

ACCELERATE YOUR BUSINESS RESULTS  
BY COMBINING CAPABILITY MAPPING AND  
ENTERPRISE ARCHITECTURE

PG 9

SUCCESSFUL GLOBAL PROJECTS BEGIN  
WITH STRONG GLOBAL TEAMS

PG 6

PCI-DSS COMPLIANCE  
DECLINING

PG 4

# mg

MAY 2020 ISSUE



**MERGENCE GLOBAL MOVES  
OFFICES INTO ATLANTA'S HOTTEST  
TECH COMMUNITY**

# Content

## 01

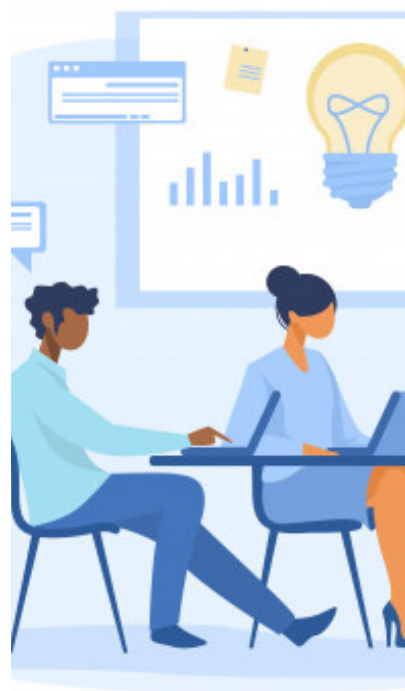
ACCELERATE YOUR  
BUSINESS RESULTS BY  
COMBINING CAPABILITY  
MAPPING AND ENTERPRISE  
ARCHITECTURE



## 02

SUCCESSFUL GLOBAL  
PROJECTS BEGIN  
WITH STRONG  
GLOBAL TEAMS

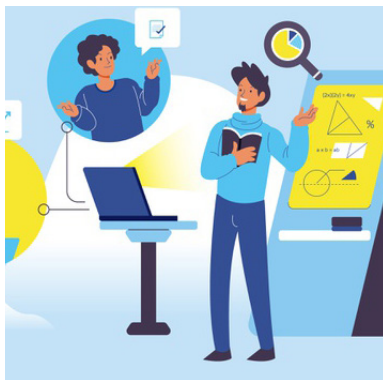
## 03



ACCELERATE YOUR  
BUSINESS RESULTS BY  
COMBINING CAPABILITY  
MAPPING AND ENTERPRISE  
ARCHITECTURE



## 04 Sea Parrot



## 05 Sheet Scurvy

## 06 Tall Ship

## 07

Fathom Scallywag







# PCI-DSS Compliance Declining

By Cory Ruth

“ORGANIZATIONS MUST SEE  
PCI-DSS COMPLIANCE AS AN  
IMPORTANT CUSTOMER VALUE ...”

A recent Verizon report reveals that for the first time in six years, PCI-DSS Compliance is declining. Since a correlation can be made between organizations that have been breached and those that are non-compliant, why is this? In the last 14 years there has not been a single confirmed data breach of an organization that was fully PCI-DSS compliant at the time of its data breach. Regarding the Equifax incident, the breached system was not ‘in-scope’

for PCI-DSS compliance at the time of breach. We can all at least attest to the strength of the PCI security framework. Ten years ago, there seemed to be a marked increase in PCI-DSS compliance efforts, particularly in the Financial Services sector. In 2007 I led a security maturity project for American Express that included an enterprise security certification audit, both driven by preparation for PCI-DSS Compliance. In 2009 I led an enterprise-wide corporate

PCI program across 44 business units with a 29MM security infrastructure budget for a large financial services tech firm. Back then, these types of efforts seemed to be increasing rapidly and designed not only to attain and maintain PCI-DSS compliance but also to establish a mature overall security posture. However, in recent years, PCI-DSS compliance efforts are often poorly funded; lacking real political support from senior leadership and competing against other initiatives.



# “... IN RECENT YEARS, PCI-DSS COMPLIANCE EFFORTS ARE OFTEN POORLY FUNDED; LACKING REAL POLITICAL SUPPORT ...”



Because of the decline in priority given to PCI-DSS compliance, many organizations seem more interested in compensating controls, obtaining exceptions and playing games with scoping then performing a vigorous, comprehensive assessment and pursuing true remediation of findings. In addition, many companies are ‘teaching to the test’ – indeed, half of organizations fall out of PCI-DSS compliance within nine months of validation. And the challenge does not reflect a skills gap: in the report, Verizon specifically says that the decline in PCI-DSS compliance is not attributed to a knowledge problem or

a technology failure. Companies don’t need more technical know-how – they need to manage the competing initiatives, resource constraints, efficiently execute the technical strategy and ultimately manage what I like to call the intimidation factor ‘how do we take all of these security gaps, design technical strategies, and execute those strategies against the timeline and resource constraints without full internal political support and in light of competing priorities?’

Organizations must see PCI-DSS compliance as an important customer value and as revenue protection. Meeting with the president of international operations for a recent client, for her achieving PCI-DSS compliance factored prominently into their sales pipeline management. Speaking with the US CISO for a recent client, achieving and maintaining PCI-DSS compliance was a contractual obligation monitored closely by their largest customers, such that hundreds of millions of dollars were at stake. However, there seems to be a disconnect between the importance of PCI-DSS compliance to the business and the juggled priorities of middle management – particularly those in IT cost centers. Establishing good governance with senior business leadership representation is important if PCI-DSS is going to be taken seriously. IT leaders responsible for delivering PCI-DSS should get business leadership to sign off on a multi-year roadmap to achieve the security targets. Also, while many IT and business leaders appreciate

the amount of incremental work PCI-DSS can impose on its workforce, they fail to implement an organizational change management strategy to address the impacts to people and processes. This is important for sustainability because it directly impacts employee morale and capacity. Finally, I make an important distinction between project management and project leadership. Project managers produce acceptable results within and report out on known constraints and conditions. Project leaders drive change – they get production out of your lowest producing resources; they effectively remove constraints and barriers; they deftly navigate the internal politics of an organization to achieve outcomes.

Achieving and maintaining PCI-DSS compliance is hard on an organization – but leadership support, good governance, patience in achieving security maturity over multiple years, implementing an organizational change management strategy and identifying project leaders – not project managers – will deliver a mature and sustainable PCI-DSS posture for your organization.

## Sources

[https://enterprise.verizon.com/content/dam/resources/reports/2018/2018\\_payment\\_security\\_report\\_en\\_xg.pdf](https://enterprise.verizon.com/content/dam/resources/reports/2018/2018_payment_security_report_en_xg.pdf)

<http://www.eweek.com/security/pci-dss-compliance-declining-verizon-reports>

<https://ecorner.stanford.edu/video/the-difference-between-management-and-leadership/>

# Successful Global Projects Begin with Strong Global Teams

By Cory Ruth



While reading through an old HBR magazine, I landed on a salient article written by


Tsedal Neeley of the Harvard Business School. The article, Global Teams That Work, addresses the challenges of globalization in the management context. The challenges to business have been to manage international diversity wherein language, culture, business environment, work norms and even legal and statutory differences raise barriers to business functionality. "Managers who actually lead global teams are up against stiff challenges." (Neeley, 2015) Mergence Global manages critical multi million dollar programs and projects for large global firms. We are accustomed to leading projects that bring diverse teams

and different functional backgrounds together from around the globe in a matrixed environment.

The most significant challenge with any global technology project is the fact that the participants are still not face-to-face. While collaboration tools allow for synchronous interaction – whether its real-time communication from an instant message solution or long distance audio or video engagement – you still lack the ability to share the same space, read the energy in the room, interpret body language and facial expressions. In video collaboration, more of this is possible, however, without the light, informal interaction that is afforded when the meeting is in person, it becomes difficult to build trust or measure intangible dynamics like body language and facial expressions made during a meeting against moments outside of the meeting.

“

THE MOST  
SIGNIFICANT  
CHALLENGE WITH  
ANY GLOBAL  
TECHNOLOGY  
PROJECT IS THE  
FACT THAT THE  
PARTICIPANTS  
ARE STILL NOT  
FACE-TO-FACE.



## IT IS IMPORTANT IN GLOBAL PROJECTS TO BE DELIBERATE ABOUT SMALL TALK AND INFORMAL INTERACTION

This can often lead to misinterpretations. My late football coach often said "the more you sweat in peace, the less you bleed in war" - I apply this to relationships. Successful global projects begin with building global teams that trust and cooperate.

The author dives into several factors, including the structure and the perception of power. Here she elucidates how the perception of power can be determined by the location where most people physically sit. "People in...the minority group may believe that the majority is usurping what little power and voice they have. This situation is exacerbated when the leader is at the site with the most people or the one closest to company headquarters: Team members at that site tend to ignore the needs and contributions of their colleagues at other locations." (Neeley, 2015) Neeley also points out what I have found to be penultimate in importance - the need for unstructured communication when building the trust necessary for successful collaboration and positive outcomes.

It is important in global projects to be deliberate about small talk and informal interaction. I try to monitor the news from the countries and cities represented in my meetings so that I can comment on current events - like the victory of a soccer team. I ensure that I know their calendar so that I can wish them well relative to their holidays and periods of calendar significance. "Unstructured communication like this is positive, because it allows for the organic unfolding

of processes that must occur in all business dealings - sharing knowledge, coordinating and monitoring interactions, and building relationships. Even when people are spread all over the world, small talk is still a powerful way to promote trust. So when planning your team's call-in meetings, factor in five minutes for light conversation before business gets under way." (Neeley, 2015)

Her article thoroughly touches on language strategies and the perception of competence that comes from speaking the organization's lingua franca (usually English). She closes with the concept of SPLIT dimensions: "Decisions about structure create opportunities for good process, which can mitigate difficulties caused by language differences and identify issues. If leaders act on these fronts, while marshaling technology to improve communication among geographically dispersed colleagues, social distance is sure to shrink, not expand." (Neeley, 2015) I encourage technology management professionals to read this article and to understand the dynamic impacts of internationally diverse and dispersed teams have on productivity and functionality. The article is from the October, 2015 edition of the Harvard Business Review but can be found online at the link below:

### Source

Neeley, T., Ferrazzi, K., & Jeanne Brett, Kristin Behfar, and Mary C. Kern. (2015, December 01). *Global Teams That Work*. Retrieved October 06, 2017, from <https://hbr.org/2015/10/global-teams-that-work>







# Accelerate your business results by combining Capability Mapping and Enterprise Architecture

By Greg Freda

“BUSINESS CAPABILITIES (BA) ARE A COMPLETE SET OF WHAT AN ORGANIZATION REQUIRES TO EXECUTE ITS BUSINESS MODEL OR FULFILL ITS MISSION.”

In today's business environment, a company's needs speed and accuracy to enable their strategy.

Achieving the desired outcomes is not an accidental process. By combining Business Capability Mapping (BCM) with the expertise of Enterprise Architecture (EA), you will gain an accelerated understanding of any projects cost, technology impact, risk, and potential efficiencies all before having to commit funds.

Without this understanding, you're likely to face cost overruns, delivery delays, and in general fall behind your competition.

Over the next few paragraphs, I'll explain part of the problem and propose an approach that uses BCM and EA to enable your desired outcomes. You can apply this approach to strategic planning, early stage portfolio planning, and the everyday brainstorming that goes on throughout your company.

As I look back on the last 30 years of my career, I remember what seemed like simpler times, especially in terms of our technology choices. The first eight years of my career were in the Air Force. Those days were full of discussions on serial communication standards, 80 megabyte disk drives the size of a washing machine, and the beginning of something called Ethernet. Over the years, we've all seen an explosion in technology and its accessibility. That eruption comes with a broader and deeper set of complexities for us to think through.





## WHAT IS A BUSINESS CAPABILITY?

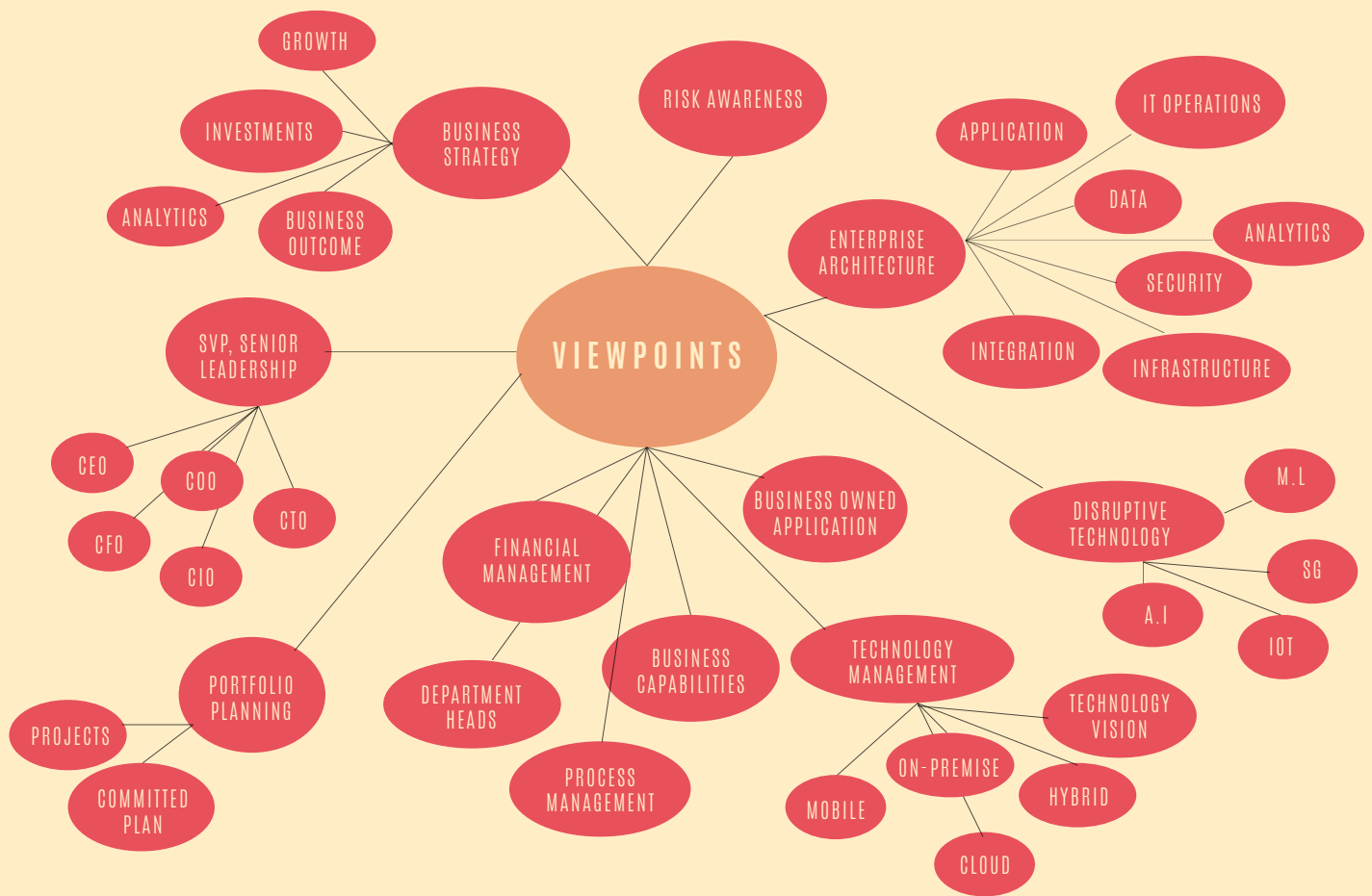
Before we dive deeper into the subject, let's start by defining what we mean by Business Capabilities and Enterprise Architecture. While you can find dozens of definitions, let's keep it simple.

- **Business Capabilities (BA)** are a complete set of what an organization requires to execute its business model or fulfill its mission.
- **Enterprise Architectures (EA)** purpose is to foster greater alignment between IT and business concerns.

One fundamental note, organizations the people that make them up, and the applications they use are always undergoing some change. Your company's business capabilities by their very definition are long lived and do not experience frequent updates.

To understand how I've used this approach, let's consider what happens in your typical portfolio planning management (PPM) process. These can be arduous events that leave you with a vague understanding of what's critical to enables success.

"ENTERPRISE  
ARCHITECTURES  
(EA) PURPOSE  
IS TO FOSTER  
GREATER ALIGNMENT  
BETWEEN IT  
AND BUSINESS  
CONCERNS."



## WHICH VIEWPOINT IS CORRECT?

### WHERE IT GOES WRONG – A MESS OF VIEWPOINTS

You're early in the process, reviewing an array of potential initiatives, so where should you invest your resources? How can you quickly gain a broad understanding of each initiative's impact on the enterprise?

Where are the risks, what efficiencies should I expect to achieve, and how can I gain an initial understanding of cost that isn't wildly off from the actual price tag?

To do so and to set up your organization for success, you'll need to have a clear understanding of the multiple viewpoints that make up your enterprise. The image below represents standard views that need to be tied together to align business strategy to tangible business outcomes. These views often seem disconnected from one another.



AN EASY AND REPEATABLE APPROACH

Using Business Capability Mapping and Enterprise Architecture, you will gain a sharper picture of those numerous initiatives and their linkage across the various viewpoints.

However, which viewpoint is most important? The answer is all of them. It's not meant to be

a trick question or a bogus answer. The truth is that the entire organization benefits from understanding other people's viewpoints. Doing so should be smooth and repeatable.

To help you visualize this, let's start with the Business Capability Map and then associate the most typical viewpoints to them.

COMMON VIEWPOINTS

• STRATEGIC ALIGNMENT	• APPLICATIONS
• LINE OF BUSINESS	• TECHNOLOGIES
• GEOGRAPHY (LOCATION MAPPING)	• DEPLOYMENT (ON-PREMISE, CLOUDE, SAAS, HYBRID
• PRODUCT AND SERVICE OFFERINGS	• TECHNICAL RISK
• ESTIMATED INVESTMENT COST	• SECURITY RISK

COMMON VIEWPOINTS, FIGURE 2

To keep this article reasonably short, I've provided a generic Business Capability Map (figure 3) that has been shortened to fit this layout. However, in figures 4 through 6, I've included three associated viewpoints related to the Sales set of capabilities.

- **Capability Map** (abbreviated), figure 3
- **Marketing & Sales Capability Map** (Level 2), figure 4

- **Sales Capabilities** – Applications and Deployment viewpoints (On-Premise, Cloud, SaaS, Hybrid), figure 5
- **Geographic (location)** viewpoint, figure 6

With that said, all ten viewpoints listed above can be mapped and understood by everyone in your organization.

STANDARD CAPABILITY MAP (ABBREVIATED)

In this map, the top tier is your organizations highest level capabilities (level 0).  
The level 1 capabilities are in brown.

PRODUCTION MANAGEMENT	PRODUCT AND SERVICE DEVELOPMENT	MARKETING AND SALES	STRATEGIC BUSINESS DEVELOPMENT	CUSTOMER SERVICE MANAGEMENT	BUSINESS SUPPORT	CUSTOMER RELATIONSHIP MANAGEMENT
PRODUCTION PLANNING	NEW PRODUCT INTRODUCTION	MARKETING MANAGEMENT	BUSINESS STRATEGY	CUSTOMER EXPERIENCE	FINANCE & CONTROLLING	ORDER MANAGEMENT
PLANT MANAGEMENT	NEW SERVICE INTRODUCTION	SALES MANAGEMENT	BUSINESS INNOVATION	CUSTOMER SUPPORT	HUMAN RESOURCE MANAGEMENT	CONTACT MANAGEMENT
QUALITY MANAGEMENT	NPI & NSI ANALYTICS	MARKETING AND SALES ANALYTICS	SCENERIO ANALYSIS	CUSTOMER ANALYTICS	INFORMATION TECHNOLOGY	CLAIMS MANAGEMENT
PRODUCTION EXECUTION	END OF LIFE PLANNING		BUSINESS CULTURE		FACILITY MANAGEMENT	CONTRACT MANAGEMENT

ABBREVIATED CAPABILITY MODEL – LEVEL 0  
AND 1, FIGURE 3

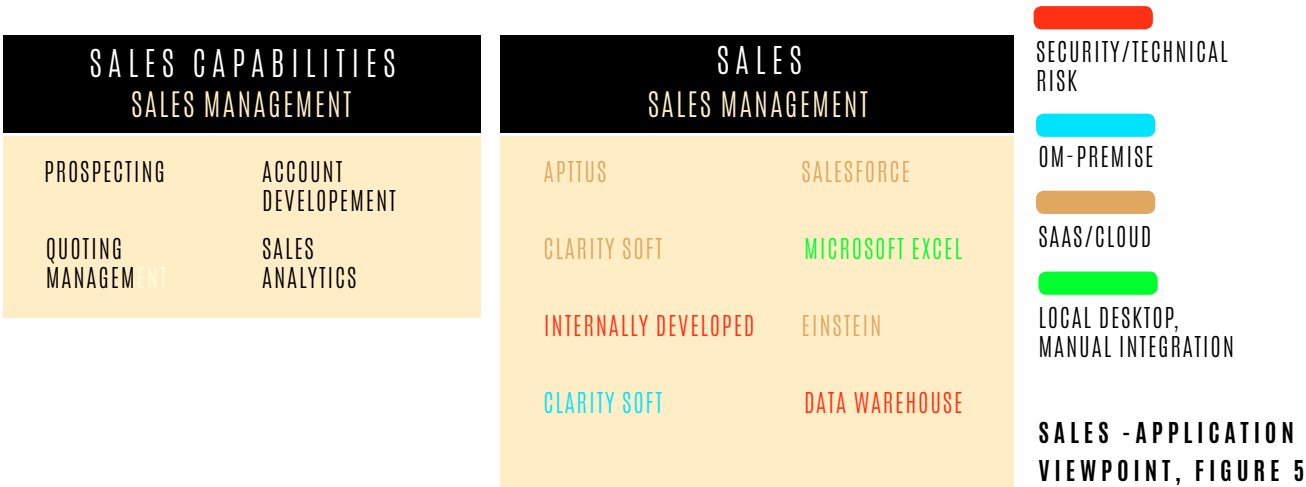
MARKETING		SALES	
MARKETING MANAGEMENT		SALES MANAGEMENT	
MARKETING STRATEGY	CAMPAIGN MANAGEMENT	PROSPECTING	ACCOUNT DEVELOPEMENT
BRAND MANAGEMENT	MARKETING ANALYTICS	QUOTING MANAGEMENT	SALES ANALYTICS

MARKETING AND SALES  
(LEVEL 2), FIGURE 4

## APPLICATION VIEWPOINT

As we apply additional viewpoints, the picture becomes more evident. The four Sales capabilities are enterprise wide. Every line of business and every product or service offering uses them. However, to do so, the company uses eight different applications.

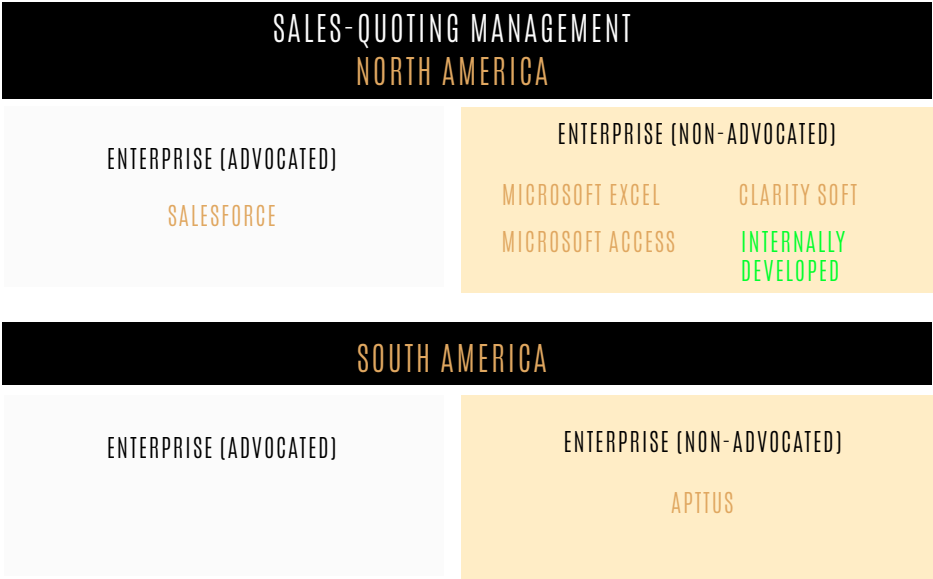
With those applications deployed, On-Premise, Cloud, and SaaS with inconsistent data integrations. Two of the applications have Security and Technical debt associated with them.



## GEOGRAPHIC VIEWPOINT

In the Geographic viewpoint, we see that the applications used in Sales Quoting Management vary. Variance in geographies or regions often happen due to merger and acquisition activity and can reflect complexities on a national and international scale.

GEOGRAPHIES, REGIONS WITH APPLICATIONS – FIGURE 6





## WRAPPING IT UP

In figures 4 through 6, I mapped a standard set of Sales Capabilities, mapped them to 3 different viewpoints. Those viewpoints showed us that while the Sales capabilities are standard across the enterprise, the organization fulfills those capabilities through:

1. Eight applications (some of which overlap and are redundant)
2. A deployment model of both on premise (in a company-owned data center) and in three different Cloud SaaS environments
3. Applications that have both Security and Technical risk (debt)
4. Differing geographical usage

## BENEFITS AND FINAL THOUGHTS AND BENEFITS

We live in a world full of disruption and competition. Early identification and connection of these viewpoints are critical to making the correct investments and realizing your goals. Through this approach and diligence, you can have all these viewpoints at your disposal and in real time.

