  - Look for requirements drift
  - Provide context for deciding how to respond to new requirements
  - Exploit knowledge gained during delivery cycle to validate initial mapping
  - Update business architecture as initiatives deliver improved capabilities

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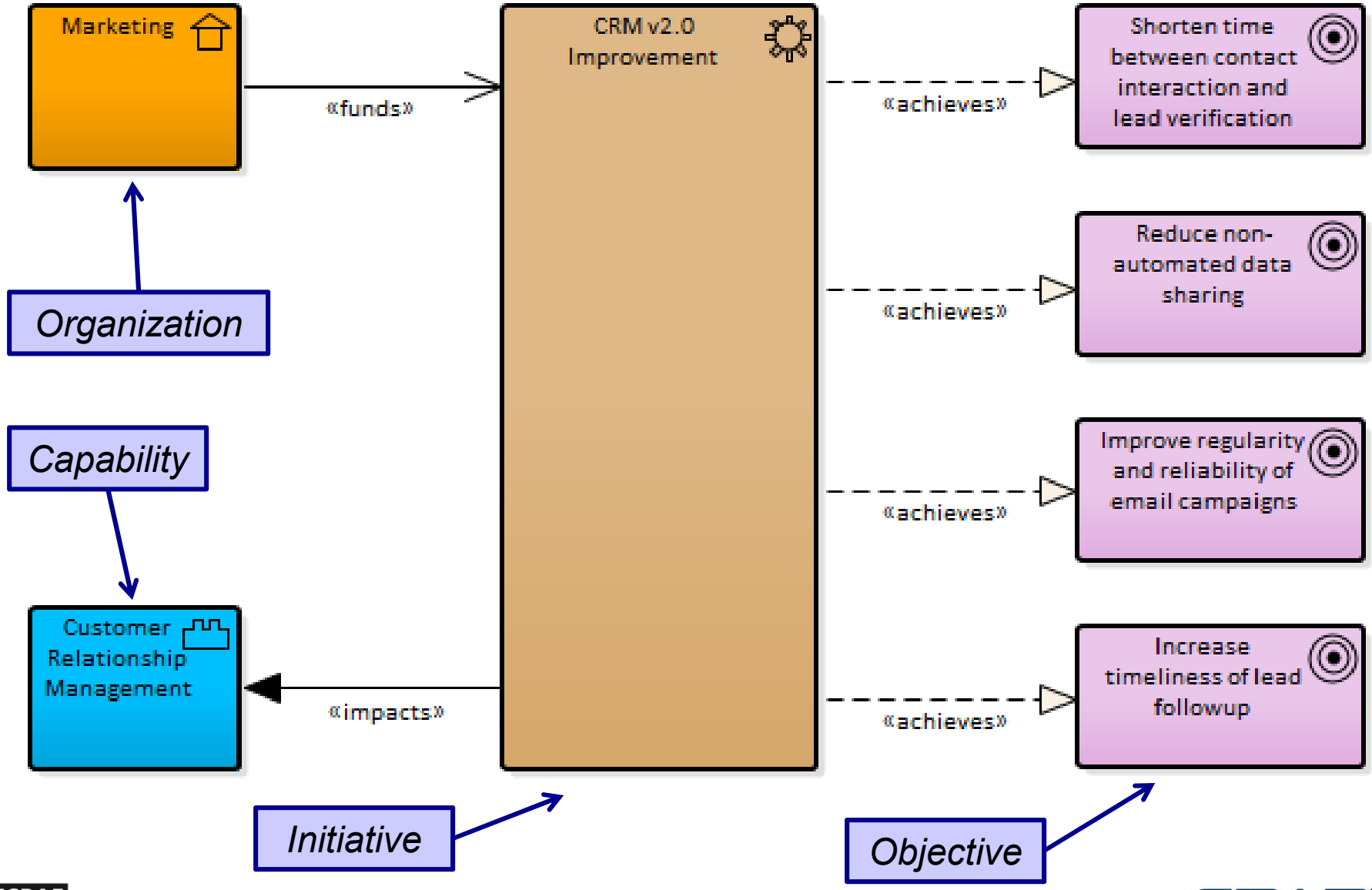
Transformation Initiative Map – Initial



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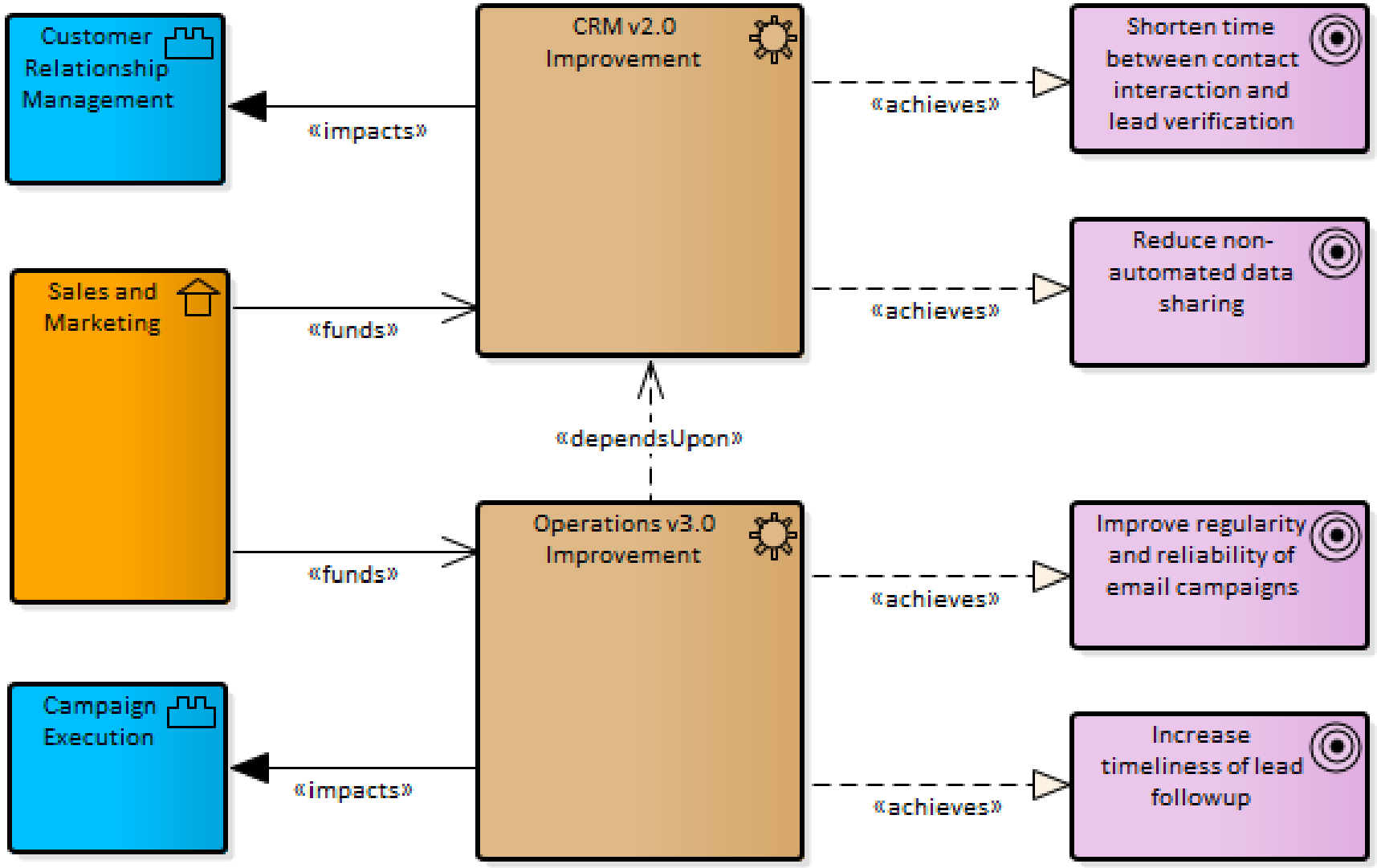
Transformation Initiative Map – Refined



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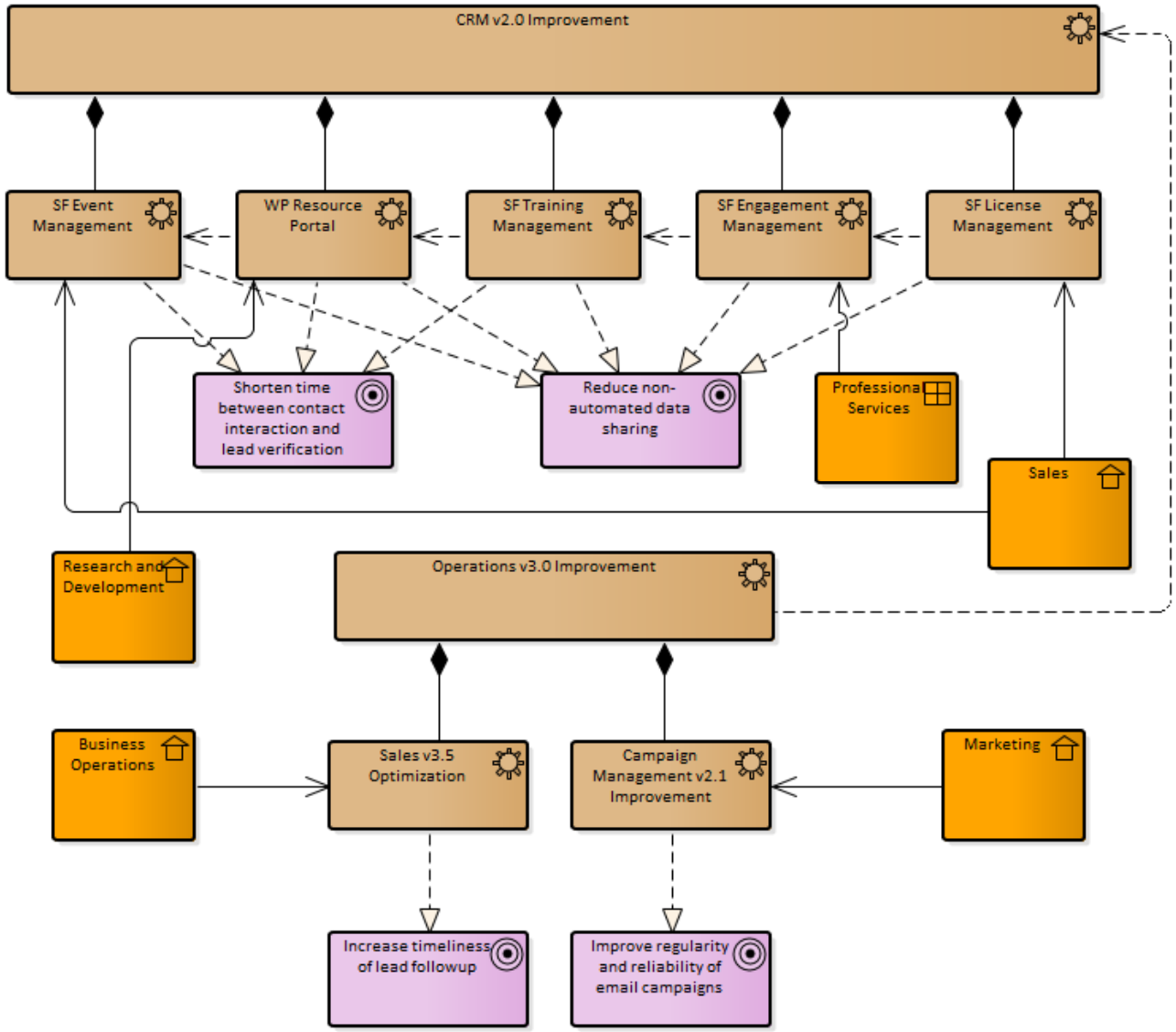
Initiative Decomposition – Solution Delivery



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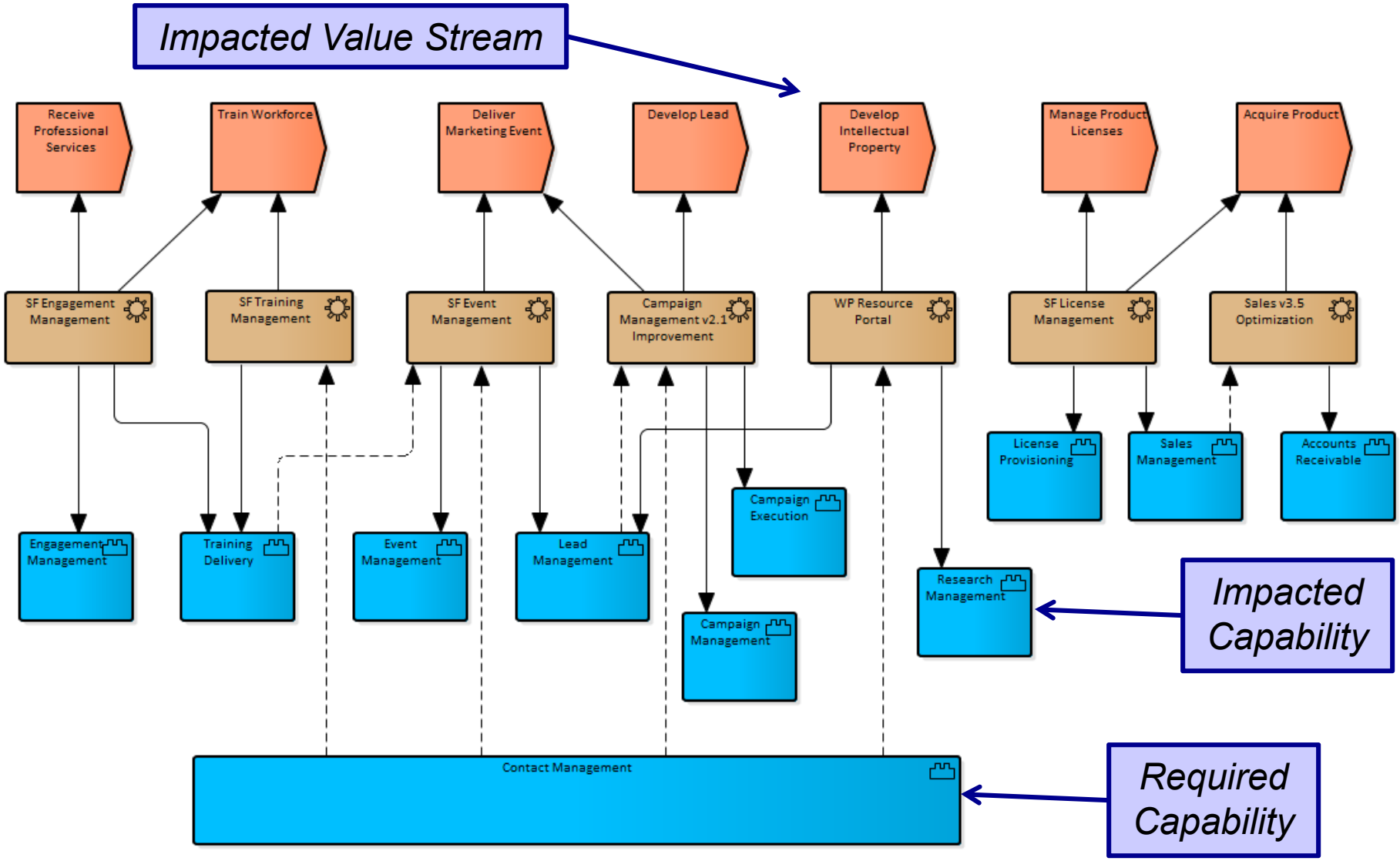
Initiative Cross-Mapping – Value and Capability



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Initiative Cross-Mapping – Matrix

Initiative Impacts Value Stream

Source \ Target	Acquire Product	Deliver Marketing Event	Deliver Strategic Outcomes	Develop Intellectual Property	Develop Lead	Manage Product Licenses	Receive Professional Services	Train Workforce
Campaign Management v2.1 Improvement		↑			↑			
CRM v2.0 Improvement								
Operations v3.0 Improvement								
Sales v3.5 Optimization	↑							
SF Engagement Management							↑	↑
SF Event Management		↑						
SF License Management	↑					↑		
SF Training Management								↑
WP Resource Portal				↑				

Initiative Impacts Capability

Source \ Target	Accounting	Accounts Payable	Accounts Receivable	APG	Attendee Management	Campaign Management	Certification Delivery	Certification Management	Client Management	Communications Delivery	Communications Operations	Conference Management	Conference/Webinar Delivery	Contact Management	Contact Networking	Content Management	Content Publishing	Content Syndication	Courseware Ordering	Customer License Management	Event Delivery	Event Management	Event Notification	Event Operations	Event Preparation	Event Registration	Facility Management	Finance	Information Management	Instructor Management	Intellectual Property	Lead Identification	Lead Management	Marketing	Operations
Campaign Management v2.1 Improvement						↑																													
CRM v2.0 Improvement																																			
Operations v3.0 Improvement																																			
Sales v3.5 Optimization			↑																																
SF Engagement Management																																			
SF Event Management																								↑									↑		
SF License Management																				↑															
SF Training Management																																			
WP Resource Portal																															↑		↑		

Initiative Requires Capability

Source \ Target	Accounting	Accounts P	Accounts R	APG	Attendee	Campaign	Certificati	Certificati	Client Man	Communi	Communi	Conferenc	Conferenc	Contact M	Contact N	Content M	Content P	Content Sy	Coursewa	Customer	Event Deli	Event Man	Event Noti	Event Ope	Event Prep	Event Reg	Facility M	Finance	Informatio	Instructor	Intellectua	Lead Ident	Lead Man	Marketing	Operation
Campaign Management v2.1 Improvement										←				←																			←		
CRM v2.0 Improvement																																			
Operations v3.0 Improvement																																			
Sales v3.5 Optimization																																			
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SF Event Management														←																					
SF License Management																																			
SF Training Management														←																					
WP Resource Portal														←																					

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Initiative Cross-Mapping – Catalog/Report

Initiative	Impacted Capabilities
Initiative: Campaign Management v2.1 Improvement	
Campaign Management v2.1 Improvement	Campaign Management
Initiative: Sales v3.5 Optimization	
Sales v3.5 Optimization	Accounts Receivable
Initiative: SF Engagement Management	
SF Engagement Management	Training Operations
SF Engagement Management	Professional Services
Initiative: SF Event Management	
SF Event Management	Event Operations
SF Event Management	Lead Management
Initiative: SF License Management	
SF License Management	Product Sales
SF License Management	Customer License Management
Initiative: SF Training Management	
SF Training Management	Training Operations
Initiative: WP Resource Portal	
WP Resource Portal	Lead Management
WP Resource Portal	Intellectual Property

Initiative	Required Capabilities
Initiative: Campaign Management v2.1 Improvement	
Campaign Management v2.1 Improvement	Lead Management
Campaign Management v2.1 Improvement	Contact Management
Campaign Management v2.1 Improvement	Communications Delivery
Initiative: Sales v3.5 Optimization	
Sales v3.5 Optimization	Sales
Initiative: SF Event Management	
SF Event Management	Contact Management
SF Event Management	Training Operations
Initiative: SF Training Management	
SF Training Management	Contact Management
Initiative: WP Resource Portal	
WP Resource Portal	Contact Management

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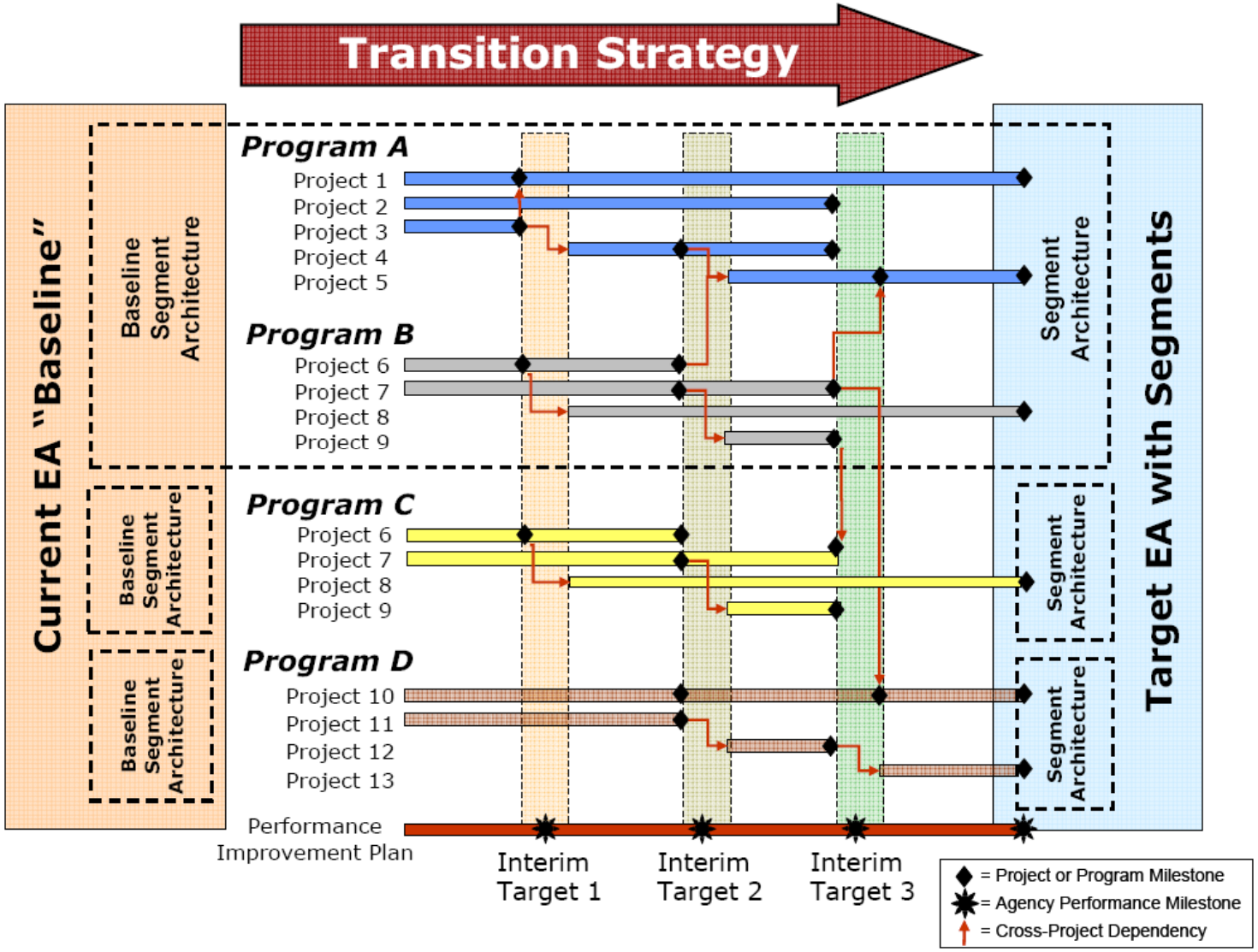
Example High-Level Migration Plan



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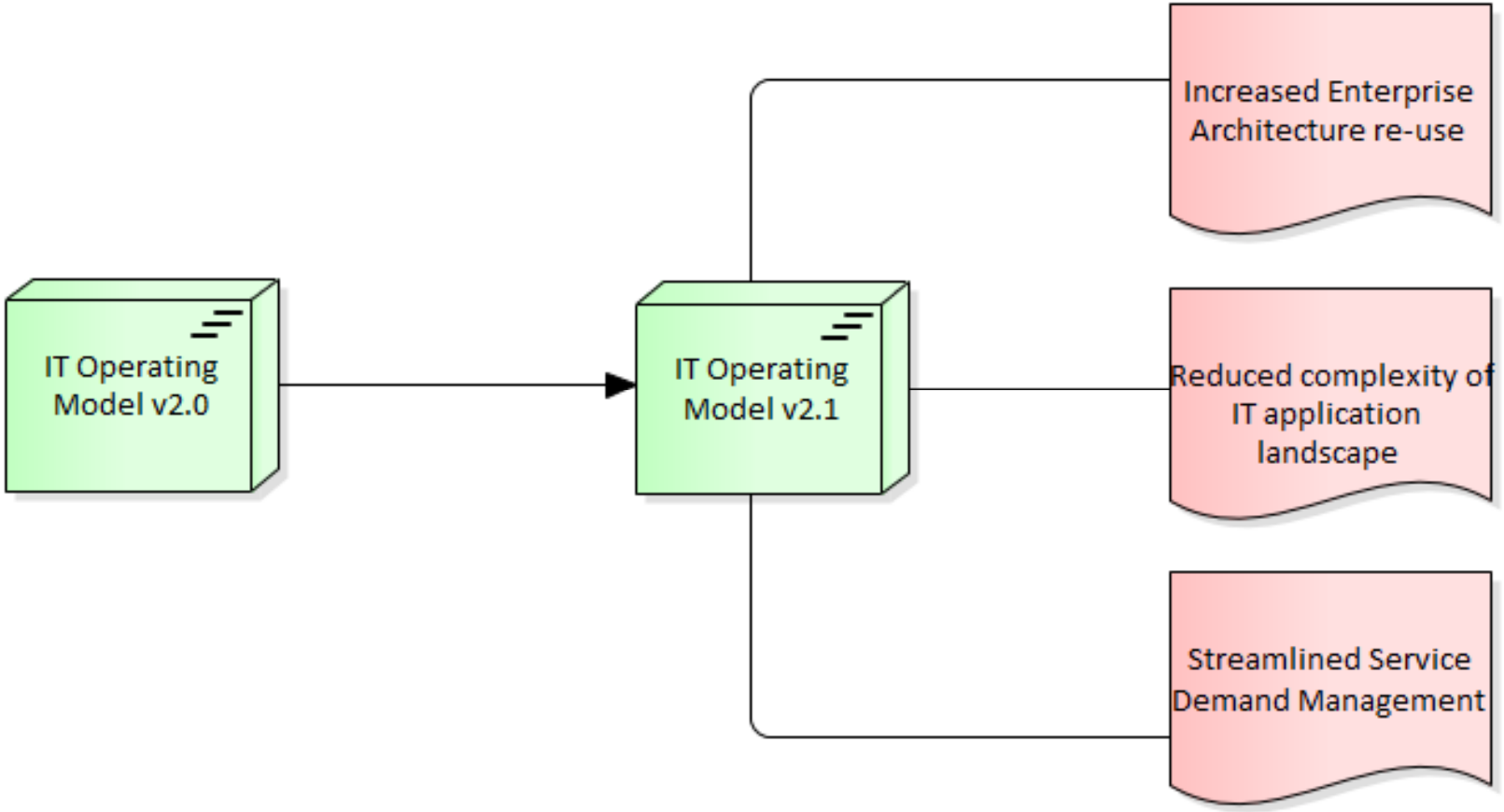
Plateaus and Deliverables



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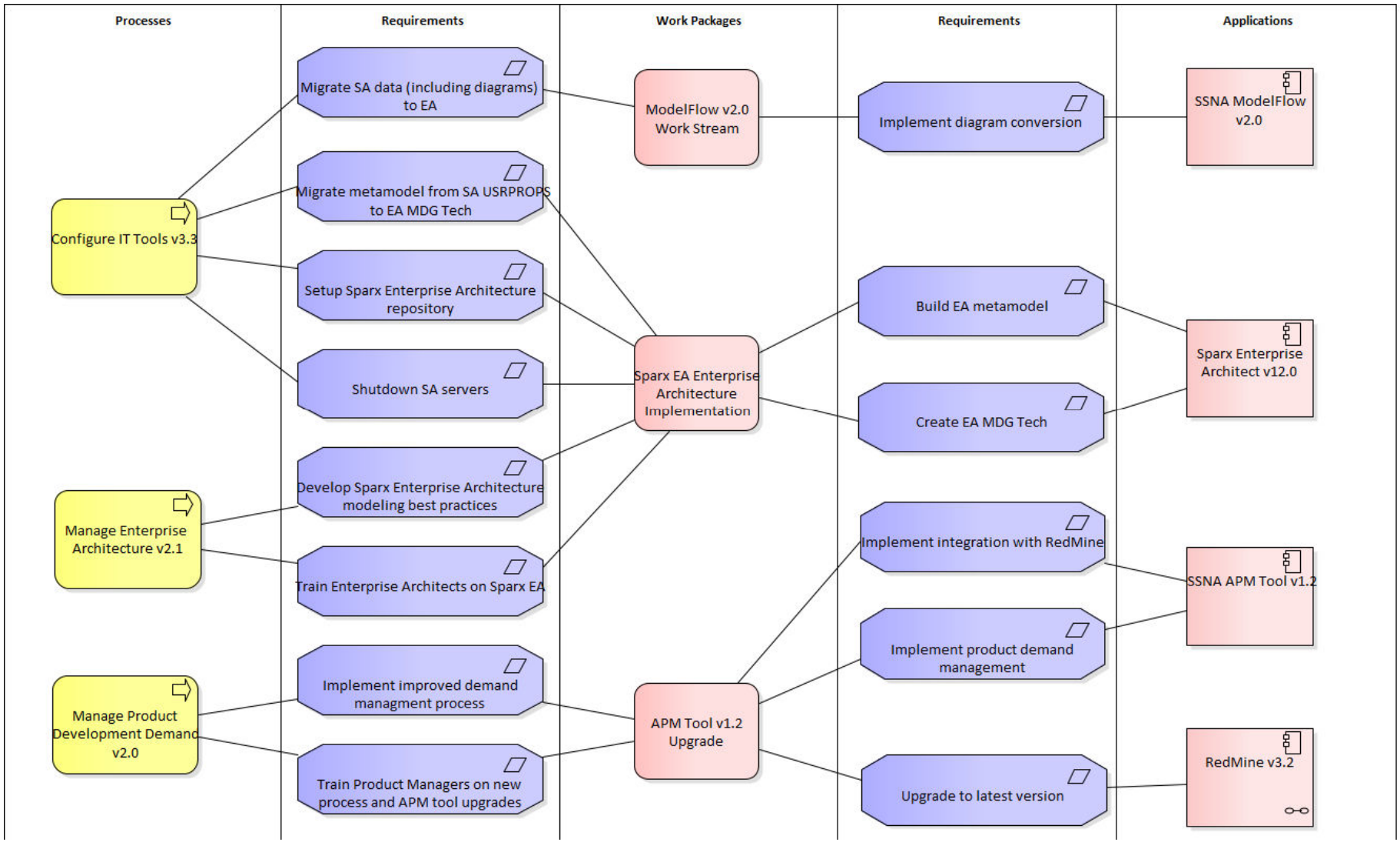
Building Block Requirements



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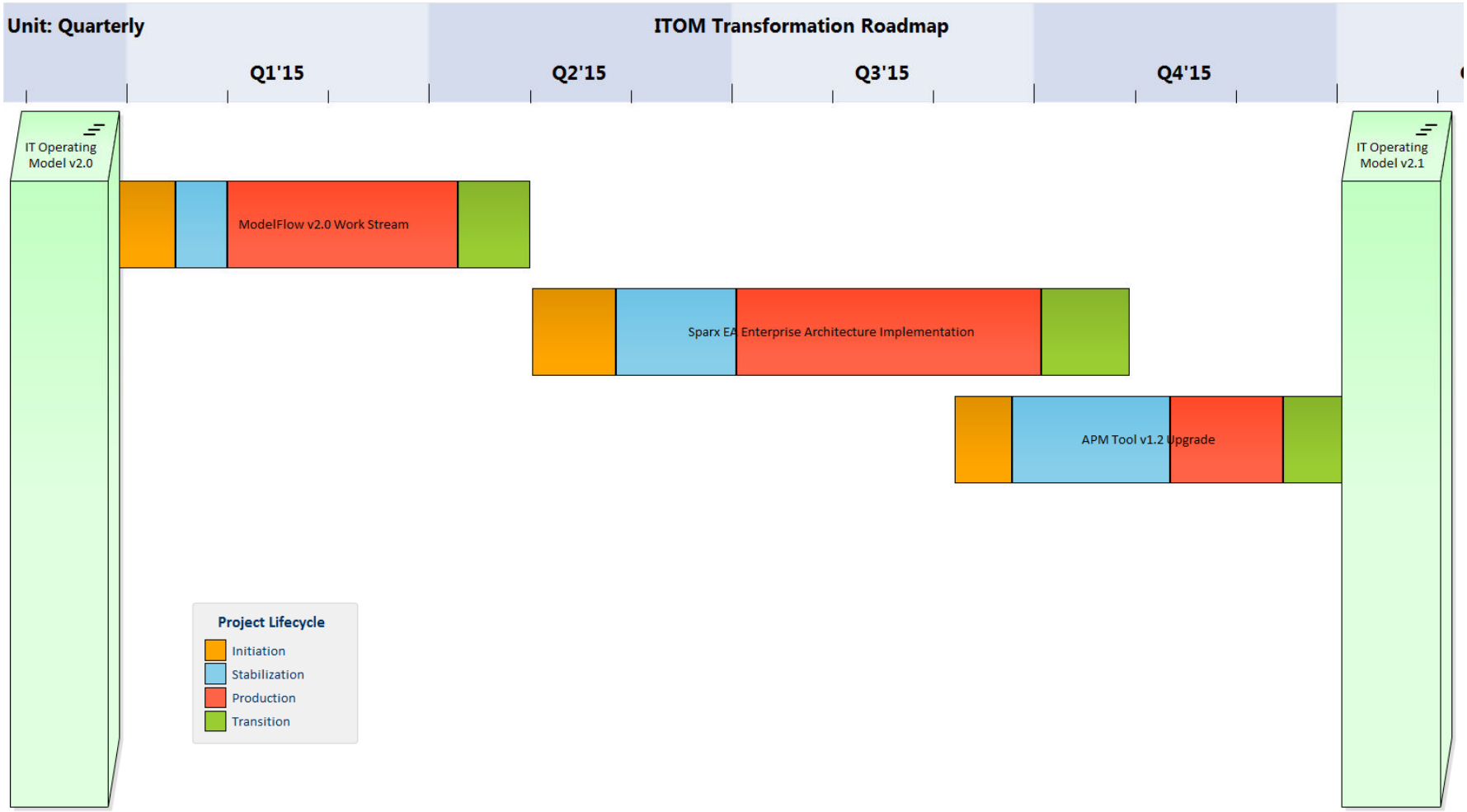
Architecture Roadmap and Implementation Plan



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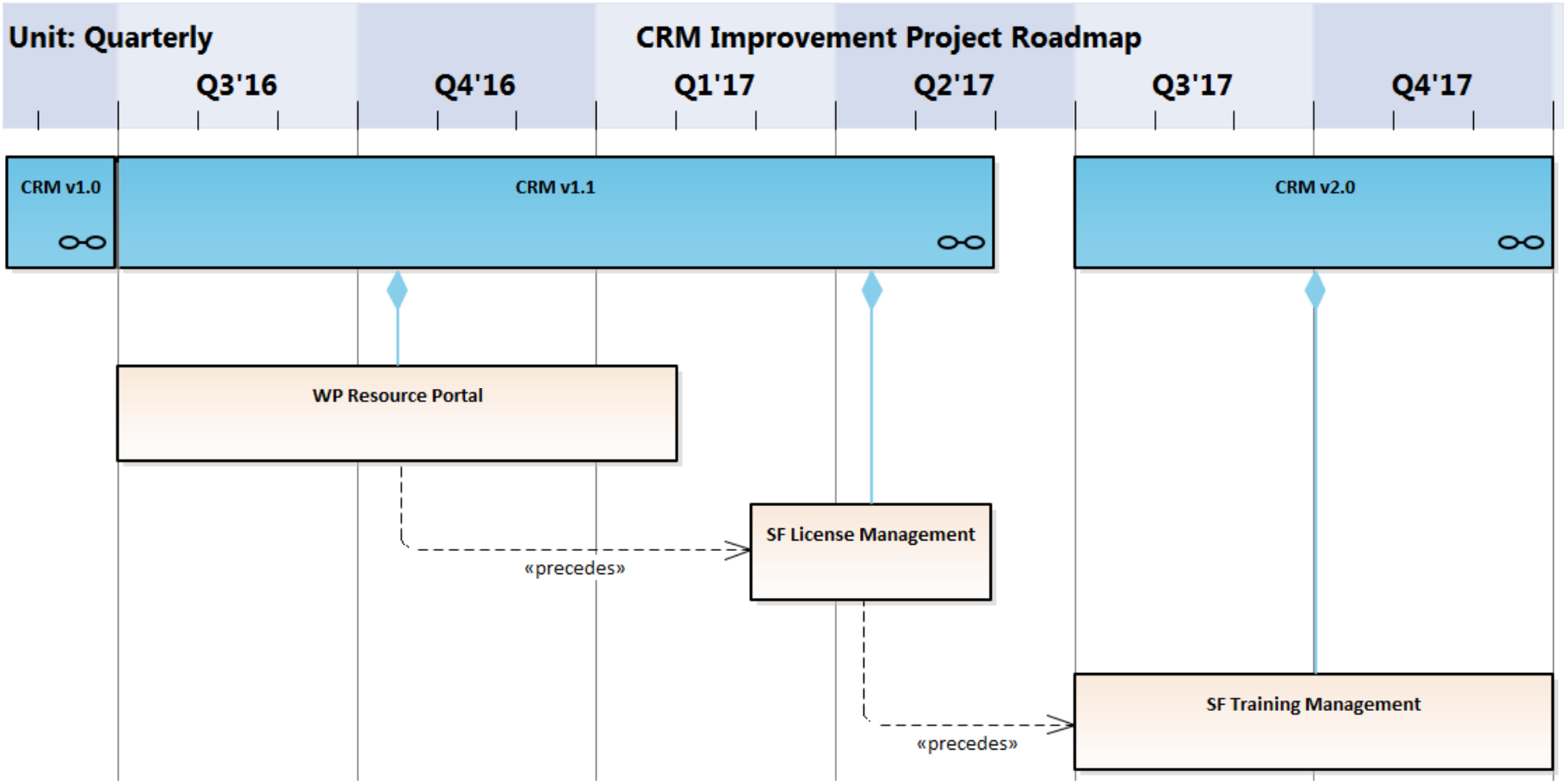
Architecture Delivery Roadmap



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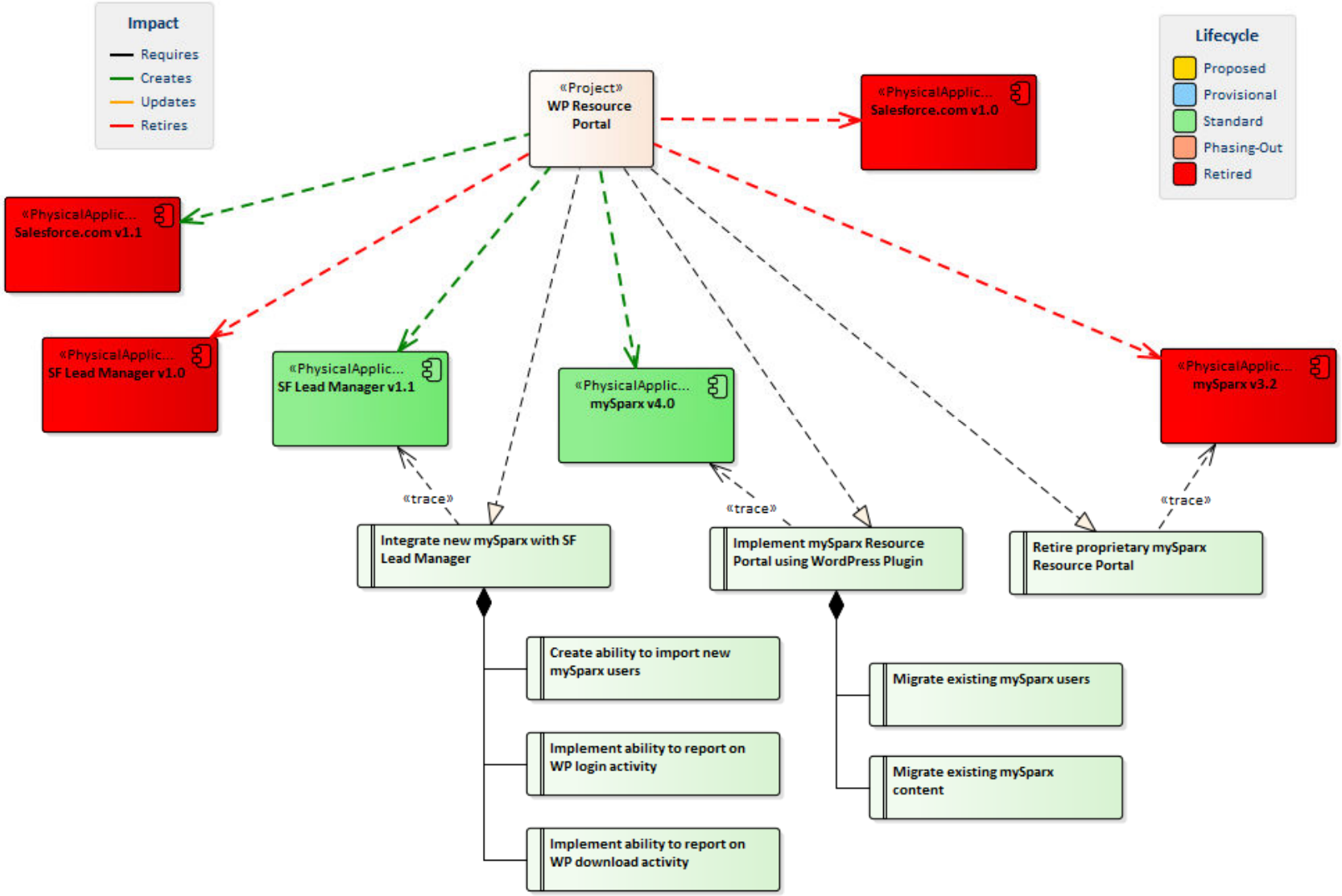
Understand Architecture Context



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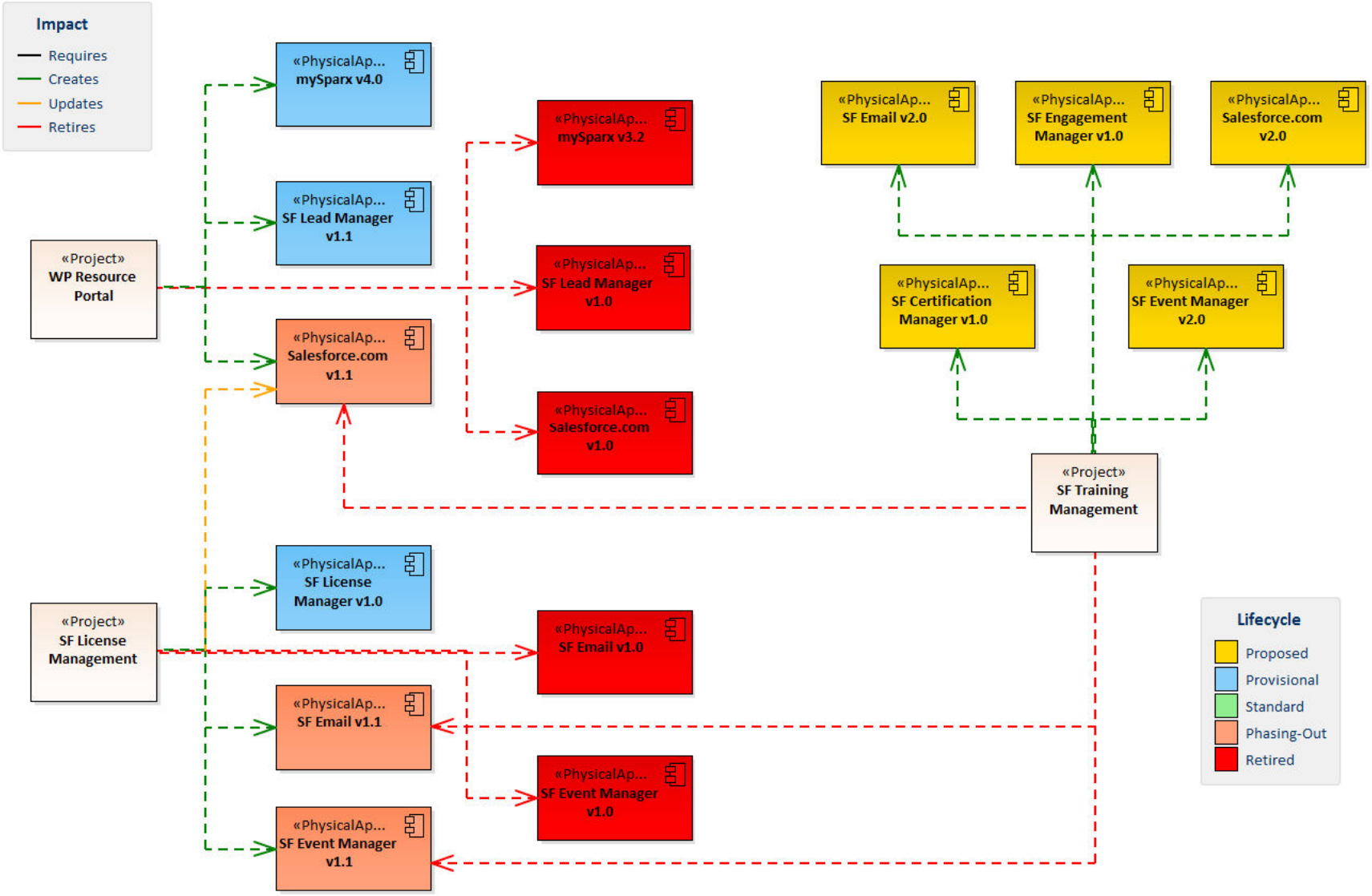
Project / Building Block Dependencies



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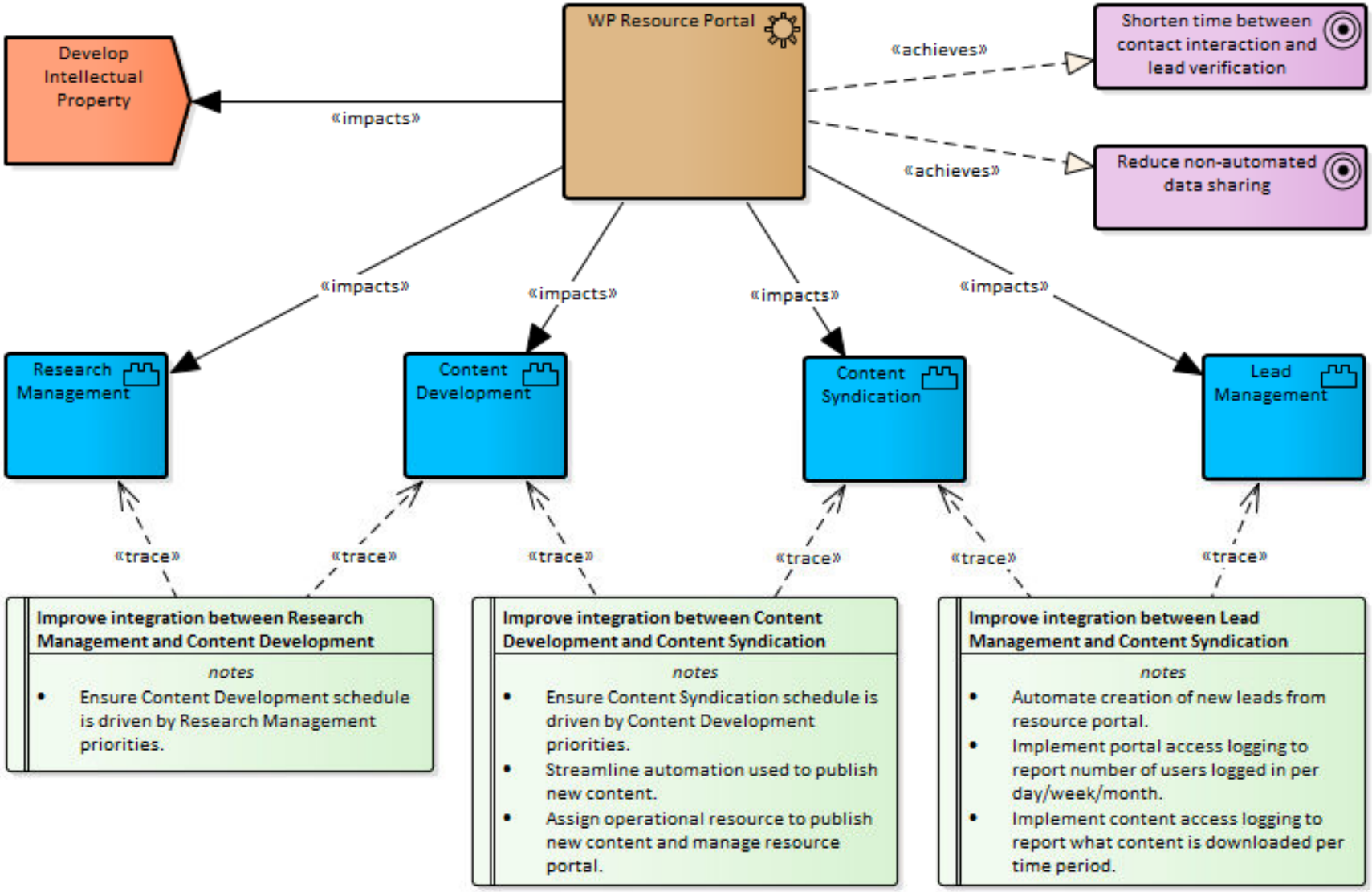
Interoperability Requirements – Capabilities



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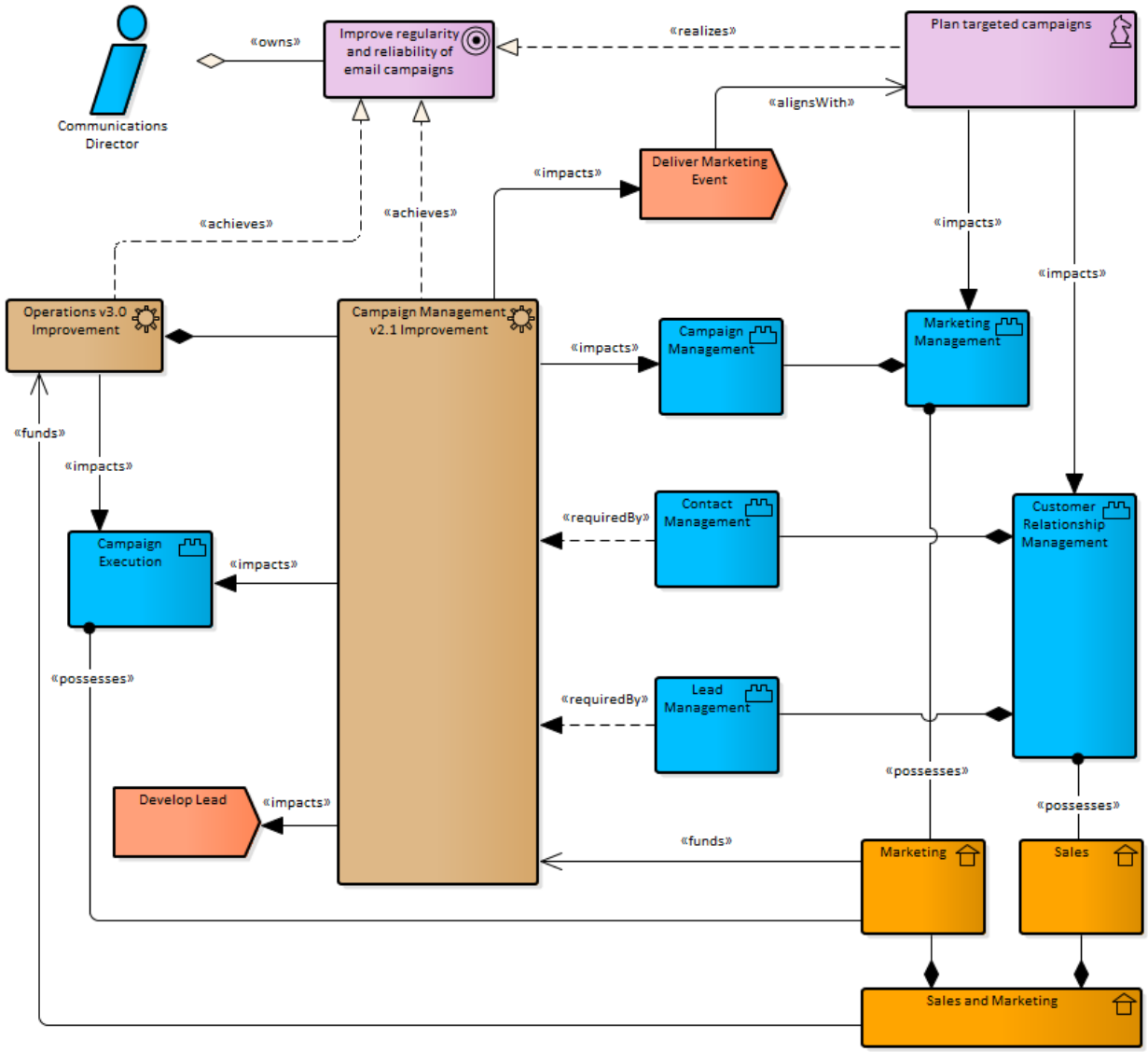
Full-Circle Strategic Delivery



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Conclusions

- Establish common vocabulary with business architecture to provide clarity when discussing, evolving, and formulating initiatives
- Align initiative planning with business architecture to provide end-to-end transparency across enterprise
  - Provide foundation for assessment and trade-off analysis
  - Enable impact analysis on key business architecture perspectives (value streams, capabilities, organizations, etc)
- Employ business architecture and associated requirements to frame solution delivery initiatives
  - Incorporate transitional, point-in-time architectures to synchronize delivery roadmap

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Q&A

chris.armstrong@sparxsystems.us
http://www.sparxsystems.us

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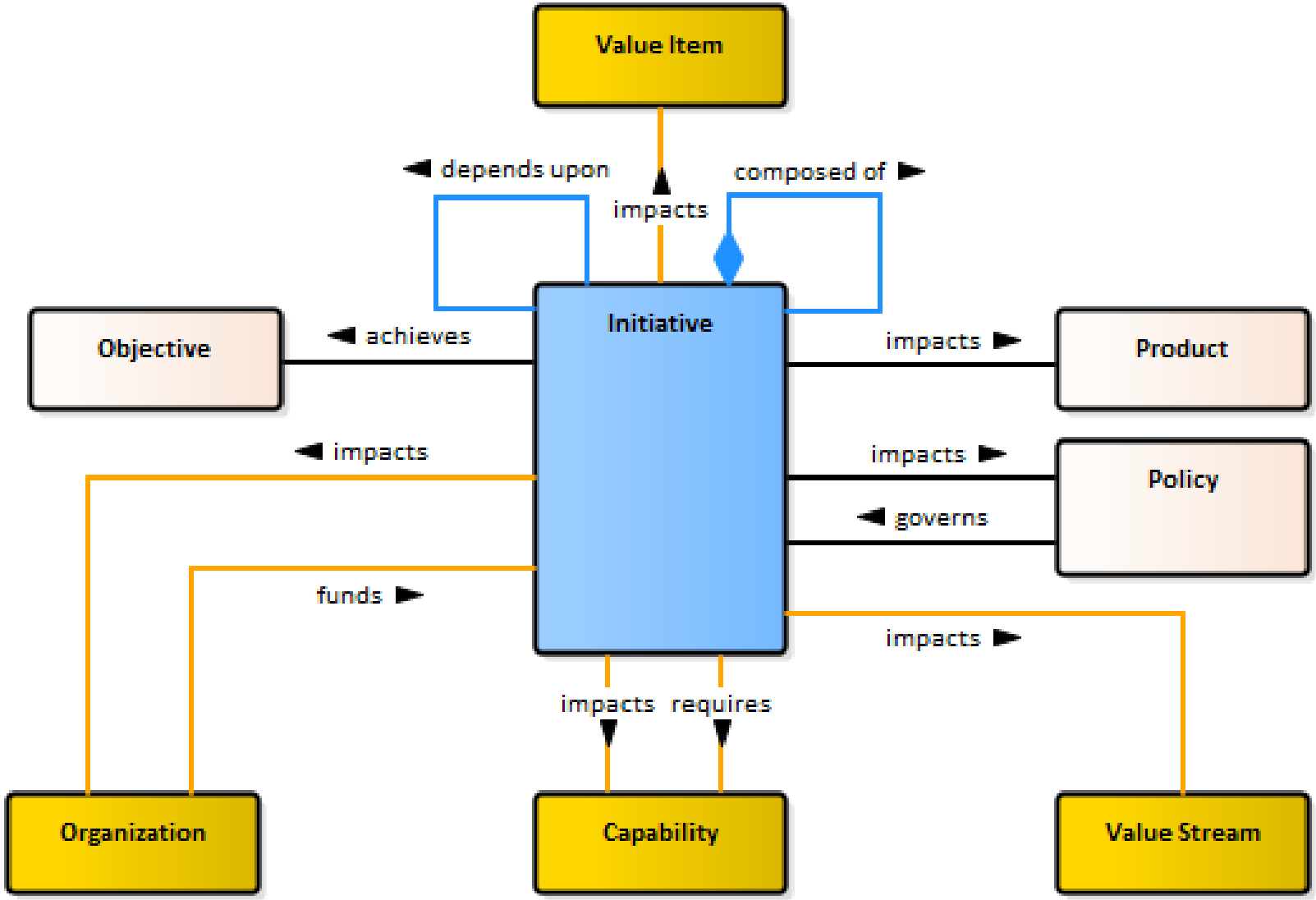
Initiative – Metamodel



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