

STANDING UP A BUSINESS CAPABILITY MANAGEMENT OFFICE: A REPORT FROM THE FIELD

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The Business Architecture Summit

ABSTRACT

Blue Cross Blue Shield of Minnesota has newly created a team of three to perform capability management functions for the enterprise. Since April 2019, this team has worked to define & introduce themselves, develop baseline models & practices, and gain traction & deliver value. Through the progress forward, there have been wins, misses. Using MN's experiences as a touchpoint, this will be an interactive session sharing experiences and lessons learned.

Laugh, cry, cringe, and cheer - but most of all - learn!



OUR CORPORATE CONTEXT

- New concept of a “Stella Health” umbrella with an overarching mission
- Fundamental, underlying technology swap & pivot
- Company’s been changing operational platforms for the past few years
- Accumulating business & technical debt
- New leadership
- New strategy

OUR SCENARIO

- New department / new role / new team / new leaders / new players
 - All players have both industry and company experience (WHEW!)
 - Some corporate experience with a capability model, mappings, and roadmaps
...but that's all entangled with "feelings"
- Corporation isn't yet sure where we fit / how we fit / when we fit / why we fit
...and sometimes we're not that far ahead of them!

THIS. IS. INTERACTIVE.

LET'S PRACTICE

INTERACTIVE PRACTICE #1: TELL ME SOMETHING I DON'T KNOW

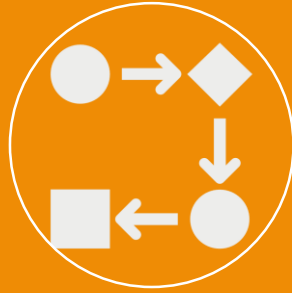
INTERACTIVE PRACTICE #2: BE PROFOUND IN TEN WORDS OR LESS

INTERACTIVE PRACTICE #3: LET ME FLIP TO THE NEXT SLIDE & MOVE ON

OUR OWN DOG FOOD:



People



Process



Technology



Information



Key
Performance
Indicators

PEOPLE



CAPABILITY PROCESS



Understand

Model &
Align

Assess

Analyze

Roadmap

KEY POINT

Understand direction and expected outcomes.

Identify the core and supporting abilities that are needed.

Find the gaps in each capability's current readiness for the end state.

Evaluate each capability's strategic placement, size, and gaps.

Determine 1) what gaps are to be filled over time to achieve interim and end states; 2) which capabilities should be internal.

WORK PRODUCTS

1. Engagement outline
2. Solution model w/ minimum viable product (as needed)

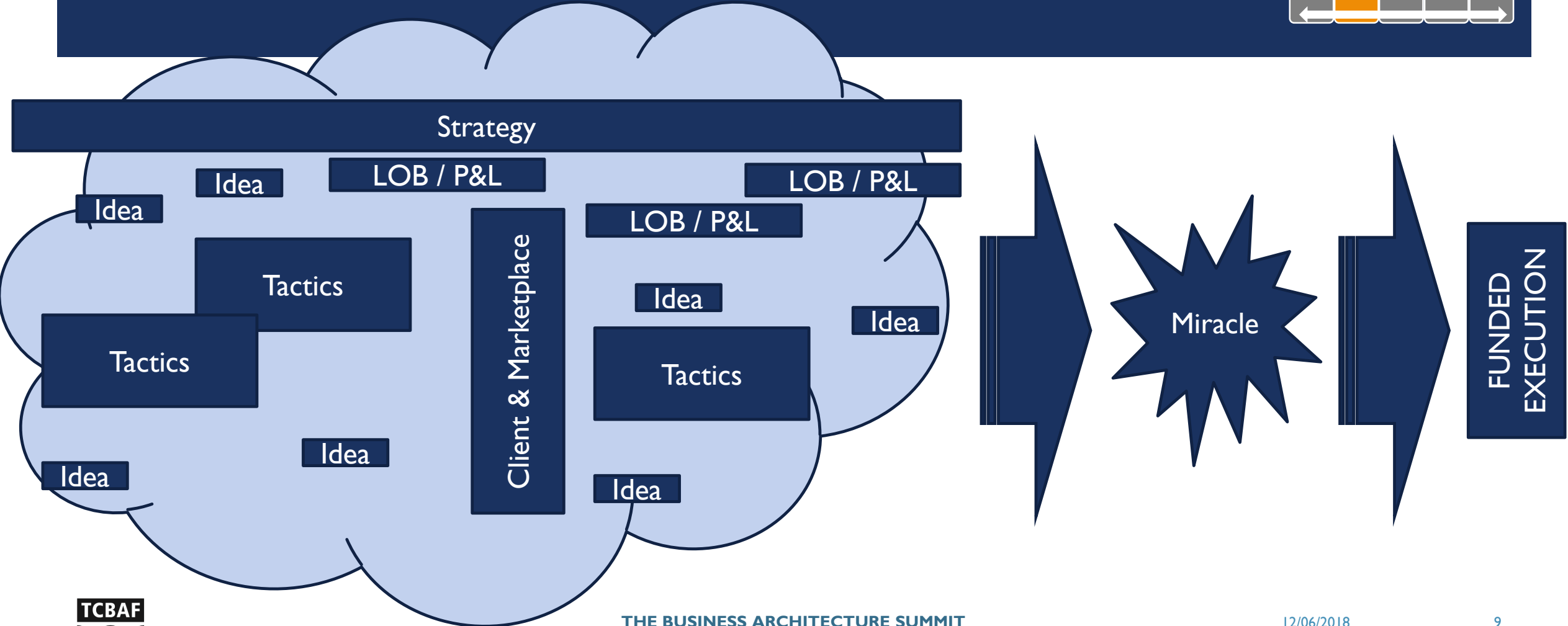
3. Target capability model
4. Impact to Enterprise Capability Model

5. Raw assessment scores
6. Raw heat map & gaps
7. Raw assessment notes

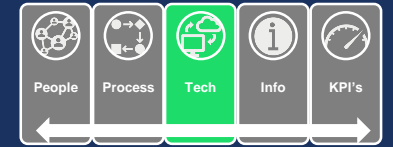
8. Capability strategic alignment
9. Capability weighting
10. Weighted heat map
11. "Key" gaps to MVP & ideal

12. Capability Roadmap
13. Build v. Buy Recommendation
14. Capability Assessment Summary

PROCESS: IDEA TO INITIATIVE

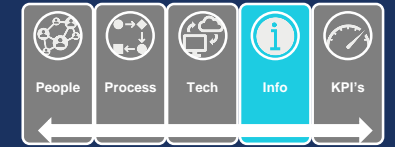


TECHNOLOGY



- Surveys: Teams Forms, Perceptix, Survey Monkey
- Visualization: Visio & Access/Excel, Sparx
- Metadata: Excel, Word
- Model: Access, Sparx
- Publishing: PowerPoint

INFORMATION



It is Known

- Enterprise capability model & metadata
- Strategic goals & alignment
- Gaps & marketplace demands
- Existing investments
- Existing assets: systems, data, vendors, suppliers, etc.

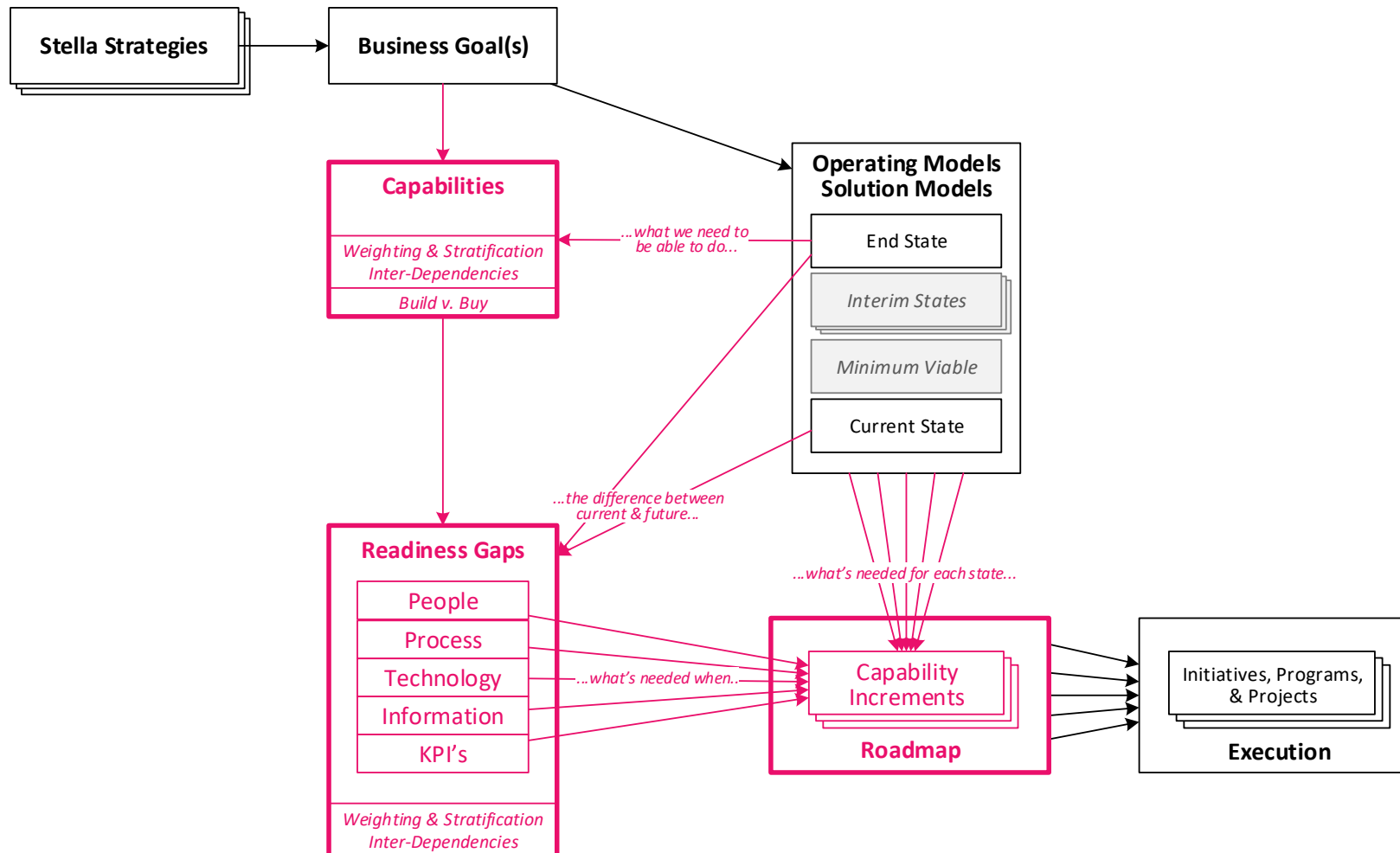
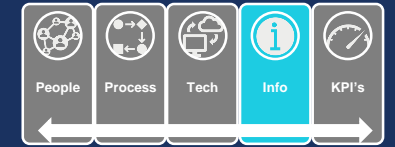
It is Discovered

- Scope, objectives, success criteria, solution outline
- Current, interim, and final states
- Subject area capability models
- Capability current state and gaps
 - Maturity v. Readiness

It is Analyzed

- Capability strategic alignment
- Gap relative impact
=f(readiness, relative size, strategic alignment)
- Build v. buy
- Roadmap: gap to state

INFORMATION MODEL



KPI'S



- % Senior leadership socialization, one-on-ones, etc.
- # Engagements
- \$'s of scope within engagements
- % Utilization prior to funding request
- Demand v. capacity


- *What's the value of a good decision, well informed?*
- *What's the value of a bad decision avoided?*

NEXT STEPS

- Take work where we can, provide actionable value and succeed
- Continue to practice, learn, and mature ourselves
- Develop our own capability model?
 - Models
 - Metadata
 - Assess
 - Analyze

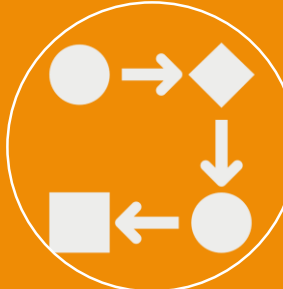

APPENDIX






People

Skills
Training




Process

Effectiveness
Documentation
Optimization




Technology

Ease of Use
Meets Current &
Future Needs



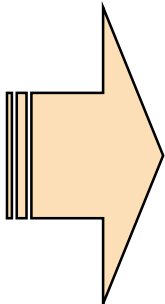

Information

Accessibility
Accuracy
Timeliness



**Key
Performance
Indicators**

Defined
Meets
Expectations

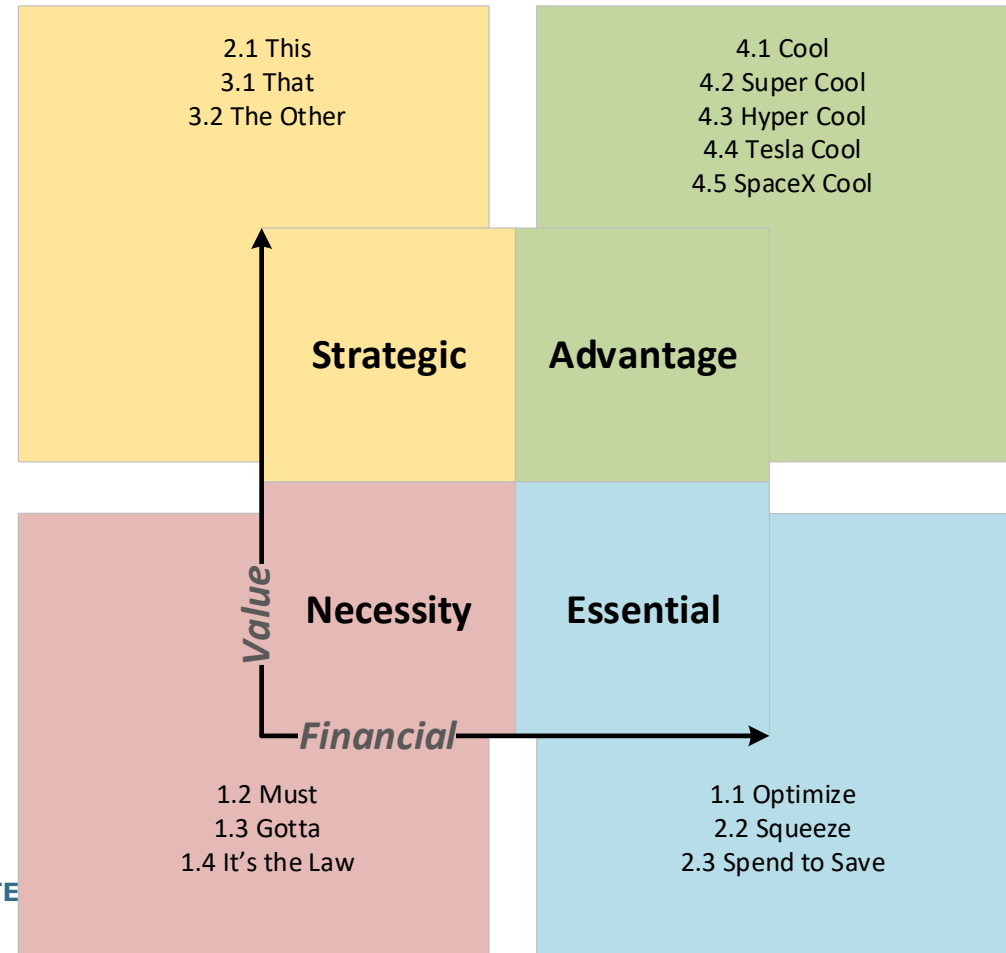
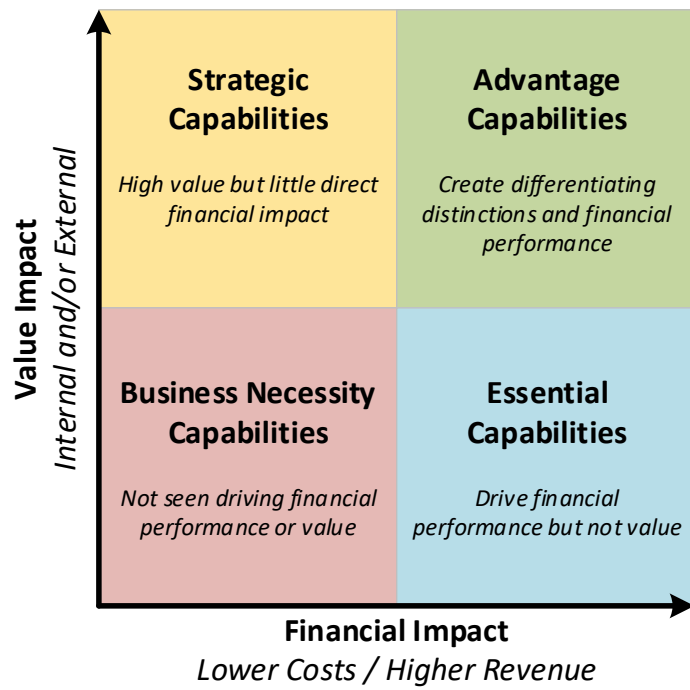


**Readiness
Assessment**

↑
↓

- Fully
- Mostly
- Some
- None

STRATEGIC ALIGNMENT



ROADMAP RADAR (TOGAF)

