Increasing Competitive Advantage Through Seeking,
Modeling and Adapting to Emerging Patterns of Change

Pattern-Based Strategy™

Gartner

Leading the Research

As businesses emerge from the recession, questions also emerge around IT and business strategy, with organizations looking for new ways to gain competitive advantage. At Gartner, we believe there is a new IT value model that demands the attention of global business and IT leaders.

This new model is about implementing a framework to proactively seek, model and adapt to leading indicators, often-termed "weak" signals, that form patterns in the marketplace—and to exploit them for competitive advantage. We call this new model Pattern-Based Strategy.

In addition to a strategic framework, technology is an essential component of a Pattern-Based Strategy. This new model will require both existing and new technologies: those that identify patterns of change to indicate opportunity or risk, those that model the effects on the enterprise and those that enable an organization to consistently and repeatably adapt to these patterns.

A Pattern-Based Strategy will allow an organization to not only better understand what's happening now in terms of demand, but also to detect leading indicators of change, and to identify and quantify risks emerging from new patterns rather than continuing to focus on lagging indicators of performance. Pattern-Based Strategy also provides a framework for execution—connecting the activity of seeking and modeling impacts of patterns directly to executing with measurable results.

This document presents the highlights from our latest research findings and advice on Pattern-Based Strategy. Our team of analysts is committed to continually bringing innovative insights and practical approaches to an important intersection between business strategy and technology. Let us know how we can advise you on your Pattern-Based Strategy.

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The Times Demand a New Approach

As the adage goes, hindsight is 20/20. With the benefit of hindsight, early signals that formed patterns of change in business are easy to spot. And they can be discussed, analyzed and learned from—as long as your business has survived the changes relatively intact.

Today's hyperconnected world, however, presents no guarantee that the future will resemble the past. Companies that thrive in this new environment will be the ones who can identify critical areas of business operations or strategy, see what's coming that might affect those areas and adapt their strategies accordingly to prevent risk and create opportunity. Leading organizations will take this a step further and create new patterns to which others must respond.

Look no further than the recent recession. Many companies, large and small, were blindsided by it, while a few lone players, such as hedge fund manager John Paulson and investor Warren Buffett, looked at the same markets and behaved differently. This different behavior was based on not only seeking patterns in different ways, but also modeling and adapting differently.

We believe that the economic environment now emerging from the recession will force business leaders to look at opportunities for growth and competitive differentiation in new ways—ways that allow them to anticipate and adapt better than others.

It is not about knowing more. There's already too much information available that's overlooked, ignored or underutilized. Is it really feasible time-wise to search a keyword or phrase and wade through 100 pages turned up by a search engine? The information you need may be on page 98, but who's going to get there? Information is now everywhere, embedded in everything we do—even in common appliances.

It is not about acknowledging constant change. Change is a constant—nothing new there. What is new is something called the "network effect"—increased business connectivity that is speeding the impacts of change. Exceptions happen in business all the time and always have. The difference today is that the effects of an exception are felt by businesses both upstream and downstream much more quickly than ever before.

This new approach we're talking about involves implementing a framework to proactively seek, model and adapt to leading indicators, often-termed "weak" signals, that form patterns in the marketplace—and exploit them for competitive advantage. Taking this further, leading organizations will create and introduce new patterns to their marketplace. We call this approach a Pattern-Based Strategy.
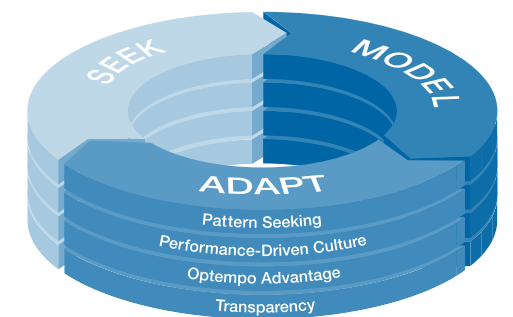
Pattern-Based Strategy

What Is a Pattern-Based Strategy?

A Pattern-Based Strategy means you seek patterns that may have a positive or negative impact on your strategy and your operations—this requires you to know the important things driving them. You then model the pattern's impact on your strategy and operations. And then you establish a consistent model for adapting to patterns of change by deciding and executing change pursuant with the requirements of the pattern(s). This strategy is a continuous cycle, not a prescriptive recipe, and as such, involves a change in the mind-set of both business and IT leaders.

A successful Pattern-Based Strategy requires four disciplines to be in place throughout the organization: pattern seeking (seeking signals and creating new patterns), "operational (optempo) advantage" (improving the enterprise's ability to match pace to purpose by adapting to patterns of change), a performance-driven culture (extending the traditional performance focus from measuring what happened in the past to focusing on leading indicators and scenario planning, and using measurable results to drive desired behaviors) and transparency (the demonstration of corporate health and strategic use of transparency for differentiation).

Technology is intrinsic to a Pattern-Based Strategy; it will be difficult to execute without it. There are existing technologies that will continue to evolve—business intelligence, rules-based engines, performance management, service-oriented architecture, business process management, recommendation engines, etc. A Pattern-Based Strategy will also require new or enhanced technologies: those that identify patterns of change to indicate opportunity or risk, those that model the effects on the enterprise and those that enable an organization to consistently and repeatably adapt to these patterns.

A change in mind-set
Traditionally, a linear strategy with defined activities has ruled when it comes to operations and strategic planning. But if a strategy is based on hardwired repeatable/standardized processes and routinized activities (such as built-in formal milestones for regular review and adjustment), how do you plan for exceptions?

Current organizational models for exception planning mainly address anticipated exceptions and are often confined to specific areas of the business where exceptions are normal. Early recognition of relevant patterns in supply chains, for example, can result in avoiding shipment delays. Investment firms also recognize the need to understand patterns, and employ large numbers of people using technology (algorithms) to try and spot anomalous behavior in financial markets. Many of us have direct experience with the algorithm-driven fraud analysis and detection programs of credit card companies. But in these and other business examples, the actions are reactive and often not shared outside silos.

When it comes to unanticipated exceptions (e.g., weather that impacts the delivery of goods, 9/11, etc.), there is typically no plan—only gut feel and blind spots, not the stuff of which good decisions are made. And rarely do any of these plans succeed in escalating exception recognition up to where it needs to be—at the level of strategy and operations.

An intense focus on "defined activities" in business strategy and operations has left us without similar plans for exceptions. Business and IT leaders need to embrace the fact that exceptions happen, engage in planning for them and acquire technology to help (just as they have with defined activities).

One indication that enterprises are beginning to recognize that they need to plan for exceptions is in the area of information management. Organizations are expanding their ability to comb through massive amounts of data to understand which customers bought particular products or used particular services. Until recently, the strategic use of information has been limited to very conventional approaches that only provide indicators around traditional areas such as economic health, emerging market opportunities, buyer preferences and new channels to market.

But today's hypernetworked, global marketplace provides compelling incentives for reinventing the age-old business models of the last 50 years. There are new sources of information and influence that have to be considered and exploited—the wisdom of crowds, the power of an individual blogger to impact a company's image, the fact that consumers now buy as communities, and the potential radical restructuring of classic functions like product design because consumers are designing their own products.

Increased sensitivity to patterns that reveal exceptions can unlock new opportunities for business growth, but can also highlight risks. As noted in Ram Charan's book, *Leadership in the Era of Economic Uncertainty,* DuPont provides an example of the latter.

While on client engagements in Japan, former DuPont CEO Charles Holliday detected early signals that showed the economic crisis was spreading globally and moving beyond the financial industry. He immediately summoned DuPont's six top leaders and asked them to quickly talk to customers, employees and partners. Patterns emerged from many different sources that provided clear leading indicators of change. Holliday could now see that the financial industry's problems were pervading many aspects of DuPont's business, both at home and abroad. Armed with early insight, Holliday and the management team were in a position to adjust strategy and adapt business operations to take appropriate action.

Unfortunately, most organizations and governments today are so invested in traditional processes and thinking that they can't sense any of these new signals. In fact, many are not even trying to hear signals of change—they are not seeking the unexpected. But those geared to this phenomenon realize that we live in a world of patterns that can tell us what's likely to happen and can help guide us on what to change as a result.

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In other words, had Dupont's Holliday been executing a Pattern-Based Strategy, he would likely have recognized patterns of change long before a live visit with a client in China—from his own organization's efforts to actively seek them.

Companies that have exploited patterns for competitive differentiation include Intel, which, after seeing its once-market-leading business in solid-state memory eroded by Asian competitors, switched to microprocessors, and Netflix, whose Cinematch recommendation system helps it stock and suggest the right movies based on observed customer habits and preferences.

Today, competitive advantage and even survival are more and more dependent on recognizing and acting on patterns that impact your strategy and operations. Executing a Pattern-Based Strategy will require organizations to not only seek patterns that may affect their enterprise, but to analyze them carefully and establish repeatable processes to adapt their current people, processes and information.

Patterns vs. information

We know the current market solution is that information will reveal exceptions and enable decisions. But the reality is there's too much information, a lot of it isn't shared (for trust, technology or even language reasons), and some of it is conflicting.

A more accurate and efficient answer for today's economic environment is looking for patterns that apply to your organization. Looking for patterns changes your information focus and extends also to people and process.

The environment emerging from the recession demands an increased focus on detecting leading indicators of change. At times, it includes creating new patterns to drive change rather than waiting for leading indicators. It also includes identifying and quantifying risk emerging from new patterns, rather than obsessing over lagging indicators of performance. In this way, businesses move from a world of sense-and-respond to one focused on seeking, modeling and adapting.

For information, this means going from mining information by giving more people analytics tools, to sharing information, noting its context and weighing its value. For process, this means going from rigidity to agility and finding "outlier" patterns. For people, this means going from enablement and rote skills to empowerment and valuing knowledge.

Examples of risks and innovations not sensed in advance that had disruptive effects on both the strategy and operations of many companies include the huge uptick in online ordering with its impact on brick-and-mortar outlets, new products like the iPhone that completely redesigned the landscape of its market space, and oil price fluctuations that sent many transportation companies reeling. Most important here is to recognize

that Pattern-Based Strategy can be applied to operational risks or innovations as well as strategic risks or innovations. The key is understanding where your company is most vulnerable or more likely to realize a new opportunity.

A Continuous Cycle: Seek, Model and Adapt

Seeking in new ways and beyond traditional places
Business and IT leaders have historically tended to focus on information that exists within traditional, defined sources—to reinforce what they already know and to validate their current strategic direction. But to ignore new patterns that form from weak signals, or to misclassify stronger signals to fit within the norms of a current business strategy, risks losing sight of exceptions that provide valuable leading indicators of market changes.

In the aftermath of the turmoil in the financial markets and the continuing recovery from a broad-based recession, business leaders are struggling to deliver real productivity gains in a business climate that appears increasingly unpredictable. In an environment awash with data, too many leaders find themselves apparently lacking critical information, unable to interpret unfamiliar market signals and constrained within an organizational structure incapable of adapting in an appropriate manner or investing in the right areas. Worse still, increasing regulatory oversight and market expectations of transparency expose these failings for stakeholders to see, and make decisive action more of an imperative.

To get beyond the type of seeking they may have performed in the past, organizations must break down traditional silos of information to proactively seek signals across existing and emerging sources of information such as people activities, processes and the growing collective on social media platforms. This will enable business and IT leaders to identify, characterize and assess patterns that both support and contradict existing strategy and operations assumptions.

We expect organizations to increasingly focus on detecting leading indicators of change in order to spot change (innovations or disruptions) early and quantify risk. And they will have to learn how to "listen" carefully to identify the signals relevant to them and understand when the signals are patterns that require a response.

Modeling for pattern analysis
Once new patterns are detected or created, business and IT leaders must use a collaborative process for simulating the potential significance, impact and timing of them on the organization's strategy and business operations. The purpose of modeling is to determine which patterns represent great potential or risk to the organization by qualifying and quantifying the impact.

SEEK MODEL ADAPT
Pattern-Based Strategy™
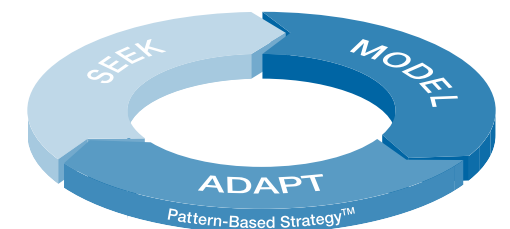
A Pattern-Based Strategy provides a framework to proactively seek, model and adapt to leading indicators, often-termed "weak" signals, that form patterns in the marketplace—and to exploit them for competitive advantage.

For example, a major financial services organization created a cross-functional team consisting of leadership from across the company and led by the company's former CIO. The team is tasked with detecting weak signals that will lead to new strategies. They are also responsible for modeling the impact of new and novel patterns on the company's strategy and regularly communicating the results to the business strategy organization.

By monitoring the company's own portal for searches conducted across its businesses, the team can detect patterns to help them understand how people are interacting, and how the business reacts to new performance measures, in order to understand the possible impacts of change. They can also determine ways to effectively assess the change that might result from implementing an altered strategy.

Adapting to capture the benefits
Identifying a leading indicator of change and qualifying its potential impact are meaningless without the ability to respond in the right way. Business and IT leaders must adjust strategy and operations decisively to capture the benefits of new patterns with a consistent and repeatable response that is focused on results.

Take Walmart, for example. Walmart pioneered the massive use of analytics derived from point-of-sale systems in all its stores. One way in which the company routinely uses such analytics to enable fast action is to stock stores with the right items when predictable disasters are imminent—such as in the U.S. in 2004, when Walmart leveraged information on what was most frequently purchased in the days after Hurricane Charley to pre-stock stores for the arrival of Hurricane Frances.

The Four Disciplines Needed for Success

Business and IT leaders need to focus on four disciplines in successfully adopting a Pattern-Based Strategy: pattern seeking, "optempo (operational tempo) advantage," performance-driven culture and transparency. We are continuing to explore each of these areas in detail to provide business and IT leaders with advice in building and maturing these organizational disciplines, and in exploiting the technology that enables and supports a Pattern-Based Strategy.

Pattern seeking
Pattern seeking comprises focusing on the competencies, activities, technologies and resources that expose signals which may lead to a pattern that will have a positive or negative impact on strategy or operations—focusing on those areas of vulnerability or risk and innovation/opportunity for your business. Seeking patterns can mean looking inside or outside the organization, and involves exploiting the new power of the collective—i.e., exploiting collective knowledge with creative activities, and exploiting collective activities as an unexplored source of patterns.

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Affordable and accessible technology has enabled individuals and communities to come together in a new way. The collective is made up of individuals, groups, communities, mobs, markets and firms that shape the direction of society and business. The collective itself is not new, but technology has made it more powerful—and enabled change to happen more rapidly. The explosion of social software, for example, has made it possible for groups and individuals to quickly form and rally to a cause, often resulting in significant societal changes.

The collective is just beginning to have an impact on business strategy and operations. We believe this impact will become more profound with the ongoing changes in society, the ubiquity of these types of technologies and the patterns that will emerge from their use.

Creatively exploiting collective knowledge, Netflix came to market with an innovative new algorithm for stocking and suggesting the right movies for its customers to buy or watch—an example of how a company can be proactive by leveraging the collective. And the financial implications of such a mind-set are not insignificant. Just weeks ago, the company awarded $1 million to the winner of the Netflix Challenge, a contest thrown open to the public to see who could improve the algorithm even further.

Procter & Gamble has reported that the ideas for one-half of its new products now come from outside company walls. As a result, P&G has considerably decreased the size of its internal R&D organization.

"Optempo advantage"
The term "optempo" was first introduced by the military to describe different dimensions of speed. According to the USMC Warfighting Manual, speed over time is tempo—the consistent ability to operate quickly. We contend that optempo is to the military what competitive rhythm is to business. Broadly defined, optempo is the relative speed with which an organization performs its day-to-day activities. Relative speed is knowing when to go fast, slow down or course-correct as patterns emerge or events change. For example:
- Air traffic controllers may slow flight arrivals as weather patterns shift.
- Retailers may increase inventory levels to satisfy seasonal shopping patterns.
- Energy companies may tune refinery utilization patterns based on fluctuating petroleum prices.
- Technology vendors may add more support personnel during a major software release to maintain or exceed customer satisfaction patterns.
- Telecommunication companies may adjust service offerings as they develop new product insights from propensity to churn patterns or other purchase behavior analytics.

In a Pattern-Based Strategy, an organization excels by adjusting the relative speed of its operations better than competitors. Yet enterprises must first understand their own patterns before they can expect to improve their responsiveness to new ones. We term "optempo advantage" as representing the set of coherent guidelines and actions necessary for maximizing the allocation and utilization of enterprise resources (people, processes and

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information) as new patterns emerge. Accordingly, think of optempo advantage as a formal management philosophy for improving your organization's competitive rhythm so that it can consistently and dynamically respond to patterns of change.

In other words, as you seek and model patterns, optempo advantage gives you a way to shift the levers of people, processes and information to appropriately to speed up, slow down or change direction to take advantage of new innovations or avoid organizational risk.

Shifting the people lever can mean ramping up hiring or dropping contractors (or changing their pay). For process, it can mean streamlining or even the counterintuitive move of adding steps. For example, airline El Al has added steps in its pre-boarding security process because it observed that a slower process surfaces behavioral clues that often give away the bad actors.

The information lever involves decisions around sharing vs. controlling. More widely shared information, accompanied with more decision rights, has enabled insurance agents to be more productive, for example.

Information around a product rollout situation—for example, work on a new drug—can be handled either way: Do you slow down and hold information more closely, or share information more widely and potentially get to a new product sooner?

Establishing the right operational tempo within your organization will enable it to respond to new patterns and will ensure that internal processes reflect the demands of change in a consistent and repeatable manner.

Performance-driven culture

A performance-driven culture enables an organization to monitor leading indicators of change, where performance is used to enable change through the alignment of organizational resources to strategic performance metrics.

The new business climate emerging from the global downturn increases the pressure for organizations to adopt a performance-driven culture to support a Pattern-Based Strategy. However, creating such a culture will require changes in technology to support planning and forecasting, and major attitudinal shifts on the part of senior executives, managers and employees.

Most organizations measure performance; they don't manage it. The traditional focus has been on measuring high-level, financially oriented outcomes after the event. This creates a reactive, sense-and-respond mind-set.

Today's environment demands looking at leading performance and risk indicators to provide a forward-looking focus that then must permeate all levels of an organization—rather than just providing top-level measures. Changes in business strategy and operations will be reflected in changes in performance metrics, which will then drive change in behaviors and operational tempo.

A focus on early leading indicators (weak signals) and analytic applications allows managers and executives to model the impact of these emerging patterns on business strategy and operations. This will help organizations distinguish "news" from "noise" and will move them into a seeking, modeling and adapting mode, rather than one based on sense-and-respond.

Instilling a performance-driven culture serves as a means to manage the impact of change to organizational patterns, track progress and drive desired behaviors across the organization.

Transparency

In the context of a Pattern-Based Strategy, transparency means both the demonstration of corporate health and the strategic use of transparency for differentiation.

Organizational transparency has traditionally fixated on once-a-quarter exercises where business leaders expose financial results and set expectations for future ones. But the global recession has put a renewed focus on the level of risk businesses are taking, and a deeper focus on how well the organization responds to change.

If organizations can proactively evolve transparency from a once-a-quarter financial-results event to using it to set the right expectations of seeking new patterns and responding with consistent results, this proactive use will enable them to enter new markets, gain access to funds that competitors can't access and demonstrate differentiation to customers and suppliers.

For example, Anheuser-Busch created the Budweiser "born on date"—a date that was stamped on all Budweiser containers noting when the beer was made. Had freshness significantly influenced beer shoppers in the past? Probably not. But this move of transparency put a new product characteristic into play, forcing competitors to respond.

Another example is Walmart making public the taxes it pays in individual jurisdictions where it has stores. This use of transparency is a means of courting those places that might need extra revenue and would welcome a Walmart outlet.

As an organization gets better at the seeking, modeling and adapting of a Pattern-Based Strategy, it becomes more transparent, putting pressure on competitors. After all, isn't the goal to have competitors right where you want them—reacting to you?

Technology Is Intrinsic to a Pattern-Based Strategy

As we've stated, technology plays a significant role in supporting the seek, model and adapt framework of a Pattern-Based Strategy.

At present, pattern-seeking technologies are extremely fragmented and serve both industry-specific and generic requirements. Technologies are also emerging to seek patterns in nontraditional areas such as social software sites, the Internet and collaborative groups.

For example, organizations are currently utilizing predictive analytics, business intelligence and performance management tools for a broad range of tasks, such as preventing money laundering, detecting insurance fraud and monitoring signals to schedule preventive machine maintenance. Creative pattern seeking is supported by general collaborate tools, such as wikis, that enable groups to share information and seek patterns across existing silos of information. And new services seeking patterns within nontraditional sources of information such as the collective on social media platforms are rapidly emerging.

The business modeling and forecasting market is also fragmented but has begun to aggregate around advanced forms of performance management tools. As an example, corporate performance management applications model patterns and their impact on business strategy and operations. They include sophisticated financial modeling tools that enable users to create multiyear financial forecasts based on plan and budget assumptions. There are also more generic planning and forecasting capabilities in the business intelligence market. Specific operation planning modeling requirements, such as supply chain planning or marketing campaign planning, are served by a more diverse market of technologies.

Despite the range of solutions available, Excel is still the most widely used modeling tool. We estimate that nearly 50% of large enterprises and 75% of midsize organizations still use spreadsheets or legacy applications.

For the immediate future, technologies that enable organizations to rapidly adapt to changing patterns will remain fragmented in the major markets of collaboration, personal productivity tools, business applications, business process management and business intelligence. For example, in the business process management software market, analytics tools, rules-based engines and event-driven architectures have begun to converge. Performance management tools are emerging from the business intelligence market, and new generations of business applications (ERP, CRM, SCM) incorporate rules-based engines, collaboration tools, analytics and performance management capabilities.

Specifically, foundational areas and technologies that will continue to evolve and become more integrated to support a Pattern-Based Strategy include but are not limited to: business intelligence; enterprise information management; organizational change management; corporate performance management; business process management; governance, risk and compliance capabilities; approaches to making the enterprise and its systems more agile and real-time; and pattern-based disciplines such as social-network analysis.

Technologies supporting a Pattern-Based Strategy are not likely to converge immediately in a "big bang," but rather evolve over time as market leaders within the specific markets begin to inherit technologies of adjacent markets to serve the needs of their clients to adapt their strategies and business operations to emerging patterns of change.

Conclusion

Today we can find examples of organizations demonstrating leadership in one area of a Pattern-Based Strategy framework, and technology vendors providing solutions that meet specific business needs. However, we believe that significant market advantage will be gained by organizations that adopt the disciplines needed to implement a Pattern-Based Strategy, and by those technology providers that seek to enable this transition.

As we stated at the beginning, hindsight is 20/20, and will always remain so. But we now see the emerging ability, through adopting the disciplines and technologies of a Pattern-Based Strategy, of foresight to approach that level of accuracy—and for businesses to move in this direction to increase their competitive advantage.

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Learn More

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Read More From Gartner About Pattern-Based Strategy

The following is just a sampling of the research and tools Gartner clients have access to every day.

Introducing Pattern-Based Strategy ID: G00168553
The environment after the recession means business leaders must be more proactive in seeking patterns from conventional and unconventional sources that can positively or negatively impact strategy or operations, and set up a consistent and repeatable response by adjusting business patterns.

Balance Investment in Four Categories to Support Pattern-Based Strategy
ID:G00166645
Every enterprise needs to determine how much to invest in each of four "Pattern-Based Strategy" categories. This document describes the four investment categories and offers advice on how to balance them.

Business Narratives Supplement Traditional Data Analysis ID:G00168485
Most organizations are awash with information that could help them improve business performance. This report looks at one approach for eliciting critical facts and turning them into actionable plans for improvement using business narratives and sense-making.

CEOs and Chief Strategy Officers: Balance Investments With Pattern-Based Strategy
ID:G00168573
The next business cycle will demand a greater ability to adjust and change strategies while conforming to new regulatory, cultural and economic realities. We explore how senior strategy leadership teams can evolve their thinking about how they traditionally define and classify business activities.

Five Eras of IT Business Value Add: From Automation to Pattern-Based Strategy
ID:G00168576
We are entering the fifth era of cumulative business value added by IT, value generated by far more than just cutting cost and improving productivity. Understanding how IT needs to change to add value in more volatile times will be critical for business success.

Introducing Operational Tempo Advantage: A Management Philosophy for a Pattern-Based Strategy ID:G00169117
Establishing a competitive rhythm and adapting operations dynamically are critical during periods of disruptive change. A coherent management philosophy that emphasizes relative speed, not absolute speed, is key to supporting a Pattern-Based Strategy. Optempo advantage will match pace to purpose.

Pattern-Based Strategy: Seizing New Opportunities ID:G00169610
As the tumultuous business and economic climate slowly stabilizes, business leaders must tune their organizations to detect critical indicators of market trends, and adapt their strategies to suit the evolving environment.

Pattern-Based Strategy Requires a Performance-Driven Culture ID:G00169786
As businesses prepare to return to growth, leaders recognize that their firms must be more sensitive and responsive to patterns that may impact operations or strategy. Implementing a performance-driven culture is crucial in enabling the seek/act aspect of pattern-based strategies at all levels.

Pattern-Based Strategy Will Have a Profound Impact on the Practice of EA
ID:G00169889
Pattern-Based Strategy will change the scope, focus and mind-set of enterprise architects.

Transparency Provides Opportunities and Threats in the 21st Century ID:G00169930
This report explores how increased risk and new sources of information are providing opportunities to gain competitive advantage through transparency. However, challenges must be overcome before benefits can be realized.

Using an EIM Discipline to Achieve a Pattern-Based Strategy ID:G00170319
Every enterprise needs a 'Pattern-Based Strategy.' This report describes how enterprise information management enables the four key elements of a Pattern-Based Strategy.

Danger Lurks When Enterprise 2.0 and Organizational Cultures Do Not Match
ID:G00170330
Implementing an Enterprise 2.0 strategy independent of key attributes of the enterprise's culture is not a brilliant idea. We present a cultural assessment model and Enterprise 2.0 alternatives based on the organization's culture.

Collective Competency: A New Business Pattern ID:G00170370
Organizations across a growing number of industries are banding together to create collectively owned intellectual property assets to tackle problems with common suppliers and competitors.

Pattern-Based Strategy: The Value of Information ID:G00170373
It will be impossible to carry out a Pattern-Based Strategy without first determining a strategy for information value. Most enterprises suffer from information overload, which obfuscates the detail that will reveal important indicators for patterns

Pattern Discovery With Security Monitoring and Fraud Detection Technologies
ID:G00170384
As the threat environment continues to evolve, risk reduction and mitigation require technologies that can monitor user activity and resource access in order to discover the weak signals of ever more stealthy and targeted attacks.

How to Pick the Right Social Software Tools to Tap the Collective ID:G00170816
There are many social software tools available that organizations can use to externalize their processes to include the collective. This decision matrix will help IT professionals advise users on which tools to use for specific tasks.

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