Assessing Stakeholder Salience through the view of Lean Enterprise Transformation

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Problem and Motivation

What makes some Enterprises more Successful at Lean Enterprise transformations?

"Second Principle of Lean Enterprise Thinking: Identify relevant stakeholders and determine their value propositions"

Successful Enterprises address intangible aspects of enterprise transformation: values, knowledge, assumptions shared by relevant stakeholders

Research Question

Do the most salient stakeholders affect all 8 Enterprise Architecture (EA) views?

Hypothesis I: A stakeholder with high saliency will affect all 8 EA views – either through power, legitimacy, or urgency.

Hypothesis II: Saliency is context dependent, hence stakeholder affect on EA views will change correspondingly.
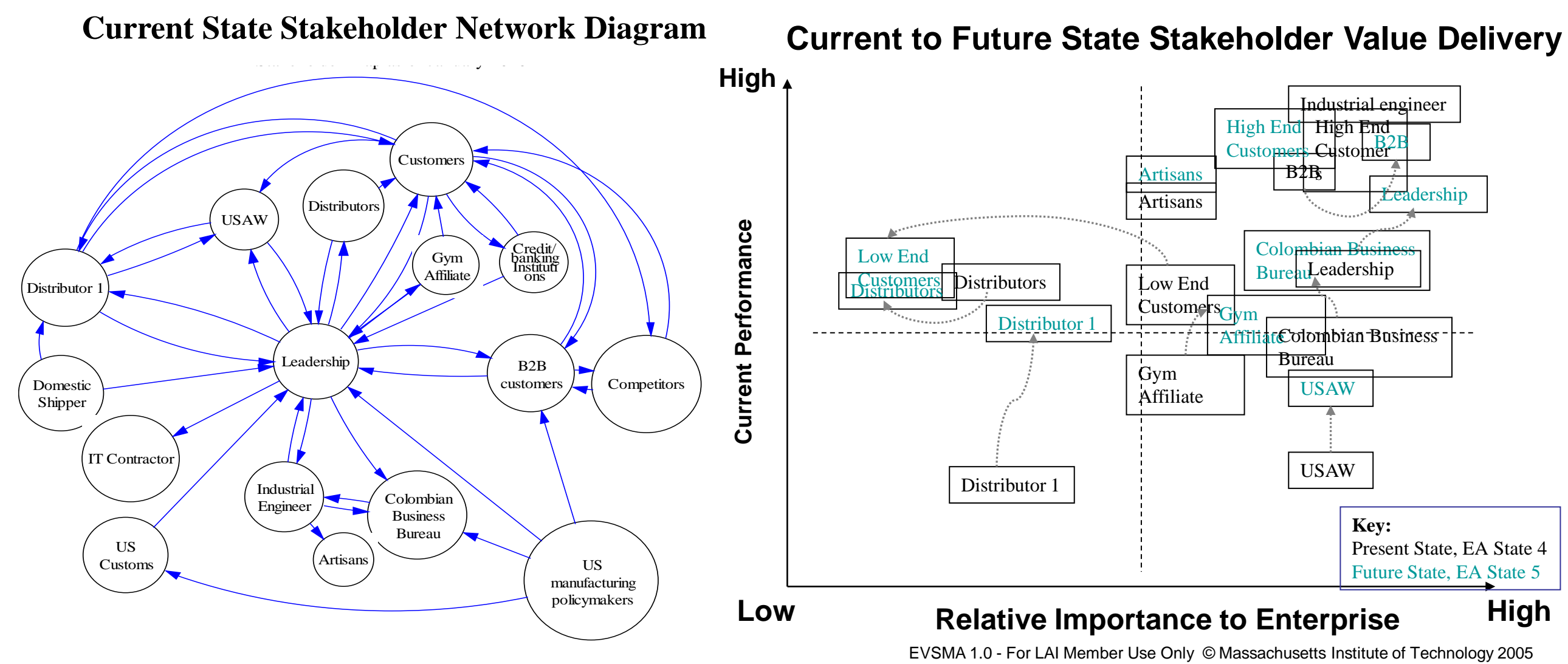
Method

RISTO SPORTS

Case Study on Risto Sports using LAI's EA framework. Assess Normalized Stakeholder Saliency and map to EA views overtime.

www.ristosports.com

Results and Analysis

Current State Stakeholder Network Diagram

Current to Future State Stakeholder Value Delivery

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The most salient Stakeholders, in fact, permeate all 8 views, and saliency is context dependent with enterprise transformation states. In architecting the future enterprise state, Risto will need to continue to evaluate stakeholder performance and relevance to EA.

View prescence
None=0 Moderate=1 High=2

Implications and Future Work

The most salient stakeholders are inextricably linked to the Enterprise's Architecture. Saliency changes with architecture state. Stakeholder saliency is a result of EA. Hence, a Lean Thinking Enterprise's stakeholders are a result of its predefined EA.

With respect to holistically understanding the enterprise, LAI ESAT stakeholder methods produce results in line with stakeholder theory methods such as NSSI. Next steps are to conduct a case on an aerospace enterprise with a slower enterprise clock speed.