

Chapter 16

The Business Transformation Framework for Managers in Business Innovation Transformation Projects: Business Architecture Managerial Recommendation

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ABSTRACT

A decisive economical factor in the business transformation project (BTP) of a traditional business environment (BE) into an automated business environment, is the profile of the business transformation manager (BTM), who should be supported by a framework (Trad, & Kalpić, 2001; Trad & Kalpić, 2014a). The BTM's profile and its relation to enterprise business architecture skills, have an ultimate impact on the concrete implementation phase of business transformation and related enterprise architecture projects. The basic profile and managerial aspects of BTM profiles and its support, have not been sufficiently researched, to hammer an optimal profile and a corresponding supporting framework that is why this research article proposes the related BTP's managerial recommendations and conclusions. This research paper and the related research publications series deals with the BTP's support for the BTM's selection, architecture support, decision making and training requirements; where the BTM, has to manage the complex technical implementation phase of the BTPs; knowing that this phase of a BTP is the major cause of very high failure rates.

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INTRODUCTION

Increasingly competitive and inter-related business environments; like mechanistic organizations are the main driving forces for investment in the architecture and transformation of flexible and efficient business environments (Cappemini, 2007; Cappemini, 2009; Kanigel, 1997). The success of such BTPs influences the way business-oriented processes (and business services) are managed and integrated, that consequently enables business enterprises to continuously innovate. The implementation of such BTPs requires significant knowledge of enterprise and business architecture. The authors have based their research on many credible sources of information; where one of the main facts is that only a small percentage of business organizations successfully terminate innovation-related business transformations projects; another important fact is that those business environments, which are consistently successful at managing innovation-related transformations, outperform their peers in terms of growth and financial performance (Tidd, 2006; Tidd & Bessant, 2009).

Due to these facts, there is an essential need for more research on the BTMs' profiles and an effective support for BTPs; where there is a necessity to propose correlated BTP integration managerial recommendations. The proposed set of recommendations are translated into a set of critical success factors (CSF) that are implemented in the support environment's business architectures building blocks. The CSFs are fed into the decision module for selecting a BTM and to setup the environment, which will support the finalization of the implementation phase and supports the company's strategic goals. The factual high failure rates, valorises the need for more research on the BTMs' profiles and an adequate real-world frameworks. The Selection management, Architecture-modelling, Control-monitoring, Decision-making, and Training management Framework (SmAmCmDmTmF) (for simplification, in further text the *Environment* term will be used instead of SmAmCmDmTmF), that supports the BTP's activities.

BACKGROUND

The *Environment* has the following components to promote an iterative transformation process: 1) Selection-management component, Architecture-modeling component, Control-monitoring component, Decision-making component, and Training-management component. The authors present a set of managerial recommendations related to BTP's management, where the *Environment* is a step-by-step methodology that supports executive management to select a BTM and then support him or her, (in further text "he"), in the BTP's implementation phase; later-on it can help him in the maintenance of the target system. Various solutions, resulting from the BTP process, offer: 1) new transformation paradigms from emerging technologies; 2) solutions that are based on legacy systems as a better balance between costs; benefits and risks; and 3) an adaptive business environment. These adaptive business environments, which are based on stateless business objects in the form of business services, are a paradigm shift within a paradigm shift; this is a new transformation evolution within the global evolution. Business services format break-up the client and server sides of a business application into independent components that can interact together and roam across networks, with a unique and flexible interface definition. This paper proposes using the Environment's OMS (Object Mapping System) architecture concept, to help system designers in building modern generic business services (Trad, & Kalpić, 2001). However, in all cases the *Environment* will enable the BTM to define what his business and information technology needs are to finalize the BTP; that will create many benefits resulting from using different standards and

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