



# **Gartner Webinars**

**Gartner delivers actionable, objective insight, guidance and tools to enable stronger performance on your organization's most critical priorities**

**Gartner®**

# Enhance your webinar experience



**Ask a  
Question**



**Download  
Attachments**



**Share This  
Webinar**

# Lead Composable Business By Articulating a Future Vision



Connect with Gartner



**Philip Allega**

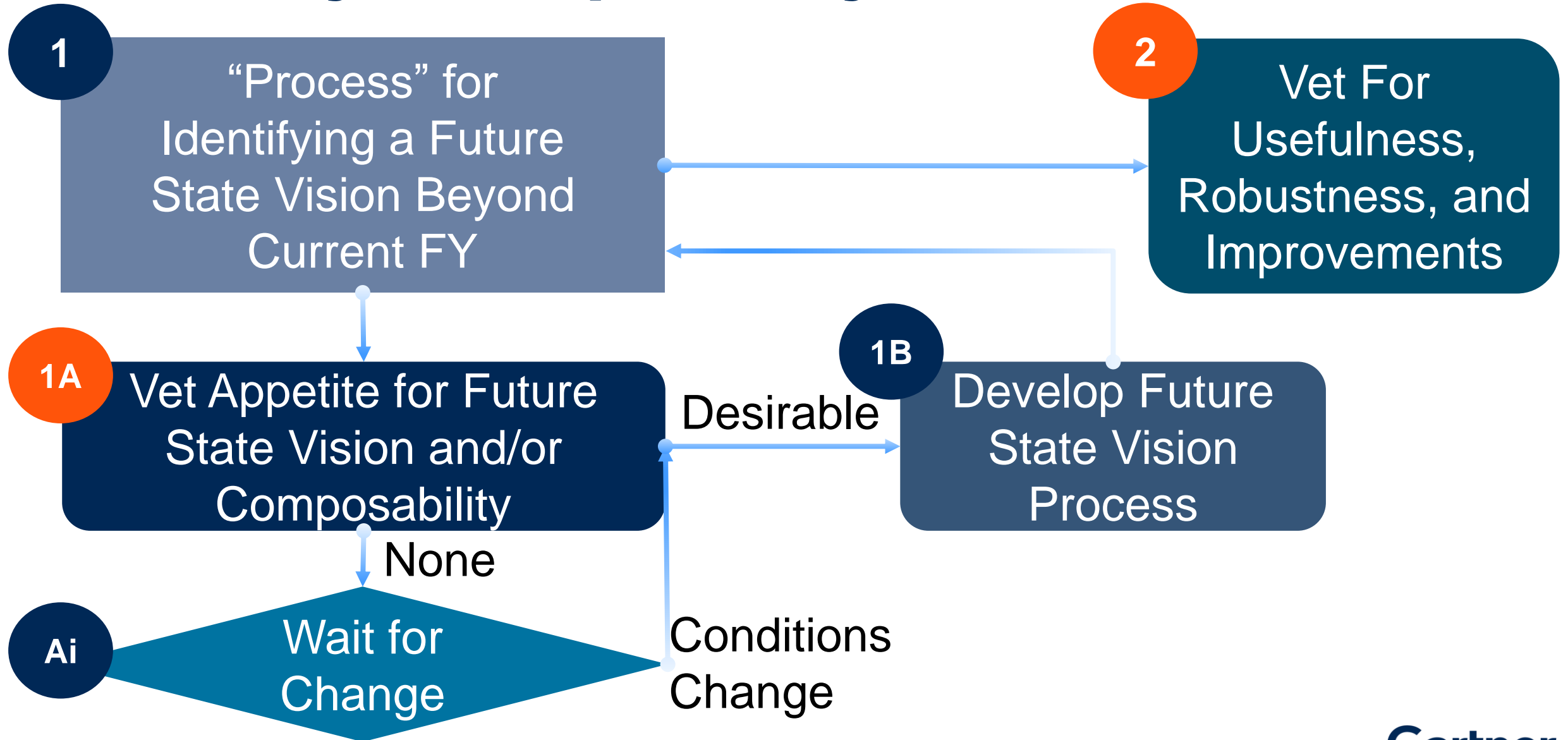
VP Analyst



# Who Are You?



# A Journey to Composability

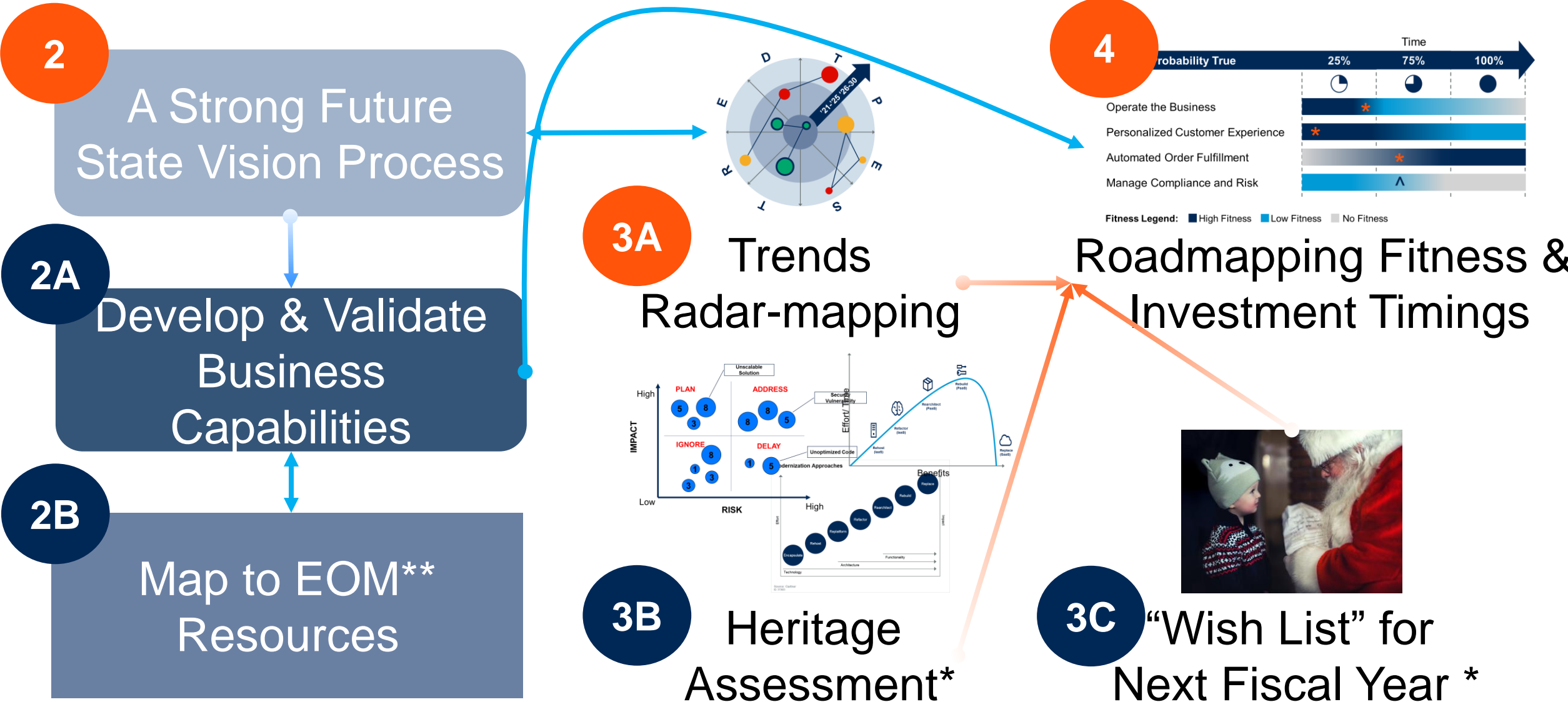


# Vet Usefulness, Robustness, and Improvements

Tick	Better	Benefit	Trade-Off
-	5+ Year Organization Vision	Outcomes Beyond FY*	“Short-Termitis”
✓	Tracking Importance of I&T to Revenue and Process	Importance Wireframe for I&T to Vision	Mis-use of I&T and IT Dept.
✓	Trends Radar Mapping	Attractiveness & Opportunity Matching	Inability to Anticipate
✓	Futures Roadmapping	Visual Impact Prediction Analysis	Intuition Over-Reliance
-	Identifies Resilience & Adaptability Requirements	Prioritize Composability Needs	Everything is Composable



# Pull, Push, and Desired Future Investments



# Selecting Composable Business Opportunities

2B

Map to EOM\*\*  
Resources

2C

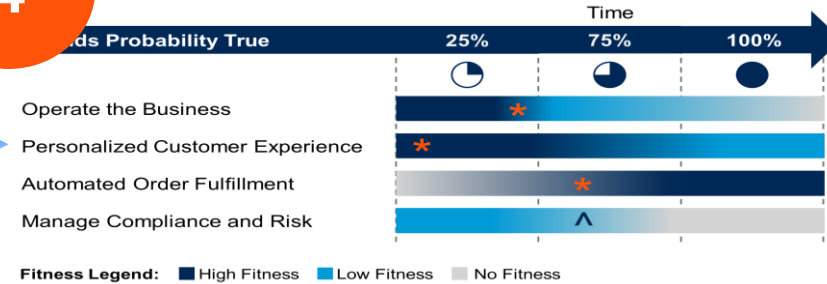
Screen for  
Resilience &  
Adaptability

serves as **business context** to

\*

*EA Domain and  
Guardrail  
Development  
Process\**

4



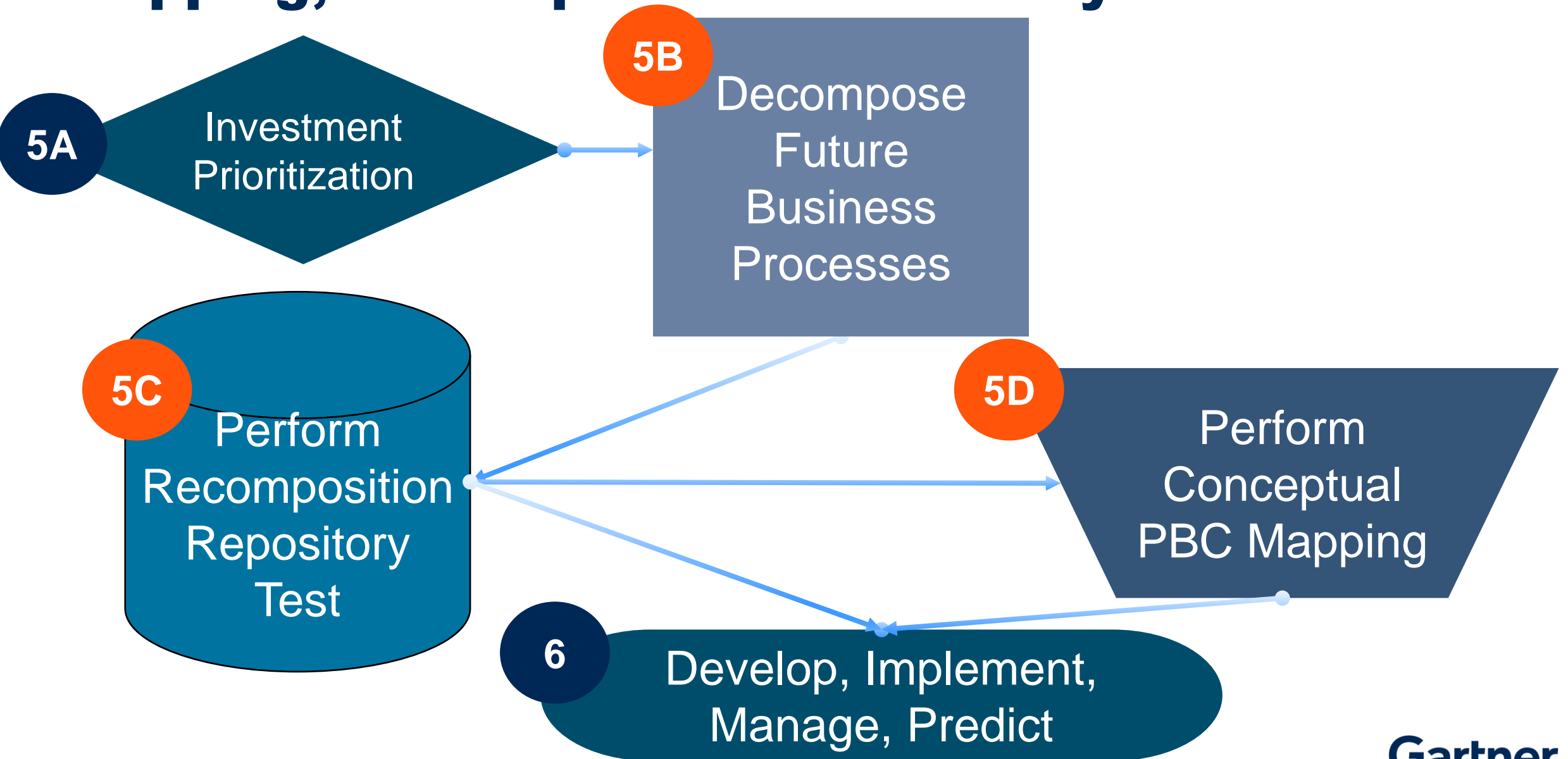
Roadmapping Fitness &  
Investment Timings

5

Investment  
Prioritization



# Mapping, Decomposition & Delivery



# Key Issues

1. Why Is a Future State Vision Important for Business Composability?
2. What Techniques Must Be Employed to Develop a Future State and Identify What Must Recompose When?
3. What Do You Do Next?

# Learn Techniques and Prepare for Your Homework

- ④ **Understand where you are and your stakeholders** view of where they sit on the spectrum of being a traditional business or a composable one, and be prepared to act accordingly
- ④ **Use storyboarding** to *vet the appetite* of others to develop a future business vision and understand operating model resource composability requirement
- ④ **Deliver a workshop, if points 1 and 2 support doing so**, to identify the future-state vision, identifying inflection points and soft gaps and composability candidates
- ④ **Reflect upon the results** and perform a hard gap analysis
- ④ **Determine the time frame** to use the techniques explored today to revisit trends, inflection points, composability candidates, and the state of the roadmap for change toward the future-state vision

# Key Issues

1. Why Is a Future-State Vision Important for Business Composability?

2. What Techniques Must Be Employed to Develop a Future State and Identify What Must Recompose When?

3. What Do You Do Next?



# **Not Everything is Composable**

**A composable business is an organization that is architected for real-time adaptability and resilience in the face of uncertainty.**

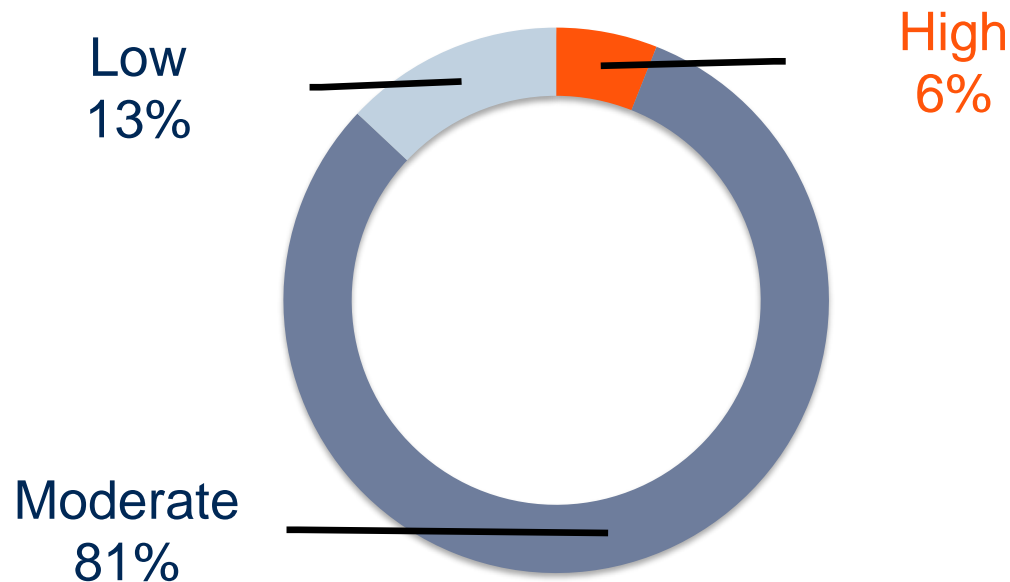
— Gartner (2020)



# Adaptability, Agility, & Resilience Imperative

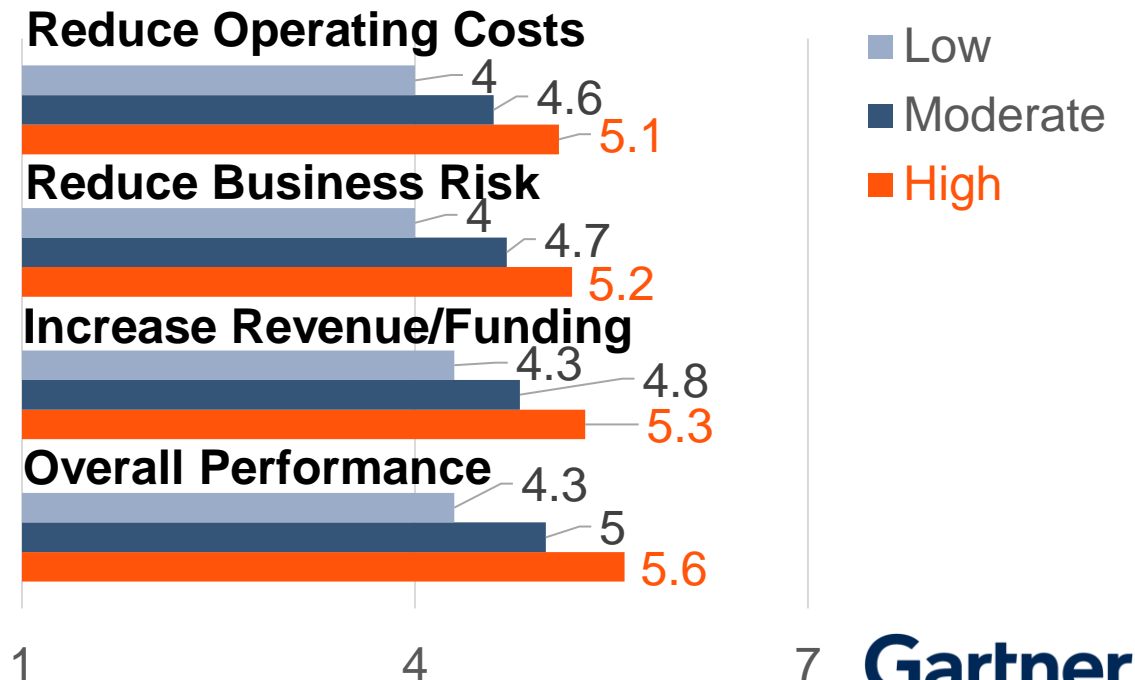
By 2024, 80% of CIOs surveyed will list modular business redesign, through composability, as a top-five reason for accelerated business performance.

## All Enterprises Sit on a Spectrum of Composability



## Composability & Business Performance

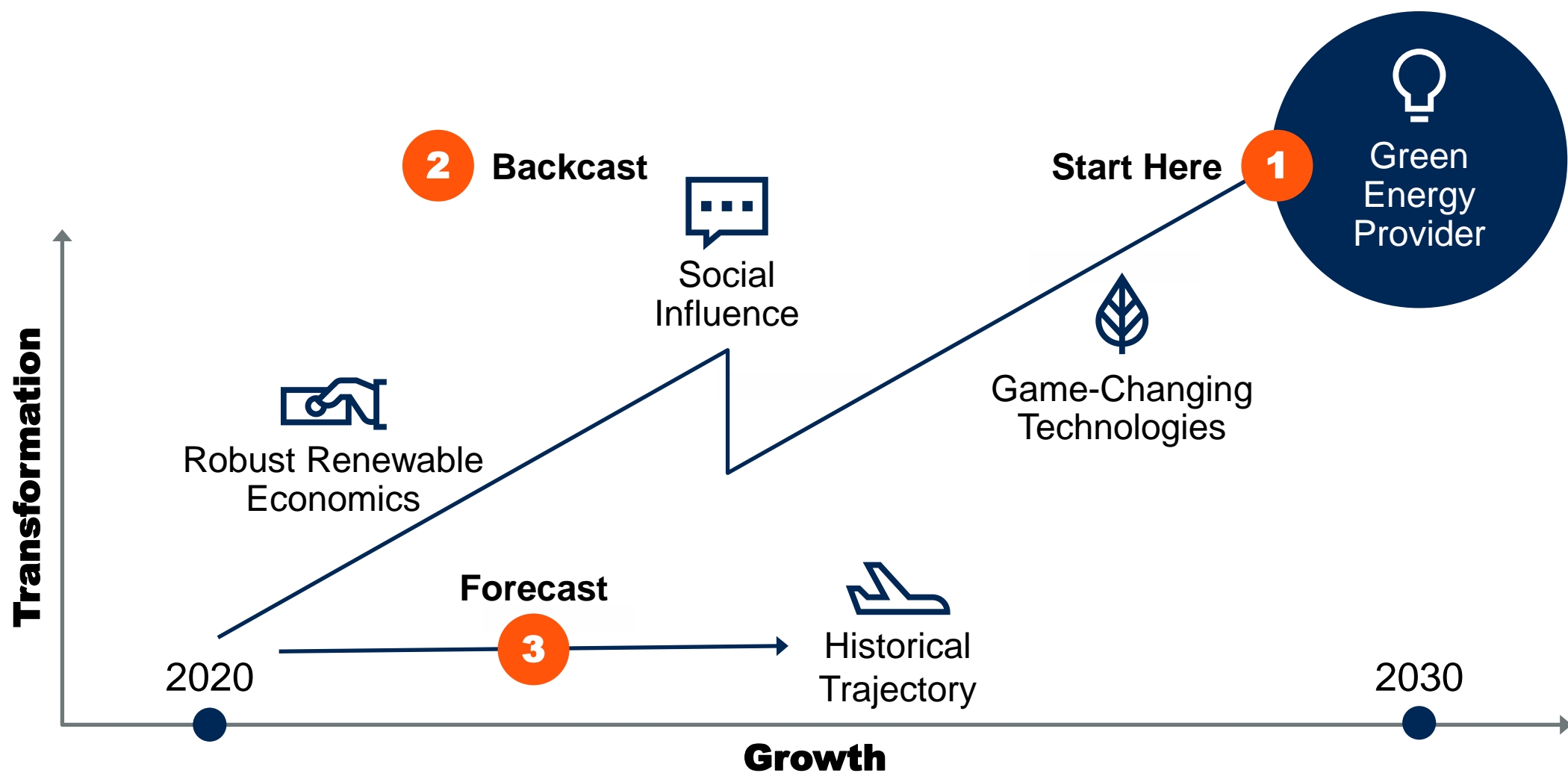
Scale: 1 (Far Behind) to 7 (Far Ahead)





**Know what your organization  
wants to be when it grows up**

# Backcasting Critical Inflection Points



# What Do You Want to Be When You Grow Up?

Lawyer

Doctor

Leader  
of my  
Country

Police  
Officer

When  
is snack  
time?

## Life Pivot Points

Education

Children

Mortgage

Economic Disruption

Winning the Lottery

It's Imperative to Envision Your Future State



# Define the Forces Against Which You May Pivot



Source: Unsplash



# Define the Forces Against Which You May Pivot



Source: Unsplash



# Define the Forces Against Which You May Pivot



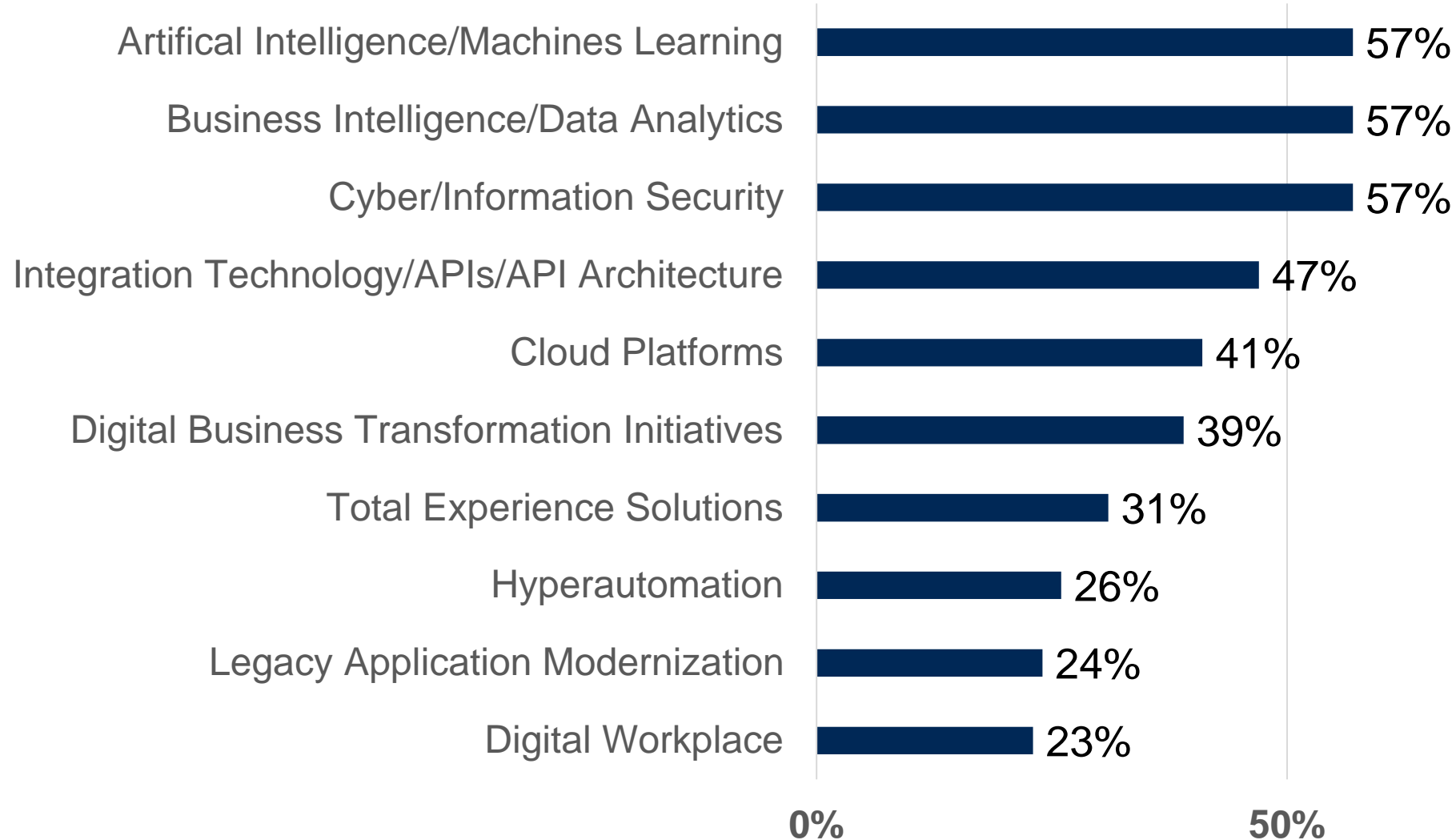
Source: Gartner

# Define the Forces Against Which You May Pivot



Source: Gartner

# Top 10 Technology Investment Areas for 2022 Among Highly Composable Enterprises

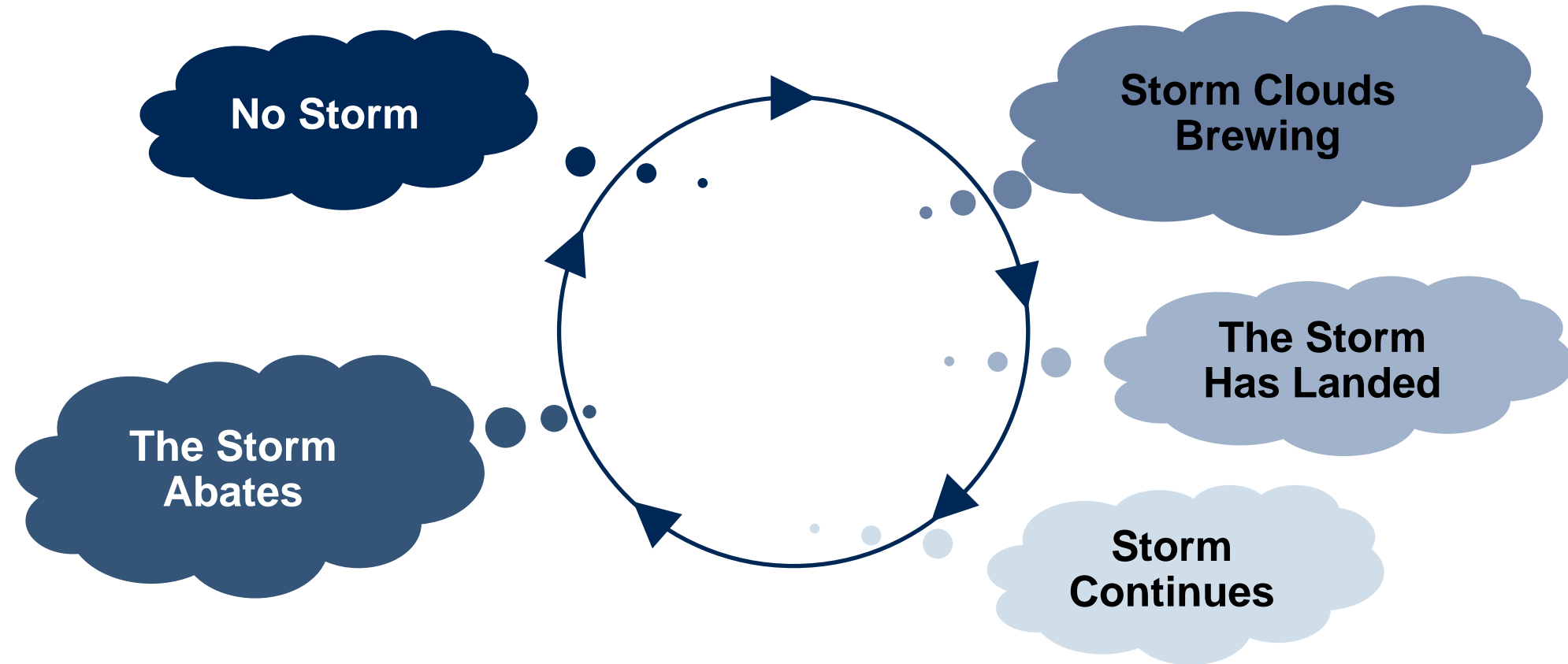


**Do These  
Look Like  
Your List?**

100%  
**Gartner®**

# Federation and PEST Analysis Complications

Disruption Preparedness Response Vary by Trend Indicators



Conditions vary by market/region/business unit



# Everything Has a “Sell By” or “Use By” Date



Source: Gartner

UHT skimmed milk.  
Made using milk from the U.K.

☒ Suitable for vegetarians

## STORAGE

Store in a cool, dry place.  
Once opened, keep refrigerated and treat as fresh milk. Consume within 3 days of opening and by date shown.  
Not suitable for home freezing.

## NUTRITION

As sold	
Typical values	Per 100ml
Energy	157kJ / 37kcal
Fat	0.1g
of which saturates	0.1g
Carbohydrate	5.0g
of which sugars	5.0g
Fibre	0.0g
Protein	3.6g
Salt	0.0g

## Vitamins/Minerals

Typical values	Per 100ml
Vitamin B1	0.01mg (32% NRV)
Calcium	120mg (16% NRV)

NRV = Nutrient Reference Value  
Pack contains 5 servings \*Reference intake of an average adult (8400kJ / 2000kcal)

# Polling Question 1 of 3

The state of my organization future state vision can best be described as:

- A. Nonexistent
- B. Minimal
- C. Covering Next Fiscal Cycle Only
- D. Robust, but could use some “polishing”
- E. Very strong and long term

## How to participate in our polling

If you are in full screen mode — click Esc  
The poll question is on the “Vote” tab.  
Please click the box to make your selection.  
Upon voting you will see the results.

Thank you!

Ask a question

Attachments

Vote

Rate this

Details

Q. Polling Question

(please choose 1 answer)

A. Answer

☐

B. Answer

☐

C. Answer

☐

D. Answer

☐

E. Answer

☐



# Key Issues

1. Why Is a Future-State Vision important for Business Composability?
- 2. What Techniques Must Be Employed to Develop a Future State and Identify What Must Recompose When?**
3. What Do You Do Next?



- 1. Future state first**
- 2. Backcast inflection points**
- 3. Roadmap “soft gaps”**
- 4. Identify operating model  
resource composability targets**

**“When uncertainty is high, and the problem is complex and persistent, a long-term view is essential”**

— Essence of backcasting, Futures

**“A few years ago, if you asked people what type of enhanced, portable music player they would like, it would have been a smaller CD player with smaller, more dense CDs; streaming music was not on the radar screen.”**

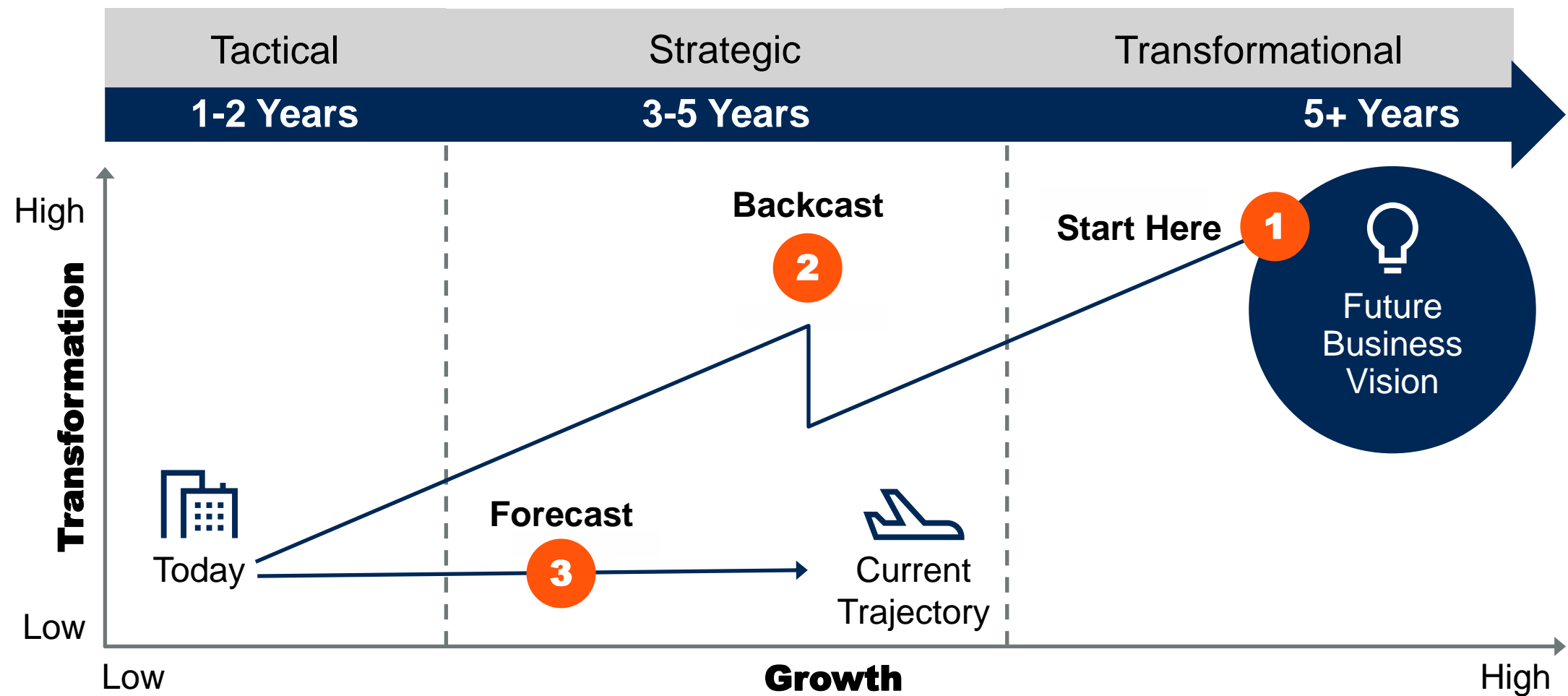
— Steve Jobs, paraphrased on launch of Apple iPod (2001)



**“Future state first, current state second.”**

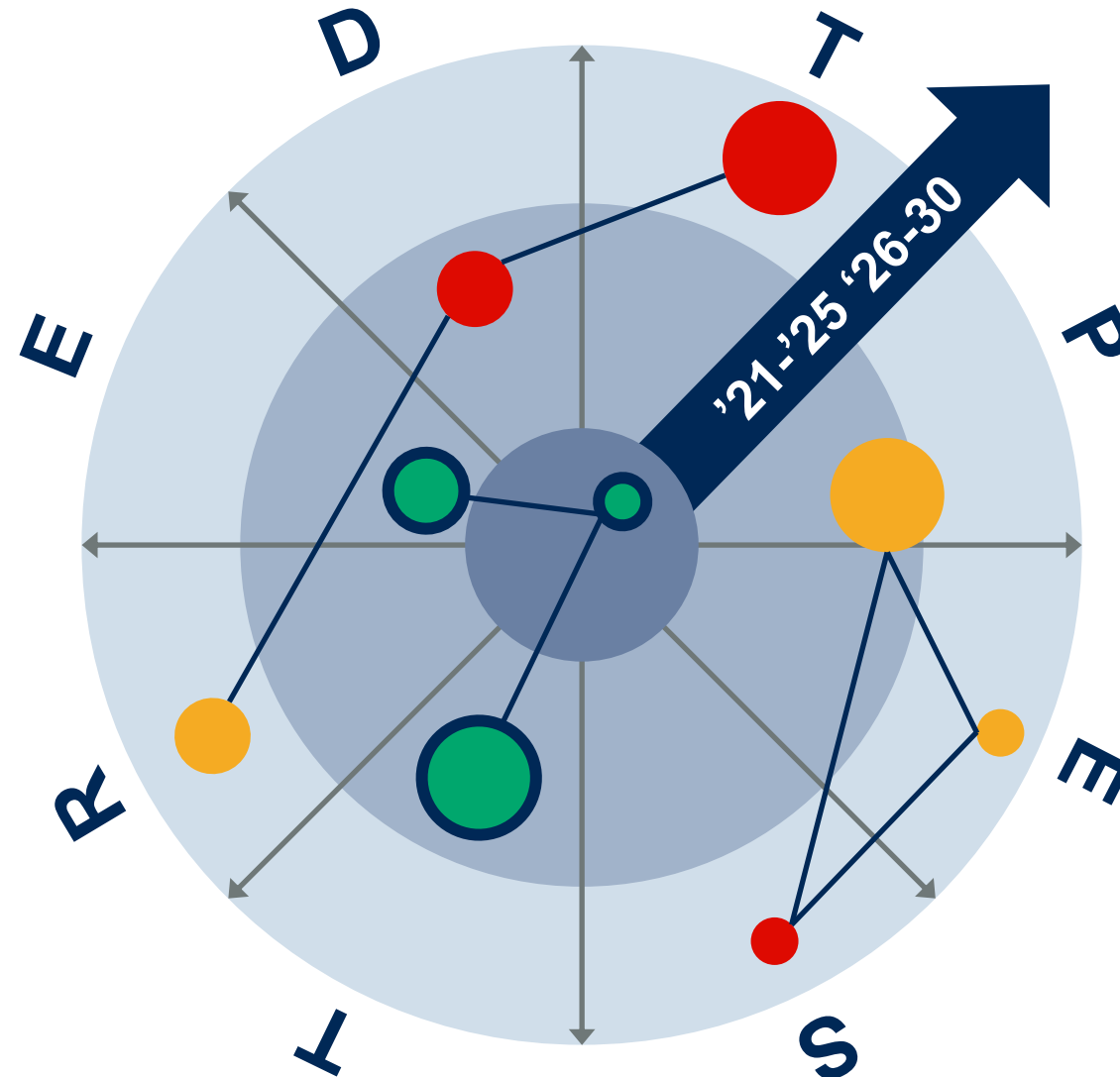
— Gartner 2022

# Backcasting Begins With a Future Business Vision

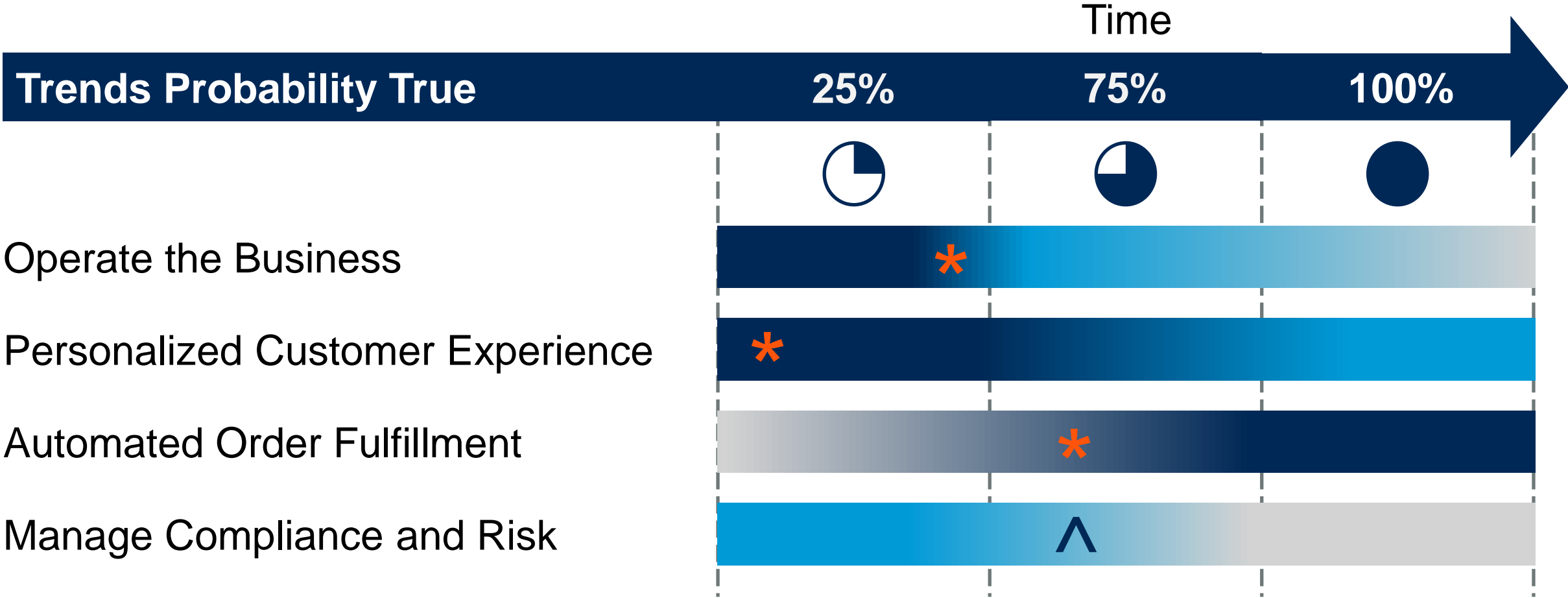




# Trends Radar Map: Tracking Changing Conditions



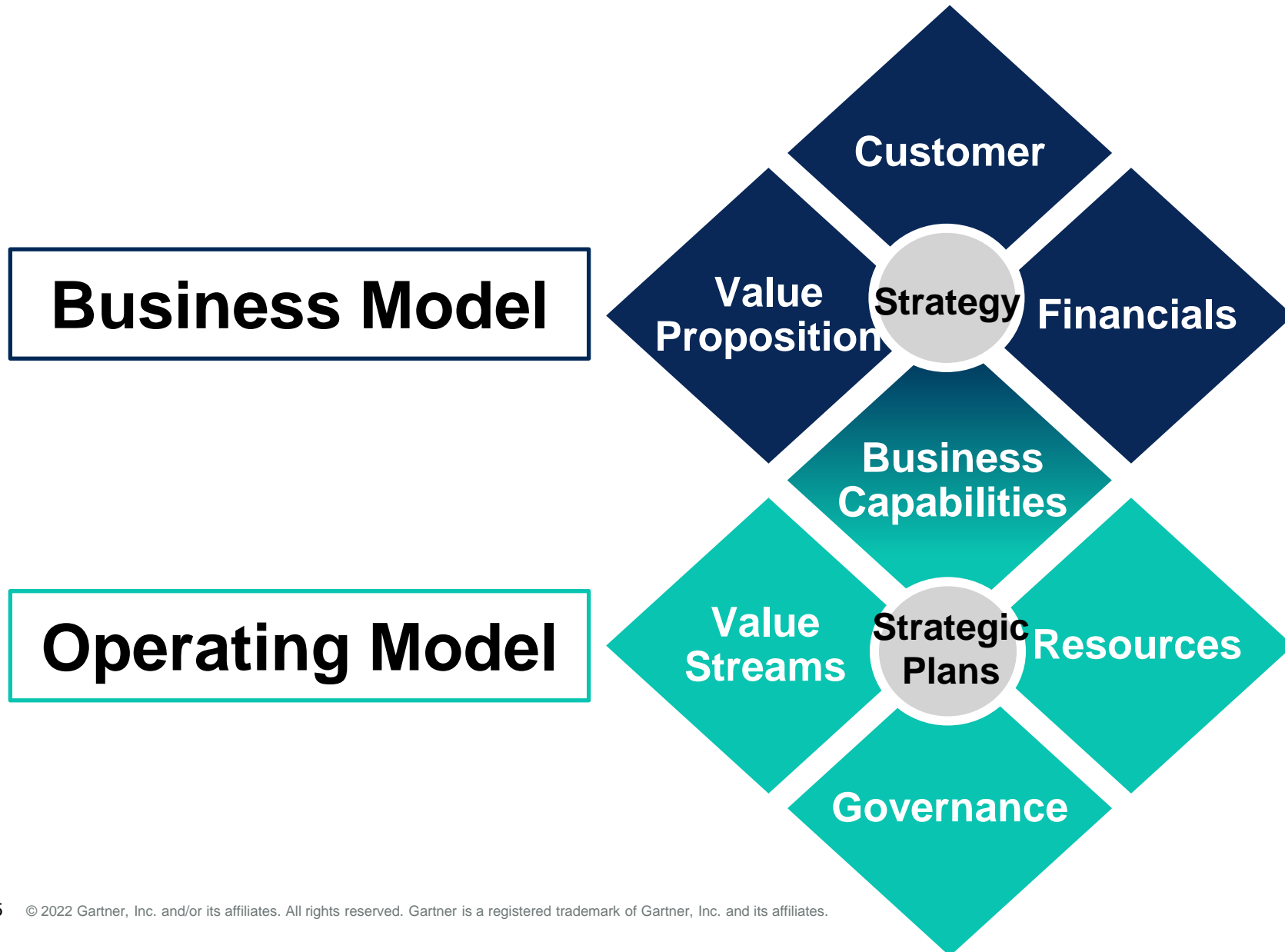
# Roadmap “Soft Gap” Fitness Estimations



**Fitness Legend:** ■ High Fitness ■ Low Fitness ■ No Fitness

**Prioritize For:** ^ Replacement \* Composability

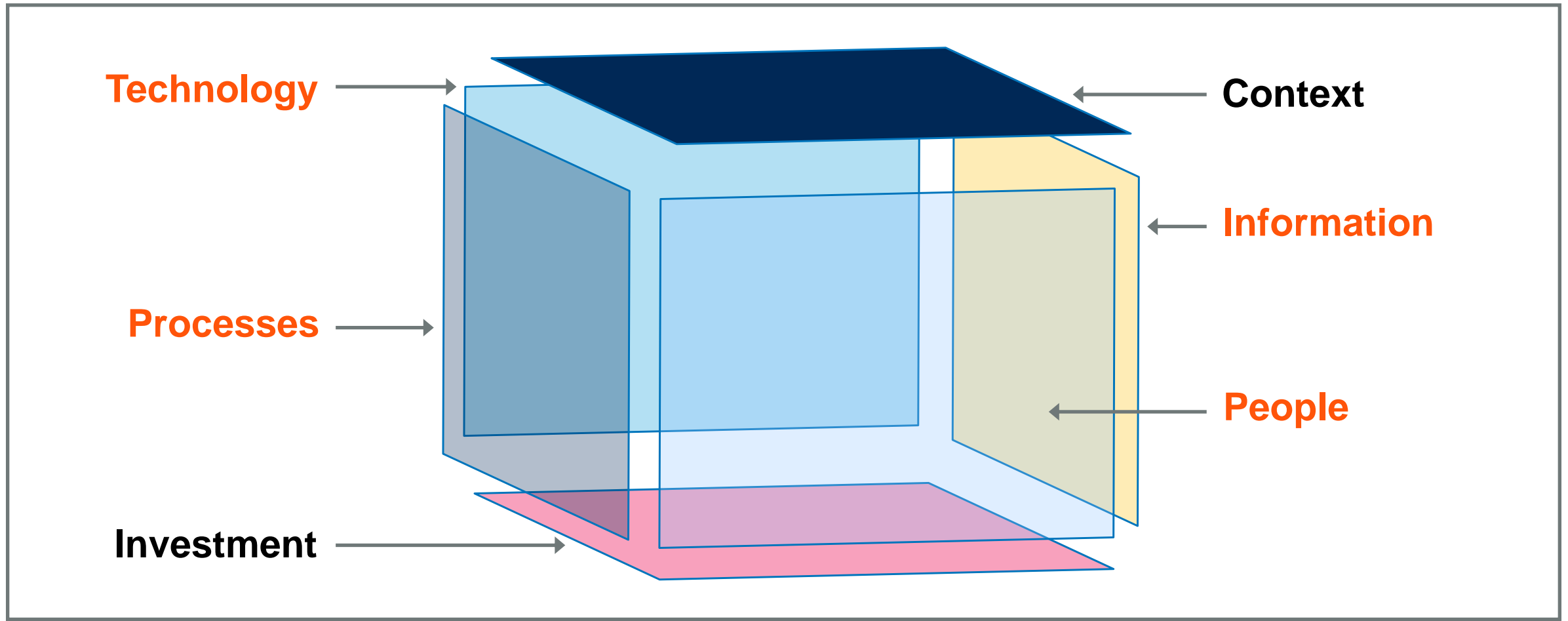
# What Is Composable in Your Business?



# Gauge Composability Against Capability Resources



Australian Government  
Services Australia



# People Are Composable, Too?

Experience

Cultural  
Adaptability

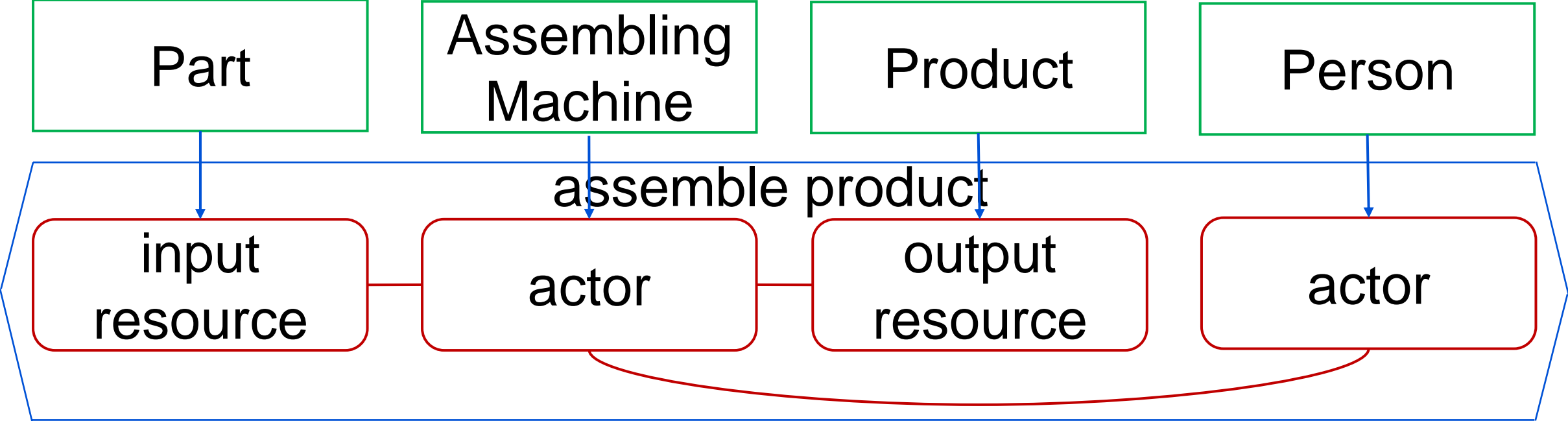
Dexterity

Location  
Country  
Knowledge

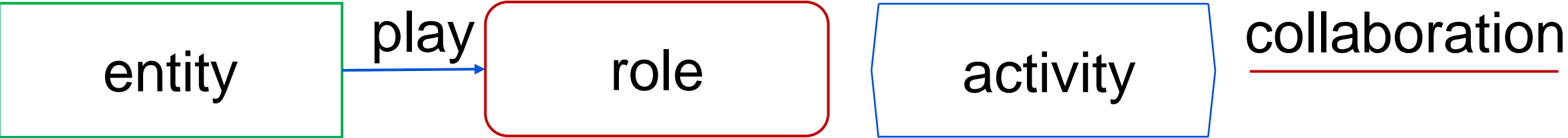
Language  
Time Zone



# Business Process Decomposition



Legend



# Common Decomposition for Different Problems

- Recursive
  - Divide-and-conquer into subproblems until a desired granularity is reached
- Data
  - Identifies data on which computations are performed, partitioned into sub-units by type (e.g., input, output or for other computation needs)
  - Data is partitioned into tasks to be performed
- Exploratory
  - Searches a state space of possible solutions, including discrete optimization, theorem proving, game playing, and more
- Speculative
  - Physical and logical entities whose behavior, relationships and state change over time.



# Mereology: A Puzzle or a Heap of Pieces?





# A Test: Recomposing Existing Decompositions

Business Process 1



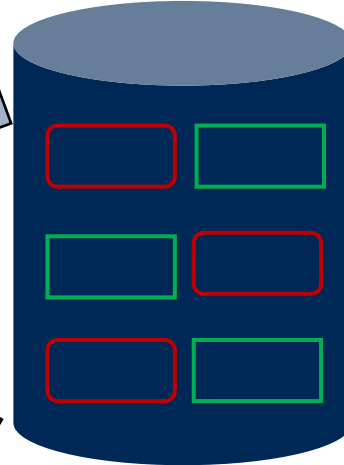
Decomposition

Business Process 2



Decomposition

Composable  
Repository

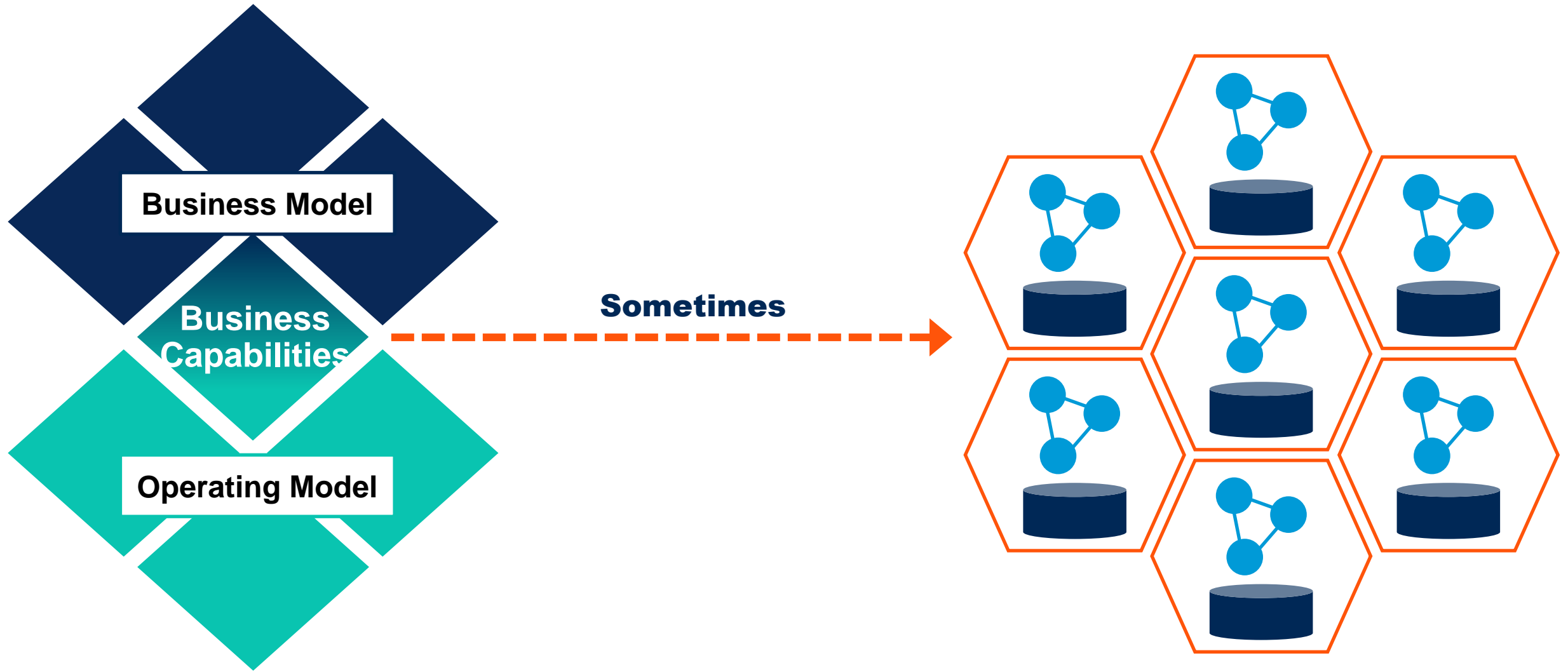


New Business Process



Synthesis

# Packaging Technology and Information Resources



# Polling Question 2 of 3

Given what you’ve just learned, which techniques are the most actionable next step improvements over the coming year:

- A. Backcasting
- B. Trends Radar Mapping
- C. Strategic Roadmapping
- D. Business Composability
- E. None of this will be possible

## How to participate in our polling

If you are in full screen mode — click Esc  
The poll question is on the “Vote” tab.  
Please click the box to make your selection.  
Upon voting you will see the results.

Thank you!

Ask a question

Attachments

Vote

Rate this

Details

Q. Polling Question

(please choose 1 answer)

A. Answer

B. Answer

C. Answer

D. Answer

E. Answer

# Key Issues

1. Why Is a Future-State Vision Important for Business Composability?
2. What Techniques Must Be Employed to Develop a Future State and Identify What Must Recompose When?
3. What Do You Do Next?



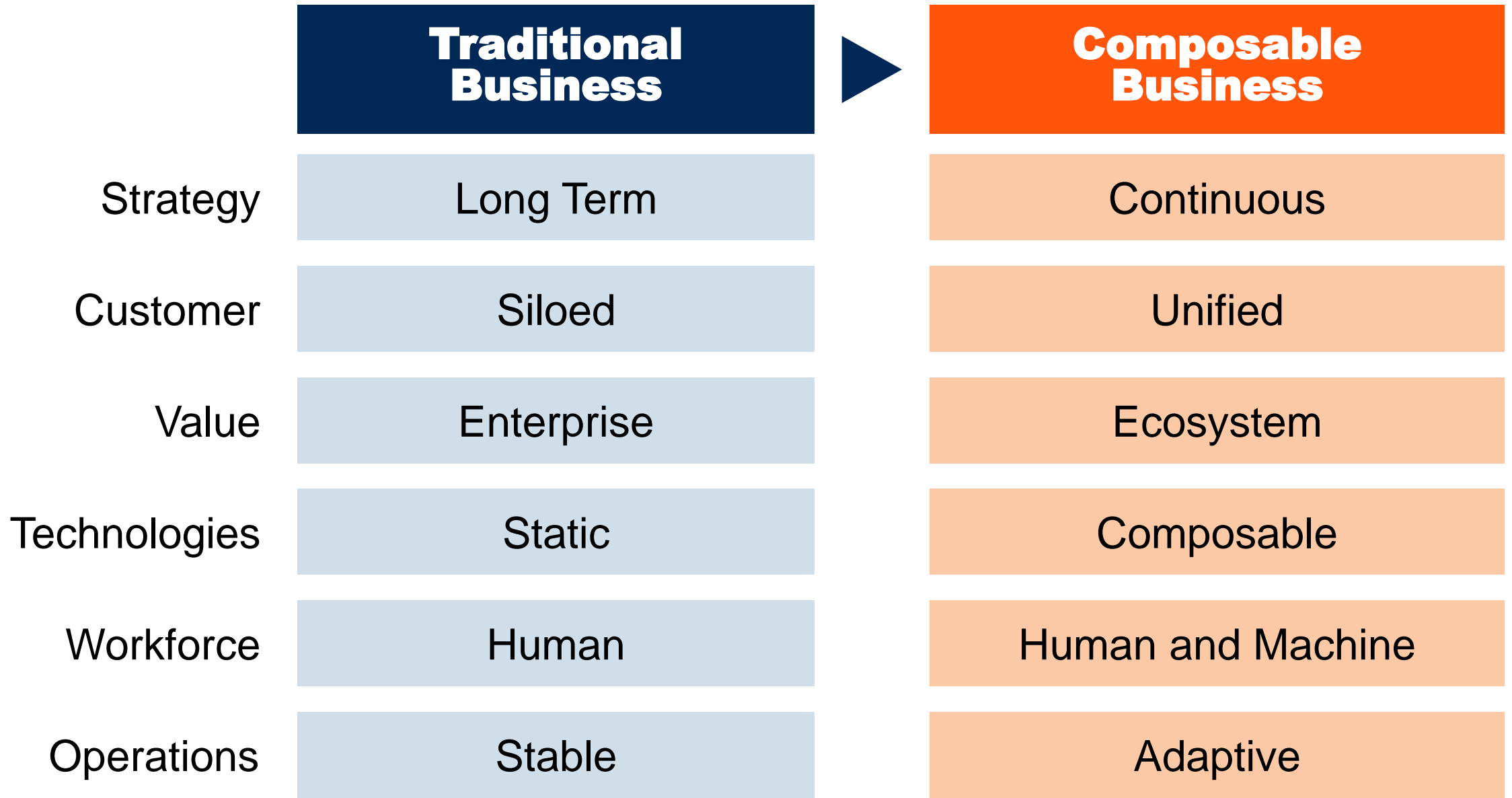
**Vet the appetite for this work.  
Perform your first workshop.**

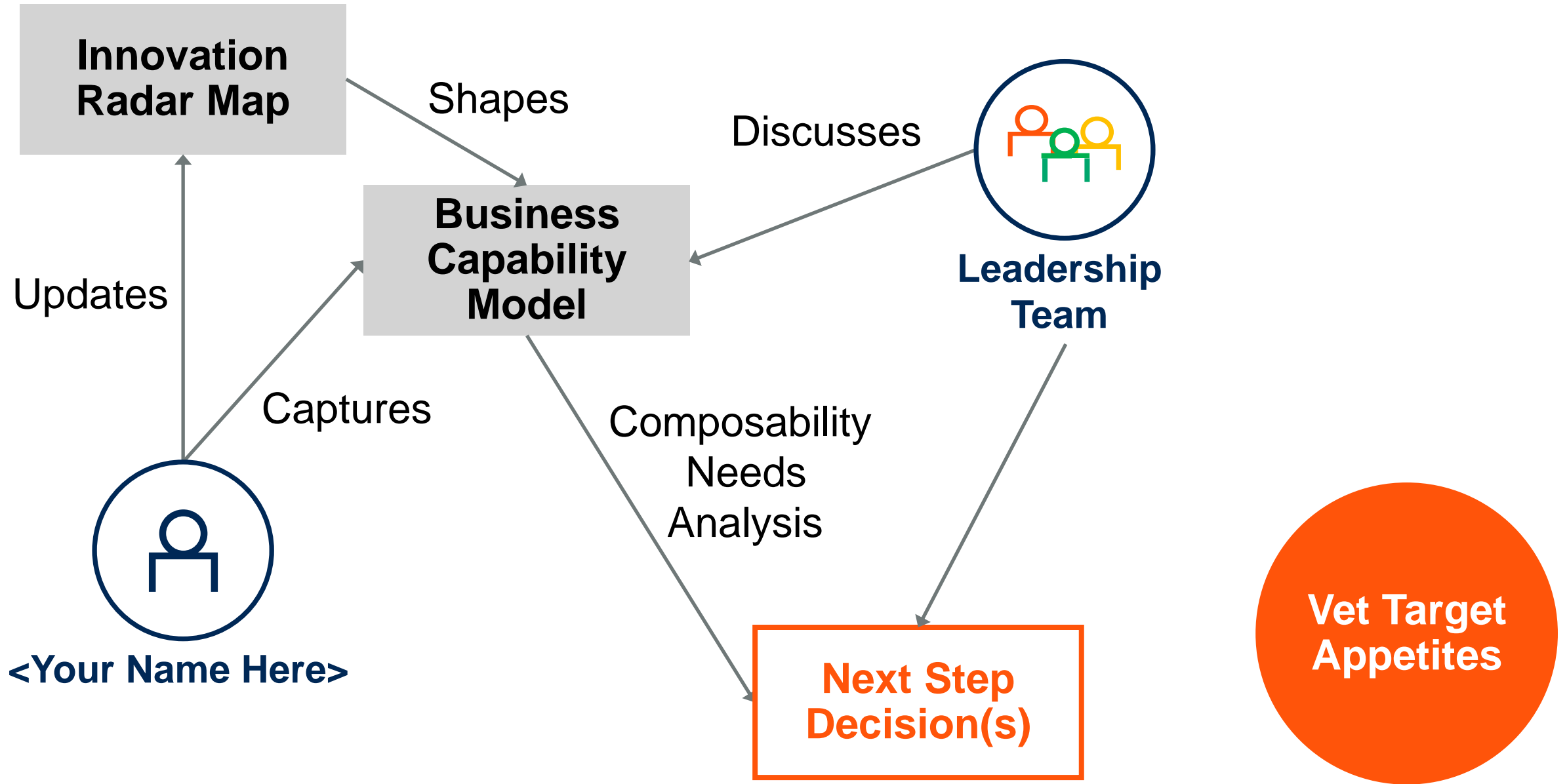
**Analyze hard gaps for  
composability and fitness to  
deliver future business vision  
with composability.**



# Litmus Test: Business Composability Self-Assessment

	Not at all	Rarely	Somewhat	Limited (e.g., in specific business units)	Common in several (but most) business units	Widely	Extensively throughout the enterprise
Composable Thinking	1	2	3	4	5	6	7
Composable Business Architecture	1	2	3	4	5	6	7
Composable Technologies	1	2	3	4	5	6	7





# Workshop Your Future Business Vision



Source: Gartner

# Further Steps: Future Hard Gap Analysis

Hard Gap Assessment by Capability and Operating Model Resource			Investment Driver and Fitness			Composability Candidate
Time Frame	Example Capability	Operating Model Resource	Fear	Fact	Faith	Fitness
In-Production Today	Customer Experience (CX)	People	<div></div>	<div></div>	<div></div>	<div></div>
		Process	<div></div>	<div></div>	<div></div>	<div></div>
		Technology	<div></div>	<div></div>	<div></div>	<div></div>
		Application	<div></div>	<div></div>	<div></div>	<div></div>
		Information	<div></div>	<div></div>	<div></div>	<div></div>
This Fiscal Year's (FY) Investments	CX	Repeat each FY	<div></div>	<div></div>	<div></div>	<div></div>
FY+1	CX	Repeat each FY	<div></div>	<div></div>	<div></div>	<div></div>
FY+1	CX	Repeat each FY	<div></div>	<div></div>	<div></div>	<div></div>
FY+1	CX	Repeat each FY	<div></div>	<div></div>	<div></div>	<div></div>

**Fitness Legend:** High  Low  No

50 © 2022 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates.

FY= Fiscal Year



# Who Are You Now?



# Recommendations and Homework

- ④ **Understand where you are and your stakeholders** view of where they sit on the spectrum of being a traditional business or a composable one, and be prepared to act accordingly
- ④ **Use storyboarding** to *vet the appetite* of others to develop a future business vision and understand operating model resource composability requirement
- ④ **Deliver a workshop, if points 1 and 2 support doing so**, to identify the future-state vision, identifying inflection points and soft gaps and composability candidates
- ④ **Reflect upon the results** and perform a hard gap analysis
- ④ **Determine the time frame** to use the techniques explored today to revisit trends, inflection points, composability candidates, and the state of the roadmap for change toward the future-state vision

# Action Plan for Executives

## Monday Morning:

- Storyboard how this might feel to create this at your company
- Identify critical stakeholders for such actions

## Next 90 Days:

- Vet the appetite with stakeholders using composable business spectrum analysis and the storyboard
- Hold a workshop to identify the future state vision, identifying trigger points and soft gaps

## Next 12 Months:

- Engage in the outlined approach to further develop and validate your future state vision and drive toward composability screening
- Determine viability of composability for such investments
- Revisit analysis at predetermined dates, or upon unpredictable events or change in inflection points, to reset vision

# Polling Question 3 of 3

How prepared do you feel to vet the acceptance of this work with your leadership team?

- A. I’m going to have to think about this some more
- B. I have more to learn before I’ll feel prepared
- C. I’m close, but I need to understand some specific points noted today to increase my level of comfort and preparedness
- D. I’m ready to engage my leadership team as soon as possible
- E. My leadership team will not be a receptive audience to these concepts

## How to participate in our polling

If you are in full screen mode — click Esc  
The poll question is on the “Vote” tab.  
Please click the box to make your selection.  
Upon voting you will see the results.

Thank you!

Ask a question

Attachments

Vote

Rate this

Details

Q. Polling Question

(please choose 1 answer)

A. Answer

☐

B. Answer

☐

C. Answer

☐

D. Answer

☐

E. Answer

☐

# Ask your questions



The screenshot shows a web interface for asking questions. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange box, and an orange arrow points to it from the left. Below the tabs, the text 'Ask a question' is displayed. Underneath is a large text input area with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange box, and an orange arrow points to it from the left.



# Gartner Application Innovation & Business Solutions Summit

Gartner®

2 – 4 May 2022 | Orlando, FL  
16 – 17 May 2022 | London, U.K.

Learn how to architect, develop and integrate applications that will enable composable business at Gartner Application Innovation & Business Solutions Summit.

**Learn more:** [gartner.com/conf/apps](https://gartner.com/conf/apps)

Register with code **WEBINAR** for an exclusive discount.

**At this year's conference, you'll learn how to:**



Ensure success with radical departure from traditional methods to support composable business.



Identify trends impacting application and software engineering strategies.



Improve practices with the right metrics to measure the effectiveness of programs.

# 2022 Leadership Vision Top 3 Strategic Priorities for Enterprise Architecture Leaders

Prioritize your time and energy with top-level guidance on where to focus — based on data-driven research.

→ Download eBook



# Want More IT Insights?

Our Gartner for IT LinkedIn page is dedicated to providing you with the latest insights, best practices and strategic views into the most important topics impacting IT and business.

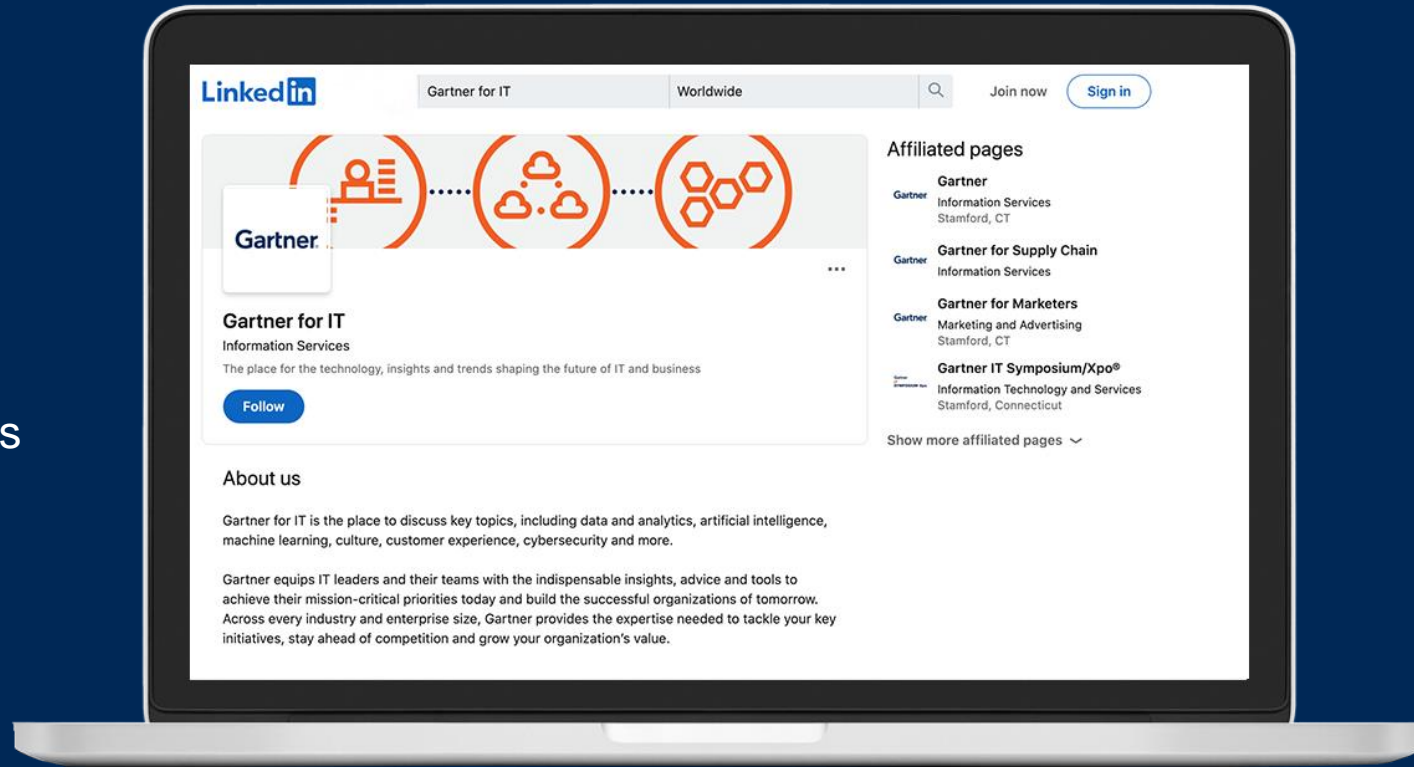
→ **Follow Us**



@Gartner\_IT



Gartner for IT



RESTRICTED DISTRIBUTION

58 © 2021 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GTS\_1416531

**Gartner®**

**Gartner is a trusted advisor  
and an objective resource  
for more than 14,000  
enterprises in 100+  
countries.**

Learn more about how we can help you achieve  
your most critical priorities.

**Become a Client**

U.S.: 1 800 213 4848  
International: +44 (0) 3331 306 809



**“The research is great, and the  
ability to interact with Executive  
Partners — and the symposiums  
and regional forums — are  
incredibly valuable.”**

Russell Morris  
CIO, TransGrid

# Get more Gartner insights



Download the research slides



View upcoming and on-demand Gartner webinars  
at [gartner.com/webinars](https://gartner.com/webinars)



Rate this webinar