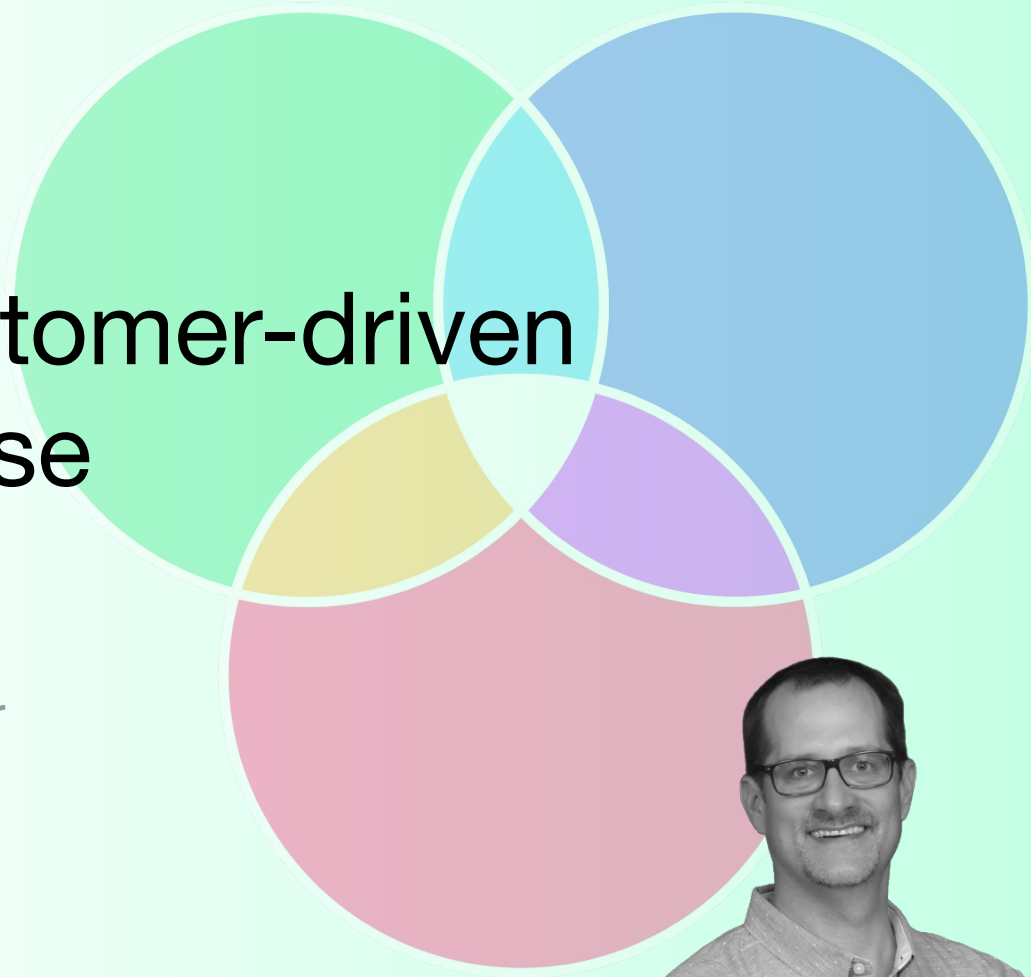


Webinar

# The customer-driven enterprise

Jim Kalbach  
Milan Guenther

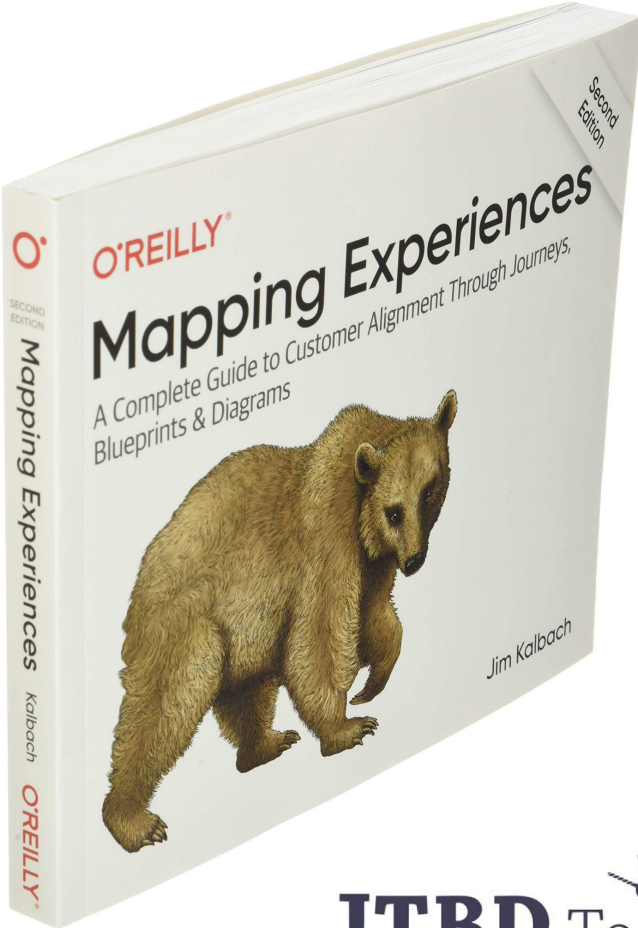
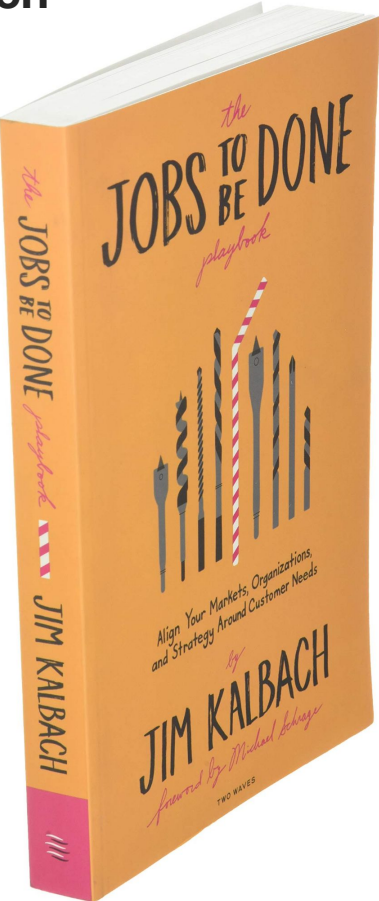




**INTERSECTION GROUP**

**We help people create better enterprises.**

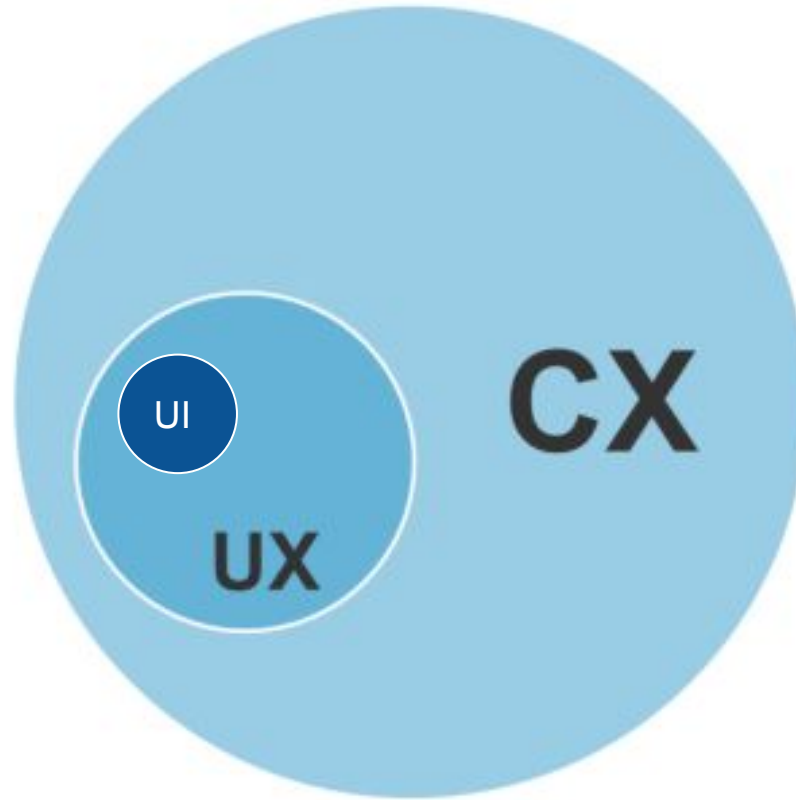
Jim Kalbach



**JTBD** Toolkit   
[www.jtbdt toolkit.com](http://www.jtbdt toolkit.com)







Source: [Forrester](#)

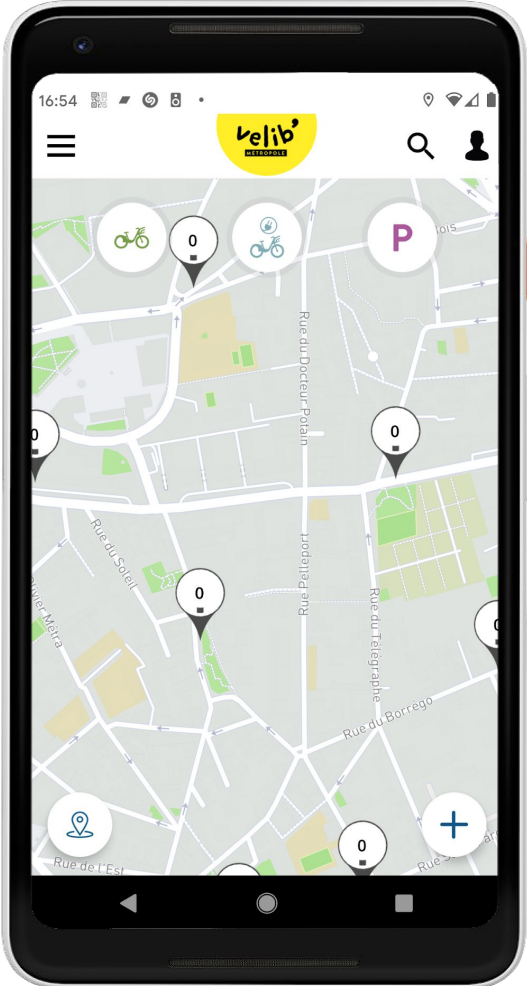
CX: Customer Experience

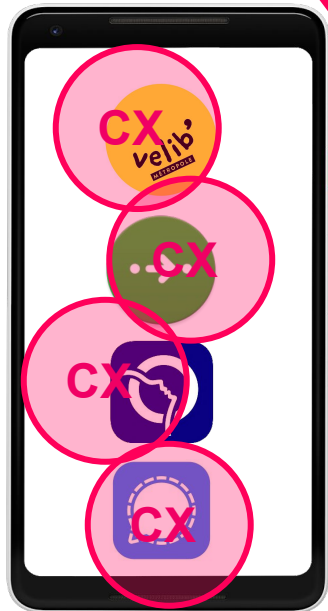
UX: User Experience

UI: User Interface



Enterprises appear in  
our lives, every day.





UX



# Enterprise Design Facets

**Why** do we exist, who are we, what matters to us?

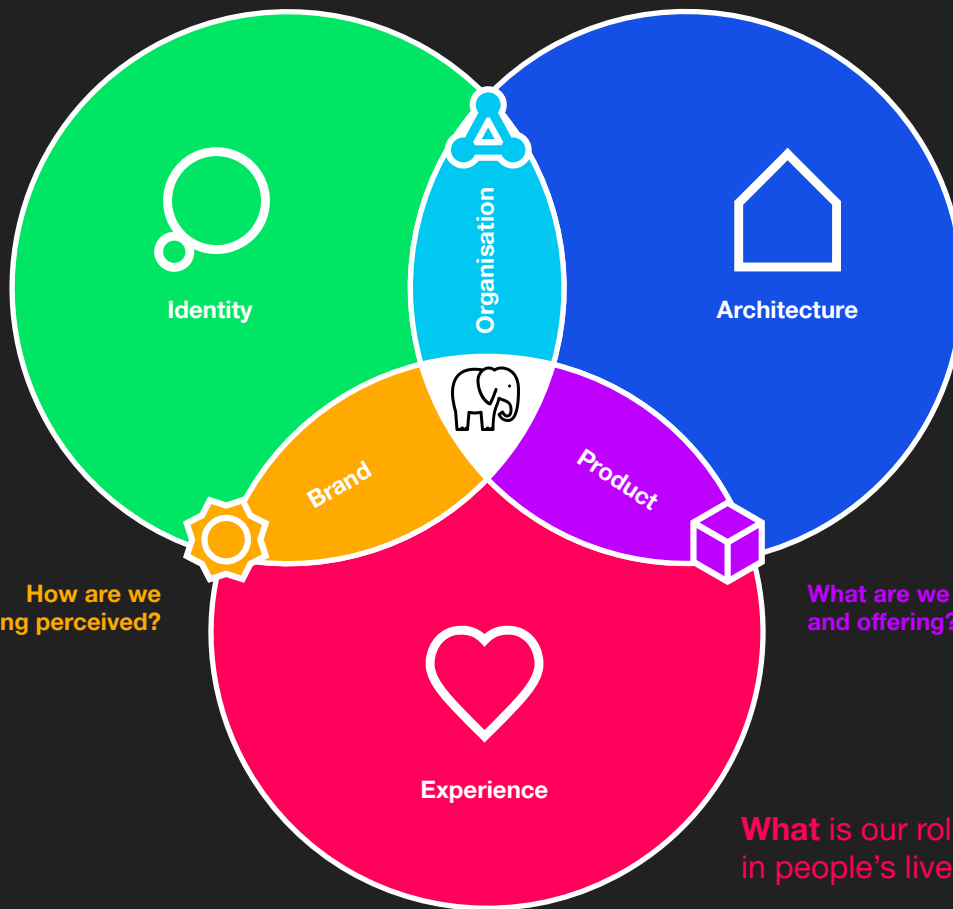
**How** are we being perceived?

**How** do we work together as a team?

**How** are we operating and what are we capable of achieving?

**What** are we making and offering?

**What** is our role in people's lives?





# Experience



**What matters to people?**

**What is our role in people's lives?**

**What value do we create for people?**

**Where and when do people interact with us?**







# Experience Elements



## Task

what people want to achieve with our help

## Journey

people's activities when interacting with our enterprise

## Channel

the environment, context or means of interaction





# Rail Europe Experience Map

## Guiding Principles

People choose rail travel because it is convenient, easy, and flexible.

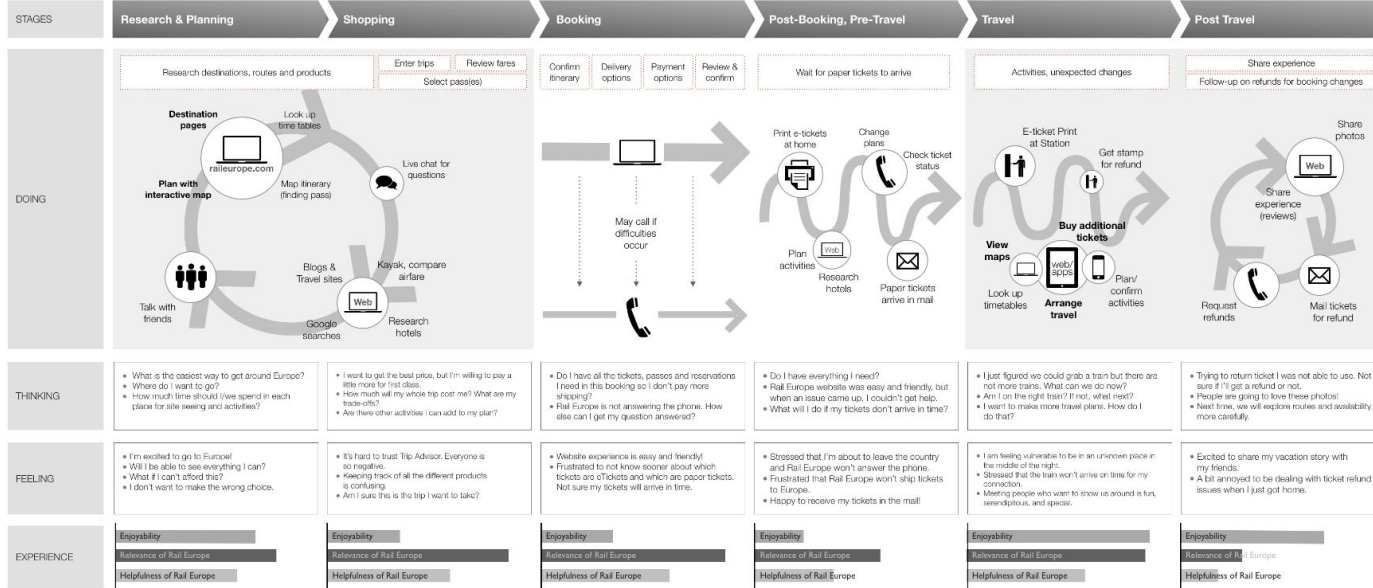
Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

Lens

## Customer Journey



Journey Model

Qualitative Insights

Quantitative Information

## Opportunities

GLOBAL	PLANNING, SHOPPING, BOOKING	POST-BOOK, TRAVEL, POST-TRAVEL
<ul style="list-style-type: none"> <li>Communicate a clear value proposition.</li> <li>Help people get the help they need.</li> <li>Support people in creating their own solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Enable people to plan over time.</li> <li>Visualize the trip for planning and booking.</li> <li>Arm customers with information for making decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the paper ticket experience.</li> <li>Accommodate planning and booking in Europe too.</li> </ul>
<ul style="list-style-type: none"> <li>Make your customers into better, more savvy travelers.</li> </ul>	<ul style="list-style-type: none"> <li>Connect planning, shopping and booking on the web.</li> <li>Aggregate shipping with a reasonable timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively help people deal with change.</li> <li>Communicate status clearly at all times.</li> </ul>
<ul style="list-style-type: none"> <li>Engage in social media with explicit purposes.</li> </ul>		

Takeaways



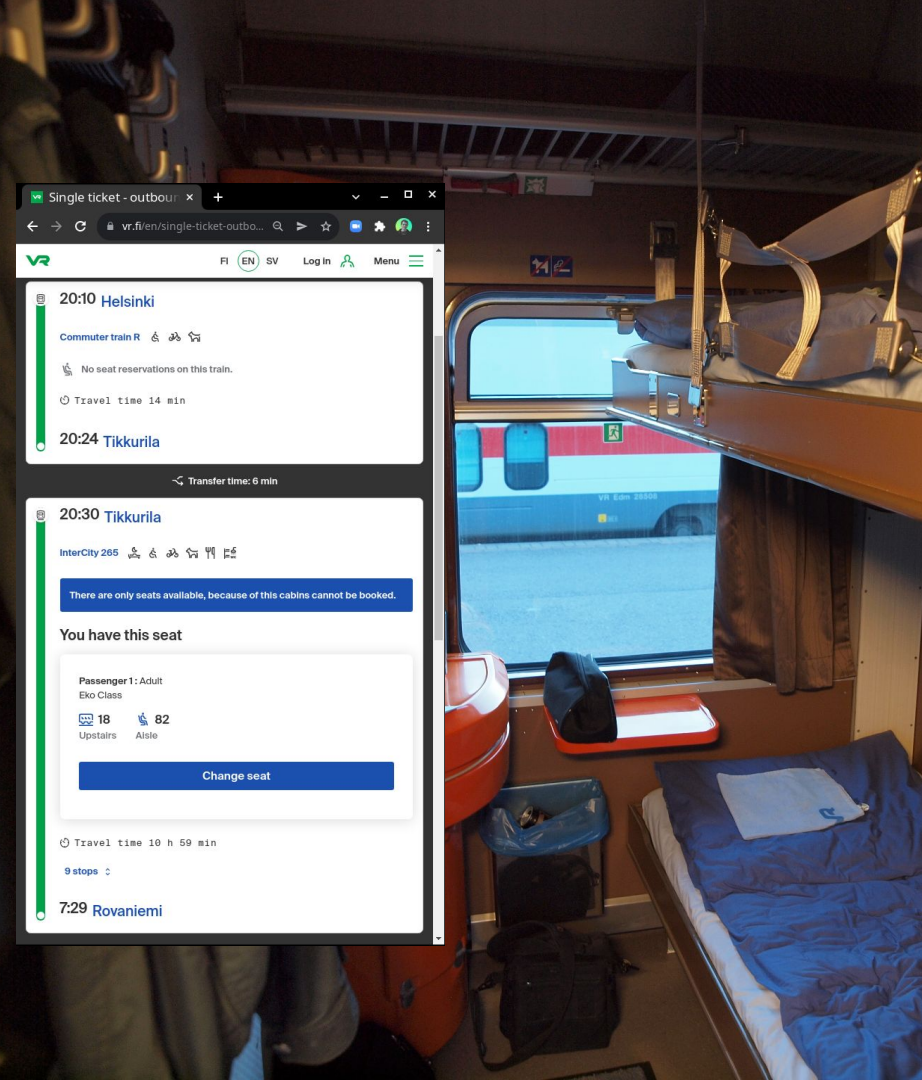
adaptive path

Mapping Experiences

Information sources

- Stakeholder interviews
- Cognitive walkthroughs
- Customer Experience Survey
- Existing Rail Europe Documentation





Single ticket - outboul x

vr.fi/en/single-ticket-outbo...

VR FI EN SV Log in Menu

20:10 Helsinki  
Commuter train R  
No seat reservations on this train.  
Travel time 14 min

20:24 Tikkurila  
Transfer time: 6 min

20:30 Tikkurila  
InterCity 265  
There are only seats available, because of this cabins cannot be booked.

You have this seat

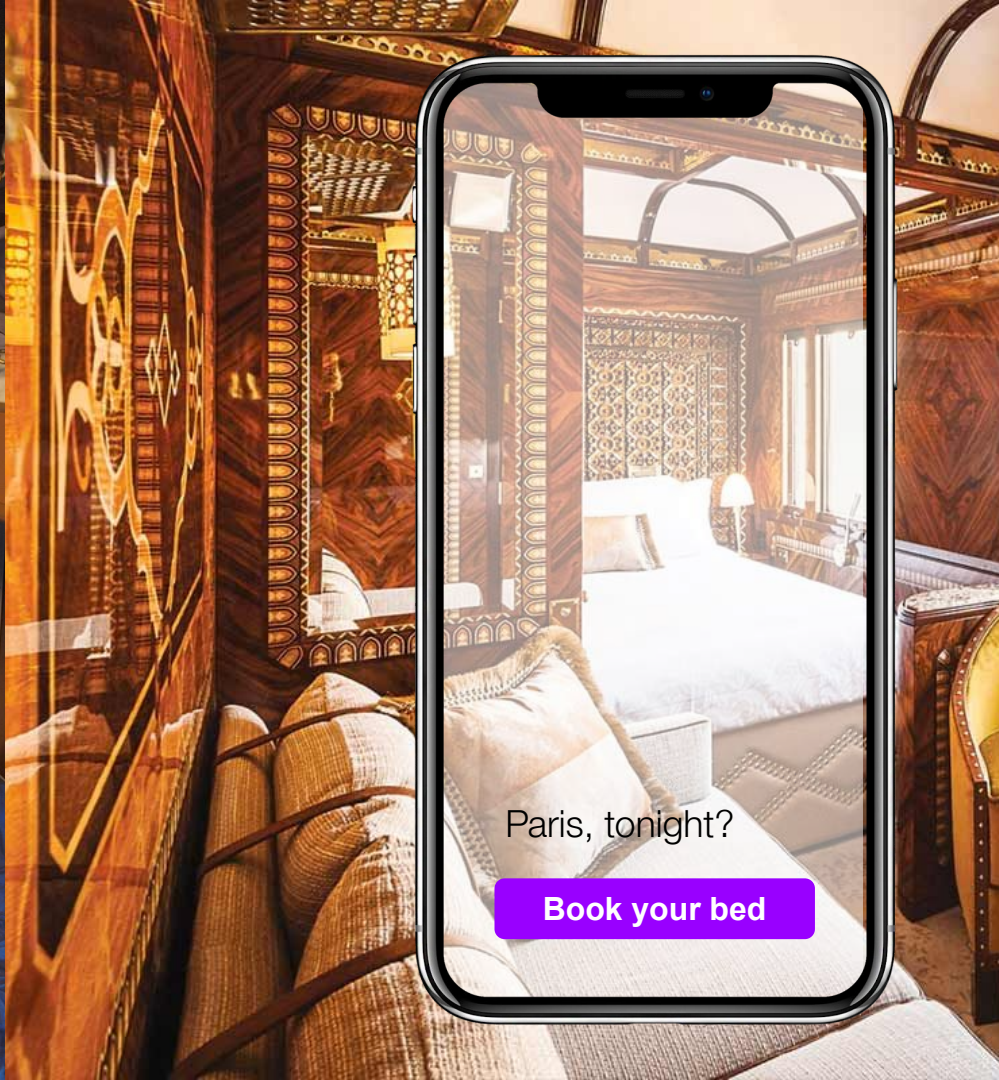
Passenger 1: Adult  
Eko Class

18 82  
Upstairs Aisle

Change seat

Travel time 10 h 59 min  
9 stops

7:29 Rovaniemi



Paris, tonight?

Book your bed



# Tasks Journeys Channels

## Rail Europe Experience Map

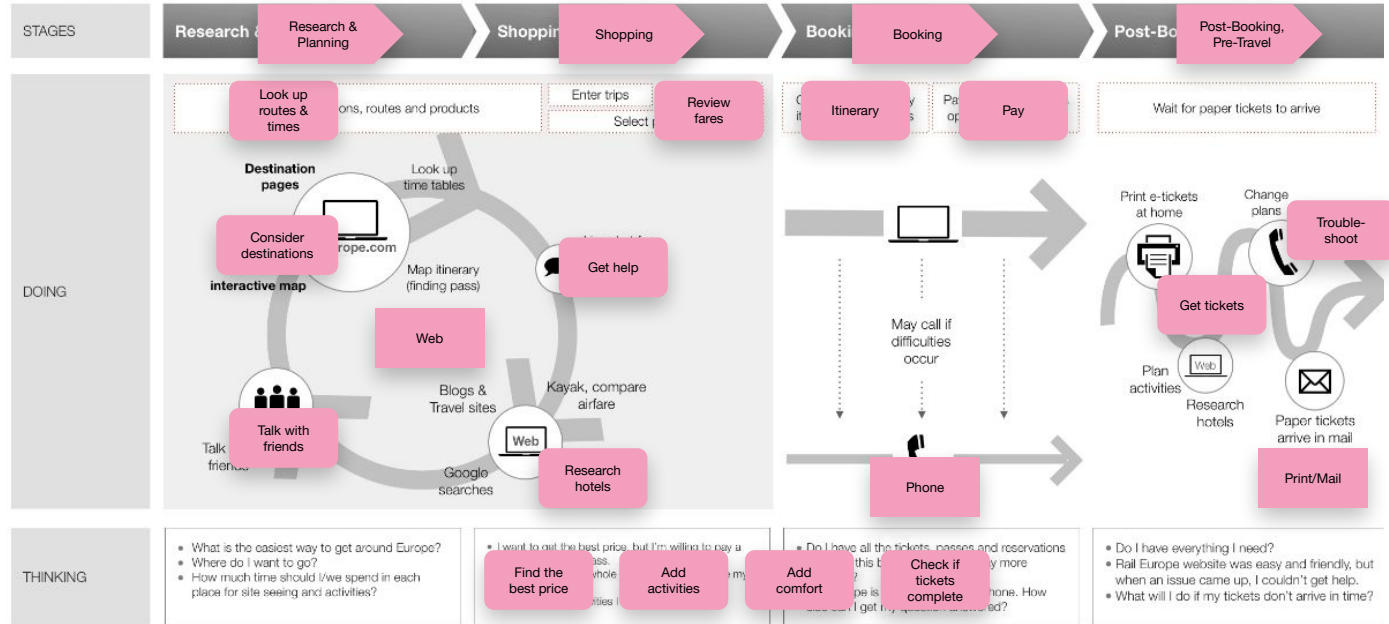
### Guiding Principles

People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

### Customer Journey





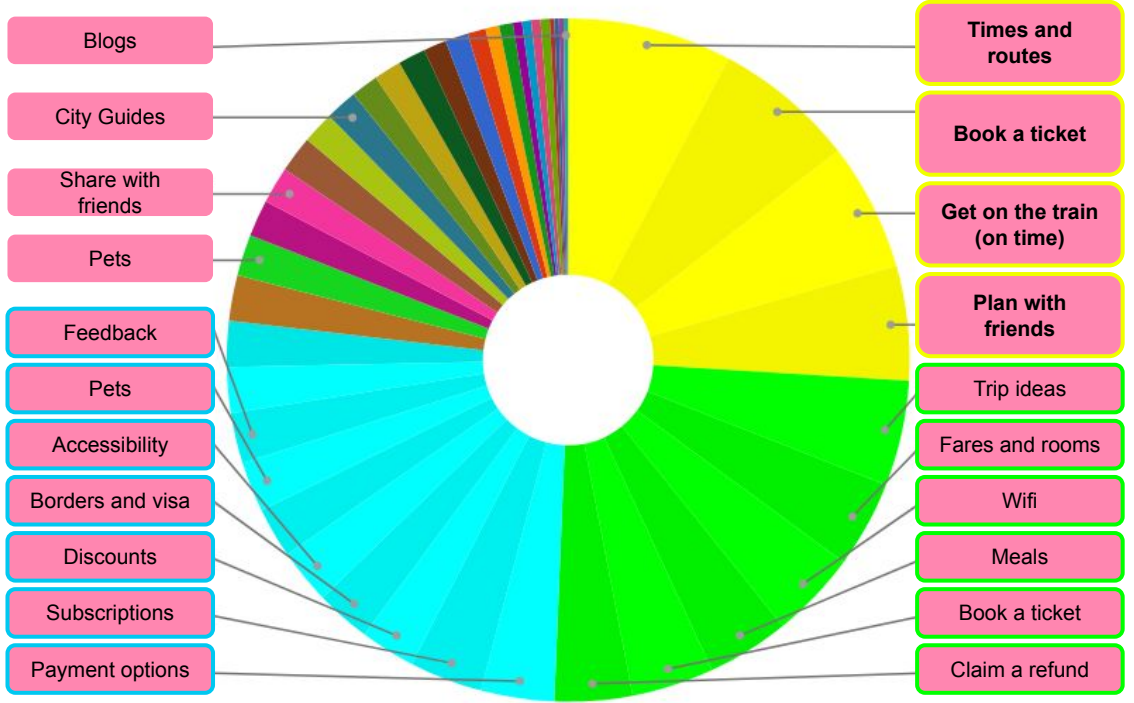
# Top Task Identification

When travelling on a night train, what matters the most to you?



**INSTRUCTIONS**  
**A:** Select the 5 tasks / resources from the list below that are **MOST IMPORTANT** to you when considering if or you already have products and services from Cisco.  
**B:** Enter an score of 5 beside the **MOST IMPORTANT**, 4 beside the next most important, then a 3, a 2, and a 1. **HIGHEST SCORE: Fill in ONLY FIVE (5) of the boxes below. LEAVE ALL THE REST BLANK.**  
**C:** Please treat your first instincts and spend no more than 5 minutes on this exercise.

- Networking certification requirements (CCIE, CCNP, CCNA)
- Cisco environmental strategy
- Support deals (new drivers, patches, software security)
- Maintain / operate (both guides, notes, examples)
- Toolbuilding (both free, diagnostic, guides)
- Install / upgrade / migrate (both guides, notes, examples)
- Order status, tracking
- Take / chat online with a support person
- Press releases
- Presentations from Cisco executives
- Newswires and news (press, RSS)
- Configure (set up) a product (both guides, notes, how-to)
- Cisco company overview (history, mission, values, management)
- End of life, end of sale, end of support
- Download software, firmware, drivers, patches, updates
- Solutions to resolve, solve, critical
- Follow Cisco on Twitter, Facebook, YouTube
- Promotions, discounts, rebates, incentives, trainings
- Training courses, courses, toolkits
- Solutions to match business needs (work remotely, improve productivity, secure my business)
- Service, support options available for my product
- Manage my Cisco.com profile (password, login)
- Compatibility / interoperability (software, hardware, version)
- Advertising / branding strategies (the human network)
- Pre-purchase technical information (databases, whitepapers, requirements)
- Product and technical communities (troubleshooting, developer, learning)
- Cisco studies / business drivers / testimonials
- Products to specify technical requirements (specs, bandwidth, dimensions)
- Product, service overview and benefits (brochures, presentations)
- Get help with ordering process
- Requesting and approval of Cisco products
- News (new products, activities, announcements, bulletins)
- Compare Cisco products, services and solutions to each other
- Networking certification status, maintenance and renewal
- Hardware
- Calculate return on investment (ROI)
- Cisco alliances (strategic, regional, global)
- Cisco hardware and control plane
- Software license keys (find, manage)
- Buy Cisco books and merchandise
- Buy products and services from resellers, distributors, service providers, Cisco or online
- Test results, benchmarks, reviews from industry publications and analysts
- Call or chat online with a sales professional
- Find an IT consultancy / reseller to help plan, build and run my network
- Check product or service availability (lead times, back order in stock, in my region)
- Blog
- Praying for an individual product or service
- Images, product pictures, videos, logos (Multimedia Library, Resource Center)
- View service (diagrams, topology)
- Financing, leasing options (Cisco Capital)
- Compare Cisco with competitor products, services and solutions
- Configure a product or service for the purpose of researching or ordering
- Network design (both guides, notes, examples)
- Events (webinars, seminars, Conferences, Cisco Tech-events)
- Return product (RMA form, replacement, hardware)
- Demos (products, services, solutions)
- Product assessment / change / recovery
- Strategic and business communities (professionals, solve business problems)
- Register / pay for network certification exams
- Cisco financials, annual reports
- Energy efficient products
- Manage or renew service contracts (SIOC)
- Customer / user reviews and ratings
- Register my product
- Support (Cisco) service requests (case creation, tracking)
- Calculate total cost of a solution
- Accessories and parts

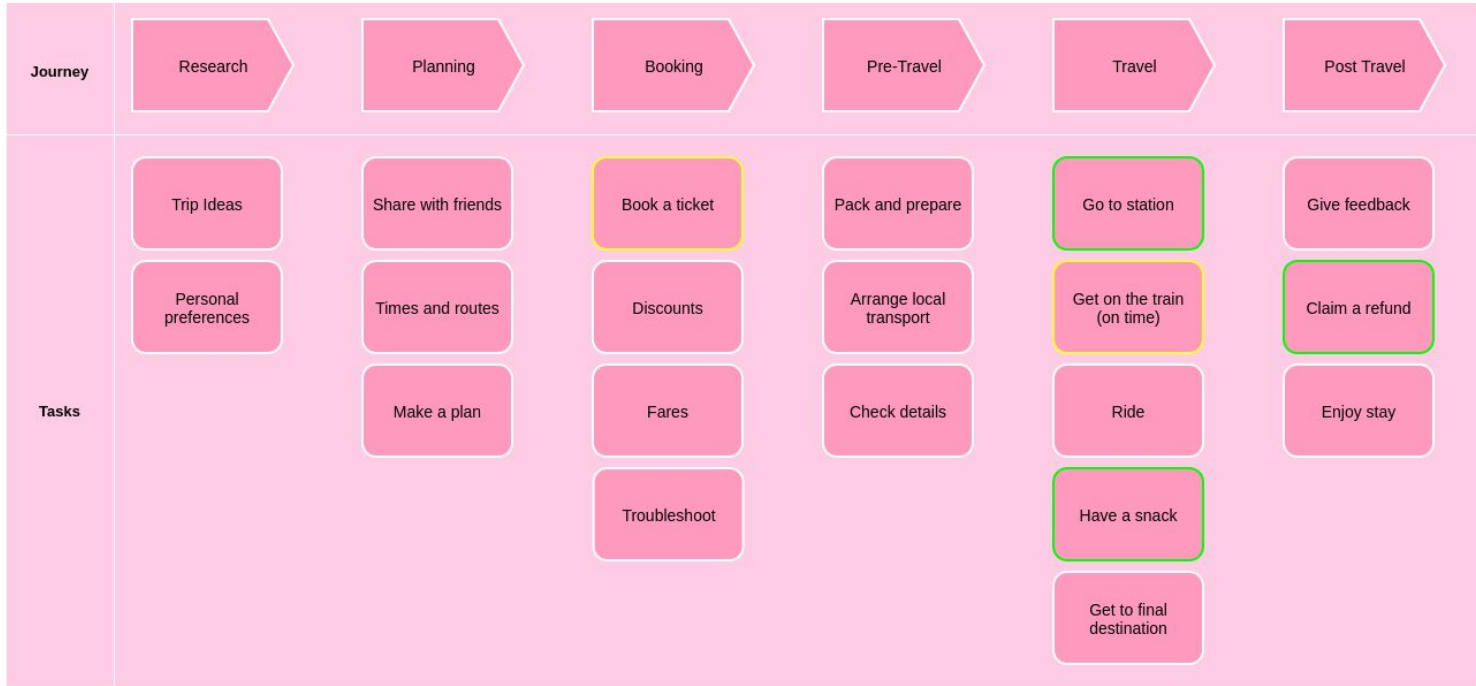






# Experience

“What matters to people?”



### Worry that we are not in basic federal contractor compliance

Worry that we are not in basic federal contractor compliance

### Establish diversity goals, plan

Require all subdivisions to form diversity teams

Assemble a diversity team

Notify the national office that we have formed a diversity team

Establish annual diversity goals

Develop an affirmative action, diversity plan

Feel overwhelmed by all of the diversity initiatives pushed on us

### Report on diversity goals

Collect information on the number of new hires in minority, diversity groups

Document our diversity outreach, recruitment, hiring practices

Feel stressed by the EEO reporting process

Evaluate the cost effectiveness of hiring a consultant to do our EEO reporting

Contract with an organization to do our EEO reporting

Report to higher ups that we are making progress in diverse recruiting and hiring

### Gain recognition from the national office for our diversity achievements

Gain recognition from the national office for our diversity achievements

Pay attention to the diversity achievements of other units

### Decide how to fill our open positions

Assess whether it is the right time to hire someone based on workflow

Decide to focus on strategic hires and back filling instead of new hires

Decide whether it is the right time to hire for a temporary or permanent position

Consider budget issues

Decide to hire someone based on need

### Decide whether to use non-competitive hiring tools

Feel frustrated with the cumbersome and time consuming federal competitive hiring process

Feel excited about filling positions quickly with non-competitive hires

Feel excited about filling positions with diverse candidates

Convince supervisors to use non-competitive hiring tools

Worry that non-competitive tools have a negative impact on staff morale

Choose to use the non-competitive hiring processes we are most comfortable with

Avoid non-competitive hiring tools because they create animosity among other employees

### Think about my org's diversity recruiting goals

Think about my organization's diversity recruiting goals

Think about target groups for diverse recruiting based on management's "passions"

Regret that the emphasis on diversity makes me focus on "checking off boxes"

Feel insulted by EEO processes that seem to assume that I will not include everybody that is a good candidate

Feel compelled to post jobs on disability websites to meet diversity requirements

Read an article on the importance of recruiting people with disabilities

### Decide where to look for candidates

Decide to recruit from industries/societies relevant to an open position

Decide to make an effort to recruit candidates with disabilities

Think about recruiting budget constraints

Decide to sponsor international job candidates

Decide which external job posting sites to use

Think about how to reach diverse candidates

Decide to recruit close to our location

### Advertise Positions

Advertise positions within my department

Advertise positions within my branch

Advertise positions to my entire organization

Post positions on our company web site

Advertise positions externally

Advertise open positions in our store

Advertise positions on campus

Welcome an application from anyone who sees our posting

Notify service organizations of open positions

Post positions with professional organizations

Advertise positions to the military

Recruit from diversity organizations

### Contract to find candidates

Contract with a recruiting firm

Recruit through temp agency

Tell recruiting vendors to only send qualified candidates, not discriminate

### Attend Job Fairs

Attend Job Fairs

### Help others in my org with recruitment

Share resumes within my organization

Help supervisors find candidates

### Find service orgs to recruit through

Wish I could find more applicants with disabilities

Think about a service organization offer to refer clients for open positions

Call EARN for connections to local disability organizations

Search online, phone books for disability orgs to recruit through

Worry about the time burden involved in forming relationships with local organizations for recruiting

Identify a disability org that might be able to help us recruit candidates with disabilities

Ask others if they know about disability organizations when they don't have the ability to recruit from

Worry disability organizations don't really understand what companies need

### Connect with a service organization for recruiting

Decide whether or not to contact a local disability organization for recruiting

Contact disability organizations to find candidates for an open position

Get to know people from a service agency

Notify service organizations that they can send us candidates any time

Decide not to work with a disability group when they don't "partner" with us effectively

Feel frustrated when I don't find candidates after investing time with a disability organization

Forming Linkages

efedLink Planning Tool

Becoming a Model Employer to People with Disabilities

Business Case for Hiring Veterans

WOTC

Hiring Incentives

Internships

Ageing Workforce

Schedule A hiring

Veterans hiring preference

Schedule A

Veterans FAQs

Veterans

Diversity in the Federal Workforce Employing Individuals with Disabilities

Disability IS

Job posting

Sourcing

Workforce Recruitment Program

Recruiting people with disabilities

WRP Candidate Request Form

Americans with Disabilities Act

E-mail template General recruitment

Forming Linkages

About EARN

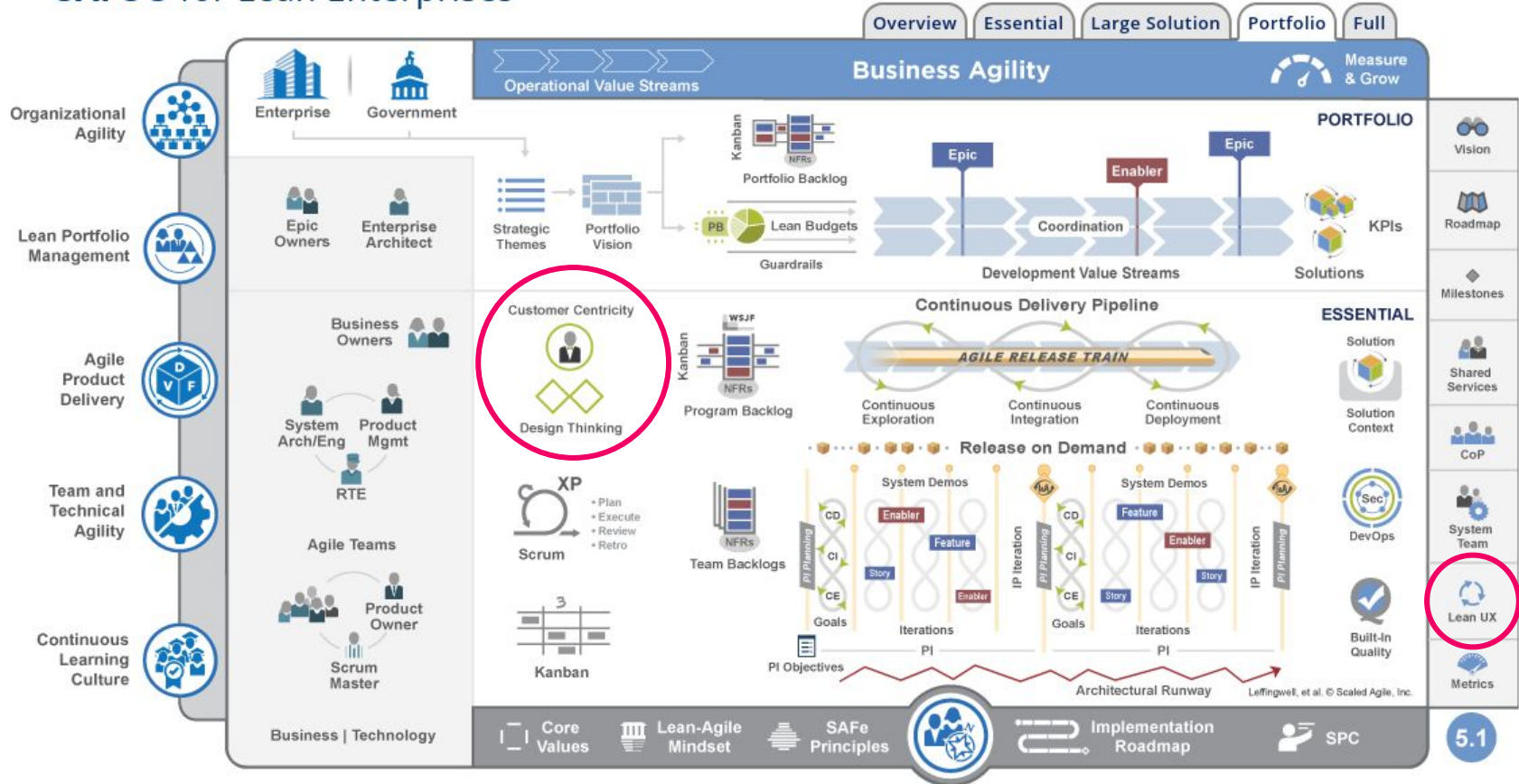
EARN Flyer

Forming Linkages

EARN Flyer

# SAFe 5 for Lean Enterprises

Select SAFe configuration



# Enterprise Design Facets

**Why** do we exist, who are we, what matters to us?

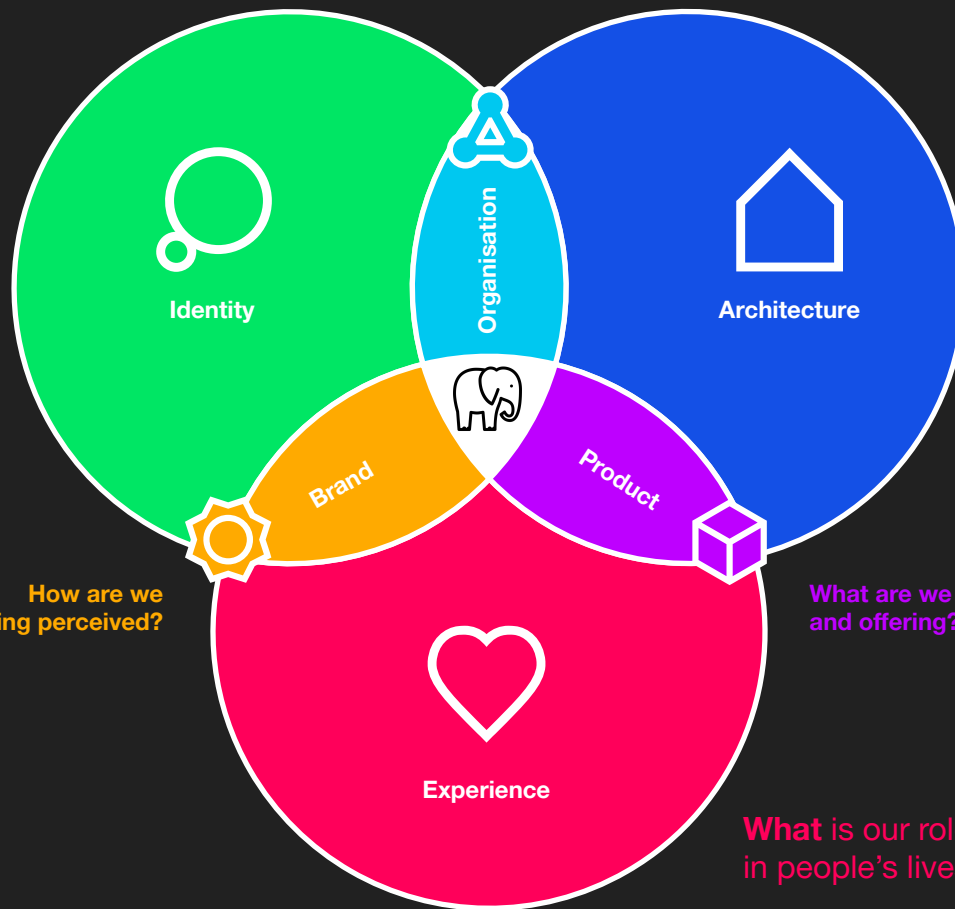
**How** are we being perceived?

**How** do we work together as a team?

**How** are we operating and what are we capable of achieving?

**What** are we making and offering?

**What** is our role in people's lives?



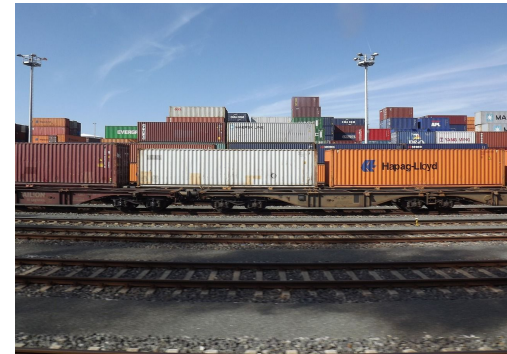
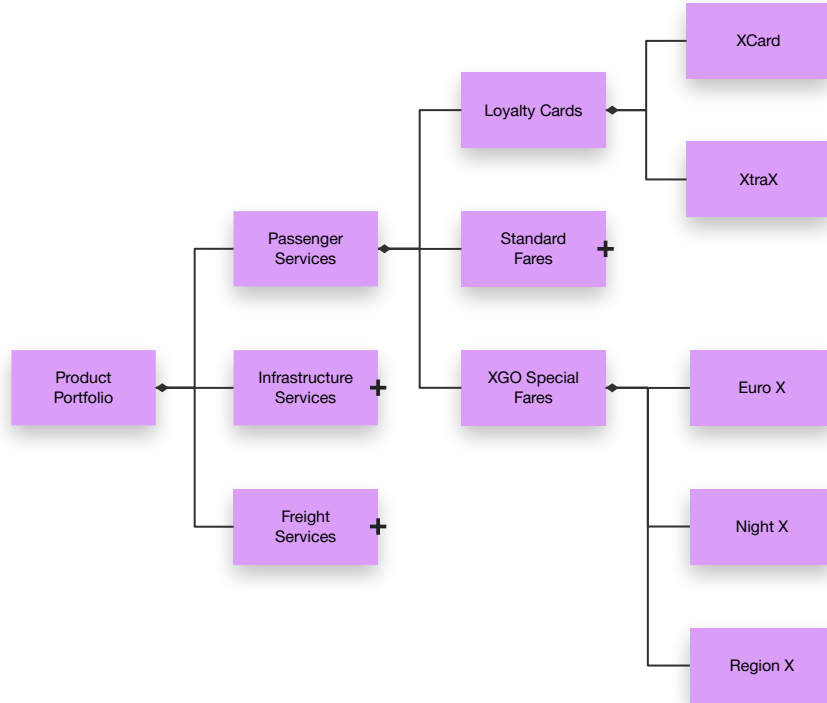






# Product

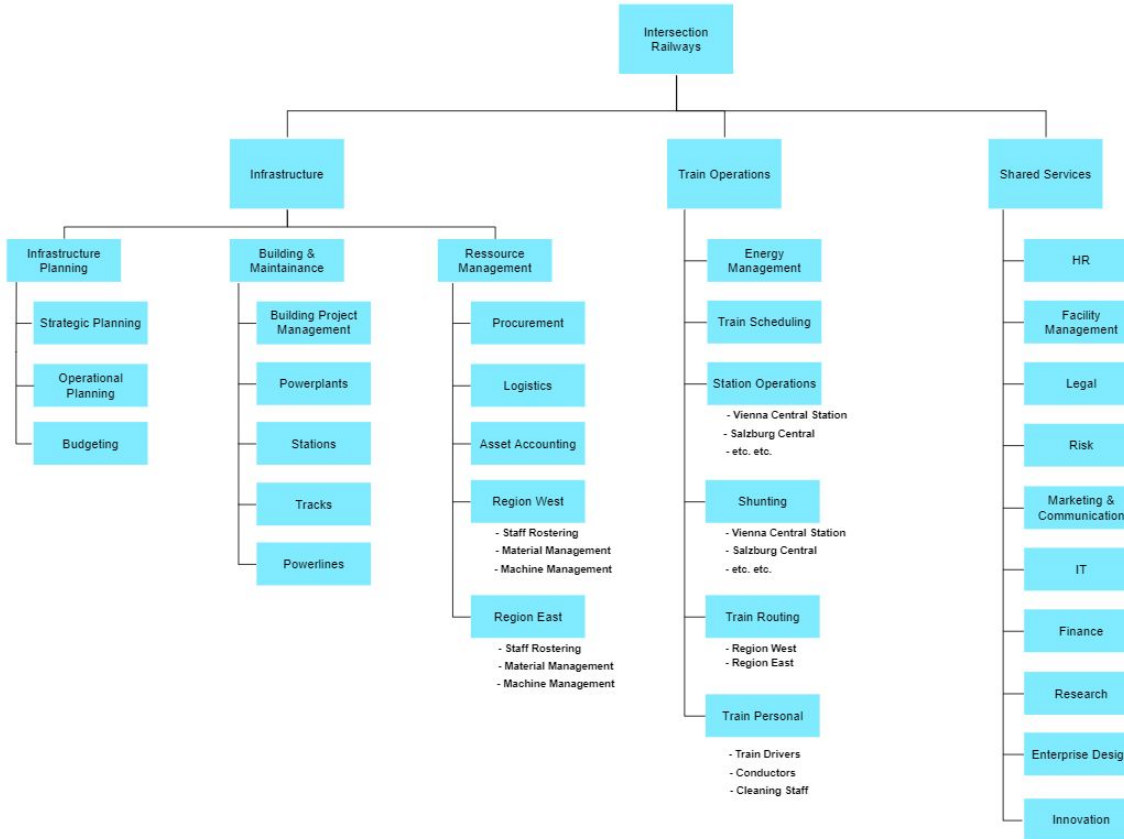
“Something our enterprise makes and offers.”





# Organisation

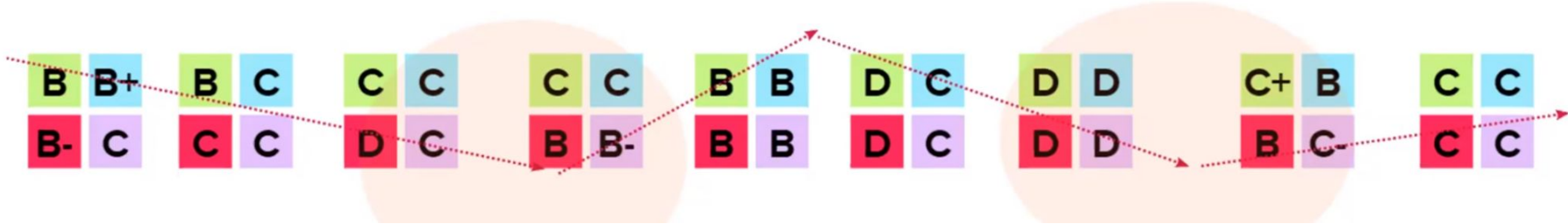
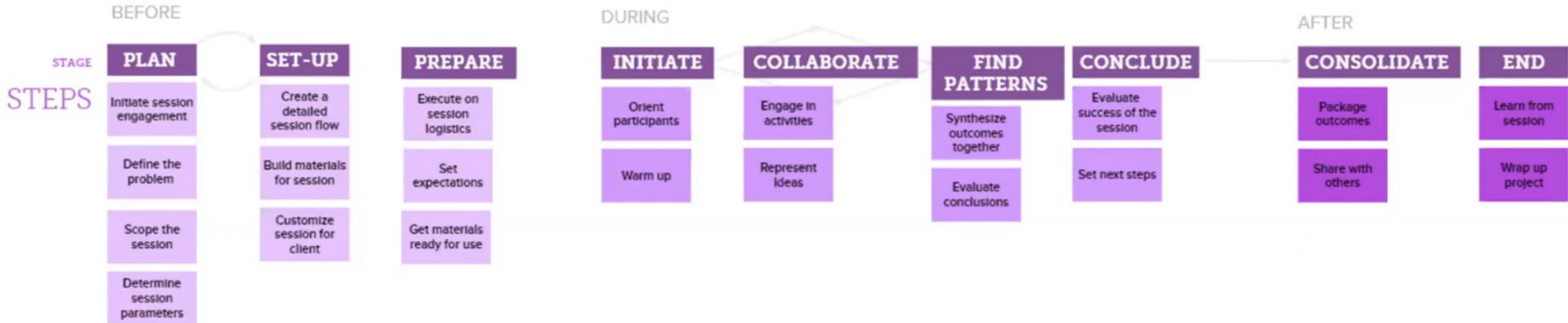
“How are we working together?”





# Job Map

## Conduct a working session with a client





Why do we exist,  
who are we, what  
matters to us?

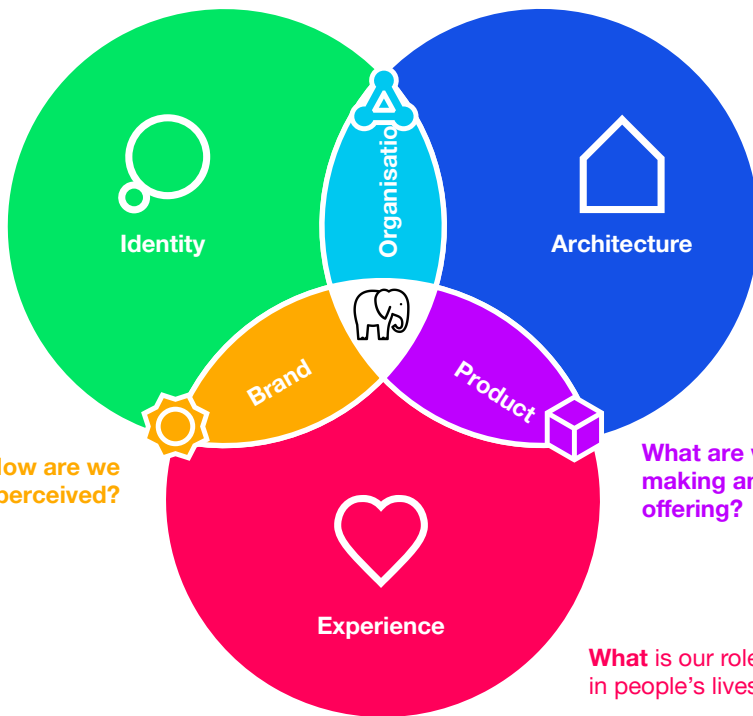
How are we  
being perceived?

How do we work  
together as a team?

How are we  
operating and what  
are we capable of  
achieving?

What are we  
making and  
offering?

What is our role  
in people's lives?





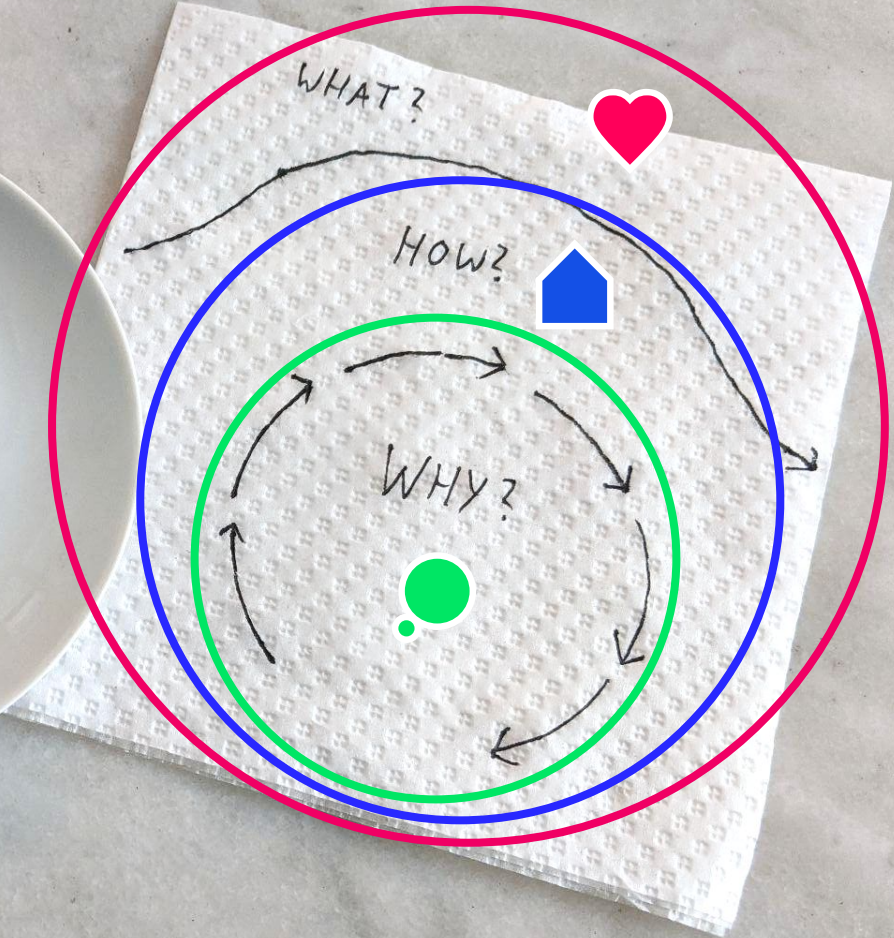
# Service Blueprint in EDGY



# Purpose

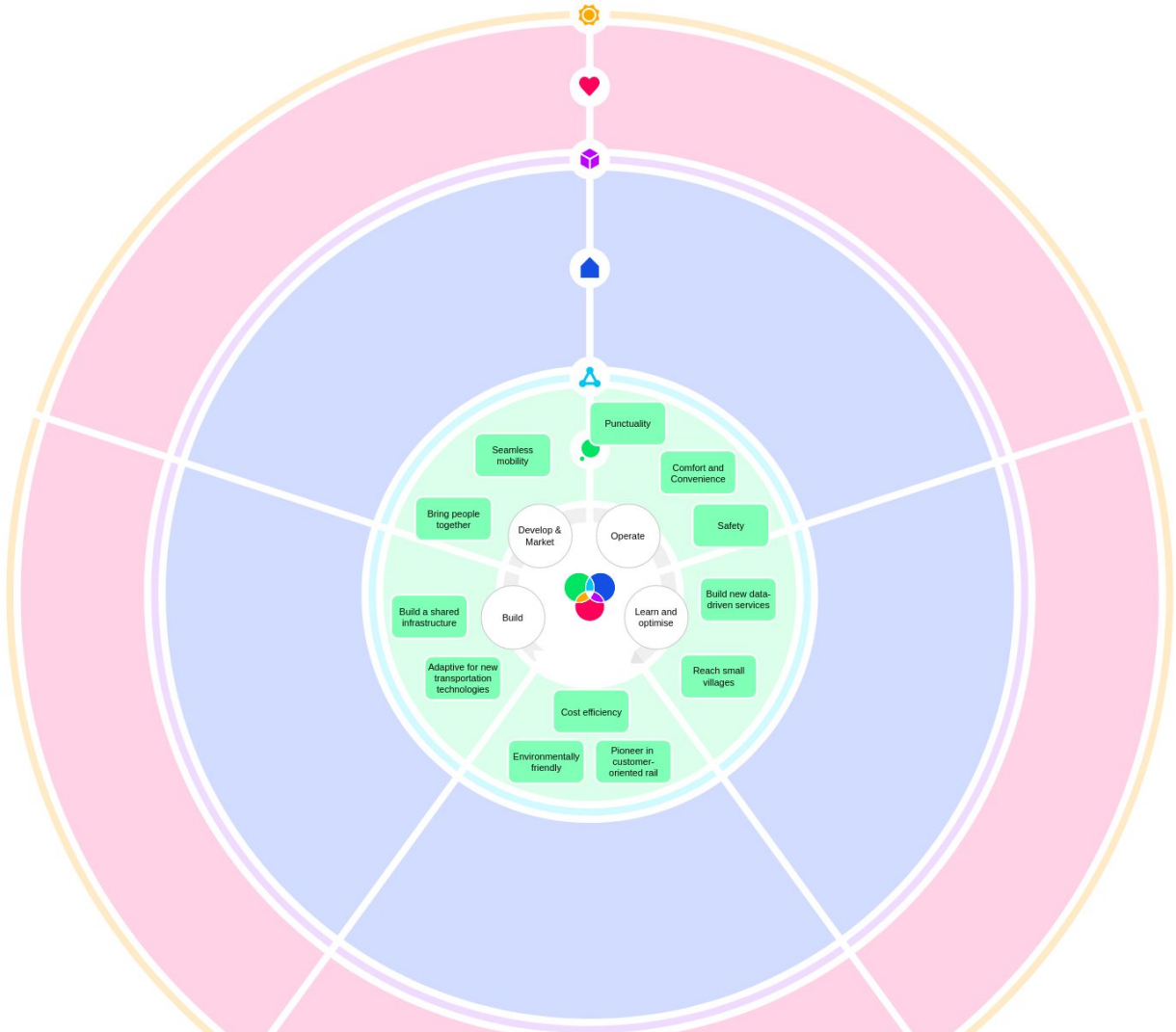


# Your enterprise on a napkin



# Milky Way map

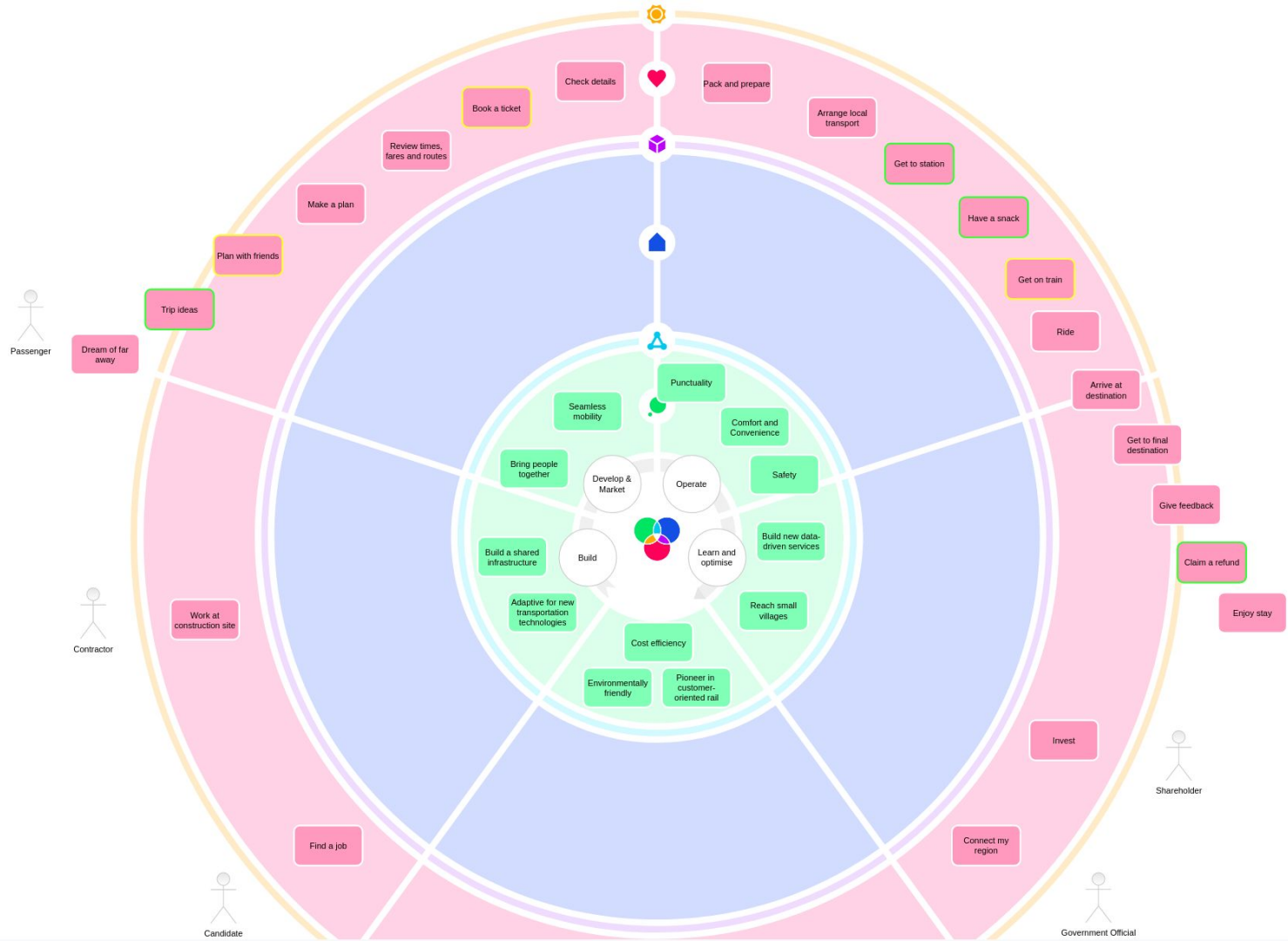
## Purpose



# Milky Way map

Purpose

Tasks

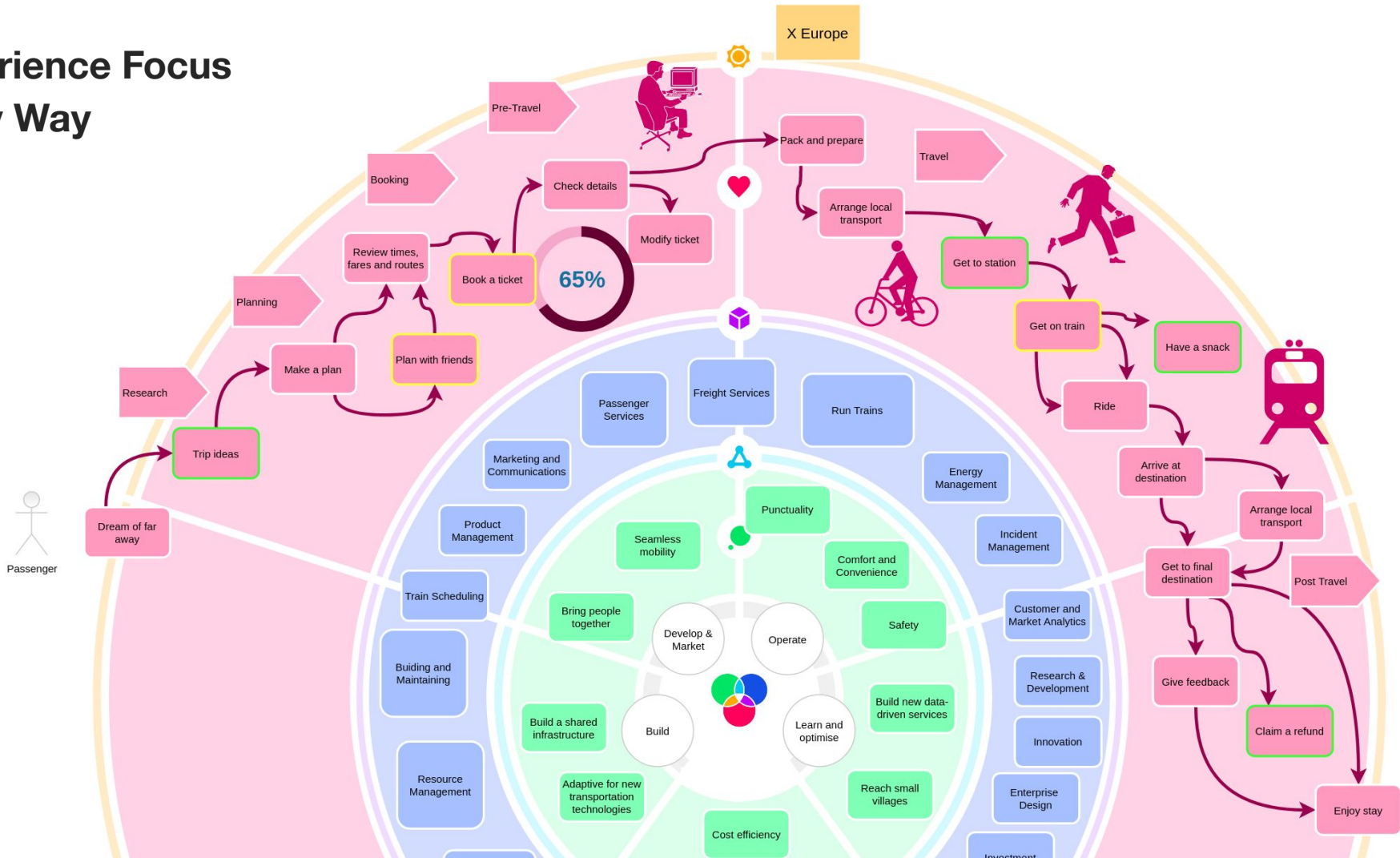




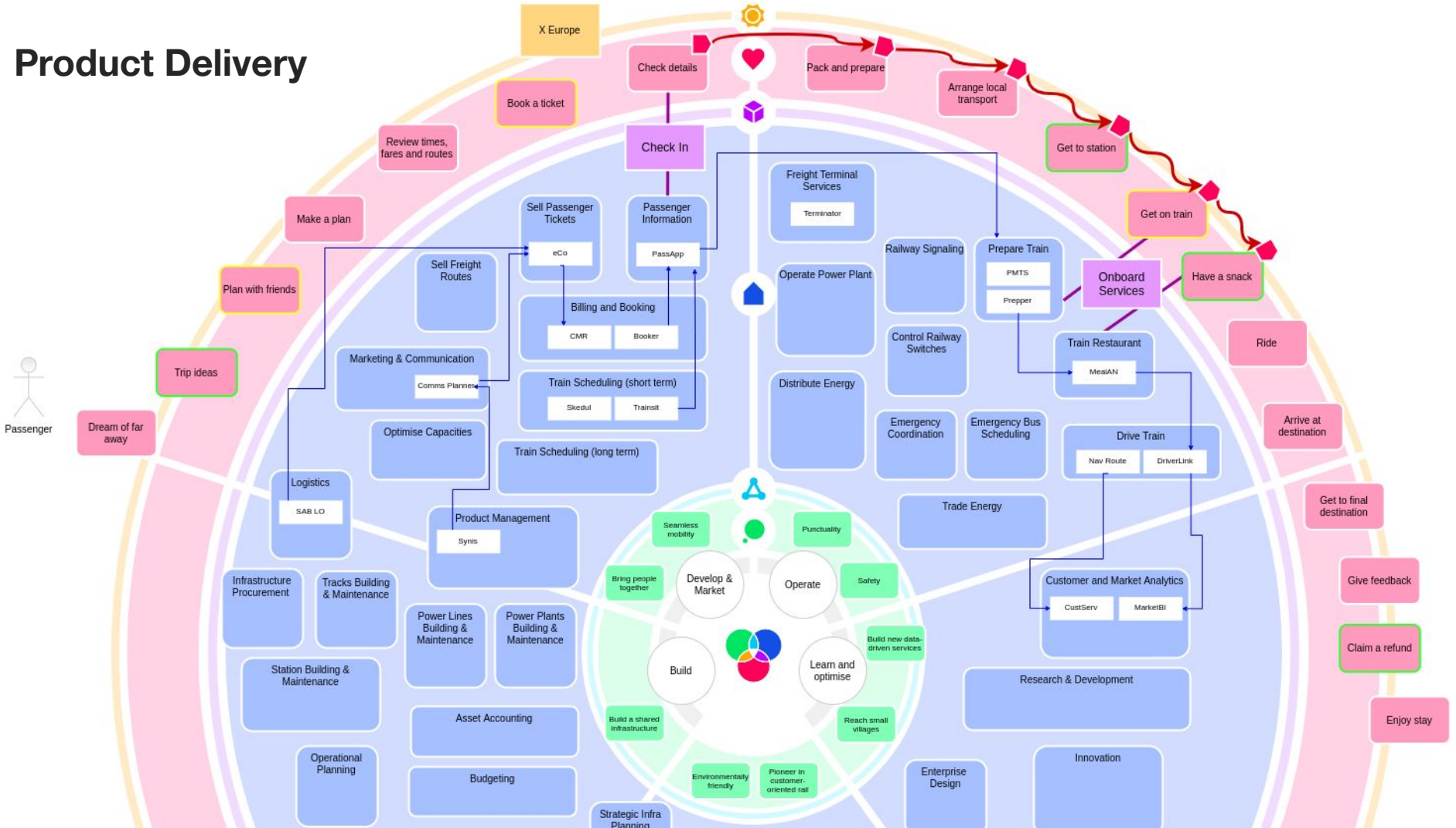




# Experience Focus Milky Way



# Product Delivery



# Our community

**700+** members on Slack

**3000+** newsletter subscribers

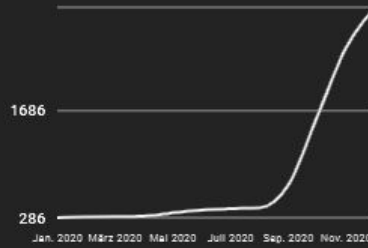
Enterprise Designers from various backgrounds:

About 30% Enterprise and Business Architects

About 30% Experience, Service and Business Designers

A diverse group of about 40% other, related profiles:

Business Analysts, Founders and Executives, Innovation or Change Agents, Operations and Process Designers, Organisation Designers and Developers, Branding and Marketing Experts, Agilists and Digital/IT Experts, Product Owners, Industry Experts...

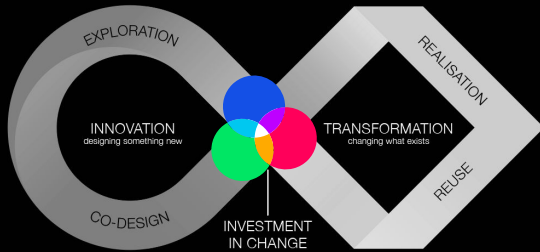


LISTENAUSBAU

↑ **1.166,4%**

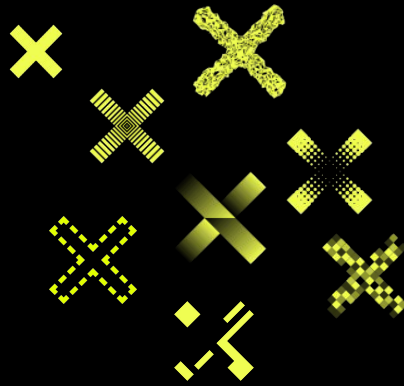


# Intersection Group is a **Non Profit Association**



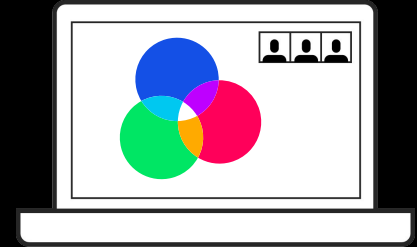
## **Intersection Toolkit**

An open source set of tools to do Enterprise Design for key challenges



## **Community and Events**

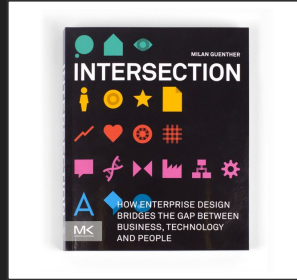
A global community of skilled practitioners and thinkers



## **Digital Tool Support**

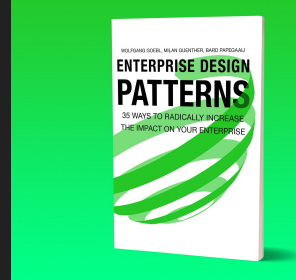
Software tools supporting EDGY, the Milky Way and other enterprise maps

# Creating Knowledge Products



## Intersection: bridging the tech-biz-people gap

2012: A primer for holistic and systemic design at enterprise scale



## A Pattern Language for Enterprise Design

35 instantly usable patterns for more impact with your enterprise design



## Training and tools for practitioners

2022: Content, tools and courses delivered by our education partners





Any type Any topic Any date Any location



### The Customer-Driven Enterprise

With Jim Kalbach and Milan Guenther

Webinar  
February 2, 2022  
Online

Feb 2nd, 4pm Berlin, Paris - In this webinar, Jim Kalbach and Milan Guenther will take you through a customer-driven approach to designing better enterprises.

Details

Register for free



### Earnestine the Enterprise Architect

With Wolfgang Goebel

Webinar  
February 16, 2022  
Online

Feb 16th, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel tells the story of Earnestine from starting her new job as an Enterprise Architect to having set up an impactful collaborative EA practice.

Details

Register for free



### Odile the Organisation Designer

With Naomi Stanford

Webinar  
February 23, 2022  
Online

Feb 23th, 4 PM Berlin, Paris: In this webinar, Naomi Stanford tells the story of Odile from starting her new job as an Organisation Designer to having set up an impactful collaborative Enterprise Design practice.

Details

Register for free



### Three Changes that Make Your Enterprise Architecture Practice Work

With Wolfgang Goebel

Webinar  
March 2, 2022  
Online

Mar 2nd, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel will be presenting Intersection Group's approach that connects existing disciplines to enable collaborative co-design by the many true architects of the enterprise.

Details

Register for free



### Milky Way Enterprise Map

With Annika Klyver and Milan Guenther

Webinar  
March 9, 2022  
Online

Mar 9th, 4pm Berlin, Paris: Annika Klyver and Milan Guenther show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.

Details

Register for free



### EDGY 1.0

graphical language for collaborative Enterprise Design

Webinar  
March 16, 2022  
Online

Mar 15th, 4 pm Berlin, Paris - In this webinar, Milan Guenther and Wolfgang Goebel will be presenting the upcoming V1.0 of our graphical language for collaborative Enterprise Design.

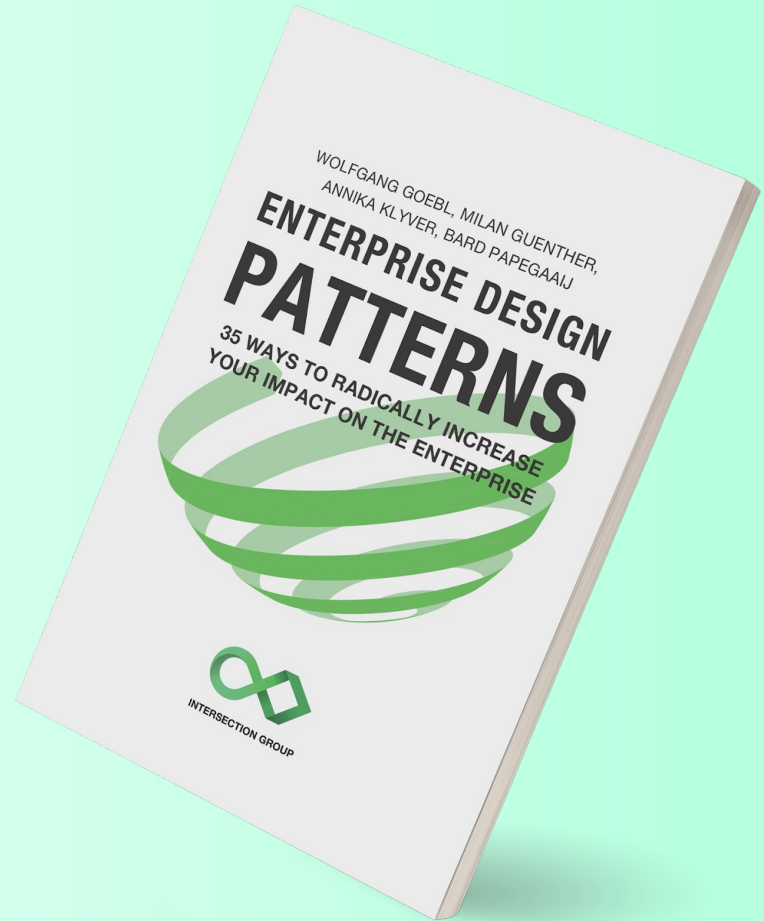
Details

Register for free

**You work very hard,  
but does it really  
make a difference?**

**Buy the book**

[www.enterprisedesignpatterns.com](http://www.enterprisedesignpatterns.com)



A large, stylized infinity symbol in a light green color, composed of two interlocking loops. The symbol is centered on the page and serves as a background for the text.

Questions?

Join us: [i-g.at/slack](https://i-g.at/slack)

