Business Design

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June 2013
Something to Consider
Businesses have become more complex and interconnected due to the demands of globalization, electronic markets and the needs of our customers

As we strive to become more adaptive and respond to change there is a greater need to be able to bring all the various moving parts together

This enables us to make the key decisions that will drive the company forward and also understand the impacts of these changes
Business Design?
1. A need to understand the impacts of Regulatory change
2. A greater need for an adaptive operating model
3. A need for a global view of our business to understand impact of change
4. A need for a single view of our customer
5. A need to understand how are business capabilities are evolving over time

We needed a 360 degree view of our business!
We realised we needed to:

Look at the business from all perspectives
Satisfy different stakeholder needs but with the same content
We needed to somehow integrate the information
We needed to think differently!!
Think like a designer!

Combining the disciplines of architecture and design gave us a new way of approaching problems.
A design approach enabled us to look at the business from all perspectives.
How are we going to store the content?
We need a framework!!

Once we had an approach we needed to be able to store content and create a variety of viewpoints:

What did we discover?
- Not all frameworks focused on the customer
- Not all frameworks looked at the whole business
- No single framework met our needs
We needed to think differently!
Think like a designer!

Using a design thinking approach we combined the best of all industry frameworks and created one that focused on the whole business.
We were able to:
1. Look at the business as an integrated model
2. Understand the customer perspective
3. See how the inside view connected with the outside perspective
4. Satisfy multiple perspectives and different stakeholder concerns using the same content
The framework and use of design provided the capability to connect all aspects of the business.
Using design thinking, we took inspiration from existing practices to ensure the framework user experience was made as simple and intuitive as possible.
We created a 360 Model of the business
Now the real challenge begins
Sound Familiar?

“We have the ability to see the whole business as an integrated model.
You need Business Design!”

“This sounds really great but I have no idea how to get there?”
How to take people on the journey?
“A journey of a thousand miles begins with a single step”
How did we get people to take that first step?
We focused on the key things which were important to each stakeholder

1. We asked what the key business questions each senior stakeholder was struggling to answer
2. We framed each question and viewed it from all perspectives
3. Different viewpoints were created and presented back to stakeholders
4. Content was put back into the framework, which opened the doors to other questions which can be answered
When framing the question we also looked at the 360 perspective.
Completed themes
How are our business capabilities performing?

What services do we offer in the market place and which customer segments are they aligned with?

Who is responsible for providing these services and how many people are involved?

How do we compare with external benchmarks on cost and key service measurement, such as time taken to onboard clients?

What are the opportunities and problems associated with the Business Environment within which we operates?

How will we respond to opportunities through business strategies over the next 6 month, 1 year and 2 year outlooks?

What are the major goals and objectives associated with these challenges?

Am I investing in the right programmes of work?

How many duplicate processes, functions, application services or components do I have by geographic and what are the costs associated with such duplication?
How our business capabilities performing?

Inside View:
- Capabilities and their cost
- Capabilities and their Risk

Outside View:
- Capabilities and the customer experience
What did we learn?
Get senior buy-in
Focus on business value
Be driven by outcomes
Start small and focus on themes/business questions
Focus on all perspectives
No single Industry framework will fit your business
Be pragmatic and use what makes sense
Methodology is more important than tool
Publish sensible and achievable standards
Concentrate on training
Don’t try to extend the framework too fast
Be creative and look to other industries for inspiration
New Frontiers - Where are we boldly going?
- Focusing more on the Business Need/Experience
- Driven by outcomes and benefits instead of requirement driven
- Building a holistic view of our customer
When are we done?
This journey never ends
Ready to take the first step?