

Management Summary: The **“Exploded View” model** from **foryouandyourcustomers** supports the further development of companies in the increasingly digitalised world.

Introduction

by Jonathan Moeller,
May 2020

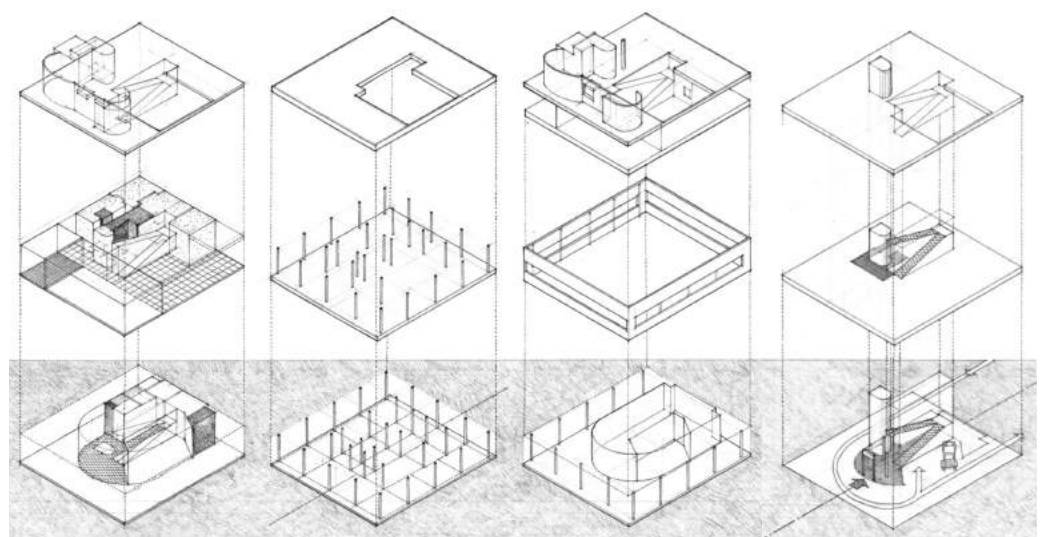
Which model characterises your company? What view does your company need to better master digitisation?

Today's challenges in companies, often also in the context of digital change, cannot be solved with the models, procedures and organisational forms used so far. Companies and their employees need a better understanding of the increasingly digitalised world and the deeper relationships behind it. Executives and employees need a model that brings together the many perspectives on customers, employees, the company, the product range, the organisational structure, new technologies, etc., to form a coherent and comprehensible overall picture; an overall picture that supports them on their way through digital (and analogue) change.

On the following pages we present the model "Exploded View". It supports the cooperation in the change of the company. It is a tool for daily use and leads to better results in less time.

Overview in our increasingly digitalised world

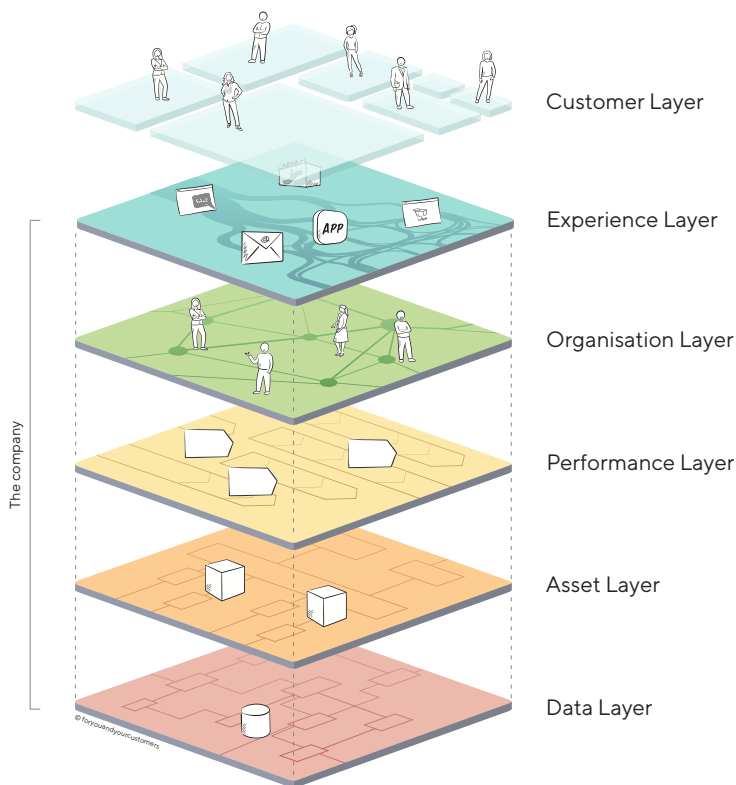
The Exploded View makes the deeper interrelationships and challenges of digitisation visible and understandable for all those involved in the company. Through its use, specific tasks can be discussed, addressed and agreed upon. It is comparable to an architect's exploded view, which provides a detailed view of the interior of a building and is a useful tool for communicating ideas and concepts. The exploded drawing provides quick orientation for all those involved in the construction project. Those involved, such as the structural engineer, bricklayer or electrician, need further plans for their work:



Villa Savoy by Le Corbusier: Room program, construction method, enclosure and routing.
Francis D.K. Ching, 1979

floor plans, construction method for static calculations, routing, Sectional drawings, schedules, financial plans, installation plans for technology, etc. The exploded drawing ensures a common understanding and thus perfect interaction.

The situation is similar with the Exploded View in collaboration within the company: Spatial visualisation not only provides an overview, but above all a better understanding of the idea and concepts as well as many details that can be worked out using other tools and viewed in a larger context with the help of the Exploded View.



The Exploded View with the perspective on the company, generic presentation.

Do you have an overview of your company's channels and their effect on the customer?

Overview in your company with the Exploded View

Like all models, the Exploded View reduces reality to a few elements - with corresponding advantages and disadvantages. Practice shows that all relevant fields of work are addressed and taken into account. The model is flexible, so that the focus, scope and depth can be freely selected for each application.

The Exploded View depicts a company and its market together with the customer on six layers:

Customer Layer: The customer layer contains all customers and is the top level. Under customers we include all target groups: customers, potential customers, investors, employees, interested parties, etc.

Experience Layer: The experience layer represents the sum of all channels and thus the

"surface" of the company. From this, the bandwidth of the user or customer experience is created. The company can control some channels because it owns them (owned channels), some indirectly (paid, earned channels) and some only to a limited extent (earned, rival and all other channels).

Organisation Layer: The organisation layer consists of all employees. The organisational structure with its roles, functions, etc. is part of this layer. The organisation layer with its people is ultimately responsible for customer interaction via the Experience Layer and for the functioning of a company via the underlying layers.

Performance Layer: The performance layer contains all services of a company. Each employee solves a task or a work step by means of a service or capability (service, capability, process) provided by the company - either automatically or manually. The sum of this corresponds to the performance of the enterprise.

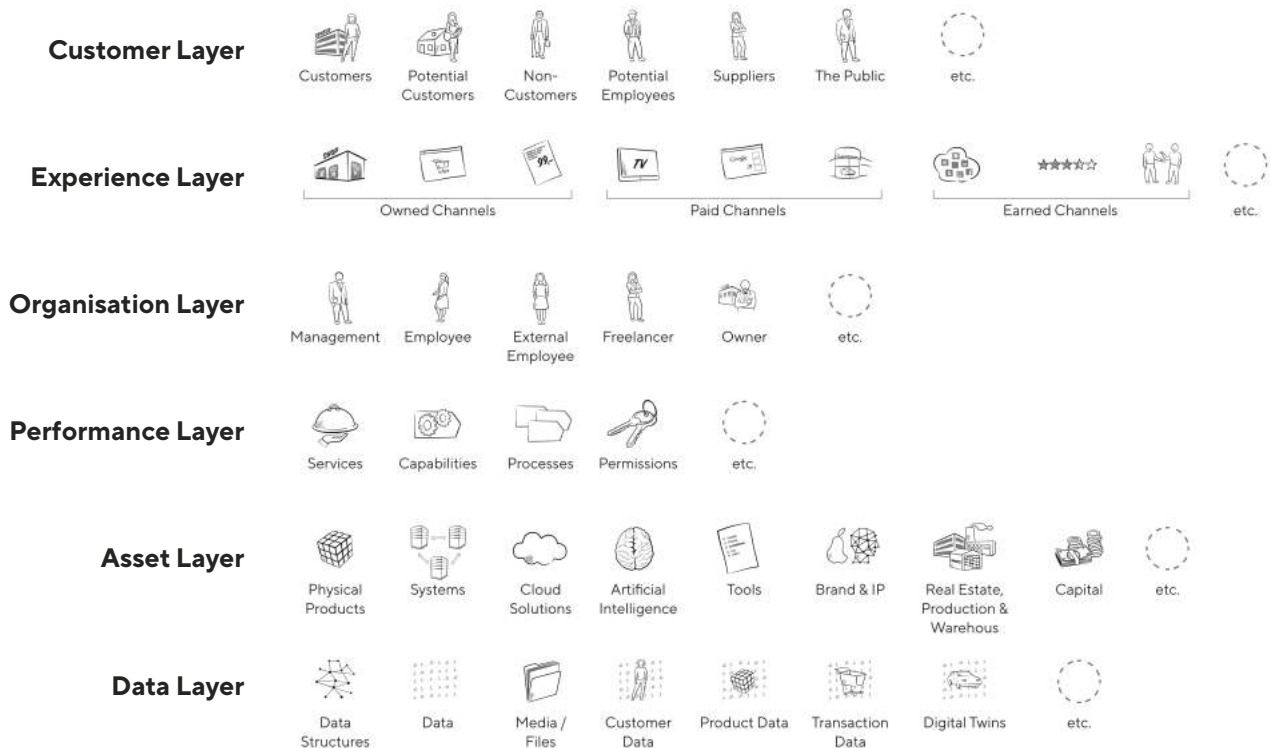
Asset Layer: The asset layer consists of all assets in the company, such as information systems, real estate (e.g. sales space in a good location), warehouse, logistics, produc-

Which systems are particularly successful in your company and why?

tion, IP/know-how, infrastructure, capital, etc. These assets or the access to these assets stand or stands for the performance of a company.

Data Layer: The data layer contains the sum of all data and data structures of a company. The data is the basis of every company.

All elements of a company and its market can be depicted in the Exploded View. The following overview assigns frequently occurring elements to the six layers:



Elements in the six layers

Understanding patterns with the Exploded View

The reduction of reality by using a model makes connections visible as patterns, which were not recognisable before and therefore could not be understood. The Exploded View explains these interrelationships so that managers and teams can make decisions not only better, but also faster in the confusing everyday life of a company.

Typical patterns of the Exploded View are, among others:

Sustainable success requires the **good interaction** of all six layers. If one or more layers are not developed further, the company will lose its potential and most likely fall behind the market. A company should consciously and continuously develop all layers.

Requirements should be collected from top to bottom (top-down). Thus, each project should **start with the customer's needs** and gradually supplement the requirements with each layer from top to bottom. Projects that start with the requirements from the system world (asset layer) or the employees (organisation layer), for example, lead to limited solutions or even bad investments that stand in the way of a smart approach.

How were the requirements of the last strategic project collected in your company?

Conversely, conversions should be realised from bottom to top (bottom-up). There are fewer errors and lower costs in the medium term if the **implementation starts with the data structures** and develops or rolls out step by step upwards until the introduction at the customer. A company has a healthy basis for all projects if there is an established information model for all entities and an up-to-date data model for all data.

The **frequency of change** increases from bottom to top: In the data structures (data layer) less changes over many years, the channels (experience layer) should change quickly. Therefore, predictability and planning decreases from bottom to top.

The **external factors of influence** increase from bottom to top and the possibilities for influence and control decrease from bottom to top. This also means that good companies have the data under their control and work with it. After all, the data layer is the layer that is completely under the control of the company and has the least external influence.

Each layer has its **typical pattern**, because the elements per layer are fundamentally different and follow different regularities. Each layer therefore also needs specific tools so that the pattern can be mapped, understood and developed. These "floor plans" per layer have a high value: by ordering and orienting them, they lay the foundation for efficient cooperation.

The more **clearly the elements in the layers can be named**, the more precise a company is. It is worthwhile to create an "inventory" per layer and keep it up to date - even if this is very demanding and time-consuming.

Multiple use of elements can only be realised on the same level and on the level above. The effectiveness of the company is thus increased.

What tools do you use today
to structure and organise
your work?

Good tools complement the model, and serve either to **create order** in a layer (corresponding to a floor plan) or to create **interaction** between layers (corresponding to a section). These tools give the Exploded View a decisive leverage effect.

Recurring errors are an indication of conflicts at lower layers.

Outsourcing is possible at every layer, with the consequence that the elements in the lower layers will also be located outside the company.

Automation encapsulates elements of at least two layers and accelerates the interaction between these layers.

Which layer in your company
is comparatively well or less
developed?

Projects that do not take **all layers into consideration** are either non-strategic or waste decisive potential.

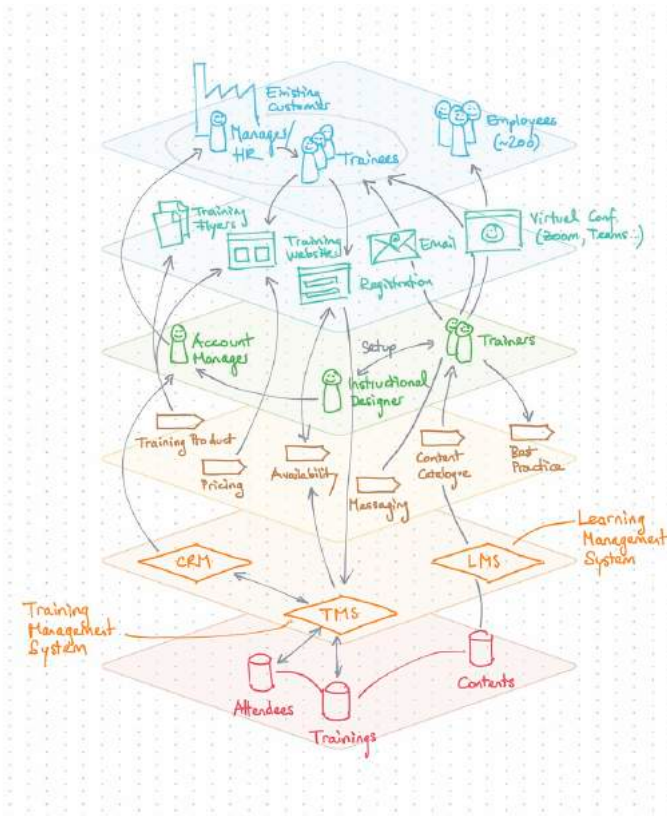
Practical applications of the Exploded View

One of the strengths of the Exploded View is its versatility in application in different project phases or in the development of the company:

Initialisation / Definition:

- Idea sketch / explanation and visualisation of a project idea
- Review of dependencies and priorities

- Illustration and comparison of solution scenarios
- Structure for the creation of a catalog of requirements
- Analysis of the potential / probability of success



Example of a quick sketch of ideas for the development of a training offer.

Planning

- Mapping of a strategy or a task in work packages / projects
- Development of a concept / a preliminary study
- Formulation of a tender procedure
- Evaluation of required elements or the overall situation
- Ensuring completeness

Control and realisation

- Illustration of the procedure / roadmap / status
- Coordination between projects / programmes
- Identification of synergies / responsibilities / abbreviations / outsourcing
- Identification of challenges / problems / conflicts
- Communication / Onboarding
- Structure of the project documentation

Operation and further development

- Pattern recognition
- Analysis of the degree of maturity / development
- Orientation in the Change Management

This is a non-exhaustive list of the Exploded View applications.

Is a company able to successfully manage digital change without a defined model? Can conscious further development take place without a common understanding? Probably not.

Versatile models are more likely to catch on, as they can be used more often by more people. The more common the use of a model in a company, the greater its benefit. The more a model is internalised, the less noticeable it is.

The consistent application of the Exploded View in the company leads to better cooperation, faster adaptability, higher quality and reliable results. It is advisable to learn and introduce the use of the Exploded View on the basis of a concrete challenge in the company.

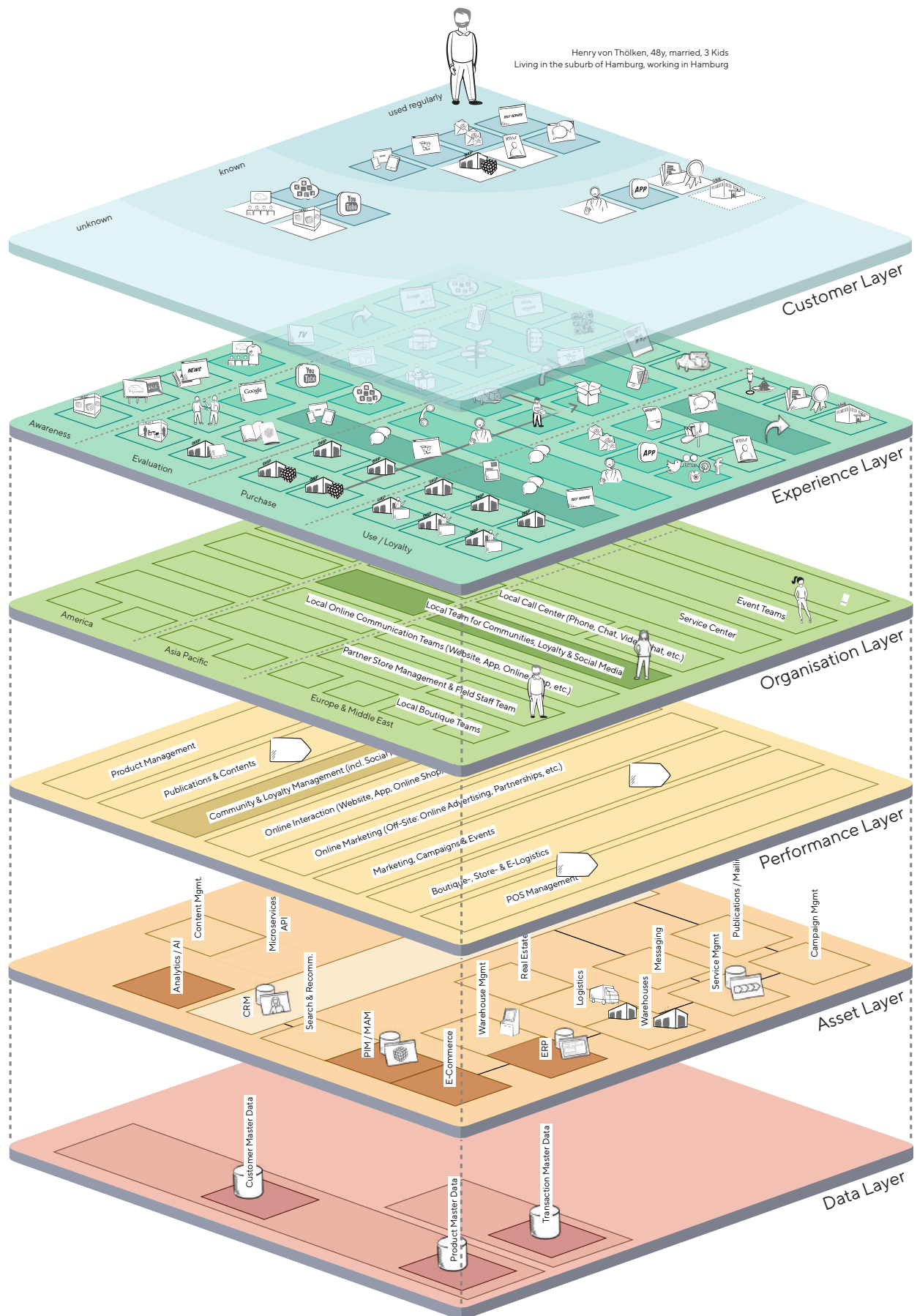


Illustration of an e-commerce project of a watch brand using the Exploded View.

Advantages of using the Exploded View

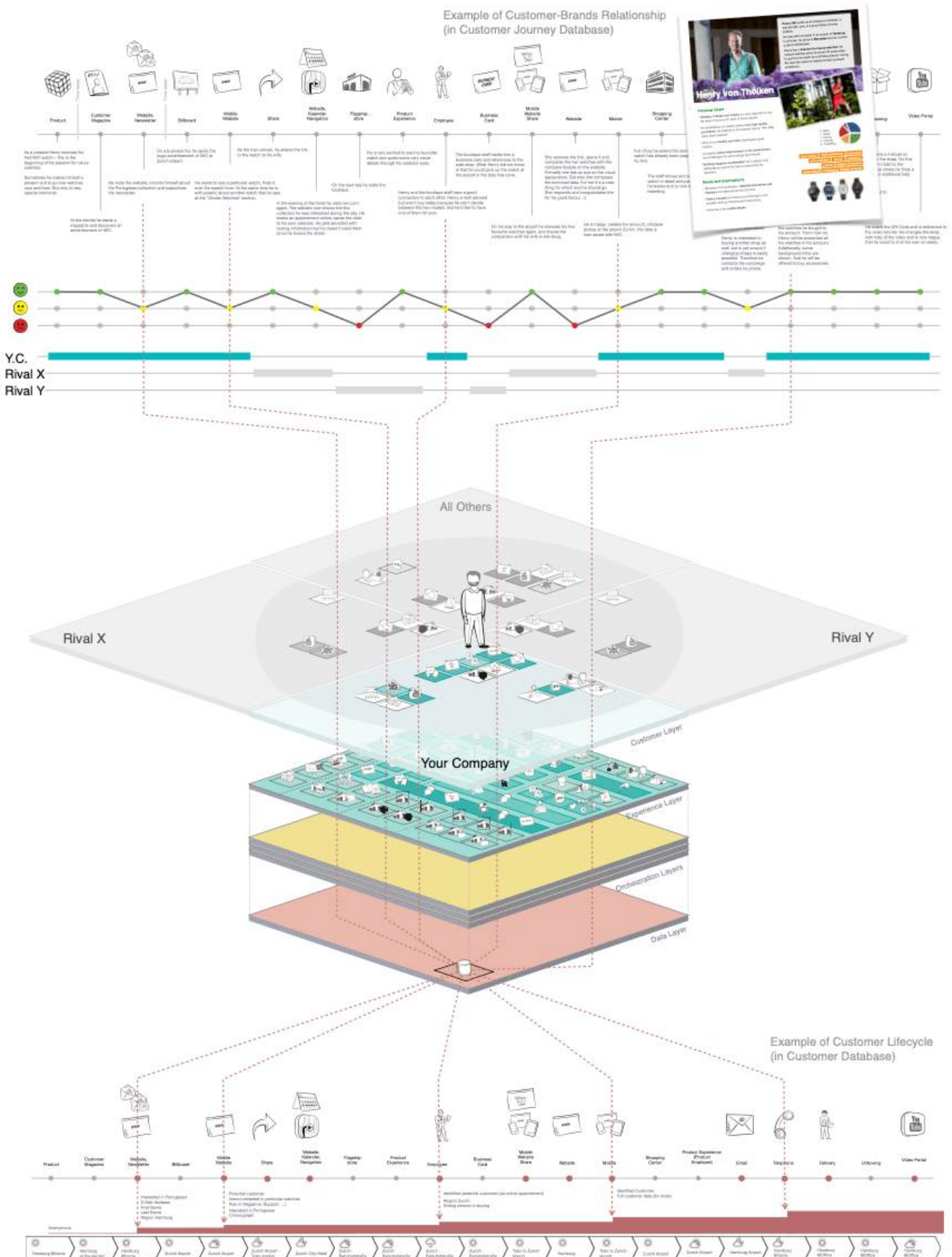
The Exploded View is used by both small start-ups and large corporations. Small teams can benefit just as much as divisions in their cross-departmental, international cooperation.

We have noticed the following advantages by using the Exploded View:

Which of these mentioned advantages has the greatest value for you?

- The establishment of a **common language and a common understanding**: cooperation is smoother, more accurate and faster.
- Developing a **relatively comprehensive overview**: The "Big Picture" makes it possible to show connections and dependencies.
- Creating **orientation**: Employees know why they can make what contribution and can independently make better decisions in their area of responsibility in the interest of the whole. The visualisations encourage the participation of less affected people.
- Increasing **speed**: The causes of problems are identified more quickly and changes are implemented more purposefully and consistently.
- Achieving **consistency**: The parts of the business are better aligned, resulting in a more consistent customer experience and higher employee satisfaction.

The Exploded View is probably the simplest and at the same time the most comprehensive model to support companies and their employees in digital and analogue change. It promotes conscious, entrepreneurial action, a "contemporary business".



The Exploded View with a customer journey and the analysis of what data can be collected.

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Jonathan Moeller started the first company 29 years ago. With eight company foundations in a total of eleven countries, he is considered an international expert in digitisation, organisational development and integral management. He has developed several analog tools for digital change, including the "Exploded View". The founder of foryouandyourcustomers and author of books lived and still lives with his wife and his three children in Amsterdam, Melbourne and Grüt (Switzerland).

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About foryouandyourcustomers

With proven methods and experienced experts, foryouandyourcustomers supports you well and gladly in the digital change. We analyse, advise, design and offer our support with an integral view, which takes into account the customer expectations of our customers as well as their digital maturity and possibilities. We develop and operate suitable e-commerce, CMS, CRM, MDM, PIM, MAM/DAM and many other systems.

Further information is available on our website www.foryouandyourcustomers.com.

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