# Leading with Business Architecture on the Product Transformation Journey

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## Business Architecture Summit Event: by TCBAF

Optum

United Healthcare

**Mike Arulfo, Enterprise Architect**

**12/8/2022 (Version)**

# What Am I Going to Talk About?

✓Why Architecture is a team sport

✓Show How Enterprise level Architecture is evolving within product transformations

✓Answer where architecture is most effective within this popular transformation model

I will tell a story about me and my previous Architect team. A story worth sharing…..

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# Michael Arulfo

# Optum Enterprise Architect

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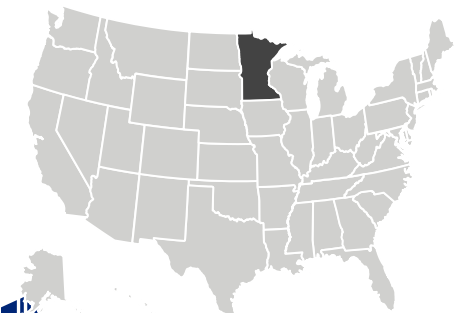# Michael Arulfo – Enterprise Architecture Team

**ABOUT ME:**

## Michael Arulfo

Enterprise Architect

Previous Role: Enterprise Architect – UHC Tech E&I Division

**Joined** Optum in 2015

**LOCATION: Bloomington, MN**

**WHAT I AM WORKING ON:**

**1.** Optum Health

**2.** Cloud Transformation Project with a cohort at UC- Berkeley.

Egypt 2019.

**What's Important to me?**

- *Travel – Global and US states*
- *Family – Married, host Rotary students*
- *Community – Board of Directors, BETA*
- *Fun – Avid sports fan, soccer, football, basketball, hockey, Swing Dancer, etc*
- *DEI – Co- Founder Shades in Technology*

**FAVORITE ADVICE OR QUOTE:**

"Although the life of a person is in a land full of thorns and weeds, there is always a space in which the good seed can grow. Love calls us to move beyond fear.
*-- Pope Francis*

SUPER
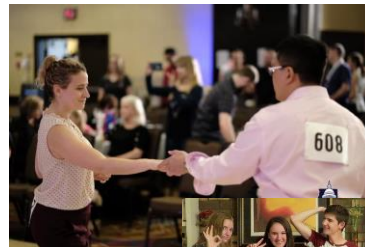
Allianz Field

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# What is the Primary Business Challenge?

✓ How do you align business and technology within a $287.6 billion dollar company with over 340,000+ employees?

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TEAM     AWESOME!

# In the Beginning……

- Recruited from the Big Data Platform Team.

- Some experience as an Architect.

- New to the Enterprise Business Architect role.

- Full of hope and lots of enthusiasm!

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# Then It got interesting....

- ✓ Product Transformation
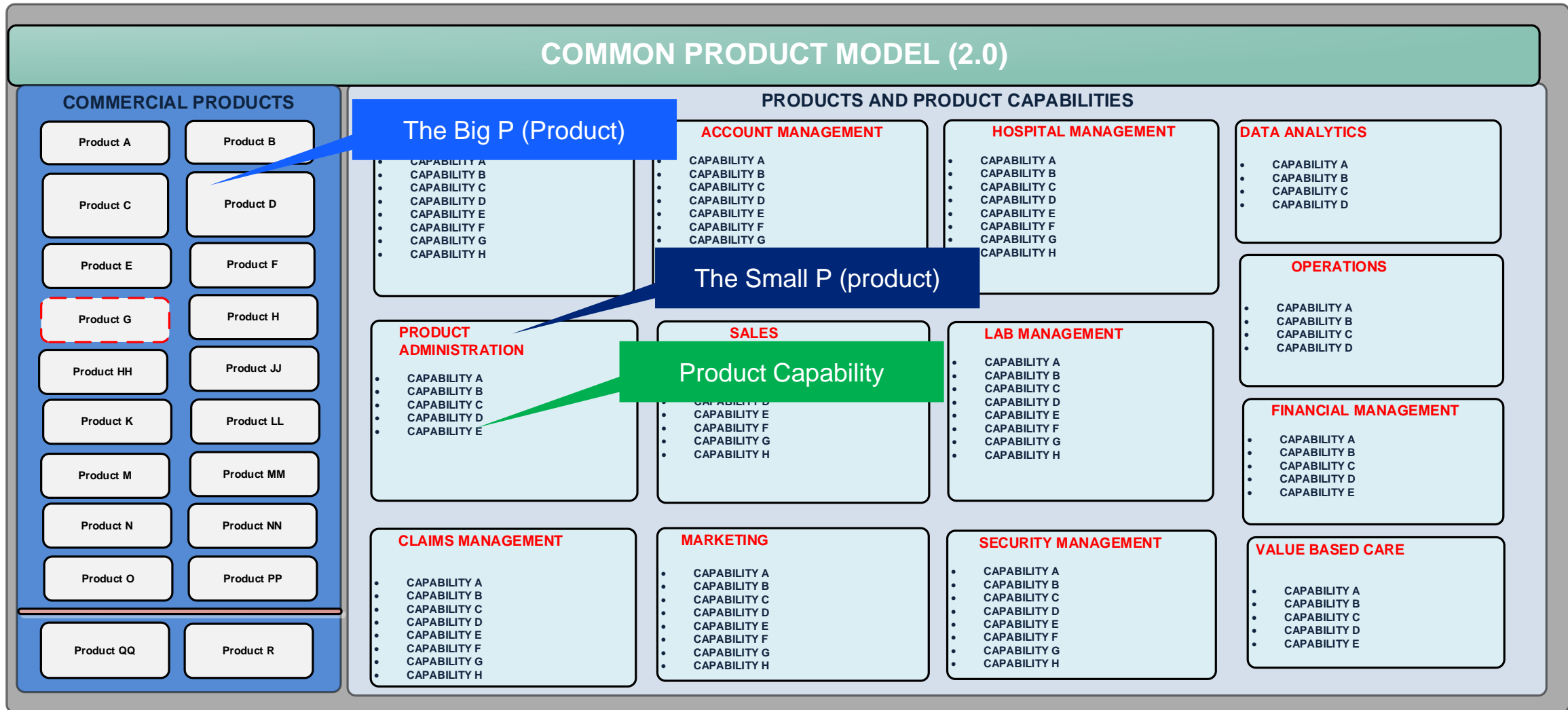
- ✓ New Product Model

- ✓ Newly appointed product leaders

**No Single Architect or Team had ever created a common product model for UHC- successfully**.

New Architecture Practice (CIO)

High Stakes for me and the architecture team

# The Clash!

- ✓ **Job is on the line.**

- ✓ Product Model v1.0

- ✓ Architect debate

- ✓ New Product Managers and change

- ✓ CIO Projects!
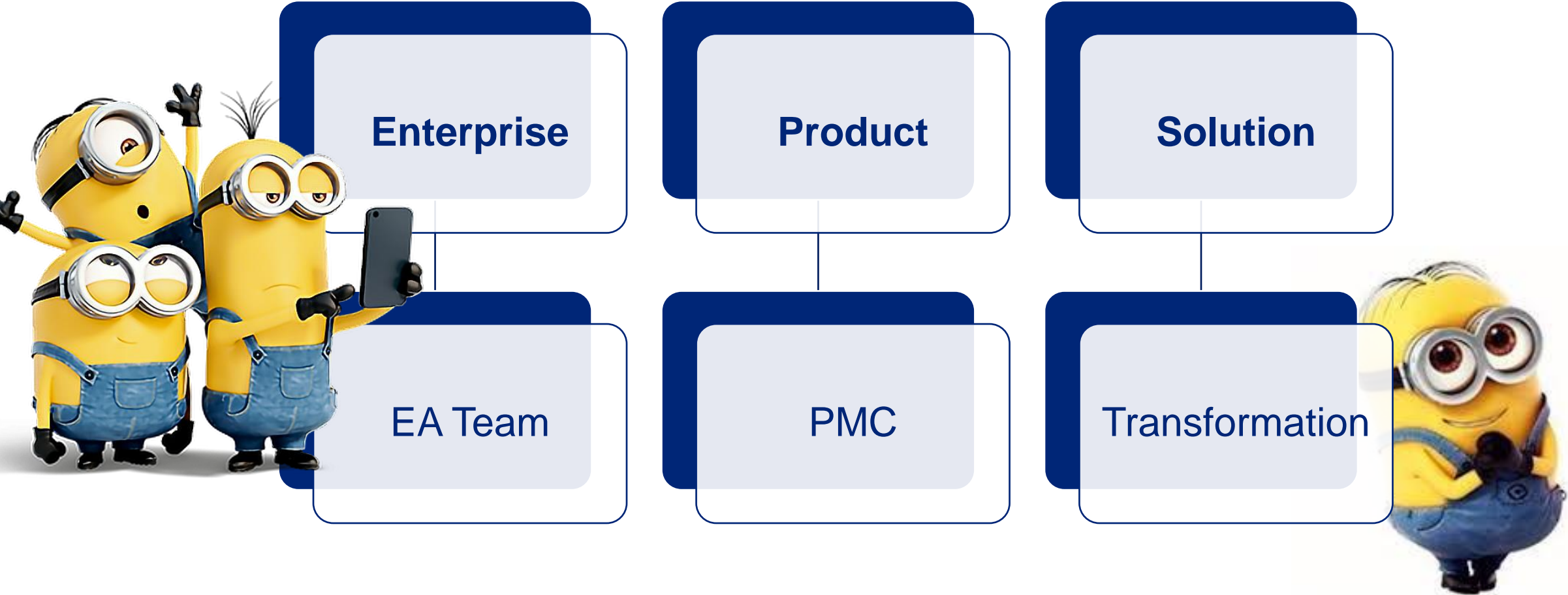
# Build a Common Product Centric Model

## COMMON PRODUCT MODEL (2.0)

### COMMERCIAL PRODUCTS

| | |
|---|---|
| Product A | Product B |
| Product C | Product D |
| Product E | Product F |
| Product G | Product H |
| Product HH | Product JJ |
| Product K | Product LL |
| Product M | Product MM |
| Product N | Product NN |
| Product O | Product PP |
| Product QQ | Product R |

### PRODUCTS AND PRODUCT CAPABILITIES

**The Big P (Product)**

**The Small P (product)**

**Product Capability**

**ACCOUNT MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G

**HOSPITAL MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**DATA ANALYTICS**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D

**OPERATIONS**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D

**PRODUCT ADMINISTRATION**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E

**SALES**
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**LAB MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**FINANCIAL MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E

**CLAIMS MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**MARKETING**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**SECURITY MANAGEMENT**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E
- CAPABILITY F
- CAPABILITY G
- CAPABILITY H

**VALUE BASED CARE**
- CAPABILITY A
- CAPABILITY B
- CAPABILITY C
- CAPABILITY D
- CAPABILITY E

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# Become the Guide: How Business Architects fit in the Product Eco- System

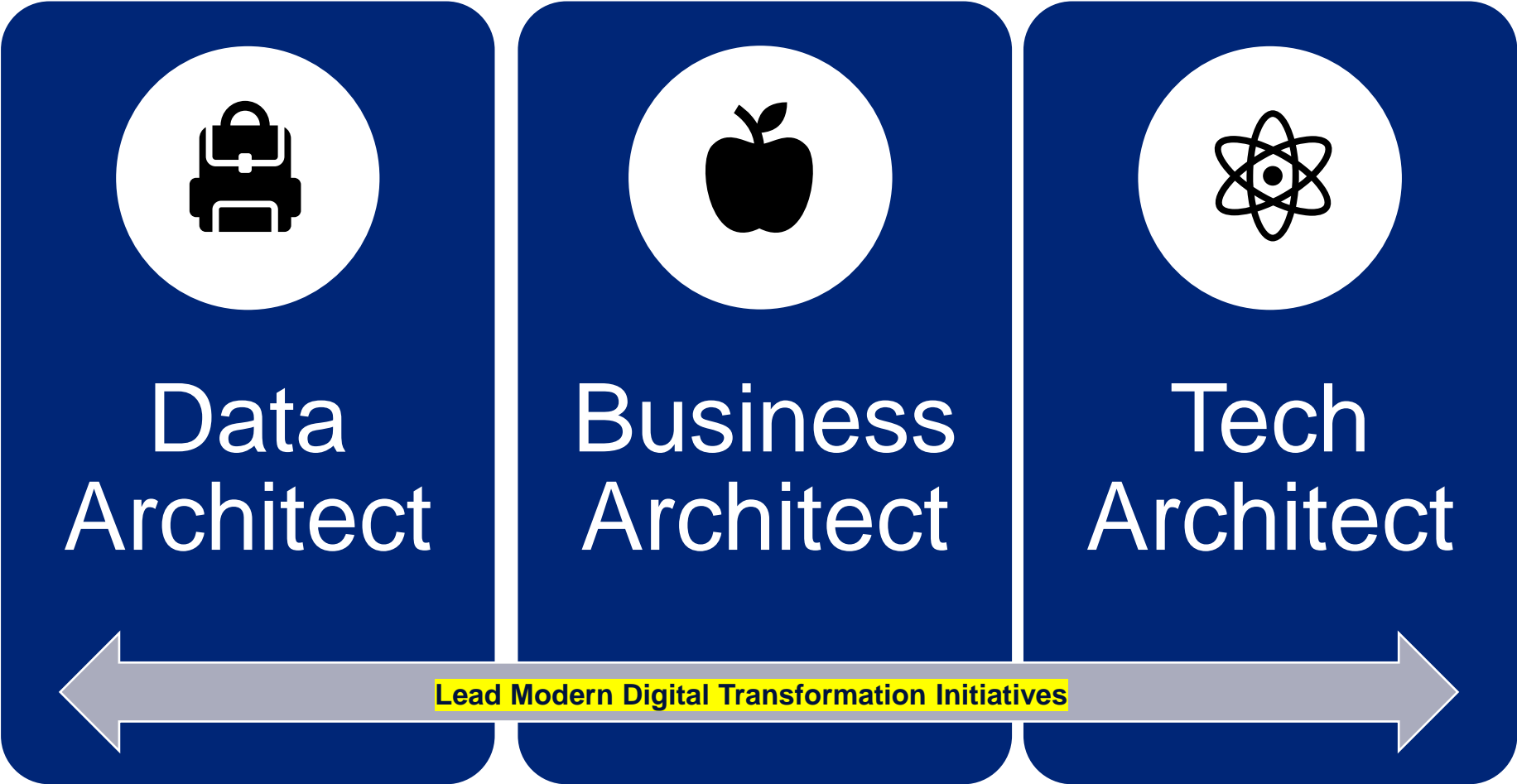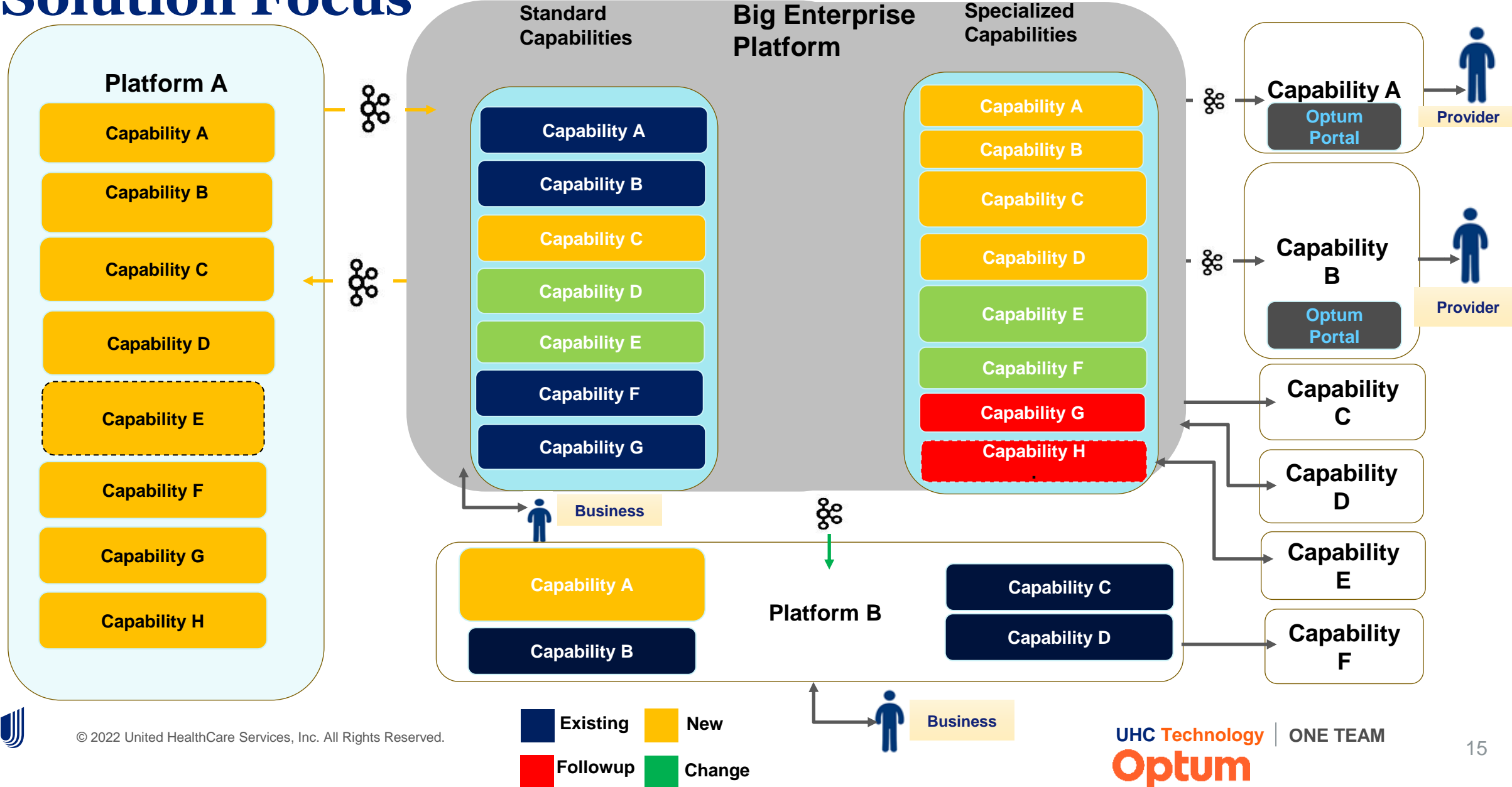| Enterprise | Product | Solution |
|---|---|---|
| EA Team | PMC | Transformation |

# Architecture is a Team Sport!

☐ Share knowledge and experience

☐ Collaborate on strategy and solutions

☐ Teach team members

☐ Communicate within the team

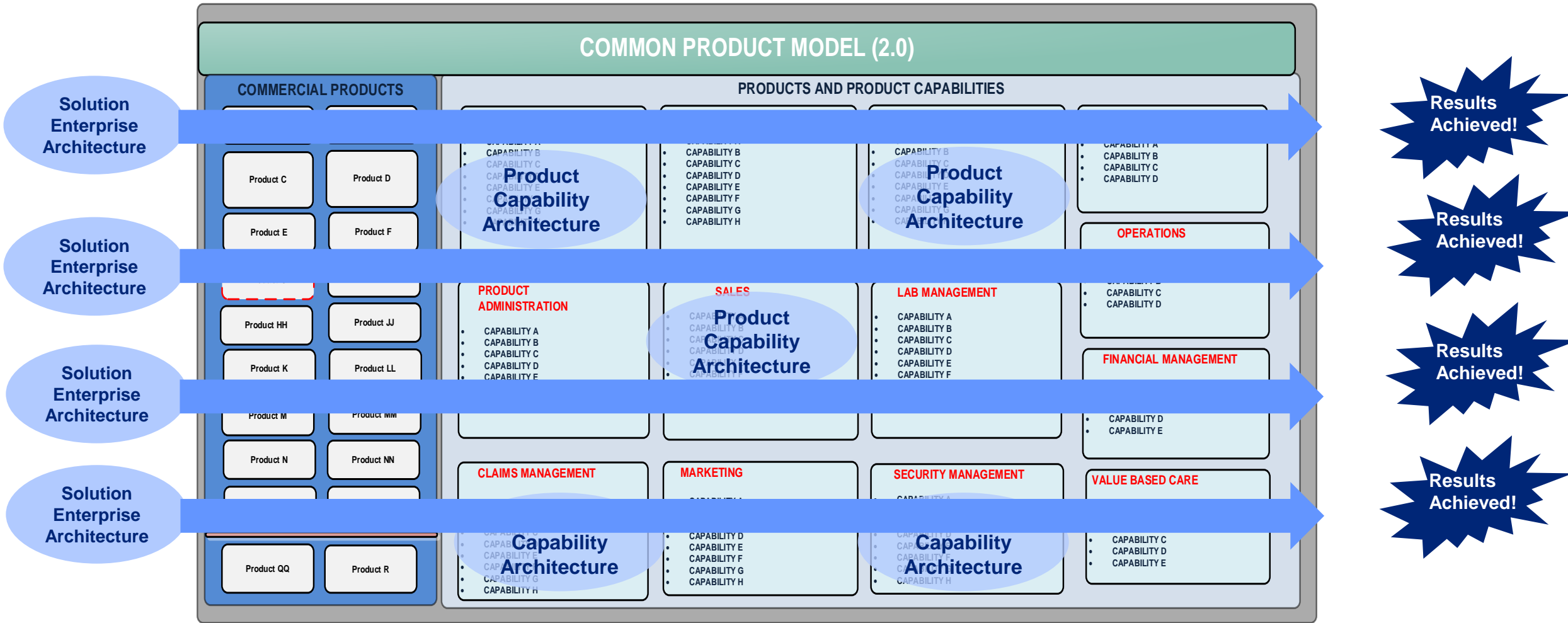**Optum** Technology | ONE TEAM

# Architects:  Adopt a Platform View of the Role

**Data Architect**

**Business Architect**

**Tech Architect**

Lead Modern Digital Transformation Initiatives

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# Create High Level Diagrams of the Eco-System vs. Solution Focus



**Platform A**
- Capability A
- Capability B
- Capability C
- Capability D
- Capability E
- Capability F
- Capability G
- Capability H

**Big Enterprise Platform**

**Standard Capabilities**
- Capability A
- Capability B
- Capability C
- Capability D
- Capability E
- Capability F
- Capability G

**Specialized Capabilities**
- Capability A
- Capability B
- Capability C
- Capability D
- Capability E
- Capability F
- Capability G
- Capability H

**Platform B**
- Capability A
- Capability B
- Capability C
- Capability D

Business

Capability A — Optum Portal — Provider

Capability B — Optum Portal — Provider

Capability C
Capability D
Capability E
Capability F

**Legend:**
- Existing (dark blue)
- New (yellow)
- Followup (red)
- Change (green)

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# Focus on the Outcomes within the Practice (aka. An End2End Viewpoint)

# Own the Strategic Alignment Framework: In the Product Transformation World

## Core Business Capability 1

*'One –stop shop' product and capability* driving dsjghdkjsgjdkgg

*gffdhhfhfghfxhdfjhfdjhdjfgjf*

**Streamline internal processes and capabilities**

(rieyuyjirojyoitjuiojru Rgrjgrjdfrhjfhkljfgkhjgfkjf)

## Core Business Capability 3

**Provide fully digitized products.**

Ejgjkgnsdjnglkfdkldmhkdmhkkf dgdnjdnfjfndjdnhlnhlkhknknhn.

**Platforms leveraging enterprise sources**

Rolesjhlkjhklfmhklfmhklfmklhm dskgnkljfdklhklhklhkhlkfhkljfgkhl

## Open
### Product Coalition

## Core Business Capability 2

**Microservices based technology architecture** to enable interoperability, usability and modern streaming based technology.

**Drive strategic platform alignment**

rieojijhtjhkjhkgjhkgfmh;gfmj Gjdgjdflkjgkljfdkjkjhkfgggjhkj Kdgjfdkljklhhkjkljhgkjjkl;kjhlkjhj

## Core Business Capability 4

Streamlined and Simplified **Accounting** processes and strengthened **Controls**

**Strategic Financial Datastore** for financial reporting and analytics.

Oigheriotjreiojyerjhklerjnhlkren sdjhgjdgrhndjlnglkdfnglkdfnlkd

==These 4 Teams will shape the strategy==

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# What are the Key Concepts?

❑   Architecture is a team sport.

❑   Business Architecture is most effective upstream at the leadership level.

❑   Business Architecture must be practiced with product teams (PM, PO, etc)



TEAM AWESOME!

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# APPENDIX

# Mike Arulfo- Enterprise Architect

Mike lives to break things!
A trained engineer, who started programing in Jr. High, Mike started his career at 3M Medical Products working on 3M.com and then at Carlson Marketing Group supporting digital initiatives for Northwest Airlines and British Airways.

After the 2000 dot com crash, Mike became a product development consultant working with many blue-chip clients: The Mayo Clinic, Target.com, and Express Scripts/Cigna. He left consulting after 13 years to join Optum Tech as a Product Manager for The Big Data Platform and then the UnitedHealthcare Office of the CIO as an Enterprise Architect who leads blue chip initiatives in value- based care, digital transformation, and FinTech.

When he's not being an Architect, Mike loves to dance and has won 4 championship titles in West Coast Swing!