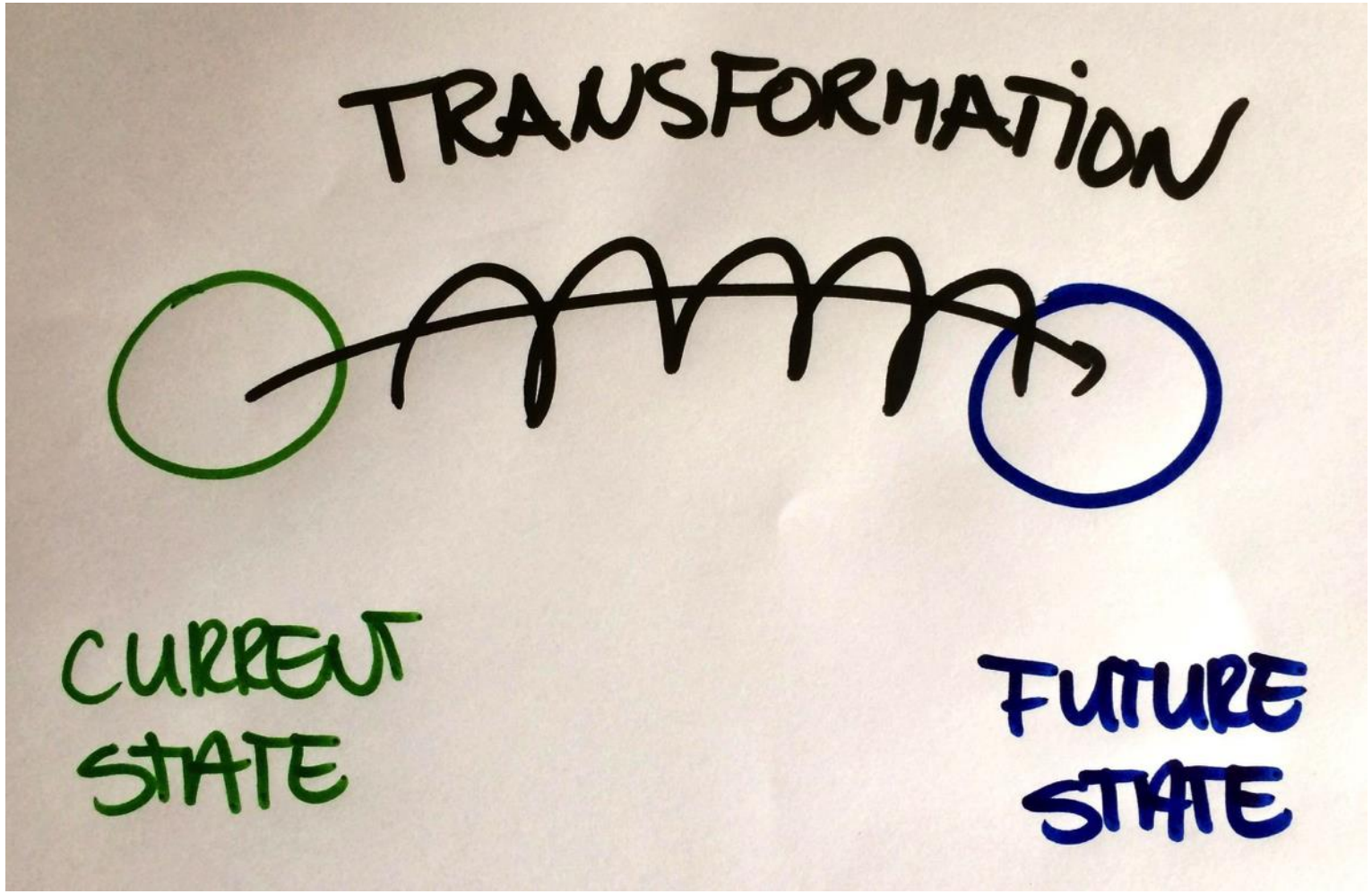
1 Enterprise Design: Engineering the stable essence to vary on adaptation



Date: August 31st, 2017

Speakers: Martin Op ‘t Land, Han van der Zanden

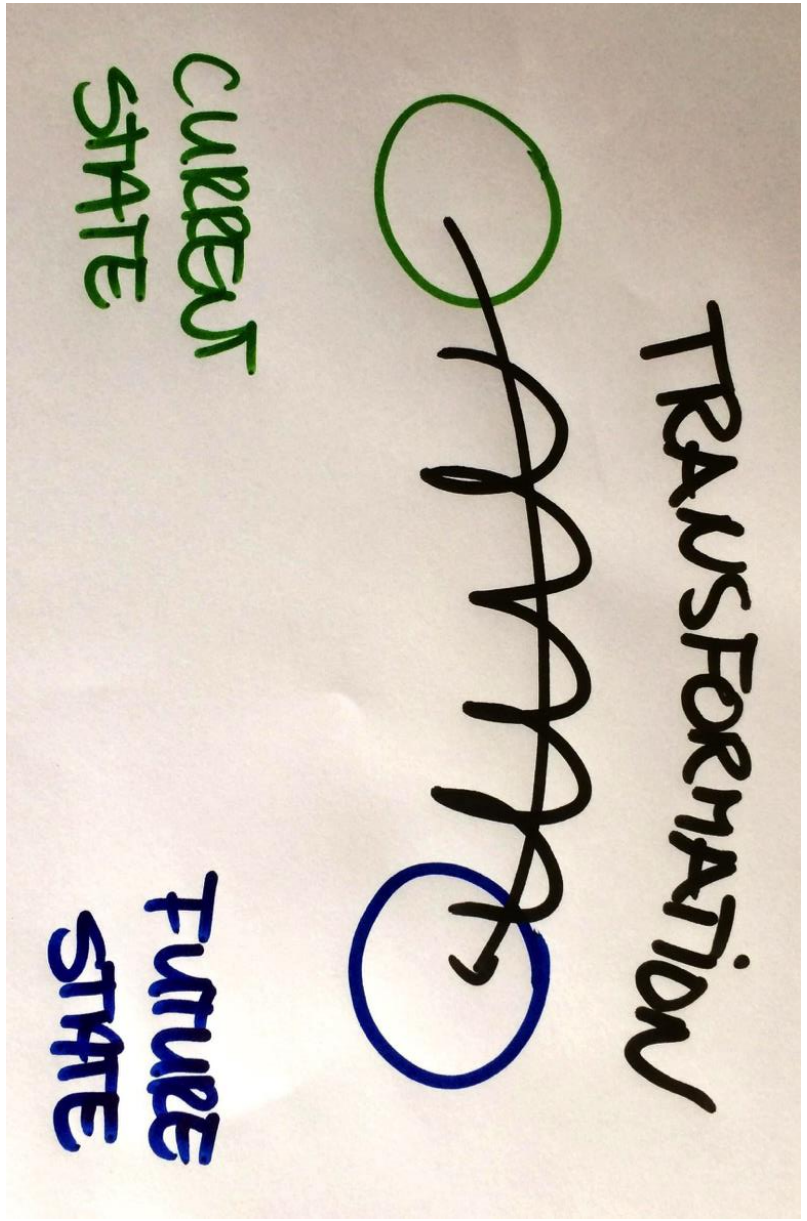
Enterprise Design:
Engineering the stable essence to vary on adaptation

dr. Martin Op ‘t Land
Principal Consultant & Certified Global Architect, Capgemini
professor Enterprise Engineering, Antwerp Management School

Han van der Zanden
Group Process Architect at Shell
Master Change Management, Lean Six Sigma Master Black Belt

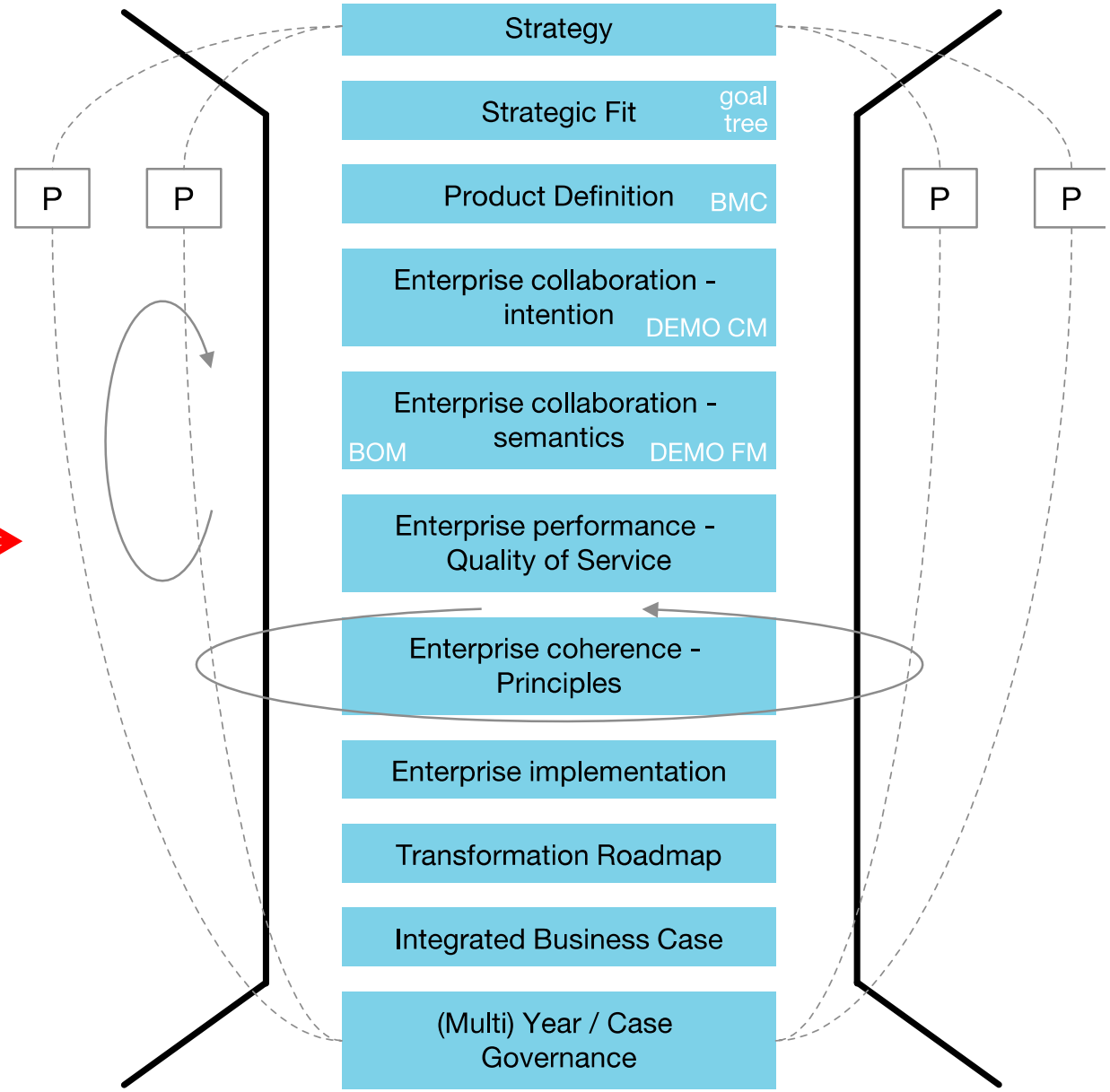
August 31st, 2017

3 How to become/remain agile & robust at the same time?

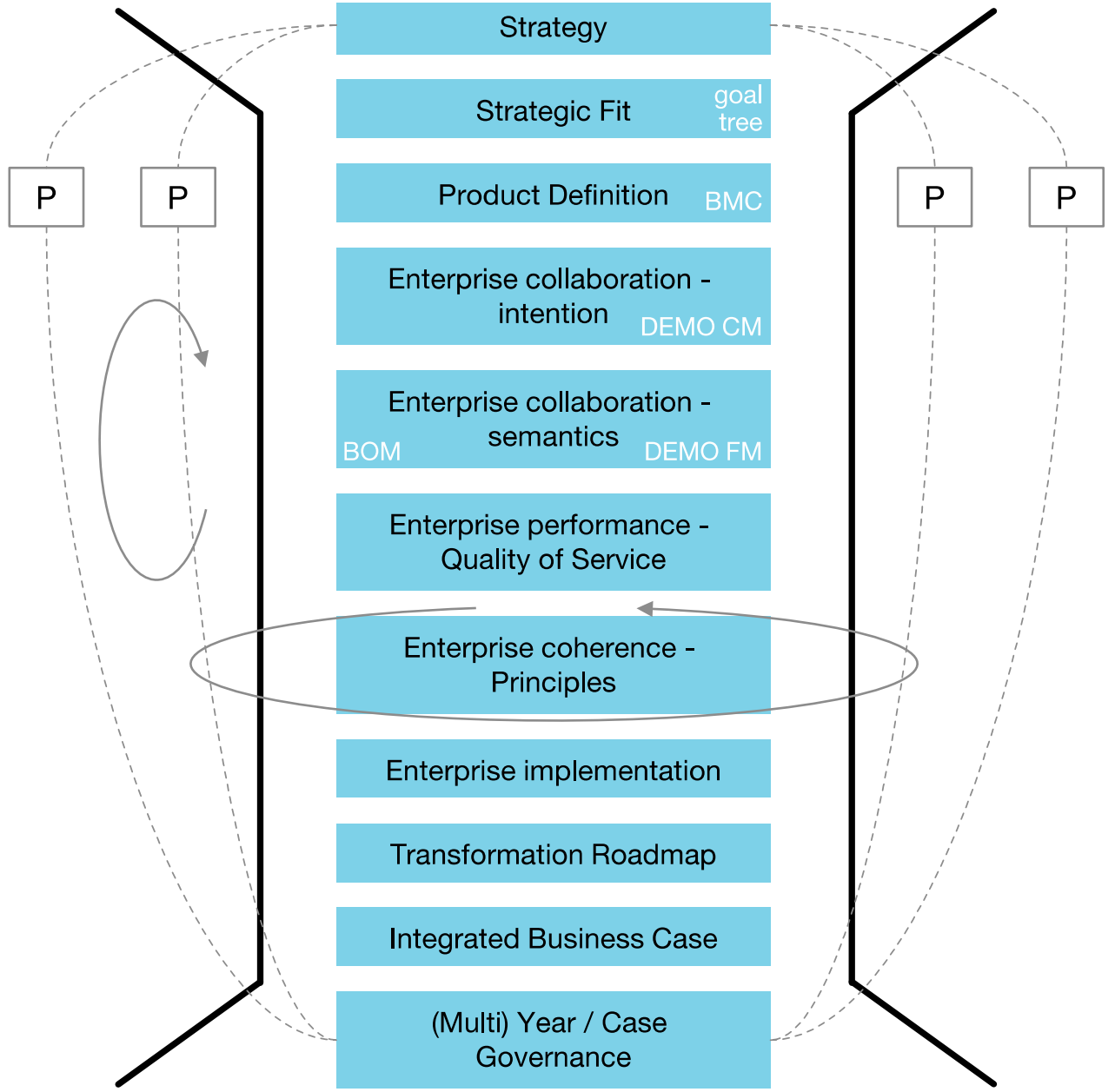


iterative

continuous

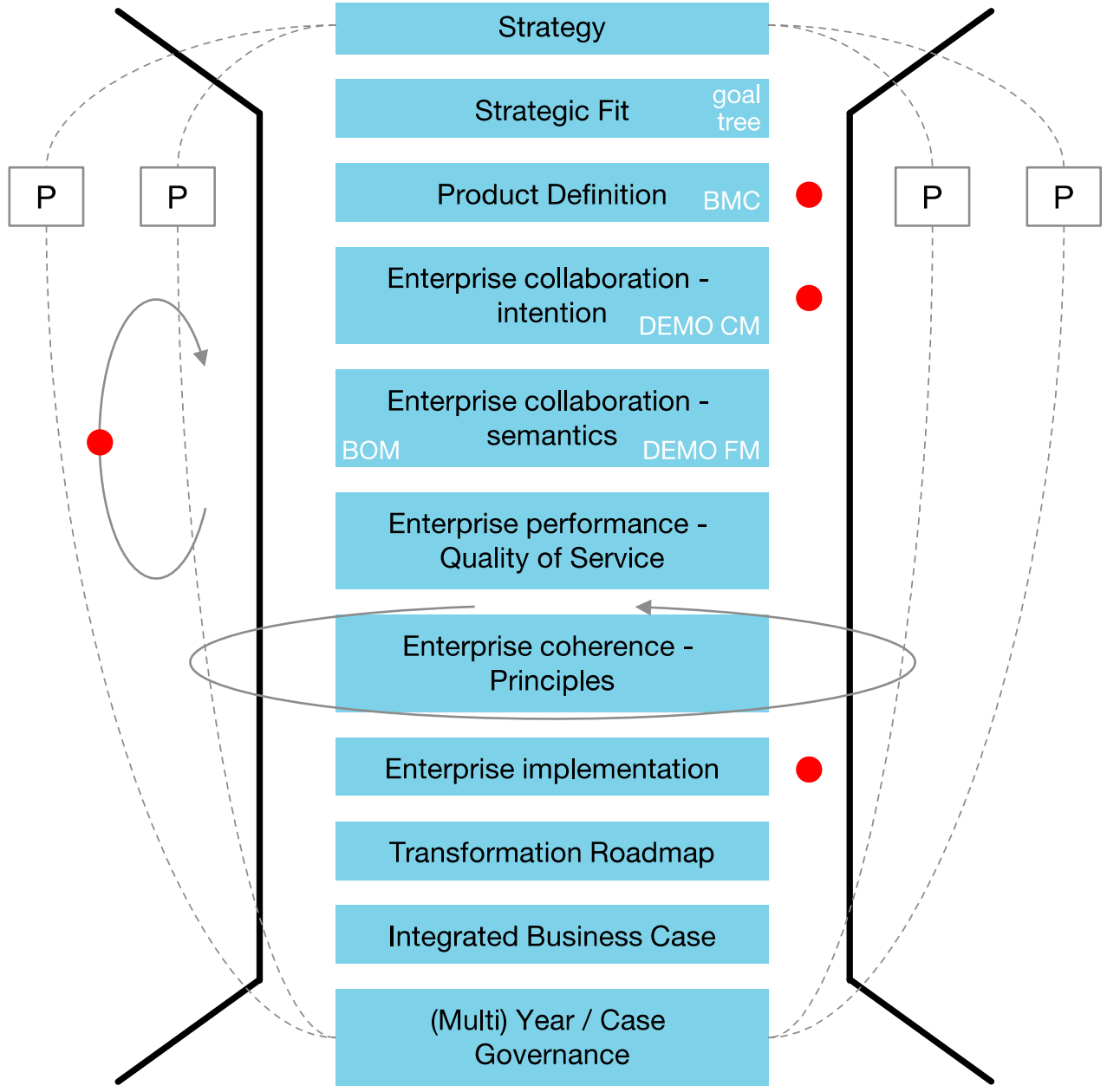


4 How to become/remain agile & robust at the same time?

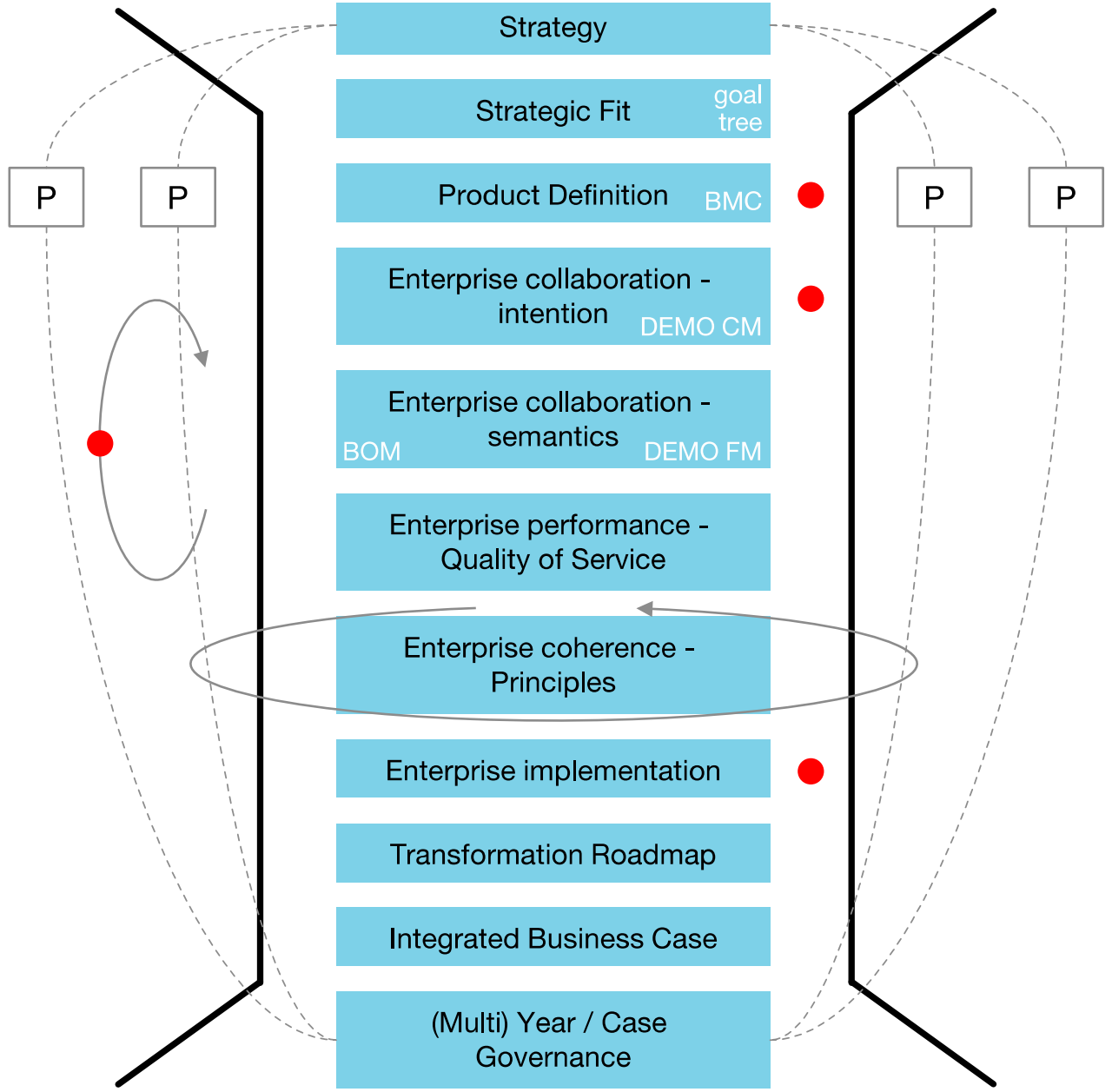


- The structure of Enterprise Design
- Illustrating Enterprise Design: Pizzeria and Real-life
- Benefits of the Enterprise Design approach
- Summary
- Questions and more information
- Evaluation

5 Enterprise Design: approach …



6 Enterprise Design: approach … and cases



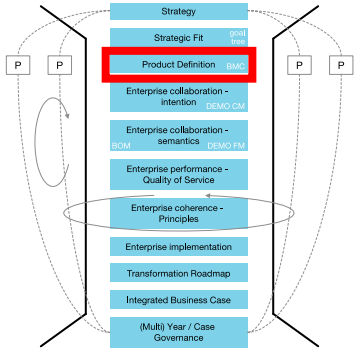
- Didactic example: Mario's pizzeria
  - opportunity home-delivery

8,6 /10
885 reviews
thefork a TripAdvisor company

- Real-life example: Multi-party invoicing
  - increase invoice accuracy

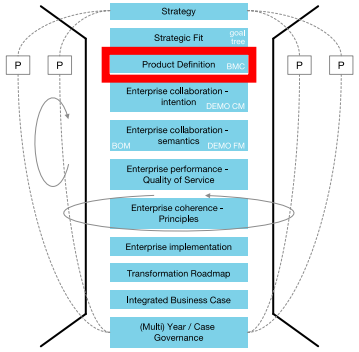
- Real-life example: Rijkswaterstaat Shipping Traffic
  - double Cargo fairway traffic ⇒ measures?

7 Product definition



- what product / service would you like to deliver?
- first idea: feasibility and assumptions

8 Product definition: Business Model Canvas



The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	

Cost Structure	Revenue Streams

designed by: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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Strategyzer
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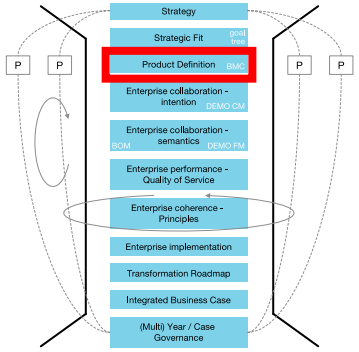
9 Product definition: Business Model Canvas



The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
2. resources		**1. customer**		
	Key Resources		Channels	

Cost Structure	Revenue Streams
3. financials	

designed by: Business Model Foundry AG
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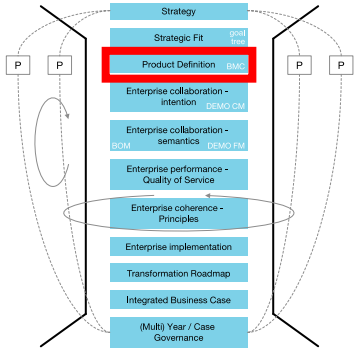
10 Product definition: Business Model Canvas – Pizzeria



The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners

2. resources

Key Activities

Key Resources

Value Propositions

eat quality pizza at home

Customer Relationships

1. customer

Channels

Customer Segments

Cost Structure

3. financials

Revenue Streams

idea

assumption (to be tested)

designed by: Business Model Foundry AG
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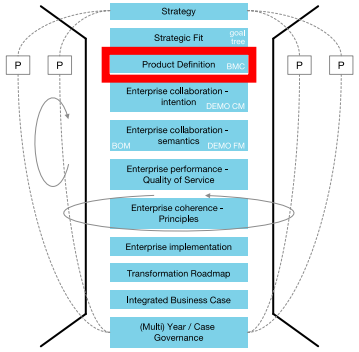
11 Product definition: Business Model Canvas – Pizzeria



The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners

2. resources

Key Activities

Key Resources

Value Propositions

eat quality pizza at home

same quality feasible? crispness, temperature,

Customer Relationships

1. customer

Channels

Customer Segments

Cost Structure

Revenue Streams

3. financials

idea

assumption (to be tested)

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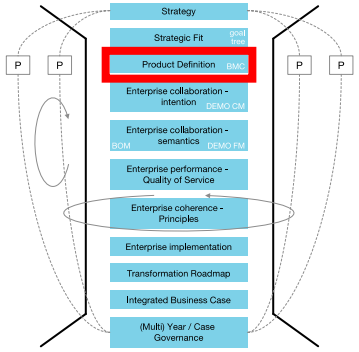
12 Product definition: Business Model Canvas – Pizzeria



The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners

Key Activities

Key Resources

2. resources

transporter boys on scooters

own scooters?

Value Propositions

eat quality pizza at home

same quality feasible? crispness, temperature,

Customer Relationships

1. customer

Channels

Customer Segments

Cost Structure

Revenue Streams

3. financials

idea

assumption (to be tested)

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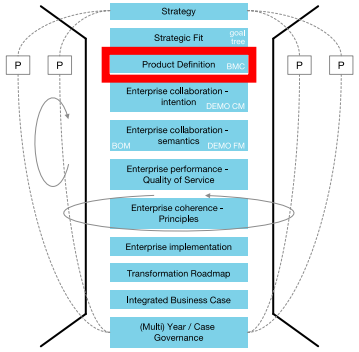
13 Product definition: Business Model Canvas – Pizzeria



The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners

Key Activities

Key Resources

2. resources

transporter boys on scooters

own scooters?

Value Propositions

eat quality pizza at home

same quality feasible? crispness, temperature,

"Italian experience"

Customer Relationships

1. customer

Channels

Customer Segments

"home eating customer"

same customer? distance to pizzeria?

Cost Structure

Revenue Streams

3. financials

idea

assumption (to be tested)

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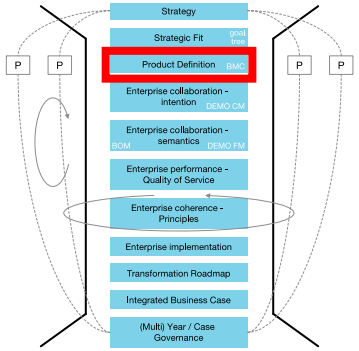
14 Product definition: Business Model Canvas – Real life



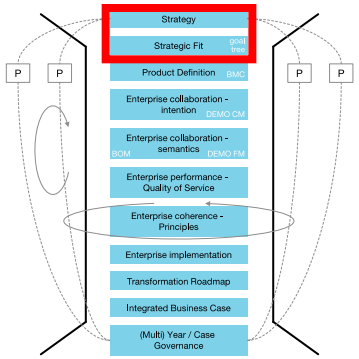
Multi-party Invoicing

- Revenue flow
- Channel of communication
- Customer Relationship

Shipping Traffic Management / Berthing Places

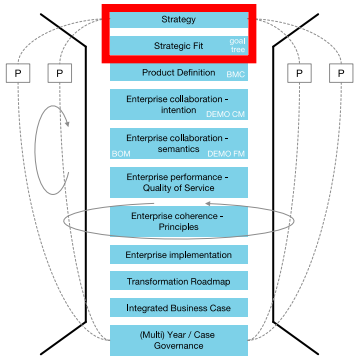
- share location / available spots (measure!)
- enable reservations? (skippers want that? risk?)

15 Strategy & strategic fit



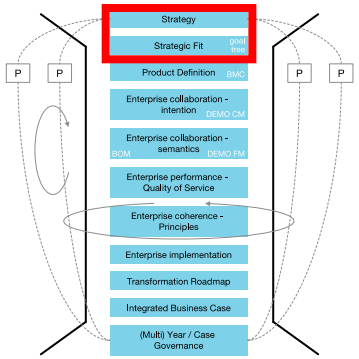
- how desirable is this product / service?
- strategic balance with other products

16 Strategy & strategic fit – Pizzeria



- running other initiatives
  - creating the Italian experience @home (life musician, the wines, …)
  - communicating our fresh & real Italian ingredients
- differentiator when compared with Giovanni?

17 Strategy & strategic fit – Real life



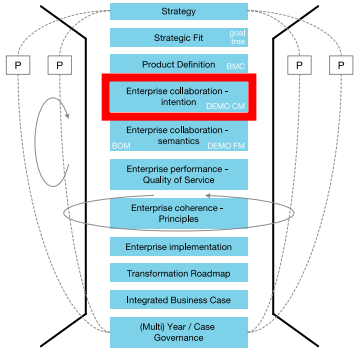
Multi-party Invoicing

- autogenerated invoicing / self billing

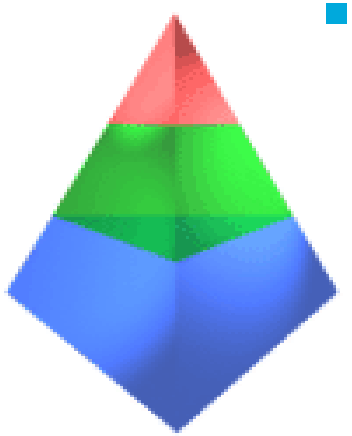
Shipping Traffic Management / Berthing Places

- strategic goal Maasvlakte 2: enable multi-modality
- traffic information at the fairway

18 Enterprise collaboration – intentions in network

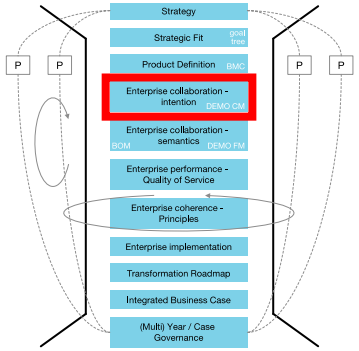


- collaboration between (new) parties?
- ensure end-to-end clarity on commitments
- full implementation freedom (who, with what)
- using Design & Engineering Methodology for Organizations (DEMO)



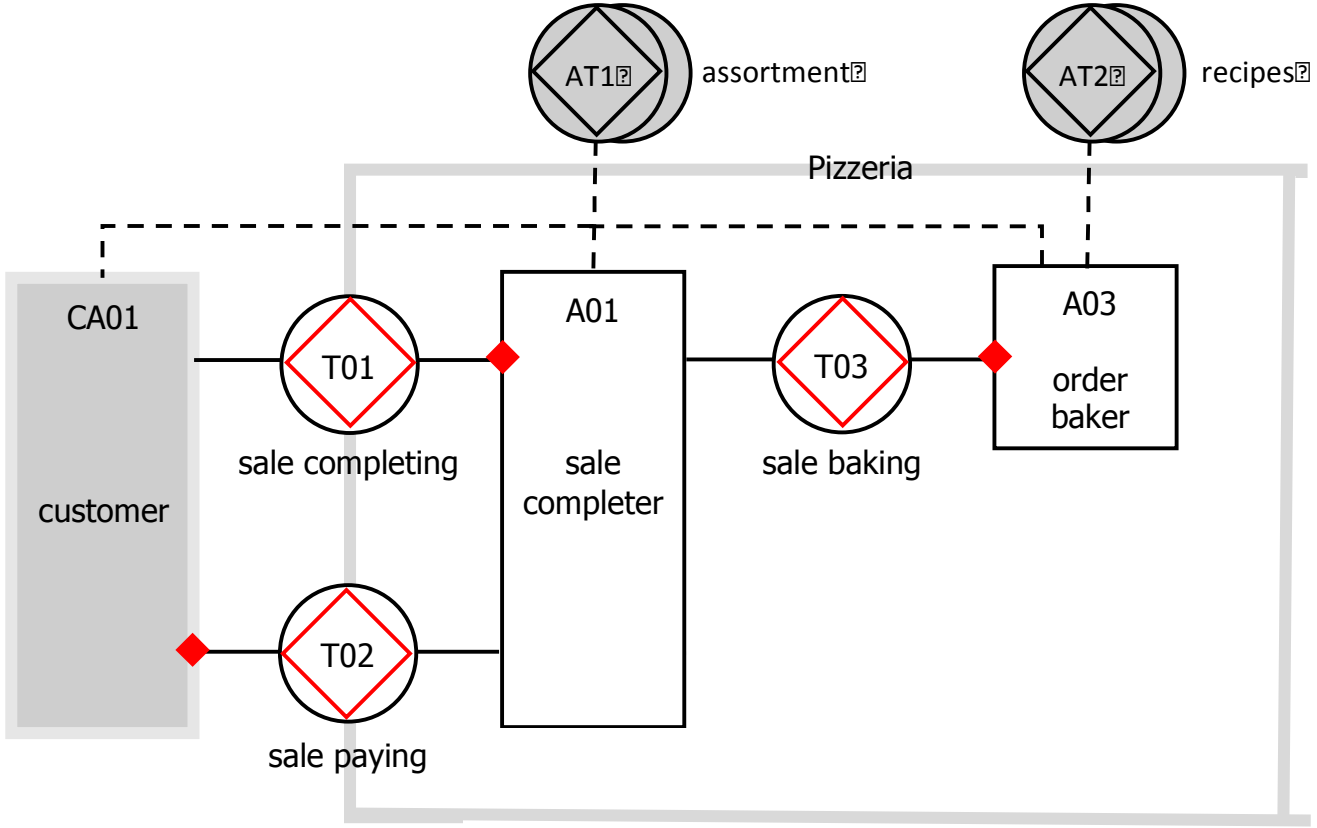
DEMO

19 Collaboration network – Pizzeria Current State



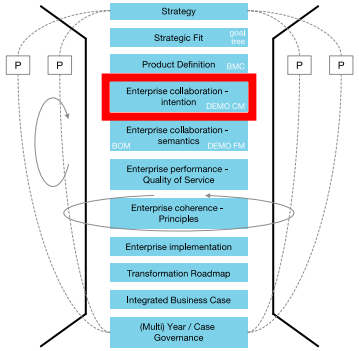
DEMO Construction Model: actors deliver on commitments

- independent of organization & technology



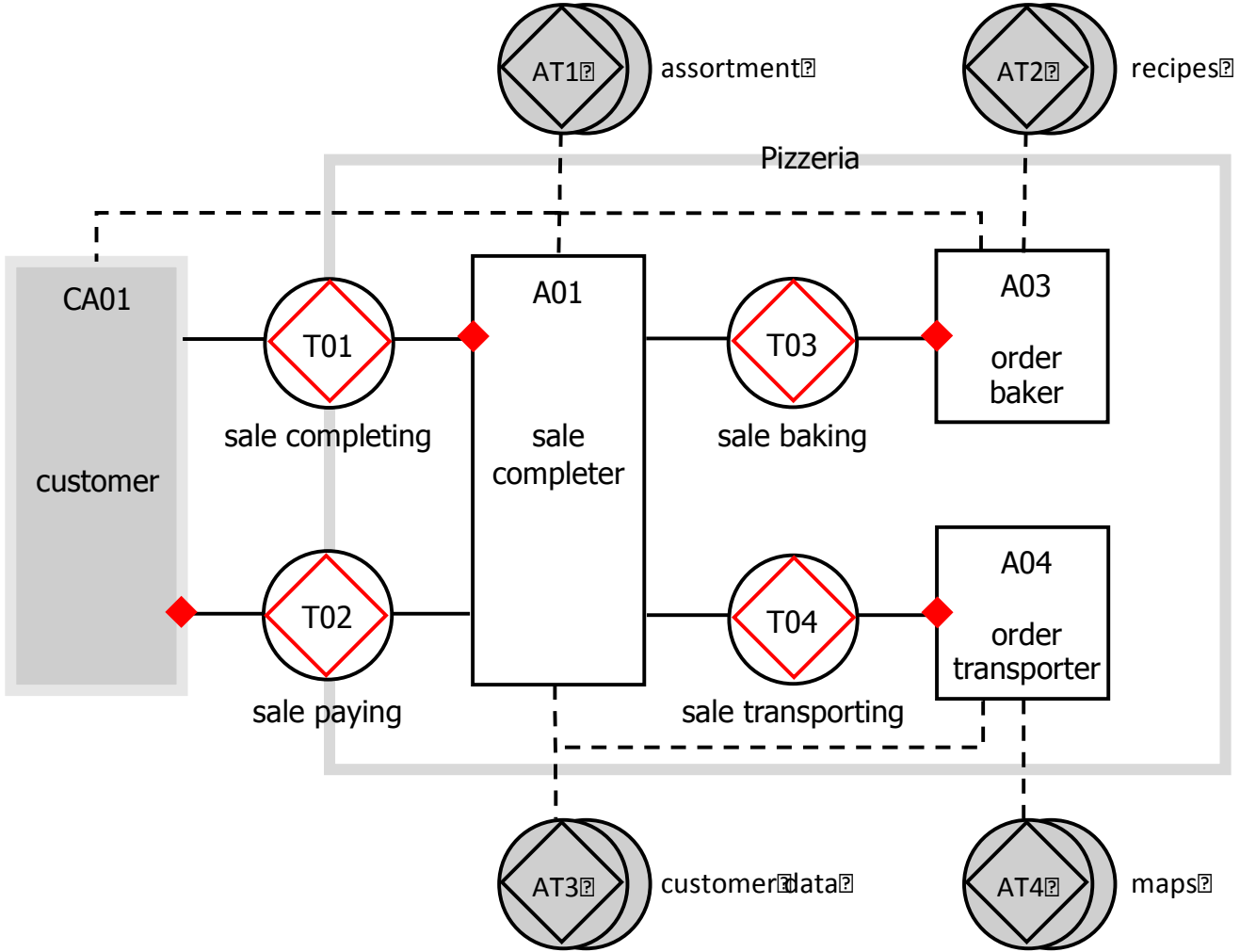
transaction kind	product kind
T01 sale completing	P01 Sale **is** completed
T02 sale paying	P02 Sale **is** paid
T03 sale baking	P03 Sale **is** baked

20 Collaboration network – Pizzeria Future State



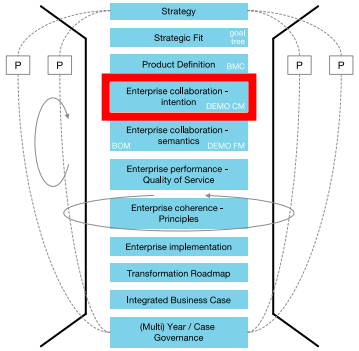
DEMO Construction Model: actors deliver on commitments

- independent of organization & technology



transaction kind	product kind
T01 sale completing	P01 Sale **is** completed
T02 sale paying	P02 Sale **is** paid
T03 sale baking	P03 Sale **is** baked
T04 sale transporting	P04 Sale **is** transported

21 Collaboration network – Real life

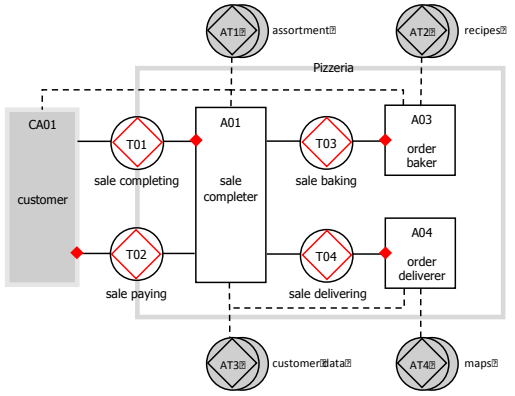


Multi-party Invoicing

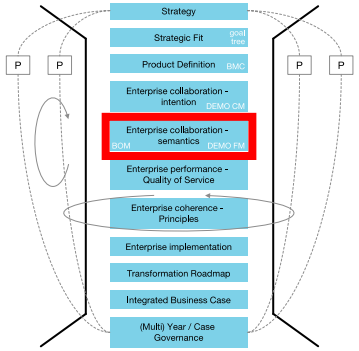
- Invoicing – Quantities
- Invoicing – Pricing
- Invoicing – Conditions and Terms

Shipping Traffic Management / Berthing Places

- sluice operator – license granting – road traffic management – …

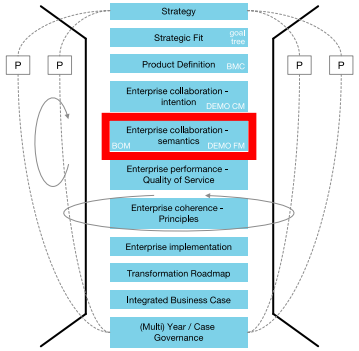


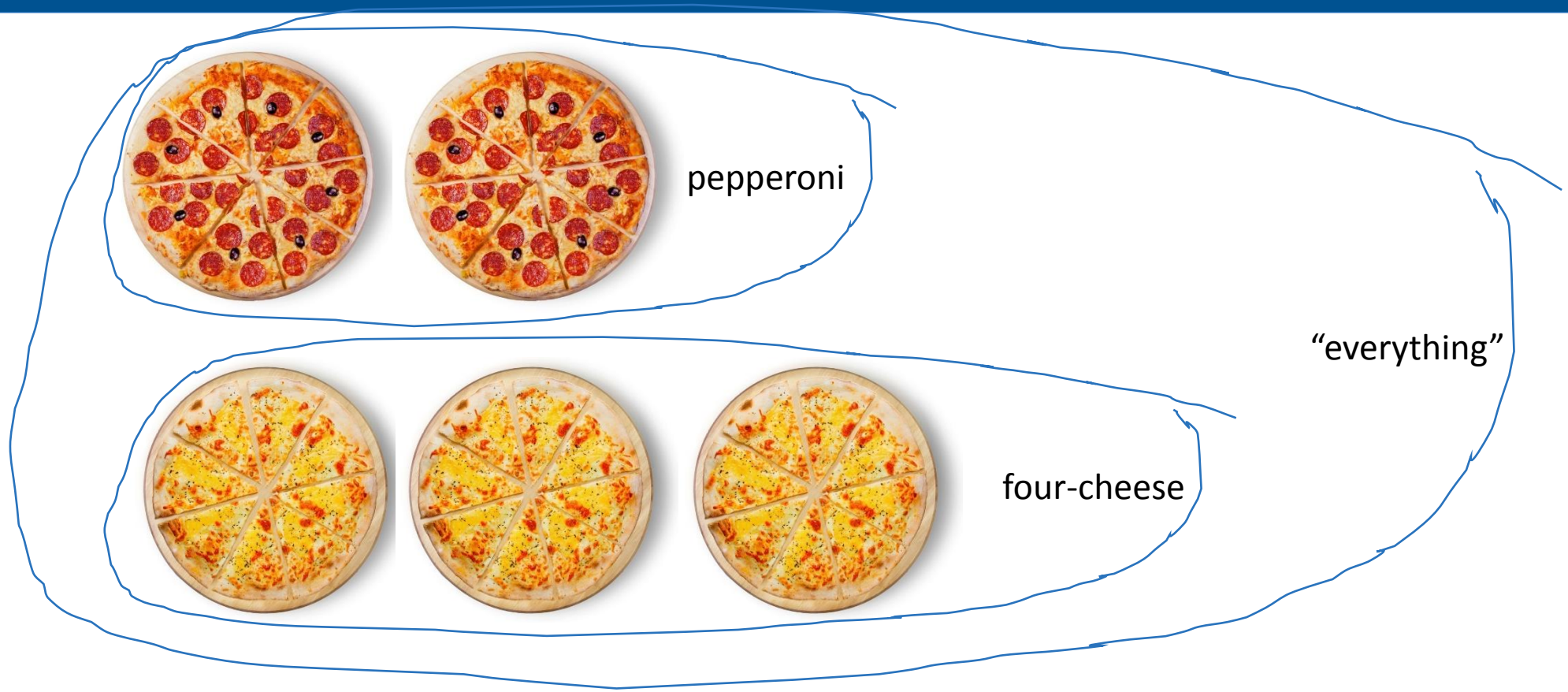
22 Enterprise collaboration – semantics



- unambiguity: clear definitions + defined accountabilities
- syntax and format choices still free

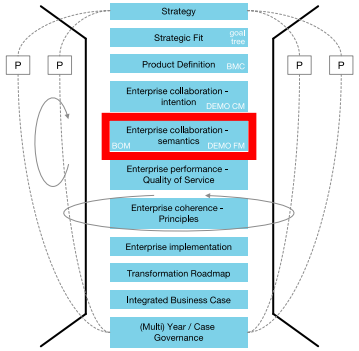
23 Semantics in network – Pizzeria





- what is “my order”?
- choice in semantics ⇒ future flexibility

24 Semantics in network – Real life



Multi-party Invoicing

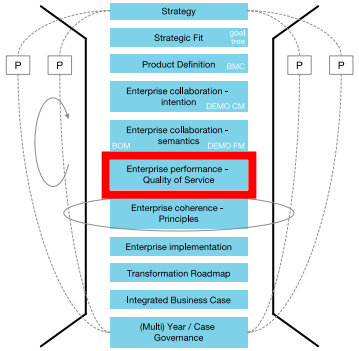
- Invoice-accuracy
  - Customer initiated changes vs Process errors

Shipping Traffic Management / Berthing Places

“van Brienenoord” bridge: how many bridges?

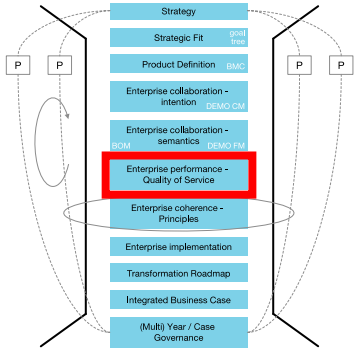
- discipline → entitled to own semantics
- disciplines need to be interconnected ⇒ collaboration

25 Enterprise Performance – Quality of Service (QoS)



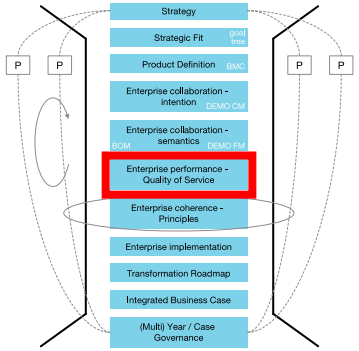
- the product goals: how much, how good?
  - amounts, cycle time, time to market, errors

26 Enterprise Performance (QoS) – Pizzeria



300 orders / day

27 Enterprise Performance (QoS) – Real life



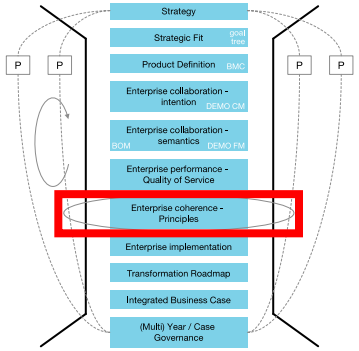
Multi-party Invoicing

- Invoice Accuracy rate – 99% +
- quantitative validation with Subject Matter Experts

Shipping Traffic Management / Berthing Places

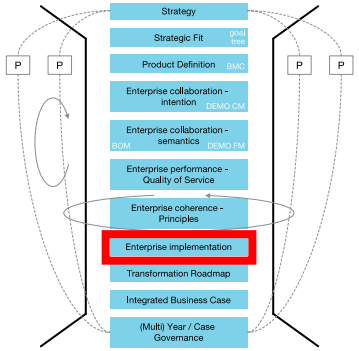
- peak traffic x ships / day, delivery time ≤ 1 hour

28 Enterprise coherence – Principles



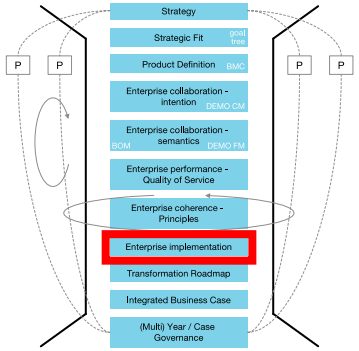
- Implementation freedom
  - Ensure coherence – Principles to restrict the design
- Pizza
  - customers design their own pizza
  - life-cycle transparency of every pizza → back to the cow
- Real-life examples
  - invoicing: maintain current IT landscape
  - Rijkswaterstaat: utilizing infrastructure before building

29 Enterprise implementation



- Operation: with whom, with what?
  - alternatives, mixing people & means (also ICT)
- Learning and growth: test assumptions (MVP)

30 Implementation – Pizzeria



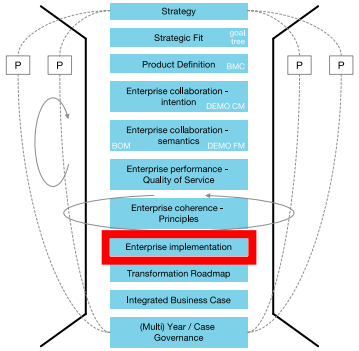
- Purpose:

  Think through different options for implementation

Hire, Temporary assignment, transport company

Lease, buy, borrow?

31 Implementation – Real life



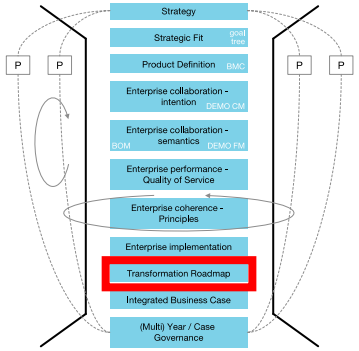
Multi-party Invoicing

- organizational root causes located

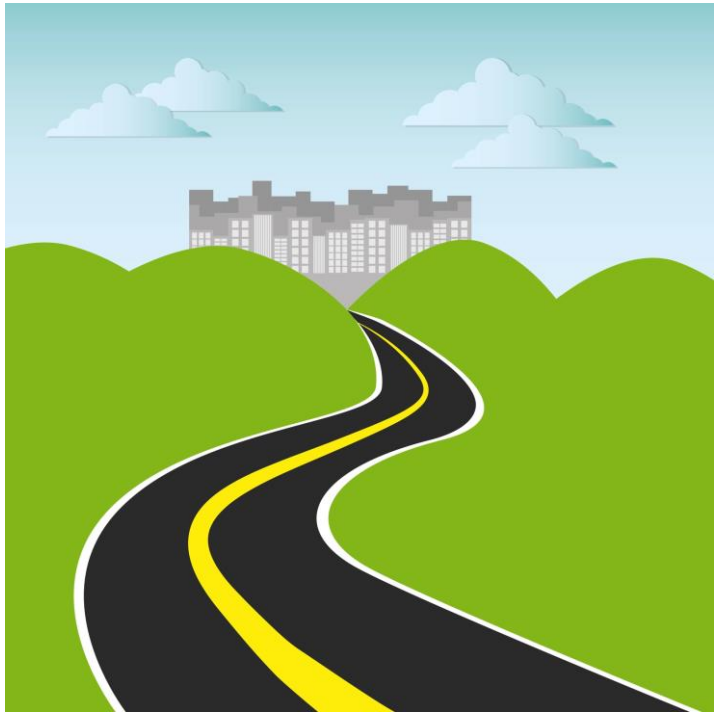
Shipping Traffic Management / Berthing Places

- ICT solution for static and dynamic berthing places information - full scope ⇒ growth

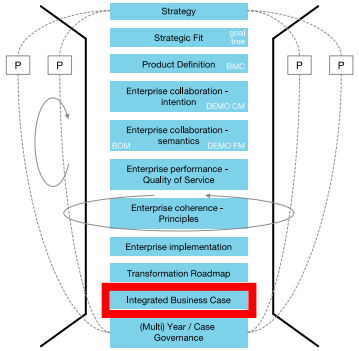
32 Transformation Roadmap



- to smoothly transform “from operating **now** (*Current State*) to operating **then** (*Future State*)”
  - parties, people: sourcing, hiring, educating, …
  - (ICT) means: reuse / buy / build / source, …
- *no regret* growth path?

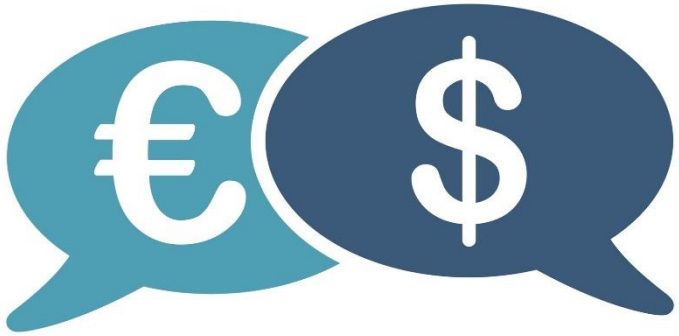


33 Integrated Business Case

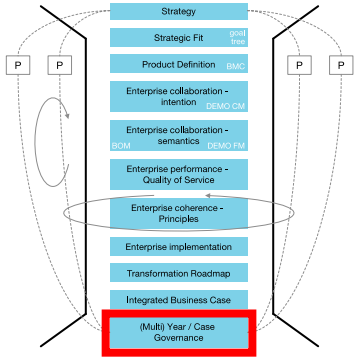


- Operation - (Future State):
  - benefits
  - exploitation costs
- CHANGE: transformational costs

People & means [ICT]

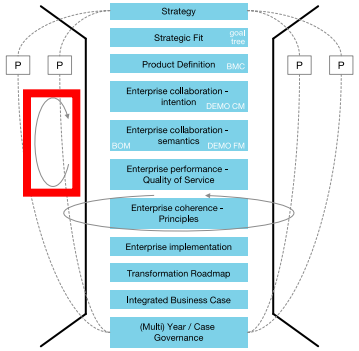


34 (Multi) Year / Case Governance



- Tuning between initiatives
  - effects
  - resource needs

35 One More Thing: iterations … & continuous innovation



Purpose: testing assumptions

- market
- people
- technology

Multi-party Invoicing

- Revisit ways of working – calibrating measurements of quantities, using ICT

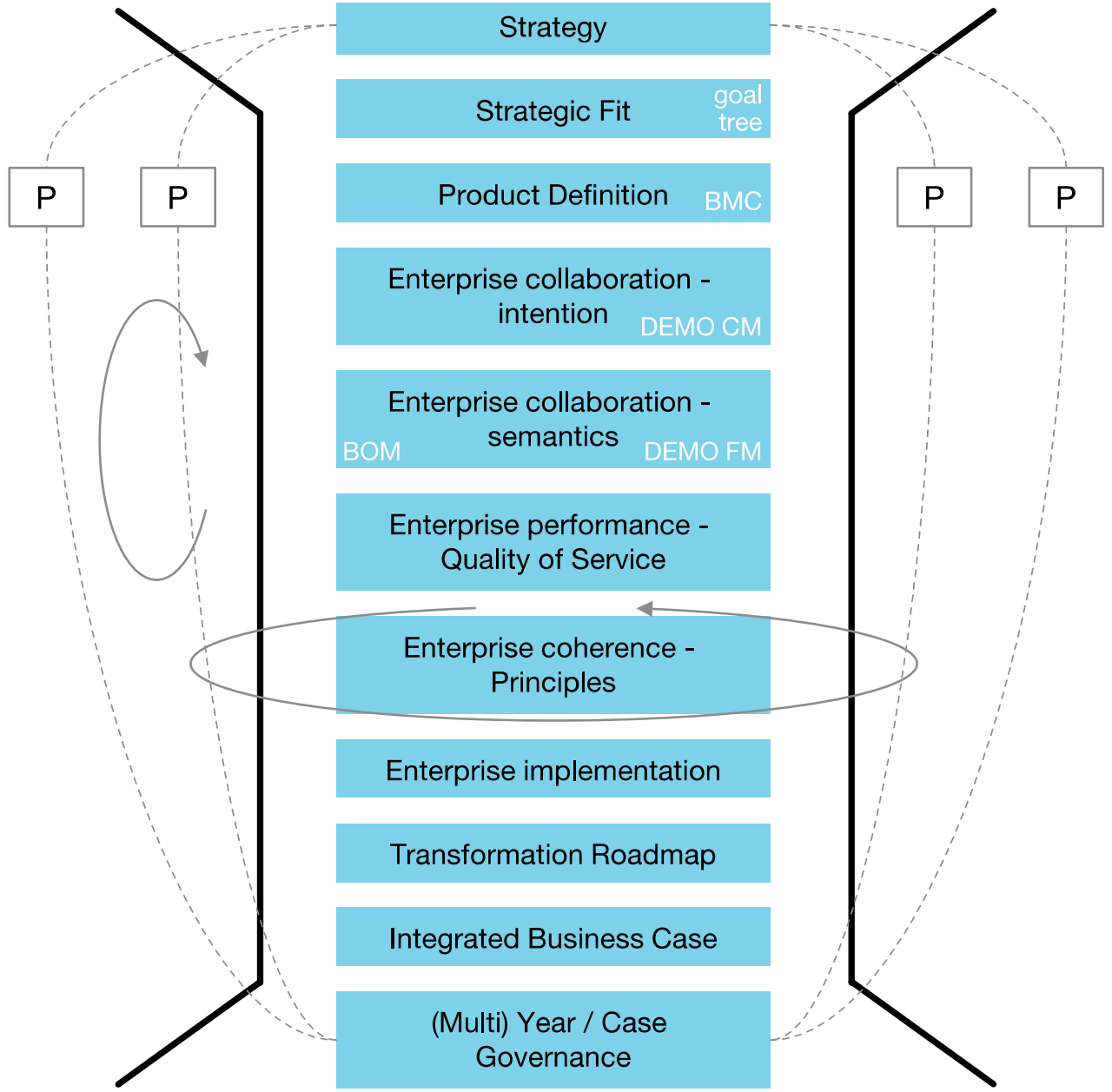
Shipping Traffic Management / Berthing Places

- pilot self-reservation

36 Benefits of the Enterprise Design approach

- conscious decisions about continuously shaping the enterprise
- enables the strategic capability for continuous & embedded transformation
- help to become master of your own destiny
- contribution to integrity, which is, next to a moral quality, the winning capability in an increasingly transparent world with boundaryless cooperation

37 How to become/remain agile & robust at the same time?



- The structure of Enterprise Design
- Illustrating Enterprise Design: Pizzeria and real-life examples
- Benefits Enterprise Design approach
- Summary
- Questions and more information
- Evaluation

38 Questions & more information

Questions of participants

More information:

Relevant publications are publicly available at www.linkedin.com/in/martinoptland. See also the flyers Enterprise Design (EN) and Enterprise Design (NL).

Enterprise Design is educated in a/o the trainings Enterprise Design Foundation, DEMO Bachelor and DEMO Master (Capgemini Academy) and embedded in Executive Master education (MEITA & MITM @ Antwerp Management School).

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ACADEMY

39 Evaluation

Thanks for your participating in this webinar.

The tab page contains an evaluation prepared for you.
We would greatly appreciate it when you would be willing to provide us with feed-back by answering these 4 brief questions.

* *Business Model Canvas* was developed by Business Model Foundry AG (Strategyzer.com) & released under Creative Commons license Attribution-Share Alike 3.0 Unported License.