WORLD-CLASS
INDUSTRIAL-STRENGTH
INTRANETS™

Finding the Sweet Spot between Chaos and Control™

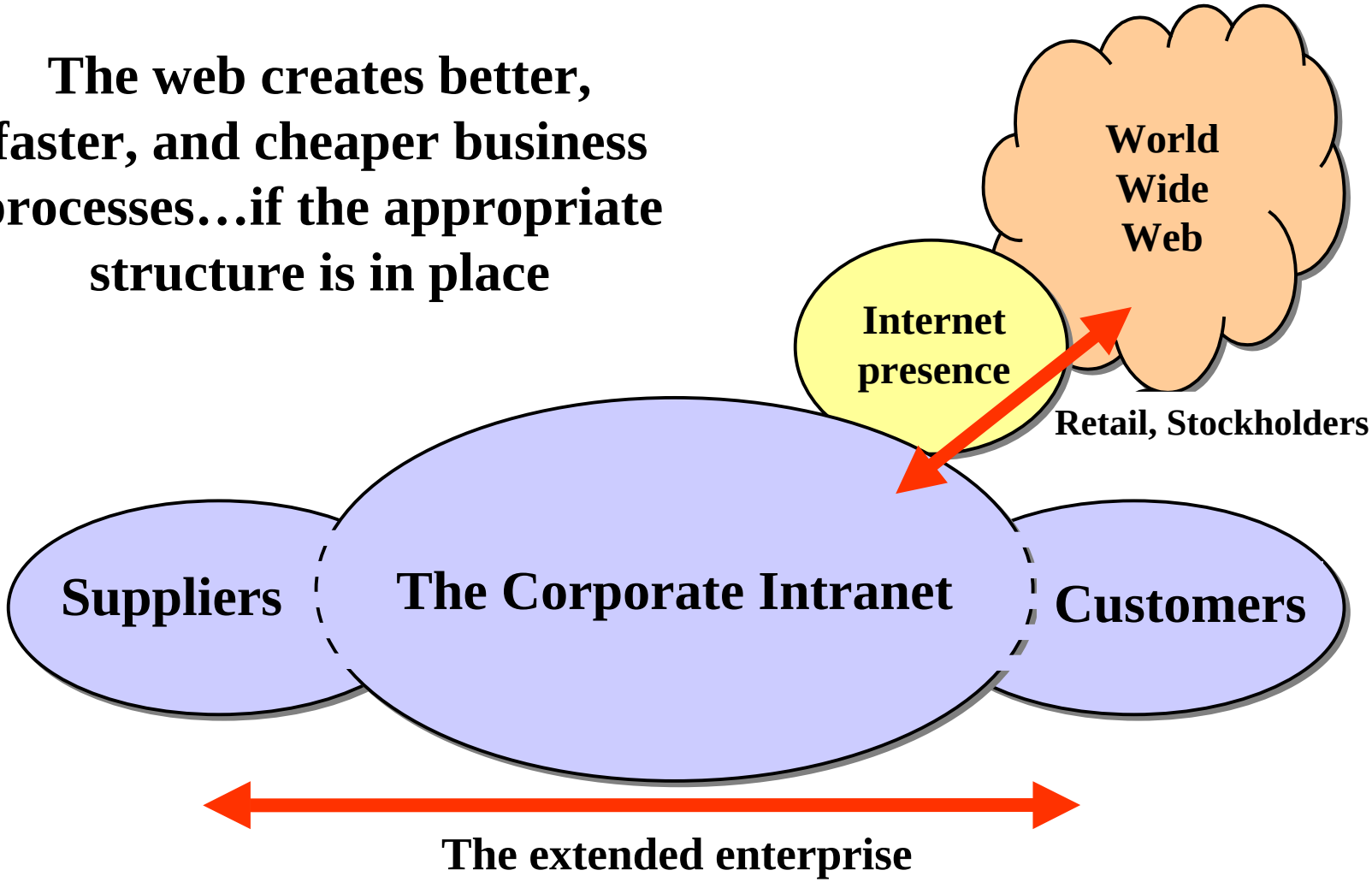
M. Graeber Jordan

Boeing Web Program Manager -1995 to1999

***CEO* GJordan.com LLC**

Internet, Intranet & Extranet

The web creates better, faster, and cheaper business processes…if the appropriate structure is in place



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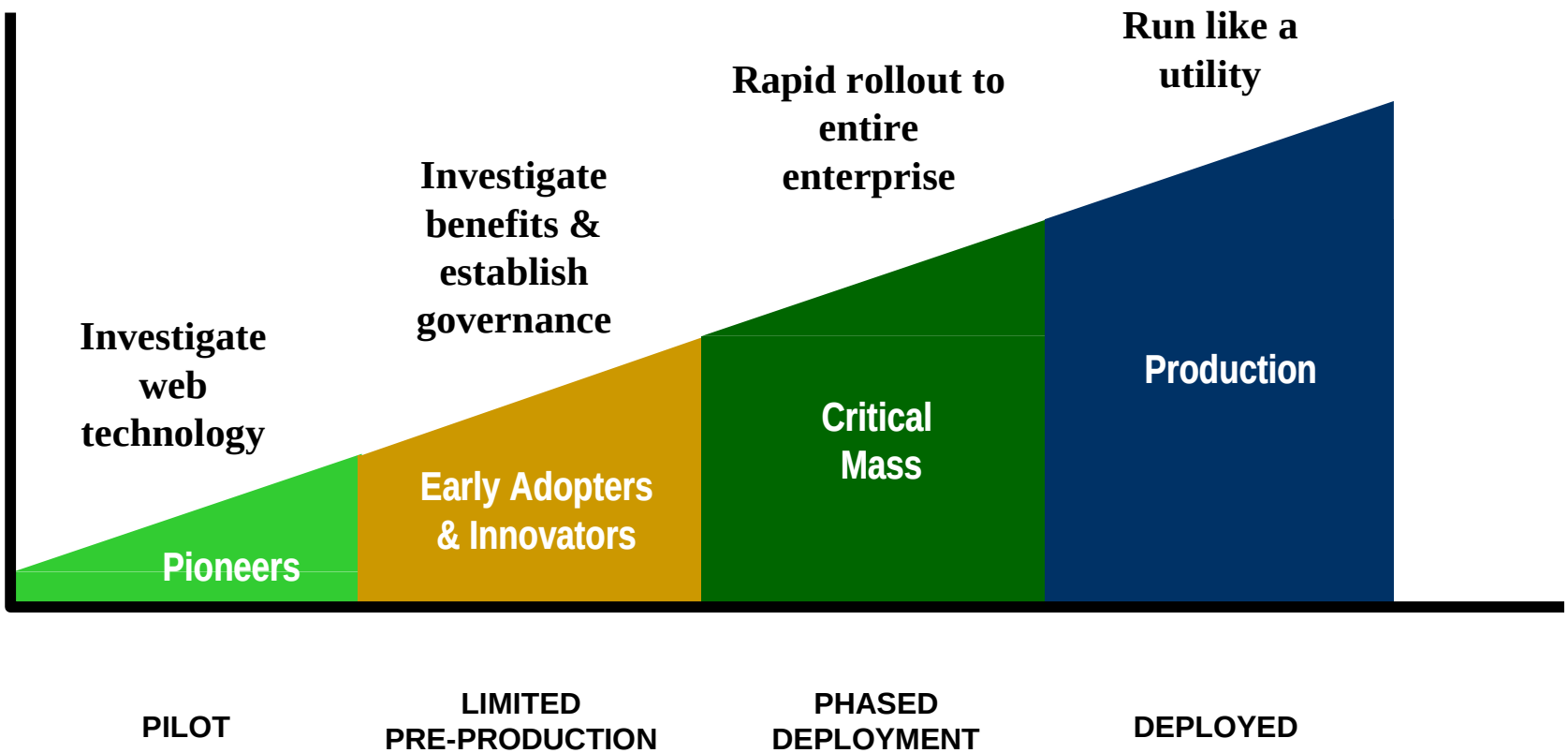
Web Deployment Timeline



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Some Questions

Consider any large intranet with thousands of web sites:

- **What group would you appoint to <u>dream up</u> all these web applications?**
- **What group should <u>build</u> all these web applications?**
- **Well, then…what group you would appoint to <u>approve</u> all these web applications?**
- **What corporate web site should <u>control access</u> to all these web applications?**
- **How should all these web applications be <u>funded</u>?**
- **Should each web site have a <u>business plan blessed</u> by Finance?**

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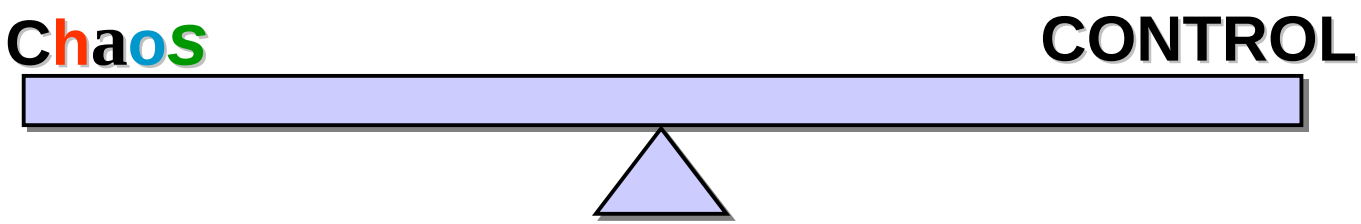
Corporate Dilemma

The unbridled web sprit

The fiduciary requirement to manage corporate resources



- **Everybody out for a pass**
- **No control**
- **Wasted resource**
- **Entrepreneurs**

- **Nobody out for a pass**
- **Chains**
- **Wasted intellect**
- **Bureaucracy**

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The computing landscape BTW*

* Before the Web

Infrastructure of networks, devices, software, methods, and databases

Well understood, professionally managed

Sales

MRP

Etc

Payroll

CAD

HR

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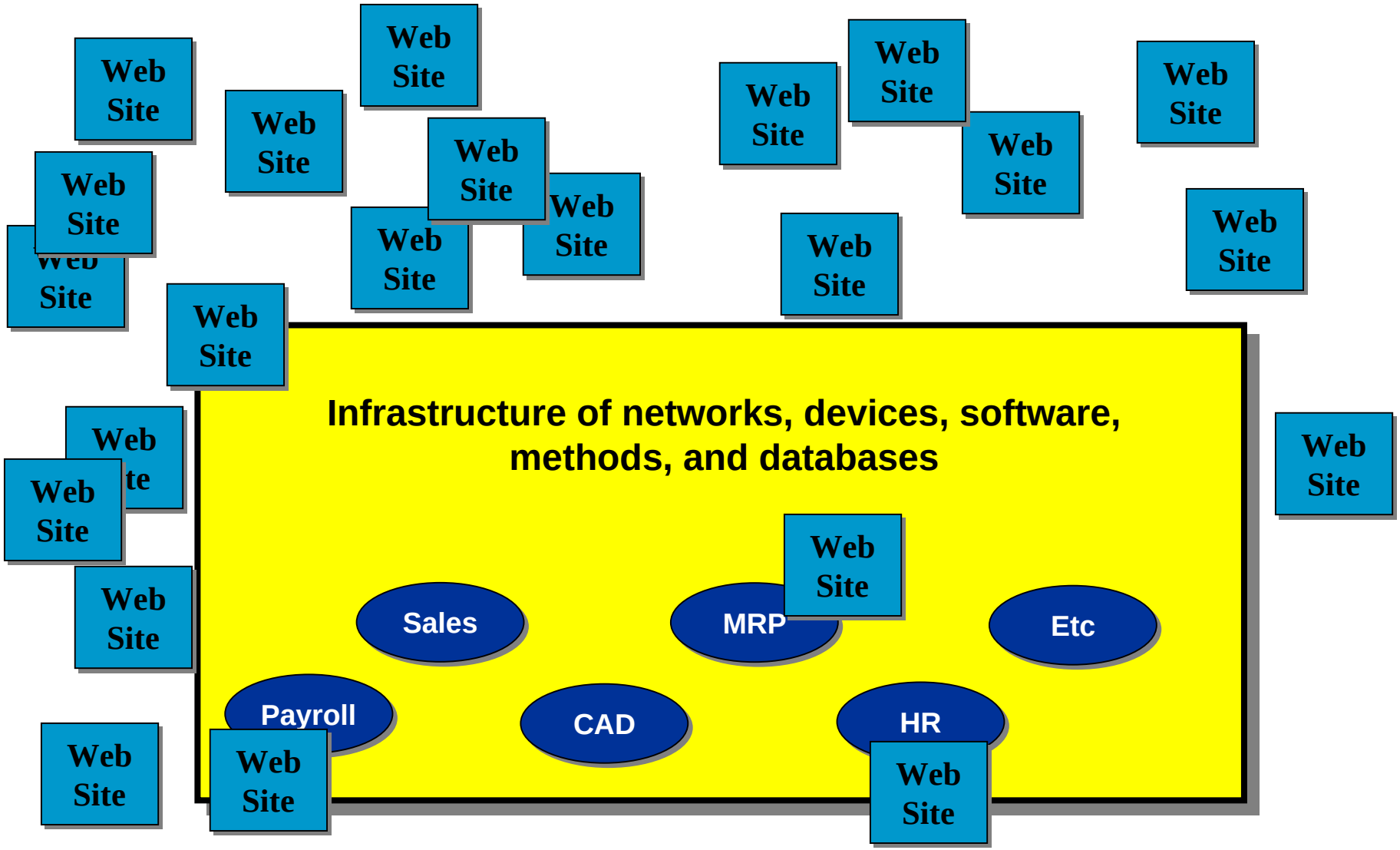
The computing landscape now



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governance

Leadership

Senior Executive Council
Web Advisory Board

Apply the Web to a Business Process

Employees at any level

Provide a Robust Infrastructure

VP of Information Systems

Local Decision:

- To be on the Web
- Registration
- Content
- Authentication
- External access

Central Decision:

- Architecture
- Network
- Critical components
- Standards
- Production readiness

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The winning approach

Recognize that the Web is a tool, not a product, therefore its deployment into the corporate business processes must be accomplished in non-traditional ways.

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Step One

Apply a web focus to existing infrastructure

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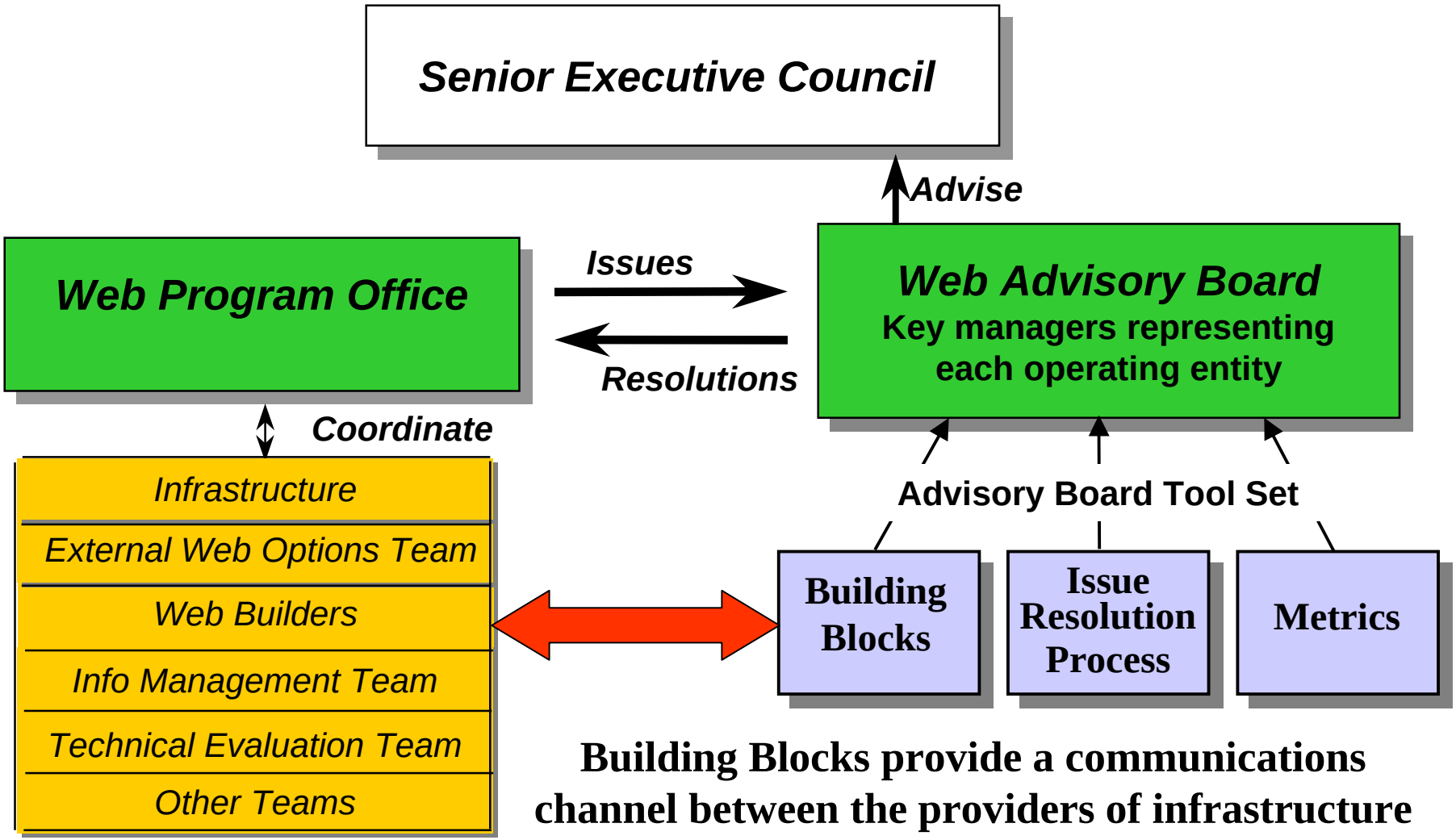
Step One



Building Blocks provide a communications channel between the providers of infrastructure and makers of policy.

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Step Two

Use the concept of building blocks and track each one

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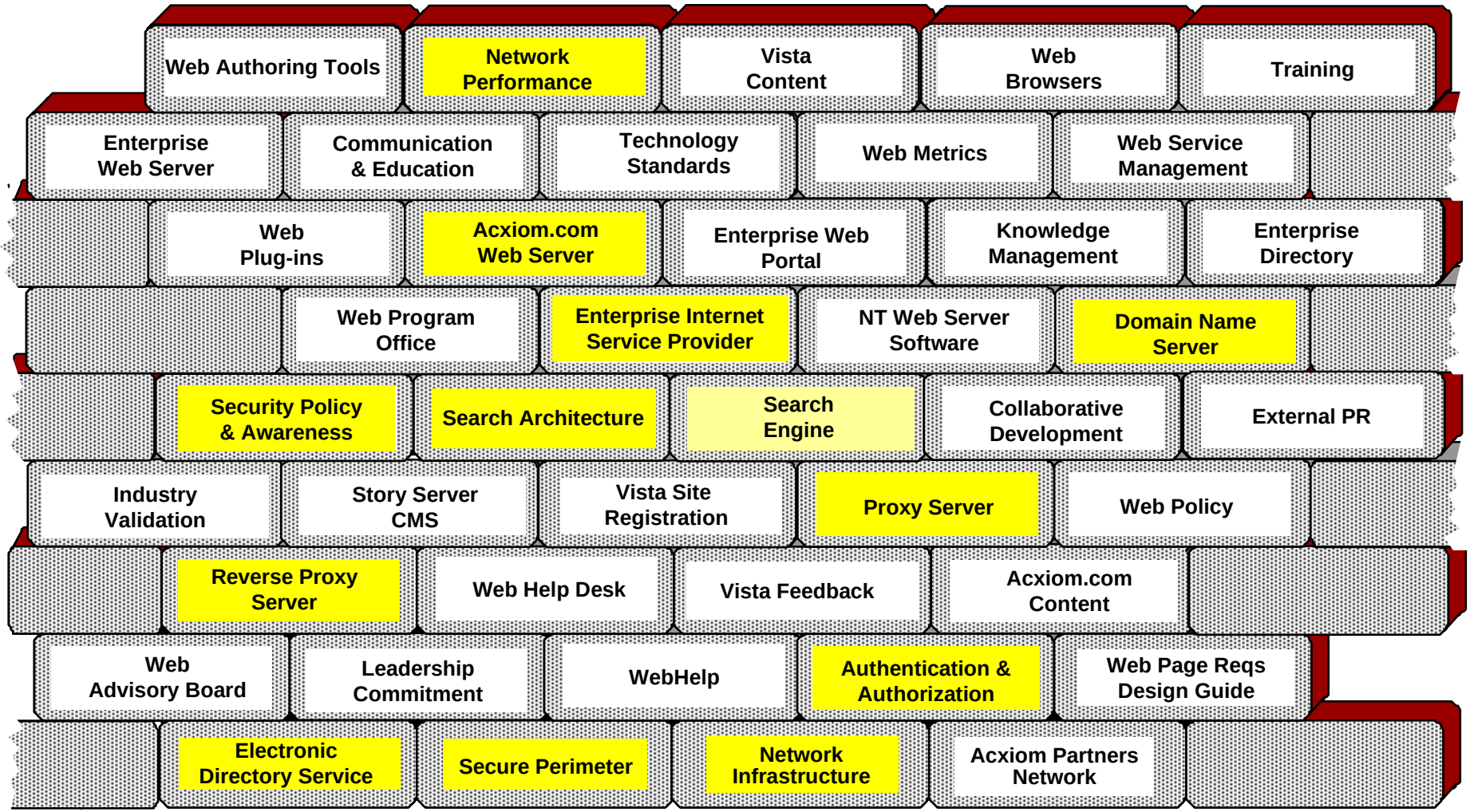
Step Two

The Web Building Blocks from Acxiom Corp



Denotes Showstoppers

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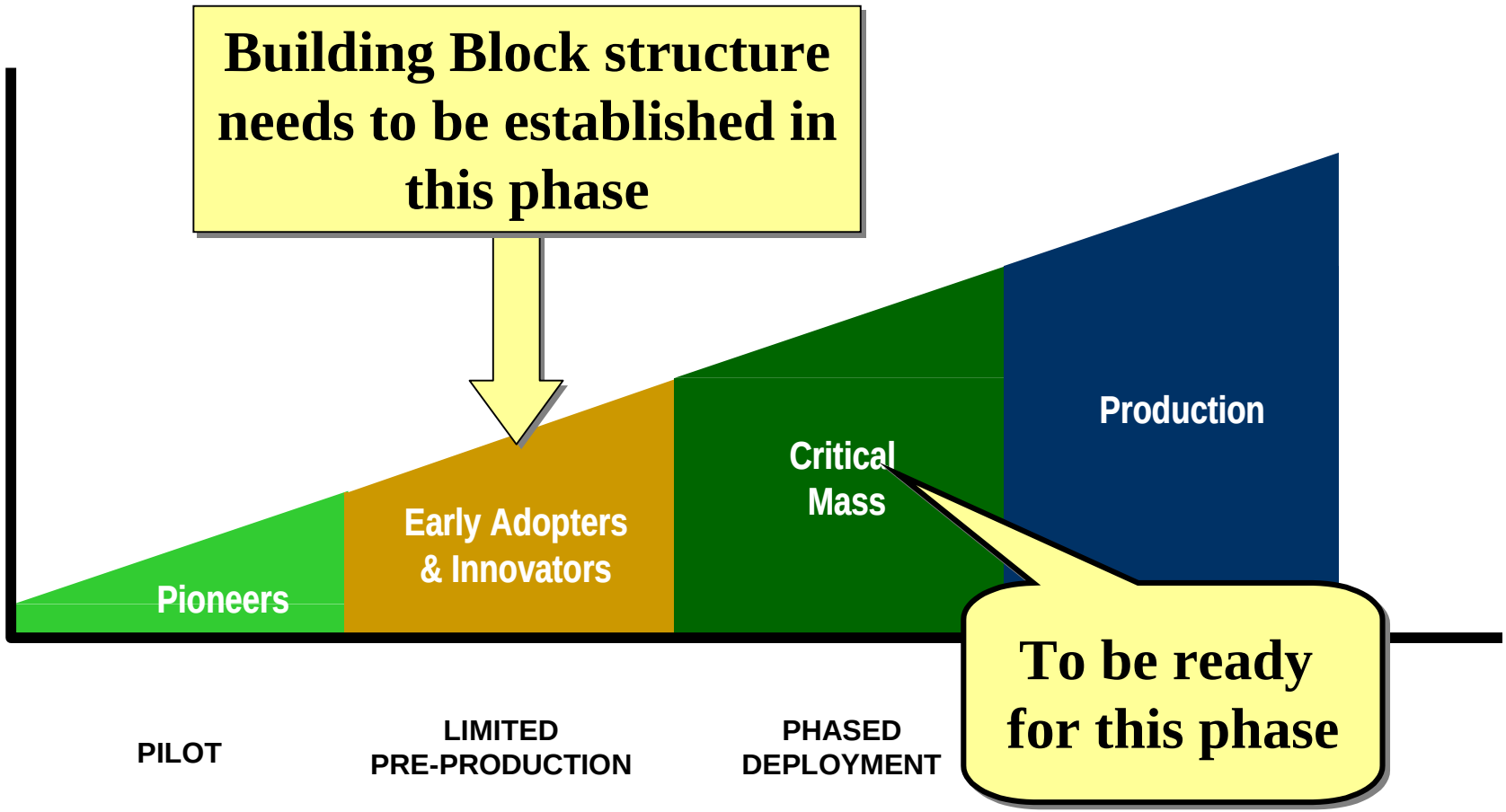
Web Deployment Timeline



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Step Three

Empower users to experiment and take risks with their own funds

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Step Three

Leadership

Senior Executive Council

Web Advisory Board

Apply the Web to a Business Process

Employees at any level

Local Decision:

- **To be on the Web**
- **Registration**
- **Content**
- **Authentication**
- **External access**

Provide a Robust Infrastructure

Net-Net Funding
"No New Money"

- Architecture
- Network
- Critical components
- Standards
- Production readiness

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Step Four

Share results and learnings--good and bad

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Step Four

Media

- PowerPoint and transparencies
- Web Visibility Room
- Road Shows
- Web Site
- Video
- Contests
- Publicity

Message

Audience

- Internal
- Conferences & Seminars
- Customers
- Suppliers
- Stockholders
- General Public

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Step Five

Don’t penalize the majority for the weirdness of a few

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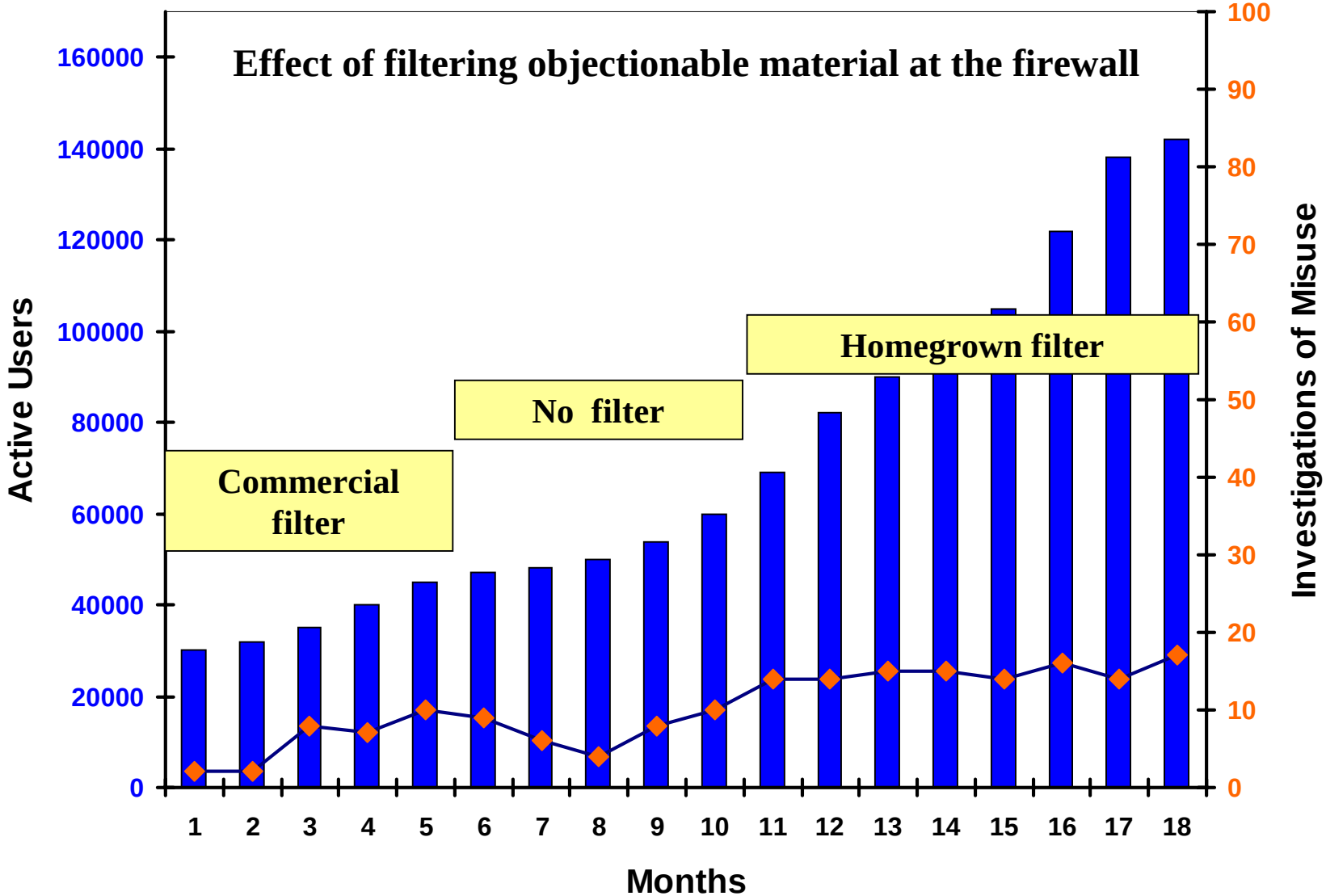
Step Five



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Step Six

Resolve issues as they arise with an approved process

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Step Six

Issue Resolution Process

30,000 foot view

Identify and Publish the Issues

Web Program Office

- Step-by-Step
- Ticky boo
- Anal

Prepare and Present the Proposal

Issue Stakeholders

- Comforting
- Agreed to
- Ensures results

Consider and Resolve the Issue

Web Advisory Board

Implement the Resolution

Web Program Office

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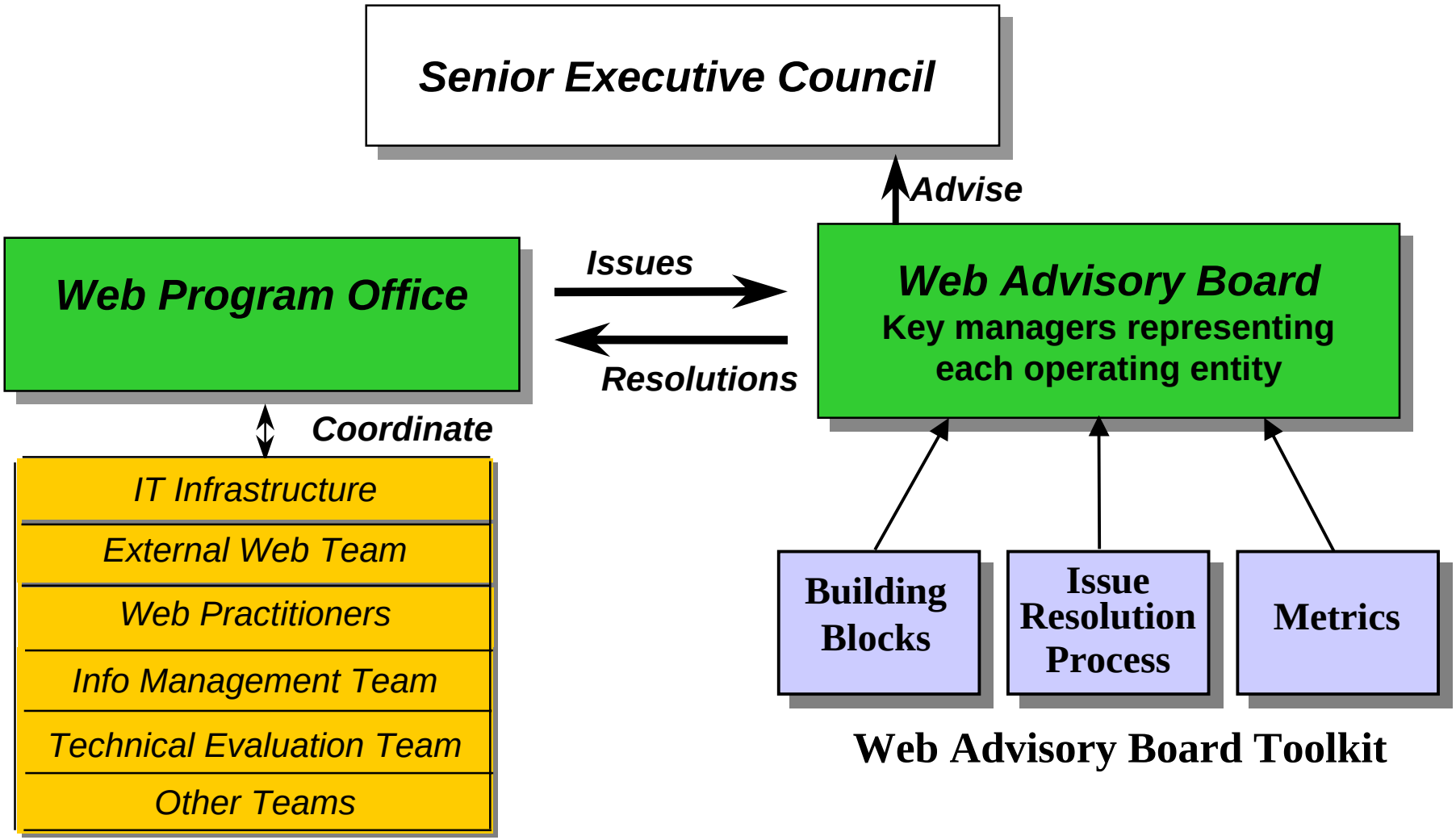
Web Program Management



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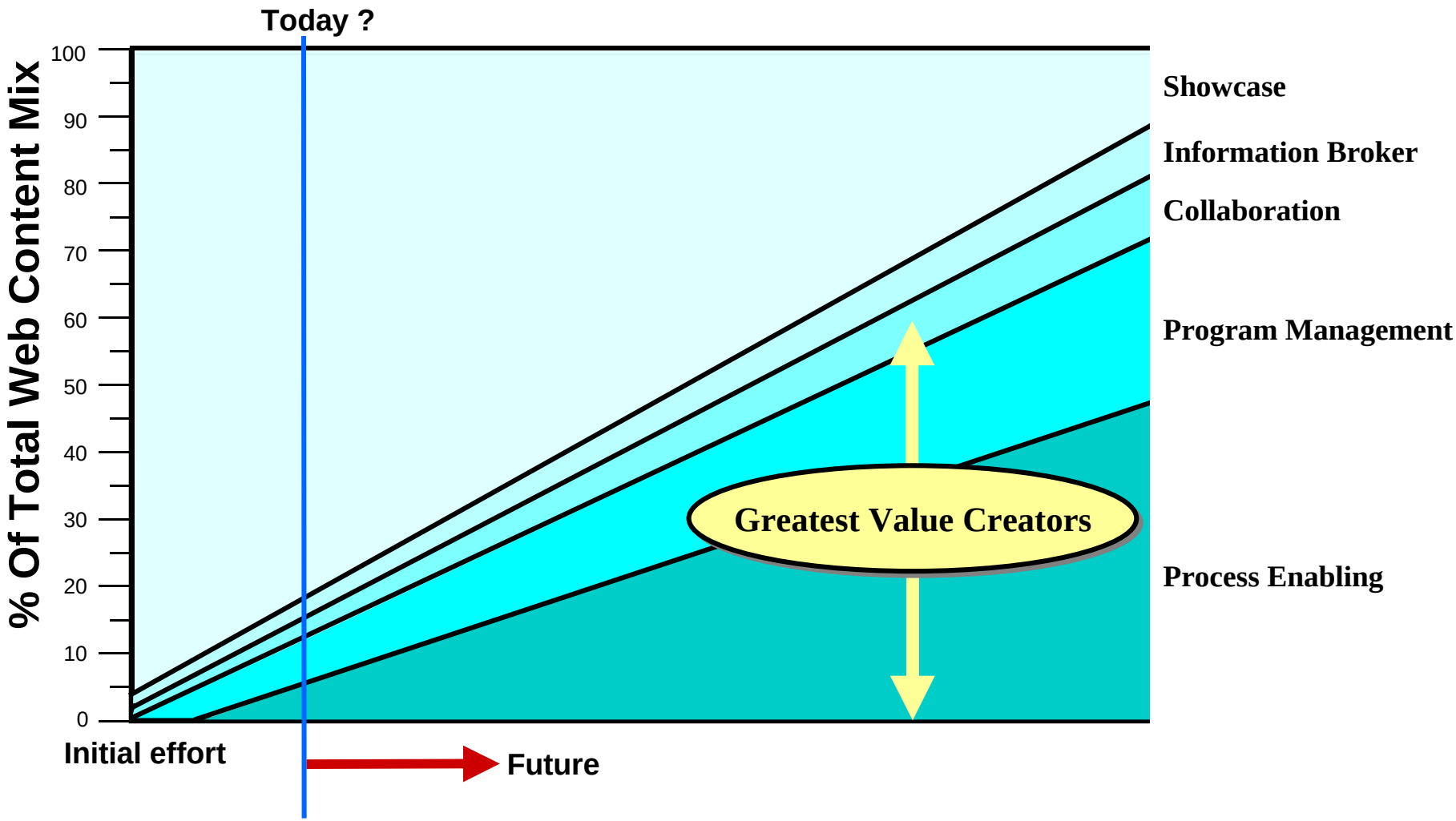
Web Content Evolution (Notional)

Health and Progress Evaluation



Over Time...Move the Cursor to the Right

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governance

Critical

Leadership

Senior Executive Council

Web Advisory Board

Building Block

Building Block

Apply the Web to a Business Process

Employees at any level

Provide a Robust Infrastructure

Chief Information Officer

Building Block

Building Block

Building Block

Local Decision:
To be on the Web
Registration
Content
Authentication
External access

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Central Decision:
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CEO CIO changed relationship

Then

- President & CEO
  - VP Engineering
  - VP Finance
  - VP Computing
  - VP Facilities
  - VP North American Sales
  - VP EU & Asia Manufacturing
  - VP Trucks
  - VP Cars

Now

- President & CEO
  - VP Engineering
  - VP Finance
  - VP Computing
  - VP Facilities
  - VP Cars

No perceptible change in the organization chart BUT a big change in responsibility for content.

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CEO CIO changed relationship

CIO Then

- Head of Information Systems
- MRP, ERP, Payroll, …
- Keeper of the content,
- Translation of business rules into code
- Fiduciary responsibility over the information space
- The One Butt to Kick

CIO Now

- Head of Information Infrastructure
- Mission critical utility 24 x 7
- Tool provider

The distributed nature of the web requires distributed ownership of the content.

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When The Web is being used in:

- All Locations
- All Subjects
- All Departments
- All Processes
- All Job Categories
- All Products & Services

Then...

Universal utilization provides the opportunity to change the way business is conducted!

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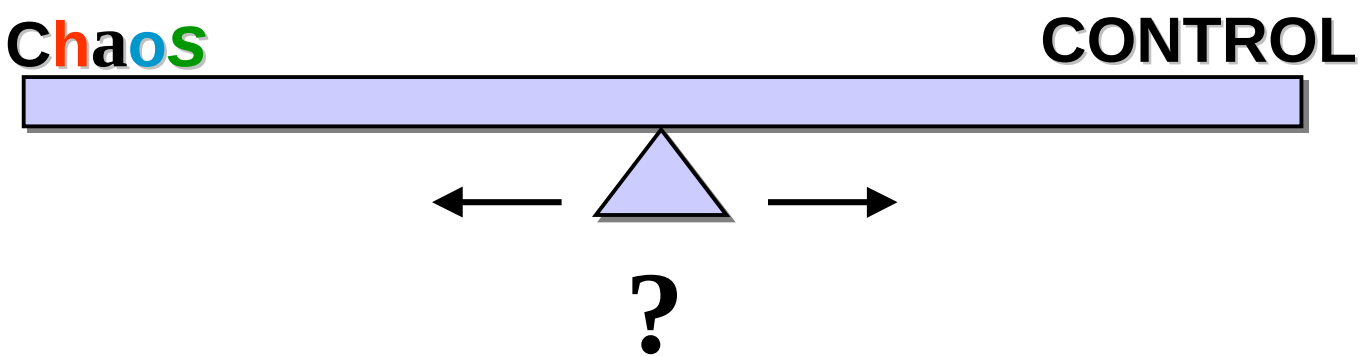
Finding the Sweet Spot between Chaos and Control ™



Just enough discipline…
to focus the creativity toward business

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A Proposition

This proven methodology can be transported and customized for other corporations and organizations.

GJordan.com LLC works with large organizations to understand, tailor, and apply the methodology to achieve similar results.

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The Methodology

- **Major components of the methodology include:**
  - **Bottom-line impact of the web on products and services.**
  - **How value can be created in mainline business processes.**
  - **Solid executive sponsorship and how to keep it.**
  - **Qualifications for the top web leader**
  - **Appropriate role for "computing."**
  - **Building management consensus about the web.**
  - **Necessary corporate policies.**
  - **Unnecessary corporate policies**
  - **Net-net funding, i.e. no new money.**

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The Methodology (continued)

- The balance between chaos and control.
- Six-step approach to governance.
- Decentralized and centralized management.
- Necessary boards, relationships, and teams.
- Issue resolution process and resolutions adopted.
- Metrics that indicate web health and employee behavior.
- Designing internal promotions to get the right results.
- The Building Blocks that give oversight of the critical success factors.
- Feedback from businesses and the world press validating the approach.

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Delivery Options

- **One-day seminars for a large mixed audience.**
  - **Suitable for initial familiarity.**
- **7 to 10-day lecture, workshop, and coaching series designed to convey the methodology in-depth.**
  - **Delivers a clear set of actions to be implemented by multiple organizations within the organization.**
- **One-day "health check-ups."**
  - **Provides an outside objective evaluation of organizational progress.**
- **Customized engagements with an agreed set of deliverables.**

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Learning Modules

- The 6-Step Approach Expanded
- Building a Web Visibility Room
- Web Building Block Workshop
- Web Building Block Owners
- Checking Progress
- Running a Web Contest
- Executive Sponsorship
- The First Six Months
- Web Health Metrics
- Issue Resolution Process
- Web Metrics Tutorial
- Web Policies
- Getting & Using Publicity
- Conducting Web Advisory Board Meetings
- Establishing a Web Program Office
- Establishing a Web Advisory Board
- Governance Overview

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