

Collecting and Analyzing Cases of Inter-Organizational Business Capability Modeling

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Outline



Motivation

Research Questions & Approach

Current State

Research Roadmap

Business Capability (BC)

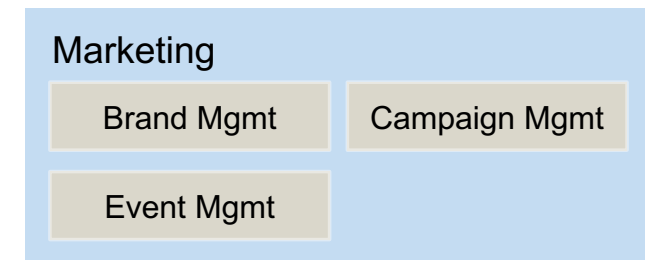
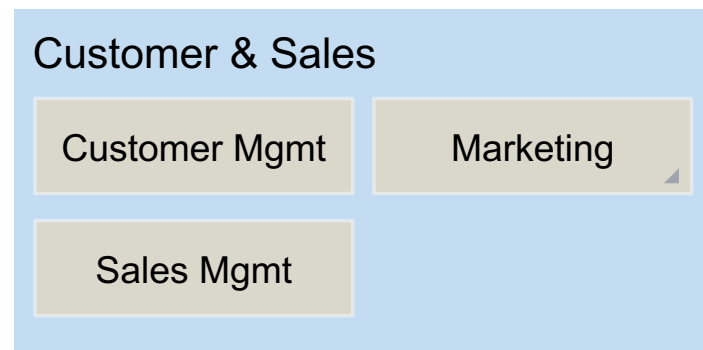
“A business capability is a particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome.” (TOGAF) → the WHAT

- Independent, horizontal structure, vertical hierarchy and abstract (Freitag et al., 2011)



Business Capability Map (Aletrati Khosroshahi et al., 2018, Aier et al., 2008)

- Ordered representation of all BCs within the organization
- Usage:
 - Control instrument
 - Communication tool between management & IT
 - Transparency about issues in EA
 - Development of target architectures
 - Strategy roadmap
 - ...



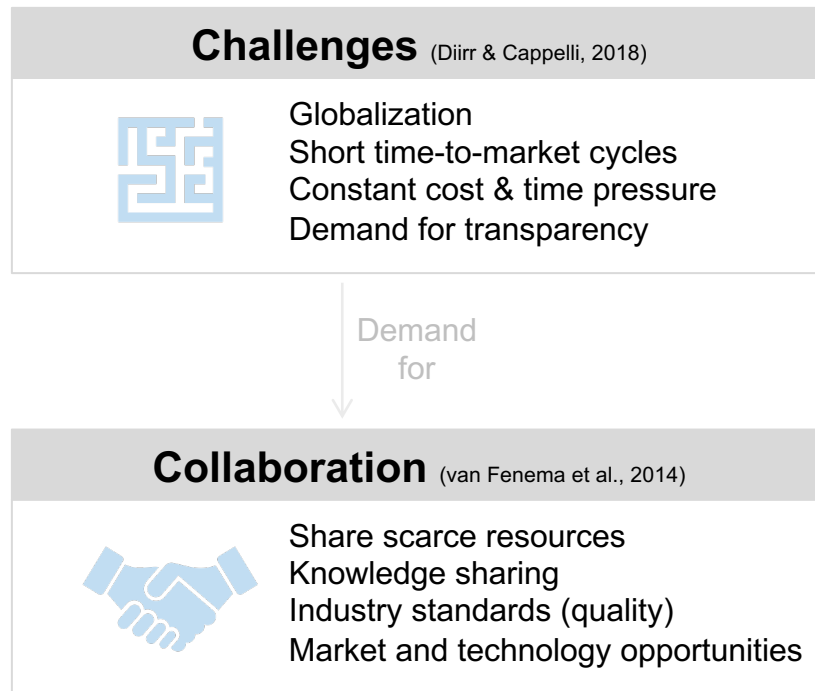
Extract of common capabilities across industries



Almost no data or research of use cases



Database & analysis of potential of BCM



Demand for inter-org. relationships and alignment on both, business and IT-side

→ **BCM as an instrument**

Outline



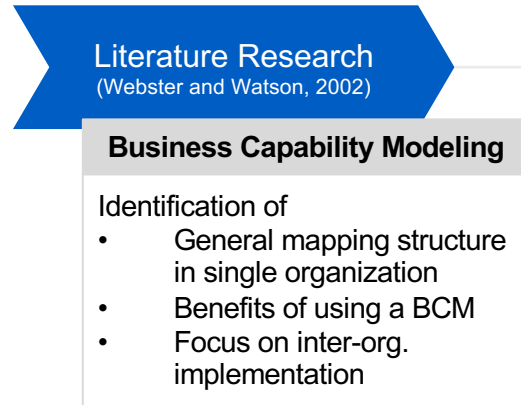
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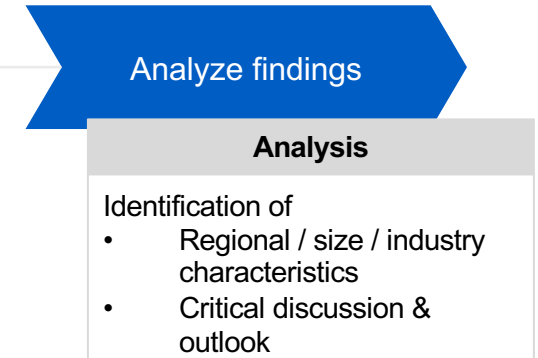
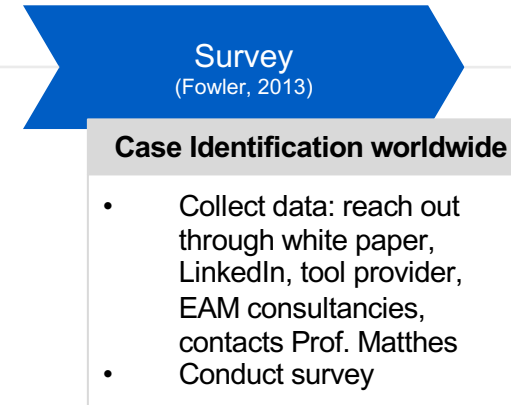
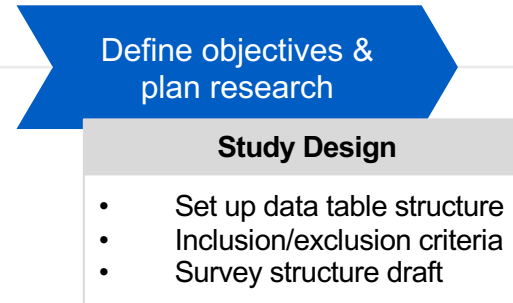
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Research Roadmap

1. Theoretical Foundation



2. Building up a database



RQ1 What reasons for inter-organizational business capability modeling can be found in the literature?

RQ2

Which factors influence the use of inter-organizational business capability modeling worldwide?

- *Regional / industry characteristics*
- *Trends*
- *Potential setbacks*

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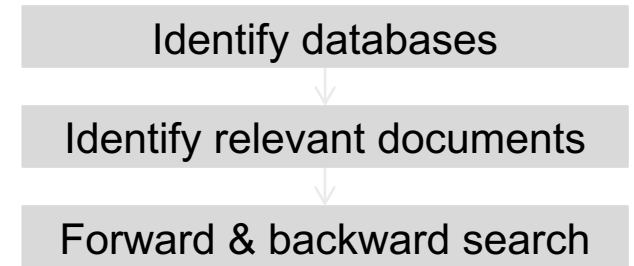
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Research Roadmap

RQ1: What reasons for inter-organizational BCM can be found in literature?

Search Query

collaborative OR ((cross OR inter) AND (organization* OR enterprise OR compan*))
AND
(business AND capabilit* OR capabilit* OR capability-driven) AND (model* OR map*)



- ➔ No paper with explicit focus on business capability modeling in inter-organizational context could be found
- ➔ Combine comprehensive information about **BCM in single organization** with **benefits of inter-org. relationships**
 - Communication tool
 - Shared ontology and standardization
 - ...
- ➔ **Proof & further research** through data collection

1. Introduction BCM

Short explanation of Business Capability Maps
 → Check understanding (quality mgmt.)

- | | |
|---|---------------------|
| • Use of BCM in organization | Yes/no |
| • Purpose / Reasons against | Multiple choice |
| • Modeling team composition | Free text |
| • Part of inter-org. networks / strategic collaboration | Yes/no – which ones |

3. Company Details

Explanation of benefits of further exchange and offer to provide results

- | | |
|-------------------------|-----------------------|
| • Organization's name | Free text |
| • Industry* | Drop down |
| • Headquarter location* | Drop down |
| • Head count | Single choice (range) |
| • Contact details | Free text |

2. Inter-org. BCM

Short explanation of business capability modeling across organizations

- | | |
|----------------------------------|---------------------|
| • Use of inter-org. BCM | Yes/no |
| • If no: reasons | Multiple choice |
| • plan to do so | Yes/no – why |
| • Similar instruments in use | Yes/no – which ones |
| • If yes: purpose | Multiple choice |
| • #organizations involved | Free text |
| • Modeling team | Free text |
| • Challenges | Multiple choice |
| • ... | |

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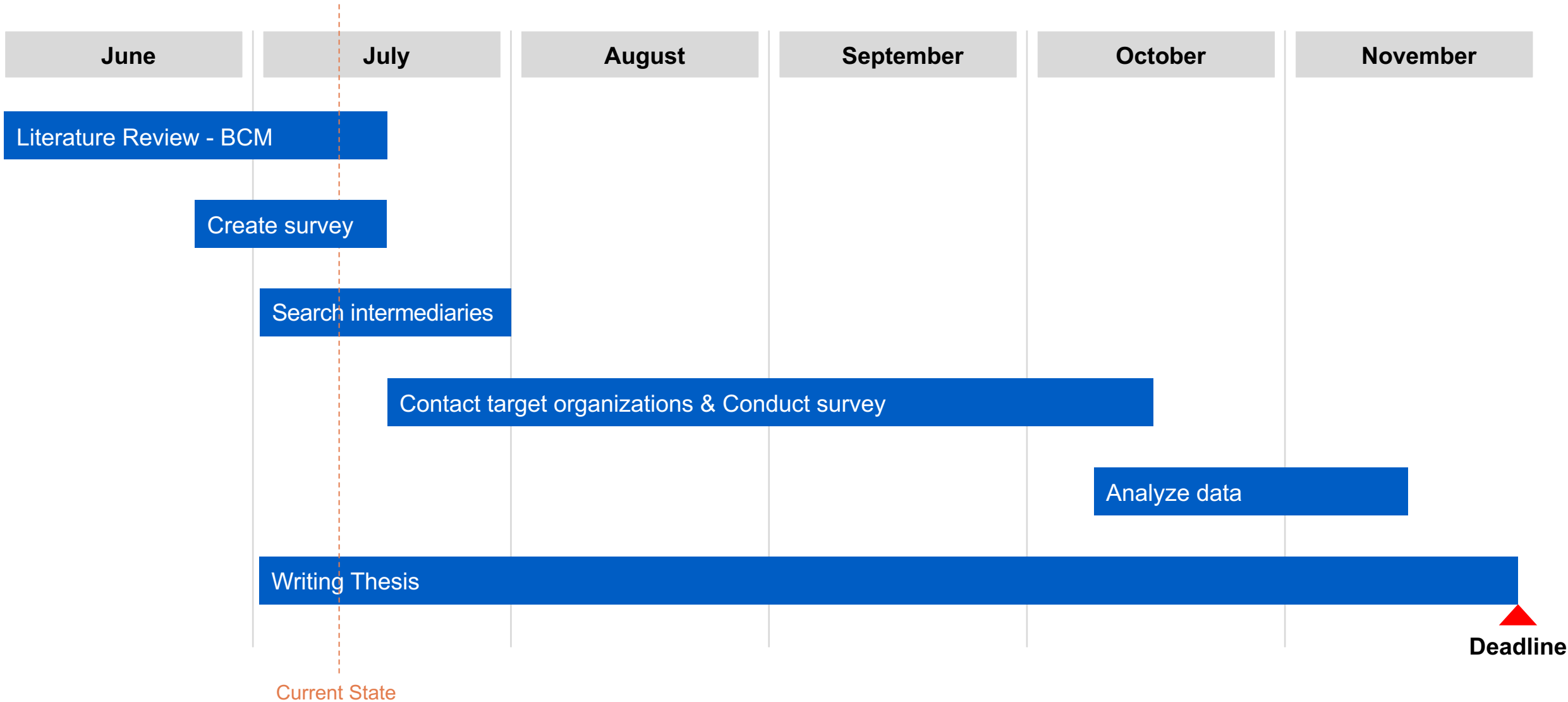
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Advantages over interviews:

- Consistent data for data base
- Easier reach out: holiday season, too many skype interviews during home office
- Time for respondent to give thoughtful answers, consult with others
- Simple questions improve response rate

Possible Problems:

- need of contact information/not anonymous
- Intrinsic motivation → interest in topic needed
- Open answers → short → less useful data



Option to only provide basic information (e.g. industry)
Precise targeting of CTOs, architects etc.
Multiple choice & “other” to specify