An Attempt to Apply the Business Transformation Framework and Enterprise Architecture Framework

Smart/Intelligent and Interconnected Cities Leadership

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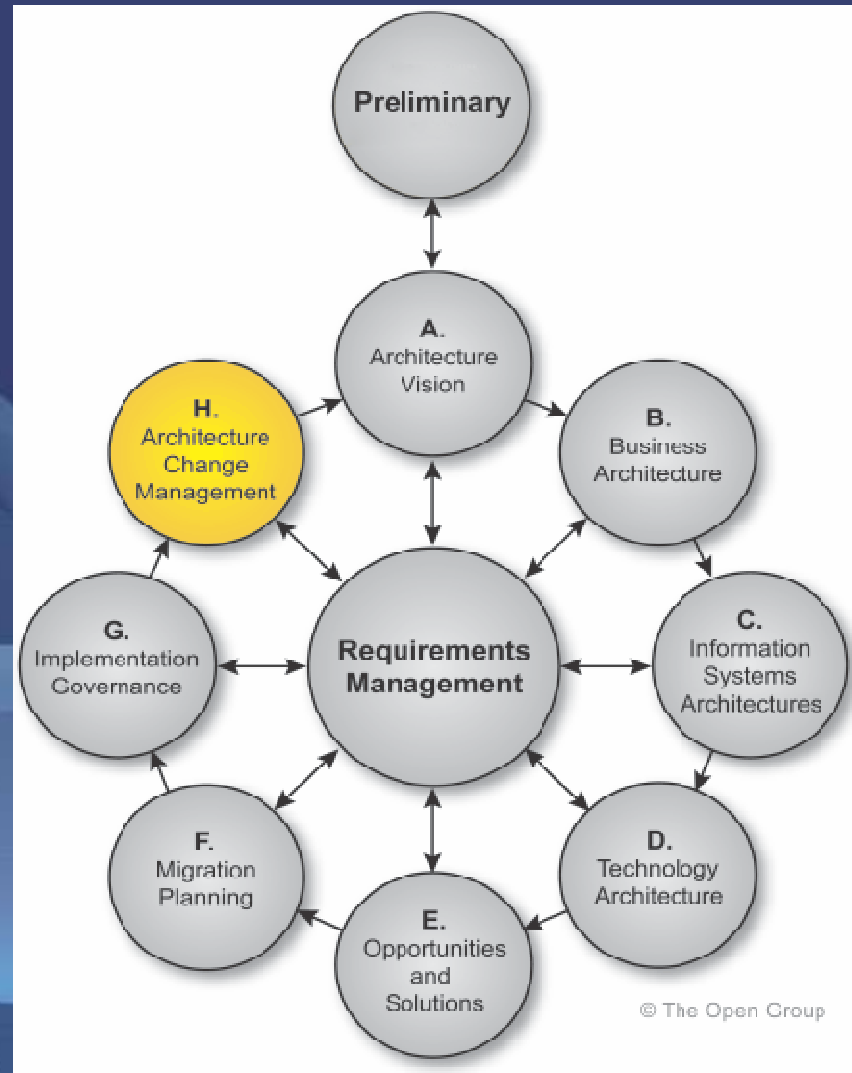Prof. Dr. Damir Kalpic, U of Zagreb, Croatia

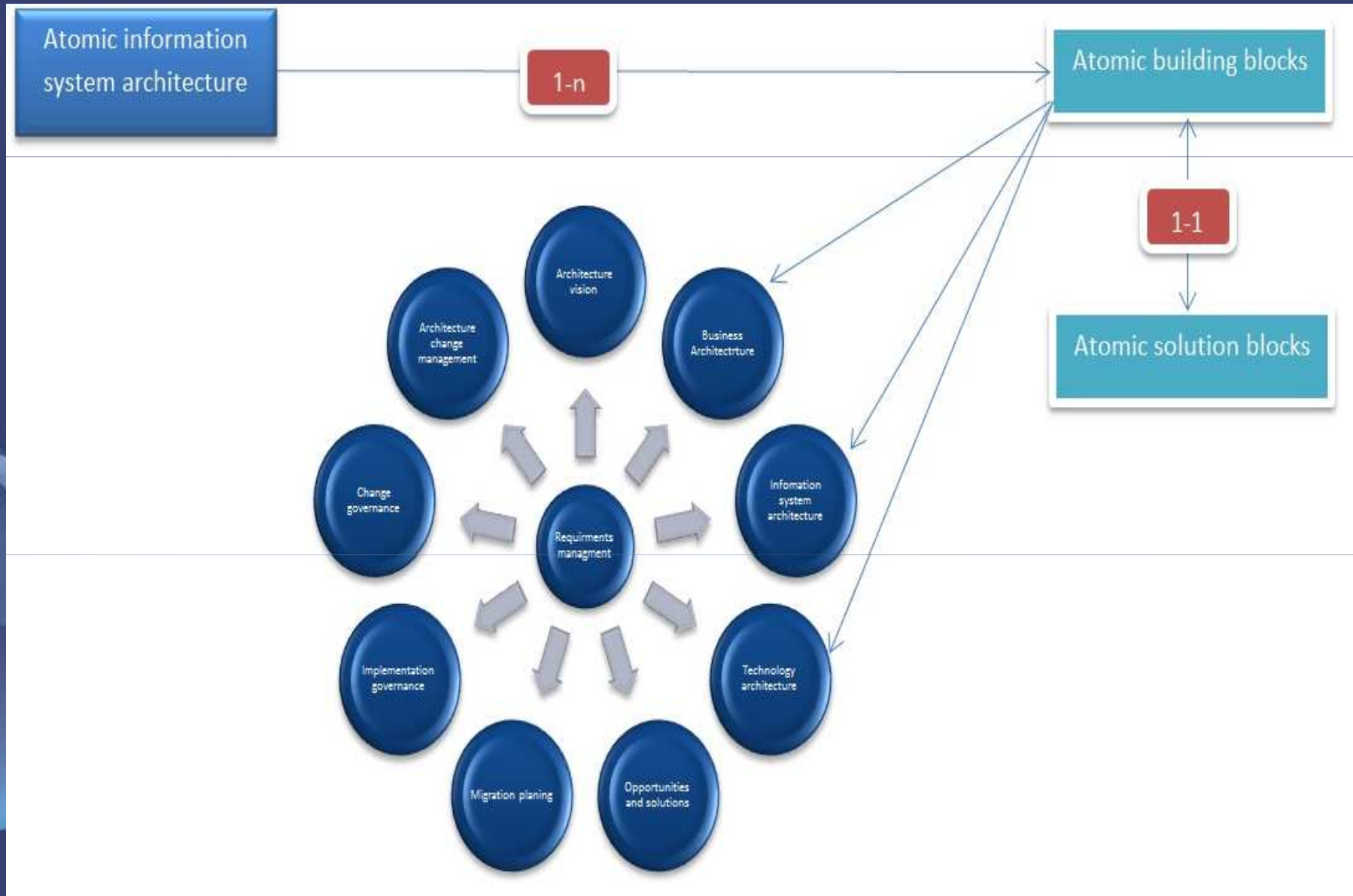E-Leader Brno, June 3-5, 2019

Introduction

- **This research inspects possibility of analysing a smart societal transformation model for Beirut city.**

- **There is a need to look at all related events and relate them to measurable factors.**

- **Today many analysis frameworks exist and they are very advanced. Such a framework can support the business and societal transformation process of the traditional environments.**

- **The proposed set of recommendations that can be used by analysts, supports a holistic view on delivering recommendations for Beirut as an IC…**

- **The automated transformation pattern component**

An Architecture Model

The TKM&F

Background

- **A major societal change…**

- **Beirut a Semitic cosmopolitan city…**

- **The origins and influences of a turbulent region.**

- **The word Assassin that came from the Semite//aramaic/Arabic word "hishesh" that denotes a person who smokes grass**

- **The word 'Assassin' was brought back to Europe from Syria by the Christian Crusaders ("Les Templiers")**

Background

- **13 of April 1975, the Lebanese (un)civil war / announced the change…**

- **1982… Drakkar / Beirut International Airport**

- **The rise of Islamic groups like el Qaeda, Amal and others**

- **1991, the collapse of the Soviet Union, ethnical/religious polarization**

The Region

- **The invasion of Iraq**

- **The Invasion of Afghanistan**

- **The "pacification" of Saudi Arabia**

- **The Syrian occupier pulls out of Lebanon**

- **The proxy war in the south of Lebanon… Iran and Syria…**

- **The Assad Syrian serial killings ignited an instability in the Lebanon and the Islamic Republic of Iran's proxy Lebanese militias fought a delegated war…**

Ongoing financial crisis

- **The unbundling process**

- **The loss of influence and the geopolitical misbalance – the gap**

- **Cash in cash out overflow**

- **LIBOR down slide**

- **Subprime debacle**

- **Growth and employment**

- **The rise of global and regional financial superpowers, like China**

Geopolitical situation

- **The assassinations of Many Lebanese prominent Leaders like Pierre Gemayel, Antoine Ghanem, Rafic Hariri… By the Assad's regime.**

- **Financial intimidations.**

- **Iran, Syria and its proxy brigand militias.**

- **The beloved oil fields.**

- **Trump's Deal of the century…**

- **Palestinian, Syrian and other refugees…**

Beirut's composition

- **Downtown, the central surface of what was the 15 years the front line also know as the green line.**

- **East Beirut, or Beirut I, a mainly Christian municipality.**

- **West Beirut, or Beirut II, a mainly Muslim with a Christian minority municipality.**

- **Wadi bou jmil, a devasted jewish quarter.**

- **South suburbs a mainly Muslim Shia quarter.**

- **A very delicate and inflammable composition…**

Table 1 – The Urban Case

Critical Success Factors	KPIs	Weightings
CSF_UrbanCase_Modelling	VeryComplex ▼	From 1 to 10. **06 Selected**
CSF_UrbanCase_Factors	Complex_Classification ▼	From 1 to 10. **08 Selected**
CSF_UrbanCase_References	VeryLimited ▼	From 1 to 10. **05 Selected**
CSF_UrbanCase_ArchitectureDevMethod	IntegratedForProjectPart ▼	From 1 to 10. **08 Selected**
CSF_UrbanCase_Technologies	RudemantoryStage ▼	From 1 to 10. **04 Selected**
CSF_UrbanCase_Governance	Primitive ▼	From 1 to 10. **09 Selected**
CSF_UrbanCase_Transformation_TKM&F	NoDifference ▼	From 1 to 10. **03 Selected**
CSF_UrbanCase_Leading_Governance	ComplexImpossible ▼	From 1 to 10. **03 Selected**

valuation

Table 2 – The HMM

Critical Success Factors	KPIs	Weightings
CSF_AHMM4BT_TKM&F_Integration	Feasible ▼	From 1 to 10. **07 Selected**
CSF_AHMM4BT_InitialPhase	RandomUnsure ▼	From 1 to 10. **05 Selected**
CSF_AHMM4BT_PoCPhase	RandomUnsure ▼	From 1 to 10. **05 Selected**
CSF_AHMM4BT_Qualitative&Quantitative	Complex ▼	From 1 to 10. **07 Selected**
CSF_AHMM4BT_Final_BTMM	UnVerifiedModel ▼	From 1 to 10. **05 Selected**
CSF_AHMM4BT_ADM_Integration	Synchronized ▼	From 1 to 10. **09 Selected**
CSF_AHMM4BT_HPMS_Interfacing	UnStable ▼	From 1 to 10. **05 Selected**

valuation

Table 3 – The ICS

Critical Success Factors	AHMM enhances: KPIs	Weightings
CSF_ICS_UID_IntegrationProcessesModels	VeryComplex ▼	From 1 to 10. **03 Selected**
CSF_ICS_Standards	InitialState ▼	From 1 to 10. **05 Selected**
CSF_ICS_Services	Supported ▼	From 1 to 10. **07 Selected**
CSF_ICS_Traffic	ExistingProcedures ▼	From 1 to 10. **08 Selected**
CSF_ICS_IoT_Telecom	ComplexEnvironments ▼	From 1 to 10. **08 Selected**
CSF_ICS_Finance	ExistingSupport ▼	From 1 to 10. **09 Selected**
CSF_ICS_Drones	InitialState ▼	From 1 to 10. **05 Selected**
CSF_ICS_Domotics	Supported ▼	From 1 to 10. **08 Selected**
CSF_ICS_HPMS_StandardsIntegration	Supported ▼	From 1 to 10. **09 Selected**
CSF_ICS_Procedures	Supported ▼	From 1 to 10. **10 Selected**

valuation

Table 4 – The ADM

Critical Success Factors	AHMM enhances: KPIs	Weightings
CSF_ADM_CSF_Initialization&Setup	Heteregunous&Complex ▾	From 1 to 10. **06 Selected**
CSF_ADM_IntegrationProcesses	ExistsSupported ▾	From 1 to 10. **07 Selected**
CSF_ADM_Phases	Supported ▾	From 1 to 10. **09 Selected**
CSF_ADM_Requirements	MappingAutomated ▾	From 1 to 10. **09 Selected**
CSF_ADM_HICDC_Architecture	Supported ▾	From 1 to 10. **08 Selected**

valuation

Table 5 – The uKMS

Critical Success Factors	AHMM4BT enhances: KPIs	Weightings
CSF_uKMS_Infrastructure_Integration	Supported	From 1 to 10. **08 Selected**
CSF_uKMS_eKI_Mapping	ComplexToImplement	From 1 to 10. **08 Selected**
CSF_uKMS_Patterns	Implementable	From 1 to 10. **09 Selected**
CSF_uKMS_HICDC_Integration	Implementable	From 1 to 10. **09 Selected**
CSF_uKMS_HICDC_AccessManagement	StandardIntgeration	From 1 to 10. **09 Selected**

valuation

Table 6 – uDMS

Critical Success Factors	AHMM4T enhances: KPIs	Weightings
CSF_DMS_ComplexSystemsIntegration	VeryComplex	From 1 to 10. 06 Selected
CSF_DMS_HPMS_Interfacing	Supported	From 1 to 10. 09 Selected
CSF_DMS_KMS_Interfacing	ComplexIntegration	From 1 to 10. 07 Selected
CSF_DMS_DMP	IntgeratesAsKernel	From 1 to 10. 10 Selected
CSF_DMS_HolisticApproach	VeryComplex	From 1 to 10. 06 Selected

valuation

Table 7 – The Conclusion

Critical Success Factors	AHMM4T enhances: KPIs	Weightings
CSF_HICDC_SystemsIntegration	VirtuallyImpossible	From 1 to 10. **09 Selected**
CSF_HICDC_Architecture_Skills	HistoryCapacitiesPromising	From 1 to 10. **10 Selected**
CSF_HICDC_Leaders	ManagementEnabled	From 1 to 10. **09 Selected**
CSF_HICDC_DMP_Capacities	HumanlyCapable	From 1 to 10. **08 Selected**
CSF_HICDC_HolisticApproach	Supported	From 1 to 10. **08 Selected**
CSF_HICDC_TKM&F_Support	Complex	From 1 to 10. **05 Selected**
CSF_HICDC_RoleOfExperience	Rich	From 1 to 10. **09 Selected**
CSF_HICDC_ Skills	Exisiting	From 1 to 10. **09 Selected**
CSF_HICDC_ExistingStatus	Poor	From 1 to 10. **02 Selected**
CSF_HICDC_Domotics	Supported	From 1 to 10. **09 Selected**
CSF_HICDC_Geopolitics	Conflictual	From 1 to 10. **09 Selected**

valuation

An IC Pattern

- **This article is a part of a long series of articles related to business transformation projects (BTP) that deal with the various aspects of frequent transformational changes.**

- **The implementation of such BTPs' automated IC pattern requires the interaction of multiple disciplines and fields which need standardized methodologies.**

- **Concerned fields that combine frameworks and specialized knowledge from: 1) IC topics; 2) geopolitics and stability; 3) finance; 4) oil and gaz; 5) financial governance; and 6) many other applied mathematics fields.**

Constructs

- The IC reality and product components.

- Critical Success Area (CSA) is a category of Critical Success Factors (CSF) where in turn a CSF is a set of Key Performance Indicators (KPIs), where a KPI corresponds to a single requirement.

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- IC pattern global strategy concept

- A capable transformer like Rafic Hariri supported by Beirut I.

- Beirut IC and geopolitics relationship

- Anti-locked-in strategy

IC pattern underlying technology management

- Standards

- Architectural and design concepts

- The IC information environment

- Resources Mapping

- Global integration and culture

IT system architecture and infrastructure

- The transformation unbundling process
- The role of standards like TOGAF
- Automated service's granularity
- Services' architecture and integration
- A unified control and logging subsystem
- Decision trace store and logs
- Neural networks oriented system
- The IC microartefact

Conclusion 1/4

- The proof of concept: proved the research project's feasibility.

- Many societal and geopolitical changes.

- The West lost its influence; it should be restbalished.

- The region is facing a major mutli-folded crisis and we are in the beginning phase of its dismembering of the middle east.

- A gap was created by the aggressive Irano-Syrian aggression.

Conclusion 2/4

- **France's influence; it is a French ally.**

- **A need for a transformer like Hariri….**

- **Beirut is multilateral, where global players have influences in various parts of the city; like for example Beirut I has a strong French influence... Beirut II, Saudi…**

Conclusion 3/4

- **Implement Critical Success Areas (CSA) that is a category of Critical Success Factors (CSF) strategy where in turn a CSF is a set of Key Performance Indicators (KPI), one KPI corresponds to a single geopolitical requirement.**

- **Application of the antifragility concept can help in having a holistic and broad guide to non-predictive decision-making operations under uncertainty.**

- **An DMS-like component must be implemented in-house to interface it with the Environment's decision-making module and logs.**

Conclusion 4/4

- **Beirut is still cosmopolitan and needs stability.**

- **Has to ban Iran's influence and militias…**

- **The role of oil and gaz is determinant.**

- **Has to present its talent.**

- **Downtown I, is ready…**

- **Has to reintegrate various forgotten minorities…**