

MBUS853-2027 Digital Strategy and Transformation

Queen's Accelerated MBA

Class Session 5: Digital Architecture

Salman A. Mufti, PhD

September 6, 2026



Smith
SCHOOL OF BUSINESS

Queen's
University

Financial Post: Canadian Companies Adopting AI Technology Too Slowly



- **Canada risks losing its early advantage in artificial intelligence** because businesses are adopting the technology too slowly, according to **Geoffrey Hinton**, a Canadian scientist commonly known as the '**godfather of AI**' for his seminal work on artificial neural networks [Hinton was awarded the 2024 Nobel Prize in Physics].
- “[Canada] has got one big disadvantage, which is that ... **most Canadian industry is very conservative**,” Hinton said at an event during Toronto Tech Week (June 2025). “They’ve been bad at taking up AI and educating employees. That’s a big problem.”
- Though Hinton commended the Canadian government for getting good value for its funding of AI research and development, he said the **country would have a hard time staying on the cutting edge of the technology** given the vast sums that countries such as the U.S. and China are putting into AI.
- “If you could somehow get the **leaders of the big companies** in Canada to be less conservative and say, ‘**Look, there’s a revolution coming**,’” he said, it would help maintain our advantage.

Course Topics: An Integrative Perspective

Digital
Strategy

Digital
Leadership

Digital
Landscape

Digital
Architecture

Digital
Organization

... and
Partnership

Digital
Imple-
mentation

Digital
Renewal

Class Session 5: Digital Architecture



- Examine the concepts of enterprise architecture and data strategy; discuss risks and mitigations related to digital security.
- Article: Stop Tinkering with AI
- Case: Harley-Davidson: On the Road to Digitization

Mini-Case: Cyberattack at NordicWave



Lars Henriksen had been **chairman of NordicWave Shipping**, one of the world's largest container shipping companies, for only a few months when the crisis struck. The Copenhagen-based firm operated hundreds of vessels and managed cargo moving through more than 300 ports worldwide. Every day, thousands of containers carrying electronics, clothing, food, and industrial goods moved through NordicWave's network. Although the company had recently begun investing heavily in digital systems to modernize global logistics, much of the industry still relied on decades-old processes and complex coordination among dozens of parties. Lars believed technology could simplify the global supply chain and improve efficiency across ports, ships, and customers.

Early one morning, while preparing for a conference speech on global risks, Lars received an urgent call from **Marta Kovacs**, the company's **chief information officer**. "We've been hit by a **cyberattack**," she said. "Our entire network is down. Every system, everywhere." Within minutes, computers across NordicWave's offices began shutting down. Monitors went black, systems rebooted, and employees were locked out of the company's network. "We're seeing it everywhere," Marta added. "Ports, offices, terminals. Even internal communications are gone."

As the scale of the attack became clear, senior executives rushed to understand what had happened. **Daniel Ortiz, head of global logistics**, warned that the shutdown would quickly disrupt operations. "Without our systems we can't track containers, schedule shipments, or manage port traffic," he said. Within hours, major terminals were forced to close as trucks lined up outside unable to load or unload cargo. Meanwhile, Marta explained that the malware appeared to have spread rapidly through the company's network infrastructure, destroying key directories that allowed employees to access systems. Worse still, some of NordicWave's computers were running outdated software that had not been fully patched against known vulnerabilities.

The company's technology teams began an emergency effort to rebuild the network from backups and restore critical systems. With email and internal messaging unavailable, employees resorted to personal phones and messaging apps to coordinate the response. Shipping orders that normally flowed through automated systems now had to be processed manually using paper and spreadsheets. Some customers began diverting cargo to competitors, while others faced costly delays across their supply chains.

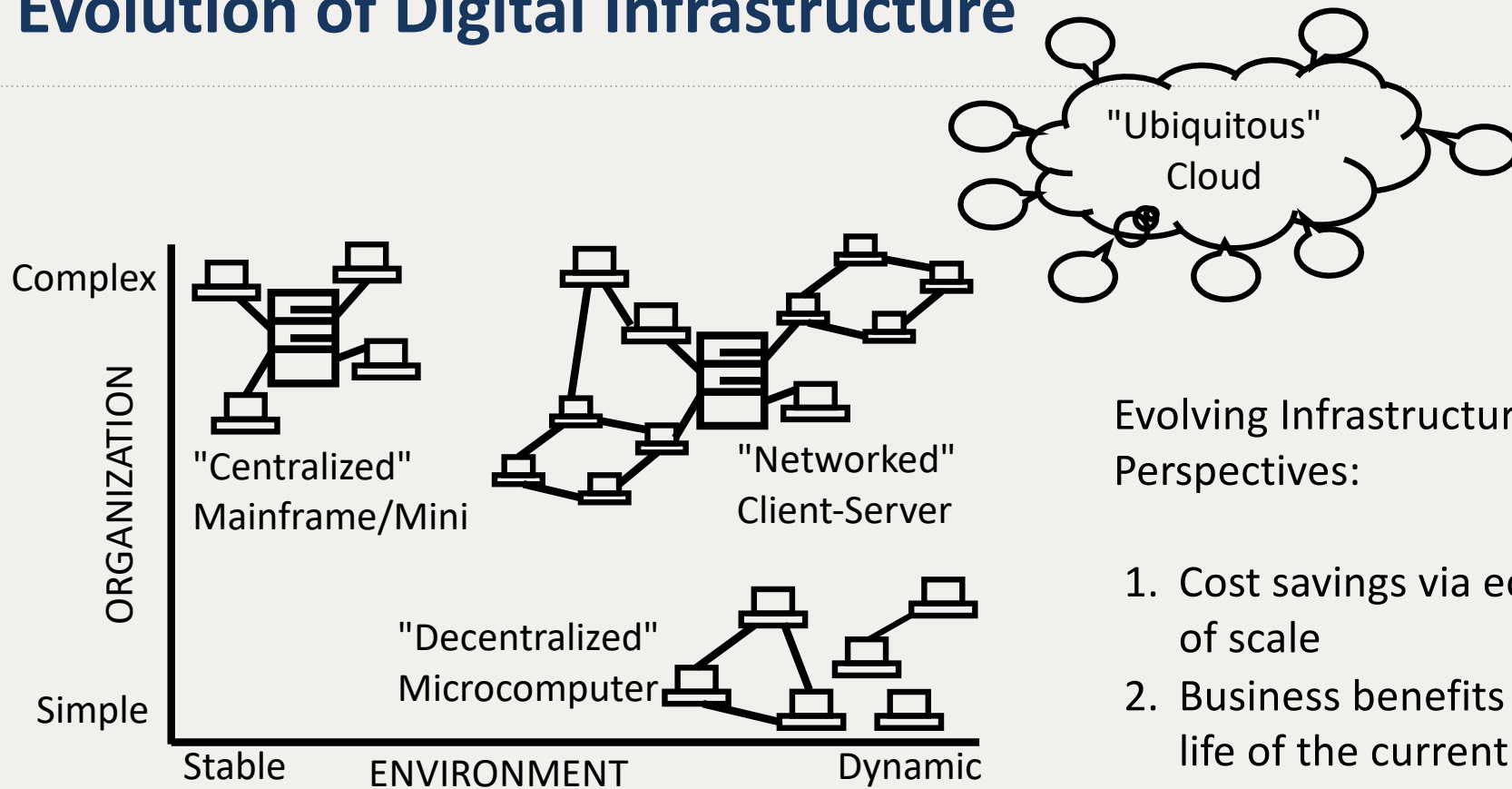
Question: What should Lars do next?

Digital Opportunity and Risk



- Digitalizing operations and digitizing data help organizations work more efficiently, improve coordination, and make better-informed decisions, while creating a foundation for innovation and growth.
- However, digital dependence has become an operational risk. Technological modernization increases operational efficiency, but an organization's ability to operate during a technology failure becomes a strategic vulnerability.
- How should an organization organize its infrastructure, networks, applications and data to support growth without making the entire business vulnerable?

Evolution of Digital Infrastructure

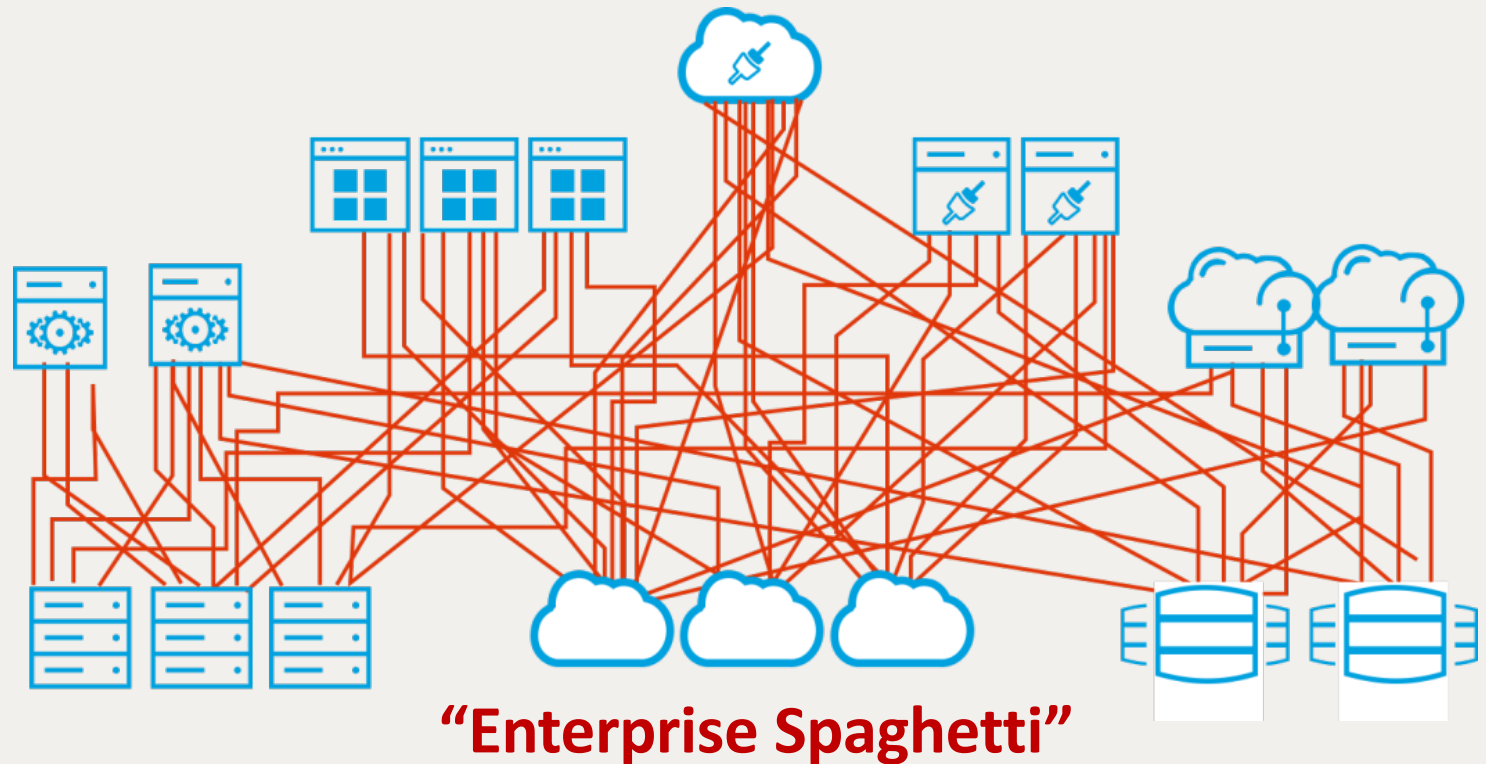


Evolving Infrastructure Perspectives:

1. Cost savings via economies of scale
2. Business benefits for the life of the current strategy
3. Future scalability and flexibility

Digital Reality in Business

“Enterprises are typically comprised of hundreds if not thousands of applications that are custom-built, acquired from a third-party, running in multiple tiers of new and legacy operating systems and hardware platforms.”



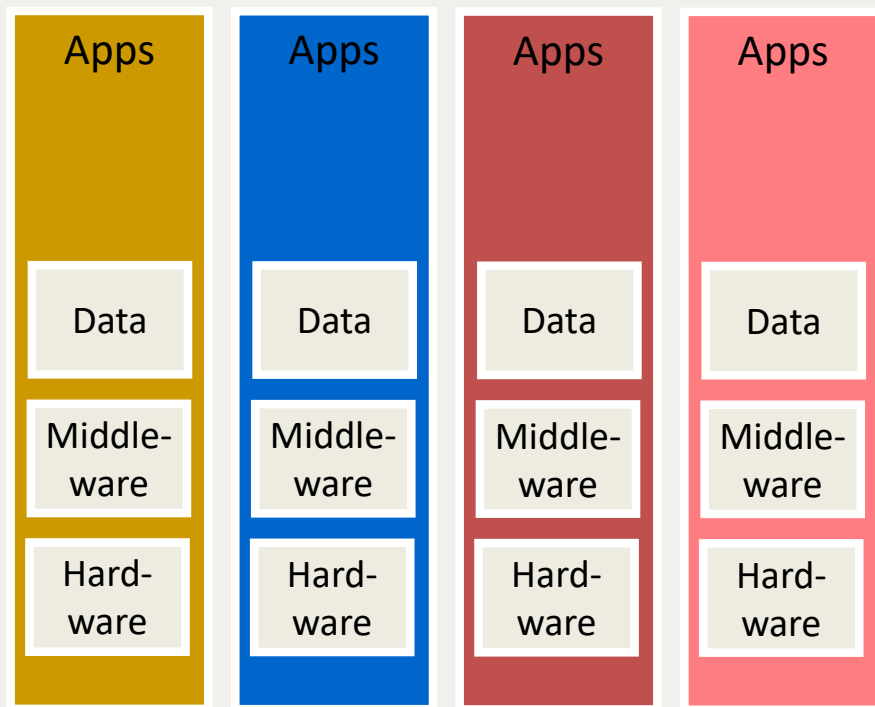
How should organizations get out of such a mess?

The Operating Model: A Conceptual Approach

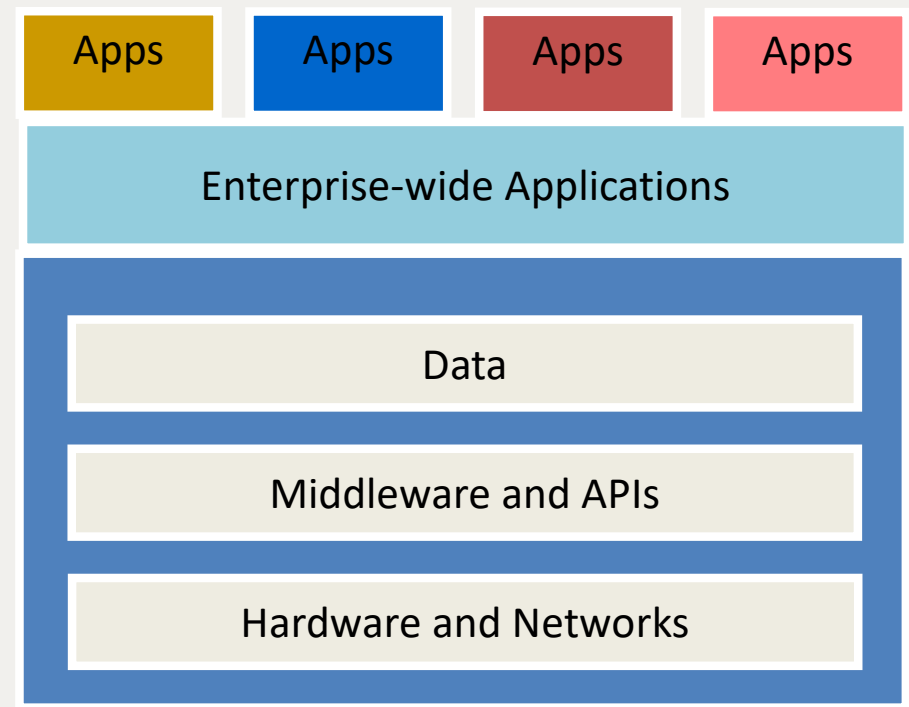
Business Process/Data Integration	High	Coordination Unique businesses with a need to know each other's transactions and relationships <i>Easy access to shared data for decision making</i>	Unification Single business with global process and data standards <i>Standard business processes and shared data access</i>
	Low	Diversification Independent businesses with different customers and expertise <i>Shared services for scale but with independence</i>	Replication Independent but similar business units <i>Standard business processes for efficiency</i>
		Low	High
		Business Process Standardization	

From Legacy to Modern

Legacy (Siloed)



Modern (Integrated)

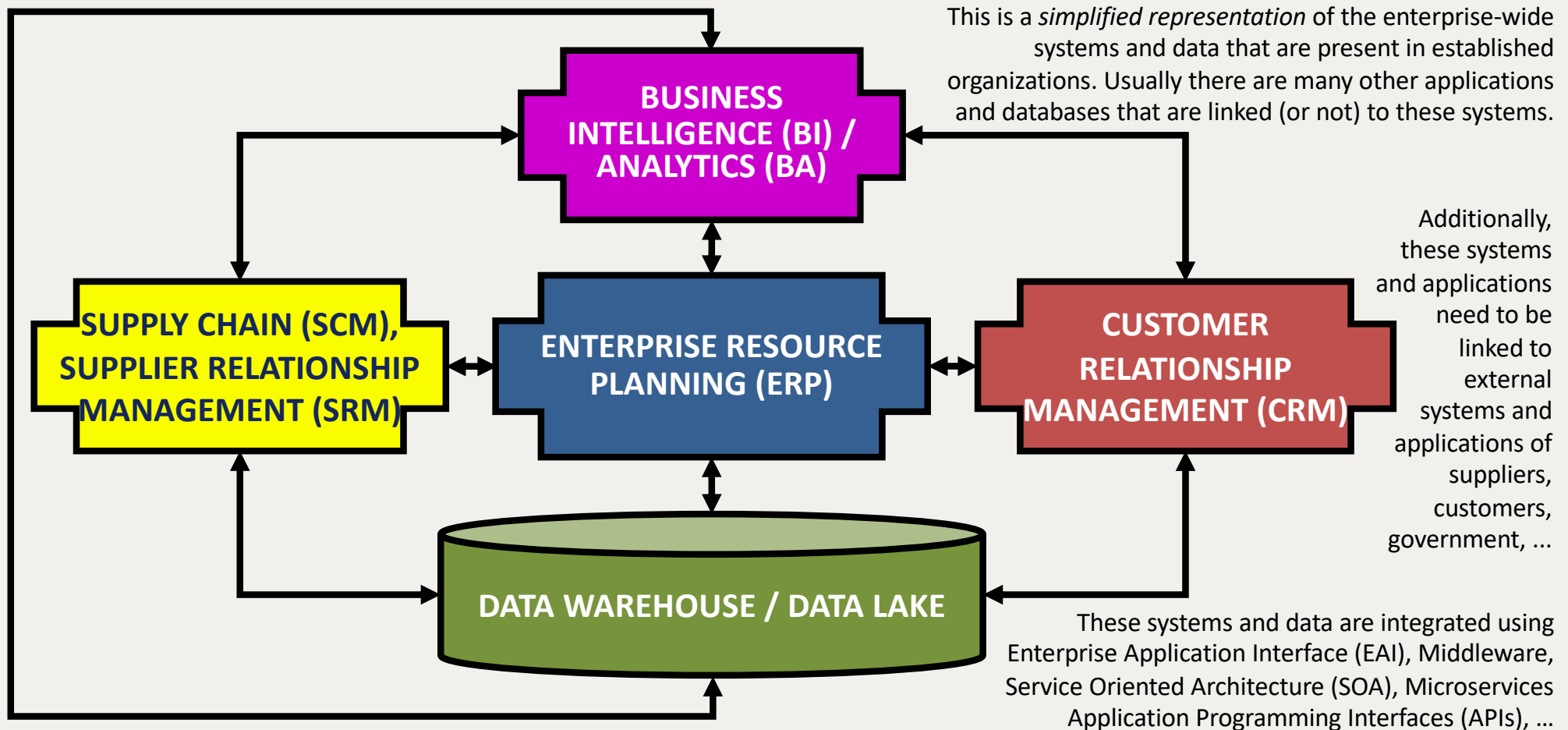


Digital Architecture Dilemmas



- **Agility vs. Standardization Tension:** Standardization drives down costs and improves security, but it can hinder local innovation and agility.
- **Legacy Systems Trade-off:** Legacy systems are blocking digital transformation initiatives, however, replacing these legacy systems will be costly and time-consuming with no immediate returns.
- **Applications and Data Control:** Business unit leaders are reluctant to give up their preferred local applications and databases for fear of loss of control.

Enterprise System (Internal “Digital Platform”)



Data, Applications and Infrastructure Challenges

Standardization



Integration



Cost



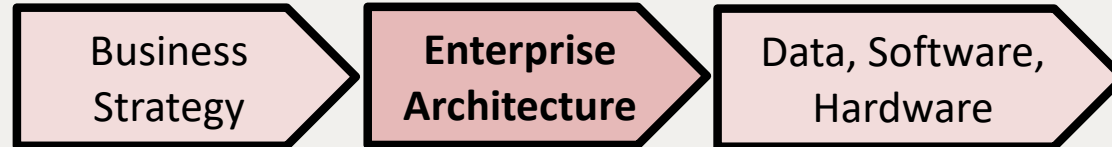
Security



- Data from functions collected in separate databases, with access and security issues
- More resources are required to keep the various applications upgraded and functioning
- Legacy systems have not been replaced; have turned into "workhorse" systems
- Technology portfolio consists of many "three letter" words!
- Continued lack of understanding between business and technology leadership
- An **architecture-based approach** is needed to break down data silos, simplify application portfolio, modernize legacy systems, strengthen security, align business with technology

Infrastructure and Architecture Analogy

Physical Building



Digital Technology

Enterprise Architecture defines the logical layout (blueprint) of an organization's digital assets (data, software, hardware, etc.), and includes policies and guidelines that govern the arrangements of these assets



**Enterprise Architecture
as "Urban Planning"**

What is Enterprise Architecture (EA)?



- Enterprise Architecture (EA) is the discipline and blueprint of aligning an organization's business strategy with its digital execution.
 - *Business strategy may define where the organization wants to go, but enterprise architecture determines whether it can get there.*
 - **Informed Decision-Making:** Choose when to standardize and when to differentiate.
 - **Prioritized Investments:** Ensure technology investments support business outcomes.
 - **Intentional Change:** Guide business from current state to a desired future state.
- There are several EA models and frameworks
 - **The Operating Model:** Emphasizes that enterprise architecture is an "operating model" for how a company does business, popularized by academic researchers.
 - **Zachman Framework:** A structured, matrix-based approach that helps describe and analyze an enterprise from different perspectives (e.g., what, how, where, who).
 - **TOGAF** (The Open Group Architecture Framework): The most widely used framework, providing a prescriptive methodology for designing and governing architectures.
 - ...

Article: Stop Tinkering with AI



- **What is this article about? What's your insight? What's your critique?**

“At many organizations AI initiatives are too small and too tentative; they never get to the only step that can add economic value – deploying a model on a large scale. AI applied strategically and in large doses will be critical to the success of almost every business in the future. ... Companies that apply it vigorously will dominate their industries over the next several decades.”

1. Know What You **Want** to Accomplish
 - *Clear long-term business objective*
2. Work with an **Ecosystem** of Partners
 - *Technology vendors and startups*
3. Master **Analytics**
 - *Analytics culture before scaling AI*
4. Create a Modular, Flexible IT **Architecture**
 - *Cloud-based, modular systems*
5. Integrate AI into Existing **Workflows**
 - *AI embedded in repetitive process*
6. Build **Solutions** Across the Organization
 - *From isolated pilots to enterprise-wide*
7. Create an AI **Governance** Structure
 - *To ensure funding and accountability*
8. Develop and Staff **Centers of Excellence**
 - *Cross-functional teams and talent pipeline*
9. **Invest** Continually
 - *Sustained, large-scale investments*
10. Always Seek **New Sources of Data**
 - *More and better data, and in new formats*

(A) Is “going all in on AI” bold leadership or an expensive and risky leap of faith?

(B) What evidence should leaders demand before committing to large-scale AI implementation?

When Enterprise Architecture Becomes Important



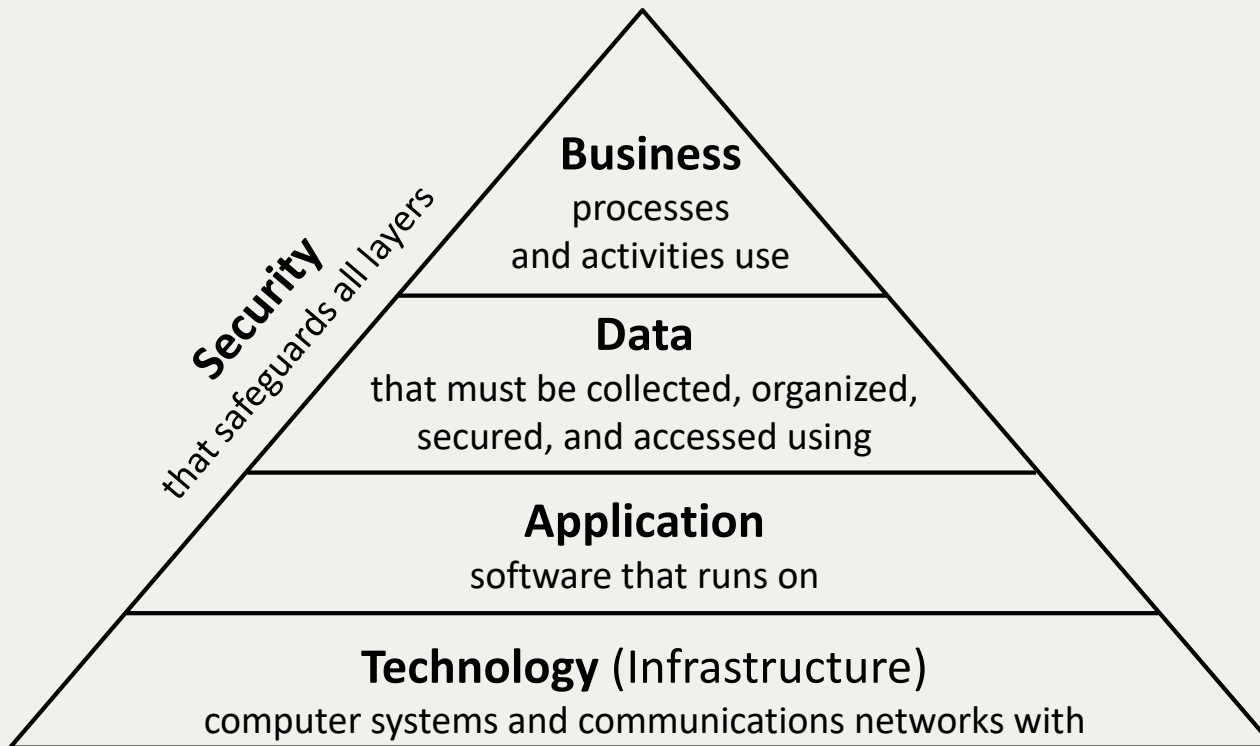
- **Enterprise Resilience:** Exposes critical dependencies and builds the adaptability needed to withstand security challenges and disruption to recover quickly.
- **Cloud Migration:** Guides purposeful cloud adoption by aligning platforms, security, data and infrastructure with business priorities.
- **Regulatory Compliance:** Builds accountability into the enterprise by connecting regulatory requirements to systems, data flows and controls.
- **Mergers and Acquisitions:** Accelerates integration by identifying duplication, aligning capabilities, and creating a clear transition roadmap.
- **Digital Product Delivery:** Enables teams to innovate quickly within shared guardrails that reduce fragmentation and inefficiencies.

Cloud Migration and Enterprise Architecture



- **Cloud Migration** has become a priority for most organizations because it promises scalability, agility, resilience, and access to advanced digital capabilities. But capturing those benefits requires more than moving existing technologies (hardware/software).
- **Different Perspectives Matter:** Companies must look at cloud migration not only as a technology move, but also in terms of data, people, processes and business goals.
- **From Strategy to Execution:** Business leaders need a way to connect the “what” (digital assets) to the “how” (practical steps and sequencing).
- **Governance and Accountability:** Without clear roles and decision rights, cloud projects can drift, duplicate effort or fail compliance tests.
- **Adaptability over Time:** Migration isn’t a one-off. Organizations need a repeatable method to adjust as technologies, markets and regulations change.
- *Enterprise architecture frameworks can help organizations with cloud migration.*

Digital Architecture Pyramid



Think of this pyramid as a stack where each layer supports the one above it, and together they ensure the organization runs effectively and securely.

- **Business Architecture**
 - Strategy, structure, processes, operations, ...
- **Data Architecture**
 - Data model, data management, data quality, dashboards, ...
- **Application Architecture**
 - In-house and outsourced software, and enterprise, functional, network applications, ...
- **Technology Architecture**
 - Computer servers, desktop/laptop computers, operating systems, networks, middleware, storage, ...
- **Security Architecture**
 - Risk management, access control, backup/recovery, training, crisis management, ...

Zachman Systems Architecture



	Data	Function	Network
Business Scope	List of Data Entities	List of Processes	List of Locations
Functional Model	Entities and Relationships	Functional Decomposition	Communication Links
Logical Model	<i>Data Model</i>	<i>Process Model</i>	<i>Network Model</i>
Physical Design	<i>Database Design</i>	<i>Process Specifications</i>	<i>Network Design</i>
Systems Development	<i>Databases</i>	<i>Software Applications</i>	<i>Hardware and Operating System</i>

Zachman Enterprise Architecture

Zachman is a schema or *ontology*, a structured organization of essential [digital] components that are necessary for creating, operating, and changing the enterprise. It is not a *methodology* for implementation or transformation.

	WHAT DATA	HOW FUNCTION	WHERE NETWORK	WHO PEOPLE	WHEN TIME	WHY MOTIVATION
SCOPE {contextual}	List of Things Important to the Business  Entity = Class of Business Thing	List of Processes the Business Performs  Process = Class of Business Process	List of Locations in Which the Business Operates  Node = Major Business Location	List of Organizations Important to the Business  People = Major Organizational Unit	List of Events/Cycles Significant to the Business  Time = Major Business Event/Cycle	Lists of Business Goals/Strategies  Ends/Mean = Major Business Goal/Strategy
BUSINESS MODEL {conceptual}	e.g., Semantic Model  Entity = Business Entity Relationship = Business Relationship	e.g., Business Process Model  Process = Business Process I/O = Business Resources	e.g., Business Logistics System  Node = Business Location Link = Business Linkage	e.g., Work Flow Model  People = Organization Unit Work = Work Product	e.g., Master Schedule  Time = Business Event Cycle = Business Cycle	e.g., Business Plan  End = Business Objective Means = Business Strategy
SYSTEM MODEL {logical}	e.g., Logical Data Model  Entity = Data Entity Relationship = Data Relationship	e.g., Application Architecture  Process = Application Function I/O = User Views	e.g., Distributed System Architecture  Node = I/S Function (Processor, Storage, etc.) Link = Line Characteristics	e.g., Human Interface Architecture  People = Role Work = Deliverable	e.g., Processing Structure  Time = System Event Cycle = Processing Cycle	e.g., Business Rule Model  End = Structural Assertion Means = Action Assertion
TECHNOLOGY MODEL {physical}	e.g., Physical Data Model  Entity = Segment/Table/etc. Relationship = Pointer/Key/etc.	e.g., System Design  Process = Computer Function I/O = Data Elements/Sets	e.g., Technology Architecture  Node = Hdw/System Software Link = Line Specifications	e.g., Presentation Architecture  People = User Work = Screen Formats	e.g., Control Structure  Time = Execute Cycle = Component Cycle	e.g., Rule Design  End = Condition Means = Action
DETAILED REPRESENTATIONS {out-of-context}	e.g., Data Definition  Entity = Field Relationship = Address	e.g., Program  Process = Language Statement I/O = Control Block	e.g., Network Architecture  Node = Address Link = Protocol	e.g., Security Architecture  People = Identity Work = Job	e.g., Timing Definition  Time = Interrupt Cycle = Machine Cycle	e.g., Rule Specification  End = Sub-condition Means = Step
FUNCTIONING ENTERPRISE	e.g.: DATA	e.g.: FUNCTION	e.g.: NETWORK	e.g.: ORGANIZATION	e.g.: SCHEDULE	e.g.: STRATEGY

Zachman Simplified



Zachman breaks enterprise architecture into **six basic questions** (What, How, Where, Who, When, Why) and looks at them from **six perspectives** (Planner, Owner, Designer, Builder, Developer/Vendor, Functioning System).

- What (**Data**): The things the business cares about (customers, products, materials).
- How (**Function**): The processes or transformations that happen (sales, payments, deliveries).
- Where (**Network**): The locations or distribution of operations (branches, offices, online presence).
- Who (**People**): The roles and responsibilities (staff, managers, partners, customers).
- When (**Time**): Events, schedules, and timing (end-of-month reports, daily transactions).
- Why (**Motivation**): Business goals, rules, and strategies (why the company exists and how it makes decisions).

Advantages: Comprehensive coverage, clear structure, neutral, language, foundational.

Disadvantages: Too abstract, steep learning curve, overwhelming detail, not a roadmap.

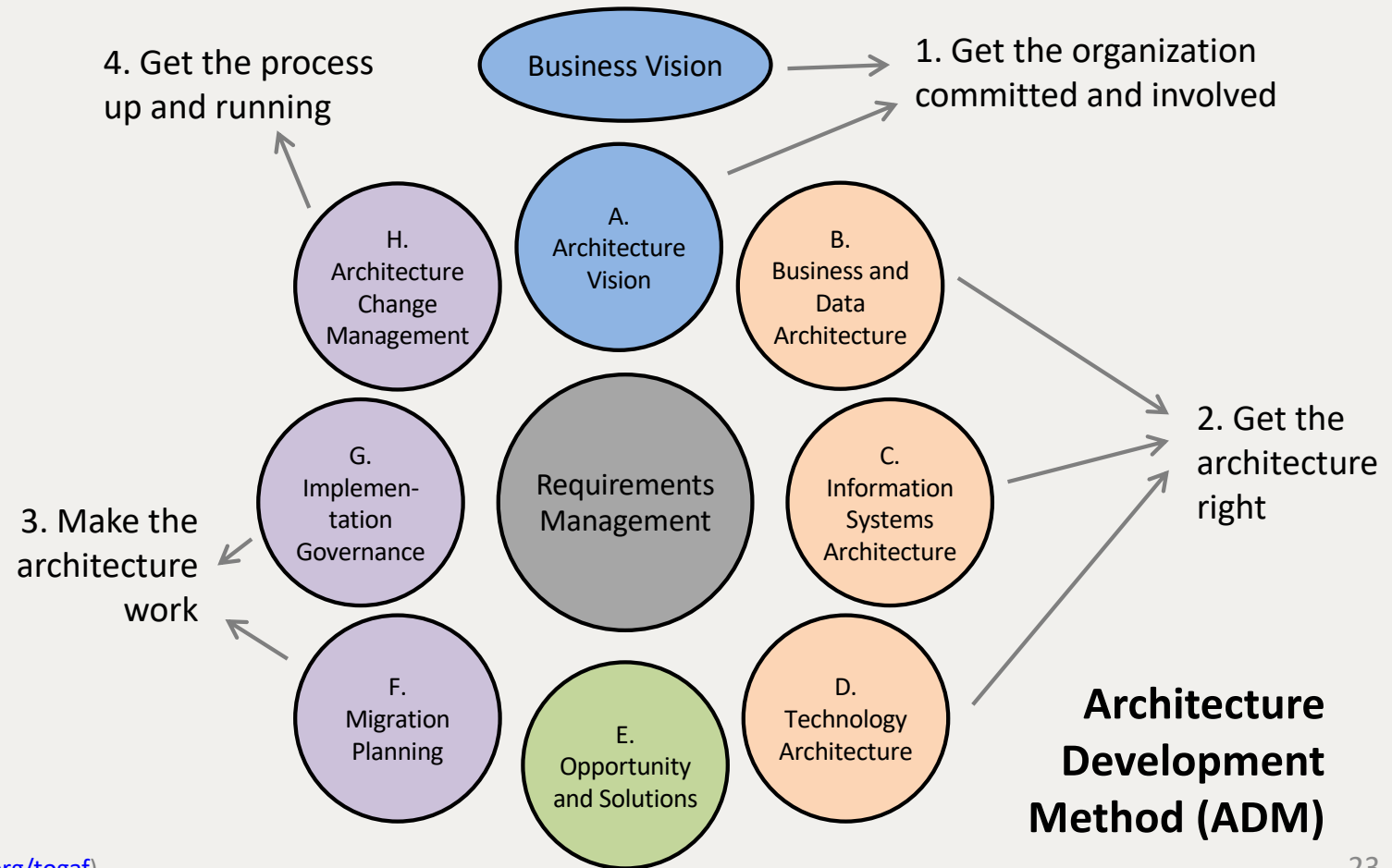
*Thus, another framework is needed to move from an **ontology** to a **methodology**.*

The Open Group Architecture Framework (TOGAF)



TOGAF is a *methodology* that provides the methods and tools for enterprise architecture.

It is based on an iterative process model supported by a common language, tools and templates for business and technology teams to work together.



TOGAF Architecture Development Method (ADM)



- **The Preliminary Phase** describes the preparation and initiation activities required to prepare to meet the business directive for new enterprise architecture.
- A. **Architecture Vision** describes the initial phase of an architecture development cycle. It includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision, and obtaining approvals.
- B. **Business Architecture** describes the development of a Business Architecture to support an agreed Architecture Vision.
- C. **Information Systems Architectures** describes the development of Information Systems Architectures for an architecture project, including the development of Data and Application Architectures.
- D. **Technology Architecture** describes the development of the Technology Architecture for an architecture project.
- E. **Opportunity and Solutions** conducts initial implementation planning and the identification of delivery vehicles for the architecture defined in the previous phases.
- F. **Migration Planning** addresses the formulation of a set of detailed sequences of transition architectures with a supporting Implementation and Migration Plan.
- G. **Implementation Governance** provides architectural oversight of the implementation.
- H. **Architecture Change Management** establishes procedures for managing change to the new architecture.
- **Requirements Management** examines the process of managing architecture requirements throughout the ADM.

TOGAF Simplified



- **TOGAF** covers four key architecture areas:
 - **Business** Architecture (how the organization works),
 - **Data** Architecture (what information is needed),
 - **Application** Architecture (what systems are used), and
 - **Technology** Architecture (what infrastructure supports it all).
- Simple Analogy: Shopping Mall
 - Business Architecture: What stores and services should be in the mall (customer needs and business goals)
 - Data Architecture: What information each store needs (inventory, customer data)
 - Application Architecture: What systems each store uses (POS, booking apps)
 - Technology Architecture: What supports the whole mall (electricity, wi-fi, escalators/elevators)

Zachman and TOGAF as Complements



- Zachman (what to document) and TOGAF (how to build and manage) are different but complementary. Together they cover both the *map* and the *journey* of an organization's digital assets.
- Zachman ensures completeness (no perspective is missed), TOGAF ensures process (structured steps to deliver). Zachman is strong at aligning different stakeholders' viewpoints (planner, owner, builder, etc.), while TOGAF gives enterprise architects the tools to translate that alignment into working systems.
- Both frameworks are large and can feel “heavy”. Organizations that succeed usually **customize, adapt and blend** them, using Zachman for structure and completeness, and TOGAF for transformation, execution and governance.

Question



- What is the most significant challenge your organization faces in managing and/or using data?

What's Your Data Strategy?



- Most organizations aspire to build a comprehensive digital architecture using frameworks like Zachman or TOGAF, but these efforts are often costly, time-consuming, and difficult to sustain. Even so, companies should not avoid the conversation altogether. At a minimum, they need a clear **data strategy**.
- A data strategy is required to help organizations balance **data defence** (focusing on risk minimization, regulatory compliance, data integrity) and **data offence** (to drive business objectives like revenue growth, customer satisfaction).
- A critical element is the distinction between a **Single Source of Truth (SSOT)** and **Multiple Versions of the Truth (MVOT)**. The SSOT provides a standardized, authoritative data source, while MVOTs allow for flexibility in data use tailored to specific business needs.

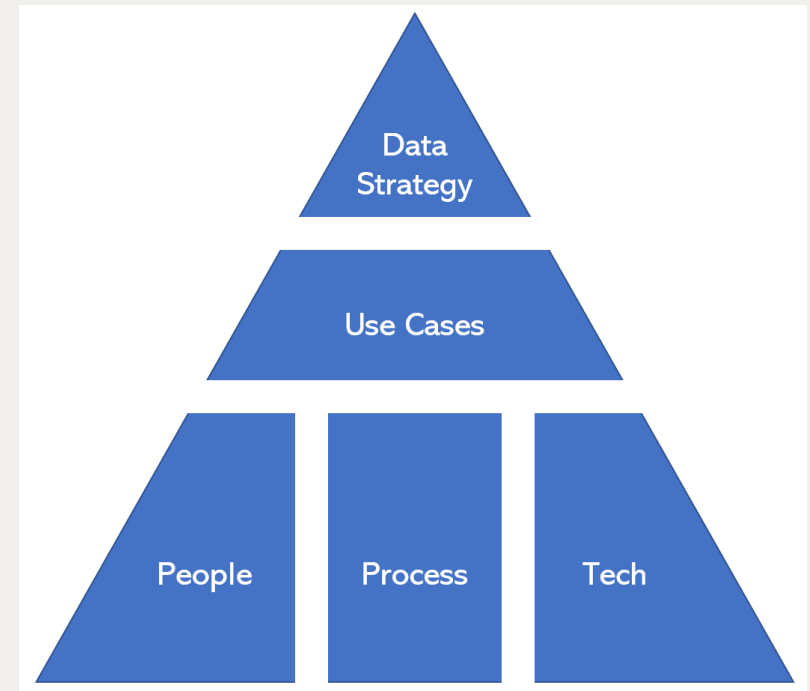
SSOT, MVOT and Challenges

ELEMENTS OF DATA STRATEGY:	DEFENCE (SSOT)	OFFENCE (MVOT)
KEY OBJECTIVES	Ensure data security, privacy, integrity, quality, regulatory compliance, and governance	Improve competitive position and profitability
CORE ACTIVITIES	Optimize data extraction, standardization, storage, and access	Optimize data analytics, modeling, visualization, transformation, and enrichment
DATA-MANAGEMENT ORIENTATION	Control	Flexibility

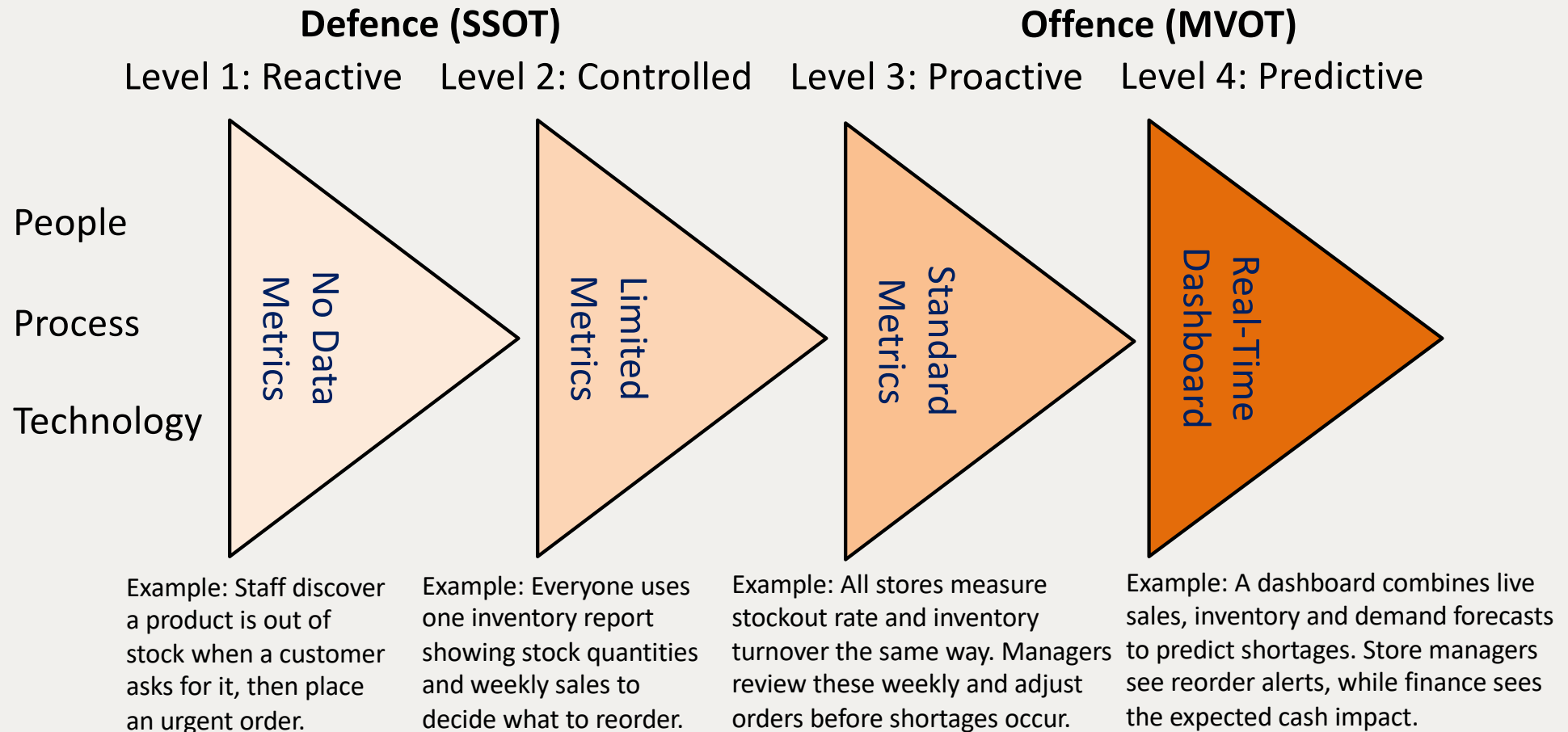
- **Challenges:** Maintaining consistency and trust; Balancing governance with flexibility; Managing ownership and accountability, ...

Building a Data Strategy

- A data strategy connects people, process, and technology to ensure data is trusted, accessible and useful.
- It requires balancing “defence” (governance, protection, quality) with “offence” (analytics, integration, decision-making).
- Building a data strategy is not a one-time project; it’s a maturity journey with defined milestones and end goals.



Data Strategy Maturity Model



Source: C. Mello, CIO (adapted)

Data Strategy Components



Master Data Management

(one record for each customer, product, employee, facility, etc.)

Data Integration

(process of combining data from multiple sources)

Data Protection

(policies and procedures for data security, backup and restoration)



Data Storage

(policies and procedures for recording and storing on- and off-site data)

Data Quality

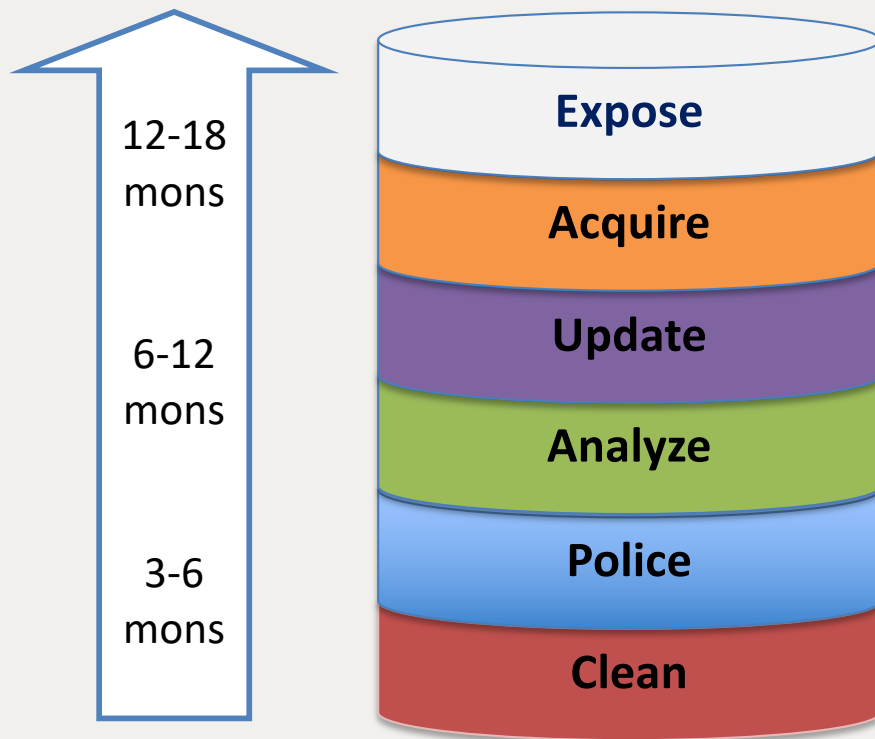
(accurate, consistent, complete, and up-to-date)

Data Governance

(availability, relevancy, integrity of usage)

These components turn fragmented data into a trusted, secure and accessible foundation for better business decisions.

Data Strategy Roadmap



Retail Example:

Share inventory forecasts securely with suppliers to coordinate replenishment.

Add weather and local event data to improve demand forecasts.

Adjust reorder thresholds as demand changes.

Identify sales patterns and calculate reorder thresholds.

Flag missing product codes and reject invalid stock entries.

Remove duplicate products and correct inventory counts.

- Treat it as a Project: People/Process/Technology
- Establish Clear Roles and Responsibilities with a Data Leader (Chief Data Officer)

Digital Security Challenges



- The Damage: Cost, Time and Reputation
 - Computer security breaches affect 90%+ of businesses around the world causing billions of dollars of damage every year.
- What is Digital Security?
 - Digital security means protecting your data and technology assets from intruders, which could be in the form of hacking, phishing, denial of service, and more.
- Why do executives relegate digital security problems to bottom of list?
 - Digital security requires specialized knowledge, and there's little personal payoff; since digital security is invisible, one is not praised for avoiding breaches.

Digital Security Guidelines: “CIA”



- **Confidentiality** refers to limiting information access and disclosure to authorized users and preventing access by or disclosure to unauthorized ones.
- **Integrity** refers to the trustworthiness of information resources. It includes the concept of *data integrity*; that data have not been changed inappropriately, whether by accident or deliberately.
- **Availability** refers to the availability of information. Information that is not available when you need it is almost as bad as none at all.

Technology Problems and Business Causes



- The 5-Whys technique was developed at Toyota Motors to determine the root cause (and solution) to any given problem in the manufacturing process. The technique can be applied to other domains, such as digital technology. Let's say we just learned that a data breach occurred.
- Problem: 50,000 files were stolen from the company's systems.
 1. Why? The files were accessible to everyone in the company, even guests.
 2. Why? The folder's access control list (ACL) was configured incorrectly.
 3. Why? An intern configured that server in 2021; hasn't been reviewed since.
 4. Why? We don't have a process to review file system permissions.
 5. Why? Because manually reviewing every folder's ACL for problems is like searching for a needle in a haystack, and there are three of us and one thousand file servers.

Building a Cybersecurity Program



- Establish **cybersecurity leadership** and understand needs for the organization
 - Hire a Chief Information Security Officer (CISO). Review security policies, procedures, and protocols. Engage with departments and leaders within the organization to understand their specific cybersecurity concerns. Prepare a *Disaster Recovery Plan*.
- Develop a **cybersecurity plan** based on simulations and technologies
 - Design simulations to cover a range of cybersecurity and data breach scenarios. Focus simulations on real world scenarios that employees are likely to encounter. Engage cybersecurity vendors and implement appropriate technologies.
- Execute an ongoing campaign of **cybersecurity training** and exercises
 - Invest in employee development and regularly schedule training exercises. After each exercise, provide feedback in terms of what worked well, what could be improved.

Disaster Recovery Plan (DRP)

- A Disaster Recovery Plan (DRP) or Business Continuity Plan (BCP) is a documented, structured approach with instructions for responding to unplanned incidents. This plan includes safeguarding data, software applications, and hardware infrastructure of organizations, ensuring quick recovery from various types of disasters, such as cyberattacks, natural disasters or any other unexpected business disruptions.



Identification of
Potential Disasters



Recovery Timelines,
Roles and Activities



Communications
Protocols



Preventative
Measures

Case: Harley-Davidson

1. What do we know about the company, its customers, products, channels and the industry?
2. What were the business and technology issues facing the company?
3. What is your going-forward recommendation?



Case Debrief



- **Better data reveals strategic problems; it does not solve them.** Harley's integrated dashboard provided visibility into demand, inventory, factories, logistics, and financing, yet it exposed a deeper mismatch among production, dealer shipments and retail demand. The real advantage of comes when leadership uses that visibility to make difficult decisions about priorities, capacity, incentives and resource allocation.
- **Digital offence depends on digital defence.** Customer platforms, AI, connected motorcycles, and digital twins cannot scale reliably when critical operations still depend on fragmented legacy systems. Modernizing the core may appear less innovative, but it determines whether more visible digital initiatives can deliver sustainable value without disrupting production.
- **Digital transformation is fundamentally an ecosystem transformation.** Harley could not digitize/digitalize customer relationships without changing dealer economics and roles. Even effective tools created resistance when dealers believed digital convenience reduced showroom traffic, profit margins or control of customer relationships.

Digital Architecture Takeaways



- Enterprise architecture is a conceptual and logical blueprint of digital assets. It is a bridge between business and IT. You gain valuable insights and a comprehensive picture that helps you with the appropriate level of standardizing software and hardware as well as integrating data based on a data strategy.
- Treat digital security as a business issue. Assess the vulnerability of business operations and digital assets then reduce and manage the risk of cyberattacks and security breaches to the lowest level feasible. The biggest challenge is educating people that these dangers pose a major threat.

Reflections Journal and Next Class



- Please be sure to write your Reflections Journal entry for Session 5
 - Reflect and write on ONE key concept from the class session slides (not from the assigned article, case study, or any external sources) and the application of that concept through ONE specific example from your professional experience or personal observation (not from the assigned article or case study).
- Session 6: Digital Implementation
 - Article 6: Discovery-Driven Digital Transformation
 - Case 6: Australia and New Zealand Banking Group: The Agile Transformation