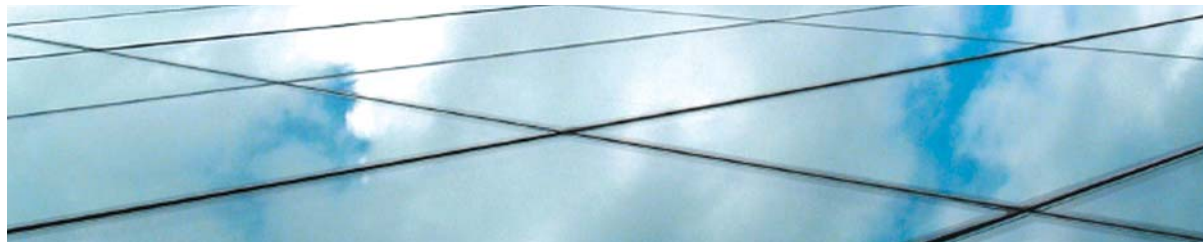


longview

A PUBLICATION OF LONGHAUS

RESEARCH
OPINION
REVIEWS



WELCOME

Over the next few weeks we will be upgrading our website to include greater functionality and service. We will be bringing you online surveys, voting tools, and in the near future a blog for more up-to-the-minute industry posts of what's happening around the country and near-shore regions. Happily, after a successful launch we can also report a net gain in circulation to our monthly newsletter, so thanks to you who took up our offer and forwarded *longview* to a friend. See you in the market, or next month in *longview*.

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Editorial

The Decade of Boardroom Takeovers and the Rise of the CMO

There are pockets of first-class marketing teams peppered throughout corporate Australia engaged in the development and execution of cutting edge strategies. But as an industry, the health of executive perception of marketing and communications within both the public and private sectors may indicate a less than rosy picture.

If indeed perception is reality then marketing in Australia is confined to poorly executed communications, and while the marketing managers have been sleeping, the CIO is set to steal their chair at the board-room table.

The last dot.com and technology boom brought with it a meteoric rise in the number of communications and marketing companies in Australia. Outside of marketing circles it's common to hear that we have little to show for it, and with the next economic cycle well in play there may never be a second shot for aspirant marketing executives to stake a lasting claim within Australia's executive ranks.

The business world is growing tired of accountability in the local media communications market, yet persistence and grace often deliver the benefit of the doubt to a steeped discipline with many more strings to its bow than just communications. However, Australia is a relatively small sales and distribution-driven market. It is largely bereft of large-scale product development, and there is a perceived lack of basic integration across company-wide marketing programs as well as limited technical experience with technology and systems specific to the marketing backbone. Even major

international marketing technology vendors are not strongly represented in the local market.

As a result of these scenarios a perfect storm is brewing whereby most marketing managers will struggle to make the grade when it comes to a customer and corporate driven need to embrace the role of Chief Marketing Officer (CMO). It is currently a largely non-existent position in Australia (various CMO councils do meet around the country), and will remain so, or quickly lose credibility if organisations seek to fill the positions from existing marketing ranks who themselves have often been promoted through distribution-focused field sales. However, one scenario sees this maturing position lending itself to a proven CIO.


Siloed projects, tactical focus, and a lack of accountability through poor ROI and other general metrics has been the well-documented situation in the IT industry for a very long time, allowing many gun-barrel parallels between the two disciplines. Anecdotally, marketing has faced a crisis of credibility in the boardroom, as media and event metrics continue to misalign with the CEOs strategic drivers. With the increasing technological demands of marketing, organisations looking to mature their marketing efforts and credibility would do well to seek a hardened wartime general in the form of a seasoned CIO, better suited to the demands of metric and process refinement, and macro information flow.

Indeed with many of the emerging best-practice tools of marketing birthed

in technology, there may never be a better time than now to reign in the frat party. Persona creation as an "emerging" marketing best-practice was born of user goal driven software development techniques in Silicon Valley nearly a decade ago. It is being used by Australian organisations like Flight Centre and Freedom, as well as IKEA, Ford, and Microsoft globally to better target key market segments.

Website design and development continues to suffer in the hands of creative companies little versed in the principles of application development. This discipline found an unhappy home in marketing since the web was categorised as a communication channel in the 1990's. With the deep changes in website technology, this worldly child is almost a teenager, brooding, and unhappier at home than it has ever been.

The fact that IT has been more heavily vilified and accountable as an industry - if only through a stronger public awareness of its outcomes - may also suggest why such strong scrutiny has led CIOs to surpass their longer-established counterparts on the rise through the corporate ranks, and into a position of necessity in the board-level psyche.

Marketing is facing a watershed, and the forces weighing on the industry are not coming from within. Without wresting back board control, and investing in technical education, both technology and its global employee base will as surely change the face of marketing in this decade just as IT changed forever the nature of finance in the 1980's. 

■ The Role of Management Behaviour in EIM



by Peter Carr

Mystery and failure still surround the pursuit of enterprise information management (EIM). At a tactile level it is difficult to define. At a cross-organisational level, what constitutes acceptable agreed outcomes for an EIM program is even harder to articulate. In large organisations information is the critical factor that guides strategic direction, and when it is logically tied to success in the minds of management, the competing outcomes of these individuals ultimately becomes the critical disabler of EIM success.

The EIM Paradox

To demonstrate why this phenomenon is proving such a challenge for major organisations with regards to information management, we observed a straw poll within a recent public sector focus group.

In this straw poll, a room of approximately 20 respondents were asked to first define, then rank (with two votes each), the importance of specific key drivers for implementing EIM in their businesses. The results, not uncommon in studies where new hypothesis are being tested, was that agreement was reached on key principles, often motherhood in nature, that solicited little or no opposition, challenge or criticism from others in the group. In sum, when it came to implementing EIM, the group didn't know what it didn't know as demonstrated by agreement around broad principles and little agreement of the importance of drivers that articulated specific tasks and deliverables. (See figure 1) - an Abilene Paradox for EIM.

The Abilene Paradox is a well known management theory that states that an organisations ability to manage agreement, and not conflict, is the single biggest challenge facing organisations today. An EIM Paradox could state that individuals demonstrate public understanding of information management as a program of work, yet privately have little idea about how to implement it in their own businesses. The net result is initial buoyant agreement around EIM benefits that leads to endorsement of a program of work, without agreement on specific and achievable goals and outcomes.

The focus group demonstrated that a

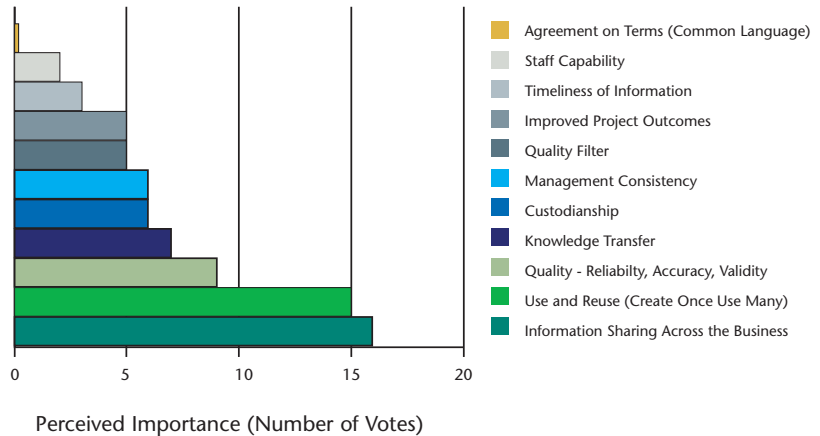
key benefit of information management is the strategic and tactical use of proprietary company information in the pursuit of organizational goals. In the context of the Abilene Paradox, what the group believed was that EIM is capable of providing a true competitive advantage to their organisation while privately having little idea on how to implement the information panacea.

So what is the end result of mismanaged agreement and demonstrating public understanding of a misunderstood program? Despite agreement amongst organisations and industry groups that EIM would provide a wonderful source of innovation and operational efficiency, no-one has yet published an ITIL-like cookbook for the global application of true EIM.

or activity related to structuring the flow of information into and within major companies.

Chasing quick project wins, rollover funding, and ongoing support from executive ranks, organisations and project managers are being courted to jump to point technology solutions in areas ranging from basic search capability of enterprise data repositories to business intelligence (BI), data and records management (DRM), or more ambitiously, enterprise content management (ECM). And despite doing little to forward the cause of true EIM, there is no shortage of technology suppliers in these areas to supply ill-directed demand. In fact, EIM may deliver yet another lag in the problem-adoption-solution lifecycle that has

Figure 1.



The net result of the paradox becomes that by its very nature, knowledge and skills transfer in the discipline and implementation of EIM will remain attainable by very few organisations. It will remain a prize and true point of differentiation for those that have mature business plans, functional corporate strategy, and team-focused management cultures.

For most, the solution will involve a glut of existing technology options from which will be built a backbone of analytical infrastructure to report on and guide internal information sharing. And not unlike well-documented CRM failures, technology led EIM will do little to address duplication of information systems, ILM tools and databases,

plagued the IT industry for decades.

Under the guise of EIM the major consumers of technology will engage in another round of technology over-provisioning for what is fundamentally a business culture problem.



Content and Substance in Information Management

by Sam Higgins

Everything has a renaissance - a period of enlightenment in which failings are corrected and the true value of an approach finally appreciated. Over the past 5 years the mainstream adoption of service orientation has seen business process related techniques enjoy such resurgence. Yet during the dark years, after the failed business process reengineering mega-projects of the 80's and early 90's, it was information - in particular unstructured content - that held sway with faithful ICT practitioners. Driven by the internet a whole new world of information exchange emerged alongside the traditional transaction processing environments.

Unfortunately information management is today suffering more of a reformation than a renaissance. The various fragmented information churches of data architecture; records management, geospatial enablement and content management all compete to claim that they alone have the path to information heaven. The advent of SOA has meant the focus has firmly shifted to business process, leaving the information management community struggling to fill the pews and more importantly the budgetary plate.

However, there is hope. As enterprises gain traction on the business process management front drivers emerge once again for addressing the information dimension. In IBM's 2006 Global CEO Study 60% of CEOs felt their organizations need to do a better job leveraging information. Longhaus has also observed increased interest in information management on a number of fronts, most notably with major projects in both Federal and State governments around improving information interchange, records and content management. Indeed, the injection of ~\$495 million of ICT funding into the Department of Immigration was driven by the case of mis-information regarding the identity of Cornelia Rau and Vivian Alvarez. Even Queensland's "Doctor Death" scandal was driven at its heart by the failure to verify information about credentials of foreign doctors registered in Queensland.

Unfortunately the chance of true and sustained success in information management remains, in Longhaus' view, extremely low. Why? Typically enterprises approach the need to improve information management from a disciplinary perspective with little regard for information itself.

That is, rather than demand clarity about the true information needs of an enterprise, information management projects focus on siloed areas such as:

- Online (internet and intranet) content management
- Records management
- Information lifecycle management technologies
- Information integration through SOA or data warehousing approaches.


The issue here is that these disciplines fail to separate the form from the substance when it comes to information management. Information is not the content management system, it is not the tiered storage platform, and it is not the database environment. Yet few of these approaches start with any form

processes which generated the information or handle its disposal.

Another way to view this issue is to look at the application of common law as it applies to the formation of contract. When making a determination on the validity of a contract, the magistrate or judge primarily ignores the form in which the contract is presented. For example, a contract can exist with little more than an exchange of e-mails. Instead, the focus of the judge is on the intention of the parties to enter into a "formal agreement" - their expectations and requirements if you will. The presence of a well formatted document written in legalese does not, in and of itself, constitute a contract. In legal terms it is the "substance of the matter" which is considered, not the form in which it exists.

The same is true of information management. Just investing in ICT that provides a platform upon which information can be captured or published does not mean that we are in fact managing information. We must look beyond the discipline - and find the "substance of the matter". The true intent of the enterprise in terms of its information needs and then setting about capturing this in the appropriate form using the appropriate discipline.

This requires information management projects within organisations to recognise that they must separate out the understanding of an enterprises information needs from the form in which they will be delivered. The chance of success can be increased by:

1. Ensuring the information management initiative has input, and ideally team members, from all disciplines;
2. Developing an abstract or meta-model to describe the common artefacts of the various disciplines and how they relate to one another and to the requirements of the enterprise; and
3. Basic information analysis skills such as relational or object modelling, and understanding of classification schemes. 

The IBM Global CEO Study 2006 surveyed 191 respondents from the Americas, 267 from Europe and 307 from Asia Pacific (including Australia).

"The issue here is that these disciplines fail to separate the form from the substance when it comes to information management."

of analysis of the information content to establish a common basis from which to move forward. Those that do perform any analysis do so in isolation building a perspective of the organisations information requirements from a single viewpoint. For example, ILM projects will often focus on classifying information by availability, security and retention. Content managers will focus on the topics or categories for search, while records managers focus on the



ON-LINE ENTERPRISE ARCHITECTURE PANEL

with **Kristine Carr**

The recent tender for the Chief Architect of the federal Access Card project has smashed any doubt of the importance of the Architecture role within the ICT industry in Australia. The role, announced in July, commands an estimated \$1million per annum and is rumoured to be the highest ever paid for a technical position in the Federal government.

Internationally, the US Government enacted the requirement for Enterprise Architecture in the 1996 Clinger Cohen Act. Locally the Queensland Government

legislated alignment with the Government Enterprise Architecture as part of amendments to the Financial Management Standard 1997 in July 2005.

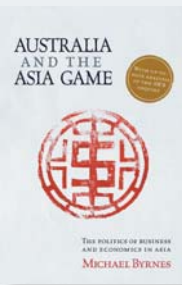
Despite all this there remains a distinct lack of local research insight into the role of the Architect and the application of Enterprise Architecture and associated practices in modern Australian business. Longhaus' Online Enterprise Architecture panel is a unique opportunity to gain insights into what remains a poorly understood capability.

For participation in the opt-in panel, please register your interest at inquiry@longhaus.com.

ABOUT LONGHAUS

Longhaus is a GITC-accredited company focused on delivering market research, marketing strategy, and communication services to the public sector, and those organisations that service it. We stand out because our staff intrinsically understand the research process and having worked for some of the largest research organisations in the world, and with innovative marketers, journalists, agencies and media outlets, we will deliver original material through a superior information network to supplement, support, and develop your very own. While our expertise may be research, analytics, and marketing, our real value proposition is transparency and communication; and our commitment is our reputation. www.longhaus.com

BOOK REVIEW AUSTRALIA AND THE ASIA GAME



by **Michael Byrnes**
Allen & Unwin
RRP: \$29.95

With a release date of October 1st, we were unable to publish this review of *Australia and the Asia Game* last month by one day. Had it been released a week earlier, the five Channel 7 reporters very publicly deported from Indonesia over the recent West Papuan cannibal incident might have had the opportunity to read Byrnes fantastic analysis of the culture gaps and tenuous economic roundabouts that signifies Australia's relationship with Asia, and for those journalists in particular, the Australian media and Indonesia.

Experienced foreign affairs correspondent Michael Byrnes exhibits an immensely readable style in presenting the politically, economically, and culturally significant events across the Asia Pacific region of the last 30-years. He covers the breadth of Australia's trading partners in a dissection of mega-relationships offering along the way insights and analysis of the seven rules that dictate the "Asia Game".

In understanding these seven rules, governments and Australian companies alike take note; sophisticated western negotiation and communication techniques, blatant flattery, or even direct philanthropy offer neither intelligent offence or sufficient defence when dealing with

cultures disposed of proverbs older than our constitution. But there in lies the fascination.

Byrnes does a wonderful job in portraying the moth-to-the-flame fascination we have held with Asia from the demise of the White Australia Policy to the rise of China-driven profits turning Australias twin research capitals of Melbourne and Perth into modern day King Solomons mines.

For the savvy business reader several highlights are worthy of note from this former *Australian Financial Review* and Reuters correspondent. Firstly, government politics are overstated in influencing Australia's ongoing relations with our Asian neighbours - sic Indonesia and journalists, Iraq and wheat, Japan and coal. But don't disdain. The second major take-away from Australia and the Asia Game is that culture is the ultimate platform from which singularly committed strategic success is attained.

It is a theme backed by other great business titles such as Jim Collins' *Good to Great* but whereas Collins delivers empirical evidence to show that great organisations are often engaged in focused change for periods of 15-years in the attainment of core strategic objectives, Byrnes provides the economic and cultural studies that show the lasting benefit of the same commitment for generational change.

For any serious student or exponent of international business in the Asia Pacific region, here is a book that commands a place in the non-fiction section of your bookshelf and perhaps even an option to engage an eloquent and imminently fascinating keynote speaker for your next industry conference.

LOOKING AHEAD

November *longview*:

- ▶ Editorial: The Turning Tide of Technology Innovation
- ▶ Are You Ready for the Expendable Enterprise? Our views on enterprise mash-ups
- ▶ Marketing Technology's Vitruvian Man

December *longview*:

- ▶ SPECIAL EDITION
- ▶ 2007 Trends

AROUND THE INDUSTRY: WHERE YOU'LL FIND US, WHERE WE'VE BEEN



MIS MAGAZINE NEW ZEALAND
 Interviewed by Divina Paredes

FREELANCE
 Interviewed by Stephen Whithers



CA
 November: Brisbane, Sydney, Canberra, Melbourne, Perth
 Service Oriented Architecture



MERCURY
 September: Brisbane
 Information Technology Governance Public Sector Event

EPICORE
 September: Sydney
 Custom Briefing

BUSINESS OBJECTS
 September: Brisbane
 Custom Briefing

COGNOS
 September: Sydney
 Supply Chain Management Public and Private Sector Event

HOLOCENTRIC
 September: Brisbane
 Custom Briefing