

# After ~~90 Days~~ 65 days

Joining, Refreshing or Resetting an EA Program

**Midwest Architecture Community Collaboration**

November 5, 2020

MACC 2020: Adaptable architecture: building resilience in a time of change

**Grant Ecker**

Vice President of Global Enterprise Architecture  
Walgreens Boots Alliance





# Grant Ecker

Vice President, Global Enterprise Architecture

FUTURE	2020	2016	2011	2002	1997
<b>Walgreens Boots Alliance</b>	<b>Medtronic</b>	<b>Lowe's</b>	<b>General Mills</b>	<b>Stanford</b>	<b>WAM!NET</b>
Vice President	Sr. Director	Sr. Manager	Manager	Inventor	Intern
Architecture	Architecture	Architecture IT HR Collaboration	Collaboration Manufacturing Internet R&D	eLearning	Intranet
Executive Coach	International Coaching Federation	MBA Carlson School of Management		BSCS	Washington University

**Belonging**

**Trust**

**Partner**

# Grant's Purpose, Vision and Values

Purpose

I am the lens that helps people bring their aim into focus.

**Appreciation**

**Creativity**

**Care**

**Passion**

Vision

To inspire EA to become a bridge across IT to realize transformative business outcomes.

**Accomplishment**

# WBA's Purpose, Vision and Values

## Our Purpose

We help people across the world lead healthier and happier lives

## Our Vision

Be the first choice for pharmacy, well-being and beauty – caring for people and communities around the world

## Our Values

	Trust
	Care
	Innovation
	Partnership
	Dedication
	Inclusion





# Before we begin...

*Some of you might be wondering*





**WHAT**

**IS**

**WBA?**





# WBA is three success stories coming together



*Walgreens*



*Boots*



Alliance   
Healthcare

Two iconic retail pharmacy brands and a leading international pharmaceutical wholesaler

# Our divisions

## Retail Pharmacy USA



**Walgreens** **DUANE**reade™

### 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



**Boots** **farmacias ahumada** **farmacias benavides**

### 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

## Pharmaceutical Wholesale



**Alliance Healthcare**

### A leading pharmaceutical wholesaler in Europe

- Mainly operating under the **Alliance Healthcare** brand
- A network of 306\* distribution centers supplies medicines, other healthcare products and related services to more than 115,000\*\* pharmacies, doctors, health centers and hospitals each year in 11\* countries

*\*Figures as of Aug. 31, 2020*

*\*\*For 12 months ending Aug. 31, 2020*



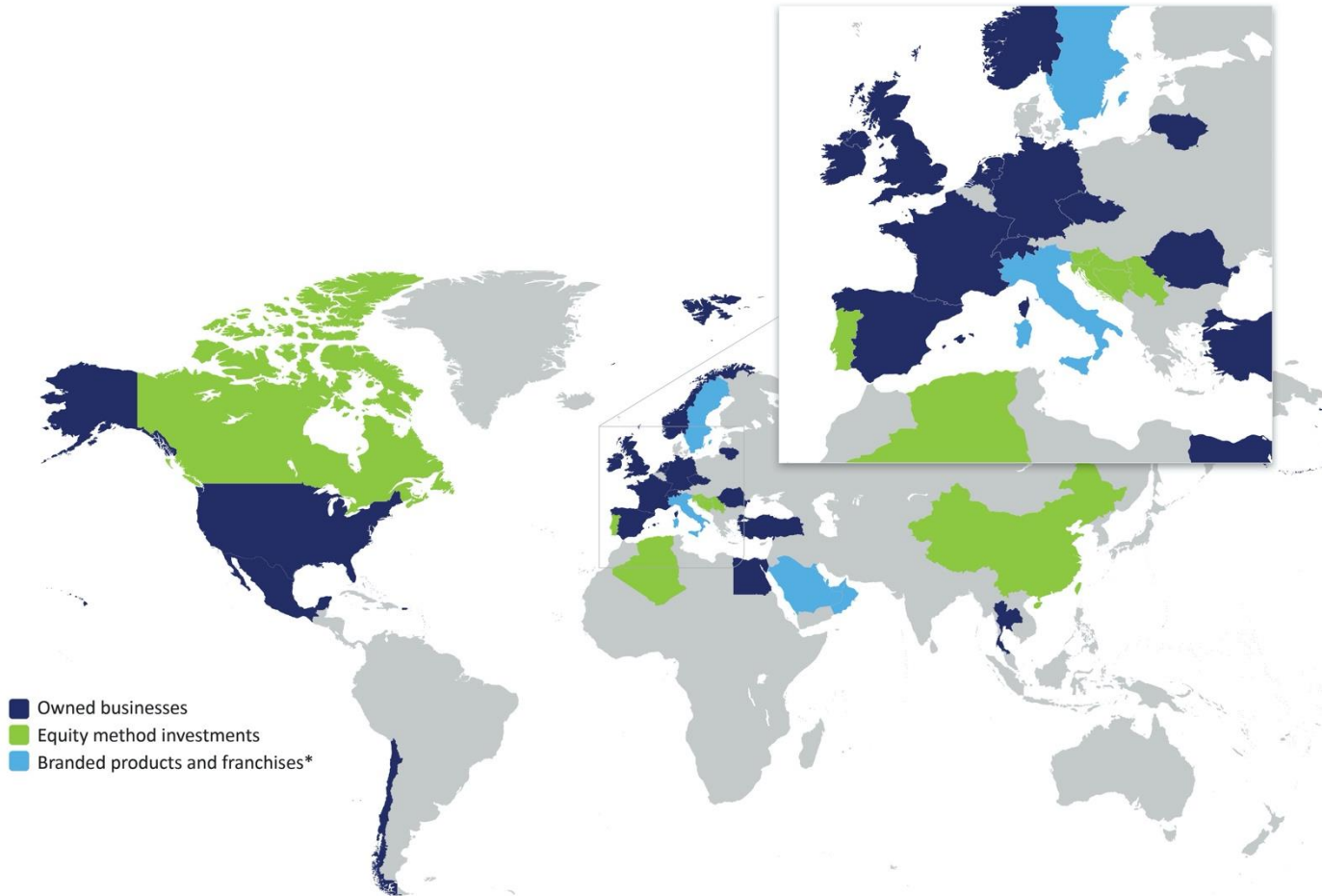
# Walgreens Boots Alliance



Walgreens Boots Alliance

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# Our growing global presence



\*Countries where the company's products are available for purchase or there are company franchises (other than those countries where there are owned businesses, equity method investments or joint ventures)

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

One of the largest global pharmaceutical wholesale and distribution networks with more than **425\*** distribution centers in more than **20\*** countries

The largest retail pharmacy, health and daily living destination across the U.S. and Europe

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

# LET'S DRIVE THRU

*What's the R<sub>x</sub> ...  
to join refresh or reset  
an architecture program?*



Walgreens Boots Alliance





# 5 key phases

*To navigate across your first 90 days...*



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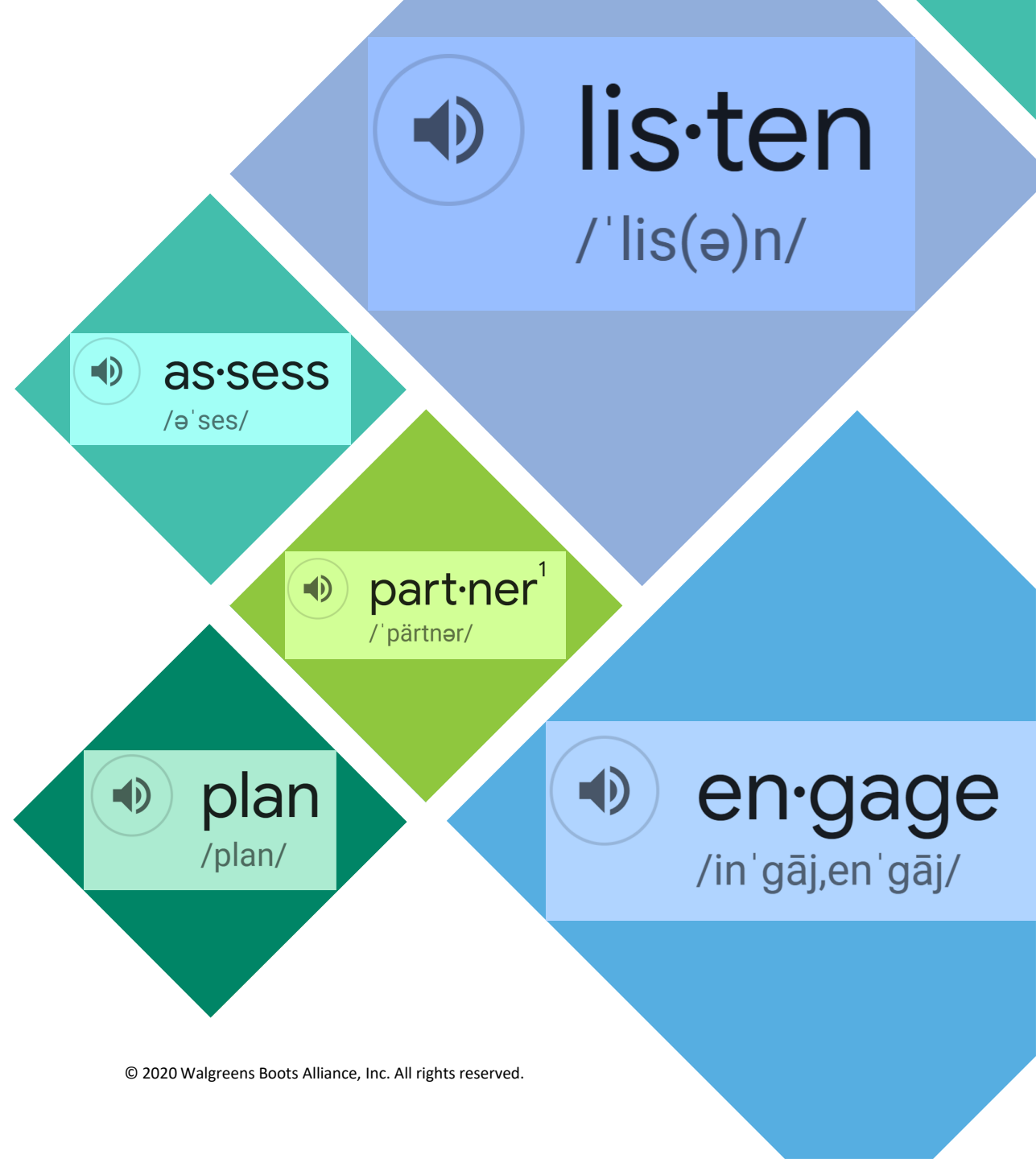


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# Deeply aligned

with your company culture and values



## Values

	Trust
	Care
	Innovation
	Partnership
	Dedication
	Inclusion





# Values



lis·ten



Care



as·sess



Innovation



part·ner<sup>1</sup>



Partnership



Trust



plan



Dedication



en·gage



Inclusion

# Phase by phase

Application at WBA...

# Listen...

**Authentically care** about 360° function feedback

- Learn the business strategy and its IT drivers
- Ask the CIO for the first year's EA priorities
- Ask the CIO's staff how they view EA and its efforts
- Ask the EA team, "What's working, what's not?"

*Care about both the good and the bad experiences...  
Follow up to gain context, awareness and **perspective**.*



lis·ten



Care



# CIO Priorities for Enterprise Architecture

WBA's 3 in-flight CIO priorities...

1. Shape and Integrate EA Governance
2. Build an EA Community
3. Build a Business Architecture Practice



lis·ten



Care



# Assess...

Maturity against the **innovation desired**

- Aggregate 3 key maturity focus areas
- Establish the target maturity level for those gaps
- Rate the relative criticality of each stakeholder's area EA's corresponding effectiveness

*Discover what it will take for EA to drive innovation.*



as·sess



Innovation





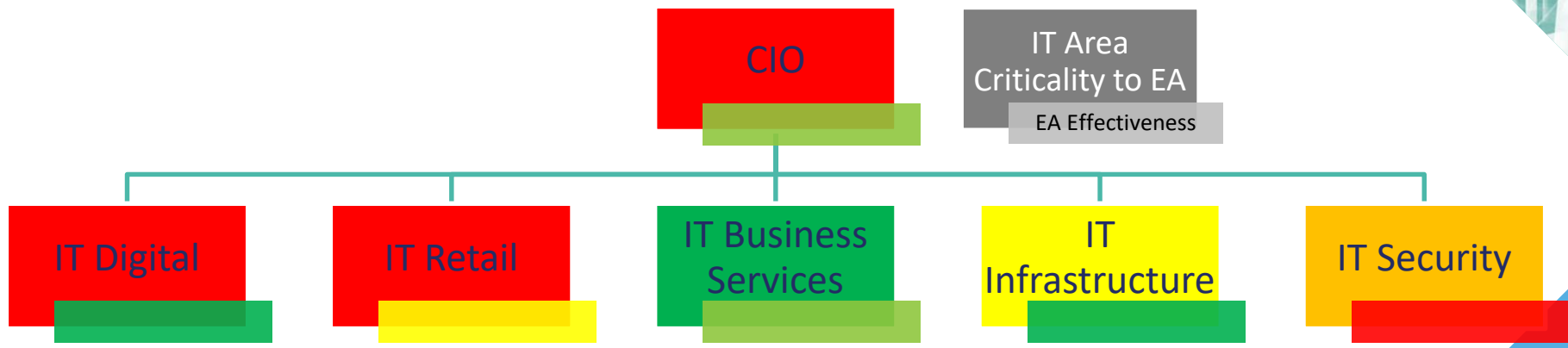
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Innovation

## Assess...

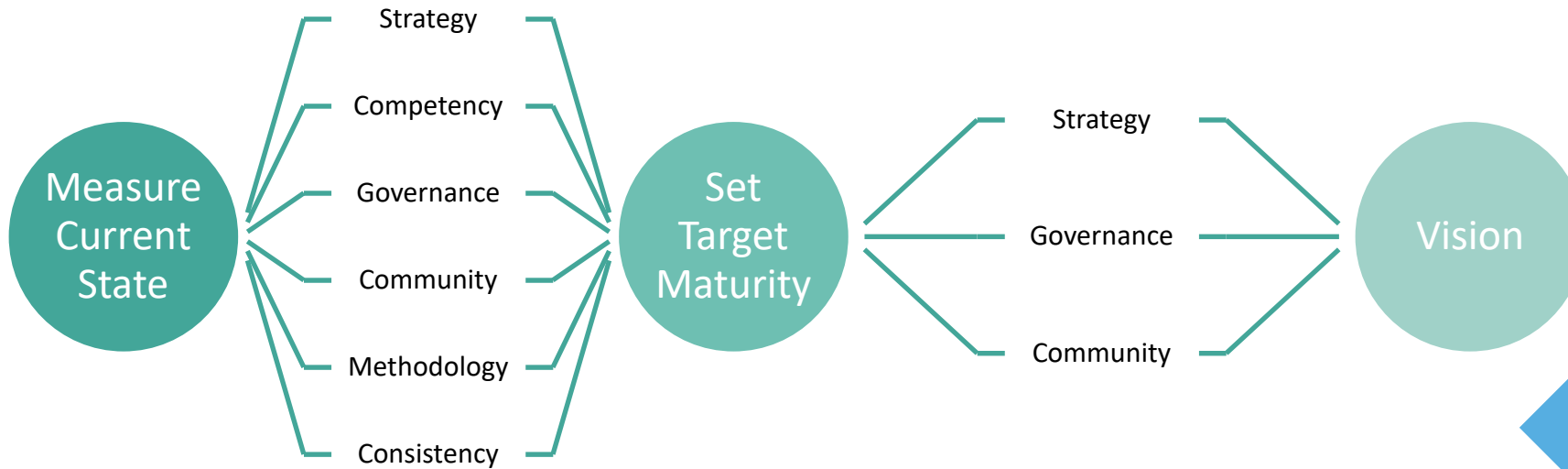
### EA's effectiveness across the CIO's team



Assess the criticality of each EA stakeholder's area and the effectiveness of current EA talent alignments

# Assess...

## The key EA practice maturity targets



Aggregate and draw out the 3 most important maturity gaps



# Assess...

Your path forward with a reflective moment of truth.

## Join

Strong practices with insignificant gaps in maturity

## Refresh

Capable practices with strong talent and moderate gaps in maturity

## Reset

Failing practices with foundational gaps in maturity, talent and support



as·sess



Innovation



# Partner...

To drive **mutually beneficial** outcomes

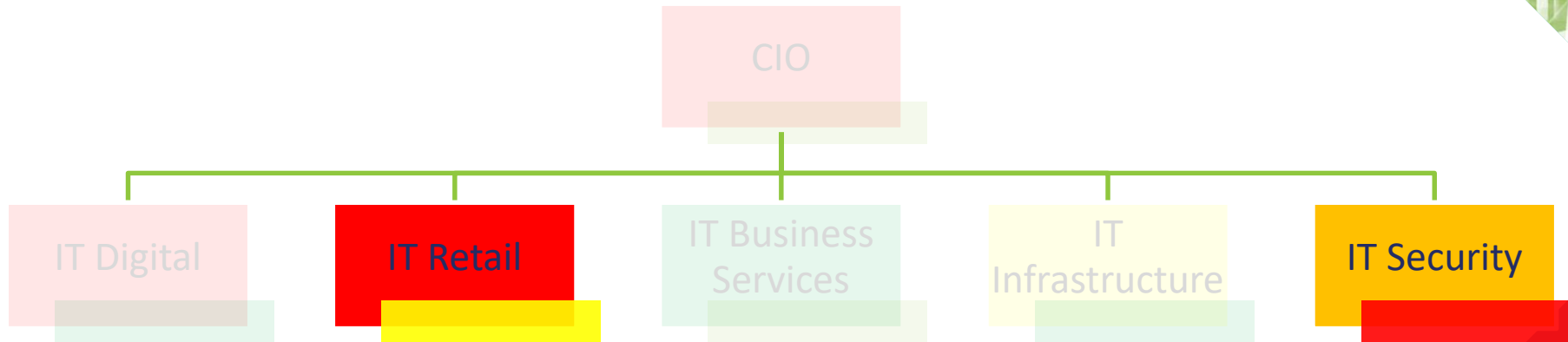
- Partner across IT on efforts that drive EA maturity
- Address needs with resources from low value tasks
- Create a structure that redeploys talent to drive the most critical innovation

*Partner with stakeholders on the changes and engage the EA community with **created opportunities***



# Partner...

Partner with key stakeholders to close gaps

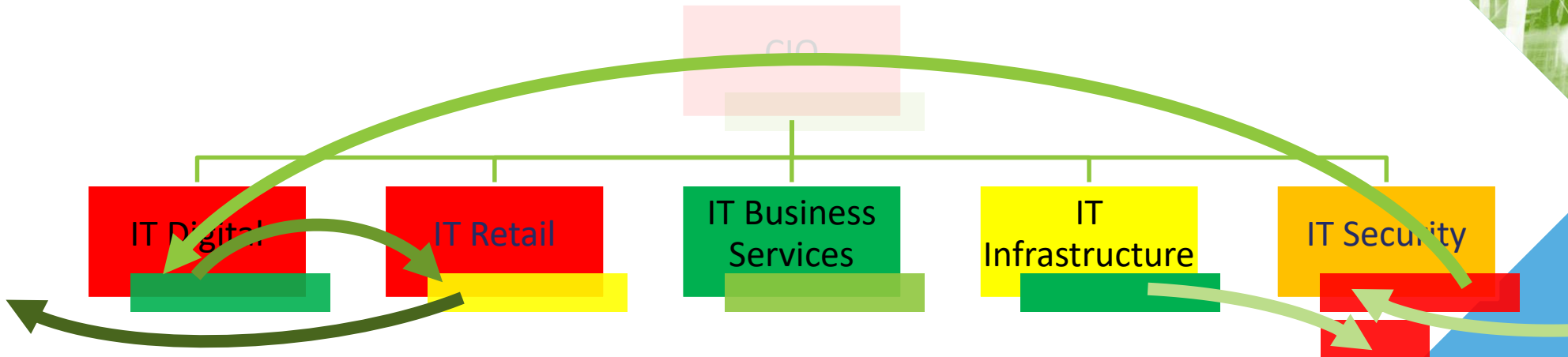


Close critical EA engagement gaps with needs-based changes to structure and alignments

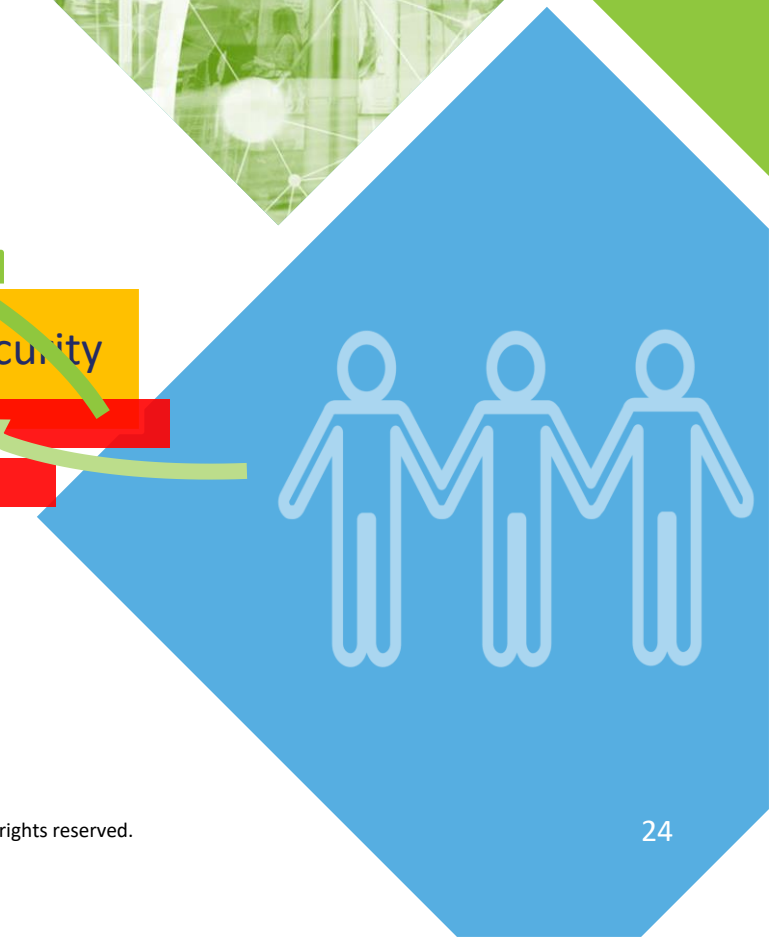


# Partner...

Create career opportunities for architects



Leverage the community's stakeholder partnerships to create moves aligned with their career and development interests



# Plan...

## Create **dedicated ongoing** momentum

- Enroll the EA team on the maturity focus areas
- Build a plan and assign ownership within the team
- Create measurable KPIs to monitor progress
- Collaboratively align objectives and incentives with measures

***Enroll the team to deliver the maturity plan together!***



plan

Dedication



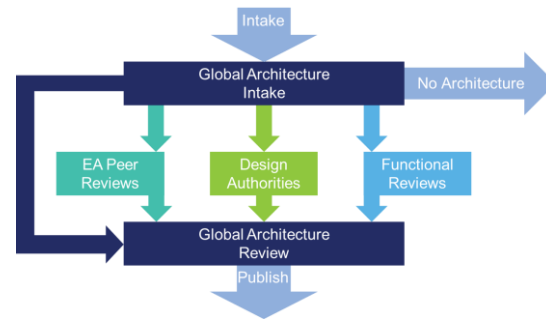
# Plan...

Enroll the EA team as change agents in a plan

## 1. Standardize Artifacts and Reviews



## 2. Integrate Governance



## 3. Engage Community



# Plan...



# plan



Dedication

Align localized EA incentives with measured outcomes

Strategy	Objective	Actions	Measures	Owner
Evolve EA	Op Model	Governance	Compliance	Process Leaders
Support our business	Align with ITLT	ITLT localized	Outcomes	Architects & Managers
Finance & HR	Talent/Budget	Targets	Miss / Meet	Managers
Mindset	Community	Training	Engagement	All



# Engage...

## Build trust and include the community

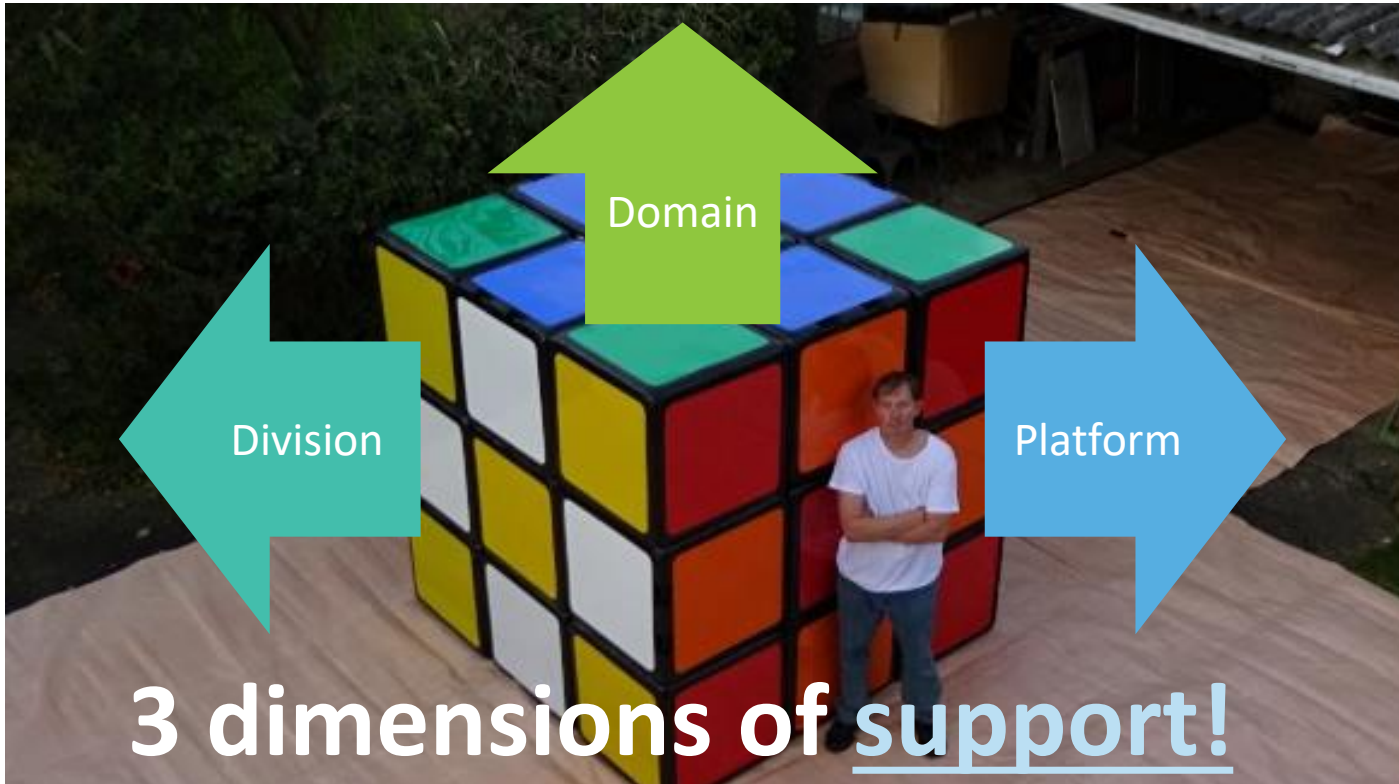
- Share the EA plan across architects and IT leadership
- Invite architects to engage in EA's maturity efforts
- Reward staff who create engagement opportunities
- Track progress via outcomes, measures and feedback from senior leaders

*Show the community that they belong by your example.  
Trust and include them in EA's efforts... and join theirs.*



# Engage...

Bring people together





# Engage...

Share the plan with engagement opportunities

Wave 1 – Fall 2020

- Communities
- Artifact standardization

Wave 2 – Early 2021

- Consistent process
- Governance integration
- Business architecture



# Values



lis·ten



Care



as·sess



Innovation



part·ner<sup>1</sup>



Partnership



Trust



plan



Dedication



en·gage



Inclusion

# What's next?

After 65 days... where are we?

# LIFT OFF!

*This is just the beginning  
sustained values will drive  
architecture's success!*



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## Grant's Parting Advice

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**Belonging**



Inclusion

**Trust**



Trust

**Partner**



Partnership

# Grant's Parting Advice

Join organizations that align with your purpose & values...  
and you will discover resonance as you drive towards a shared purpose.

WBA helps people across the world lead healthier and happier lives  
and I am the lens that helps people bring their aim into focus.

**We're Hiring!**



**Appreciation**



Care

**Creativity**



Innovation

**Care**

**Passion**



Dedication

**Accomplishment**



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