



OAKLIN

OAKLIN CAPABILITIES

Architecture

Bringing Strategy to Life



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Change is a constant. That is what all the textbooks tell us. The need for this change can be triggered by many events including shifts in corporate strategy, ownership, or in key personnel. Modern organisations must be agile and ready and willing to improve constantly, in order to stay relevant and competitive.

Whatever the reason for change there is always inherent complexity, risk and uncertainty associated with implementing change. Oaklin has an established reputation for helping our clients change in the most complex of environments and, having done so, enabling them to remain agile as they continue to evolve.

Visions and strategies for change often lack clarity or depth, may not be written in a way that is accessible to a wider audience,

or may simply be too sensitive for public consumption. Creating a clear picture of how change may affect an organisation, expressed in the language of that organisation, is an essential pre-requisite for change. Defining an Architecture is a way of articulating why change is required, and how it will be implemented.

In our experience, one of the biggest influences on an organisation's ability to achieve effective change is being able to continuously connect its change portfolio with the corporate strategy.

Oaklin supports our clients to create this picture through our **Architecture Framework**, a process in which we develop and maintain a Blueprint for the future organisation – enabling our clients to continuously align their change investments with the corporate strategy.

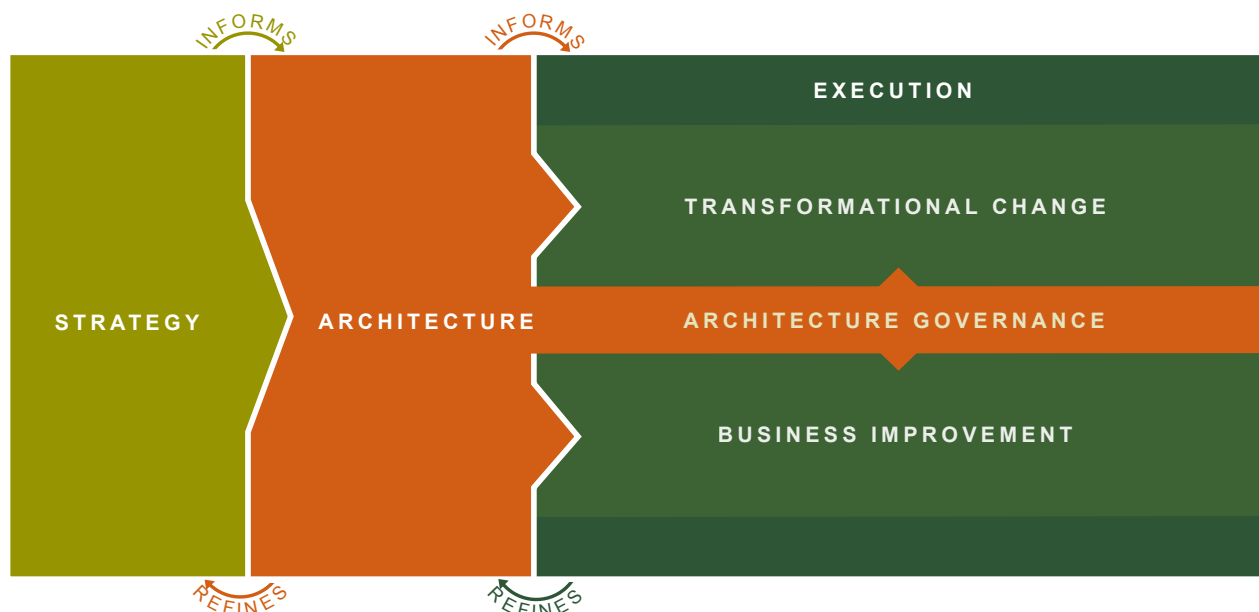
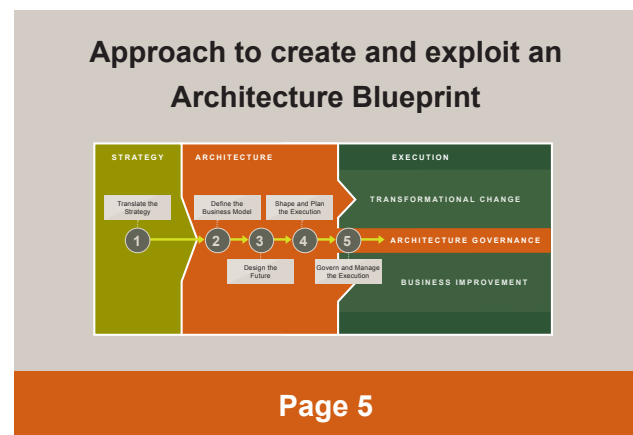
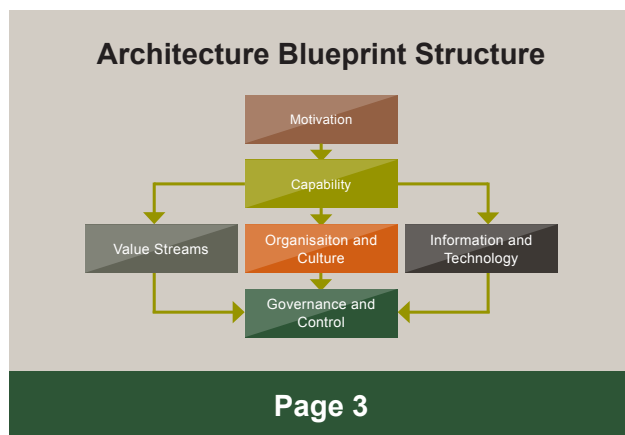


Figure 1: Architecture's central role in bringing strategy to life

Oaklin's Architecture Framework

Oaklin's Architecture Framework consists of a structured '**Blueprint**' for the future state of the organisation, married to a **proven approach** through which the Blueprint can be developed.

Once developed, the Blueprint can be exploited to guide, govern and deliver sustainable change and is maintained as a living resource as the organisation learns and evolves.



Architecture is a powerful mechanism to create an enduring, evolving and engaging Blueprint for change across an organisation.

Consider the construction of a modern building. Architects define a blueprint of the building that they intend to create before any construction begins. They take the overarching vision, budget and scope of the building, and create a design showing how it will look and operate once completed. It is impossible to imagine any serious construction project beginning without a blueprint for the building – defining the shape and aesthetics of the building, the materials to be used, how the people will move around it, where the pipework and wiring will be routed and so on. The same should be true for creating or changing modern, complex organisations.

Structuring the Blueprint for Change

The Blueprint is created to aid visualisation of the future organisation. It enables the implications of strategy to be considered from all aspects of an organisation. The Blueprint also acts as an alignment tool in the design of a new business model, and as a reference point during its construction and evolution

Oaklin's Blueprint consists of multiple interdependent views. These views work together to form an holistic and integrated architecture of the organisation. The Blueprint can be applied either to an existing organisation, a future target organisation, or both.

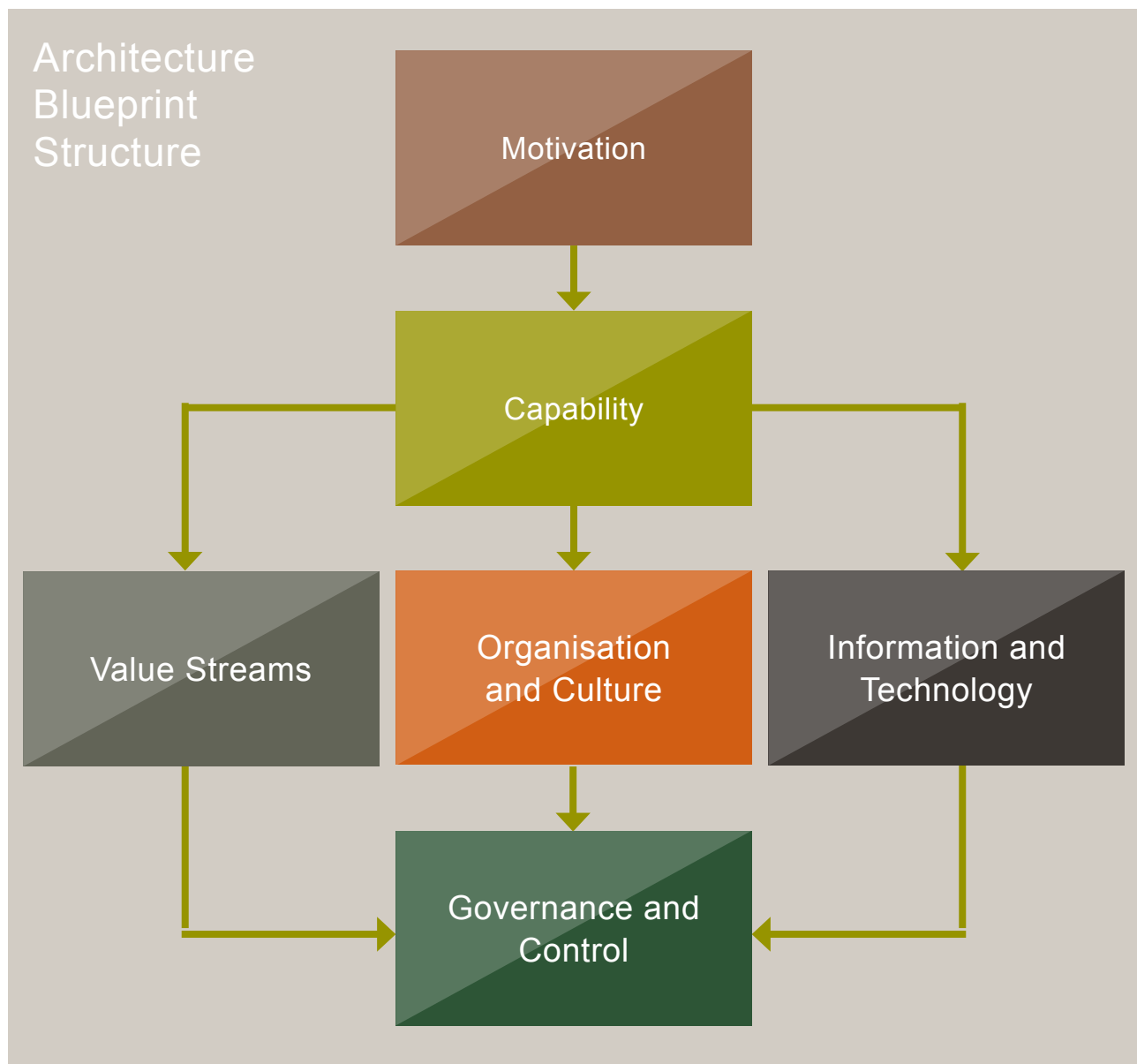


Figure 2: The integrated views within the Oaklin Architecture Blueprint

Motivational View

This represents the external environment and marketplace in which the organisation operates. This view is often the first to be created and is used at a high level to support the assessment of the strategy and implied change. It helps to show how the new organisation will be positioned within the market and helps assess the relevance of the change.

Capability View

This represents the capabilities of the organisation, or alternatively *what* the organisation wants to be capable of doing (rather than *how* it wants to do it), in order to implement its corporate strategy. This view is often decomposed into lower levels of detail to inform the requirements for the organisation to change.

Organisation and Culture View

This represents how an organisation's people are organised, and their roles and responsibilities. This view also informs how an organisation's skills may need to be developed to support the target state organisation and offers a perspective on the culture required for future success. This view will also distinguish between activity undertaken 'in house' versus use of external partners or outsourcing and can be extended to include perspectives on the physical location of people and activities.

Governance and Control View

This provides a perspective on the rules and control mechanisms (and hierarchies) required to manage both change initiatives and the resulting future organisation efficiently, effectively and safely.

Value Stream View

This represents the organisation of capabilities and end-to-end processes, often cutting through organisational silos, to highlight how value is created for an internal or external customer. A Value Stream View can be reflected through the eyes of different stakeholders such as customers, partners, shareholders and/or employees.

Information and Technology View

This represents the systems capabilities required to enable the future organisation to operate, focused on the applications and data that support efficient and effective value streams and governance of the organisation. This often includes the common semantics and information-based relationships for the organisation, and technology requirements to enable both the change itself and the future organisation.

Through every view, Architecture also places emphasis on the development and maintenance of key performance measures. These are subsequently used to measure both the success of change programmes, and also the operational performance of the organisation or function.

Architecture Approach: Creating and exploiting an Architectural Blueprint

In keeping with Oaklin's values, rather than a prescriptive method to be applied in any context, the Oaklin Architecture Framework is applied by our experienced Architects to deliver a Blueprint adapted to the specific needs of each client. It is fit for purpose in any situation because of its flexibility, and brings to bear many years of experience across complex change programmes globally.

The Oaklin Architecture Approach consists of five logical phases of work to create and exploit the future state Blueprint and provide a direct linkage between strategy and execution. These phases are represented in figure 3.

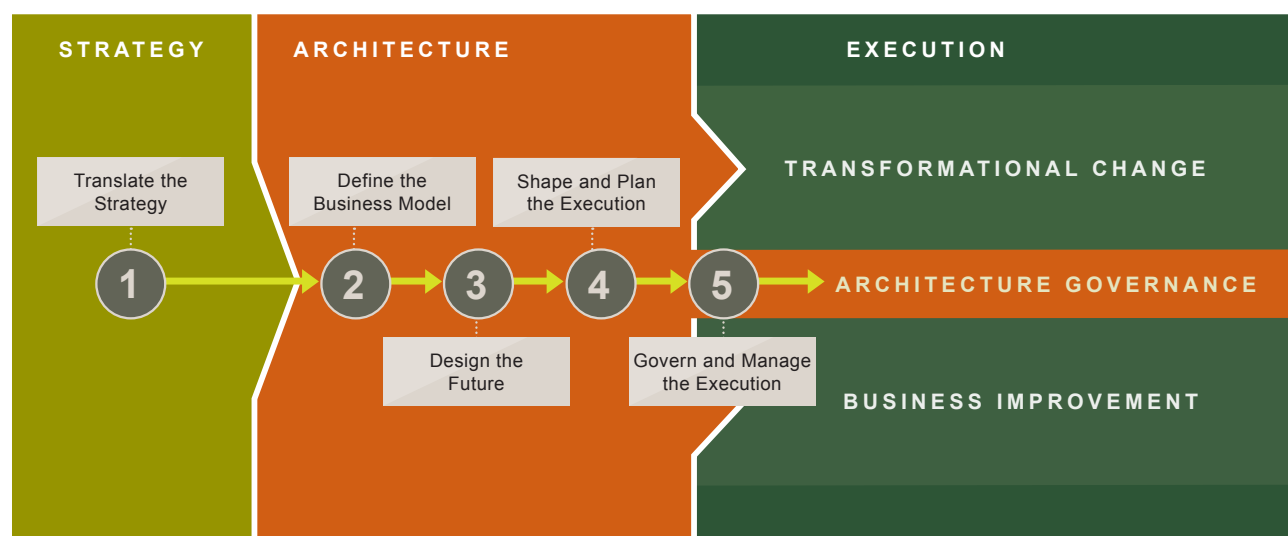


Figure 3: The 5 distinct phases of the Oaklin Architecture Framework

Phase 1 and 2

Phase 1 (**Translate the Strategy**) and Phase 2 (**Define the Business Model**) enable the organisation to define and test the implications of the strategy and prepares for the definition of (and stakeholder alignment on) the future state.

Phase 2 considers the strategic implications on customers and other key stakeholder groups. It highlights how change will impact the rest of the organisation and associated components (e.g. outsource arrangements and strategic partners).

Phase 3

It is within Phase 3 (**Design the Future**) that we work with our clients to develop the detailed Blueprint itself, defining the future state and comparing it to the current. From this Blueprint the organisation can start to assess the impact, and to shape and plan the execution of change.

Phase 4

Through Phase 4 (**Shape and Plan the Execution**) we will assess the scale and impact of the changes implied within the Blueprint. In doing so, we can then shape and prioritise the work required to deliver the future state, assessing different implementation options (for example balancing business process change with investment in new technology) to create portfolios of change initiatives to be undertaken over a defined period of time, typically 3 to 5 years.

Phase 5

The Architect remains fully engaged through Phase 5 (**Govern and Manage the Execution**) to ensure the delivery of the Blueprint and hence the execution of strategy through both Business Improvement and Transformational Change initiatives.

CASE STUDY

Information Security Blueprint and Transformation

Oaklin was engaged by the utility client's Chief Information Security Officer (CISO) to perform a high level review of their existing strategy and supporting operating model. The objective was to produce a comprehensive service catalogue focusing on internal customer outcomes and to shape the relationship between the Cyber Risk Information Security (CRIS) team and the wider business. Developed within a 3-month period, the final output included a delivery plan to implement the proposed changes to the CRIS Operating Model along with a set of business engagement material for use in communicating the role of CRIS, in order to increase adoption of information security best practice and behaviours.

Why is Architecture important for today's organisations?

Architecture's role in the virtuous cycle of change execution

From Oaklin's experience, embarking on either large scale or incremental change is more likely to yield success when there is a clear picture of the destination and the optimum route (roadmap) for getting there. By using Architecture to create the Blueprint, translating the strategy and visualising the holistic plan for delivery, organisations are better placed to understand and execute the strategy, and will be more able to respond to future change efficiently.

Oaklin's Architecture Framework can also be applied to digital transformation programmes, preparing an organisation for a step change to the critical fast-paced, agile and organisation-wide integrated change implied.

Having invested in the creation of a Blueprint for change, organisations will be well-placed to benefit from a virtuous cycle of improved execution of change, as shown in figure 4 below:

Increasing Organisational Agility

Once a clear picture of an organisation's future state is available from the initial Blueprint, it is possible for that organisation to become increasingly agile in making the required changes happen.

By having a clear and widely understood picture of the organisation, it becomes easier to model the impact of further potential change on the organisation. A well-maintained Blueprint can also highlight how much effort will be required, and key dependencies of these decisions. With more information, leadership teams can make better decisions more quickly.

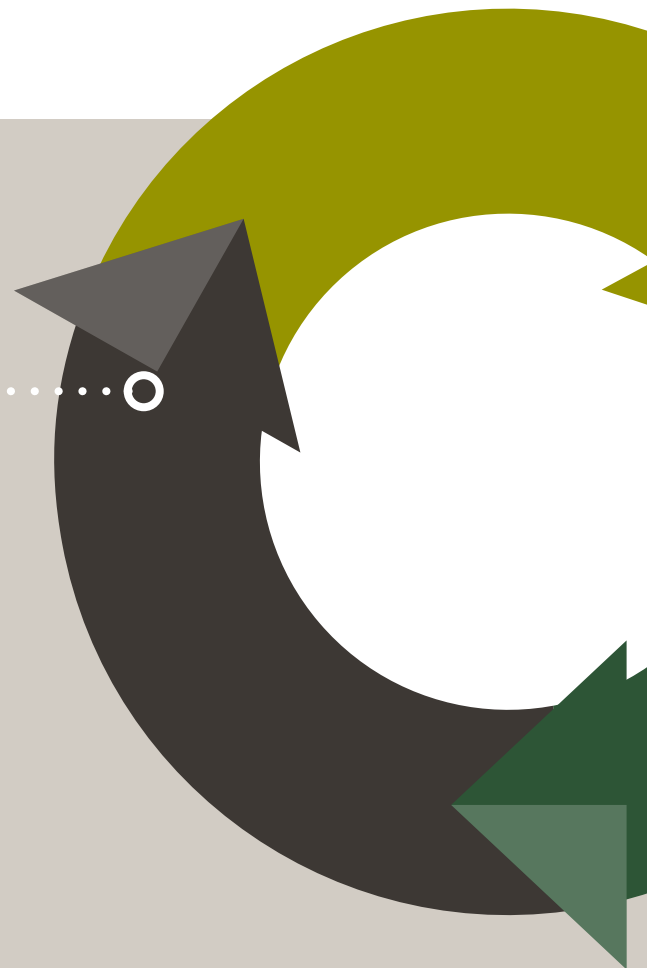


Figure 4: The virtuous cycle of change execution, as enabled by Architecture and the development of a Blueprint



Designing Business-Focused Change

Often the most robust and well-defined strategies can fail when the organisation is asked to effect the required change at an operational level. A few examples of the symptoms of this include a lack of internal capability or capacity to achieve change, or buy-in from key stakeholders and employees, a poor grasp of the dependencies between change initiatives, or a failure to understand the complexities of replacing legacy technology.

The Oaklin Architecture Framework focuses on translating the strategy into a meaningful and pragmatic picture (a Blueprint) of what these challenges are for a specific organisation, and how to overcome them. This Blueprint enables the organisation to:

- Understand the impact of strategy decisions on the organisation as a whole;
- Validate if the strategy and resulting change will deliver the desired results;
- Understand the gap and therefore required quantum of change between the current state and the target state;
- Help to shape and mobilise for the execution of change by aligning the organisation in an agreed direction;
- Understand to what extent the current change initiatives and investments will help deliver the strategy.

The Blueprint enables change managers and communications teams to draw direct links to the underpinning strategy driving the change, helping the broader organisation to engage and understand.

Improved Portfolio and Programme Management

A Blueprint enables the organisation more easily to identify and manage inevitable inter-dependencies emerging during the execution of change. This is a critical component of programme and portfolio management. In particular the Blueprint enables organisations to improve the interaction between the two primary modes of change delivery, Business Improvement and Transformational Change:

- **Business Improvement** delivers continuous, iterative, incremental enhancements to the organisation. More often delivered as part of business-as-usual activities for team managers, and typically not proactively coordinated across the organisation itself.
- **Transformational Change** more frequently involves major, fundamental change to the organisation - often through extensive portfolios of programmes and projects.

Oaklin's Principles of Architecture

Forward looking

The Oaklin Architecture Framework focuses on designing the future, without the shackles of the current state. While the "as is" position will be considered to understand the implications of change, Oaklin's framework starts with understanding what the future holds.

Holistic

Our Architecture Framework cuts through organisational, technological and informational boundaries. Oaklin believes this is critical in shaping real effective change to avoid one area of an organisation to become more efficient at the expense of other areas.

Evolving

We believe change is informed and shaped by understanding a future state Blueprint. However, the Blueprint must be refined and continuously managed to ensure lessons learnt are captured throughout the execution of change. As the strategy evolves, so will the Architecture required to visualise that strategy.



Customer-centric

Never has building an organisation around the customer been more important than in the age of 'digitalisation'. Whether driving lower costs or improving service propositions; organisations must be prepared to compete with both market disruptors, or existing competition utilising digital in new ways.

Flexible

The application of Oaklin's Architecture Framework will always be tailored to a specific organisation or problem. This is to ensure a bespoke blueprint for YOUR strategy execution, which is fit-for-purpose and ever-evolving.

What value does Oaklin bring?

As highly experienced and qualified specialists in supporting organisational change, Oaklin have an established reputation for delivering change in the most complex environments. Some of the key assets which all Oaklin Architects bring include:

External perspective	Organisations are often well-versed in understanding what happens in their own industry but can be less aware of what has worked well in other sectors. Oaklin Architects bring cross-sector experience and will apply this insight to the specific requirements of the client and their sector.
Independence	Oaklin always puts our clients' interests first. Oaklin does not have any external investors, alliances with third parties or software vendors which might skew the independence of our work or our advice.
Knowledge and Best Practices	All Oaklin Architects and consultants are experienced in assessing existing business models, as well as designing and implementing new ones. This includes awareness of the latest industry thinking, methodologies and common challenges to be navigated.
Change Management	As well as being well-versed in working with complex information and a deep appreciation of how organisations function, all our Architects understand what is required to deliver change effectively, with many formally qualified in change management best practice (e.g. PROSCI).
Digitally Aware	With a long heritage in digital transformation, Oaklin ensures that a digital lens is applied to all problems we are asked to face. This includes ensuring we are aware of up-to-date digital solutions that our clients may wish to leverage as part of their Architecture.
Experienced and Qualified	All of Oaklin's lead Architects have undertaken multiple complex change programmes, across multiple sectors. They are all BCS-certified Business Architects, and active members of the Business Architecture Guild.



CASE STUDY

Strategic Transformation Blueprint – Retail Sector

Enabling the launch of a value creation programme for a pan-Canadian retailer, Oaklin was asked to build consensus across the Executive Leadership Team to align their strategic agenda for the next three years. The work focussed on developing the case for investment in defining a three-year vision and roadmap against which a portfolio of change initiatives could be prioritised. By applying the Oaklin Architecture Framework, the client was able to define the Value Creation Programme, providing a clear line of sight between seven strategic priorities underpinned by numerous enabling activities, each with clear ownership from an Executive Leadership Team member.



CASE STUDY

Digital Transformation – Global Media Player

Playing an integral component of the wider transformation of the Out-of-Home (OOH) media marketplace, Oaklin Architects have supported a leading media owner to shape and execute their digital transformation. Applying the Oaklin Architecture Framework, the programme has required the definition of an end-state Blueprint. The Oaklin team remained engaged in the subsequent change programme, playing an Architecture Governance role. At the mid-point in the transformation, the Blueprint continues to play a critical role in the articulation and governing of change, and underpins a market-wide programme to adapt sales and trading behaviours in order to grow revenue and yield. The Blueprint includes a detailed future market architecture, full organisational design, a commercial policy and governance framework, a set of detailed technology requirements and a year-long process transformation initiative married to a cultural change programme.



About Oaklin

Who we are

Oaklin is an independent management consultancy firm. We focus on understanding and solving our clients' biggest challenges. We specialise in placing small teams of experts who typically work alongside our clients' teams, bringing the capability or capacity enhancements that are needed.

Our clients value our versatility and practical expertise, underpinned by our core principles of trust, integrity and openness. As a result, over 90% of our work comes from repeat business at existing clients and referrals into new clients.

We specialise in taking a select number of high-impact roles that make a real difference to an organisation. We do not seek to take over or

deploy large pyramids of juniors. We have no internal targets or commercial alliances. As a result, we are frequently trusted by our clients to help select, negotiate with, and manage other third parties, including global systems integrators.

We advise leaders, shape transformation and lead delivery, connecting strategy with execution and translating aspiration into reality. We are always happy to stand by our advice. We believe in our recommendations and are willing to implement them if asked. We recognise that you engage consultants for when things are hard, not for when they are easy. Oaklin will stand with you to understand and help resolve your biggest challenges.

What our clients say about us

Our clients include FTSE 100 and Fortune 500 companies across multiple sectors.

Our sector experience includes Energy and Resources, Engineering, Financial Services, Health, Hi-Tech, Manufacturing, Media, Public Sector, Retail, Shipping and Telecommunications.

“In short, they are great guys, knowledgeable and easy to work with. I would recommend speaking with Oaklin if you are looking to set up or improve a major transformation programme - and if you want to engage with professionals who genuinely care.”

Head of Architecture, Retail Sector

“Oaklin provided us with experienced transformation professionals who were genuinely easy to work with. From the outset Oaklin invested time to get to know our team, striking an appropriate balance between leading and supporting the delivery of our programme.”

Head of Group Accounting, Wholesale Sector

“In providing expert Architecture, Change Management and Programme Management support, Oaklin has been pivotal to shaping our digital capability.”

Chief Commercial Officer, Media Sector

“Oaklin provides invaluable advice and delivery support for our strategic projects. They are a crucial part of our ability to deliver change across the business.”

Chief Executive, Oil and Gas Sector



Get in touch

Please contact us if you would like to discuss any elements of our Architecture brochure or how, through our Architecture Framework, Oaklin can help you to align change investments with corporate strategy.

enquiries@oaklin.com

+44 (0)20 3927 3710

www.oaklin.com