



# Strategically Enabled Enterprise

IDENTIFYING THE HOT SPOTS OF OPPORTUNITIES AND FOCUS AREAS OF IMPROVEMENT

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## SEE Enterprise Pain Points

Without true synergy, enterprises can suffer from organizational checkmate where its experiences little or no competitive advantage through a lack of value innovation that results in poor revenue growth and lack of productivity optimization. Combined with misconceived business strategy, outdated business model, non-dynamic business capabilities, and non-adaptive IT architecture an enterprise can reach a state of stalemate. This results in the enterprise suffering from time dilation where it accomplishes less with more relative to its competitors and industry.

Furthermore, the workplace can suffer from unmanaged counter-cultures that can create an unproductive workplace with a disengaged workforce and disconnected organizational structure. A sub-conscious state of inaction ensues between business areas that create organizational inertia. Equally there can be the subtle opposition of equally powerful uncompromising stakeholders that results in neutralization of their intended mutual interests. The improper leveraging of exiting and new, emerging technology also has an impact on the enterprise being able to achieve its objectives.

## Enterprise Challenges

To unravel the enigma of subpar performance an enterprise must address the broad challenges related to the business, organizational, and technology architectures.

<b>Competitive Checkmate</b>	The enterprise struggles to effectively compete within the same marketplace becomes incapable of achieving desired market results in order to maintain enterprise viability.
<b>Enterprise Stalemate</b>	A position that an enterprise finds itself where it cannot create transformational change that leads to a lack of sustainable synergy in order to maintain enterprise vitality.
<b>Enterprise Pain Points</b>	The general identification of the business barriers, organizational forces, and technology limitations that exist in order to determine the magnitude, scale, and scope of enterprise challenges.
<b>Business Gridlock</b>	Occurs in which little or no progress is made toward achieving objectives, fulfilling directives, and accomplishing initiatives because of business barriers that exist throughout the workspace.
<b>Organizational Inertia</b>	The resistance to stakeholder development and enterprise change because of organizational forces at play within the workplace.
<b>Technology Breakdown</b>	The inability to function at optimal capability because of the misalignment and mis-utilization of technology capabilities and services throughout the enterprise.

# Enterprise Pain Points Model

The Enterprise Pain Points model shows the relationships and relevancies that can cause enterprises to succeed at a subpar level to the extent of extreme failure. Figure 1 shows the model in which the broad pain points can be seen as the adaptation of the Osterwalder business model within Kaplan and Norton's four perspectives. It is designed to show the key relationships in order to create a context and maintain a perspective in order to bring greater clarity to the challenges that enterprises face.

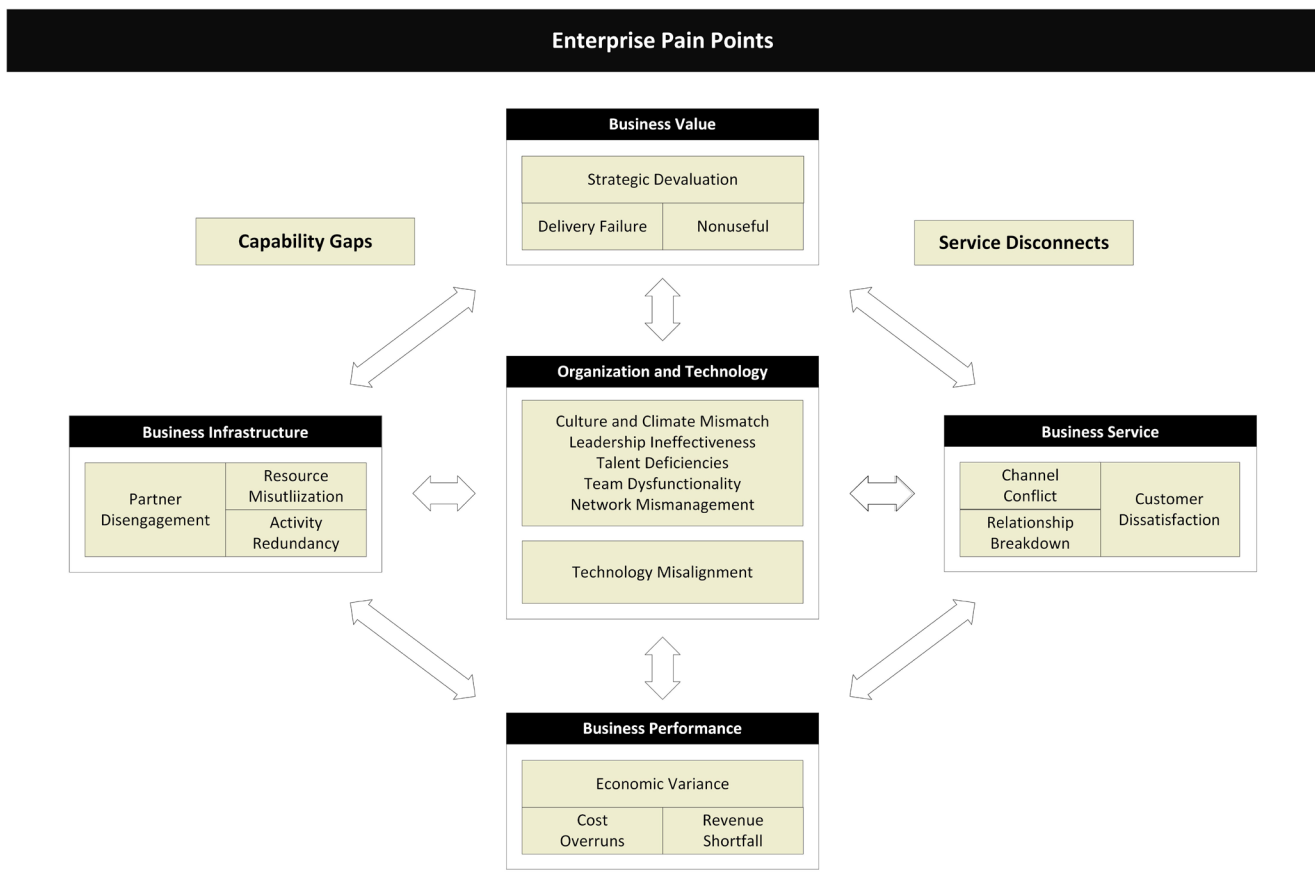


Figure 1 – Enterprise Pain Points

## Business Barriers

The following are examples of business barriers that influence business rationalization:

- Little or no multilateral assessment that includes organizational and technology architectures.
- No bilateral partnership between business and technology.
- An outdated business model.
- Hard-wired business processes rather than loosely-coupled business capabilities.
- Misconceived, misaligned, and mistimed objectives, directives, and initiatives.

Based on Enterprise Pain Points model the following are the key business barriers:

Business Barriers	Description	Business Levers
<b>Misconceived Misaligned, and Mistimed Strategy</b>	Misconceived, misaligned, and mistimed strategy can set the wrong intent and motivation for the enterprise. From the top down the strategy of the enterprise must be coherent and consistent at all levels of the enterprise. This ensures that the strategy defines clear objectives, set the correct priorities, makes the right investments, and uses the right resources in the right way at the right time.	Strategy Planning
<b>Outmoded Business Model</b>	Organizations have always dealt with change, but seldom did they have to become distinctively different so frequently, so quickly. No longer can the business model of an organization remain static, but must continually innovate.	Business Model Generation
<b>Business Capabilities Gaps</b>	Over and under utilized resources, business activity redundancy, and partnership mismanagement leads to poor delivery of services that does not create high-performing, value creating, and service-oriented business capabilities. Paramount is an organization's ability to reconfigure their capabilities in order to respond to rapidly changing environments.	Operations Management Business Process Management Partnership Development
<b>Business Service Disconnects</b>	Better services demands better integration and collaboration between other business capabilities. Greater channel synergy and stronger relationships are key.	Customer Relationship Management

## Organizational Forces

The following are examples of organizational forces that influence organizational development:

- Culture and climate are not aligned with the business objectives. Sub cultures are not managed and counter cultures are not addressed.
- Efficient management prevails, but real effective leadership is lacking.
- Employees are not engaged in their job and not fully committed to the organization.
- Organizational networks are not a part of the official hierarchy and deprived of resources and management attention.

Based on Enterprise Pain Points model the following are the key organizational forces:

Organizational Forces	Description	Organizational Levers
<b>Organizational Culture and Workplace Climate Mismatch</b>	A positive, reinforcing culture and energized workplace creates the right environment for change. This environment must permeate throughout the organization while the sub cultures are managed and counter cultures addressed.	Culture Cultivation Workplace Development
<b>Leadership Ineffectiveness</b>	Strategic and operational leadership is a critical force for setting the intent and motivation for organizational transformation. Leaders should inspire commitment, gain respect, build trust, and clearly articulate and communicate the reasons for change.	Leadership Development Leadership Succession Planning
<b>Workforce Talent Deficiency</b>	Paramount to change is having the right people working in the right environment that are passionate, committed, and engaged, This is only possible when developed within the right environment (organizational values, culture, climate, and leadership).	Talent Development
<b>Disengaged, Uncommitted Stakeholders</b>	Strategic importance of partnerships and external networks means engaging stakeholders who possess mutual interest with realized benefits combined with a shared vision and equal means to accomplish the enterprise's objectives within the organization's formal and informal structure.	Stakeholder Management

## Organizational Forces Continued

Organizational Forces	Description	Organizational Levers
<b>Team Dysfunctionalit</b>	<p>The effectiveness of a team lies not in its size, but its heterogeneity. Through diversity of age, tenure, competencies, and thinking and behavioral styles, a team can more efficiently achieve the objectives of its directives and initiatives.</p>	<p>Team Management</p>
<b>Organizational Structure Disparity</b>	<p>If not managed, these ad hoc, informal structures often compete with the formal structure, business activities, and working relationships that can stall, if not kill initiatives, degrade business performance, stifle product and service creativity, impede inter-functional coordination, and discourage enterprise-wide collaboration.</p>	<p>Personal Network Development Organizational Network Integration</p>

## Technology Limitations

The following are examples of technology limitations that influence technology investment:

- IT is not consider a strategic asset by the business, but an operational liability.
- IT maintains an internal technology view rather than an external business view.
- Technology not aligned with business objectives.
- IT does not operate as a provider of innovative services and solutions.
- Technology not leveraged across business capabilities.

Based on Enterprise Pain Points model the following are the key technology limitations:

Technology Limitations	Description	Technology Levers
<b>IT Capabilities Gaps</b>	Traditionally the business dictated the IT budgets and prioritized expenditures or gave free reign to IT to operate in a black box. The new role of IT is not to respond to business change, but also drive it. This implies that the technology organization is recognized as a strategic value creator that places the CIO as an active participant in the strategy process as well as in the board room rather than in the back office.	IT Organization Design
<b>IT Service Disconnects</b>	Strategic value is created when the technology organization provides technology services that serves the business customer's needs or solves their problems. Also, performance is measured against the business and organizational goals and objectives.	IT Service Management
<b>Unleveraged Existing Technology and Unexploited Emerging and New Technology</b>	Technology organizations today must operate as business that brings value to the organization. Differentiated capabilities, services, and infrastructure that are difficult to imitate, aligned with business objectives, and leveraged across the enterprise.	IT Organization Design Technology Design, Development, and Deployment



## Enterprise Pain Points Assessment

To address enterprise failure, assess the enterprise pain points in a systematic manner. This entails the assessment of the workspace and workplace to determine the enterprise’s viability and vitality.

Enterprise Workspace – Viability	Enterprise Workplace – Vitality
<ul style="list-style-type: none"> <li>▪ Business Mission and Vision</li> <li>▪ Business Strategy</li> <li>▪ Business Model</li> <li>▪ Business Capabilities</li> <li>▪ Technology Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational Values</li> <li>▪ Organizational Culture</li> <li>▪ Workplace Climate</li> <li>▪ Leadership Development</li> <li>▪ Talent Development</li> <li>▪ Stakeholder Management</li> <li>▪ Team Management</li> <li>▪ Organizational Networks</li> <li>▪ Organizational Capabilities</li> </ul>

Once the enterprise pain points are identified, an enterprise can ascertain the magnitude, scale, and scope of those pain points:

Magnitude	Enterprise assessment evolves around “hot spots’ of opportunities, ‘focus areas’ of improvement, or a combination of the two.
Scale	The extent of the pain point that an enterprise must address to create value that ranges from enterprise to business area, group, and individual levels.
Scope	Establishes where to focus on the enterprise challenges. These challenges can be viewed and managed within the four perspectives and across the three architectures that provide the frames of reference to assess and address the key pain points.
Speed	The enterprise’s agility to assess and make the transformation change relative to speed of its competitors and the industry that occurs along the time continuum of current, short-, mid-, and long-term time frames.

By Identifying the magnitude, scale, and scope of the enterprise pain points, an enterprise can determine its:

- Hot Spots – new opportunities within the business, organizational, and technology architectures that require development
- Focus Areas – improvement of the existing business, organizational, and technology architectures

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