

# PINNACLE VISTA TECHNOLOGY LLC

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## Inside the Mind of the CXO: Enterprise Software and IT Investments

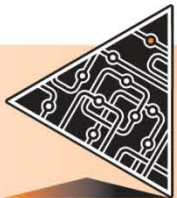
LOWER COSTS  
HIGHER PRODUCTIVITY  
IT Management Consulting

**SCUG**  
JD Edwards Southern California User Group

# Agenda

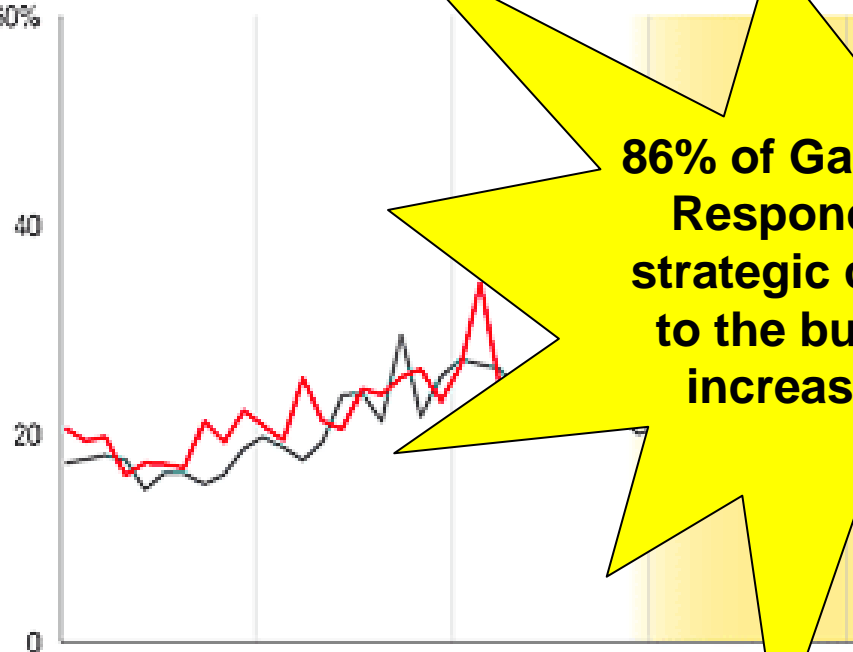
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- Executive Priorities
- Bridging the communication gap
- Delivering with excellence



# IT as a competitive advantage

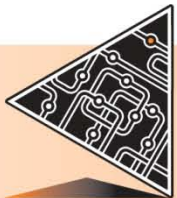
Percentage gap  
between top and  
bottom quartiles



**86% of Gartner Survey Respondents: IT's strategic contribution to the business will increase by 2014**

“Performance Spread: The spread in gross profit margin between the company performing at the 25th percentile in its industry and the company performing at the 75th percentile—an indication of the spread between winners and losers—has grown dramatically in high-IT industries since the mid-1990s.”

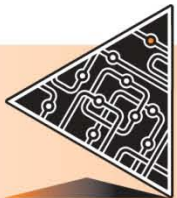
Investing in the IT That Makes a Competitive Advantage – Harvard Business Review



# Typical statements about IT Projects

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- A \$ spent in IT is a \$ not spent in Sales and Marketing
- IT projects cost 3x their original budget
- 75% of IT projects fail to meet the expectations of business sponsors



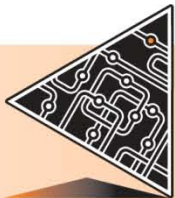
# Top CEO Strategic Priorities

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- Top Line Growth
- Execution excellence
- Profit Growth (reducing costs)
- Customer retention
- Implementation of strategy by management team



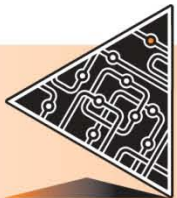
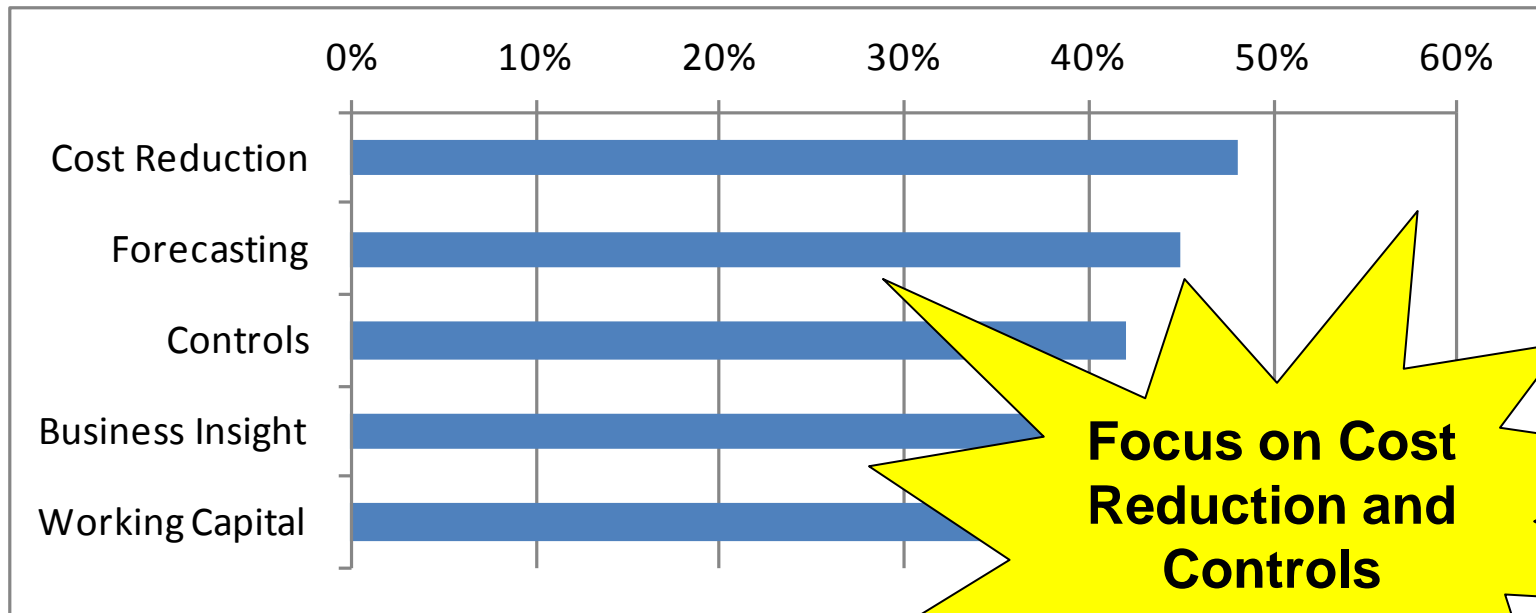
**Focus on  
Profitability and  
Customer Sat**



# CFO Operational Priorities

ACCA Finance Leaders Survey December 2012

% of Respondents indicating the area as an important priority

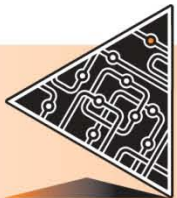


# Most Valuable Project Attributes

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- Increase Top Line Growth
- Productivity Gains
- Better visibility into operating metrics
- Security and Financial Controls
- Customer Experience

**Projects that fulfill these attributes will be seen as a part of the company's value chain**



# Most Important Executive Relationships



**“If you’re not serving the customer, your job is to be serving someone who is.”**

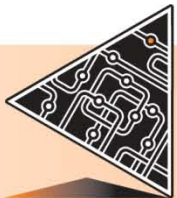
*Jan Carlzon*

*ex-CEO SAP Group*

**CEO**



**Customer**





# Most Important Executive Relationships



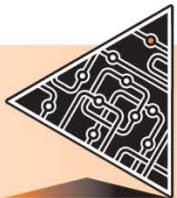
*“The biggest impact of the CFO is eliminating, mitigating, and managing the risks. And, unfortunately, when a CFO is successful you don’t see the impact of these actions very much, because the risk doesn’t materialize.”*

Superstar CFO: After the crisis  
CFO Research Services

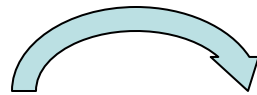
**CFO**



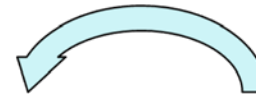
**CEO  
Auditor**



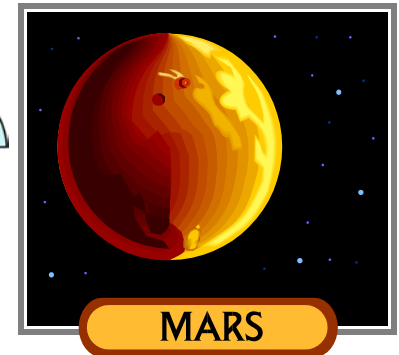
# Communication



26 Million  
Miles



34 Million  
Miles

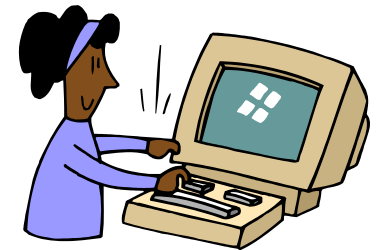


Exec Management  
Team

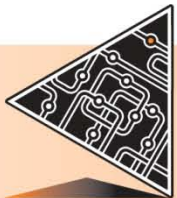


CIO

Managers  
Business Analysts

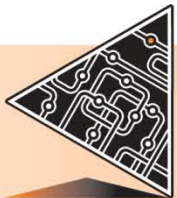
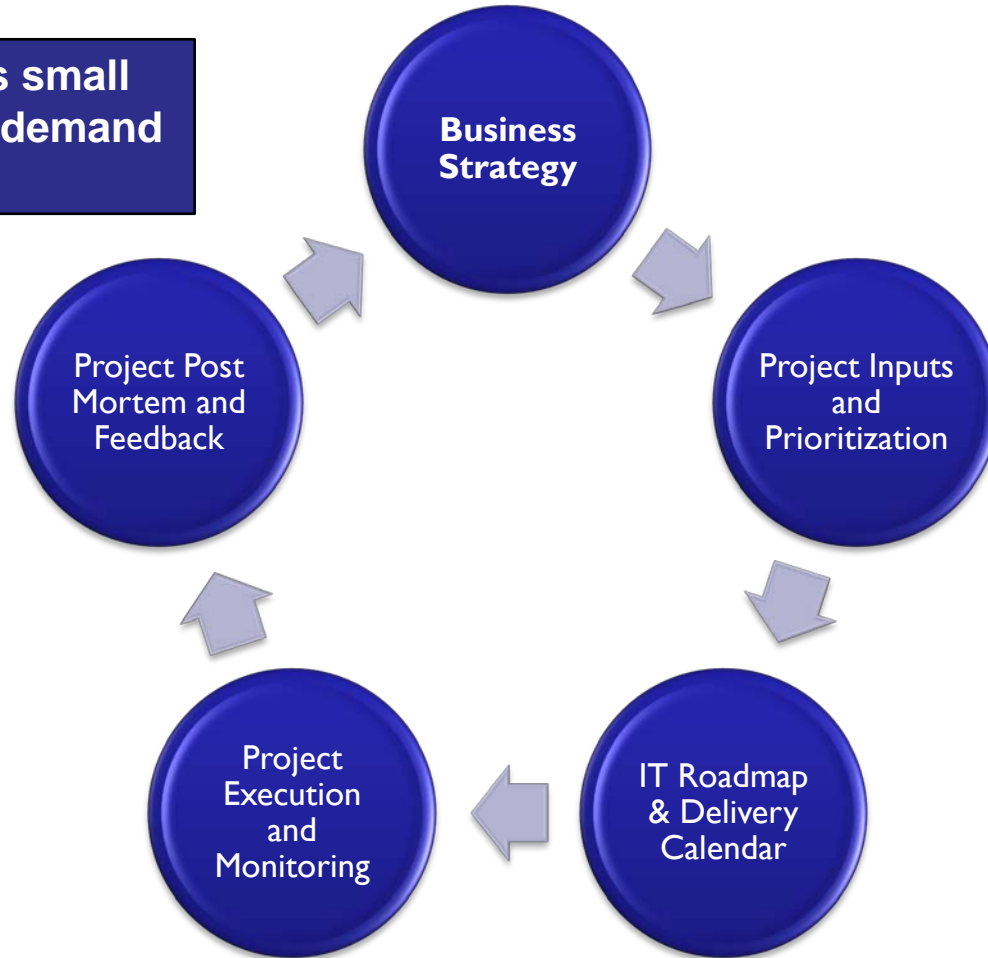


Technology Team



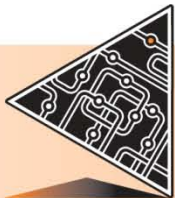
# Elements Critical to Project Delivery

Keep projects as small as possible and demand frequent results



# What does success look like?

- IT Portfolio that is aligned to strategic objectives
  - Understand the direction the executive team is taking the company – solve their problems
- Prioritize projects with highest business value, but do not ignore refresh needs
  - Careful balancing of risks associated with obsolescence vs. the latest and greatest technology
- Focus on Execution Excellence
  - Provide project score cards and consistently deliver the value business sponsors expect



# Contact Information

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