Closing the Strategic gap through Innovation and EA

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Chair, AEA Mexico Chapter &
Managing Director, DUX DILIGENS
Is **Strategy** relevant to us? as Enterprise Architects?

Do we play any role in the Strategic process?
How are the **Future State** of the enterprise and its strategic business capabilities designed?
Are particular factors of the environment important to **Strategy** (at national and firm level)?

Figure by Osterwalder, Alexander & Pigneur, Yves (2010). *Business Model Generation.*

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The 12 pillars of competitiveness:

- **Productivity**
- **Growth**
- **Prosperity**

**Basic requirements**
- Institutions
- Infrastructure
- Macroeconomic environment
- Health and primary education

**Efficiency enhancers**
- Higher education and training
- Goods market efficiency
- Labor market efficiency
- Financial market development
- Technological readiness
- Market size

**Latin America (currently)**

**Innovation and sophistication factors**
- Business sophistication
- Innovation

**Latin America (future?!)**

Key for factor-driven economies

Key for efficiency-driven economies

Key for innovation-driven economies

The 3 main pillars of our concern

**Technological readiness** (efficiency enhancer) ➔ ICT (or IT)...
- Technology is increasingly essential for firms to compete and prosper.
- Adoption of existing technologies to enhance productivity.
- Capacity to fully leverage information and communication technologies (ICT) in daily activities and production processes for increased efficiency and competitiveness (ICT as the “general purpose technology” of our time).
- Standardization of IT architecture to increase efficiency (e.g. at initial stages of EA maturity).

**Business sophistication** (sophistication factor) ➔ EA practices...
- Sophisticated business practices conducive to higher efficiency and effectiveness in the production of goods and services.
- Business sophistication concerns two elements that are intricately linked to the quality of:
  - individual firms’ operations and strategies and
  - a country’s overall business networks.

**Innovation** (innovation factor) ➔ Strategic Innovation System...
- Basic sources of productivity and efficiency enhancers have been exhausted and are no longer sufficient for growth.
- Firms design and develop cutting-edge products and processes to maintain a competitive edge.
What is our posture individually and as an organization? Where do we want to be?

“When winds of change blow, some build shelters and are safe, others build windmills and get rich…”

[“Cuando soplan vientos de cambio, unos construyen refugios y se ponen a salvo, otros construyen molinos y se hacen ricos…”]

Claus Möller
Is Innovation relevant to Strategy? And to EA?

Must an Enterprise Architect develop Innovation knowledge & skills?
IT, EA and Innovation capability maturity in organizations?

IT...
How many of you are (or were) certified in technical domains or products (e.g. BPM, SOA, SW Development, Networking, etc.)? Is IT supporting or automating most of your organization’s activities?

EA...
How many of you are certified (e.g. TOGAF, etc)? Are your organizations planning or already carrying out related programs? Do you have a formal organizational structure for EA? Is there a Chief Enterprise Architect role/position? To whom reports?

Innovation...
How many of you are certified (e.g. TRIZ, Lateral Thinking, etc.)? Are your organizations planning or already carrying out related programs? Do your companies have a formal innovation system?
Current innovation investment, conditions and performance in the region

<table>
<thead>
<tr>
<th>INNOVATION PILLAR</th>
<th>OECD Score</th>
<th>OECD Rank</th>
<th>China Score</th>
<th>China Rank</th>
<th>Brazil Score</th>
<th>Brazil Rank</th>
<th>Chile Score</th>
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Note: The score on the innovation pillar is composed of a subset of the variables that appear in the table above.

“No organization can be successful unless it has something unique to offer to the world. A good strategy can only be based on being different than others”

Peter Schwartz
Strategic Innovation

Basic premises:

1.- Strategy requires innovation (in a broad sense, the capabilities and the results).

2.- Innovation, if it has to trascend, should be driven at the strategy level.

Therefore:

*Strategy* and *Innovation* are closely related in what it is called **Strategic Innovation**.
Business Planning Model

**Means**

**MISSION**

Composed by Courses of action

**Business Strategies**

**Tactics**

**Desired Future State**

**VISION**

Composed by Desired results

**Goals**

**Objectives**

Influences

**Assessment**

- Strengths
- Weaknesses
- Opportunities
- Threats

To be judged by

**Influence**

- Internal factors
- External factors

Plans

“What to do”

Ends

“What the organization want to be or achieve”

Plans to achieve

Efforts to achieve

Makes operative

Source: adaptation from the business rule motivation model (The Business Rules Group)
Impact of Strategic Innovation

**Plans**
“What to do”

- **Means**: Business Strategies and Tactics

**Desired Future State**
“What the organization want to be or achieve”

- **Eips**: Goals and Objectives

**Projected State**
“What would be achieved with the traditional effort”

- **Means**: Business Strategies and Tactics
- **Ends**: Goals and Objectives

**Gap**
“Tobe covered by the innovation effort”

- Helps to identify
- Helps to close

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**Strategic Diagnostic**

**Design of System and Strategies for Innovation**
Strategic Innovation System (SIS)

It is good to have a great strategy or innovation...

... but more importantly, have the capabilities within the organization for the systematic management of them!

The source of such capabilities is called Strategic Innovation System.
High Impact Ideation Framework For Innovation

HiiFFi

is a framework to assist organizations in the development and tuning of a Strategic Innovation System (SIS).

Joint projects of research & development

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Summary chart of the iterative approach

Planning endeavor

Setting the stage

HiiFFi-S activities (at business model level)
- Understanding context
  - Immersion
- Designing prototypes
  - Inquiry
- Roadmapping prototype(s)
  - Foresight
- Implementing initiatives
  - Execution

HiiFFi-M activities
- Managing innovation
  - Evolution

HiiFFi-O activities (at element level)
- Designing prototypes
- Roadmapping prototype(s)

Uncertainty / Ambiguity

Clarity / Focus

Alive / Systematic

• New business model, product, service and/or technology to satisfy existing market needs or transform/create a market

• Startup mode
• Seeking new growth potential
• Perceived opportunity to bring a new business model, product/service or technology to market
• Reaction to business change or crisis situation

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Summary chart of the iterative approach

Perception
- Understand environment
- Understand market
- Understand future

Thinking
- Define innovation objectives
- Generate options (Creativity)
- Analyse risks
- Select options

Action
- Communicate decisions
- Prototype and test ideas/concepts
- Monitor and evaluate
- Incubate ideas
- Manage knowledge

Toolkit for each process

Integration and coordination of processes
Traditional vs Innovation Environments

Innovate? Yes sir!!
Just tell me what you want me to do!
Traditional vs Innovation Environments

The “X” person

- Defined objectives
- Has a plan
- Risks are familiar
- Precise metrics
- Avoid errors is desirable and possible
- Logic and precision as core values
- Day to day arena (Known territory)

and

The “Y” person

- Undefined objectives
- Wants to explore
- Risks are new and unknown
- No metrics (or not precise)
- Errors are part of the learning process
- Creativity and flexibility as core values
- Evolution arena (“Here be Dragons”)

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A fertile ground is needed!
Potential System Enablers/Barriers

Leadership and Management Style

Climate and Incentives

Values, Principles, and Policies

Culture

Structure

Strategic Innovation System - SIS -

People

Knowledge, Skills and Competencies

Technology, Components and Mechanisms

Business Processes and Practices

Information

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Strategic Diagnostic

Assessment
- Strengths
- Weaknesses
- Opportunities
- Threats

Influence
- Internal factors
- External factors

Future State

- To understand the current state of the enterprise (e.g. current business capabilities and resources), its products/services and related technologies.
- To understand the competitive environment and trends.

• To understand the current state of elements that act as enablers or barriers for innovation. That is, to assess the current innovation capability of the enterprise.
Design of System and Strategies for Innovation

Innovation Approach

Scope
• Within the core business.
• Outside but near the core business.
• New business (diversified).

Type of Innovation
• Product/Service, Market, Marketing, Process, Organizational...
¡Business Model Innovation!

Degree of Novelty
• Incremental.
• Radical.
• Disruptive.

Order of Entry to the Market (Time To Market)
• First (“pioneer”).
• Early follower.
• Late entrant.

Design of System and Strategies for Innovation

**Plans**

"What to do"

- **Means**
  - Mission, Strategies and Tactics

- **INNOVATION MISSION**
  - Composed by Courses of action
  - Strategies of Innovation
  - Tactics

- **INNOVATION VISION**
  - Composed by Desired results
  - Goals of Enablers of Innovation System
  - Objectives

**Future State**

"What the organization want to be or achieve"

- **Eyes**

**Innovation Approach**

- Definition
  - Assessment
  - Strategic Diagnostic

**Influences**

- Actions to achieve
- Actions to achieve
- Delimits
Impact of Business Model Innovation:
The vehicle to achieve ambitious goals

Some examples with IT as key element:

► **UPS.** “It used to be a cargo airplanes company with some technology. Now it is a technology company with some airplanes.” – Forbes

► **SecondLife.** 3D digital world on line, imagined and created by its residents (e.g. consumers and providers). You can perform proof of concept (e.g. products and services) and real business.

► **Wells Fargo.** Bank that allows real money transactions in a virtual world such as Second Life (through its virtual branch).

► **Zopa (P2P Banking), MobileWallet (services in smartphone), Amazon (online retail shop, and IT services), eBay, etc.etc.**
Business Model Canvas (“As is” & “To be”): The interface between strategists and architects

Understand the internal current state (“As is”): Strengths and Weaknesses (Amazon 2005)

<table>
<thead>
<tr>
<th>RED DE PARTNERS</th>
<th>ACTIVIDADES CLAVES</th>
<th>OFERTA</th>
<th>RELACIONES CON LOS CLIENTES</th>
<th>SEGMENTOS DE CLIENTES</th>
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<td><strong>IT infra excellency</strong></td>
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<td>Online retail shop</td>
<td>Customized online profiles &amp; recommendations</td>
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<td>Affiliates</td>
<td>Global fulfillment infrastructure</td>
<td>Large product range</td>
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<td><strong>Relatively capital sensitive</strong></td>
<td><strong>Sales margin</strong></td>
<td><strong>Low margins</strong></td>
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<td>Fulfillment</td>
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Potential epicenters (initial creative stimulus)

**Resource-Driven innovations**
Originates from an organization’s existing infrastructure or partnerships to expand or transform the business model.

**Offer-Driven innovations**
Create new value propositions that affect other business model building blocks.

**Customer-Driven innovations**
Are based on customer needs, facilitated access, or increased convenience. Like all innovations emerging from a single epicenter, they affect other business model building blocks.

**Finance-Driven innovations**
Innovations driven by new revenue streams, pricing mechanisms, or reduced cost structures that affect other business model building blocks.

**Multiple-Epicenter Driven innovations**
Innovations driven by multiple epicenters can have significant impact on several other building blocks.
Designing new business models ("To be"): Opportunities explored (Amazon 2006)

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<thead>
<tr>
<th>RED DE PARTNERS</th>
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Synergies in the use of activities and resources for new offers

Two totally new customer segments which are underserved as to the proposed offer

Newer revenue streams with higher margins than retail
Business Model Canvas:
A starting point for the development of EA
From Business Model Canvas to EA work products (e.g. using Archimate)

• On one hand (as shown in the figures), the current and the future Innovative Business Model(s) and its elements (e.g. IT-related elements) are strategic inputs that guide EA so it is articulated in detail (e.g. in domain architectures).

• On the other hand, EA can also boost Innovation as it matures (e.g. in the business modularity stage, enabling local experiments that respond with agility to changing market conditions (e.g. to opportunities or threats).

Figures by BiZZdesign
High-Impact Ideation Framework For Innovation (HiiFFi) at a glance
Understanding context: External & Internal
Understanding context:
Many insights produced during the process

Case example 1)
• Company underperforming in stages of awareness, evaluation and purchase.
• No differentiation in delivery and use stages.
• Industry offering with “commodity” behavior (competing in price), with only one superior competitor.

Case example 2)
• Brand reputation of quality delivery of company as the only value proposition attribute that it is still above the industry (but not sustainable).
Designing prototypes: Prepared minds are ready to generate options

Different types of alternatives of models (from incremental to radical, and even potentially disruptive)

Managed service for concrete pump operation

Technology model (e.g. Software factory)

Production of food with value added

Displacement or movement of matter with magnetic technology

Prosthesis for people

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Thinking “out of the box”: Variety of tools for creativity

Step 1  List things taken for granted

Step 2  Form the provocation
Traditional strategy

Current Situation/System

Starting here!

“Continuous improvement”

Law of diminishing returns

“Innovative Jump”

Emergence of a new S curve
Ideal Final Result (IFR) approach

Do not start here!

Current Situation/System

Evolutionary Direction (Gap / Problems)

Intermediate Goals or Solutions ("do little steps backwards as necessary")

Start here!

Ideal Final Result (IFR)

Function & benefit are achieved without any costs or harms ("self-resolved")

What do we really, really want?

Function & benefit are achieved without any costs or harms ("self-resolved")
IFR example

In the business of selling washing powder?

In what business is the company?

Or in the cleaning clothes business?

Washing powder to clean clothes

“Re-usable washing powder”

“Clean clothes without washing powder”

“Clothes that clean themselves”

Current Situation/System

Evolutionary Direction (Gap / Problems)

Intermediate Goals or Solutions (“do little steps backwards as necessary”)

Ideal Final Result (IFR)

Function & benefit are achieved without any costs or harms (“self-resolved”)
Random Entry (Stimulus)

“Newton’s forest”
...and when I dropped it on my toe, I invented language.
Random Entry (Stimulus):
A brief exercise

“Mexican Nopal” (Cactus)
Random Entry (Stimulus): A brief exercise

**FOCUS**
Area or subject on which we want to generate ideas

- Mobile phone

**RANDOM WORD OR IMAGE**

- nopal

**POSSIBLE MENTAL ASSOCIATION**

- green
- desert
- water
- thorns

**NEW IDEAS**

- Ecological telephone that can be customized by customer (e.g. Dell type)
- Telephone with an additional solar battery
- Water proof telephone
- Key that you press and sends localization signal
Roadmapping prototypes

Current Business Model (“As is”) identifying Strengths & Weaknesses

Future Business Models (“To be”) in an evaluation matrix (Impact-Time or Effort)

Business drivers through time

Market drivers through time
Evaluating and selecting prototypes

Innovation cloud with possible business models, i.e. prototypes with different degrees of required change and implementation time.
Designing prototypes: Designing new and improved elements

• Key elements of a business model can actually be created or improved: products/services, channels, activities, resources, etc.
• For example, the activities of Risk Management and of Customer Service. These could be created or improved by representing them in detail ("zoomed") in a “Functional System Model” that produces de desired results:

- ALTA EFICIENCIA Y PRODUCTIVIDAD
- ALTA CONFIDENCIALIDAD, INTEGRIDAD Y DISPONIBILIDAD DE INFORMACIÓN.
- OPTIMIZACIÓN DE ESPACIO.
- COSTO OPTIMIZADO DE ESPACIO.

- PROVEEDOR DE SERVICIOS ADMINISTRADOS
- AGENTE
- OFERTA
- PROCESO DE ADMINISTRACIÓN DE POLÍTICAS
- INFRAESTRUCTURA DE DOCS Y PORTAL
- PROVEEDOR DE SERVICIOS ADMINISTRADOS

- SERVICIO
- OFERTA
- POLIZA(S)
- CLIENTE

Resultados esperados:
- SERVICIO EXCEPCIONAL.
- INCREMENTO DE VENTAS.
- REDUCCIÓN DE COSTOS.
- REDUCCIÓN DE IMPACTO MEDIOAMBIENTAL.

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Testing prototypes: Business models and its new elements
Implementing and iterating as necessary: Incubator (entrepreneurship) approach
Final thoughts

• Current efficiency approaches of Latin American enterprises are good but will be no longer sufficient in the future.
  – So, innovation capability is “a must” to survive and grow.

• The collaborative effort during the iterative processes in “Innovation + Enterprise Architecture (EA)” increases the probability to achieve ambitious business results and to produce a positive impact in our economies.
  – The AEA Mexico Chapter is already supporting some initiatives.

• Current and potential Enterprise Architects (as well as other business and IT professionals) can have a personal competitive advantage.
  – The AEA Mexico Chapter helps on recommending career paths and relevant training and workshops, as well as facilitating professional networking.
Thank you!

Questions?

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