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enterprise design framework

briefing paper

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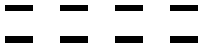
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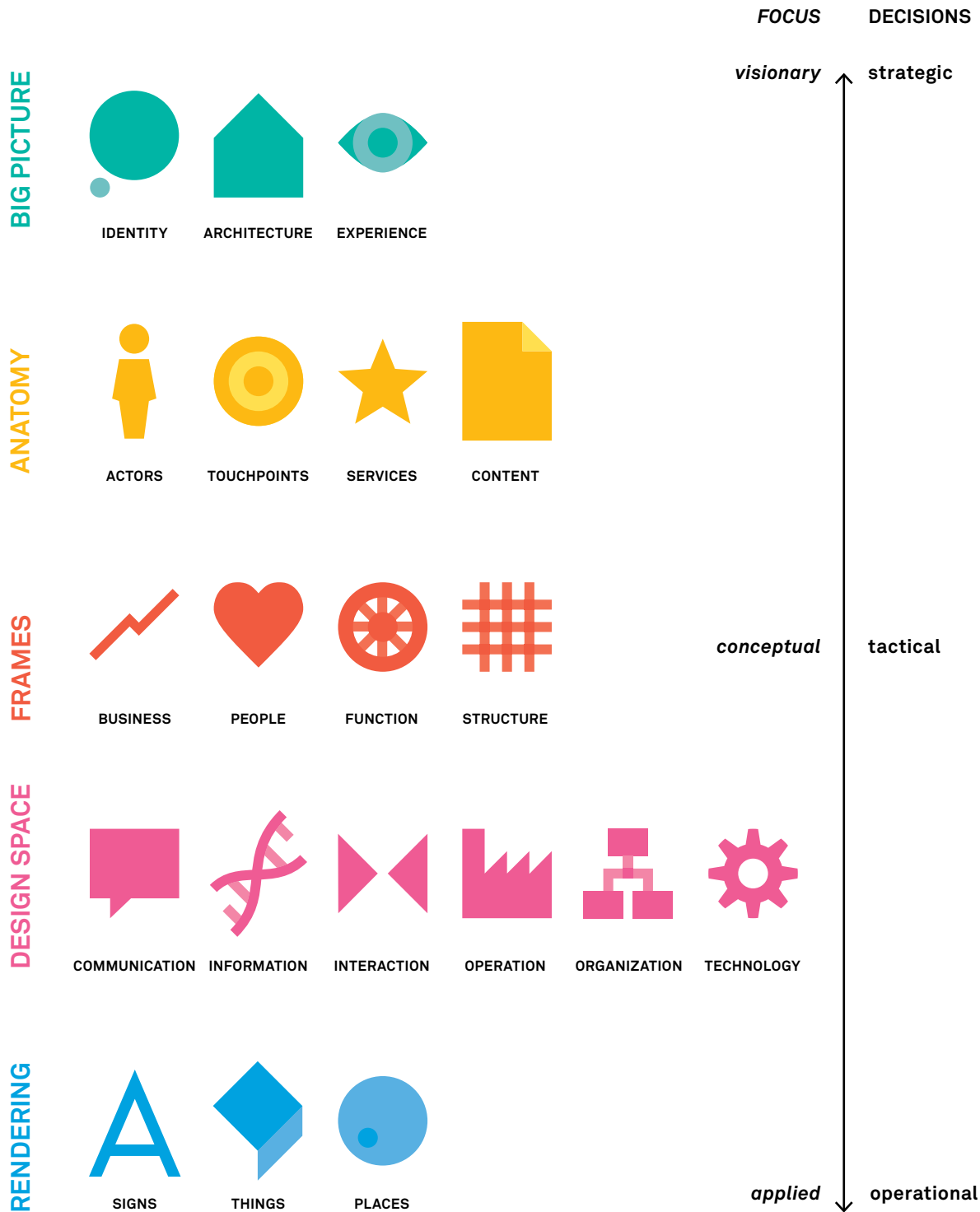
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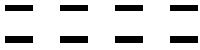


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enterprise design framework

The Enterprise Design Framework is a set of 20 interrelated aspects relevant to strategic design work, bringing together different levels of thinking with conceptual and applied elements of the design process. It is intended to be a map across a space of intermingled concerns and includes approaches and methods for each aspect.





BIG PICTURE



IDENTITY



ARCHITECTURE



EXPERIENCE

Take a few steps back and look at your enterprise from some distance. What is it all about, why does it exist?

The Big Picture aspects help to understand the enterprise as a whole, being subject to all design activities, and at the same time providing the context for all outcomes. As universal qualities, they apply to any enterprise, even if not consciously addressed. In strategic design work, they enable envisioning potential futures beyond individual stakeholder perspectives

What do people think and feel about your enterprise, and how does it appear as an image in their minds?

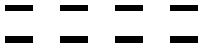
This aspect is about the enterprise as a mesh of personalities, impressions, and images in people's minds, as expressed in symbols, language, and emerging culture. It is subject to Branding work and related initiatives.

How does your enterprise work and function, and how do its many structures support these activities?

This aspect is about the enterprise as a purposefully designed system of control structures, managing resources, assets, process flows, and capabilities. It is subject to cross-domain Enterprise Architecture work.

What do people get out of your enterprise, and what role does it want to play in their daily lives?

This aspect is about the enterprise as a space of people, environments, and artifacts. Experience Design work strives to redesign and improve these exchanges, starting from human behavior and perception.



ANATOMY



ACTORS

Explore the elements constituting the relationships and day-to-day interactions in your enterprise. Who is involved, and what is happening where, when and how?

The Anatomy aspects are all about the loose parts, capturing the volatile, interrelated building blocks that form the enterprise as a dynamic ecosystem. As elements of a fractal structure, they recur across all scales and domains. Applied in research and conceptual design work, these aspects provide the basis to collect, map, understand, co-create and rearrange enterprise elements as part of an intended transformation.

Who are the stakeholders taking part in your enterprise, and what are their roles and relationships?

This aspect looks at the variety of stakeholders which are related to the enterprise, addressed or impacted by its activities, or involved in their execution. Recognizing stakeholders as enterprise actors and proactively reshaping this system of relationships is subject to Role Management.



TOUCHPOINTS

When and where do people interact with your enterprise, and in which individual contexts?

Whenever a person gets in contact with your enterprise (such as your brand, product, or communication) qualifies as a touchpoint of some sort, with individual journeys reaching from brief encounters to lifelong relationships. Touchpoint Orchestration is about accommodating these journeys.



SERVICES

What are the value propositions the enterprise makes available with its activities and their results?

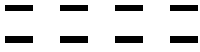
The concept of services is useful for all kinds of value propositions offered to customers and other stakeholders, made available as the result of enterprise activities. The holistic redefinition of services provided is in the focus of a Service Design approach.



CONTENT

What are the content elements that are produced, exchanged and consumed in the enterprise space?

The Content aspect is about pieces of information or data, which provide meaning to stakeholders. Consistent content is the basis for all communication, decision-making and collaboration. Creating, managing, and distributing content is subject to Content Strategy work.



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FRAMES



BUSINESS



PEOPLE



FUNCTION



STRUCTURE

Develop an understanding of your enterprise from multiple perspectives, and envision potential target states of a transformation. What is the goal of the strategic design process, what is the intended change?

Designing at the enterprise level requires working in a complex space of underdetermined problems. Finding a potential solution involves identifying the right questions, often against original assumptions and ideas. The four framing aspects suggest a set of fundamental perspectives to guide conceptual modeling and help deciding on a direction according to strategic choices.

What business model drives your enterprise, and how will your design work contribute to its success?

This aspect is about market offerings and profitability. Working closely with business stakeholders, it allows expressing in business terms the objectives behind a design initiative. Such a Business Design approach focuses on the customer value gained and any changes to drive efficiency.

Who are the people you are designing for, how do they live their lives and what makes them tick?

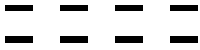
This aspect allows designing in a human and empathetic way, directly working with the people addressed. It is the basis for a Human-Centered Design approach, grounding design decisions in the goals, characteristics, needs, expectations, and individual contexts of real people.

What are the goals and activities your enterprise supports, and what is required to make this happen?

The Function aspect captures the purpose the enterprise fulfills and the behaviors it exhibits towards its stakeholders when implementing the outcomes of the design initiative. It supports Requirements Engineering work, eliciting and prioritizing needs together with feasibility experts.

What things are relevant to your enterprise as a design context, and how are they interrelated?

This aspect is about exploring the problem domain in concept models, capturing objects and entities and the way they constitute a larger structure. Collaborating closely with domain experts, it enables a Domain-Driven Design approach to transform the structure of the enterprise.



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DESIGN SPACE

Make conceptual design decisions based on insights gained and ideas generated in the course of your exploration. How will your future enterprise be like?

(Re)designing your enterprise means actively engaging in change, and achieving coherence across different domains relevant to its endeavors. It involves aligning different viewpoints to unveil opportunities and constraints, ultimately coming to a clear vision of a desired future state. The conceptual aspects forming the Design Space provide a map of potential design decisions to be made in order to get there.



COMMUNICATION

How will people exchange in your enterprise, via what channels and in what particular business contexts?

This aspect is about communication processes, in terms of key messages to be conveyed, and your choice of media to support a social exchange between relevant actors. Such Communication Design work is driven by the interplay of medium and message, with digital channels used in a physical reality.



INFORMATION

How will information be used in your enterprise, and how can it be organized to represent the overall structure?

Designing information is about providing the right things to the right people at the right time, drawing out meaning from an ever more quickly growing mass of data. It is subject to Information Architecture work on information use, organization, and classification across the enterprise.



INTERACTION

What interactions and behaviors will be happening in your enterprise, and how to best facilitate them?

This aspect focuses on connecting people to functions they are using in the enterprise realm, where virtually no activity is carried out without the help of (digital) technology and tools. Interaction Design is about shaping behaviors define and design useful tools and services.



OPERATION

What are the business processes that make your enterprise run, and how are its capabilities being used?

The Operation aspect is about the way the enterprise carries out its activities, both human work and automated procedures. Applied in Business Architecture work, it means identifying business drivers and reshaping flows of work to make your enterprise perform better.



ORGANIZATION

How is your enterprise organized as a group of people, and how should teams work together in the future?

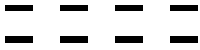
This aspect is about designing organizational structures to support the enterprise in its activities. This Organizational Design has to take into account the shape of formal roles, incentives and responsibilities, but also their influence on emerging team culture and habits.



TECHNOLOGY

What technical opportunities and possibilities are there, and how to leverage them for your enterprise?

The Technology aspect is about identifying the technical options for a strategic design challenge, to support human activities and enterprise functions as part of an overarching structure. Technology Design involves a creative elaboration and orchestration of components.



RENDERING



SIGNS



THINGS



PLACES

Work with talented designers of relevant fields, turning abstract design decisions into actual outcomes. What visible elements will bring your enterprise to life?

To deliver on its promise to draw a picture of the future of your enterprise, any strategic design initiative needs to result in visible and tangible outcomes as evidence of an evolved future enterprise. This involves generating ideas going beyond conceptual models, combining the rational with the inspired. A Rendering results in a hybrid system of tangible elements that spans the virtual and physical realm of your enterprise. Think of these elements as the triggers for the larger transformation you are aiming for.

What media, messages and symbols should your enterprise produce to connect to its audiences?

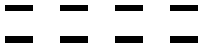
Systems of signs provide ways for your enterprise to reach out to people, encoding stories and communication flows in media. The various subfields of Media Design give messages and symbols a form in words, pictures or sounds, and allow us to make identity visible, provide interfaces to tools and services, or support wayfinding.

What products, devices, tools or other artifacts does your enterprise make available, and how are they used?

Things relevant to your enterprise include the objects people use, own, consume, take with them, trade, or create within its realm, both physical and digital artifacts. Designing things is following an Industrial Design approach, selecting materials and characteristics with usage, cultural meaning and marketization in mind.

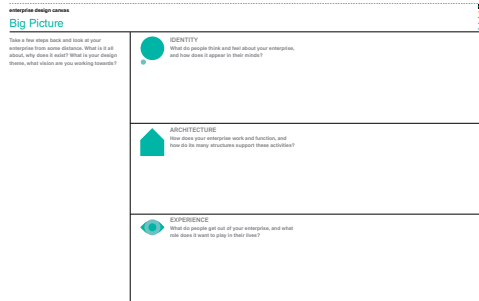
Where are people interacting with your enterprise and each other, and what are their paths?

Places are where people go, where they live or stay, meet or work. They provide the environment for activities in the enterprise, triggering personal and social associations, memories and moods. Both digital and physical place-making is Architecture work, generating context for people by shaping their surroundings.

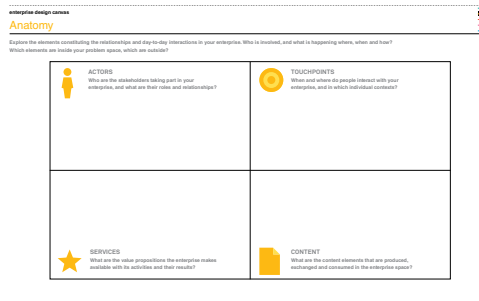


enterprise design canvas

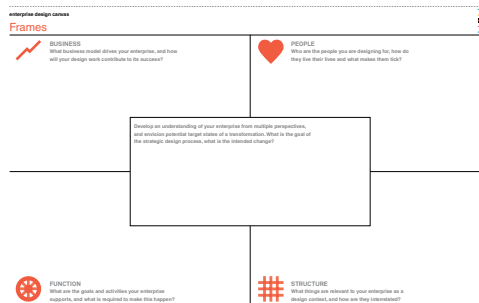
A series of 5 canvases corresponding to each level of the Enterprise Design Framework and ready for use in your project is available for download at www.intersectionbook.com.



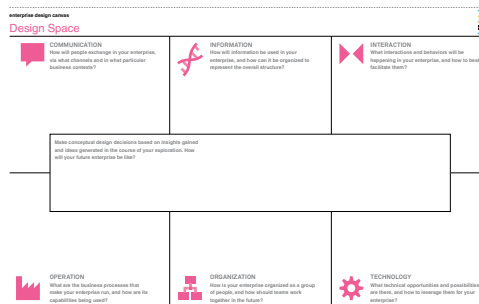
Big Picture: draw your vision of the enterprise, set your design theme, and align the overarching Identity, Architecture and Experience aspects on a common course.



Anatomy: explore the details of your enterprise ecosystem and map Actors, Touchpoints, Services and Content elements relevant to your particular design challenge.



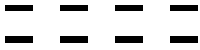
Frames: frame the problem space by applying Business, People, Functional and Structural views on the enterprise. Develop mappings and build models to illustrate potential future states.



Design Space: build the Design Space of conceptual design decisions looking at the way your enterprise handles the ubiquitous aspects of Communication, Information, Interaction, Operation, Organization and Technology.

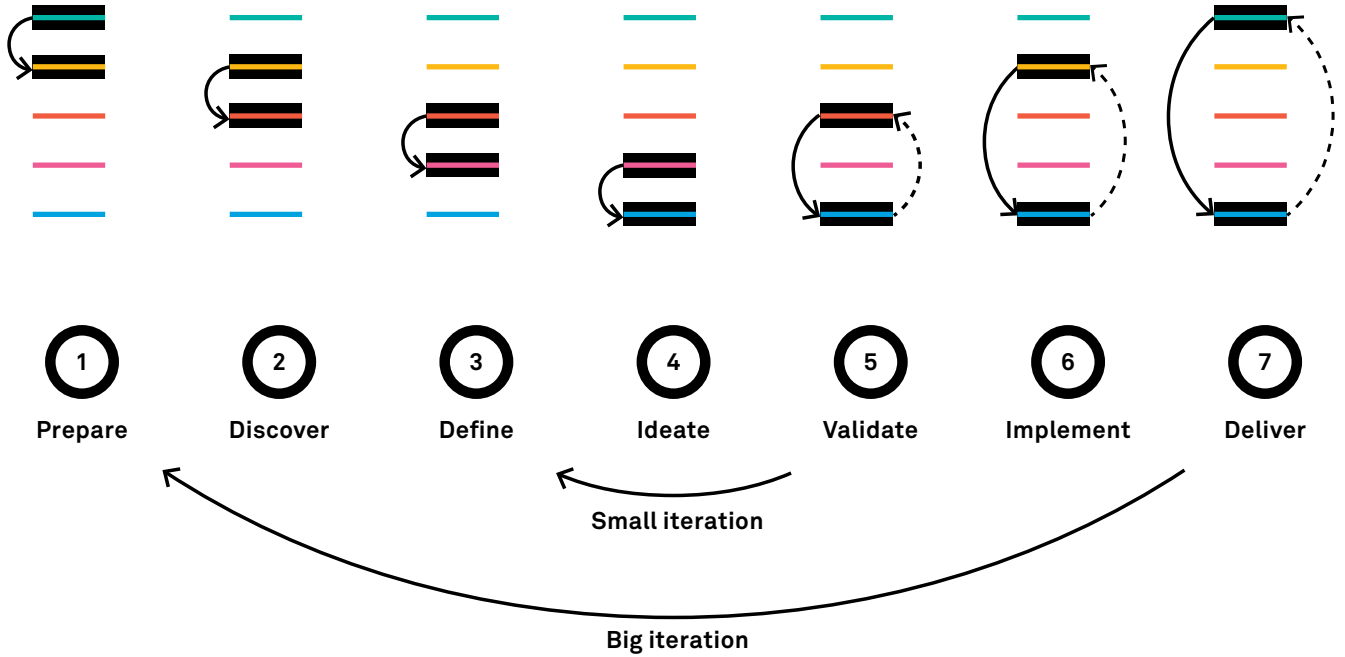


Rendering: develop the outcomes of your design initiative to bring your (re)designed enterprise to life, turning it into a visible and tangible system of Signs to be consumed, Things to be used and Places dwell in.



enterprise design approach

Our approach to strategic design projects uses the Enterprise Design Framework as a guide. It comprises seven phases, starting with strategic stakeholder alignment and concluding with post-launch communication and change management activities.



(1) Prepare

Obtain a briefing, apply a Big Picture view and understand the underlying intent. Develop first mappings of the Anatomy and conduct initial workshops.

(2) Discover

Perform research and analysis on Anatomy elements like Content and Touchpoints, developing an idea of the elements to consider. Frame the problem space by applying a user, business and systems perspective on the design challenge.

(3) Define

Envision strategic options for potential future states, agreeing on a vision of the intended result. Develop models representing the different Frames and define how to address challenges of Information Architecture, Interaction Design and other conceptual aspects that form the Design Space.

(4) Ideate

Generate ideas about the potential outcomes implementing the conceptual basis across the different aspects of the Design Space. Illustrate the Rendering in sketches, wireframes, storyboards or other media, turning the concept into a product and making it visible.

(5) Validate

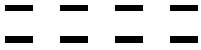
Build prototypes that simulate how the product and underlying technologies, services or processes would work. Validate these Rendering elements by applying user, business and systems Frames, ensuring meaningfulness, viability and feasibility of proposed solutions. Address issues but also opportunities and ideas by rapidly iterating the conceptual models and their representation in concrete solutions.

(6) Implement

Make the Rendering reality by producing the outcomes of the design process, turning them into documentation, specification, assets and codes to be share with everyone involved in their implementation. Plan the transformation of non-tangible Anatomy elements such as services or communication channels.

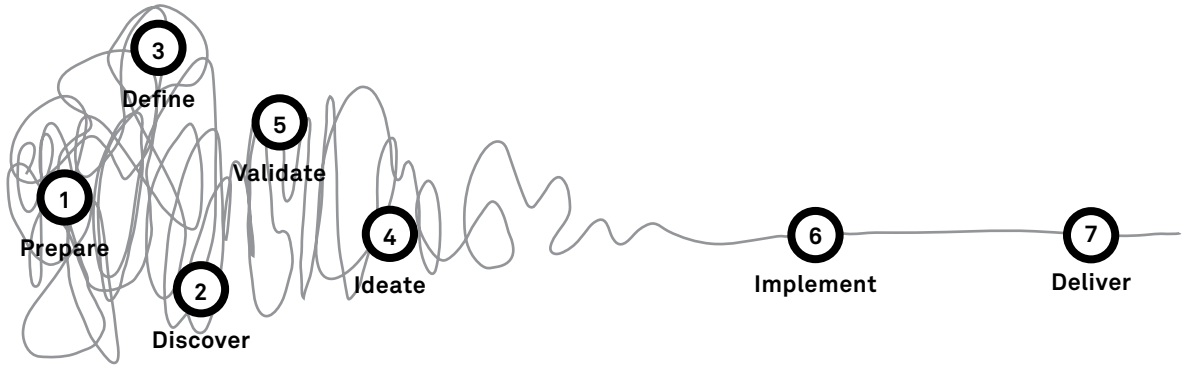
(7) Deliver

Make the finalised Rendering elements available to the enterprise audiences they were designed for. Manage the communication and change processes involved in this transition, and set up governance and continuous improvement processes. Measure success, evaluate, refine and iterate with regards to the intended Big Picture transformation.



real-life design processes

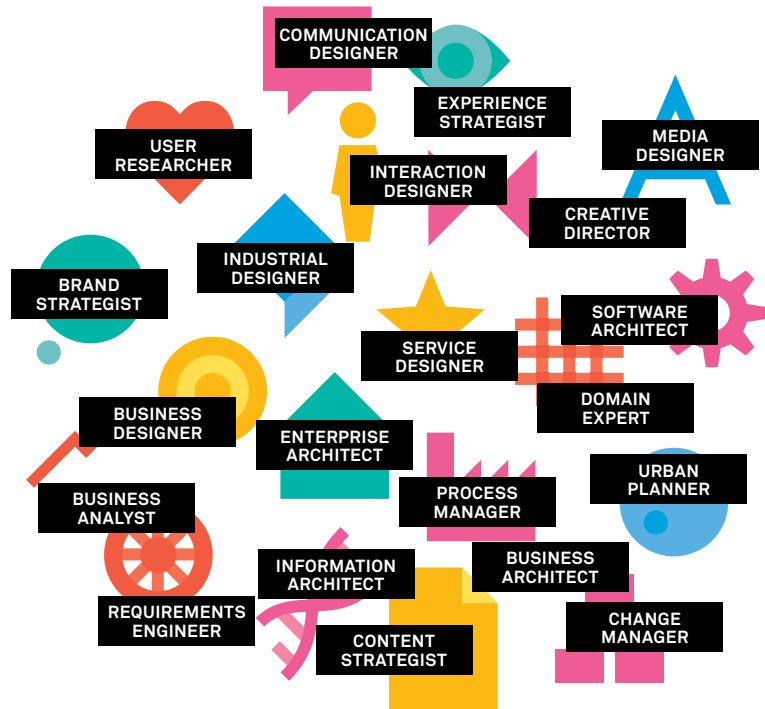
Processes of joint exploration, mapping, synthesis and creative resolution are messy and unpredictable by nature. Consequently, no design process follows a well-defined route, and hands-on iterative work takes center stage. To cope with this, we follow lean and agile principles, constantly adjusting the process to its environment without losing sight of the strategic intent behind the initiative.



Based on The Squiggle by David Newman from Central.

casting an enterprise design team

The range of relevant aspects to be addressed in a project, program or other initiative varies widely, depending on the individual situation and environment of a design challenge. We believe strongly in cross-disciplinary teamwork, enabled by a close collaboration of bright minds from different fields. We worked hard to build a European network of talents, specialists and generalists alike, ready to cast a great team suited to any particular design challenge.





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about the enterprise design framework

Applied strategically, the design competency can help enterprises tackle holistically the complex challenges they are facing in transforming their relationships to people. The framework portrayed in the book *Intersection* describes a set of 20 aspects together with 24 approaches to design work and illustrated in 9 case studies, helping practitioners to navigate a space of intermingled concerns.

what is an enterprise?

The idea of the enterprise as subject to design work is following a basic premise: that the key challenges companies and other organizations face are best tackled by addressing them in a holistic and coherent fashion. In this context, an enterprise can be seen as a purposeful endeavor, an idea shared by the various people involved, and a set of identities, architectures and experiences to be designed.

our book

Many organizations struggle with the dynamics and the complexity of today's social ecosystems connecting everyone and everything, everywhere and all the time. Facing challenges at the intersection of business models, technical developments and human needs, enterprises must overcome the siloed thinking and isolated efforts of the past, and instead address relationships to people holistically.

In *Intersection*, Milan Guenther introduces a Strategic Design approach that aligns the overarching efforts of Branding, Enterprise Architecture and Experience Design on common course to shape tomorrow's enterprises. This book gives designers, entrepreneurs, innovators and leaders a holistic model and a comprehensive vocabulary to tackle such challenges.

The book portrays the Enterprise Design Framework, a set of interrelated aspects that cuts through the complexity of Strategic Design work and explains how to navigate key aspects and bridge diverging viewpoints. In 9 examples, the author looks at the way companies like Apple, SAP, BBVA, and Jeppesen (a Boeing Company) apply design thinking and practice to shape their enterprises. Moving from strategy to conceptual design and concrete results, *Intersection* shows what is relevant at which point, and what expertise to involve.

- Part I introduces strategic relationship challenges, multidisciplinary Design Thinking and the design-minded enterprise
- Part II describes the Enterprise Design framework to guide across the aspects of Strategic Design work, looking at approaches such as Branding, Service Design, Business Architecture or Interaction Design
- Part III looks at implementing Strategic Design practice in programs, initiatives and organizational reality



INTERSECTION

How Enterprise Design Bridges the Gap between Business, Technology and People

by Milan Guenther

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