

Enterprise Design Framework

Innovation and Transformation Practice

 Enterprise Design
 Associates





Milan Guenther

Partner, EDA Paris

enterprisedesign.io

@ent_des

 **Enterprise
Design
Associates**



**Bridging the gap
between strategy
and execution**

Enterprise Design Associates network:

- Core Team
- Partners
- Enterprises

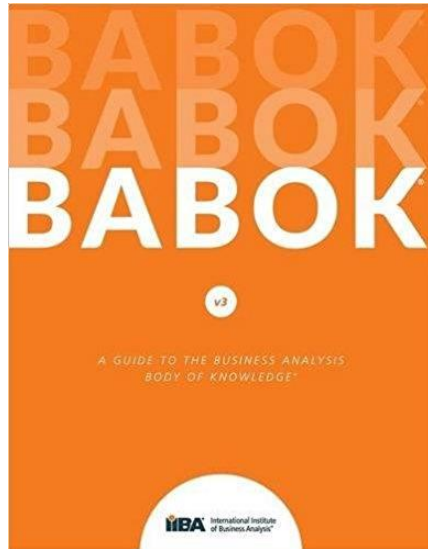
eda.cx/join

Enterprise Design Associates

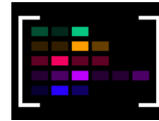


Next Webinar with Andrew Turner from IIBA UK
Enterprise Design Framework vs the BABOK

November 14, 2018 tbc

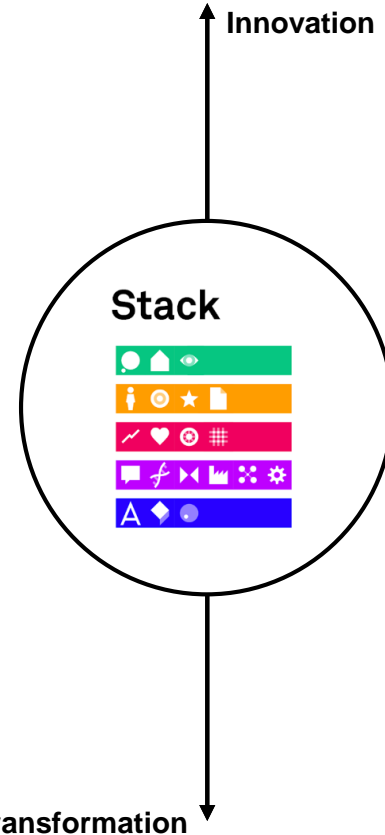
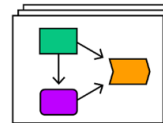


Scan

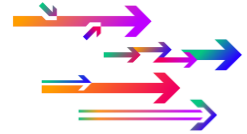


Opportunities

Scenarios

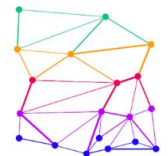


Sprint



Solutions

System



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PRAGUE, SEPTEMBER 6-7, 2018

What we do

Enterprise Design Associates is a global network of expert practitioners and consultancies, helping our clients succeed with ambitious endeavours. We support change agents with a custom cast team of experts, using our framework and approach developed with organizations of all shapes and sizes.

Innovation

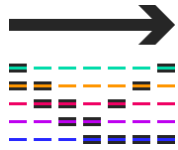
Co-creative and collaborative work on future scenarios, supporting expert innovation squads and facilitating adoption by engaging and involving all relevant actors.

Transformation

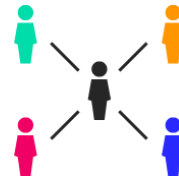
Mapping existing system structure and dynamics for a thorough understanding of the context, then developing and sharing visual mappings of the transformation required.

How we work

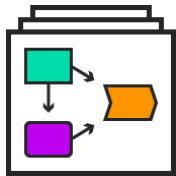
Drawing on experience with a large variety of challenges, sectors and settings, we rely on a blend of four elements to make our client engagements successful.



Facilitating collaborative co-creation sessions through thoughtful workshop design. With our expert network and Google, we develop *Enterprise Design Sprints*, an agile co-design methodology based on GV's Design Sprints and adapted for complex systems.



Expertise on demand, training and mentoring to build capabilities in our client organizations and partner network. We are matching client challenges to skills of our expert network, and we run *Certifying courses in Enterprise Design*.



Visual mapping techniques expressed in a simple common notation adapted to your challenges. Our approach combines a generic *Enterprise Design Modelling Language* with a set of standard templates, and guidance to develop and integrate individual mappings.



Tools, guidelines and resources to create custom workshop designs and visual mappings. Since 2012, we are continuously developing the *Enterprise Design Framework* as a toolkit with a global community of practitioners.

Engagements



Google

TOYOTA



giz



ACCOR HOTELS



qualiware®



JEPPESEN.
A BOEING COMPANY

Deutsche Post DHL



Auchan



accenture



LK-AG
WE SHOW SPIRIT



DAHER

1 WORLD
SYNC

METRO GROUP

What happens if you don't design your enterprise?

twitter.com/entawk

The screenshot shows a browser window with the URL <https://twitter.com/entawk>. At the top, there is a cookie consent banner. Below it, the Twitter navigation bar includes 'Home', 'About', a search bar, and a 'Log in' link. The profile header for 'EntAwk Bot @entawk' shows 13 tweets, 2 following, and 15 followers, with a 'Follow' button. The main content is a tweet from 'Enterprise Designers @entdesigners' dated Sep 7, which has been retweeted by EntAwk Bot. The tweet text reads: 'Titel van de @intersectioncon ference: Enterprise Rebels fight #entawk enterprise awkwardness'. The video thumbnail shows a man on stage in front of a screen displaying '#entawk' and 'Enterprise Rebels'. Below the tweet, there are interaction icons for replies, retweets (1), and likes (1). Further down, another retweet by 'Daniel Markwig @burningcrow' is visible, with 3 retweets and 1 like. The bottom of the image shows the start of another retweet by 'EDA @ent_des' from Sep 6.

#entawk

**your call
is important
to us!**

#entawk #brand



George Pearkes @georgepearkes · Aug 14

Presented without comment. cc Venn Diagram enthusiast @LadyFOHF
pic.twitter.com/RjYAUjJaV

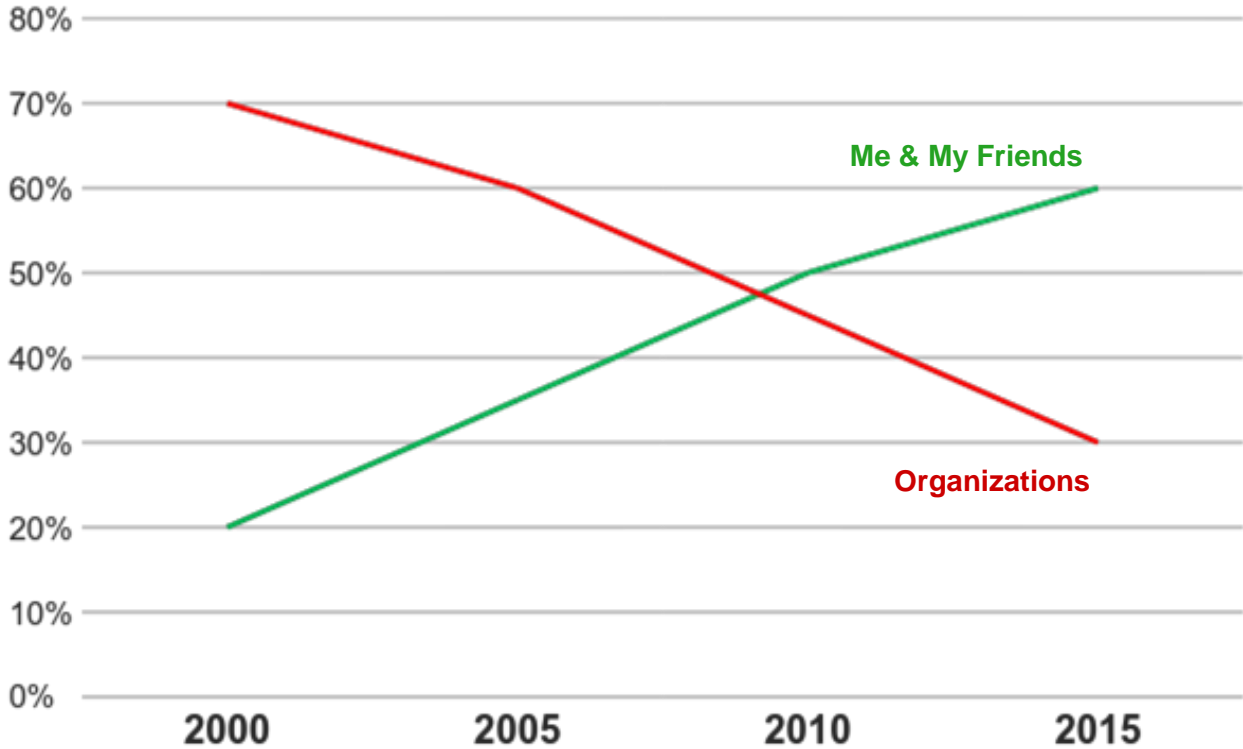
Reply Retweet Favorite

Flag media



John Götze

#entawk #trust



#entawk #csr

*For Energy Saving
Reasons This Light Has
Been Permanently
Switched Off*



KYOTO

#entawk
#ux #cx

← → ↻ <https://www.fedex.com/apps/fedextrack/?tracknumbers=782799440557&language=en&> ☆ 🔊 ☰

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Enter up to 30 FedEx tracking numbers (one per line).

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782799440557

Save tracking results

Ship date: ?
Mon 11/04/2016

VANTAA FI

Scheduled delivery: ?
Sat 23/04/2016 by 16:30

PARIS FR

Delivery exception
PARIS, FR

Package is not yet available for pickup.

Travel History

Help

▲ Date/Time	Activity	Location
- 23/04/2016 - Saturday		
09:11	Delivery exception Future delivery requested	PARIS FR

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23/04/2016 - Thursday

#entawk #empex

Forbes / Entrepreneurs

The Little Black Book of Billionaire Secrets

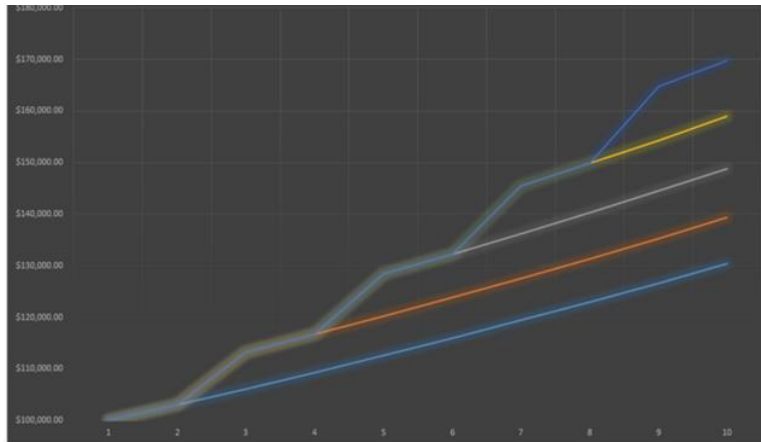
JUN 22, 2014 @ 11:03 AM 2,393,362 VIEWS

Employees Who Stay In Companies Longer Than Two Years Get Paid 50% Less



TWEET THIS

Staying employed at the same company for over two years on average is going to make you earn less over your lifetime by about 50% or more.



Assumes your career will last 10 years. An avg 2% raise and a conservative 10% raise per transition



#entawk #bpm

Hotel SOP (432/1500)

- 1) Always designate a Group Coordinator from the Front Desk prior to arrival.
- 2) Liaise constantly with the sales Group coordinator for information.
- 3) Check that Arrival Registration cards have been prepared for the group along with the rooming list for signature.
- 4) Check all Relevant correspondence has been read and briefed during the staff briefing.
- 5) Check Group Billing instructions and cross check the billing instructions entered on the Property management software.
- 6) Once Priority group rooms have been allocated, cut rooms keys for arrival.
- 7) If Group is arriving at one time then all rooms must be allocated and all keys cut.
- 8) The number of keys per room must match with the occupancy of the room.
- 9) Insert Key Cards into key card Jacket and place on the tray along with rooming list.
- 10) Print traces report for Front office and read the instructions given.
- 11) Choose an appropriate group check in area according to the following:
Size of the Group / Block / Wing the group is staying / Transport to the hotel / Time of check in
- 12) Registration cards along with Keys should be kept in Alphabetical order.
- 13) Sufficient stationary / Pens must be kept ready for guests to sign their registration cards.
- 14) Welcome Drinks and cold towels should be prepared so they may be served on arrival. And accurate number of Drinks to be pre ordered so that the room service supervisor is aware of this requirement.
- 15) The Bell Desk / Concierge must be kept informed of the group arrival time and the following needs should be coordinated: Luggage Tags are ready. / Luggage delivery plan is organized.
- 16) Their Duty Roster has been prepared taking into consideration the group's size and Arrival Time.
- 17) All changes with the group arrival time check in area and group size to be given to the concierge.

#entawk #marketing #cx

From Hotels.com <info@mail.hotels.com> ★

Reply Reply All Forward Archive Junk Delete More

Subject ✓ Not a joke! Enjoy up to 1/2 OFF | We mean it!

2018-03-05 18:19

Reply to Hotels.com <reply-fe561671706c017e7d1d-1935712_HTML-1490310179-177351-1375@mail.hotels.com> ★

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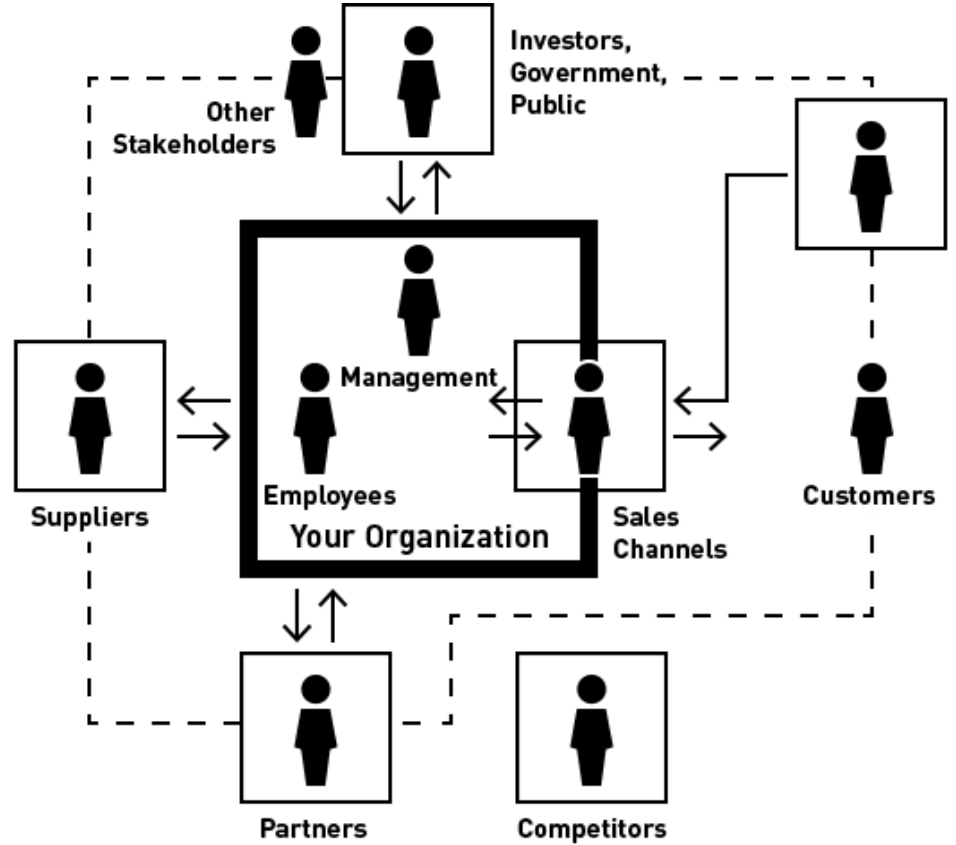
[Los Angeles Hotels](#)

JUST IN TIME UP TO
50%*
LESS

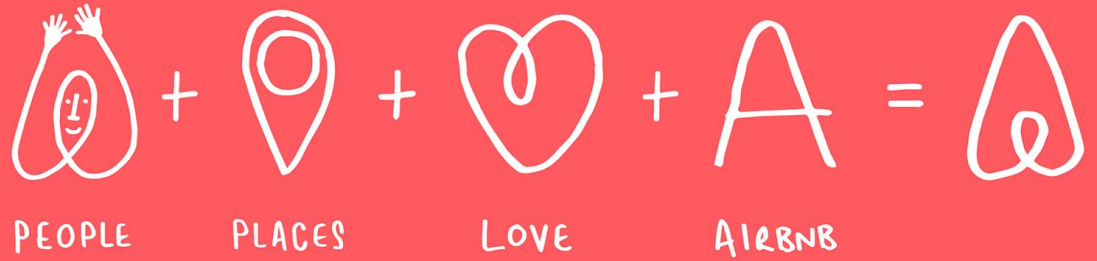
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Get big with this offer

Enterprise Design



Airbnb



Numbers



1974

2008



8000

0



32,000

2000



\$7 Bn

\$30 Bn

Something special



Share

Save



View Photos

Overview · Reviews · The Host · Location



€71 per night

★★★★★ 91

The Brando Bus - Denver

Impact



8,000 apartments are advertised on Airbnb, which equals **4.5 %** of the total number of apartments in the city



More than **5,000 of these apartments** are owned by **800 renters**



Number of apartments rented in



Size of the apartments rented



3,700



Studios and 1-room apartments

2,700



2-room (1-bedroom) apartments

1,000



3-room (2-bedroom) apartments

Half of the tourists who come to Tel Aviv stay in an Airbnb, a world record



“We need to do
Design Thinking!”
Some CEO

HBR.ORG

Harvard Business Review

SEPTEMBER 2015

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The Organizational
“I’m Sorry”
Maurice E. Schweitzer et al.

56 **Risk Management**
Cybersecurity: Lessons
from the Pentagon
James A. “Sandy” Winnefeld Jr. et al.

109 **Managing Yourself**
How to Embrace
Complex Change
Linda Brison

THE EVOLUTION OF DESIGN THINKING

IT'S NO LONGER JUST FOR
PRODUCTS. EXECUTIVES ARE
USING THIS APPROACH
TO DEVISE STRATEGY
AND MANAGE
CHANGE.

PAGE 55

In love with Post-its™

<http://99u.com/videos/55967/natasha-jen-design-thinking-is-bullshit>

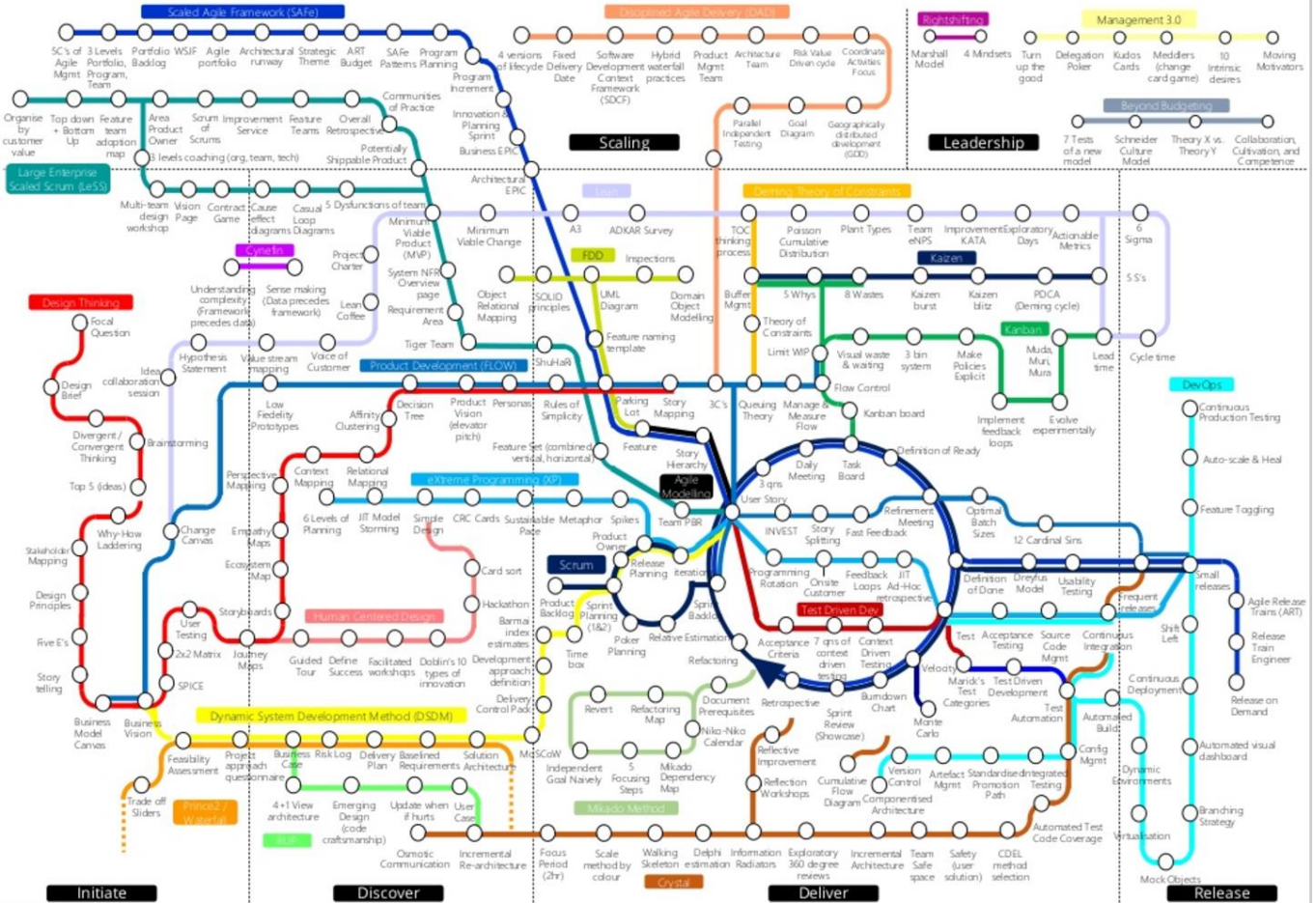


In love with process

Deloitte.

THE AGILE LANDSCAPE V3

Developed by Christopher Webb

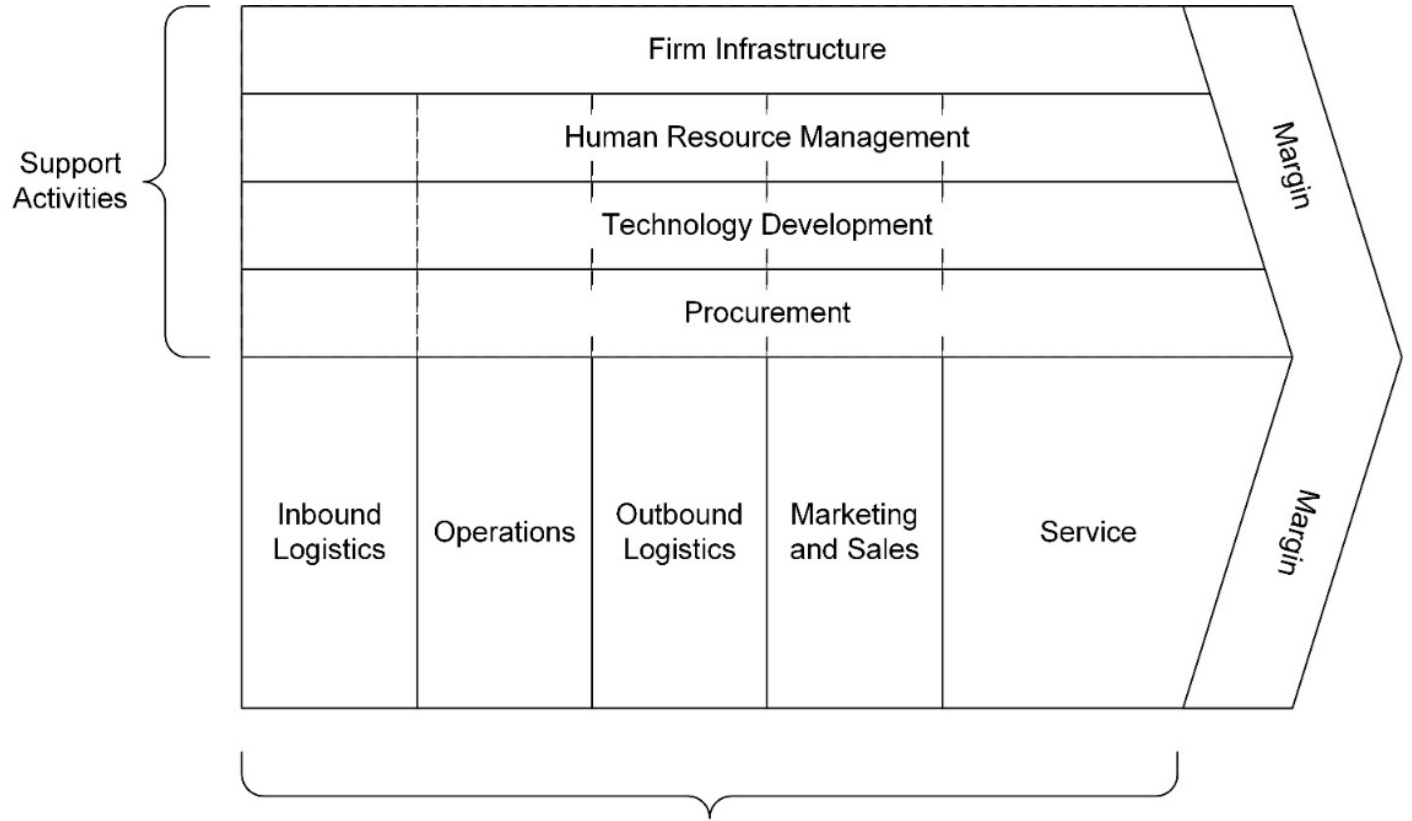


Enterprise

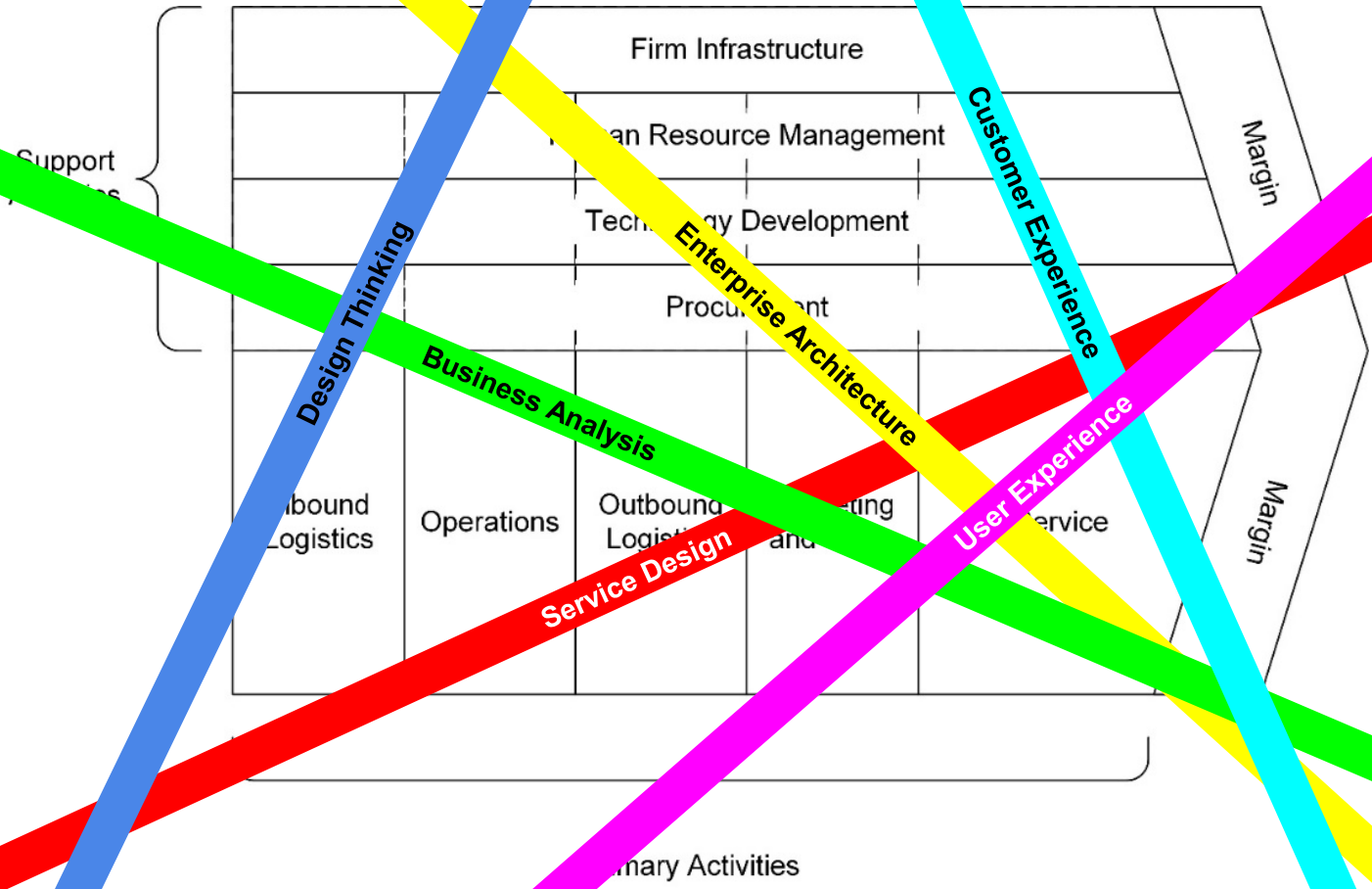
eda.c



Enterprise as value chain



Where do we fit?



Michael Porter

What is Enterprise Design?

Design: the rendering of intent

Jared Spool, founding principal of User Interface Engineering

Enterprise: an ambitious endeavour

Len Fehskens, former editor of the Journal of Enterprise Architecture

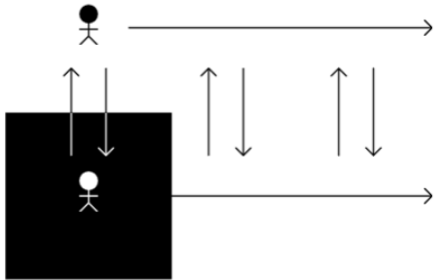
Enterprise Design is designing enterprise structures, systems, and behaviours to realize an underlying entrepreneurial intent or purpose, in order to create and sustain meaningful enterprise-people relationships.

Enterprise Design Challenges

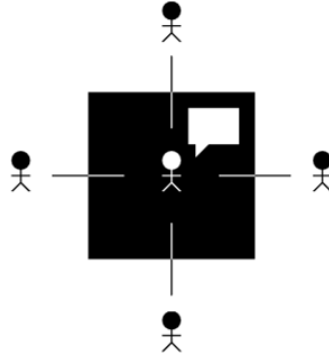
Design a smart enterprise to follow through on purpose and strategy



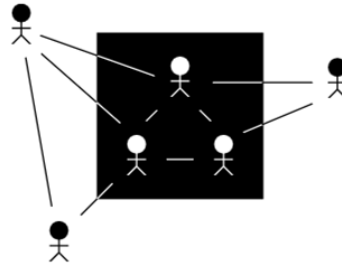
Design an operational enterprise to deliver on your promises to users



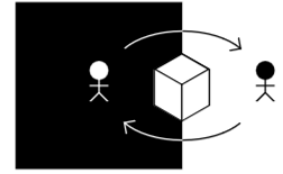
Design a responsive enterprise that engages your social community



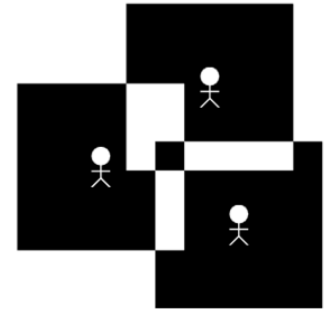
Design a connected enterprise to engage and empower your teams



Design your enterprise with the customer experience at its heart



Design an adaptive enterprise apt to deal with disruption



Enterprises need to be excellent at Design: the Enterprise Design Spectrum

Customer experience, digital transformation, agile architecture, compliance, disruptive shifts: enterprises are challenged to reinvent themselves and adapt to a complex, dynamic environment.

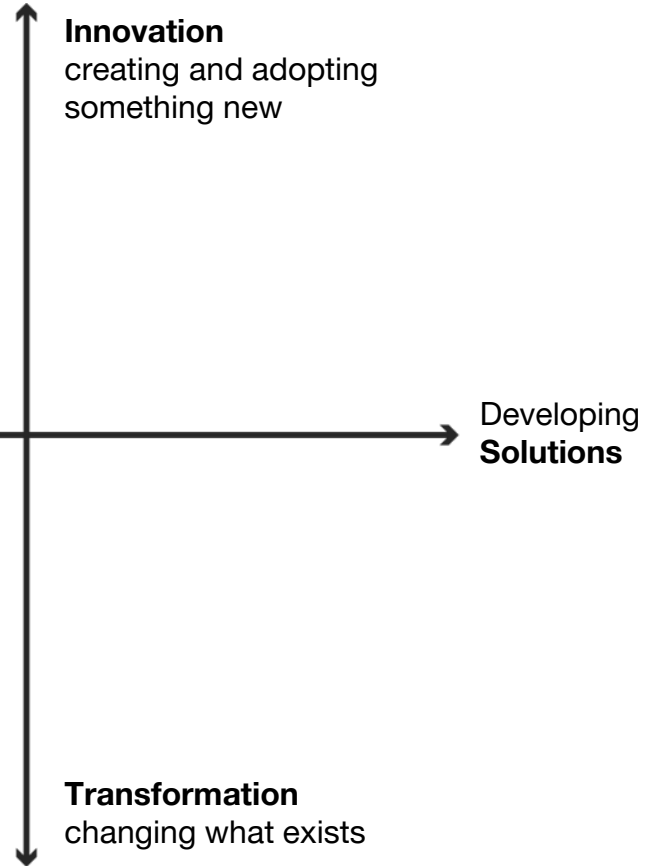
The **Enterprise Design** idea is based on the premise that such challenges are best tackled in a systemic, holistic fashion.

It provides a structured approach to bridge intent with tangible results, towards a coherent outcome.

Uncovering
Opportunities

Michael L. Tushman:
The Ambidextrous Organization
HBR 2004

Roberto Verganti:
Design Driven Innovation
HBR 2009

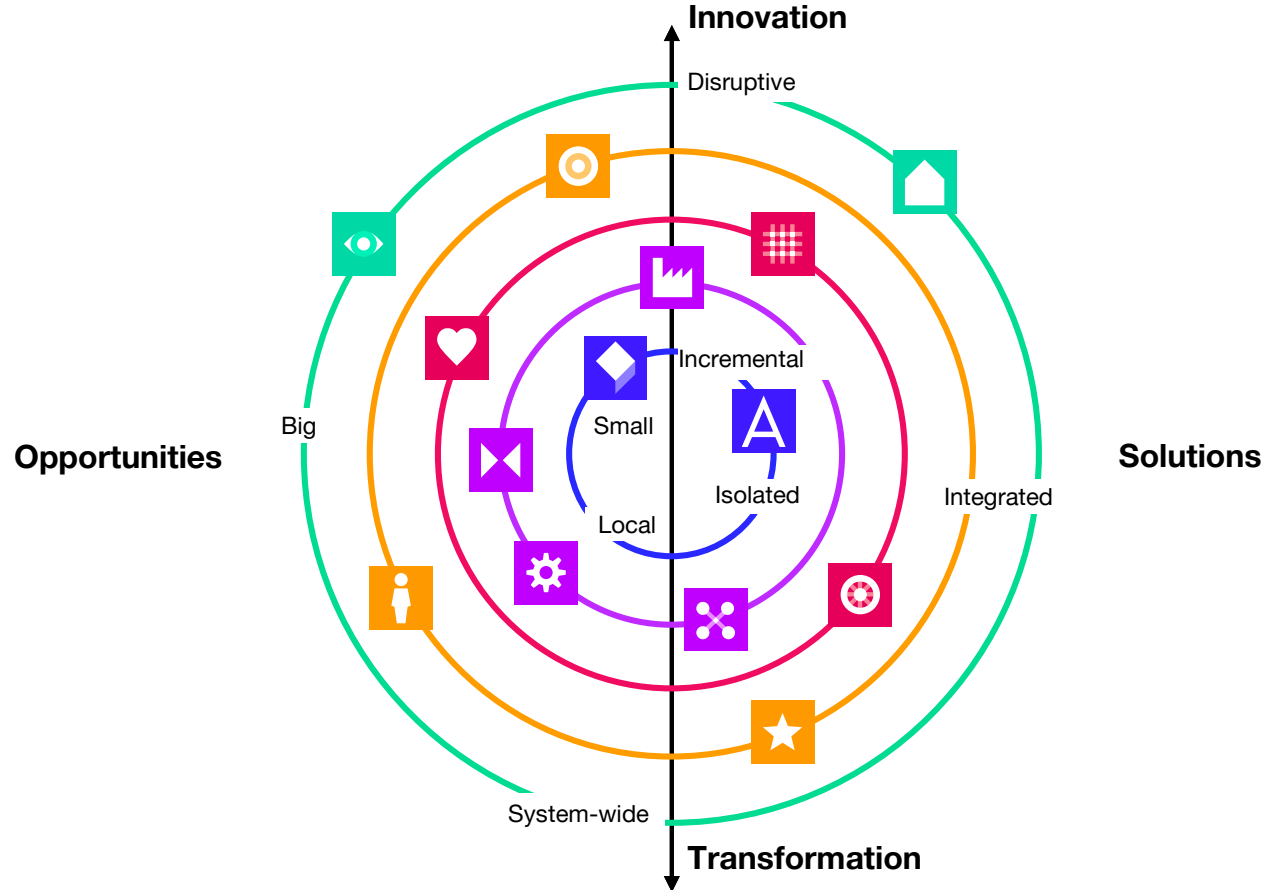


Enterprise Design helps navigating complex challenges

Customer experience, digital transformation, agile architecture, compliance, disruptive shifts: enterprises are challenged to reinvent themselves and adapt to a complex, dynamic environment.

These topics by can be characterized as **Enterprise Design challenges**: tackling them depends on

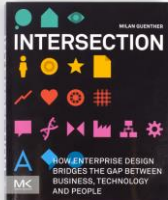
- engaging a diverse stakeholder group around a challenge
- making them collaborate on an ambitious endeavour (the shared enterprise)
- mapping a space between high level and detailed



Enterprise Design **Stack**

The **Stack** gives you a set of views as a practical navigation aid to understand and tackle enterprise challenges:

- A **Big Picture** high-level overview
- The **Anatomy** of the moving parts
- A set of **Frames** for sense-making
- The **Design Space** of concepts
- The **Rendering** to bring it to life



Enterprise Design helps realize the extraordinary contribution of holistic and systemic design practice; aligning and linking relevant conceptual and creative domains.

This approach was first featured in our 2012 book, **Intersection**.

Big Picture

Anatomy

Frames

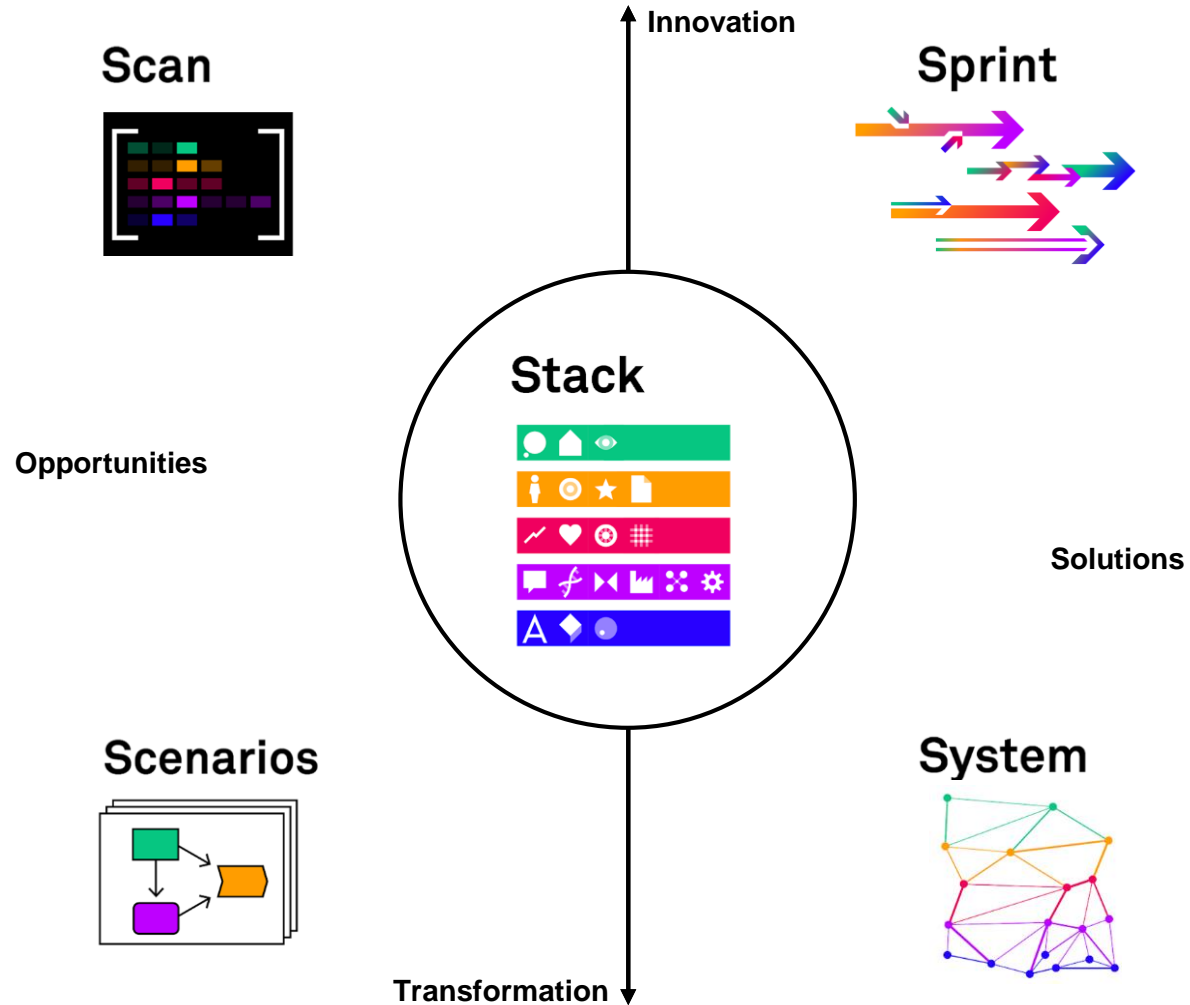
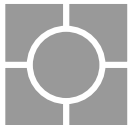
Design Space

Rendering

Enterprise Design Framework

Using the Enterprise Design **Stack** as a shared navigation aid, the Enterprise Design Framework features four specialized tools:

- A 360° **Scan** for data and insights for innovation opportunities
- **Scenarios** to map and model enterprise transformations
- A Design **Sprint** to rapidly design and develop innovative solutions
- A **System** to enable teams to transform their environments

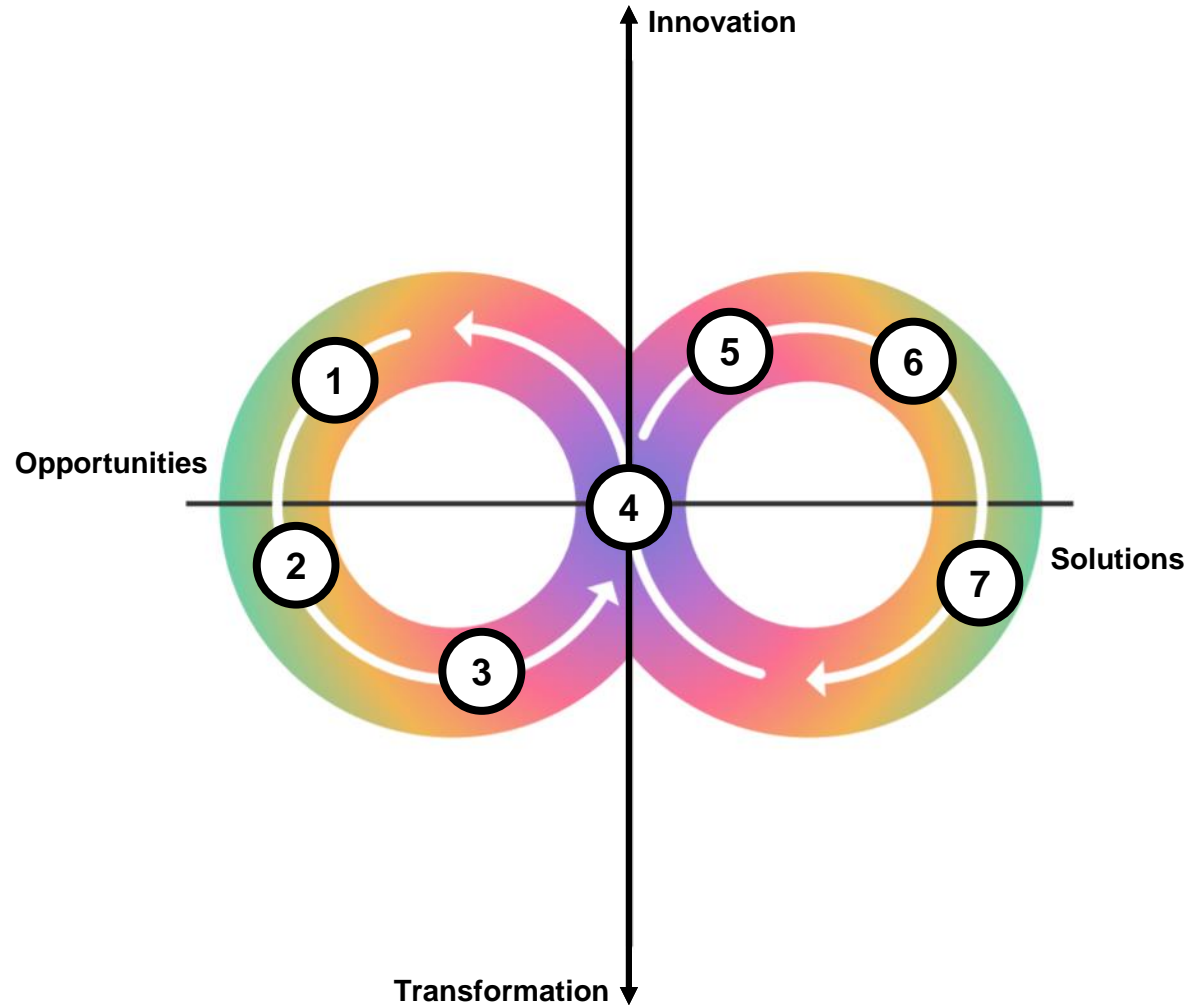


Enterprise Design Approach

Using the Enterprise Design Stack as a navigation aid across concerns and domains, our design approach follows 7 iterative steps to be applied in a fractal fashion.

From high-level strategic initiatives to applied Design Sprints or workshops, we always go through this process.

- 1) **Engage** stakeholders
- 2) **Discover** insights and data
- 3) **Define** and frame challenges
- 4) **Experiment** and prototype
- 5) **Validate** potential solutions
- 6) **Implement** changes
- 7) **Deliver** and measure



Enterprise Design Stack

Scan



Innovation

Sprint



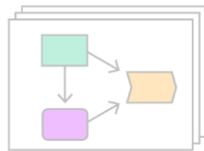
Opportunities

Stack



Solutions

Scenarios



System



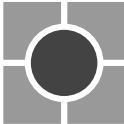
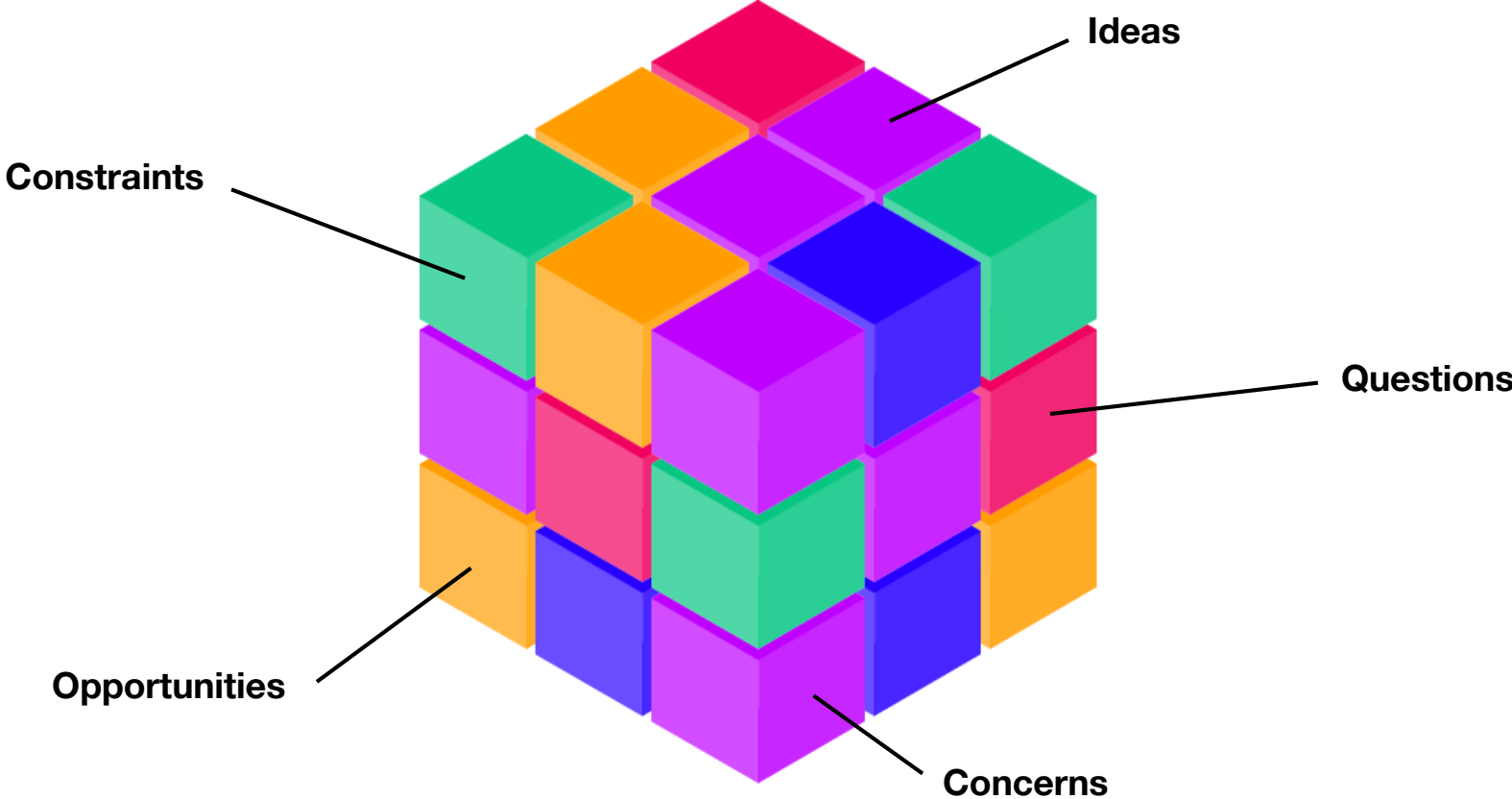
Transformation



Language

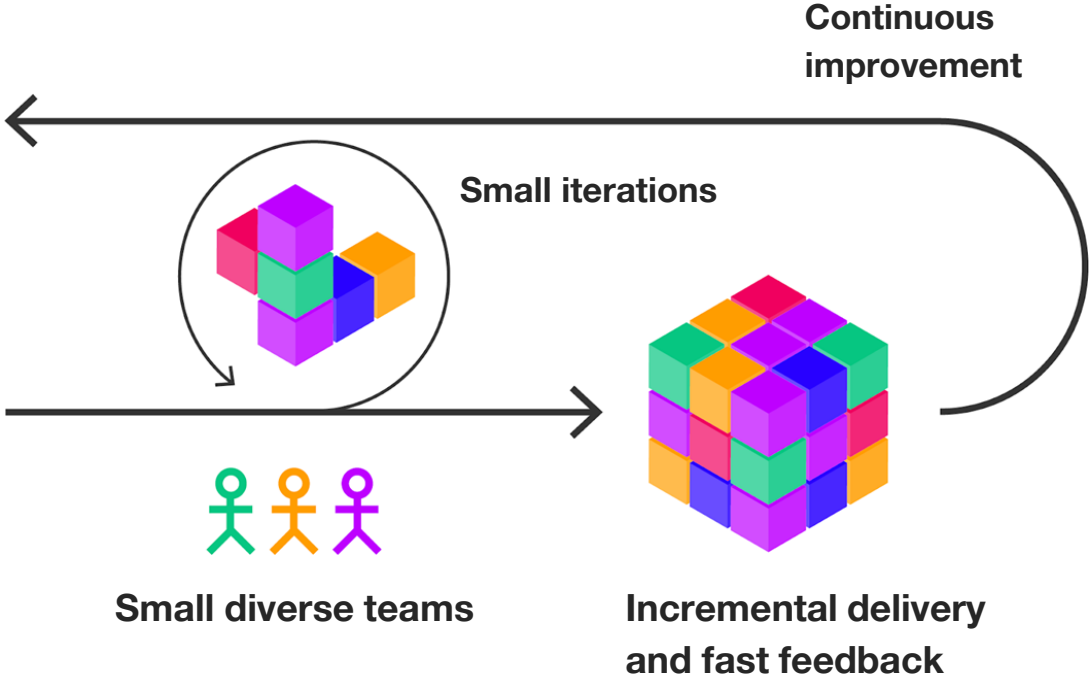
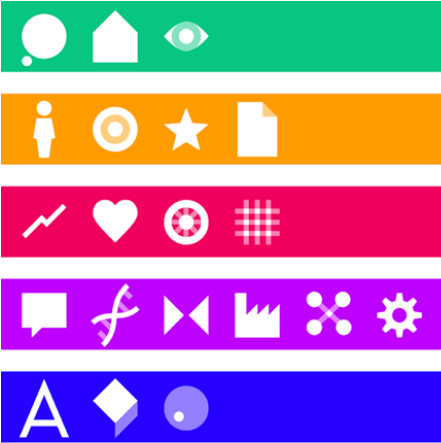


Navigating a space of intermingled concerns



Using the Enterprise Design Stack

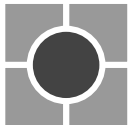
Look at everything that matters



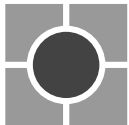
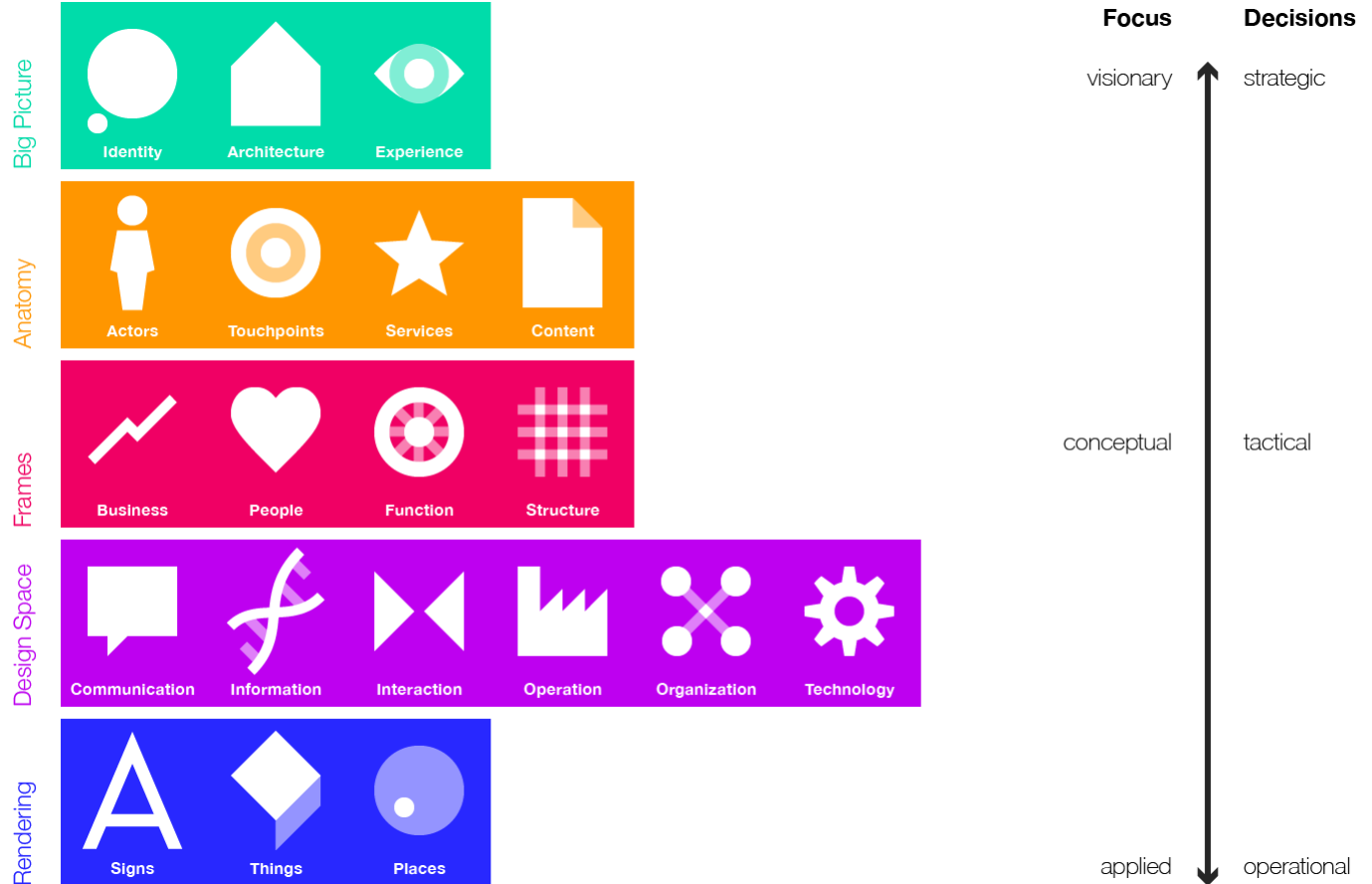
Enterprise Design Stack



At the core of the Framework is the Stack, a structure of 20 aspects in 5 layers to understand and design enterprises.



Enterprise Design Stack



Enterprise Design Approach

The design process model uses the Stack as a navigation aid for focused drilldown and gradual synthesis. Moving between stages and iterations is easy and communicative, and helps keep workshop leaders and participants focused on the challenge at hand.

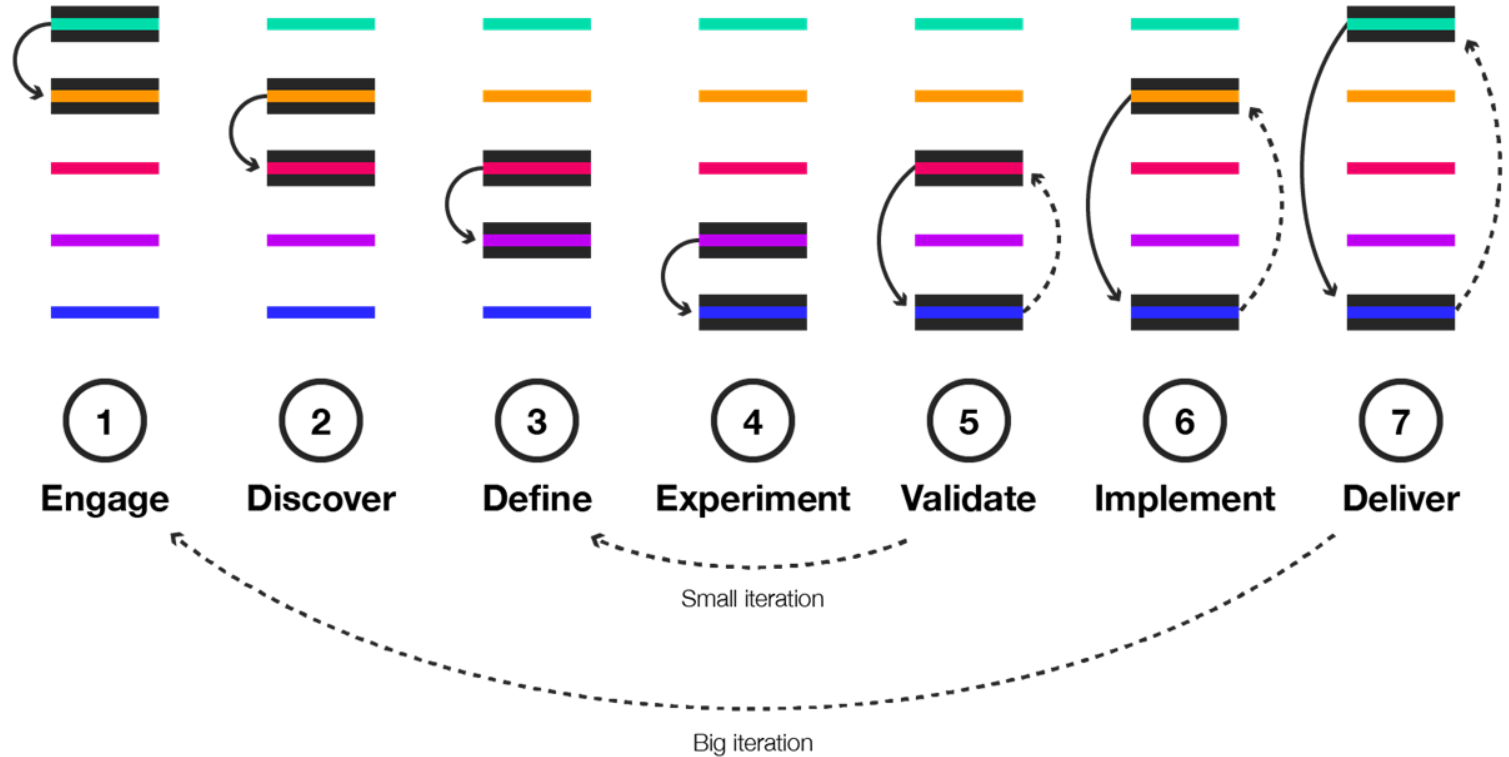
Big Picture

Anatomy

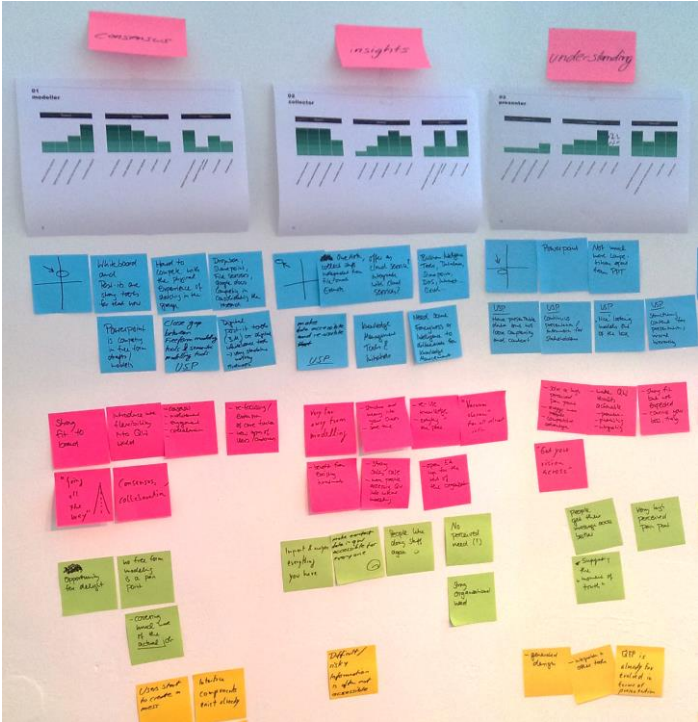
Frames

Design Space

Rendering



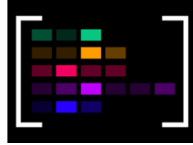
Stack



Example challenge framing using Stack aspects

Enterprise Design **Scan**

Scan



Innovation

Sprint



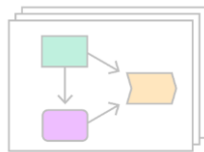
Opportunities

Stack



Solutions

Scenarios



System



Transformation



Enterprise Design Scan

Our research tool allows for a 360° inquiry of the enterprise, its inner workings, sourcing and market environment, blending different techniques for maximum insight.



Qualitative Research	User/Customer Research	Expert Sessions	Stakeholder Interviews
Quantitative Research	Enterprise Top Tasks		Enterprise Survey
Desk Research, Baseline Modelling	Journeys, Processes	Systems, Resources	Objectives, Initiatives
Data Analysis	Analytics, Behaviour	Records, Data Models	Unstructured Data, Metrics



Take Action Scores: Overview

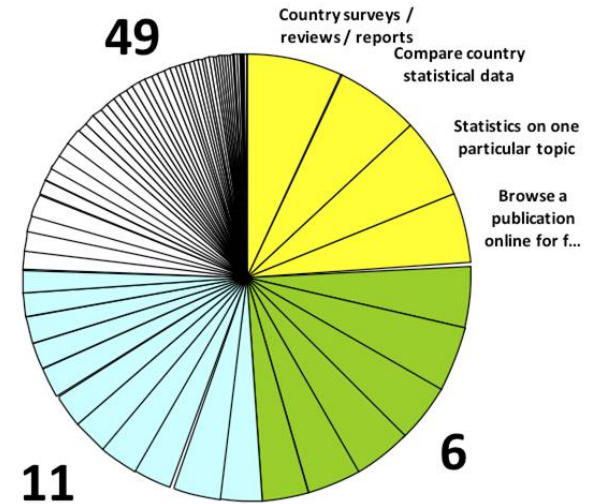
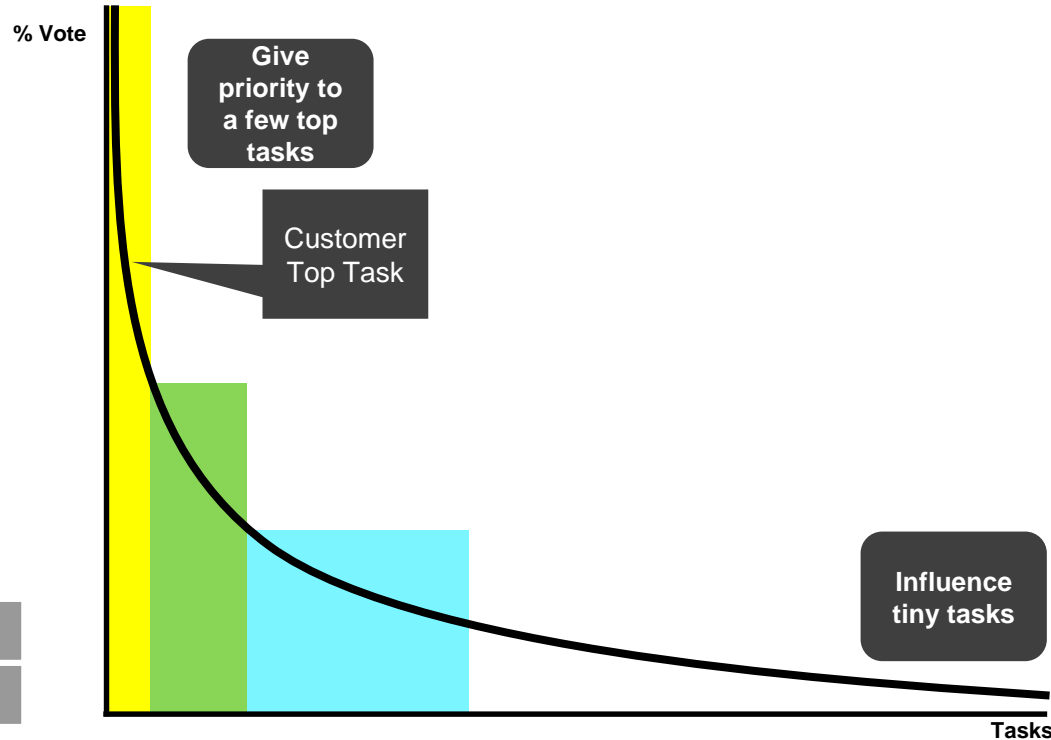
This is what customers, managers, and employees would focus on:

Stack aspects	Criteria	Customers	Employees	Managers
Big Picture	A clear, shared sense of purpose			
Identity	Coherent brand image lived in culture	11 %	12 %	3 %
Architecture	Is structured as a well-performing system	3 %	2 %	3 %
Experience	Contribution to people's lives	2 %	10 %	2 %
Anatomy	An understanding of the moving parts			
Actor	Good relationships with all key stakeholder groups	0 %	1 %	3 %
Touchpoints	Supports touchpoints across people's journeys	4 %	4 %	2 %
Services	A clear set of services with well-defined value add	24 %	22 %	26 %
Content	High quality content on relevant topics	2 %	5 %	6 %
Frames	Proactive and systemic innovation/transformation			
Business	Develops new relevant products/business models	1 %	3 %	20 %
People	Gets close to the people it addresses	1 %	1 %	0 %
Function	Understands behaviours, develops relevant functionality	2 %	4 %	4 %
Structure	Clear domain focus, simple language	0 %	2 %	4 %
Design Space	Excellence in conceptual design			
Communication	Communicates with clear messages on the right channels	1 %	1 %	4 %
Information	Information is well managed, structured and presented	1 %	2 %	4 %
Interaction	Interactions are well designed, useful tools and services	5 %	4 %	9 %
Operation	Well designed operating model and processes	12 %	15 %	1 %
Organization	Good teamwork, flexible collaboration	1 %	2 %	3 %
Technology	Makes good use of technology	1 %	2 %	2 %
Rendering	Good applied design			
Signs	Good graphics, typography, interfaces	19 %	3 %	2 %
Things	Useful products, apps, tools	2 %	0 %	0 %
Places	Places are suitable to their users	8 %	5 %	2 %
		100 %	100 %	100 %



Enterprise Design Scan

As part of our Enterprise Design Scan, we establish direct, customer-centric evidence using a the Top Tasks Survey developed by our partner Gerry McGovern. Example data from OECD.



Enterprise Design **Scan**

Collecting input from participants up-front

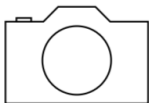
How it works

1. Print this document.
2. Fill in the answers and sketch.
3. Take a photo of the pages and of your workplace.
4. Email all photos to research@eda-c.com.



1. Can you tell us, what you are currently working on? What kinds of tasks or projects are on the top of your agenda this month?

2. How does your workspace look like beyond your computer? Could you take us on a little picture tour? If possible take some pictures of your desk and other areas, where you work e.g. whiteboard walls or meeting rooms. Think also of print-outs or posters you frequently use in your office.



Distributing self-study kits to gather stakeholder input.

How does a typical working day look like for you? What tasks do you do when? When do you have meetings? When do you take breaks? When do you use your collaboration tool(s)? Is there anything you like or dislike especially about how your days are structured? Please highlight what times you are typically doing what.

9:00 - 10:00

10:00 - 11:00

11:00 - 12:00

12:00 - 13:00

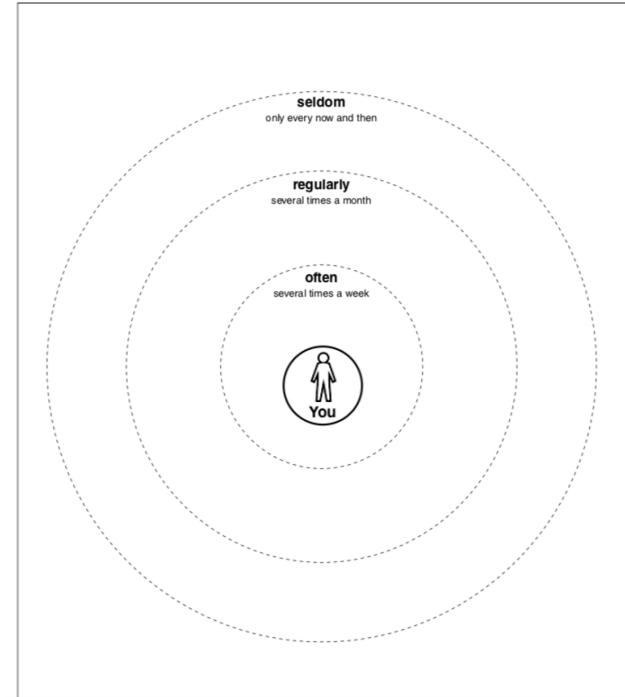
14:00 - 15:00

15:00 - 16:00

16:00 - 17:00

17:00 - 18:00

How do you collaborate within your team and organisation or with external partners? Please draw a little sketch of the people you interact with a lot and why.

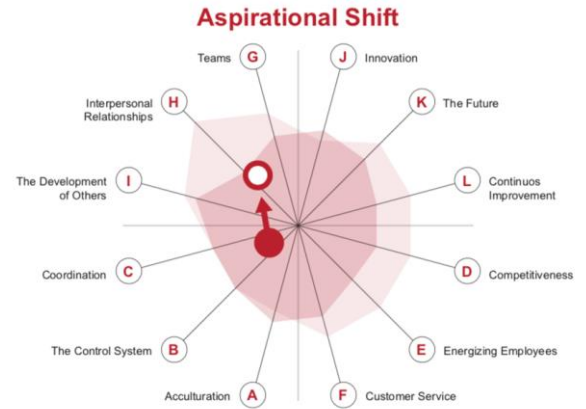


Enterprise Design Scan

Collecting data from surveys and existing sources



Example formats: digital and print materials for input sessions to prepare an Engagement sprint. Presentation via a touch screen, cards for participants to take according to their priorities.



MOST TIME-CONSUMING ACTIVITIES



- 1. Emails** (read, answer, classify) **13.9%**
- 2. Decision-making** (collecting info, data, building consensus, getting validation, acting) **8.2%**
- 3. Team management** (collecting info, data, building consensus, getting validation, acting) **7.2%**
- 4. Building consensus, informing and relating to stakeholders** (Nemawashi) **6.5%**

Example data: Surveys and data analysis to inform the sprint, here culture assessment and Top Tasks surveys.

Enterprise Design **Scenarios**



Scan



Innovation

Sprint



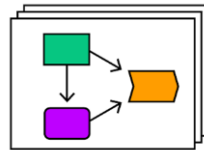
Opportunities

Stack



Solutions

Scenarios



Transformation

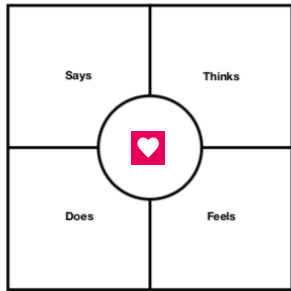
System



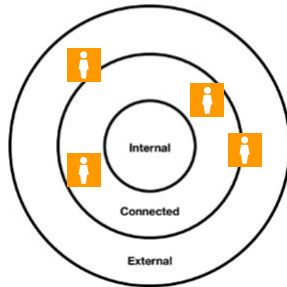
Enterprise Design Modelling Language

When visualizing complex domains, there is a need to separate concerns while also making the links. To address this challenge, we use **semantic models** based on a standard modelling language (EDML).

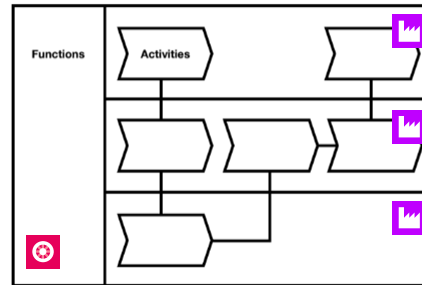
Empathy Map



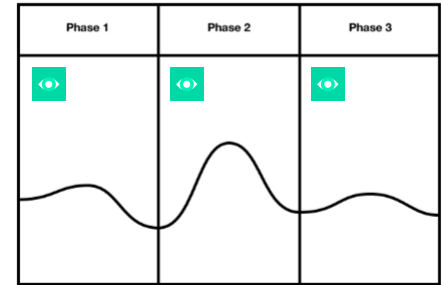
Stakeholder Map



Business Process map



Experience Map

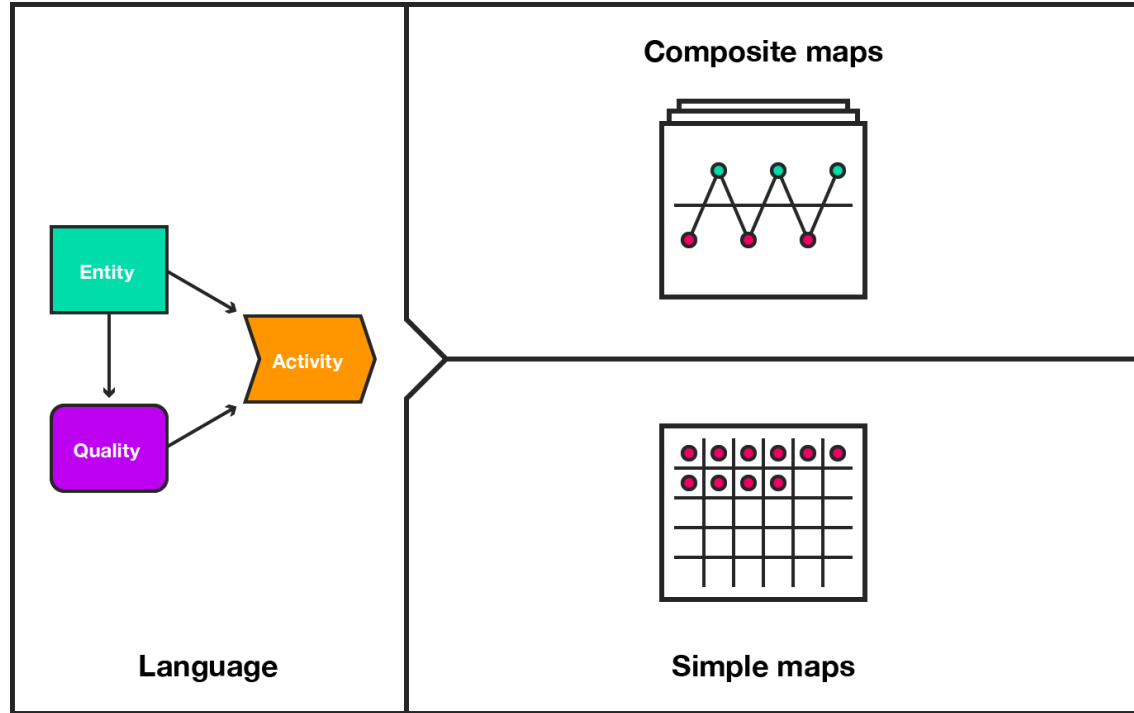


Enterprise Design Scenarios

Our Enterprise Design Modelling Language (EDML) allows a common language and traceability between decisions and teams.

Standard mapping templates include

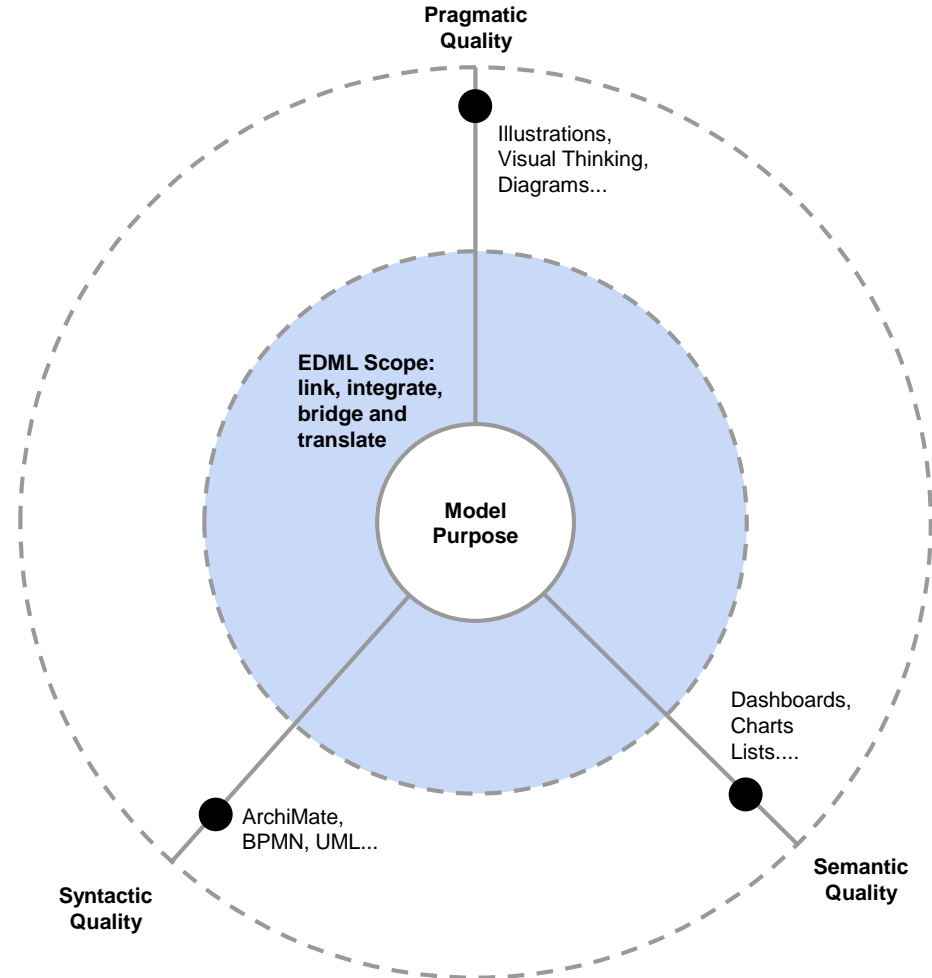
- Strategy, Products and Markets
- Customer Experience and Journeys
- Service Design and Delivery
- Business Models and Architecture
- Process Design and Operations
- Organization Design and Structure
- IT Systems and Applications
- Agile Development and Delivery



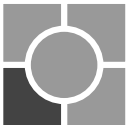
supported platforms



Model qualities

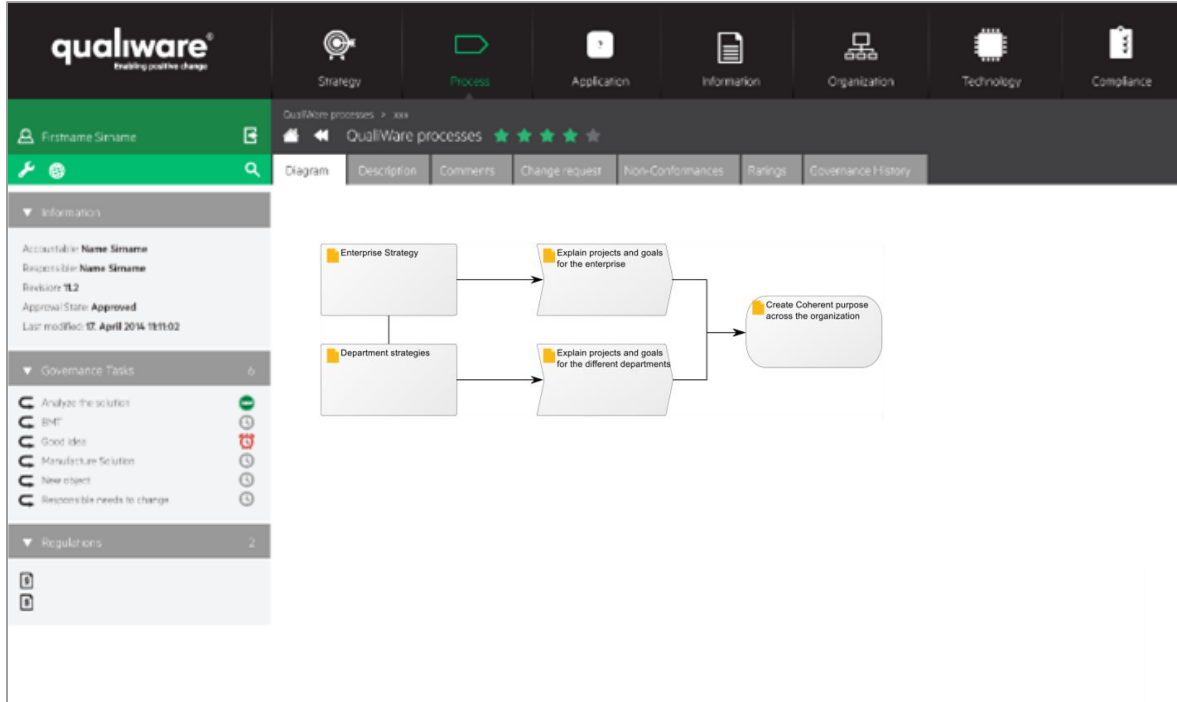


with thanks to
Sandeep Johal,
Leonardo Consulting



Standard Language

Tools supporting EDML modelling



EDML is supported by GSuite Slides, PowerPoint and QualiWare (a semantic database-driven enterprise modelling tool, allowing to manage and share a set of linked mappings on the web).

Enterprise Design Modelling Language (EDML)

Vocabulary to express your Enterprise Design

Activity

Enterprise dynamics and behaviour:
Process, Task

Quality

Enterprise motivation and performance:
Goal, Value, State

Entity

Enterprise structure and assets:
Entity, Concept

Stack Aspects to visualize key perspectives

Big Picture



Anatomy



Frames



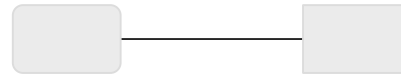
Design Space



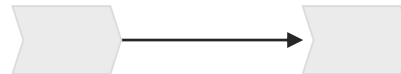
Rendering



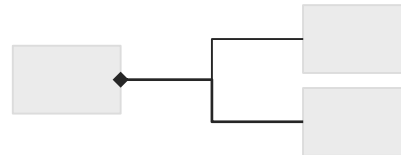
Relations to explore and trace the links



An element is related, connected or linked to another

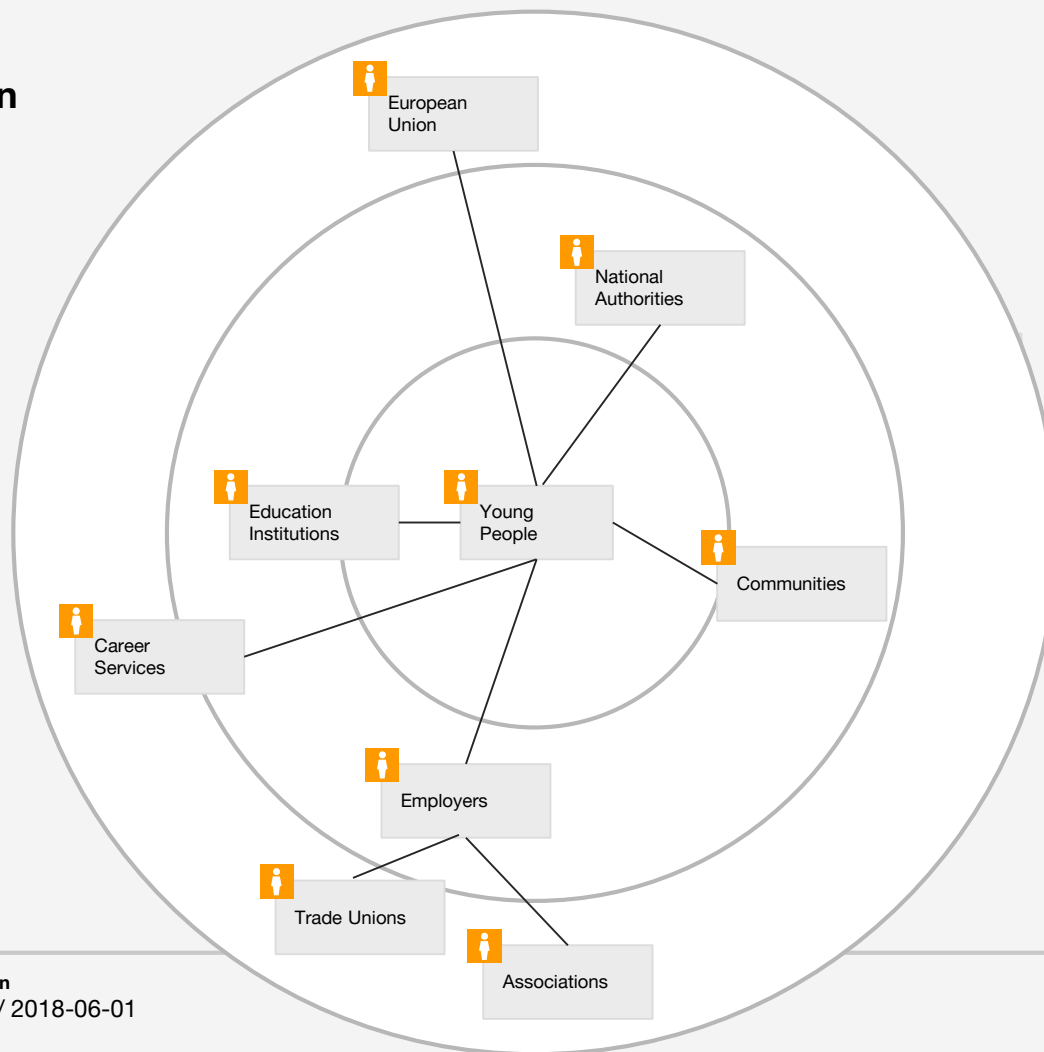


Depicts a flow or sequence of behaviour from one element to another



An element is composed of or aggregates other elements.

Simple Mapping Ecosystem Map for an Education System



Example Insurance Enterprise Map, a customized standard mapping of EDML

Customer Experience

Story:
"I need to prepare for later"

Emotion:
Safe, Happy, Surprised

*What is our role in our customer's lives?
What happens in the field in daily customer interaction?*

Customer Journey

Task:
Compare packages


Channel:
Online / Offline,
Web / Mobile


Touchpoint:
Bank visit,
open the app
+metrics


*Where do we meet our customers, how to keep in touch?
What can we offer them?*

Service Delivery

Service:
Online
Consultation

 Document,
Piece of
content

 Message,
dialogue

 App/Website
Screen

Delivery Capability

*Function /
Capability:*
Rate
simulation

*What capabilities do we have to build and develop in
order to meet and exceed our customer's expectations?*

Business Processes


*Business
Process:*
Handle claim


*Operational
Quality:*
Speed,
Accuracy

*How do we implement the capabilities needed in our daily
operations, business processes and IT systems?*

IT Systems

IT System:
CRM, PolicyDB

 Interaction
Design for
key
scenarios

 Organization
Entity
responsible for
a process



Bertrand Busy



Characteristics

Bertrand travels a lot for his company. He expects swift and easy planning, and a painless and frictionless flight experience.

Likes



Speed



Having power for his laptop



Comfort, silence

Dislikes



Losing time



Airline food

Links



Business Passenger



Loyalty Scheme Member

Day in the life

8:00 Brief for meetings

10:00 In meetings

12:00 Just a quick lunch with staff

14:00 Rush to the airport, finish deck

Top Tasks



Sync with his calendar



Get travel approval



Coordinate with colleagues

Tools



New smartphone



iWatch

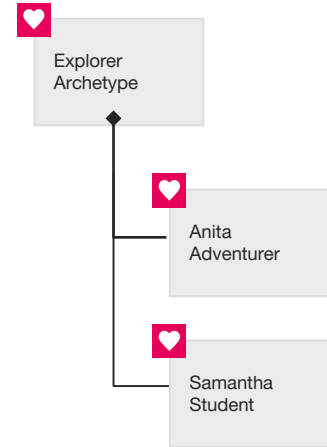
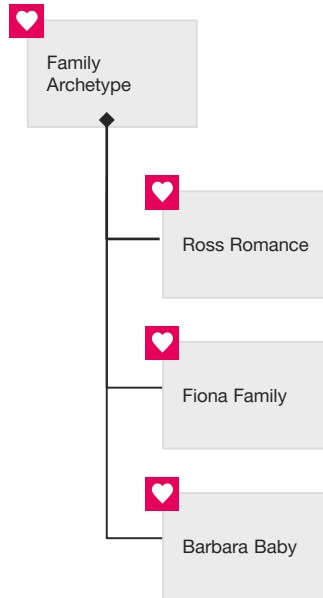
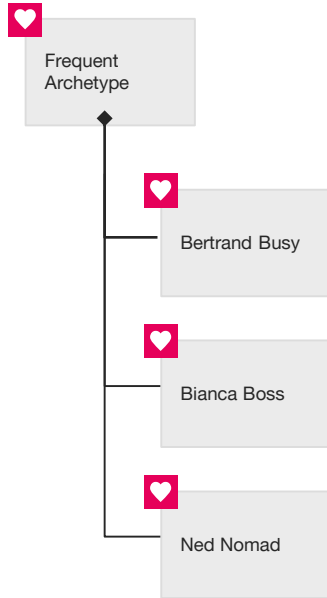
18:00 Go to business dinner

Author

Name Name


Version


3.51 / 2017-12-11



Ent-Air-Prise Experience Map



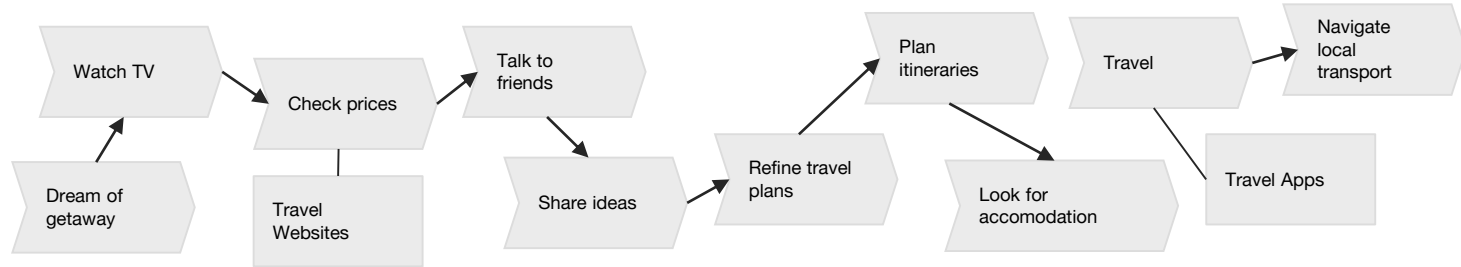
 Actor
Consumer Passenger

 Persona
Samantha Student

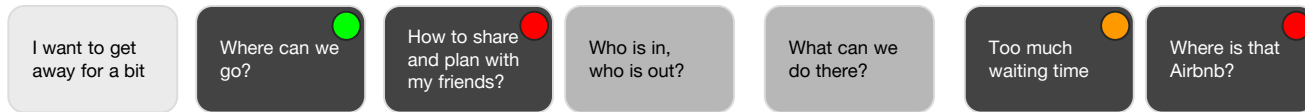
Passenger Experience



Doing



Feelings / Questions





Opportunities



Ent-Air-Prise

Pre/Post Flight Blueprint

 Actor
Business Passenger

 Persona
Bertrand Busy

Passenger Experience

Reason to travel

Research some options

Share with colleagues

Obtain approval

Make detailed plans

Travel

Arrive and get there

Follow up

Journey

Awareness

Decision-making

Preparation

Landed at destination

Quality

Functions

Inspiration

Search

Sharing

Authorization

Flight plan

Guidance

Evaluation

Interactions

Browse options

Book a flight

Share travel plans

Submit for travel approval

Check approved flight plan

Find hotel or business location

Tell us about your flight

Website / App Screens

Trending Company Destinations

Book a flight

Send by email

Submit to travel system

Your flight plan

Your destinations


Rating

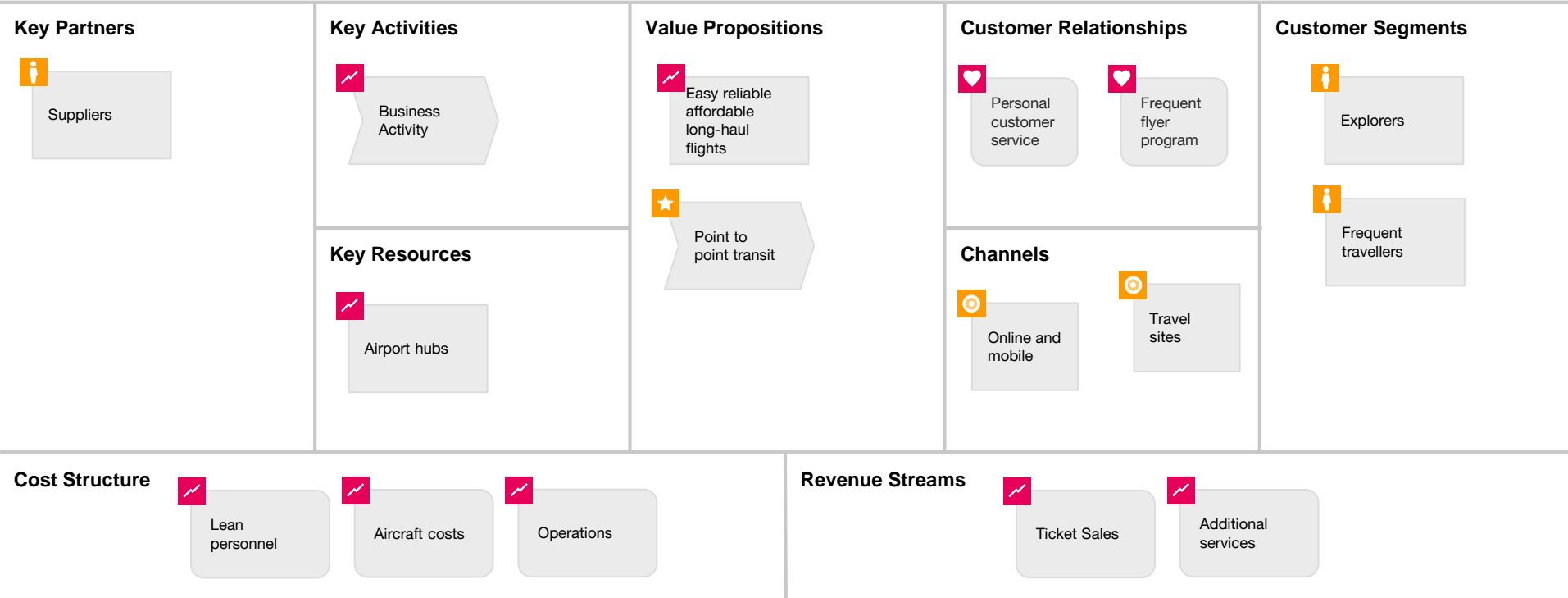
See [In-Flight Blueprint](#)

Ent-Air-Prise

Business Model Canvas



 Business Initiative
All in one



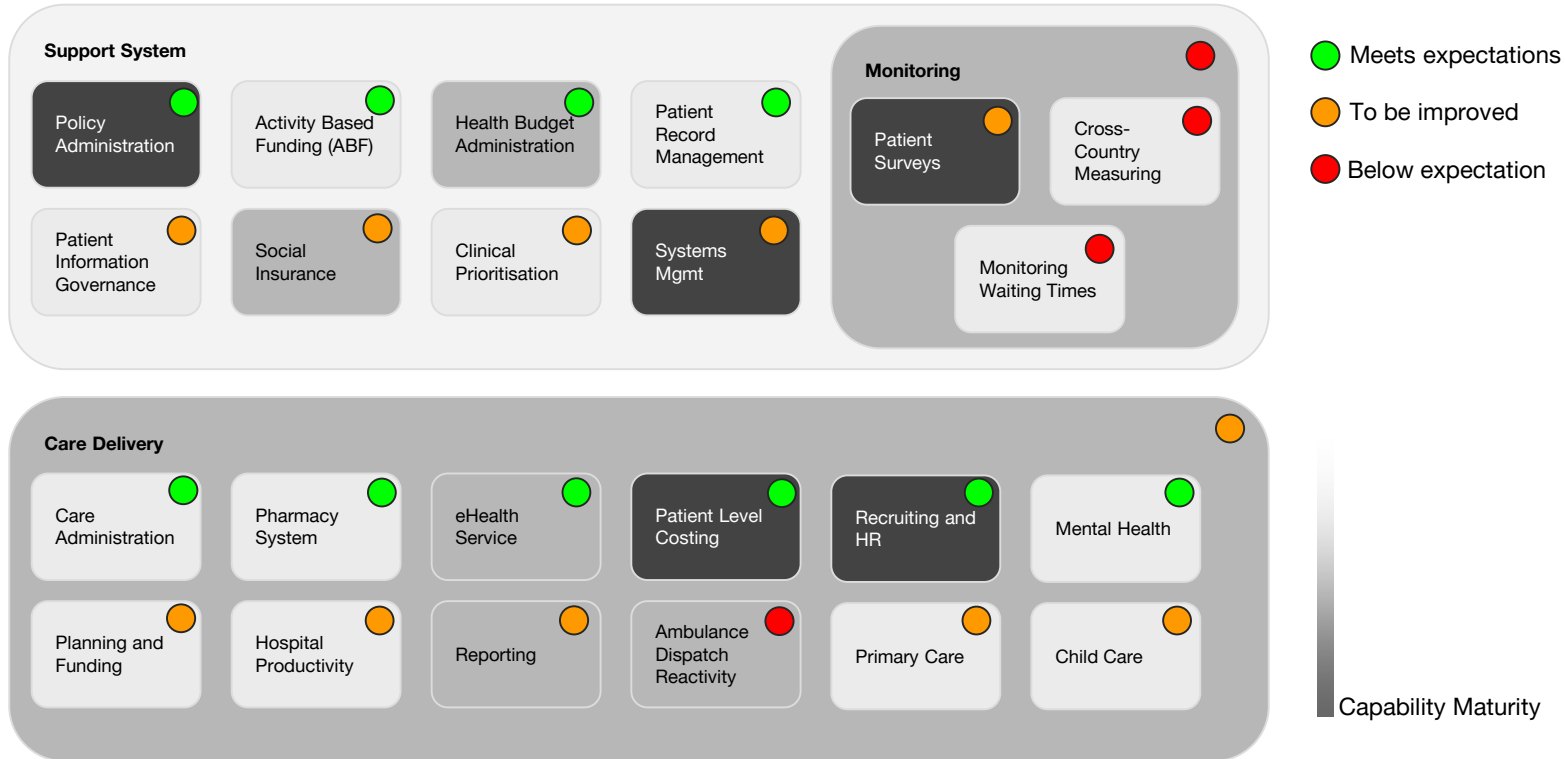
Author
Name Name

Version
3.51 / 2017-12-11

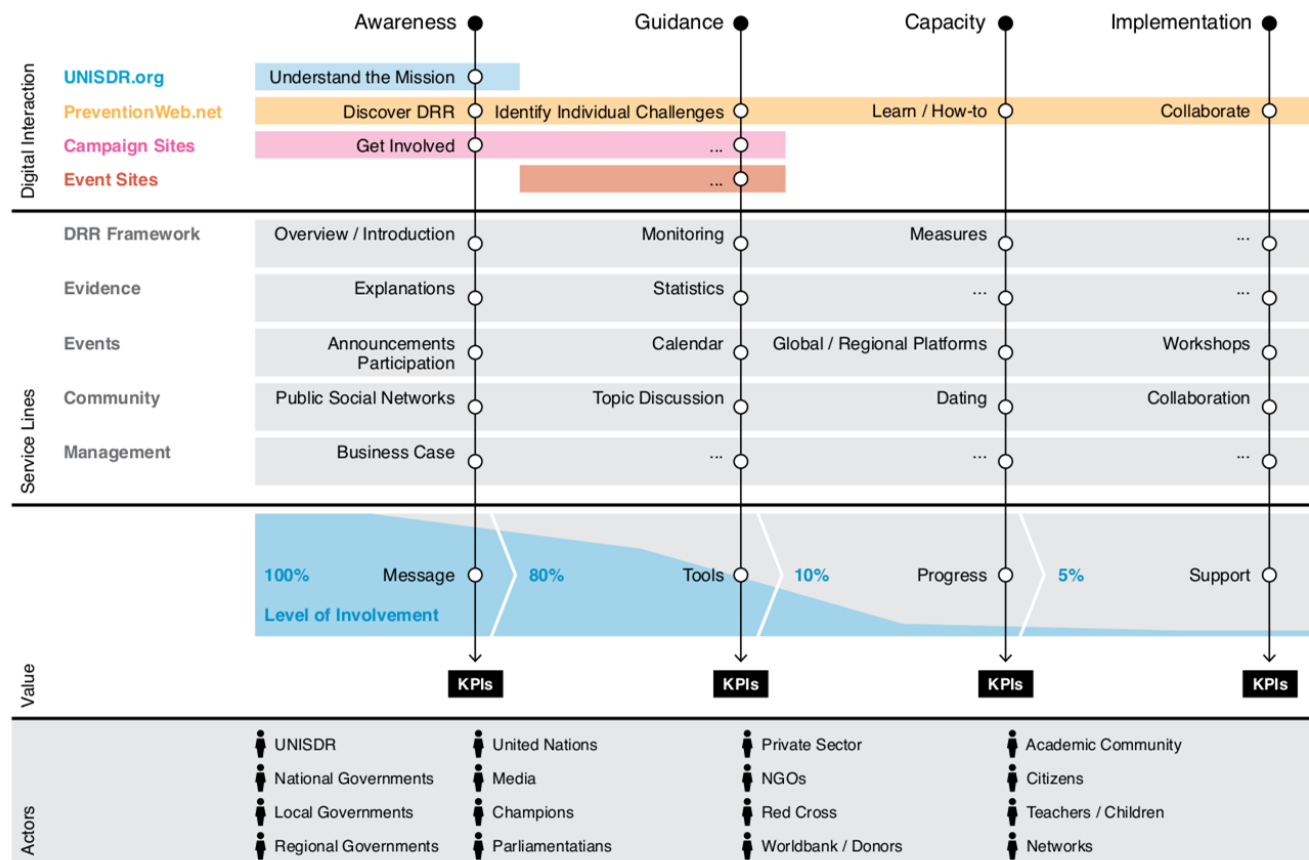
Created with EDML, a tool of the
Enterprise Design Framework

Standard Mapping

National Healthcare Provider Capability Map

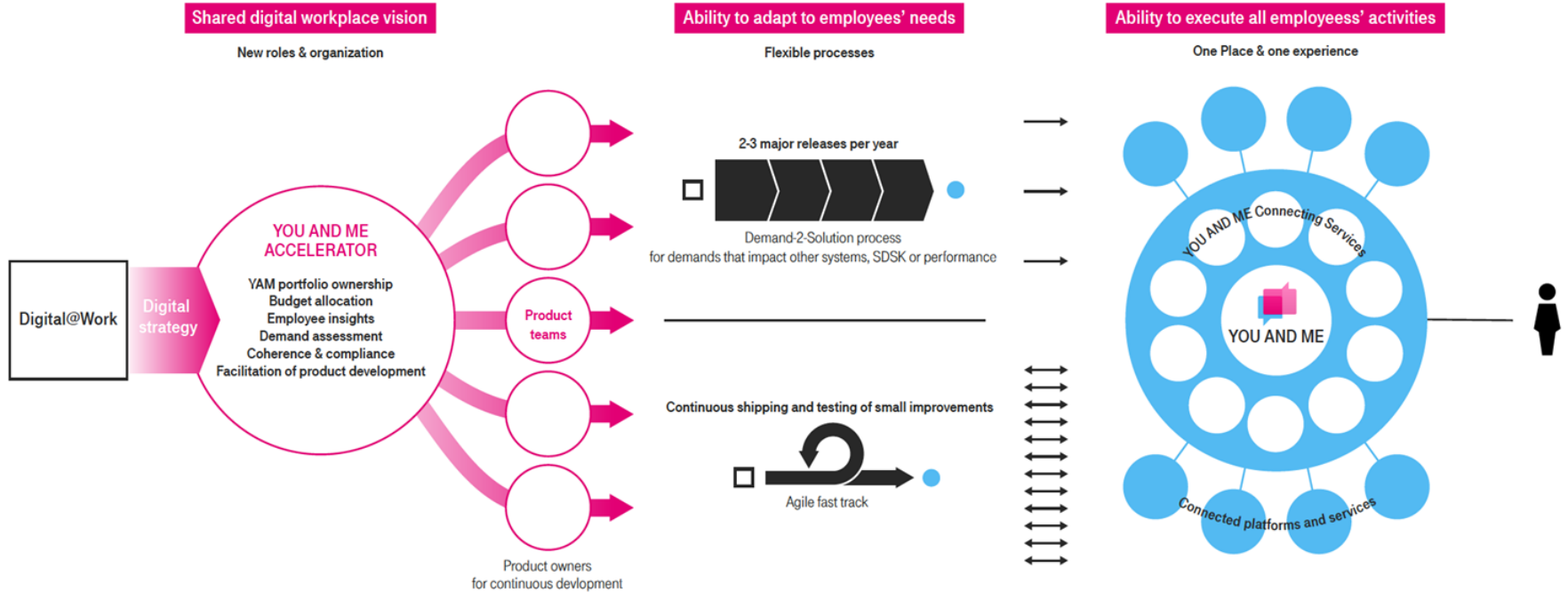


Example for a Custom Blueprint



To-be **Service Lines** for a UN Agency, (including “...” for gaps), their delivery through digital channels, and their link to mission success and engagement of key actors in the agency’s ecosystem.

Example for Vision to Execution: capturing objectives, measures and expected results



Communicating a new and agreed **Digital Workplace** vision and agile delivery model

Enterprise Design **Scenarios**

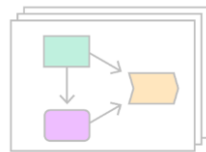


Scan



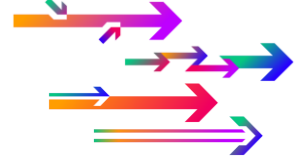
Opportunities

Scenarios



Innovation

Sprint



Stack



Solutions

System



Transformation

Enterprise Design Sprint

We developed a set of variables to adapt GV's original Design Sprint Methodology to environments facing enterprise and market complexity. For more on this, see our [Talk on Scaling Design Sprints at Interaction18](#).

Focus on questions

Focus on answers

Visionary

Engagement Sprint

to onboard people and drive collaboration

Strategy Sprint

to align and devise a direction



Applied

Experimentation Sprint

to generate and validate new solutions

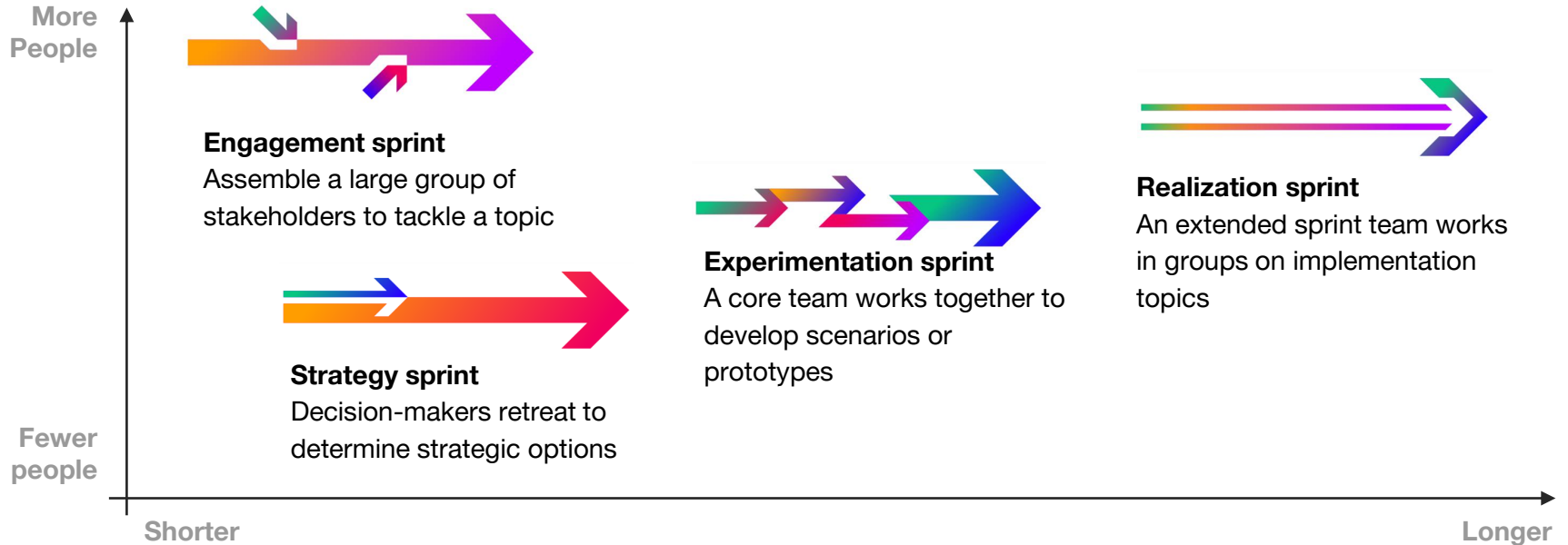
Realization Sprint

to develop a shared roadmap

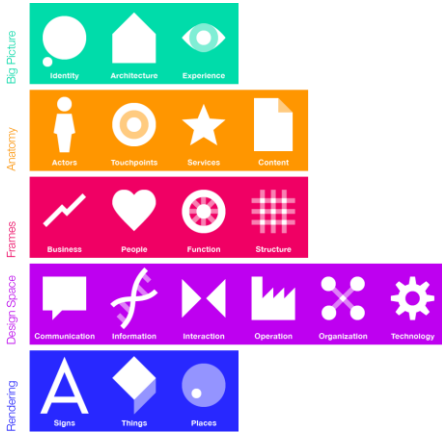


Enterprise Design Sprint

We recommend (series of) sprint formats and supporting workstreams based on the challenge definition and applicable flavours. Typical configurations:



Enterprise Design Sprint

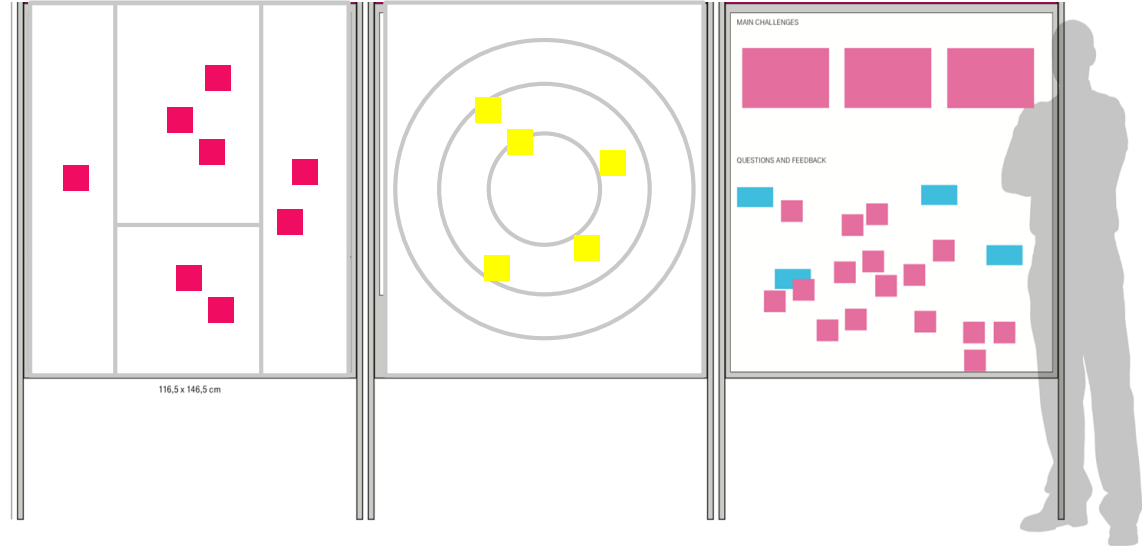
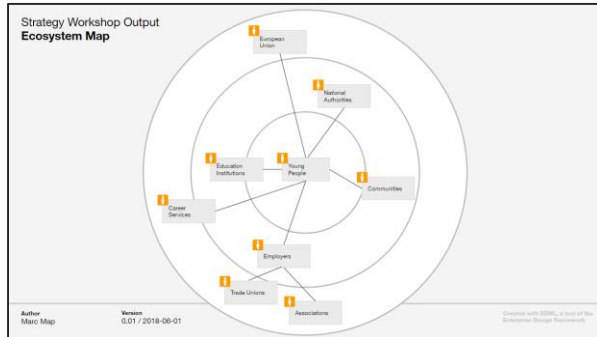
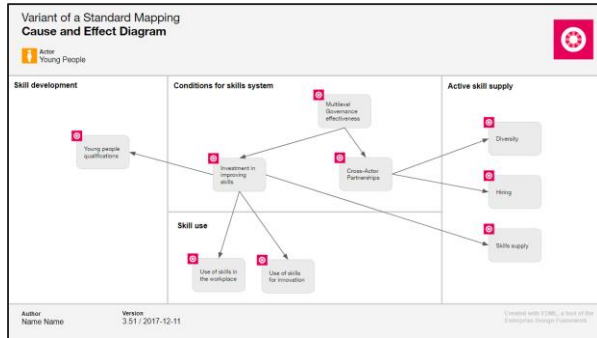


Affinity Diagram	Structure			Write Sticky Notes		
Brand Architecture	Structure	Identity		Modelling Session	Identity View	
Brand Persona	Canvas	Identity		Make Personas	Identity View	
Business Model Canvas	Canvas	Business		Fill out a canvas		
Domain Model	Structure			Modelling Session	Structure View	
Effort vs. Value Map	Numbers			Sort, Stack, Align		
Hypothesis Test Cards	Canvas			Hypothesis		
Journey Map	Flow	Touchpoints		Task/Journey Modelling	Touchpoint View	
Lean Canvas	Canvas			Fill out a canvas		
Mental Model	Mapping	Function	People	Task/Journey Modelling		People to Function
Milky Way	Mapping	Operation	Technology	Architecture	Modelling Session	Architecture to Technology
Non-Profit BMC	Canvas			Fill out a canvas		
Persona	Canvas	People		Make Personas	People View	
Problem Framing Template	Canvas			Problem Framing		
Project Canvas	Canvas			Fill out a canvas		
Service Canvas	Canvas			Fill out a canvas		
Stakeholder Map	Structure	Actors		Stakeholder Mapping	Actor Map	
Storymap	Flow	Function		Storymapping		Function to People
Top Tasks	Numbers					Actors to People
Value Proposition Canvas	Canvas	People	Business	Fill out a canvas		
Viable System Model	Structure	Organization	Architecture	Modelling Session		
Service Blueprint	Mapping	Touchpoints	Operation	Services	Task/Journey Modelling	Custom Sequential/Stack

Excerpt from an Airtable database of sprint activities, connected Stack aspects and mapping techniques used for Sprint activity planning.

Enterprise Design Sprint

The mappings developed will be “checked out” into the physical space to work on them in sprint groups. This input will then be reflected in updated digital mappings.



The facilitator's role is to introduce and guide the activity using the selected mapping technique

Enterprise Design Sprint



Insights from stakeholder interviews and field research presented on panels. Presented as an overview, then left to participants to browse details silently.

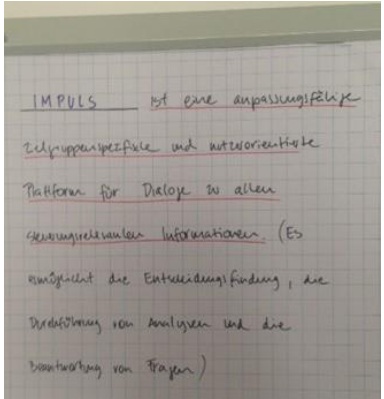
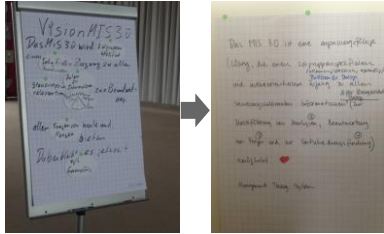


Lightning talk to brief 12 Realization sprint teams on the common underlying challenge.



Putting insights from data analysis and surveys on the wall to be used as a reference for decisions made throughout the sprint.

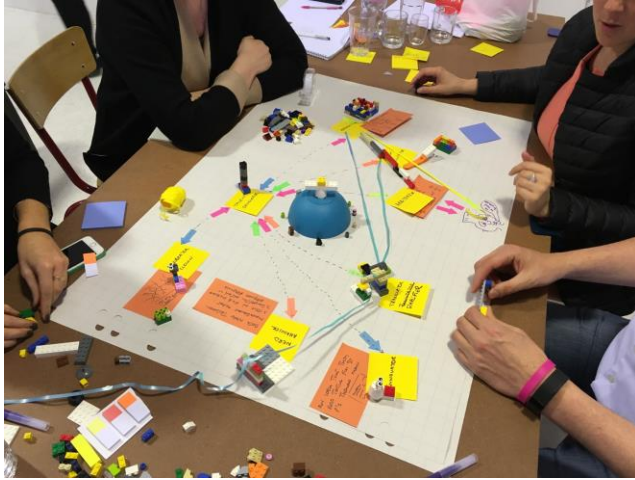
Enterprise Design Sprint



From a loose idea to a clear vision statement during a Strategy Sprint

Scenario writing and sharing (Experimentation sprint)

Enterprise Design Sprint



A team visualizing a new workflow using Lego and office supply materials



Live sketching for a group discussion on success criteria



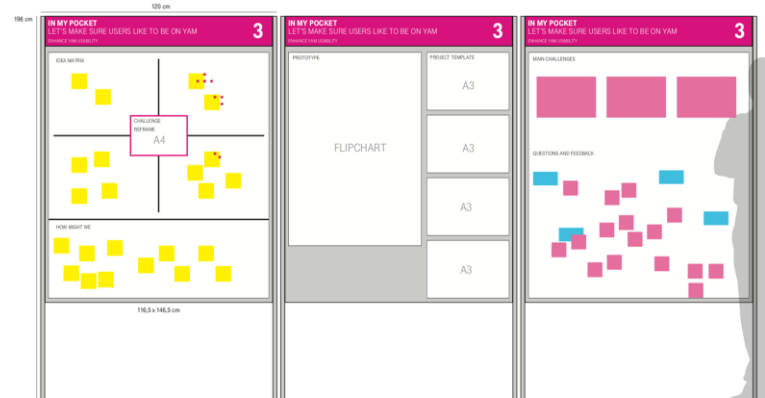
Co-designing an organizational model including roles, tasks and teams to deliver a better service.

Enterprise Design Sprint



↑ A branded **roadshow**, with an open invitation to everyone to engage the largest group possible

An **exhibition** session using standardized content templates and tools near the end of a large sprint for attendees to exchange with other groups →



Enterprise Design Sprint

AKARI Toyota FAST FWD

Categories

- 1 Build Teams
- 2 Values & Culture
- 3 Career & Talent
- 4 Ideas & Innovation
- 5 Vision of the Future
- 6 Lean Collaboration
- 7 Lean Communication

Archives

- June
- May
- OLDER POSTS

2015 19/05 1 Build Teams by Tine Stabbinck (TME) at 12:24 PM in 1 Build Teams

Do you know real-life examples of building cohesive, effective teams?

0 comments | Like | Email a link

2015 19/05 2 Values & Culture by Tine Stabbinck (TME) at 10:33 AM in 2 Values & Culture

Do you know real-life examples of making the Toyota values alive in everyday work at TME?

2 comments | Like | Email a link

2015 19/05 3 Career & Talent by Tine Stabbinck (TME) at 10:32 AM in 3 Career & Talent

TOYOTA FAST FWD

This is an info text about FAST FWD, the road-show and the purpose of the blog that also contains links to the AKARI Community Site and.

FAST FWD Community site
FAST FWD on InTouch

RSS FEED
ALERT ME

↑ A web or intranet page with **visualizations and discussions** on high level topics, and comments for a facilitated discussion (here Sharepoint)

AKARI Toyota FAST FWD

Categories

- 1 Build Teams
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Archives

- June
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- OLDER POSTS

2015 19/05 1 Build Teams by Tine Stabbinck (TME) at 10:33 AM in 1 Build Teams

Do you know real-life examples of building cohesive, effective teams?

- ▶ Increase you witnessed it.
- ▶ you experienced it as a team member.
- ▶ or you succeeded in it.

HOW WILL PEOPLE IN TOYOTA BEHAVE TOMORROW?

People in Toyota who collaborate in a lean and efficient way ...

pick up the phone to discuss complex topics.

use e-mail only when it is the most effective way to communicate.

WE NEED TO KNOW MORE

- ▶ What are you using e-mail for?
- ▶ For which activities do you think e-mail is the most appropriate channel of communication?
- ▶ And for which activities would you rather use another channel, and which channel?

WHAT DO PEOPLE IN TOYOTA DO TODAY?

E-mails

- 1st most time-consuming activity
- 30th most value-adding activity

2 comments

Tine Stabbinck (TME) This is a comment from Tine
19 May 2015

Roadshow visitor This is a test comment!!
19 May 2015

Add a comment

Post

Group 1
Education workflow

Group 2
Training & mentoring

Group 3
Meetings & workshops

Requirements Workshop

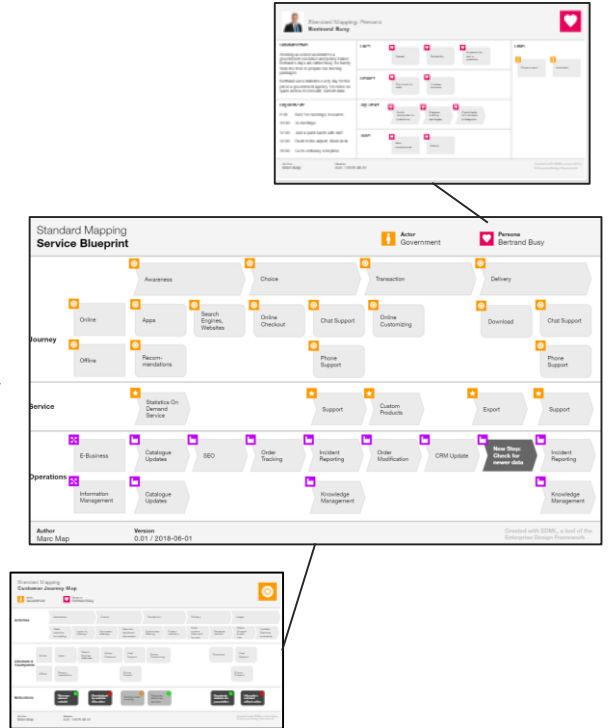
How might we?

Learning Principles

↑ An **archive of videos or podcasts** recorded live during the sprints, capturing elaborate concepts as narratives while still fresh

Turning sprint activities and tools into mappings

The mappings developed in sprint teams (here: Service Blueprints) will be mapped as visualization outputs in graphic tools and/or as part of an integrated enterprise model.



Enterprise Design **Scenarios**



Scan



Innovation

Sprint



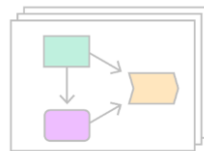
Opportunities

Stack



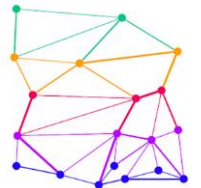
Solutions

Scenarios



Transformation

System



Enterprise Design System

Big Picture

Systems of Engagement

Sharing of Ideas and Culture, Establishing Social Relationships

Anatomy

Systems of Intelligence

Tracing Dynamics in Journeys and Segments, using Data and Insights

Frames

Systems of Reference

Governing Knowledge on People, Transactions, Records and Rules

Design Space

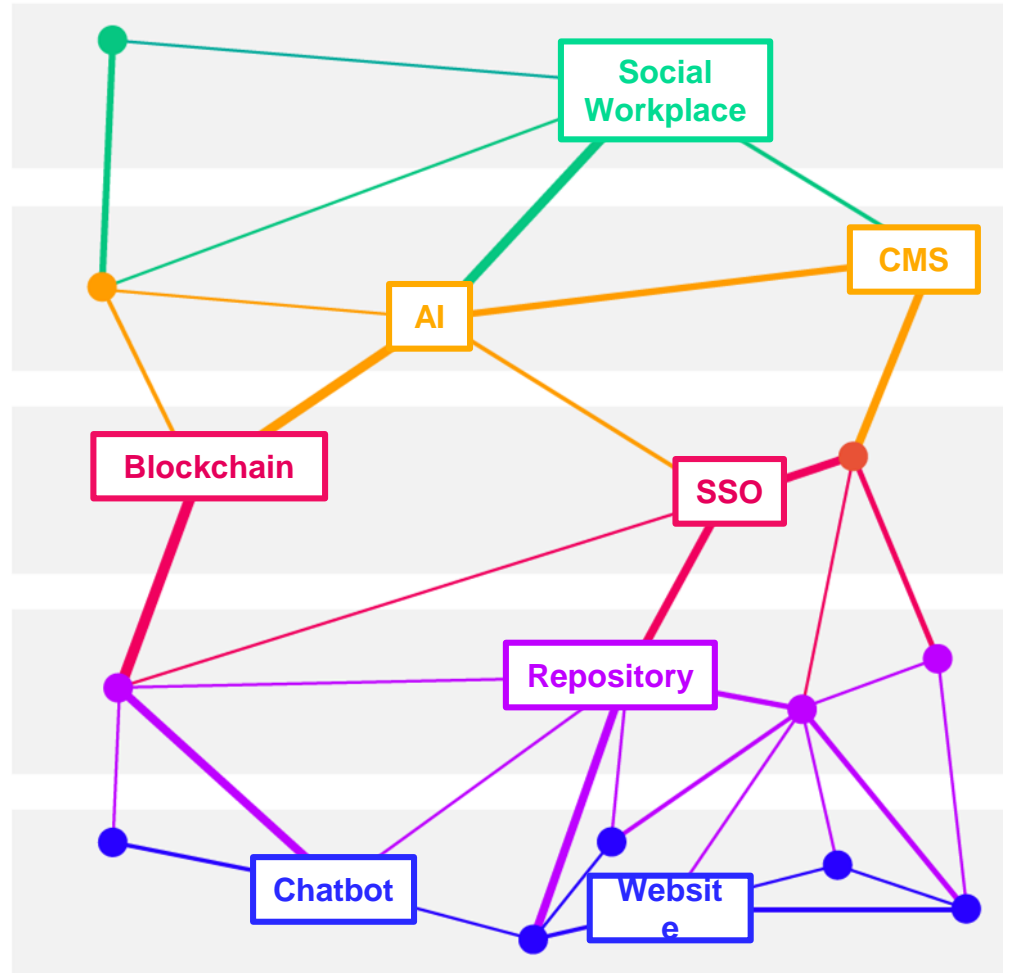
Systems of Design

Defining Patterns for Processes, Self-Organization and Algorithms

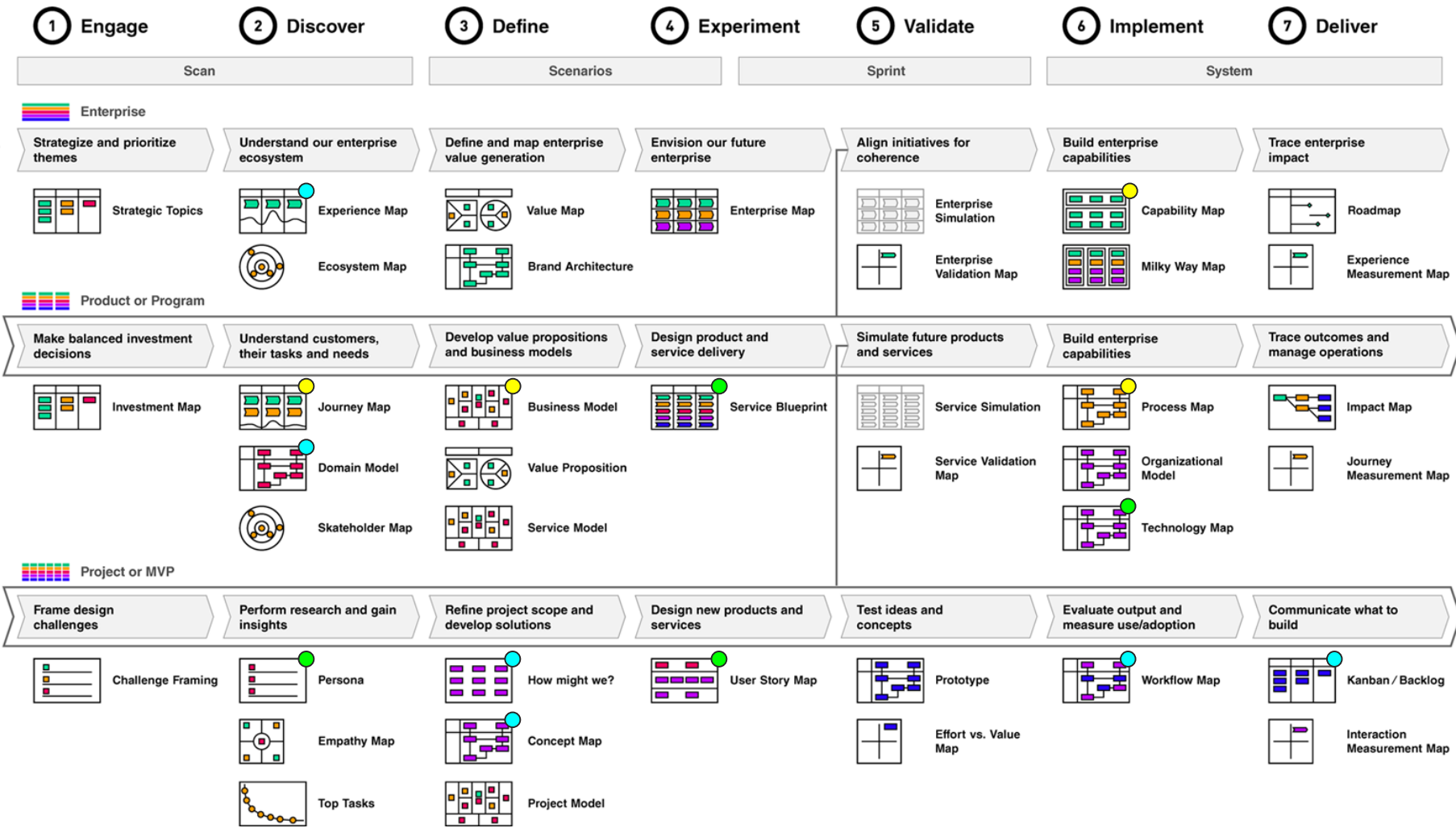
Rendering

Systems of Delivery

Generating Products, Artifacts, Spaces and Digital Assets



Example adoption in a commercial enterprise



Enterprise Design Associates network:

- Core Team
- Partners
- Enterprises

eda.cx/join

Enterprise Design Associates



Milan Guenther
Partner, EDA Paris

enterprisedesign.io
@ent_des

Enterprise
Design
Associates



Bridging the gap
between strategy
and execution