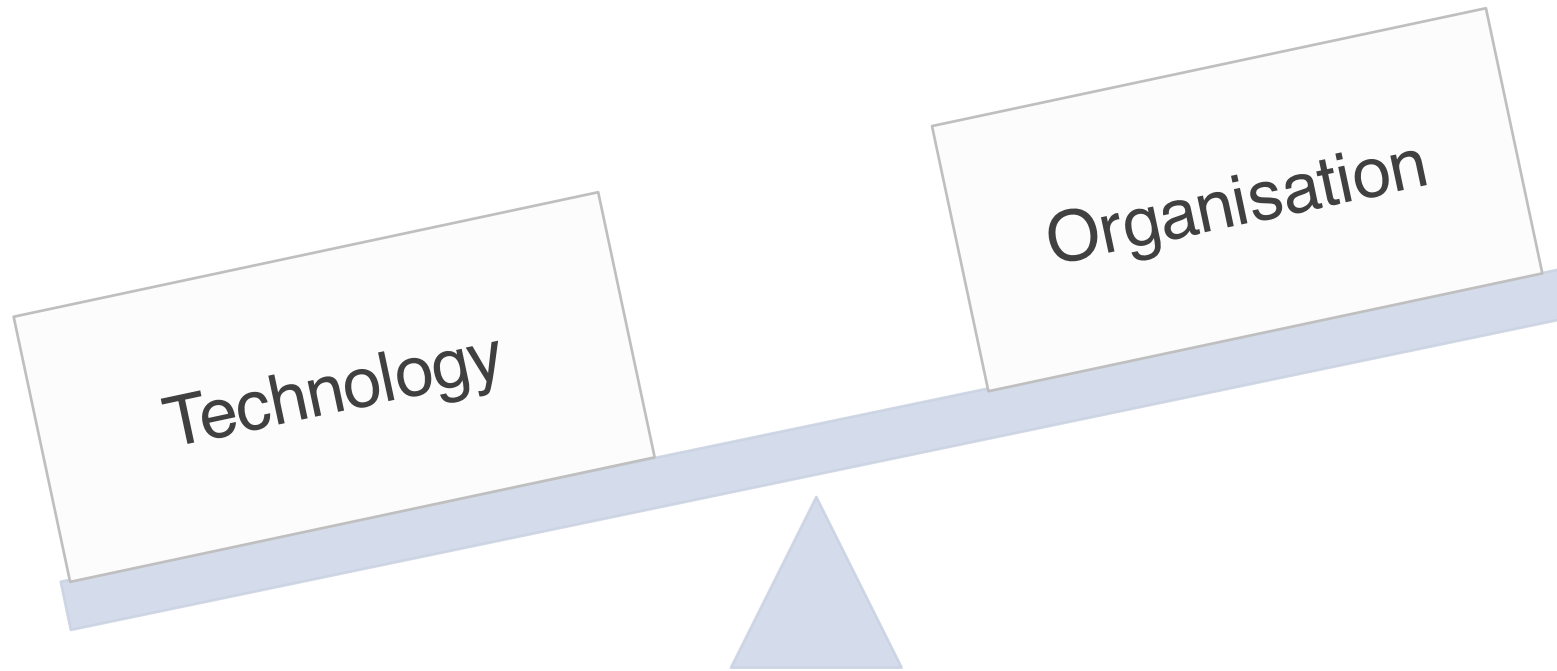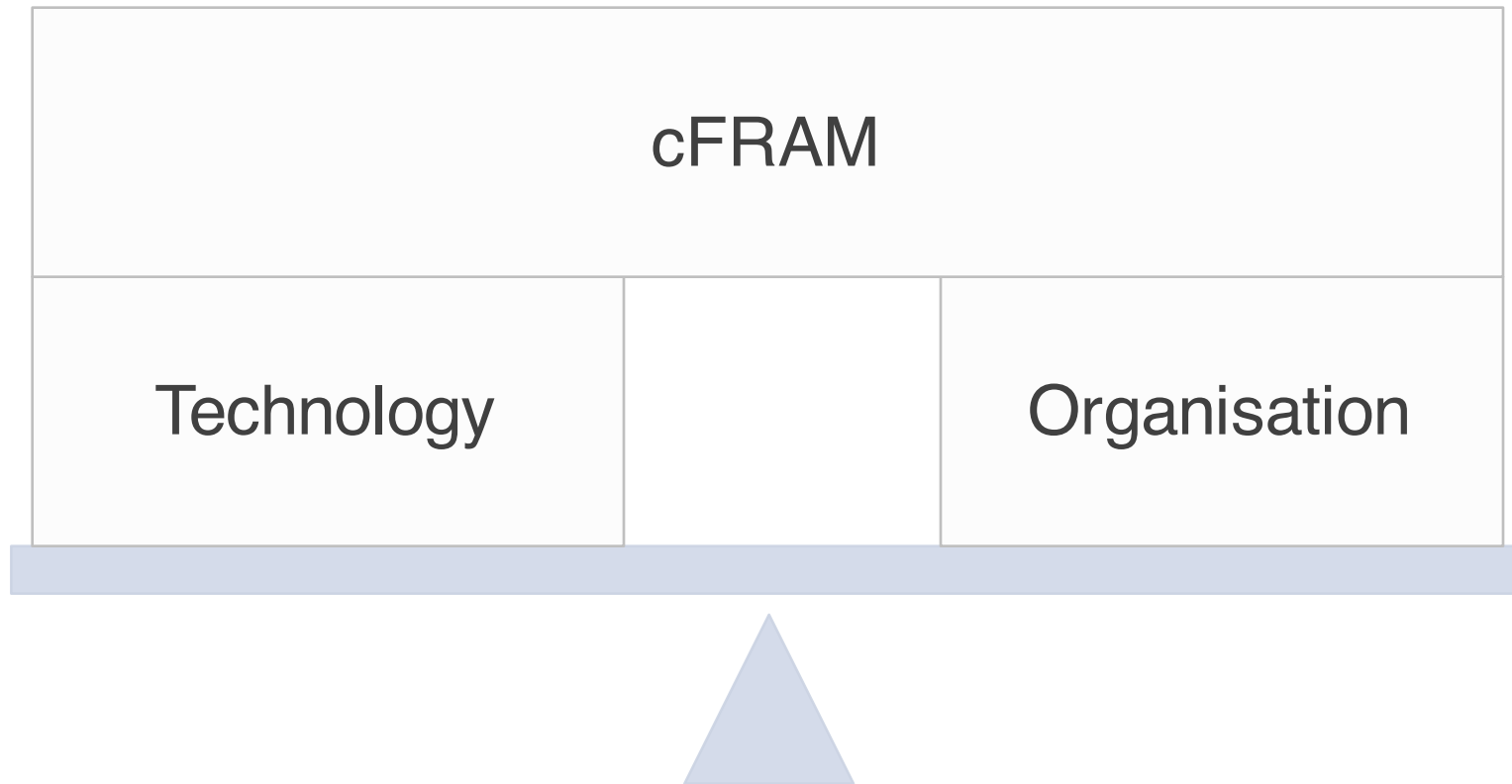# Adopting technologies with the FRAM to become more resilient

Marc Werfs

Adopting a technology requires change

FRAM to balance change

Structure change with the notion of capabilities

Capabilities describe what a company can and cannot do

Capabilities combine resources, tangible and intangible, in a structured way to achieve a specific task
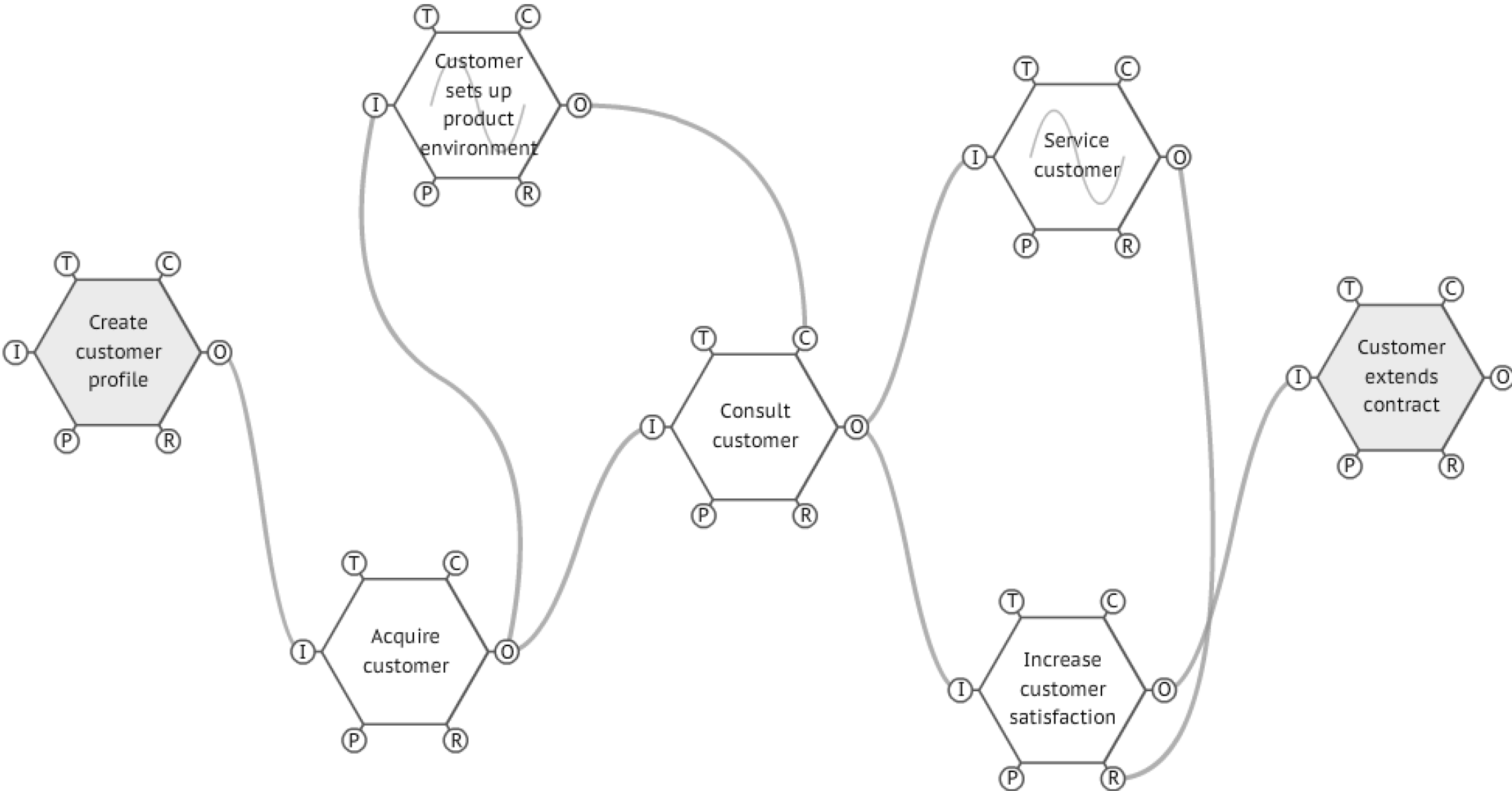
Adding a step to the FRAM analysis

1. Identify and describe functions and aspects

2. Identify performance variabilities

3. Identify capabilities in functions

4. Adapt functions to new technology

5. Investigate impact on capabilities
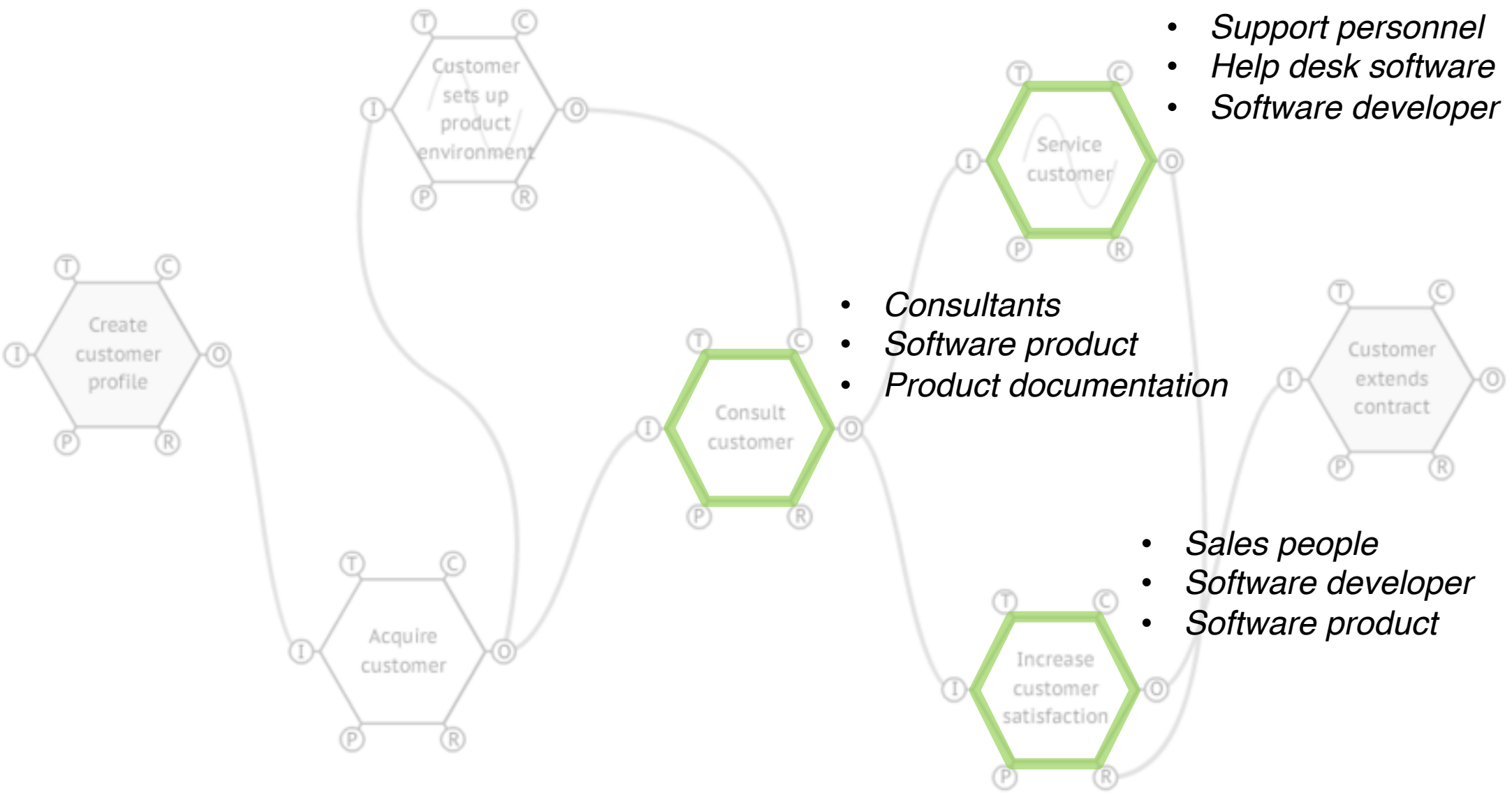
Step 1: Software vendor moving to the cloud
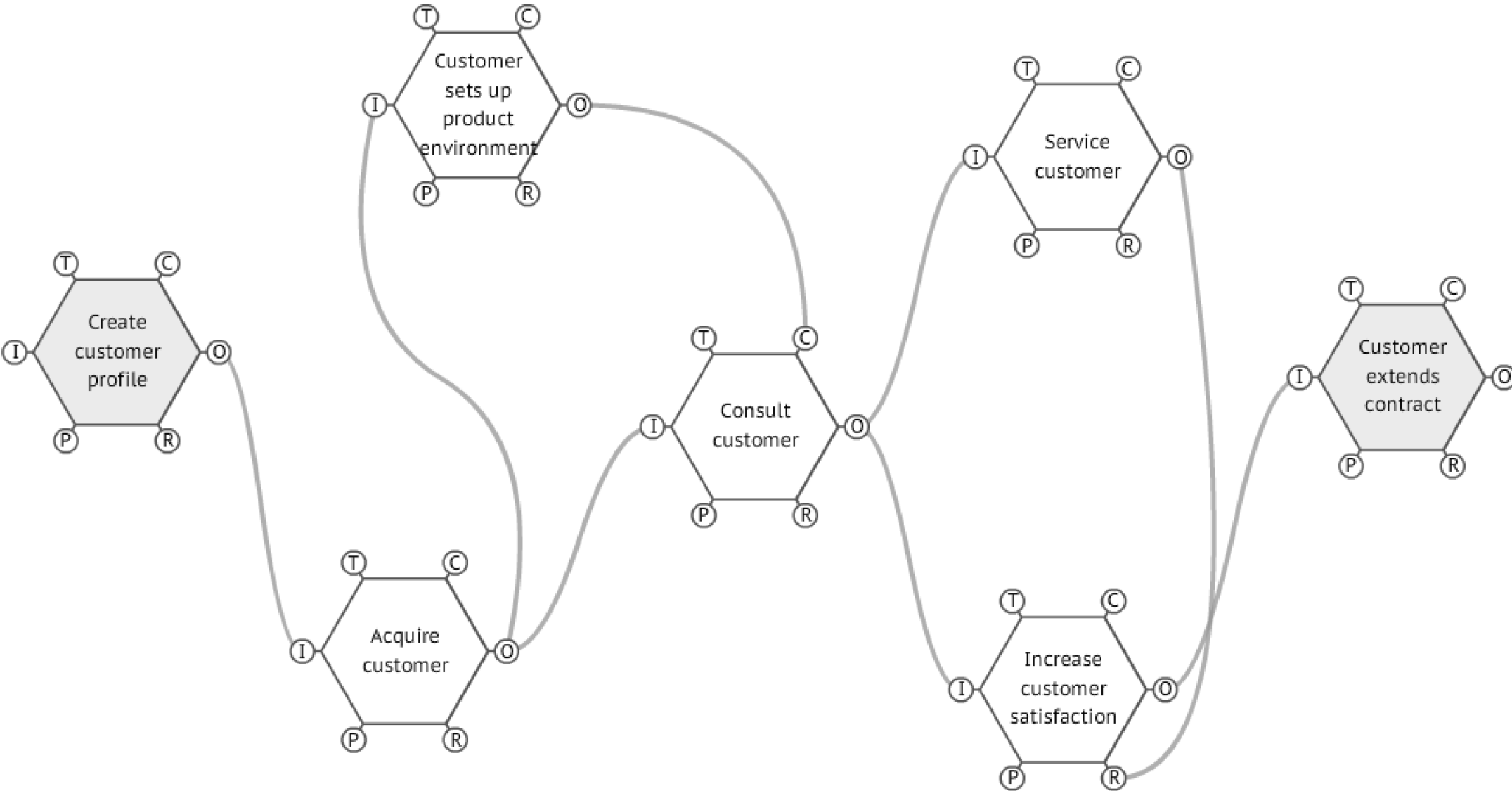
Step 2: Identifying performance variabilities

Step 3: Identifying existing capabilities

1. Identify three most important functions

2. Define resources of functions and categorise with viewpoints

3. Derive at capabilities

4. Extrapolate capabilities to other functions

Step 3.1: Important functions + resources

- *Support personnel*
- *Help desk software*
- *Software developer*

- *Consultants*
- *Software product*
- *Product documentation*

- *Sales people*
- *Software developer*
- *Software product*

Step 3.2: Categorising resources with viewpoints

Captures resources that deal with soft issues of the software vendor's employees and customers.
Example: Support personnel
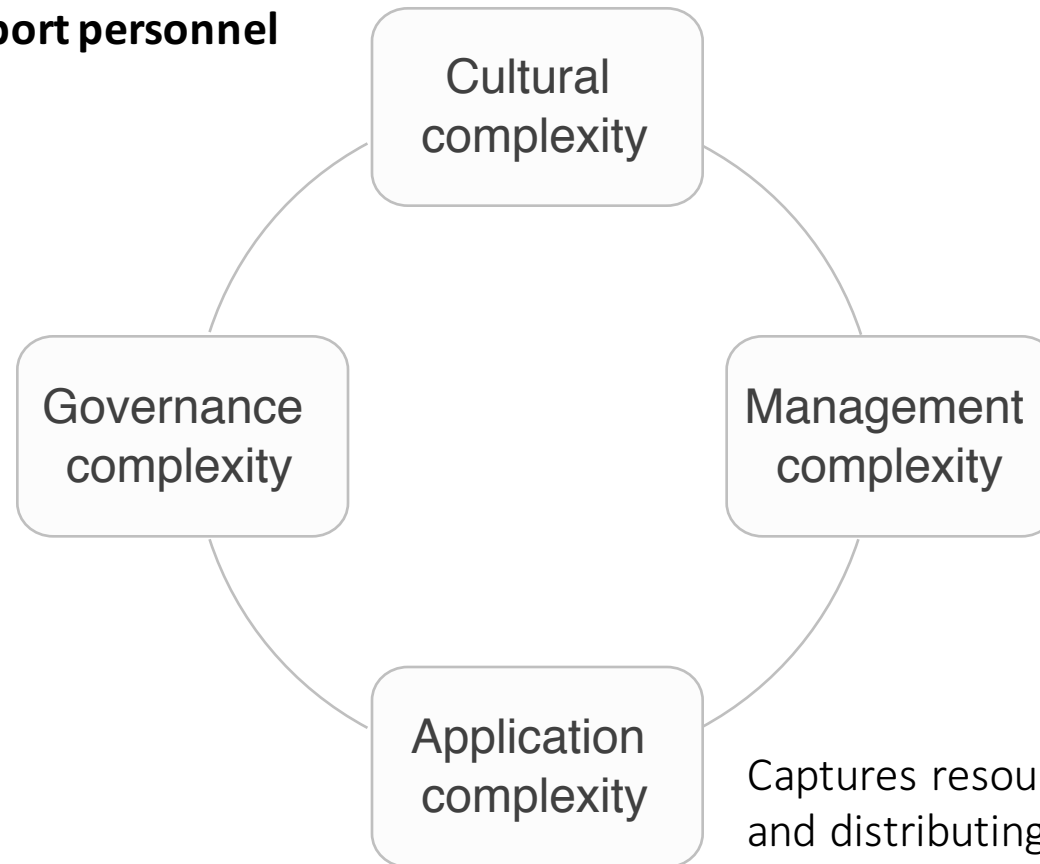
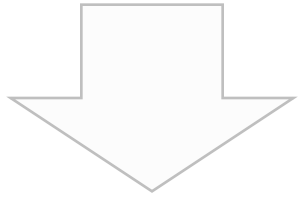Captures resources around coordinating tasks.
Example: Help desk software

Shows how the software vendor has to adhere to laws and regulations and corporate policies.
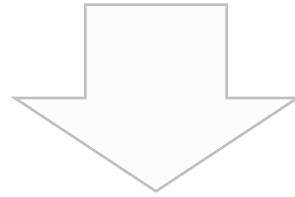**Example: Product documentation**

Captures resources around developing and distributing software.
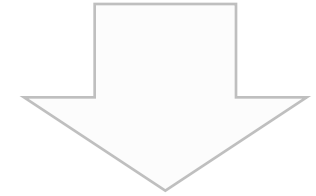**Example: Software developer**

Cultural complexity

Management complexity

Governance complexity

Application complexity

Step 3.3: Deriving at capabilities

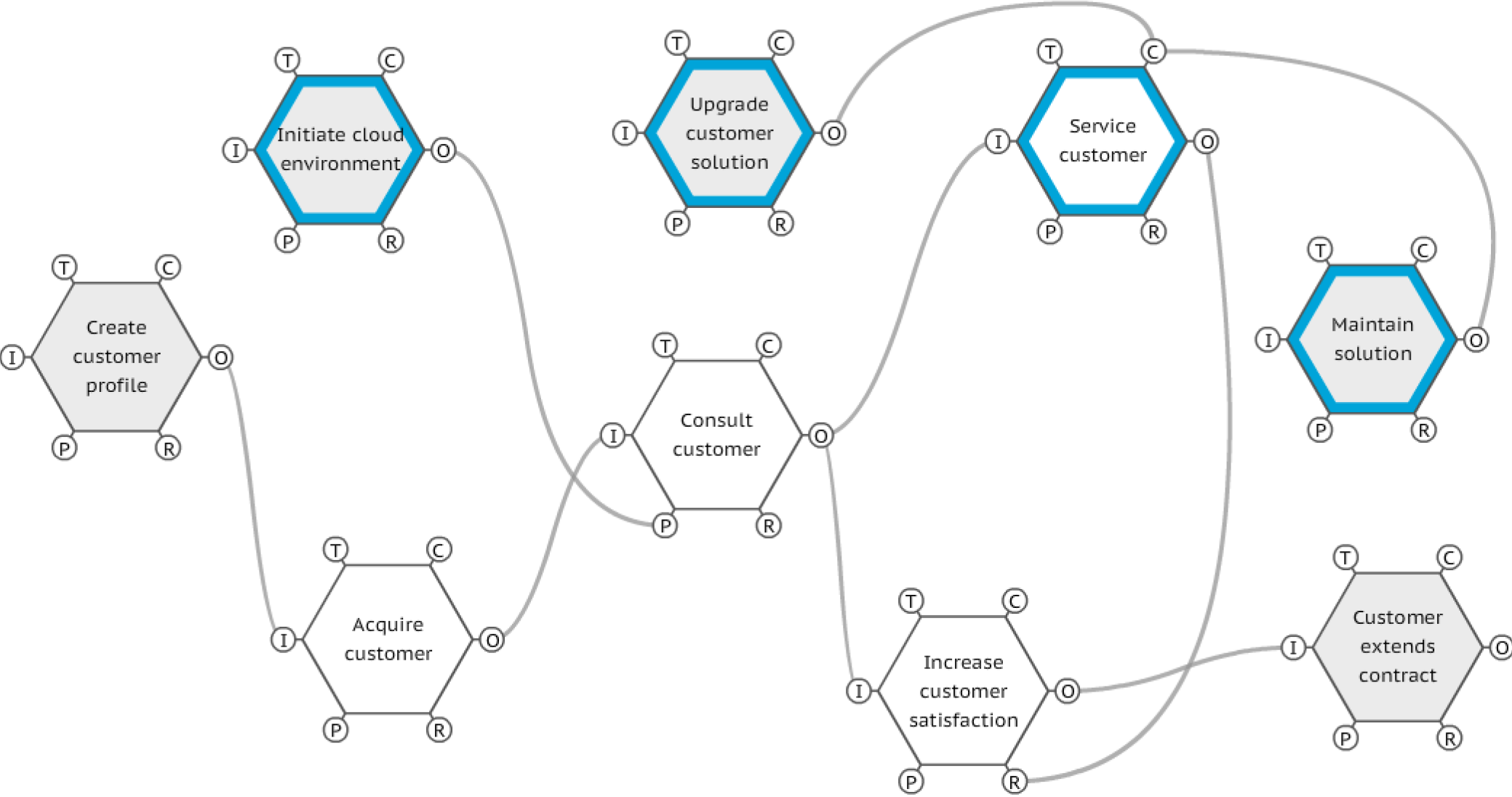Developing the **services** the customers need
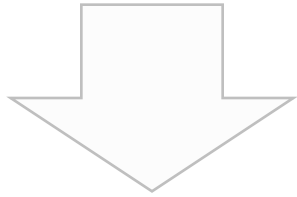
Delivering the services to the customers

Managing the relationship with the customers

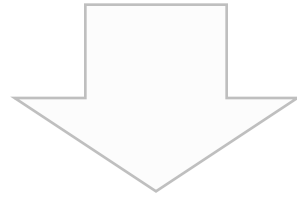Service delivery management capability

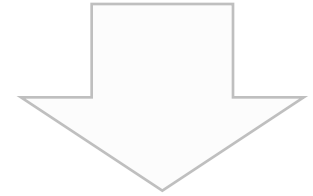# Step 4: Adapt functions to new technology

Step 5: Investigate impact on capabilities

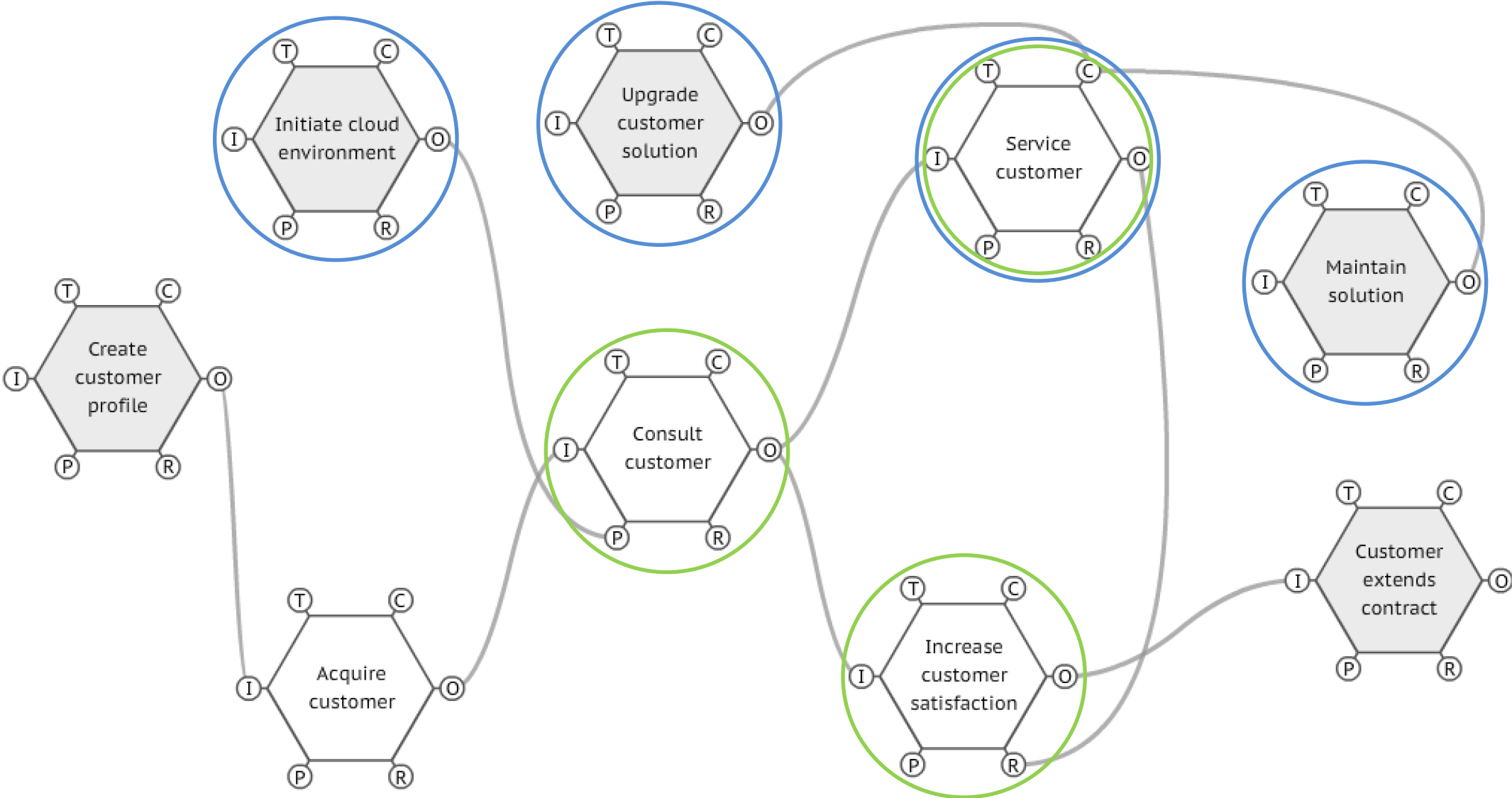Acquiring and integrating cloud services

Releasing cloud services after use

Managing the cloud environment

Cloud service management capability

Step 5: Investigate impact on capabilities

Conclusions

- Software vendor from example has two core capabilities: service delivery management and cloud service management

- cFRAM help companies to balance technical and organisational change

- Handbook will be published in FRAMily group on LinkedIn

- Attitude towards cFRAM has been positive by companies from evaluation study

- Future development: Test viewpoints in more settings; Manage capabilities