

# Business Architecture Tools and Creating a Service Provider's Identity



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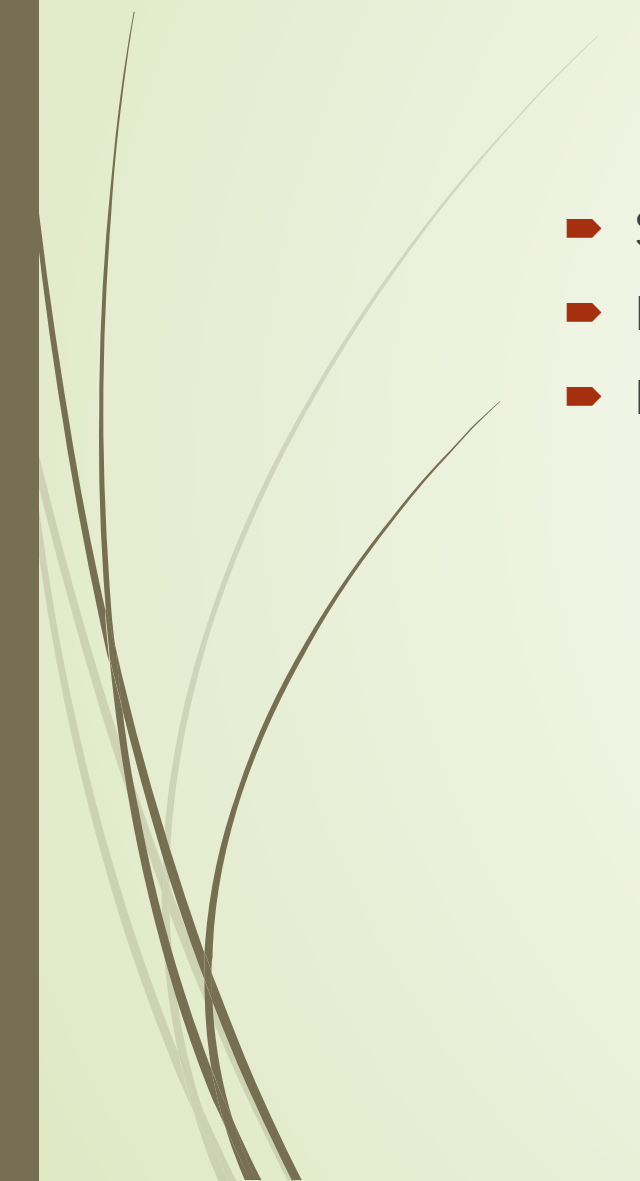
# Background



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

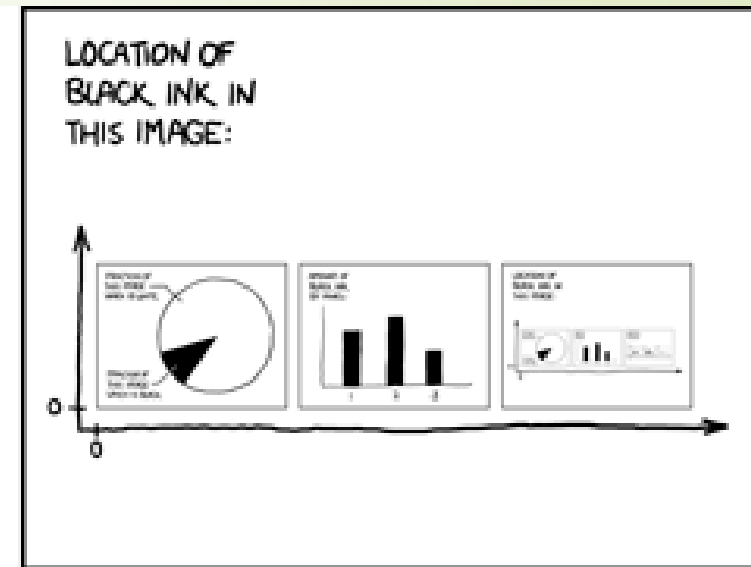
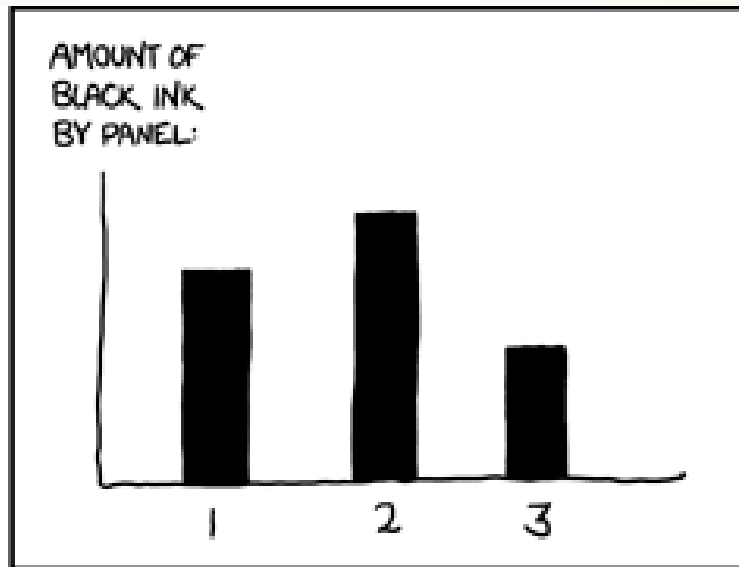
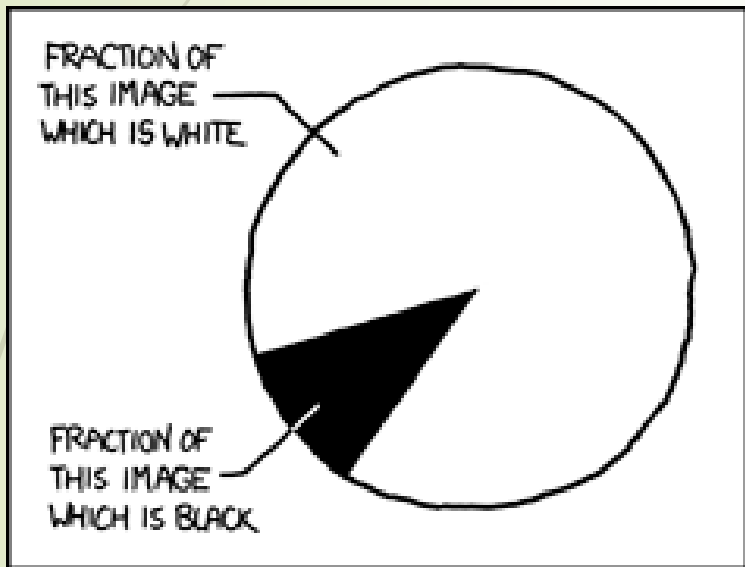
How will the service deliver an ROI?  
What are the costs vs the benefits?  
How can the service be delivered more cost effectively?

### 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.

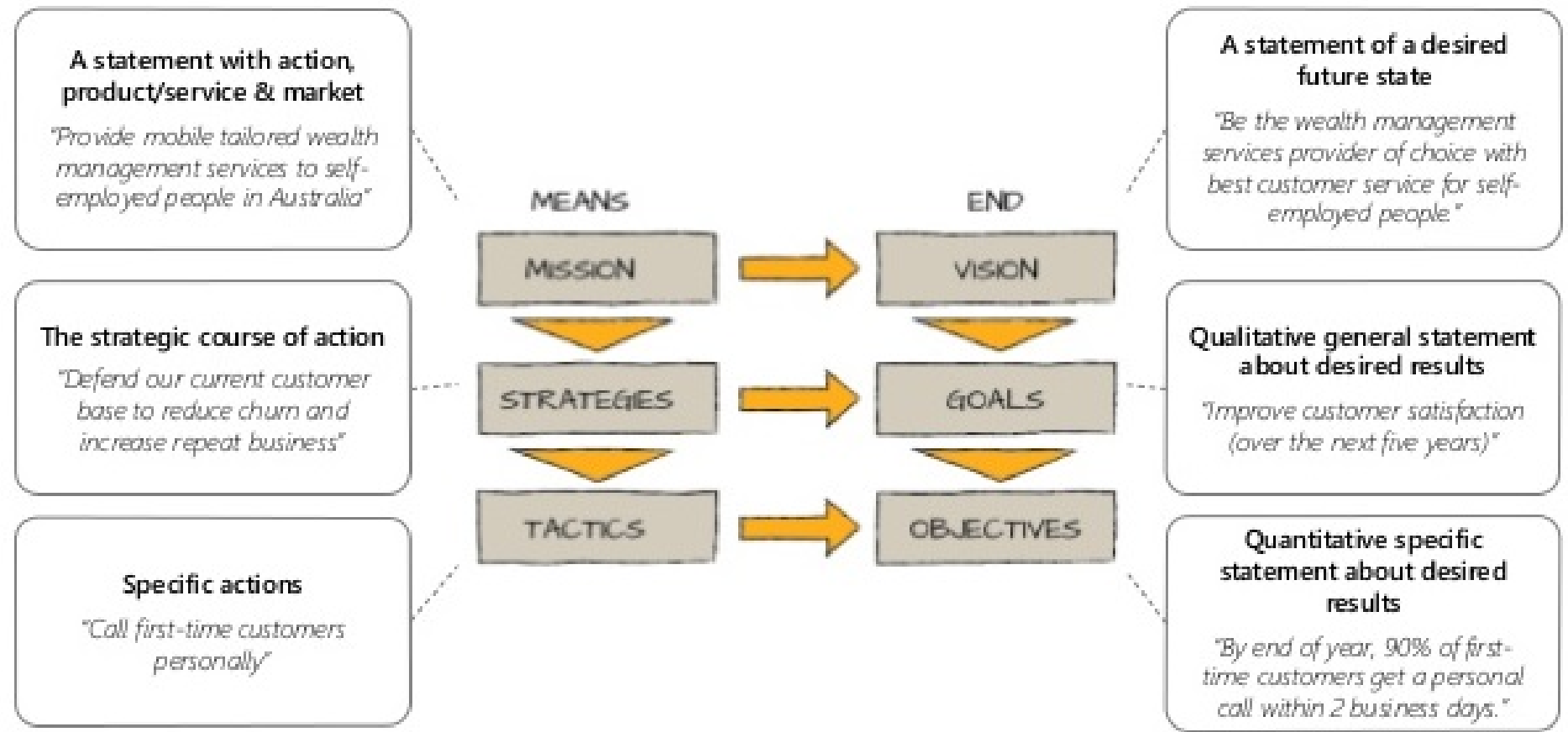


# Business Motivation Model

- ▶ 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