

# SMART Business Architect

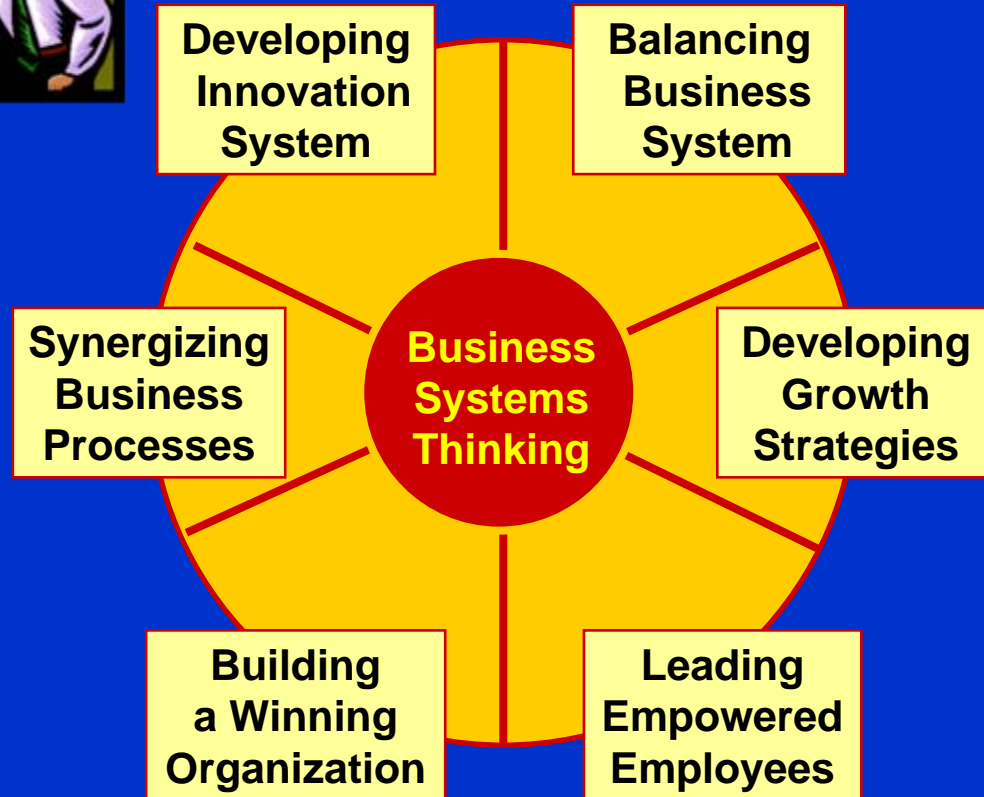


**Building a balanced, synergistic,  
and innovation-driven enterprise**

150 PowerPoint Slides +  
150 Half-page Executive Summaries

By Vadim Kotelnikov  
Inventor, Author, and Founder  
Ten3 Business e-Coach  
[www.1000ventures.com](http://www.1000ventures.com)

Version: February 2006



[Click here to see the complete list of slides](#)

# SMART Business Architect

[Click here](#) to see the complete list of slides



**1. Business Architect: Core Tasks and Skills**



**2. Balancing Your Business Model and Business System**



**3. Developing Sustainable Growth Strategies**



**4. Leading Empowered People and Orchestrating Talents**



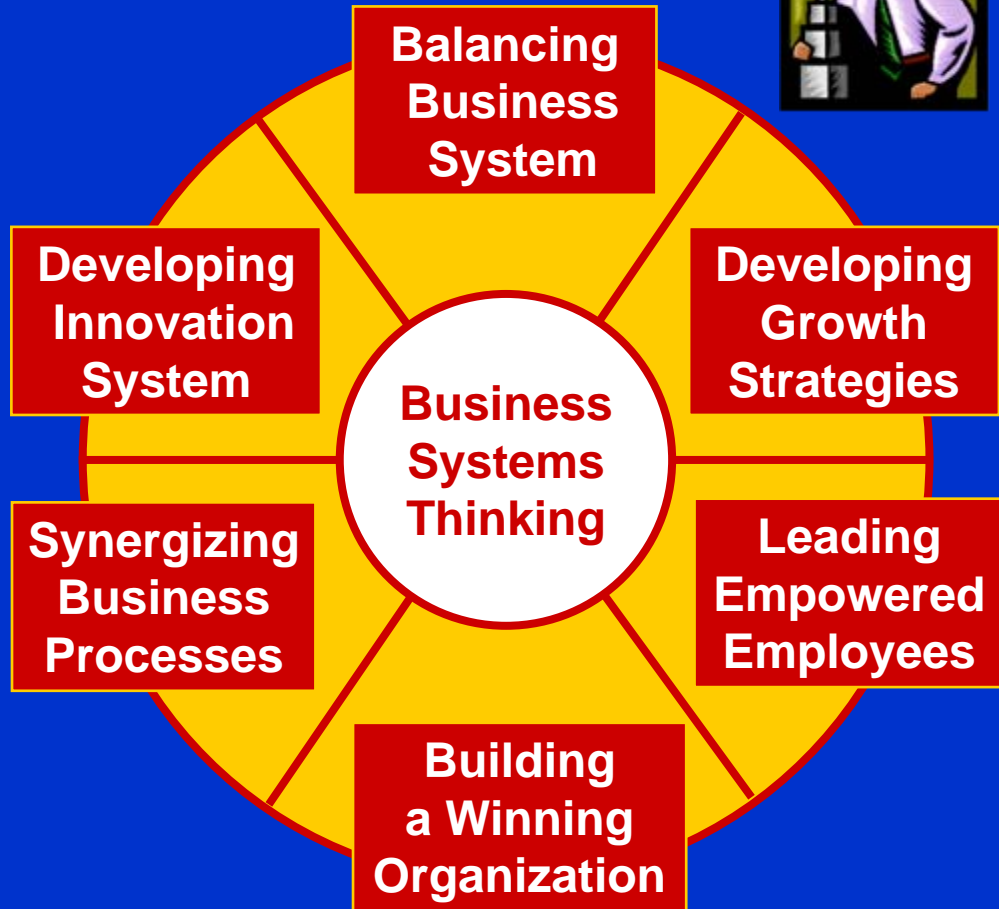
**5. Building a Winning Organization**



**6. Synergizing Business Processes**



**7. Developing Corporate Innovation System**



**Business architects are in growing demand. They are cross-functionally excellent people who can:**

- tie several silos of business development expertise together
- create synergies
- design a winning business model and a balanced business system
- lead people who will put their plans into action

# Business Architect

## Cross-functional Expertise Requirements

### Deep knowledge of the business model and business system

- Business development and sustainable growth strategies
- Competitive strategies
- Enterprise-wide business process management (EBPM)
- Innovation system
- Synergistic marketing and selling strategies
- People strategies
- Leadership, teambuilding, communication, and negotiation skills



### Strong in strategic, analytical and systems thinking. Able to see:

- The context of the business architecture
- The big picture
- Beyond the obvious
- Connections between situations that are not obviously related
- Key or underlying issues in complex situations

# Modern Business Leader

## Cross-functional Excellence

It is more important for an organization to be cross-functionally excellent than functionally excellent.

Widen your horizons and discover winning synergies!



If you learn not one, but the whole spectrum of notes, you will not have to play mono-tone music all the time. You will discover much more opportunities and create great symphonies and improvise whenever necessary.

# Systems Thinking

## A Core Competence of a Business Architect and Leader

**Systems thinking** is your ability to see things as a whole (or holistically) including the many different types of relationships between the many elements in a complex system.

### Complex System Rules of Thumb

By Gene Bellinger

- ✓ Everything is connected to everything else
- ✓ You can never do just one thing
- ✓ There are no simple solutions and final answers
- ✓ Every solution creates new problems
- ✓ "Obvious solutions" do more harm than good
- ✓ Loose systems are often better
- ✓ Look for high leverage points
- ✓ Nature knows best



#### Systems Thinking

dealing with the whole system and thinking about how things interact with one another

#### Systematic Thinking

thinking methodically

#### Systemic Thinking

combining analytical and synthetical thinking

# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

**1. Business Architect: Core Tasks and Skills**

Click

**2. Balancing Your Business Model and Business System**

Click

**3. Developing Sustainable Growth Strategies**

Click

**4. Leading Empowered People and Orchestrating Talents**

Click

**5. Building a Winning Organization**

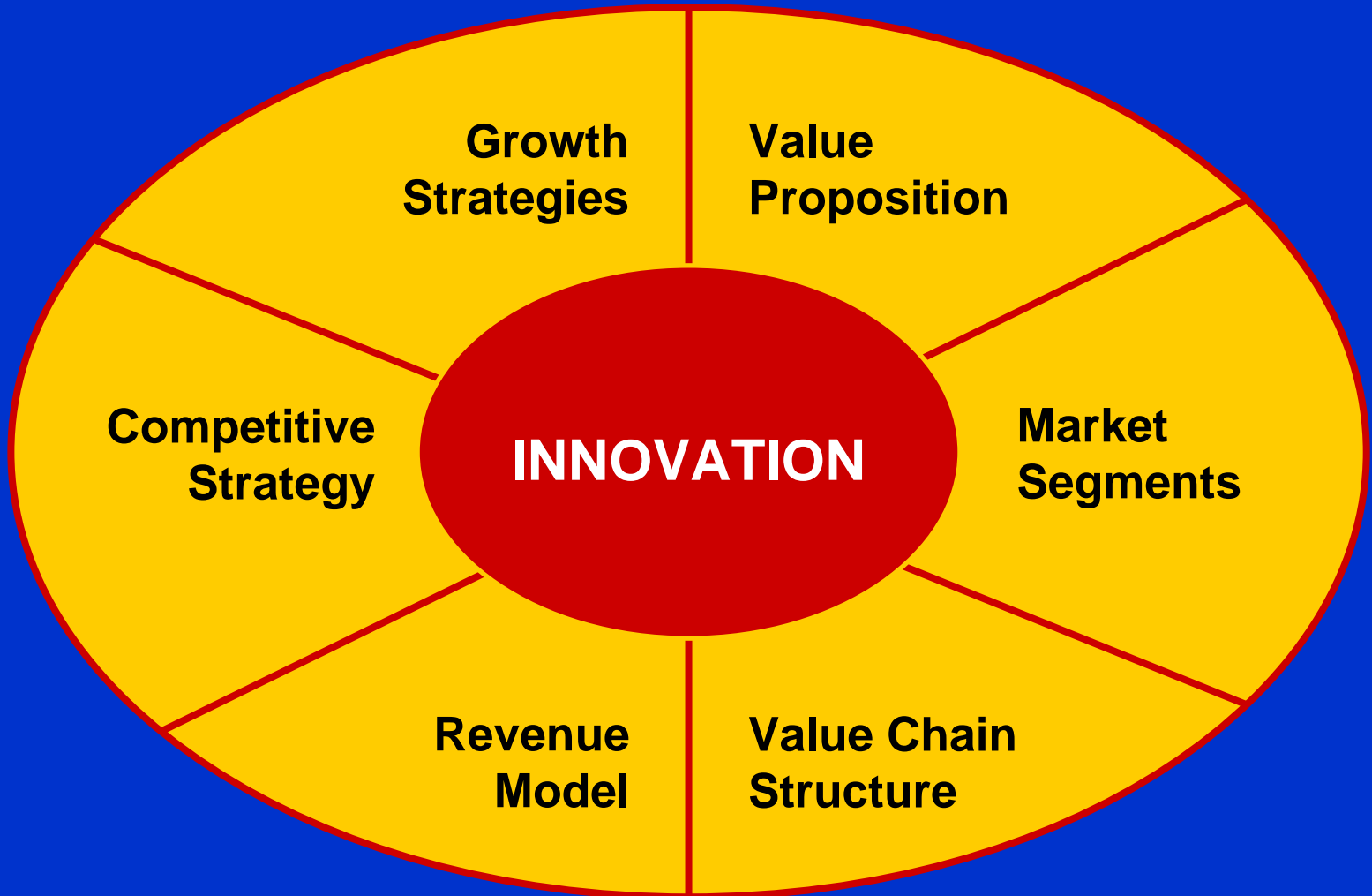
Click

**6. Synergizing Business Processes**

**7. Developing Corporate Innovation System**

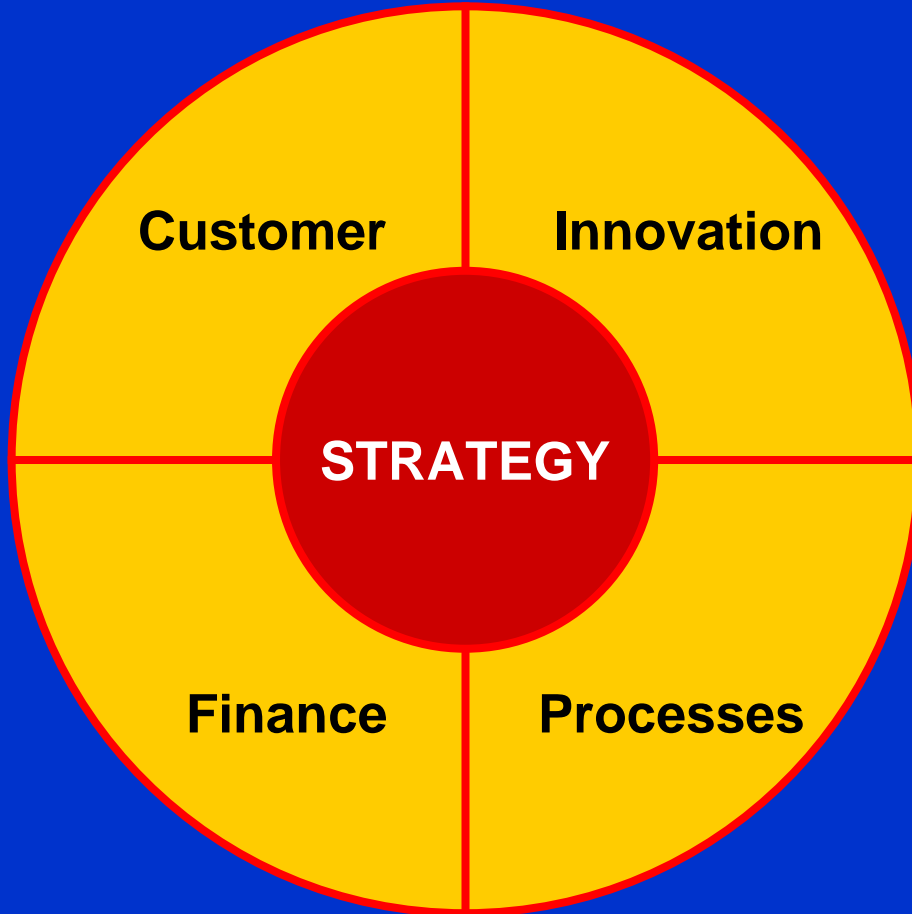
# Business Model

Converting Innovation to Economic Value



# Balanced Business System

## Dynamic Balancing of Your Business Wheel



The primary goal of any business is to increase stakeholder value.

It is achieved through a dynamic balancing of competing values.

In order for a business to maximize economic value, it must balance customer satisfaction and competitive market forces with internal cost and growth consideration.

If your business wheel is unbalanced, it will roll neither far nor fast.

# The Tao of Business Success

## Leveraging Diversities and Finding the Balance



### Yin

*Passive, accepting side*

### Yang

*Active, aggressive side*

**Balanced Company**

**Outside In**

**Inside Out**

**Growth**

**Efficiency improvement**

**Venturing & Speed**

**Management**

**Working IN your business**

**Working ON your business**

**Leadership**

**Employee empowerment**

**Coaching & Energizing**

**Processes**

**Managing operations**

**Managing innovation**

**Opportunities**

**Anticipating & Searching**

**Pursuing & Experimenting**

**Change Management**

**Adapting to change**

**Creating change**

**Customer Success**

**Listening & Tailoring**

**Leading & Co-innovating**

**Employees, Partners**

**Managing differences**

**Harnessing diversity**

# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

1. Business Architect: Core Tasks and Skills

Click

2. Balancing Your Business Model and Business System

3. Developing Sustainable Growth Strategies

Click

4. Leading Empowered People and Orchestrating Talents

Click

5. Building a Winning Organization

Click

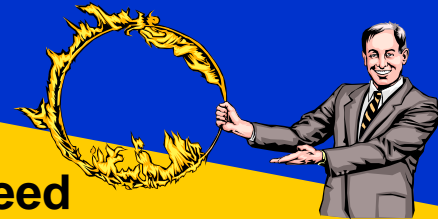
6. Synergizing Business Processes

Click

7. Developing Corporate Innovation System

# Sustainable Growth Strategies

## VISION



- **Balanced Business System**
- **Managing Change & Moving with Speed**
- **Competitive and Differentiation Strategies**

## IMPROVEMENT STRATEGIES

### Synergistic Organization

- **Inclusive Company / 7-S Model**
- **Corporate Capabilities**
- **Results-Based Leadership**
- **Innovation Management System**

### Value Chain Management

- **Business Process Management**
- **Systemic Innovation**
- **Continuous Improvement**

## VENTURE STRATEGIES

### Disruptive Product Development

- **Radical Project Management**
- **In-company Ventures**
- **Spinouts**
- **Cooperative Research & Design**

### Strategy Innovation

- **Opportunity-driven Growth**
- **Venture Investing / Acquisitions**
- **Joint Ventures**



# Competitive Strategies

## Survival vs. Market Leadership Strategies

Area of Competition	SURVIVAL STRATEGY Staying alive	LEADERSHIP STRATEGY Targeting market leadership
<b>Winning and Retaining Customers</b>		
<b>Customer Value</b>	Low cost/benefit ratio	Creating higher customer value
<b>Marketing Strategy</b>	Mass marketing	Differentiation and positioning
<b>Customer Satisfaction</b>	Customer service	Customer intimacy
<b>Product Innovation</b>	New attributes. Line extensions.	New product categories. New brands. Speed.
<b>Building Your Sustainable Competitive Advantage</b>		
<b>Strategic Growth Focus</b>	Building resources	Building distinctive capabilities
<b>Innovation</b>	Linear	Systemic
<b>Technology Innovation</b>	Incremental	Radical
<b>Process Innovation</b>	Functional improvements	Enterprise-wide BPM
<b>Business Innovation</b>	Perfecting traditional business model	Creating new adaptable business models

# Customer-focused Strategies

## Creating, Winning, and Retaining Customers

- Customer-focused Company
- Service-Profit Chain
- Customer Intimacy

- Customer Value Proposition
- Positioning & Advertising
- 22 Laws of Marketing

**GROWING TOGETHER**

**MARKETING**

- Listening
- Observing
- Creating Value
- Branding
- Differentiating
- Communicating
- Influencing

**RETAINING**

**SELLING**

- Customer Service
- Customer Relationships
- Customer Satisfaction

- Relationship Selling
- Persuading People
- Closing the Deal

# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

1. Business Architect: Core Tasks and Skills

Click

2. Balancing Your Business Model and Business System

Click

3. Developing Sustainable Growth Strategies

4. Leading Empowered People and Orchestrating Talents

Click

5. Building a Winning Organization

Click

6. Synergizing Business Processes

Click

7. Developing Corporate Innovation System



# Managerial Leadership

## Differences Between What Leaders and Managers Do

### MANAGERS

Deal with status-quo

Work in the system

React

Control risks

Enforce organizational rules

Seek and then follow direction

Control people by pushing them in the right direction

Coordinate effort

Provide instructions

### LEADERS

Deal with change

Work on the system

Create opportunities

Seek opportunities

Change organizational rules

Provide a vision to believe in and strategic alignment

Motivate people by satisfying basic human needs

Inspire achievement and energize people

Coach followers, create self-leaders, and empower them

# Effective Leadership

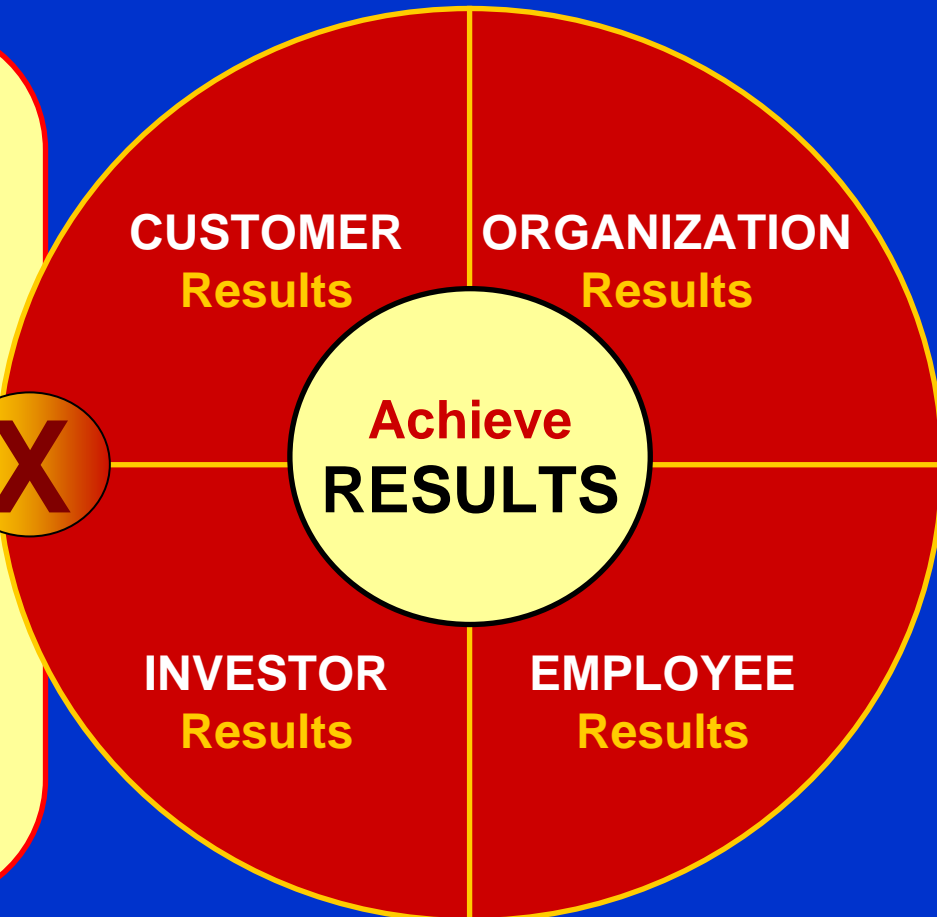
Attributes x Results = The Roadmap for Improving Leaders

“Management works in the system. Leadership works on the system.”

– Stephen R. Covey

## Demonstrate LEADERSHIP ATTRIBUTES

- Emanate personal character
- Master competencies
- Set directions
- Build organizational capability
- Mobilize individual commitment



# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

**1. Business Architect: Core Tasks and Skills**

Click

**2. Balancing Your Business Model and Business System**

Click

**3. Developing Sustainable Growth Strategies**

Click

**4. Leading Empowered People and Orchestrating Talents**

**5. Building a Winning Organization**

Click

**6. Synergizing Business Processes**

Click

**7. Developing Corporate Innovation System**

# Organizational Fitness Profile (OFP)

## Identifying Weaknesses and Taking Corrective Action

OFP process  
developed by  
Harvard  
Business  
School

### Goals of OFP Road-Mapping and Corporate Management

- **OFP road-mapping** – to chose and do the right things
- **Corporate management** – to do these things well

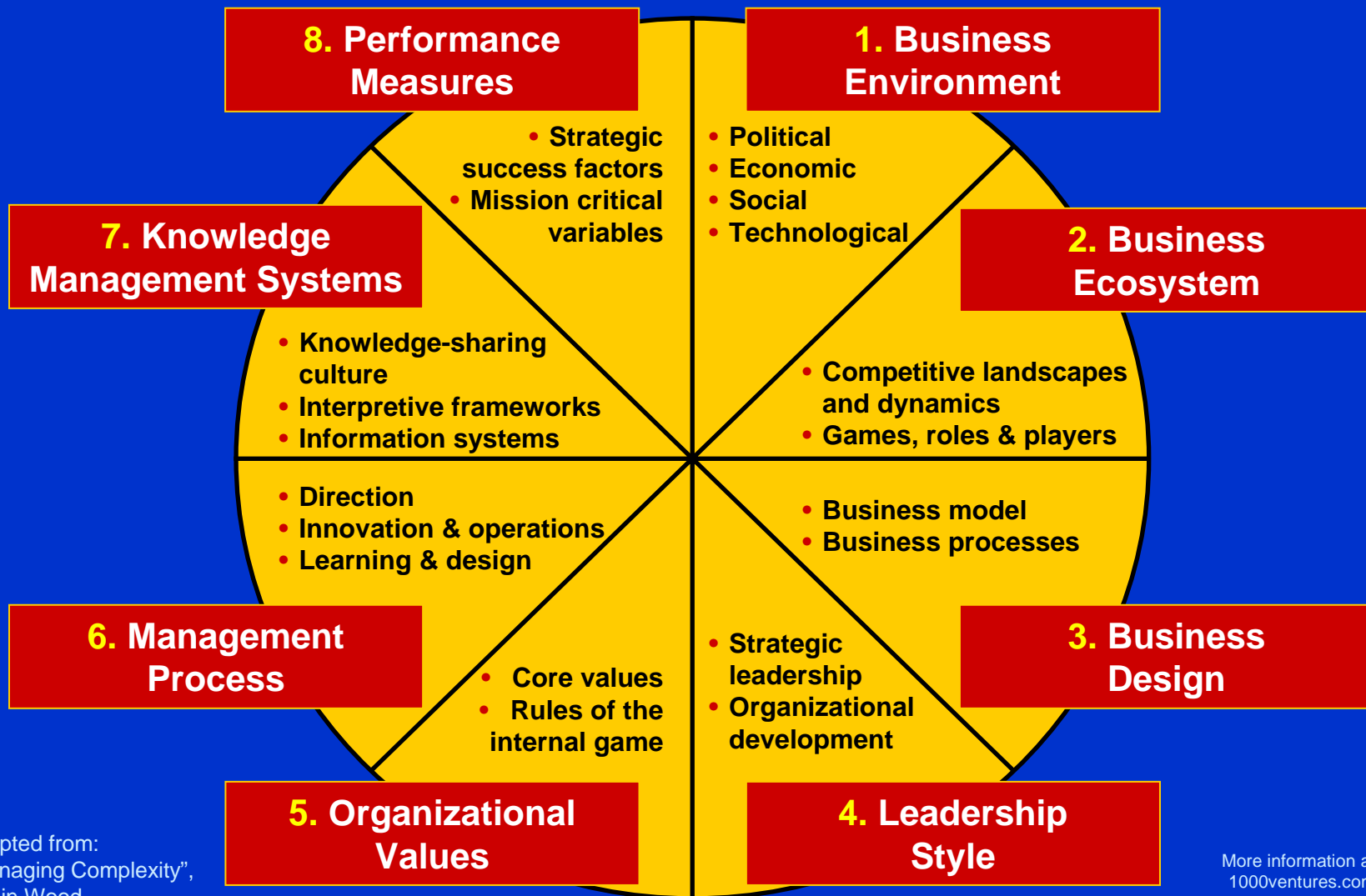
### Questions to be answered:

- whether employees and customers perceive the top team as ineffective
- whether the leadership style is either too directive or too hands-off
- whether and how management fails to engage the organization effectively
- whether and how teamwork and coordination across various functions in the company can be improved
- whether the corporate strategy is clear
- whether there are many conflicting priorities
- whether the vertical top-down communication is poor
- whether the organization lacks leadership/management skills



# Managing Organizational Change

## The Wheel of Business Evolution





**Fast  
thinking**

**Fast  
decision-  
making**

**Fast  
to  
market**

**Sustaining  
speed**

- Forecasting & road-mapping
- Anticipating
- Spotting trends
- Brainstorming
- Putting every idea through the “grinder”
- Letting the best idea win

- **Establishing guiding principles**
- **Getting rid of bureaucracy**
- **Shuffling portfolios**
- **Unpacking proposals**
- **Constantly reassessing**

- Launching a crusade
- Owning competitive advantage
- Getting suppliers move fast
- Staying beneath the radar
- Institutionalizing innovation

- **Simplicity**
- **Boundarylessness**
- **Self-confidence & growth attitude**
- **Financial flexibility**
- **Business Process Mgmt System**
- **Managing creativity**
- **Staying close to the customer**

# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

1. Business Architect: Core Tasks and Skills

Click

2. Balancing Your Business Model and Business System

Click

3. Developing Sustainable Growth Strategies

Click

4. Leading Empowered People and Orchestrating Talents

Click

5. Building a Winning Organization

6. Synergizing Business Processes

Click

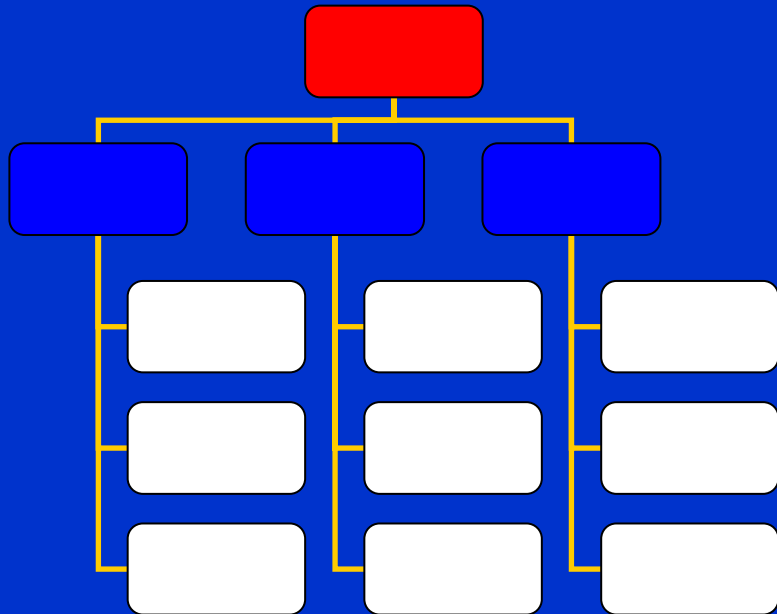
7. Developing Corporate Innovation System

# New Management Model

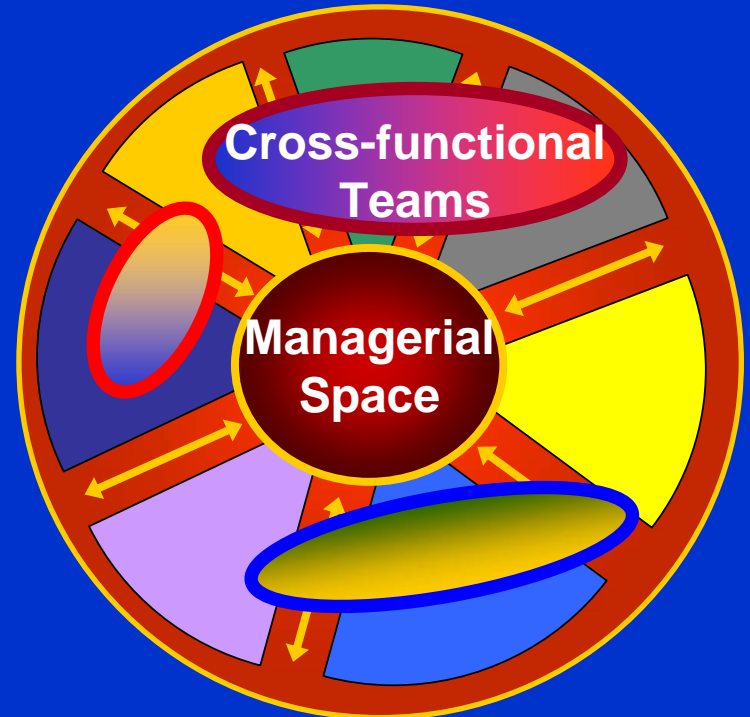
## Shift from Functional to Cross-Functional Paradigm

“Old functional paradigm has done more to impede customer focused, business performance improvement over the past two decades than almost any other factor.” – Andrew Spanyi

### Old Functional Paradigm

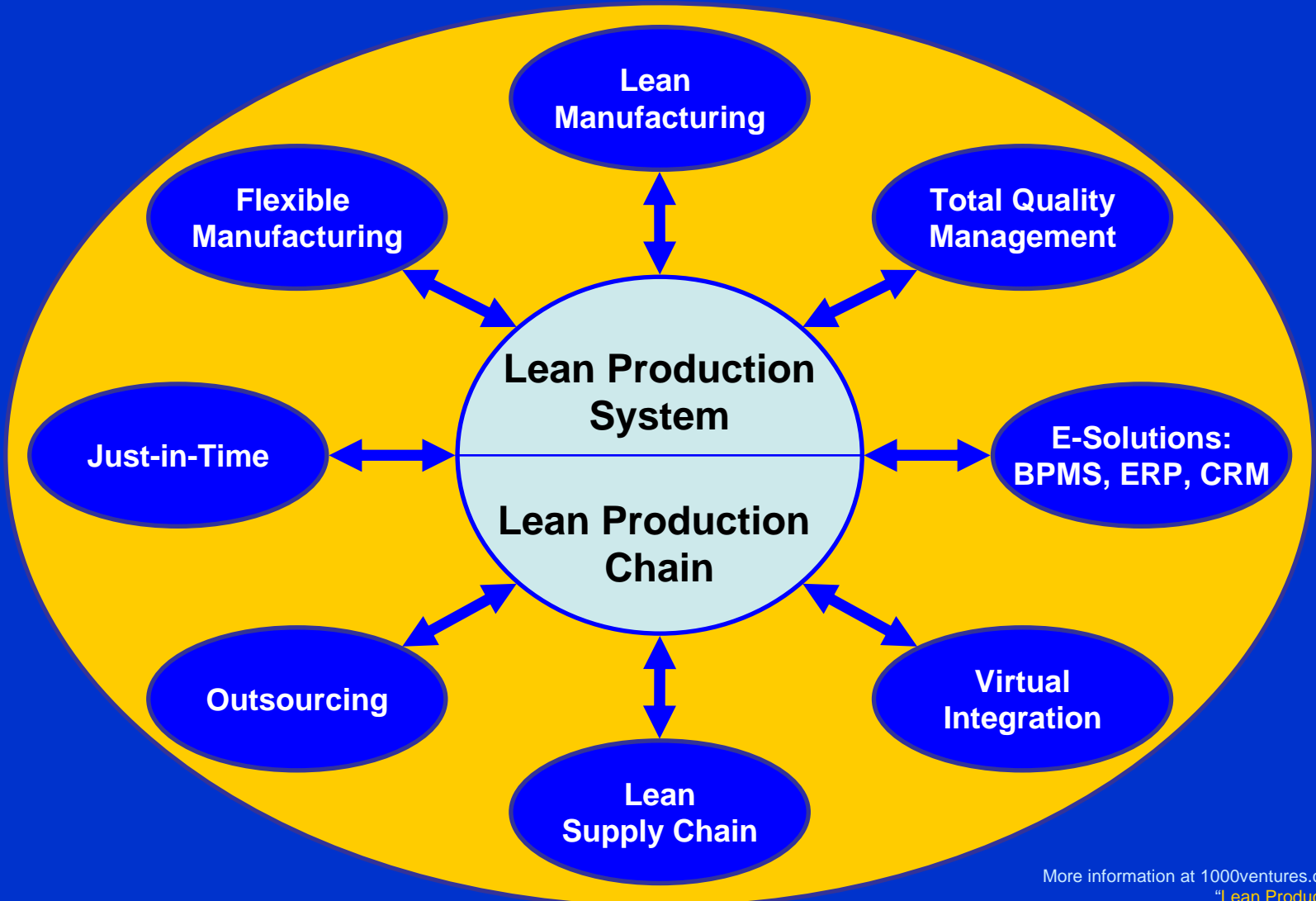


### New Cross-functional Paradigm



# Lean Production

## Components of Lean Production System



# Enterprise-wide Business Process Management (EBPM) Aligning Information Technology (IT) and Business

## Major Barriers to E-Business Adoption

- ✓ getting the whole company to agree
- ✓ threat to valued existing partnerships
- ✓ security, privacy, and complexity
- ✓ insufficient business skills of the IT team
- ✓ insufficient leadership skills of the IT architect



"E-business  
is not  
an IT challenge."

– T.Kyle Quinn,  
Director,  
e-Business IS,  
Boeing Co.

## Cutting Costs and Generating Business Value: Best Practices

By Stacy Smith, Intel Corp.

- Run IT like a business
- Measure and manage IT business value to predict and track project value before, during and post-implementation
- Move toward continuous process optimization and IT modernization
- Measure and manage overall IT capability
- Characterize the costs and risks of not moving forward

Best  
practices

# SMART Business Architect

[Click here](#) to see the complete list of slides

Click

**1. Business Architect: Core Tasks and Skills**

Click

**2. Balancing Your Business Model and Business System**

Click

**3. Developing Sustainable Growth Strategies**

Click

**4. Leading Empowered People and Orchestrating Talents**

Click

**5. Building a Winning Organization**

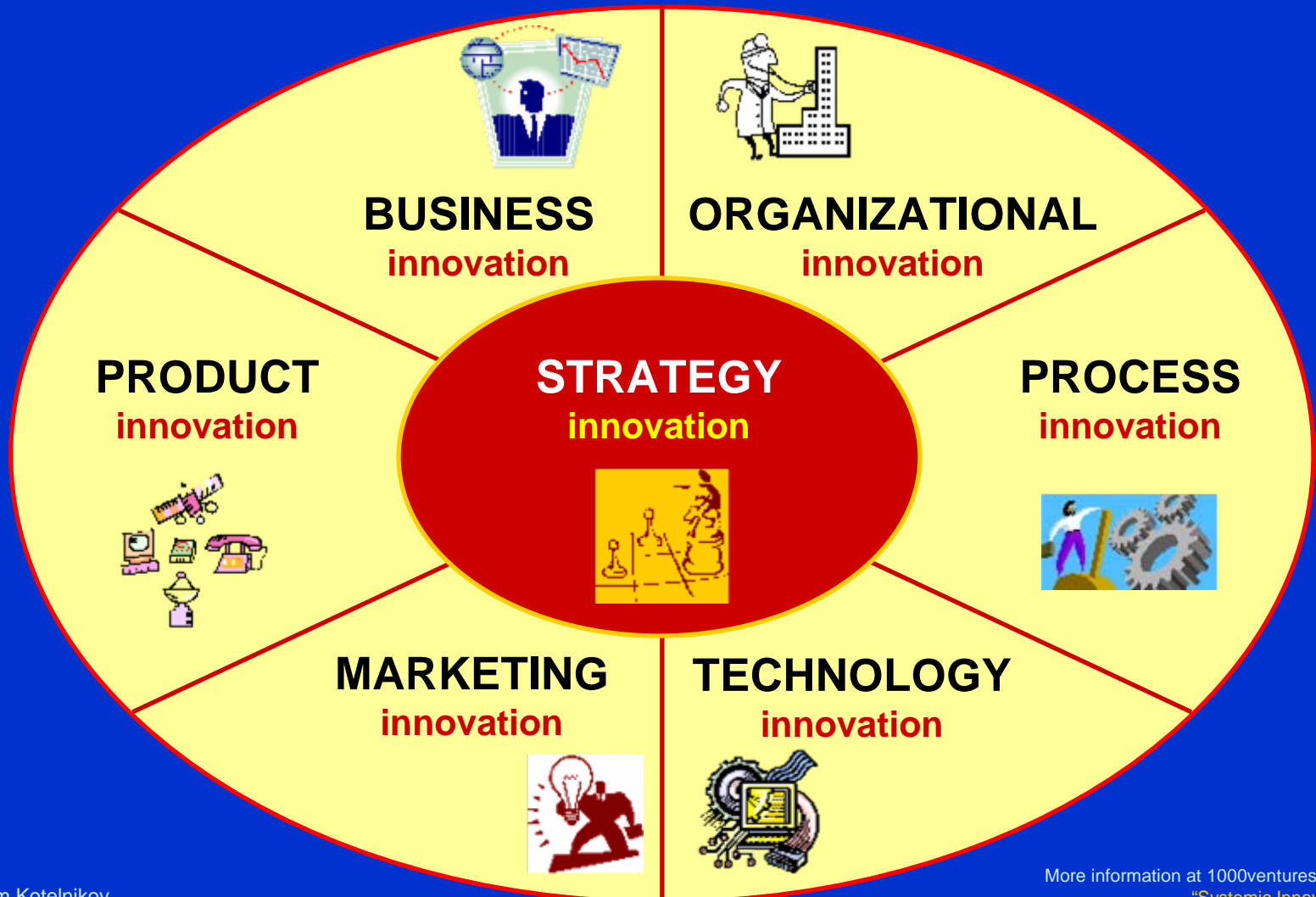
Click

**6. Synergizing Business Processes**

**7. Developing Corporate Innovation System**

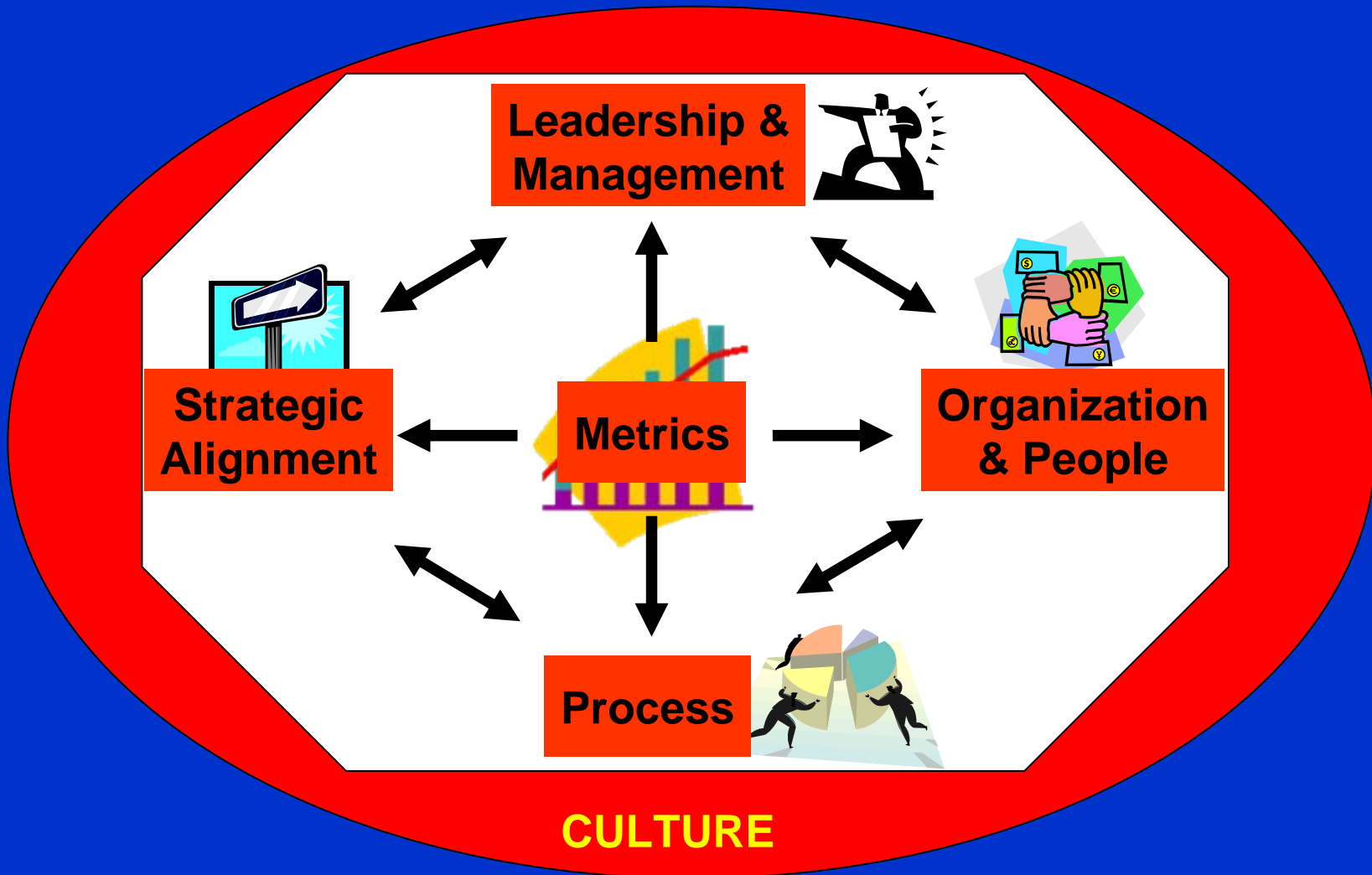
# Systemic Approach to Innovation

## Seven Interwoven Areas



# Corporate Innovation System

## 5+1 Core Elements



# SMART Business Architect

## Sample Ten3 slide with a half-page Executive Summary



**Instead of Introduction**

For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To be able to energize employees to work towards corporate goals, visions and missions should be more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

**Vision**

Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms. Vision refers to the category of intentions that are broad, all-inclusive and forward-thinking. It is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

**Mission Statement**

A mission statement is an organization's vision translated into written form. It makes concrete the leader's view of the direction and purpose of the organization. For many corporate leaders it is a vital element in any attempt to motivate employees and to give them a sense of priorities

**Setting Goals**

The major outcome of strategic road-mapping and strategic planning, after gathering all necessary information, is the setting of goals for the organization based on its vision and mission statement. A goal is a long-range aim for a specific period. It must be specific and realistic. Long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.

**Strategic Intent**

A strategic intent is a company's vision of what it wants to achieve in the long term. It must convey a significant stretch for your company, a sense of direction, discovery, and opportunity that can be communicated as worthwhile to all employees. It should not focus so much on today's problems but rather on tomorrow's opportunities.

**This is a demo version  
 (20 slides only, no Executive Summaries)**

**Buy now**

**the complete Ten3 Mini-course!**

- 150 PowerPoint slides +
- 150 Half-page Executive Summaries

**Learn & Teach – FAST!**

**US\$ 59 only!**

**[Click here](#) to see the complete list of slides**

**[Click here](#) to see the list of all Ten3 e-Coaching Products**