The Clarity Method: Clarifying objectives and aligning stakeholders in major change programs

**OVERVIEW**

Major change initiatives (such as core banking transformation) fail not for reasons of a poor quality technology platform, but because senior stakeholders are not clear and aligned on targets and objectives. The Clarity Method pushes for that clarity and alignment early in the cycle before the teams get large and expensive.

The Clarity Method is a business architecture/business consulting method that helps to articulate business capabilities which have to be evolved in the course of the projects/programs that will be delivered.

The Clarity Method involves a series of workshops which results in a single artifact (known as a ‘Business Target Operating Model’ or ‘BTOM’). The BTOM that describes a target state from the strategic, business capability, technology capability, and project/program roadmap perspective.

**STAKEHOLDER ALIGNMENT**

The workshops and the resulting BTOM create alignment across stakeholders for major change programs. Workshops are typically attended by senior level stakeholders and grouped into strategy, business, technical and project portfolio workshops. Axxiome performs the pre-workshop analysis and workshop facilitation, provides an industry perspective on the topic, and develops the resulting BTOM artifact.

The BTOM becomes a galvanizing target state perspective that helps to align business and IT viewpoints and lock down the sequence of project investments that will lead to specific business outcomes.
ADVISORY EXPERTISE
Axxiome provides senior level advisory expertise combining both business and technical industry perspectives. Two or three consultants are usually engaged to help prepare for the workshops and analyze the materials provided by the financial services organization. Often a small team of 2-3 people are working together with bank representatives to analyze the information and bring additional insight to the workshops.

In addition to the senior level advisory experts in the strategy and business workshops, Axxiome brings deep and broad SAP expertise to the engagement in the technical workshops to ensure that the use of the SAP platform is aligned to organizational goals and business objectives.

BUSINESS VALUE
• By striving for stakeholder alignment early in the cycle, the Clarity Method’s greatest value is the avoidance of major program mis-steps.
• Axxiome provides accelerator reference models that expedite discussion and decisions on key business and technology topics.
• The Clarity Method has been used successfully to help clarify the next steps with regards to Customer Insight and relationship management. Having aligned the project portfolio to the technical- and business-capabilities required by the strategy establishes a common understanding in the transformation team. Thorough technical analysis in the clarity workshops improves predictability and adherence to budgets and time-lines.