

End-User Requirements Framework — MG Engagement

January, 2006

BU engagement process

<i>First meeting:</i>	<ul style="list-style-type: none">▪ Level-set on intent, objectives, framework, metrics▪ Develop preliminary BU framework execution plan▪ Identify next steps and plan to address
<i>Second meeting:</i>	<ul style="list-style-type: none">▪ Discuss focus areas for '06 piloting and identify commitments▪ Develop proposal for BU/organization execution plan
<i>Third meeting:</i>	<ul style="list-style-type: none">▪ Ratify execution plan▪ Review and finalize roadmap for Phase 1 supporting infrastructure (e.g., roles, forums, competencies, methodologies, tools, training)

Meeting objectives

Close on '06 piloting of End User Requirements System:

- Level-set on the objectives, intent, and framework
- Agree on success metrics
- Discuss BU/org framework application
- Identify next steps

BU engagement teams

Biz Group	Strategic Planning	Platform Planning	EU	Date
MG Alex Peleg	Andy Greenhalgh, Chuck Brown	George Thangadurai, Anand Pashapathy, Dan Cohen	Andy Greenhalgh, Ashley McCorkle	Jan 6 (Friday)
DEG/servers Steve Pawlowski	Wilf Pinfold	Randy Nickel	Prasad Rampalli, Rob Sullivan, Nikhil Sharma, Scott Huskey, Chris Simonich	Jan 9 (Monday)
DEG/client Steve Pawlowski	Steve Grobman	Sanjay Vora	Prasad Rampalli, Rob Sullivan, Mike Schmitt, Chris Simonich	Jan 10 (Tuesday)
DEG/storage and networking				TBD
Dhealth Doug Busch	Ray Askew, Jon Puskas	Alex Go	Eric Dishman, John Sherry, Shauna Pettit-Brown	Jan 3 (Tuesday)
Dhome	Ted O'dell	Darin Eames and Jim Valerio (CCG)	Genevieve Bell, Michael J. Payne, Francoise Bourdonnec	Jan 9 (Monday) Jan 30 (Monday)
CPG	Willy Agatstein, Tony Salvador	John Deatherage, Ramon Morales, Rogerio Depaula, Bidisha Nagaraj	Willy Agatstein	Jan 11 (Wednesday)
SMG			Mark Olson, Anne Bartlett	TBD

Agenda

Time	Topic	Desired Outcome	Led By
5 min	Introduction	<ul style="list-style-type: none">• Level-set on drivers, success metrics, accomplishments to date, and '06 direction	Andy
15 min	Focus areas for '06	<ul style="list-style-type: none">• Identify commits on focus areas for piloting the framework	Ashley
10 min	Update on End-User Requirements Framework	<ul style="list-style-type: none">• Communicate progress and provide overview of the framework	Mary
15 min	Discuss '06 pilot execution plan	<ul style="list-style-type: none">• Confirm pilot execution and opens	Ashley
10 min	Next steps	<ul style="list-style-type: none">• Gap assessment, execution roadmap completion• Identify other open items and next steps to close	Mike S., Mary

Initiative drivers

Four key gaps to close (from 2004 Team 6 AR):

1

- Requirements: Comprehensive, **long-term requirements for target markets** and **customers** not consistently and efficiently **identified**, **translated**, and continuously **validated**

2

- Vision: Need to better **translate** requirements into a clear **5+ year** platform vision to drive platform definition, guide future platform **roadmap**, and set long lead-time **research** agenda

3

- Synchronization and Consistency: Cadence for key ingredients and technologies not aligned with platforms; minimal risk mitigation plans

Part
of Team
7

- Ecosystem: Combined impact of accelerated technology deployment and more complex platform enabling driving <company> and SW ecosystem out of alignment

AR: “Streamline and Align <company>’s Planning Systems and Structure to Match our Platform Strategies”

Integrating usage perspective into platforms

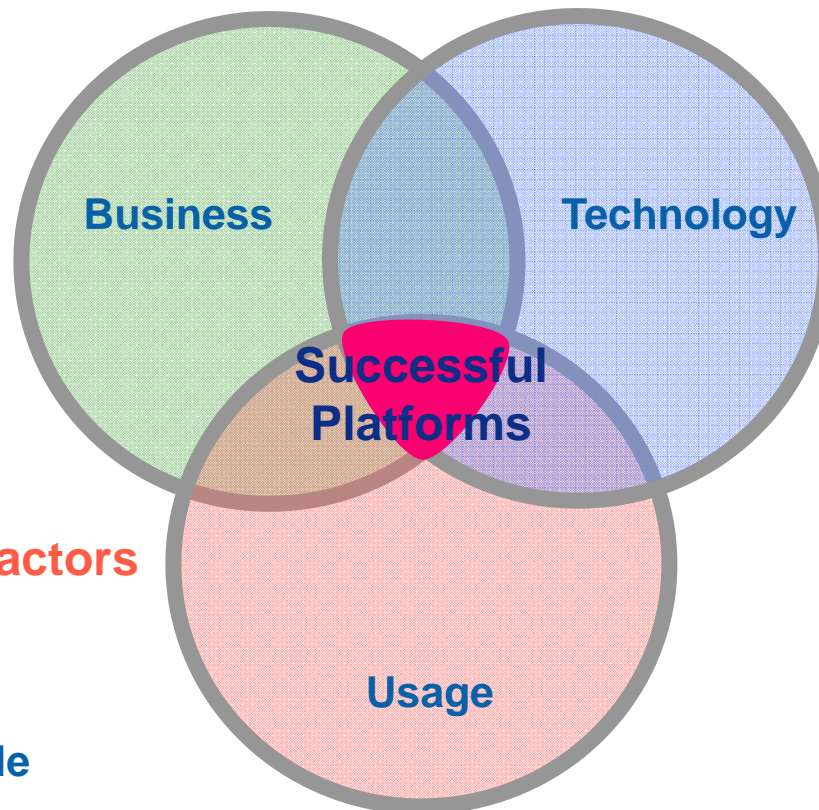
Intent: Elevate the usage perspective to the level of the Business and Technology Vectors—not MORE important, but AS important

Business Factors

- Marketable
- Profitable
- Innovative

Human Factors

- Useful
- Usable
- Desirable



Technology Factors

- Possible
- Manufacturable
- Cost Effective

Goals and Strategies

Goals

- Drive usages into platform architectures and brand
- Focus on strategic cross-platform opportunities

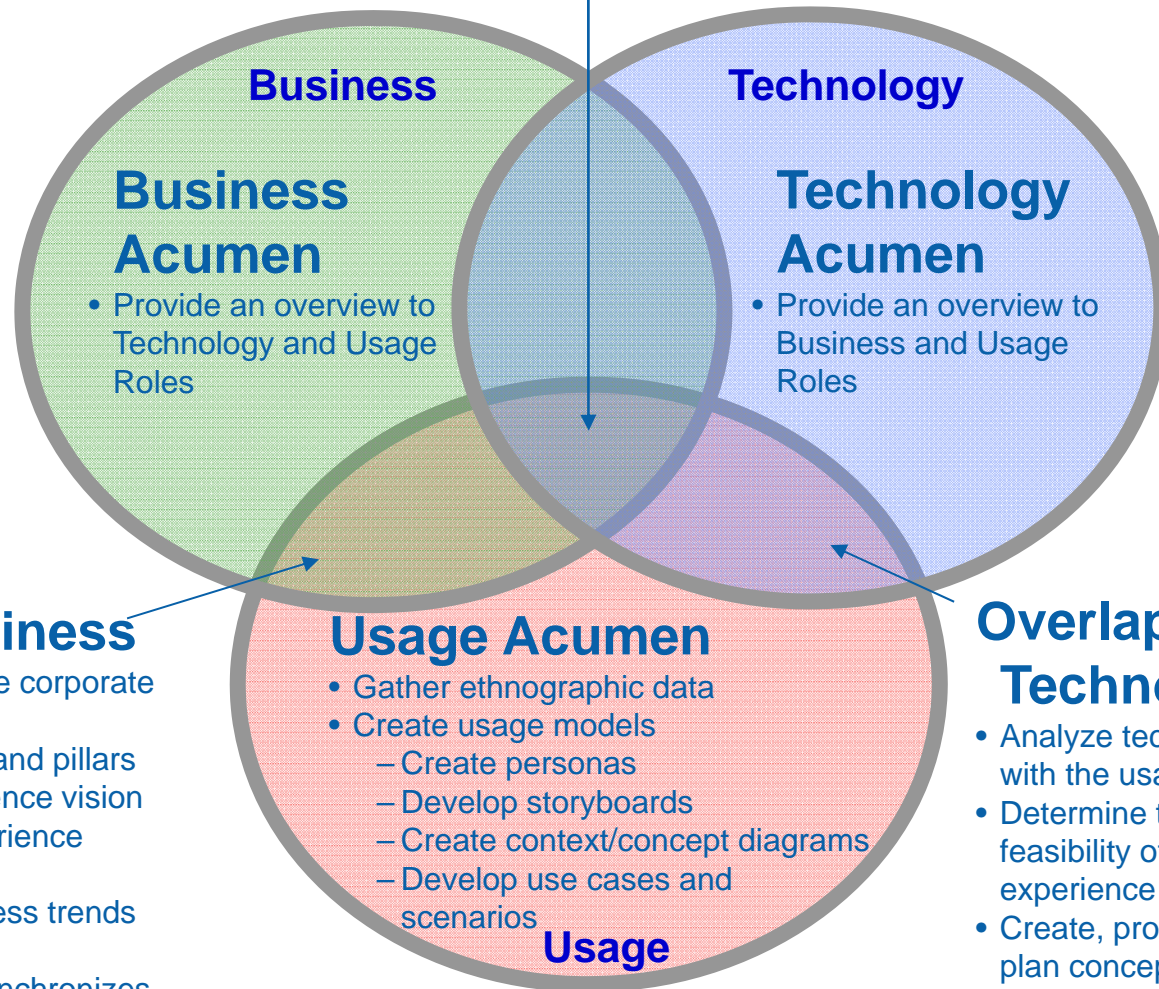
Strategies

- Consistent framework and language
- Adapted to our businesses
- Value / risk assessment at all stages (usage, biz, tech)
- Seamless: exploration to platform & tech planning
- Execution support: job roles, training, metrics, forums, BKM's

End-user competencies

Overlap with all

- Drive the end-to-end process
- Identify the research plan
- Create the usage roadmap
- Determine the ecosystem engagement plan
- Assess potential opportunities
- Translate needs from all three areas into platform requirements



Overlap with Business

- Organize usage needs for the corporate planning framework
 - Define usage categories and pillars
 - Describe the user experience vision
 - Determine the User Experience Landing Zone (UELZ)
- Synthesize usage and business trends and needs
- Create a brand vision that synchronizes with the user experience vision

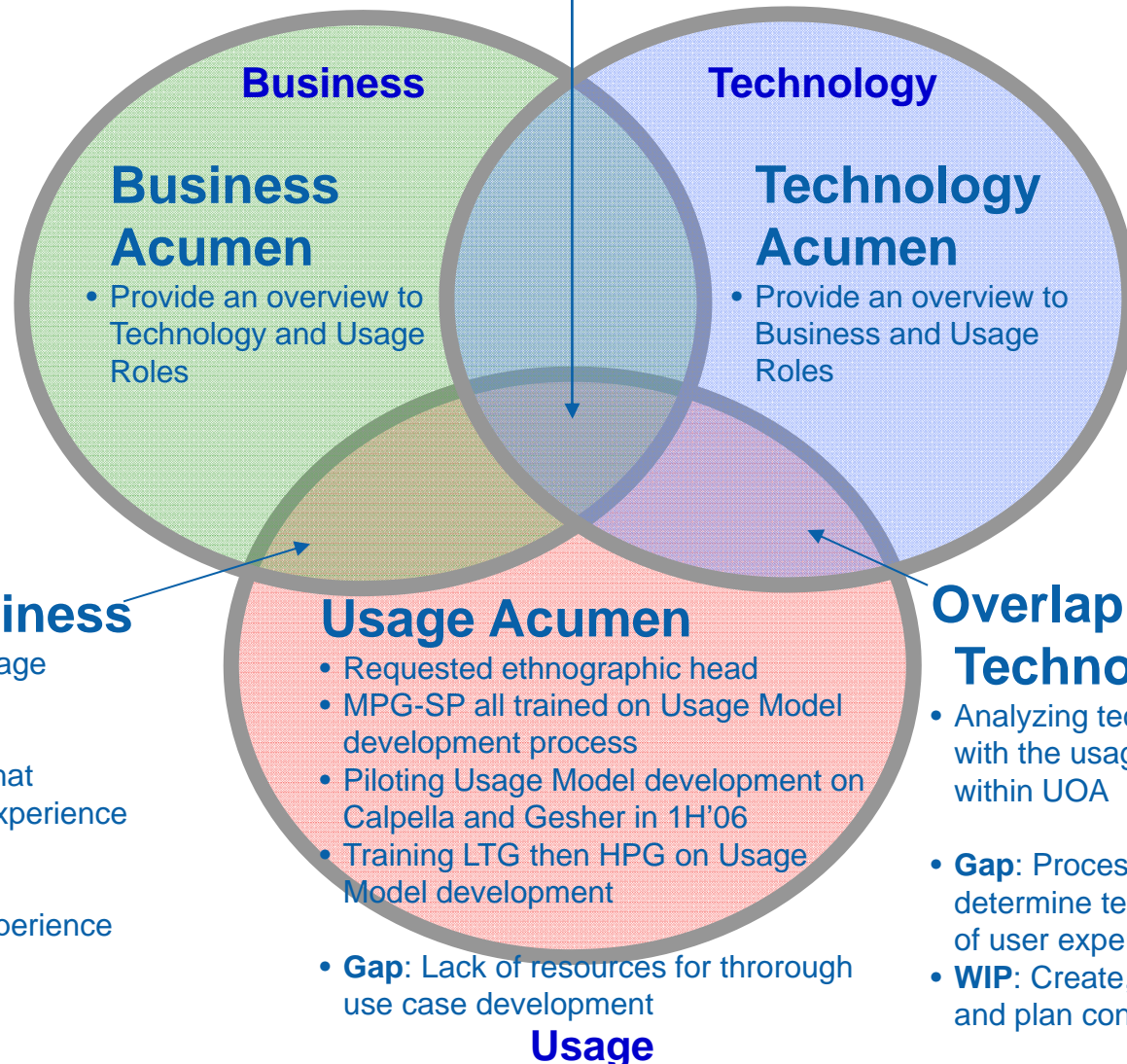
Overlap with Technology

- Analyze technical trends with the usage models
- Determine technical feasibility of user experience
- Create, prototype, and plan conceptual architecture

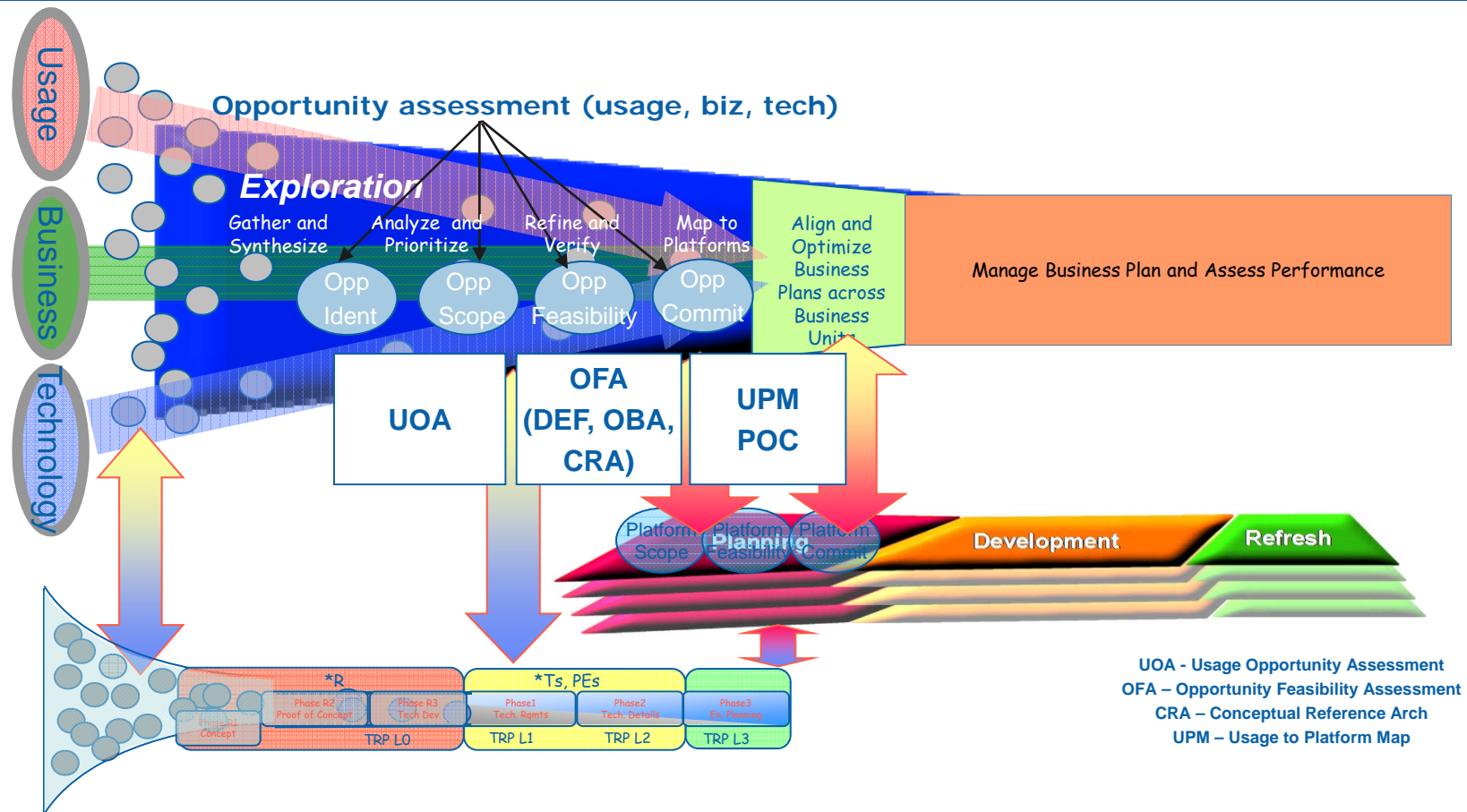
End-user competencies – Progress and Gaps

Overlap with all

- New research roadmap taking end-to-end approach
- Piloting UOA process in MSA
- Voice of Field pilot process



Linkage from Exploration to Corporate, BU, Technology processes



Alignment of Business, Usage, Technology Vectors, AND linkage of Exploration to Corporate, BU, Platform, and Technology processes

Metrics for '06 tracking

Goals:

Establish baseline for business impact measurement in '07

Reinforce and measure translation of cross-platform, multi-generational usage opportunities into tangible business impact

Emphasis on adoption (leading) indicators in the short-term

Metrics:

- At least 2 usage pillars covered with Usage Opportunity Assessment in '06 MSA, all by '07 MSA
- Usage Pillars absorbed into MG as means of capturing and evaluating future opportunities
- Piloted process of translating usage models to system requirements within Calpella POP L2 and Gesher POP L1, process approved across MSP

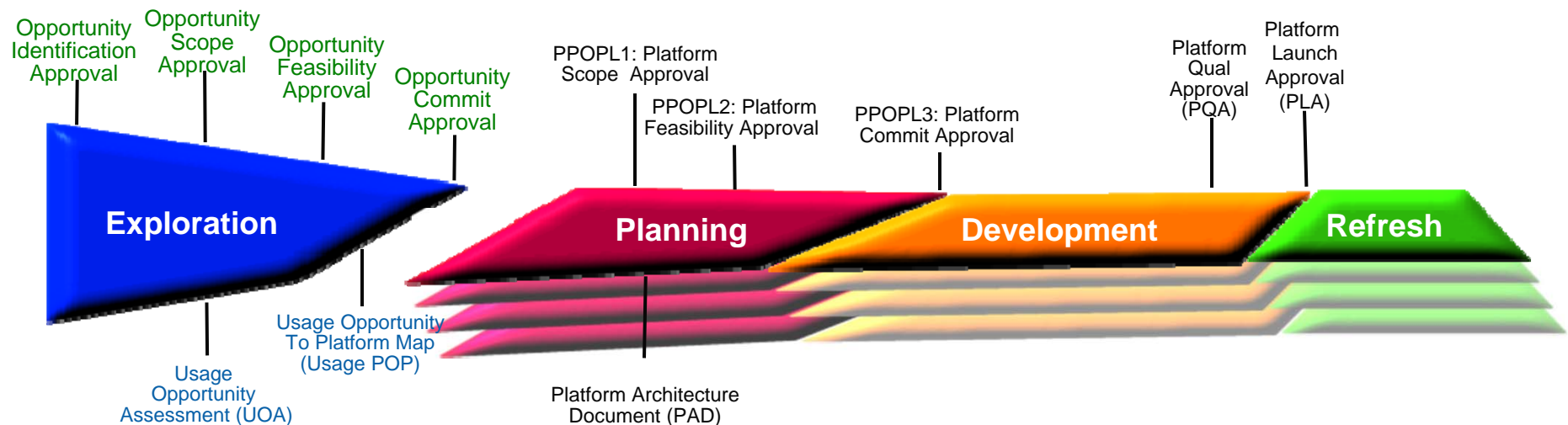
Exploration and usage and PPLC 1.0

From PPLC 0.5: Corporate Planning Process
EU **changes** for 1.0: UOA document as an input

MSA
TOA } PSD

NEW: Defined cross-platform,
multi-generational opportunity
Exploration process

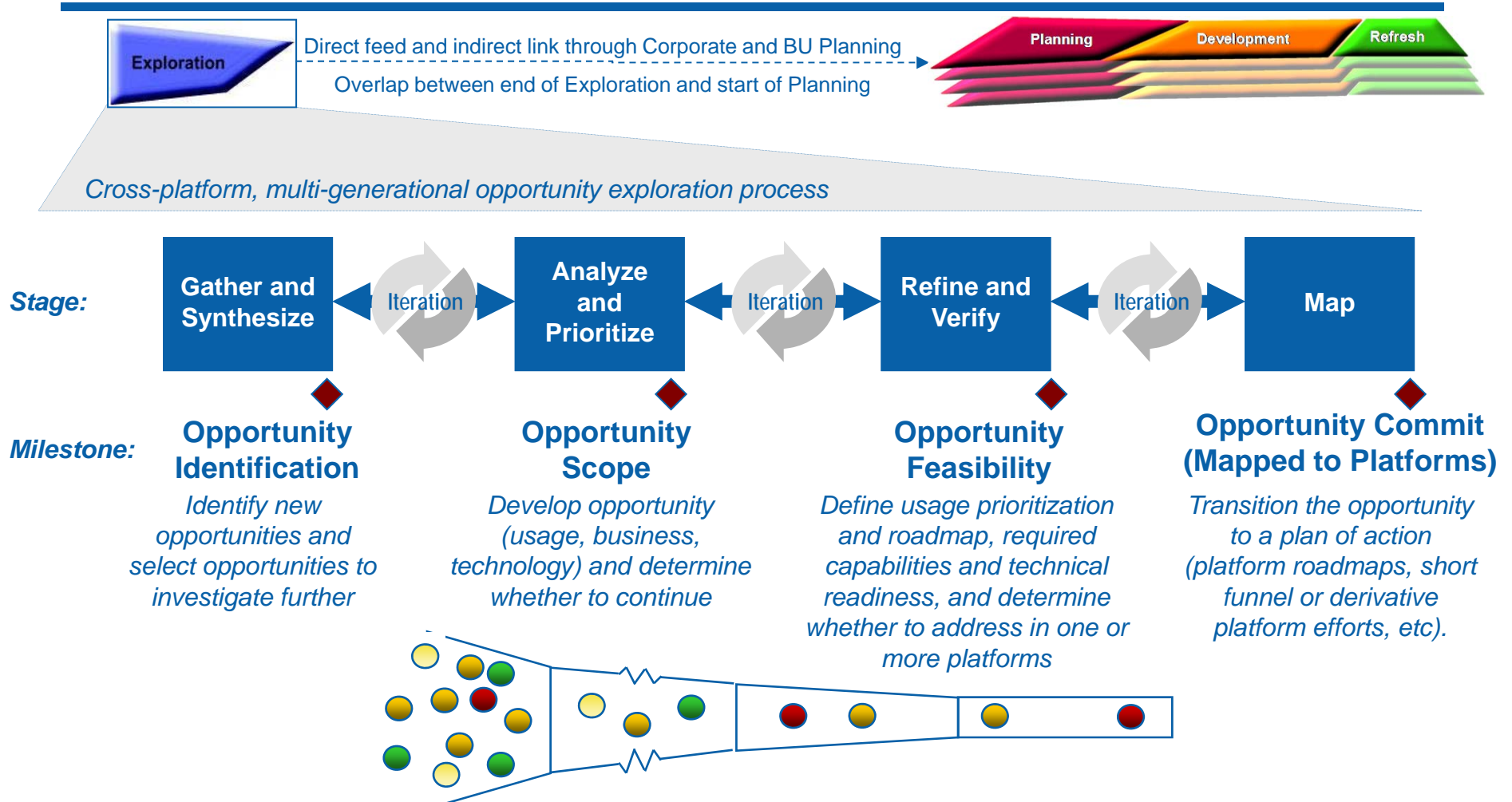
From PPLC 0.5: Model-year Platform planning and execution process
EU **changes** for 1.0: Revisions to reflect Usage end-to-end



Green text: New Exploration milestones

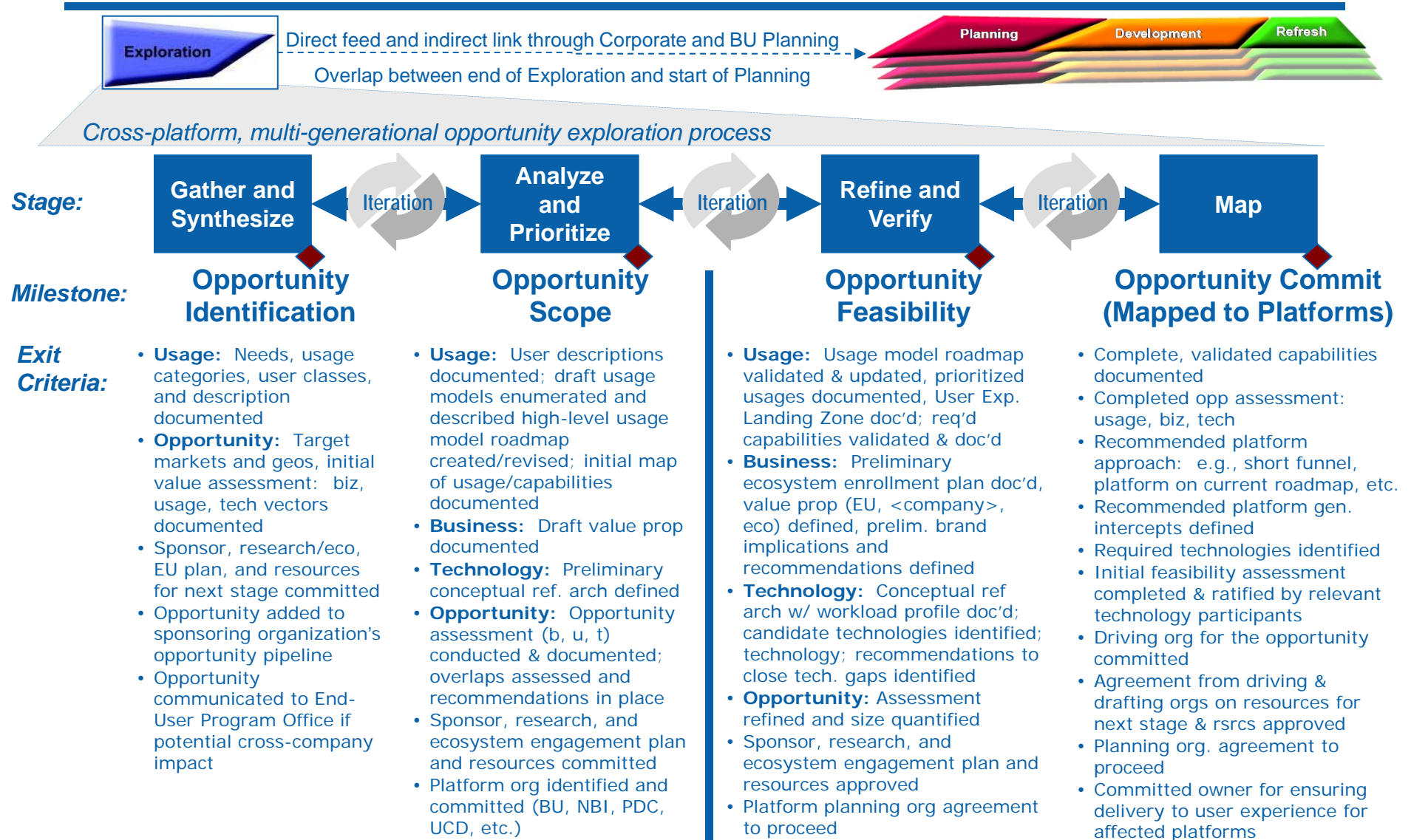
Blue text: Exploration phase deliverables

EU requirements — Stages, goals, and milestones



Opportunity pipeline: Increase number of new opportunities examined; filter down pipeline as opportunities progress through the lifecycle and opportunity value becomes more apparent

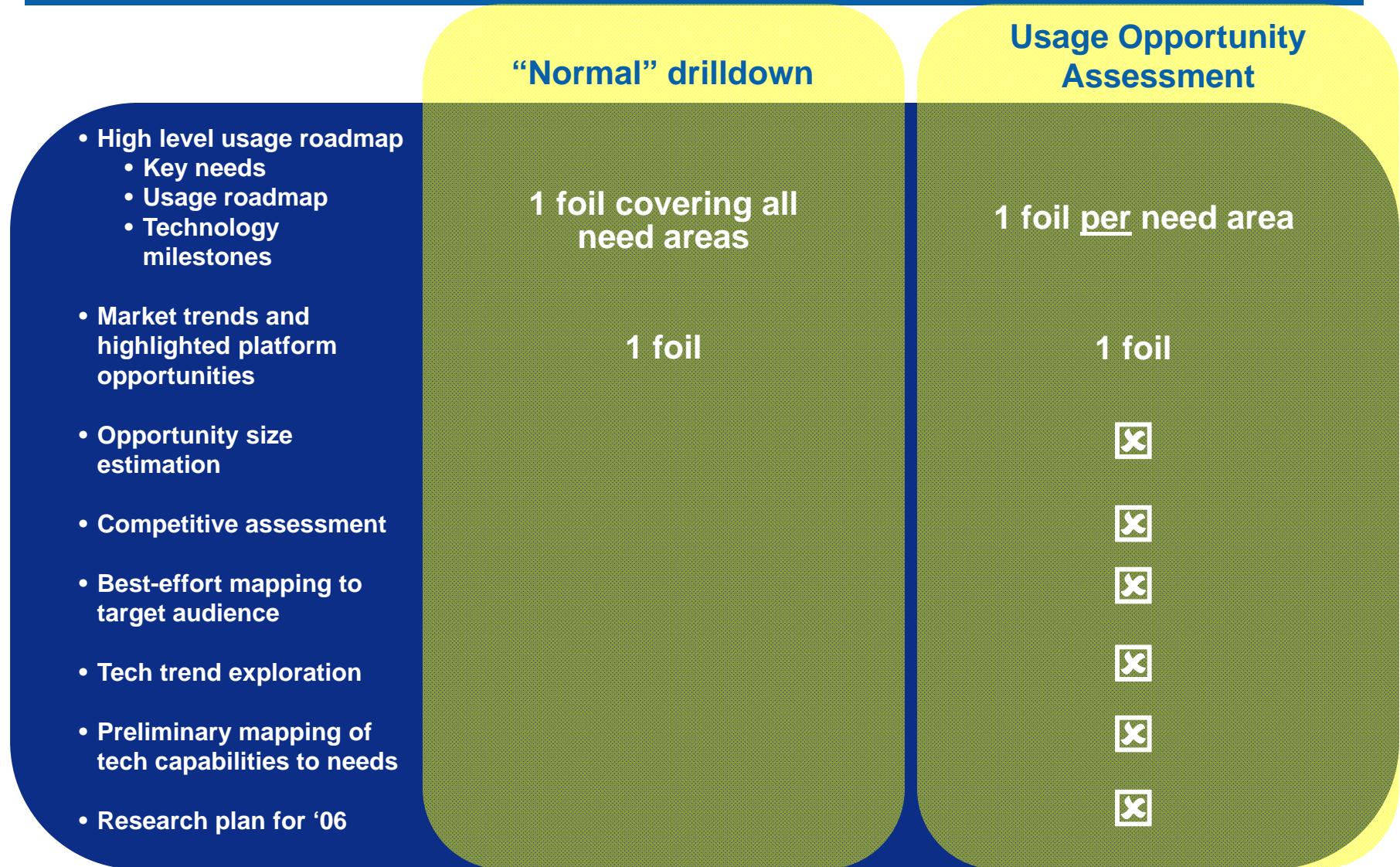
EU requirements — Stages, goals, and milestones



Mobility Usage Pillars

- **Infotainment**
 - Enjoy (e.g., synch-n-go, outside-in content access, Mobile TV)
 - Play (e.g., handheld gaming)
 - Learn (e.g., interactive learning recreational reading))
- **Locate**
 - Asset/people location/tracking
 - Navigate
 - I/device knows about the world around me
- **Monitoring and Manageability**
 - Security (data, device, facility)
 - Manageability by/of remote devices (home, enterprise, health)
 - Monitoring by/of remote device (home, enterprise, health)
- **Connectedness and Collaboration**
 - Communications
 - Social networking
 - Coordination with others
 - Collaboration with others
- **Digital Persona (AR: Articulate better or this is an X-factor)**
 - Person to infrastructure interaction (e.g., eWallet, FastPass, medical records)
 - Personal server (e.g., portable “sessions”, “My Stuff”, PAN sharing of data)
- **On-the-Go Productivity**
 - Mobile worker management (e.g., salesforce tracking)
 - Mobile worker productivity (e.g., on-campus, on-the-go)
 - Personal Productivity

Usage Opportunity Analysis in MSA



Intent is to create a cross-BU view of <company>'s opportunity, including a 6-year "roadmap" of expected usage evolution

CONFIDENTIAL

Usages & Technology Affinity – DH DT Clients

<company> SEC

Technology	Vista based platform -Required for Vista performance	Enjoy – Media consumption, creation, etc	Play - games	Communicate/Learn/Life etc – Misc Home usages
Graphics – GT				
XML – STTNi2				
iAMT				
Virtualization – VTx3, VTd3, VIO, LT				
Security – Crypto Engine, Side Channel, IPSE, Page Coloring, Malware				
GNI –Memory, Vectorization, FP, STTNi2				
IOAT				
MRTE – RT, Region filtering, RT-PGO				
AER Interface – PPPE, P-ISA, etc				
Threading - ZT, Transactional Memory, etc				
TOTS (DVD)				
Sequestering – PRL				

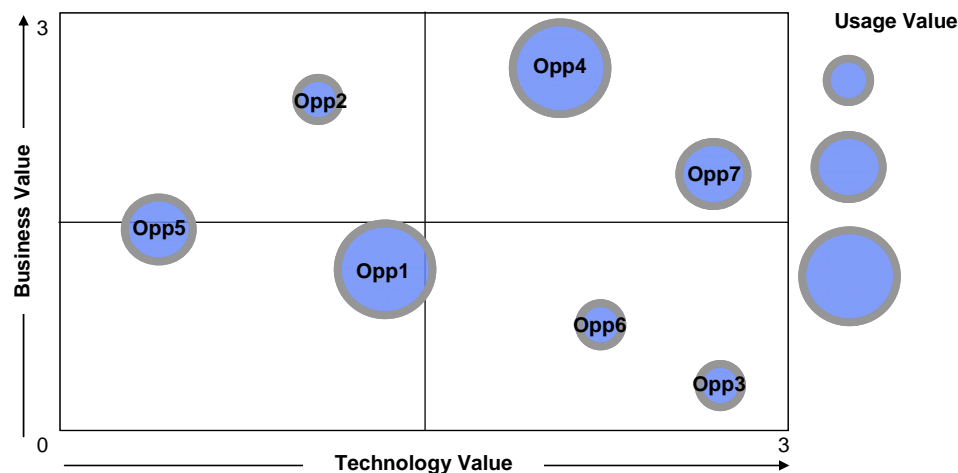
Example of the type of mapping of usage to needed platform features we should be able to achieve for PSD



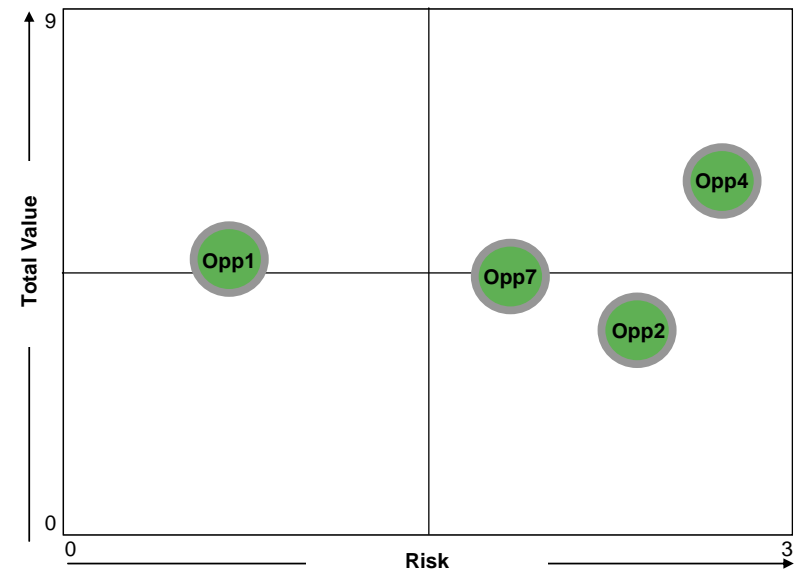
Opportunity Portfolio Management tool

Opportunities assessed along usage, business, and technology dimensions at appropriate level based on maturity

- Goal: Assessment's precision is no greater than its level of accuracy



Plot of value along business, usage, technology dimensions for a set of opportunities



Plot of total value (B+U+T) versus risk for a set of opportunities

- Initial gates: High-level, qualitative, less substantiating evidence
- Later gates: Details flushed out, assumptions proved/disproved with research, more quantifiable
- Key assumptions and supporting data visibly documented and provided for discussion – decisions not solely via calculated numbers
- Gaps in supporting data clearly called out and used to drive research plan for next stage to confirm/disprove assumptions
- Assessed value and risk used together *with supporting data and judgment* to identify opportunities with the highest value for <company>

Within PSD want to evaluate “Portfolio” approach to evaluating opportunities, translating into initiatives

Opportunity assessment tool dimensions

Business

- **Financial impact** (e.g., Payback period, ROI, NPV, profitability)
- **Market Impact** (e.g., TAM, MSS, SOW, ASP; strength of demand, immediacy of opportunity; potential to grow or cannibalize existing markets, enable new markets, grow ecosystem network in emerging markets)
- **Value chain** viability and impact
- **Brand impact**: E.g., Support for corporate/EIB brand strategies and images; basis if any for new EIB, potential to promote <company> as a market leader/innovator, etc.
- **Risk mitigation**: Potential undesirable consequences to not pursuing
- **Strategic alignment**: Degree of alignment with BU, corporate strategies
- **Sustainable competitive advantage**: Barriers to entry (replacements, complements, substitutes, competitors); degree of “head-start” by <company> or competitors, new standards needed, etc.
- **Potential for re-use**: Leveragability to other geos, markets, target users; re-use of technology; leveragability of usage model innovation, re-use of existing or creation of new reusable capabilities and assets; leveragability to other platform groups, etc.

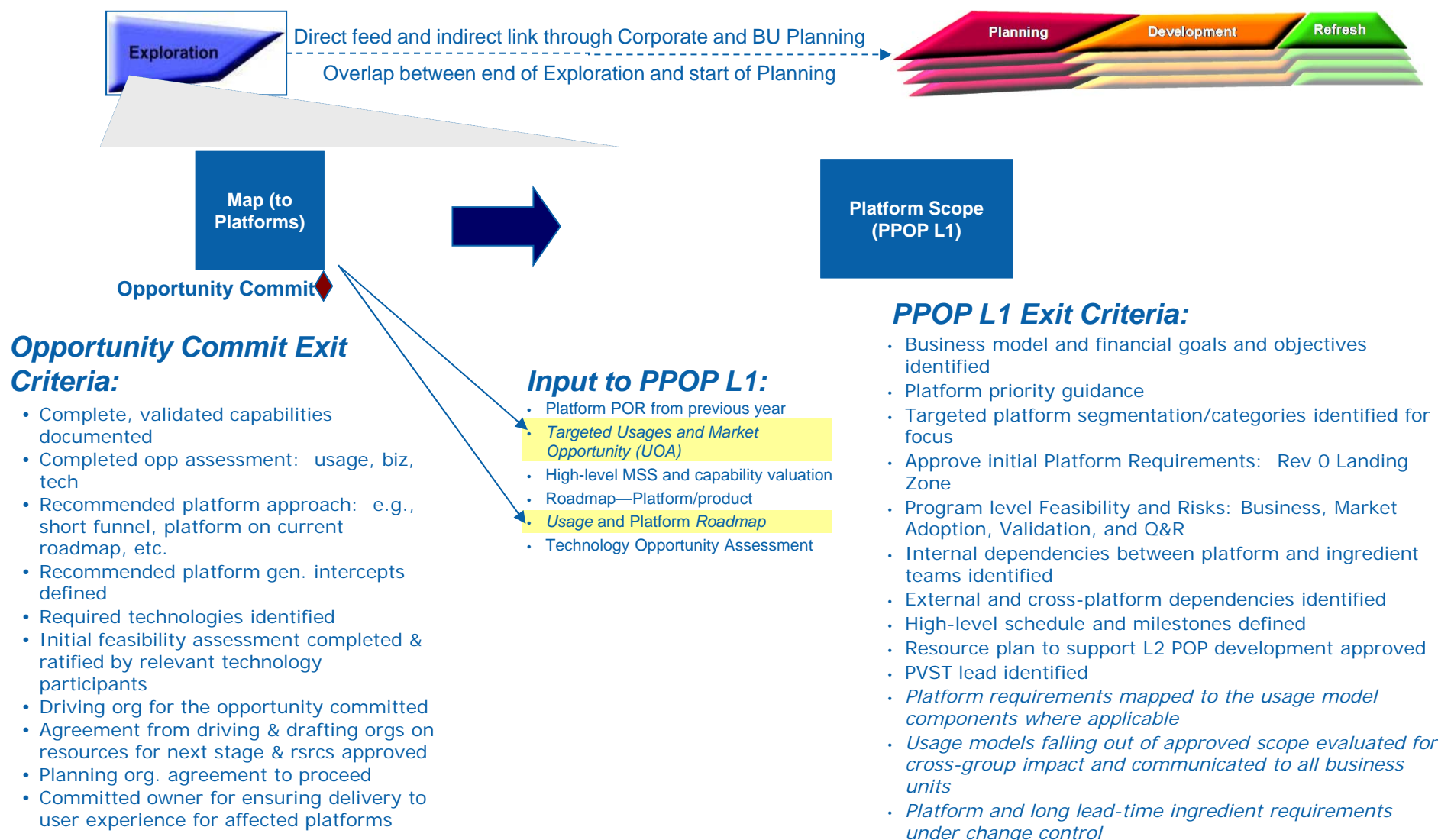
Usage

- **Need**: Degree of un-met, important need; extent to which target users recognize need; evidence of sustainable need versus fad; strength of value proposition and degree to which it is easily communicable; ethnographic, demographic issues, trends that would be addressed
- **Impact**: expected impact to user productivity and/or satisfaction; extent to which a solution may improve user well-being, development, growth
- **Attractiveness**: Attractiveness from a cost perspective: affordability, ROI, etc.; Kano model values: expected/desired/exciting; Uniqueness, appeal, mainstream potential, willingness (and ability) to pay
- **Barriers to user acceptance/adoption**: degree of behavior change required; complexity of usability issues anticipated, learning/training required, etc.

Technology

- **Capability fit**: Ability to leverage current capabilities (mfg, engr, ingredients, platforms, etc.)
- **Investment**: Level of investment required, confidence of delivering technology at required price points, etc.
- **Fit** with existing **architectures** and **roadmaps**
- **Future impact**: Development of new capabilities likely to be reused or foundation for future technologies
- **Alignment with industry milestones** (e.g., OS releases)
- **Technology readiness**: Degree to which needed technology exists, maturity, quality level, etc.
- **Confidence** of successful execution, schedule predictability, risk

EU requirements — Transition to platform planning



Planning milestone exit criteria

Platform Scope (PPOP L1)

Exit Criteria:

- Business model and financial goals and objectives identified
- Platform priority guidance
- Targeted platform segmentation/categories identified for focus
- Approve initial Platform Requirements: Rev 0 Landing Zone
- Program-level Feasibility and Risks: Business, Market Adoption, Validation, and Q&R
- Internal dependencies between platform and ingredient teams identified
- External and cross-platform dependencies identified
- High-level schedule and milestones defined
- Resource plan to support L2 POP development approved
- PVST lead identified
- *Platform requirements mapped to usage model components*
- *Usage models falling out of approved platform scope evaluated for cross-group impact*
- *Initial platform user-experience requirements defined (based on user expectations, positioning relative to alternatives, and user-experience landing zone)*

Platform Feasibility (PPOP L2F)

Exit Criteria:

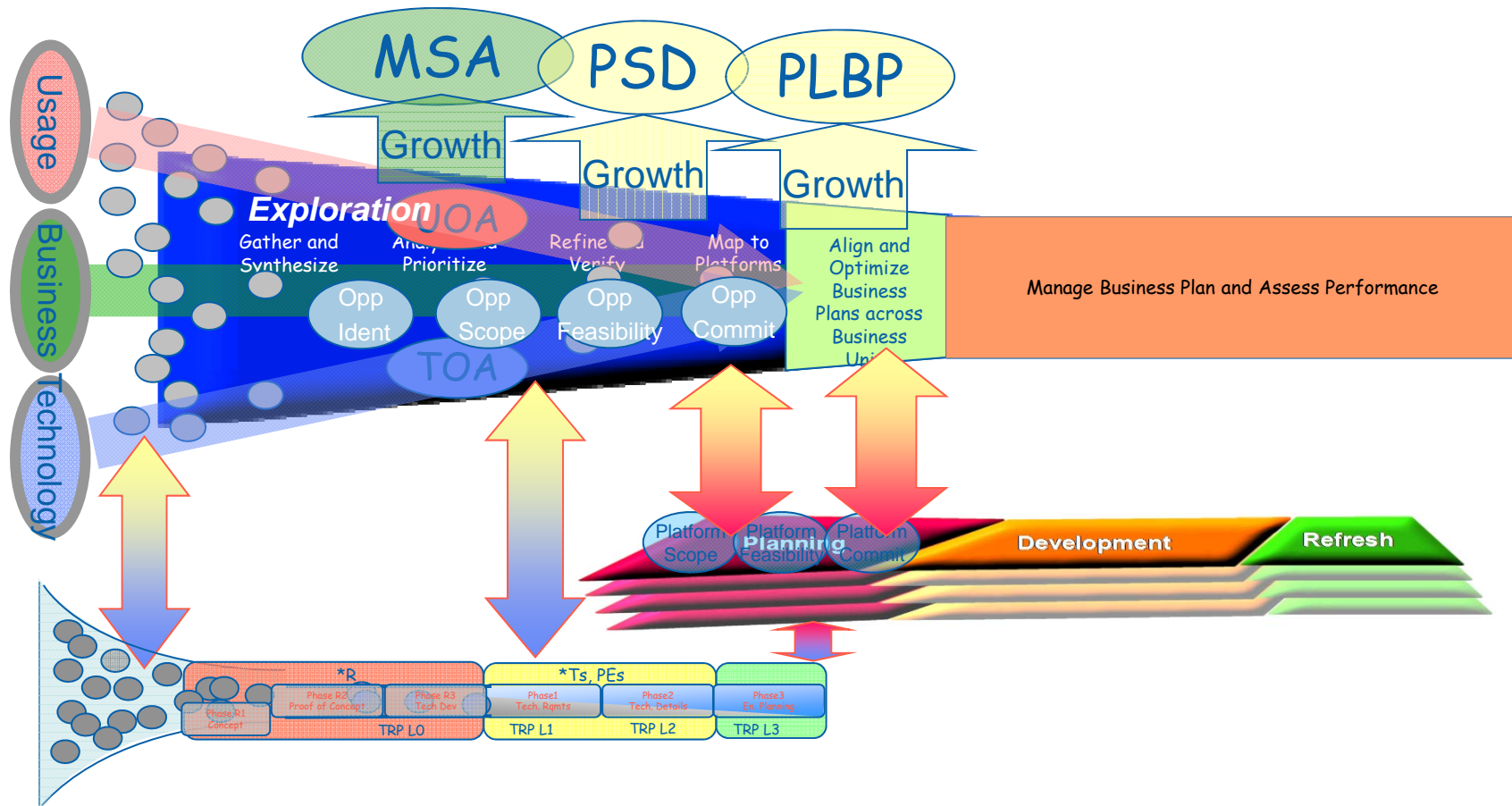
- Usage models and platform SKU definitions and requirements documented and under revision control
- Complete list of platform requirements documented (landing zone) and under revision control
- Financial targets/criteria identified and feasible
- Ecosystem needs and plans identified and documented
- Development and enabling execution owners identified
- Ingredient execution, validation, and enabling team owners have a clear and concise understanding of the targeted platform requirements and commit to providing 90% commits by L3F
- *Usage models and usage model test methodology documented*
- *Demonstrated traceability between business objectives, technologies, usage models, platform requirements, and ingredient requirements*

Platform Commit (PPOP L3)

Exit Criteria:

- Internal development and external enabling plans clearly documented and identifying a path to 90% commit on the requirement landing zone minimums, but resources in place to evaluate/assess stretch goals
 - Resource plan approved/committed by identified execution owners
 - Received customer feedback and it is consumable
 - Requirements clearly mapped back to Usage Models
 - Financial targets/criteria committed
- Risk mitigation plans and owners clear and approved
- Validation strategy and plan clear and approved
- Go-to-Market and Platform Vision Guide have sufficient guidance to proceed
- Management review forums for checkpoints and escalation process identified
- Approve documented contents as the Platform POR and under revision control
- *Updated Platform Requirements (including feasibility information; assessed for support of usage models and assoc. landing zones)*

Linkage from Exploration to Corporate, BU, Technology processes



Alignment of Business, Usage, Technology Vectors, AND linkage of Exploration to Corporate, BU, Platform, and Technology processes

Exploration stages and milestones

<i>Stage:</i>	Gather and Synthesize	Analyze and Prioritize	Refine and Verify	Map (to Platforms)
<i>Milestone</i>	Opportunity Identification	Opportunity Scope	Opportunity Feasibility	Opportunity Commit
<i>Ownership: Business, Usage, Technology; Opportunity synthesis</i>	B: Strategic Planning U: End User T: Architecture O: Concept Champion	B: Strategic Planning U: End User T: Architecture O: Concept Champion	B: Strategic Planning U: End User T: Architecture O: TBD	B: Strategic Planning U: End User T: Architecture O: TBD
<i>Decision forum</i>	MSP-MA coordinates	MSA Usage Team	MSP-MA Coordinates	MG BU PSD or RDM
<i>Deliverable</i>	Opportunity Identification Document	Usage Opportunity Assessment (UOA)	Opportunity Feasibility Document	Usage Opportunity to Platform Map (UOPM)
<i>Key roles</i>	User research (SMG market research, user-centered research, ethnography); SMG; strategic planning	User research; strategic planning	Strategic planning; Platform Planning; user research	Strategic planning; Platform Planning; user research
<i>Contributing roles</i>	Platform Planning, brand management, CTG, SSG	Brand mgmt, Eco/enabling, platform arch, CTG, finance, SMG, SSG	Brand mgmt, software ingredient planning, Eco/enabling, platform arch, CTG, finance, SMG, SSG	Brand mgmt, Eco/enabling, platform arch, CTG, finance, SMG, SSG

Call to action

Continue the pilots in targeted usage areas

- MSA Usage Section/ Usage Opportunity Analyses
- POP L1 analysis
- POP L2 Usage Model to Requirements mapping

Complete gap assessment of capabilities

Define roadmap for building out infrastructure to support the framework (organization, roles, forums, competencies, methodologies, guidelines for use, tools, etc.)

Define opportunity assessment owners and decision forums

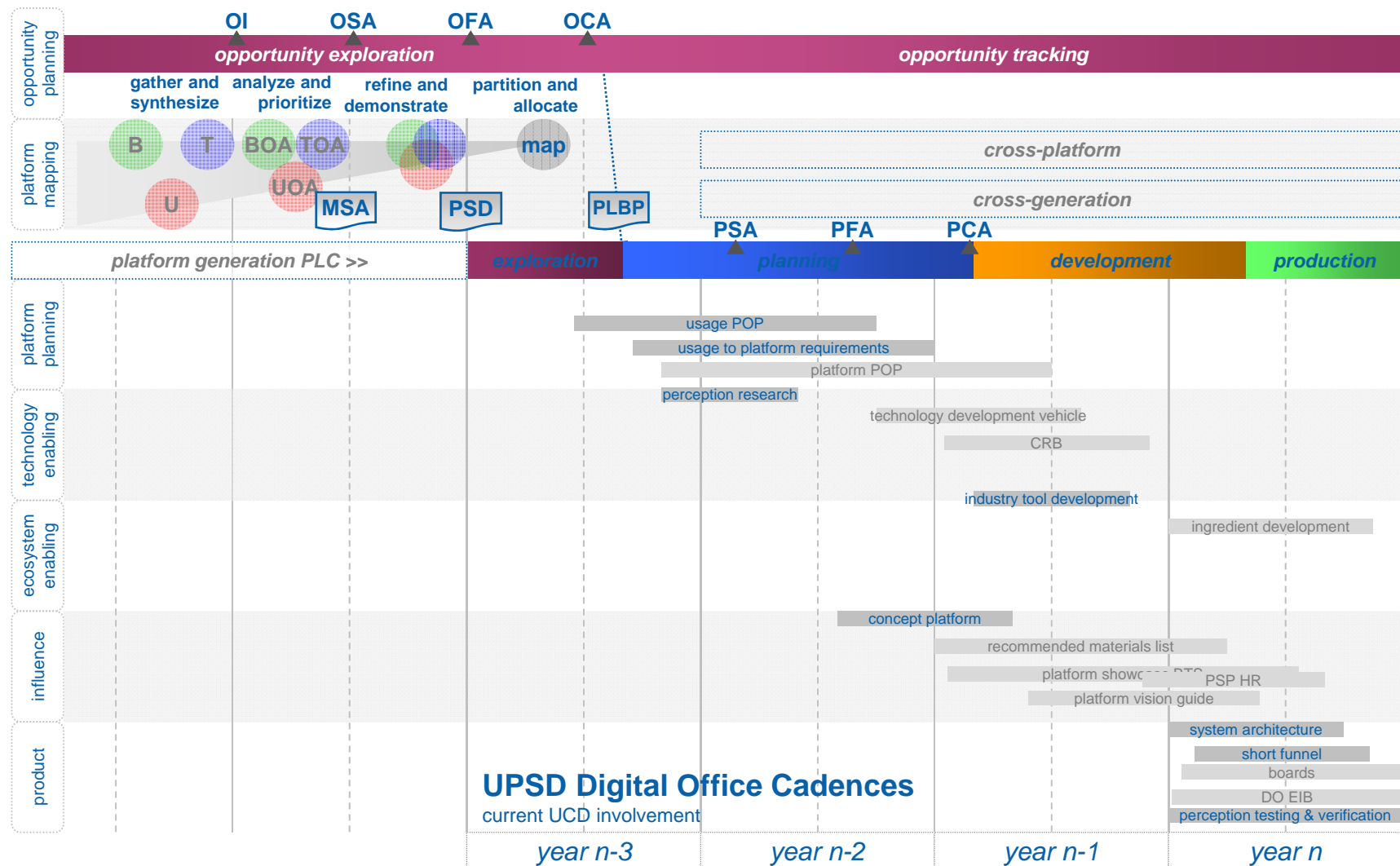
Create and manage BU and cross-BU opportunity portfolios

Adopt and deliver comprehensive training across BUs spanning competency map (EU framework, PPLC 1.0, usage concepts, etc.)

Continuously assess and share business results and BKMs

Backup

User Centered Innovation Competency (UCIC) Process Framework (Draft template)



Targeted usage areas for '06 — for review

Org	Usage Focus	Platforms	MBO Alignment
MG	<ul style="list-style-type: none"> Pervasive connectivity Location-based computing 	<ul style="list-style-type: none"> Handtops, desktops, notebooks (roadmap '07 – '11) Platform design and VP: 2009, 2010 	<ul style="list-style-type: none"> Strategic planning—yes; other TBD
DEG	<ul style="list-style-type: none"> EIT/AMT, XML (B2B, Content Routing), Real-Time Analytics, Collaboration, Pervasive Connectivity, E2E Security, Power Thermal Management, SOI (Grid/Blade) 	<ul style="list-style-type: none"> Enterprise server Client Usage POPs Q405; server PPOPs Q1'06 	<ul style="list-style-type: none"> EPI—yes; others TBD
DHG	<ul style="list-style-type: none"> Digital Entertainment (escape, access, control) Ethnography: focus on social construction of technology (TV, PC, HH) 	<ul style="list-style-type: none"> Mobile/HH, Server, Comms, Desktop/Laptop Strategic input now 	<ul style="list-style-type: none"> Yes
DHeG*	<ul style="list-style-type: none"> Clinician workflow and mobility 	<ul style="list-style-type: none"> HIT Platform roadmap Oak City: trials and subsequent design 	
CPG	<ul style="list-style-type: none"> Digital Learning (EduWise) Clover (potentially) 	<ul style="list-style-type: none"> Digital Learning fixed function handheld (SF) Clover 	
SMG*	<ul style="list-style-type: none"> Commercial (Retail +1) Public Sector Digital Home Digital Health 	(For Retail) <ul style="list-style-type: none"> Mobile/HH: eco dev (st); new platform (It) Server, Communications, Desktop/Laptop 	<ul style="list-style-type: none"> CSG—yes

* Also committed to a tool pilot in '06

“Commit” = Commit to test the framework (experiment) and inform us of your BKM's and learnings

2005 accomplishments

Requirements framework v0.8 defined

- Usage reinforced from exploration through platform planning and delivery: integrated with business and technology vectors end-to-end
- Exploration phase and end-to-end link with multi-generational platform planning defined
- Intersection defined with corporate planning, platform planning, and TRP
- Exploration documentation to be delivered with PPLC 1.0 WW05 2006

Six pilots executing

- Cross-company engagement: all BUs, SMG, SSG, ISTG, UCD, ICAP, CTG, and PCIC
- Pilot teams plus China Home Learning PC, iCafe
- Initial assessment delivered for Dec 5 Team 6 review
- Coordinated by cross-company program office (EUPO)
- First-level training delivered to pilot teams
- Pilot team '06 commits for targeted usage areas

Benefits of the EU framework

Identify new areas of opportunity and enable opportunity valuation and prioritization to drive investment/resource allocation in new opportunity areas

Effectively address new markets using iterative, user-centered approaches to clarify the full scale of what is required (solution, branding, ecosystem, etc.) to deliver effectively to those market needs

Evolve existing platforms to meeting changing needs in existing markets

Ensure user needs and values, capabilities, branding, etc., are consistent and cohesive and delivered together within *solutions*

Profit plus positioning <company> as a leader in user-centered innovation in the industry

Exploration stages and milestones


Stage:	Gather and Synthesize	Analyze and Prioritize	Refine and Verify	Map (to Platforms)
Milestone	Opportunity Identification	Opportunity Scope	Opportunity Feasibility	Opportunity Commit
Milestone intent	Evaluate whether one or more opportunities are attractive enough to warrant further investigation	Identify whether an opportunity seems feasible, has value, and should be further explored, or should be tabled, rejected, or routed to another decision forum	Identify whether an opportunity has merit, is likely feasible, and should be translated to platform impacts	Confirm transition of an opportunity to identified platform intercepts
Opportunity Owner	Concept champion	Concept champion or BU strategic planning	Concept champion or BU strategic planning	Concept champion or BU strategic planning
Forum	Sponsoring organization opportunity assessment council	Sponsoring organization opportunity assessment council	Sponsoring organization opportunity assessment council	Sponsoring organization opportunity assessment council
Decision Maker	Sponsoring organization GM or delegate	Sponsoring organization GM or delegate	Sponsoring organization GM or delegate	Sponsoring organization GM or delegate
Exit criteria	<ul style="list-style-type: none"> • Usage: Needs, usage categories, user classes, and description • Opportunity: Target markets and geos, initial value assessment: biz, usage, tech vectors • Sponsor, research/eco, EU plan, and resources for next stage • <i>TBD: opp. added to sponsoring org's opportunity portfolio; opp. communicated to EUPO if pot. cross-co. impact</i> 	<ul style="list-style-type: none"> • Usage: User descriptions, high-level, un-validated usage models, Target-User Experience Landing Zone, High-Level Usage Roadmap • Business: Initial Value prop • Technology: Initial map of usage to cap, prelim concept ref. arch • Opportunity: Valuation, Overlap • Sponsor, research, and ecosystem engagement plan and resources • Platform org identified and committed (BU, NBI, PDC, UCD, etc.) 	<ul style="list-style-type: none"> • Usage: Usage roadmap, usage priorities • Business: Preliminary ecosystem enrollment plan, Value Prop, financial impact, brand implications, and recommendations • Technology: Conceptual ref arch, Technology recommendations; <i>TBD: workload analysis; TBD: required capabilities</i> • Sponsor, research, and ecosystem engagement plan and resources • Platform planning org agreement to proceed 	<ul style="list-style-type: none"> • Revised opp assessment: usage, biz, tech • Recommended platform approach: e.g., short funnel, platform on current roadmap, etc., and platform model year intercepts • Needed technologies • Landing org for the opportunity (BU, PDC, UCD, NBI,...) • Planning org. agreement to proceed • Clear owner for ensuring delivery to user experience • Approved resource plan • Agreement from relevant technology participants of feasibility at a high level • <i>TBD: capabilities mapped to requirements</i>

Operationalizing in '06

Deliverables	Forums	Roles	Tools and Approaches	Training
<ul style="list-style-type: none"> • '06 MBO: BUs apply framework to one to two usage areas • Opportunity Identification • Opportunity Scope: Usage Opportunity Assessment (UOA) • Opportunity Feasibility • Usage Opportunity to Platform Map • Feed into annual MSA, PSD, PLBP • PPLC EU milestones to target platforms • Launch "Open Innovation" initiative 	<ul style="list-style-type: none"> • End-User Program Office for cross-BU usage opportunities or opportunities with no clear BU landing zone. Route for ownership and investment assessment • BU-based opportunity assessment councils to evaluate and manage out-of-POR new opportunities 	<ul style="list-style-type: none"> • Usage Manager: Accountable for ensuring platforms deliver to user experience 	<ul style="list-style-type: none"> • Usage Opportunity Portfolio: Track opportunities from identification to platform inclusion • Opportunity Assessment Tool: Evaluate and articulate the value of new opportunities • Implementation Dashboard: Track implementation status for each BU • Investment models: Incorporate "non-traditional" investment models: short-funnel, ICAP-funded, etc. 	<ul style="list-style-type: none"> • Next-level training for pilot teams • Broad-audience training on overall framework • Broad-audience Usage Model overview training

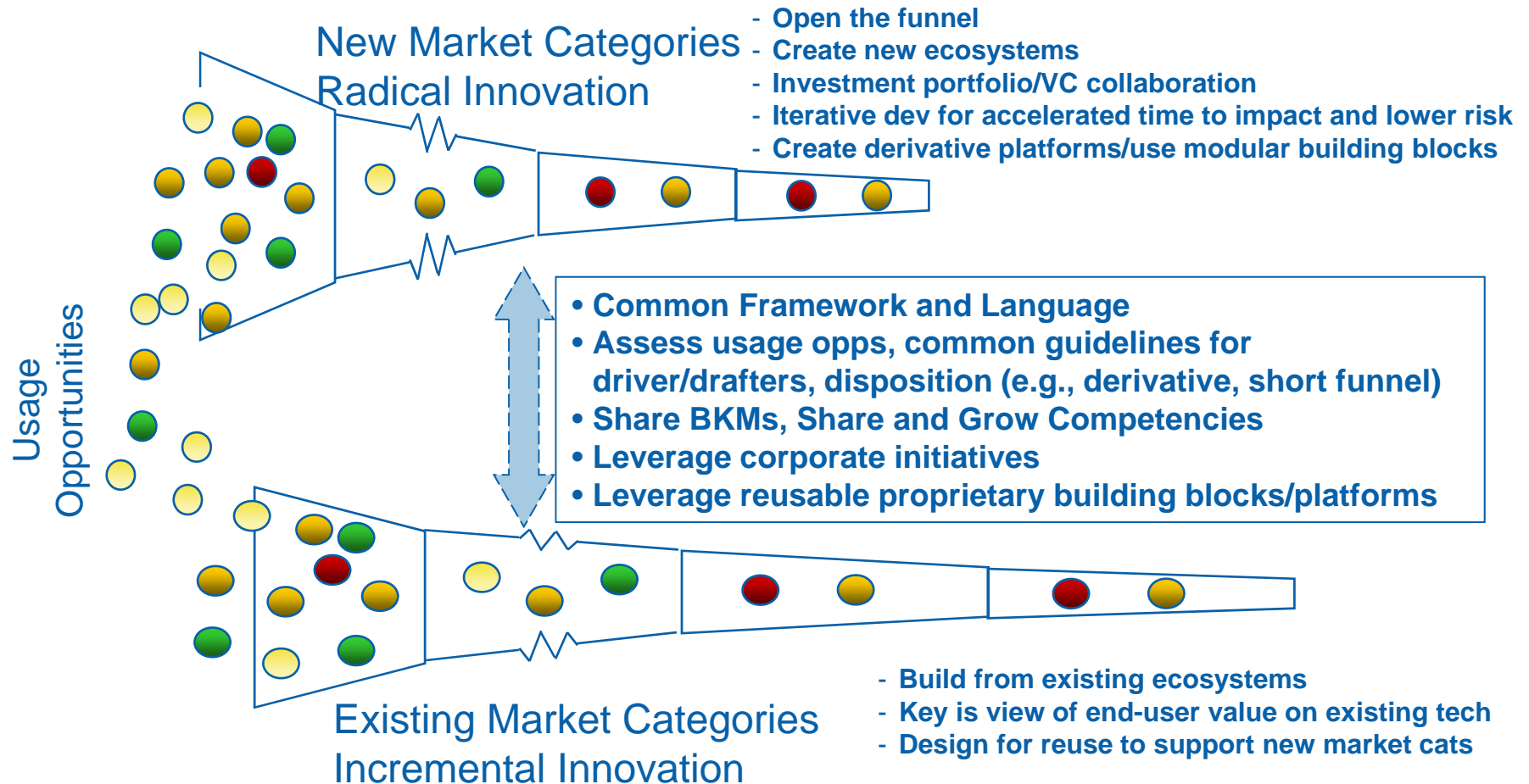
Challenges/Risks...1. Resources to deliver '06 MBO
2. Organizational readiness to effectively drive accountability and linkage between EU, Strategic Planning, and Platform Planning

BU implementation dashboard: Progress and status

Focus Areas	MG	DEG	DHG	DHeG	CPG	SMG	SSG
<i>'06 Plan in Place</i> (usages, platforms, deliverables)	Ex. 35% 						
<i>Framework Adoption</i>							
<i>Platform Impacts</i>							
<i>Roles Filled</i>							
<i>Forums</i> (identified and operational)							
<i>Training Delivered</i>							

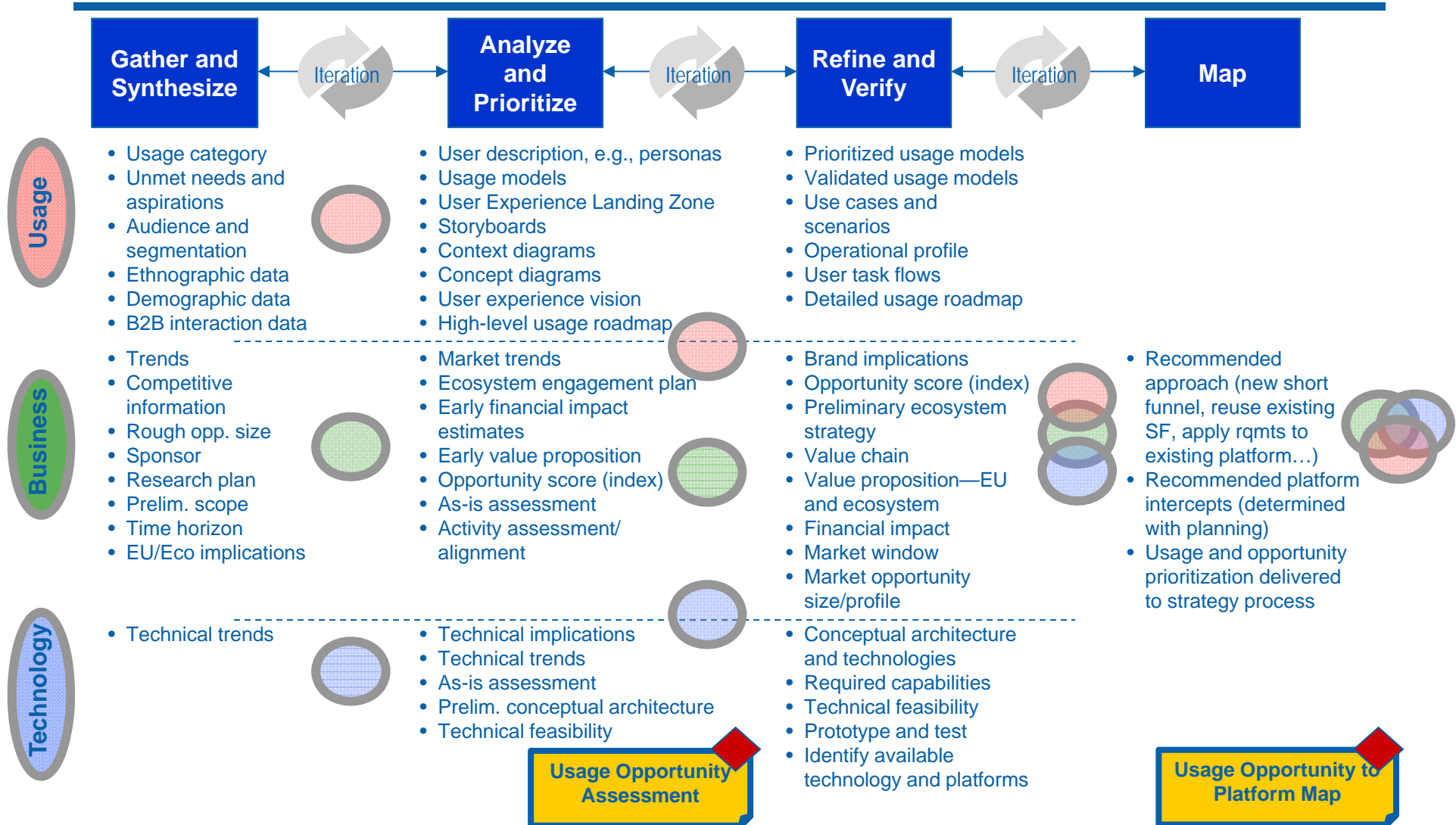
To be completed and tracked in '06

'06 Vision and Execution...Driving User-Centered Open Innovation

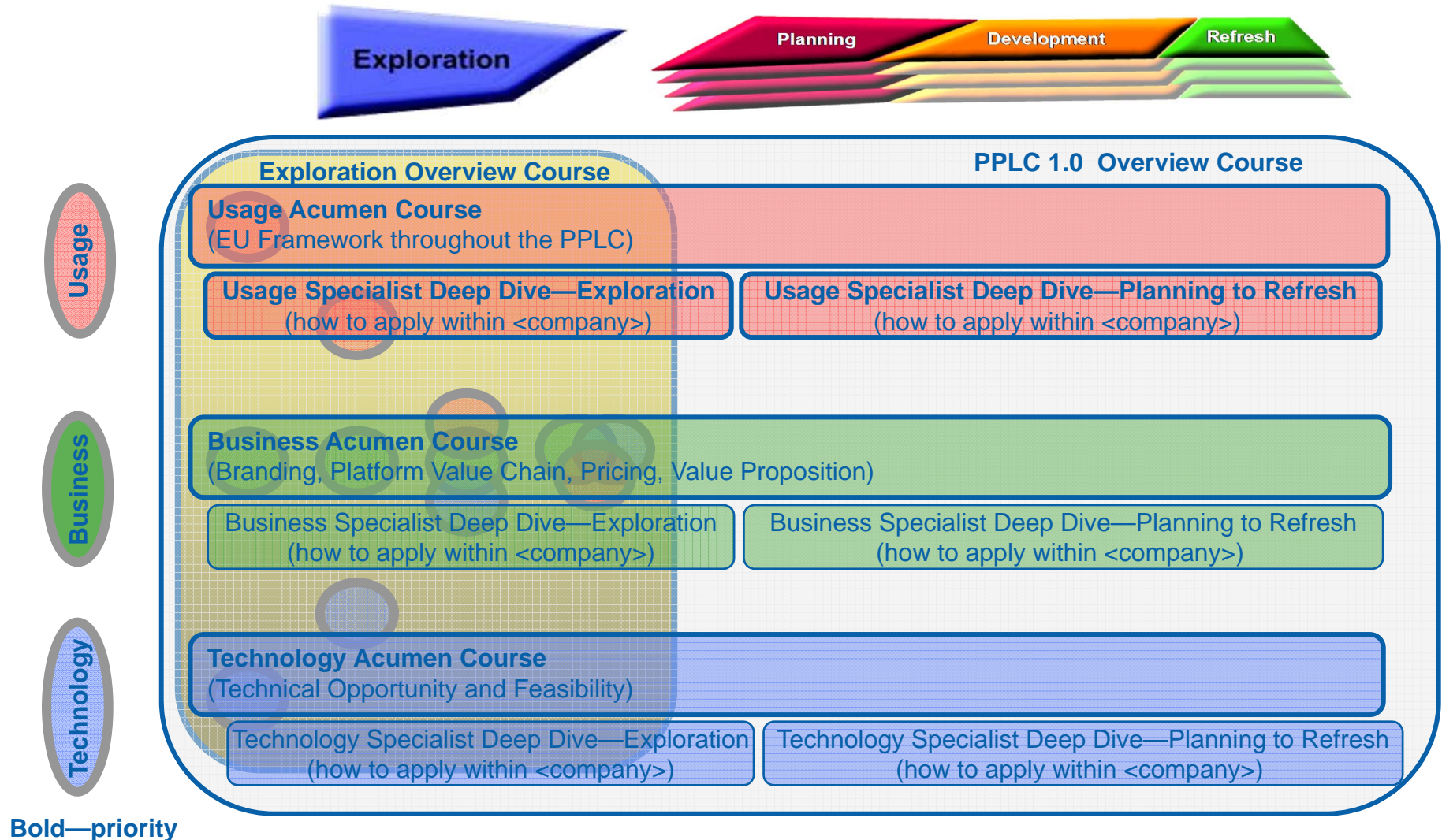


Adapt framework for new markets and existing...driven with the ecosystem...positions <company> to Change the Industry!

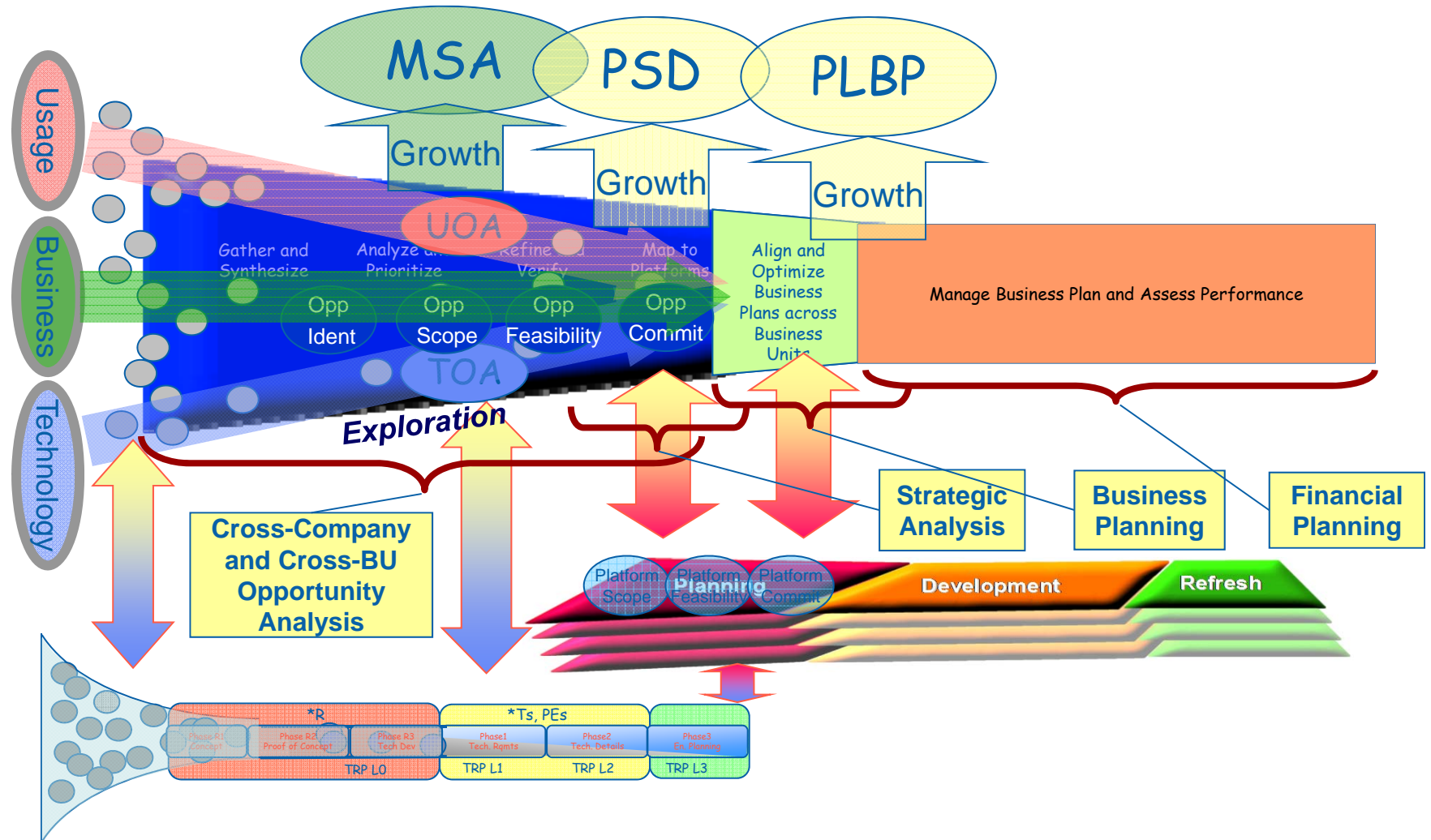
EU framework: Information content for each stage



End-User Requirements Framework Curriculum Map



Linkage from Exploration to Corporate, BU, and Technology processes



Goals and strategies

Goals

- Effectively drive usages into platform architectures and brand
- Focus on strategic cross-platform opportunities

Strategies

- Facilitate cross-company collaboration, communication, and platform planning through consistent framework and language
- Adapt as we go: pilots; continuously assess and share business results and BKM
- Agile: improve visibility and focus, BUs drive and adapt
- Create an EU value-focused culture, e.g., competencies

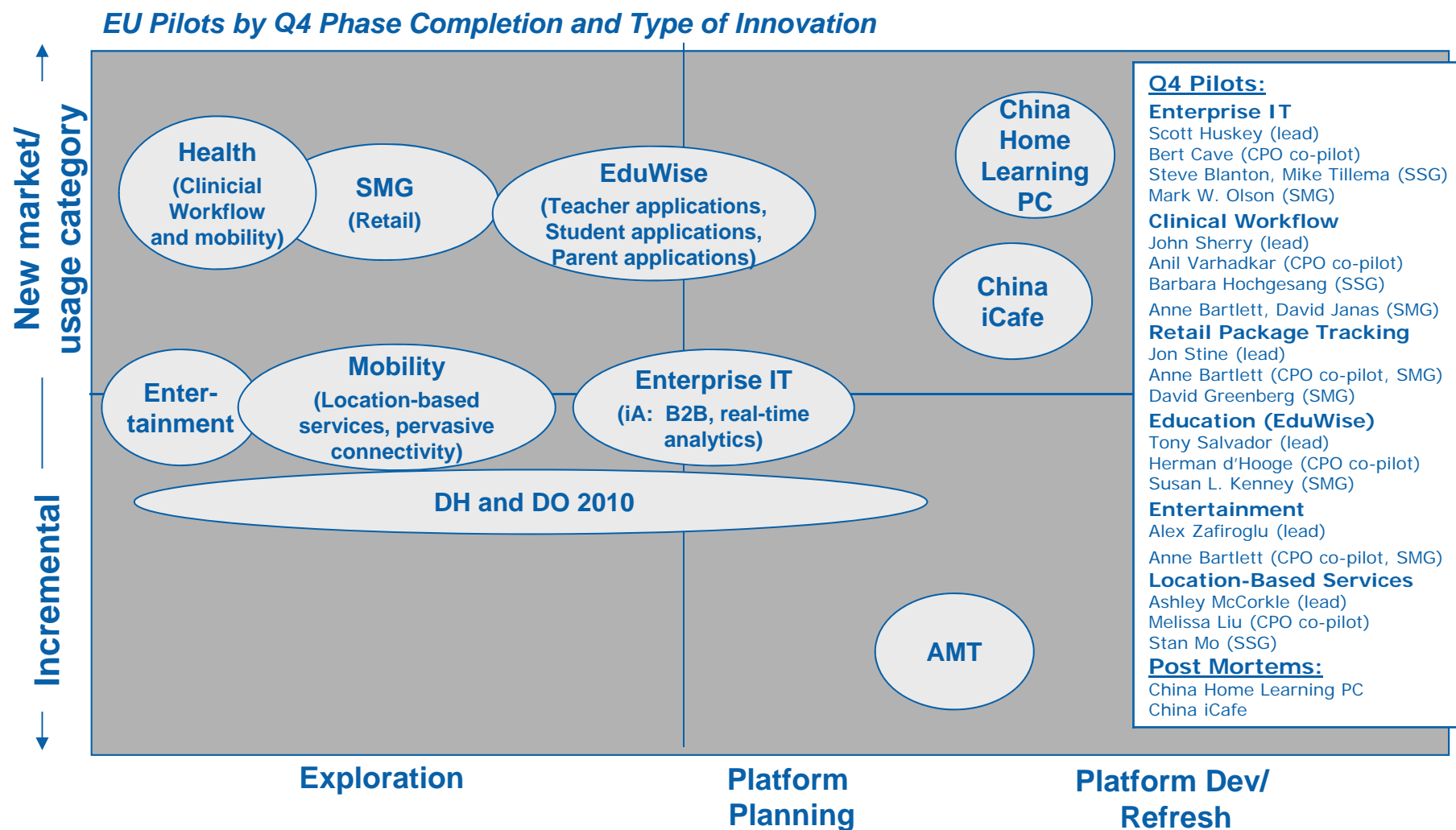
Success metrics for '06: MBOs

	Grader	Scoring			
1) Design and pilot an integrated platform lifecycle mgmt (PLM) system to manage project and product information	ISTG, CPO	0	0.5	1	1.25
		0 – 2	3 – 4	5 – 6	7 – 8
AMB: 1) iPLM (Phase 1) piloted on two Platforms: one in DEG and one in MG: 2 points 2) PLM system able to capture and report cycle-time data for pilots: 2 points 3) Demonstrate ability to view Schedule, Risk, and Requirements data from the iPLM: 1 point 4) Platform Design BOM management capability viewable by PxT and TMG: 3 points					
2) Test the End-User Requirements System in targeted usage areas	CPO, PGs	0	0.5	1	1.25
		0	6	10	15
AMB: total # of usage areas piloted across 5 BUs + SMG, with at least 1 usage from each BU to achieve 1.0 /1.25.					
3) Corp PPLC Rev1.0 deployed and adopted	CPO, PGs	0	0.5	1	1.25
		<70%	70%	80%	>90%
AMB: % of platforms that achieve conformance to PPLC Rev1.0 milestones and deliverables					
4) Broadly deploy Schedule & Risk mgmt Methods/Tools	CPO, PGs	0	0.5	1	1.25
		<60%	60 – 70%	70 – 80%	>80%
AMB: 1) TOC/PM Deployments on X% of new platforms 2) Risk Method and Tool Deployments on X% of new platforms					

'06 direction and plan

1. Execute expanded pilots for 10+ targeted usage areas with specific business impact:
 - Execute key deliverables (UOA, UOPM, CRA,...) with demonstrable impact to platform plans
 - Execute opportunity assessment tool and use to set priorities and define usage roadmaps to feed into planning
 - Define and execute Phase 1 support infrastructure (organization, roles, forums, competencies, methodologies, tools, training, etc.)
 - Establish and manage BU opportunity pipelines
2. Identify and route key cross-company opportunities for platform impact
3. Deliver v1.0 Exploration framework, with guidelines for use
4. Execute user-centered innovation and ecosystem collaboration initiatives (e.g., IBM Open Innovation) to impact platform strategies and plans
5. Drive external and internal communications to increase awareness of shift to a user-centered platform approach

Q4 pilots, short funnels



Challenges

Shortage of “user-centered” competencies: identifying human (non-technical) needs; usage modeling and translation to requirements

Disconnects between front-end work and platform planning

- Not clear how research roadmap is developed within ethnography groups, e.g., how is the roadmap linked to/driven by strategic priorities?
 - No way to get directed ethnography studies done (MG)—org would need to hire own ethnographers
- No neat “hand-off” points between early research and downstream use of it (DHeG)
- Affecting changes to POR very difficult

Role to own user vision and usage as platform moves from concept to release—HFE-trained usage champion through platform delivery

Challenge to make sure usage not seen as a magic bullet—or treated as a “check-box” item

Addressing cross-platform opportunities

Increase number of opportunities; engage the ecosystem