



Twin Cities **Business Architecture** Forum

Dedicated to **education, networking, advocacy** and **support** for the understanding and advancement of the role and organizational benefits of the essential value offered through the practice of Business Architecture.

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Architect for Good (A4G): Empowering Nonprofits through Business Architecture

Case Study: Scaling for Success, BARR Center



Contents

- What is A4G?
- Why A4G Matters?
- BARR Center Overview
- BARR Center's Goals, Challenges and Opportunities
- A4G Approach for BARR Center
- Outputs and Value Delivered
- Potential Next Steps for BARR Center to Build Upon
- A4G Call to Action



Introduction



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A4G Vision & Mission

Vision

Become a Business Architecture resource for local non-profits to enable the organization to improve their operations and their ability to achieve their mission.

Mission

To leverage Business Architecture problem solving skills-set to help Protect, Grow and Sustain Twin Cities nonprofits and their initiatives for the future.



Why A4G Matters

- Challenges faced by nonprofits
 - Limited resources to hire professional strategic consultants
 - Limited resources to scale and grow their business
 - Need for operational clarity to drive efficiency, effectiveness
 - Refresh alignment on core vision, mission and strategic objectives
- A4G's unique value
 - Brings business architecture expertise
 - Pro-bono consulting for impactful solutions
 - Career and professional development by providing an opportunity for experienced and aspiring business architects to give back, leverage their talents and learn



Why A4G Matters for BARR Center?

Why?

Clarity: Provides a clear and shared understanding of how the organization operates

Change Management: Assists in managing change with processes, capabilities and overall operations

Communication: Serves as a communication tool for different stakeholders to have a common framework to reference, discuss on strategic and tactical planning

In summary it helps BARR Center understand, plan and execute on business strategies with a rapidly changing business environment. *Bridge of strategy to day-to-day operations.*

What?

Business architecture provides a blueprint for how an organization operates, aligning its business activities with its mission, vision and strategies.

How?

Codify

Rationalize

Optimize

The Business Architecture Landscape





BARR Center Overview

Professional development and tools based on two pillars: relationships and data. Relationship development is focused on staff to staff, staff to student, student to student. Data driven insights help measure and monitor resulting in better experiences and improvements. BARR provides evidence and strength-based model leveraging the same students and staff, changing systems and mindsets.

<https://barrcenter.org/>



BARR Center's Goals and Challenges

BARR's ability to scale, focus and mature is not clear requiring more context.

BARR has cracked the code to decreasing failure rates, improving math and reading scores, narrowing the gaps for all students including Black, Latinx and low-income families, improving student experience and increasing teacher satisfaction. As a result, BARR has been asked what it would take to go nationwide at a predetermined pace and scale.



BARR Center's Opportunities

Opportunity Statements *NOTE: not all of these will be in scope, however, are meant to be thought provoking.*

- How might we monitor quality as we scale?
- How might we ensure quality as we scale, add schools, coaches, ...?
- How might we position BARR and the model (product) and services in the market?
- How do we market, sell the twenty plus years of research with relevancy?
- How might we respond faster to substantially increased demand for BARR services?
- How might we sell to the various stakeholders (state level, district level, superintendent, counselor, teachers, ..)?
- How might we shift our culture with more of a business mindset as we grow?
- How do we sell the BARR approach in an environment of siloed thinking?
- How do we grow or mature capabilities of marketing, selling, operations to scale?
- How do we keep a system and evidence-based approach exciting? (people like things)
- How might we identify options for business models to scale?
- How might we identify enabling capabilities sufficient to support the growth expected?
- How might we identify, define the value streams to build a context to ensure BARR continues delivering value for the stakeholders?



A4G Approach for BARR Center

Codify: Systematically describe BARR, its business model, and associated capabilities in a manner that supports a targeted assessment and the subsequent analysis of BARR's organization, processes, data and technologies which enable the creation of [BARR's Value] for districts, schools, staff and students.



Rationalize: With the means to describe the organization in its current state, we will train our focus on the future. What would an ideal (elastic and scalable) business model look like? What new capabilities will the realization of this model require of BARR? Which of BARR's current capabilities will need to be improved and matured? In what sequence? For these targeted capabilities, what does the target state require for its people, processes, data, and enabling technologies?



Optimize: this phase is all about BARR executing -- building upon the foundation which was designed and built.



A4G Approach for BARR Center

Our Recommendation

Leverage and actively engage with a team of business professionals with an outside and fresh perspective to:

- Provide tools to provide clarity and alignment of vision and strategy to facilitate getting stakeholder buy in.
- Provide an objective approach to analyzing organization capabilities to determine most impactful areas for investment as aligned to the vision, strategy, and potential opportunity of scaling.
- Facilitate discussions to drive clarity on what is needed to execute upon the strategy including identification of strengths, weaknesses, and context for informed decisions.
- Facilitate focus on customer or client value, cross-collaboration, big picture thinking, end-to-end organizational agility, intentional design, and business first thinking.



A4G Approach for BARR Center

Engagement Model and Expectations

Our A4G team came alongside BARR Center resources to help in the design and articulation of the key components in the codify and rationalize phases. This work couldn't be done in a vacuum, and our rate of progress was aligned to how far and as fast as BARR's involvement, engagement and enthusiasm could take us. A tee-shirt sizing was provided for the bodies of work which we deemed to be central to helping BARR Center evolve, scale and thrive.



Outputs and Value Delivered



Codifying the BARR Center business model



Identifying and exploring the various stakeholders in the context of the customer journey



Defining BARR Center's Business Capabilities





Potential Next Steps for BARR Center to Build Upon

1. Identify, Prioritize and Invest in Underdeveloped Business Capabilities

Details:

- Develop capabilities like marketing, customer relationship management (CRM), and sales to enhance scalability.
- Build operational support systems for stakeholder engagement.

Why it matters:

- Ensures the organization can maintain high-quality service delivery while scaling.
- Fosters long-term sustainability by addressing current capability gaps.



Potential Next Steps for BARR Center to Build Upon

2. Expand Stakeholder Engagement Strategies

Details:

- Develop tailored communication plans for funders, educators, and policymakers.
- Strengthen relationships through regular feedback loops and co-creation opportunities.

Why it matters:

- Strengthened partnerships enhance trust, collaboration, and alignment, which are critical for scaling.
- Builds a stronger network of advocates to support expansion efforts.



Potential Next Steps for BARR Center to Build Upon

3. Build a Roadmap for Scaling

Details:

- Define short, medium, and long-term goals aligned with operational readiness and funding availability.
- Prioritize markets where BARR Center's impact would be most significant.

Why it matters:

- A clear roadmap prevents overextension and helps manage growth sustainably.
- Aligns resources and timelines with measurable outcomes for maximum impact.
- Have a reference to focus and continue shaping the long-game.



Potential Next Steps for BARR Center to Build Upon

4. Evaluate Technology and Digital Tools to Support Scaling

Details:

- Assess current utilization of their Salesforce platform, data management, and data visualization tools.
- Identify tactics to reduce manual effort and enhance service delivery.

Why it matters:

- Improves efficiency and reduces operational friction, enabling BARR Center to focus on mission-critical activities.



A4G Call to Action



What is your call to action?

Explore opportunities to engage with A4G
Leverage business architecture to empower non-profits



Together, as a business architecture community, we can create scalable and sustainable change.



Thank You



Appendix



A4G and BARR Guiding Principles

- Transparency in approach
- Knowledge transfer
 - Client growth in business architecture knowledge and use
 - Enhance business architect's skills for A4G volunteers
- Shared ownership of intellectual property
 - Templates used or created can be used and/or modified by A4G or Client
 - Content of deliverables remains intellectual property of BARR
- Commitment to professionalism and respect
- Deliver value
- Communication – Align on expectations for anything communicated, published
- Volunteer based organization



Roles and Responsibilities

- ***Engagement Manager***

- Manage the overall relationship between A4G and the client non-profit.
- Work with non-profit to define initial scope and project timeline documented in a statement of work
- Line-up the volunteers for the engagement and define who will take on each role within the project team
- Establish checkpoints with the project coordinator and/or non-profit key contacts to solicit feedback and identify issues
- Conduct project assessment to determine success and capture lessons learned.

- ***Project Coordinator***

- Main point person for the engagement
- Responsible for scheduling meetings, confirming availability of non-profit participants and volunteers
- Capture and communicate meeting notes and action items

- ***Lead Business Architect***

- Subject matter expert on business architecture practices
- Provide guidance to the team and facilitate discussions/working sessions
- Work with engagement manager on setting deliverables and identifying template changes
- Mentor Participating Architects

- ***Participating Architect (team members)***

- Contribute to discussions/working sessions
- Complete action items/deliverables

- ***Consultants***

- Experienced business architects that do not actively participate in the project
- Review progress of the project as needed
- Lead special sessions as needed