

The Future of SeaSIM

SEASIM PLANNING MEETING - January 24, 2007

(With comments added from meeting in the Blue Font.)

For SeaSIM Members and Friends of SIM

The Future of SeaSIM

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Something in people resists self-examination: they do not want to answer deep questions about themselves, and they hate those who cajole them for not doing so or for doing so poorly.

Socrates

SIMI Mission Statement:

To be recognized as the community that is most preferred by IT leaders for delivering vital knowledge that creates business value and enables personal development.

SeaSIM Theme for 2007:

An Interactive Community of IT Colleagues (delivering vital knowledge that creates business value and enables personal development.)

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1. Review recent and current business models and talk about how our model could be changed.

Recent Business Models and Situations	Issues	Notes
<p>Business Model – 2000 to 2002</p> <p>6 to 7 lunch meetings with speaker or panel 1 – half day seminar – usually sponsored * 1 – full day seminar – usually sponsored * 1 – golf tournament – well sponsored *</p> <ul style="list-style-type: none"> - Some meetings limited to C-level participants - Membership ranged from 150 to high of 205. - Discontinued Affiliate Membership in 2000 - Board – Strong Board with ample representation from local companies - Committees – Strong committees for Membership, Programs and Operations <p>Financial:</p> <p>This model was profitable because membership levels produced enough dues to cover basic expenses, meetings were well attended so meetings produced a modest, positive cash flow and our golf tournaments were profitable.</p>	<p>Practitioners complained about ratio of Vendors to Practitioners at meetings and overt selling efforts.</p> <p>Practitioners generally want to network with other Practitioners at meetings.</p> <p>Instituted practice of limiting Vendors and Consultants to 25% of membership and table tents that reminded audience that overt selling at meetings was not allowed.</p>	<p>Strong Membership, Board and Committees provided energy for many good programs and initiatives.</p> <p>Strong sense of camaraderie within Board and many senior IT managers who had known each other for years.</p>

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Recent Business Models and Situations	Issues	Notes
<p>Business Model – 2003 to 2005</p> <p>6 to 7 lunch meetings with speaker or panel 1 – half day seminar – usually sponsored * 1 – full day seminar – usually sponsored * 1 – golf tournament – well sponsored *</p> <ul style="list-style-type: none"> - Some meetings limited to C-level participants - Membership dropped off during and following the recession to 76 - 2003 – Forums for IT Governance and Security established – well received but low attendance in 5 to 12 person range. Launch meetings well attended. - Sponsored by Pacific Edge Software and CSC. - 2004 – Forum for Global IT Sourcing, included grant money for study done by Seattle University, Led to National SIM study. Launch meeting with Congressman Adam Smith had 125 attendees – 4 follow-up meetings had 30 to 35 meetings. - 2005 – Forum for Enterprise Governance Launch meeting with John Thorpe had 65 attendees – 3 follow-up meetings had 25+ attendees. - Board – lost many long time supporters due to career changes - Committee strength dropped precipitously. <p>Financial:</p> <p>This model was profitable through 2004 because membership levels produced enough dues to cover basic expenses, meetings were well attended and they produced a modest, positive cash flow. Our golf tournaments were profitable. Partnerships for Forums and major seminars helped keep funding in line until 2005. Limited partnership funding and attendance at half day and full day seminars caused losses.</p>	<p>Loss of many Board and Committee members and members, due to job changes – retirement, new jobs – different career focus, new geography, busy schedules. (2004 to 2005 and continuing into 2006.)</p>	<p>Total employment in metropolitan Seattle fell in 2001 and 2002 and stayed flat during 2003 before job growth resumed in 2004.</p> <p>Membership: (2002 – 205) (2003 – 164) (2004 – 146) (2005 – 76) (2006 – 95)</p>

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Recent Business Models and Situations	Issues	Notes
<p>Business Model – 2006</p> <ul style="list-style-type: none"> - 9 meetings with speaker or panel – 3 series – Series launch was dinner meeting, follow-up meetings were mostly breakfast meetings in order to make it easier to attend meetings by scheduling them at the beginning or end of the day. - Future Potential in Information Technology – Partnership with Microsoft in conjunction with Seattle University. - 1 – golf tournament – well sponsored * - Membership increased to 96 <p>Financial:</p> <p>This model was not profitable with the exception of the Golf Tournament which produced record results due to strong leadership by Jon Hulen, Price Taylor, Jim Ratchford and Lorrie Montgomery.</p> <p>2006 Chapter partners paid their fees in 2005, so revenue did not show up as 2006 revenue.</p>	<p>Turn over in Board positions during the year affected the execution of Membership efforts and Program promotion. Committee strength was, and is inadequate for the amount of work to be done.</p> <p>Well received programs were poorly promoted and modestly attended which resulted in financial losses. We knew what had to be done, but did not have the bandwidth to pick up “dropped” efforts.</p>	

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Recent Business Models and Situations	Issues	Notes
<p>Business Model – 2007</p> <ul style="list-style-type: none"> - 9 meetings with speaker or panel – Early meetings to cover Future of SeaSIM, FPIT, Business and Women in IT followed by 2 series. One series on “Unlocking Performance” and the Second on “Enterprise Architecture”. - 1 – golf tournament - Forums to be started on subjects of “Unlocking Performance” and on “Enterprise Architecture” <p>Financial:</p> <p>This model depends on support from Partners for selected meetings and revenue from Golf Tournament sponsors. HP will fund 2 dinner meetings and revenues from those meetings will be used to rebuild our finances. Other Partners are being sought.</p>	<p>A significant effort was made by a committee headed by Price Taylor to locate a President-elect for 2007 and to add Trustees to our Board. The additional trustees will strengthen the guidance we get from Senior IT Management.</p> <p>The Board is being restructured and all members have committed to strong participation in 2007 as well as 2008 in most instances.</p> <p>A perception exists that our membership has changed in terms of management levels. Analysis shows that mergers, acquisitions and retirements have reduced the number of familiar faces – but the majority of our members are still upper management IT practitioners.</p>	

Business Goals Going Forward	
Goals	Attendee Notes on Business Model – Goals
<ul style="list-style-type: none"> - Increase membership from 96 in 2006 to 120 by the end of 2007. - Improve promotion of our programs - Improve attendance at our programs - Increase committee participation so workload is better shared. - Create a business model that delivers identifiable value to participants and their companies. (We expect this to look like our 2003 business model with some new networking features.) - Get more Practitioners involved in Chapter Leadership and Business. - Increase local, professional networking opportunities. (Base this effort on recommendations from tonight's meeting.) 	<p>Suggestion – to support the goals shown in the column to the right, Survey Local IT Executives (Questions to ask.)</p> <ul style="list-style-type: none"> • What do they look for in a professional association? • How important is networking? • What events would get their attention & participation? • Under what circumstance would they volunteer to play task or leader-level role? • What is optimum membership composition – management level, practitioner, educator, vendor, consultant and recruiter? • How important is professional peer networking? • What is your preferred networking activity?

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| <ul style="list-style-type: none">- Encourage members to engage in national networking opportunities with SIMI leaders and other Chapters.- Increase Partner participation and revenue opportunities. Our business model must inspire and reward our corporate partners and sponsors for their investment in SIM.
<i>(Improve environment for partners by putting links on our web-site that allows for easy interaction and access. Encourage members to reach out to partners and thank them for their support.)</i>- Move SeaSIM website to SIMI website (in progress) and move meeting registration to SIMI's website when the newest release, with the features we need is available this spring. The new system will allow us to poll members on Chapter issues. This will also reduce costs by a few hundred dollars per month.- Improve our ability to contact IT practitioners in our market area.
<i>(Requires keeping our mailing list up-to-date, adding names, and a means of keeping in touch with this demographic.)</i>- Launch golf tournament sponsorship and marketing efforts immediately. | |
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How can we increase the opportunity for professional networking?	
	Attendee Notes on Networking
<p>SIMI STRATEGY STATEMENT: We should become more proactive in member networking. The widespread view is that everyone wants more networking both at the Chapter and the National level. The question is how? This is perceived as a significant opportunity for SIMI, because there is a limit to the extent of networking that can be offered by a single Chapter. Additionally, we should also consider having a service that helps CIOs develop career planning and help in job placement, since this is a very relevant issue and many of our members are in transition. In competing for a share of mind among our members, we need to be alert to the fact that a number of our competitors are moving into the sphere of peer group networking (e.g. the Conference Board, the CIO Executive Board; CIO Magazine; the Outsourcing Institute etc.). We should actively explore the use of modern collaboration technology (webcasting, blogs, wikis etc.) to achieve this goal.</p>	<ul style="list-style-type: none"> • Discussions – on-line and e-mail <ul style="list-style-type: none"> ○ SIMI site tie-in ○ List-serve • Self Introductions – allow 5 minutes at beginning of meetings • Assigned tables worked well – mixed things up, so people met with new people • Member presentation panels. • Chapter leaders should network to learn about members interests – What is best way to discover this? This needs to be done with target attendees members and non-members. (Trustees, advisory group, Partners, SIMI and program committee should be able to provide enough inputs to keep subjects on track.) • Start Forums up again. • New member mentors. • Networking – personal goals <ul style="list-style-type: none"> ○ Meet interesting people ○ Benchmarking \$ ○ Sharing of information (Collaborate, share ideas, round table, Birds of a Feather – physical and virtual) ○ Staying in touch with Corporate America • Expand networking opportunities by co-hosting BIG EVENTS with other Professional Organizations. • Better/more attractive programs will get more people out. • Partners sponsor programs – better partner involvement • Focus on current events in IT • Practitioner panels • More interaction -- less talking head • Places to have conversation – no program • Networking – speed-dating • Assign a table topic to each table for discussion to get attendees more involved. (We could pick some topics and each table could select any topic they liked and take “some” time to discuss and capture ideas etc to share with the group as a whole. • Roundtable discussions
<p>SeaSIM Strategy: We have made a concerted effort in the past few years to support a robust professional networking environment and plan to tailor our networking opportunities to the needs of our members. We are looking for ideas from our members on how we can improve the networking experience we provide.</p>	

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WHERE DOES SIM FIT INTO YOUR PROFESSIONAL NETWORKING PLAN?

Effective networking depends on managing your professional relationships in **three directions...**

Up, with your bosses...

Down, with your subordinates...

Laterally, with peers inside and outside the company.

In all three directions, effective networking means that you identify key relationships, build mutual understanding and act in ways that benefit both sides.

WIIFM?

So, when networking within SIM, -- WIIFM? (What's In It For Me? What's in it for you, your company and our partners? And, what are the networking opportunities?)

Programs – How can we improve the professional networking opportunity provided by our programs?

Forums – What should they look like and what subjects should they cover? Who will lead the startup of forums and sustain them for the appropriate period of time?

Blogs – What subjects should they cover? Who will lead the startup of blogs and sustain them for the appropriate period of time?

Work Groups – Can we put a work group together on a topic that would be worth investing in? We have been invited to put a work group together on the subject of “Strategic Governance” and have the support of several local and national thought leaders.

Alliances – TXPEG, WSA and others. Look for ways we can interact to each others benefit.

What Networking is currently available within SIMI?

WORKGROUPS -- Enterprise Architecture Working Group -- Formed to identify and share processes, methods, tools, concepts, and best practices to enable IT organizations to understand, create, and manage EA in partnership with the business. This will in turn help these same IT organizations substantially enhance the way they manage change, reduce complexity, reengineer processes, plan, strategize, govern, manage projects, and deliver value.

Join the work group or take part in their survey. They want our participation.

SIMPOSIUM – annual conference attended by 600+ members each year. This is networking on steroids. It is interesting to observe the strong relationships that exist within SIM as members interact at this event. This years tracks are:

- **Managing the Business.** Learn how to better handle your corporate performance management.
- **Improving the Business.** Investigate practices and technologies to improve differentiation, become more competitive, and accelerate business change.
- **Managing IT.** Explore strategies to efficiently manage IT alignment and execution.

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- **Improving IT.** Examine how to drive improved IT capabilities, skills, and performance.

LEADERSHIP SUMMIT – If you are a Board member of SeaSIM you get this networking opportunity. Ditto here for the networking on steroids.

SIMI website – provides access to over 3,000 members from companies and academia – all focused on learning, using and sharing the best information management practices available.

SIMI Board – provides an opportunity for national recognition and even more networking opportunities.

RLF (Regional Leadership Forum) -- RLF is an intensive, nine-month leadership development program presented by SIM, focused on creating authentic leaders.

APC (Advanced Practices Council)

SIM's Advanced Practices Council (APC) is the research-based forum for senior technology executives looking for thought leadership in leveraging IT for competitive advantage. A select group of forward-thinkers from leading organizations, APC members value the unprecedented, intimate community experience and relevant, practical research outcomes.

Founded in 1991 by SIM leaders and Professor Warren McFarlan of the Harvard Business School, the Advanced Practices Council's respected roots run deep. APC members identify their highest priority questions and world-renowned thought leaders provide answers and tools for accelerating corporate growth trajectories.

So what do SIM APC participants study, discuss etc.? (List of APC papers showing the issues discussed in the past few years.)

Ongoing and New Projects

- Strategic Agility
- Disruptive Technologies
- Inter-organizational IT Change Management: How Industry Leaders Help Their Partners Manage IT-Enabled Change
- Benefits and Risks of Open Source
- Assessing the Sustainability of IT-Dependent Strategic Initiatives
- Knowledge Strategies: Leveraging Knowledge Capabilities to Create Value
- Creating Knowledge Assets Using the "Wiki Way"

Descriptions of these papers and others are shown in APPENDIX B and are available at www.simnet.org to all SIM members after they are provided to APC members.

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2. Format and subjects of our programs.

What type of meetings should we have and what subjects should they cover?

Attendee Notes on Format and Subjects

Format:

Breakfast, lunch or dinner meetings? How long a presentation? Audience participation level? Panels? Name speakers? National or Local Information Management managers? How long before and after the meeting for networking?

What about the location and type of facility? The Bellevue Club and Harbor Club and other “nice” places are expensive and they come with minimum charges that often exceed the revenue we can get from 30 to 40 attendees.

What about pricing for the meetings?

If we have follow-up forum meetings what type of facility works for you? Restaurant, club, conference room or training room?

- Logistics – go North & South (*Where*)
- Pre/post sit-downs with presenters
- No lunches 50/50 breakfast and dinner
- Cocktail Hours
- Speed meetings 5 minutes to talk to each attendee and move on
- Just ½ hour for social conversation. (*Easy to do – could set aside an hour at dinner and the extra time would work as a buffer to offset personal preferences, traffic and schedule issues.*)
- Increase audience participation
- Hot topics better than hot speakers (Both is better)
- CIO panels from different size companies as often as possible.
- More energy needed. Comedy?) (*Energy takes preparation – answer lies in getting more people involved so emcee can be better prepared, speakers better informed and programs better scripted.*)
- More females
- Pricing depends on topic. Some recent programs have been too expensive, some just fine. (*Pricing can only get better if we have partner funding and better attendance at meetings. Or we could stop using Clubs and find corporate auditoriums for our meetings and have them catered.*)

Subjects:

Picking a theme or subject for programs is easy – too easy. How can we do a better job of picking the subjects you want to hear about? We need subjects and content that will get members out to meetings, along with co-workers.

We want to plan meetings that lead to good exchanges between members. We like meetings with significant

- Topics should be appropriate to mid-size organizations – 100's vs. 1,000's
- Upscale presenters
- Visionary presenters (Gartner etc.)
- Unique topics (can't easily get elsewhere)
- Orient topics to Business strategies – get rid of IT speak and show ways to present IT topics in business terms.
- Lean business process engineering – presenters/panels/members – why they are doing it and how to help.

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take-aways that provide value we can use in our work.

What memorable meetings have you been to? What subjects are you looking for?

- Business Transformation – where do THEY want to go?
- Morphing role of CIO defined by Business Transformation.
- Practical subjects too – not always strategic stuff.
 - What does new technology mean to the business – not “how” to do it.
 - How the technology enables business.
- Preventing burn-out.
- Personnel management skills
- Key issues of business management for IT managers
- How to build a professional network
- Business drivers & IT
- Role of IT in addressing competitive issues
- Goal setting – corporate, department, personal
- Getting business leaders to engage
- System integration – today’s issues, products etc.
- How to for Enterprise Architecture
- Driving change
- Communicating business value of IT to business people
- Experience exchange – learn from each other on issues we deal with in IT
- Business Process Management – today’s big investment
- Importance of IT to the business “fusion”
- How IT is used to: (Case Studies, Concepts, Ideas)
 - Increase market share
 - Contribute to product innovation
 - Product quality
 - Produce meaningful Business Analytics
 - Business Operational Efficiency
 - Global brand awareness
- Business Alignment

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3. How we can develop a deeper presence? More companies, more attendance at meetings and more groups from participating companies.

	Attendee Notes on Deeper Presence
<p>Deeper presence – Many companies not represented in local chapter – Boeing, REI, Paccar, Amazon, Costco and many more. Sometimes large IT departments only have one member and seldom bring someone with them to meetings. We'd like to improve on this.</p> <p>More attendance – mailing list issues – SIM Buddy approach – extend it so all members reach out to others in their company, or other companies and keep them posted as to meetings of interest.</p> <p>More groups – we get groups when panels or speaker are a draw – it can be subject matter, speaker from your company or a client company, or the topic is of immediate relevance.</p> <p>Members can bring guests at the member price. We need to stress this in our promotional materials.</p> <p>The member / participant should see attendance at these events as a tremendous value for themselves personally and for their companies, such that they (1) would not want to miss any of the presentations, (2) would want to be involved in some of the presentations, and (3) would want to invite others both from and outside the members company.</p> <p>What would you suggest we do to accomplish these goals?</p>	<ul style="list-style-type: none"> • Offer free guest registrations – use a track and follow-up process. • Offer steeper discounted corporate memberships • Include passes for members to hand out to colleagues • Press & media promotion/interaction • Maybe not practical to expect deeper – need incentives • Discount for member colleagues. (Maybe practical if Partner funds meeting – otherwise members end up subsidizing guests. Current policy is to allow members to bring colleagues and guests at member rate.) • Populate committees with next level folks. • Sales/marketing <ul style="list-style-type: none"> ○ make the calls ○ Public Service Announcements (should have a person on the programming committee who has this responsibility.) ○ SIMbuddy • Broaden appeal of meetings • Reduce exclusivity • Increase exclusivity • Better e-mails with calendar option • Get Partners to help drive up attendance. (Requires that meeting details be given to Partners 90 to 120 days in advance of meetings.)

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4. Who can we partner with to serve this market?	
	Attendee Notes on Partners:
<p>SIMI Strategy:</p> <p>We should accept more external funding to achieve worthwhile member benefits. We should be more creative with ways that the vendors/partners can get engaged in the organization; rather than pursuing more commercial sponsorship, we should make it event driven to get funding for specific purposes. We need to find ways to fund our programs and ensure that this does not impinge on the mission and culture of the Chapters (e.g. the vendors should not feel that they can sell to the Chapters because they funded an activity). Thus we need to stick rigidly to our policy that restricts the vendor partners from overtly selling to us. We can also look for sources outside of vendors. We should clearly pursue monetary contributions from non-vendor sources (e.g. National Science Foundation). The “Future potential in IT” program is good example of obtaining funding from a vendor and then delivering value to the Chapters.</p>	<p>Who Partner with:</p> <ul style="list-style-type: none"> • Vendors who can live without overt sales • Vendors provide speakers • Boeing, WAMU, Weyerhaeuser & other major companies could be sponsors. • Would VC companies be interested in partnering if we gave opportunity to showcase their investments? <ul style="list-style-type: none"> ○ Breakwire ○ Concur ○ Watchguard ○ Cisco ○ F5 ○ Aventail • Partner with other organizations such as PMI, WSA • Partner e-mail and marketing vendors • Partners include large cap companies that can support events, provide lots of members, send people to RLF and SIMposium, participate in APC. • Companies that get the “enlightened self interest,” “altruistic,” “no overt selling” aspects of the relationship.
<p>What does SIMI offer to partners?</p> <p>Opportunities for sharing thought leadership, enhancing the IT profession, and increasing the value of SIM membership.</p> <p>SIMI partners include:</p> <ul style="list-style-type: none"> - Accenture - American Power Conversion (APC) 	<ul style="list-style-type: none"> • Could offer directory of vendors used by members? <ul style="list-style-type: none"> ○ Who they are ○ Brief summary/profile ○ \$ to be on the summary ○ Provide link for easy sales or marketing contact (count the

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<ul style="list-style-type: none"> - EDS - Forsythe - Oracle - Lucent - Microsoft - Syntel - Unisys - HP 	<ul style="list-style-type: none"> clicks and show value) o Provide link to SIM member who has worked with them. (How about going for a grant to promote American companies, or get funding from an industry group to support this directory. o Consultant's directory who are SIM members or who subscribe to SIMI "yellow" pages of consultancies that can "really" help with "hot" topics of the day. o Offer Members a way of showing the technology/services they use – especially what they do with partners and provide way for Members to interact or get feedback. Maybe a blog on Partner feedback.
<p>What does SeaSIM offer to partners?</p> <p>Essentially the same thing as SIMI – usually at a more intimate level with smaller meetings. Most of these companies have existing business relationships with member companies. Others that assisted in putting on SeaSIM programs and forums received substantial exposure to member companies.</p> <p>Chapter partners are provided with exposure on our web site which includes the opportunity to post messages of interest to our members and a link to our web site. We also include their name and logos on program announcements and provide additional acknowledgements at appropriate times.</p> <p>Recent SeaSIM partners / sponsors have included:</p> <ul style="list-style-type: none"> - American Power Conversion (APC) - Computer Sciences Corporation (CSC) - Microsoft - 2 Degrees - Aetea Information Technology - Calence - CB Technologies/HP - Ciber, Inc. 	<ul style="list-style-type: none"> • Access to CIOs and other upper-level management. • Knowledge • Broader awareness capability – get feedback from market. • Chapter web site support with link to "approved" message of their choice and e-mail link to their sales or marketing contact of their choice.

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- Codesic
- COMSYS
- Covestic, Inc.
- EDS
- Excell Data
- f5 Networks
- Greythorn
- Hitachi Data Systems
- HP
- HP/Procurve
- IBM
- Lucent
- Macrostaff
- Mercury Interactive
- Oracle
- Pacific Edge Software
- Pro Syte
- Robert Half Technology
- SANZ/Netapp
- SiegeWorks/Checkpoint Software Technologies
- Unisys
- University of Washington I-school and Masters of Technology Programs
- Ventura LLC

Why do we need partners and sponsor?

Our business model is based on funding from partners and sponsors. We could change the business model and function without direct funding, but most Chapters bring in funding from Partners and Sponsors in order to provide the value members are looking for in a professional networking organization.

Partnerships are needed to support certain kinds of meetings, higher priced speakers and workshops.

Partnership dollars provide for investment in the membership which provides value to our members.

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How can we support our partners and sponsors so they feel there is value in their efforts?

It is common for organizations like SeaSIM to provide strong recognition to their Partners and Sponsors.

Sponsors should be those organizations that have existing business relationships with our members or would benefit from business opportunities provided by our membership.

As stated earlier, SeaSIM partners are provided with exposure on our web site which includes the opportunity to post messages of interest to our members and a link to our web site. We also include their name and logos on program announcements and provide additional acknowledgements at appropriate times.

Once we are operational on the SIMI website, we will add a page with vendor contact information which will include an e-mail link to the contact for ease of communication. This will make it easier for our members to contact our Partners to thank them for support of our Chapter or to inquire about products or services that may be of interest.

Note: We will still ensure that this does not impinge on the mission and culture of our Chapter. We need to stick to our policy that restricts the vendor partners from overtly selling to us

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5. What needs to be done?

	Attendee Notes on What Needs To Be Done
<p>What is our current status?</p> <p>Years of carefully keeping committee strength at appropriate levels and preparing members for leadership roles in our Chapter fell apart in a short period of time when the economy soured a few years ago.</p> <p>Nevertheless, we kept SeaSIM going on a system of triage.</p> <p>We looked after the fundamentals:</p> <ul style="list-style-type: none"> - Putting on quality programs (reviews have been great) - Running our annual golf tournament (well managed by the Golf Committee and profitable.) - Increasing networking time and opportunities - Keeping administrative issues up to date. <p>What was neglected?</p> <ul style="list-style-type: none"> - Chapter and Meeting Partnerships - Our contact list - Forums - Chapter niceties (member outreach, new member welcoming, - Board development and activities - Committee development. <p>What has been done to remedy the neglected areas?</p> <ul style="list-style-type: none"> - Recruited new Trustees and Board Members (Announcements expected soon.) - Moving our web site to the SIMI site to take advantage of their improved capabilities. 	<ul style="list-style-type: none"> • Promote opportunities to collaborate & share ideas. • Birds of a feather subgroups <ul style="list-style-type: none"> ○ Physical ○ Virtual • Co-hosted Big Event with other Professional Assoc. – FEI, PMI, WSA? • Solve our e-mail contact problem. • Can we use something like www.whatcounts.com? (WhatCounts is a leader in comprehensive e-communication programs leveraging the power of targeted permission-based email messaging, interactive two-way dialogue, personalized content syndication (RSS) and extensive marketing services.) • Partner with e-mail marketing and networking sites. • Mine past members and RLF participants • Publish a members directory with: <ul style="list-style-type: none"> ○ Bios and key environments and “hot” topics and next big IT move. ○ Members decide level of access • MYSIM.com • Create a better sense of community • Address “WIIFM” by providing learning, good take-aways and networking as a byproduct. Means we have to design/select programs with good take-aways, sell the value and design for participation. • Provide quality, interactive programs • Provide opportunities to share experiences • Make sure meetings appeal to the broad range of our audience • Have at least one meeting a year that brings in CEO and CFO level speakers

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<ul style="list-style-type: none"> - Preliminary plans have been made to restart Forums later this year. - The contact list will be updated in the next few months using inputs from Board Members. In the meantime and possibly on an ongoing basis we will increase our use of our “SIMbuddy” e-mail and phone contact outreach to keep members and key contacts informed of our activities. <p>What else needs to be done?</p> <ul style="list-style-type: none"> - First and foremost, we have to increase participation in our key committees – programs, membership, partnership and golf tournament. - Return to the “best practices” we followed when our Board and Committees were at full strength. - Obtain input from members on future programs, speaker opportunities and etc. - Work with partners to add value to SeaSIM membership. - Our 2007 Budget needs to be completed. 	
<p>Comments:</p> <p>Outcomes for committee work are especially important. The member (of the committee) has to see need and purpose for their work. Leadership and accountability is crucial. Committee charters need to be updated and goals need to be formalized. For example, in membership: An increase from 90 to 120 members over the year.</p> <p>Work on the Board and on committees is a great way to network with members and the people that keep the Chapter in business. It also increases exposure to other members around the country.</p>	

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Appendix A

Networking is Even More Important and More Powerful for Business than for Personal Purposes

Excerpts From Boardroom Reports: By Wayne Baker, Ph.D.

The ability to relate well with others is a sign of a person's mastery of the art of networking.

PRINCIPLES OF NETWORKING

To build a network — and help others build networks — managers must learn to use five key principles... Relationships are a basic human need.

1. Helping other people fulfill their need for relationships helps you, too.

Example: If you form lasting relationships with suppliers they will be more likely to come through for you in a pinch. Your fuel oil dealer, for example, will supply you during a shortage, if he trusts you to stick with him when competition heats up.

2. People tend to do what is expected of them. If you expect the best of people, they will usually meet that standard. If you expect less, you will get less. Smart networking means building strong relationships that benefit both sides. You can't buy this kind of dedication with monetary rewards, for two reasons: It costs the company too much... and employees resent the thought that they are being bought like commodities.

Lesson: Convey expectations of high performance by encouraging input in the goal-setting process ... not to set basic strategy, but to decide how to achieve company goals. Invest time and effort in employee training ... give employees challenging assignments. Supply frequent feedback in as positive a way as possible, using past performance as a guide for future improvement. **The result of these efforts will be enthusiasm on the part of members of your group, which invariably creates a strong foundation for lasting, mutually beneficial.**

3. People tend to associate with others similar to themselves. This tendency has both positive and negative consequences.

Advantage: By bringing together people with similar interests, you can build strong creative teams. This helps you, the manager, to earn the respect and cooperation of a wider spectrum of specialists.

Example: Putting company scientists and engineers into one building, rather than segregating them by specialty, helps to generate innovative products.

Downside: When people associate exclusively with others similar to themselves, they lose touch with the real world.

Example: Senior executives who avoid contact with the rank and file often find out about serious problems only when it's already too late.

4. Repeated interaction encourages cooperation. People who repeatedly come into contact with each other tend to develop positive relationships, especially when they share a common goal.

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Example: When you set up a task force, encourage maximum cooperation by providing a reward for the entire group when it achieves its goal. Consider a compensation arrangement like that used by AT&T Global Information Solutions (formerly NCR), where raises depend 50% on individual performance — and 50% on the results of the entire unit.

5. It's a small world. You are surprisingly close to critical information, resources and people. The average professional knows 3,500 people directly... and each of those people has a similar number of contacts.

Lesson: Just a few well-placed phone calls to friends — and friends of friends — can get you in touch with almost anybody in the country. You will have a much better chance of forming a new relationship quickly if you can use the name of a mutual acquaintance — even someone you don't really know very well to introduce yourself to your target.

PERSONAL NETWORKING DIRECTIONS

In addition to the five principles, effective networking depends on managing your personal relationships in *three directions*...

Up, with your bosses...

Down, with your subordinates...

Laterally, with peers inside and outside the company. (*Where SIM comes into the picture.*)

In all three directions, effective networking means that you *identify key relationships, build mutual understanding and act in ways that benefit both sides.*

TO BUILD AN EFFECTIVE MANAGEMENT NETWORK

Think of what the other people need and find ways you can help them do their jobs better. **Fill the gaps.** Get together with new people who are important to you... have yourself introduced or introduce yourself ... invite them to lunch.

In the long run: Get used to continuously appraising all of your relationships and try to get and give as much feedback as possible.

Networking is a lifelong project.

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Appendix B

So what do SIM APC participants study, discuss etc. (These APC) papers show the issues discussed in the past few years.

Ongoing and New Projects

Strategic Agility

V. Sambamurthy and Anandhi Bharadwaj

This project will provide guidance on how executives should assess their firm's agility capabilities and readiness, what organizational structures, processes and skills firms should develop to enhance their agility, and the decision-making approaches most appropriate for judging the sustainability of competitive action and marshalling resources to extract value from that action.

Disruptive Technologies

John Henderson and N. Venkatraman

This ongoing project explores horizon technologies that may, or are already, reshaping the infrastructure underlying IT management. Among these technologies are passive and active RFID, motes, sensory technology, nano machines, and the convergence of communications media. This series of projects helps to identify the business and managerial impact of these emerging technologies.

Inter-organizational IT Change Management: How Industry Leaders Help Their Partners Manage IT-Enabled Change

M. Lynne Markus

IT organizations today spend much of their effort and resources supporting interorganizational business processes via extranets, participation in e-hubs, or custom system integrations with key business partners. Research and experience with earlier technologies suggest that the benefits initiating organizations get from their investments in interorganizational systems (IOS) depend on how, and how well, their business partners implement IT. The purpose of this research is to develop a playbook of effective practices in interorganizational IT change management.

Benefits and Risks of Open Source

Rick Watson and Marie-Claude Boudreau

This preliminary study is intended to provide members with the current state-of-the art regarding open source software and, as necessary, to provide a forum for developing a comprehensive research project on open source. Among the questions of interest are what has the impact of open source software been on total cost of ownership? What other benefits have been realized? What risks have been encountered? What are some of the unintended consequences?

Assessing the Sustainability of IT-Dependent Strategic Initiatives

Gabe Piccoli and Barry Rupert

This preliminary study is spurred by the debate as to whether IT can provide a sustainable platform for competitive advantage. Focusing on IT-dependent strategic initiatives rather than IT, this study explores the barriers that can be erected around such initiatives to avoid erosion of competitive advantage. It challenges admonishments that "IT" can only provide transitory advantage.

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Knowledge Strategies: Leveraging Knowledge Capabilities to Create Value

Yolande Chan and Jim McKeen

This preliminary study will help APC members understand the current status of knowledge management (KM) and, in particular, why KM has not lived up to original predictions and what can be done to achieve success with KM projects

Creating Knowledge Assets Using the “Wiki Way”

(Christian Wagner and Ann Majchrzak)

This preliminary study examines a particular open-source tool and methodology for managing knowledge. Wikis represent the frontier of knowledge management, enabling the creation of large, high quality knowledge assets in record time. Wiki technology is often coupled with a set of practices or norms for use, called the “wiki way”. This study looks at the potential business value of Wikis.

Earlier Studies:

Unleashing the Power of Enterprise Value Nets

Ritu Agarwal, Arun Rai, V. Sambamurthy

This research provides guidance to senior business and IT executives in orchestrating value nets, the extended enterprise networks that firms create to tie together their customer, suppliers, and other key external partners. The guidance addresses these questions:

- Why should value nets be designed?
- What are the significant types of value nets?
- What type of sourcing decisions should be made in the design of value nets?
- What should the governance posture for coordinating actions and decisions with value net partners be?

Network and Industry Transformation

John Henderson and N. Venkatraman

This project explored business platforms, beginning with a session on the concept of a platform and how value can be derived from emerging platforms. The second session viewed industries as networks and identified factors that enable an organization to become a hub in an industry network. The third session focused on sensory networks using RFID technology.

Assessing IT Architecture Outcomes

Jeanne Ross

Based on a large survey of enterprise architecture outcomes, this project made a strong case for an architecture maturity model tied to business operating models. It also identified architecture management practices of those companies with the most effective architectures and presented implications for CIOs.

How to Drive Value from IT – Senior Executives’ Perspectives

Bill Kettinger and Don Marchand

This project approached the question of IT value not from the traditional lens of economics and ROI, but from the perspective of knowledge. The researchers conclude that the surest path to IT value for a CIO is to informate (i.e., provide information to) the firm’s senior executives so that they can better create value in

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four zones. Those zones are opportunity (to assess business options), control (to rationalize the business), knowledge creation (to support how people create knowledge), and knowledge conversation (to convert people's knowledge to company use).

Identity Management for Business Value

Ram Chellappa, Terri Griffith, Omar El Sawy

This project developed a framework consisting of five "As" (access, authentication, authorization, analytics, and audit) as well as an error sensitivity/ empathy continuum, conceiving of them as dials to set in designing identity management systems. The research also identified operational issues in making design choices, ending with a diagnostic tool created for APC members.

Advanced Practices in IT Structure and Governance

Heather Smith

IT has become a partner in developing strategies for exploiting competitive opportunities, thereby requiring changes in reporting relationships and interactions throughout the organization. And world-wide virtual teams of employees, partners, suppliers and vendors deliver solutions and services. How best to structure, govern, coordinate and source such complex arrangements? This report presents a synthesis of IT structure and governance practices captured through 27 APC-sponsored research projects over the last few years by its renowned research teams.

Deploying Far-Flung Teams: A Guidebook for Managers

Ann Majchrzak and Arvind Malhotra

The findings from this project are summarized in a guidebook that incorporates the learning from 54 successful far-flung teams on: establishing a supportive business environment; the needed leadership for promoting knowledge exchange; and integrating technology into how work is done. Many of the key findings are non-intuitive. Several APC members have already changed their practices related to far-flung teams as a result of this ground-breaking research.

Future Architectures

Benn Konsynski

This brief explores the applications and future commercial impacts of radio frequency identification and digital receipt technologies. Pressures to adopt these technologies have mounted as significant players adopting them.

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Appendix C

Program Ideas from HP and CSC.

- "Thinking Differently" - Using Analytics to Gain Competitive Advantage
- "Integrating RFID in an Enterprise"
- "Mastering the Globalization of IT"
- "Service Oriented Architecture - Why Now?"
- "The Wall Street Diet: Is Your Business Lean and Healthy?" Discuss the role of technology in making companies lean by following the Wall Street Diet.
- "Women in IT" where we could do a panel with key women executives in the area on the panel.
- "Border Immigration Center of Excellence" Collaboration between federal and commercial sectors.
- Security 2.0 - What you need to know
- ITIL: Adopt, Embrace, or Ignore?
- IT & Business Alignment: What changed last year?
- Virtualization and Server Consolidation: How viable is the technology? What is the impact?
- Enabling IT Governance through the implementation of Business Process Architecture
- IT Transformation
- IT Shared Services