

Deploying business architecture to become a thought partner

BIL-T

Architecture of Tomorrow
November 11, 2021

Grant Ecker

Vice President of Global Enterprise Architecture
Walgreens Boots Alliance



Grant Ecker

Vice President, Global Enterprise Architecture



FUTURE	2020	2016	2011	2002	1997
Walgreens Boots Alliance	Medtronic	Lowe's	General Mills	Stanford WAM!NET	
Vice President	Sr. Director	Sr. Manager	Manager	Inventor	Intern
Architecture	Architecture	Architecture IT HR Collaboration	Collaboration Manufacturing Internet	eLearning	
Executive Coach	International Coaching Federation	MBA	Carlson School of Management	BSCS	Washington University

Rachel Bury

Digital Product Manager



FUTURE	2021	2018	2013	2010	2004
Walgreens Boots Alliance	WBA	Boots	Boots	Experian	
Sr. Product Manager; Digital Transformation	Sr. Enterprise Architect; Strategy & Architecture	Business Analyst & Product Manager; Technology Delivery	Marketing Operations; Advantage Card	Technology Operations & Programme Management	
MBA Nottingham Business School				BSc. Newcastle University	

Before we begin...

You might be wondering





WHAT



IS



WBA?

Two iconic retail brands



Walgreens



Boots

Anchored by iconic brands, Walgreens and Boots, the company is meeting customer needs through our convenient retail locations, digital platforms and health and beauty products, while working to shape the future of healthcare by bringing more innovative healthcare offerings to our customers and patients

Anchored in two divisions



Walgreens **DUANE**reade

One of the largest drugstore chains in the U.S.

- Two great retail pharmacy brands: **Walgreens** and **Duane Reade**
- 9,021* drugstores in 50* states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands
- Approximately 8* million in-store and online daily customer interactions each day



Boots **farmacias ahumada** **farmacias benavides**

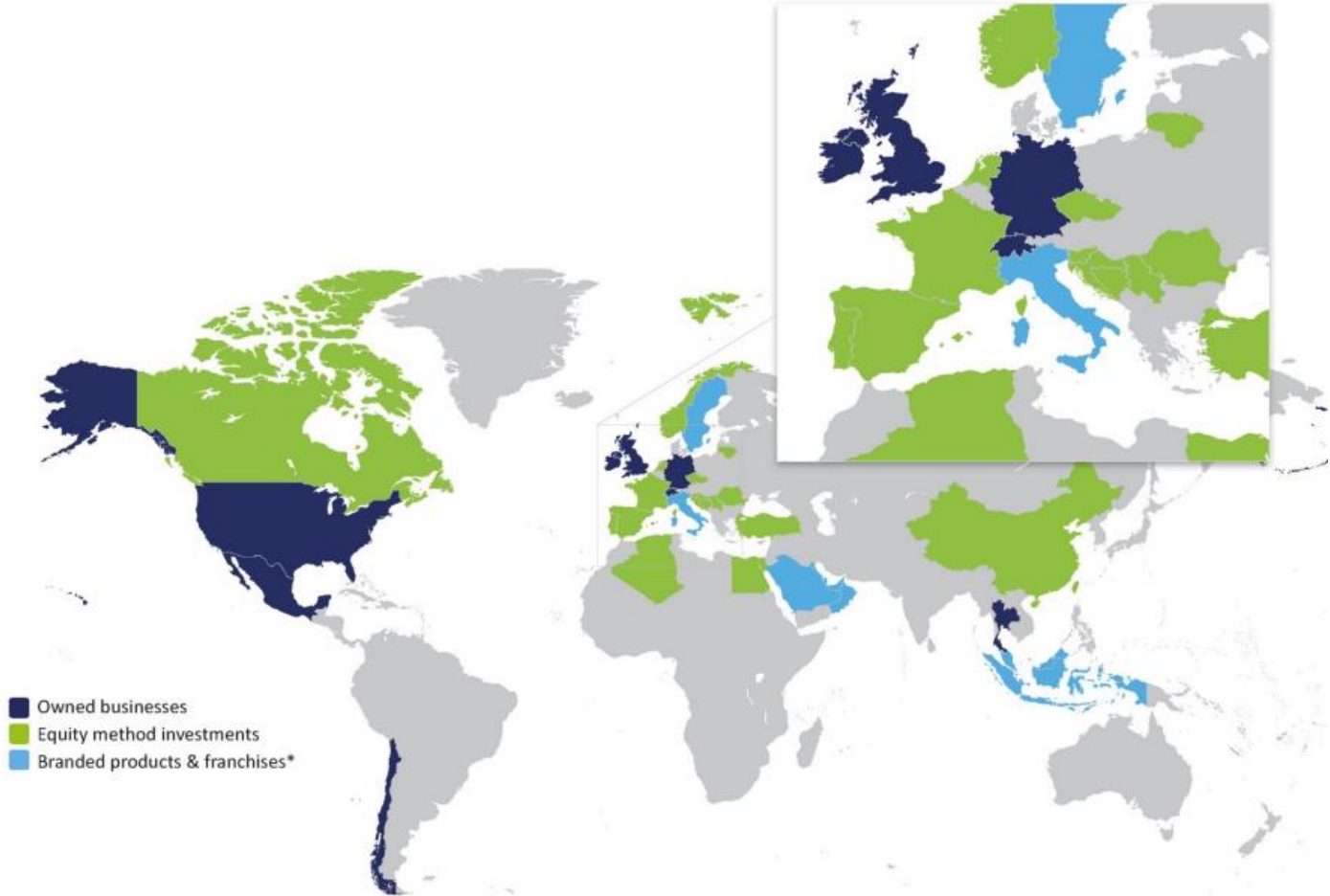
Strong market positions in Europe, Latin America and Asia

- Principal retail brands: **Boots** in the UK, Thailand, Norway, the Republic of Ireland, the Netherlands and Lithuania, **Farmacias Benavides** in Mexico and **Farmacias Ahumada** in Chile
- 4,428* pharmacy-led health and beauty retail stores in eight* countries, with a growing online presence

**Figures as of Aug. 31, 2020*

***For 12 months ending Aug. 31, 2020*

Across a growing global presence



*Countries where the Company's products are available for purchase or there are Company franchises (other than those countries where there are owned businesses, equity method investments or joint ventures)

Presence in **more than 25*** countries

More than **450,000*** people employed

One of the world's **largest purchasers** of prescription drugs and many other health and well-being products

The largest retail pharmacy, health and daily living destination across the U.S. and Europe

A global leader in pharmacy-led, health and well-being retail with more than **21,000*** stores in **11*** countries

* As of Aug. 31, 2020, including equity method investments

Let's begin

Deploying business architecture
to become a thought partner

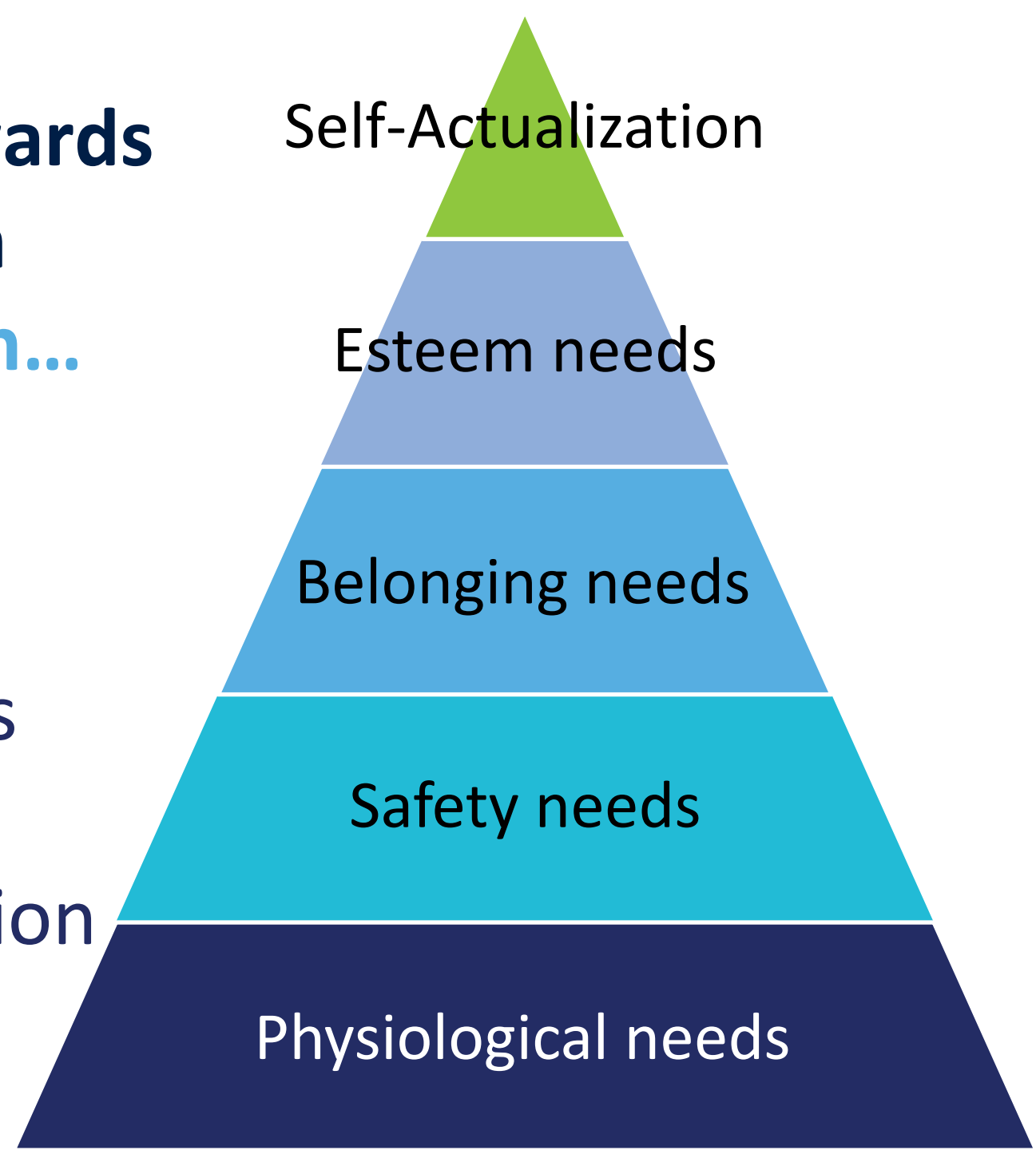


Walgreens Boots Alliance

© 2020 Walgreens Boots Alliance, Inc. All rights reserved.

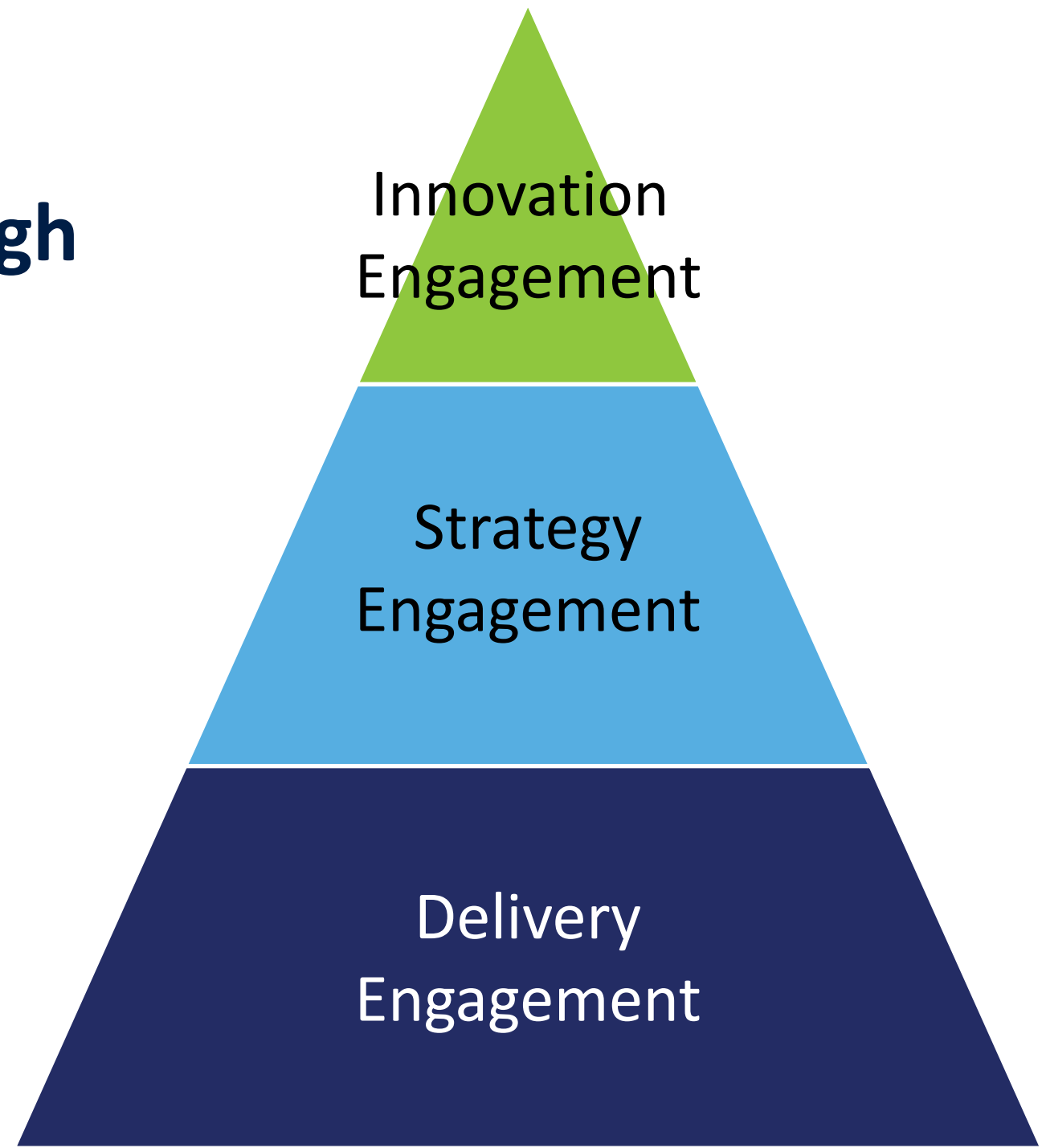
Let's relate a journey towards self-actualization through Maslow's Hierarchy which...

- Starts with basic needs
- Adds psychological needs
- Strives for self-actualization



To EA's journey towards practice realization through Ecker's Hierarchy which...

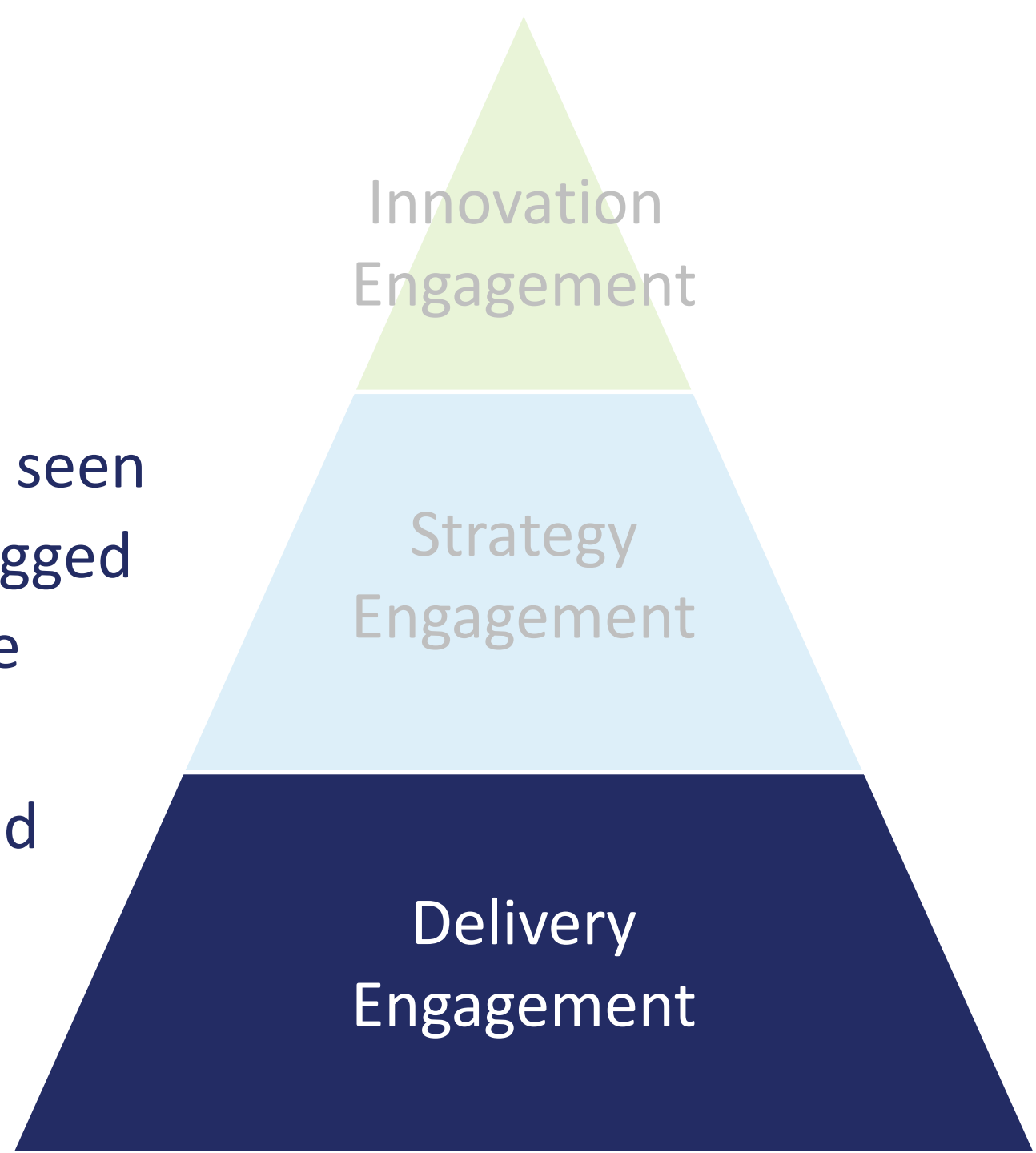
- Starts with delivery
- Adds strategy
- Strives for innovation



EA's typical path towards delivery engagement:

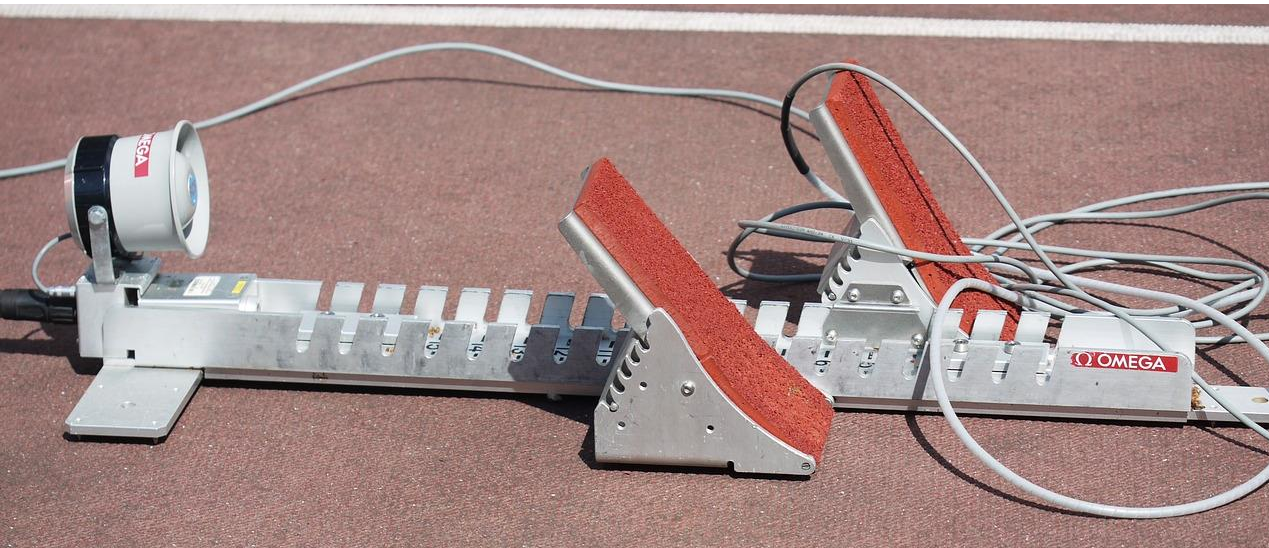
Follows a progression:

1. Regrettable deployments are seen
2. High risk deployments are flagged
3. Mitigations are commonplace
4. Guidance is requested
5. A CIO-level EA mandate issued
6. EA is embedded into delivery



Our Start

EA is engaged
as initiatives
execute



Our Goal

EA shapes our
strategy and IT
plans



EA is engaged as initiatives execute and we turn a crank:

1. EA runs intake
2. Efforts are tagged
3. Requirements are set
4. Designs are socialized
5. Designs are reviewed
6. Decisions are published

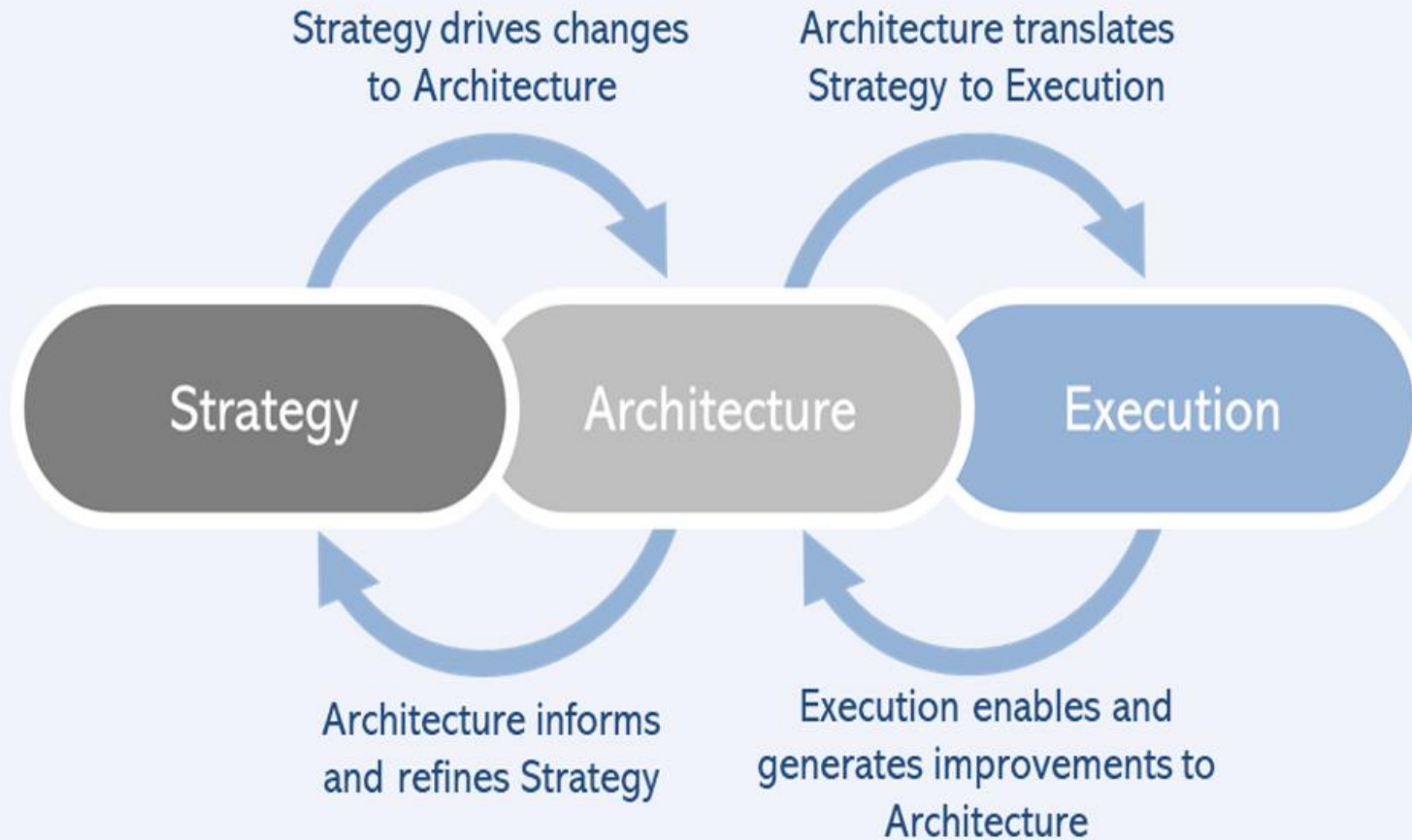
Rinse and repeat.



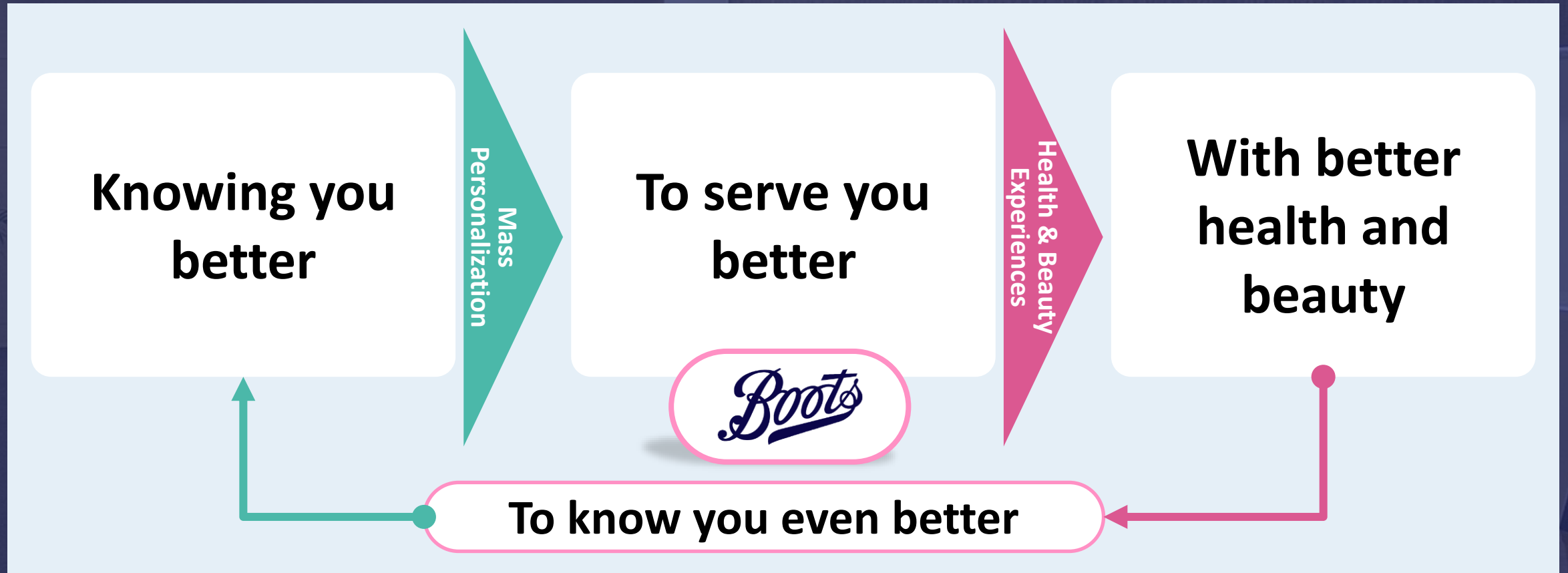
We want a seat at the strategy table!



It's where EA adds the most value



Aligning IT with business strategy



It's not that we aren't wanted

We don't know where the table is
&
They don't expect we would add value

Today:

- Business silos present their proposals
- Proposals are prioritized
- The business tells IT what they want

Let's find a highchair...

**Prove that we can eat
with good manners...**

**And earn our invitation
to the table**



**Winning over
our strategy function &
our CIO's team
with a few key steps**

1. Make friends
2. Build a story
3. Join the sessions
4. Add value
5. Persevere
6. Promote the story

Rinse and Repeat.

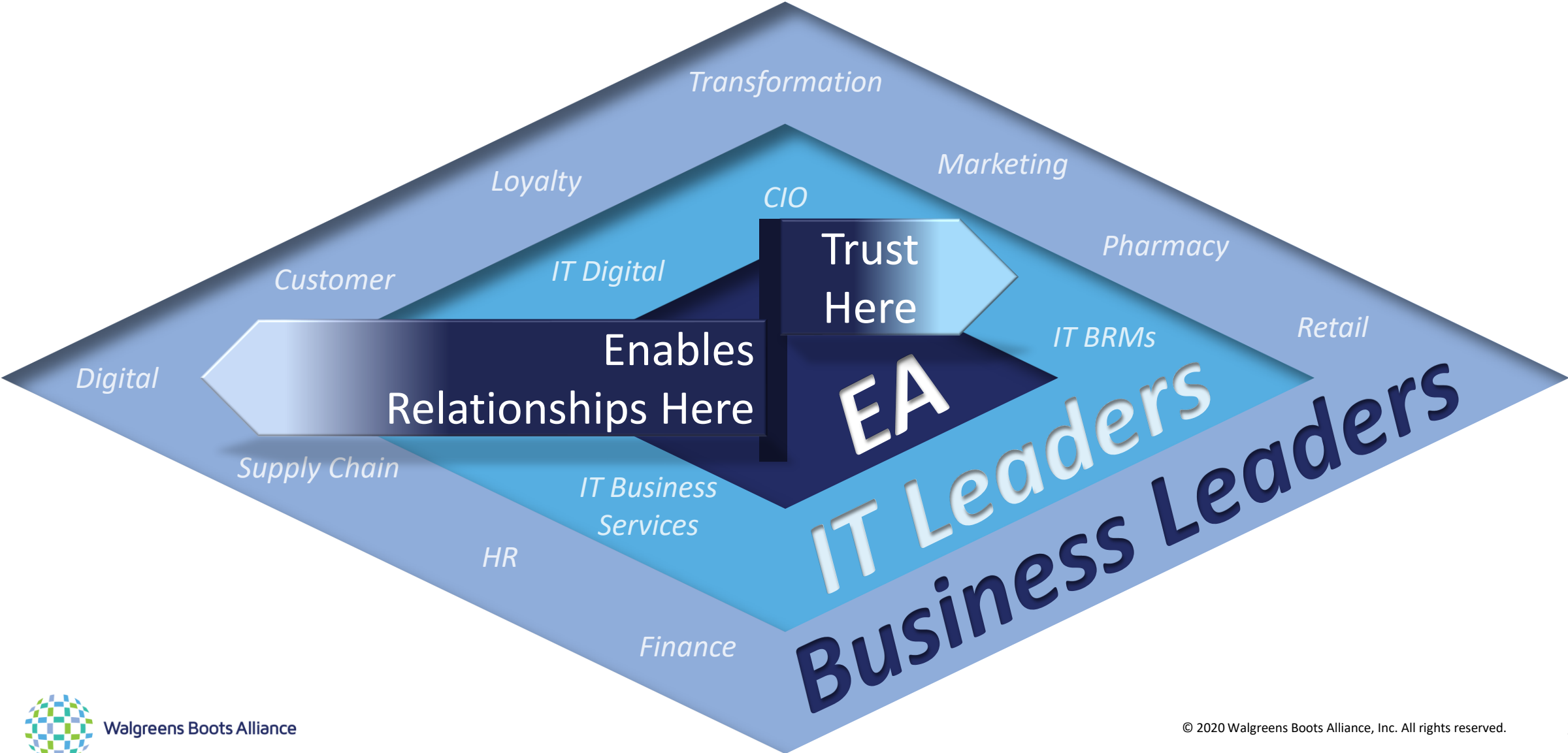
1. Make Friends

Build trusted relationships with IT and business strategy leaders

- Meet IT allies seeking early engagement
- Meet leaders who are capable of brokering planning engagement
- Lean in and be knowledgeable
- Learn the customer journey
- Make and meet commitments



Align the EA team to build relationships



Business Architecture Pilots

Swiftly demonstrated value

- Engaged trusted friends in a small business unit
- Charted a time boxed and focused pilot
- Generated a strategy and roadmap proposal
- Shaped future thinking as an outcome



2. Build the Story

Assemble the vision proactive engagement provides

- Identify costly misses in IT planning
- Practice your story
- Share a vision of earlier IT and business collaboration
- Seek opportunities to join or listen in on planning sessions



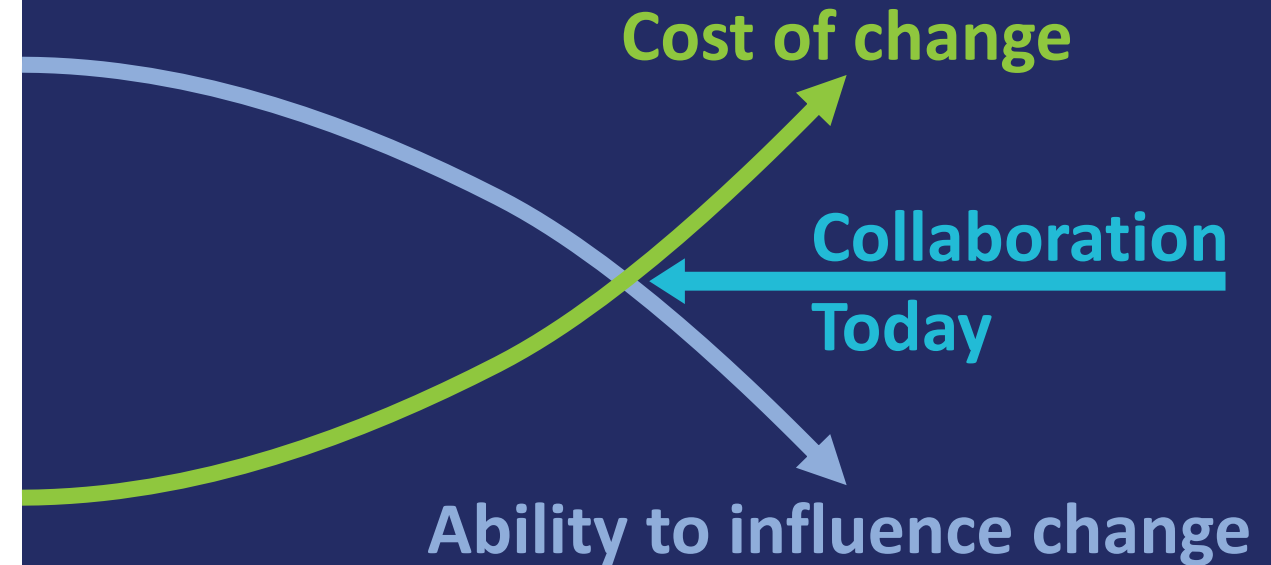
Solve little problems...

Share the vision

**Earlier business and IT
collaboration**

Creates value

before they become big



Turning a PoC into a Million-dollar opportunity

Identifying huge value potential

- Asked to develop a 3rd party PoC
- Benefits outweighed by costs
- Reworked the proposal
- Demonstrated the benefits
- Secured a multi-million investment



3. Join the Sessions

Take an opportunity to learn

- Listen in on planning sessions
- Ask, plant or listen for answers to a consistent set of questions
- Embed the EA team in follow up activities



Track common themes

Map the investment ecosystem

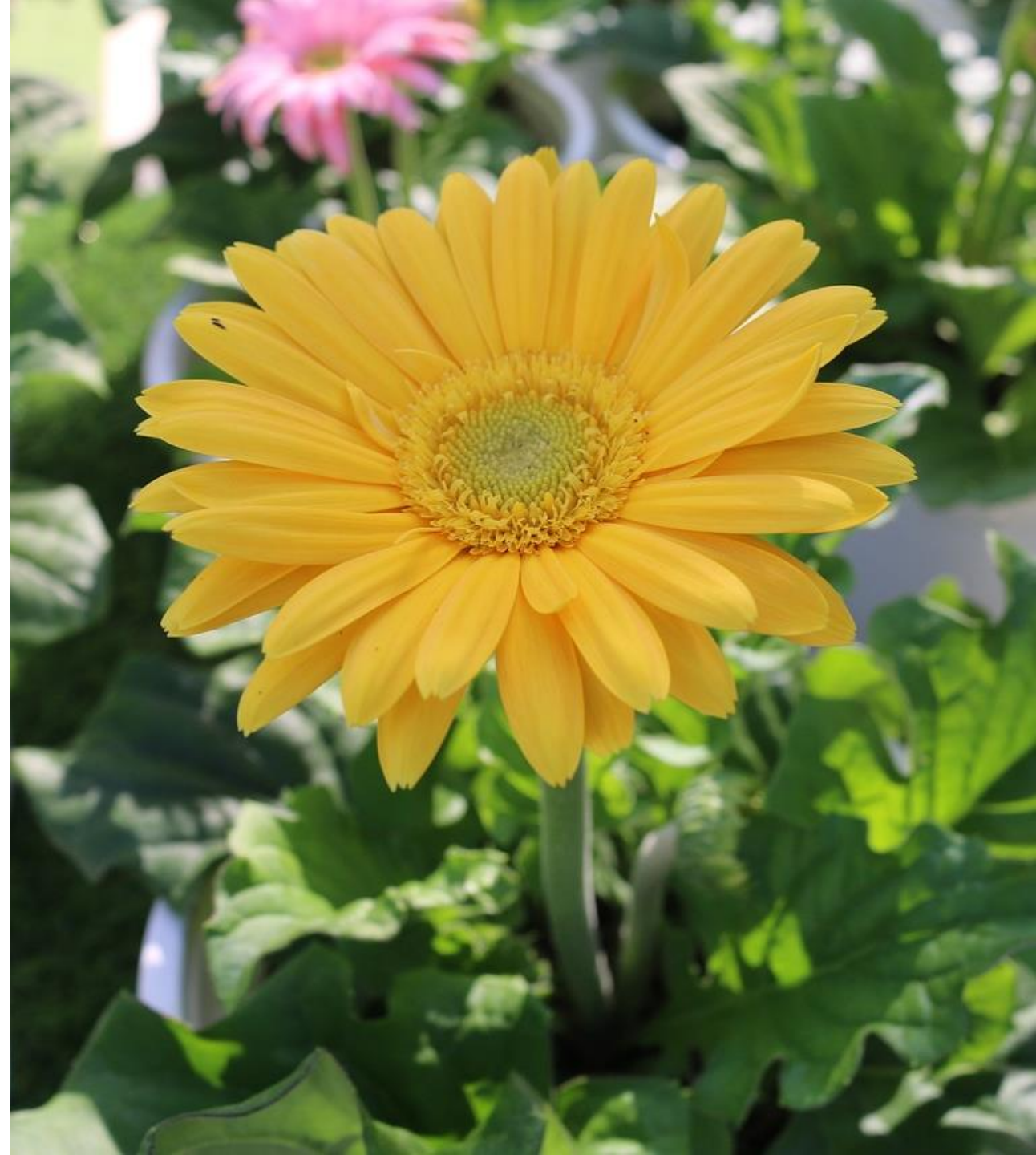
- Capabilities receiving investment
- Impacted business divisions, segments & geographies
- Interdependencies
- Business outcomes desired



4. Add Value

Prove it was more than a beautiful conversation

- Estimate information gaps
- Assemble capability-centric views
- Identify areas to dive deep into the plan
- Follow up and drive insights



Generate and Share Portfolio views to evoke conversation & collaboration

- Capabilities receiving investment
- Impacted business divisions, segments & geographies
- Interdependencies
- Business outcomes desired
- Localize views by stakeholder



Planned Investment Capability Heat Map (Spend)

NOTE: ILLUSTRATIVE ONLY, EXAMPLES, NOT VALIDATED!

XX Total Investment Requests (IRs)

\$X,XXXM Total Investment

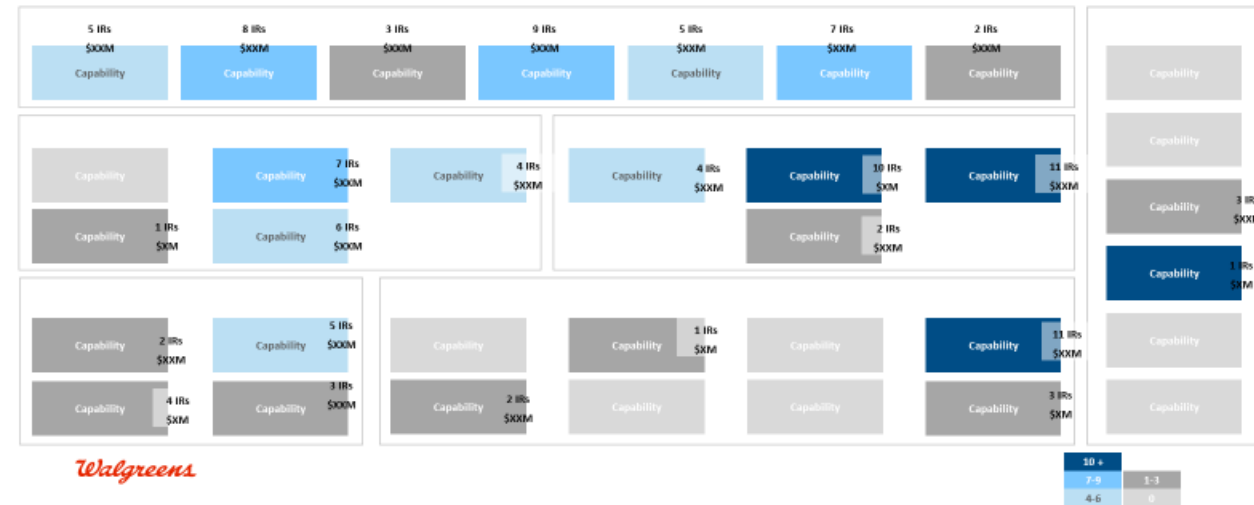


Planned Investment Capability Heat Map (Efforts)

NOTE: ILLUSTRATIVE ONLY, EXAMPLES, NOT VALIDATED!

XX Total Investment Requests (IRs)

\$X,XXXM Total Investment



Zoom in and hand off

Examine the dependencies and prepare IT to execute

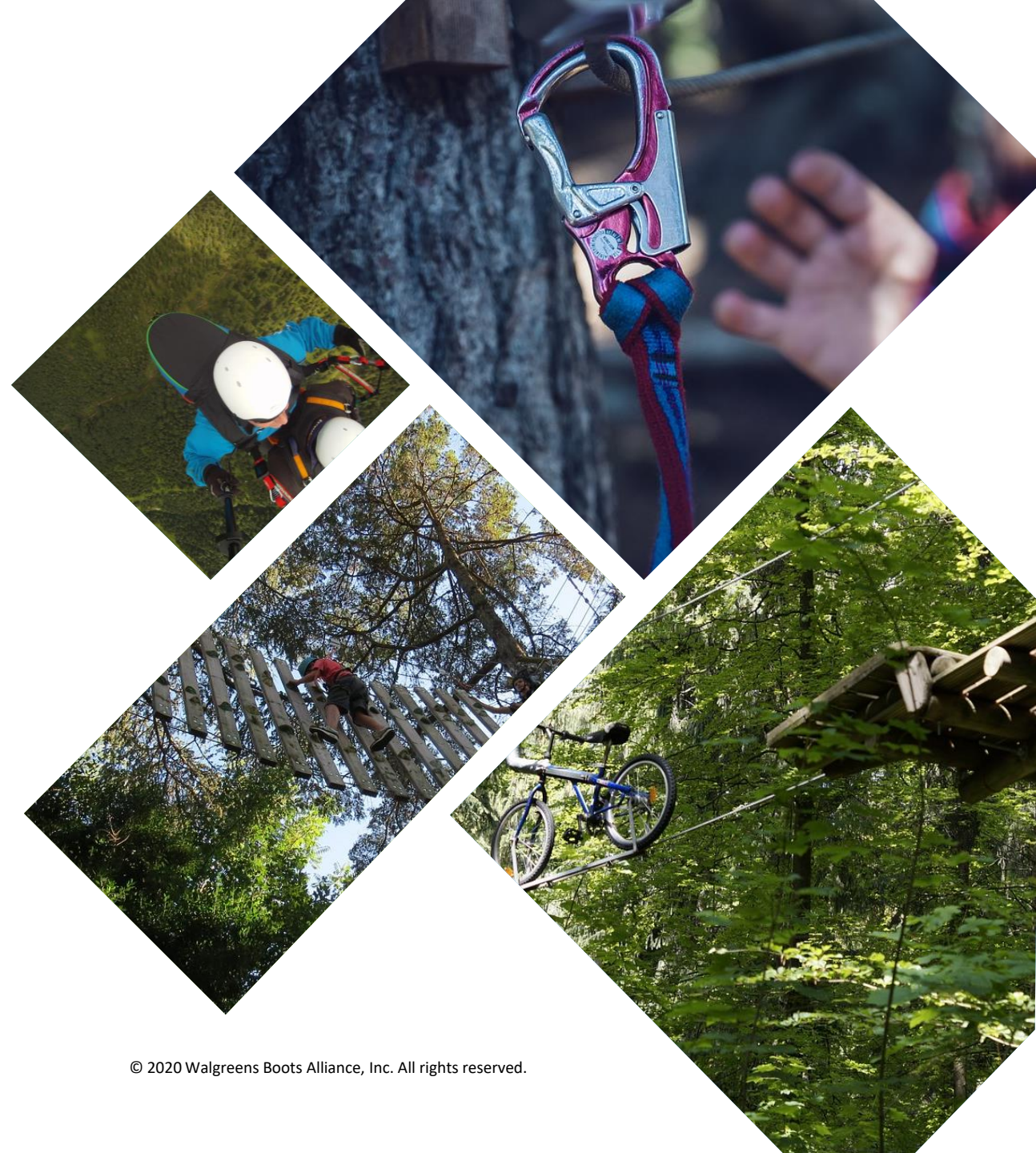
- Focus on the hot spots
- Determine the collaboration and outcomes needed
- Engage IT teams to prepare for the heavy activity areas
- Incubate foundational efforts



Courageously engage

Leaders won't always like what an architect has to say

- Their project is their priority
- Dialogue is required to balance macro business outcomes
- Say no, with a path to yes
- Point to increased possibilities as engagement is earlier



Being brave and pushing back

with constructively courageous conversations

- An unsupported solution was requested
- Evaluated objectives and pain points
- Provided alternative solutions
- Secured support to pursue the recommended direction



5. Persevere

Leverage seeds of value to build earlier engagement

- Highlight where collaboration efforts have driven outcomes
- Leverage successes to show the value of engagement
- Point to missed opportunities to optimize plans earlier



Stay motivated... *This is the just beginning...*

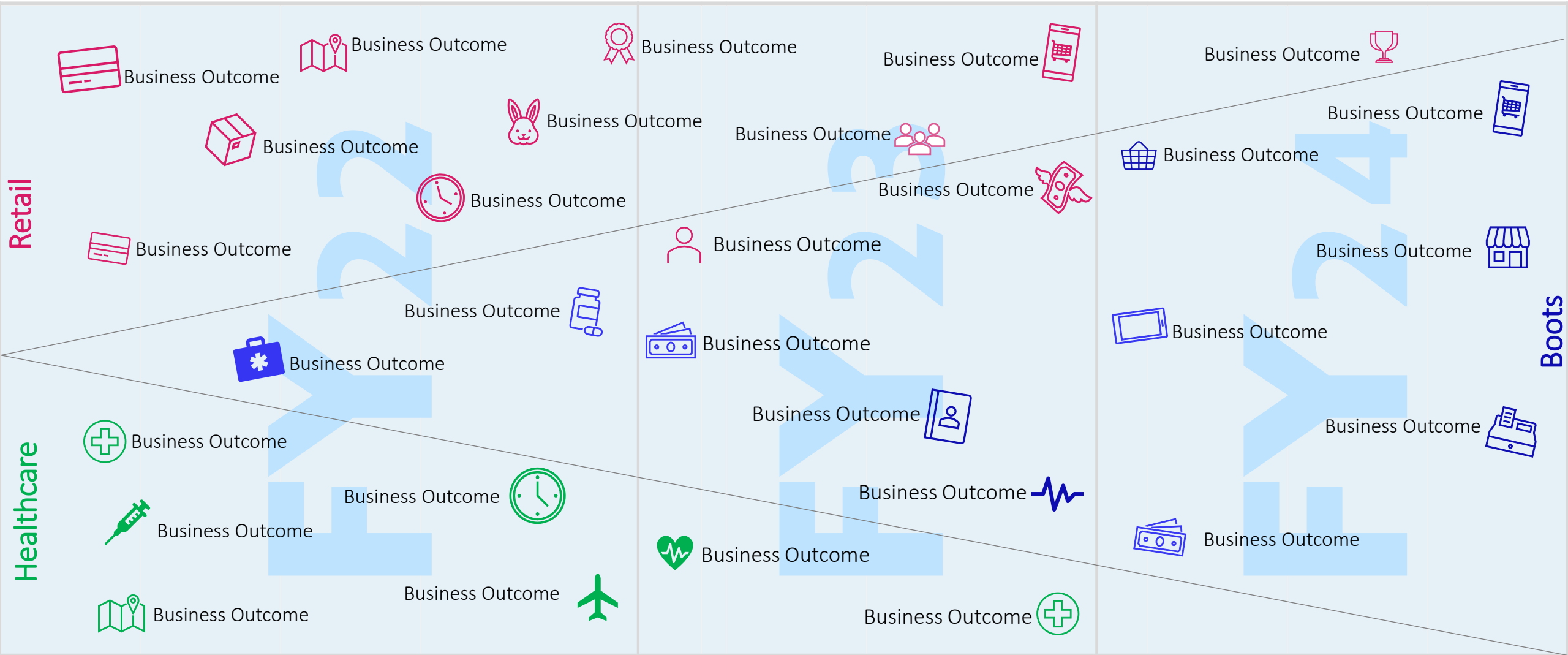


And to stay motivated... Let's look at our goal

Architect














Business Outcomes Across the 3 Year Plan



IT Enablement of Business Outcomes Across the 3 Year Plan



-  IT Product
-  IT Product
-  IT Product
-  IT Product
-  IT Product
-  IT Product
-  IT Program
-  IT Program
-  IT Program
-  IT Program
-  IT Program
-  IT Program

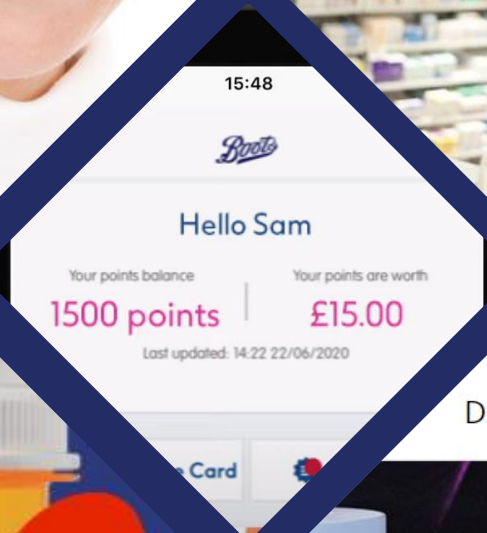
6. Promote the Story

Share what worked to continue the cycle

- Highlight where IT planning has driven business outcomes
- Point to the next horizon of capability planning needed
- Bring leaders along, facilitate IT planning workshops



6 Stories to show the value of IT-engaged planning



Success Stories

Problem

Action

Outcome

A business unit's strategy was blocked by the division's plan

IT traced the dependencies to delivery the outcomes

Roadmap blockers were rearranged, and the business achieved its goals

Boots planned to put in a new major IT capability

IT identified reusable components that were in use at Walgreens

A higher quality and less expensive pandemic response was enabled

Digitization for a foundational program was deprioritized

IT caught the dependency, and facilitated a pilot to iteratively build the capability

The capability was deployed chainwide at lower cost, ahead of original plans



Even More Success Stories

Problem

Action

Outcome

Call center operations needed to be assured amidst the pandemic

IT accelerated the roadmap and deployed supporting software for critical services

The call center remained operational with remote working in place

A legacy technology was hampering the digitization roadmap

IT narrowed the required capabilities and identified an existing solution

Digital capabilities were realized ahead of the original roadmap

WBA level goals for mass personalization required Boots specific localizations

IT partnered with business teams to curate common and local solutions

Solutions were successfully adopted with dialogue to shape the future roadmap



Stay hydrated!

It's an ongoing journey to be a business thought partner

1. Make friends
2. Build a story
3. Join the sessions
4. Add value
5. Persevere
6. Promote the story

Rinse and Repeat.



Deploying business architecture to become a thought partner

BIL-T

Architecture of Tomorrow
November 11, 2021

Grant Ecker

Vice President of Global Enterprise Architecture
Walgreens Boots Alliance



Grant.Ecker
@wba.com

tinyurl.com/
GrantEcker

Linkedin.com/
in/GrantEcker

We're
Hiring!

