



ENTERPRISEWIZARD WHITE PAPER

THE NUMBER ONE REASON CIO'S GET FIRED

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Quick, what's the greatest cause of frustration for your company's business managers?

- A. The IT department
- B. Your customers
- C. The competition
- D. Government regulation
- E. The CEO

And the Survey Says...

If you answered A, you're not alone. CIOs of large corporations have a difficult job. They must customize, deploy, and support hundreds of applications. At the same time, they need to meet increasingly tough standards for auditability, up-time, and security. Further, they must integrate all these systems, a task made even more difficult when considering the data islands created by "Software as a Service" (SaaS) vendors.

So it isn't surprising that CIOs' initiatives often fall short. In this white paper, I explore the main reason why business users are dissatisfied with CIOs and IT departments. I also address how CIOs and IT departments can exploit adaptive technologies to meet IT standards and give their business users the applications they need, as soon as they need them.

The Problem: Long, Unsatisfactory Deployments

In many cases, the main source of frustration for business managers is that they and IT departments have completely different time scales. When business managers request a change to one of the applications that supports their business processes, such as the creation of a new report, they believe it should take no more than a few days, or a week at most. On the other hand, IT departments typically regard a turnaround time of two months as fast. When a new software package is being deployed, business managers would like to see it up and running in a few weeks. In fact, business process management (BPM) projects often have timelines exceeding nine months, even in standard areas such as Customer Support or Change Management.

This is so fundamental a difference that CIOs are often shocked to find out how much the IT department's deployment schedules are hated. Case in point: I recently gave a presentation on SaaS BPM technologies to a group of MBAs. During my talk, I said that I suspected that "one of the reasons they were choosing SaaS vendors [as opposed to their in-house IT department] was that the people who caused them the greatest frustration were not their external competitors, or internal rivals, but rather..."

Before I even had a chance to finish the sentence, the entire class yelled "THE IT DEPARTMENT!" Well, the entire class apart from two startled IT guys. In his department's defense, one of these guys remarked that his users must be happy because they rolled out a new iteration of a certain system every three months. The MBAs crucified him: "Three months! Don't you understand anything? When I need a change, I need it the next week. Maybe I can live with two weeks, but three months?! And you're proud of that?"

Within companies, business managers are the customers – and 3-month turnaround times are not "quick" in their terms. When IT fails to meet business requirements, the CIO takes the heat. This happens so often that some joke that the acronym "CIO" has come to mean "Career Is Over."

Chris Patrick, who runs the global CIO practice group in Dallas for executive recruiter Egon Zehnder says, "I'm seeing a lack of patience for CIOs who can't deliver results quickly. They hired you to have impact. You can't go in and lay out the five-year program that starts in year four."

Though those of us in the software trenches realize how unrealistic business managers can be, we must concede that they have a point. Quick IT project deployment or modification in a rapidly changing business environment is imperative.

When Charles Darwin uttered the words, "*It's not the strongest, nor the most intelligent that survive, but the most adaptable,*" he likely had no idea how much they applied to corporations. Yet as we've just seen, the entire economy can go from boom to bust in less than six months, often necessitating a 180-degree flip of business priorities. Unfortunately, many corporations are stuck with inflexible, difficult-to-change technologies that hamper adaptability and carry high maintenance costs. Indeed, for the "certain" system mentioned above, a three month turnaround time for changes is positively heroic. With such a long lag time for deployment or modifications, software is inevitably out of sync with current needs.

The Requirement: Adaptable BPM

CIOs could overcome these problems with a BPM solution that provided rapid adaptability, and I mean rapid by the standards of the most demanding CEO. Such a system would allow entire projects to be built and deployed in a matter of weeks and modified in a matter of days.

However, fast is worthless if it also means shoddy, expensive, or unproven. So, before we examine how such a solution would be possible, let's review some of the technical and business requirements it should meet to be appropriate for enterprise use.

- **Relevance:** The product must provide an immediate solution to a current business need; the vendor must be able to demonstrate it running your exact business process prior to purchase.
- **Adaptability:** Once the system has proven itself in the initial deployment, it should be easily and rapidly extensible to other business areas. So, the data models, business rules, workflows, access permissions, and data input forms must be fully customizable.
- **Integration:** Naturally, the solution must include prebuilt integration with standard technologies, such as LDAP/Active Directory and MS Exchange. It should also support a robust set of APIs and scripting options, such as Web Services, REST, Perl, and Java. Ideally, even the source code should be accessible – not that you'd want to change it any more than you'd want to use an emergency parachute, but it is nice to have the option.
- **Cost:** A reasonable price is imperative; the initial cost to get a production system up and running should be well under \$50,000, ideally under \$10,000. The cost structure should be simple and depend only upon the number of people actively using the solution, so that there is no cost for extending it to additional business areas unless the number of users increases. IT staff should be able to extend and maintain the system themselves after no more than a week of training, freeing the company from dependence on \$200-per-hour consultants.
- **Scalability:** The solution must scale to support thousands of current users, the update of hundreds of thousands of records per hour, and databases containing tens of millions of records, on commodity hardware.
- **Availability:** If the product is SaaS based, the vendor should provide a 99.9% up-time guarantee and back it with a money-back warranty (not just a pro-rated payback) if it fails. If the product is hosted in-house, it must support high availability options so that service can continue even in the event of a motherboard failure.

- **Security:** The system must support a fine-grained security model for precise access control. Further, it must undergo regular security audits from an independent firm and make the results available.
- **Choice:** The vendor should offer a SaaS option so its customers don't need to purchase additional hardware to get going. Once the solution has proven itself, it should be movable to their choice of in-house Linux or Windows server so they no longer need to pay monthly SaaS charges.
- **Auditability:** The system must be auditable in multiple senses. It must make it easy to show an auditor what a defined business process is, how the system enforces the process, and how the process has been followed in any particular instance. Further, the solution must make it possible to capture and collate data, such as who logged in, what IP address they came from, what records they viewed, edited, etc.
- **Standards Compliance:** The system must support standards such as HIPPA, ADA, ITIL, and CFR 21 Part 11.
- **Web-Based:** The product should not necessitate the installation of any client software and must support your choice of browser.
- **Backups:** System backups should be fully automated and include everything necessary to move the entire deployment to another server or to restore in case of disaster.
- **Upgrades:** Upgrades should not require any effort, and must allow migration from any revision to any later revision without affecting customizations.
- **Risk:** The vendor should be willing to commit to a fixed-price implementation and complete money-back guarantee, including any consulting costs, if the system fails to meet requirements.
- **Company Stability:** The vendor must have at least a ten-year history of providing enterprise solutions to Fortune 500 companies and should also be debt-free and profitable.

The Solution: Code-Free BPM

As you may have guessed, my company, EnterpriseWizard, provides a BPM solution that addresses all of the above requirements. The periods (.) in the requirements listing are blue and underlined because they are links to pages that describe exactly how we meet them.

But, here is where it gets interesting. Using our adaptive platform, we developed the following applications from scratch *without writing a single line of code*:

- A full-blown CRM system in just three months. Despite its rapid creation, this robust application is being used by hundreds of companies, and has displaced major CRM products, such as MS CRM. See <http://www.enterprisewizard.com/hot-topic-media-case-study.pdf>.
- A complete replacement for a highly customized Vantive implementation in just six weeks. This included importing all the data, reproducing the data relationships, and re-creating the business rules, while also adding new procurement and provisioning functions. Further, since that deployment, the customer's business manager has single-handedly extended the system to cover Problem, Event and Contract management *without any coding and without using our consulting services*. See <http://www.enterprisewizard.com/carestream-case-study.pdf>.
- A COCOM application for NEC in just 2 weeks.
- A Sarbanes Oxley application for Chevron in just 2 months. See <http://www.enterprisewizard.com/chevron-case-study.pdf>.
- An ITIL system in just two months. See <http://www.enterprisewizard.com/itil.htm>.

This may sound implausible, but I'm not pulling your leg. Suspend your disbelief and take a look at <http://www.enterprisewizard.com/flash/Building-a-custom-application.html>. This demonstration will walk you through building an application for managing travel expenses from scratch in 25 minutes.

It's pretty boring, since it shows every mouse-click and keystroke involved. But from a technology perspective, it's quite interesting. After all, the resulting application includes full Web services support for both .NET and Java, a REST API, support for thousands of concurrent users, the generation of over 200,000 records per hour on a \$5,000 server, automated export/import, and more. In brief, it is a real enterprise application.

How is this possible? By leveraging open-source technology stacks, the dynamic capabilities of J2EE, and the availability of fast commodity hardware with over 12 Gb of RAM, we built a platform enabling the creation of enterprise-class web applications without programming. Of course, if you are the rare customer who needs to add some scripting in custom code, it also supports standards such as JavaBeans, Perl and Web Services.

Of course, it took us a while to get to this point. We invested several man-centuries of work and well over 2 million lines of J2EE code in developing the adaptive platform. The result is a bit like the Mac OS –it makes sophisticated operations look easy, and it changes the entire equation.

What are some of the benefits of such a code-free BPM solution?

- Code maintenance accounts for 80% of the cost of software projects. With no code to write, there is no code to maintain. The result: substantial reduction of time, cost, and hassles.
- Because there is no code, there are no code-compatibility issues with upgrades.
- Business managers no longer need to agree with one another on everything six months in advance. After all, the system can be changed using just a browser in a few hours. Further, they are no longer dependent on the “common sense” of programmers to develop the system they need.
- Data integrity is automatically maintained by the system, not by custom code.
- User adoption is a lot easier with a system that can be rapidly adjusted based on their feedback.
- The system is self-documenting because everything is exposed through the browser.

I could go on, but you've got the idea by now. The real question is whether this solution can help you, and the only way to find out is to try it out. Click [here](#) to sign up for a webinar exploring the capabilities of the system. Or better yet, give us a call at 1-888-727-2209 and send over your requirements. If you have a clear business need in some area of Business Process Management, we can probably help.

Conclusion: The CIO as Hero

In business, a nimble solution is one that provides the ability to profit from new opportunities as soon as they occur or to follow new business directives as they are formulated. With EnterpriseWizard's cost-effective, quick-to-implement solution, CIOs can empower their companies to adapt to changing needs in hours or days, rather than months or years. The result: business managers who award their CIOs an A for adaptability. Effective BPM means job security for the CIO and all the other employees.

About EnterpriseWizard

EnterpriseWizard, Inc. (www.enterprisewizard.com) is the leading provider of powerful, easy-to-deploy, and cost-effective Web-based software solutions for customer support, change management, ITIL, CRM and custom business process management for organizations with complex products or services. Its adaptable platform has attracted hundreds of customers, ranging from startups to Fortune 100 companies such as Chevron, NEC and Emerson Electric.