

# Critical factors for strategic business improvement success



**Maintenance, Engineering Services  
and Technology Management  
Conference  
2 June 2010**

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# Business improvement versus bridges



# Engineers do NOT design bridges to stand up





**Engineers design bridges NOT to fall down**



# Vision



Angus Struan Robertson



# Experiencing failure



# What is strategy?





# Strategy



- Doing the right things



Professor Malcolm McDonald



# Tactics



- Doing things right



Professor Malcolm McDonald

# Strategy versus tactics



Tactics – Doing things right →



Strategy – Doing the right things →



# Strategy versus tactics



Tactics – Doing things right →


	 <p>Thrive</p>

Strategy – Doing the right things →

# Strategy versus tactics



Tactics – Doing things right →

Strategy – Doing the right things →



# Strategy versus tactics



Tactics – Doing things right →



Strategy – Doing the right things →

# Strategy versus tactics



Tactics – Doing things right →



Strategy – Doing the right things →



# Strategy versus tactics



Tactics – Doing things right →



Strategy – Doing the right things →

# What is strategy?



- The essence of why an organization exists and how it thrives





# Infrastructure maintenance

## An industry in crisis

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1. Roads R75 billion
2. Water supply, massive drought driven shortage looming
3. Electricity – supply failures again ...?
4. Sewerage filled rivers
5. Electricity reticulation quietly decaying
6. etc

# Maintain or ...?



# Accountability for maintenance



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**Governance = Care!** Mervyn King

**Board is responsible for technology maintenance**



## Question



**Does maintenance or technology management failure constitute a threat to your business today?**

**There is a need for a new approach**





# What is NOT an engineering approach?







**“Restore the integrity of the number plate to fulfil its true functions which are the vehicle’s ID book and a law enforcement tool.”**



NEWS FRIDAY JUN

## Mixed messages on new vehi

BY BALDWIN NDABA

Gauteng’s roads MEC has come out in defence of his decision to change Gauteng vehicle number plates, a move said to make speed-trapping easier.

Motorists will have to pay for new plates, starting from January.

Ignatius Jacobs came under attack from the Democratic Alliance when he declared his intention during the presentation of his budget in the Gauteng Legislature on Tuesday.

James Swart, the DA spokesperson on transport, said the system, which Jacobs admitted

was not subject to wide consultation, was likely to become another eNatis nightmare.

Reacting to the accusations, Jacobs said: “The aim of the new intelligent number plate is to provide Gauteng with a variety of applications, to increase efficiency and effectiveness in all areas of operation, and effective law enforcement.”

Detailing what he classified as advantages, the new system would:

- Use a high integrity elec-

tronic tag to control the number plate distribution channel to combat the indiscriminate manufacture of both compliant and non-compliant plates (each plate will be unique).

- Restore the integrity of the number plate to fulfil its true functions, which are the vehicle’s ID book and a law enforcement tool.

- Prevent deviation from the set national standards.

- Prevent vehicle crime such as theft, vehicle cloning and the

false issuing of all types of vehicle documents.

- Ensure effective use of plates to spot non-compliant vehicle without inconveniencing compliant vehicles.

- Prevent the issuing of false plates and licence discs to export stolen vehicles, a major challenge for law enforcement agencies.

- Prevent the use of false plates to disguise vehicles used in crimes.

- Prevent the duplication





# Is technology moving so fast you cannot keep up?



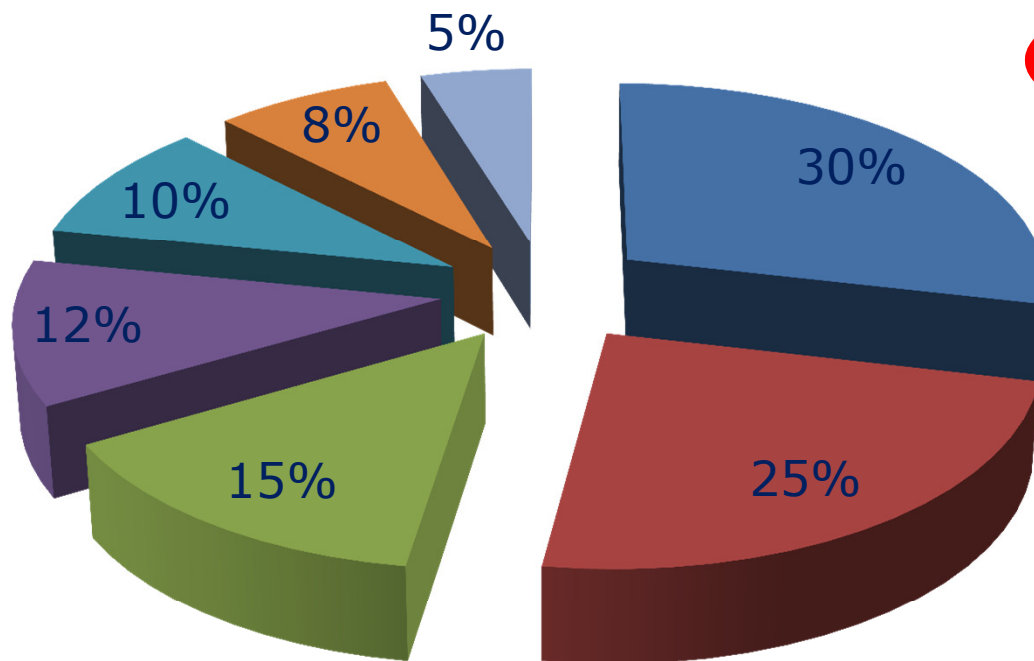
# Question



**Why do technology maintenance and management investments fail?**



# Factors causing IT failure



1. IT Mythology -- 30%

2. Lack of executive custody -- 25%

3. Poor strategic alignment - 15%

4. Lack of an engineering approach -- 12%

5. Poor data engineering -- 10%

6. People issues -- 8%

7. Technology issues -- 5%

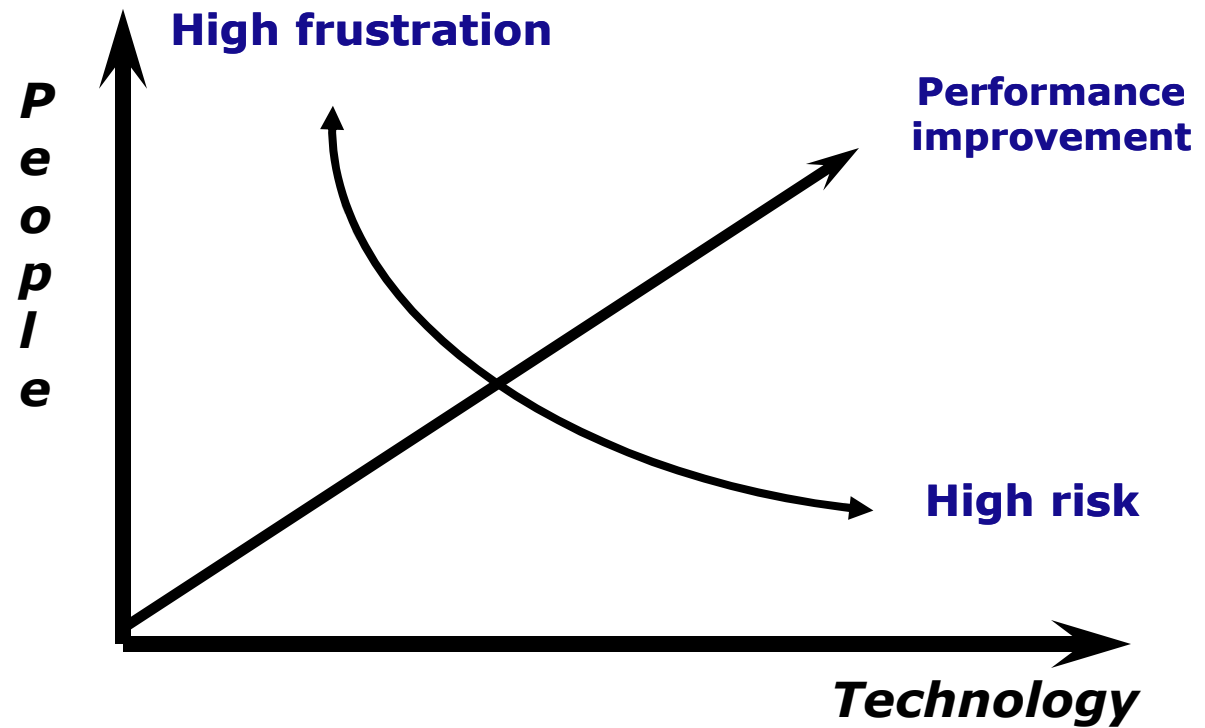
**The value of technology is determined by the person using the technology**



# People and technology alignment



**Empowerment**  
**Commitment**  
**Ownership**  
**Experience**  
**Knowledge**  
**Participation**  
**Consultation**  
**Information**



**Methods**  
**Strategic objectives**  
**Systems**  
**Structures and processes**

After Dr Fritz Hölscher

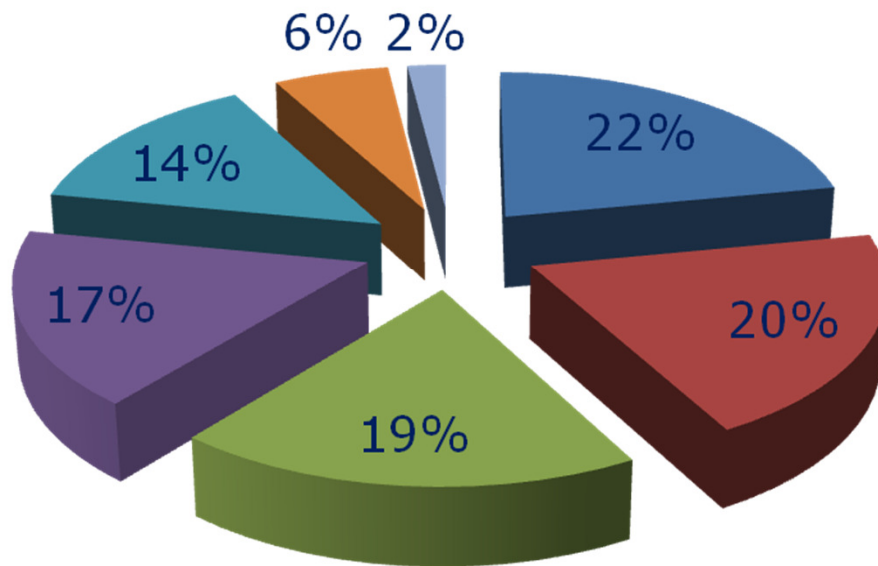


# Question



**How to fix deficient maintenance and technology management initiatives?**

# Factors for ERP reimplementation success



- 1. Executive custody, strategic solution architect, accountability -- 22%
- **2. Effective change facilitation -- 20%**
- 3. Strategic architecture, alignment, etc -- 19%
- 4. Data engineering and configuration -- 17%
- 5. Engineering approach, design against failure, precision, etc -- 14%
- 6. Business integration, training, processes, CBT -- 6%
- 7. Technology - 2%

# Leadership



1. Executive custody is critical

-- **50% leadership**



# Strategic alignment



Essence of why the business exists and how it thrives



**Tactics -- things right**



**Strategy -- doing the right things**



# Call to action



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What is your single most important insight from this presentation?

What is the single most practical action that you can take tomorrow to apply I.T. more effectively?

**If you do not act within 48 hours you probably never will – act TODAY! 😊**



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**Design maintenance solutions like bridges ...  
Not to fall down and to last**





# Acknowledgements



Clients, associates, staff

Father and mother, Angus and Thelma

Children Alexandra and Struan

Fiona and Ingrid



*Psalm 136:5 "To Him who by wisdom made the heavens, for His mercy endures forever;"*



# Questions?



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***Finding the missing pieces of your I.T. and strategy puzzles***

