

United Airlines: Business Architecture Practice & Approach to Strategic Initiatives

Why Business Architecture

Due to the growing complexity of business today, activities such as mergers and acquisitions, right sizing and regulatory compliance activities, organizations must find opportunities to become stronger, more efficient and effective

Business Architecture helps by describing the key capabilities that bring value to the enterprise. The value comes from answering critical questions such as;

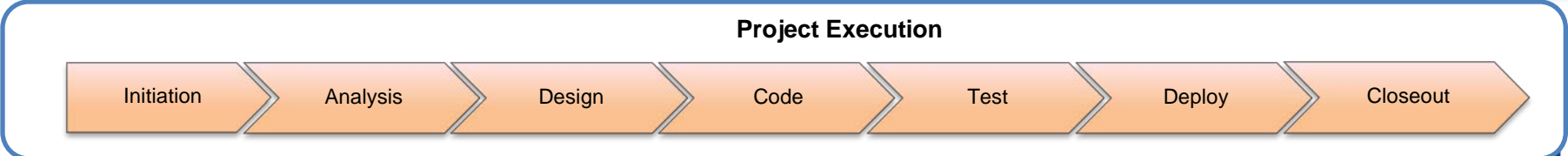
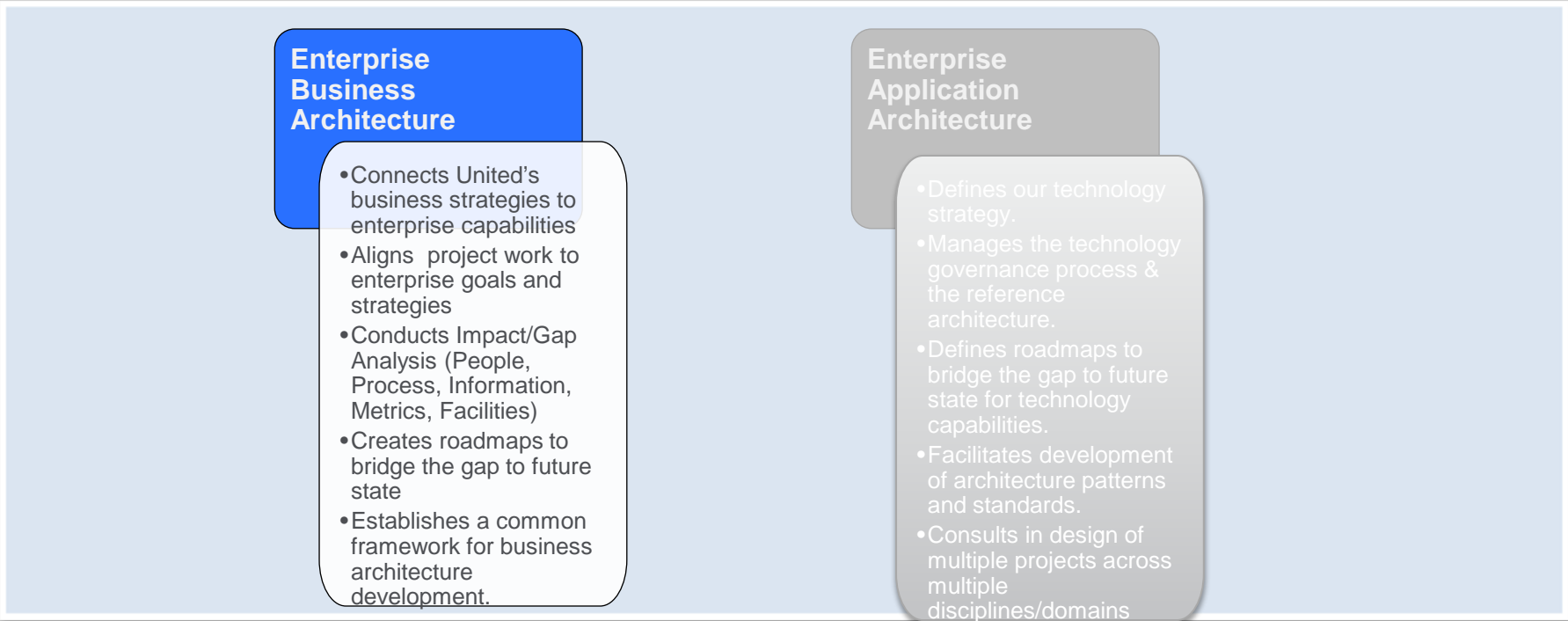
- What capabilities support our corporate strategies and objectives
- What roles and organizations enable those capabilities
- How will the business need to change in order to support the strategic direction

The answer to those and other questions enables the enterprise to re-use knowledge effectively and understand the critical integration points between capabilities and thus their supporting systems.

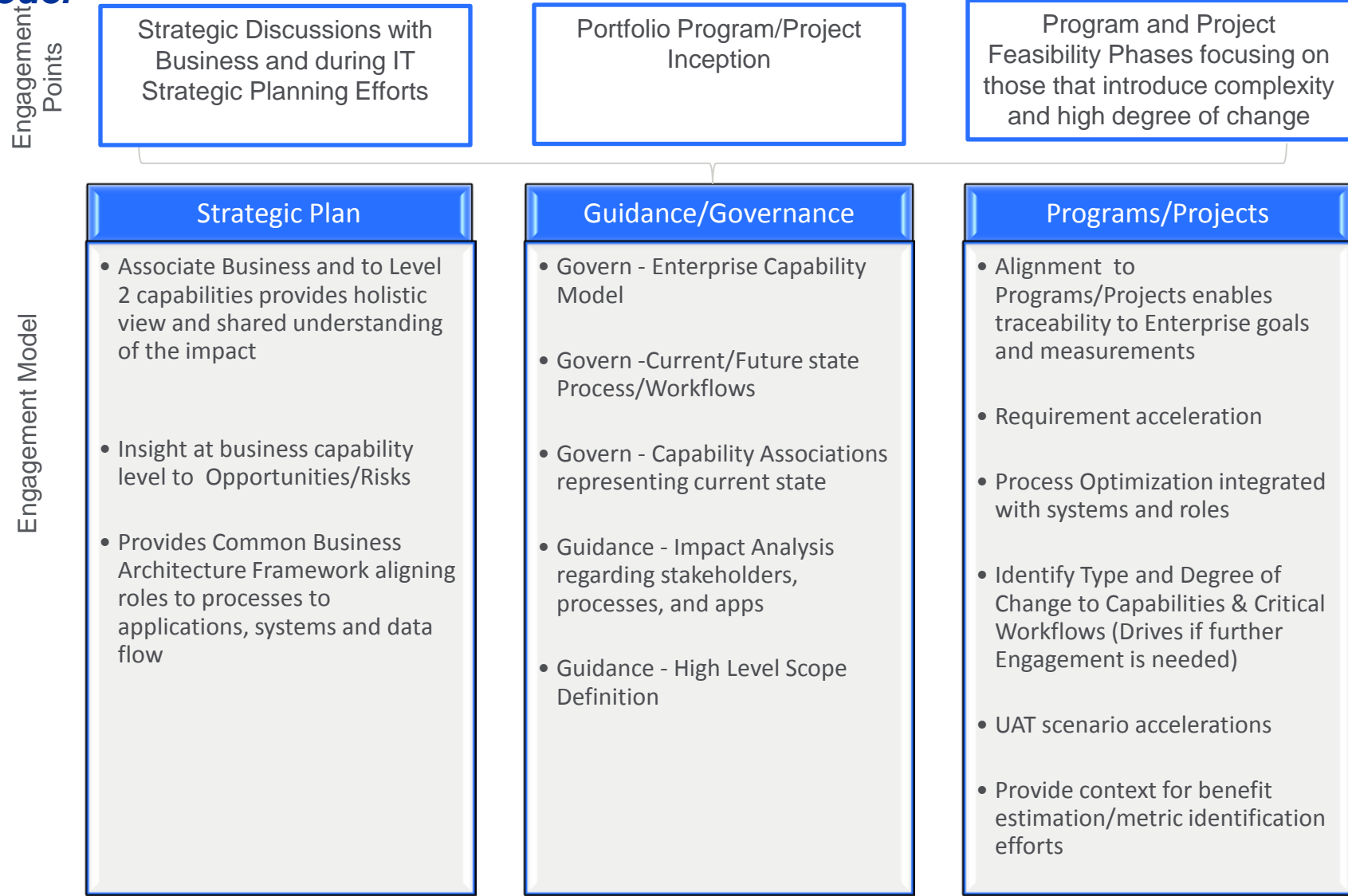
Business Architecture helps bridge the gap between Strategy and Execution, playing an important role in Strategic and Project Analysis



Ongoing

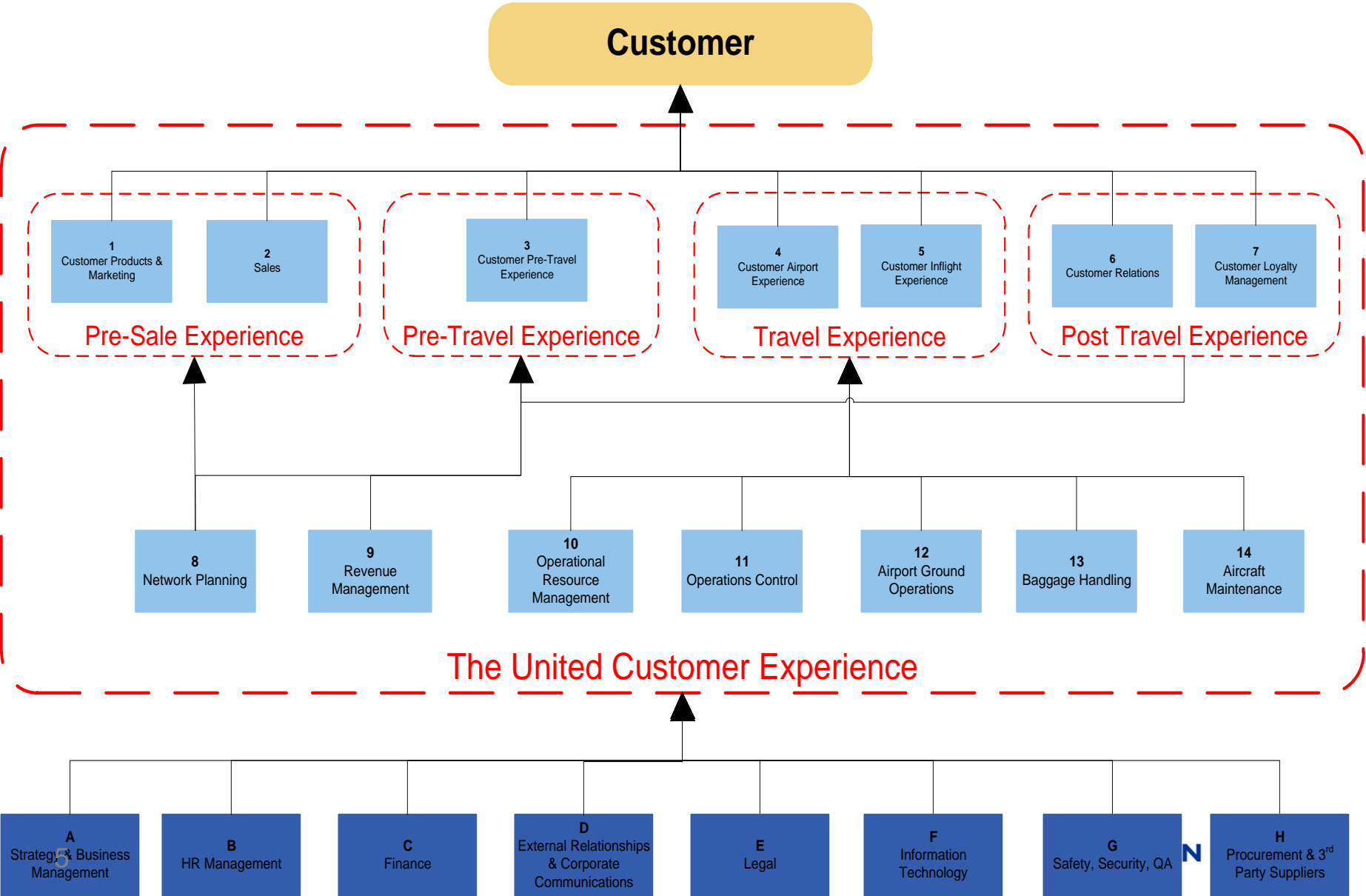


Key to bridging this gap and answering the critical questions is the *Engagement Model*

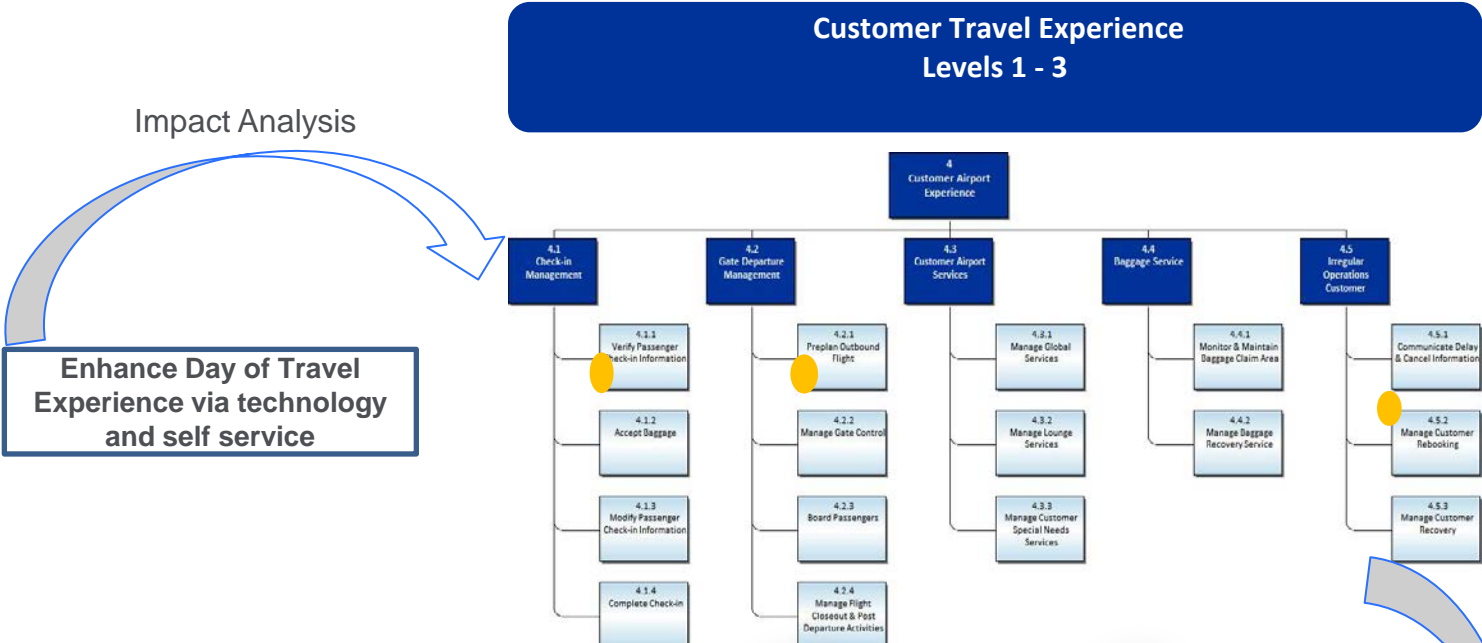


Create Enterprise Assets: Including Capability Associations for Roles, Processes, Applications and Services, Current/Future State Business Processes Models, Functional Impact Analysis and Cross functional interactions

The Enterprise Capability Model provides a Common Framework and Understanding of Business Context



Strategic Analysis assessed at Level 2 Capabilities provides the first view of impact



Enhance Day of Travel Experience via technology and self service

➔ What roles and organizations enable those capabilities

Illustrative Purposes Only



Understanding of Business Context is Everything

- Need scope, PLUS how it fits into the organizational, technical, and business process context
- “Bottom up” approach assumes every process has a defined owner and no cross divisional requirements
- Organizing by division, project, or technology often results in unidentified dependencies
- Dividing work into projects without up-front analysis yields incomplete scope and missing stakeholders

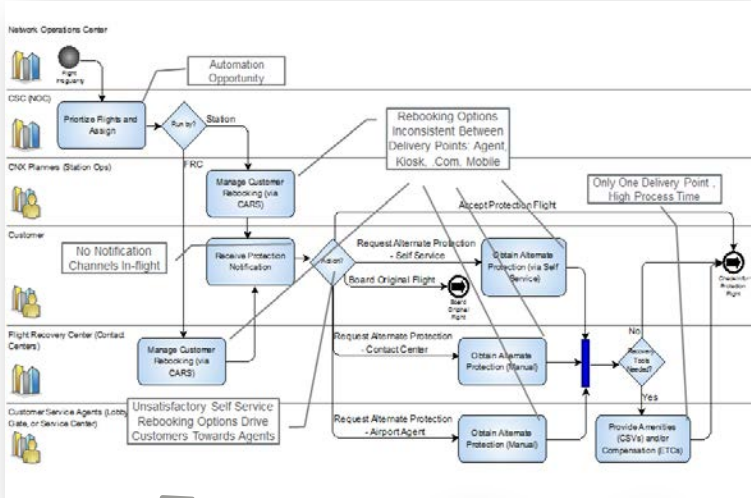
This understanding of context supports identifying how the Business Capability will change to achieve desired Business Outcomes

Illustrative Purposes Only

Manage Customer Rebooking & Recovery

Description	Passenger flight protection and accommodations (i.e. meal, hotel, ground transportation) caused by irregular operations; includes all channels and automation
Roles	<ul style="list-style-type: none"> Passenger, Agent, NOC, Contact Centers
KPI	<ul style="list-style-type: none"> Customer Satisfaction, Self Service Metrics, Productivity
Strategic Outcomes	<ul style="list-style-type: none"> Reduce airport staffing for delayed flights Improve Customer Satisfaction with IRROP resolution time Consistently provide preferred service to preferred customers
Strategic Activities	<ul style="list-style-type: none"> Shift workload from Agent Channels to Self-Service Channels Simplify complex agent processes Increased penetration of self service with customers Expand automated and self service booking options to satisfy more customer's needs Apply Customer Information for IRROP prioritization (2013 Go Forward Plan)
Required Change	<ul style="list-style-type: none"> Redesign Service Center to increase self service usage Expand available rebooking options to customers via self service Enable customer amenities via self service (vouchers, compensation) Robust Search for first available (by cabin rather than class, ..) Leverage In-flight channels for customer notification Wireless, touch screen capability to manage line waits Consider customer value when prioritizing lines

Illustrate the potential of change by conducting a gap analysis between as-is and to-be



Change Analysis

Business Architect
To-Be S

How will the business need to change in order to support the strategic direction



Change includes opportunities: Addressing the Whole

- Plan projects and releases by looking at everything required to transform the capability
- Illustrate how the capability will evolve
- Identify interfaces and actively manage them
- Maintain traceability from objectives to requirements

Traceability of Objectives to Requirements

Objectives

Consistently provide preferred service to preferred customers

Improve Customer Satisfaction with IRROP resolution time

Reduce airport staffing for delayed flights

Requirements

Intelligent Queuing

Expand Available Rebooking Options Via Self Service



Gap Analysis Supports Integration of Systems and Project Specific Initiatives

Gaps

12 gaps, which are defined as desired functionality not currently enabled by selected technologies

Gaps will be prioritized and remediated

Accepted Differences

263 accepted differences which are defined as a difference where the current technology functionality is accepted

211 Accepted Differences

27 Accepted Differences – seen as Enhancements

25 Differences Under Review

Other Organization Driven Decisions

49 other decisions, defined as functions enabled by Contact Centers, driven by needs of other organizations

Decisions regarding these functions may increase Contact Center gaps or differences (e.g. Loyalty, HR Employee Travel, IT Security)



Status*	Definition	Action to be Taken	Current Line Item Count
Gap	Does not exist in SCO and SUA process desired by business. Prioritized and estimation needed.	Prioritization by Workshop team	12
No Action Difference	Something done differently (between SCO and SUA) and SCO process accepted	None at this time. Training and communication will be needed for SUA.	211
No Action Difference - Enhancement	Something SUA benefits when SCO process is accepted	None at this time. Training and communication will be needed for SUA.	27
Difference Under Review	Something done differently between SCO and SUA. Decision pending or needed.	Research and decision by Workshop team	25
Other Org	Functionality need driven by another team	Team will address these with other orgs	49

*Status color coded for quick scanning

- Don't assume everyone has a common understanding of our business
- Establish a shared language
- **Acknowledge and accept the complexity and interconnectedness of business**