

Business

Change

Management

Limited

Enterprise Architecture Enabled Business Change

BCML
Concept Paper

“The challenge for business is to create competitive advantage by continuously changing the shape of a business to deliver what customers value now...”

*John L Mariotti
‘The Shape-Shifters’*

Have you noticed how most attempts to change a business seem to go through many of the same seven stages:

- Wild enthusiasm;
- Total confusion;
- Blissful ignorance;
- Mad panic;
- Utter despair;
- Search for the Guilty;
- Punishment of the Innocent.

The goal looked achievable, the people were competent and willing, the technology was available and yet the project was a business failure. Why? The reasons are multiple, complex and varying in importance but one keeps re-appearing with a depressing regularity: the insufficient knowledge and understanding, by the people trying to implement the change, of the business as a whole and the impact the change will have on it.

Visibility

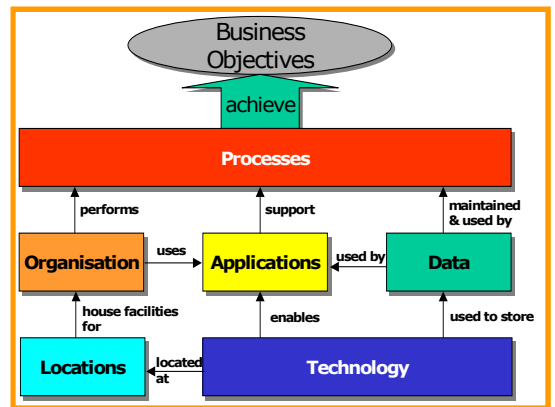
With the whole world, and the business within it, changing with such an ever increasing speed, it is very difficult, but all the more necessary, to understand and keep track of who is trying to do what and when. To the people trying to implement changes it must feel like trying to change parts on only partly visible but moving car, without the benefit of an up to date User Manual for the car!

So what can we do? Well, no matter how hard we try we will never be able to stop the world, or the business, in its tracks. This leaves us with making the business fully visible by updating those User Manuals and clarifying who intends to change what and when. In business terms this means building and maintaining a multidimensional blue print of the entire company: the Enterprise Architecture.

What is an Enterprise Architecture?

It is a set of business models which represent, both in pictorial and textual form, the entire Enterprise from a number of different perspectives such as:

- **the processes** used to achieve business objectives and the dynamics of their interactions;
- **the data** which the processes use and maintain and the relationships between the individual items of data;
- **the organisation**, i.e. who is performing these processes and what are their skills and responsibilities;
- **the applications** used, and by whom, to support the processes and how these applications interface to each other;
- **the technology** used to run these applications and store the data; and
- **the locations** where all the people and technology are physically housed.



First among equals

But are all these six dimensions of Enterprise Architecture of equal importance? They all are important and they are inter-related, however the process dimension takes precedence. This is because ultimately the essence of the business is what it does, i.e. its processes. It is the Enterprise processes which deliver business goals

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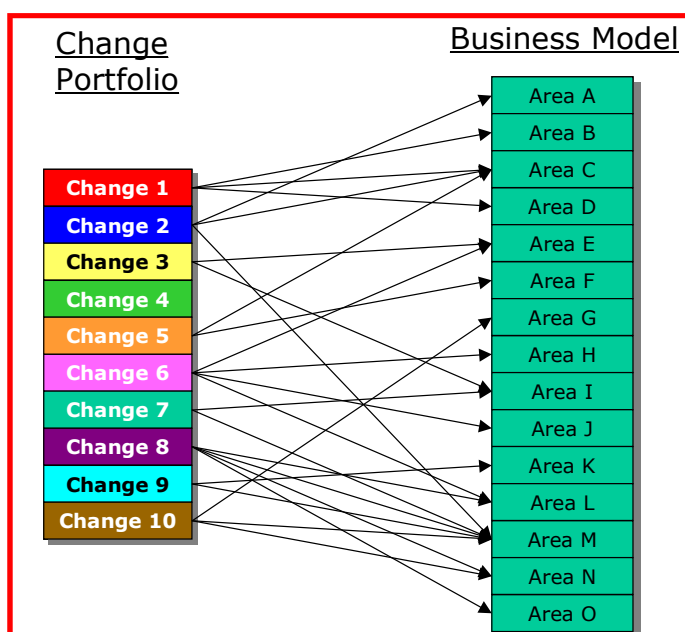
*“Changing
the way you
change.....
forever”*

and products and services to its customers, develop and manufacture its products and manage the company. Without processes there is no customer value, no shareholder value and no profit.

Business Change Definition and Co-ordination

All dimensions of Enterprise Architecture are interrelated and interdependent making it extremely difficult to fully understand the workings of a company and to determine the true impact of a change on the business, and its relationship with other changes. Specifying change initiatives in terms of all the architectural dimensions and their context allows effective change co-ordination and very precise change definition.

Taking a very simple architectural model consisting of areas A to O and specifying the scope of each change initiative using the architectural components of this model we can easily map the enterprise change portfolio onto the business model. The overall picture will almost certainly look something like this:



Any change can impact multiple business areas and any business area can be affected by many changes.

True Scope and Impact

In reality the picture is much more complex than the example above. There is the time dimension to consider. Some projects will be running concurrently, some partly concurrently and some sequentially. Also, each business area has the six dimensions of processes, organisation, data, application, technology and location making it a very elaborate puzzle. Using the business models to specify each change initiative's scope makes it a very precise, unambiguous definition and allows the true impact to be identified by facilitating navigation from one perspective to another. For example, changing Application X impacts the related architectural components: Process D, Organisation Unit J and Data Items W and P.

Uncovering Interdependencies and Overlaps

Using business models to specify the scope of each change initiative has more benefits. It provides an instant visibility of overlaps and interdependencies between different changes. Therefore using a dedicated, model based framework for defining and managing business change allows clear visibility of all change projects within context of each other and of the impact of movements in such projects' scope or inter-project milestones. Having such precise information easily available enables informed decisions making regarding the integration and co-ordination of changes. It also facilitates the ongoing management of an integrated change plan in a way which best supports the overall business objectives. Importantly, such a framework also provides a facility to maintain the Enterprise Architecture models, keeping them current and useful for further changes and communication.

The Bottom Line

Only by using Enterprise Architecture to define and manage business change we can understand:

- the business we are trying to operate and change (current state models);
- what are we trying to change it to (future state models);
- what changes are we trying to do to the business and how they impact the business and each other (business change management).

With rapid globalisation, even faster changes in technology, frequent mergers and ever more demanding and sophisticated customers, the need for company wide understanding of the business and its transformations becomes a necessity. Enterprise Architecture enabled business change makes such understanding possible and such transformations successful.

About the Author

Ania Pearce is a very accomplished business modeller and enterprise architecture specialist having spent over 15 years conducting and leading business model based change efforts. She has been instrumental in developing our Unified Business Change Management approach over the last 10 years.



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About Business Change Management Ltd

We specialise in helping companies implement, manage and improve their business change capabilities. This is based on a deeply held belief that all companies need some ability to change and that the lives of those working in these companies can only be improved by the enlightenment that comes from making a business' operations and changes visible.

We operate an open policy with regard to our methods and approaches. This paper is an example of that openness.