Case Study

Business Architecture

Learning Objective: Business Architecture

To use one of the suggested methods (correlation of organisation and functions) in analysing Current Business Architecture

# CONTENTS

* INTRODUCTION
* BUSINESS ARCHITECTURE ANALYSIS
  + - * Target Functions/Organisation
      * Business Principles
      * Issues

# Introduction

In this case study workshop template we provide a matrix that guides the team into one method of illustrating how they might rationalise the business.

The workshop team *may* find it useful to make a copy of the matrix and populate it with the current structure as derived from the exercise.

It will of course show considerable overlap of function in almost every area.

# TEMPLATE

### Exercise 1 – Rationalised Business Architecture

Below is a template for the answer that shows how the business might rationalise the *future* model of the integrated operation.

We suggest you add notes or call-outs to each critical change so that you can rapidly recall the logic behind the *future* structure. The first rows have been completed as an example.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Function | Head Office | Health Insurance | SYD Pvt Hospitals | MEB Pvt Hospital | Aust Locums | Pharma cies | Dental |
| Corporate Governance | **C** |  |  |  |  |  |  |
| Strategy | **C** | These functions are normally provided as “central services” |  |  |  |  |  |
| Marketing |  |  |  |  |  |  |  |
| Consolidated Finance |  |  |  |  |  |  |  |
| HR Management |  |  |  |  |  |  |  |
| Product Development |  |  |  |  |  |  |  |
| Product Administration |  |  |  |  |  |  |  |
| Customer Service |  |  |  |  |  |  |  |
| Underwriting |  |  |  |  |  |  |  |
| Claims |  |  |  |  |  |  |  |
| Facilities Management |  |  |  |  |  |  |  |
| Procurement |  |  |  |  |  |  |  |
| Practice Management |  |  |  |  |  |  |  |
| Hospital Management |  |  |  |  |  |  |  |
| IT Management |  |  |  |  |  |  |  |
| Inventory Management |  |  |  |  |  |  |  |
| Payroll |  |  |  |  |  |  |  |
| Personnel |  |  |  |  |  |  |  |
| Local Accounting |  |  |  |  |  |  |  |

## Please use following notations to fill the cells of Organization units and its Functions:

## C => Centralized,

## D => Distributed

## F1 => More Functions performed centrally and few at BU level

## F2 => Few functions performed centrally and more at BU level

## Principles

Statement

* ?

Rationale

* ?
* ?

Implication

* ?
* ?

## Issues

* ?
* ?
* ?
* ?