



An Analyst's Secrets:
**Three Exercises I Use to
Sell Technology to CEOs**

CIPS CIO Breakfast - Calgary

Larry R. DeBoever
Managing Director

October 1, 2008



George S. Paras



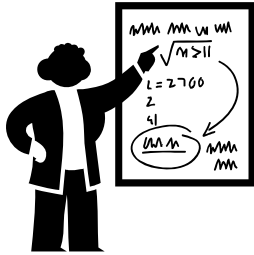
Larry R. DeBoever



Tim Westbrook

- **Founded by Larry R. DeBoever, George S. Paras, Tim Westbrook**
 - 50+ years of combined leadership in Enterprise Architecture
 - Launched the Enterprise Architecture Strategies (EAS) service at the META Group in 1996
 - Launched the first EAC with in 1997; continuously chaired
 - Editor-in-Chief of Architecture & Governance Magazine
 - Associate Editors of the Journal of Enterprise Architecture
 - Founding members of SIM Enterprise Architecture Working Group (SIMEAWG)
 - Named one of the 5 'Pioneers' of EA by SIM
- **Our Mission - Improve the effectiveness of enterprise architecture (EA) teams by creating deep, mentoring relationships driven by independent research.**

Thought Leaders. Mentors. Deep Relationships.



Ongoing Mentoring of the EA Team

- Create an EA charter, communication plan and set priorities
- Gain support among the Business Units & IT
- Identify 'quick wins' and short-term goals
- Integrate EA with other IT processes
- Select a Framework and Repository when appropriate



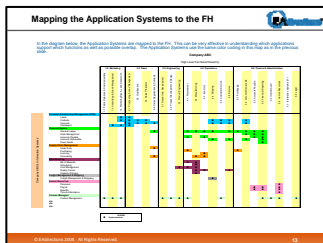
Assessing EA Activities & Review Deliverables

- Provide honest feedback and prescriptive advice
- Critique documents to improve effectiveness especially for C-level
- Guide development of new artifacts
- Ongoing review of emerging issues and



Building the Extended EA Team

- Establish EA team roles and responsibilities
- Establish virtual groups working collaboratively with EA
- Building a culture of collaboration and effectiveness focused on 'enterprise outcomes'



Providing 'Jump Start' Materials & Other Research

- Provide 'quick & dirty' enterprise-wide templates for Business, Information, Solutions & Technical Architectures
- Templates for demonstrating Business/IT alignment
- Tools for 'Business Fit' vs. Technical Fit', etc.
- Perform on-going research

Client 'Heads-up' From Monday Night's CEAF Presentation

| 1.0 Marketing | 2.0 Sales | 3.0 Engineering | |
|---------------------------------------|------------------------------------|----------------------------------|-----------------|
| 1.1 Public Relations & Communications | 2.1 Prospecting & Lead Management | 3.1 Research & Development | 4.1 Procurement |
| 1.2 Advertising & Brand Management | 2.2 Qualification | 3.2 Product Development & Design | |
| 1.3 Marketing Ops & Lead Generation | 2.3 Sales Proposals | 3.3 Product Engineering | |
| | 2.4 Sales Negotiations & Contracts | | |

Mapping Information Artifacts to the FH

In the diagram below, the Information Artifacts are listed down the left hand side and then mapped to the Functional Hierarchy. Over time some organizations refine this diagram to include information about which Functions can modify the Information Artifact as well as selected metrics (e.g. Number of Customer Orders, Processing Time).

Company ABC

High Level Functional Hierarchy

Company ABC's High Level Information Artifacts

- Prospect Information**
 - Prospect Contact Information
 - Prospect Credit
- Customer Information**
 - Customer Contact Information
 - Customer Credit
 - Customer History
- Product Information**
 - Product Descriptions
 - Product Specifications
 - Product Pricing
- Inventory**
 - Product Inventory
 - Component Inventory
 - Repair Parts
- Orders**
 - Customer Order
 - Customer Invoice
- Shipping**
 - Shipping Notice
- Product Returns**
 - Return Information
- etc.*
- etc.*
- etc.*

| | 1.0 Marketing | | | 2.0 Sales | | | 3.0 Engineering | | | 4.0 Operations | | | | | | 5.0 Finance & Administration | | | | | | | | | | | | | | | | | | | | | |
|------------------------------|---------------------------------------|---|---|-----------------------------------|---|--|----------------------------|--|---|-----------------|--|-------------------|--|---------------|--|------------------------------|--|----------------------|--|-------------|--|----------------|--|-------------------------|--|----------------------|--|-------------------------|--|--------------------|--|---------------------|--|------------------------------|--|-----------|--|
| | 1.1 Public Relations & Communications | | | 2.1 Prospecting & Lead Management | | | 3.1 Research & Development | | | 4.1 Procurement | | 4.2 Manufacturing | | 4.3 Inventory | | 4.4 Shipping | | 4.5 Customer Service | | 4.6 Returns | | 5.1 Purchasing | | 5.2 Accounts Receivable | | 5.3 Accounts Payable | | 5.4 Financial Reporting | | 5.5 Internal Audit | | 5.6 Human Resources | | 5.7 Information Systems (IT) | | 5.8 Legal | |
| Prospect Contact Information | | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Prospect Credit | | | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Contact Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Credit | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer History | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Product Descriptions | | ○ | | | ● | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Product Specifications | | ○ | | | | | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Product Pricing | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Product Inventory | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Component Inventory | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Repair Parts | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Order | | ○ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Invoice | | | ○ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Shipping Notice | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Return Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| LEGEND | |
|--------|----------------------------------------|
| ◆ | Creates information artifact |
| ● | Primary user of information artifact |
| ○ | Secondary user of information artifact |

Mapping Information Artifacts to the FH

any ABC's High Level Information Artifacts

Prospect Information

- Prospect Contact Information
- Prospect Credit

Customer Information

- Customer Contact Information
- Customer Credit
- Customer History

Product Information

- Product Descriptions
- Product Specifications
- Product Pricing

Inventory

- Product Inventory
- Component Inventory
- Repair Parts

Orders

- Customer Order
- Customer Invoice

Shipping

- Shipping Notice

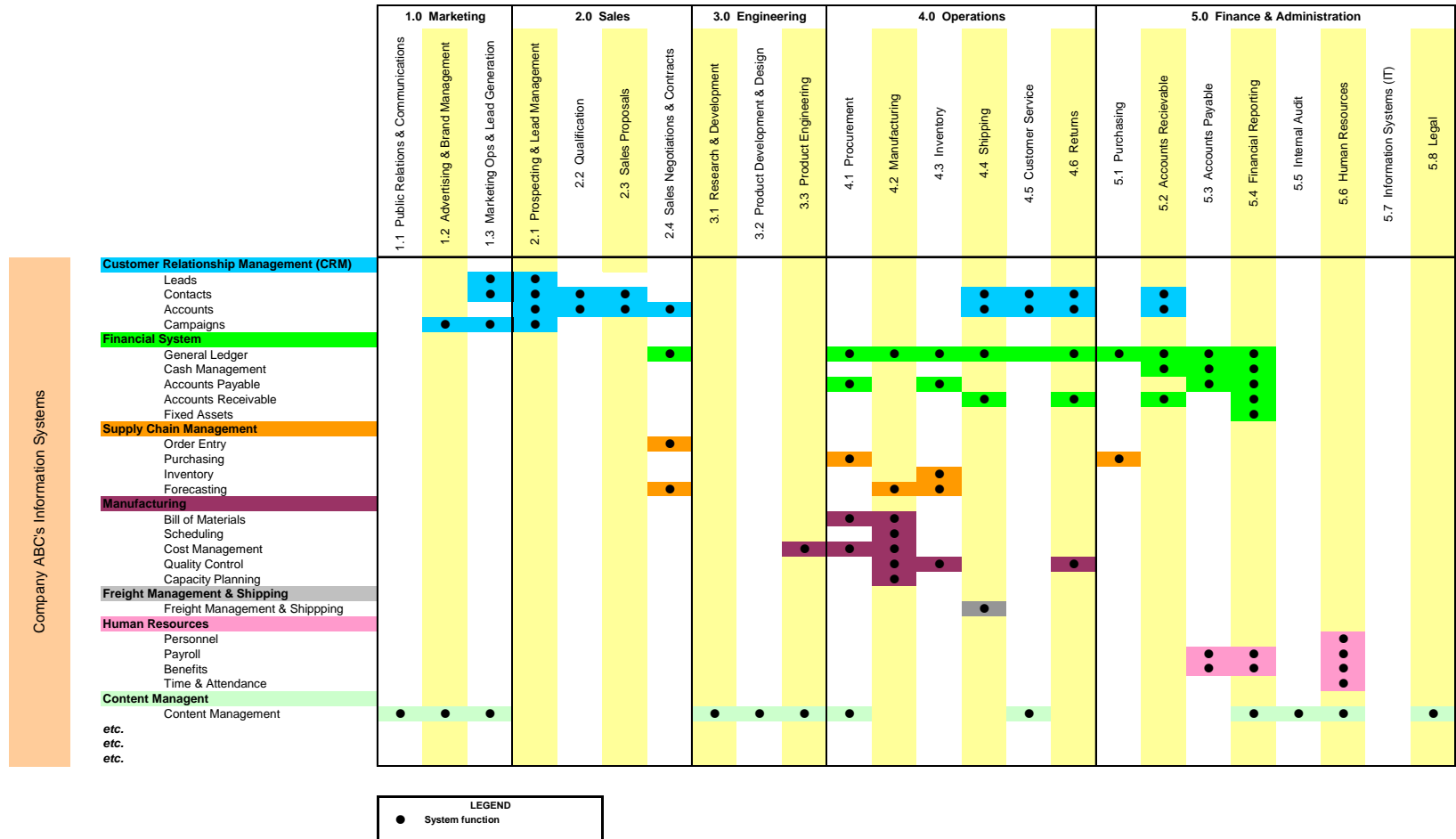
| | 1.0 Marketing | | | 2.0 Sales | | | | 3.0 Engineering | | | | |
|------------------------------|---------------------------------------|------------------------------------|-------------------------------------|-----------------------------------|-------------------|---------------------|------------------------------------|----------------------------|----------------------------------|-------------------------|-----------------|-------------------|
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| Prospect Information | | | | ◆ | ● | ● | ● | | | | | |
| Prospect Contact Information | | | | ◆ | ● | ● | ● | | | | | |
| Prospect Credit | | | | ◆ | ● | ○ | ○ | | | | | |
| Customer Information | | | | | | ◆ | ● | | | | | |
| Customer Contact Information | | | | | | ◆ | ● | | | | | |
| Customer Credit | | | | | | ◆ | ○ | | | | | |
| Customer History | | | | | | ◆ | ◆ | | | | | |
| Product Information | | | | ● | | ● | ● | | ◆ | ◆ | | |
| Product Descriptions | | ○ | ○ | ● | | ● | ● | | ◆ | ◆ | | |
| Product Specifications | | ○ | | | | ○ | ○ | | ◆ | ◆ | | ○ |
| Product Pricing | | | ◆ | | | ● | ● | | | ◆ | | |
| Inventory | | | | | | ● | ● | | | | ● | ● |
| Product Inventory | | | | | | ● | ● | | | | ● | ● |
| Component Inventory | | | | | | | | | | | ● | ● |
| Repair Parts | | | | | | | | | | | ● | ● |
| Orders | | | | | | | ◆ | | | | | |
| Customer Order | | ○ | ○ | | | | | | | | | |
| Customer Invoice | | | | | | | | | | | | |
| Shipping | | | | | | | | | | | | |
| Shipping Notice | | | | | | | | | | | | |

Mapping the Application Systems to the FH

In the diagram below, the Application Systems are mapped to the FH. This can be very effective in understanding which applications support which functions as well as possible overlap. The Application Systems use the same color coding in this map as in the previous slide.

Company ABC

High Level Functional Hierarchy



Mapping the Application Systems to the FH

Company ABC's Information Systems

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|-----------------------------------------------|---------------------------------------|------------------------------------|-------------------------------------|-----------------------------------|-------------------|---------------------|------------------------------------|----------------------------|----------------------------------|-------------------------|-----------------|-------------------|
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| Customer Relationship Management (CRM) | | | | | | | | | | | | |
| Leads | | | ● | ● | | | | | | | | |
| Contacts | | | ● | ● | ● | ● | ● | | | | | |
| Accounts | | | | ● | ● | ● | ● | | | | | |
| Campaigns | | ● | ● | ● | | | | | | | | |
| Financial System | | | | | | | | | | | | |
| General Ledger | | | | | | | | | | | ● | ● |
| Cash Management | | | | | | | | | | | | |
| Accounts Payable | | | | | | | | | | | ● | |
| Accounts Receivable | | | | | | | | | | | | |
| Fixed Assets | | | | | | | | | | | | |
| Supply Chain Management | | | | | | | | | | | | |
| Order Entry | | | | | | | | | | | | |
| Purchasing | | | | | | | ● | | | | ● | |
| Inventory | | | | | | | | | | | | |
| Forecasting | | | | | | | | | | | | ● |
| Manufacturing | | | | | | | | | | | | |
| Bill of Materials | | | | | | | | | | | ● | ● |
| Scheduling | | | | | | | | | | | ● | ● |
| Cost Management | | | | | | | | | | | ● | ● |
| Quality Control | | | | | | | | | | | ● | ● |
| Capacity Planning | | | | | | | | | ● | | ● | ● |
| Freight Management & Shipping | | | | | | | | | | | | |
| Freight Management & Shipping | | | | | | | | | | | | |
| Human Resources | | | | | | | | | | | | |
| Personnel | | | | | | | | | | | | |
| Payroll | | | | | | | | | | | | |
| Benefits | | | | | | | | | | | | |
| Time & Attendance | | | | | | | | | | | | |

Recent Enquiries

- “How do I sell Executive Leadership on _____?”
- OpenSource Frameworks
- SOA
- Communicating/Marketing EA & IT
- Establishing & managing virtual teams
- Achieving ‘zero-downtime’
- “Can I really cut costs with LAMP?”
- “What’s LAMP?”
- Integrating EA with IT governance
- Applying TOGAF enterprise-wide
- “How do I express ‘Business Fit’ versus ‘IT Fit’?”
- Communicating IT’s value
- Improving EA artifacts

Topics in Black indicate recent research

“Are We Doing the Right Things in IT?”
Or
“What Are Other People Doing?”

- **Sabre – reduced OpEx \$20M year**
 - HP nonstop to HP/Intel/LAMP
 - Less than 200 millisecond delay
 - Horizontal scaling with 350 servers
 - 60% of all travel reservations in North America
- **Mayo Clinic – 6 TB of new data per week with only 22 minutes of downtime this year**
 - ‘Zero downtime’
 - A planned outage is just as bad as an unplanned outage if you offer customer self-service 24/7
- **Russell Companies – 30% reduction in IT cost during a period of 35% growth**
 - \$220 billion in assets
 - Complete transformation of technology base
 - Accomplished in
- **H&R Block – 20% increase in revenue by integrating customer data**

Analyzing Leadership

Holistic Optimization

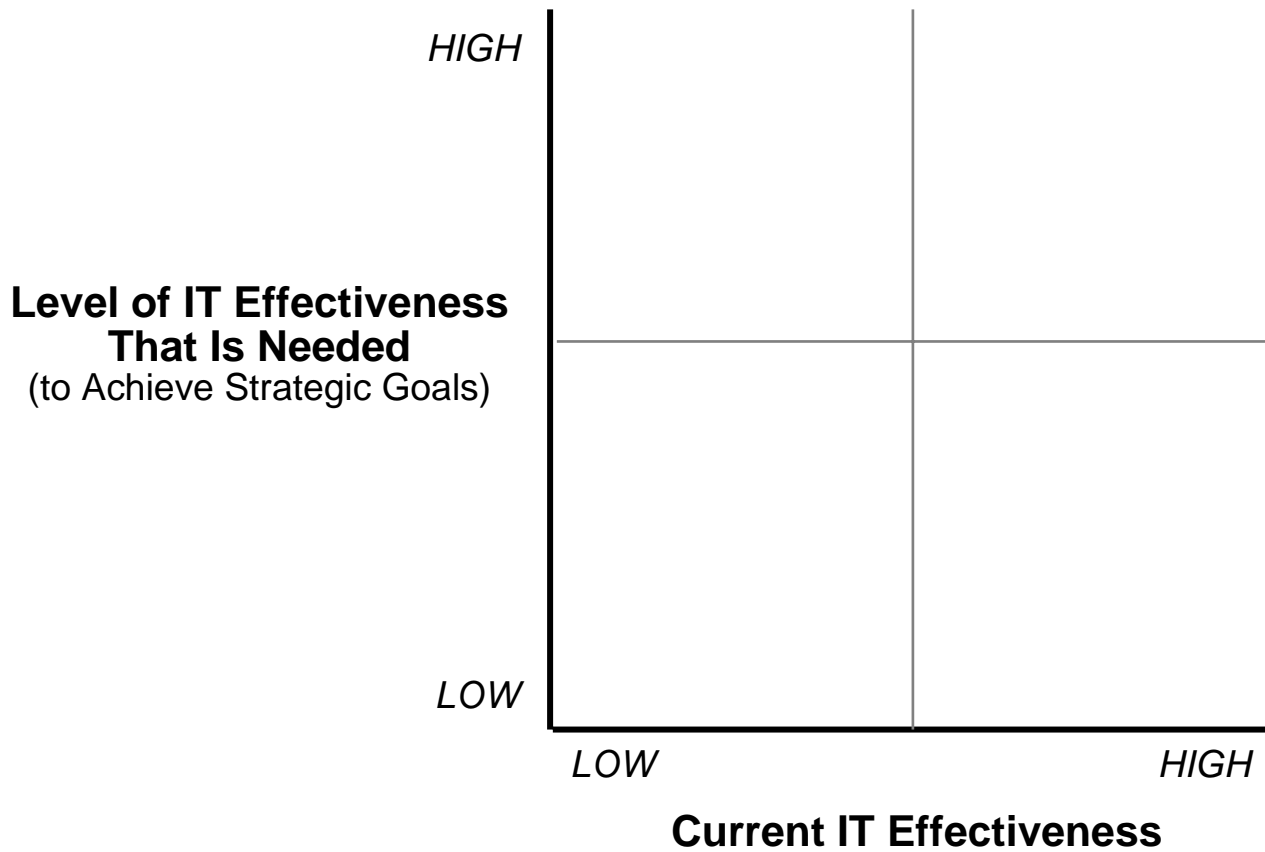
- “To what extent is the organization holistically optimized?”
- “What are the CEO & Leadership Team’s attitude toward holistic optimization?”

IT Effectiveness

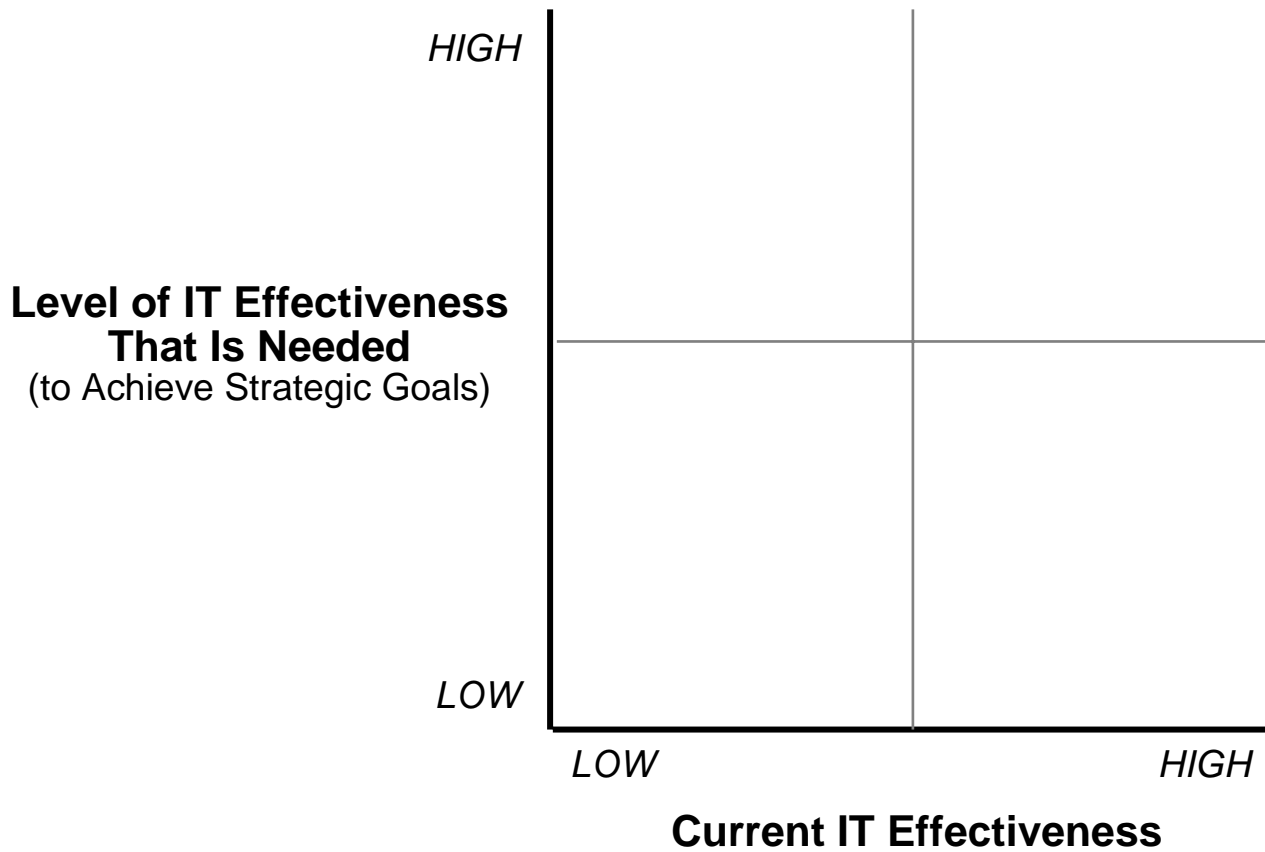
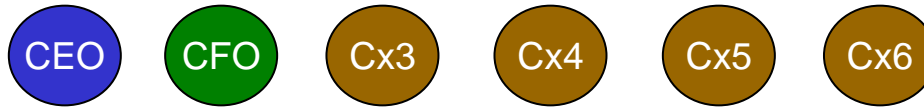
- “How does the CEO & Leadership Team evaluate IT’s current effectiveness?”
- “How effective does the CEO & Leadership Team believe IT needs to be for the organization to achieve its strategic objectives?”

FORMAT FOR 3 EXERCISES

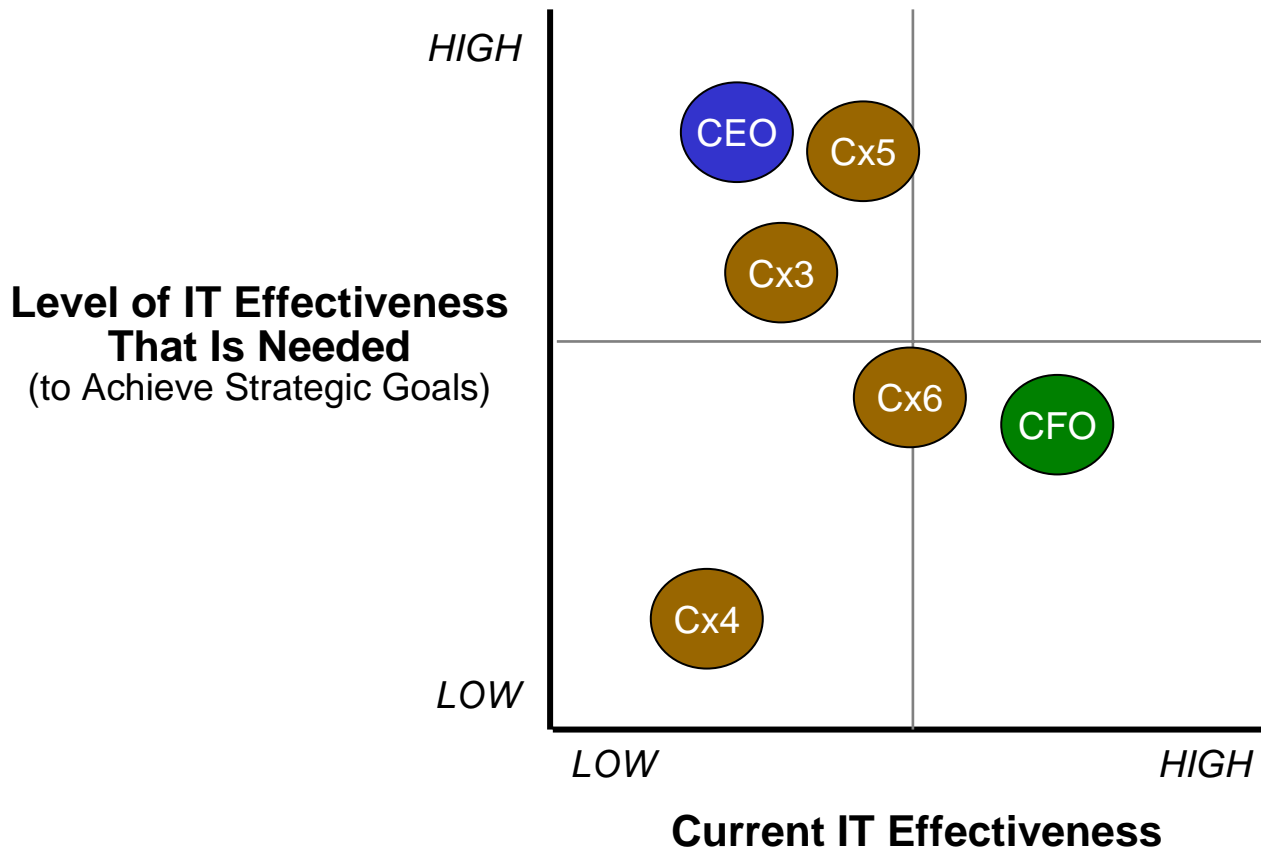
1. Analysis Framework
2. Exercise (Volunteer?)
3. Example (if no one volunteers...)

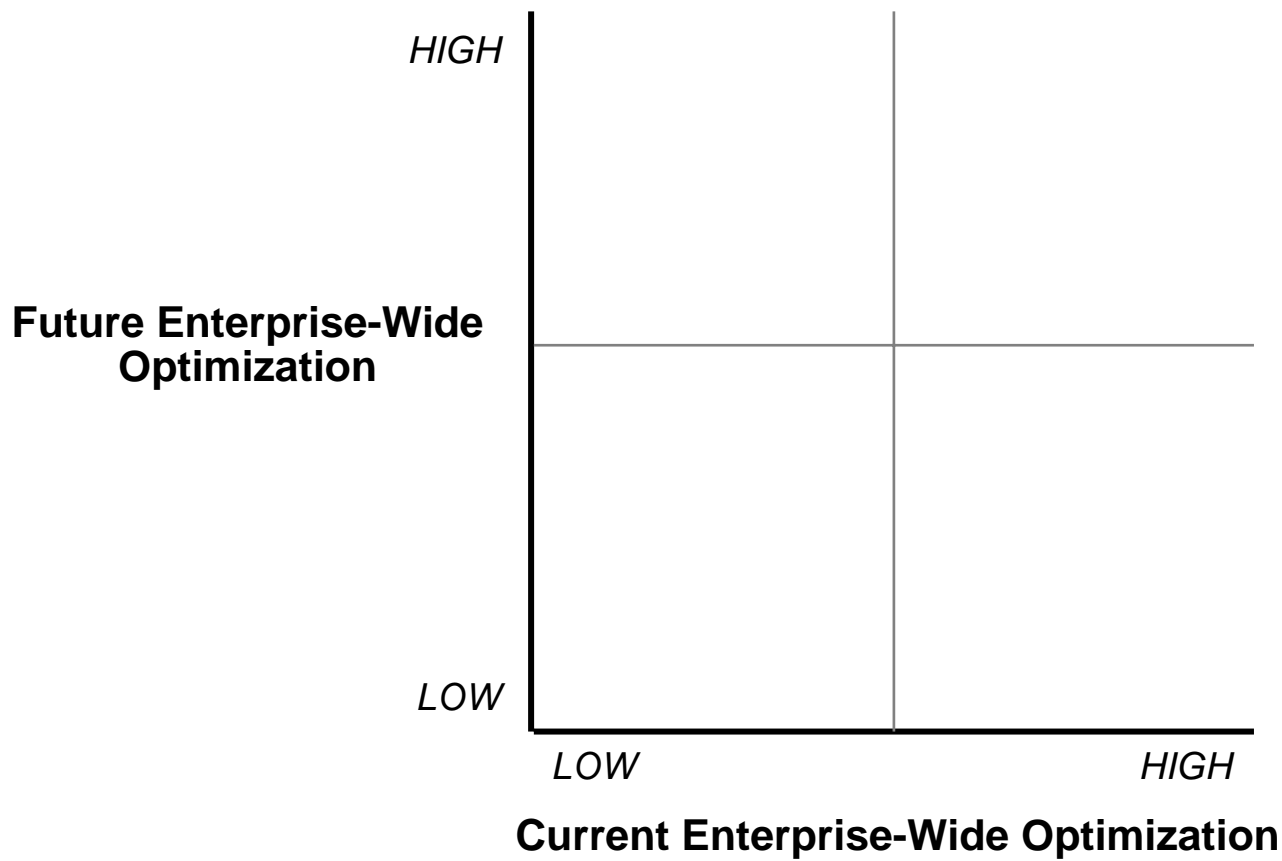


Perceptions of IT Effectiveness



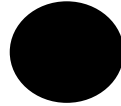
Perceptions of IT Effectiveness





Analyzing Extent of Holistic Optimization

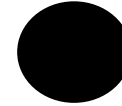
GLOBAL
PROCESSES



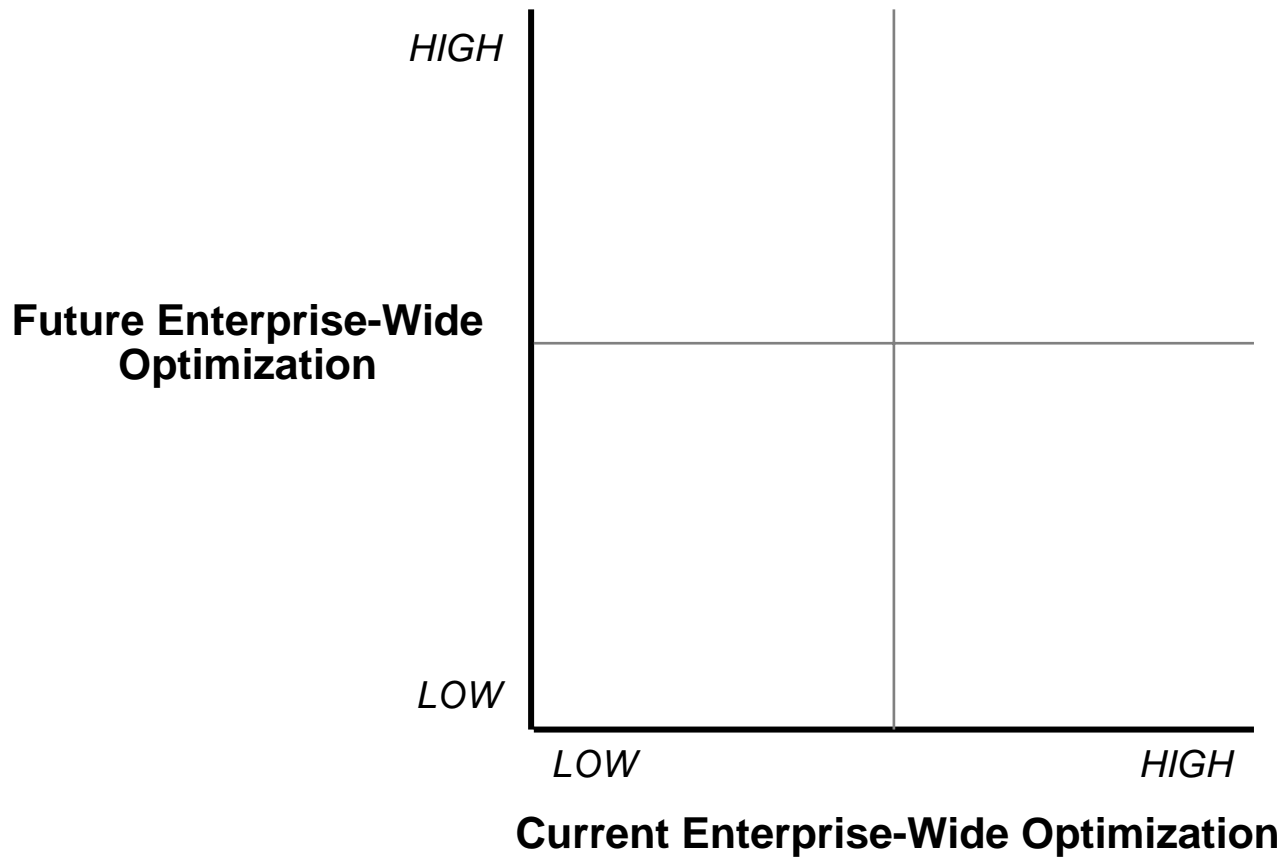
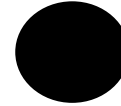
CORPORATE
PLANNING



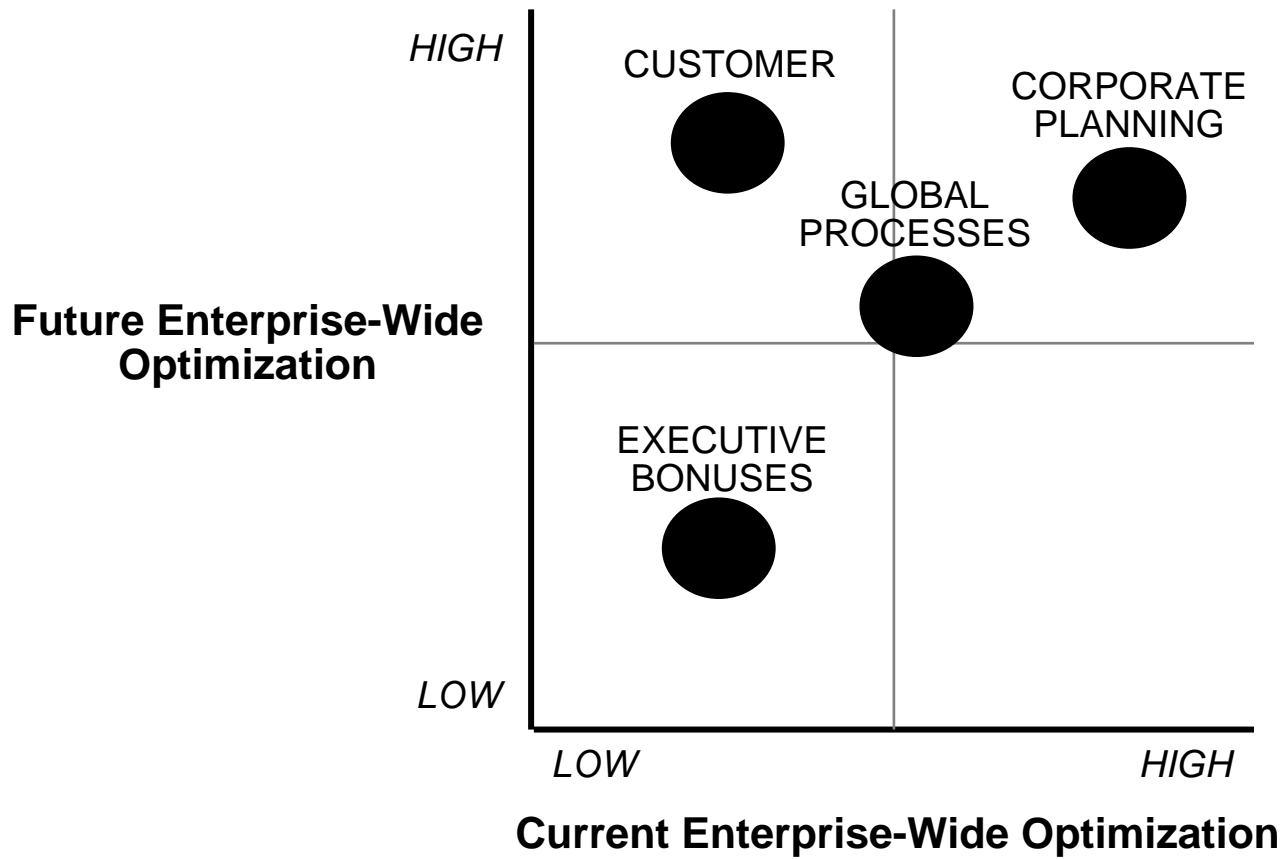
CUSTOMER

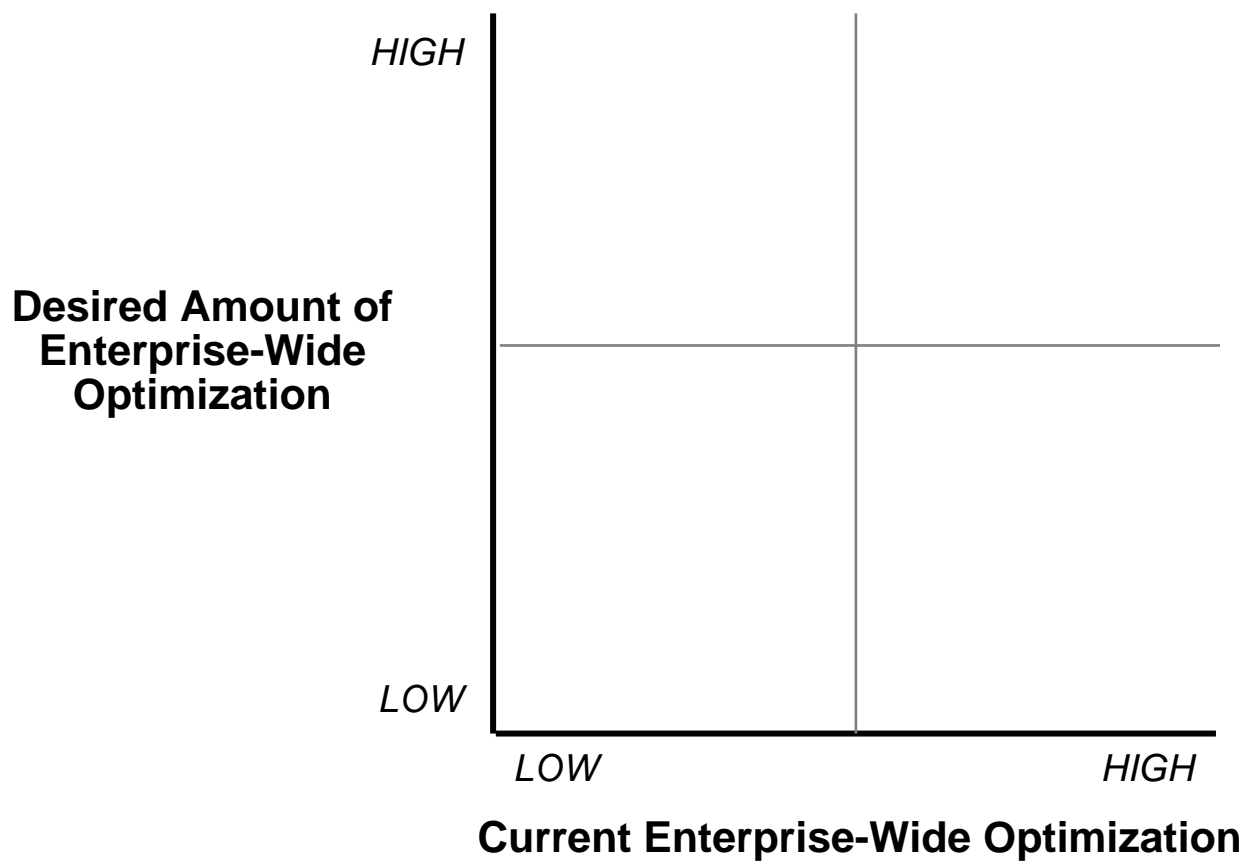


EXECUTIVE
BONUSES

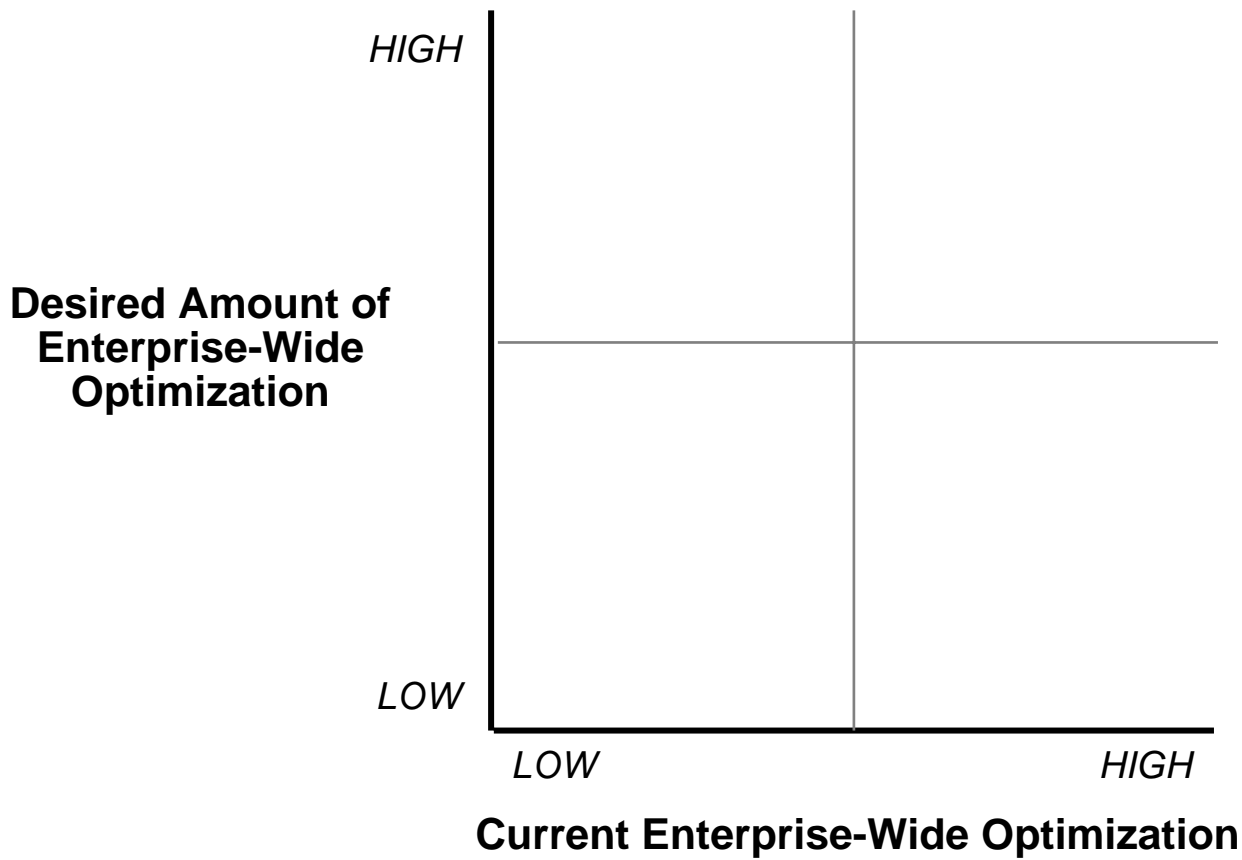
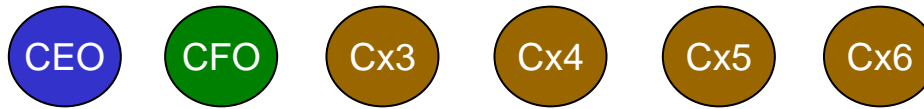


Analyzing Extent of Holistic Optimization

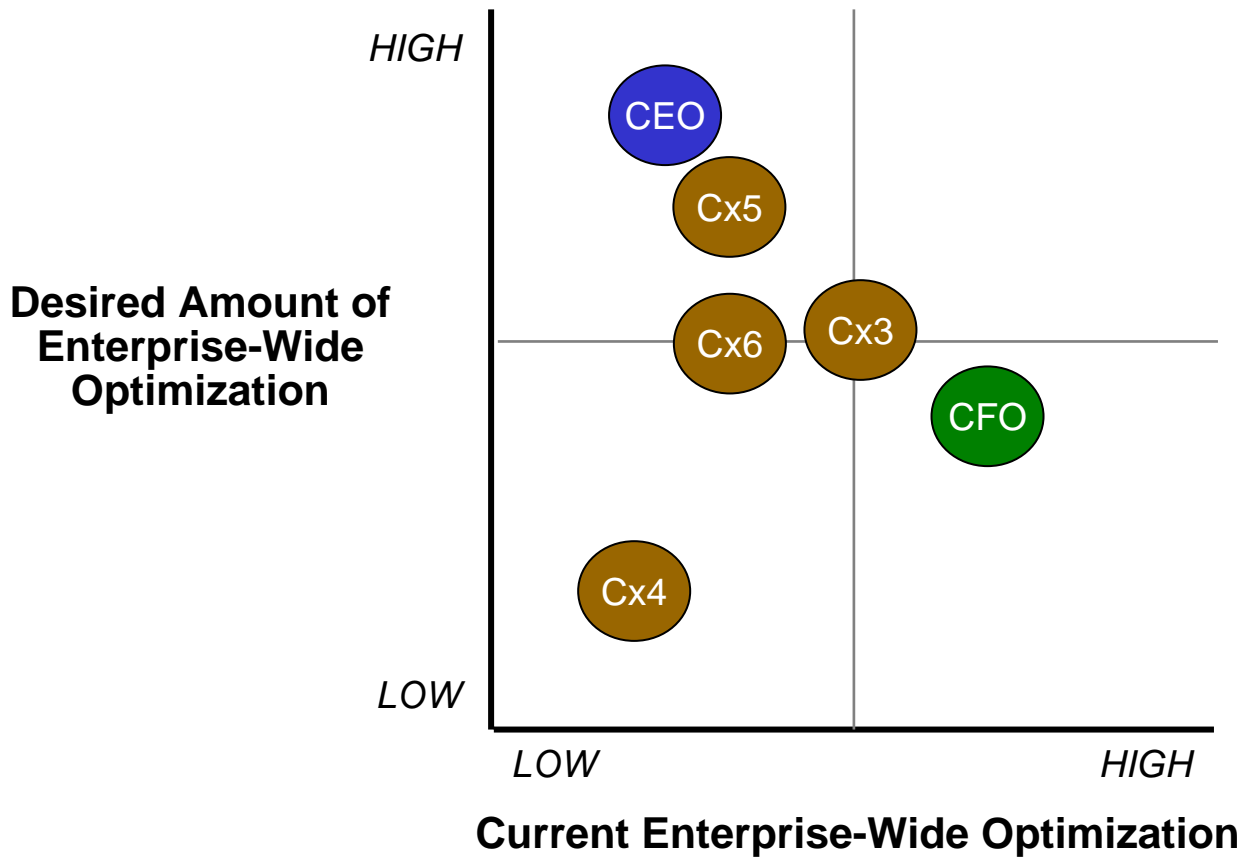




Attitudes Toward Holistic Optimization



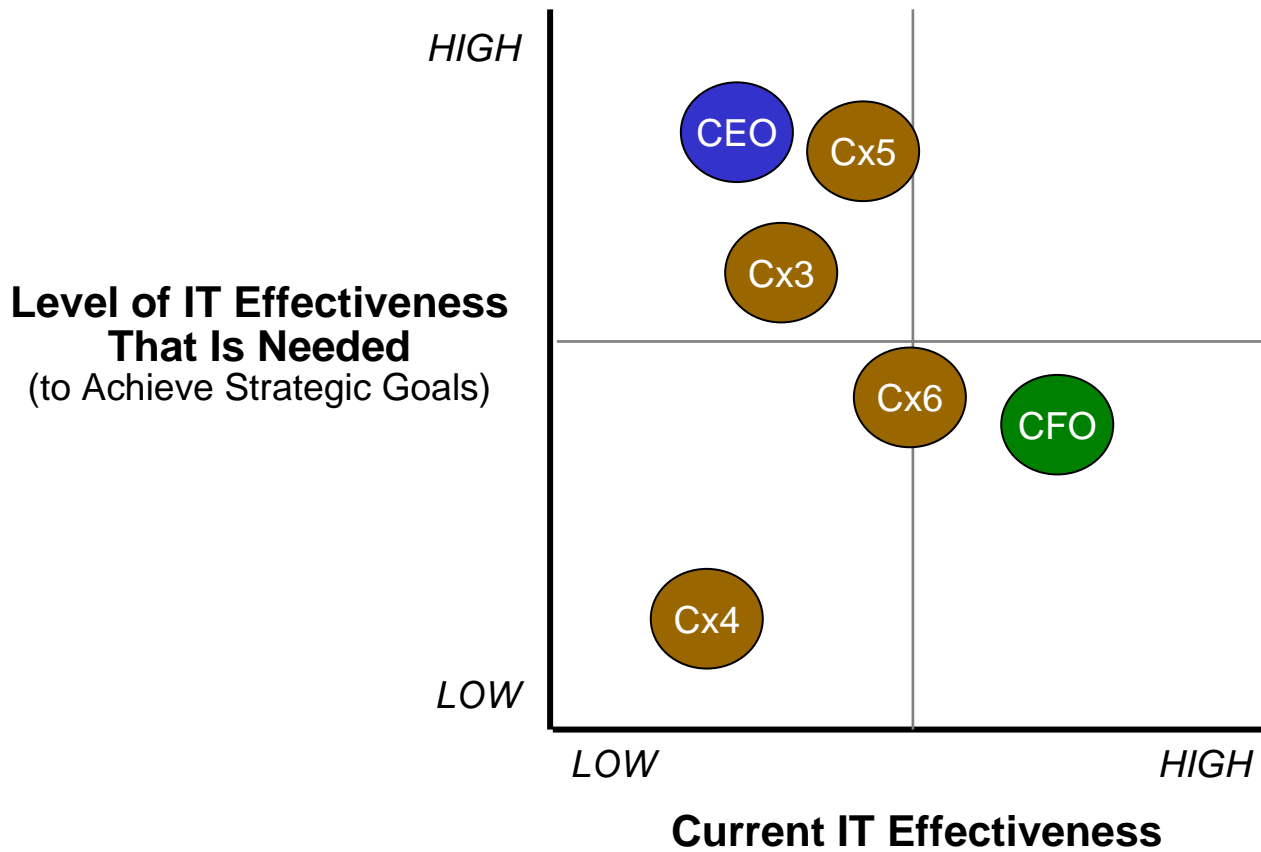
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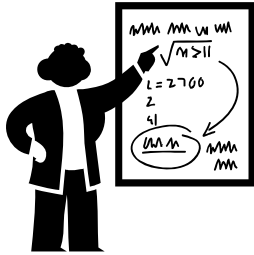


Summary

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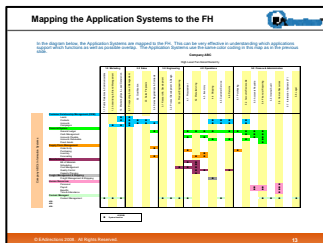
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