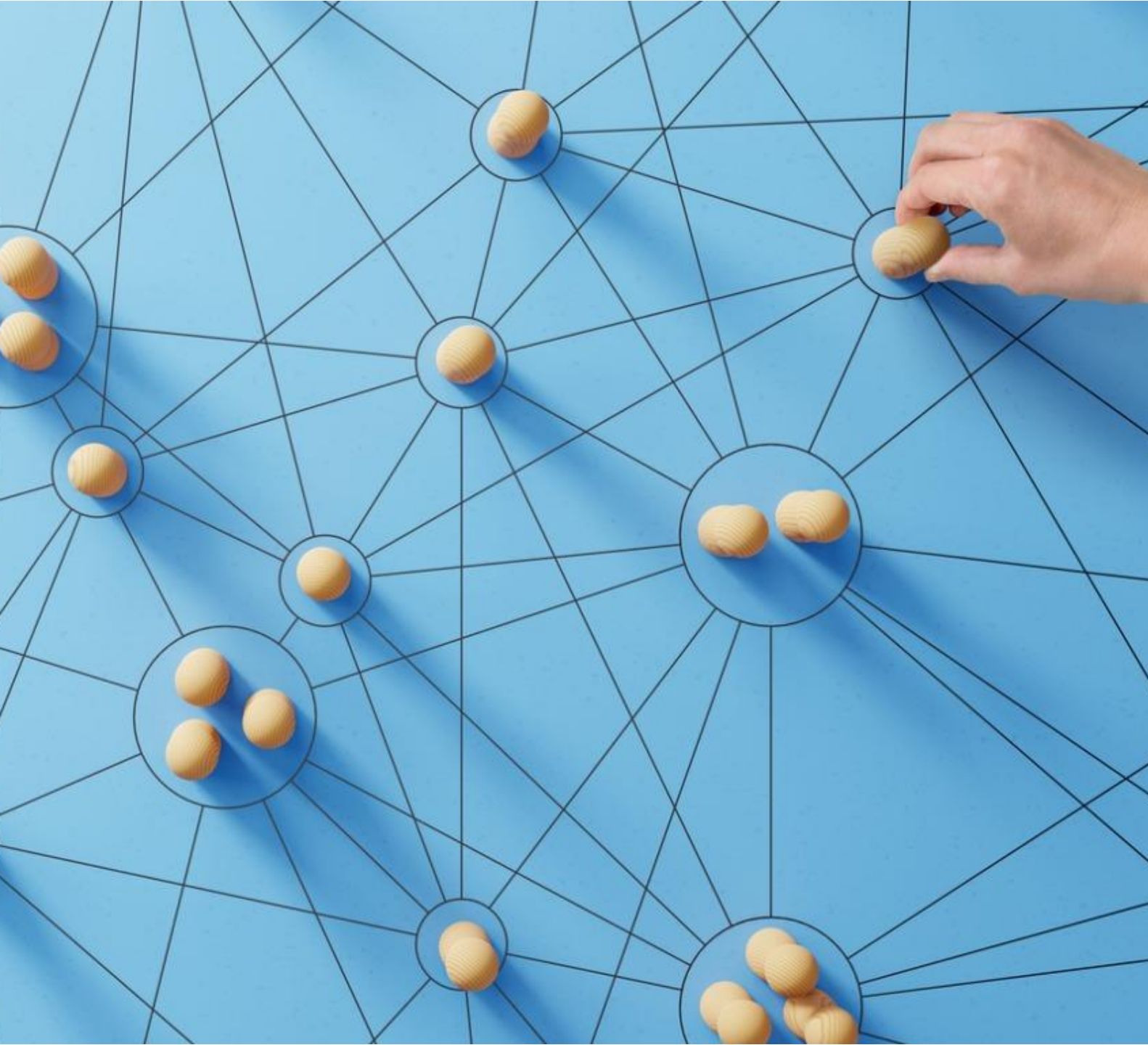




Business Architecture

A Journey of Acceptance

Gary Wright, VSP Vision
Sr. Manager, Business Architect



The socialization of Business Architecture to gain organizational acceptance is a unique and varied journey that in most cases is not prescriptive.



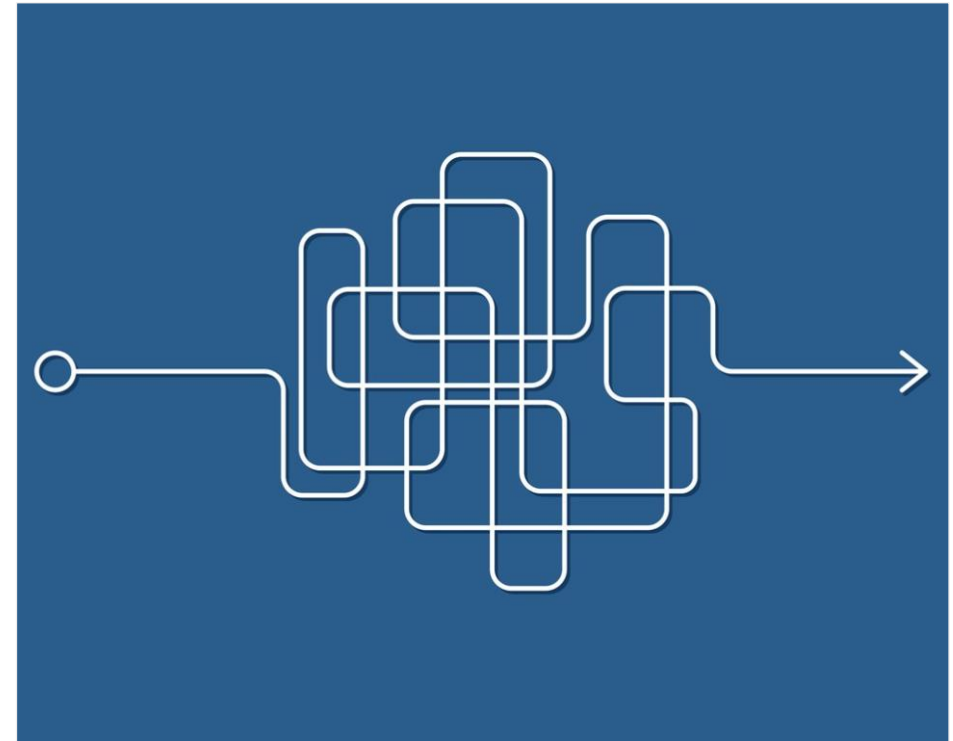
The VSP Journey



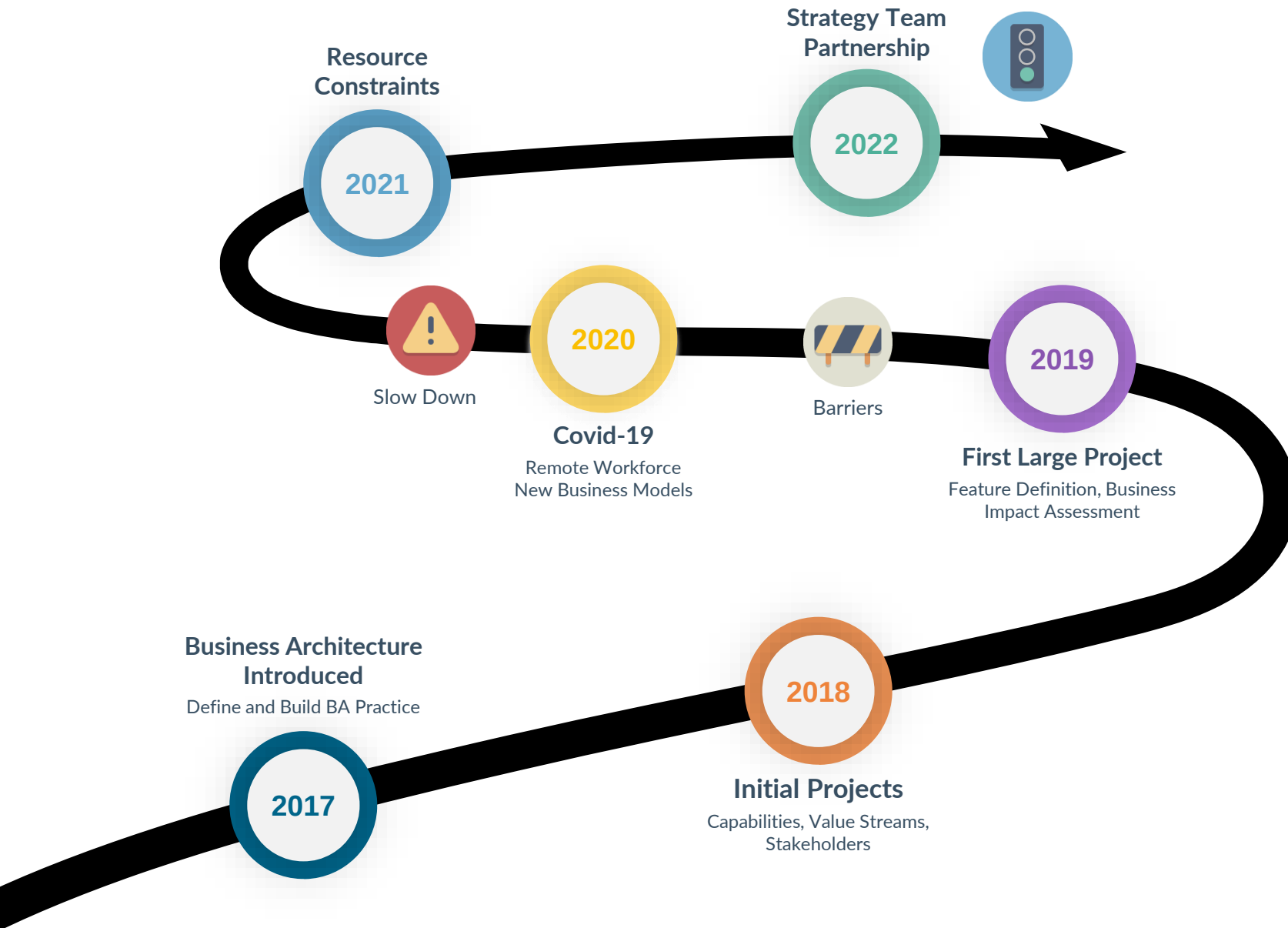
Barriers to Acceptance



Path of Least Resistance



The VSP Journey



Barriers to Acceptance

Organizational

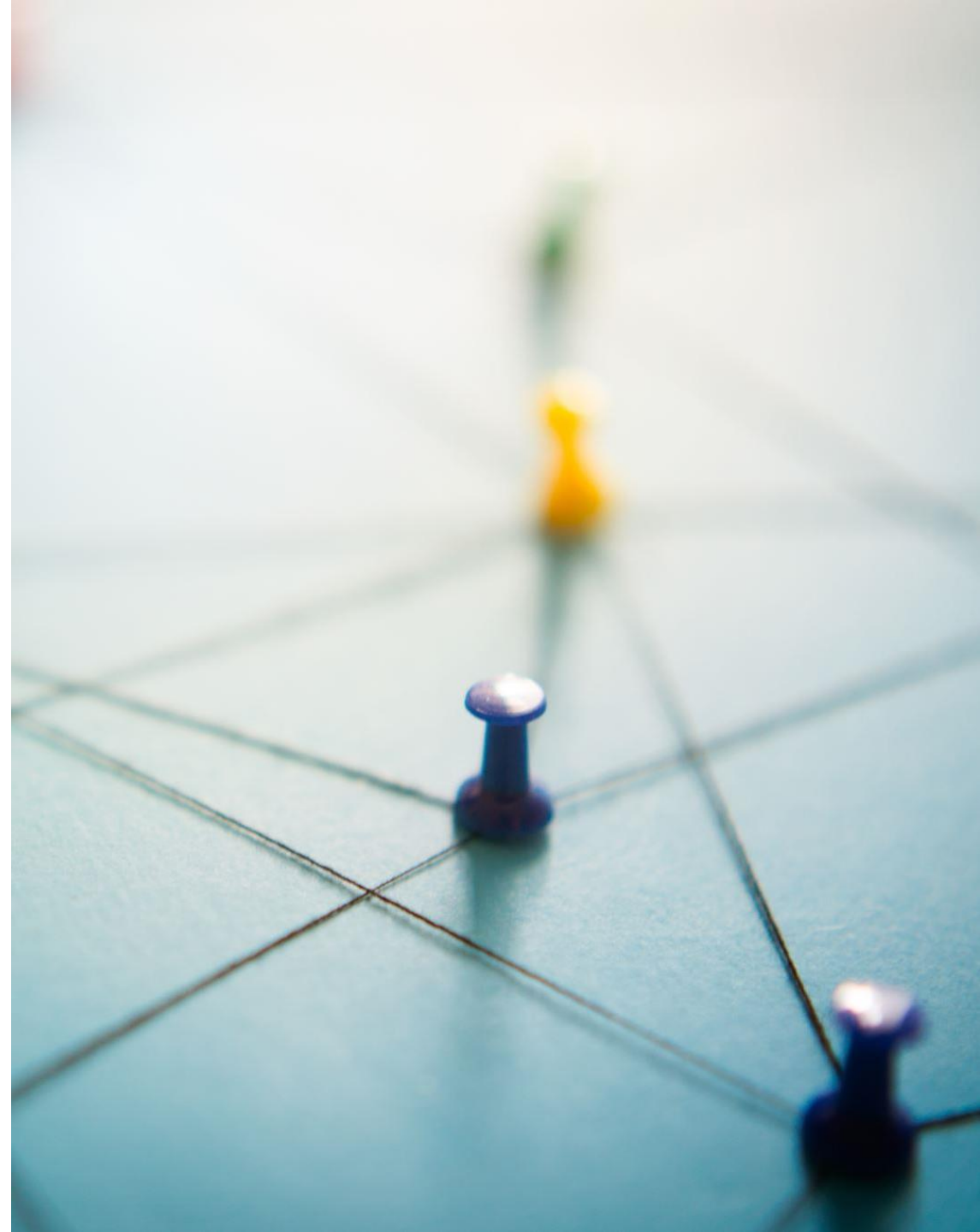
- BA reporting structure changed - decentralized
- Legacy employee resistance to rigors of BA practice
- Business Architect title was misused

Strategic

- Strategy Office was recently created
- Focused on research and planning – outside consultants
- Concern, business architecture slows down strategy team
- Not familiar with Business Architecture, its' principles or how it would enable strategic initiatives and direction.

Technical

- IT had historically 'driven' business projects
- Business and Enterprise architectures were not aligned
- Perception, business does not know what its doing
- Lacked a common knowledgebase or agreement on artifacts





Think Like a Stakeholder

Ideas to minimize resistance

IT Teams

- Meet to understand IT concerns, misconceptions, or frustrations.
- Establish business architecture as an integral component of Enterprise Architecture
- Gain consensus and align on capabilities and value streams
- Enhance journey maps and information mapping
- Align and define business architecture deliverables to enable the solution architecture enterprise capabilities assessment.

Strategy Team

- Develop a presentation and playbook demonstrating the value of a business architecture and strategy partnership.
- Remove the perception that business architecture will slow strategy down.
- Inform the team that business architecture is a well defined and accredited global practice successfully used by many organizations
- Provide a solution to a current issue faced by the strategic team.

SILOED ORGANIZATION

Limited view of strategic objectives and inefficient implementation and measurement of initiatives



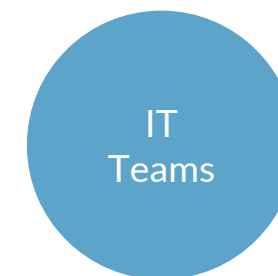
Limited view of organizational impacts



Prioritization, planning and execution of initiatives



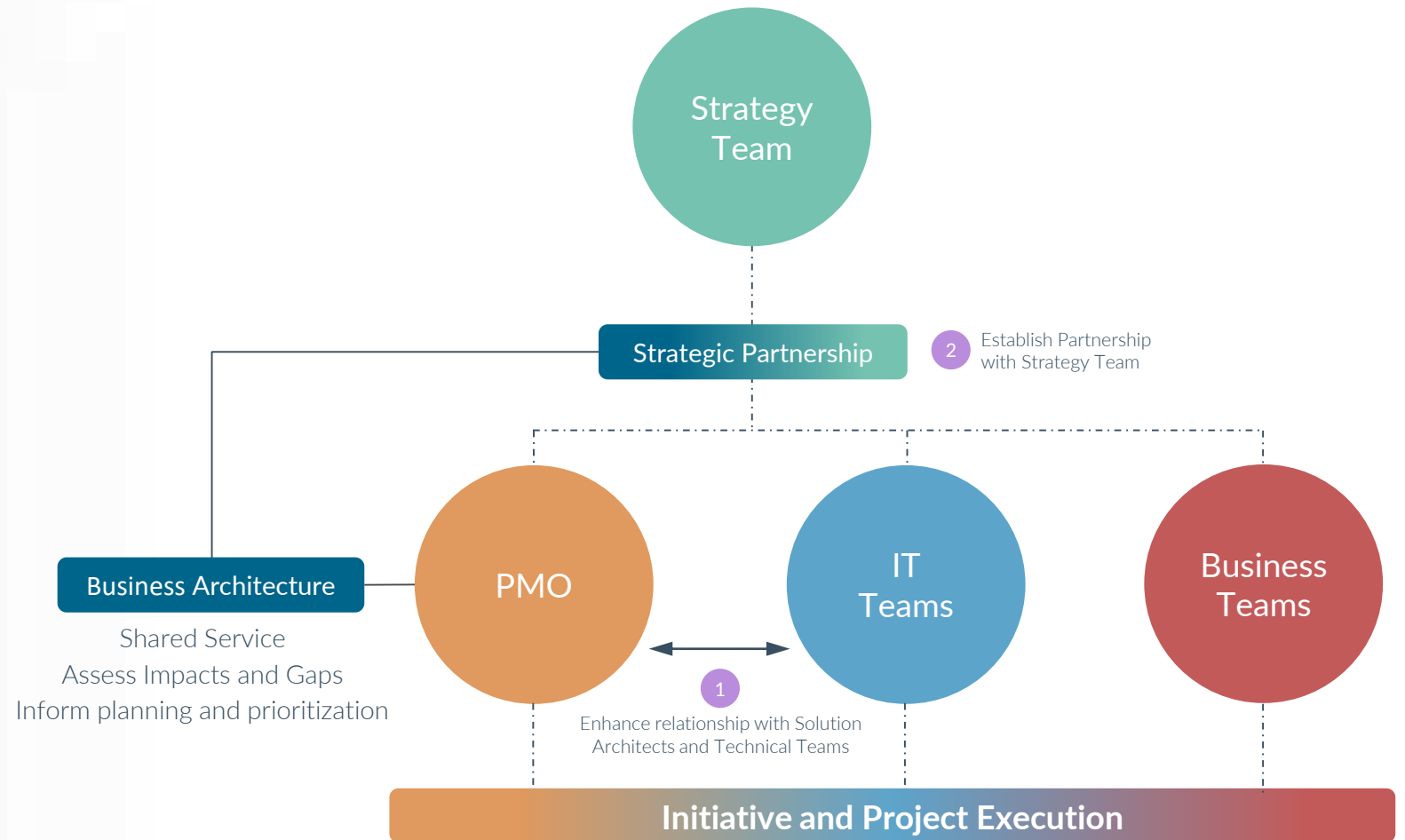
Minimal interaction with Strategy



Are initiatives possible or cost effective with current technology

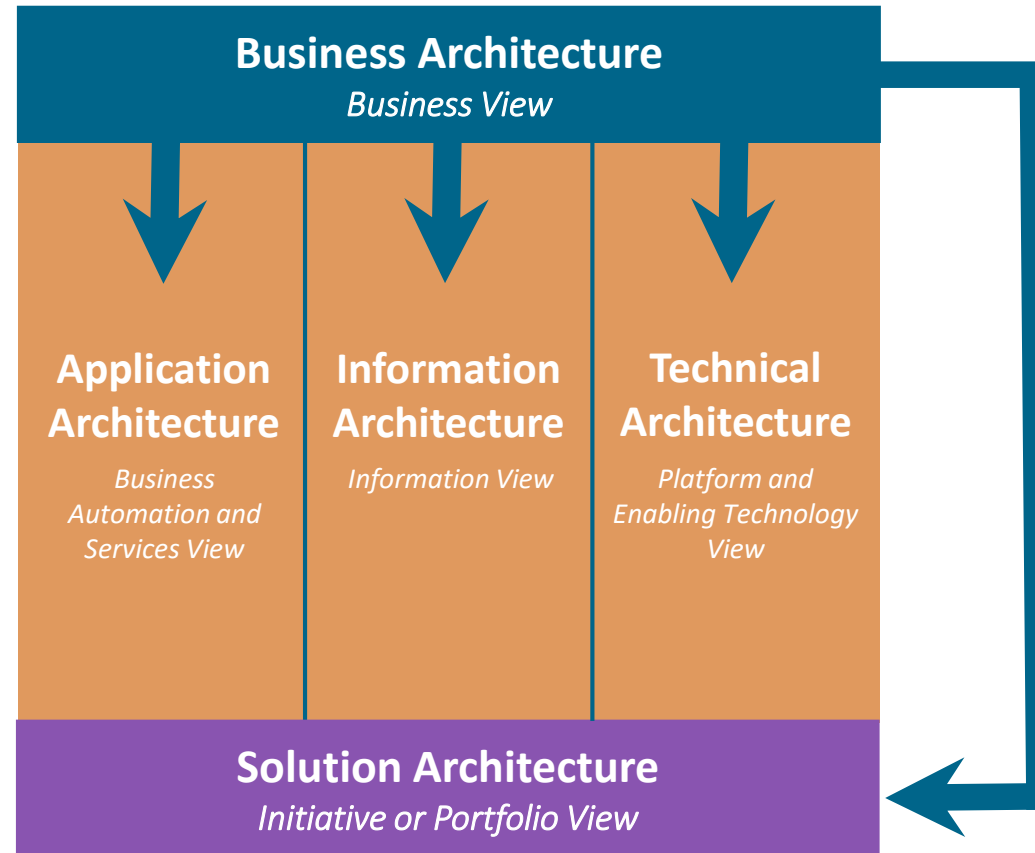
TWO-PRONGED APPROACH

Align with IT Technical Teams
Partner with Strategy Office
Bridge strategy and execution
Provide critical input to planning



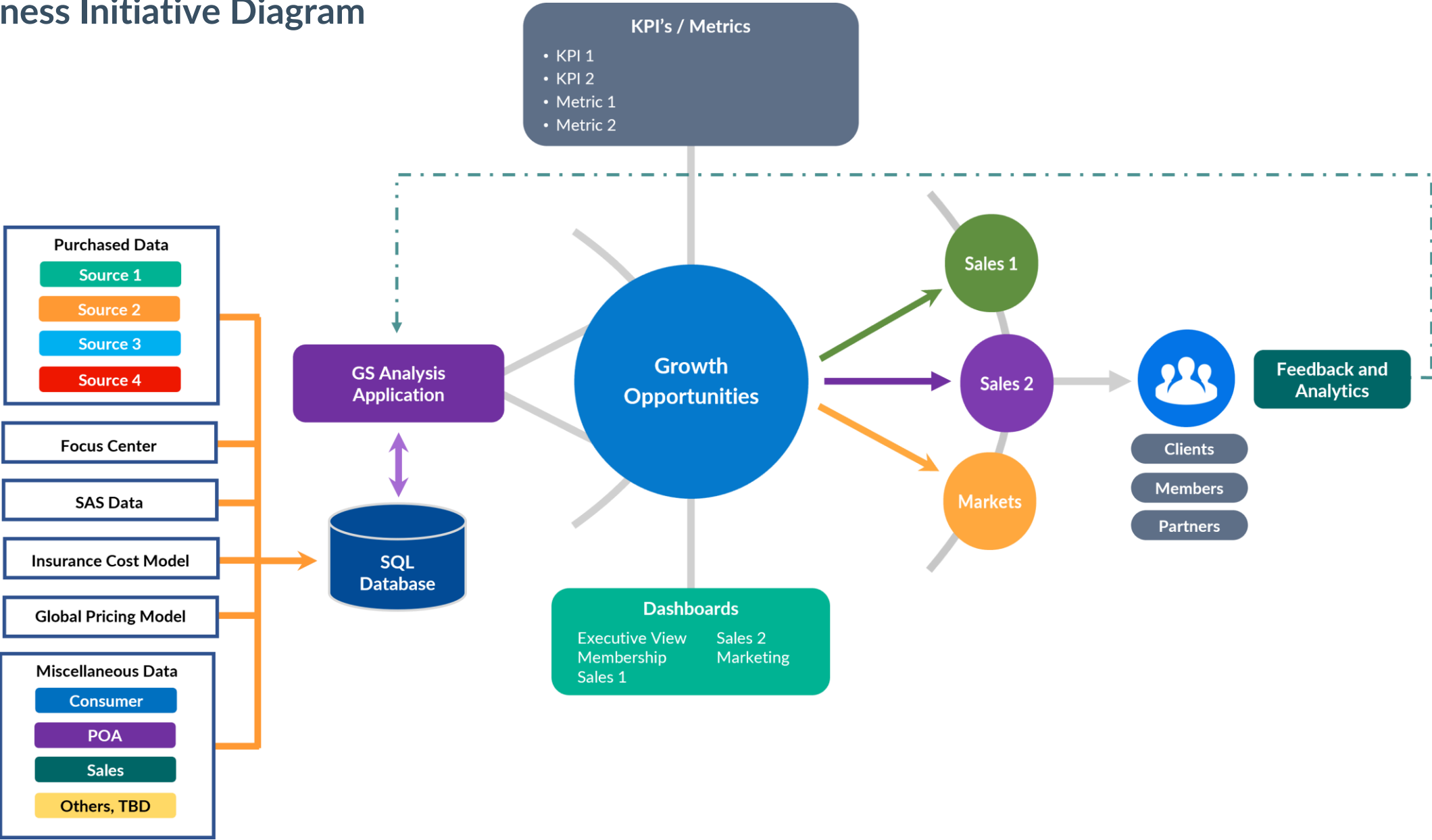
Enterprise Architecture

Business Architecture is a critical component of Enterprise Architecture

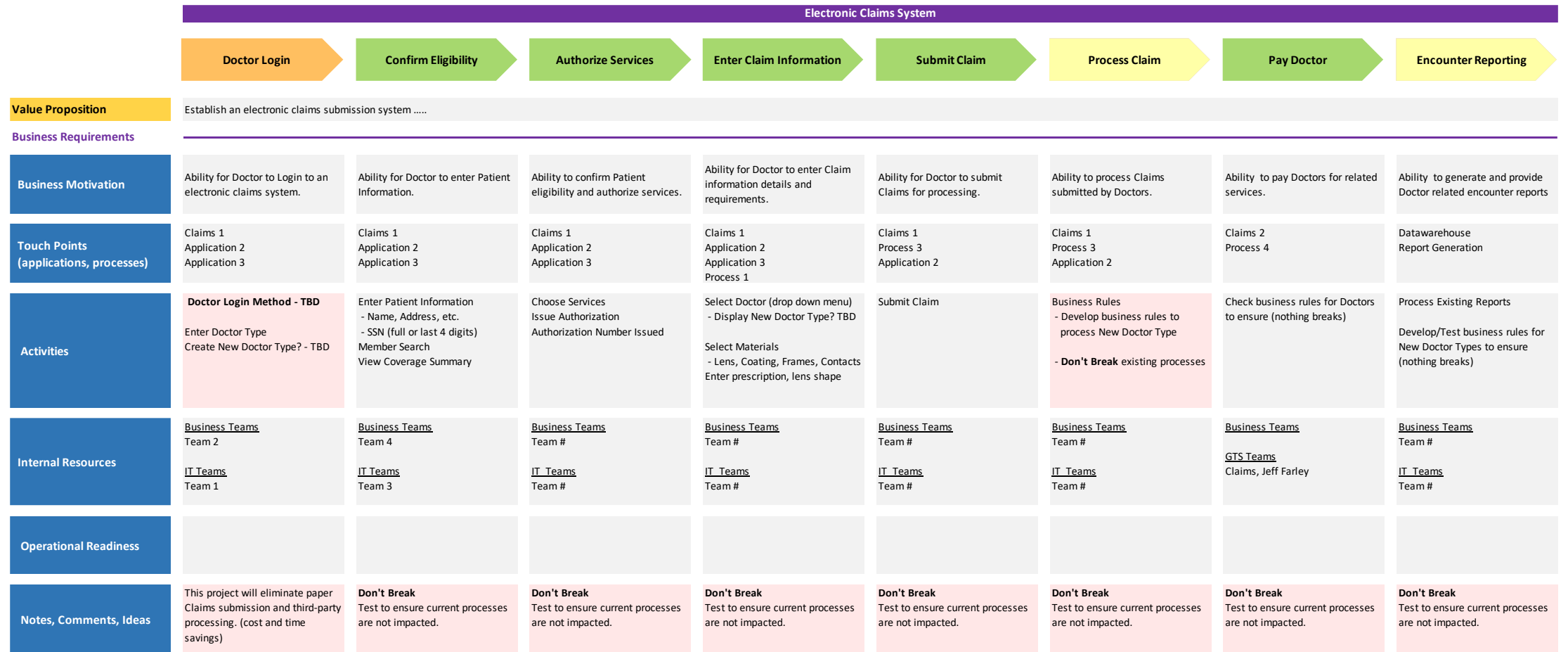


*Source: "Business Architecture: Putting "Business" into Enterprise Architecture", Ulrich, W. & Soley, R., Feb. 2016, CIO Review
https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/putting_business_into_busine.pdf

Business Initiative Diagram



Enhanced Journey Map



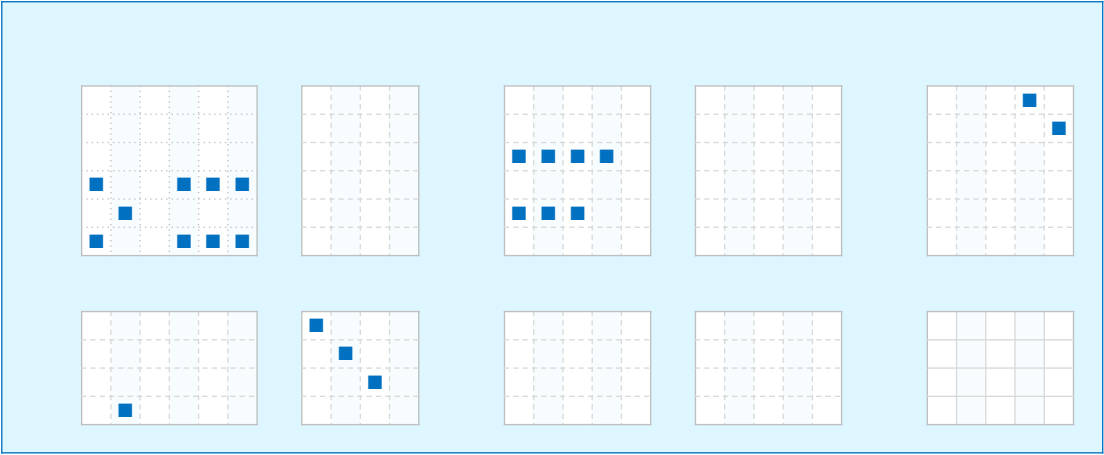
Legend	
Efficient	- meets all critical requirements
Well Defined	- meets most critical requirements
Managed	- meets some critical requirements
Exists	- doesn't meet critical requirements
Initial	- doesn't exist but should
Not Evaluated	or Out of Scope

Information Mapping

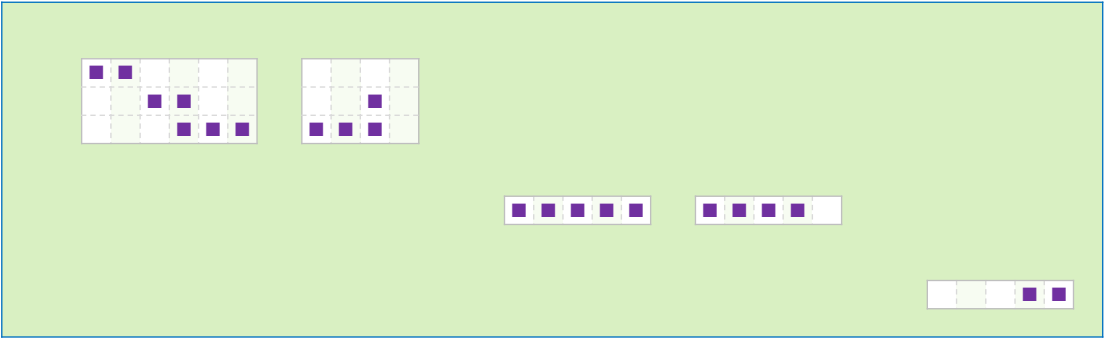
EXECUTIVE DASHBOARD	DISPLAY TYPE
MSA Information	
Revenue Opportunity	Calculation (Number)
EBITDA Opportunity	Calculation (Number)
Market Share (Client)	Calculation (Number)
Market Share (Population)	Calculation (Number)
Total Client Opportunity	Calculation (Number)
Total Membership Opportunity	Calculation (Number)
Demographics	
Age 1-17, 18-33, 34-44, 44-54, 55+	Number
HHI (avg.)	Calculation (Number)
Children under 18, living at home	Number
Population Growth	Calculation (Number)
DATA SOURCES	
Data Source 1	
Table/Location	
Table/Location	
Table/Location	
Data Source 2	
Table/Location	
Data Source 3	
Table/Location	

TOTAL MARKET DEMOGRAPHICS	Data Points by MSA
	Total Population
	Population Growth (19', 20', 21', 22')
	Number of Households
	Population (covered for vision)
	Population (not covered for vision)
	Population (not covered for vision)
	Data Segments
	Age Range + HHI
	Children under 18 at home (Yes, No)
	Employment Status (FT, PT, S, R, O)
CLIENT OPPORTUNITY DATA	Data Points by MSA (clients > 1000 emp.)
	Client Count
	Clients with Vision Insurance Offerings
	Clients with Competitors Offerings
	Client Count with Our Offering
	Clients with No Vision Insurance
	Data Segments
	Client Name
	Industry
	Revenue Range
	Employees (total)
	Eligible Employees
COST MODEL	Data Points
	Controllable / Uncontrollable Costs
	Shared Service Costs
	Total Administration Costs
	Revenue per Member by Business Unit
	EBITDA per Member by Business Unit

Dashboard Input Parameters

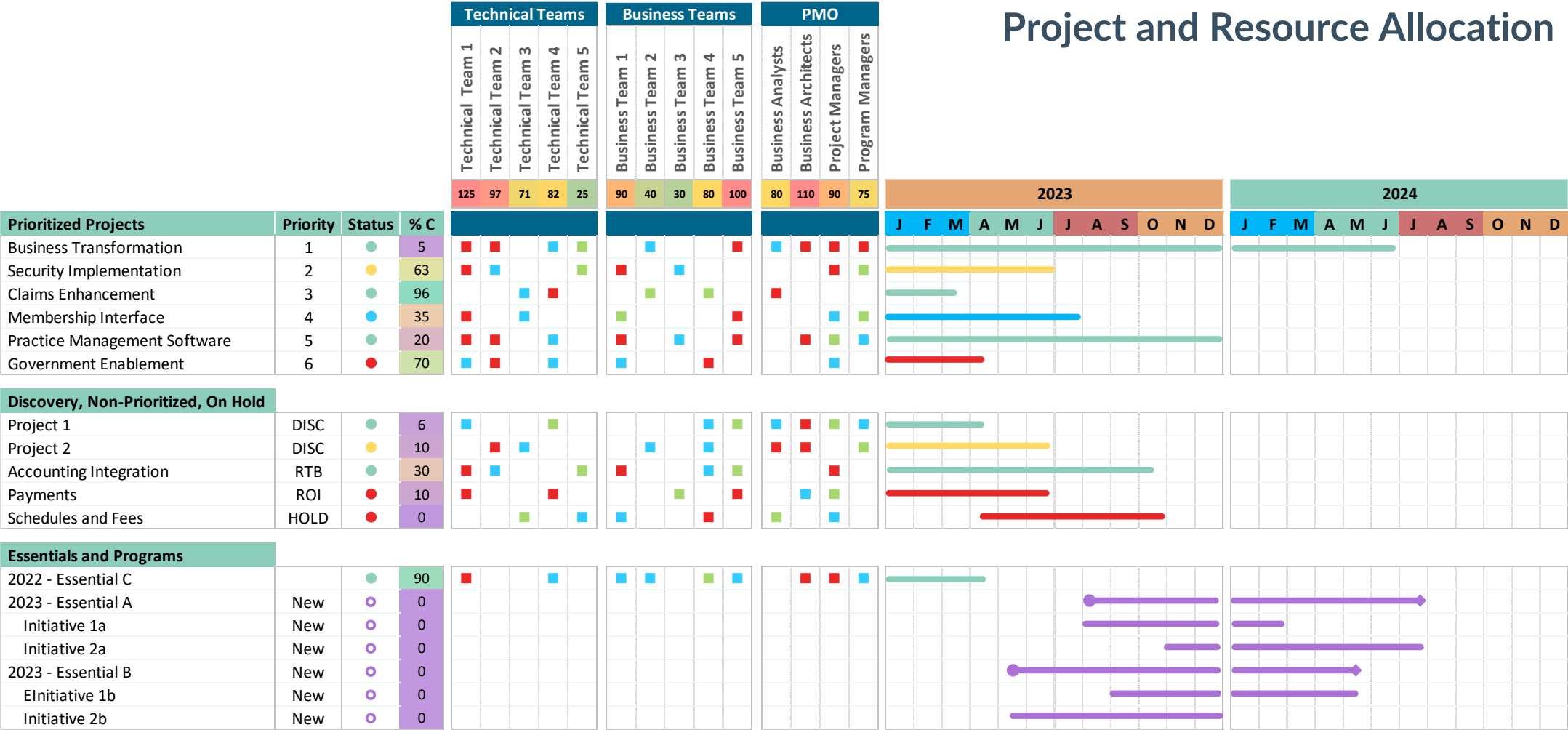


Intersection of Dashboard Items and Data Points

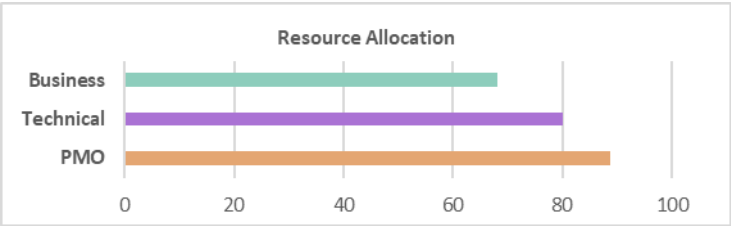
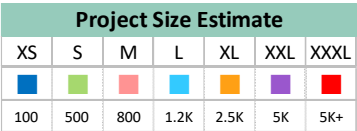


Intersection of Data Sources and Dashboard

Project and Resource Allocation

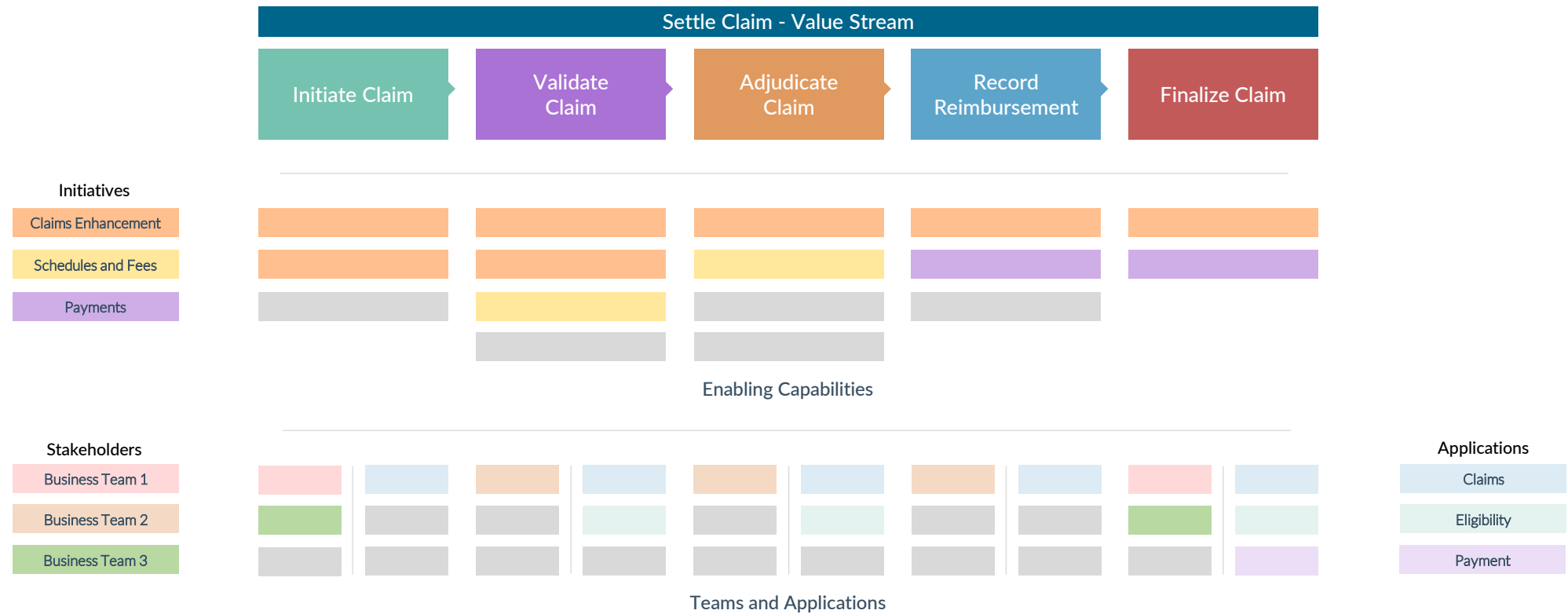


- Backlog - Projects On Hold
- CRM - Sales Enablement
- Claims Queue Design
- Security AI Integration
- Claims Adjudication Calculation
- Charity Giving Programs
- Credentialing



Strategic Initiative Impacts

Capabilities, Value Streams, Stakeholders, Applications



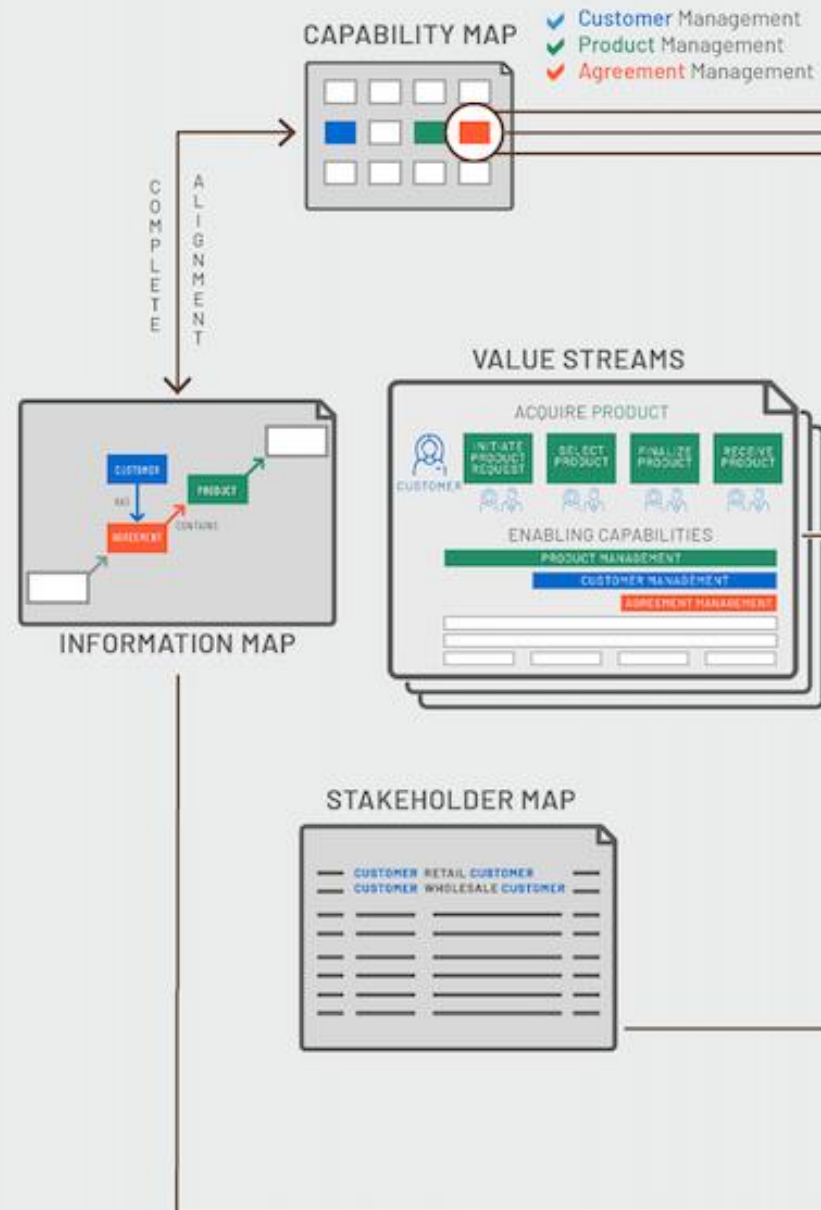
Note: Applications identify Technical Team Stakeholders

STRATEGY

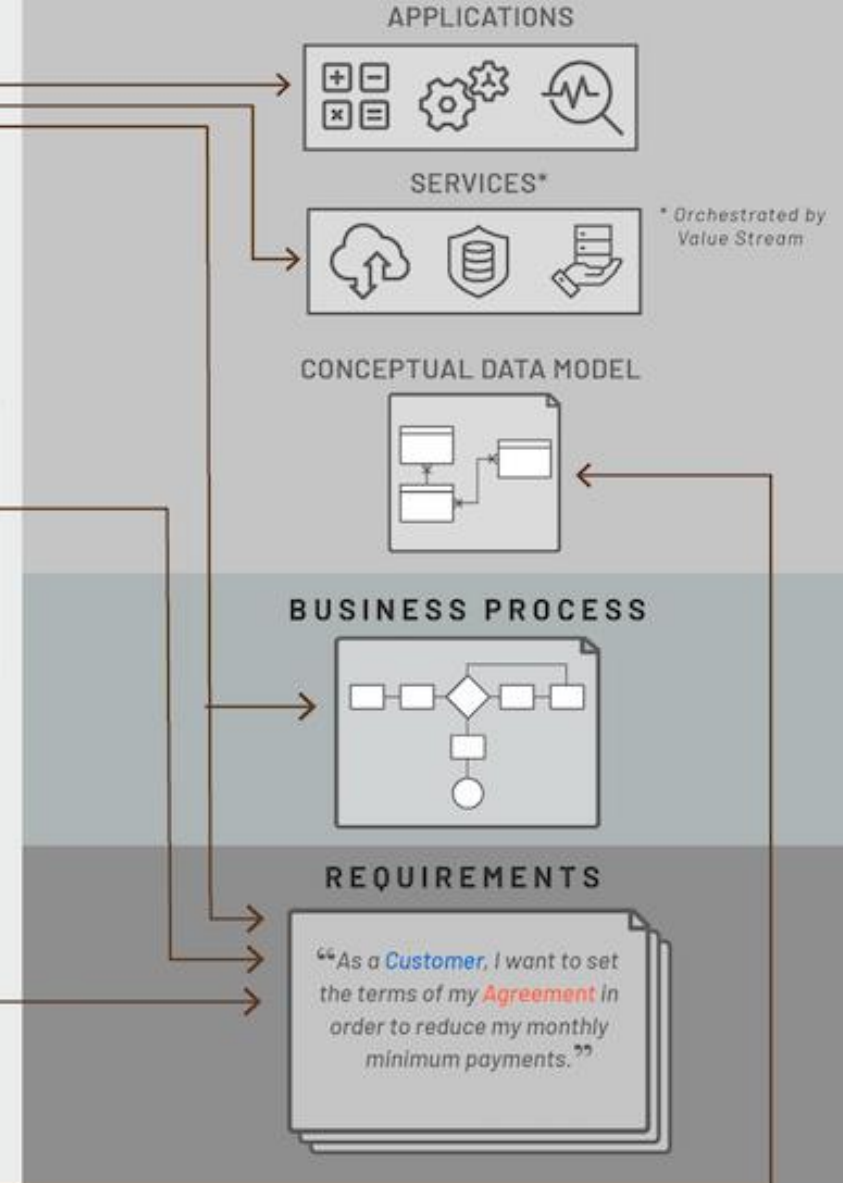
Business Architecture can assess impact and aid in decision making

-  Business Scenario Analysis
-  Alignment to objectives
-  KPI's and Measures
-  Planning/Resource Availability
-  Prioritization and Timing
-  Integration Opportunities
-  Technology and Applications
-  Capability Based Timelines

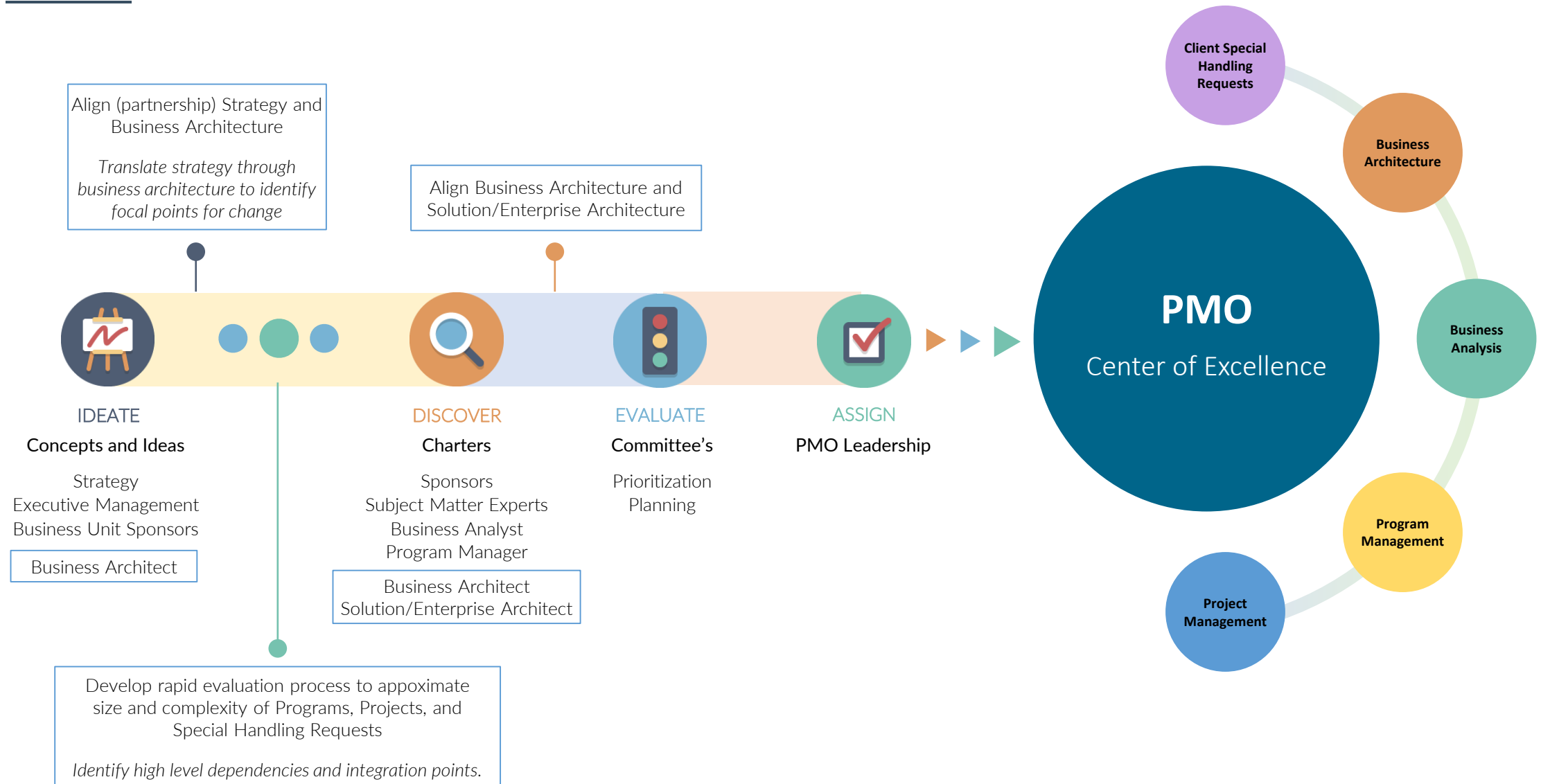
BUSINESS ARCHITECTURE



IT ARCHITECTURE



IDEA Process



SUMMARY

Socializing business architecture can be a challenge, but the benefit of an organization that is fully aligned from strategy through execution is game changing efficiency.

- Identify your Path of Least Resistance
- Partner where you can
- Know your audience well
- Think outside the box
- Identify a challenge your organization is currently facing
- Develop new mappings that inform your stakeholders
- Be confident in your skills

Thank You

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