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Using Crowdsourcing to help make

Strategic Planning Decisions

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Twitter

We will be demonstrating how Twitter can link into Focal Point

Tweet any comments or ideas to

#CorsoAtInnovate

Or

@CorsoAtInnovate

About Corso

- Created in 2011
- Founder members: 60+ years of Enterprise Architecture and Strategic Planning experience
- IBM Partners
  - Products
  - Cloud
  - Consulting and Training Services
- Offices in UK, US, Australia
- Certified TOGAF, ArchiMate practitioners

- To address market gaps within Enterprise Architecture and Strategic Planning. From ideas to delivery.

Introduction

1. The Wisdom of Crowds
2. The Importance of EA
3. From Ideas to Delivery: a process for Strategic Planning
4. Demonstration
5. Summary

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The Wisdom of Crowds

Using the wisdom of crowds

A mechanism that:

accelerates information gathering and encourages the sharing of that information

can increase the likelihood of finding solutions to difficult business problems

helps an organization unite its knowledge of the market, capabilities and delivery

allows ALL stakeholders (employees, customers, partners etc.) to become leaders in change initiatives

Why is this important now?

Technology trends are lowering barriers

- Web technology and Social Networks
- Mobile availability
- Geographically dispersed teams

Organizations are becoming more engaged with their stakeholders (agility)

Cloud technology and SaaS models make deployment and adoption easier

The Strategic Planning Platform

The *vox populi* will only take you so far

- Provides an agile and low cost way to gather (and impart) information
- Indicates an alignment (or validation) to strategy

Needs a supporting and complementary infrastructure

- Prioritization and Portfolio Management
- Enterprise Architecture (EA) with ArchiMate*
- Solution Delivery
- Linked information

Strategic planning needs knowledge of Capability, of Market and of Delivery to succeed

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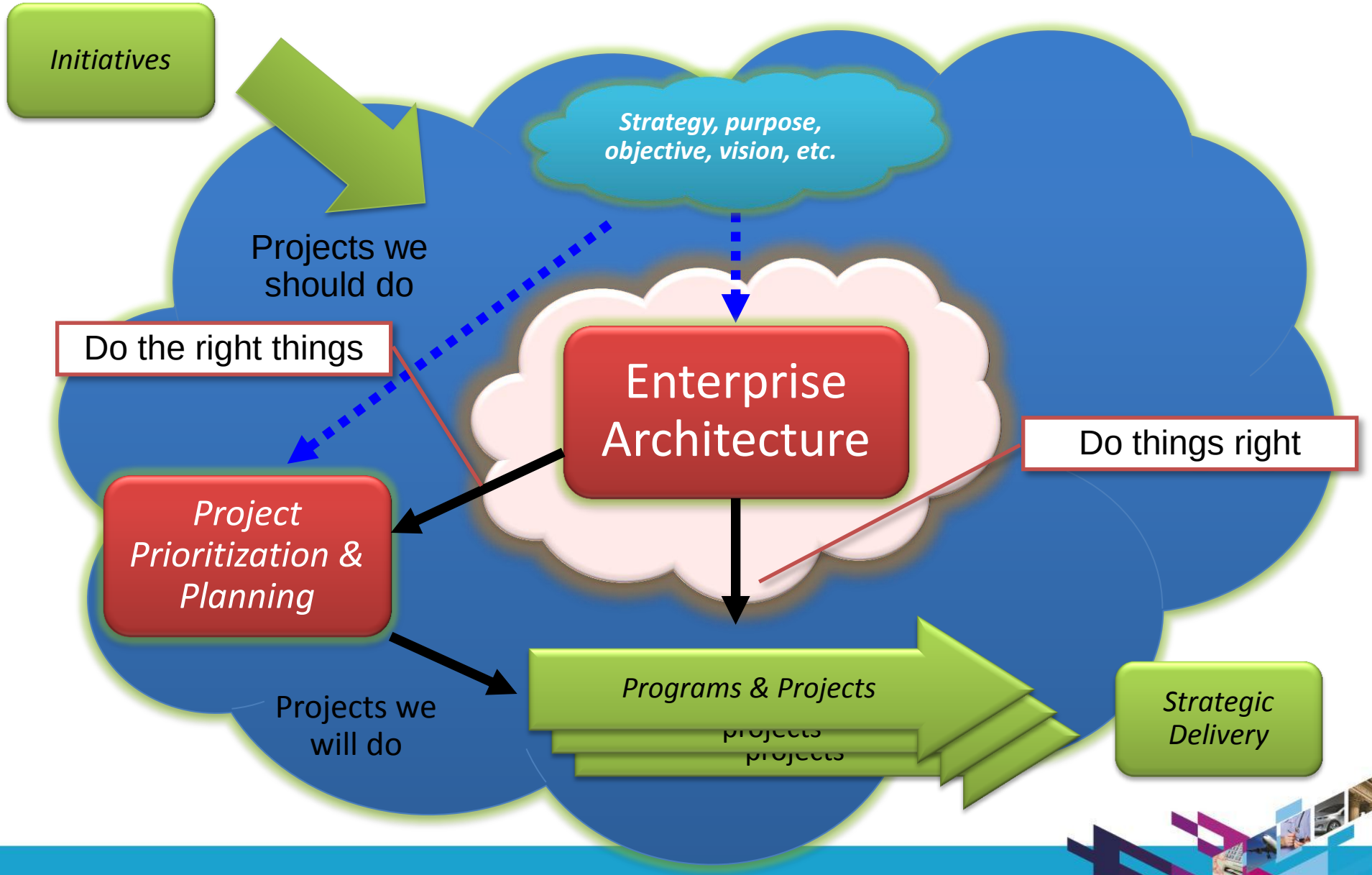
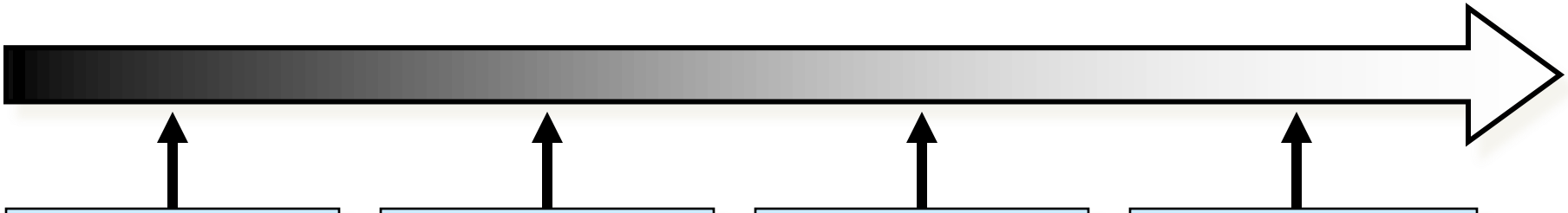
The importance of Enterprise Architecture

and how it is crucial to Strategic Planning

EA in The Strategic Planning Lifecycle



Strategic Planning maturity model



Cost Reduction
- What do we have?
- Need all of it?
- Consolidate to reduce costs?
- Desire for impact analysis

Governance
- Develop standards and recommended best practices (e.g. technology stacks, server platforms)
- Seeking repeatability
- Encourage IT evolution
- Focusing on IT scope only
- Manage change

Broaden Scope
- Socialization of ideas and architecture
- Meet business needs by linking IT to business
- Managing architectures outside IT
- Increasing focus on business architecture and business processes

Actionable Plans
- Develop business strategy
- Initiatives (Value propositions, capabilities, resources)
- Refine into to-be
- Compare to as-is
- Create transition plan
- Execute
- Demonstrate business value

Cost focus

Value focus

Some organizations will move through a progressive set of phases as they adopt a strategic planning approach

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From Ideas to Delivery

A process for Strategic Planning

Application/Technology Deployment

Discovery ⋯▸ Triage/Prioritize ⋯▸ Impact Analysis ⋯▸ Delivery

Market Analysis

Portfolio Management

Project/Team Management

Crowd Sourcing

Enterprise Architecture

Solution Architecture/BPM

Business Intelligence

Social

Project Management Office

Executive / Senior Mgr

Enterprise Architect(s)

Project Team

Solution Architect(s)

Collaboration

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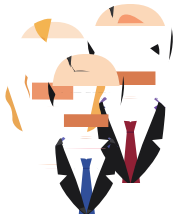
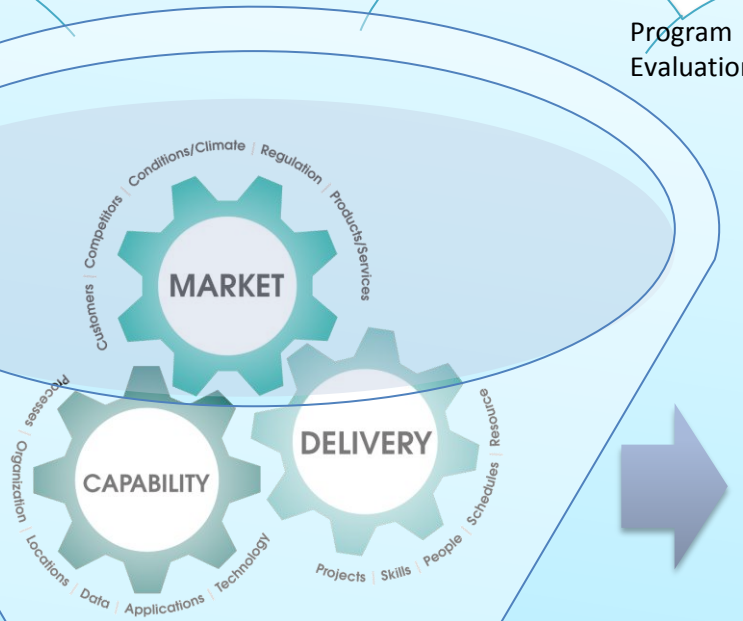
SPP – Ideas to Delivery



Everyone

IT / System Centric
Ideas
Initiatives
Information
Goals
Objectives



SPP

Like to Do

Will Do

Program Evaluation Board

Prioritized Project Portfolio
Requirments (NF)
Dates
Cost
Resources
Risk
Priority
Dependencies

User

Evaluation of Initiatives

Usually based on cost and resource availability

No formal techniques to assess impact and true value

Stakeholders with differing requirements are not always involved

Difficult to assess impact of initiatives on existing project portfolio

Balancing competing internal demands

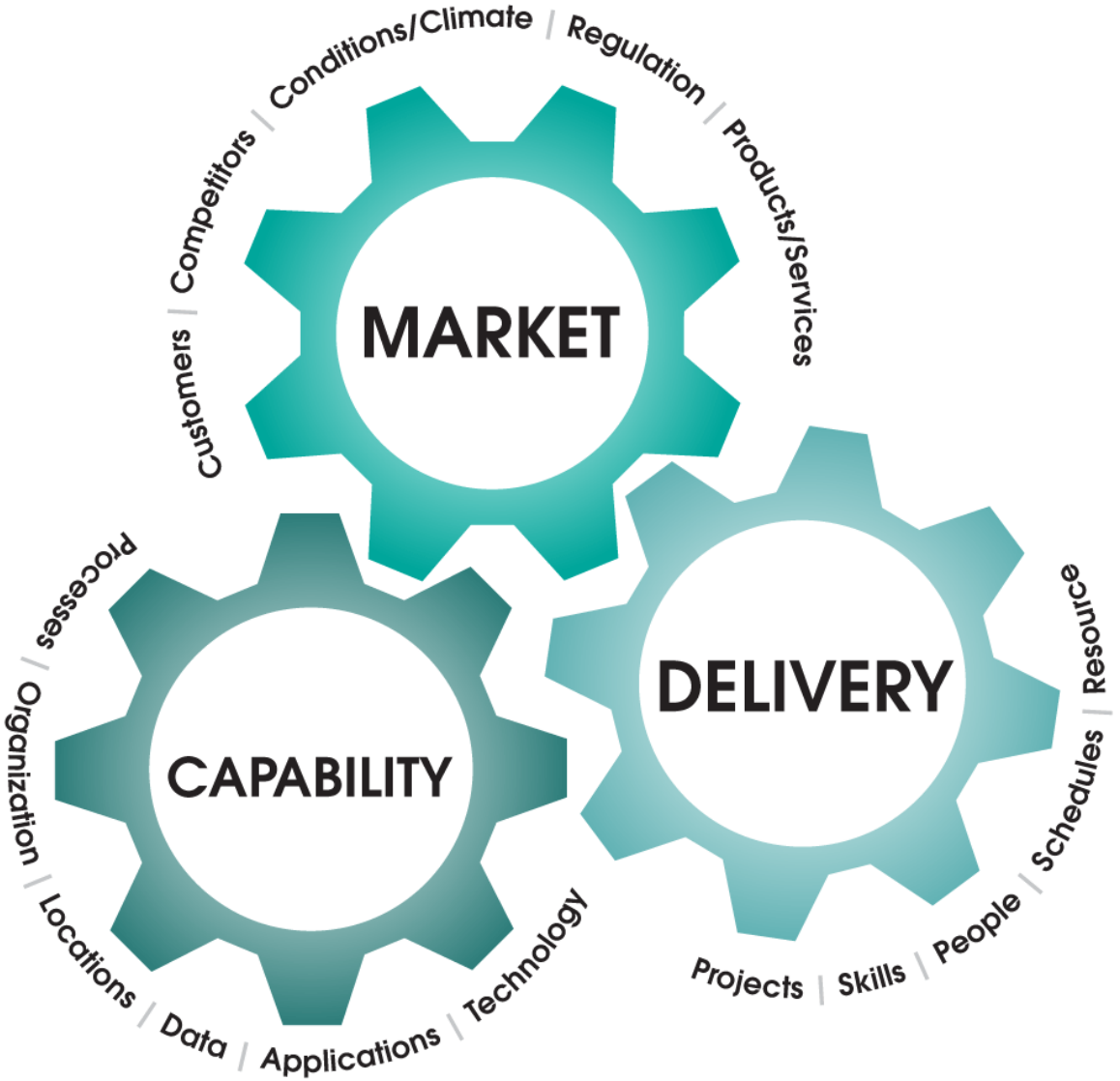
Diversity and disconnect

- Diverse teams
- Diverse tools
- Diverse vocabularies
- Diverse repositories

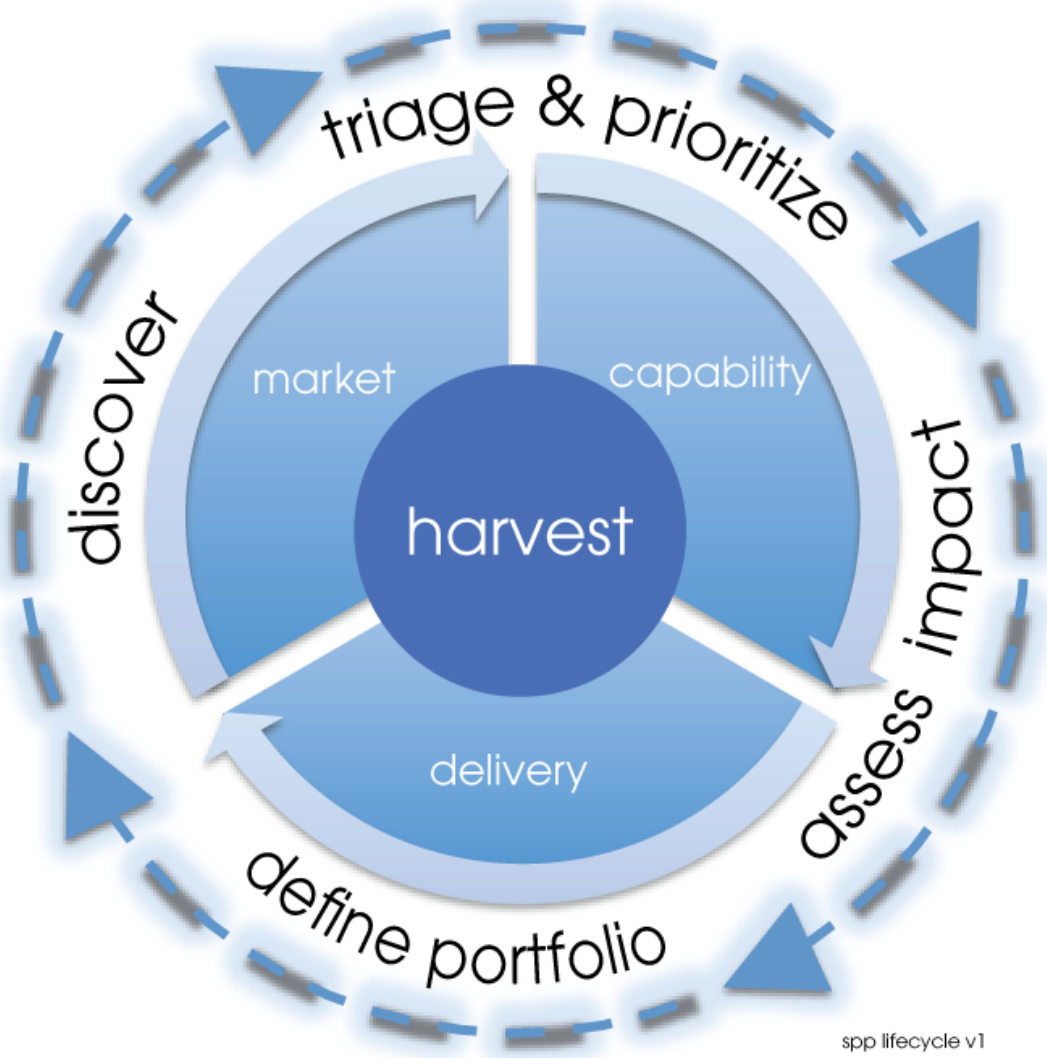
What's needed is a framework to handle and prioritize the demands of the organization whilst embracing

- Enterprise Architecture
- Programme Management
- Systems delivery

Strategic Planning Platform



SPP - Lifecycle



SPP - Process

Anyone can produce a Request for Change (RFC)

RFC

Discover
- Ideas
- Products/Services
- Regulations
- Competitors
- Economic Landscape
- Goals
- Objectives
- Strategic Intent (Business)
- Initiatives
- Guiding Principles
- Standards
- Best Practices

Harvest
- EA/SPP
- Project Portfolio
- Customers

Enterprise Arch. Team
Program Evaluation Board

Priority RFC

Triage & Prioritize
- Define Prioritization Criteria
- Review
- Reject
- Accept
- Group
- Prioritize
- Business Value Analysis

Program Evaluation Board

Initiative

Assess Impact
- Examine Initiative
- Group Initiatives
- Assess against EA
- Produce Target States (TS)
- Produce Transition Plan for each TS
- Product Solution Alternatives (SA)
- Document SA
- Build Business Proposal (BP)

Enterprise Arch. Team

Business Proposal

Define Portfolio
- Examine BP
- Review SAs vs. Project Portfolio
- Make Informed Business Decision
- Business Value vs. Cost
  - Prioritize SAs
  - Select SA
  - Prioritize BP
  - Select BP
- Define Projects
- Prioritize Projects

Program Evaluation Board

Project

Innovator Analysis – Who thought of what and its Business Value

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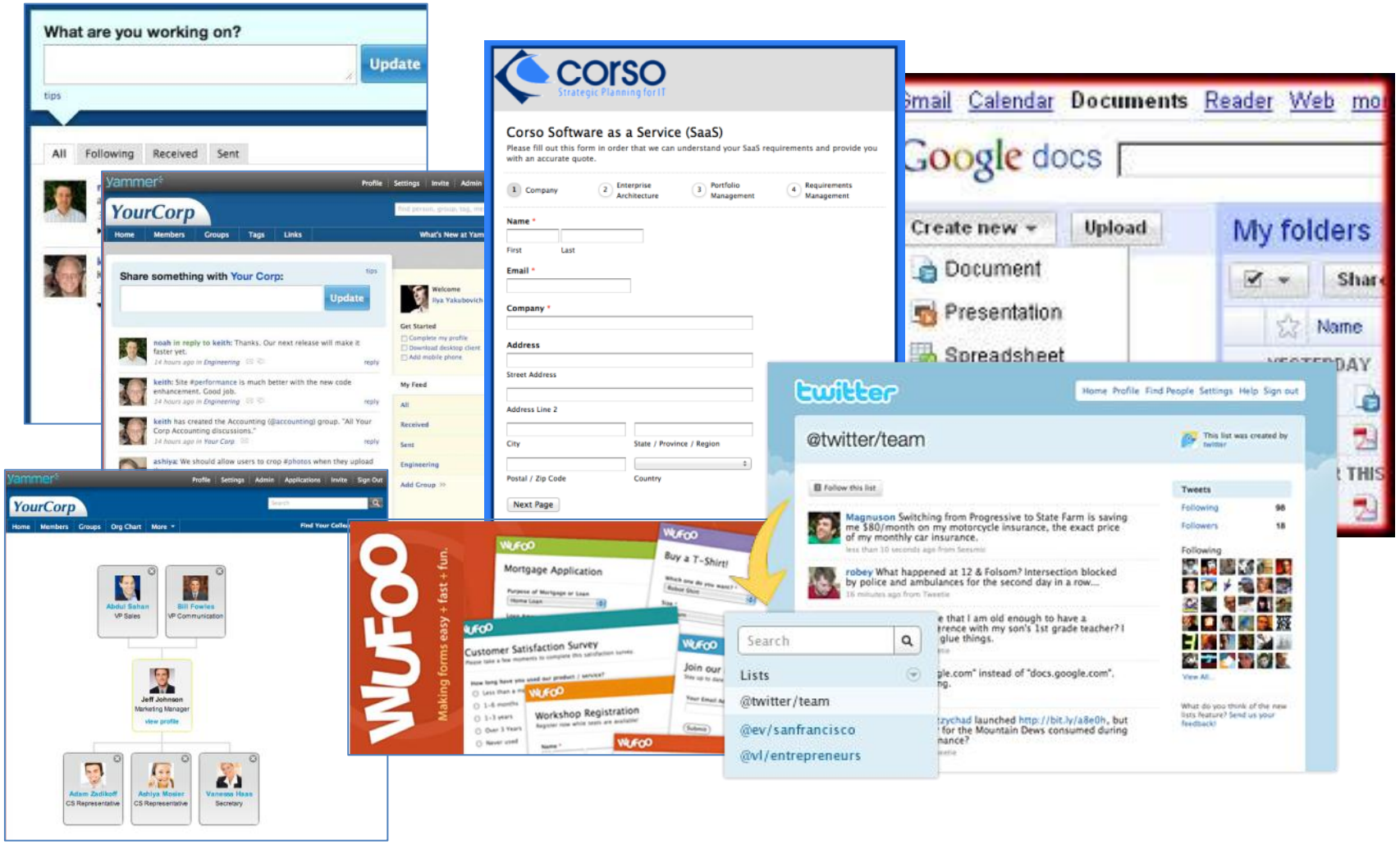
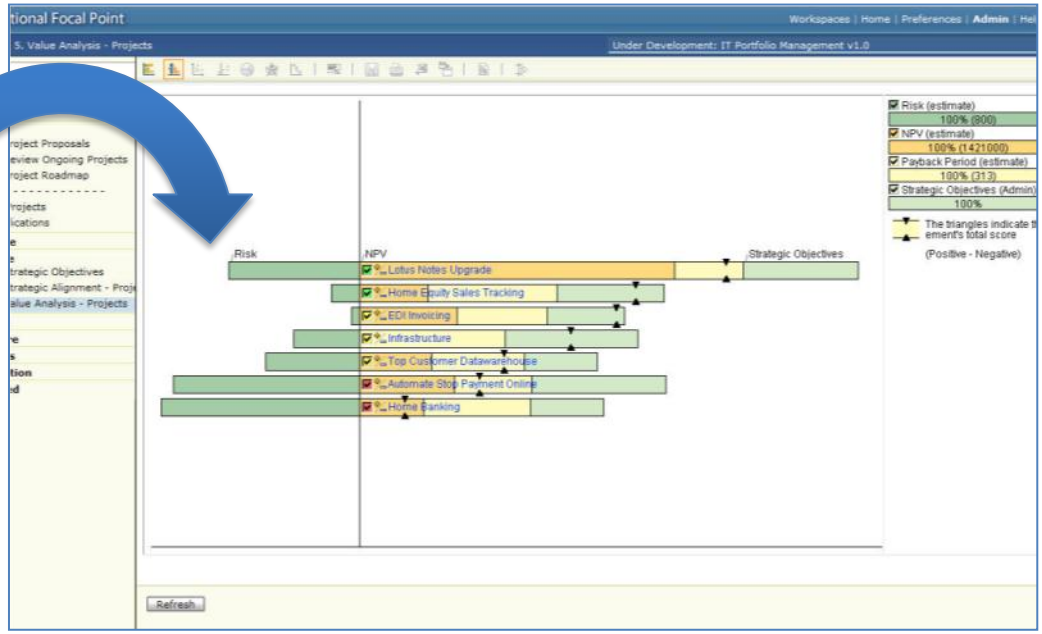
Demonstration

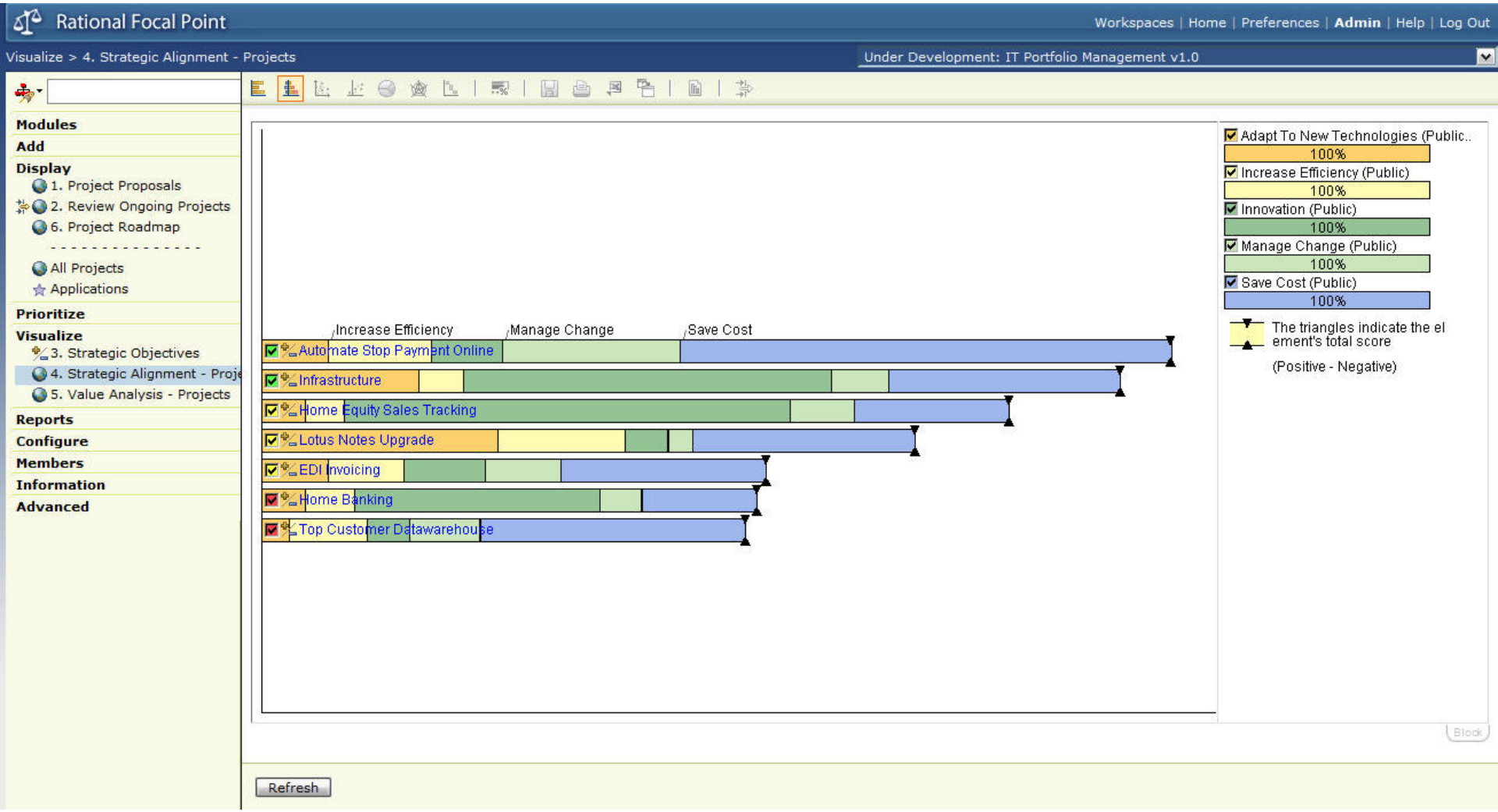
Social Media



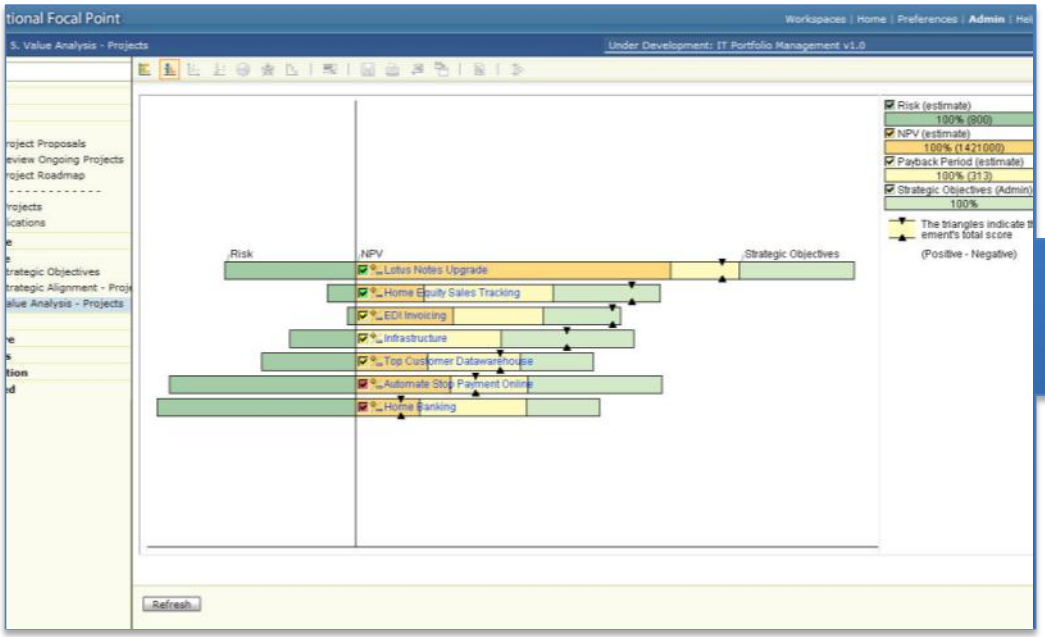
Capture ideas to create initiatives



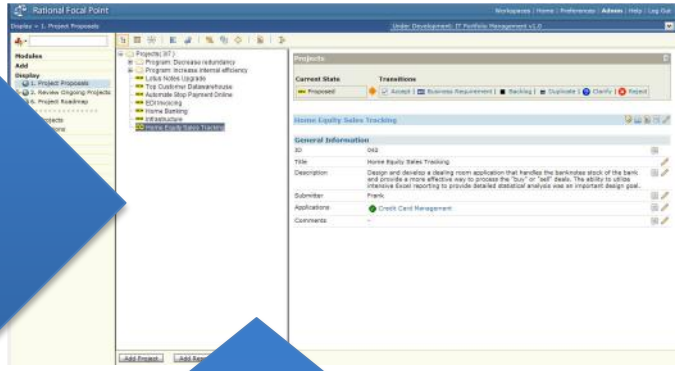
Triage and Prioritize



Assess Impact

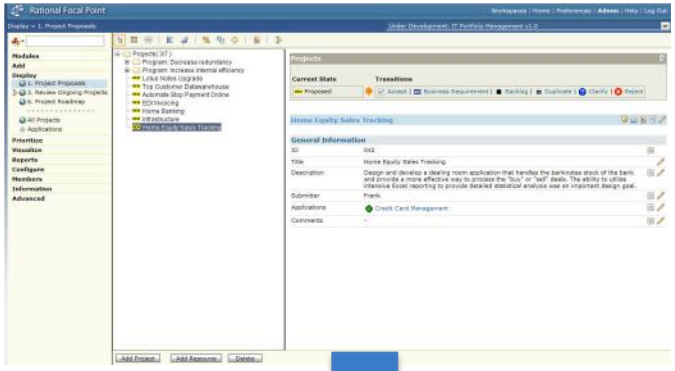


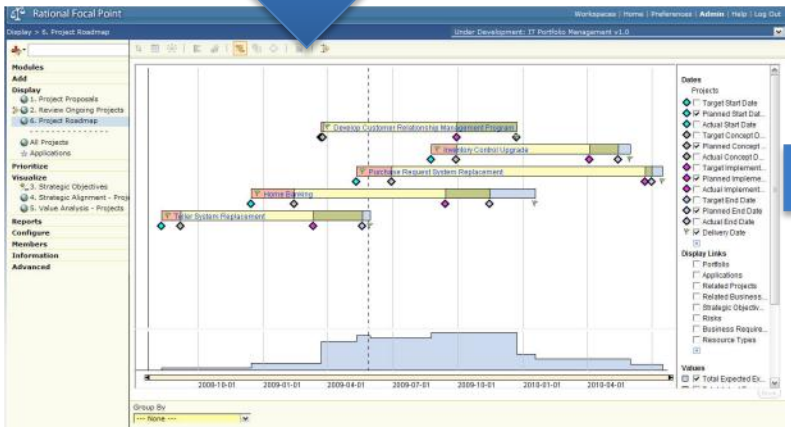
Initiatives



Current and Future
Enterprise Architecture

Define Portfolio





Interconnected Products

Focal Point — RFC
Twitter — RFC
Yammer — RFC
Google — RFC
Salesforce — Harvestable Data

Focal Point
- Initiatives
- RFCs

Analysis, Prioritization, Set Criteria

System Architect — Business Proposal

Solution Alternatives, Map Initiatives to Architecture, Business Proposal, Use Archimate

Focal Point — Project Schedule

RTC — Delivery

Insight / Cognos

RFC Status by User
RFC Status by Category
Top 10 RFCs by Priority
Top 10 Customers by RFC
Top 10 RFCs by …..

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Summary

Summary

Effectively manage initiatives and change

Deliver a systematic approach to manage change

Improve efficiency by aligning systems with capabilities

Engage all stakeholders

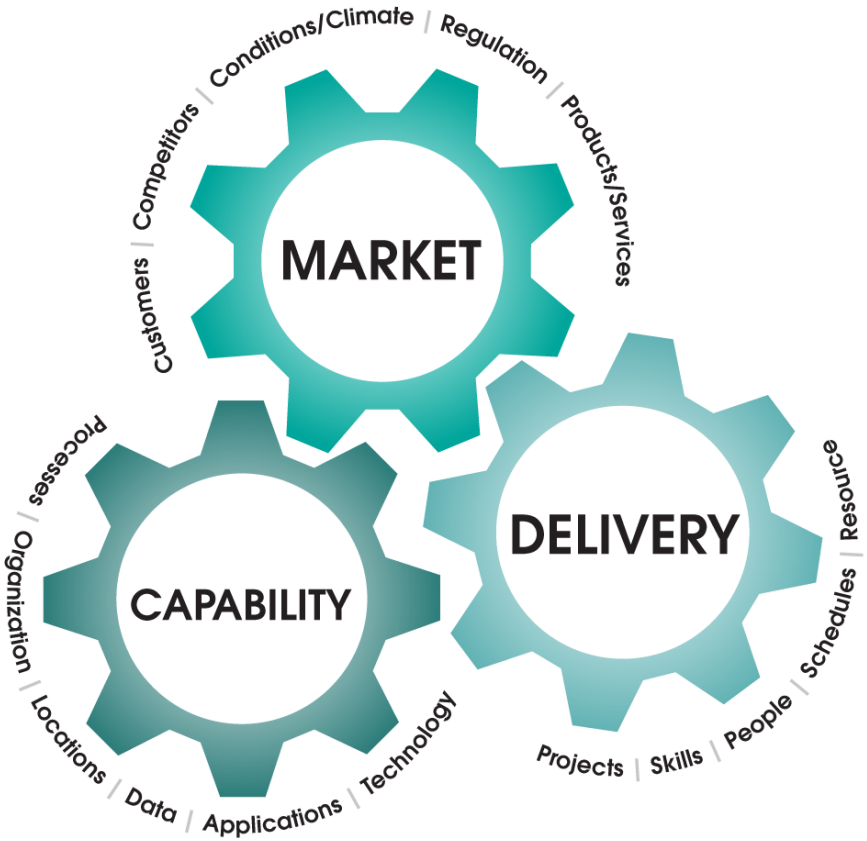
Co-ordinate different lifecycles and tribes

- e.g. defines the 'what' and 'why' of solutions rather than the 'how' and 'who' of ALM

Utilise new technology trends

- Mobile
- Jazz
- Business Intelligence
- Federated data sources

Inclusive of IBM technology but allows integration with other technologies



Strategic Planning Platform