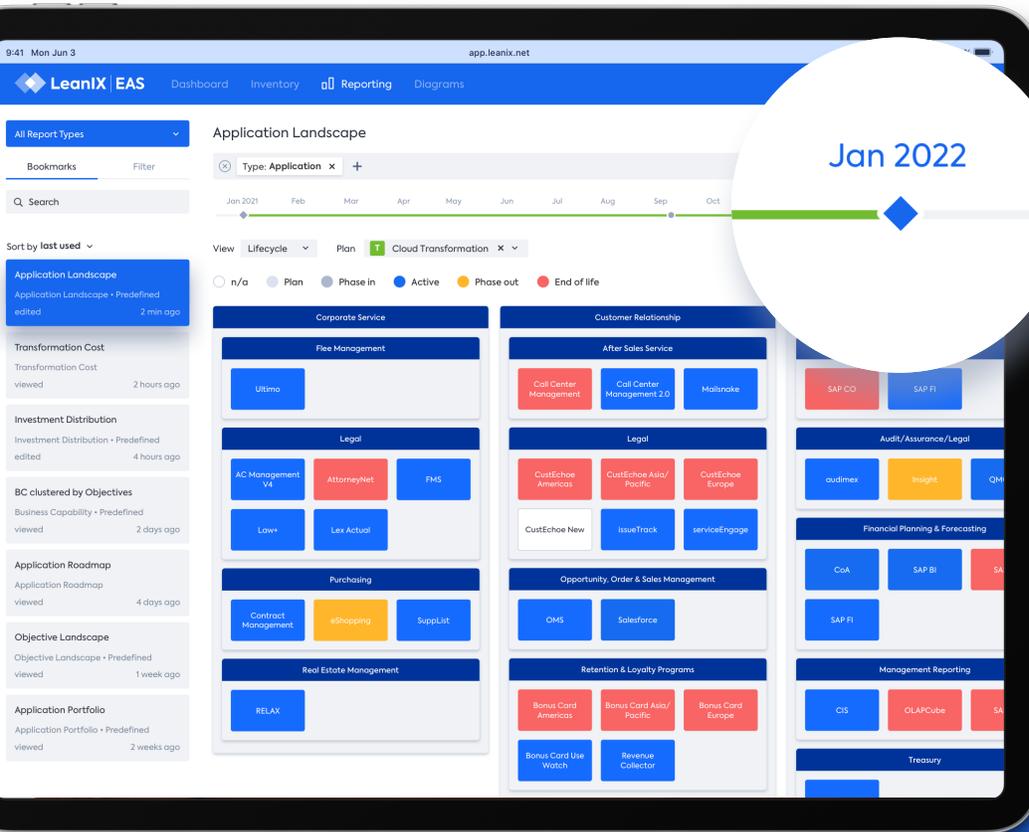


WHITE PAPER

# Accelerating Change in Enterprises with an EA Management Tool



A guide to LeanIX's Business Transformation Management module

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## CONTENT

- P3** Introduction
- P4** How BTM Works
- P6** Identifying Needs
- P9** Planning Scenarios
- P11** Building Roadmaps
- P13** Visualization and Execution
- P15** Conclusion

# Introduction

Prevailing methods of mapping IT transformation roadmaps can no longer convey the complexity of today's business initiatives. Cloud migrations, rollouts of global ERP systems, and emergency transitions to new operating models are various examples of strategic plans that fail as a result of high-level technical documentation with minimal links to business outcomes. For this to change, IT units must implement more operable ways of managing innovation projects that give business leaders what they need to align on change initiatives to ensure the delivery of strategic objectives.

The LeanIX Enterprise Architecture Suite's Business Transformation Management (BTM) module provides in-depth functionality to deconstruct and plan architectural roadmaps to create stronger pathways between business and IT teams. Introducing ways to model fast-changing IT landscapes through features such as Impact modeling, timeline sequencing, and scenario planning, BTM adds more dimensions in LeanIX workspaces to picture future IT states and control the delivery of projects.



## In this white paper, you will learn:

- **How BTM works**
- **Mechanisms for gaining transparency into initiatives**
- **Ways to collaboratively plan scenarios with business stakeholders**
- **Methods of managing architectural change**
- **How to prioritize and execute plans by envisioning outcomes**



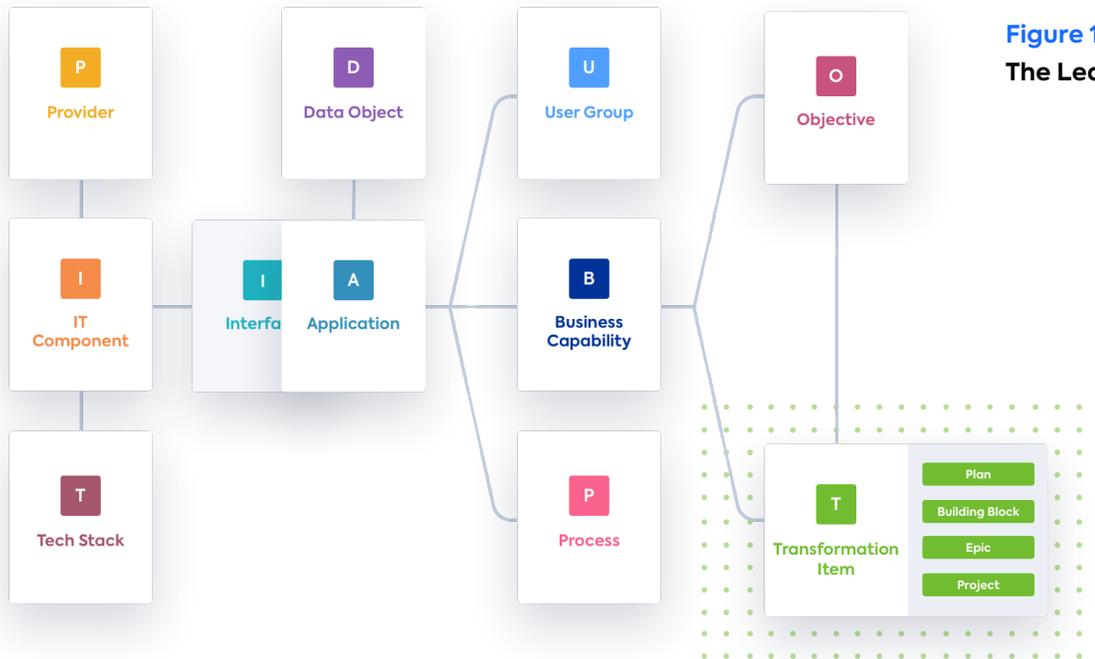
# How BTM Works

Though most businesses already perform business transformation, BTM provides a holistic understanding of all data in an organization to help IT and business travel in unison towards objectives. With methods to collaboratively monitor changes like in GitHub and visualize future states like with Time Machine, LeanIX BTM offers enterprise architects (EAs) and their business stakeholders the following:

- Complete articulation of short- and long-term IT goals
- Further dimensions to interact with and manage the progress of transformations and reduce costs where possible

- Accentuate business opportunities rather than tools and processes
- Provide end-to-end transparency into how architectural changes impact business
- Accelerate decisions and inspire buy-in from the organization and leadership

BTM is powered by a data model wholly designed to meet the business world’s heightened expectations for architectural transparency. Adding two distinct values with the new Objective and Transformation Item Fact Sheets, BTM enables LeanIX users to break down IT projects on a granular level and finely-structure all processes and technologies related to a business goal.



**Figure 1**  
The LeanIX BTM Data Model

Source: LeanIX GmbH

In general, entities documented as an Objective serve as high-level architectural links to model the relationships between organizational goals and business capabilities. A Transformation Item, on the other hand, can take the shape of one of four distinct elements inherent in any

modern IT innovation project — each of which arranged in the following hierarchical order: Plan; Building Block; Epic; and Project.

Further, in addition to its business-centric data model, BTM marks the arrival of “Impact” modeling for LeanIX users. Impacts are embedded to Transformation Item Fact Sheets and present and preview the expected results of an architectural plan. Impacts allow EAs to rationalize how IT entities will be affected by an architectural change, preview these outcomes as a

projection atop the landscape as a whole at numerous points throughout its duration, and then validate the real results of each in summary before executing the Impact to the documented architecture.

Below are common uses to put the benefits of Impact modeling and BTM’s data model into perspective:

**Figure 2**  
**Examples of LeanIX BTM use cases**



**Company A**



Company A must increase IT efficiency by 20%.



Company A will move their internal applications and processes into the cloud by 202X.



**Company B**



Company B must integrate a purchased company in under 90 days.



IT assets from the purchased company will be integrated into Company B’s landscape.



**Company C**



Company C wants to uncover new value out of existing IT platforms and better utilize current purchases.



Company C intends to streamline and narrow the scope of its digital agenda.



**Company D**



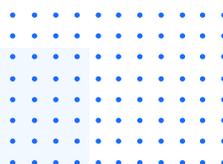
Company D wants to move from its current On-Premise ERP Suite to SAP S/4HANA Cloud by 2027 to increase IT resilience and business process efficiency by 25%.



Company D will create roadmaps to showcase different roll-out scenarios and to identify the most suitable approach (big bang vs. phased)

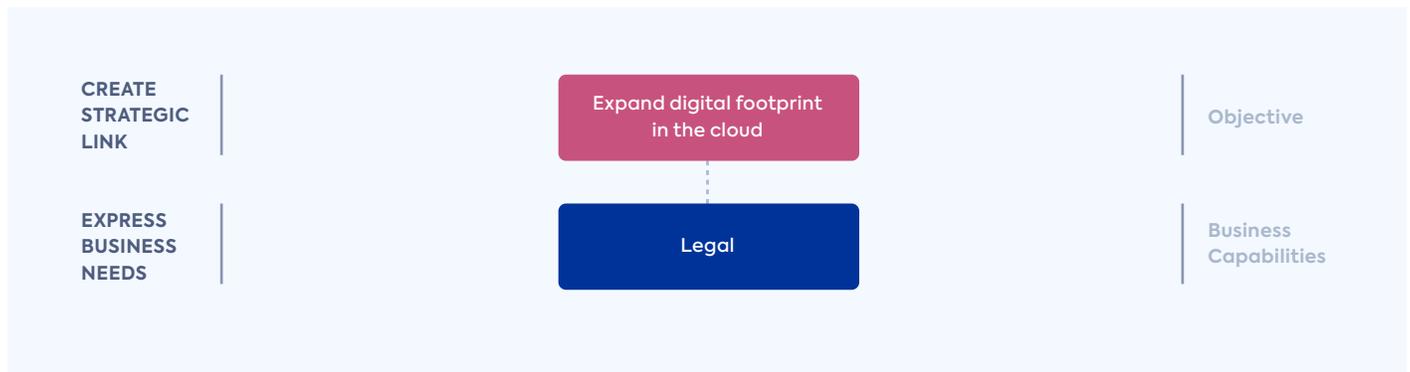
To hit such company targets, EAs can use BTM to collaboratively work with business stakeholders across these four stages of the transformation process:

Identifying Needs; Planning Scenarios; Building Roadmaps; Visualization and Execution.



# Identifying Needs

**Figure 3**  
**Stage one of the business transformation process with LeanIX BTM**



Source: LeanIX GmbH

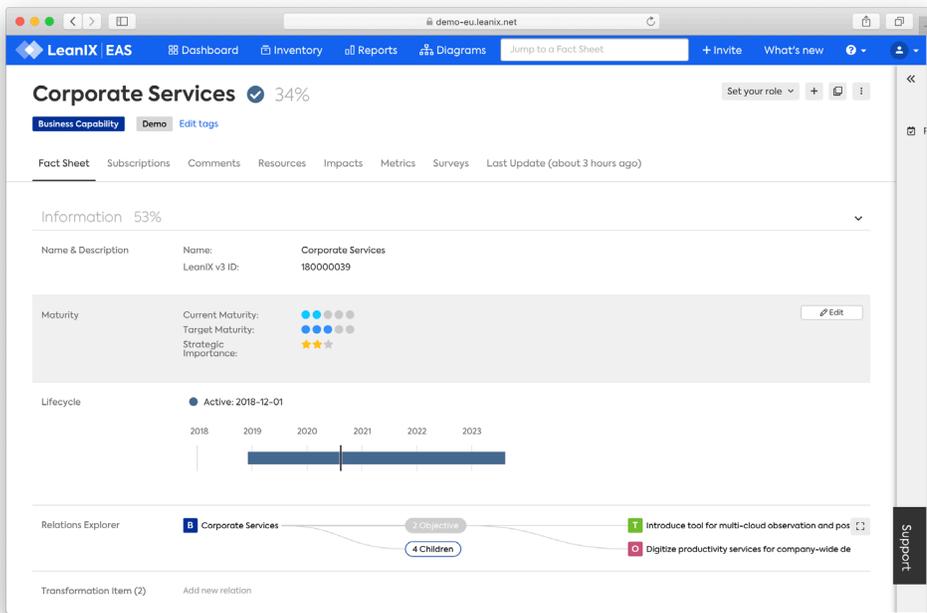
BTM equips EAs with numerous functionalities to evaluate “as-is” architectural landscapes in full view of future-state goals while amassing repositories of data to support those very initiatives. Every strategic goal documented in a BTM Objective Fact Sheet has configurable fields for revealing the Objective’s lifecycle status (from Planned > Active > Done > Obsolete), its various dependencies (split via parent-child hierarchies), and what it is both improving (i.e., Business Capability) or being supported by (i.e., Transformation Item). Just like in other LeanIX EAS modules, the LeanIX Relations Explorer can be used to interactively navigate these interdependencies. Using a generic entity (Legal) as an example, Figure 3 shows how BTM enables needs identification by connecting Objectives to Business Capabilities in order to create strategic links to IT and articulate business concerns.

This information directly feeds into a collection of unique landscape reports displaying high-level overviews of strategies either underway, planned, or already completed in an enterprise. The “Objective Landscape” report, for example, instantly arranges all company objectives within their varying hierarchical levels and can be overlaid with information sourced from Transformation Items such as Implementation Risk, Priority, and Business Value.

A new clustering option is available in the LeanIX Business Capability Map report — Business Capability Map by Objective — where company objectives can be seen alongside business capabilities. Using the “Maturity” scores embedded to every LeanIX Business Capability Fact Sheet (a feature due to be extended throughout the entire LeanIX EAS), the evolution of the wider business landscape can be tracked and traced with quantifiable metrics to help EAs address architectural gaps where needed (see Figure 4).

**What a LeanIX customer in oncology solutions is using BTM to support:**

- Strengthen digital footprint
- Define short-terms goals to drive productivity
- Introduce long-term commitment towards digital maturity
- Utilize existing IT platforms and avoid new investments

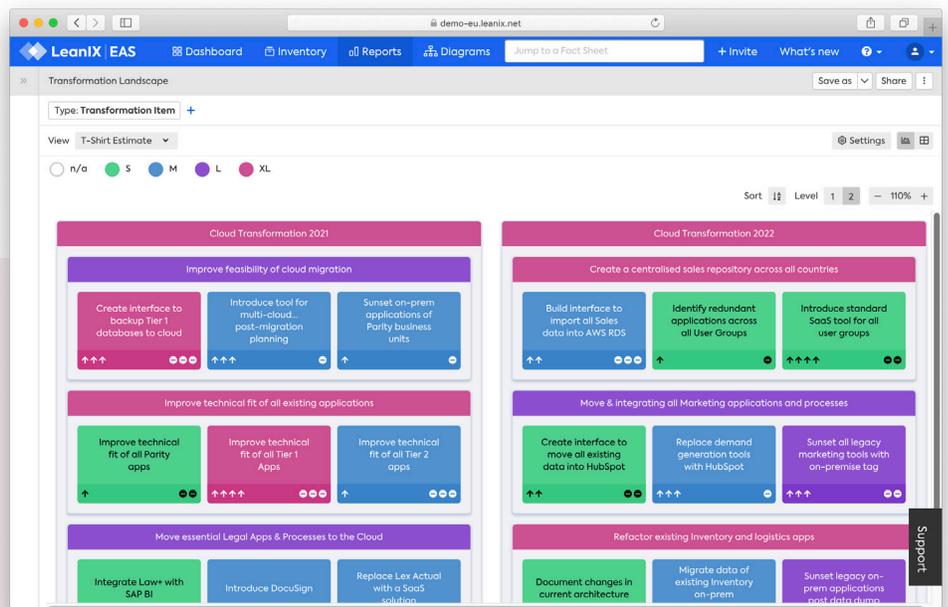


**Figure 4**  
Business Capability Maturity

Source: LeanIX GmbH

Using these same degrees of maturity, BTM provides dedicated reports to evaluate the distribution of IT costs across business capabilities in relation to company-wide roadmaps. In particular, the Transformation Landscape report can be pre-set to show items such as Total Cost of Ownership and Business Value in conjunction with variables like Implementation Risk (see Figure 5).

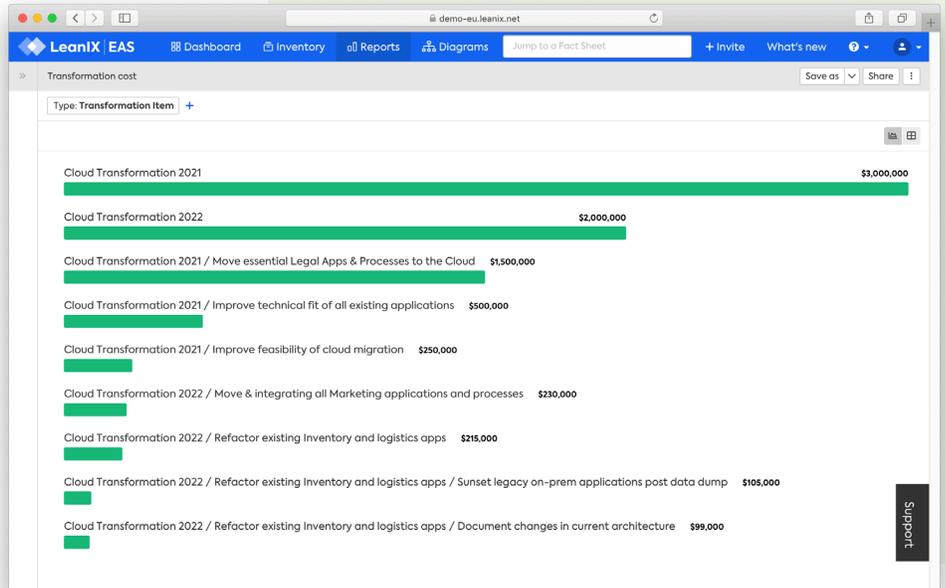
**Figure 5**  
Transformation Landscape Report



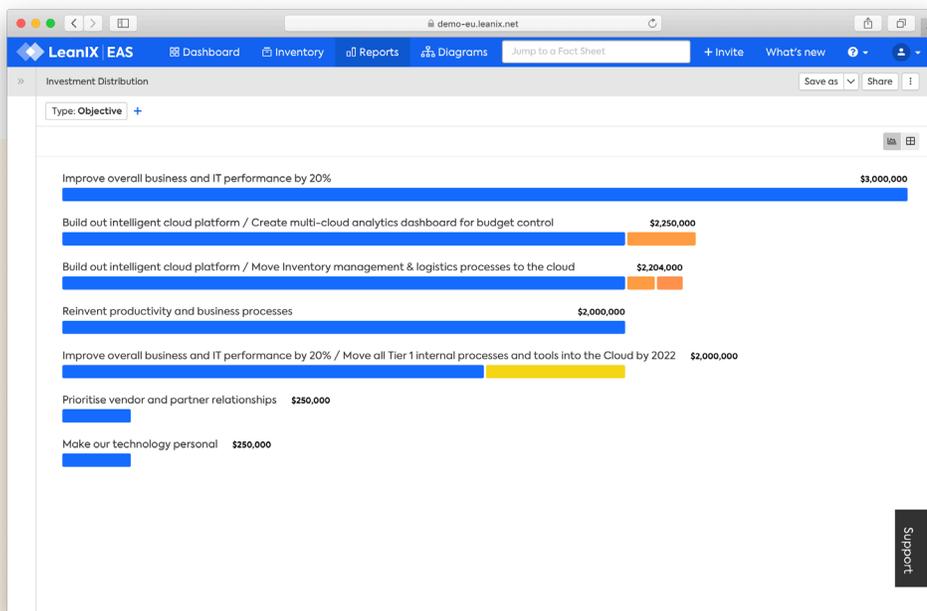
Source: LeanIX GmbH

This same information can also be accessed via the Transformation Cost and Investment Distribution reports yet displayed in a bar graph with running costs shown. See Figure 6 and 7.

**Figure 6**  
**Transformation Cost Report**



Source: LeanIX GmbH



Source: LeanIX GmbH

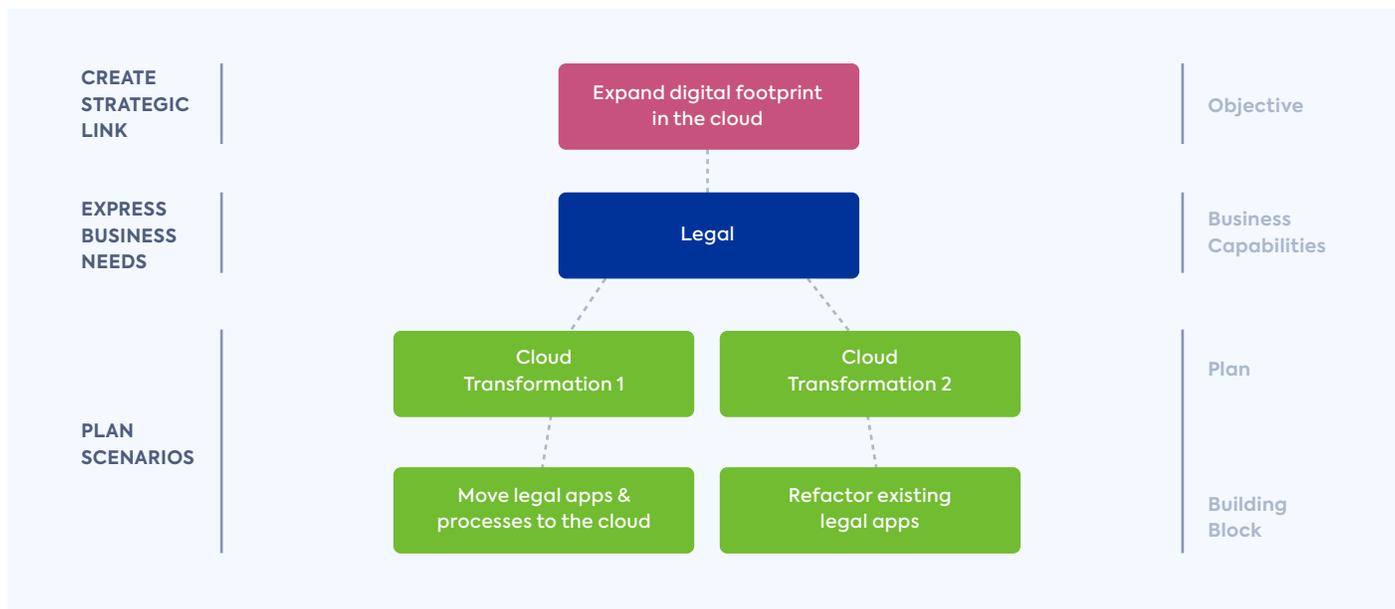
**Figure 7**  
**Investment Distribution**

# Planning Scenarios

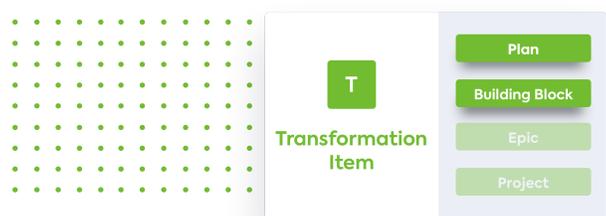
Scenario planning, the second stage of the standard business transformation process, is at the heart of BTM and enabled by mechanisms for concretely arranging the plans and underlying components of a strategic goal. In Figure 8, two potential scenarios

are being considered for moving applications related to Legal to the cloud. In general, the first two hierarchical levels of Transformation Items — Plan and Building Block — can be leveraged to distill corporate targets into manageable IT initiatives.

**Figure 8**  
**Stage two of the business transformation process with LeanIX BTM**



Source: LeanIX GmbH



Source: LeanIX GmbH

**What a LeanIX customer in the global retail industry is using BTM to support:**

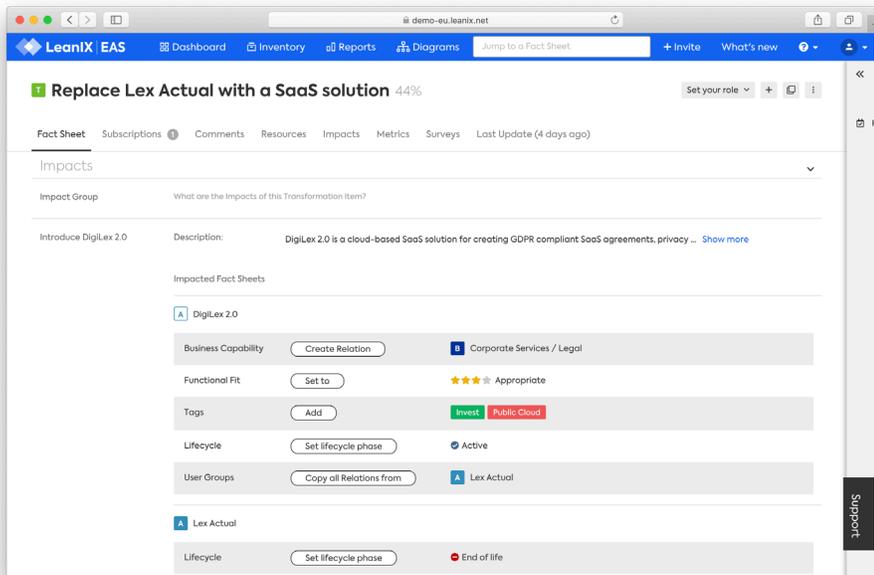
- Global rollout of cloud-based ERP system (e.g., SAP S4/HANA)
- Structure strategic goals & architecture documentation
- Global rollout of single accounting system
- Gain overview of how transformation impacts architecture

A Plan functions as a container for all objectives and planning items related to an architectural change, its budget and anticipated timeline, and is the basis for modeling future events (or scenarios) against potential roadmap conflicts. A Building Block stores all inputs related to whatever technology or functionality is necessary to complete a transformation. These Fact Sheets are embedded with configurable fields to variously grade the priority of the implementation, its business value and risk, and mark the duration and (relative) start date of the improvement.

Building Block Fact Sheets serve as the main gateway for accessing and configuring Impacts in BTM. As mentioned earlier, Impacts allow users to scrutinize future actions for a Fact Sheet without actually setting attributes live. These Impacts can then be projected onto the IT landscape and visualized within the context of the wider transformation agenda at user-defined points in time. Additionally, once a transformation item is completed, a summary of all Impacts can be reviewed by users to ensure that changes have been conducted as intended and thereafter persisted.

Examples of actions configurable via Impacts include transferring or creating relations, adding or removing tags, and setting technical and functional fit ratings plus business criticality scores (see Figure 9).

**Figure 9**  
Impact management

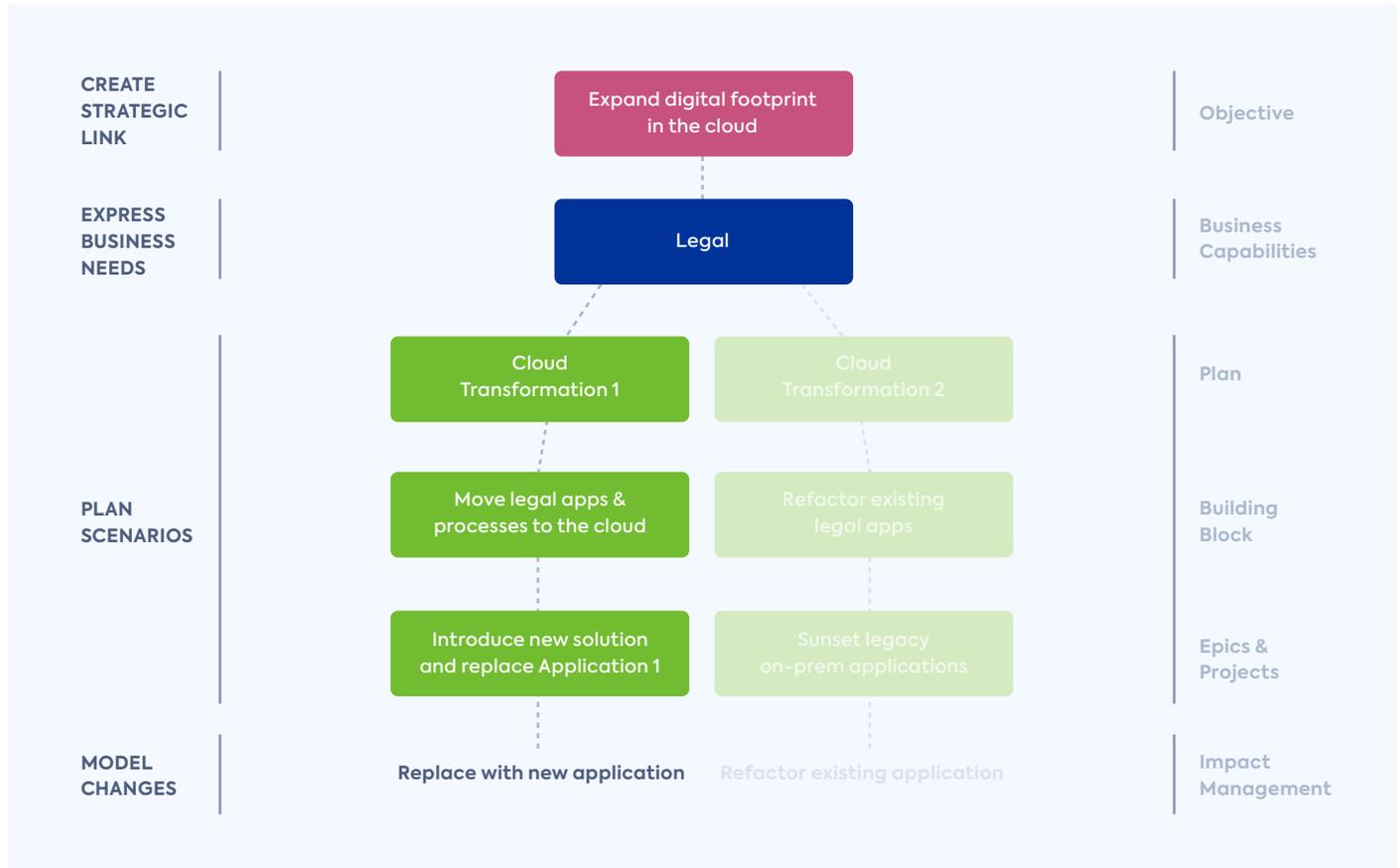


Source: LeanIX GmbH

# Building Roadmaps

Figure 10

Stage three of the business transformation process with LeanIX BTM

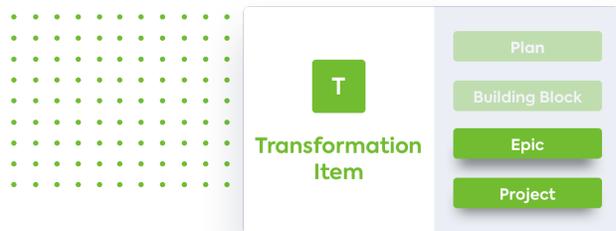


Source: LeanIX GmbH

Once needs are assessed and plans are drawn, Building Blocks can be refined into two further executable entities that align with common approaches to workflow management: Epic and Project. Users are able to manually structure these two items in LeanIX or import their contents through integrations to third-party solutions like JIRA or MS Project whereupon links can be set to update both platforms synchronously.

In Figure 10, the first scenario has been chosen and a new application has been selected to replace Application 1 for Legal. Epic and Project Fact Sheets are intended to better equate architectural activities to iterative approaches to business delivery, and by

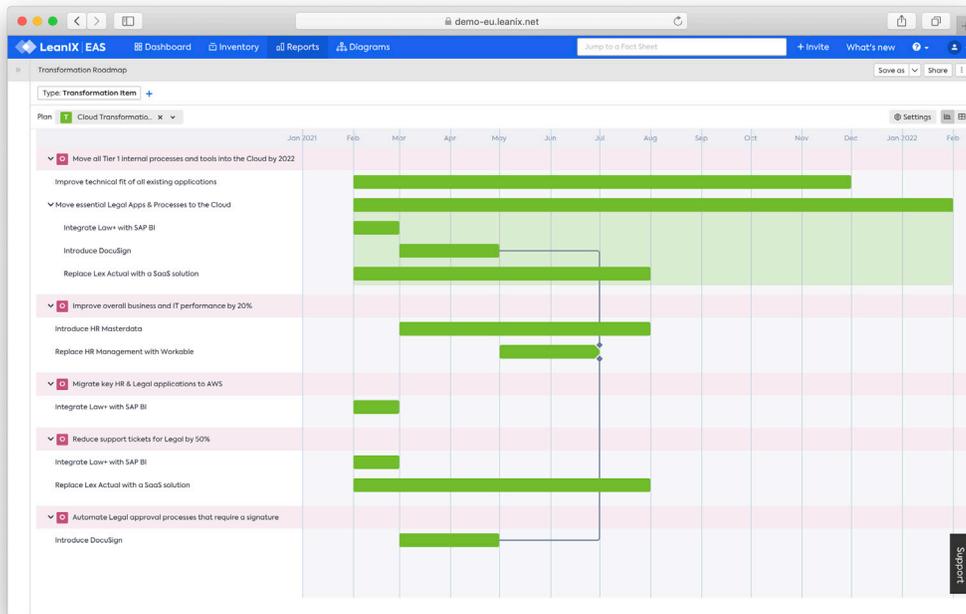
offering specific fields to track resource consumption and store project-related attributes, each can be included within Impact models to aid solution-finding for IT and business stakeholders working together.



Source: LeanIX GmbH

The Transformation Roadmap is a new report offered in BTM outlining the progress of IT initiatives via time-based swim lanes and based on Objectives, Business Capabilities, and Transformation Items. Depending on planning, project timelines can be viewed in absolute terms or relative to other agenda items.

In case of conflicting goals or technical misalignment, BTM is packaged with a Transformation Roadmap to navigate interconnections between Transformation Items. Color-coded visuals help identify overlapping items or those either blocking or contingent on the progress of another Transformation Item.



**Figure 11**  
**Transformation Roadmap Report**

Source: LeanIX GmbH



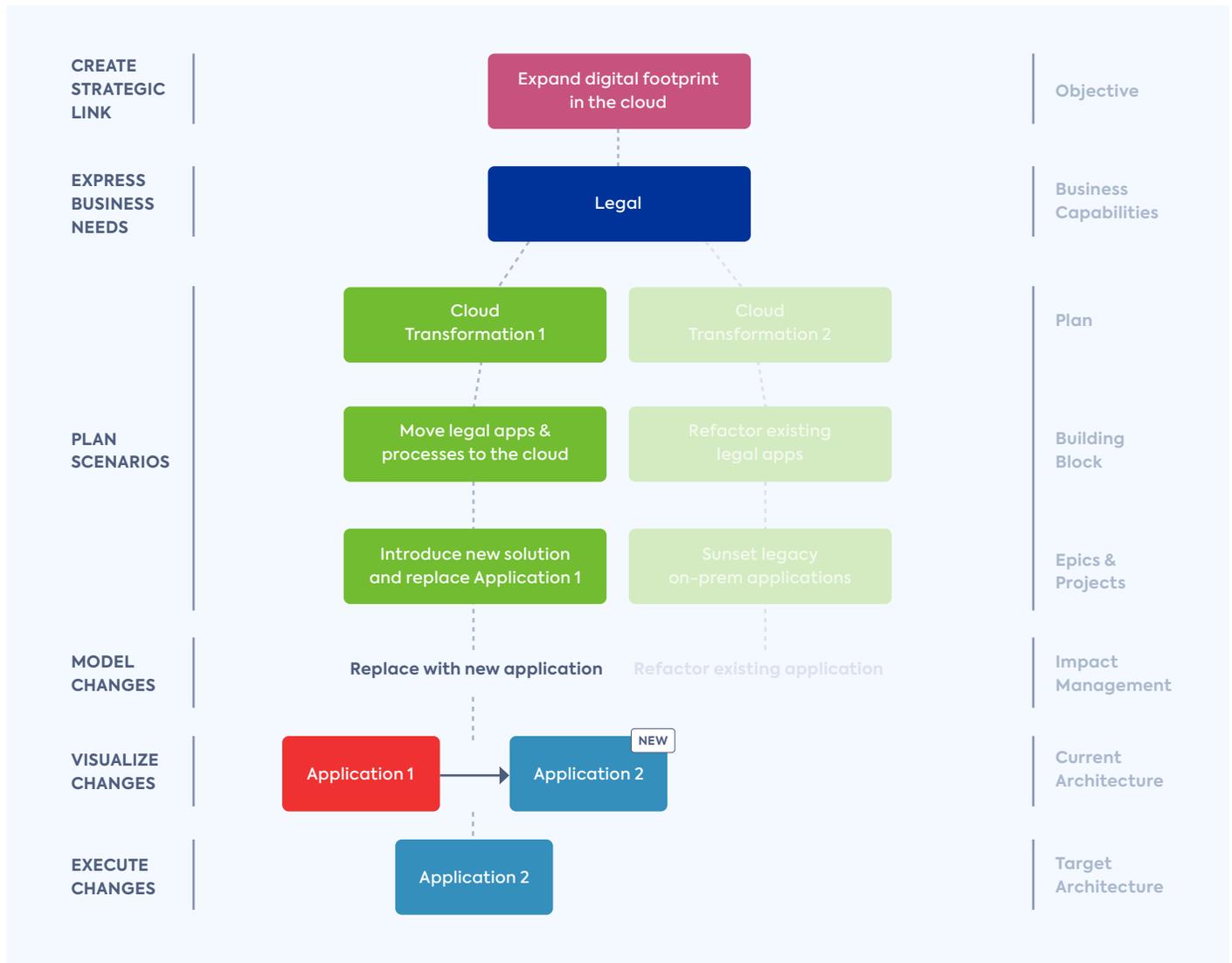
**What a LeanIX customer at a global law firm is using BTM to support:**

- Stabilize & modernize infrastructure
- Explore hybrid cloud strategy
- Digitally transform the lawyer and customer experience
- Modernize workspace to enable remote interaction with customers
- Create agenda for latest technology trends AI/ML

# Visualization and Execution

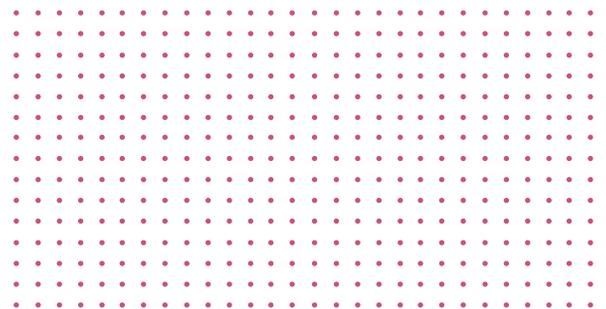
Figure 12

Stage four of the business transformation process with LeanIX BTM

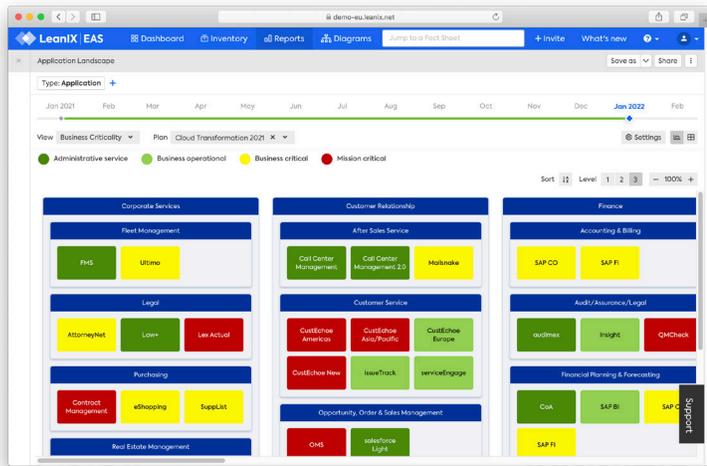


Source: LeanIX GmbH

In BTM, interactive timelines are accessible within every report to visualize the ‘to-be’ states of IT landscapes. Users can select which Transformation Item Plan(s) to include in a report, pick a date in the future, and then review tasks based on how IT entities are scheduled to be changed. Impacts and lifecycle data are heavily used to populate BTM timelines, and depending on which landscape, matrix, or portfolio report is accessed, pre-configured views can be applied to foresee specific changes.



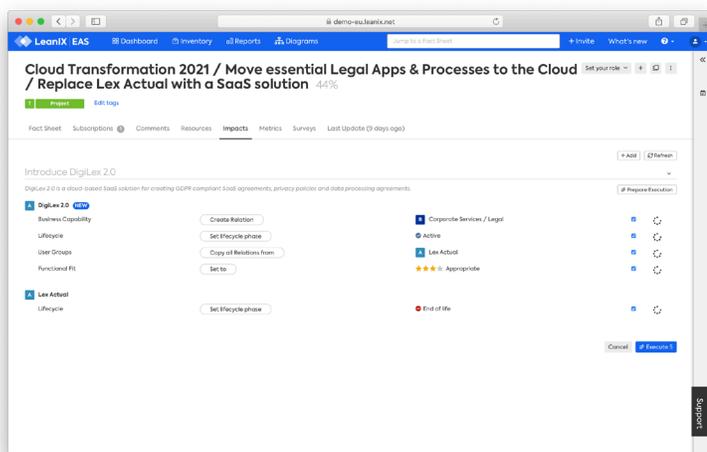
**Figure 13**  
**Interactive timeline on a landscape report**



Source: LeanIX GmbH

BTM timelines accelerate decision-making and offer more means to prevent IT complexity. But to ensure that changes occur as intended, those responsible for an epic or project receive notifications when either is completed to inspect whether or not changes have been implemented in the right manner. To expedite these reviews, an Impact Summary is also provided whereupon users can manually confirm, item by item, that everything modeled in advance has taken shape.

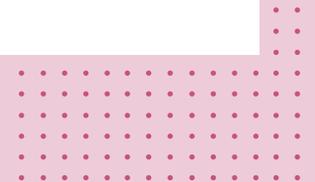
**Figure 14**  
**Impact Summary**



Source: LeanIX GmbH



Of note, many of the same measurements used to structure transformation plans can be activated at a user's discretion to see applications and IT components against current and target architectural states. These optional dimensions offer an unprecedented level of clarity to EAs when tracking transformations and balancing risk portfolios amidst constantly shifting architectural end states. As an example, settings in the Business Capability Map can be adjusted to reveal entities according to graded properties like Current Maturity and Target Maturity. This is also possible in the Application Landscape report yet for properties such as Functional and Technical Fit.



# Conclusion

Improvements to LeanIX's EA Management tool are always focused on broadening communication pathways between IT and business units. Based on how effectively these two groups communicate and their frequency of interaction, enterprises throughout industries are prone to experience a higher rate of innovation and overall productivity. LeanIX customers have always excelled at using our software to manage these networks of innovation at scale, and with the LeanIX Business Transformation Management module they now have more ways to ensure that their competitive output never slows.

## What a LeanIX customer in the global cosmetics industry is using BTM to support:

- Modernize monolithic software systems
- Transform business capabilities for the future
- Global rollout of single accounting system
- Create a central repository for all initiatives



FREE DEMO

If you'd like to know more about LeanIX's Business Transformation Management module, contact us!

Schedule a Demo! →



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