

Pattern-Based Strategy: Increasing Competitive Advantage Through Seeking, Modeling, And Adapting to Emerging Patterns of Change

Yvonne Genovese

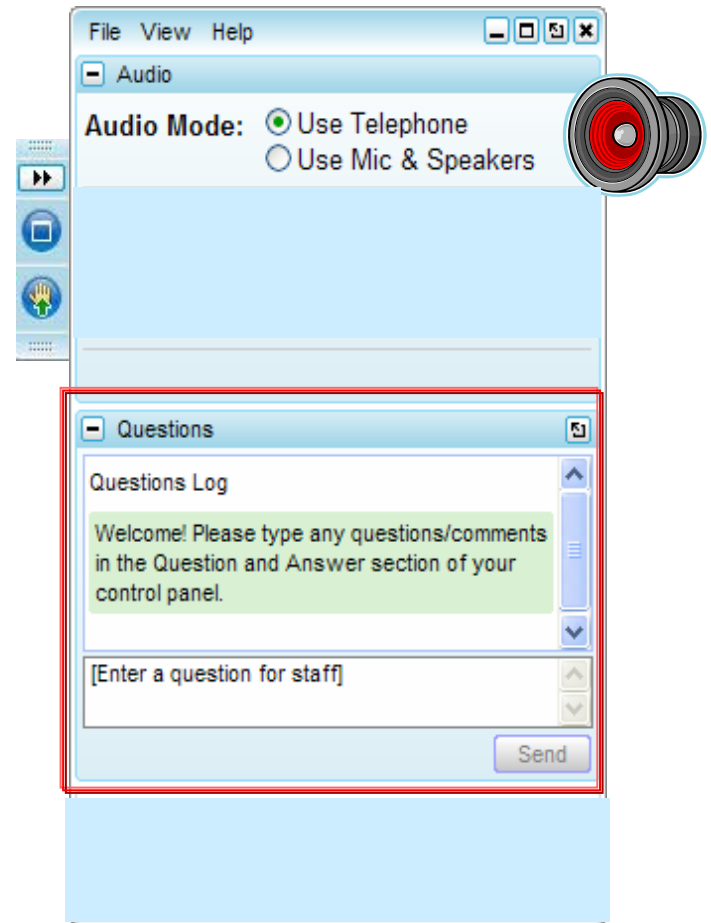
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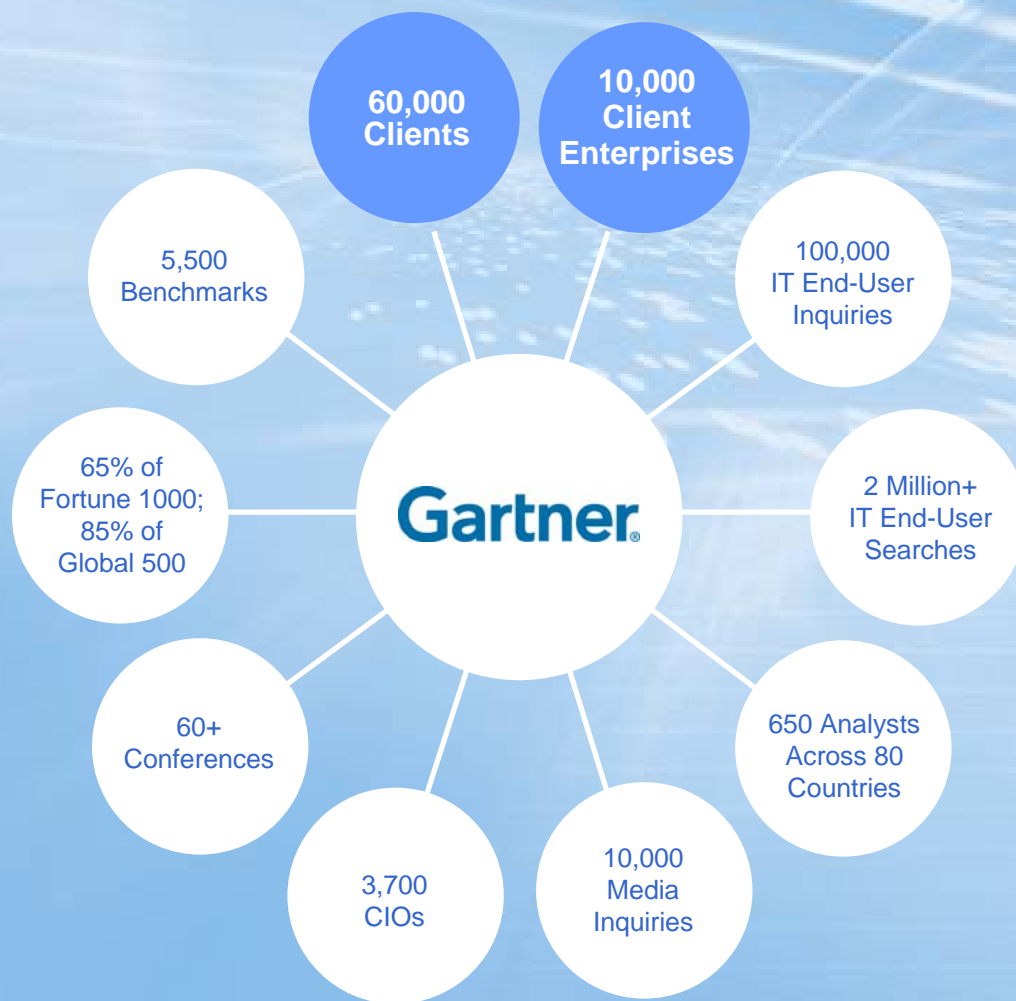
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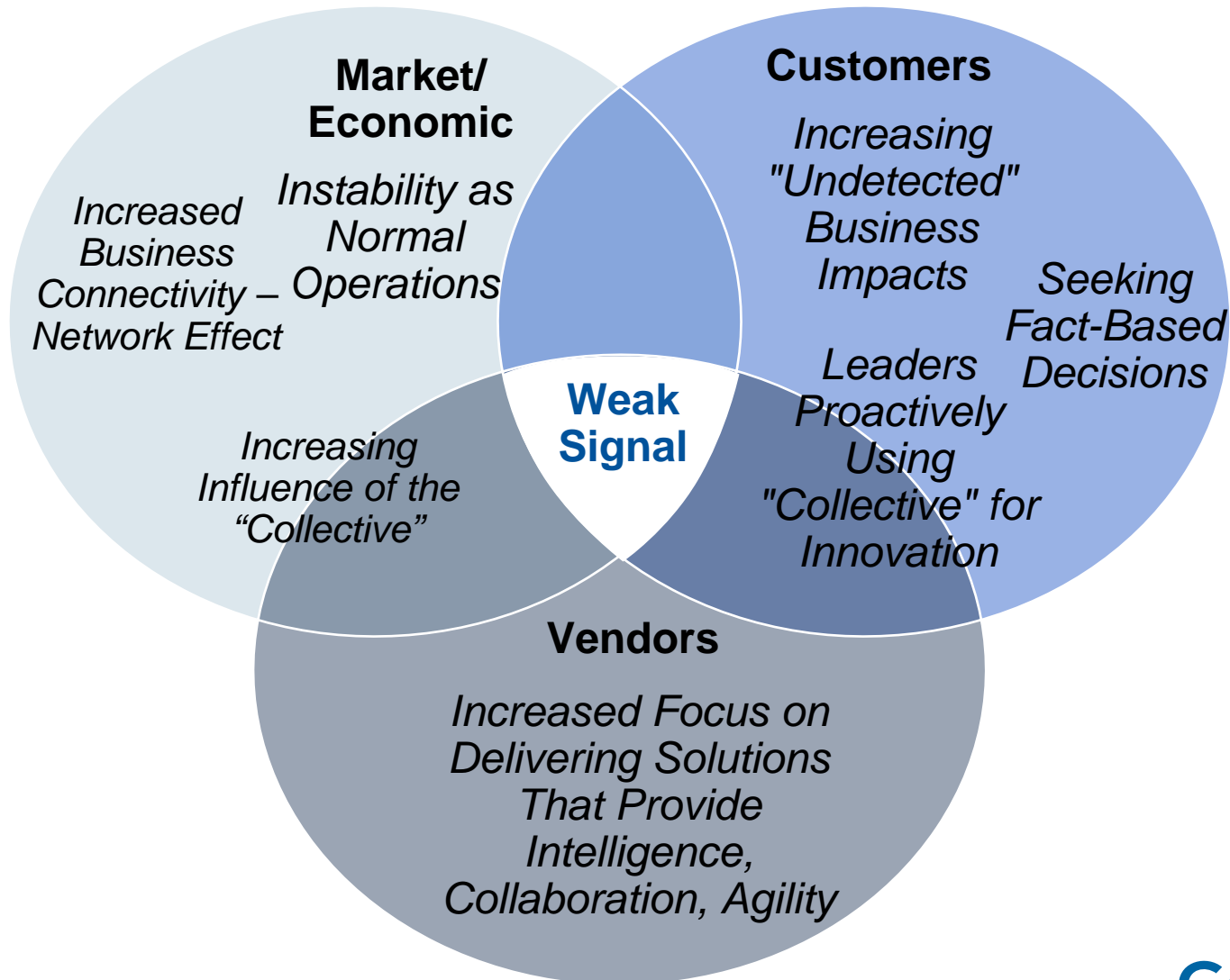
Pattern-Based Strategy: Increasing Competitive Advantage Through Seeking, Modeling, And Adapting to Emerging Patterns of Change

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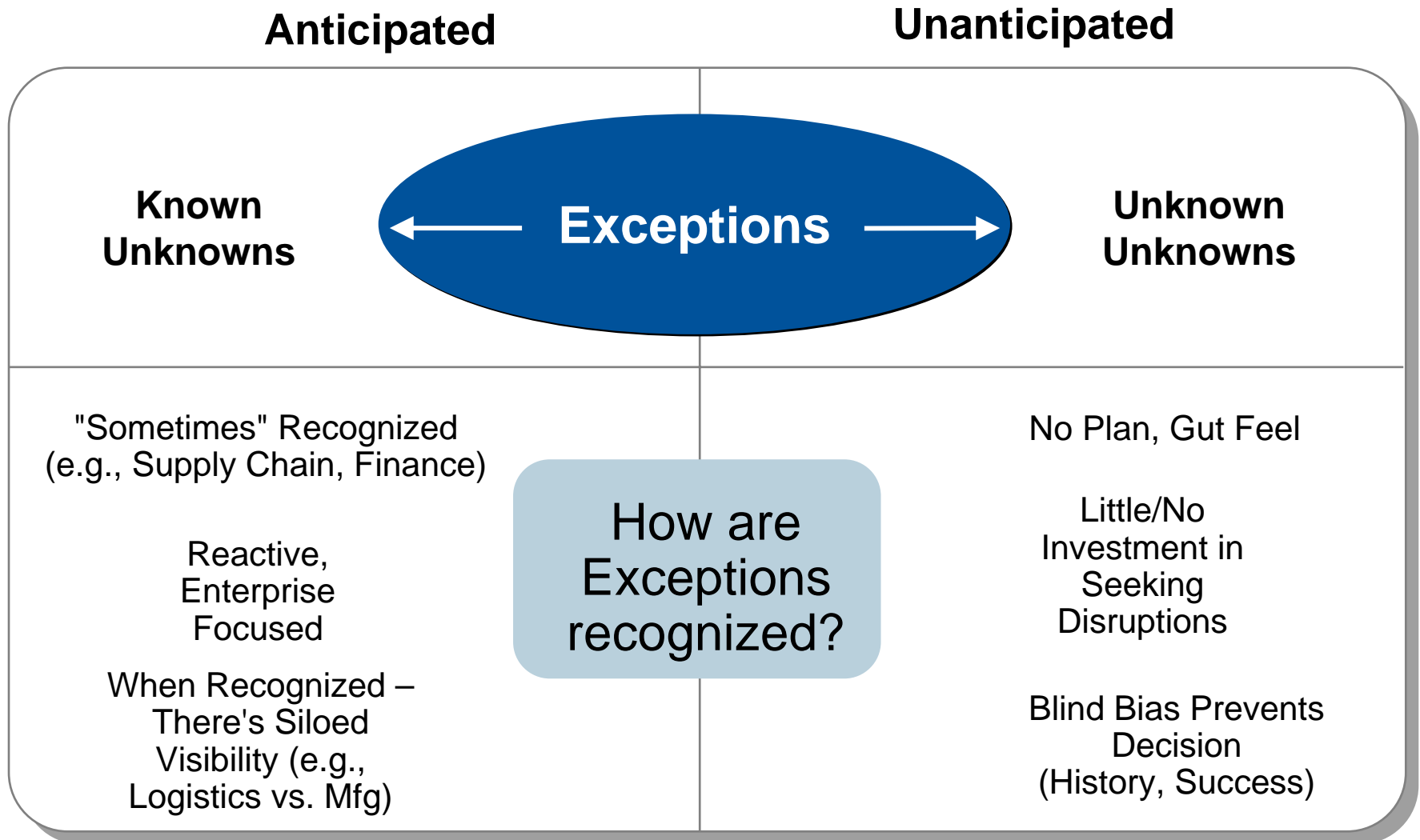
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Change Is a Constant — Not a Variable



Current Organizational Models for Detecting Business Impacts



Seeking Exceptions and Fact-Based Decisions in Information

But ...

- Just as there was too much data — now there's too much information.
- Information is not shared (trust, technology, language).
- Information is often conflicting.
- New sources of information (e.g., the collective) are often not considered.
- No recognition of patterns across different types of information (people, processes, data)

Pattern Seeking: Focus on YOUR Organization and Multiple Information Sources

Focus Pattern Seeking on YOUR Organizations Issues/Opportunities



See Patterns Across Multiple Information Sources

Data

People

Process



The "Collective"

You Need A Pattern-Based Strategy

Seeing New/Novel Business Patterns
BEFORE They Impact Your Organization

Analyze the Impact of the Business
Pattern On Operations or Strategy

Using Business Patterns Make the Right
Decisions (Fact Basis) and Execute

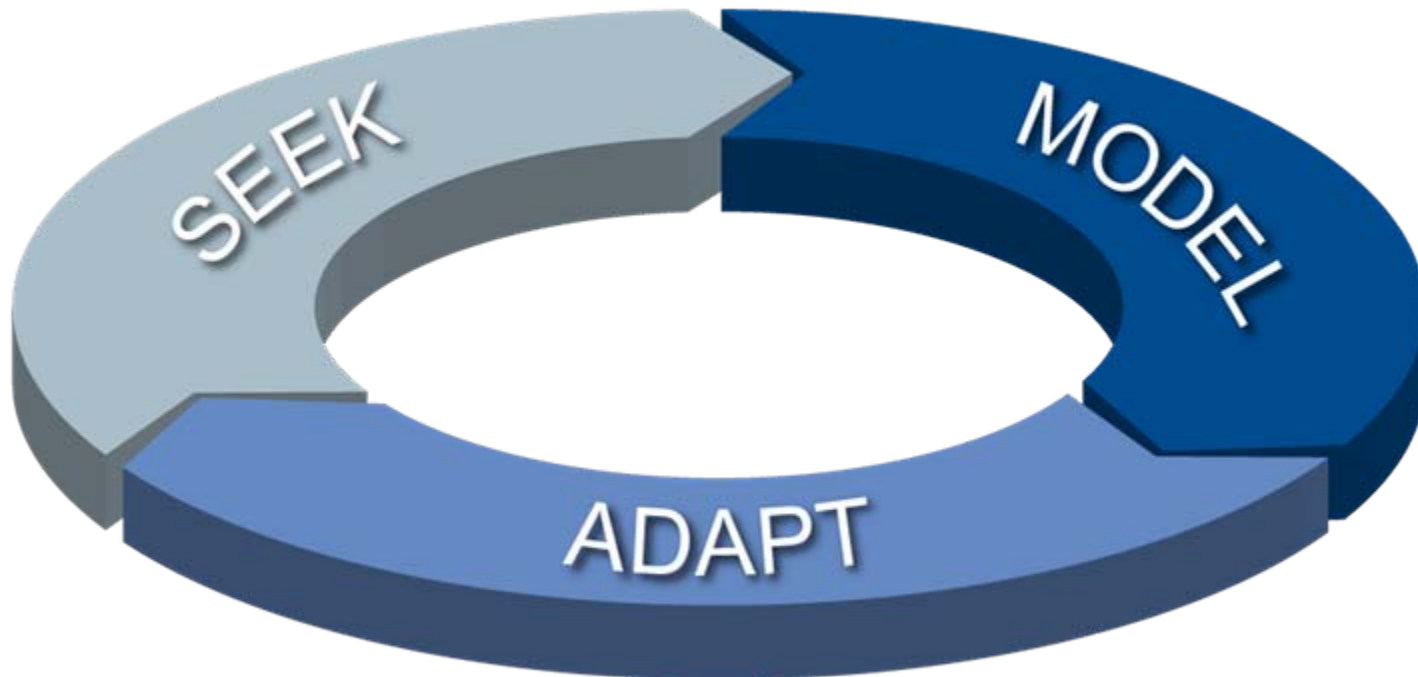
Enabling Other to See How The Above
Leads to More Consistent and Improved
Business Outcomes



You Need a Pattern-Based Strategy

Seek Patterns That May Have a Positive or Negative Impact on Your Strategy or Operations

Model Pattern Impact on Strategy/ Operations

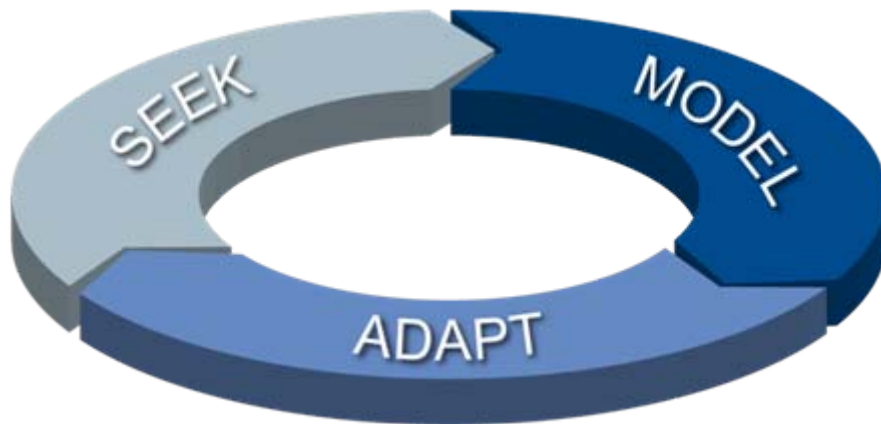


Decide and Execute Change Pursuant with Requirements of the Pattern

You Need a Pattern-Based Strategy

2010: Leading organizations will excel at identifying new patterns and exploiting them for competitive advantage.

**Technology Is Intrinsic to
Pattern-Based Strategy**



**Pattern-Based Strategy
Requires Cultural Changes**



2010: Leading organizations will excel at identifying new patterns and exploiting them for competitive advantage.

What are the best practices/technologies for identifying business patterns that may have a negative/positive impact on business outcomes?

Algorithmic Trading

Fraud Detection Systems

Recommendation Engines

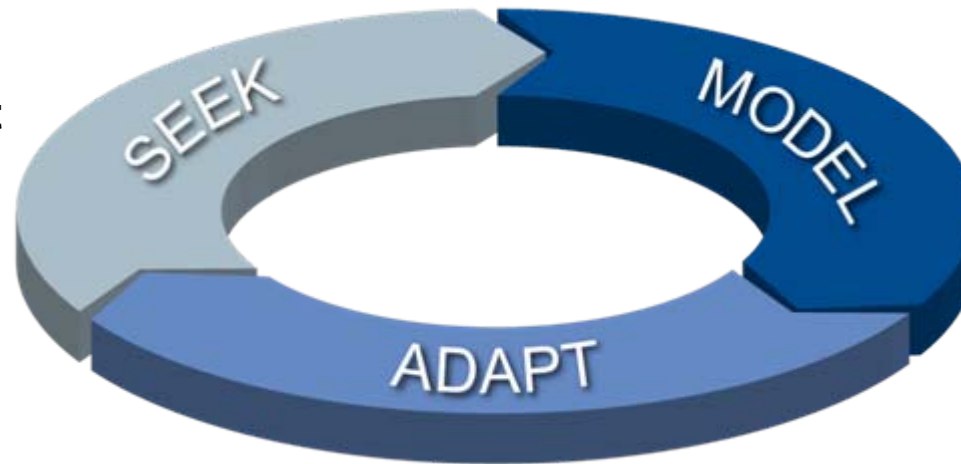
Supply Chain Management

How can we exploit these disciplines/technologies for competitive advantage?

A Pattern-Based Strategy provides a framework to proactively seek, model, and adapt to patterns that may have a positive or negative impact on your strategy or operations across many sources of current and evolving information.

IT Intrinsic to Pattern-Based Strategy Today ...

Patterns have been recognized and are often valuable, but have been limited in applicability ... until now.



Find and Document Patterns:

- Predictive Analytics
- Industry Specific — e.g., Fraud/Security
- Social Media Platforms
- Information Mediums (Access to Data)
- Business Intelligence

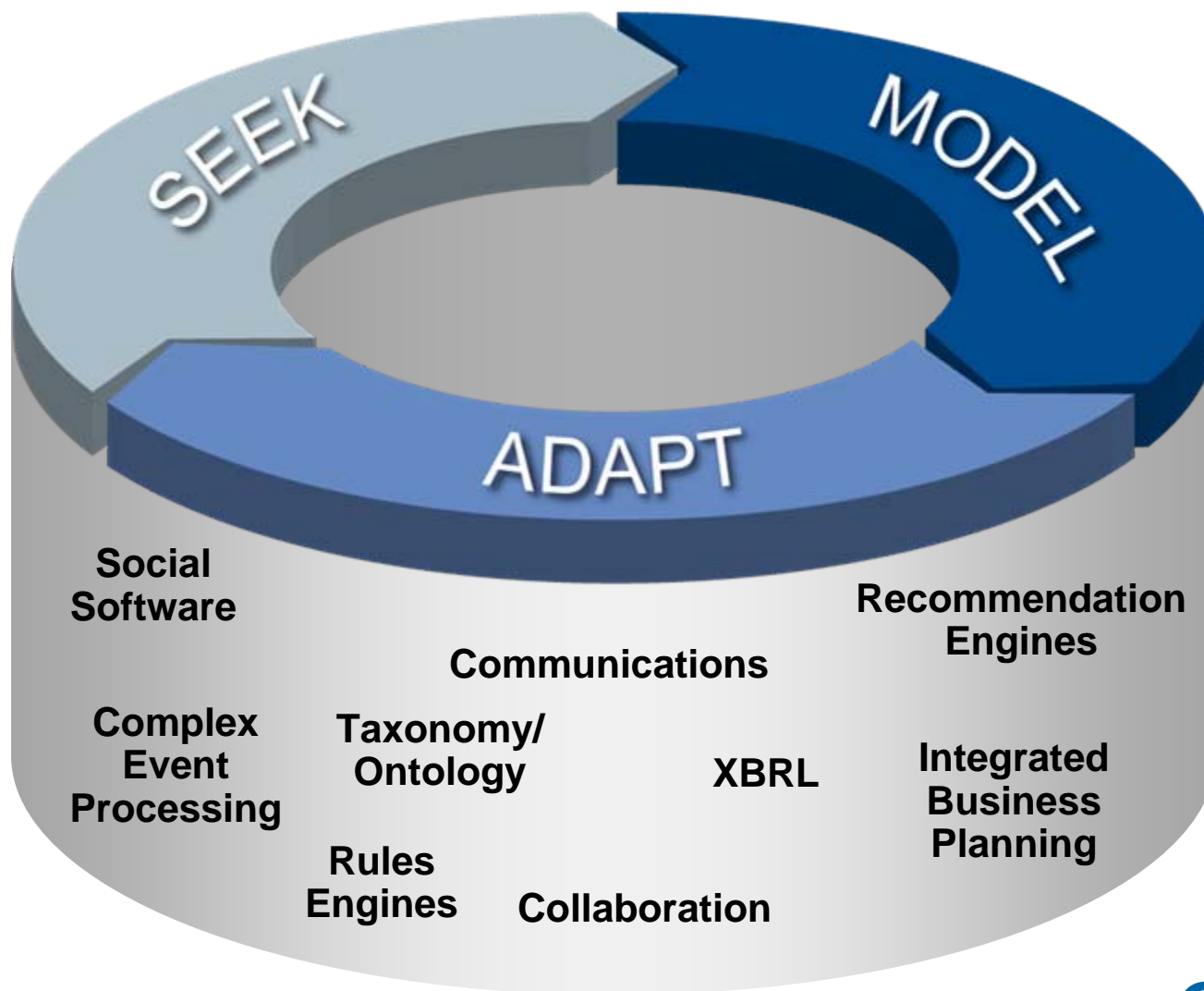
Act on the results at appropriate at appropriate speed:

- Model-Driven Business Applications
- Business Process Management
- Application Development
- Business Activity Monitoring
- Service-Oriented Architecture

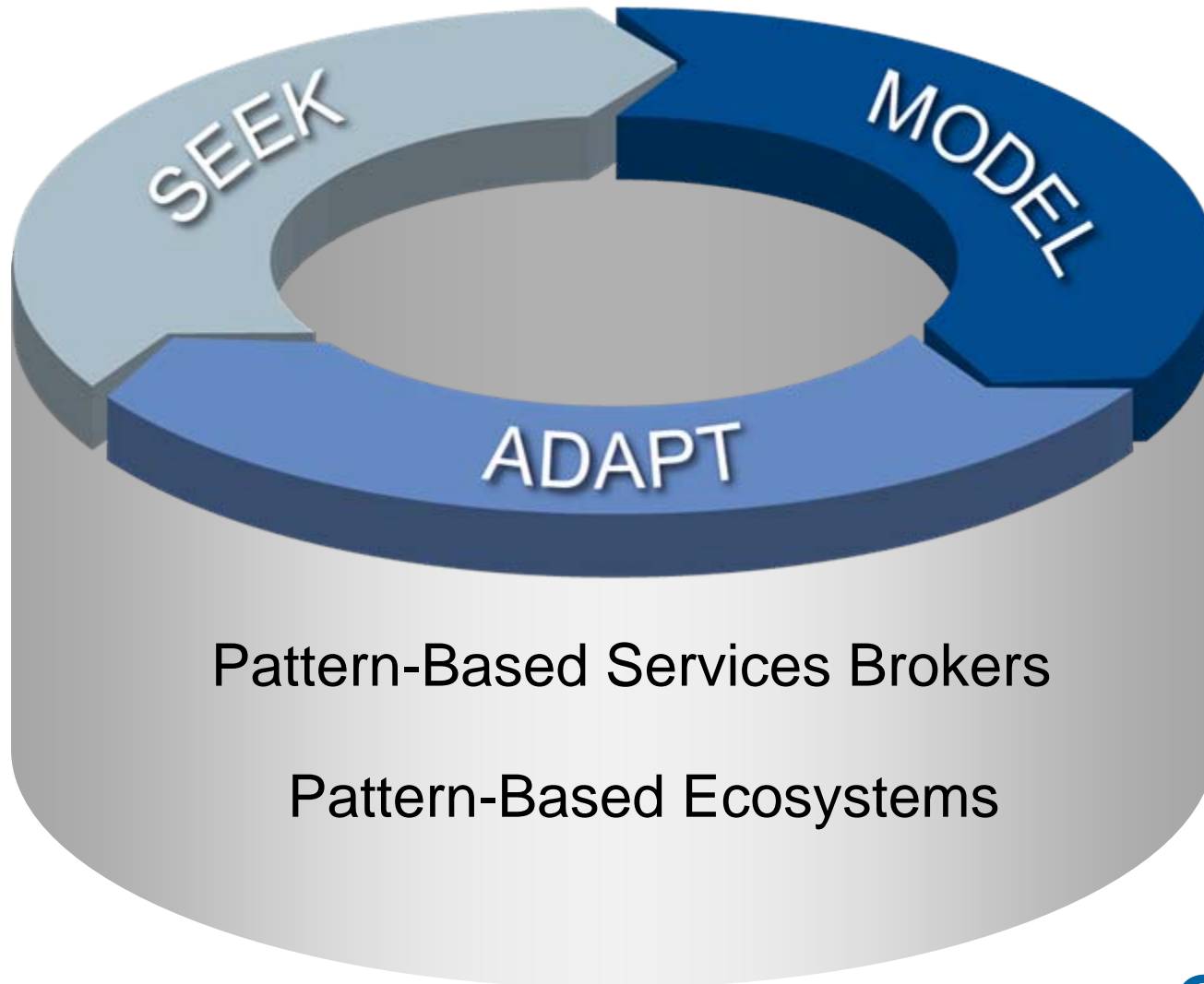
Interpret, Analyze Pattern Impact, and Define Scenarios

- CPM
- Operation Planning & Modeling Tools
- Social Network Analysis
- Forecasting Tools

... And Technology Will Continue to Evolve to Support Pattern-Based Strategies



Pattern Based Services



TruCast - A Comprehensive Social Media Management Solution

[Introduction](#) | [Features](#)

A complete solution for Social Media and Blog monitoring, measurement and online customer engagement

They're talking about you...
Listen, measure and participate with TruCast®

Social Media conversations represent the fastest growing segment of the Web with more than 1 million new articles of content posted on a variety of online sites and communities every 24 hours. This growing phenomenon is creating a new generation of "brand influencers" who are collectively influencing corporate perceptions and purchase decisions as more consumers turn to "peer-to-peer" Web communications as their trusted source of news information and opinions.

For companies to be successful, they need to

[Request a Demo](#)

Unlocking Social Media's ROI
through Monitoring and Participation
a webcast with AMA and VT

[View Recording](#)

Interacting with Social Media
to Strengthen Communication Strategies
a webcast with PRWeek and VT

[View Recording](#)

TruCast Benefits

Social Media and Blog Monitoring

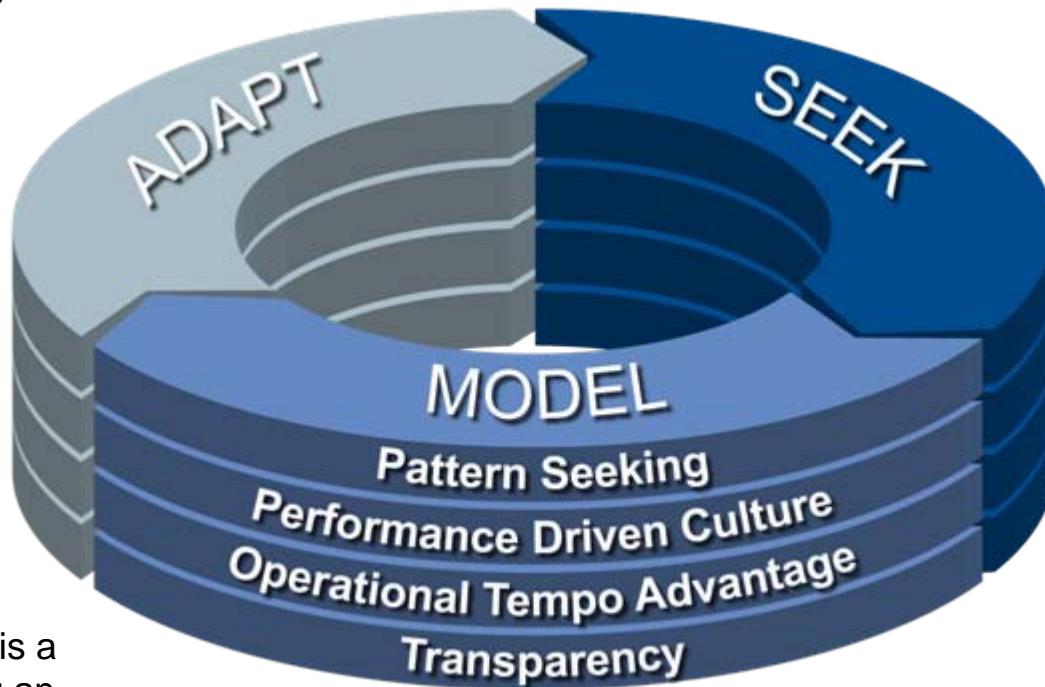
- Understand customer attitudes toward your brand and offerings
- Find audiences who care about your brand and products

Social Media Learning and Measurement

- Identify passionate and authentic brand Influencers and activists
- Assess the conversation

Pattern-Based Strategy Requires New Disciplines

Pattern Seeking is a discipline to seek and exploit signals that may lead to a pattern that will have a positive or negative impact on strategy or operations.

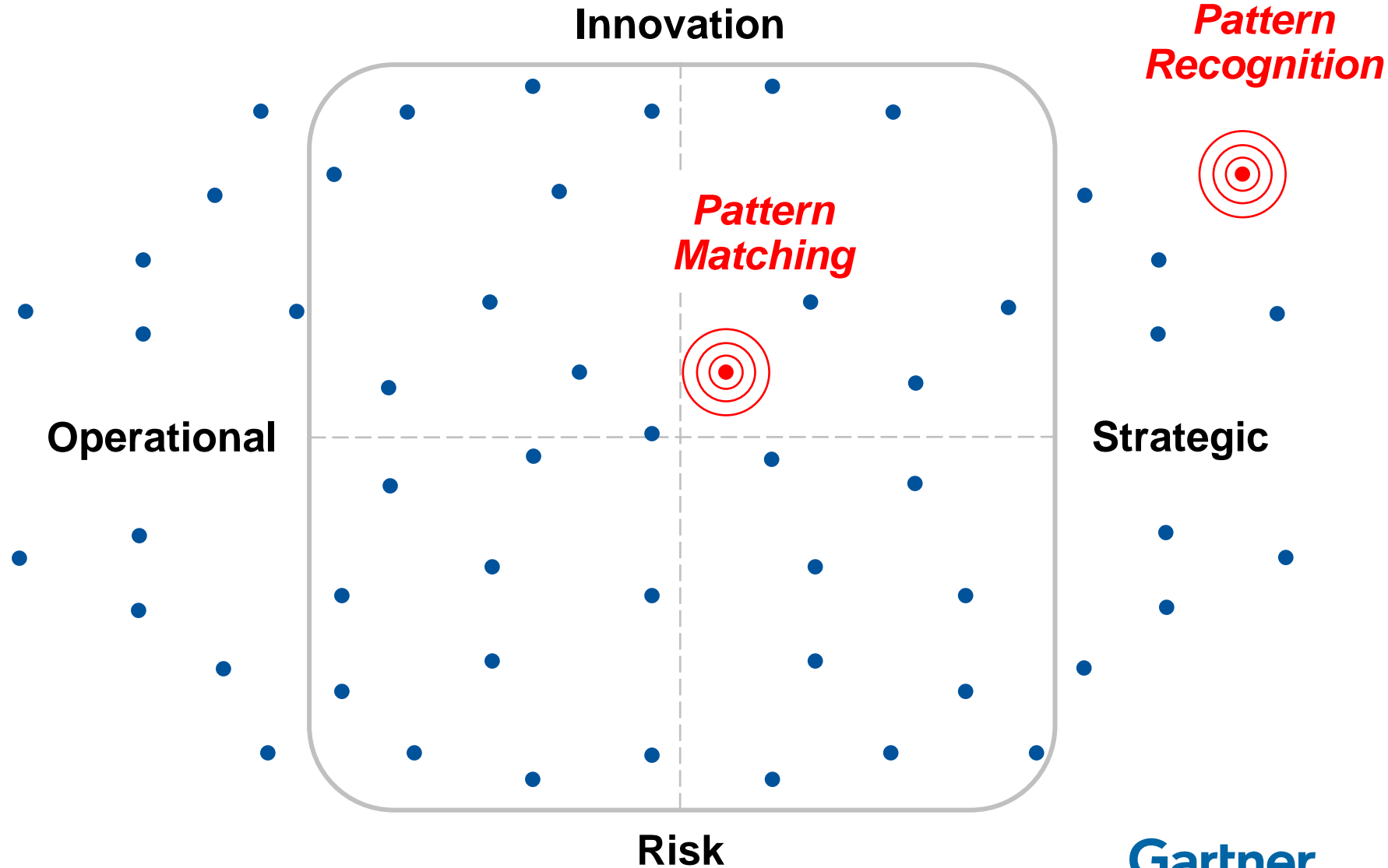


Optempo Advantage is a discipline for improving an organization's competitive rhythm so that it can consistently and dynamically match pace to purpose.

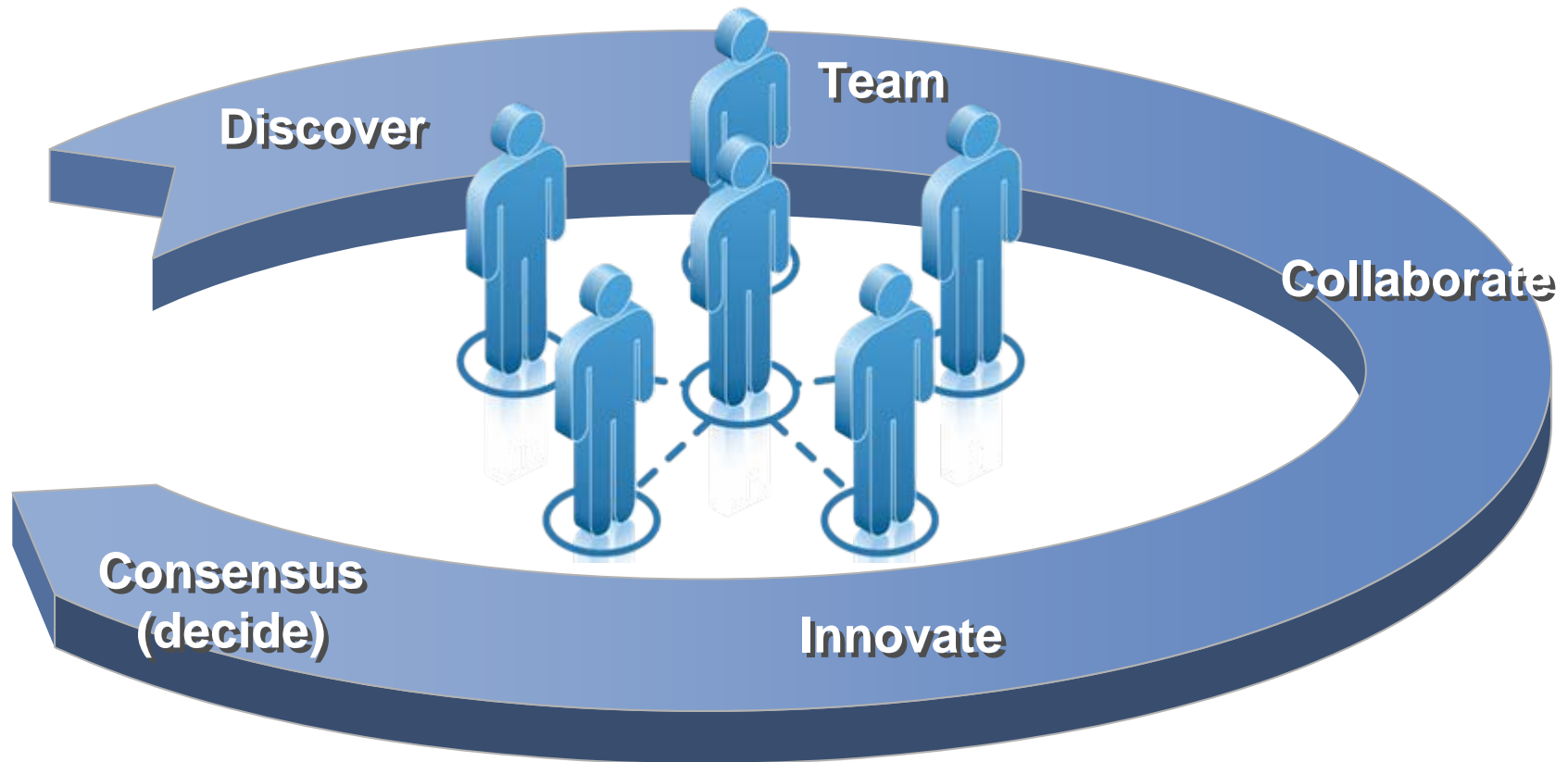
Performance-Driven Culture is a discipline that extends the traditional performance focus to leading indicators, modeling the impact of patterns, and driving desired behaviors (as a result of a new pattern) across the organization.

Transparency is a discipline that enables awareness and visibility to facts that are critical to the achievement of the desired outcomes of an organization.

Discipline #1: Pattern Seeking



Creative Activity: Exploiting Collective Knowledge To Seek Patterns



Netflix Prize

Home Rules Leaderboard Register Update Submit Download

NETFLIX

Browse Recommendations Friends Queue Buy DVDs

Home Genres New Releases Previews Netflix Top 100 Crit

Movies For You

Randy, the following movies were chosen based on your interest in:
[Bowling for Columbine](#)
[Carnivale: Season 1](#)
[Fahrenheit 9/11](#)



The Big One

★★★★☆
Aer subversive
... from
... /
... Michael

All Discs Guaranteed!

You really liked it...

Now owned for just \$5.99

Shop as low as \$5.99

Titles

Original art



Carnivale: Season 2

★★★★★
Daniel Kraus
rivetingly cre
series conti
document t
... of a motley cre
... who've made the C
... stbowl their ... [Read Mo](#)



Roger & Me
★★★★★
In this bi
salir

Welcome!

The Netflix Prize seeks to substantially improve the accuracy of predictions about how much someone is going to love a movie based on their movie preferences. Improve it enough and you win one (or more) Prizes. Winning the Netflix Prize improves our ability to connect people to the movies they love.

Read the [Rules](#) to see what is required to win the Prizes. If you are interested in joining the quest, you should [register a team](#).

You should also read the [frequently-asked questions](#) about the Prize. And check out how various teams are doing on the [Leaderboard](#).

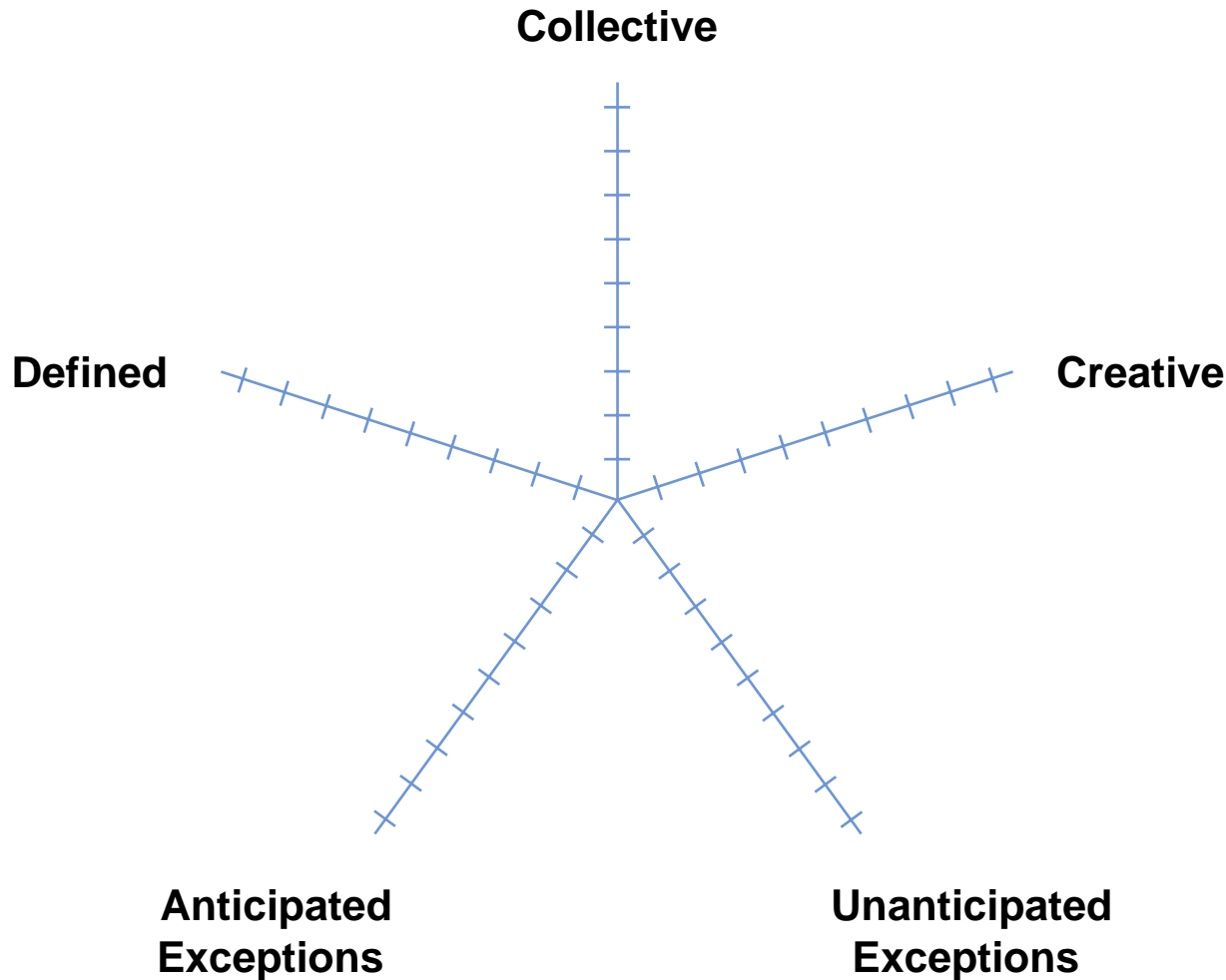
Good luck and thanks for helping!

Guides:

- Member Favorites
- Easter Eggs
- By Decade
- By Studio
- Movies You've Seen

Give a friend

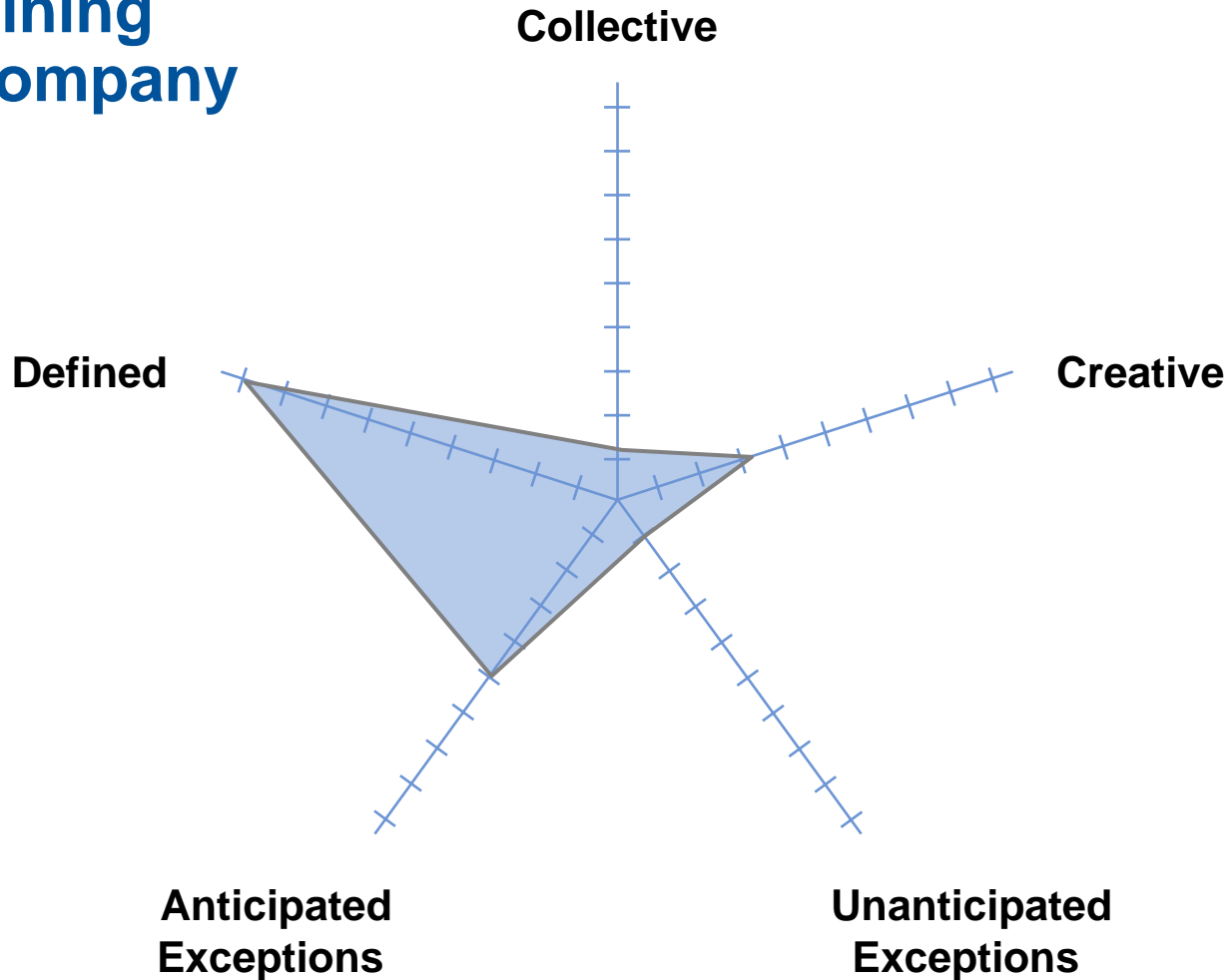
Five Activities Position That Position You to Seek Patterns



What If Your Organization Looked Like This?

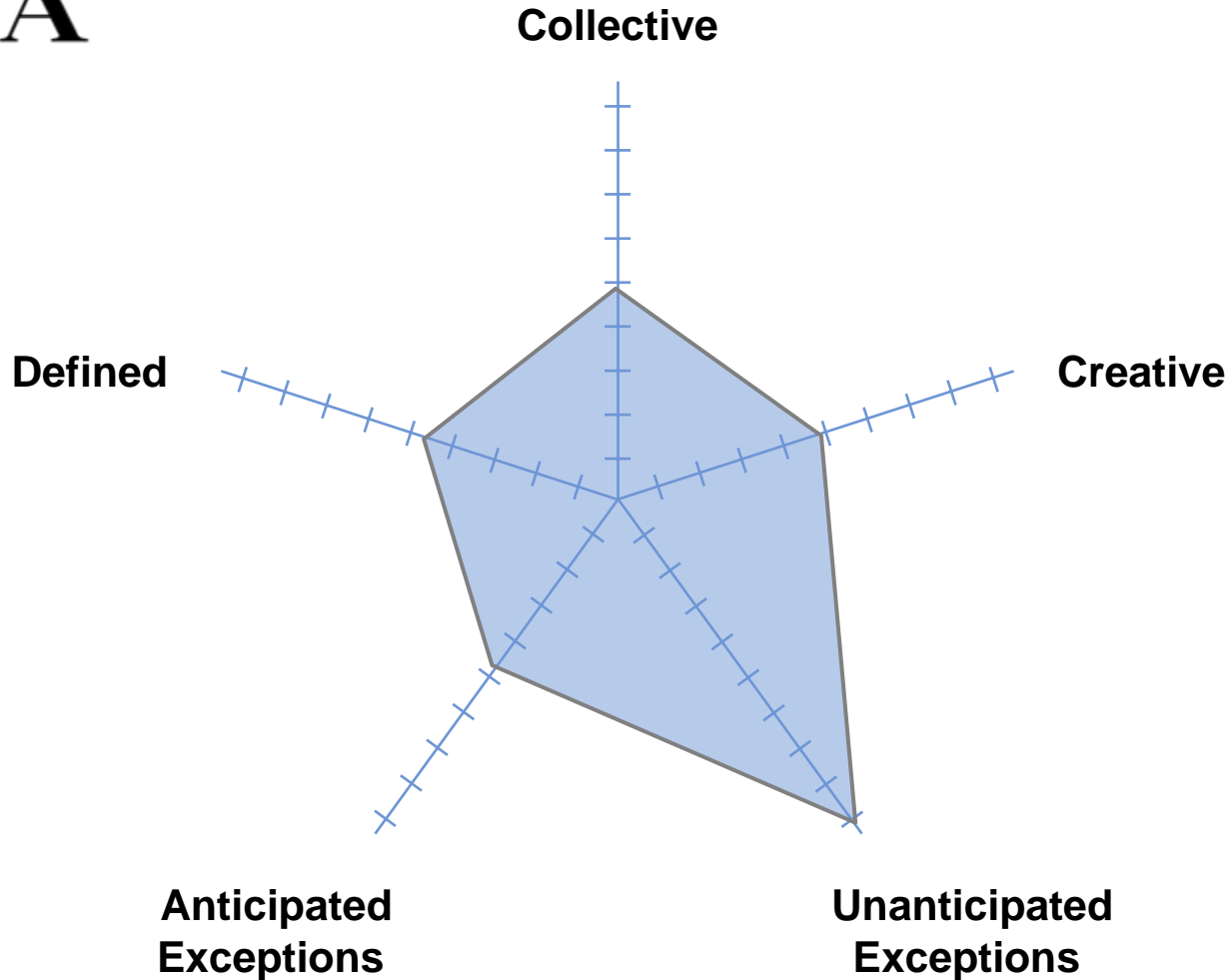


**Mining
Company**



What If Your Organization Looked Like This?

ZARA



Discipline 2: Establishing a Performance-Driven Culture

Performance-Driven Culture

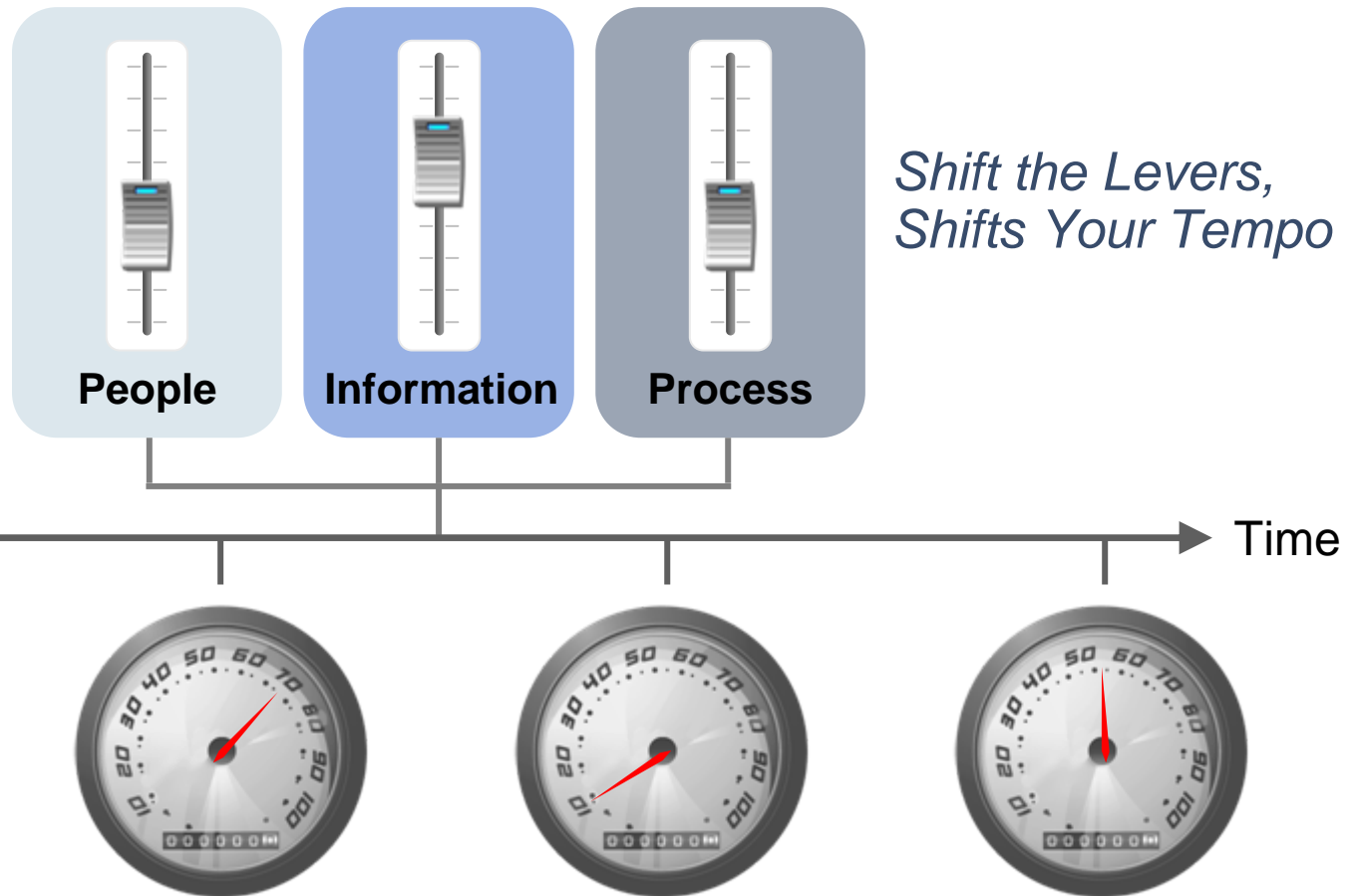
Evolution Stage	Monitoring	Enterprise Metrics Framework	Predictive Planning/ Modeling	Pattern-Based Strategy
				Seek, Model, Adapt to Changing Patterns
			What-if analysis, scenario planning, optimization and simulation	
		Driving/outcome metrics, balanced scorecard, strategy maps, leading/lagging indicators and validation of key performance indicators		
Focus	Reporting, dashboards, alerts and business activity monitoring			

Degree of Business Impact and Value

Discipline 3: Operational Tempo Advantage

Matching Pace to Purpose

Operational Tempo Advantage is a discipline for improving an organization's competitive rhythm so that it can consistently and dynamically match pace to purpose.



Discipline 4: Transparency Is an Enabler of Pattern-Based Strategy

(Lagging) **Timeliness of Indicator** *(Very Leading)*

	<i>(Lagging)</i>	Timeliness of Indicator		<i>(Very Leading)</i>
	Regulated Financial	Key Performance and Key Risk Indicators		Weak Signals
Example Metrics	<ul style="list-style-type: none"> • Revenue • Profit • Cash 	<ul style="list-style-type: none"> • Order to Cash Cycle • Backlog • Damage to Physical Assets 	<ul style="list-style-type: none"> • Time to Market • Fraud Events • Business Disruptions 	<ul style="list-style-type: none"> • Net Promoters Score • Social Network Size
Auditability	<ul style="list-style-type: none"> • Very High 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Low
Business Pattern Activities	<ul style="list-style-type: none"> • Defined 	<ul style="list-style-type: none"> • Creative 	<ul style="list-style-type: none"> • Exception 	<ul style="list-style-type: none"> • Collective

← Patterns →

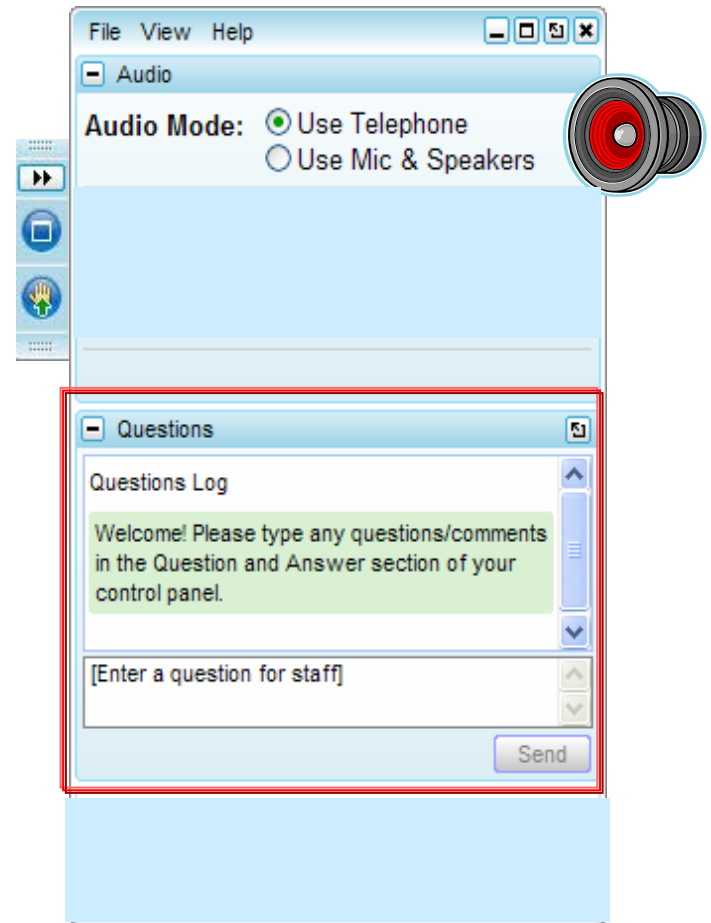
Pattern-Based Strategy Recommendations

- Focus on Patterns That Impact Business Outcomes
- Combine current/emerging sources of information to see patterns:
 - data + people + process + new sources of information (collective & creative)
- Culture
 - From sense and respond (reactive) to seek, model, adapt (proactive)
 - If you perfect “seek”, your inability to adapt will be a constraint (hint: you need to focus on all three areas – not just one)
 - Increased focus on leading indicators, integrated business performance, change management
 - Technology enabled cultural change is critical
- Explore Technology to Support Seek, Model, and Adapt
 - Current technology will continue to evolve
 - Integration will occur (either by you, a systems integrator or vendors) across seek, model, and adapt to enable new business outcomes
 - New technologies that span seek, model, adapt are available and will continue to emerge
- Pattern Seeking: Explore Emerging Category of Pattern-Based Services
 - Pattern-Based Service Brokers
 - Pattern-Based service ecosystems will form around major vendors

Thanks for participating!

Do you have any questions?

- If you haven't done so already, please type your questions into the Questions pane.
- We will answer as many of your questions as time permits.



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The screenshot shows the Gartner For IT Leaders portal. At the top, there's a navigation bar with 'My Profile | Alerts | My Events | Log Off' and a dropdown menu for 'Select a Gartner site'. Below this is a search bar with 'All Research' and 'Applications Research' tabs, and a 'SEARCH' button. The main content area is divided into several sections: 'My Gartner' with 'Quick Links' and 'Add Components'; 'Applications (change)' with 'Analyst Inquiry', 'Get Connected!', and 'Share Your Tools and Templates'; 'Analyst Picks' featuring articles like 'Measuring the Value of SOA' and 'Gartner's Reference Architecture for SOA Application Infrastructure'; 'Peer Exchange' with 'Peer Connect' and 'Most Popular Peer Search Terms'; 'Gartner Recommends' with articles like 'Creating Strategy in Financial Services' and 'Criteria for Evaluating a Business Application Vendor's SOA Strategy'; 'Toolkits' with 'Sample RFP for CRM Contact Center Applications' and 'The Application Health Check'; 'Diagnostic Tools' with 'Maturity Assessment for Application Organizations'; 'Key Initiatives' with 'Application Architecture' and 'Application Modernization'; 'Vendors And Technology' with 'My Vendors' and 'Find a Company'; and 'Market News'.

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