

CHARLIE FELD

BLIND SPOT

IT

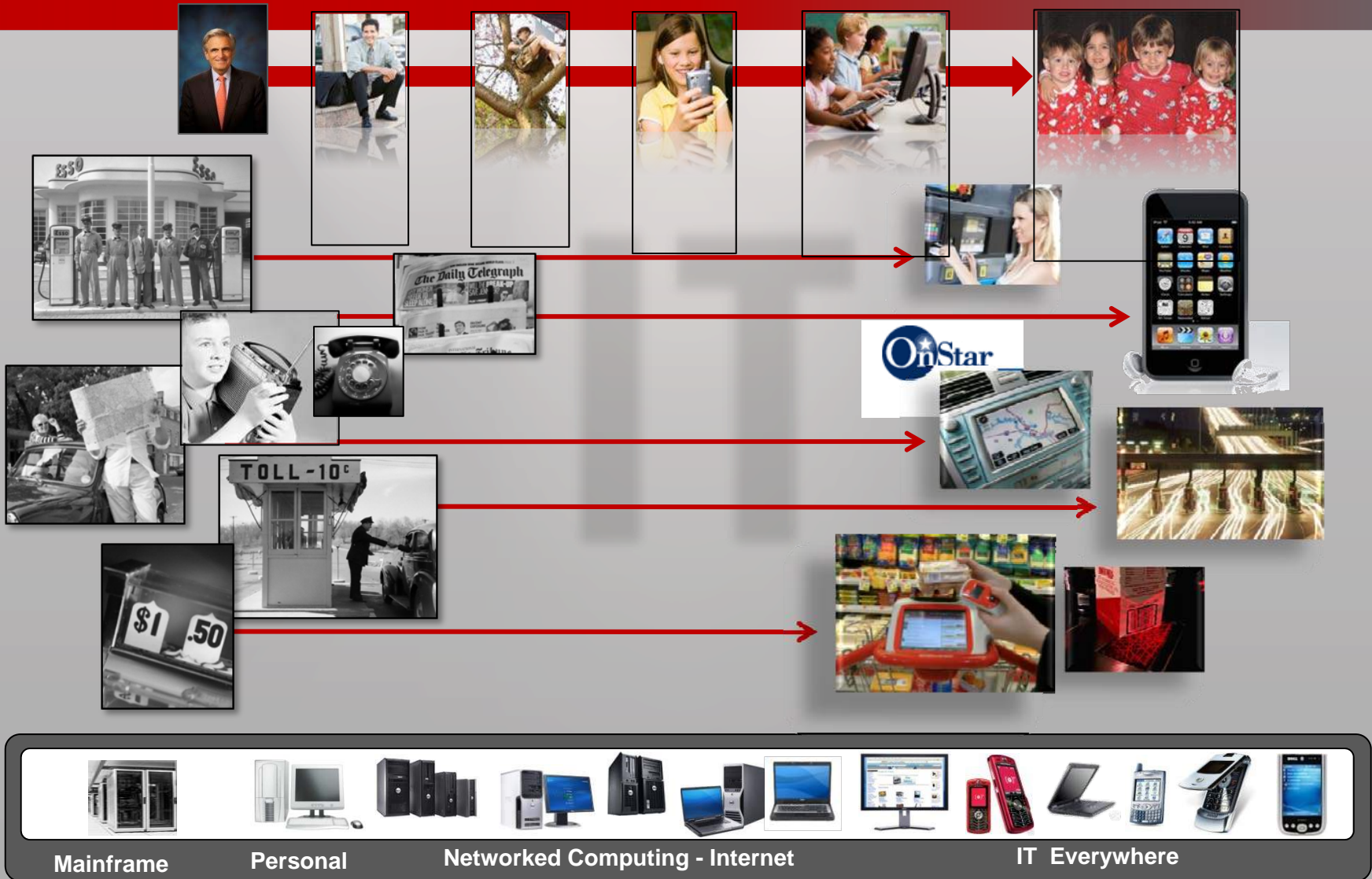
A LEADER'S GUIDE TO IT-ENABLED
BUSINESS TRANSFORMATION

ELIMINATING THE BLIND SPOT

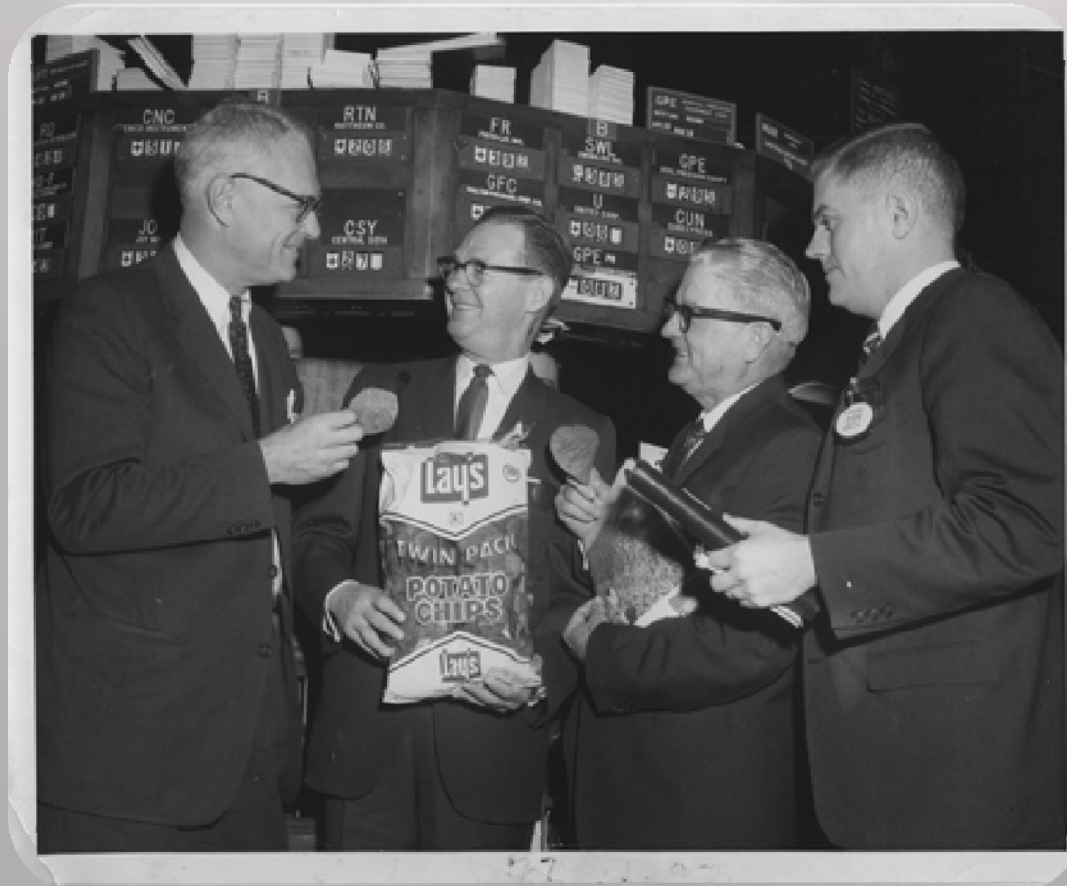
IT

Charlie Feld

THE JOURNEY – TECHNOLOGY EXPLOSION

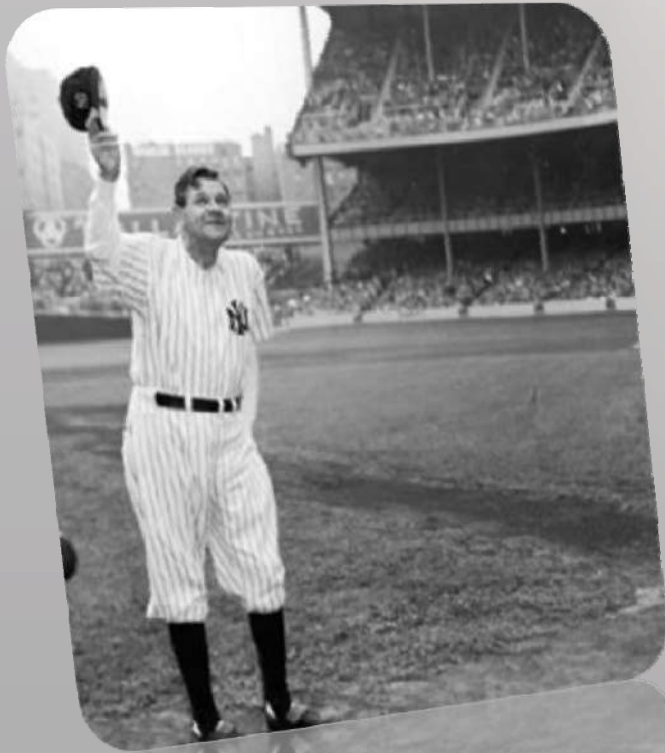


THE JOURNEY - BUSINESS



THE JOURNEY - BUSINESS

Business has moved from....



to this



WHY COMPANIES FAIL

They didn't see it coming

- They see it coming but DON'T deal with it
- They see it coming but CAN'T deal with it



THE BLIND SPOT – CURRENT DIALOGUE

“Won’t cloud computing. Eliminate the need for an IT department.”

“Do I really need a CIO or can I just outsource everything?”

“Why CIOs Are Last Among Equals”

Wall Street Journal
May 24, 2010

“No one takes three years to do anything. The world is moving too fast.”

“Very few big transformational activities have ever worked.”

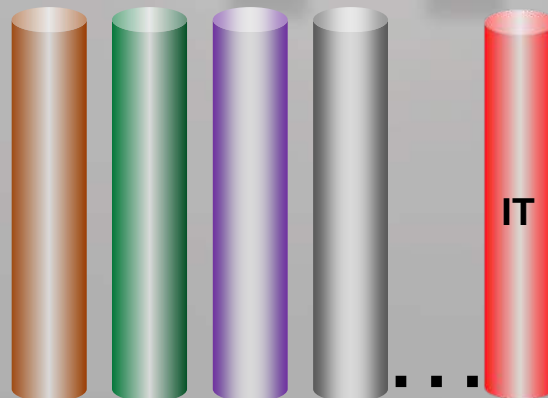
IT LEADERSHIP – CHANGING THE DIALOGUE

CIO has a critical leadership role

ERA I

IT as a Function

SILO'S



IT LEADERSHIP – CHANGING THE DIALOGUE

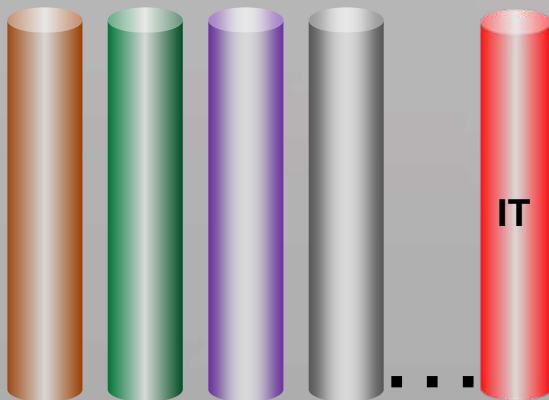
CIO has a critical leadership role

ERA II

Multiple IT Organizations as a Function
In Multi-Business Units

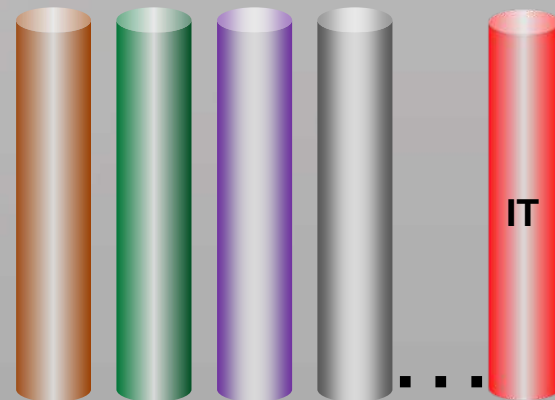
Business Unit 1

SILO'S



Business Unit n

SILO'S



...

IT LEADERSHIP – CHANGING THE DIALOGUE

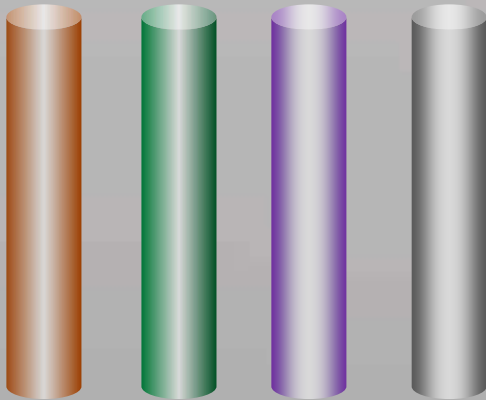
CIO has a critical leadership role

ERA III

IT as a Shared Service

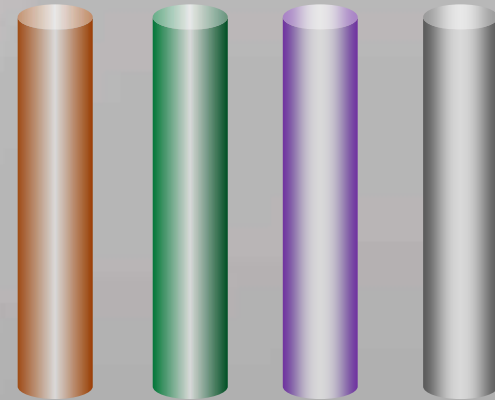
Business Unit 1

SILO'S



Business Unit n

SILO'S



...

Leveraged IT



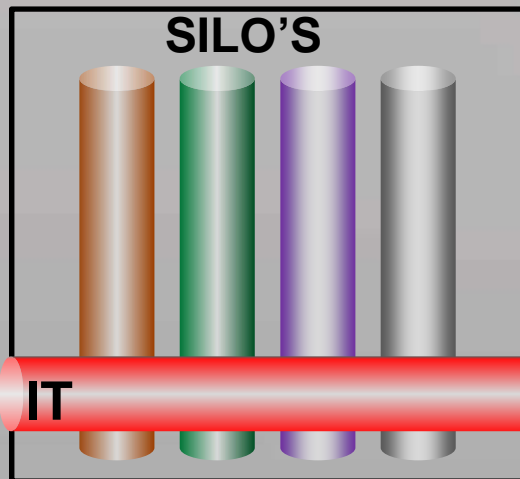
IT LEADERSHIP – CHANGING THE DIALOGUE

CIO has a critical leadership role

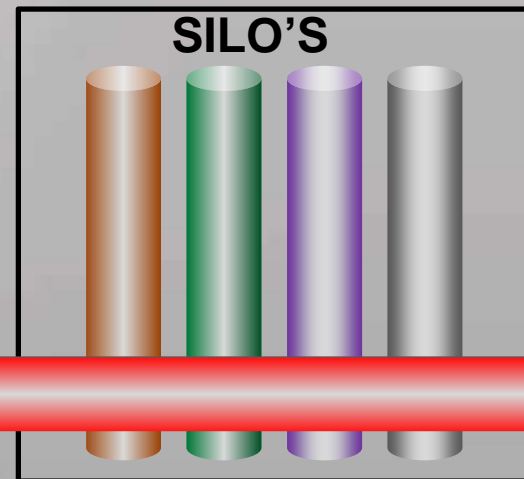
IT as a Global Integrator

ERA IV

Business Unit 1



Business Unit n



...

IT LEADERSHIP – CHANGING THE DIALOGUE

CIO has a critical leadership role

Chief **Information** Officer is too limiting

Needs to be Chief **Integration** Officer

We need to step up our game

IT LEADERSHIP DIALOGUE

Management Framework

WHY

Marketplace Model

WHAT

Business Model

HOW

Systems Model

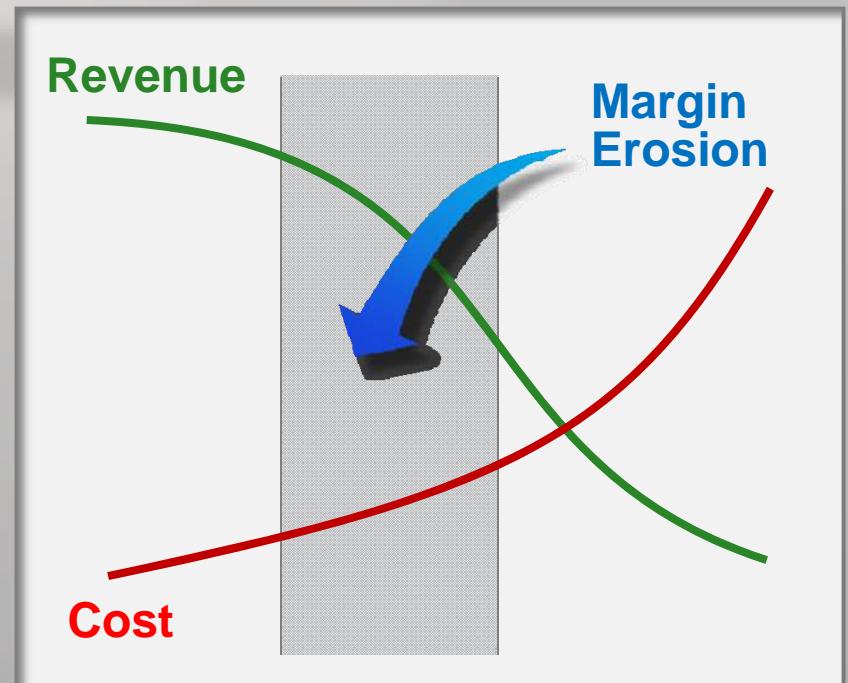
WHO

Organization Model

WHY – MARKETPLACE MODEL

- Customer /Supply Chain Power
- Competitiveness/Cost and Quality
- Speed

Everything's Going The Wrong Way



WHAT – BUSINESS MODEL

Old Industrial Business Model

- Centralized/Decentralized
- High Fixed Costs
- Functional Dominance
- Geographic Boundaries

WHAT – BUSINESS MODEL

Modern 21st Century Hybrid Models

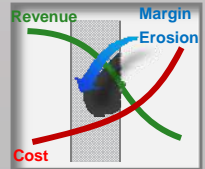
- Customer Intimacy
- Operational Excellence
- Global Leverage
- Variable Cost Structures
- Speed and Innovation

This is the ERA of AND

WHAT – THE AND BUSINESS MODEL

AGGRESSIVE GROWTH

Enabler of Success – Sell More Stuff to More People Leveraging Your Brand and Cost Structure



Revenue Growth

Marketshare Growth



- From which competitors?
- Wallet Share, etc...
- How?

AND

Product Innovations



- Types of products?
- Speed to market

AND

Geographic Growth



- M&A vs. Organic?

AND

AND

AND

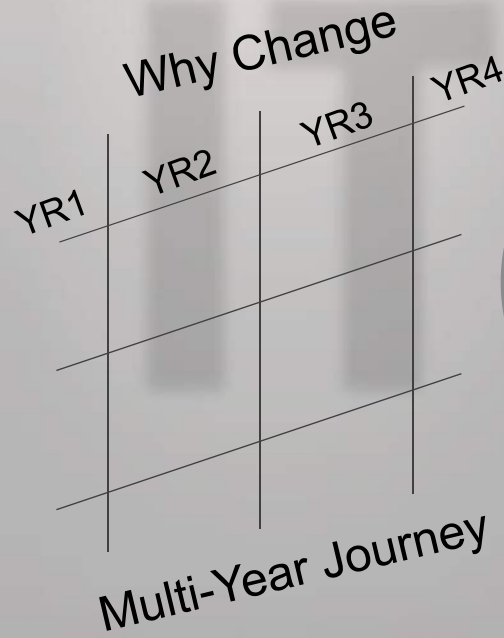
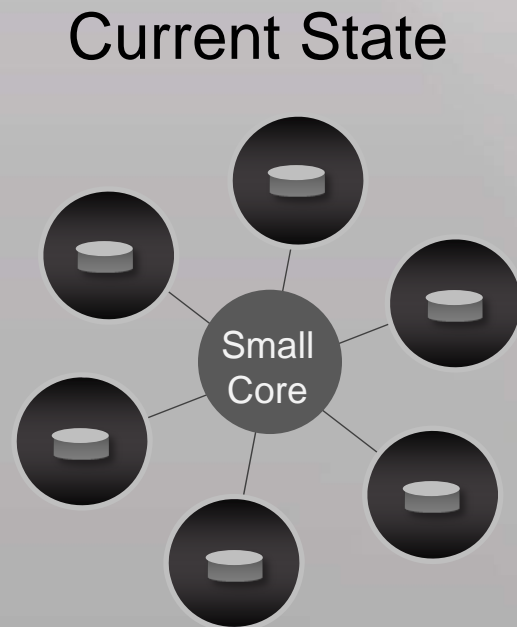
Operational Excellence - Cost and Quality

Leveraged Platform

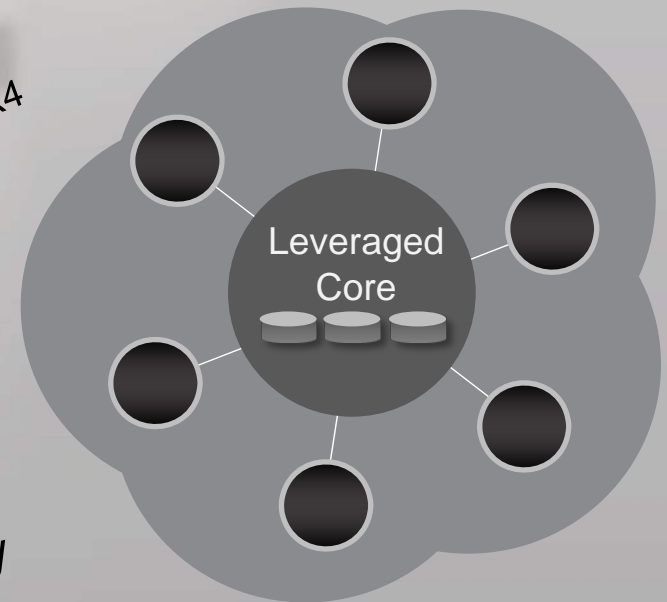
(SCM, F&A, HR, MFG, Distribution, Etc.)

WHAT – BUSINESS MODEL

The Journey



Future State



HOW – SYSTEMS MODEL - ARCHITECTURE

HOW Principles:

- I. Define your business and technology architecture before you begin construction
- II. Enforce a “Common Way” for development and quality engineering
- III. Be disciplined in your approach to program and project management

HOW – SYSTEMS MODEL - ARCHITECTURE

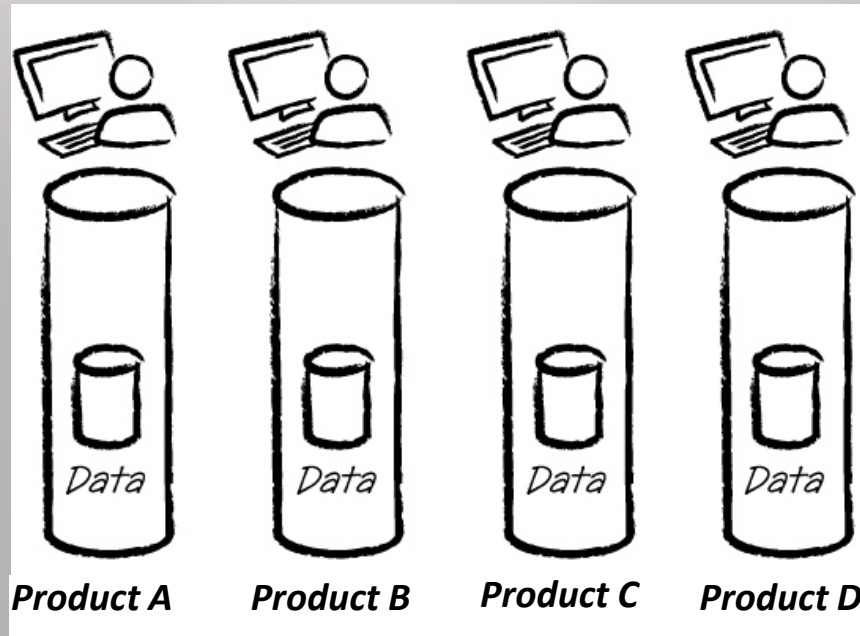
Over the last 30-40 Years, we have pursued a functional/business unit-centric approach to processes and systems ...

“Inside-Out” View

Customer



*Business
Units*



*Monolithic
Systems*

Characteristics

- BU-centric model
- High functional expertise
- Risk averse
- Geographic separation
- Lack of a wide-aperture view (3-5 years out)

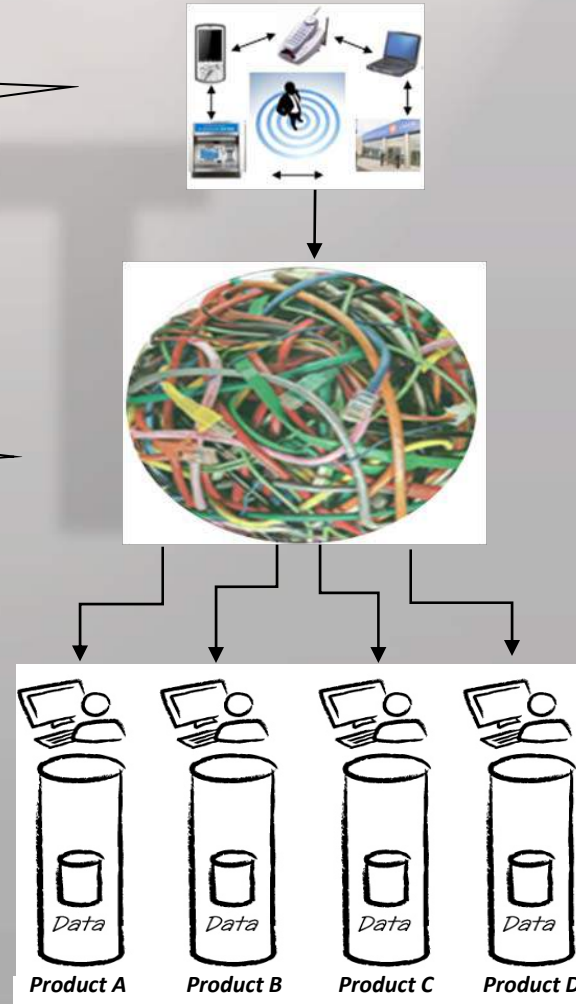
HOW – SYSTEMS MODEL - ARCHITECTURE

Current customer experience: Any transaction which is multi product/channel/business unit is complex and frustrating

Challenging navigation
across multiple screens
detracting from quality of
customer conversation

Complex Interfaces
and multiple points to
enter data

Line of business /
product-centric
approach to business
processes and systems

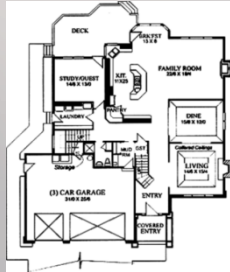


HOW – SYSTEMS MODEL - ARCHITECTURE

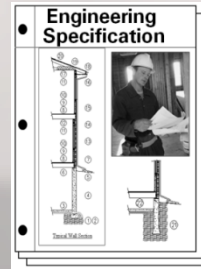
BUILD TO A MODERN FUTURE STATE BUSINESS PROCESS AND TECHNOLOGY ARCHITECTURE



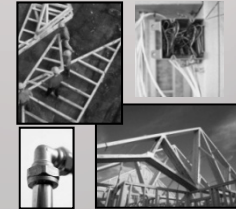
Architectural
Elevation



Frameworks
"Blue Prints"



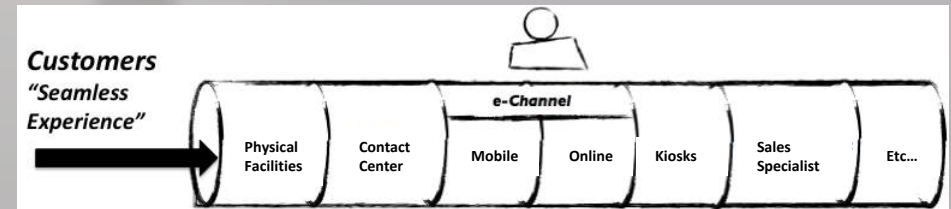
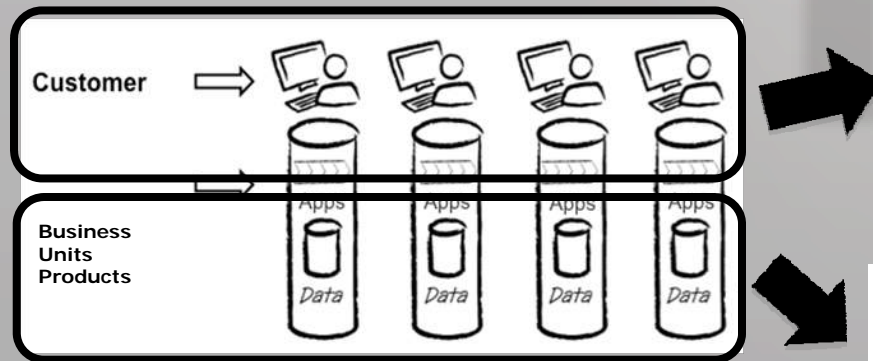
Systems
Architecture
"Wiring Diagrams"



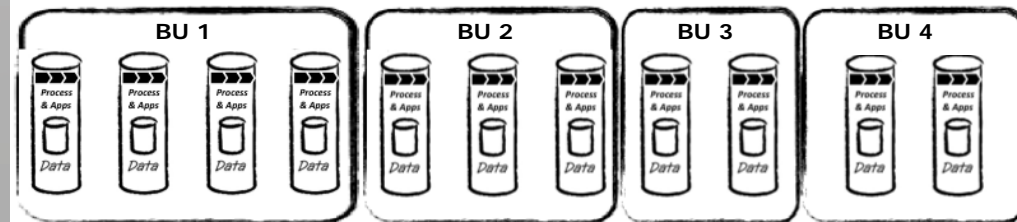
BOM &
Pre-Fabricated
"Components"



Spec Home



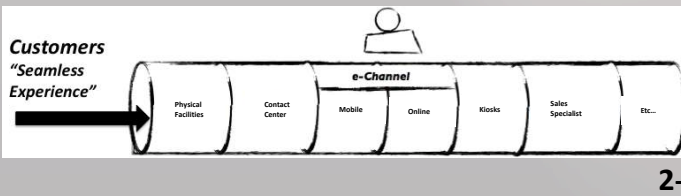
Products
"Competitive Products & Services"



Decoupling from the old way...

HOW – SYSTEMS MODEL - ARCHITECTURE

WE MUST BUILD A MODERN BUSINESS PROCESS AND TECHNOLOGY ARCHITECTURE
 ...and building the speed and quality for the 21st Century



StoreFront™
 Role Based &
 Session Oriented
 Presentation



Human to System
 System to System

Work Portal
 Work Lists
 Collaboration

Create a well engineered data,
 messaging, process, business rules
 hub to enable the decoupling

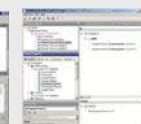
CrossFlow™
 Configurable
 Orchestration



Workflows



BPM/BAM
 Flows



Business
 Rules



Operational
 Data / Events
 (ODS & CEP)



ETL/Data
 Flows



Data
 Warehousing
 & Marting

BackBoard™
 Enterprise
 Integration
 Bus

Application / Data / Utility
 Services



Canonical
 Enterprise Model Transformations

Messaging / Event / Data
 Integration Services

**Legacy
 Adapters**

**Package
 Adapters**

Native Services

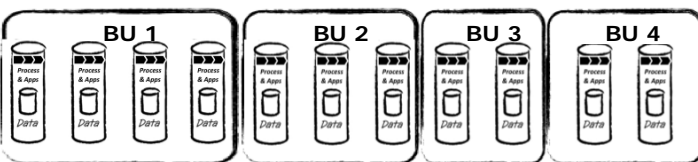
Traditional IT
 Applications &
 Data
 Across Legacy,
 Packages and
 Native Services

Product A
 Product B
 Product C
 Product D
 ...



Address
 Location
 Currency
 Rating
 ...

Products
 "Competitive Products & Services"



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WHO – ORGANIZATION MODEL

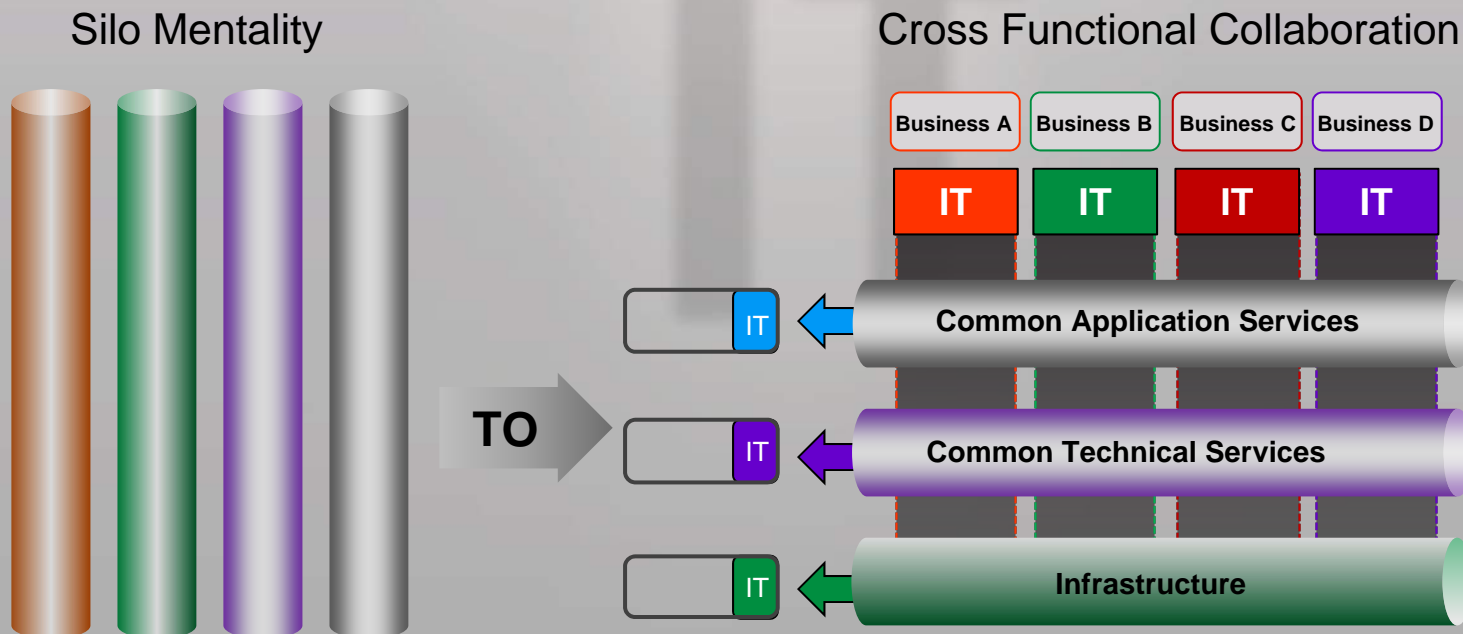
WHO Principles:

- I. **ORGANIZATION** Matters
- II. **LEADERSHIP** Matters
- III. **CULTURE** Matters
- IV. **PERFORMANCE** Matters

ORGANIZATION MATTERS

Leaders as “Bridge Builders”

Creating ONE IT Organization That Is Collaborative AND Responsible to the Business



THE IT LEADERSHIP PROFILE

Critical Leadership Competencies for Successful Transformation

Setting the Agenda

Building a Great Team

Consistently Delivering

Enabler of Success – Sell More Stuff to More People
Leveraging Your Brand and Cost Structure

Revenue Growth

Marketshare Growth
From which competitors?
• Wallet Share, etc...
• How?

AND

Product Innovations
Types of products?
• Creative
• Speed to market

AND

Geographic Growth
M&A vs. Organic?



CULTURE MATTERS

Playing **NOT** to Lose or Playing to **WIN**

Playing NOT to Lose

The survival and comfort game

- Maintain the past
- Staying comfortable
- Repeating old patterns
- Doing enough to get by
- Hiding mistakes
- Compete with co-workers
- Victim
- Peer pressure
- Being cautious
- Win-lose
- Avoid

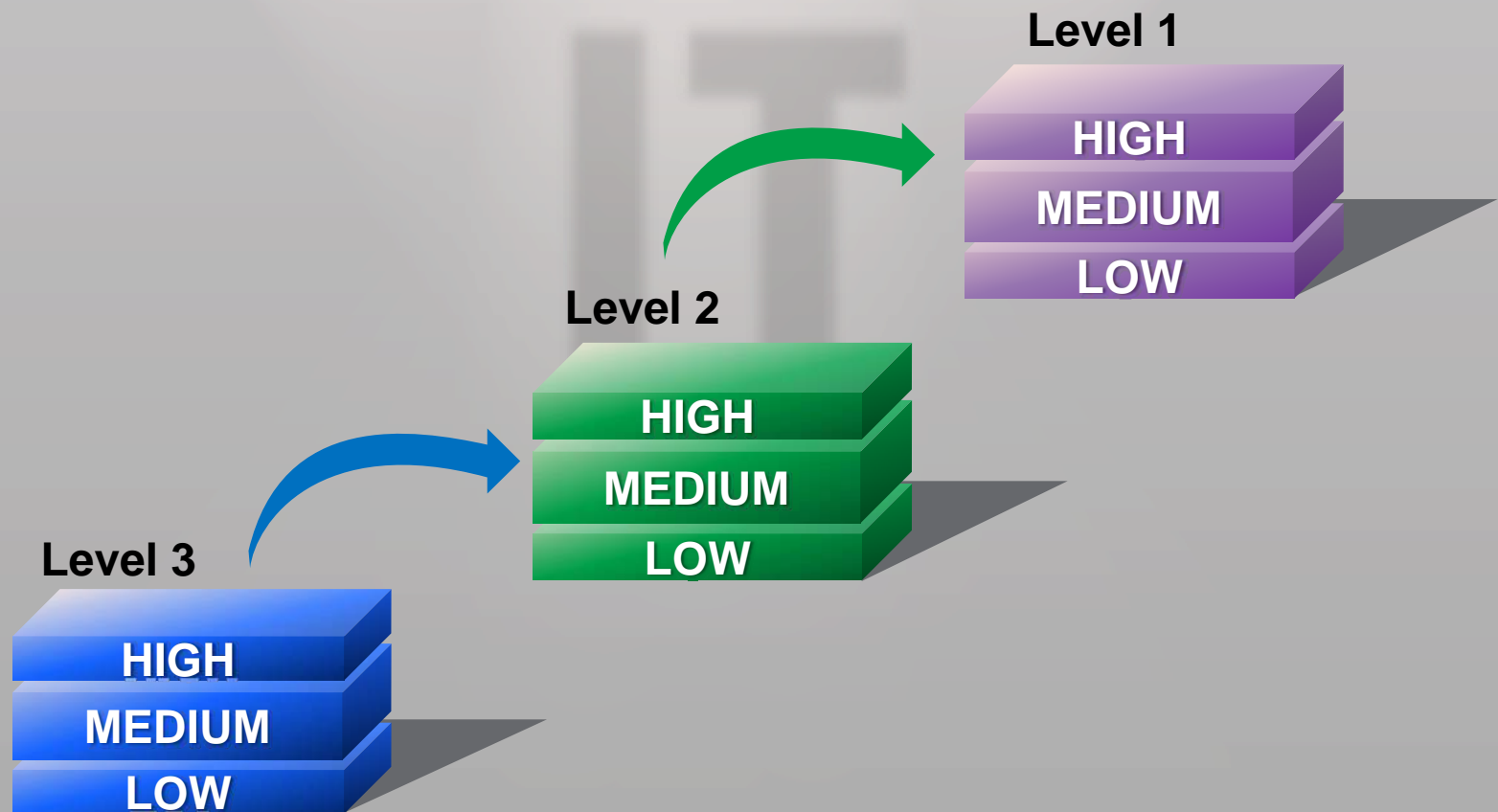
Playing to WIN

The growth and learning game

- Creating the future
- Embracing discomfort for growth
- Exploring new possibilities
- Directing 100% energy at task
- Sharing & learning from mistakes
- Cooperate, strive together
- Accountable
- Support
- Being courageous
- Win-win
- Stretch

PERFORMANCE MATTERS

Leaders as “Performance Managers” and People Developers



THE WHO IS THE DIFFERENTIATOR FOR A SUSTAINABLE TRANSFORMATION JOURNEY

Whether or Not You Outsource

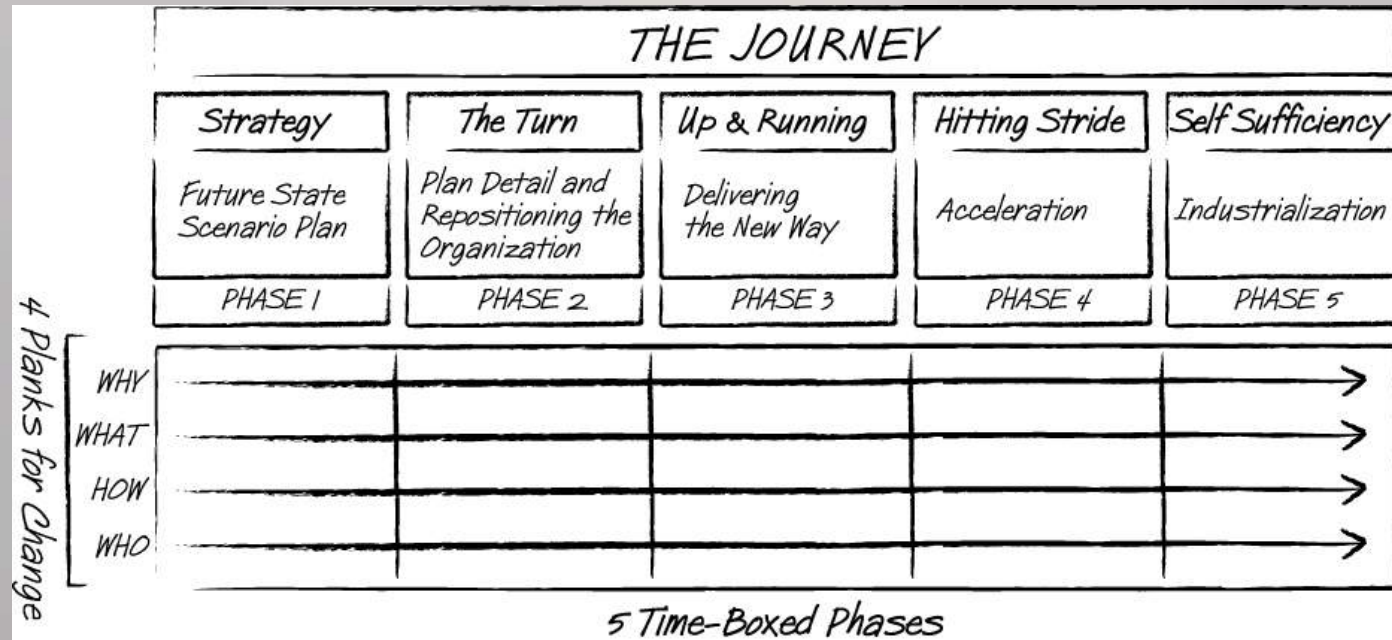


Figure 1

Blind Spot
Charlie Feld

CHARLIE FELD

BLIND SPOT

IT

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BUSINESS TRANSFORMATION

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