A Transformation Framework Proposal for Managers in Business Innovation and Business Transformation Projects

The role of transformation managers in organisational engineering

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Introduction

• There is a need for specific organisational engineering pattern to support the business integration strategy.

• Many standards and methodologies exist; today they are very advanced and can support the organisational transformation processes.

• The process of transforming a traditional business environment into an innovative and efficient e-business service-oriented environment is described.
Organisational transformation

• Many monolithic organisations and their correspondent business information systems fail to be transformed.

• A transformation process and a reorganized business environment should be based on a platform of flexible business micro services.

• In order to reach the optimal organisational transformation models an organisational engineering pattern must be designed.

• This article’s goal is to present an organisational engineering pattern that would support frequent change initiatives.
Organisational Engineering Pattern (OEP) 1/2

- e-business architecture serves as a methodology to provide the link between the organisational requirements and its organisational characteristics.

- The goal is to attain the defined business agility by using an OEP.

- This article’s aim is to influence the attitude of a business transformation manager (BTM) regarding a coordinated e-business organisational and architecture transitions.
The Environment offers to future BTMs or organisational change managers efficient managerial and technical recommendations and an OEP.

The implementation of OEPs for such business transformation projects (BTPs) requires the knowledge of a large set of technologies and methodologies.

The fact is that only around 12% of business organisations successfully terminate innovation-related business transformations projects.

The eventual successes of BTPs depend on how organisations can adapt to business transformation and dynamically change their structures.
| Business Organization | A set of micro organisational structure | A set of micro artefacts |
Research methodology and design

• The OEP is a component of the Organisation change module (Om).

• “Om” stands for Organisational change management strategy that can be applied by the BTM (based on the set of hypotheses #7-x, see the paper).

• Om is a part of the Selection management, Architecture-modelling, Control-monitoring, Decision-making, Training management, Project management, Business management and Organisational change management Framework (SmAmCmDmTmPmBmOmF).

• For this phase of research the sub-question (hypothesis #7-1) is: “What is the role of organisational engineering patterns in business engineering transformation projects?”
Ovo je ovozalo u članku!
Damir Kalpić; 23.5.2016
The Microartifact Model
A holistic agile view on organisational engineering

- Standards
- Architectural concept
- Micro architecture development method
- Mapping concept
- Conceptual view
- Micro services and their granularity
- Services’ registries and integration
- Service life cycle
- Microartefacts
Components and interfaces

• Enterprise service bus and enterprise application integration
• The micro model view controller
• Security
• Enterprise control and monitoring mechanisms
• Decision log
• Decision making, risks and support
• Control objectives for information and related technology framework
• Information Technology Infrastructure Library
• Maturity model
• Project management
Proof of concept
Conclusion 1/2

• A specific organisational engineering pattern

• A global integration strategy: standards, mapping, services.

• This article defines a set of recommendations for the OEP.

• OEP can be used for the implementation phase of BTPs.

• The implementation phase is the cause of high failure rates.

• To attain the defined business agility by using an OEP.

• This research targets the OEP’s integration.
Conclusion 2/2

- Main blocks: the interfaces; standards; architecture; microartefacts.
- BTP must have an agile holistic view on its resources and its agility.
- Agility is also supported by OEPs.
- The micro Architecture Development Method’s integration promotes the usage of microservices.
- Microservices help in the process of unbundling.
- The authors introduce a methodology for the integration of an OEP.
- The decision making module is a part of the proposed business transformation framework that uses microartefacts.