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
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<tbody>
<tr>
<td>Walgreens Boots Alliance</td>
<td>Medtronic</td>
<td>Lowe’s</td>
<td>General Mills</td>
<td>Stanford WAM!NET</td>
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<tr>
<td>Vice President Architecture</td>
<td>Sr. Director</td>
<td>Sr. Manager</td>
<td>Manager</td>
<td>Inventor</td>
<td>Intern eLearning</td>
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<tr>
<td>Architecture</td>
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<td>Collaboration</td>
<td>Manufacturing</td>
<td>Internet</td>
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<tr>
<td>Executive Coach</td>
<td>Internationa Coaching Federation</td>
<td>MBA Carlson School of Management</td>
<td>BSCS Washington University</td>
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## Rachel Bury
Digital Product Manager

<table>
<thead>
<tr>
<th>FUTURE</th>
<th>2021</th>
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<tr>
<td>Walgreens Boots Alliance</td>
<td>WBA</td>
<td>Boots</td>
<td>Boots</td>
<td>Experian</td>
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<tr>
<td>Sr. Product Manager; Digital Transformation</td>
<td>Sr. Enterprise Architect; Strategy &amp; Architecture</td>
<td>Business Analyst &amp; Product Manager; Technology Delivery</td>
<td>Marketing Operations; Advantage Card</td>
<td>Technology Operations &amp; Programme Management</td>
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<tr>
<td>MBA Nottingham Business School</td>
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Before we begin...

You might be wondering
WHAT IS WBA?
Two iconic retail brands

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

Retail Pharmacy USA

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

Retail Pharmacy International

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

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

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

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Let’s begin
Deploying business architecture to become a thought partner
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

Knowing you better

To serve you better

With better health and beauty

To know you even better
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... before they become big

Share the vision

Earlier business and IT collaboration

Creates value

Cost of change

Ability to influence change

Collaboration

Today

Initiate ➔ Plan ➔ Design ➔ Build ➔ Deploy

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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
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…*

**Strategy**

**Architect**

**Plan**

**Execute**

**Measure**

Our Goal

We started here

We arrived here

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

1st choice for pharmacy, health and beauty – caring for people, customers and communities everywhere

- Knowing you better
- to serve you better
- with better health and beauty

Business Outcomes
IT products and programs

Enabling IT Capability

‘championing everyone’s right to feel good’
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

<table>
<thead>
<tr>
<th>Problem</th>
<th>Action</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>A business unit’s strategy was blocked by the division’s plan</td>
<td>IT traced the dependencies to delivery the outcomes</td>
<td>Roadmap blockers were rearranged, and the business achieved its goals</td>
</tr>
<tr>
<td>Boots planned to put in a new major IT capability</td>
<td>IT identified reusable components that were in use at Walgreens</td>
<td>A higher quality and less expensive pandemic response was enabled</td>
</tr>
<tr>
<td>Digitization for a foundational program was deprioritized</td>
<td>IT caught the dependency, and facilitated a pilot to iteratively build the capability</td>
<td>The capability was deployed chainwide at lower cost, ahead of original plans</td>
</tr>
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## Even More Success Stories

<table>
<thead>
<tr>
<th>Problem</th>
<th>Action</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>Call center operations needed to be assured amidst the pandemic</td>
<td>IT accelerated the roadmap and deployed supporting software for critical services</td>
<td>The call center remained operational with remote working in place</td>
</tr>
<tr>
<td>A legacy technology was hampering the digitization roadmap</td>
<td>IT narrowed the required capabilities and identified an existing solution</td>
<td>Digital capabilities were realized ahead of the original roadmap</td>
</tr>
<tr>
<td>WBA level goals for mass personalization required Boots specific localizations</td>
<td>IT partnered with business teams to curate common and local solutions</td>
<td>Solutions were successfully adopted with dialogue to shape the future roadmap</td>
</tr>
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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.
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