Index

Accenture, 109
Activity Based Management, 267
Adecco, 185
AdminStaff, 185
ADP, 185
Advertising, 89, 92, 235
AdVision, 220
Aetna, 282
Aggregation of processes, 166–167
Agile (company), 229
Agilent Technologies, 29
Air Force (United States), 68, 211
Akashi Kaikyo Bridge, 240–241
Albertsons, 94
Alcatel, 17
Alcoa, 17
Allied Signal, 248, 269
AllState, 46
Amazon.com, 4, 96–97
Assembler (company), 229
Asset(s)
management, digital (DAM), 219
utilization of, 155–156
AST (company), 15
AT&T (American Telephone & Telegraph), 18–19, 247, 329
divestiture of, 320
key lessons learned from, 320–322
M&A strategies and, 316–322
ATMs (automatic teller machines), 35, 87, 92
Auctions, reverse, 126
Audit service platform, 79–80
Autocad, 213
Automation, 8, 9, 91, 128–129, 297
Aventis Pharma, 217
B2B (business-to-business) commerce, 7, 266. See also
Procurement
portals, 122, 136
spend management blueprint and, 120–122, 126, 128, 136–137, 145
Baan, 151
Baby Boom generation, 187–188
Back-end offices, 4, 9, 37–39, 200, 306
Bain Capital, 311
Balanced Scorecard, 243–247
Bank of America, 94, 185, 248, 270, 316
Bank One Corporation, 88, 94
Bannister, Roger, 334
BEA Systems, xxiii, 11, 75–76
Begley, Terry, 171
Bell, Alexander Graham, 317
Benchmarks, 247, 298
Benefits management, 185, 188, 190
Benetton, 149
Benetton, Giuliana, 149
Benetton, Luciano, 149
Best-of-breed approach, 250, 299–300
Best practices, 229
“Big Dig” (Central Artery/Tunnel Project), 330–331
Billing practices, 37, 38–39, 58
Black & Decker, 67
Blueprint(s). See also specific types
managing enterprise-wide execution with, 243–251
methodology, 239–261
need for, xxiii–xxv, 13–19
three categories of, xxvi, 17–18
BMO (blueprint management office), 253–259, 281
BMW (Bavarian Motor Works), 43
Boeing, xxi, 44–45, 131
Boom-bust cycle, 120
Bose, 216
Boston Market, 50
Bowerman, Bill, 230, 231
BP (British Petroleum), 300
HIVES (Highly Immersive Visualization Environments)
and, 300
Index

CPD (collaborative product development), 209–210. See also Collaboration
C P D M (collaborative Product Data Management), 213. See also Collaboration
CPFR (collaborative planning, forecasting, and replenishment), 152, 163
Creation phase, 214
Credit card industry, 44
CRM (customer relationship management), 7, 252, 265, 266. See also Customers features and functions in, 110 focal points and, 38 IBM and, 324 micro-level technology blueprints and, 297 multi-channel blueprint and, 85, 88–92, 98–99, 104–111, 115–116 process-based, moving to, 107 service platforms and, 58–59, 63, 71, 76, 78–79, 81 spend management blueprint and, 124 supply chain blueprint and, 168 Cross-enterprise processes, 6, 7, 9–10, 59. See also Processes CSRs (customer service representatives), 56, 96 CTI (computer telephony integration), 89 CTQ (Critical to Quality), 249 Currency, 12, 296 Customer(s). See also CRM (customer relationship management); Self-service -Centric Integration focal point, 12, 14, 34, 37–39 changing priorities and, 7, 49–51 different services for different, 97–98 ETDBW projects and, 12–14 evolving expectations of, 36 high visibility of, 142 interactions, synchronized, 93–94 360-degree view of, 97–98 Voice of (VOC), technique, 225–226, 267, 275 Customization, mass, 47–48 CVS, 46 DaimlerChrysler, 52, 153, 220 Daksh (company), 97 DAM (digital asset management), 219 Dassault Systems, 229 Data collection, 167 models, 295–296 warehouses, 23, 27 Databases, 26–27, 91, 106 Defense Department (United States), 131, 161–162, 211 Dell Computer direct-to-consumer business model, 16 focal points and, 33, 39–41 IBM and, 327 Low-Cost focal point and, 15, 39–41 operating expense-to-sales ratio, 40 reverse auctions and, 126 service platforms and, 55, 56, 66 spend management blueprint and, 123, 126 strategic improvement and, 18 supply chain blueprint and, 163 three goals of, 41 Delta Airlines, 9, 105 Deming, Edward, 269, 312 Demographics, 184, 187–188 Department of Defense (United States), 131, 161–162, 211 Depression, 93, 239 Deregulation, 8, 86 DHL, 144 DHS (Department of Homeland Security), 265 Differentiation, 13, 16, 59 multi-channel blueprint and, 87, 95–96 product innovation blueprint and, 236 supply chain blueprint and, 156–157, 164 Wal-Mart and, 24–28 Direct mail campaigns, 89 Direct-to-consumer business model, 16 Distribution centers, 25, 26 Divestitures, 186–187, 310–311, 320 DMAIC process, 248, 273 Donatos Pizza, 50 DOS (disk operating system), 91 Dot-com collapse, 14, 16, 53, 334 Double Insulation program, 67 Dow Chemical, 98, 248, 270 Downsizing, 282 DRP (distribution resource planning), 151 DXF (data exchange file) format, 212 EAI (Enterprise Application Integration), 250, 297, 299 multi-channel blueprint and, 108 service platforms and, 73, 74 supply chain blueprint and, 170 Eastman Chemical, 4, 147, 149, 170–175, 253, 304 Eastman Kodak, 17, 170 Easy To Do Business With (ETDBW) focal point, 12–15, 21, 252 described, 15, 34, 35–37 multi-channel blueprint and, 86, 100–101, 103, 109 service platforms and, 56 strategy map for, 100–101 three options yielded by, 35 eBay, 55, 59 Eckerd Corporation, 46, 111 ECNs (electronic communications networks), 58 EDI (electronic data interchange) purchase orders and, 127 supply chain blueprint and, 149 Wal-Mart and, 23 XML and, 74, 128 EDM (enterprise data model), 295, 296 EDS, 213, 229 EH&S (environmental, health, and safety) regulations, 217–218 80/20 (eighty/twenty) rule, 127
Einstein, Albert, 228
E-learning, 202. See also Learning
E-mail, 8, 265, 304
contacts, outsourcing, 96–97
employee-centric blueprint and, 187
New York Times Digital and, 233
purchase orders and, 127
spend management blueprint and, 127, 133
supply chain blueprint and, 158
telesales and, 88
Emerson, Ralph Waldo, 175
Employees. See also Employee-centric blueprint
corporate objectives and, synchronizing, 189
Web portals for, 44–46
Employee-centric blueprint
composite processes and, 191, 195–197
described, 177–207
layers of, 191–193
long-term trends shaping, 184–190
service platforms and, 182–184, 200–202
EMS (electronic manufacturing services), 153
End-to-end supply chain enablement, 7
Enterprise applications. See also Enterprise application integration layer; Integrated enterprise applications layer
employee-centric blueprint and, 191–192, 198–200
micro-level technology blueprints and, 296–301
multi-channel blueprint and, 105–106
spend management blueprint and, 132, 134
supply chain blueprint and, 167–168
Wal-Mart and, 23
Web Services and, 72
Enterprise portals, 58–59, 61–68, 80. See also Portals
Enterprise software providers, 126
E-procurement, 120–123. See also Procurement
ERM (enterprise resource management), 297
ERP (enterprise resource planning), 7, 250, 265, 266
execution issues and, 30
focal points and, 38
IBM and, 324
micro-level technology blueprints and, 297, 302
Oracle and, 29
process flexibility and, 8
service platforms and, 58–59, 62–63, 71, 76, 81
spend management blueprint and, 124, 134, 137–138
ESA (Enterprise Services Architecture), 75
ETDBW (Easy To Do Business With) focal point, 12–15, 21, 252
described, 15, 34, 35–37
multi-channel blueprint and, 86, 100–101, 103, 109
strategy map for, 100–101
three options yielded by, 35
Euro (currency), 12, 296
European Union, 12, 114
Eventra, 170
“Every Day Low Price,” 23, 24, 160. See also Prices
Evolving Business Model focal point, 35, 49–51
Execution
blueprint methodologies and, 239–261
challenge of, 241–243, 311–312
discipline of, 315–334
enterprise-wide, managing, 243–251
EXE Technologies, 151
Expedia, 57, 96–97
Expense-to-sales ratios, 40
Express Scripts, 46–47
Extensible Markup Language. See XML (Extensible Markup Language)
ExxonMobil, 118, 247
Falabella (company), 149
Fast-Service focal point, 11, 34, 46–47, 148
FDA (Food and Drug Administration), 215–216
Feasibility analysis, 278–279
Federal Express, 11, 52, 144, 303
Cosmos Tracking System, 134
multi-channel blueprint and, 95
process flexibility and, 8
product innovation blueprint and, 212
spend management blueprint and, 134, 144
third-party logistics and, 43
Federal Reserve (United States), 45
Federated model, 305, 308–312
Fidelity Investments, 182
Field, Marshall, 35
Firewalls, 11
Flextronics, 153
Focal points. See also specific types
blueprint methodology and, 243, 252
employee-centric blueprint and, 191–194, 203
identifying, 53
importance of, 17, 30–31, 34, 53–54
list of, 34
multi-channel blueprint and, 99, 100–101
overview of, 15–16, 33–54, 273–274
product innovation blueprint and, 210, 221, 222
scope of, 54
service platforms and, 57–61, 81
spend management blueprint and, 118, 131–132
supply chain blueprint and, 148, 160, 161–163, 176
FoodService.com, 125
Ford, Henry, 66, 260
Ford Motor Company, 19, 153, 333
employee-centric blueprint and, 178
multi-channel blueprint and, 87
product innovation blueprint and, 212
Index

<table>
<thead>
<tr>
<th>Page</th>
<th>Entry</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>Foreign languages, 72, 95</td>
</tr>
<tr>
<td>95</td>
<td>Fortune (magazine), 241</td>
</tr>
<tr>
<td>156</td>
<td>Fort James (company), 156, 309, 310</td>
</tr>
<tr>
<td>203</td>
<td>4PLs (fourth-party logistics providers)</td>
</tr>
<tr>
<td>241</td>
<td>Fortune 500 companies, 203</td>
</tr>
<tr>
<td>156</td>
<td>Frito-Lay, 15</td>
</tr>
<tr>
<td>99</td>
<td>Fuego (company), 74</td>
</tr>
<tr>
<td>327</td>
<td>Fujitsu (company), 327</td>
</tr>
<tr>
<td>46–47</td>
<td>Fulfillment, 46–47, 111–113</td>
</tr>
<tr>
<td>70</td>
<td>service platforms and, 70, 75–76</td>
</tr>
<tr>
<td>111</td>
<td>spend management blueprint and, 136</td>
</tr>
<tr>
<td>113</td>
<td>supply chain blueprint and, 148</td>
</tr>
<tr>
<td>241</td>
<td>Future Shock (Toffler), 53</td>
</tr>
<tr>
<td>242</td>
<td>Gartner Group, 242</td>
</tr>
<tr>
<td>15</td>
<td>Gateway, 15, 41, 126</td>
</tr>
<tr>
<td>29</td>
<td>GE (General Electric), xxi, 19–20, 31, 248, 305</td>
</tr>
<tr>
<td>32</td>
<td>back-office services and, 4</td>
</tr>
<tr>
<td>38</td>
<td>digitization initiative, 19, 21–22</td>
</tr>
<tr>
<td>33</td>
<td>focal points and, 34</td>
</tr>
<tr>
<td>269</td>
<td>meso-level blueprints and, 269, 270</td>
</tr>
<tr>
<td>87</td>
<td>multi-channel blueprint and, 87</td>
</tr>
<tr>
<td>123</td>
<td>spend management blueprint and, 123, 141</td>
</tr>
<tr>
<td>114</td>
<td>GENCO, 114</td>
</tr>
<tr>
<td>156</td>
<td>General Electric. See GE (General Electric)</td>
</tr>
<tr>
<td>156</td>
<td>General Mills, 156</td>
</tr>
<tr>
<td>22</td>
<td>Generation X, 187–188</td>
</tr>
<tr>
<td>114</td>
<td>Generation Y, 187–188</td>
</tr>
<tr>
<td>273</td>
<td>Georgia-Pacific Corporation, 308–312</td>
</tr>
<tr>
<td>299</td>
<td>Gerber (company), 299</td>
</tr>
<tr>
<td>22</td>
<td>Germany, 22, 114, 273</td>
</tr>
<tr>
<td>326</td>
<td>Gerstner, Louis V., 322, 326</td>
</tr>
<tr>
<td>267</td>
<td>GIGO (garbage in, garbage out), 267</td>
</tr>
<tr>
<td>320</td>
<td>Globalization. See also Global sourcing</td>
</tr>
<tr>
<td>177</td>
<td>employee-centric blueprint and, 177</td>
</tr>
<tr>
<td>19–21</td>
<td>GE and, 19–21</td>
</tr>
<tr>
<td>306</td>
<td>micro-level technology blueprints and, 306</td>
</tr>
<tr>
<td>95</td>
<td>Global Services (IBM), 95</td>
</tr>
<tr>
<td>25</td>
<td>Global sourcing, 25, 125–127</td>
</tr>
<tr>
<td>136</td>
<td>See also Globalization; Sourcing</td>
</tr>
<tr>
<td>14</td>
<td>Global 2000 companies, 14</td>
</tr>
<tr>
<td>250</td>
<td>GLOBE (global business excellence initiative), 250</td>
</tr>
<tr>
<td>87</td>
<td>GM (General Motors), 87, 333</td>
</tr>
<tr>
<td>202–206</td>
<td>employee-centric blueprint and, 202–206</td>
</tr>
<tr>
<td>74</td>
<td>integration services and, 74</td>
</tr>
<tr>
<td>205–206</td>
<td>labor productivity and, 205–206</td>
</tr>
<tr>
<td>215–216</td>
<td>product innovation blueprint and, 215–216</td>
</tr>
<tr>
<td>55</td>
<td>service platforms and, 55, 68, 74</td>
</tr>
<tr>
<td>93</td>
<td>Great Depression, 93, 239</td>
</tr>
<tr>
<td>145</td>
<td>Greenspan, Alan, 45, 149</td>
</tr>
<tr>
<td>114</td>
<td>Gyorgi, Albert Szent, 114</td>
</tr>
<tr>
<td>232</td>
<td>Handheld devices, 23, 26, 332</td>
</tr>
<tr>
<td>62</td>
<td>service platforms and, 62, 81</td>
</tr>
<tr>
<td>144</td>
<td>spend management blueprint and, 144</td>
</tr>
<tr>
<td>26</td>
<td>Wal-Mart and, 26</td>
</tr>
<tr>
<td>43</td>
<td>Harley-Davidson, 43</td>
</tr>
<tr>
<td>200</td>
<td>HCM (human capital management), 181–182, 195–197, 200</td>
</tr>
<tr>
<td>299</td>
<td>Hewlett-Packard. See HP (Hewlett-Packard)</td>
</tr>
<tr>
<td>247</td>
<td>Hilton Hotels, 247</td>
</tr>
<tr>
<td>300</td>
<td>HIVES (Highly Immersive Visualization Environments), 300</td>
</tr>
<tr>
<td>46</td>
<td>HMOs (health maintenance organizations), 46</td>
</tr>
<tr>
<td>145</td>
<td>Holmes, Oliver Wendell, 145</td>
</tr>
<tr>
<td>94</td>
<td>Home Depot, 148, 248, 309</td>
</tr>
<tr>
<td>94</td>
<td>HomeGrocer.com, 94</td>
</tr>
<tr>
<td>68</td>
<td>Honda, 68, 272</td>
</tr>
<tr>
<td>18</td>
<td>Honeywell, 18, 248</td>
</tr>
<tr>
<td>45</td>
<td>Hong Kong, 4, 51</td>
</tr>
<tr>
<td>239</td>
<td>Hoover Dam, 239</td>
</tr>
<tr>
<td>65</td>
<td>Hora, 65</td>
</tr>
<tr>
<td>186</td>
<td>HotJobs.com, 186</td>
</tr>
<tr>
<td>29</td>
<td>HP (Hewlett-Packard), 29, 327</td>
</tr>
<tr>
<td>327</td>
<td>consolidation of product lines by, 38</td>
</tr>
<tr>
<td>33</td>
<td>focal points and, 33, 38</td>
</tr>
<tr>
<td>29</td>
<td>Project Everest, 29</td>
</tr>
<tr>
<td>126</td>
<td>reverse auctions and, 126</td>
</tr>
<tr>
<td>66</td>
<td>service platforms and, 66, 76</td>
</tr>
<tr>
<td>153</td>
<td>supply chain blueprint and, 153</td>
</tr>
<tr>
<td>178</td>
<td>HR (human resources). See also HRMS (human resource management systems)</td>
</tr>
<tr>
<td>178</td>
<td>employee-centric blueprint and, 177–207</td>
</tr>
<tr>
<td>194</td>
<td>help desks, 178</td>
</tr>
<tr>
<td>194</td>
<td>portals, 45, 183, 184, 186, 194, 203–205</td>
</tr>
<tr>
<td>182</td>
<td>process digitization types, 180–182</td>
</tr>
<tr>
<td>193</td>
<td>strategic, 180–181, 182</td>
</tr>
<tr>
<td>180</td>
<td>transactional, 180–181, 182</td>
</tr>
<tr>
<td>200</td>
<td>HRMS (human resource management systems), 178, 200. See also HR (human resources)</td>
</tr>
<tr>
<td>297</td>
<td>micro-level technology blueprints and, 297</td>
</tr>
<tr>
<td>184</td>
<td>service platforms and, 182–184</td>
</tr>
<tr>
<td>180</td>
<td>transactional HR and, 180</td>
</tr>
<tr>
<td>4</td>
<td>HSBC Holdings PLC, 4</td>
</tr>
<tr>
<td>73</td>
<td>HTML (Hypertext Markup Language), 73</td>
</tr>
<tr>
<td>73</td>
<td>HTTP (Hypertext Transfer Protocol), 73</td>
</tr>
<tr>
<td>46</td>
<td>Humana, 46, 282</td>
</tr>
<tr>
<td>79</td>
<td>Human capital management, 79. See also HCM (human capital management)</td>
</tr>
<tr>
<td>5</td>
<td>Human resources. See HR (human resources)</td>
</tr>
</tbody>
</table>

IBM (International Business Machines), xxi, xxii, 11, 318, 322–329
business transformation and, 18, 19
change of leadership at, 322–323
cross-channel experiences and, 95
manufacturing and, 66
micro-level technology blueprints and, 299
IBM (continued)

multi-channel blueprint and, 95, 109
OS/2, 212
outsourcing and, 51
product innovation blueprint and, 213, 229
reverse auctions and, 126
service platforms and, 66, 75
supply chain blueprint and, 153
transformational management and, 327–329

WebSphere, 11, 72, 76

IE (information engineering), 295
IGES format, 212
Immelt, Jeff, 270
Inception phase, 214
India, 4, 8, 97, 119
Industrial Age, 95
Industrial Revolution, 53, 66, 80, 282
Information Age, 95
Ingram, 105
Innovation. See also Product innovation blueprint “disruptive,” 18–19
focal points and, 15–16, 35, 47–49
historical perspective on, 7
piecemeal approach to, 15–16
process flexibility and, 8
product innovation blueprint and, 222
product lifecycles and, 47–49
senior management and, 29
service platforms and, 55–56, 59, 64, 69, 72–73, 81
supply management blueprint and, 120, 123
supply chain blueprint and, 172–173

"Inside-out/outside-in" views, 6, 12–14, 21, 61
Instill.com, 125
Instinet, 58

Integrated enterprise applications layer, 160–161, 167–168
employee-centric blueprint and, 191, 192, 198–200
product innovation blueprint and, 221, 226–228
Integration layer, 59–61, 70–76
described, 71–76
employee-centric blueprint and, 196
multi-channel blueprint and, 103
product innovation blueprint and, 103
product innovation blueprint and, 225
supply chain blueprint and, 134, 135
supply chain blueprint and, 165

Intel, xxi, 18
mission of, 4
servers, used by Dell, 41
service platforms and, 55
spend management blueprint and, 123
Interaction Center, 106–107
International Business Machines. See IBM (International Business Machines)
International Paper, 185

Internet
changes set in motion by, 4
global sourcing and, 126–127
"is the computer" vision, 71
process flexibility and, 8
real-time information flows and, 52
service platforms and, 59
spend management blueprint and, 120, 121

Inventories, 70, 102
"just-in-case," 144
spend management blueprint and, 143–145
supply chain blueprint and, 149, 154–155, 157, 170

Wal-Mart and, 23, 26, 27
Investment Portfolio theory, 250
Iterative development, 296
i2 Technologies, 151, 299

Japan, 23, 224, 272
JC Penney
multi-channel blueprint and, 85, 93–94, 109–110
product returns and, 109–114
synchronized customer interactions and, 93–94

J.D. Edwards, 62, 169, 200
JP Morgan, 247
JSF (Joint Strike Fighter), 211

“Just-in-case” inventories, 144.
See also Inventories
“Just-in-Time” manufacturing, 7, 26

KAIZEN, 244
Kanban, 7
Kenmore, 141
Key performance indicators (KPIs), 129
Kimberly-Clark, 311
Kiosks, 94–95, 100
Kmart, 13, 27–28
Knight, Philip, 159, 230
Kodak, 17, 170
Kozmo.com, 94
KPN (company), 17
Kraft Foods, 17
Kresge, Sebastian, 27
Kresge’s, 27. See also Kmart
Kroger, 152

Land’s End, 36–37, 56
Languages, foreign, 72, 95
LANs (local area networks), 144
Lao Tzu, 284
lastminute.com, 57
Launch phase, 215
Lean Enterprises, 244, 247, 267, 268–269
Learning
blueprint methodologies and, 253
employee-centric blueprint and, 202
new services meso-level blueprint and, 280–281
Leasing, 299–300
Lexus, 43
See also PLM (product life-cycle management); Product innovation blueprint
shrinking, 47–49
spend management blueprint and, 142

Localizing, 125
Lockheed Martin, 211
Logility (company), 299
Logistics
defense, 161–162
Index

on demand, 161-162
fourth-party (4PL), 155-156
reverse, 156-157
service platforms and, 58, 77
third-party (3PL), 43, 151, 155-156
Wal-Mart and, 23, 24-25
London Business School, 56
Low-Cost focal point
as a continuing challenge, 41
described, 15, 34, 39-41
as a guiding principle, 16-17
spend management blueprint
and, 132-135
Low Price-Always program, 24
Lowe’s, 27
Lowest-Overhead focal point, 34, 42-43
Lucent Technologies, 17, 141, 317
Luudd, Ned, 282
M&A (mergers and acquisitions), 8, 77, 184, 186-187, 316-322
MacArthur, Douglas, 80
McDonald’s (company), 6, 49-51, 212
McNealy, Scott, 331
Macro-level blueprint, 243, 246-247, 251-253, 258, 260, 316
MADs (mergers, acquisitions, and divestitures), 186-187
Malcolm Baldrige Award, 269
Manhattan Associates, 134, 151
Manugistics, 151, 169
Marines (United States), 162, 211
Market(s). See also Advertising; Markets
brochureware and, 92
multi-channel blueprint and, 90, 92
service platforms and, 71
Marks & Spencer, 281
“Mass fighter” models, 162
MASS (manager and associate self-service), 194
MasterCard, 44
MatrixOne, 213, 222, 229
“Maverick buying” problem, 128
Maytag, 141
Measurement, 22, 275-277
MedcoHealth Solutions, 46
Mega-trends, 5-14, 53
Menlo Logistics, 43
Mercator (company), 170
Mercedes Benz, 272
Merchandising, 23, 24, 27
Merrill Lynch, 271
Meso-level blueprint, 243-244, 247-249, 251-253, 258, 260
Messier, Jean, 19
Mexico, 42, 111, 149
Meyer Werft, 217
Micro-level technology blueprints, 249-253, 258, 260
described, 287-314
enterprise application models
and, 296-301
Micron PC, 15
Microprocessors, 66
Microsoft
application integration trends
and, 11
.NET Framework, xxiii, 75, 76
Outlook, 133
PowerPoint, 239
service platforms and, 62, 75, 76
Windows, 89, 91
Modularity, 65-67, 71-72
Monster.com, 186
Morse code, 73
Motorola, 248, 269
Mowen, Roger, 170, 253
MRP (manufacturing resource planning), 150, 151
MTC (mold and tooling center), 232
Mulally, Alan, 44
Multi-channel blueprint. Multi-channel models
call centers and, 87, 88-91, 96-98
composite processes and, 99, 101-105
CRM and, 85, 88-92, 98-99, 104-111, 115-116
cross-channel experiences and, 94-96
described, 85-116
differentiation and, 87, 95-96
ETDBW focal point and, 86, 100-101, 103, 109
important questions related to, 114-115
integration problem related to, 87
long-term trends and, 92-98
outsourcing and, 96-97
returns management and, 109-114
synchronized customer interactions and, 93-94
Multi-channel models, 6, 9-10.
See also Multi-channel blueprint; Multi-channel portal layer
focal points and, 35
government services and, 264-265
service platforms and, 59, 61-62, 69
Multi-channel portal layer, 70, 103, 135, 196. Multi-channel models
product innovation blueprint and, 225
supply chain blueprint and, 165
mySAP CRM suite (SAP), 106-107
mySocrates portal (Sun), 203-205
Nasdaq, 58
Nasser, Jacques, 19
Navy (United States), 211
NCR (company), 27, 317
NDP (new product development), 209-210
NEC (company), 163, 164
Need-to-have capability, 125-127
Nestlé, 17, 250, 333
GLOBE (global business excellence initiative) and, 250
Netherlands, 287
NetWeaver (SAP), xxiii, 11, 76, 77
New Economics, The (Deming), 312
New York Times Digital (NYTD)
Nextel Communications, 288
Nike, 17, 43, 159, 218, 230-232
Nistevo, 155-156
Nobel Prize for Economics, 65
SCM (continued)
features and functions in, 169
meso-level blueprint and, 265, 266
micro-level technology blueprints and, 297
service platforms and, 58–59, 71, 168–170
supply-demand match problems and, 154–155
trends in, 153–158
Seagate Technology, 158
Sears, Roebuck & Co., 86, 110, 141, 142, 247
Seebeyond (company), 109, 170
Seiyu Ltd., 23
SelectaVision, 211
Self-service
composite processes and, 102–104
employee-centric blueprint and, 179, 192, 194
multi-channel blueprint and, 92–93
supply chain blueprint and, 168
Service blueprint(s). See also specific types
managing enterprise-wide execution with, 243–251
methodology, 239–261
need for, xxii–xxv, 13–19
three categories of, xxvi, 17–18
Service level agreements, 102, 119, 142, 158. See also Contracts
Service platforms
BPM and, 58–59, 69–71, 74
creating value and, 78–80
CRM and, 58–59, 63, 71, 76, 78–79, 81
elements of, 70
employee-centric blueprint and, 182–184, 200–202
focal points and, 57–61, 81
high-level view of, 59–61
innovation and, 55–56, 59, 64, 69, 72–73, 81
layers of, 59–61
managing complexity and, 65–66, 68–78
micro-level technology blueprints and, 291–292
modularity and, 65–67, 71–72
moving to applications from, 78
objectives for, 81
portals and, 57–69, 80
product innovation blueprint and, 225–226, 228–229
reverse auctions and, 126
supply chain blueprint and, 164–165, 168–170
types of, 78–81
Web Services and, 71–76
Services layer, 191, 192, 195–197
described, 23
multi-channel blueprint and, 99, 100–104
product innovation blueprint and, 221, 222–224
supply chain blueprint, 160–161, 163–165
Wal-Mart and, 26
Services Oriented Architecture. See SOA (Services Oriented Architecture)
SFA (sales force automation), 91, 297
SG&IA (sales, general, and administrative) processes, 4, 21
micro-level technology blueprints and, 304
Wal-Mart and, 26
Shewart, Walter, 269
Shopping carts, 133, 136
Siebel, xxi, xxi
employee-centric blueprint and, 200
IBM and, 324
multi-channel blueprint and, 98, 106, 108–109
service platforms and, 62
Siemens, 17, 248
Simon, Herb, 65
Simple Mail Transfer Protocol (SMTP), 73
Simplification, 323–324
Singapore, 51, 56
Single-vendor standardization
Site Sessions, 234–235
Six Sigma, 244–245, 247–249
criticism of, 272
cultural change and, 271–272
as the dominant performance improvement method, 269
initiative (GE), 7, 19–21, 34
meso-level blueprints and, 263–285
micro-level technology blueprints and, 288
momentum of, 270–271
SLAs (service level agreements), 119, 142, 158. See also Contracts; Service level agreements
SMBs (small- and mid-sized businesses), 14, 91, 174
Smith, Frederick W., 95
SMTP (Simple Mail Transfer Protocol), 73
SOA (Services Oriented Architecture), 11–12, 72, 333
business value of, 74
described, 11, 74–77
spend management blueprint and, 138
Solectron, 153
Sony Electronics, 67, 126, 210
Sourcing. See also Outsourcing
employee-centric blueprint and, 201
spend management blueprint and, 133, 144
Southwest Airlines, 4, 95
Spar Handels AG, 22
SPD (sustainable product design), 232
Spend analysis, 129–130
Spend management blueprint. See also Procurement; Suppliers
composite processes and, 132–135, 138
contracts and, 129–130, 133, 142
defining business problems and, 143–144
described, 117–146
ERP and, 124, 134, 137–138
the evolution of procurement and, 119–123
focal points and, 118, 131–132
four categories of spending used by, 122
global sourcing and, 125–127
long-term trends shaping, 123–130
need-to-have capability and, 125–127
service parts procurement and, 141–145
spend analysis and, 129–130
Spin-offs, 310–311
Standardization, 67, 299–300
Staples, 15
Starbucks, 51
Start-ups, 19, 120
Starwood Hotels, 248
Statistical Process Control, 7
Steam engine, invention of, 80
Stockouts, 154
Store of the Community program, 24
Store-Within-a-Store program, 24
Stovepiped applications, 168
Strategic improvement, 18, 31
Sun Microsystems, xxii–xxiii, 11, 327, 331
employee-centric blueprint and, 204
service platforms and, 72, 75, 76
SUN ONE server, 72, 204
SuperMontage trading platform, 58
Supplier(s). See also Spend management blueprint; Supply chains; Vendors
80/20 rule regarding, 127
management services, 117–146
relationship management, 43–44
Supply chain(s), 8, 10. See also Suppliers; Supply chain blueprint
adaptive, 157–158
BMOs and, 258–259
changing process priorities and, 7
focal points and, 39–41, 52
service platforms and, 58–60, 76, 78, 79
strategy map, 162–163
streamlined, 39–41
visibility, 172
Wal-Mart and, 23, 24–25, 28
Supply chain blueprint. See also Supply chains
composite processes and, 160, 163–165
described, 147–176
time evolution of supply chain management and, 149–152
layers of, 160–161
service platforms and, 164–165, 168–170
supply-demand match problems and, 154–155
Surround Sessions, 233–234
SWOT Analysis, 243–244, 246
Symbiosis, between focal points and portals, 57
Taiwan, 153
Target (company), 4, 86, 100
TCI (Telecommunications, Inc.), 320, 321
TCO (total cost of ownership), 64
TCP/IP (Transmission Control Protocol/Internet Protocol), 73
TD Waterhouse, 36
Technology infrastructure layer, 23, 24
Telecommunications Act (1996), 317
Telesales, 88–91. See also Call centers
telestr, 248
Tempus, 65
Teradata technology, 27
tesco, 18, 56, 94
Theory of Constraints, 267
ThinkPad (IBM), 66
3M (Minnesota Mining and Manufacturing), 17, 248
3PLs (third-party logistics providers),
Tibco, 74, 109, 170
Tiffany & Co., 43
time-to-value, 63
To-Be state, 264, 277–279, 307
toffler, Alvin, 53
toll-free numbers, 35. See also Call centers
TotalHOME (company), 149
Toyota, 15, 43, 52, 272
Toys "R" Us, 4, 100
TPS (Toyota Production System), 244, 267
TQM (Total Quality Management), 7, 247, 248. See also Quality characteristics of, 268–269
meso-level blueprints and, 267, 268–269
Transitional plans, 115
Transora (company), 126
Transparency (company), 124–125
Travelocity, 57
Truth, "single version" of the, 226
TSRs (tele-services representatives), 88–89
Tyco, 316
UAN (Universal Application Network), xxiii, 71, 108, 109
Unigraphics, 213
Unisource Worldwide, 310, 311
Unisys, 185
Unitary model, 305
United Kingdom, 22, 281
Universal Studios, 220
UPS (United Parcel Service), xxii, 247
call centers, 96
focal points and, 43, 52
multi-channel blueprint and, 96, 112
third-party logistics and, 43
Urich Oil station, 93
Value(s). See also Value chain blueprint methodology and, 246
focal points and, 13
service platforms and, 72–73, 78–80
Value chain. See also Values
IBM and, 323, 327
supply chain blueprint and, 155, 169
XML Web Services and, 72–73
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vantive (PeopleSoft), 106</td>
</tr>
<tr>
<td>Vendors, 7, 23. See also Suppliers</td>
</tr>
<tr>
<td>employee-centric blueprint and, 200–202</td>
</tr>
<tr>
<td>micro-level technology blueprints and, 299–300</td>
</tr>
<tr>
<td>multi-channel blueprint and, 108–109</td>
</tr>
<tr>
<td>product innovation blueprint and, 228–229</td>
</tr>
<tr>
<td>service platforms and, 168–170</td>
</tr>
<tr>
<td>spend management blueprint and, 138–141</td>
</tr>
<tr>
<td>supply chain blueprint and, 163, 168–170</td>
</tr>
<tr>
<td>VF Corporation, 299</td>
</tr>
<tr>
<td>Vigilance (company), 158, 170</td>
</tr>
<tr>
<td>Vitria (company), 74, 134, 170</td>
</tr>
<tr>
<td>Vivendi Universal, 18, 19, 316</td>
</tr>
<tr>
<td>VMI (vendor-managed inventory), 163</td>
</tr>
<tr>
<td>vMPF (virtual-Military Personnel Flight), 68</td>
</tr>
<tr>
<td>VOC (Voice of the Customer) technique, 225–226, 267, 275</td>
</tr>
<tr>
<td>Volkswagen, 153</td>
</tr>
<tr>
<td>Von Siemens, Werner, 332</td>
</tr>
<tr>
<td>VPI (Volume Producing Item) contest, 24</td>
</tr>
<tr>
<td>VSAT networks, 23</td>
</tr>
<tr>
<td>Wagoner, Rick, 203</td>
</tr>
<tr>
<td>Waitt, Ted, 41</td>
</tr>
<tr>
<td>Walgreens, 46</td>
</tr>
<tr>
<td>Wall Street Journal, The, 27</td>
</tr>
<tr>
<td>Wal-Mart, xxi, 22–28, 31, 52</td>
</tr>
<tr>
<td>cross-channel experiences and, 94–95</td>
</tr>
<tr>
<td>employee-centric blueprint and, 178</td>
</tr>
<tr>
<td>inside-out/inside-in alignment problems and, 13</td>
</tr>
<tr>
<td>multi-channel blueprint and, 94–95</td>
</tr>
<tr>
<td>spend management blueprint and, 123</td>
</tr>
<tr>
<td>strategic improvement and, 18</td>
</tr>
<tr>
<td>Walt Disney Company, 249–250</td>
</tr>
<tr>
<td>Walton, James, 22</td>
</tr>
<tr>
<td>Walton, Sam, 22</td>
</tr>
<tr>
<td>WebLogic (BEA), xxiii, 76</td>
</tr>
<tr>
<td>webMethods, 74, 109, 170, 172</td>
</tr>
<tr>
<td>Web portals. See Portals</td>
</tr>
<tr>
<td>Web Services, 191, 333</td>
</tr>
<tr>
<td>architecture, 71–76, 99</td>
</tr>
<tr>
<td>described, xxii, 11–12, 71</td>
</tr>
<tr>
<td>micro-level technology blueprints and, 299</td>
</tr>
<tr>
<td>modularity and, 71–72</td>
</tr>
<tr>
<td>multi-channel blueprint and, 99</td>
</tr>
<tr>
<td>product innovation blueprint and, 221</td>
</tr>
<tr>
<td>service platforms and, 71–76</td>
</tr>
<tr>
<td>spend management blueprint and, 132</td>
</tr>
<tr>
<td>supply chain blueprint and, 160</td>
</tr>
<tr>
<td>WebSphere (IBM), 11, 72, 76</td>
</tr>
<tr>
<td>Webvan (company), 94</td>
</tr>
<tr>
<td>Wells Fargo Bank, 247</td>
</tr>
<tr>
<td>Wendy’s International, 247</td>
</tr>
<tr>
<td>Wertkauf hypermarket, 22</td>
</tr>
<tr>
<td>Whirlpool (company), 67, 141</td>
</tr>
<tr>
<td>Wi-Fi, 144</td>
</tr>
<tr>
<td>Windows (Microsoft), 89, 91</td>
</tr>
<tr>
<td>Wingspanbank, 94</td>
</tr>
<tr>
<td>WMS (warehouse management systems), 151, 297</td>
</tr>
<tr>
<td>WorldCom, 17</td>
</tr>
<tr>
<td>World Trade Center attacks, 27</td>
</tr>
<tr>
<td>xApps (SAP), xxiii, 11, 71, 76–78, 108</td>
</tr>
<tr>
<td>Xelus (company), 145</td>
</tr>
<tr>
<td>XML (Extensible Markup Language) described, 72</td>
</tr>
<tr>
<td>micro-level technology blueprints and, 299</td>
</tr>
<tr>
<td>spend management blueprint and, 127–128</td>
</tr>
<tr>
<td>standards, 72–73, 127</td>
</tr>
<tr>
<td>supply chain blueprint and, 172</td>
</tr>
<tr>
<td>Web Services and, 71–73</td>
</tr>
<tr>
<td>Yahoo!, 18, 55, 220</td>
</tr>
<tr>
<td>Zero-Defect Quality focal point, 7, 15–17, 34, 43–44</td>
</tr>
</tbody>
</table>
YOUR GUIDE TO IT REFERENCE

Articles

Keep your edge with thousands of free articles, in-depth features, interviews, and IT reference recommendations – all written by experts you know and trust.

Online Books

Answers in an instant from InformIT Online Book’s 600+ fully searchable on line books. For a limited time, you can get your first 14 days free.

Catalog

Review online sample chapters, author biographies and customer rankings and choose exactly the right book from a selection of over 5,000 titles.

www.informit.com
Register
Your Book
at www.awprofessional.com/register

You may be eligible to receive:
• Advance notice of forthcoming editions of the book
• Related book recommendations
• Chapter excerpts and supplements of forthcoming titles
• Information about special contests and promotions throughout the year
• Notices and reminders about author appearances, tradeshows, and online chats with special guests

Contact us
If you are interested in writing a book or reviewing manuscripts prior to publication, please write to us at:

Editorial Department
Addison-Wesley Professional
75 Arlington Street, Suite 300
Boston, MA 02116 USA
Email: AWPro@aw.com

Visit us on the Web: http://www.awprofessional.com