



## The Importance of Structure

### Proposal for an Oracle Sponsored White Paper Objectives, deliverables, and milestones

In emerging markets shaped by an increasingly rapid circulation of products, people and ideas, seeing is believing. Managers working in these markets are increasingly forced to make value judgments based not on the value of their face to face contacts, but on virtual relationships shaped by the quality of the data on hand. Management decision making is seriously handicapped today by both the increasing proliferation of data and the need to make sense of information trapped in customer facing applications, social media and data stores. This white paper on “The Importance of Structure” explores how business decision makers can put the digital economy to work for them to the increase their visibility of the future of their organizations and their markets.

#### The Business Challenges

The notion of the Digital Economy suggests that over time organizational production and management processes have been increasingly intermediated by information technology. As a result, most businesses today rely on electronic data as a support for a large part of their core activities and tasks. This trend has led to a reliance on a wide range of information technologies that have proven to be both a blessing and a challenge for management.

- With ever increasingly amounts of data at their disposal, how do managers filter and focus on what’s essential for their business?
- Given that only five percent of the data currently available is “structured”, how can managers use information technology to make sense of customer data?
- When managers focus on the numbers more than on people, how does management insure trust, authentication and transparency?
- Finally, in economies underpinned by global best practices, how can managers make a difference?

#### Synopsis

In exploring these questions this Oracle sponsored white paper is designed to enhance C level executives’ awareness of the implications of the digital economy of business performance. The “Importance of Structure” proposes a micro-economic perspective of the digital economy in emerging markets. The study focuses on the business decision maker’s interactions with their financial and regulatory stakeholders. Interviews with business decision makers, industry surveys and field research throughout Europe will provide the content for analysis. The use of narrative management, in the form of six case studies, will be integrated into the work to highlight the importance of context and experience in leveraging data both today and in the foreseeable future. More than a simple descriptive portrait of the digital economy, the white paper will propose





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pertinent elements of an action plan to help C level executives enhance the quality of the data at their disposal.

#### Messaging

Designed to provoke discussion and debate, the paper will be aligned with a number of messages at the heart of the sponsor's current marketing platform. The digital intermediation of business today has created electronic footprints not only of past corporate performance but of consumer and managerial intentions. Managerial decisions in today's markets are increasingly taken using data rather than in reaction to the events themselves. Organizations are similarly evaluated by their stakeholders by the quality of the data at hand rather than organizational potential or vision. The ever increasingly amount of non-structured data at management's disposal presents a real challenge in filtering out and acting upon what is important for their business and their customers.

#### Milestones

The mission, as described in the current proposal, will begin on May 15th, 2010 and end on January, 2011.

Milestones will be set to assure the regular progression of both the study and the future partnership. Key milestones include:

- The constitution of a project team for beginning of May 2010.
- The validation of the objectives and scope of the research agenda for the 15th of May 2010;
- The validation of a 2.0 strategy for the production and dissemination of the results for the 30th of May 2010.
- The presentation of the preliminary results for mid September 2010;
- The presentation of the white paper in November 2010;
- Facilitation of either an internal or pre-sales conference on the principal projects results for December 2010.

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