



Business Design: From Tactics to Strategies and the Linkages to EA

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Rotman Designworks

TODAY:

What is Business Design?

*Connection to Enterprise
Architecture?*



An Introduction to DesignWorks

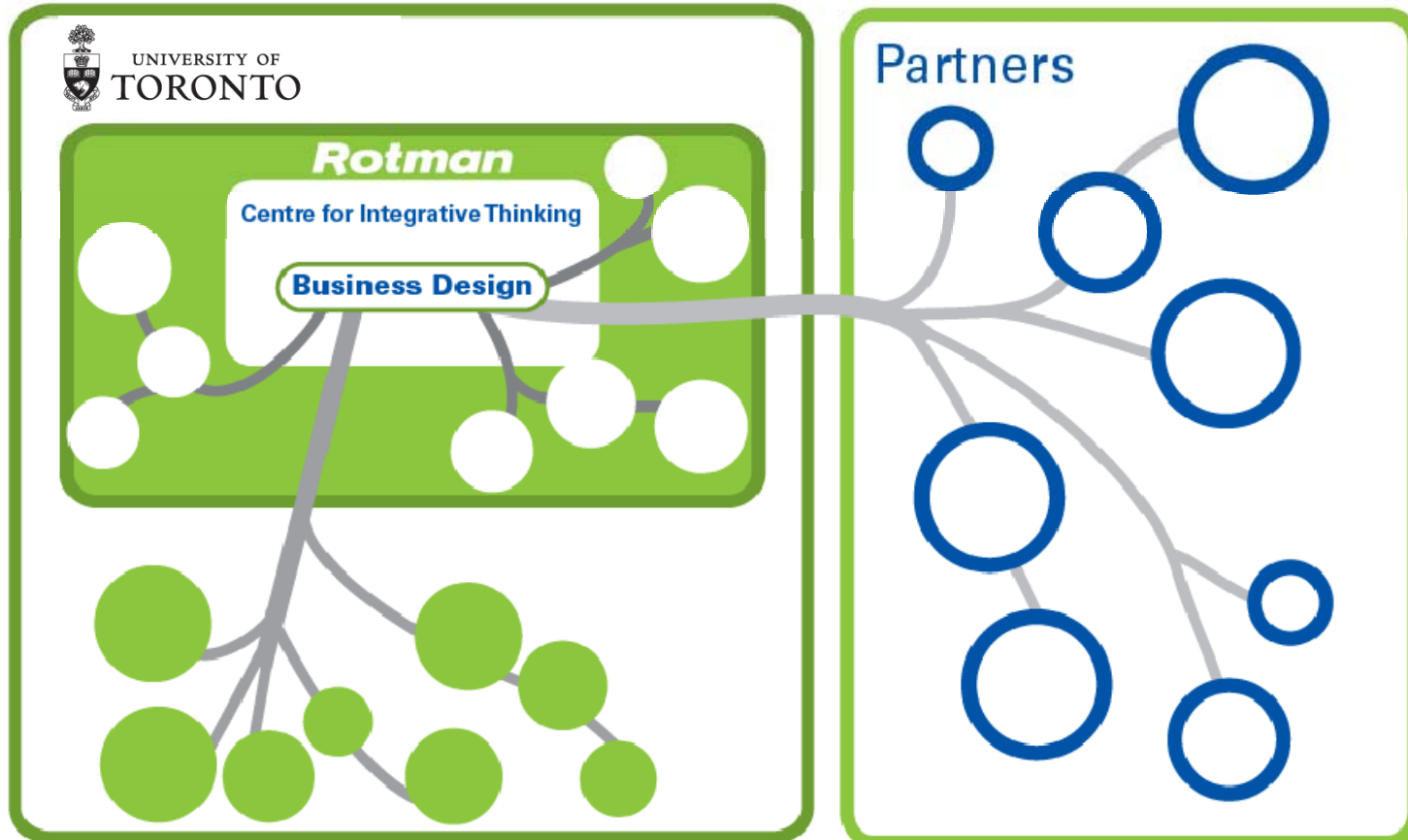
Rotman School of Management, University of Toronto

Design-based innovation and education centre,
focused on Strategy and Business Design.

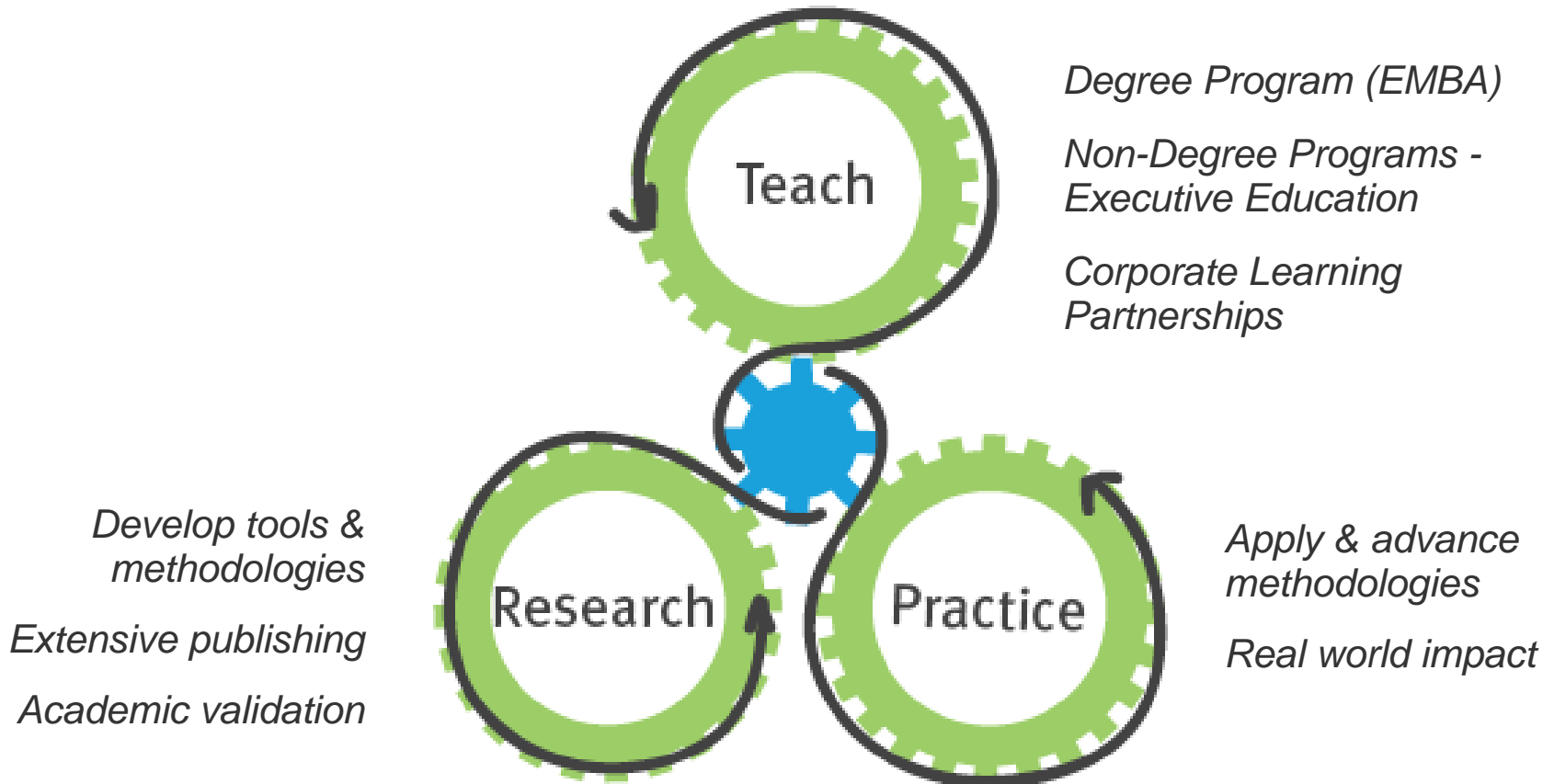
Ambition: Help **shape business practices** in a way that
will contribute to future growth and prosperity and
groom a new generation of business designers.



Institutional Collaborations



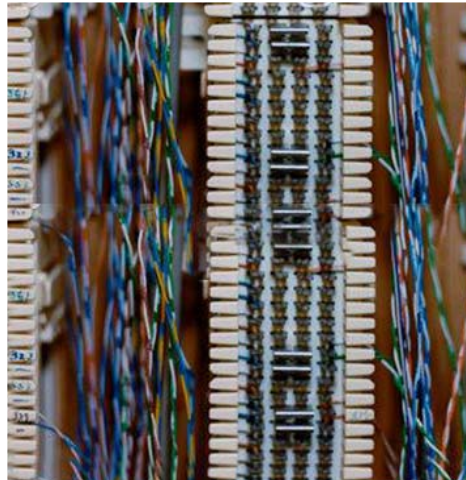
Industry Partnerships



WHAT IS BUSINESS DESIGN?



THE GAME RULES ARE *CHANGING.*



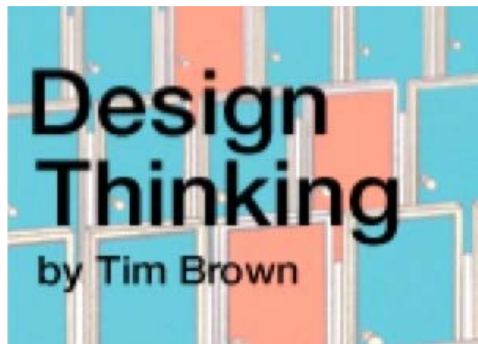
THE CHALLENGE:

TO COMPETE & PROSPER





Harvard Business Review



The principles of design can be applied to generate breakthrough thinking over incremental thinking. Here's how to get started.

BusinessWeek

MAKING

INNOVATION

WORK

“Designers are teaching CEO’s and managers how to innovate...creating new brands, defining customer experiences, understanding user needs, changing business practices.”

Bruce Nussbaum, Business Week 2004



BREAKTHROUGH

Business

success

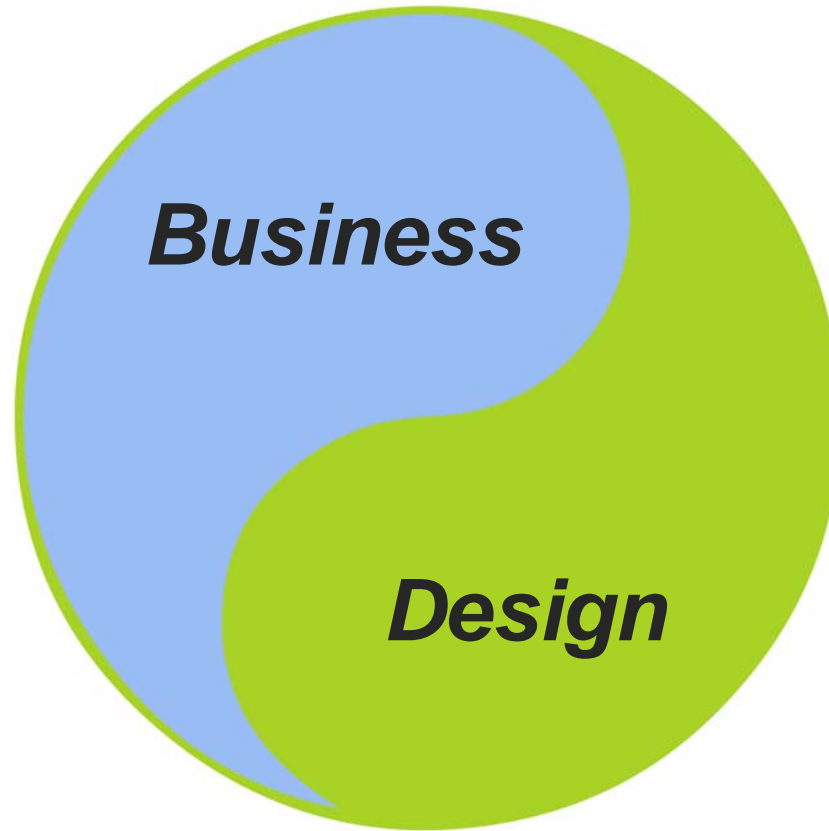
Design

solutions



SHARED PRINCIPLES & PRACTICES

BUSINESS DESIGN



BUSINESS DESIGN:

7 POWERFUL PRINCIPLES AND PRACTICES

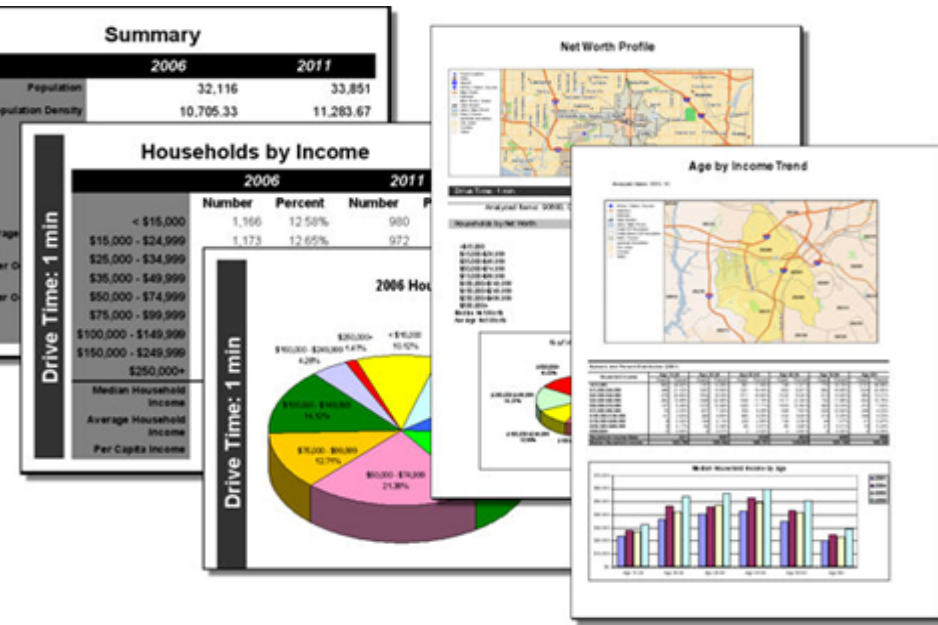


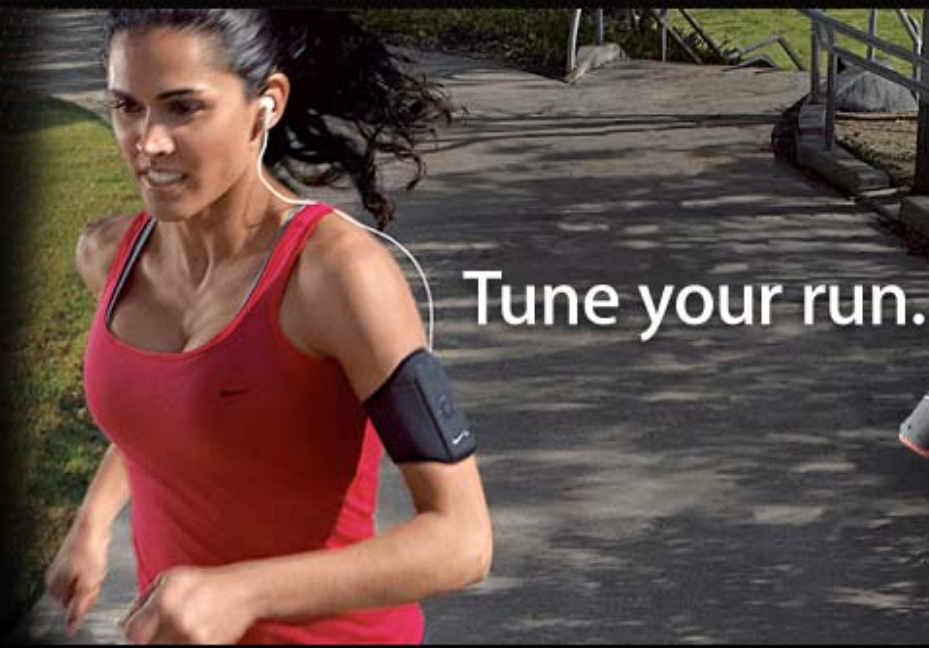
EMPATHY & DEEP HUMAN *UNDERSTANDING*



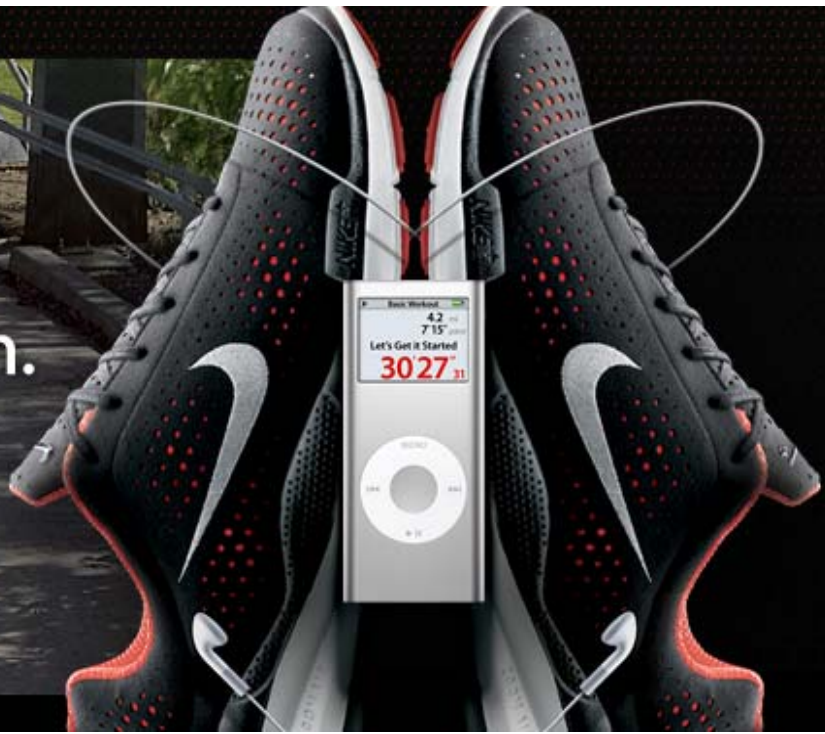
MEASUREMENT

UNDERSTANDING





Tune your run.



Nike+



EMPATHY & DEEP HUMAN
UNDERSTANDING

***discovering unmet needs and
creating new markets***





REFRAMING *THE* *OPPORTUNITY*

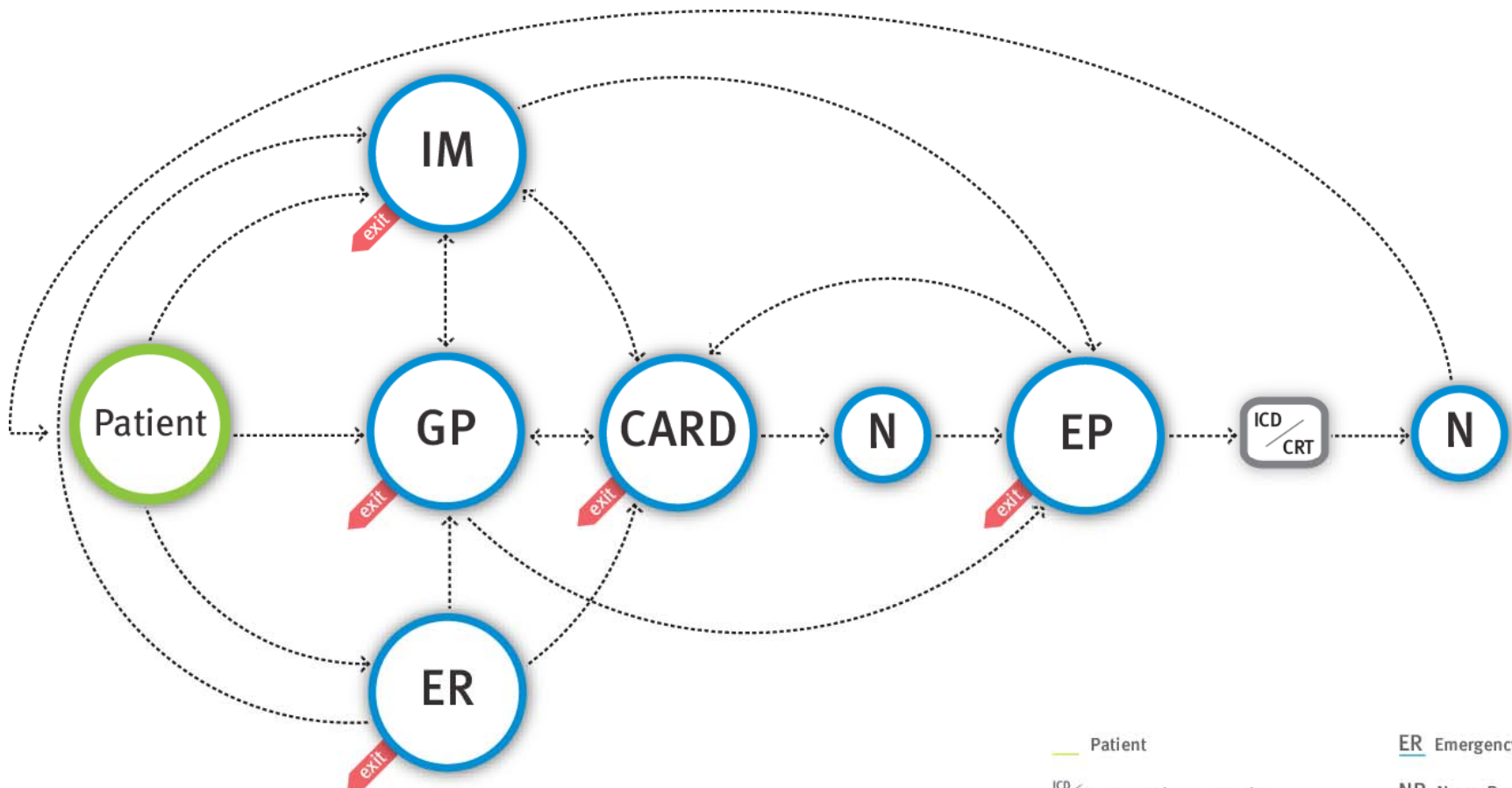
REFRAMING

THE OPPORTUNITY



Electro physiologists





- Patient
- GP General Practitioner
- IM Internal Medicine
- ER Emergency Room Physician
- NP Nurse Practitioner
- CARD Cardiologist
- EP Electrophysiologist
- Patient pathway
- exit Patient exit point
- ICD
/ CRT Heart Therapy Device

REFRAMING *THE OPPORTUNITY*

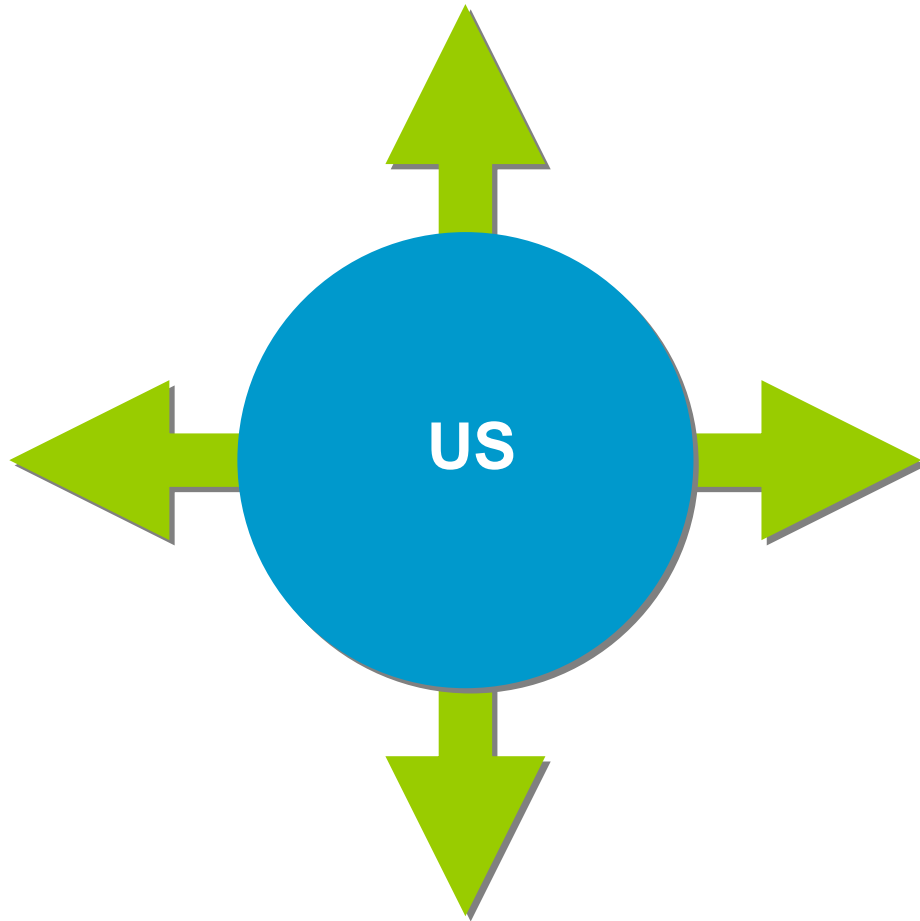
seeing the 'white space'



DIVERSITY AND MULTI-DISCIPLINARY **COLLABORATION**



LEADER CENTRIC



CUSTOMER CENTRIC



DIVERSITY AND MULTI-DISCIPLINARY **COLLABORATION**

working towards more robust solutions



ABILITY TO IMAGINE

NEW POSSIBILITIES



PROOF



VISION



ABILITY TO IMAGINE

NEW POSSIBILITIES



Aravind



ABILITY TO IMAGINE

NEW POSSIBILITIES

exploring unique opportunities



PROTOTYPE & *ITERATE* IN THE 'LAB' & IN THE MARKET



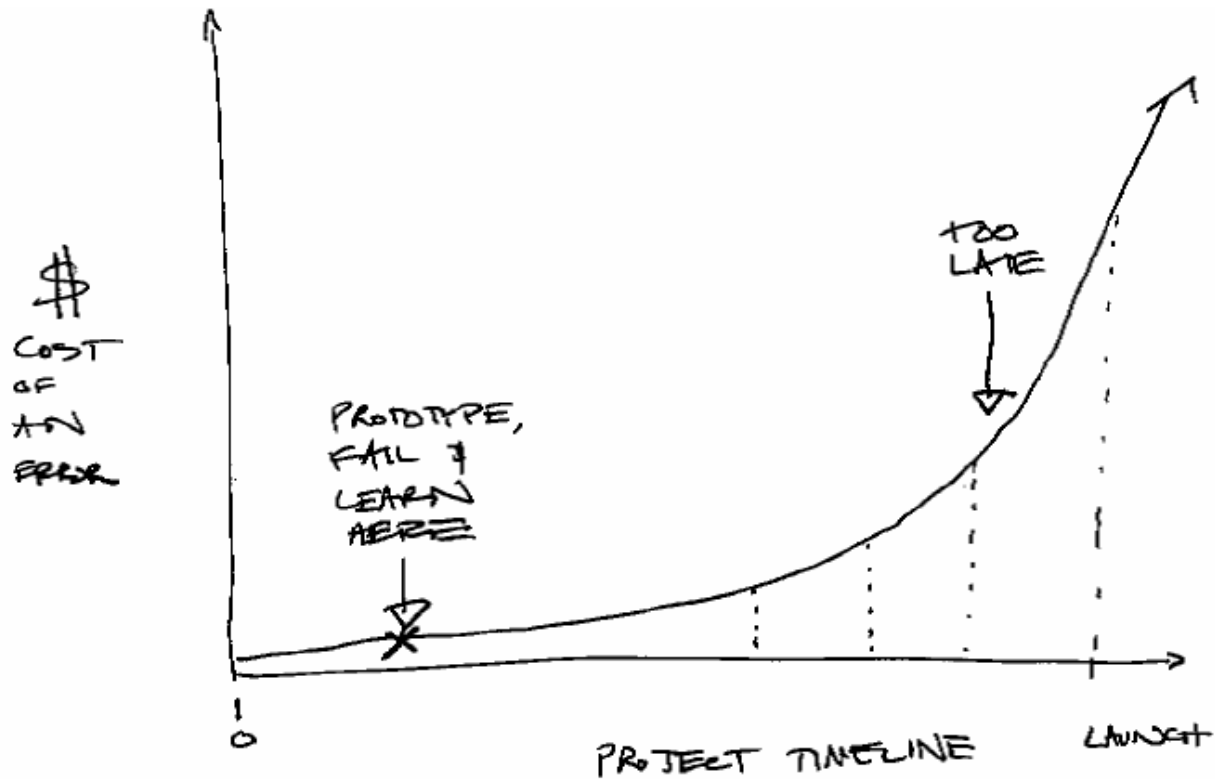
PERFECTIONISM



SIMULATION



Cost of Failure vs. Project Time Curve



Source: Stanford d.School



CONCEPT VISUALIZATION



Frank Gehry

PROTOTYPE & *ITERATE*

IN THE 'LAB' & IN THE MARKET

thinking and communicating by building



EMBRACING
CONSTRAINTS
AS A SOURCE OF
CREATIVITY



BUREAUCRACY



DESIGN



EMBRACING CONSTRAINTS AS A SOURCE OF **CREATIVITY**



VW Garages



\$100 Laptop



SYSTEMS THINKING IN CREATING *NEW MODELS TO DELIVER VALUE*



SYSTEMS THINKING IN CREATING ***NEW MODELS***



SYSTEMS THINKING IN CREATING
NEW MODELS



SOUTHWEST®



SYSTEMS THINKING IN CREATING *NEW MODELS*

FedEx



eBay®



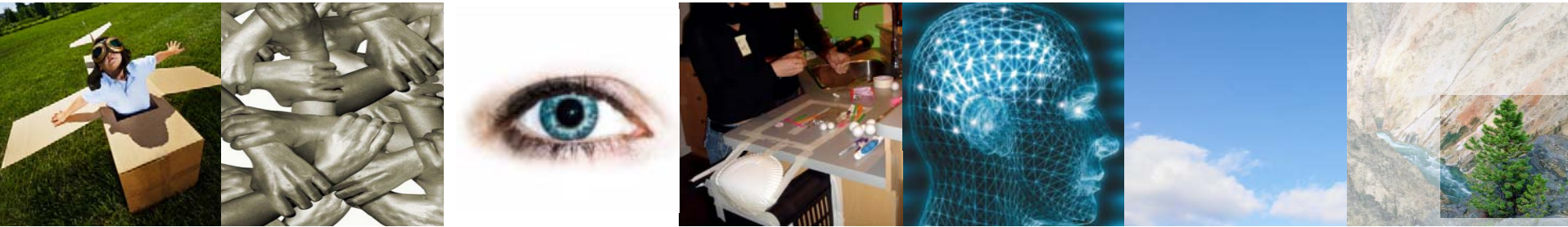
SYSTEMS THINKING IN CREATING
NEW MODELS

creating new strategic models



BUSINESS DESIGN:

7 POWERFUL PRINCIPLES AND PRACTICES



empathy & deep user understanding

reframing the opportunity

diversity & multi-disciplinary collaboration

ability to imagine new possibilities

prototyping & iteration

embracing constraints as a source of inspiration

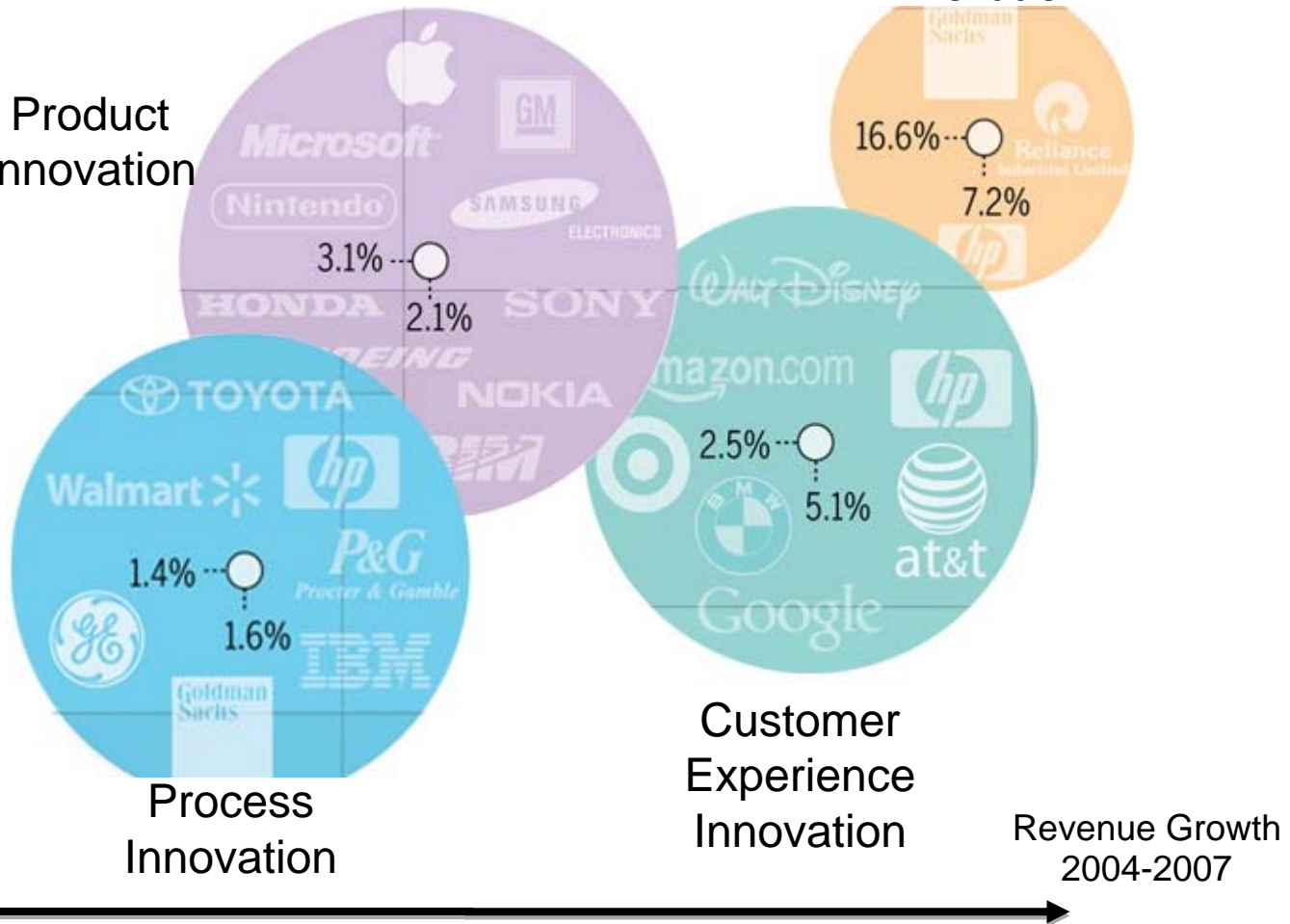
systems thinking in creating new models



Stock Returns
2004-2007

Product
Innovation

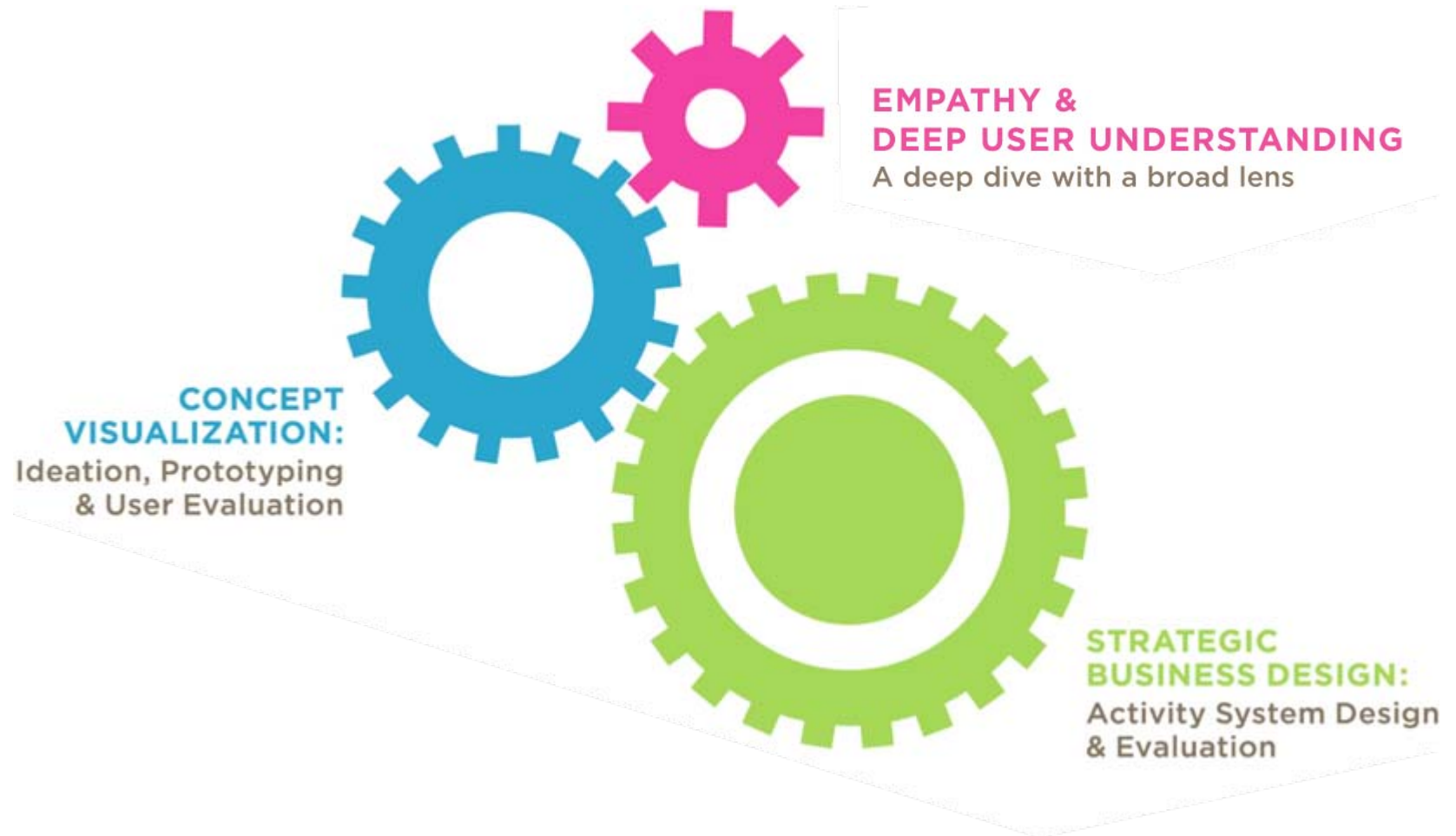
Business
Model
Innovation



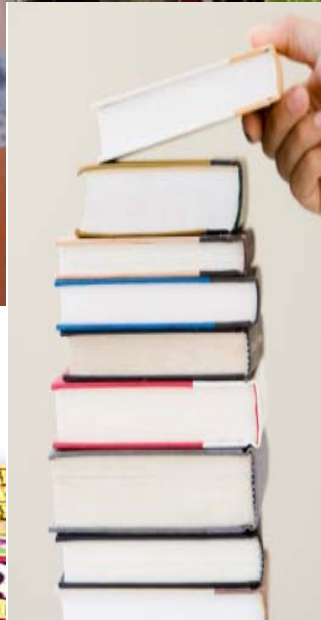
Source: Reena Jana, Business Week Article | *Innovation: The Biggest Bang For The Buck*
http://images.businessweek.com/ss/08/09/0911_indata/1.htm



The 3 Gears of Business Design



What kinds of **CHALLENGES** have we taken on?



Enterprise Architecture and Business Design



Enterprise Architecture and Business Design

The Relationship...



Enterprise Architecture and Business Design

The Similarities...

Enterprise Architecture	Business Design
Holistic Approach Business, Applications, Data and Technical architectures	Holistic approach User, Product/Service, Partner, Competition
Usage of frameworks The Enterprise Architecture Framework is a collection of processes, models and guidance	Usage of frameworks The '3 Gears of Design' framework is a collection of tools, process and models
Enables Innovation EA can foster the closest possible synergy collaboration across the extended enterprise	Enables Innovation Deep consumer understanding is the source for product/service and business model innovation



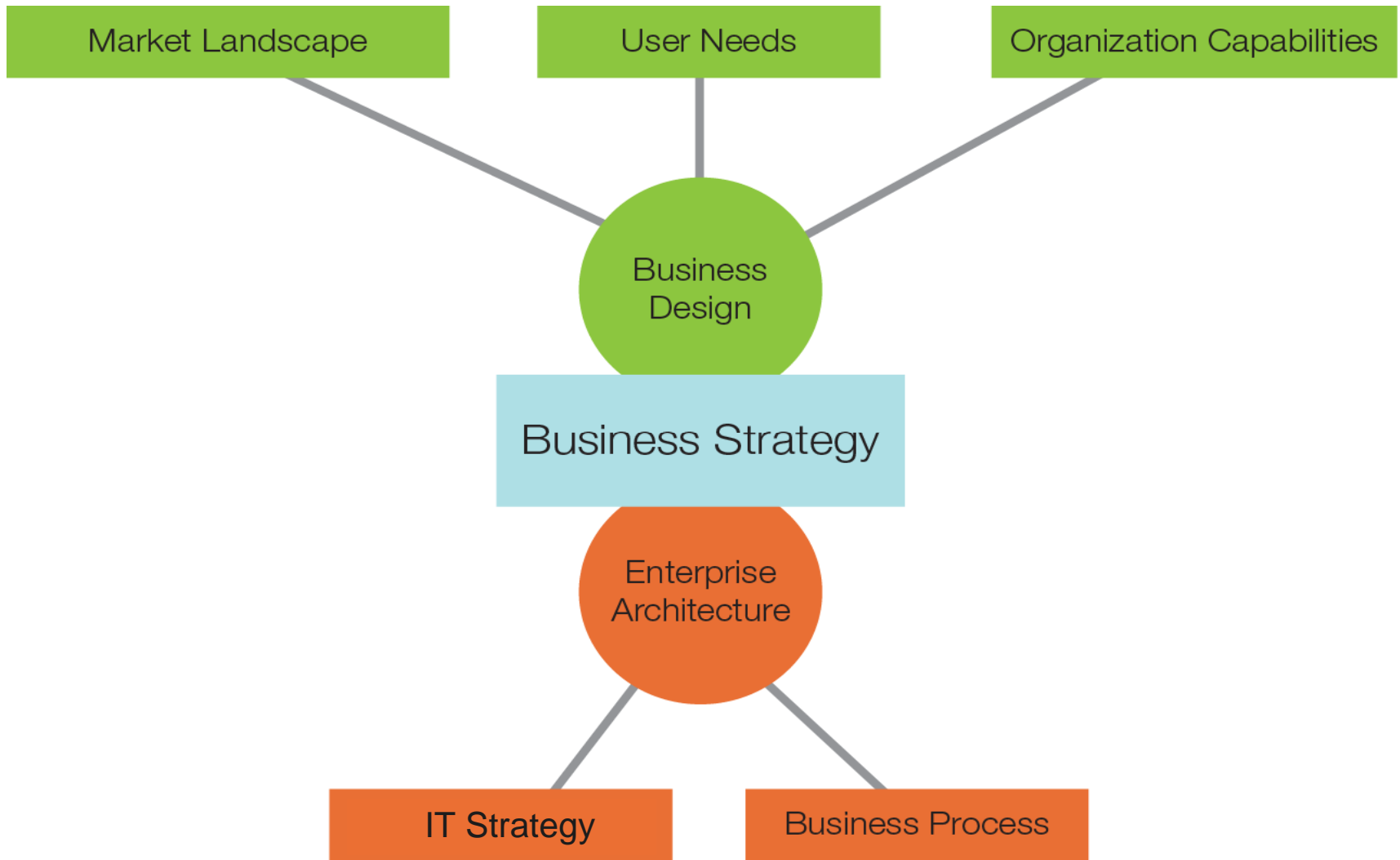
Enterprise Architecture and Business Design

The Differences...

Enterprise Architecture	Business Design
<p>Organizing logic to align an enterprise's business strategy with business processes and IT infrastructure</p> <p>EA enables effective IT planning, governance and business decision making</p>	<p>Organizing logic for an enterprise's business and product strategy</p> <p>Business design enables an enterprise to achieve sustained competitive advantage</p>
<p>Description of the <i>enterprise from multiple perspectives</i> – business, information, application and technology</p>	<p>Description of the <i>business landscape from multiple perspectives</i> – customers, partners capabilities and competition</p>
<p>Always enables innovation with an IT driven strategy</p>	<p>Business Design often enables innovation with a 'low resolution –high fidelity' strategy</p>



Enterprise Architecture and Business Design Working Together ?





THANK YOU

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