Business Technology Management (BTM)
From Alignment to Synchronization to Convergence

In today’s world, to manage the business well is to manage technology well. And vice versa. Business technology’s contribution to the corporate value chain can reach its full potential only at this level of integration. Yet the standards-based methods and empirical knowledge required to do this have not existed — until now.

Business Technology Management (BTM) is an emerging management science, grounded in research and practice, which unifies decision making from the board room to the project team. BTM provides a structured approach to such decisions that lets enterprises align, synchronize and even converge technology and business management, thus ensuring better execution, risk control and profitability.


Four critical dimensions define each of these capabilities, in that they are: ordered by repeatable processes, executed through the appropriate organization structures, and enabled by the right information and technology.

The BTM Maturity Model describes five stages of development in relation to these dimensions. The model is used first to assess where the enterprise is currently, and then to set goals and measure progress.

How is this different from earlier maturity models and IT management tools? Previous efforts, as valuable as they have been, represent islands of management. Some of these tools help ensure standardized delivery of IT services while some focus on project management. Software development has its own specialized maturity models.

Business Technology Management, however, sits strategically above operational and infrastructure levels of technology management. BTM creates a seamless management approach that begins with Board and CEO-level issues and connects all the way through business technology investment and implementation.

For some enterprises or operations, alignment of business technology with the business will be sufficient, in the sense that business technology supports, enables, and does not constrain the company’s current and evolving business strategies. Alignment means that the IT function is in tune with the business thinking about competition, emerging threats and opportunities, and the business technology implications of each. Business technology priorities, investments and capabilities are internally consistent with business priorities, investments and capabilities. When that’s the case, then the company has reached a level of BTM that relatively few have achieved to date.

But there are higher states of BTM to consider, and for some enterprises, synchronization of IT with the business is the right goal. At this level, business technology not only enables execution of current business strat-
egy but also anticipates and helps shape future business models and strategy. Business technology leadership, thinking and investments may actually step out ahead of the business (i.e., beyond what is “aligned” with today’s business). The purpose of this is to seed new opportunities and encourage far-sighted executive vision about business technology leverage for future business opportunities. Yet the business and technology are synchronized in that the requisite capabilities will be in place when it is time to ‘strike’ the strategic option.

Finally, the state of BTM convergence assumes both alignment and synchronization, with business and technology executives able to operate simultaneously in both spaces. When you know that you are no longer a financial services company, but a technology company that provides financial services (or entertainment or consumer products or whatever), that is a consequence of convergence. Essentially, business and technology have merged in both strategic and tactical senses. A single leadership team operates across both with individual leaders directly involved with orchestrating actions in either. Some activities may remain pure business and some pure technology, but most activities intertwine business and technology such that the two become indistinguishable.

The Business Technology Management Standard put forth by the BTM Institute will support and guide enterprises to any of these three states. Whether the appropriate level for your company is alignment, synchronization or convergence, effective BTM increasingly will be a source of dramatic competitive successes in today’s and tomorrow’s marketplace.

That’s why we call this Business Technology Management—not business and technology.

**The Imperative for Change**

For too long, enterprises have struggled to capitalize on technology investments. Expensive failures have led many observers to question whether information technology can ever produce a defensible long-term competitive advantage. This is not just a technology issue. It is a business issue, and it will not see resolution until enterprises have a fundamentally better way to manage technology’s contribution to the value chain.

Unquestionably, there have been enough successes to whet the appetite for the rewards of getting it right. But on the flip side of exceptional success lies precipitous (or perhaps worse, incremental and undetected) failure. From the pain inflicted on organizations by regulatory compliance based business technology initiatives and enterprise-wide system upgrades, to the cacophony of competing standards and methodologies, companies have suffered through hit-or-miss applications of technology. The results have manifested themselves as productivity shortfalls, imposed workforce reductions, damaged corporate reputations and downward market valuations.

These outcomes threaten to marginalize business technology’s role in value creation at the very time that it should be brought closer to the business than ever before. Instead we are seeing Chief Information Officers reporting to the CFO instead of the strategy office or CEO, a headlong rush to outsource business technology functions, and choke-holds on technology spending. What appears at first blush to be the fault of the technologist (“Can’t you make this stuff work?”) is really a failure to unify business and technology decision making.

Business technology is no longer just a cost center run by people who may be little understood by management. It is not just experimentation or R&D on new information-based products or services. It is not a back-office function unrelated to how the company makes money or deals with customers, suppliers and employees. It is central to business success, and needs to be understood and managed that way.

Businesses operate using comprehensive decision processes and standards in manufacturing, sales, accounting, human resources and many other functions. You might therefore assume that's what is meant when you hear “best practices” in the context of information technology. Unfortunately, it does not. Indeed, the absence of standards and structured decision making is why many companies have yet to derive real, repeatable business value and competitive advantage from business technology investments.

Nevertheless, it is possible to subject business technology to a comprehensive set of management processes and standards.

**Using the Whole Corporate Brain**

In the early 1960’s, Roger Sperry and Ronald Meyers discovered the split-brain effect. The two hemispheres of the brain are responsible for different modes of thought and action. The right side specializes in visual and global processing, the left side in analytic and linear processing. The two sides are wired together by a thick structure of nerves, the corpus callosum, which integrates communication and function. Without this integration, the two hemispheres would quite literally suffer a disconnect that would make it impossible to work as a coordinated whole brain.

The business and technology sides in most companies all too often behave like two separate hemispheres of the same brain. The business side processes information and determines action in terms of revenue targets, products, customers, suppliers, organizational capabilities, and the like. The technology side processes information and determines action in terms of infrastructure, applications, systems, data and throughput. There has been a traditional bias exhibited by the “dollars and cents” side against the “engineering” side. The business doesn’t much understand its other half and typically expects the technology side to behave and act exactly like itself.

But the technology side cannot disregard its engineering nature any more than the right side of the brain can disregard its creative nature. Nor should it, if a company intends to maximize business performance.
For example, while any company should expect its marketing department to implement appropriate cost controls, it would never expect marketing to be less creative. An uncreative marketing department is oxymoronic. So is an “un-engineering” IT department.

That certainly doesn’t excuse the IT function from following good financial or management practices. Conversely, a senior business executive must make the effort to understand and help direct the role of technology in the business—no one expects the business person to understand the intricacies of the company’s technology infrastructure or to make decisions related to it. Such tasks are better left to the business manager’s technology counterpart.

The business and technology halves of the corporate brain must have an integrative management and communication system that can connect them and facilitate their coordination. This connective tissue is Business Technology Management (BTM), enabling the “whole-brained” enterprise.

**Technology Management Challenges**

Enterprises are challenged to bring together two sides of the organization that need to work in concert but that traditionally think and act in different ways. Companies employ a number of methodologies and techniques to improve business and technology alignment. While many of these methods have acknowledged strengths, they represent piecemeal solutions.

Disparate islands of practice exist within the IT management domain, particularly in the areas of operations and infrastructure. These range from the Project Management Body of Knowledge (PMBOK) and Balanced Scorecard to the Software Engineering Institute’s Capability Maturity Model (CMM). However, none of these approaches focuses on integrating and enabling the capabilities necessary to achieve strategic business technology management and the sustainable value that follows.

The danger of relying solely on “downstream” technology management methodologies is that by the time alignment problems become apparent, they may be irreversible. And when methodologies are borrowed in toto from the business domain, there are often deficiencies with respect to focus, goals/objectives and adaptability. For example, Balanced Scorecard is a performance methodology originally designed for the HR function, and Six Sigma is a quality improvement methodology first applied to the manufacturing function. These methodologies do get applied to technology operations with varying degrees of success, but they may not be comprehensive enough to address the unique needs of business-technology integration and the specialized IT perspective.
The BTM Framework provides a set of guiding principles around which a company’s practices can be organized and improved. It builds bridges between previously isolated tools and standards for IT management. Essentially, BTM is about a seamless strategic management approach that begins with the concerns of Board and CEO and connects that all the way through business technology investment and implementation.

**Critical Dimensions of BTM Capabilities**

The BTM Framework identifies 17 essential capabilities grouped into four functional areas: Governance & Organization, Managing Technology Investments, Strategy & Planning, and Strategic Enterprise Architecture. These capabilities are defined and created by four critical dimensions: processes, organization, information and technology.

**Processes**

The first dimension for institutionalizing BTM principles is set of robust, flexible and repeatable processes. Simply defining these processes is insufficient though. Many organizations maintain a set of documented processes or Standard Operating Procedures honored only in the breach because they run counter to organizational interests, or they are so difficult to comply with that they are unlikely to be repeated in approved form. To effectively implement BTM requires that processes be evaluated to ensure the following:

- General quality of business practice—Doing the right things
- Efficiency—Doing things quickly with little redundancy
- Effectiveness—Doing things well

**Organization**

Management processes are more likely to succeed when they are supported by appropriate organizational structures based on clear understanding of roles, responsibilities, and decision rights. Such organizational structures generally include the following:

- Participative bodies—involving senior-level business and technology participants on a part-time but routine basis
- Centralized bodies—requiring specialized, dedicated technology staff
- Needs-based bodies—involving rotational assignments, created to deal with particular efforts

The right set of structures will vary according to an enterprise’s value discipline, its primary organizational structure, and its relative BTM maturity. Centralized bodies, such as an Enterprise Program Management Office (EPMO), tend to require specialized, dedicated staff. Participative bodies, such as a Business Technology Investment Board, are ongoing, part-time assignments for their participants—the key stakeholders. Needs-based bodies—functionally specialized groups such as project teams—tend to be rotational assignments created in response to particular needs. These bodies set direction, guide specific business technology activities, and systematically execute against approved plans.

**Information**

Valid, timely information is a prerequisite for effective decision making. This information must be delivered in a way that is comprehensible to non-specialists and, at the same time, actionable in terms of informing choices that matter. Useful information does not just happen. It depends on the interaction of two related elements: data and metrics.

Data must be available, relevant, accurate, and reliable. Metrics distill raw data into useful information. Thus, metrics need to be appropriate and valid for strategic and operational objectives. Internally, they should be comparable across the enterprise and across time; and externally across industries, functions, and extended-enterprise partners.

Management processes based on flawed information will fail when confronted with conditions that exploit the flaws. As an illustration, consider a major retailer of auto parts that spends millions acquiring and analyzing customer data to determine where their customers live. The retailer then sites new stores in strip malls near these neighborhoods, only to be disappointed to discover the new stores’ sales lag the older stores. As it turns out, “where the cars live” is a poor predictor of success compared to “where the cars work.” Locating stores along major routes to and from primary employers would produce much better results. As this example illustrates, flawed information need not be incorrect-just inappropriate for the intended use.

**Technology**

Effective technology, (that is, management automation tools) can help connect all the other dimensions. Appropriate technology helps make processes easier to execute, facilitates timely information sharing, and enables consistent coordination between elements and layers of the organization. It does this through the following:

- Automation of manual tasks
- Reporting
- Analytics for decision making
- Integration between management systems

The simple addition of technology to automate existing processes leaves most of its potential value untapped. The largest gains result from the optimization of processes, organizational structures, and information flows. The complexity of managing the business technology function and increasing demands of an ever-evolving business climate require more information transparency and operational
synchronization than basic computing tasks can provide. The appropriate use of technology should not only ease the development and reporting of information needed to fuel management processes across the organization, but also to achieve consistent horizontal and vertical management integration.

**From Dimensions to BTM Capabilities**

A BTM Capability is therefore defined as a competency achieved by applying well-defined processes, appropriate organizational structures, information and supporting technologies. These 17 specific capabilities are grouped into the four functional areas described in more detail below: Governance & Organization, Managing Technology Investments, Strategy & Planning, and Strategic Enterprise Architecture.

Successfully implementing any of these capabilities will move an organization closer to the goal of business and technology unification. This progress accelerates as each additional capability is realized and continuously improved. The 17 capabilities are inter-related and inter-dependent or “networked.” All of them should be implemented to maximize the business value of technology investments. But doing so requires a carefully orchestrated approach with top-down and bottom-up support. It also involves business and technology groups in equal measure—plus hard work and time, of course.

**Governance & Organization**

This functional area is focused on enterprise CIOs and business executives concerned with enterprise-wide governance of business technology. The capabilities that must be developed to support this functional area ensure that required decisions are identified, assigned, and executed effectively. Necessary capabilities also include the ability to design an organization that meets the needs of the business, manages risk appropriately and gives proper consideration to government, regulatory and industry requirements. Four capabilities constitute the Governance & Organization functional area:

- The **Strategic and Tactical Governance** capability establishes what decisions must be made, the people responsible for making them, and the process used to decide. This relates to a full range of business technology governance issues, investment decisions, standards and principles, as well as target business and technology architectures.

- The **Organization Design and Change Management** capability establishes the makeup of work groups, defining and populating levels, roles, and reporting relationships to enable technology-based business initiatives. This capability also supports structuring and administering organizational and individual incentives as well as designing programs to foster quick and effective adoption of change.

- The **Communication Strategy and Management** capability establishes overall strategy and tactics for creating broad-based understanding and getting actionable information throughout the organization. In particular, this capability facilitates the management of communications associated with large-scale change programs and business-technology synchronization.

- The **Compliance and Risk Management** capability ensures that government and regulatory requirements are understood and met with regard to business technology initiatives, and that appropriate risk planning, identification and mitigation strategies are in place.

**Managing Technology Investments**

This functional area focuses on the Enterprise Program Management Office (EPMO) and other technology and business executives who are concerned with ensuring selection and execution of the right business technology initiatives. The capabilities that must be developed to support this functional area ensure that the organization understands what it owns from an IT standpoint, what it is working on, and who is available. The organization must make certain that business technology investment decisions are closely aligned with the needs of the business and that technology initiatives are executed using proven methodologies and available technology and IP assets. Four capabilities constitute the Managing Technology Investments functional area:

- The **Portfolio and Program Management** capability identifies, organizes, and manages existing IT assets and projects. This

---

**BTM FUNCTIONAL AREAS**

<table>
<thead>
<tr>
<th>GOVERNANCE AND ORGANIZATION</th>
<th>MANAGING TECHNOLOGY INVESTMENTS</th>
<th>STRATEGY AND PLANNING</th>
<th>STRATEGIC ENTERPRISE ARCHITECTURE (SEA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPABILITIES</strong></td>
<td><strong>CAPABILITIES</strong></td>
<td><strong>CAPABILITIES</strong></td>
<td><strong>CAPABILITIES</strong></td>
</tr>
<tr>
<td>Strategic and Tactical Governance</td>
<td>- Portfolio and Program Management</td>
<td>- Business-driven IT Strategy</td>
<td>- Business Architecture</td>
</tr>
<tr>
<td>Communication Strategy and Management</td>
<td>- Approval and Prioritization</td>
<td>- Strategic Planning and Budgeting</td>
<td>- Asset Rationalization</td>
</tr>
<tr>
<td>Organization Design and Change Management</td>
<td>- Resource and Demand Management</td>
<td>- Strategic Sourcing and Vendor Management</td>
<td>- Technology Architecture</td>
</tr>
<tr>
<td>Compliance and Risk Management</td>
<td>- Project Analysis and Design Standards</td>
<td>- Consolidation and Standardization</td>
<td>- Application Portfolio Management</td>
</tr>
</tbody>
</table>

© Copyright 2005 by the BTM Institute and Enamics, Inc.
The Project Analysis and Design capability drives technology-enabled business improvements and leverages re-usable IT assets. This allows the integration of Enterprise Architecture (EA) and governance with a system development life cycle (SDLC).

The Project Analysis and Design capability determines the criteria used for evaluating alternatives, specifies the selection process, and prioritizes technology investments. The creation of enterprise business cases and the definition of appropriate selection criteria and mechanisms are thereby enhanced.

The Resource and Demand Management capability is used to quantify, qualify and manage business technology demand and resource requirements. It supports and promulgates the process for categorizing and prioritizing business technology requests to ensure that they are consistent with required business capabilities, priorities, budgets, and capacity. This capability also guides the allocation of high-value scarce resources.

Strategy & Planning
This functional area focuses on enterprise CIOs, divisional CIOs, and business executives who are responsible for the efforts to synchronize business technology with the business. The capabilities that must be developed to support this functional area ensure that a target set of applications will meet the needs of the business and reduce overall complexity. In addition, annual planning and budgeting must incorporate elements of business technology strategy and other evolving needs of the business. Four capabilities constitute the Strategy & Planning functional area:

The Business-Driven IT Strategy capability articulates required business capabilities and the technology plans to enable them. This allows an organization to translate business strategy into specific required business capabilities. It defines principles to guide decisions on applications and infrastructure and supports plans for moving from as-is to target architectures.

The Strategic Planning and Budgeting capability is necessary to define and link plans and budgets to strategy and enterprise architecture. Goals, milestones, and contingencies are identified and highlighted, as are planning assumptions and prerequisites.

The Strategic Sourcing and Vendor Management capability deals with creating and managing relationships with those vendors best suited to an organization’s strategy. This includes identifying areas of strategic opportunity for outsourcing, co-development, and vendor selection.

The Combination and Standardization capability integrates accumulated or acquired IT units and assets to ensure consistency with an organization’s strategy. This delivers improved performance by rationalizing the number of projects, assets, sites, and processes. It also extends to identifying which assets to eliminate, consolidate, or enhance, and which to standardize on.

The Business Architecture capability is used to describe the business strategies, operating models, capabilities, and processes in terms actionable for business technology.

The Technology Architecture capability defines the applications and technical infrastructure required to meet enterprise goals and objectives. This includes the creation of application models, data models, as well as associated technical infrastructure models for the enterprise.

The Enterprise Architecture (EA) Standards capability is necessary to define standard business technology applications, tools, and vendors. This capability centers on the delivery of EA guiding principles, plus assessing and defining other governance requirements. Also included are standards for IT vendors and reusable assets, including design patterns and services.

The Application Portfolio Management capability is employed to establish and manage portfolios of applications, consistent with IT strategy, and to achieve target architectures and maintain standards.

The Asset Rationalization capability applies enterprise architecture and standards to simplify the infrastructure. This reduces complexity and cost by controlling the number of applications and systems.

BTM Maturity Model
Given the interconnectedness of these 17 capabilities and the importance of approaching them according to a firm’s priorities, it is critical that an organization understands its maturity relating to them. The BTM Maturity Model defines five levels of maturity, scored across the four critical dimensions—process, organization, information and technology.

A maturity model describes how well an enterprise performs a particular set of activities in comparison to a prescribed standard. This instrument assists in levying a grade based on objective, best practice characteristics. A maturity model also makes it possible for an enterprise to identify anomalies in performance and benchmark itself against other companies or across industries. The measurement of BTM capabilities through the BTM Maturity Model identifies areas most in need of improvement, fixes the starting point for the enterprise, and specifies the path for change.

A growing body of BTM Institute and Enamics research shows that at level 1, enterprises typically execute some strategic business
technology management processes in a disaggregated, task-like manner. A level 2 organization exhibits limited BTM capabilities, attempts to assemble information for major decisions, and consults IT on decisions with obvious business technology implications. Enterprises at level 3 are “functional” with respect to BTM, and those at level 4 have BTM fully implemented. Organizations achieving level 5 maturity are good enough to know when to change the rules to maintain strategic advantages over competitors who themselves may be getting the hang of BTM.

The evidence shows that enterprises at lower levels of maturity will score lower for business technology productivity, responsiveness, and project success than enterprises at higher levels. As BTM maturity extends past level 3, the resulting synchrony of business strategy and technology delivery makes the enterprise more agile and adaptable. For such companies, changes in the business landscape impel appropriate adjustments to strategy and corresponding action without major disruptions or anguish. Emerging opportunities are sensed and addressed more quickly. Project execution to deliver new capabilities is more sure-footed. As joint management of business and technology improves, the maturity of the enterprise is reassessed to focus the next set of priorities. As gains result from BTM, remaining weaknesses become more obvious and the business case for addressing them becomes more compelling.

**Five Steps to Implement BTM**

But where to start? The job of implementing 17 BTM capabilities and measuring progress using the BTM Maturity Model can seem overwhelming. After all, every enterprise starts from a different point, with existing investments in systems and business processes that make starting over virtually impossible. So don’t start over. Start anywhere.

The right way to approach BTM implementation is iteratively. Fundamentally, an enterprise must determine where it is in order to get focused on specific priorities, design and implement specific capabilities against those priorities, and then execute and continuously improve.

With this mindset, you can start anywhere, based on the enterprise’s level of readiness. You not only can, but you actually must begin by recognizing where the enterprise stands with regard to BTM maturity. Only by respecting what is can you make real progress toward what is to be. Then you cycle again, using five steps to continuous BTM improvement:

1. Establishing a baseline (assess BTM maturity levels, confirm opportunity areas, identify high-priority functional areas and key stakeholders)
2. Educate and align (educate key stakeholders on BTM capabilities, review baselines and develop consensus on a roadmap)
3. Diagnose and design (analyze and define the scope of the problem, identify relevant components of the BTM Framework, design processes, organization, information and automation)
4. Realize and mobilize (implement the design with best practice templates, operationalize repeatable decision making processes)
5. Optimize and maintain (fine-tune management processes, update information and ensure decision quality)

The flexibility of this approach provides multiple points of entry into a BTM roadmap, with or without previous BTM experience. This eliminates any need to completely recast the existing approaches in an organization. BTM maturity initiatives are easily blended with and serve as a supporting framework that can organize and improve existing practices. Incumbent tools and standards for IT management are integrated into the holistic BTM Framework.

The flexible nature of BTM and its implementation cycle easily inter-
faces with external sources such as compliance studies, management consulting engagement outputs, and audits. Regardless of the source, virtually any baseline or starting point will support the identification of target activities appropriate to an organization’s current environment and its state of business and technology synchronization.

As a company approaches the successful conclusion of a BTM improvement cycle, it will be simultaneously planning the evolution of its BTM maturity. This is accomplished by observing results and preparing to establish the next performance baseline. Ultimately, a company operating in the “execution and improvement” zone will seek to revisit their baseline and determine areas of focus for the next cycle of BTM progress.

**Conclusion**
A business strategy identifies target markets and the value proposition that will win in those markets. To implement the business strategy, the enterprise requires particular operational capabilities; for example, a high tech company pursuing a low-cost strategy may need the ability to build entirely to order and limit inventory risk. The most successful companies will craft their business strategies with full regard for any gaps or misalignments between current and required enterprise capabilities—including, of course, its technology capabilities.

The building blocks of the BTM Standard work together as a management system to clarify required enterprise business needs. BTM fulfills these needs through the application of 17 BTM capabilities that are grouped into the functional areas of Governance & Organization, Managing Technology Investments, Strategy & Planning, and Strategic Enterprise Architecture. These capabilities are defined and created by four critical dimensions—processes, organization, information and technology. The BTM Maturity Model is used to identify areas most in need of improvement, to fix the starting point for the enterprise, to specify the path for change, and to measure progress. As a result, IT is governed in consonance with business requirements, with very measurable benefits.

Smart enterprises today are rightfully pursuing alignment of technology with the business, and that in itself is no small achievement. But for some, the right level is really synchronization, where technology shapes (not just enables) strategic choices. And at the highest level of achievement, business and technology leadership actually converges, reflecting an executive and management team that has achieved an extraordinary level of cross-understanding and vision for the future.

The BTM standard supports enterprises at all three levels. Assembling the components of Business Technology Management yields unprecedented capacity and opportunity for success in a marketplace where competitive advantage is increasingly defined through technology.

### IMPLEMENTING BTM CAPABILITIES

**GOVERNANCE AND ORGANIZATION**
- Strategic and Tactical Governance
- Communication Strategy and Management
- Organization Design and Change Management
- Compliance and Risk Management

**MANAGING TECHNOLOGY INVESTMENTS**
- Portfolio and Program Management
- Approval and Prioritization
- Resource and Demand Management
- Project Analysis and Design Standards

**STRATEGY AND PLANNING**
- Business-driven IT Strategy
- Strategic Planning and Budgeting
- Strategic Sourcing and Vendor Management
- Consolidation and Standardization

**STRATEGIC ENTERPRISE ARCHITECTURE (SEA)**
- Business Architecture
- Asset Rationalization
- Technology Architecture
- Application Portfolio Management
- Enterprise Architecture (EA) Standards
Contributors
Faisal Hoque is the Founder and Chairman of the BTM Institute and Chairman and CEO of Enamics, Inc. He is the author of e-Enterprise, The Alignment Effect, and Winning The 3-Legged Race.

V. Sambamurthy is Co-Chair of the BTM Institute’s Global Research Council, and is an Eli Broad Professor of Information Technology at Michigan State University and a recognized researcher on business-IT alignment.

Robert Zmud is Co-Chair of the BTM Institute’s Global Research Council, and is the Director of the Division of Management Information Systems, Michael F. Price Chair in Management Information Systems, and Professor of Management Information Systems at the University of Oklahoma.

Michael Fillios is the Executive Director of the BTM Institute’s Global Research Council, and Chief Operating Officer at Enamics, Inc.

James Lebinski is Vice President of Knowledge Products at Enamics, Inc.

References
Winning The 3-Legged Race - When Business and Technology Run Together
© 2006 BTM Institute / Prentice Hall

The Alignment Effect
© 2002 Financial Times-Prentice Hall

About Enamics
A two-time Deloitte Technology Fast 500 award winner, Enamics leads the world in Business Technology Management (BTM) – the management science that brings business and technology together. Enamics offers a one-stop solution for BTM with a holistic management framework, software, accelerators, research, knowledge, and a global thought leadership network. The Enamics BTM Framework™, Enamics BTM Platform™, BTM Step-by-Step™, BTM Maturity Model™, BTMKnowledge™ and BTMExchange™, are collectively delivered as BTM Service Tracks™, a set of integrated services widely used at such customers as JPMorgan, Marriott, PACCAR, PepsiCo, Sabre, BNP Paribas, and the French Social Security Agency.

For more information, please visit www.enamics.com