

Business Architecture Tools and Creating a Service Provider's Identity



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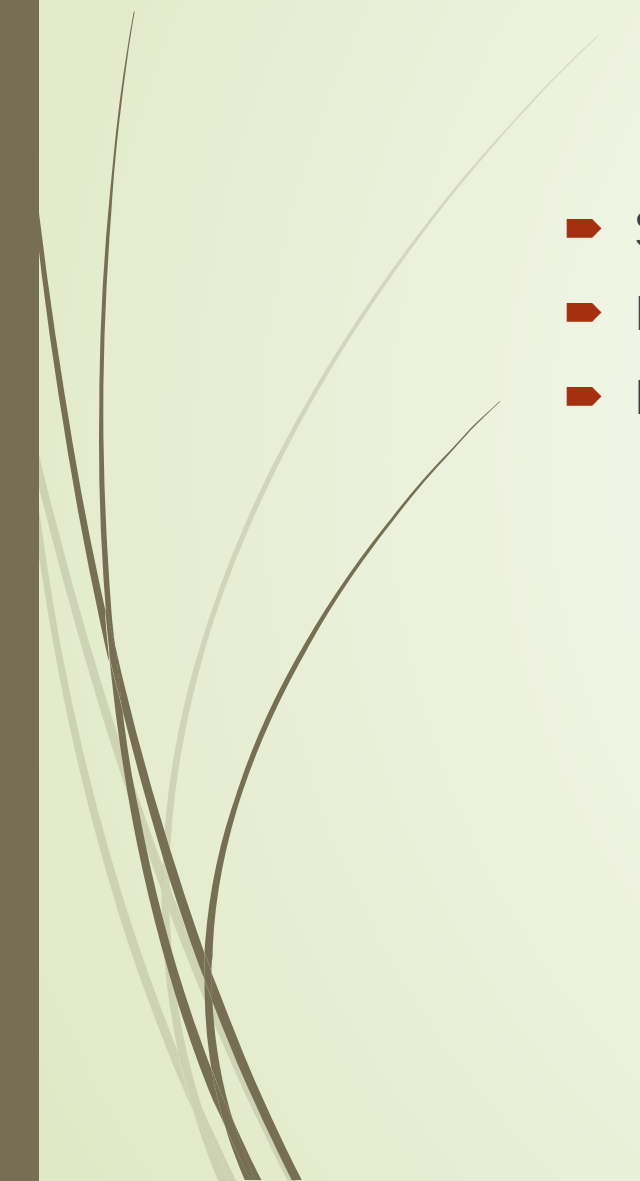


Background

- ▶ Set the identify of a central IT unit and the services they provide after being split into 2 units
 - For both the whole unit and the 6 campus-wide IT services they provide
- ▶ Goals
 - ▶ A cohesive and consistent message amongst staff, to management and to customers of who they are and what they enable
 - ▶ A foundation to plan for and manage change
- ▶ Outcome
 - ▶ Who and what they are and want to be in terms of a campus IT service provider
 - ▶ Focus on the business of what they do, independent of technology
- ▶ Approach - Current State, Future State, Gap, Roadmap type approach



3 Tools that helps with this approach

- ▶ Service Model Canvas
 - ▶ Maturity Model
 - ▶ Business Motivation Model
- 



Service Model Canvas

- ▶ Designed by a UX Professional to describe and deconstruct services
<http://www.uxforthemasses.com/updated-service-model-canvas/>
- ▶ Inspired by the Business Model Canvas
- ▶ Purpose it served:
 - ▶ Provides a nice single-page overview of key components of a service offering
- ▶ Biggest Value
 - ▶ Get people to think about their service in a different way (more business focused) and things they may not have considered before
 - ▶ Seeing everything on 1 page provides a great basis for discussion and where a deeper dive may be needed

Service Model Canvas

Service:

Created by:

Date:

👤 USERS		🏢 SERVICE DELIVERY		📊 PERFORMANCE
1. Users Who are / will be the service users? Who are the most important users?	2. Service proposition Why would someone use the service? What value does the service bring?	5. Actors Who is / will be involved in delivering the service? Who are / will be the key partners, suppliers and stakeholders?	6. Key activities Which key activities are required to deliver the service? What resources are required for those activities? Which are the most important activities?	9. ROI How will the service deliver an ROI? What are the costs vs the benefits? How can the service be delivered more cost effectively?
3. Channels Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available? Which channels are most cost effective? Which channels are users like to favour?	4. Usage How should / do users use the service? How frequently is / will the service be used?	⚠️ RISKS		10. KPIs Which KPIs are / can be used to track the performance of the service? What are the key KPIs?
		7. Challenges What current challenges exist? What challenges do you foresee in the future?	8. Competitors What other similar services are available? Who are the key competitors? What other options do users have?	

Service Model Canvas - Users

USERS

1. Users

Who are / will be the service users?
Who are the most important users?

Direct Service Users:

-

Indirect Service Users:

-

2. Service proposition

Why would someone use the service?
What value does the service provide?

For Customers:

-

For UW:

-

3. Channels

Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available?

Which channels are most cost effective?
Which channels are users likely to favor?

4. Usage

How should / do users use the service?
How frequently is / will the service be used?

Types of Use/How it is used:

Service Use Frequency:

Service Model Canvas – Service Delivery



SERVICE DELIVERY

5. Actors

Who is/will be involved in delivering the service?
Who are/will be the key partners, suppliers and stakeholders?

6. Key activities

Which key activities are required to deliver the service?
What resources are required for those activities?
Which are the most important activities?



Service Model Canvas - Risks



RISKS

7. Challenges

What current challenges exist?
What challenges do you foresee in the future?

8. Alternatives/Competitors

What other similar services are available?
Who are the key competitors?
What other options do users have?

Service Model Canvas - Performance



PERFORMANCE

9. ROI

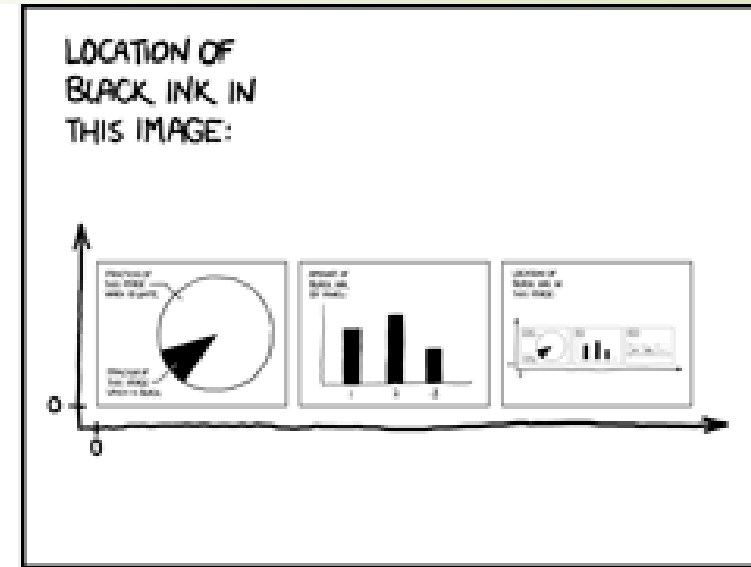
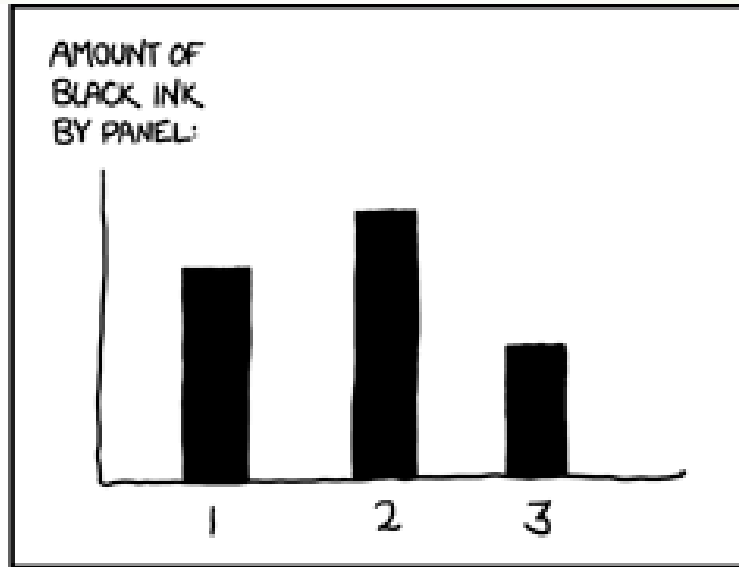
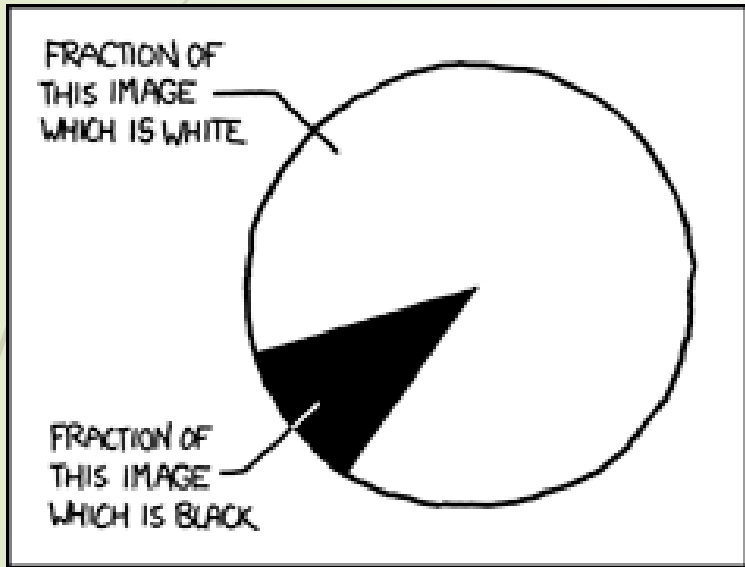
How will the service deliver an ROI?
What are the costs vs the benefits?
How can the service be delivered more cost effectively?

10. KPIs

Which KPIs are / can be used to track the performance of the service?
What are the key KPIs?

Service Model Canvas - Performance

- Metrics vs Key Performance Indicators





Maturity Model

- ▶ Means to assess how well the service operates today and how well it may need to operate in the future
- ▶ Purpose it served:
 - ▶ Describes the practices that the service must perform in order to improve its processes
 - ▶ Provides a benchmark/yardstick against which to periodically measure improvement and assess maturation
 - ▶ Provides a means to identify and manage areas of improvement
- ▶ Biggest Value
 - ▶ Identify what is and what isn't being done or what level it is being done
 - ▶ Help define a target state and the steps needs to achieve it



Maturity Model – Characteristics covered

➤ Administration & Governance

- Sample: There is a Service governance group(s), with defined roles and responsibilities.

➤ Strategy & Planning

- Sample: Service strategy and planning is tied to campus mission, strategy, goals, and objectives.

➤ Operations

- Sample: A Service Level Agreement exists that describes the service, service expectations, and provider/customer responsibilities.

➤ Finances

- Sample: Service total costs/expenditures are managed based on service goals and objectives

➤ Technology

- Sample: Technology investment, acquisition and retirement is planned and managed.

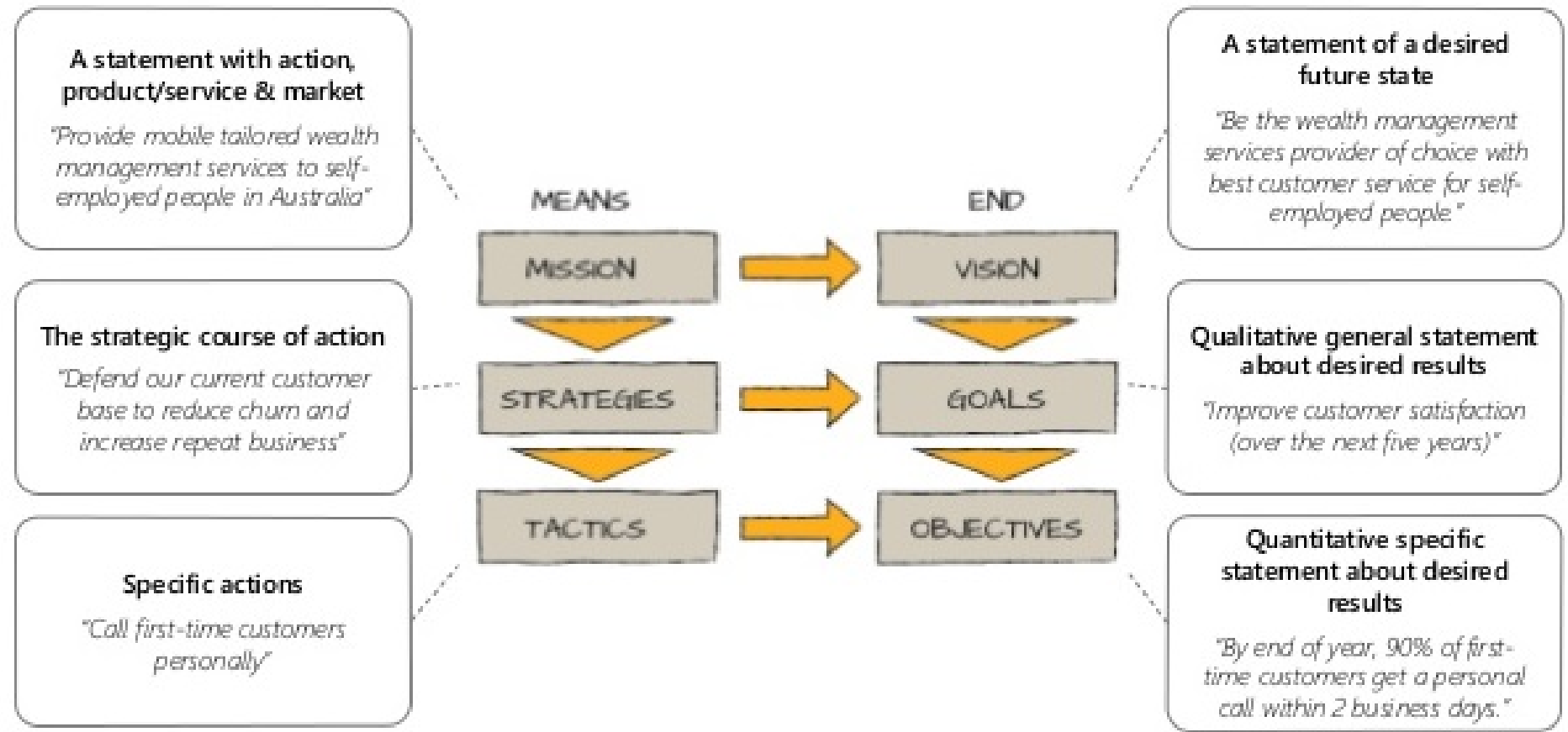


Business Motivation Model

- ▶ Open Management Group specification
- ▶ Organized as “Ends” and “Means”
 - What you want to achieve and how you will go about achieving it
- ▶ Purpose it served:
 - ▶ Structured means to develop, communicate and manage a service’s business plans
 - ▶ Provides a description of the service’s:
 - ▶ Vision and Mission
 - ▶ Strategic and tactic goals in support of the vision and mission
 - ▶ Activities to be undertaken to meet those goals
- ▶ Biggest Value:
 - ▶ Alignment of the tactical to the strategic
 - ▶ Structure helps with what needs to be done and what may not be needed

Business Motivation Model

Business Motivation Model (Adapted)



Adapted from Business Motivation Model - OMS

Business Motivation Model

Vision (Ends): *(Organization's aspirational future state without regard on how it will be achieved)*

Sample: PCS is the preferred campus partner to deliver the IT solutions that connect people.

Mission (Means): *(Ongoing activities to realize the Vision)*

We develop and support IT tools and services that enable our campus community and partners to collaborate.

Goals (Ends): *(An end result, not the means, of what the business is trying to achieve to support the Vision)*

1) Goal..

Strategies

We will...

a)

2) Goal..

Strategies

We will...

a)



Other Tools

(Few things we didn't use last time but are considering for the next iteration)

- ▶ Value Proposition Canvas

From the makers of the Business Model Canvas

- ▶ Capability Diagram (ITANA)

From ITANA Architecture Methods

- ▶ Business Operating Model

From MIT Sloan Center for Information Systems Research



A Few Learned Lessons

- ▶ Significant value just from the exercise of populating these artifacts
- ▶ Descriptive rather than prescriptive approach and **Iterate**
- ▶ No need to go to great depth to get an improved sense of who they are and how to navigate forward
- ▶ Know your audience
- ▶ Trust building
- ▶ Add something disruptive to the area that may be a game changer



Questions / Comments

Material and Templates will be made available online on the
ITANA Business Architecture Working Group Drive