

Business Capabilities:

Challenges and Value Proposition for a Large Enterprise

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**Business Architecture
Innovation Summit**
OMG BASIG & BA Guild

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Together we'll go far



Outline

Background

- WF Today
- WF BA Community – *Context Model*
- WF BCM SIG – *Charter and Objectives*

BCM Value Proposition and Use Cases

- Definition
- Overall Value Proposition

BCM Challenges

- Foundational
- Modeling Capabilities
- Mapping Capabilities

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Wells Fargo Today

Key facts
as of 12/31/14



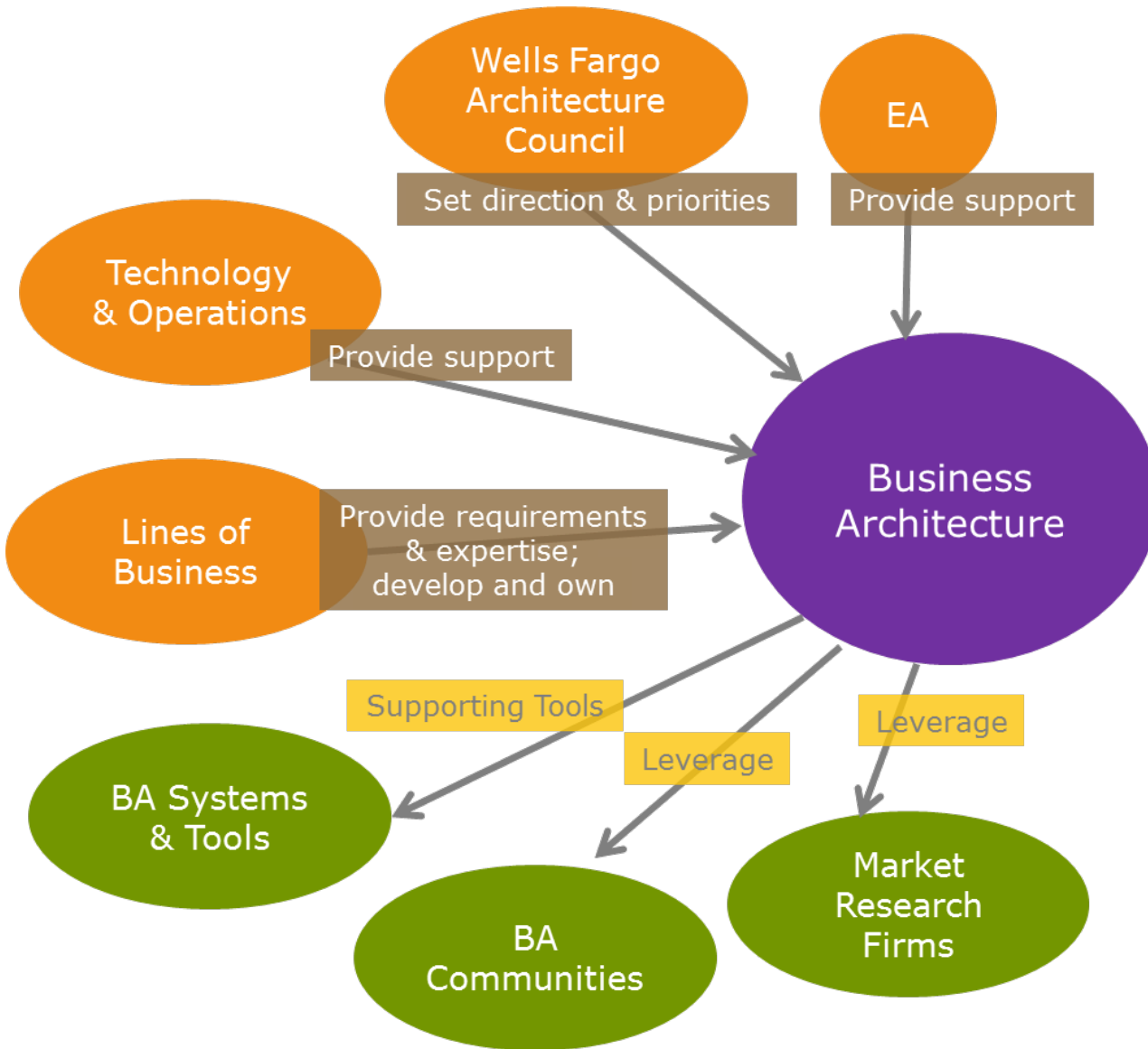
	\$1.7 trillion
Assets	
	Approximately 265,000
Team members	
	70 million
Customers	
	More than 8,700
Locations	
	More than 12,500
ATMs	
	\$283 billion
Market value of stock	

90+ businesses servicing customers across North America and Internationally

Ranked **4th** in assets among U.S. banks (as of 12/31/14)

Ranked world's most valuable bank by market capitalization (as of 12/31/14)

BA at Wells Fargo – Context Model



We are establishing and socializing clear statements on key aspects of BA:

- Definition & components
- Value proposition
- Key activities & deliverables
- Community of practice

Role of Wells Fargo BCM SIG

To support and advance all aspects of managing Business Capabilities within Wells Fargo

Capabilities Modeling and Rationalization

- Identify, classify, organize, and evaluate capabilities
- Discover/share common capabilities, patterns, templates
- Compare, contrast, consolidate models

Capabilities Mapping

- ... to entities of interest, such as projects, strategies, services, processes, applications, and people

Support for BCM efforts

- Maintain inventory (current and planned)
- Provide guidance and coordination across business lines

Value proposition

(for the SIG and the knowledge area)

- Critical success factors, use cases, testimonials, concrete deliverables, etc.

Collaboration opportunities

- Among various BCM efforts
- Between BCM and other related efforts

Knowledge transfer

- Share case studies, best practices, templates, educational opportunities/sources, etc.

Best Practices & Standards, Issues & Roadblocks

- Glean, develop, share

Tools and techniques

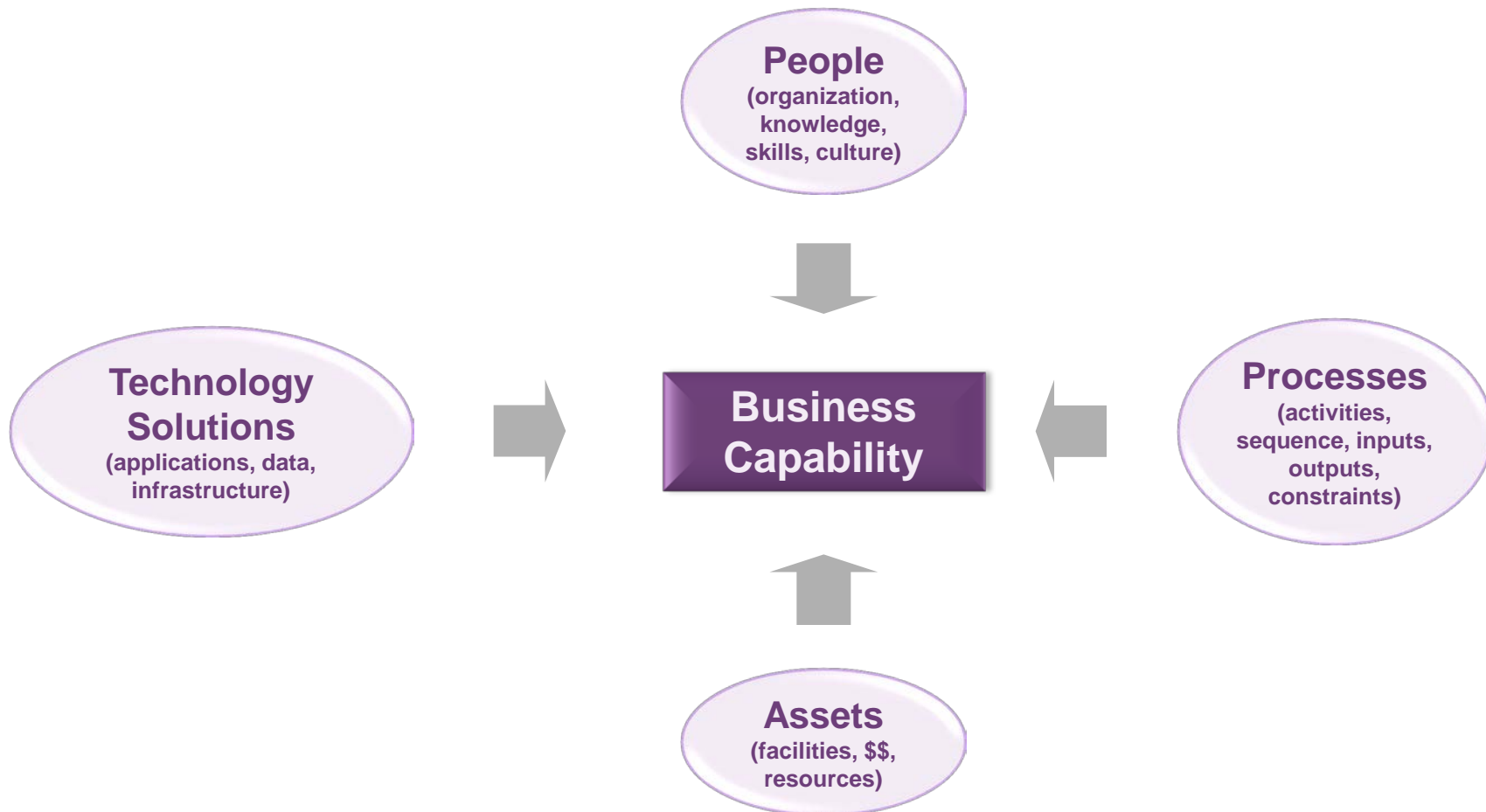
- Evaluate, recommend, socialize, support

Business Capability Defined

A Business Capability is a particular ability needed to achieve specific outcomes.

It is an expression of what a business does,

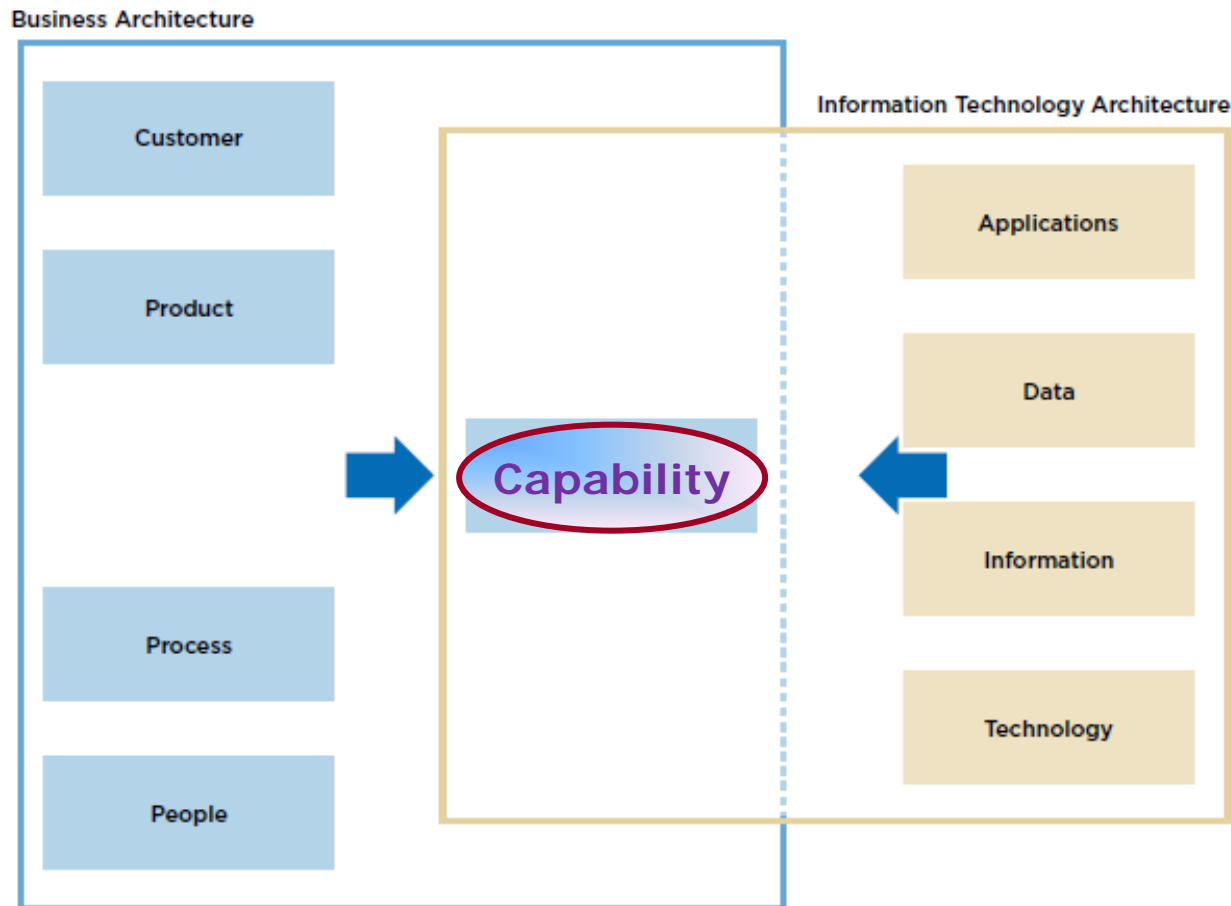
and is achieved by a combination of people, processes, technology solutions, and assets aligned by strategic performance objectives.



Business Capability Management: Value Proposition

- Capability Modeling is an effective way to express, understand, and communicate an organization's functional strengths – current and target
- Capability Mapping is an effective way to express, understand, and communicate the business value of the mapped entity – strategy, process, projects, applications, resources, etc.

- Capabilities are proving to be a critical component of business architecture serving as
 - the “connective tissue” that was missing in the overall business to IT alignment
 - A common vocabulary that can be used across the enterprise by both IT and the business
 - A more stable element in the architecture, making them ideal for longer-term planning



Business Capability Management: **Challenges**

Foundational

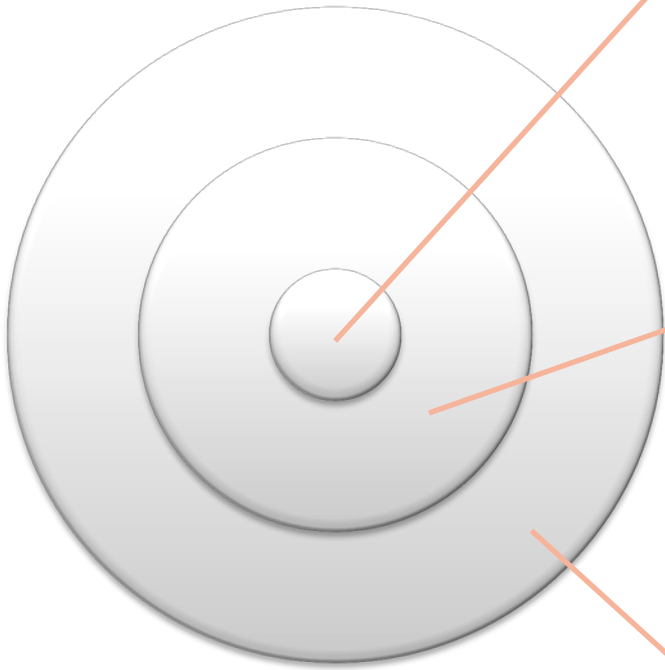
- **Capabilities vs. Functions vs. Processes**

Modeling Capabilities

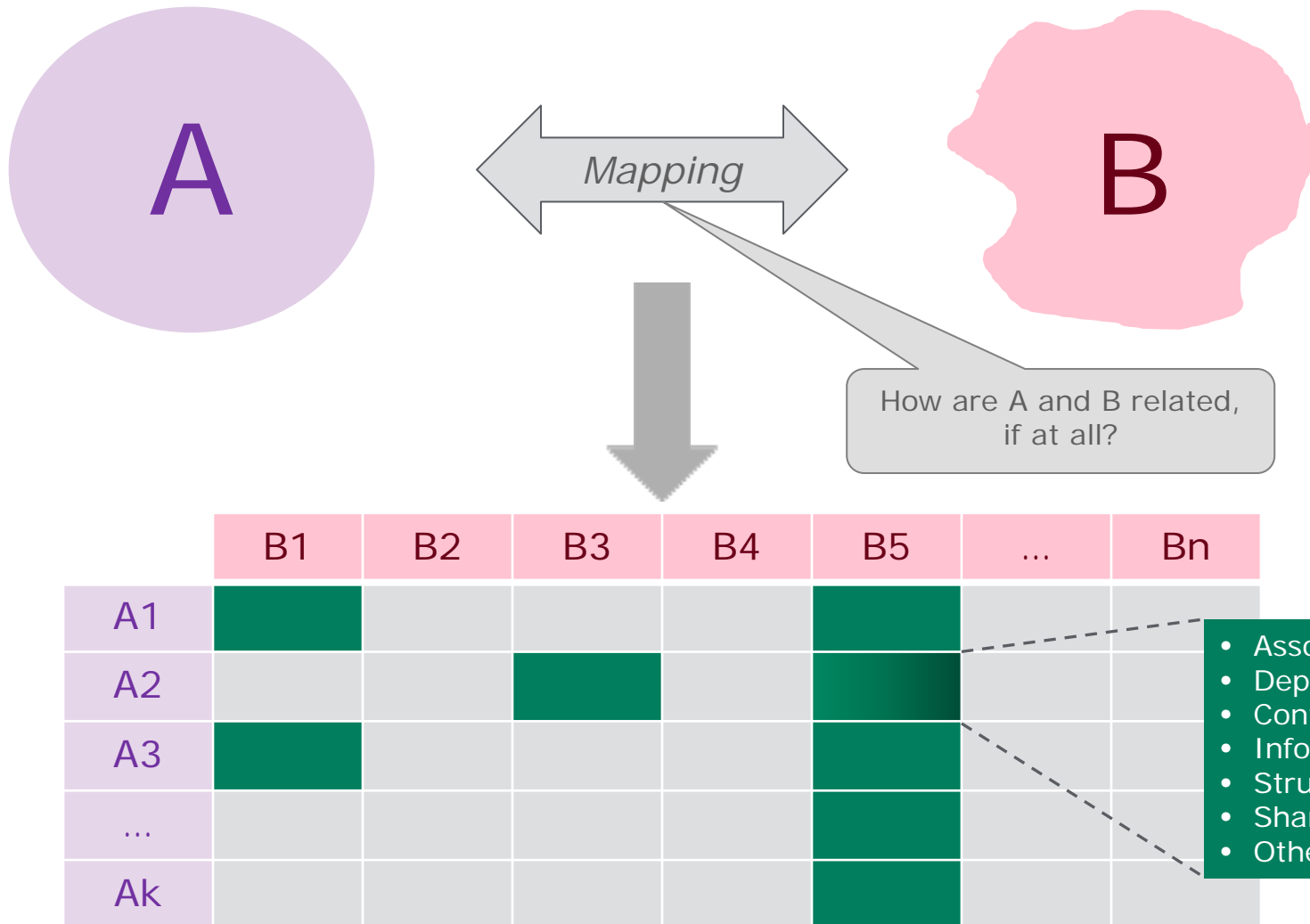
- **Organizational levels** – *Enterprise, business line, division, dept, group, etc.*
- **Capability levels** – *0, 1, 2, 3, ... how many needed?*
- **Multiple labels and interpretations** – *same labels with different meanings, and vice versa*

Mapping Capabilities

- **Rationale**
- **Representation**
- **Usage**



Thoughts on “Mapping”



Thoughts on “Mapping”

Anything can be mapped to anything else

... but before starting ask WHY

- *Who is asking for it?* (stakeholders/sponsors)
- *Who will use it?* (users)
- *... and for what?* (purpose, value proposition)

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