Architecture for Business Transformation

Process over Capabilities

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C&A

The Customer Centric Enterprise
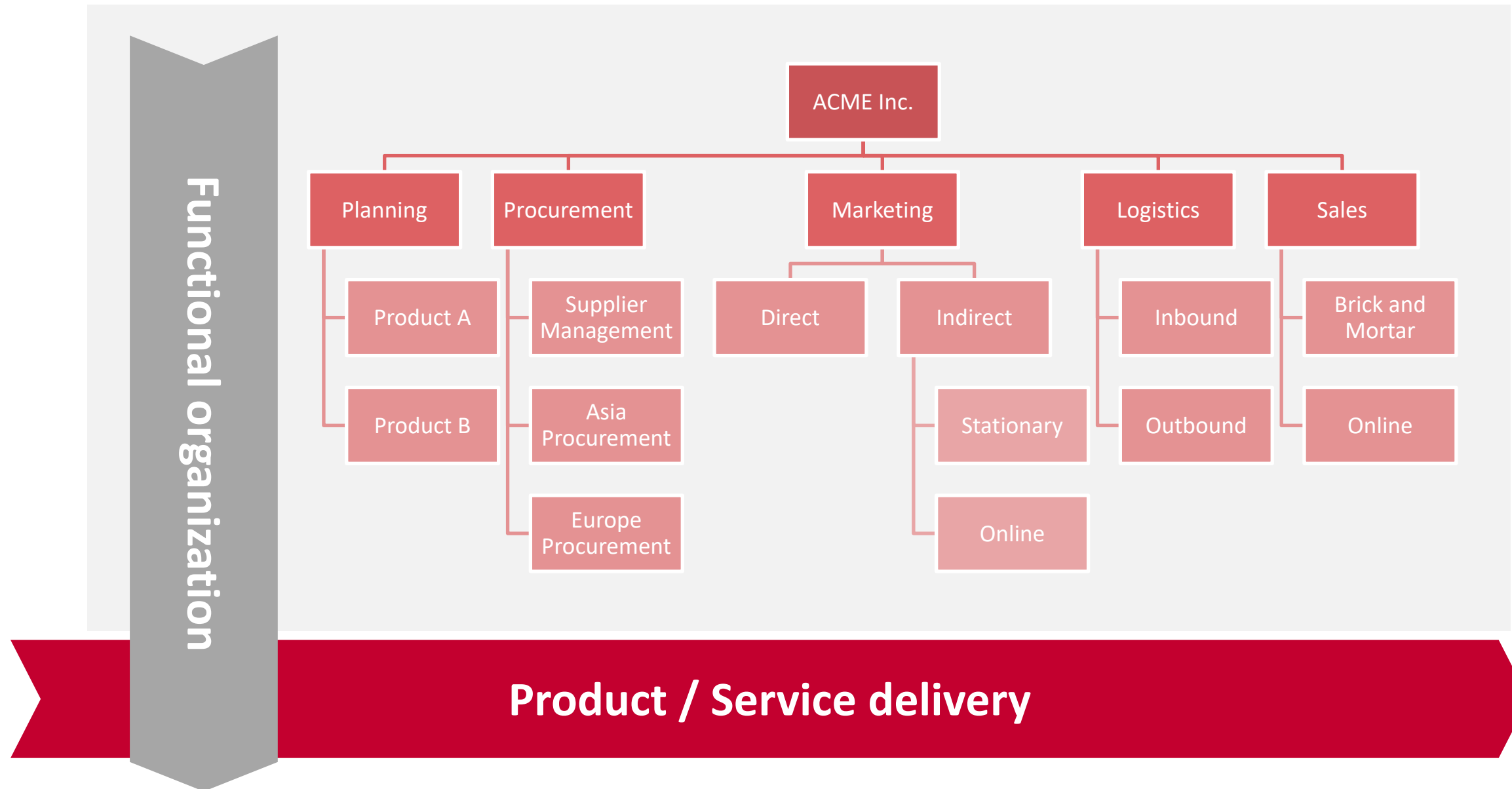
- Customer journey and experience

- E2E Process driven

- Agile and flexible

Right Price

Right Product

1

2

Right Place

3

4

Right Time

Transform processes and IT

Business transformation of processes and systems

The challenge

Functional organization

Product / Service delivery

ACME Inc.

- Planning
  - Product A
  - Product B
- Procurement
  - Supplier Management
  - Asia Procurement
  - Europe Procurement
- Marketing
  - Direct
  - Indirect
    - Stationary
    - Online
- Logistics
  - Inbound
  - Outbound
- Sales
  - Brick and Mortar
  - Online

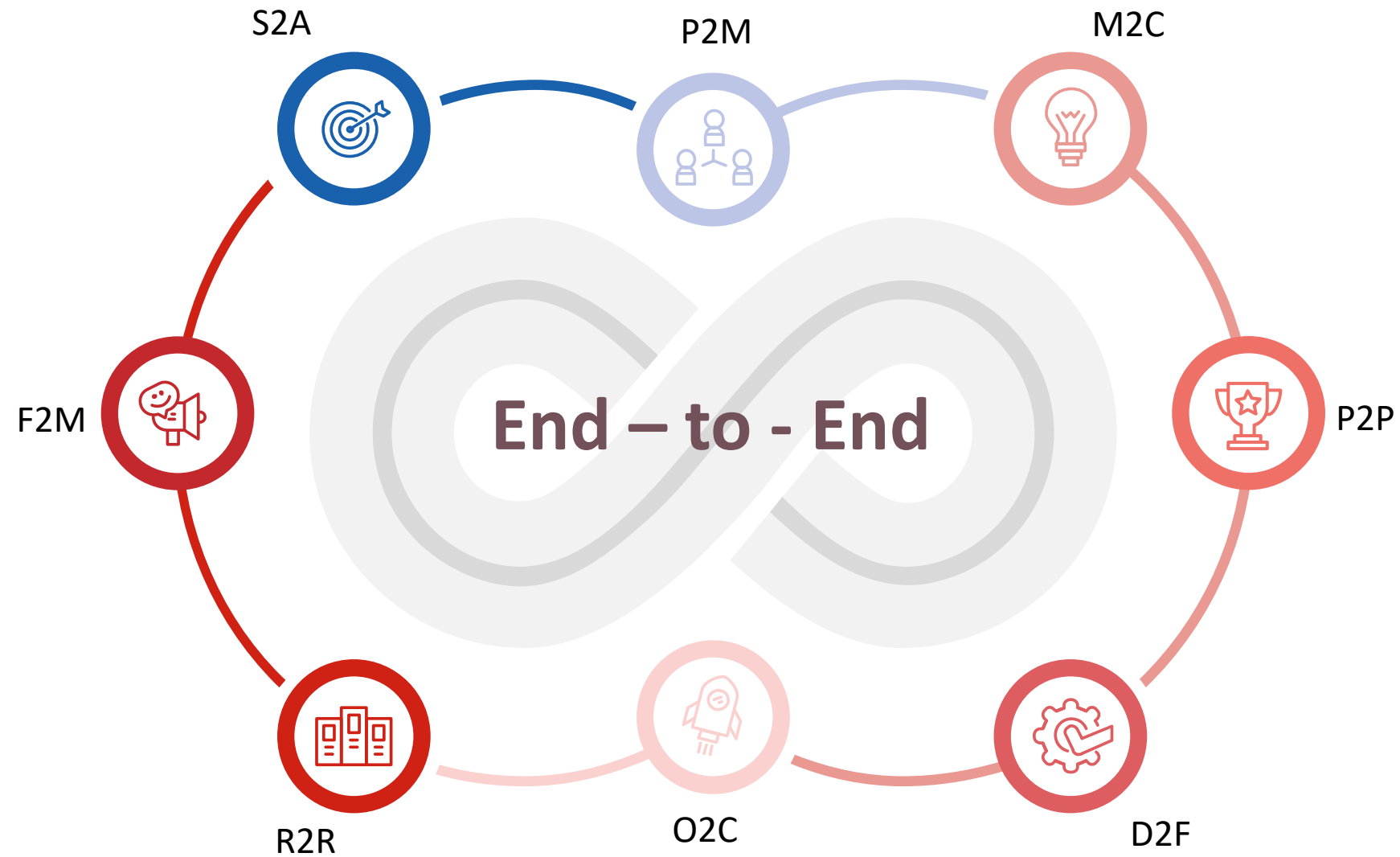# RISK of Silos

In a top-down business driven transformation a major focus on capabilities would foster silo-thinking.

E2E Process Map

S2A

P2M

M2C

F2M

End – to - End

P2P

R2R

O2C

D2F

Our Transformation Roadmap

1. Strategy and E2E Processes Design

2. Design Target Architecture

3. Define Roll-out strategy

4. Contract partners and applications

5. Detailed process and application design

6. Roll-Out Pilot

7. Roll-out full company.

Todays presentation

Step 1

Process Application **MAPPING**

01 **E2E Business Process**
E2E process framework and each business process in scope of transformation are documented in Signavio

Process Owner 02
Process Owner on Business and IT side were nominated to align the new processes.

03 **Applications**
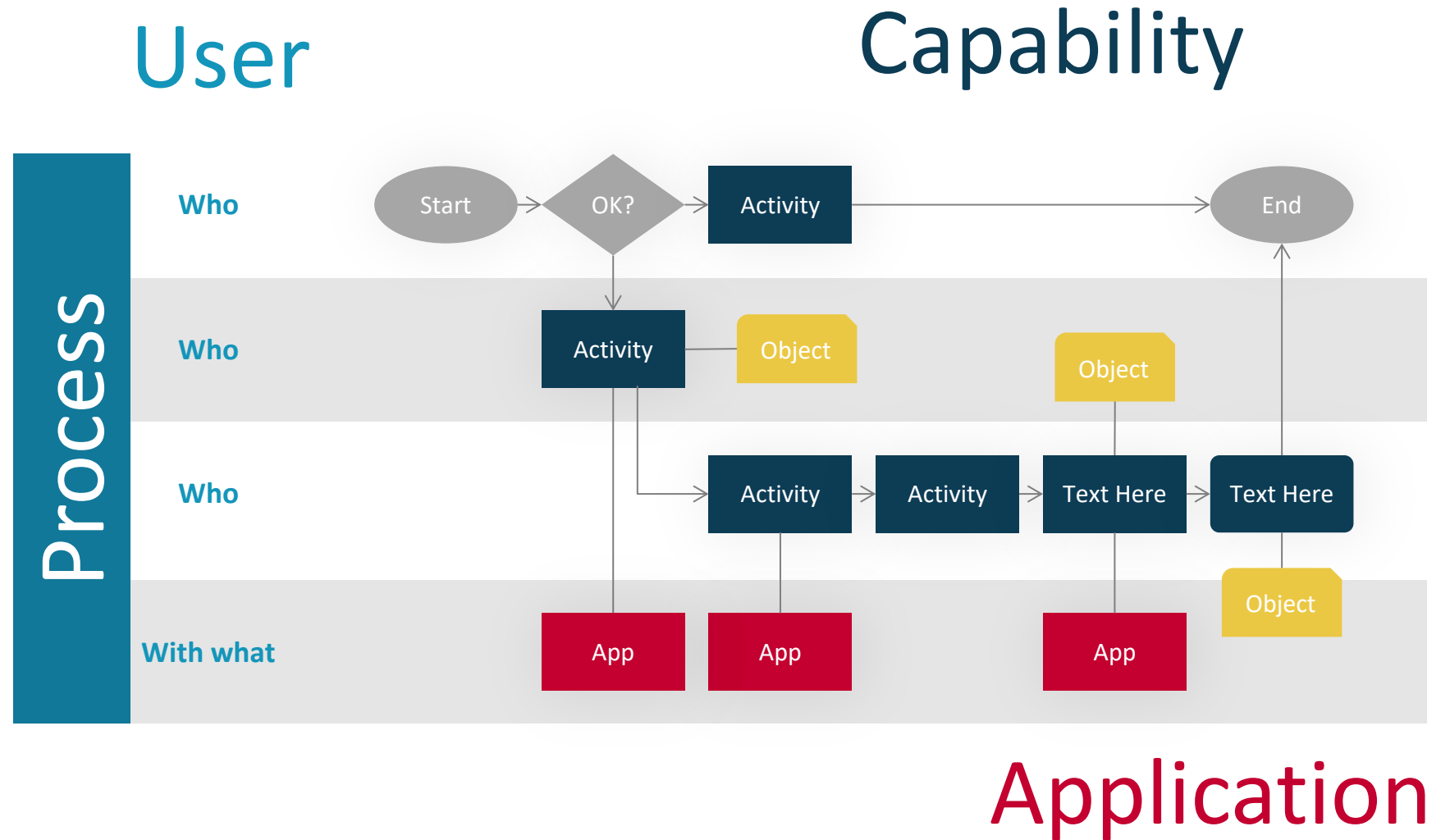Applications of strategic partners were mapped to each process in LeanIX.
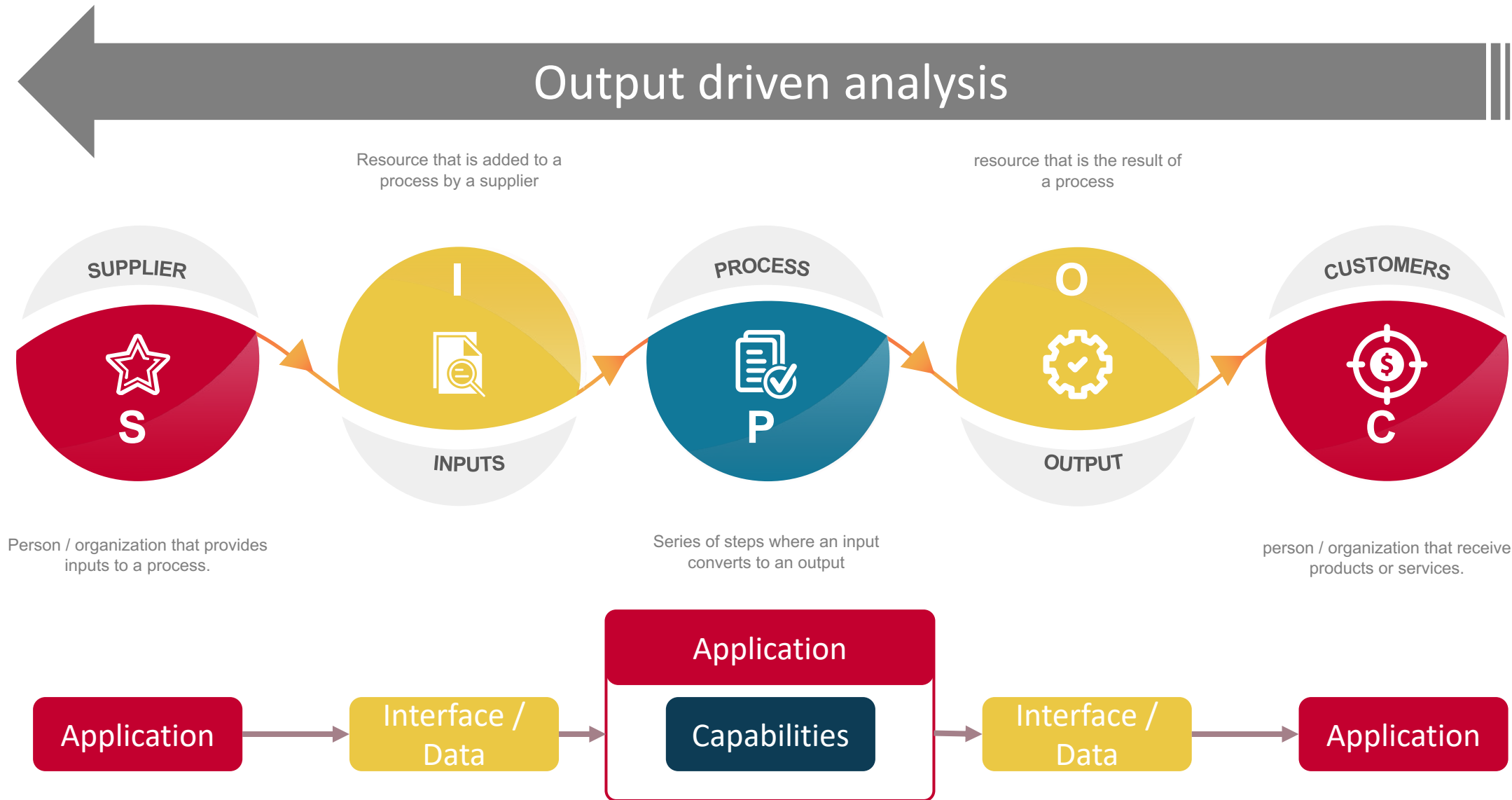
Step 2
Design the
FLOW

Based on best practices and application standards the target business processes were defined.

Objectives:
- Validate new processes
- Get Process Owner Buy-In
- Validate application fit
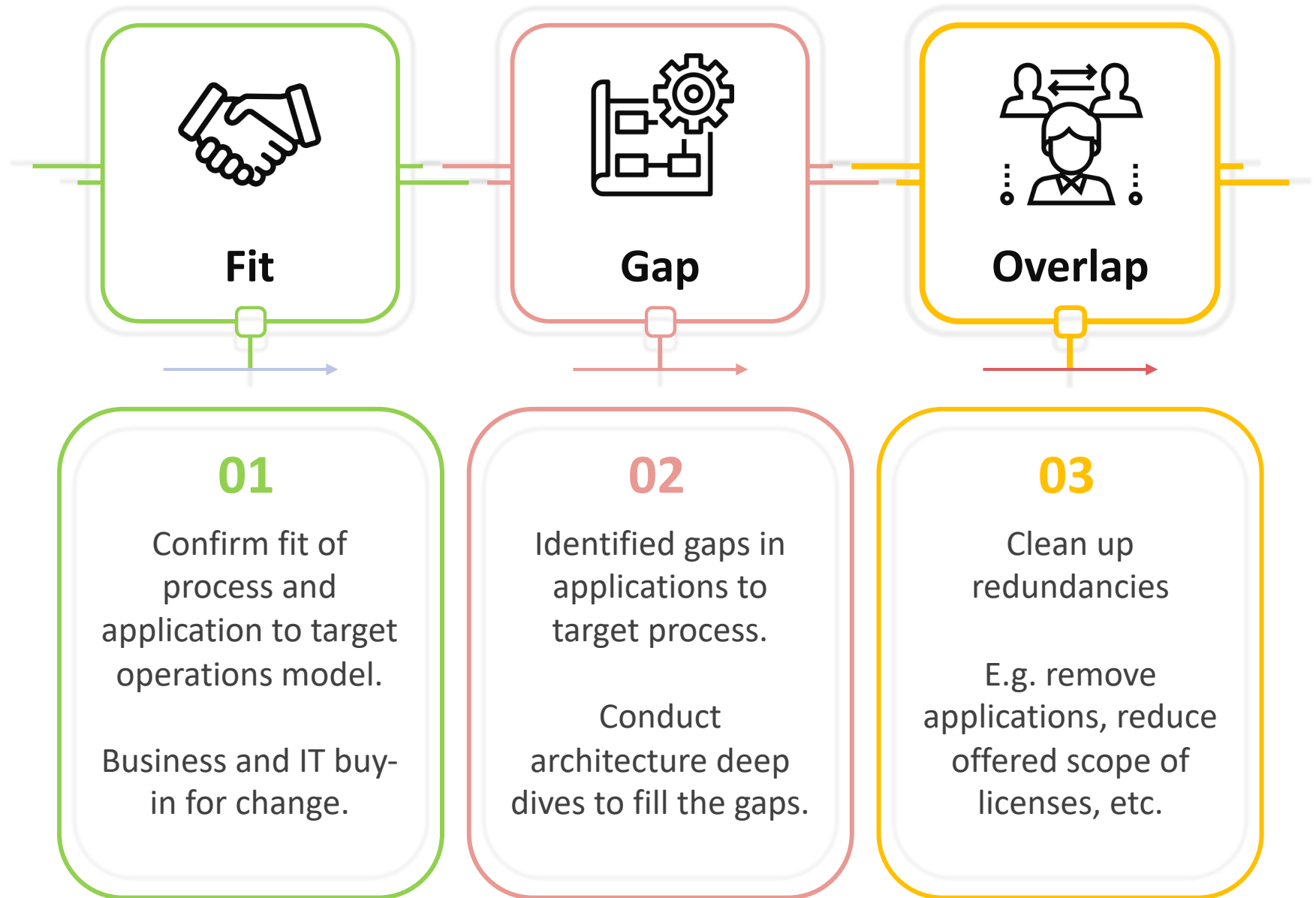- Validate business cases

Step 3 Integration Architecture in LeanIX with **SIPOC**

Output driven analysis

Resource that is added to a process by a supplier

resource that is the result of a process

SUPPLIER

I

PROCESS

O

CUSTOMERS

S

INPUTS

P

OUTPUT

C

Person / organization that provides inputs to a process.

Series of steps where an input converts to an output

person / organization that receive products or services.

Application

Application | Interface / Data | Application / Capabilities | Interface / Data | Application

Step 4
REFINE
the
architecture

Fit

Gap

Overlap

01

Confirm fit of process and application to target operations model.

Business and IT buy-in for change.

02

Identified gaps in applications to target process.

Conduct architecture deep dives to fill the gaps.

03

Clean up redundancies

E.g. remove applications, reduce offered scope of licenses, etc.
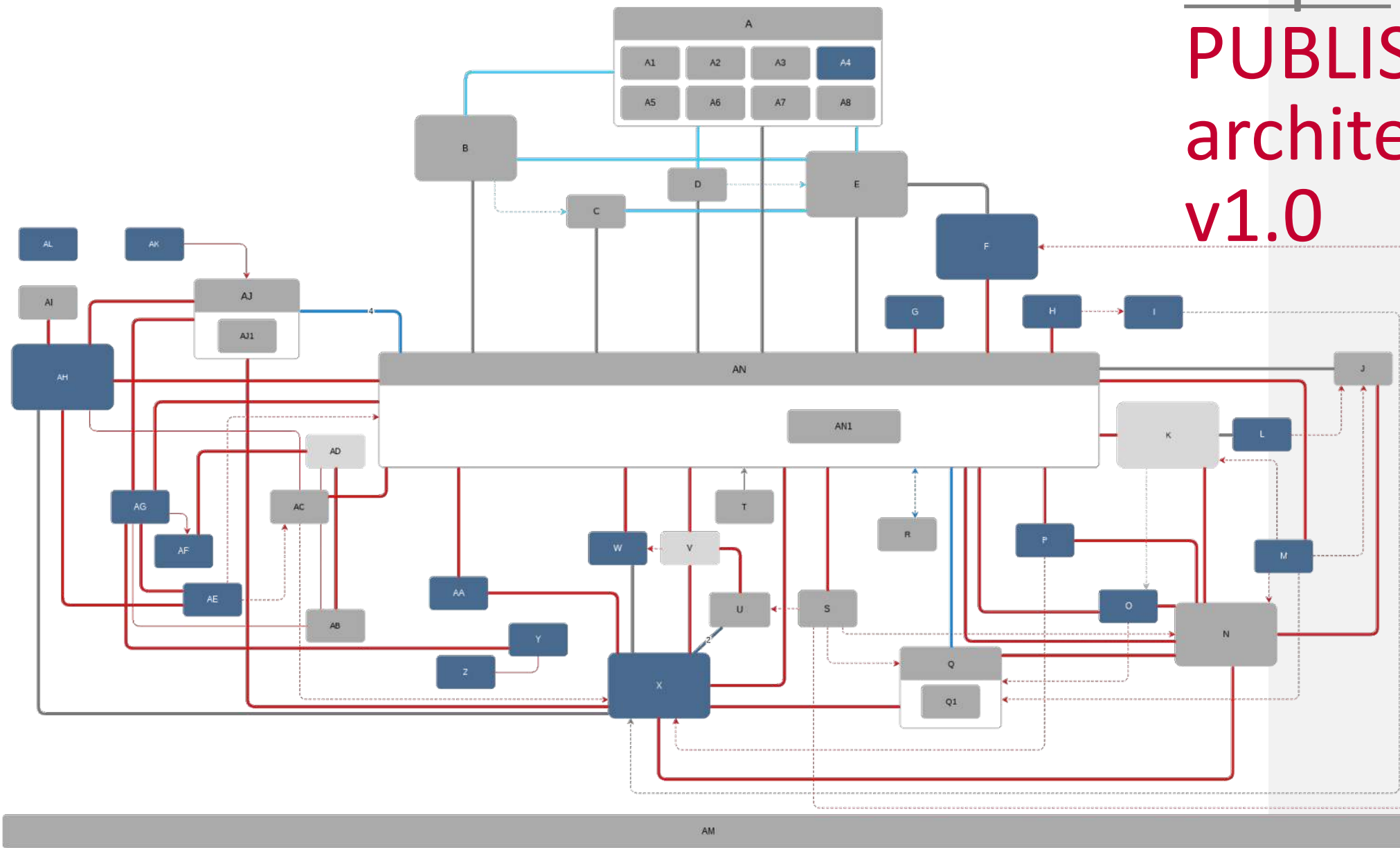
Step 5
PUBLISH target architecture v1.0

Clear alignment on target architecture across all units.

As input for contract negotiations (licenses and services) we saved up to 1 Mio € / y.

Better planning of project timelines, needed resources and training demand.

Thank you!