

**white paper**

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**Corporate Infrastructure:  
Strategic Visioning Methodology**

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*by Leo Sayavedra, Kevin Kendall & Peter Feret  
Luminant Worldwide Corp.*

**L U M I N A N T**  
WORLDWIDE

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# I. Introduction

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Luminant Worldwide Corp. functions under a simple definition of success - bring enabling technologies into precise alignment with the client's business objectives. Align the technology with the need, the schedule and the budget.

We bring this approach to bear on specific business problems through industry recognized leaders in their respective market segments. Senior consultants, process analysts, technology implementation specialists and industry leaders focus Luminant's full complement of skills on the client's specific needs. Luminant uses best of class resources and methodologies to focus on the project at hand, in order to understand the client needs, and to provide the strategies, solutions, recommendations and services that will maximize performance and value.

Within Luminant, solution teams exist to provide specialized skills and knowledge to support specific business issues. The Corporate Infrastructure (CI) Solution team focuses on processes and technologies that introduce productivity into company-wide support functions and inter-departmental communications – enabled through digital channels utilizing the web.

## II. Strategic Services

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There are two levels of strategy development employed by Luminant for technology engagement – Strategic Visioning and Deployment Strategy. A strategic business vision differs from a deployment strategy by the focus of the analysis and the granularity of the detail. The two levels of strategy development are:

- Strategic Vision Consulting services define business objectives and challenges. The key to the ultimate successful implementation of a technology solution is to understand the three critical components – people, process and technology – that make up any successful organization. A Strategic Vision documents business drivers, process issues and the surrounding technological structure that brings these three components into alignment. The Vision provides a focused understanding of what must be accomplished, its feasibility and the specific recommendations to successfully achieve a desired business goal.
- Deployment Strategy services provides a detailed workplan for the implementation steps necessary to achieve a Vision goal. This service builds on the Vision focus by detailing the actual technical requirements needed for product selection, training and process realignment.

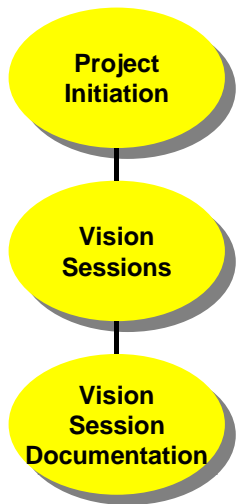
The purpose of this document is to define how Luminant employs the consulting process to develop a Strategic Electronic Business (e-Business) Vision.

### Goals of Strategic Visioning

Through interactive work sessions and compelling analysis, a strategic visioning assignment focuses on all six of Luminant's guiding principles:

- Focus – Identify and focus on key business drivers. To successfully deploy an appropriate technology solution, Luminant must understand the change you want to bring about in your organization.
- Perspective – Every actionable business driver involves people, process, technology – and the communications between them. We utilize our experience to create a unique perspective for solving your business problem.
- Vision – We begin every assignment by looking ahead to the successful conclusion. We consider what must be accomplished as well as how it should be done.
- Balance – There is always a natural tension between an organization's vision and the available resources required to accomplish it - time, skill and budgets. We understand the reality of these limitations and work with you to develop an attainable vision given the resources available to accomplish your goal.
- Alignment – We work with you to set common expectations about project deliverables, roles, responsibilities, timeframes and methods, to assure the developed strategy meets your objectives.
- Promise – We employ our proven methodology to meet or exceed your expectations.

Phase 1 - Identify the Vision Statement



## Our Approach

Luminant's Strategic Visioning methodology is a highly interactive process designed to develop a "snapshot" of current infrastructure processes and operational issues. This methodology, which looks at both operations and technology issues, is organized into four phases.

Phase 1 – Define the Strategic Visioning Objectives

To accomplish a focused Strategic Vision, there must be a targeted goal for the assignment. In concert with the client, we identify unifying the project goals, which will ensure consistency and structure from the onset.

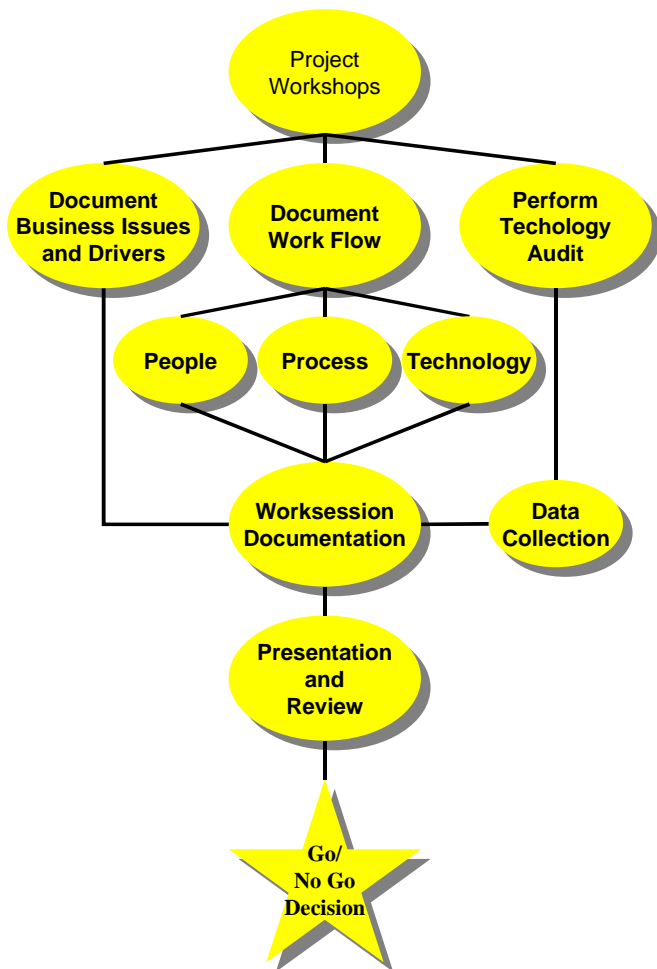
In the initial stages, Luminant strategists facilitate work sessions with key management personnel. The goal is to document issues, goals, identify prioritization criteria and business opportunities that should be addressed in the assignment.

In the total visioning process, we prioritize all the objectives, from general to specific, to develop a logical roadmap for addressing the issues. At this point the objective is to chart out a "program" - a long-term course or direction, not to define a single "project" that begins and ends.

Phase 2 – Establish the Current State

The purpose of the Current State Analysis is to produce a clear and concise statement of the business challenge at hand. Validation of the corporate strategy is necessary because any business solution proposed must have a clear connection to supporting the overall strategy and tactics of the corporation.

Phase 2 - Establish the Current State



## Document Business Issues and Drivers

Corporations must be proactive in order to anticipate market forces. These forces are the business drivers that establish the boundaries of the current state and directly impact the strategic vision. Luminant implements a series of executive and senior management interviews to explore the issues. We also identify the supporting business infrastructure, specifically in the areas of technology (IT), people (HR) and space (RE/FM).

## Document Work Flow

Luminant continues the documentation by assessing which processes respond to the business drivers. The evaluation includes process reviews with key asset delivery personnel within the company's organization. This evaluation may effect the following business process parameters:

### Participants

- Information Users – Who is making requests/offers of the corporate infrastructure group?
- Requests – What type of requests are being made?
- Information Suppliers – Who actually performs work?
- 3rd Party observers– Who are the non-participants in the business process that need information, reports and/or real-time status knowledge?

### Process

- Global (Business Process) Data – What internal and external data elements and sources create the solution database?
- Procedural tasks – Steps and activities performed to accomplish the work procedure, including routing, negotiations, and decision points.

### Technology

- Systems Interfaced/Utilized – How is the process supported or hindered by existing technology? What global data is required by the process in order to accomplish the task? For the performers to accomplish their work, what “systems” are required to perform the work in an efficient and professional manner?

## Document Existing Technology

In order to develop a strategic vision that addresses future technology utilization, Luminant must first understand the current digital infrastructure. This Technology Audit identifies legacy data systems, high-risk failure points, new and proposed technology initiatives and potential opportunities for re-use and/or up-grades. This is required in order to assess gaps and model future solution sets.

## Document & Client Approval of Current State Model

Luminant documents the Current State findings and presents it for client approval before proceeding. This documentation provides a summary of the business opportunity, the drivers that influence them, the critical assets – people, work environment and technology - that will be affected by new digital tools and processes that must ultimately be supported. Once this information is assimilated, the client has the opportunity to determine if there is value in proceeding to the next phase.

Phase 3 – Develop a High-Level Desired (Future) State Model

In Phase 3, the focus turns to detailed analysis and organization of management issues, into logical services and solutions. The goal is to define a Desired (future) State. This assessment includes:

## Define the Corporate Infrastructure Initiatives

This section summarizes the company's vision, corporate strategy and identifies where new technology may be appropriate. The purpose of this task is to identify potential solution concepts that best address the business drivers and the vision objectives set in Phase 1.

## Business Process Analysis

Detailed analysis is conducted for each identified initiative to determine if it will positively impact the company objectives.

From this analysis, business tactics are identified. Tactics refer to the manner in which the company implements its strategy. Although there are many tactics associated with a corporate business plan, this section is limited in scope to only those that directly involve the business issues that center on the specific engagements vision initiatives.

## Technology Solution Planning

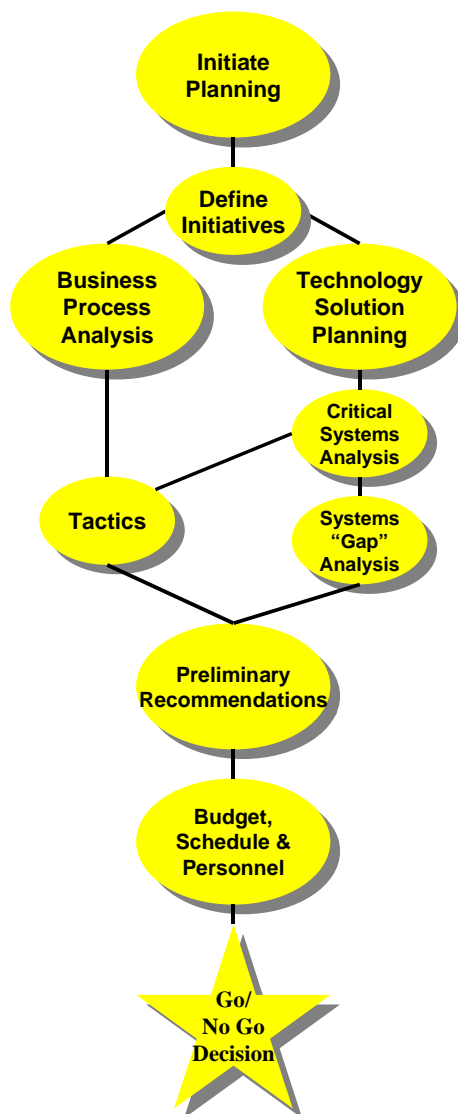
Based upon the Current State technology analysis and the desired future state solution, Luminant develops a Technology Solution Plan, which defines the critical components of: Point Solutions - technology focused on collecting, collating, and disseminating critical, but specialized information for specific tactical services.

- Integration – technology that creates a universal space for information sharing and collaboration. It combines the various point solutions so they can act as one.
- Process Automation - technology that helps leverage expertise by allowing you to build best-of-class, information-rich business processes.
- Web Portal - technology that enables a one-stop digital interface to tie the whole enterprise together.

Once the critical systems are identified, a Gap Analysis is performed to compare the desired future state to the current state. This comparison includes an assessment of possible solutions. From this analysis, Luminant then identifies the types of technology that would best “fills the void.” These findings clearly identify budgetary, resource or functional hurdles to overcome as a basis for Preliminary Recommendations.

To address the gaps, Luminant may identify potential candidate systems for consideration

Phase 3 - Strategy Development: Desired State



in a later Deployment Strategy Phase. In this Visioning activity, these potential candidate systems are not evaluated in depth, but rather identified as a way to begin the process of running products through the evaluation funnel.

## Presentation of Preliminary Recommendations

Once the Business Processes and Technology issues have been formulated and modeled against the selected initiatives, preliminary recommendations are presented to the client for review and consideration. This review is structured to ensure there is alignment between expectations and the technology initiatives.

Luminant then develops preliminary estimates for future phase budgets, schedules and personnel issues that impact deployment of a new solution.

### Step 4 – Formulating a Solution Roadmap

Luminant develops and presents its findings, and makes recommendations on the best course of action for implementing the desired state solution in a timely and cost-effective manner. This includes the following:

## Summary of Findings

This section summarizes Luminant's understanding and approach. The summary of findings outlines various issues and assumptions that influence our recommendations.

## Recommendations

Recommendations that have a high degree of potential success and sustainability are presented. Our business recommendations provide options and a roadmap for achieving the stated Vision. The roadmap provides directional and graphical representation, supporting data, and includes a soft timeline to help the client understand time requirements. Recommendations may take the form of a specific technological solution, phased development, staged implementation or instructions to meet prerequisites for moving forward.

Each recommendation typically includes the following:

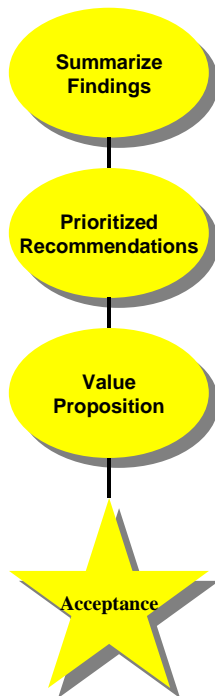
- Approach
- Strengths and Weaknesses
- Steps, Stages or Phases
- Transitional Requirements
- Resource Requirements (tools, time, people, budget)
- Critical Success Factors

## Value Proposition - Cost/Benefits

Luminant presents a summary of the specific tangible and intangible productivity and cost savings that will accrue as a result of implementing each proposed recommendation. The purpose is to answer the following questions:

- How much are these recommendations going to cost?
- How long are they going to take to implement?
- What will be the expected return on the investment?
- What is the methodology for determining the return?
- What are the assumptions?

Phase 4 - Formulating a Solution Roadmap



## Conclusion

Luminant offers this Strategic Visioning service to address the interdepartmental communications and technology deployment issues associated with creating unified infrastructure management. Our philosophy of business is based on a product-independent consulting model that focuses on the client's needs, budget and schedule restrictions, as well as the success factors by which any ultimate solution decisions will be measured. Luminant approaches every assignment utilizing a proven methodology, focused on providing the right solution to meet the organization's business needs.

As previously stated, the purpose of a Strategy Visioning assignment is to bring enabling technologies into precise alignment with the client's business objectives. The goal is to define an integrated business framework for aligning all aspects of workplace management to increase productivity while simultaneously reducing costs.

## About the Authors

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Leo Sayavedra brings nine years of business consulting and project management experience to Luminant Worldwide Corp. His responsibilities include managing client engagements, preparing detailed budgets, creating and implementing project plans, developing proposals, making client presentations and drafting project scopes. He has managed consulting projects in various industries, including system and software development, engineering, construction, telecommunications, manufacturing and transportation. Prior to joining Luminant, Mr. Sayavedra served as Director of Business Development for S&B Infrastructure, Ltd., and was a policy analyst in the Office of the Secretary for the US Commerce Department in Washington, DC. Mr. Sayavedra holds an MBA from Georgetown University in Washington, DC and a BBA in Mechanical Engineering/International Finance from the University of Texas at Austin.

Kevin Kendall is a Team Leader for Luminant's Corporate Infrastructure solution practice. With more than six years of information technology experience, he lends expertise in the area of web application development through solution planning, strategic visioning, process modeling and tiered development team planning. Mr. Kendall has industry solution experience in Energy, Utilities and Telecommunications. Mr. Kendall graduated from the University of Houston and holds a Bachelor of Arts degree in Economics and Industrial Organization

Peter Feret provides Luminant's Corporate Infrastructure group with creative evaluations for standards and business process workflow, paired with a current knowledge of trends and best practices within the industry. He brings more than four years of experience in the areas of project implementation, system integration and support of graphic information technology. Prior to joining Luminant Worldwide Corp., he served as a project manager, creating standards methodology and providing data mining, population and analysis for large-scale integrated mapping systems. Mr. Feret holds a Bachelors in Landscape Architecture from Virginia Polytechnic Institute and State University.

## About Luminant Worldwide Corp.

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Luminant Worldwide Corporation is a leading provider of Internet and electronic commerce professional services to Fortune 1000 companies and Internet-based companies. The company focuses on enabling businesses to develop and expand Internet and electronic commerce business models. Through its integrated practice areas, Luminant specializes in providing strategy consulting, creative solutions, technology solutions and value-added services for more than 100 clients in a diverse range of industries.

Based in Dallas, TX, Luminant has principal locations in Houston, TX, Larchmont, NY, New York, NY, Reston, VA, Atlanta, GA, San Francisco, CA and Seattle, WA. The company's 720 employees are located in 17 states throughout the US. These former companies were acquired by Luminant in 1999: Align Solutions Corp., Brand Dialogue New York, Free Range Media, Inc., Integrated Consulting, Inc. (known as i.con interactive), InterActive8 Inc., Multimedia Resources, LLC, Potomac Partners Management Consulting, LLC and RSI Group, Inc.

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520 Post Oak Blvd., Suite 400  
Houston, Texas 77027-9405  
713.479.7100 • fax 713.479.7101  
solutions@alignsc.com  
<http://www.luminant.com>