



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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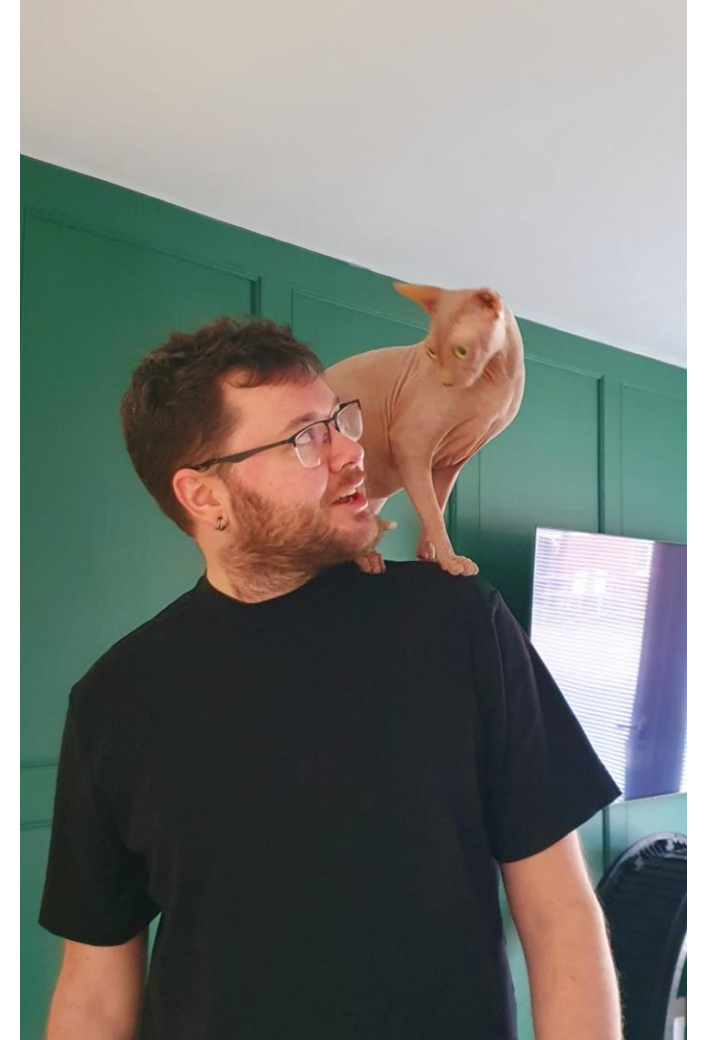
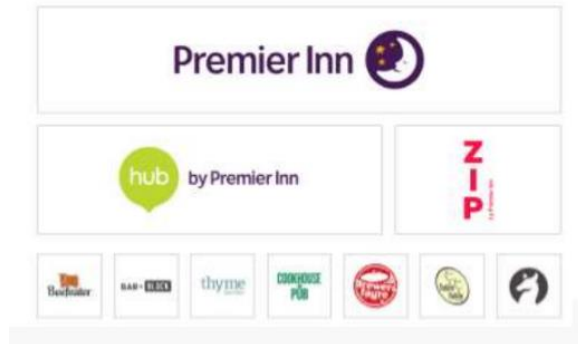


Business Architecture

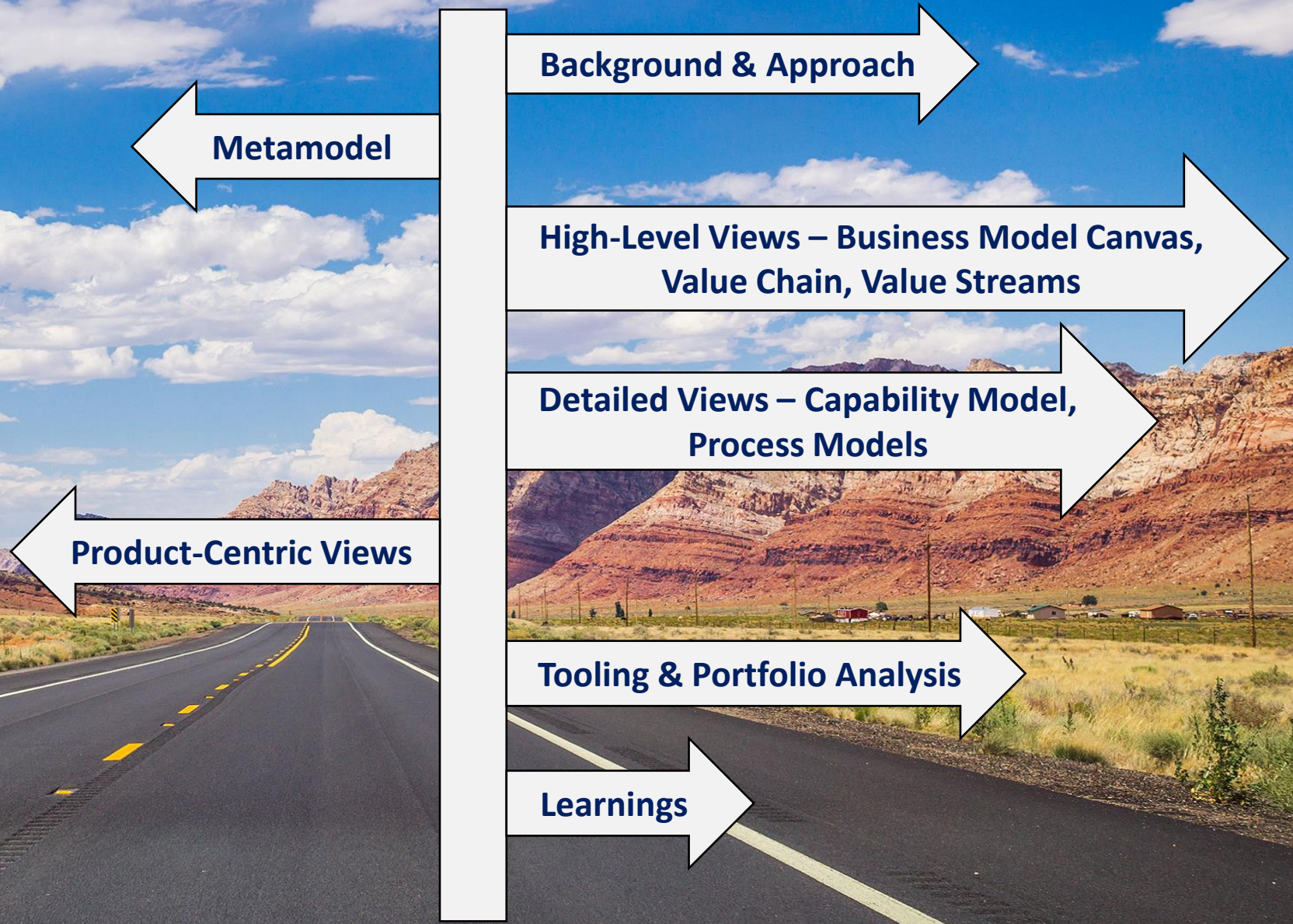
Laying the foundations for faster and more accurate business analysis

About us and why we are here...

WHITBREAD



The road we've taken



Metamodel

Product-Centric Views

Background & Approach

High-Level Views – Business Model Canvas,
Value Chain, Value Streams

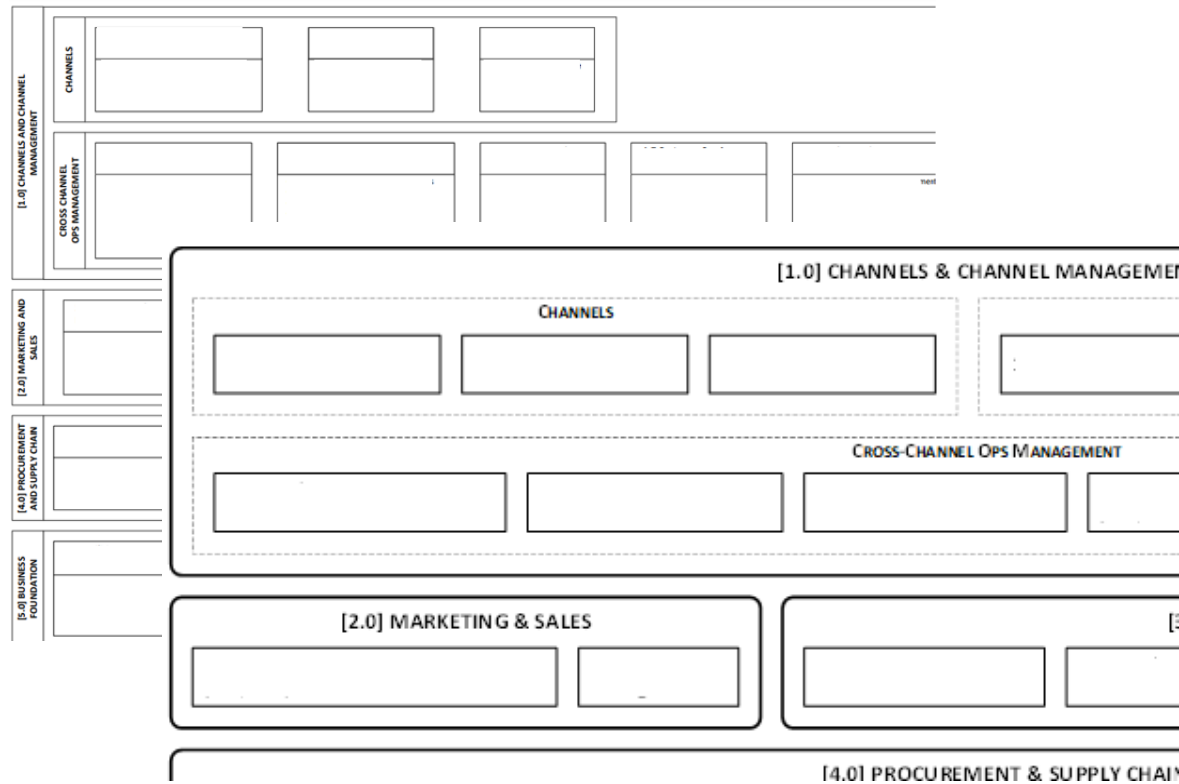
Detailed Views – Capability Model,
Process Models

Tooling & Portfolio Analysis

Learnings

Background

- Emerging from legacy transformation programmes
- Need for shared view of today's business to inform and assess impact of future change
- Previous attempts limited in scope and take-up



Conflicting, incomplete capability models



Scattered process models

Approach

Business Capability Model (BCM) Project

- 2-week discovery phase to define approach
- 8-week deep dives to create artefacts and relationships, investigate tooling and TOM

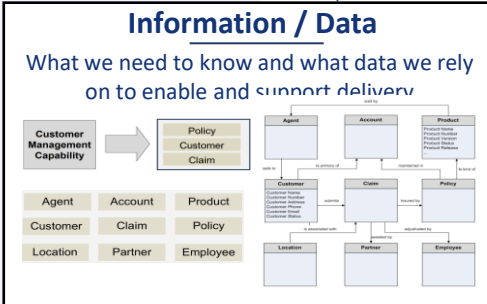
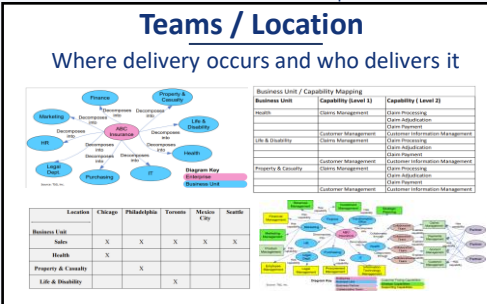
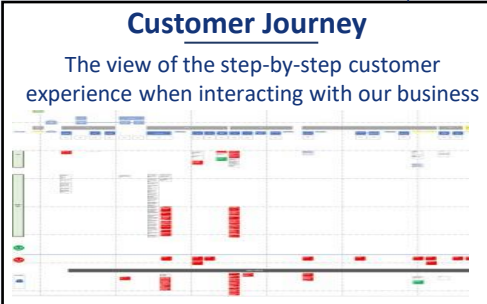
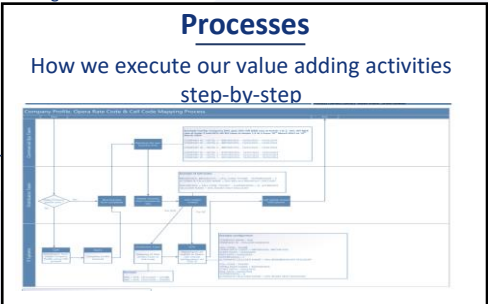
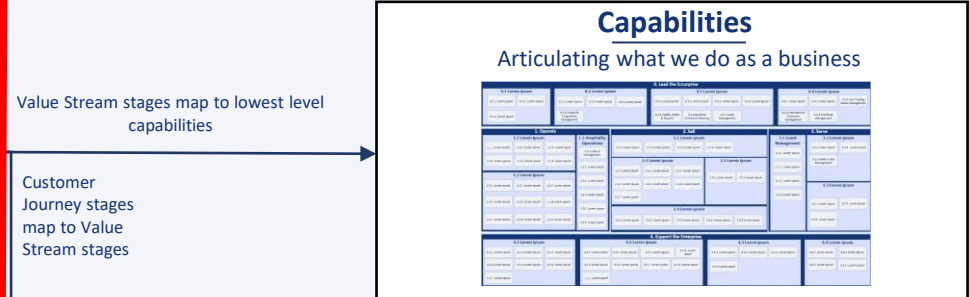
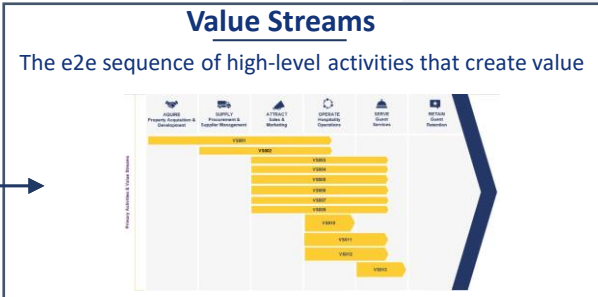
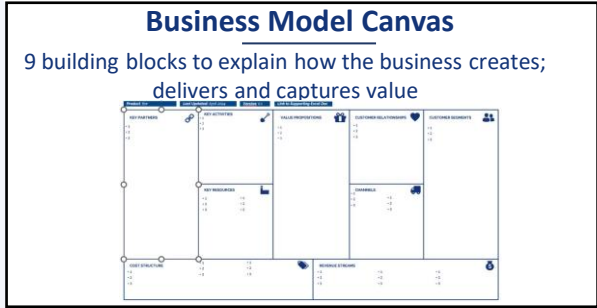
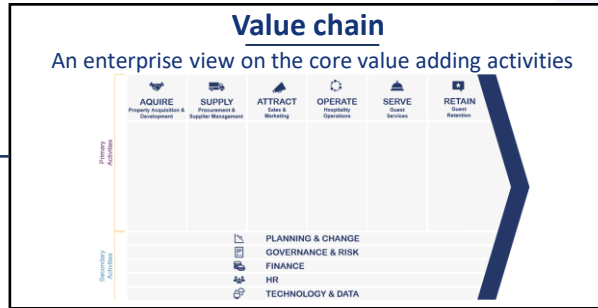
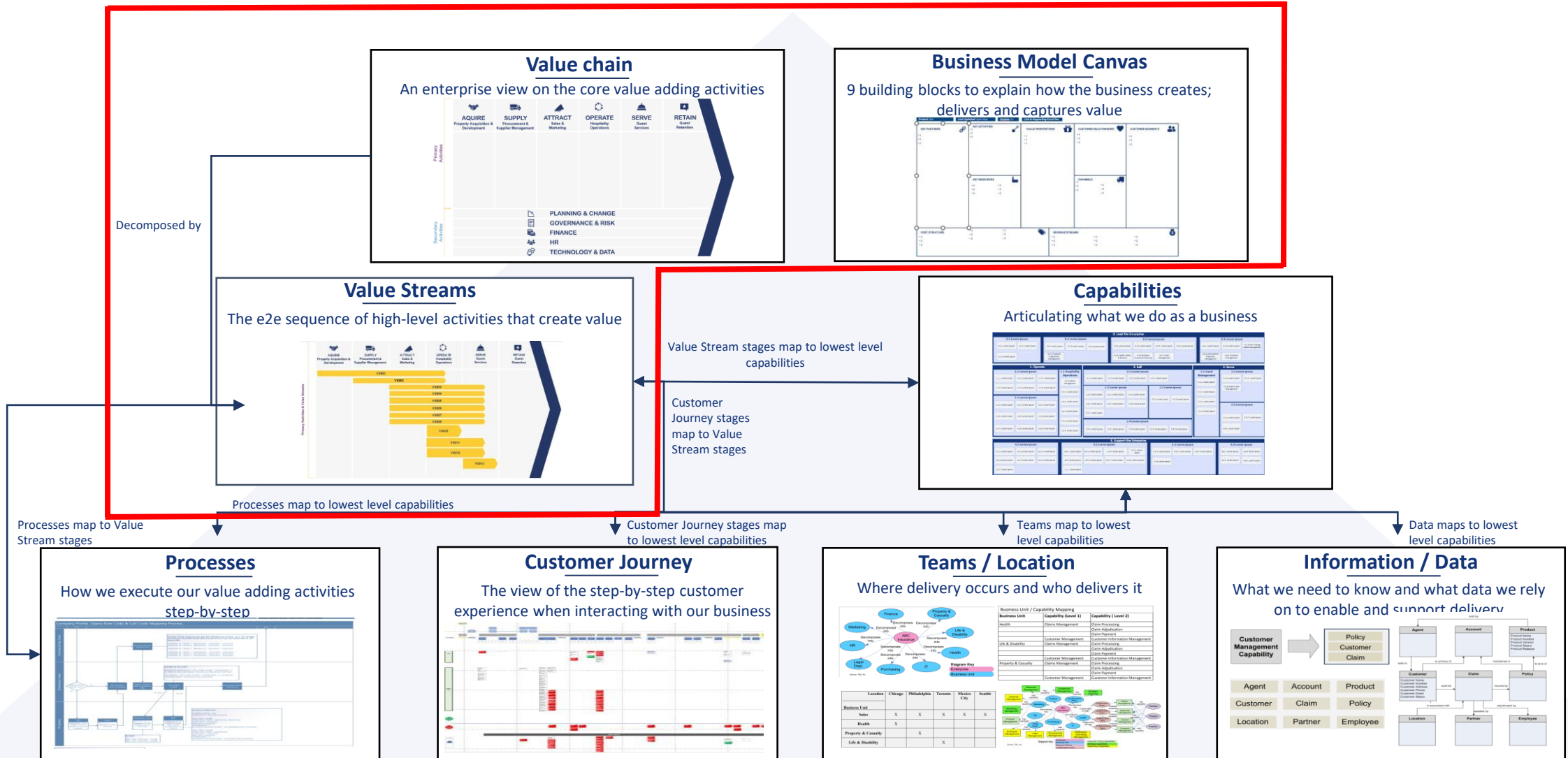
People

- Core Reply team
- Working group - Principal BAs, Reps from Architecture, Op Model Dev and Bus Change
- Steering group - Head of Architecture, Head of Op Model Dev
- Business stakeholders – Business Solution Owners (BSOs), SMEs

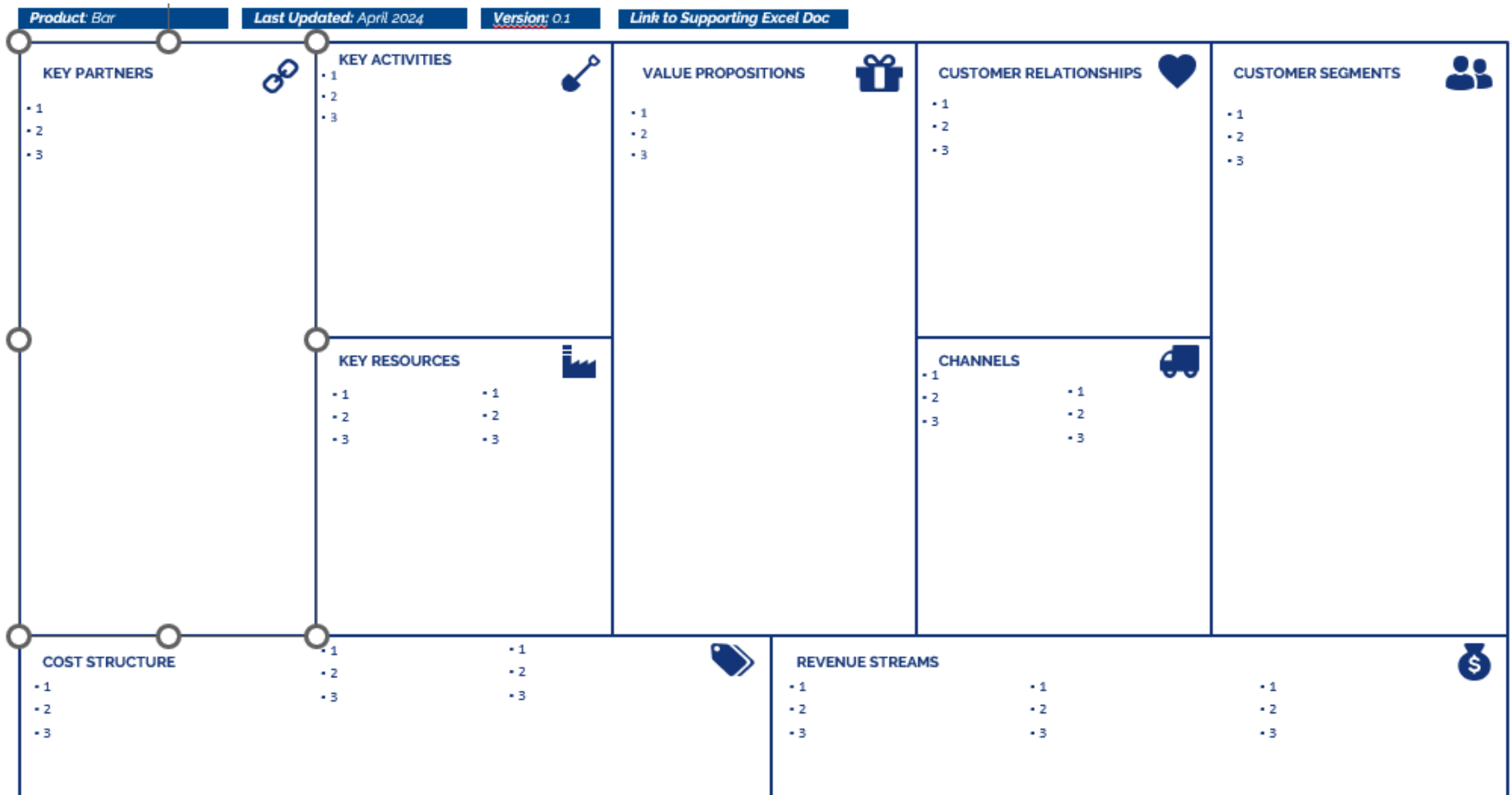
Principles

- Reuse existing material
- Use other projects to build out
- Focus on benefits in speeding up analysis

Metamodel



High-Level Views – Business Model Canvas

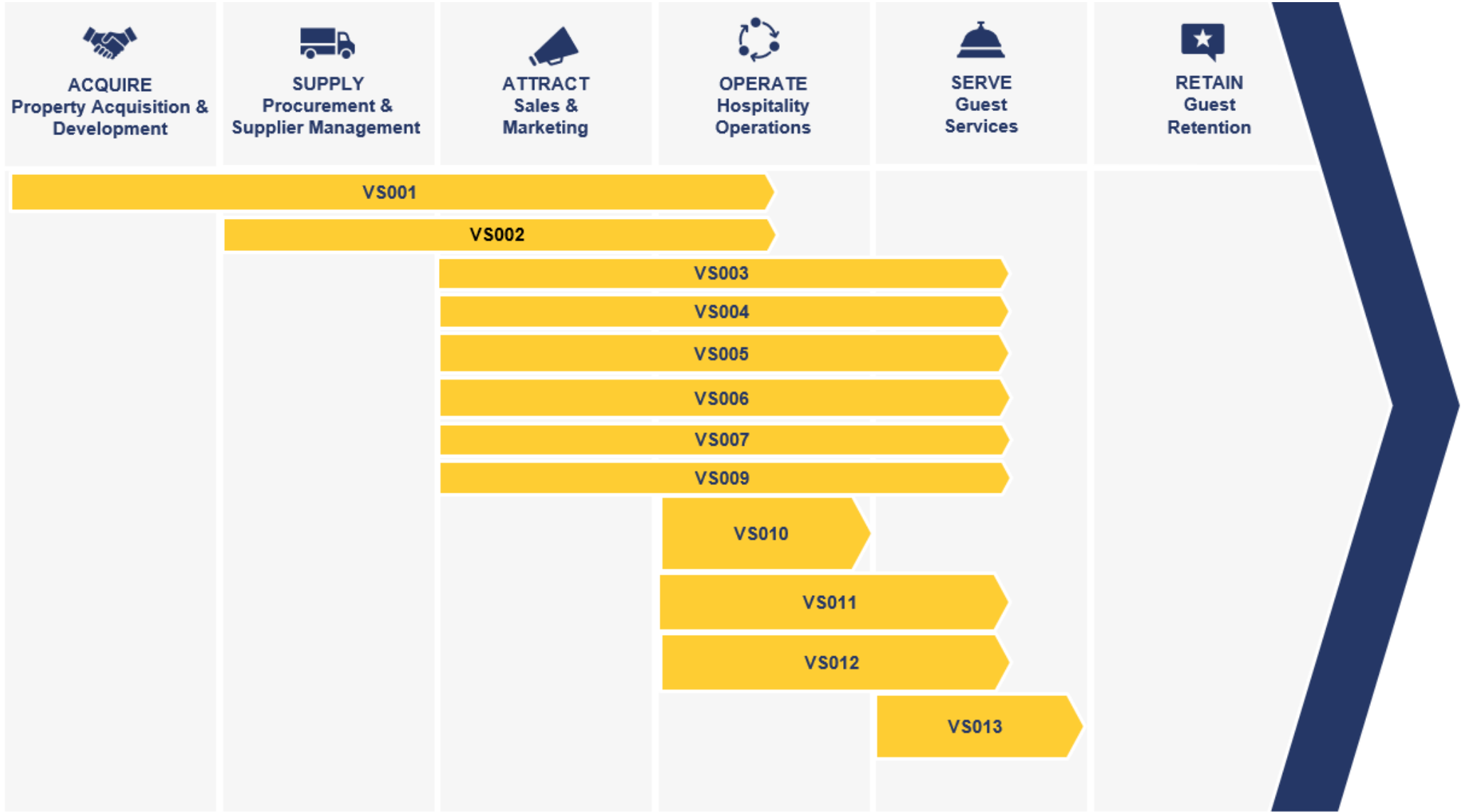


High-Level Views – Value Chain

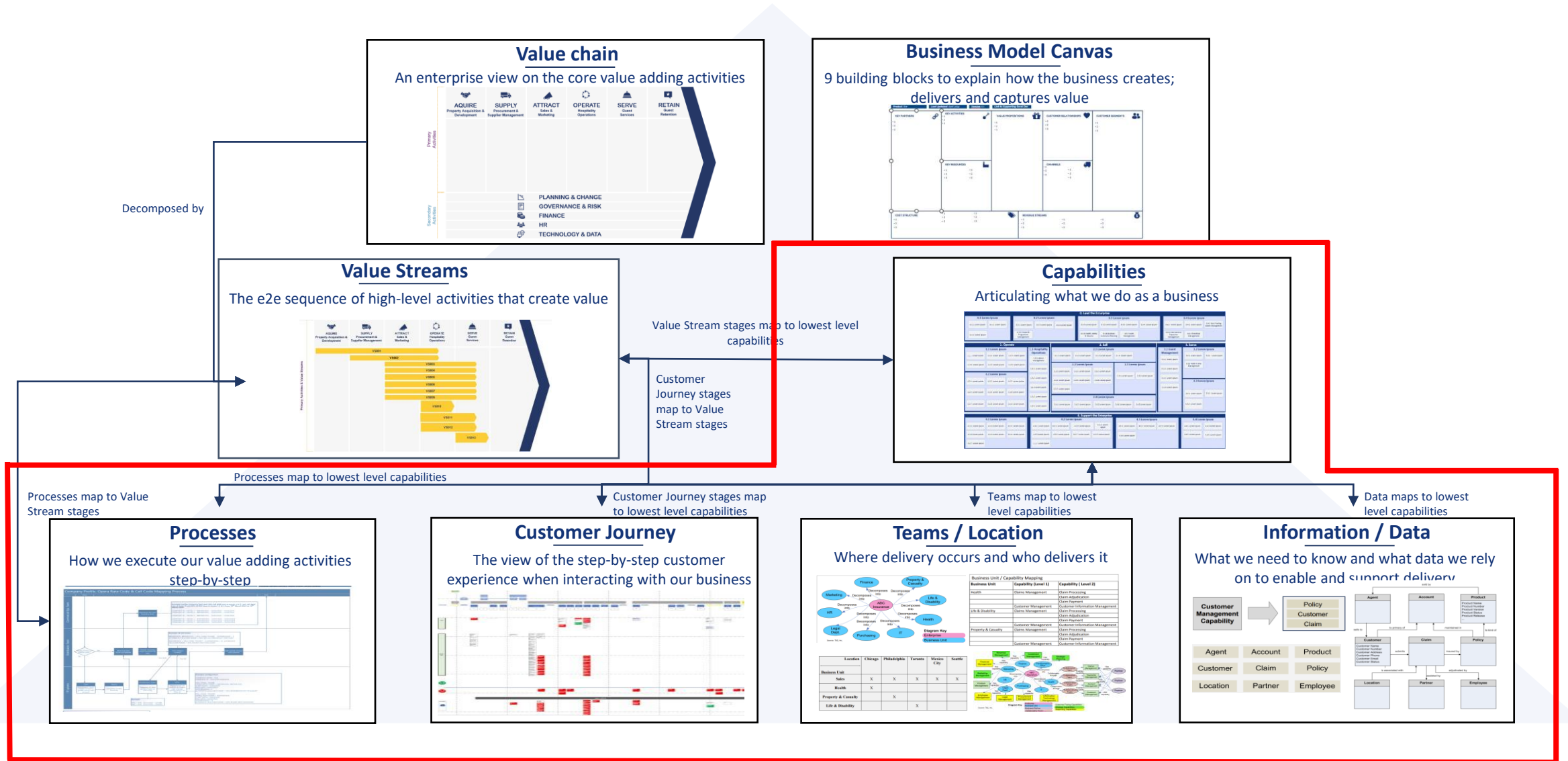


High-Level Views – Value Streams

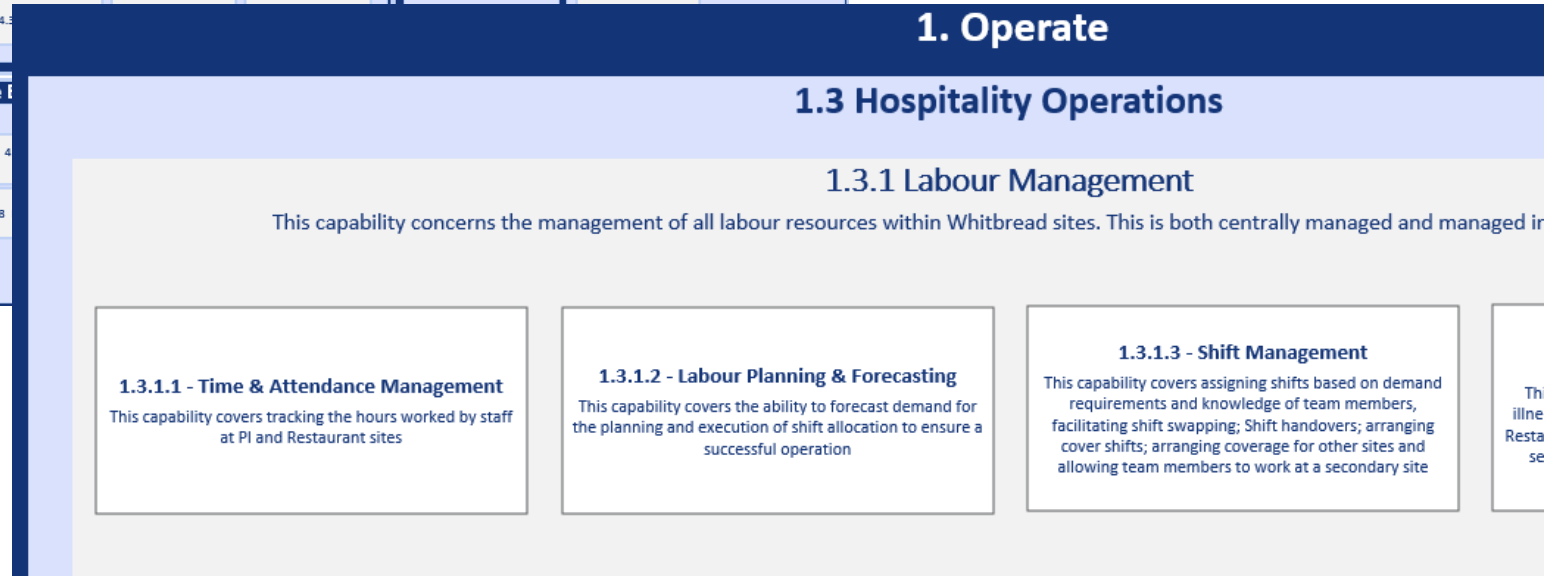
Primary Activities & Value Streams



Detailed Views – Capability Model, Process Models



Detailed Views – Capability Model

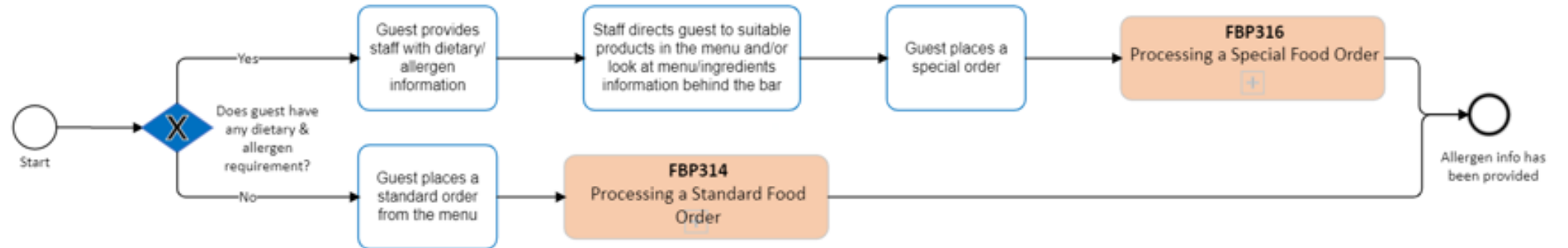


Detailed Views – Process Models

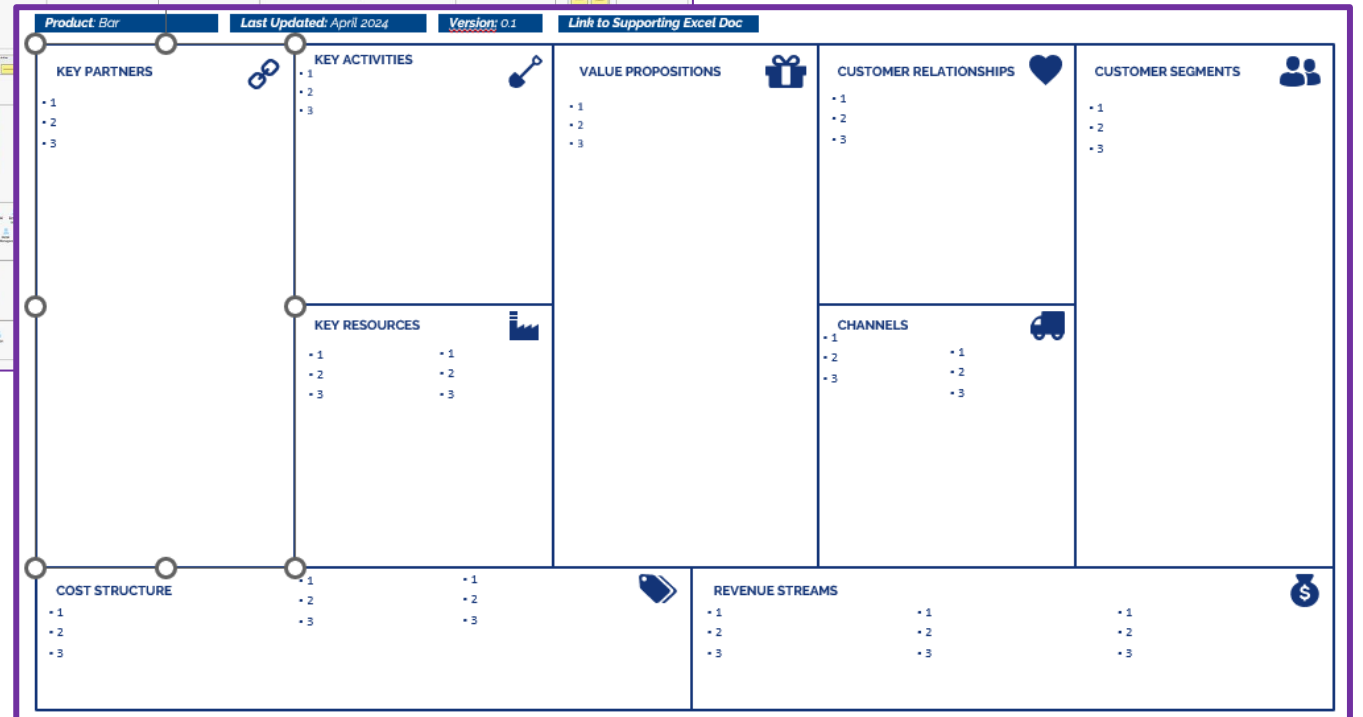
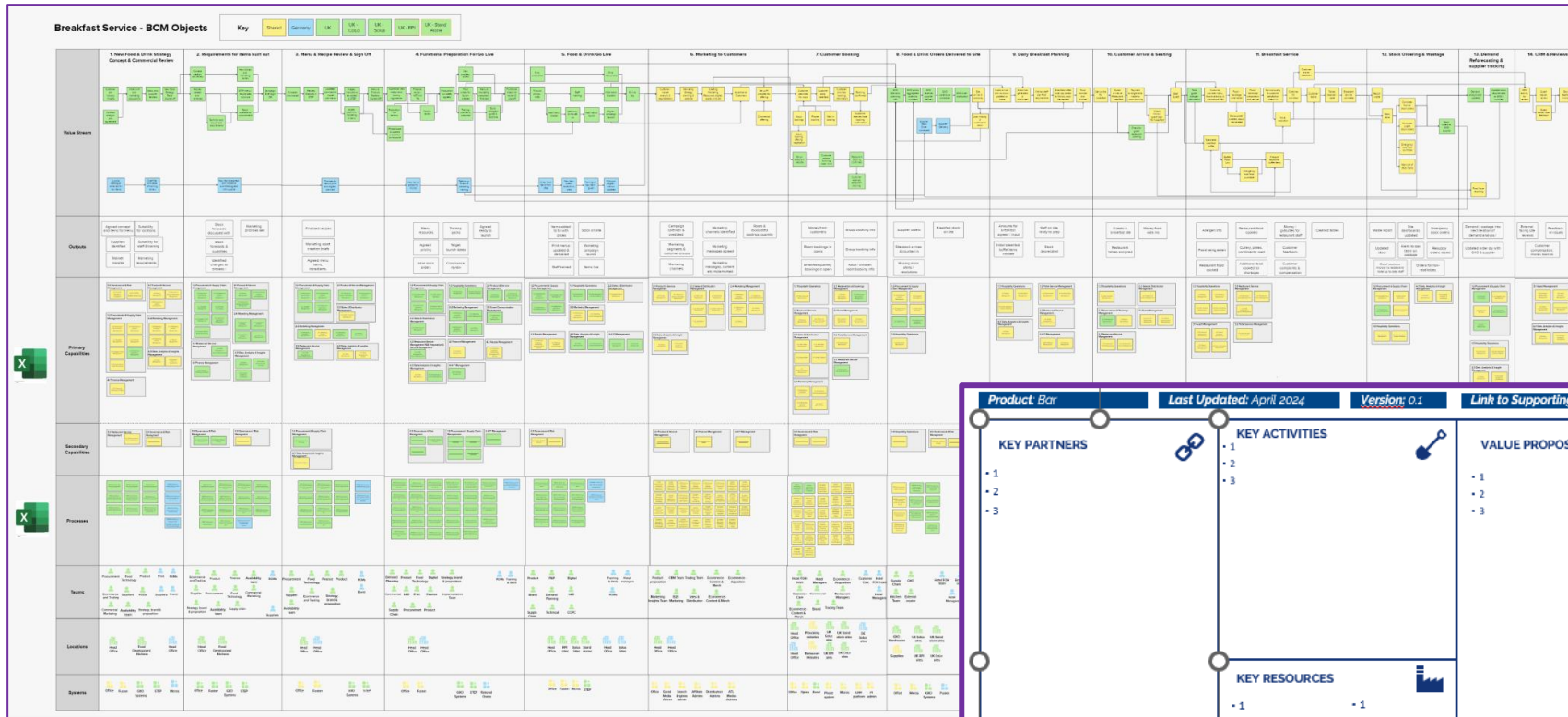
BCM L3	BCM L3 ID	BCM L3 Definition	Mapped F&B team	Team ID	Process name	Process ID	UK Pro
Operational Compliance Management	0.3.1.1	This capability ensures that sites are set up to serve guests in line with laws affecting daily operations. It covers Site Alcohol Licensing; Gaming Licenses; TV Licenses; Challenge 25 (ID of customers to prove they are the legal drinking age)	Licensing Manager	1.2.2.3.5	Carrying out audit checks for on site alcohol licencing	FBP1	Yes
Operational Compliance Management	0.3.1.1	This capability ensures that sites are set up to serve guests in line with laws affecting daily operations. It covers Site Alcohol Licensing; Gaming Licenses; TV Licenses; Challenge 25 (ID of customers to prove they are the legal drinking age)	Bar FOH team	1.2.2.8.15	Record keeping for Challenge 25	FBP2	Yes
Operational Compliance Management	0.3.1.1	This capability ensures that sites are set up to serve guests in line with laws affecting daily operations. It covers Site Alcohol Licensing; Gaming Licenses; TV Licenses; Challenge 25 (ID of customers to prove they are the legal drinking age)	Licensing Manager	1.2.2.3.5	Audit checks for site PCI compliance	FBP3	Yes
Operational Compliance Managememe	0.3.1.1	This capability ensures that sites are set up to serve guests in line	Licensing Manager	1.2.2.3.5	Audit checks for site gaming licenses	FBP4	Yes

FBP337 - Providing allergen information to customers in restaurant settings

Bar FOH Team



Product-Centric Views

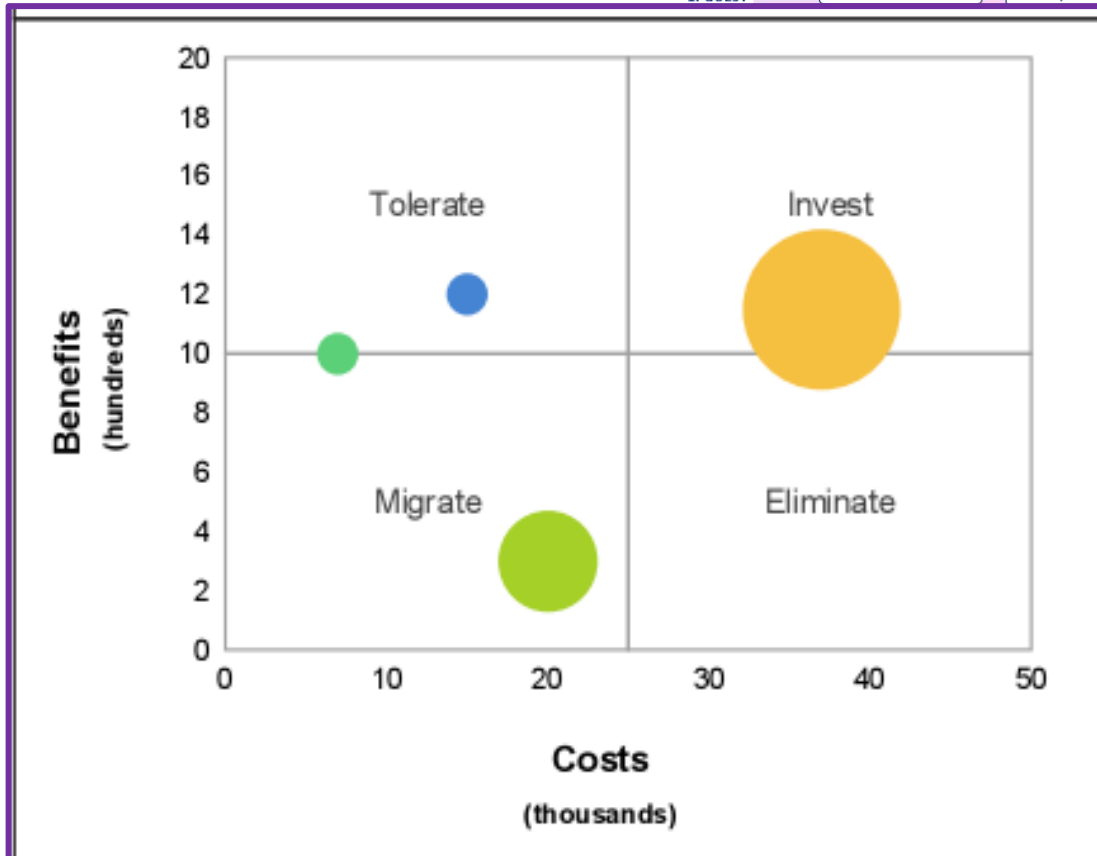
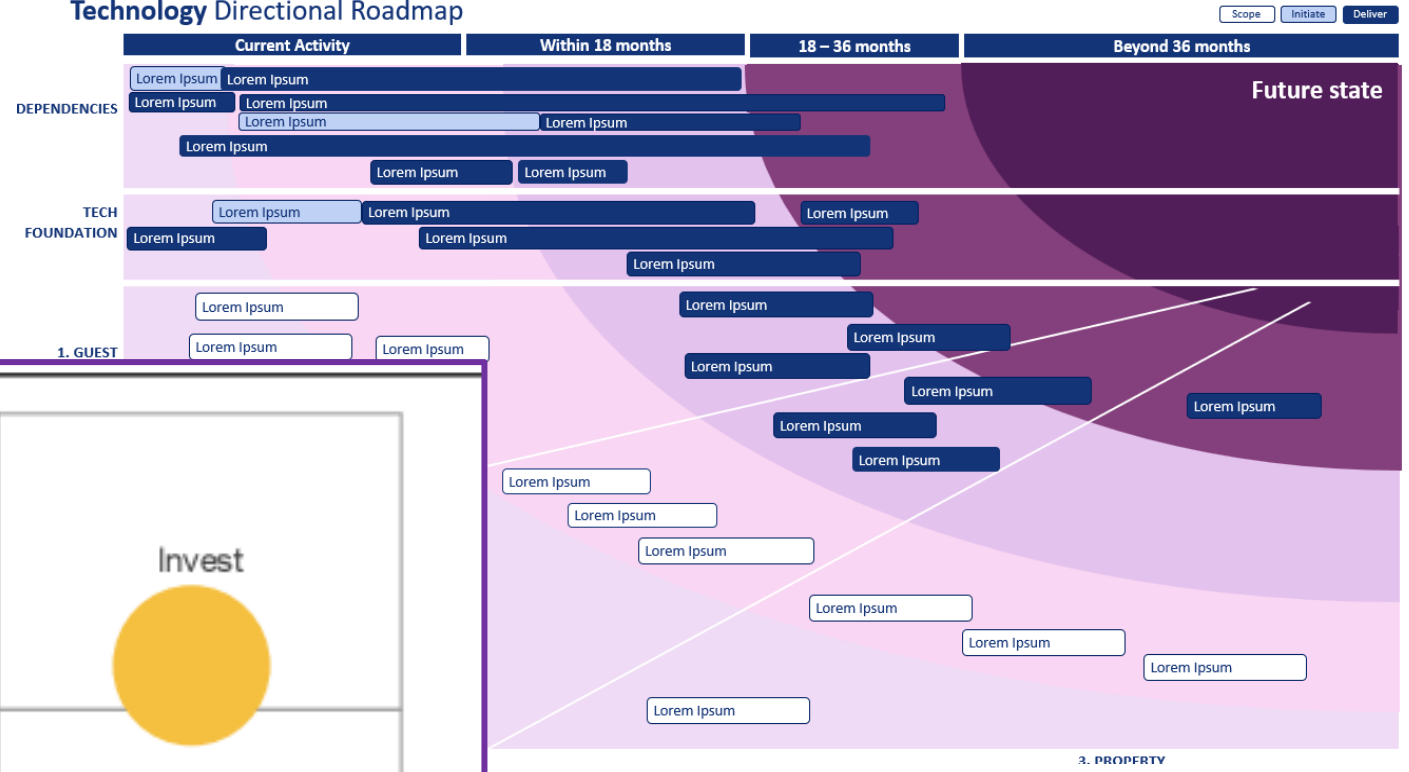


Tooling & Portfolio Analysis



Bizzdesign

Technology Directional Roadmap



Learnings

- Big undertaking - don't underestimate the effort
- Expect to be challenged by your business stakeholders - be stealthy in how you sell
- Be flexible - have an overview of where you want to get to, but be prepared to adapt
- Don't go down rabbit holes - keep it abstract until there's a need to understand the detail



The secret
ingredient?

**WHEN IT BECOMES
APPARENT.**

**When does a joke
become a Dad
Joke?**

A close-up photograph of a puzzle. The background is composed of light blue puzzle pieces. A single, larger yellow puzzle piece is the central focus, featuring a large, bold black question mark. To the left of the yellow piece, a small white rectangular note is pinned to the blue pieces with a red pushpin. The note has the words 'THANK YOU' written in black, hand-drawn capital letters.

THANK
YOU



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