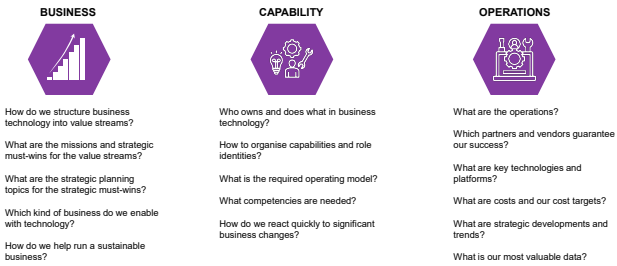


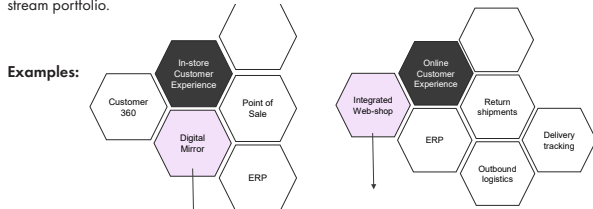
Three viewpoints on the Business Technology strategy with their key questions



Strategic must-wins

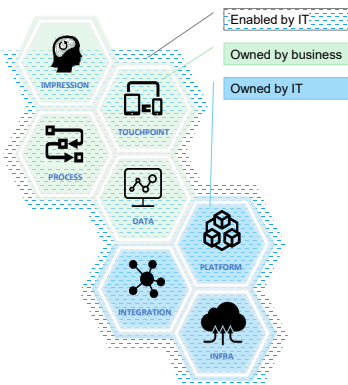
A strategic must-win is an easy-to-understand, high-priority goal or objective crucial to an organisation's overall success. Setting clear and easy-to-understand objectives through strategic must-wins helps ensure the organisation achieves strategic success. This makes the strategy more concrete, more accessible to communicate, and measurable.

The most interesting strategic must-wins in business technology require operational development and investment in technological solutions. These are often at the heart of the planning activities in development collectives, and the resulting development initiatives are typically prioritised highly in the value stream portfolio.



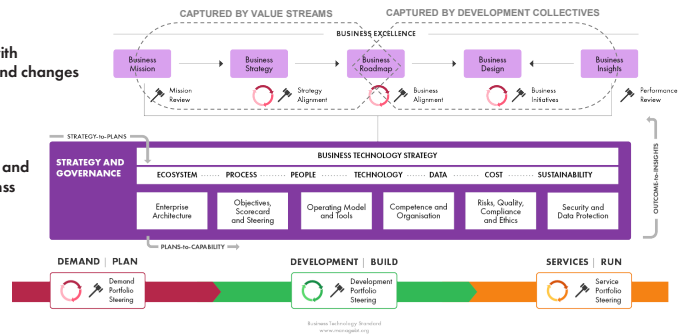
The Digital Mirror has become a strategic "must-win" based on the successful pilot project.

The Integrated Web-shop has become a strategic imperative due to competitive pressure, but also because success with the digital mirror sales process.



Rolling alignment with business priorities and changes

Strategic guidelines and directions for business technology

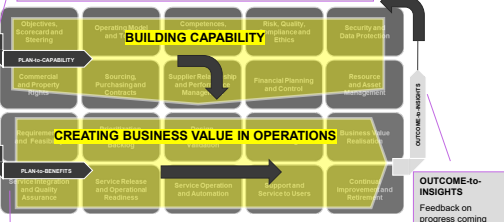


STRATEGY-to-PLAN

- Define strategic intentions and must-wins
- Design business and plan the demand
- Create development initiatives
- Prioritise the development initiatives in value streams

PLAN-to-CAPABILITY

Strategy and governance, as well as sourcing and optimisation, take the plans as input and implement the required capability to build and manage the business technology.



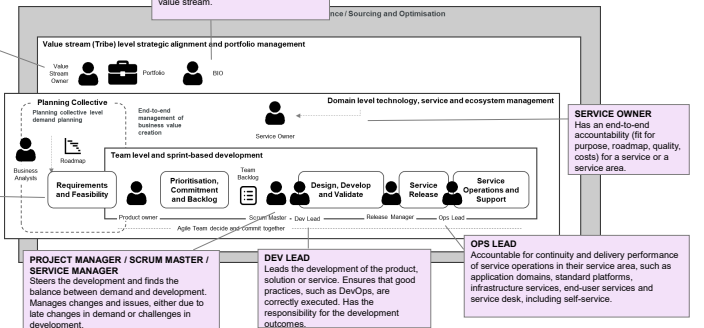
PLAN-to-BENEFITS

Development and service disciplines deliver the actual business benefits.

VALUE STREAM OWNER
Owns a portfolio of business and technology development from a specific value stream perspective. Implements the value stream mission using effective portfolio management.

BUSINESS INFORMATION OFFICER
Orchestrates the co-creative way of working between business and IT. Builds the capability to meet business needs and orchestrates the management of the value stream.

BUSINESS OWNER / PRODUCT OWNER
Owns the business reason and why question for the development and ensures the business value realisation. Sets priorities and makes crucial decisions on issues and topics, escalated from the development.



While the operating model defines how the business value is created, the operations define the assets that make the value: people, ecosystem, technology and data.

The following canvas can illustrate the current vs target state and internal vs external as well as priority areas for operations development.

