

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.

# OEP 2/2

- 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 Transformation Project

Business  
Organization

A set of micro  
organisational  
structure

A set of micro  
artefcats

# *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 hypothesises #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 **DK1** 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?**”

## Snímka 7

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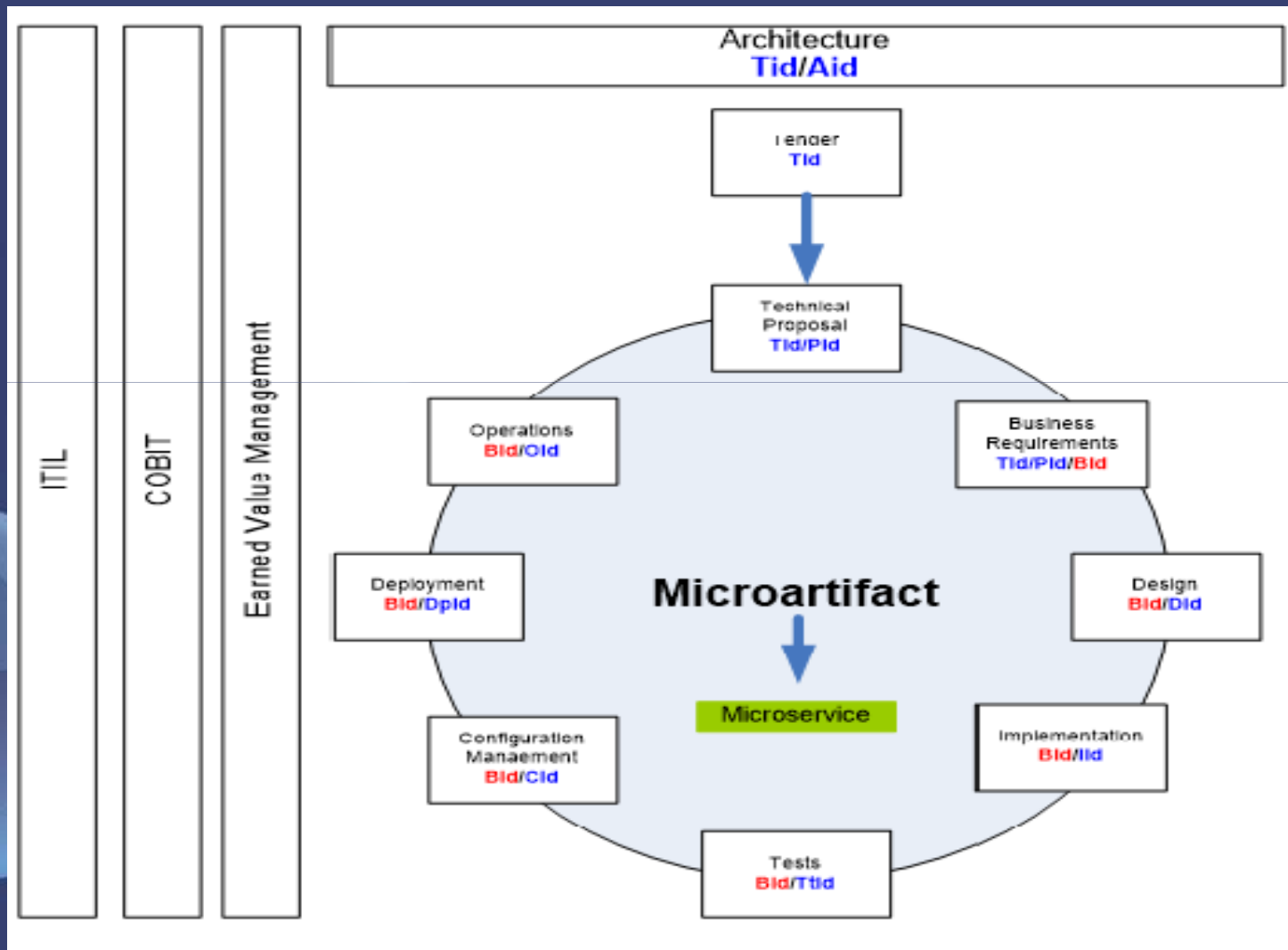
**DK1**

Ovo je izostalo 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

Micro-artifact

## Micro-artifact POC

### Tender and product information

Tender Id: SHIB  
Product Id: Claim Management

### Business Requirements

Business Id: Compute a Claim request

### Design

The design diagram illustrates a micro-architecture. At the top is the 'Global Entry point' which connects to an 'Exchange DB' (Exchange management). Below this, several services are shown: 'Service Repository', 'Warranty Service', 'Claim Service', 'Patient Service', and 'Organization Service'. The 'Claim Service' is connected to the 'Warranty Service' and the 'Exchange DB'. The 'Patient Service' and 'Organization Service' are also connected to the 'Exchange DB'. A 'Business DB' is located at the bottom right of the design area.

### Implementation

The implementation screenshot shows a logic flow diagram. It starts with an 'if' block containing the value '42' and a reference to 'MsC001'. Below the 'if' block is a 'do' block containing a 'change item by' block.

# 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 micro services.
- Micro services 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.