



BUSINESS ANALYSIS CONFERENCE EUROPE

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Shifting left: From B Analysis to B Architecture

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We're Phoenix Group

The UK's largest long-term savings and retirement business.

We look after the pensions, savings and investments of around 12 million customers across the UK and Europe

Our purpose is to help people secure a life of possibilities; from our customers, colleagues and investors, to wider society.

Our vision is to be the UK's leading retirement savings and income business



Business Architecture Evolution within Phoenix Group



Early tunes

Initiative shaping & design assurance



Cultural Explosion

Operating Model Development



New Audiences

Strategic alignment & Dependencies



Signing for a label

Innovation & Thought leadership

#1 Takeaway

Executive buy-in is critical

Senior Business Analysis

Being Architecture Led

The ideal Phoenix Business Architect

Influences
CXOs

Collaborates exceptionally
across boundaries

Has a wide toolkit &
knowledge of its applicability



Sees the scope of their work as the
scope of Phoenix

Says what needs to be said and
still has a seat at the table

Thrives in
ambiguity

Is resilient & has a
growth mindset

Possesses strong business
acumen & communication skills

Transferrable skills : Business Analysis to Business Architecture

Concept development

Roadmap Development

Problem Solving

Communication & Influencing

Stakeholder Management

Capability Focussed

Objectivity

Operating Models

Consultancy

Requirement elicitation/ Scoping

Enterprise view dependency management

Comfort with ambiguity

Commercial acumen

Business Outcome Focussed

Case Study 1 : Many new skills & techniques had to be learned

Objectives

- Align our structure to our purpose and optimally support our strategy
- Provide a common understanding of how we want to operate
- Provide a point of direction for change and associated critical guardrails
- Provide a framework to drive further detail and resolve outstanding puzzles

Key Audience

Exec & Senior Leadership
Across Enterprise

**Definition of
future
enterprise
operating
model**

BAnalysis to BArchitecture

- Formal training : Certified Business Architect
- Baseline enterprise capability model
- Supplement with external consultancy experience
- Team member with high resilience, great reputation and strong growth mindset
- Regular sharing of learns
- 'Do' to establish what needs to be done

#1 Takeaway

Effectiveness trumps
completeness/detail

Case Study 2 : Significant transferrable skills

Objectives

- To outline the scope & associated target operating model of a major multi-year transformation initiative
- Oversee the ongoing designs to ensure it stays aligned to target
- Ensure major strategic considerations and dependencies on other initiatives are understood

Key Audience

Programme Leadership :
Business & Change

**Scope
definition &
ongoing
design
assurance**

BAnalysis to BArchitecture

- Establish clarity on R&Rs with Analysis Lead on
 - Artefacts
 - Stakeholders
 - Programme stage
- Success criteria & traceability evolve to benefits profile & target designs
- Process flows & epics shift to value chains and capabilities

#1 Takeaway

Remember that you were, not are,
the Analysis Lead



Looking ahead



Summary & Key Takeaways

1

Business Architecture is a **natural extension to Business Analysis**

2

Establishing a **shared team vision** and ensuring **Exec buy in** is critical to shifting from business analysis focus to being architecture led

3

Focus on your people and be ready with the tools when the time comes. **Complement with external expertise** as you build up internal capability.

4

It **will take time** for stakeholders to see you in the new Avatar. Be resilient and continually **display value by 'doing'**.



Q&A



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