

---

# ARCHITECTING FOR GOOD (A4G) IN MN

JEFF DOLS, WHYNDE KUEHN, AND LINDA FINLEY

DECEMBER 6, 2018



The Business Architecture Summit

# PRESENTERS

## Jeff Dols

Jeff is a business architect at Optum. He also serves on the advisory committee for the Benedictine Center. He has experience in the for profit and nonprofit sector, having held leadership roles in multiple business architecture and business process improvement efforts over the past 20 years, for companies such as Wells Fargo and U.S. Bank. Jeff also served as Executive Director of the Franciscan Spirituality Center in La Crosse, Wisconsin. Jeff holds a BA in economics and an MA in servant leadership from Viterbo University in La Crosse.

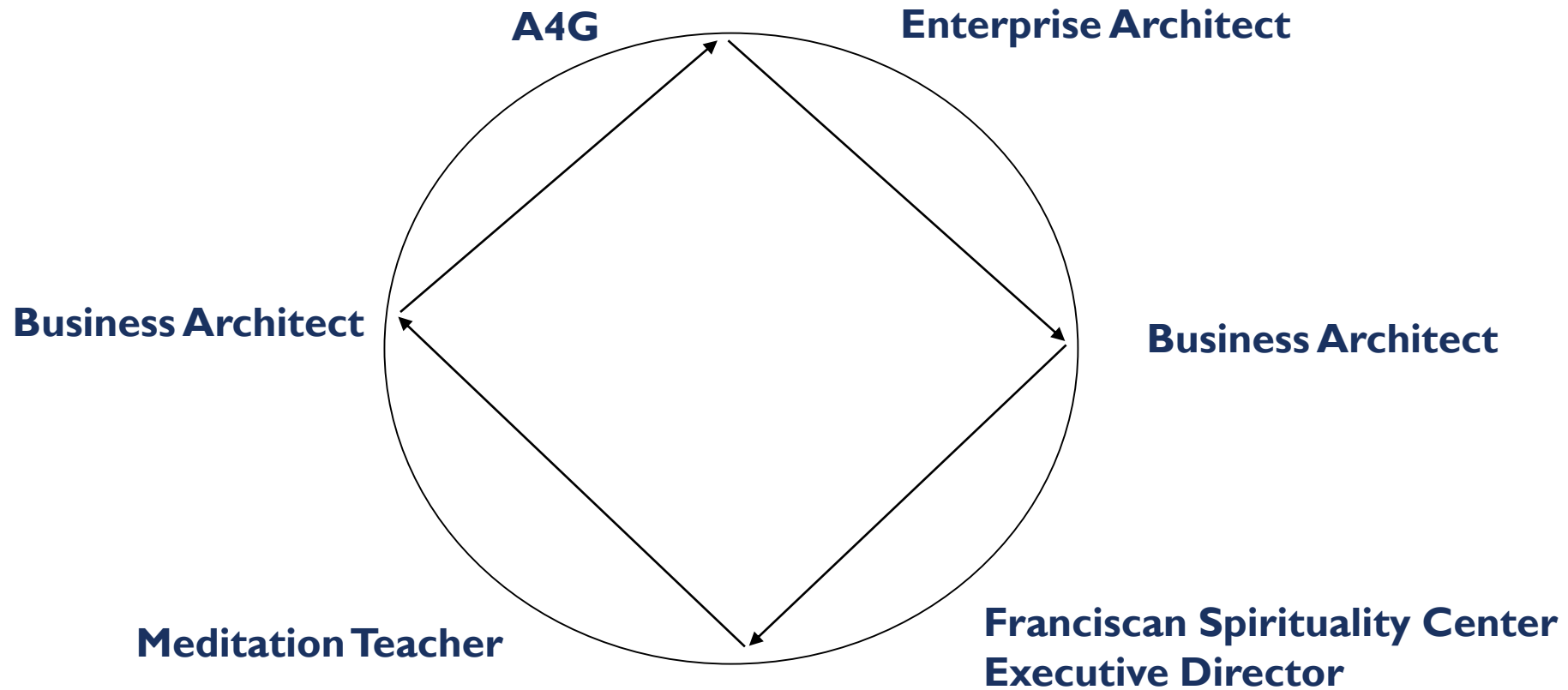
## Whynde Kuehn

Whynde is Founder and Managing Director of S2E Consulting and is a long-time business architecture practitioner, educator, author and recognized industry thought leader. She is a Partner at BAA, a Co-Founder of the BA Guild, an IDT Institute Fellow and a Senior Consultant for Cutter. She created the Architecting For Good (A4G) concept within S2E, based on her passion and experience applying solid business approaches to enable non-profits, social enterprises and cross-sector social initiatives to successfully start, scale, replicate and sustain.

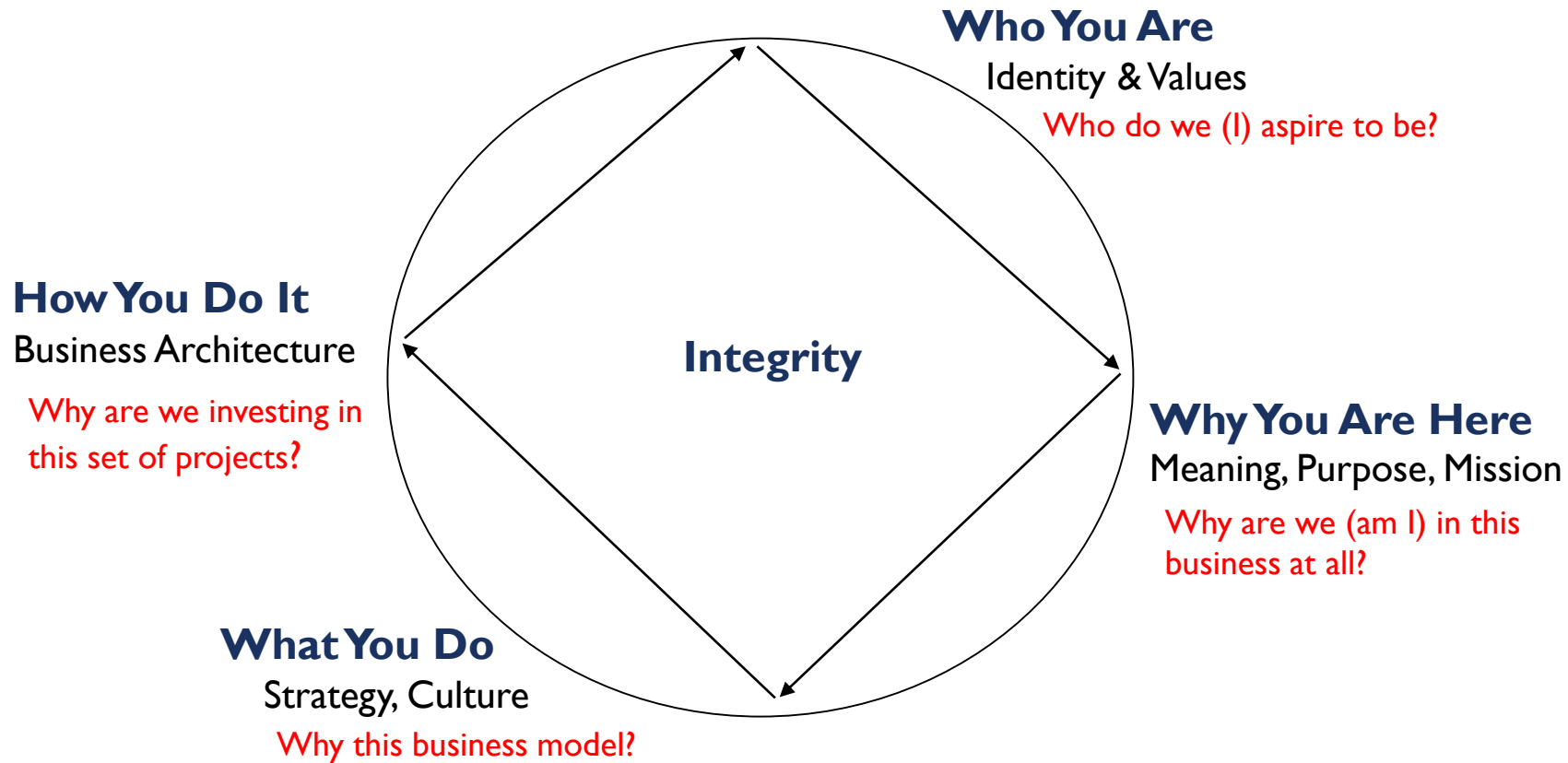
## Linda Finley

Linda is founder and president of the TCBAF, a non-profit professional community of practice thriving in the Midwest. In fact, you're all members of the community just by being here. Linda has been involved in supporting nonprofit organizations through service on governance boards and by executing projects, as a mentor, and an advisor. She is part of the leadership structure for her church, serving on the Benevolence Board, the governance Council, and on several strategy, vision formation, and launch teams. Linda has been coaching, leading and consulting in both non-profit and for-profit organizations of all sizes and maturity for the last 35 years.

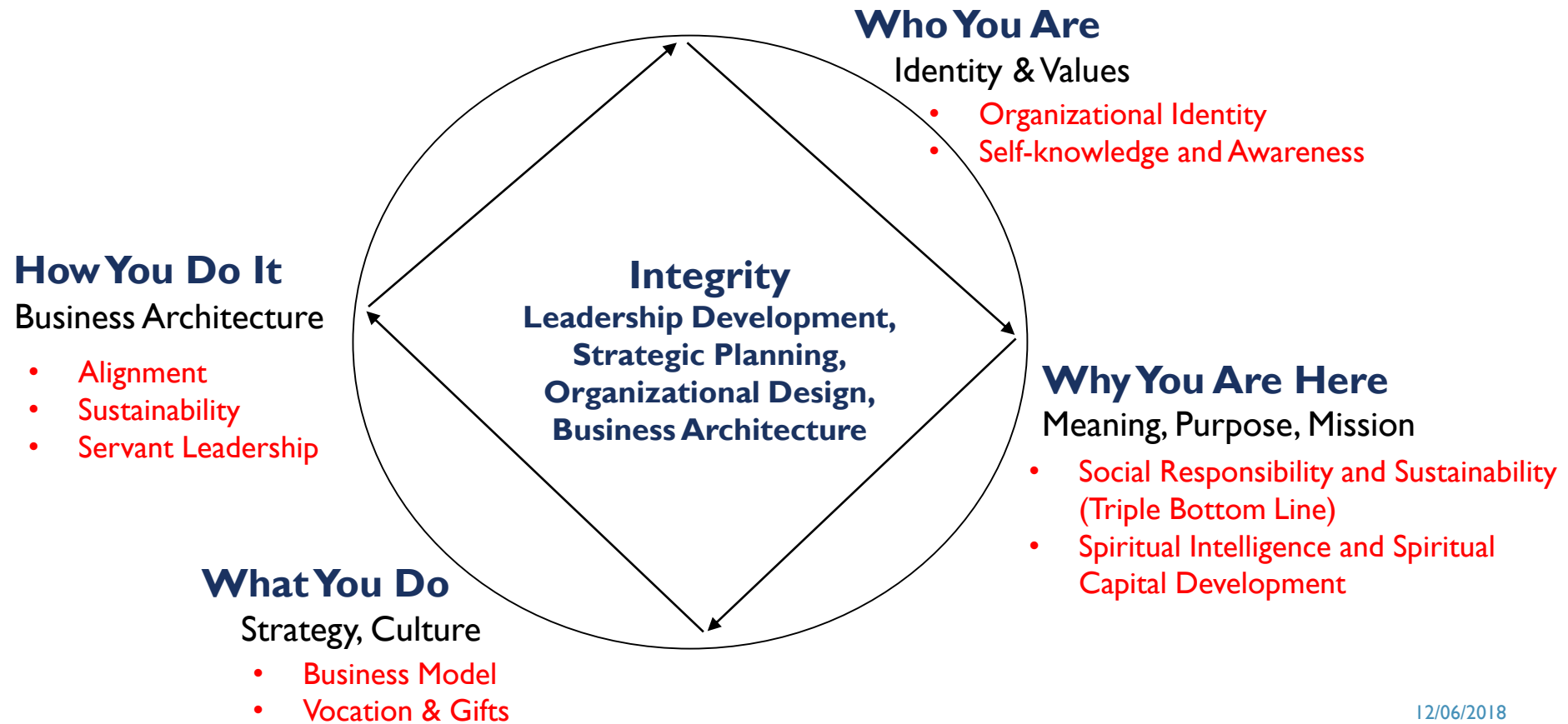
# JEFF'S JOURNEY TO ARCHITECTING FOR GOOD



# A4G MOTIVATION: EVER DEEPER LEVELS OF WHY

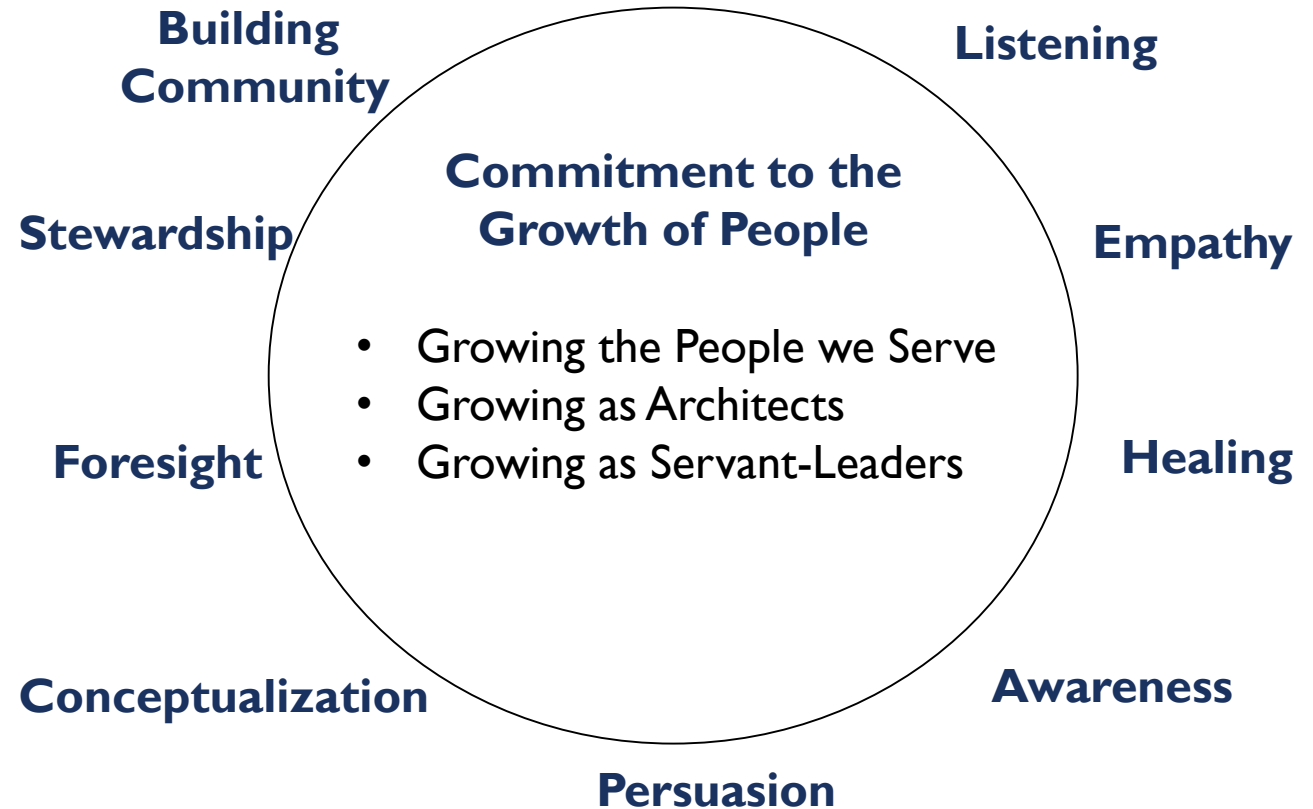


# INTEGRITY FRAMEWORK & THE SOCIAL ENTREPRENEUR

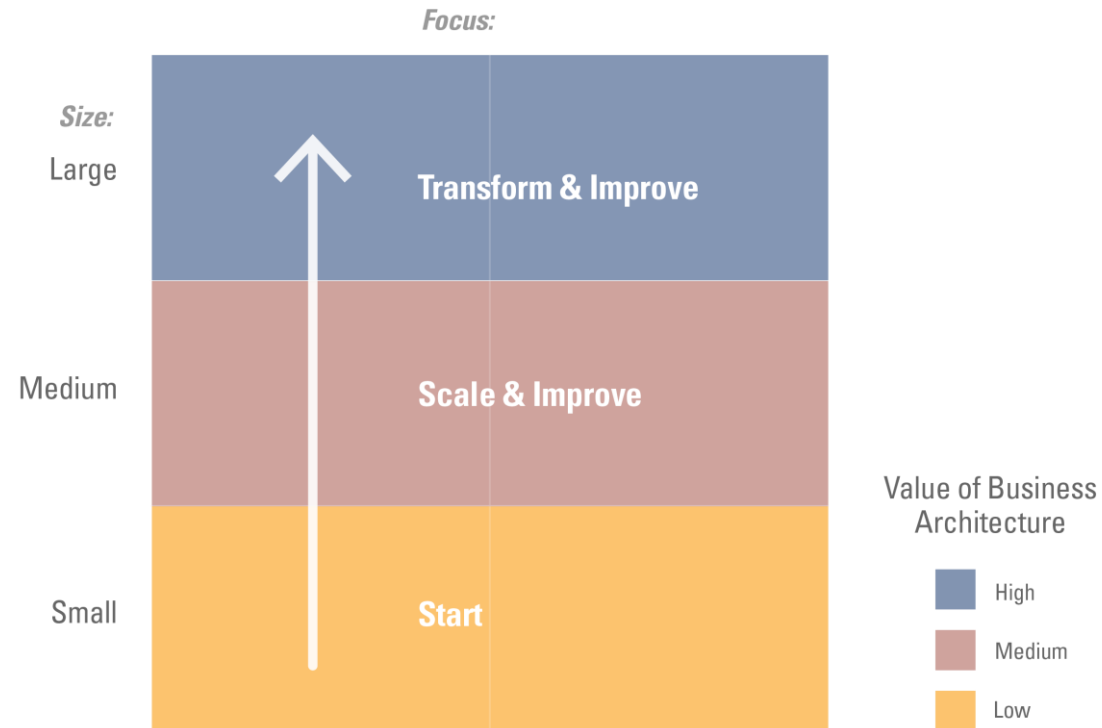


# A4G: SERVANT LEADERSHIP IN ACTION

- Servant Leadership begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead.
- The best test is:  
“Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?”  
– Robert Greenleaf



# WHERE THE NEED IS



The need for architecture is driven more by organization size than type.

Organization Type:

For-Profit

Non-Profit



COPYRIGHT © S2E CONSULTING INC.

THE BUSINESS ARCHITECTURE SUMMIT

12/06/2018

7

# HOW ARCHITECTURE CAN HELP

- To be successful, every organization needs:
  - A viable and competitive business model
  - An intentionally designed organization
  - A way to set and execute direction
- Architects can serve as as thinking partners, architects, facilitators of action and advocates
- Benefits to organizations include:
  - Create a solid offering and organization
  - Tell the story and demonstrate due diligence
  - Scale better
  - Operate better
  - Move ideas into action better now and later

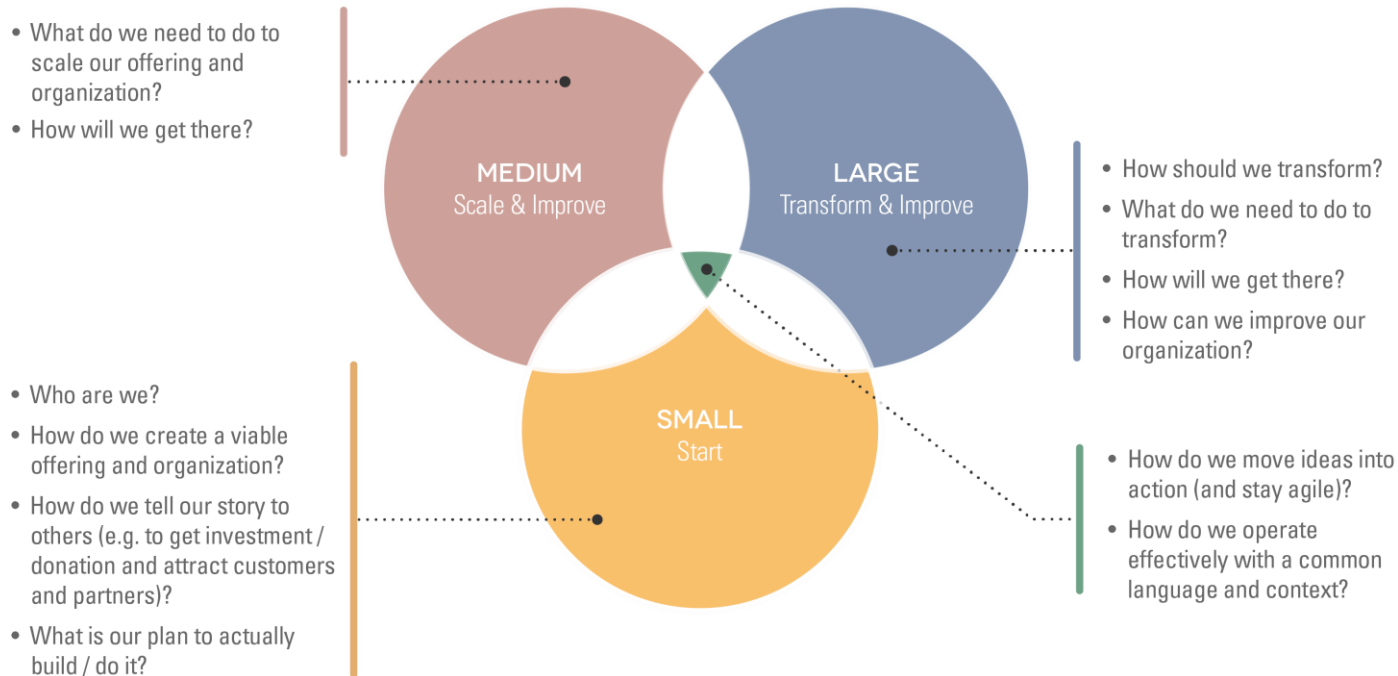


# SOME CHALLENGES ARCHITECTURE CAN HELP WITH

## OVERALL FOCUS

**For-Profit** — Start, scale, become profitable and potentially sell the business.

**Non-Profit** — Achieve the mission and be a good steward of resources.



Architecture helps to start, scale, transform and improve organizations.

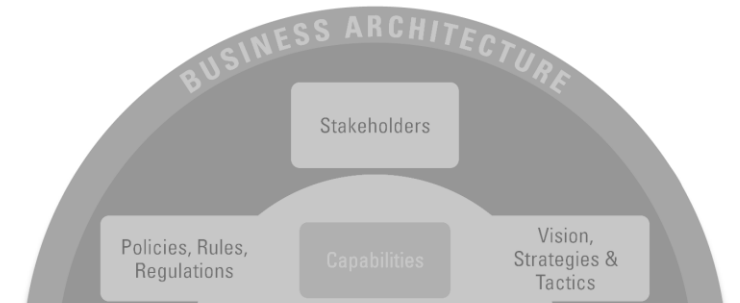
# ARCHITECTING IN A NON-PROFIT AND SMALLER ORGANIZATION CONTEXT

## What's the Same: The Architecture

- The scope and principles of business architecture are the same
- Of course the architecture content is different for every organization

## What's Different: The Dynamics

- Results now; time and resources are precious – Do only what is needed (which might include more than architecture)
- Structured approaches may be new – First solve a problem and unveil the techniques over time
- Different worlds and lingos – Understand the values, drivers, environment and language



# SOME CASE STUDIES OF BUSINESS ARCHITECTURE IN ACTION

## SOCIAL ENTERPRISES



A free newspaper in Africa leveraged business architecture to reimagine the business model to create new revenue streams and scale to meet demand across the country, impacting people and assets, as well as process and technology.

*Key Artifacts: Business Model, Value Network, Strategy, Citizen Journey, Capability Map, Value Streams, Roadmap + Fundraising, Marketing, Engagement...*



A Cuban art studio focused on disadvantaged artists leveraged business architecture to expand upon the business model to create new revenue streams and expand its global footprint.

*Key Artifacts: Business Model, Value Network, Strategy and Roadmap + Marketing, Connecting / Advocating...*

## CROSS-SECTOR INITIATIVES



An initiative in Africa (including ministry, university, foundation, and local / international non-profit and for-profit organizations from multiple countries) leveraged business architecture to design and plan country-wide education transformation.

*Key Artifacts: Business Model, Value Network, Capability Map, Value Streams, Roadmap + Fundraising, Business Council Formation, Connecting / Advocating...*

# SOME CASE STUDIES OF BUSINESS ARCHITECTURE IN ACTION

## STARTUP / SMALL BUSINESSES



African and Danish entrepreneurs leveraged business architecture to define an expansive Afronordic platform and brand.

*Key Artifacts: Business Model and Analysis, Value Network, Strategy, Capability Map, Value Streams, Product Mapping, Roadmap + Business Plan...*



A London startup leveraged business architecture to reorient its business concept around customers and value; expand the concept and stage it over time; and better tell the story to investors and partners.

*Key Artifacts: Business Model, Value Network, Capability Map, Value Streams, Roadmap + Communications, Connecting / Advocating...*

# SOME CASE STUDIES OF BUSINESS ARCHITECTURE IN ACTION

## NON-PROFIT ORGANIZATIONS



A New York / African non-profit organization leveraged business architecture to bring new clarity, consistency, transparency and control to fundraising activities.

*Key Artifacts: Value Streams, Capability Map and Policy Mapping + Business Processes and Procedures...*



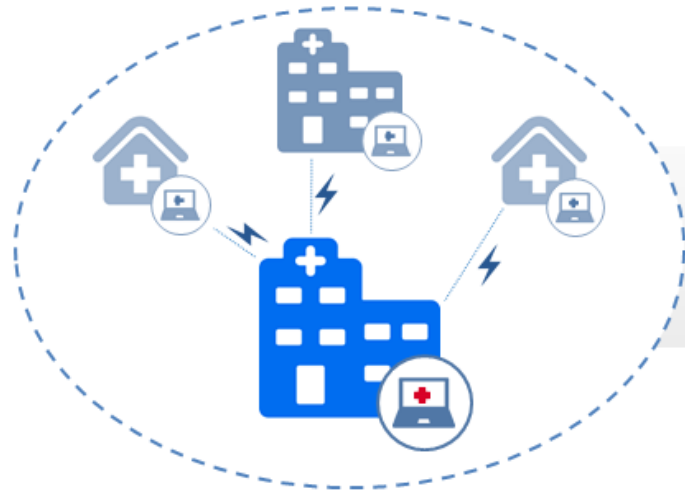
An African non-profit organization leveraged business architecture to spin off its specialized Electronic Medical Record (EMR) solution into a supporting social enterprise and scale its implementation across the country and other African countries.

*Key Artifacts: Business Model, Value Network, Capability Map, Value Streams, Product Mapping, Roadmap + Business Start Up, Communications, Connecting / Advocating...*

# THE YONKOFA PROJECT (CASE STUDY)

## BUSINESS CONCEPT

### PHASE ID: CONNECTED HEALTH INFORMATION SOLUTIONS FOR REMOTE COMMUNITIES



**BETTER CARE FOR PATIENTS AND THEIR FAMILIES**

**MORE EFFICIENT USE OF MEDICAL RESOURCES**

- **Workstations**
- **Software**  
*(EMR software and iris scan patient identification tailored to remote areas)*
- **Services**
- **Internet for Telemedicine**



*Funding for Yonkofa Community Health Solutions*



*Better care leading to extended and improved quality of life for patients and their families*



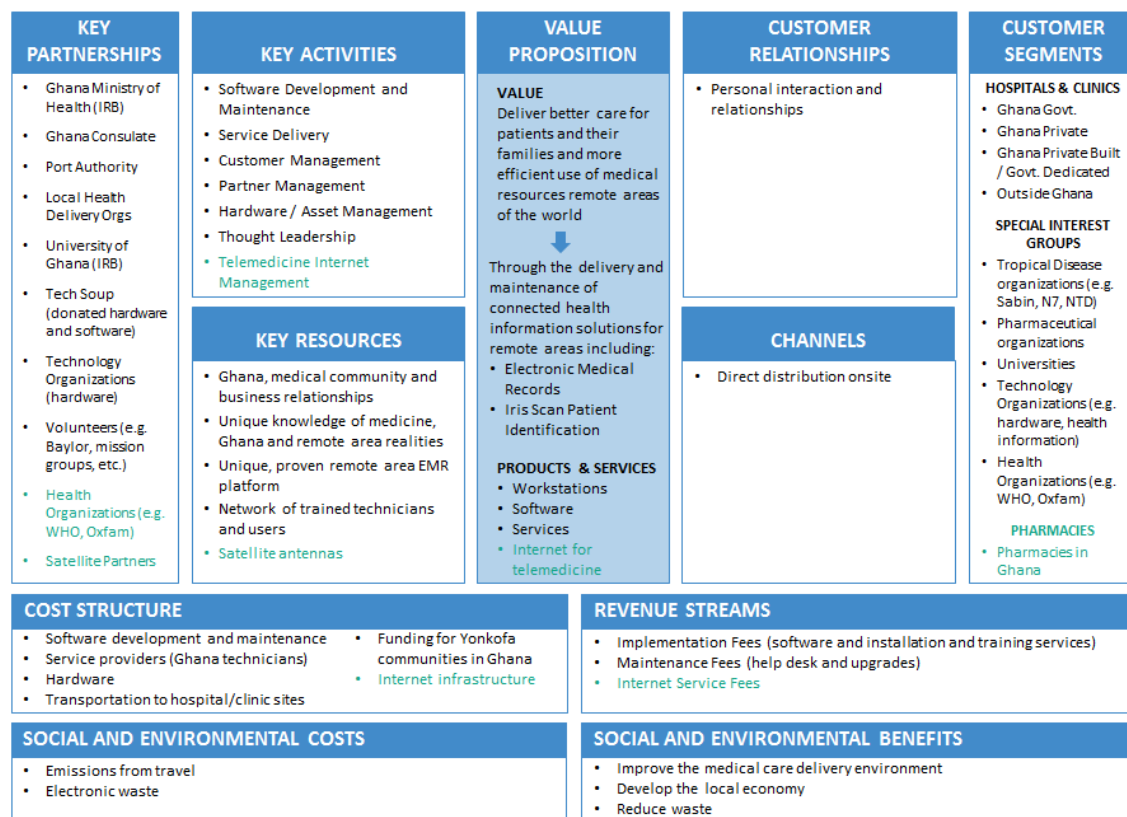
*More efficient use of medical resources for hospitals and clinics*



*Better health information for research and disease surveillance for global health organizations*

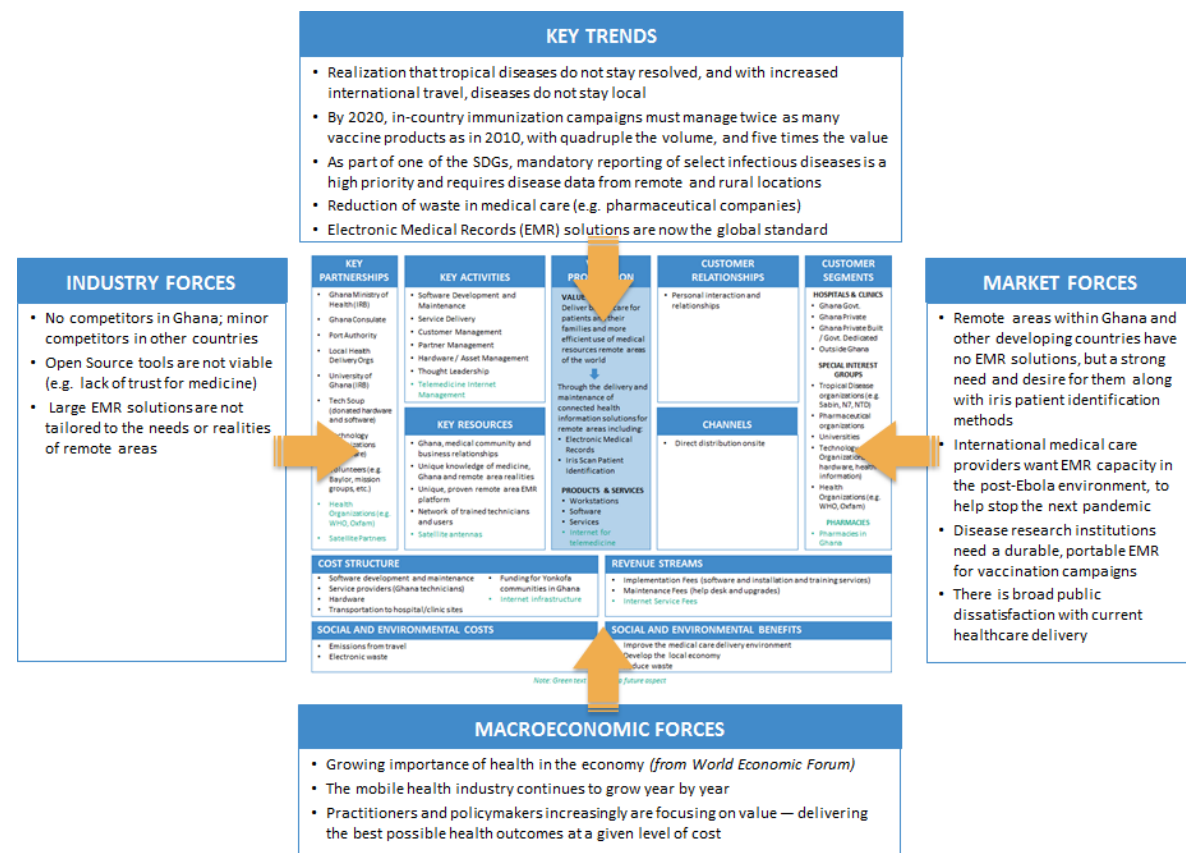
# THE YONKOFA PROJECT (CASE STUDY)

## BUSINESS MODEL



Note: Green text indicates a future aspect


## EXTERNAL ENVIRONMENT



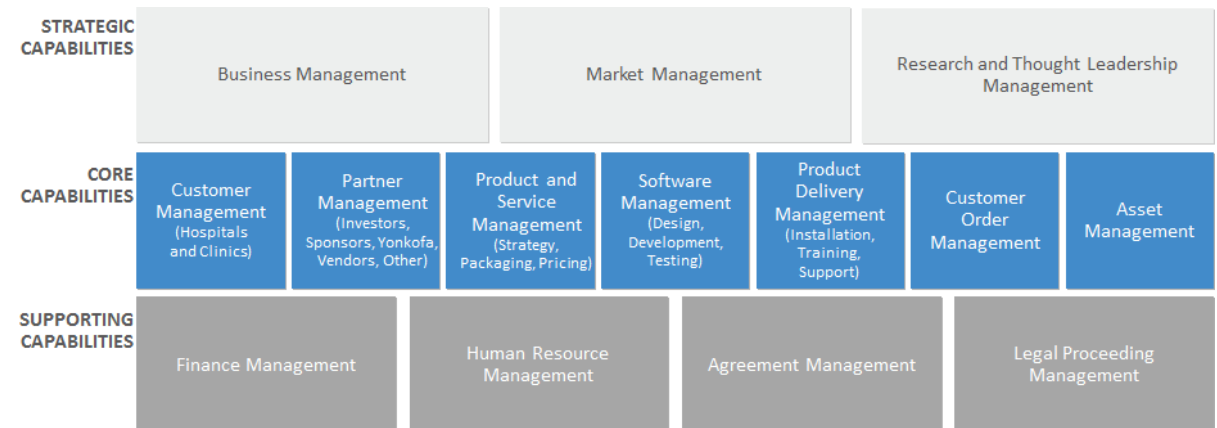
# THE YONKOFA PROJECT (CASE STUDY)

## VALUE STREAMS (A.K.A HOW IT WORKS)

	REQUEST	ASSESS	PREPARE	RECEIVE	PAY	USE
<b>GHANA</b>	Paying Hospital / Clinic requests Phase ID  or Sponsored Hospital / Clinic is due on the rollout plan	Phase ID Team (US) assesses need, orders equipment and schedules install and training	Product Manager (Ghana) receives equipment  Technician (Ghana) configures equipment according to specifications	Technicians (Ghana) install equipment and train users	Phase ID Team (US) bills Paying Hospital / Clinic or Sponsor  Paying Hospital / Clinic or Sponsor pays bill (for implementation)	Clinic / Hospital uses Phase ID, receives support and software updates / upgrades as needed  Paying Hospital / Clinic or Sponsor pays annual bill (for maintenance)  If opted in, Clinic / Hospital shares data periodically
<b>EXTERNAL</b>	Paying Hospital / Clinic or Sponsor (e.g. a doctor on behalf of a Hospital / Clinic) requests Phase ID	Phase ID Team (US) assesses need, orders equipment and schedules install and training	Phase ID Team (US) receives equipment Phase ID Team (US) configures equipment according to specifications and ships to Hospital / Clinic	On The Ground Resource* installs equipment and trains users  <small>* Note: Resource could be the Hospital / Clinic or Sponsor, a third party (e.g. non-profit) or a Phase ID resource can do the implementation for a fee plus expenses</small>	Phase ID Team (US) bills Paying Hospital / Clinic or Sponsor  Paying Hospital / Clinic or Sponsor pays bill (for implementation)	Clinic / Hospital uses Phase ID, receives support and software updates / upgrades as needed*  Paying Hospital / Clinic or Sponsor pays annual bill (for maintenance)  <small>* Note: Updates may be delivered electronically or shipped on USB. On the Ground Resource installs and provides support. Also note that no data is shared.</small>

 Indicates a key difference between Ghana and External process

## CAPABILITIES

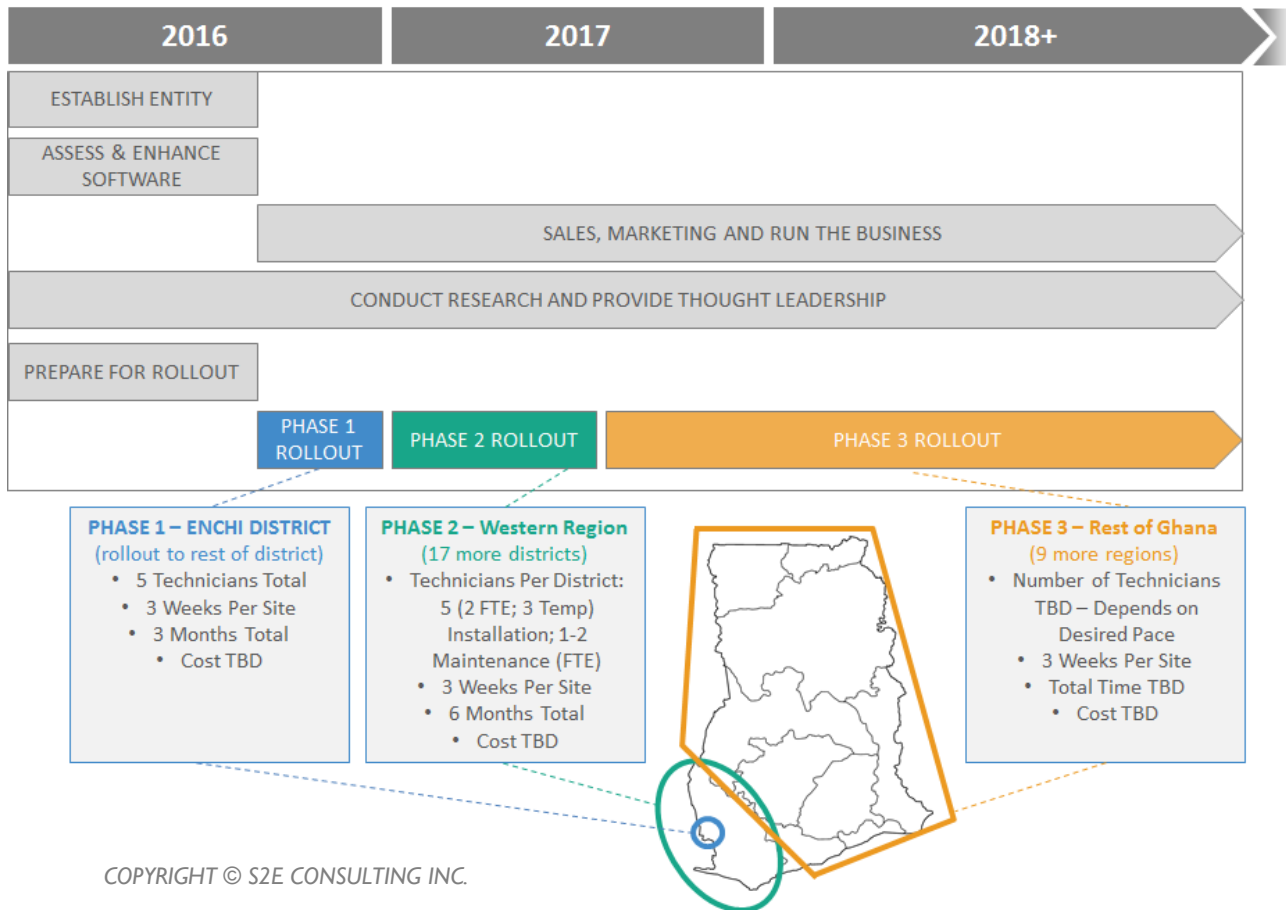


COPYRIGHT © S2E CONSULTING INC.



# THE YONKOFA PROJECT (CASE STUDY)

## ROADMAP FOR NEXT HORIZON



More on this case study at:  
<https://www.slideshare.net/s2econsultinginc/business-architecture-for-nonprofits-and-smaller-organizations>

# THE TWIN CITIES BUSINESS ARCHITECTURE FORUM

- Founded in 2010
- Business community support
- Created for the purpose of bringing the business architecture community together
- Continuously growing and evolving
  - Educational programs
  - Partnerships
  - Support of affinity groups
  - Summits
- Developing assets and other work underway

# A4G IN OUR BUSINESS ARCHITECTURE COMMUNITY

## Benefits for the Community

- As the Twin Cities Business Architecture Community has grown up we continue to seek involvement in new and vitalizing ventures
- Many non-profits don't realize the possible benefits of business architecture nor do they have the awareness, skills, or financial depth to seek the benefits of business architecture
- The Twin Cities Business Architecture Forum is the largest gathering of business architects in the world, and we will be the first to institute a formal organizational commitment to Architecting 4 Good

## Benefits for Business Architects

- Pro bono involvement and service within organizations who otherwise would not engage them
- Opportunities for seasoned business architects to give back to the community
- Opportunities for aspiring business architects to work with and learn from senior experts

# WHAT WE'RE SEEKING

## Non-Profits

- Community and social outreach organizations
- Churches
- Volunteer organizations

## Who

- Senior business architects
- Aspiring business architects
- Non profit leaders

# BRAINSTORMING -- WHAT NEXT

- Identifying candidate non-profits
  - Identifying candidate business architects
  - Planning workshop approach and intended outcomes
  - Planning date for workshop in January
- Considering using the January TCBAF Community meeting to promote and share

# THANK YOU!

- For more information on participating in A4G in MN, contact:
  - Jeff Dols ([jeff.dols@s2etransformation.com](mailto:jeff.dols@s2etransformation.com))
- Share your interest:
  - A4G in Minnesota: [bit.ly/S2E-A4G](http://bit.ly/S2E-A4G)
  - A4G Survey: <http://bit.ly/arch-for-good-survey-l>
- Please complete your evaluations!