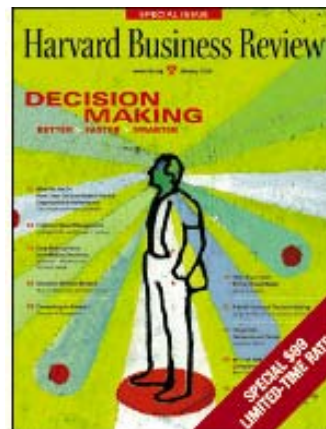


“IT Doesn’t Matter”

2003 Harvard Business Review essay by Nicholas Carr



Wrong! It DOES Matter

- ▶ CMO Council/BPM Forum Alert Enterprise Study
- ▶ Survey of business executive's perceptions on IT effectiveness

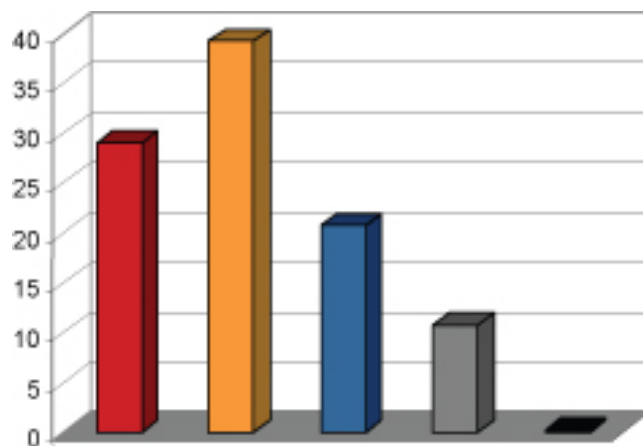
Accelerate How You
Differentiate

The **ALERT** ENTERPRISE audit with the BPM Forum

IT Plays a Critical Role

IT is hugely important to standing out from the competition

How important is the role of IT in creating market differentiation for your company, its products and services?



- **29.0%** More important than ever
- **39.2%** Important
- **20.7%** Somewhat Important
- **10.8%** Not very important
- **0.3%** Less important than in the past

Pressure on IT is Mounting

Expectations:
HIGH

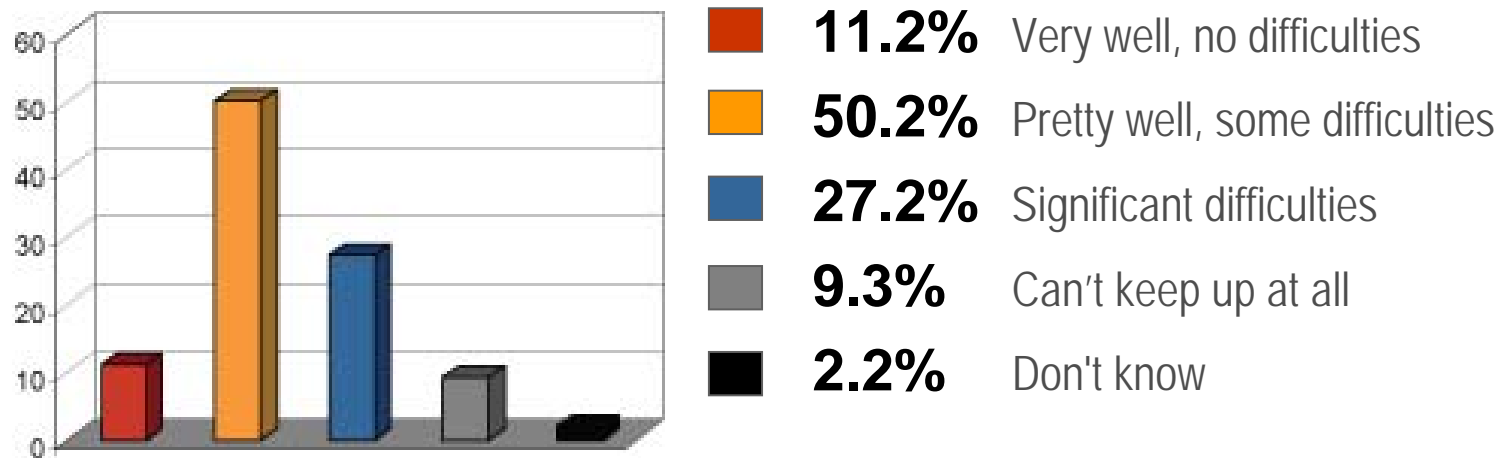
IT confidence and
credibility: **LOW**



Pressure on IT is Mounting

IT has trouble keeping pace with changing business needs and pressures

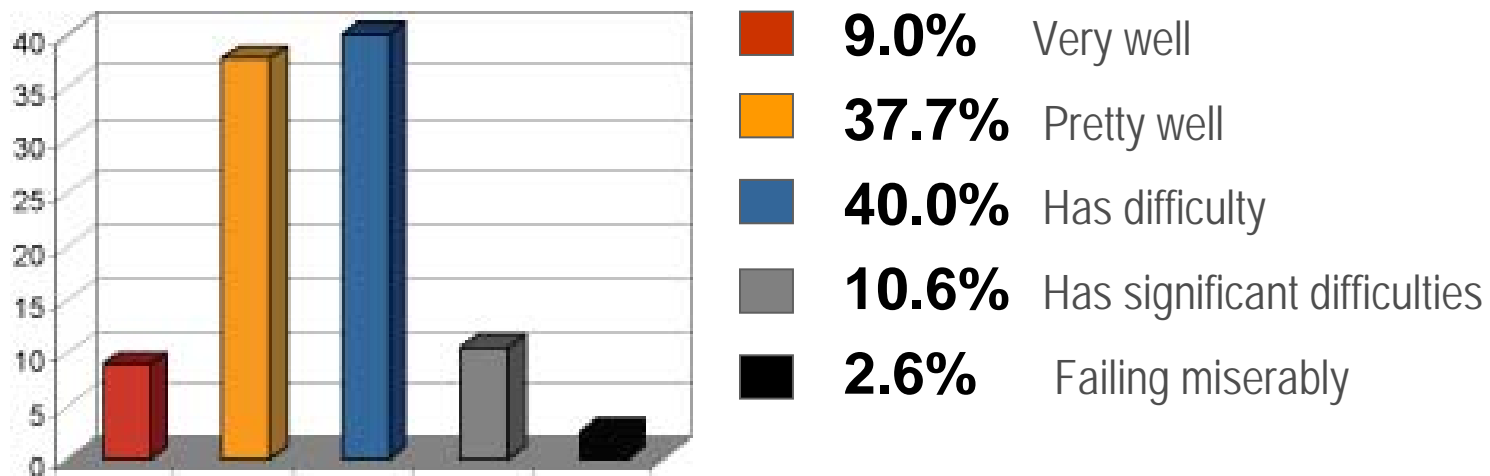
How well is your IT department keeping pace with the need to improve and/or rebuild key processes to meet changing business needs and pressures?



Pressure on IT is Mounting

IT organizations have difficulty demonstrating business value and ROI

How well does your IT organization demonstrate business value and ROI from its resources, activities and expenditures?



Three Top Weaknesses of IT Department:

- ▶ **Slow response time in implementing applications**
- ▶ **Lack of performance-driven, outcome-oriented perspective**
- ▶ **Does not understand strategic business needs**



In Response, More IT Decisions are Made by Committee

- ▶ Lines of business heads
- ▶ Financial decision makers
- ▶ C-level executives
- ▶ Procurement professionals



IT Pros Beset by Challenges

- ▶ Monumental IT complexity and rate of change
- ▶ Greater risks and threats to infrastructures
- ▶ More IT support demands – remote users
- ▶ Proliferating devices and applications
- ▶ Resource and budget constraints
- ▶ New compliance pressures
- ▶ Vendor or channel issues and dependency
- ▶ Greater accountability and yield demands
- ▶ Technical content overload
- ▶ Limited bandwidth, greater specialization needed



What Characterizes This Audience?

Highly segmented

Peer-powered

Affinity-minded

**High degree of
solidarity**

**Opinionated and
skeptical**



Distrustful of management


Easily and frequently distracted

Web-centered; lives online

Male-dominated, techies rule

**Personal & professional
life blends**

IT Pros Like to Congregate... Community Activism

- 
- ▶ Platform-based (Open Source, Java)
 - ▶ Vendor-driven (Microsoft, Intel, IBM)
 - ▶ Functional role (Systems, Networking, Help Desk, Developer, etc.)
 - ▶ Customer/user community (vertical industries, solutions)
 - ▶ Application-focus (CRM, ERP, Database, etc.)
 - ▶ Standards advocacy and support
 - ▶ Tech sector associations & coalitions

And, They Tend to Flock...

- ▶ Online communities
- ▶ Shows and conferences
- ▶ Regional meetings
- ▶ Chat rooms
- ▶ Bulletin boards
- ▶ News and discussion groups
- ▶ Blogs



How Do You Engage Them?

- ▶ **Foster and penetrate communities**
- ▶ **Build affinity networks**
- ▶ **Syndicate technical content online**
- ▶ **Relate to, and address, the pain**
- ▶ **Promulgate word-of-mouth**



How Do You Engage Them?



- ▶ **Champion their role and function**
- ▶ **Co-innovate on products**
- ▶ **Gain product validation and review**
- ▶ **Reward and recognize**
- ▶ **Host and toast**

Join Us!

For more Information on Alert Enterprise research and other studies go to www.cmocouncil.org

