



Corporate Overview

cogentes

business results first



**Is the technology function
at your business
helping you arrive at your destination?**

Corporate Overview

We enable our clients to realize their business strategy by creating vital linkages between business and technology.

Who is Cogentes?

Cogentes is a business and technology consulting firm that helps organizations realize their business strategy by maximizing their investments in people, process and technology; substantially increasing shareholder value.

What do we do?

Organizations spend weeks, if not months, developing their business strategies. Typically the technology function should play a critical role in achieving the objectives of the business. Too often, we discover serious disconnects between the business plan and the technology operating model, and also between business and technology leaders, who are expected to pursue a coordinated strategy.

Cogentes creates viable and effective linkages between business and technology strategy, as well as among business and technology leaders. This empowers those leaders to collaboratively and effectively plan, accurately predict and ultimately realize the intended results of their strategy.

How do we do this?

Cogentes consultants pay particular attention to gathering and analyzing the perspectives of senior executives, operations staff, and technology leaders at our clients' businesses. We come to

understand at a deep level how the *business operating model* (people, process, technology) functions in actuality. We compare this against industry trends and our many years of experience with best practices as corporate IT leaders. We then help our clients chart and navigate a realistic course that guides them toward their desired destination.

Who are we?

Cogentes consultants are all senior level executives and architects with successful careers in business and technology leadership positions. While we are experts at developing and executing successful technology strategies and initiatives, it is our critical thinking, creative problem solving, business domain expertise and diverse backgrounds that account for our success.



When you look at the business and technology relationship at your company, is it everything you need it to be?

Our Value - Business Strategy Realization™

We help our clients make the right investments in their people, process and technology to realize their business goals.

Our philosophy

At Cogentes, we believe technology is a tool that should support and actuate business strategy. By extension, we believe the technology function for any company should empower the realization of business strategy. Too often, neither of these principles are recognized.

The technology operating model

The technology operating model of any company is comprised of its people, process and technology. For the model to help an organization realize its business strategy, all three elements must be focused on business goals, operationally efficient and culturally aligned.

People

When the technology function under-delivers, leaders tend to focus on technology itself as the root cause. In our experience, people, and not just technology people, are often the root cause.

At Cogentes we typically begin a new engagement by talking to, observing, and analyzing the behavior of people in different departments - and only then to the IT staff. The conversations help us understand how people view and use technology. When compared against conversations with IT staff, we often find:

- unrealistic different or unarticulated expectations - on both sides - about what technology can and should do;
- significant disconnects about the role of technology in the business;
- absence of communication and follow-through on strategic initiatives;
- confusion about ownership of results on key aspects of initiatives and
- uncertainty about technology best practices for the industry or sector.

Process

Technology is now functionally at the heart of most business processes. The ultimate promise is that technology will automate and simplify these processes. Too often, we hear complaints like:

- The system won't let me do certain things so I have to create a work-around.
- I have to use multiple applications during one client call because data is trapped.
- The technology team built this system, but it's really not what we were looking for.
- We actually hired staff to make up for the deficiency in the systems.

Technology

When applied well, technology enables people to perform critical business processes more effectively and efficiently. At Cogentes we often find organizations struggling with technology that is:

- inappropriate to the needs of the organization;
- over-invested and over-deployed relative to the business problems and
- operationally inefficient with sprawling architectures that are expensive to maintain.

Our solution

Cogentes has many years of experience at solving technology operating model issues. We develop strategies that:

- unify business and technology leaders and their perspectives;
- streamline and simplify business processes;
- right-size and improve the operational performance of technology, reduce costs, and increase productivity and user satisfaction.



When business and technology leaders work together toward the same realistic goals, success becomes achievable.

Solutions To Pressing Problems

Our proprietary research indicates organizations are struggling with a variety of issues in six key areas.

Business / IT relationship

- Business and IT leaders differ fundamentally about what IT is and what it should do for a company.
- The unchecked technology function can build features that business leaders did not request and do not value
- Business leaders define “business process” requirements and then turn them over to IT to build supporting products.

Technology ROI

- IT expenditures do not produce the desired results.
- Project budgets are consistently exceeded.
- Custom application development costs are excessive compared to “off-the-shelf” products and ongoing support for custom applications is very expensive.

Technology project success

- Projects deliver far lower levels of value and performance than what was promised or expected at the beginning of the build.
- Projects continually miss deadlines.
- End-users subvert or reject a new service brought into production.
- Work-flow or processes embedded into applications do not reflect the actual operations requirements of the business.

Business agility

- Business leaders complain that the IT function cannot respond quickly to new market demands.

- Mergers & acquisition integration challenges are fraught with technology issues that are never fully resolved.
- New individual systems are created and deployed without enough understanding of how they impact other areas of the architecture.

Data management

- Data gets trapped inside data jails.
- Mergers with or acquisitions of other businesses lead to incompatible, highly expensive systems that do not share data.
- Customer service representatives use multiple applications during a single customer call.
- Duplicate and conflicting instances of the same data exist within a business.
- Business operations has to provide constant attention and additional staff to keep data up-to-date and accurate, which can add significant annual operations expense.
- Executives are forced to make decisions without correct, up-to-date data.
- Third-party services and providers, which could enhance products & services, are not able to work with data.

IT efficacy

- Operating infrastructure, systems and applications fail or simply do not support users the way they need to be supported.
- The overall experience of the technology environment is of are slow or under-performing services.
- Business operations people think IT staff may never provide services and specific functions they require and so seek their own remedies.

Services We Offer

Through five core services, Cogentes creates value for our clients and their shareholders.

Current state assessment

This assessment service provides insight into our clients' actual operating models and environments. Many organizations assume they know how their people, process and technology are being utilized. This service reveals actual operating performance and how issues in these areas hold a company back from achieving business goals.

Future state visioning

The envisioning service helps an organization define where their people, process and technology could be within 3-5 years. Given projected business requirements and growth potential, what operating model should be in place? This service develops a range of architectural perspectives, any of which would be desirable, and helps an organization create a vision for their preferred future state.

Roadmap development

The roadmap development process helps an organization develop a roadmap for how they will navigate from their current state to their future state operating model.

The roadmaps that Cogentes develops are practical, realistic and broken down into phases, each with their own milestones and respective business value. The roadmap does not assume one confined target end-state. Rather, it is designed to be flexible and allow a company to change course if necessary while still arriving at a desirable future state operating model.

CIO advisory services

These services are designed to help CIOs be more effective and successful within their organization. They include:

- Merger and acquisition (M&A) due diligence
- CIO coaching and mentoring
- Outside assessments
- Project augmentation
- Enterprise Architecture consulting

Infrastructure services

These services are designed to help organizations achieve optimal efficiency and reduce costs from their technology infrastructure while improving agility and service levels and ensuring data protection. They include:

- Infrastructure optimization
- Virtualization strategy
- Going green initiatives
- High-availability (HA) and disaster recovery (DR)
- Data protection and recovery
- Messaging and collaboration/unified communications strategy
- Directory services strategy



The Cogentes services portfolio creates value for our clients by focusing on people, process and technology.



cogentes

business results first

www.cogentes.com

866-493-2870

Atlanta | Boston | San Francisco