

## **Thom Kearney**

### **Book Chapter from:**

# **Coherency Management**

Architecting the Enterprise for  
Alignment, Agility and Assurance

Edited by: Gary Doucet, John Götze, Pallab  
Saha, and Scott Bernard

**ISBN 9781438996073**

<http://coherencymanagement.org/>

[Also available at Amazon.com](http://Amazon.com)

#### **Abstract:**

With submissions from over 30 authors and co-authors, the book reinforces the idea that EA is being practiced in an ever-increasing variety of circumstances – from the tactical to the strategic, from the technical to the political, and with governance that ranges from sell to tell. The characteristics, usages, value statements, frameworks, rules, tools and countless other attributes of EA seem to be anything but orderly, definable, classifiable, and understandable as might be hoped given heritage of EA and the famous framework and seminal article on the subject by John Zachman over two decades ago. Notably, EA is viewed as an Enterprise Design and Management approach, adopted to build better enterprises, rather than a IT Design and Management approach limited to build better systems.

*Chapter 18*

MARKETING  
COMMUNICATIONS FOR  
COHERENCY MANAGEMENT

**Thom Kearney**

**Editors' Preface**

*The following chapter delivers a key message for all EA Practitioners around the world. It is quite often said that a critical success factor for Enterprise Architecture is a Communications Plan. This is only part of the solution. In these days of competing sound bites and information overload it is absolutely essential to also consider marketing.*

*In this chapter Thom Kearney introduces us to the key aspects of marketing and follows up with an applied true example.*

# Introduction

Marketing and communications are key enablers for the practice of Enterprise Architecture and for helping an organization progress towards maturity in Coherency Management. To mature, an organization must change and this chapter provides a concise overview of some marketing concepts and techniques that have proven effective in promoting change within organizations.

## Key concepts

Marketing communications is a fairly broad topic that draws on the body of knowledge around business, social sciences, education, physiology, learning theory and social behavior. It is informed by research into social and consumer behavior and it is practiced in one form or another by companies, non-profits and political organizations around the world.

This section explores five key ideas from the rich body of knowledge that has developed around marketing and communications over the last century, namely:

- Marketing is about meeting needs
- Personal selling is about meeting needs
- The communications model
- The change process
- AIDA – Attention, Interest, Desire and Action

## Marketing is about meeting needs

Marketing is a term that is widely used with an almost infinite number of interpretations. Some see it as the root of all evil, being responsible for promoting an unsustainable consumer state and destroying our planet. There is no doubt that marketing techniques can be used to influence behavior and accelerate change. Whether that change is a positive or negative thing, depends on the goals of the marketer. For the purposes of this discussion the marketing concept is defined as:

*"Meeting the needs of a target group in a way that also meets the objectives of the organization."*

Many people view marketing as the process of selling stuff. The concept of personal selling is often an important part of a broader marketing mix. In fact, in situations when the idea to be sold is complex or the target audience is relatively small, it can be the dominant element. Given that many Coherency Management programs involve both a complex message and a relatively small audience, Personal Selling is discussed next.

### **Personal Selling is about meeting needs**

Personal selling is the use of interpersonal communications skills to persuade an individual to take a particular action. In commercial applications this usually means an exchange of money for a product or service. Within organizations it is used to sell an idea or project where the objective is to get commitment from others to behave in a particular way. For instance, using a consistent approach to defining Enterprise Architecture artifacts.

One of the more powerful methods for selling an idea or product is that of Need Satisfaction Selling. Basically the idea is to show how your proposition satisfies a need that the prospect is both aware of and cares about. Need Satisfaction Selling is a discipline unto itself that can be explored in detail on the internet or through professional development courses.

The idea of Relationship Selling extends the basic concept of needs-satisfaction over time and is focused on building trust between individuals and organizations.

### **Objections are good**

When a client offers an objection to your proposition it is an opportunity to learn more about their needs. Objections and the motives for those objections should be well understood before they are addressed.

Note: objections should not always be seen as logical arguments to be aggressively attacked as this can frequently weaken the relationship. Take the time to thoroughly understand the objection prior to responding. And when you do respond be certain to respect the other party's point of view.

## **Listening is more important than talking**

Personal Selling requires interpersonal communications. Listening skills are an essential part of successful relationships and are frequently one of the biggest opportunities for improvement in an organization. An internet search will reveal hundreds of sources for information. Some of the more pertinent ideas for improving listening skills are:

- **Listen for ideas and central themes.** Don't get lost in details or delivery errors. Be careful not to jump to conclusions. Get the whole message before responding.
- **Assume the position.** Just like speaking, your body language counts when listening. Look at the speaker, assume an active posture, take notes, nod occasionally, encourage the speaker to continue.
- **Beware of emotion.** Certain words, phrases or non-verbal cues can set us up for an emotional response. Be aware of this in yourself and work to confirm your understanding rather than reacting emotionally.
- **Use your brain.** Our brains can process information much faster than we can speak. This excess capacity can lead to distractions and get you thinking about something other than what is being said. Use the moments between words to try and put yourself in the other's shoes, to understand their perspective and where they are coming from.
- **Respond appropriately.** Jumping in with a counter argument is not listening. You should be trying to understand the other party's point of view so you can ultimately appeal to their needs. Be candid and open in your response. Be sure to clarify with paraphrasing and ask questions that encourage the speaker to continue. Always respect the other party.
- **Listening is hard work.** Active listening takes effort and concentration. You have to block out distractions, process many potential meanings for each word, make comparisons to your own experience and try and determine what the speaker is really saying.

## The communications model

With so much riding on the ability to effectively communicate, it is important to have a good understanding of what is going on. The diagram below illustrates a simplified view of the process between two parties:

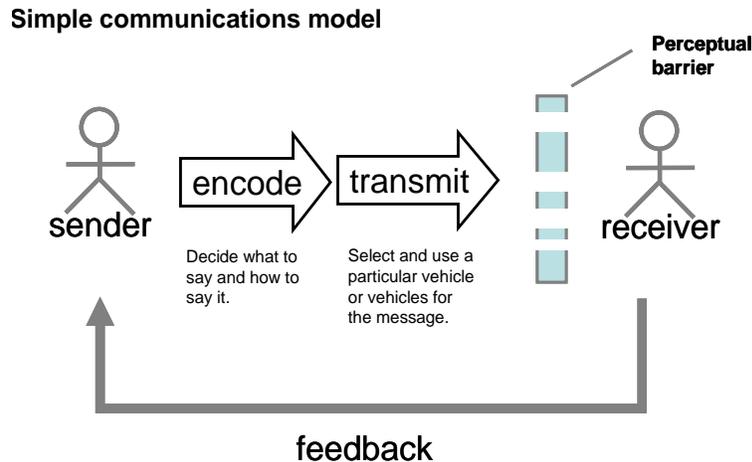


Figure 1. The communications model

The process starts with the Sender who has to decide what to say and then how to say it. Effective messages are simple, meaningful and credible. Sometimes how you decide to say something is as important as what you decide to say. Crafting the right message depends on understanding the receiver and is more art than science.

The second thing the Sender does is decide how to deliver the message. This might be a phone call, email, presentation or corporate newsletter. The way the message is transmitted carries meaning as does the non-verbal elements of a conversation. In fact some studies have shown that non-verbal elements can carry more meaning in a conversation than the words.

The perceptual barrier is a self-defense mechanism. The average North American is bombarded by hundreds if not thousands of demands for their attention every day. We automatically block most of these. The openings in the barrier are dynamic and represent the

individual interests of the receiver at a point in time. For instance, an executive may be far more receptive to a message about achieving alignment if they have recently attempted to integrate a process from another division only to discover that the documentation used an entirely different standard.

To complicate matters, we tend to interpret messages in a way that is consistent with our existing beliefs. For example, some people believe that change is good, while many find any change at all threatening. The glass is half full or half empty is another example of a predisposition that affects perception and understanding. If a prospect believes that Enterprise Architecture is an academic process with little practical value, you have an additional challenge.

The feedback loop is the same process in reverse. Listening to feedback is the only way you can determine if the message has been understood.

### **Implications of the communications model**

- The effectiveness of the message (encode), depends on how well it relates to the receiver's interests. So when you develop your messages, focus on things that the audience cares about – not what you think is important.
- The effectiveness of the vehicle used, (transmit) depends upon its ability to reach the receiver. Choose vehicles that the sender is likely to consider credible and will be exposed to.
- Together the vehicle and the message must get through the receiver's filters before it can even be processed much less understood.
- Communication is an iterative, two-way process. The steps may have to be repeated, feedback listened to, and the message modified many times before understanding takes place.

# The adoption of change process

The success of Coherency Management and Enterprise Architecture depends upon the organization (people) modifying the way that they currently operate. It may be a big change or a small change, but the process is likely to follow a similar pattern.

Most individuals will go through these steps on the way to adopting a change.



**Figure 2. The adoption of change process**

This cycle repeats itself to varying degrees every time an individual makes a change in their behavior. Sometimes the process takes weeks or months, other times it takes seconds, e.g. an impulse purchase of some gum versus quitting smoking. For a large organization to change many individuals need to change and that can take years or decades.

It is important to recognize that for most things, a single communication event will not be enough to move someone through the complete cycle. This means that you need to plan for a series of communication encounters designed to progressively move your prospect through the stages of adoption over time.

## **AIDA – Attention, Interest, Desire, Action**

The AIDA method has been a staple of advertising for decades and it succinctly encapsulates basic consumer behavior and communications knowledge into a checklist for developing or evaluating communications from the point of view of user behavior. It also fairly closely maps to the change model described earlier. It goes like this:

### **Attention**

Before you can communicate with someone you have to get their attention. We are presented with thousands of requests for our attention. This background clutter of competing messages presents the first challenge. One of the most effective ways of cutting through the clutter is to use contrast. Understand what most of the clutter looks or sounds like and consciously be creative and different. If something does not readily fall into a category that can be easily ignored, our brain kicks it up for further processing, because it might be important.

### **Interest**

Getting attention is one thing, but if the message is not relevant in some way our internal spam filters trash it pretty quick. To receive further consideration a message needs to be relevant to something that the recipient cares about. The underlying need might relate to business, (funding, people, efficiency, effectiveness) or it might be personal (safety, social, esteem, etc) . The point is that the message needs to appeal to a current need the individual is facing and recognizes. To get interest you have to appeal to a need and make a promise that the audience can believe.

### **Desire**

Desire is the motivation to take action. Once an individual is interested in what you have to say they will be looking for proof that the proposition is real and they will want to know what it is they have to do to get the promised benefit.

## **Action**

Astute marketers know that motivation to take action can be fleeting and they strive to make it easy for their customers to purchase their product or service. In the consumer world we see this in the location of retail outlets, one click shopping online, drive through food service and a multitude of other ways. In the business world, a single point of contact, simple tools and well-formed processes play the same role. Making it easy for organizations (people), to take the action you need is essential to close the loop and achieve the support you need.

## **Applying the concepts**

Coherency Management strives to ensure that the different parts of the organization have a logical and consistent relationship to each other. In most organizations this will require some changes to how the parts describe themselves and may even require changes to the parts themselves. In either case this means that individuals will have to buy in to the change and ultimately modify their behavior in some way. Planning for this might follow a process similar to this one:

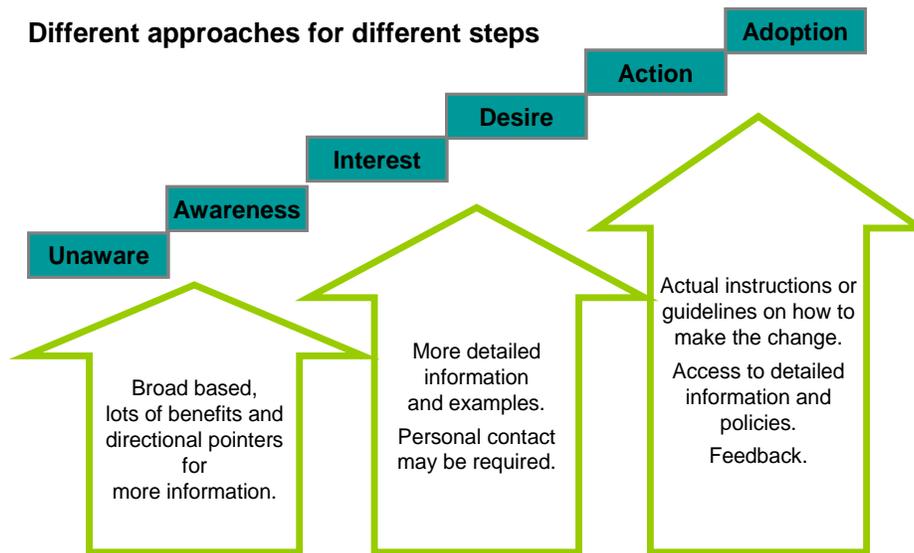
- Define your objectives
- Understand your target groups
- Practice good communications
- Listen and adapt accordingly

## **Define your objectives**

Communication objectives are typically about some change in behavior or attitude. The adoption of change process introduced earlier provides a framework for planning communication objectives. The idea is that if you have a sense of where your audience is on the adoption staircase, you can focus your efforts on moving them to the next stage.

For instance the communications objective might be to move the prospect from unaware to interested, or from interested to action.

Figure 3 shows how related activities might change depending upon the objective.



**Figure 3. Implications of the adoption process**

In the context of coherency, marketing communications is both a lever for enabling the operationalization of the coherency dimensions as well as a tool for accomplishing broad behavioral change objectives.

As a lever, communications can:

- Create awareness of the need for Enterprise Architecture and Coherency
- Promote specific activities and help generate support for work in key focus areas
- Promulgate decisions around key focus areas

In the broader context, communications can:

- Generate awareness of the concept of Coherency Management or of specific components
- Promote the benefits of Coherency Management (stimulate interest)

- Educate targeted groups on specific components and how to take action

## Coherency maturity and communication

Your precise objectives will depend upon the target group and their state of awareness but here are some typical objectives you might consider given the coherency maturity level you are working on developing.

<i>Coherency Management State</i>	<i>Typical objectives</i>
0. Absent (Level 0)	Recognition of the importance and role of coherence Create awareness of the need and value proposition Generate inquiries about what the EA practice can do
1. Introduced	Understanding of the steps required to achieve the value proposition Promote isolated application of CM to encourage adoption elsewhere in the organization
2. Encouraged	Reinforce value perception Promote existing practices Introduce idea of formality
3. Instituted	Broaden the application of Coherency Management Reinforce best practices and procedures
4. Optimized	Communicate results of ongoing assessments Communicate organizational improvements in CM Reinforce the value perception – communicate results achieved
5. Innovating	Reinforce the value perception Promote new processes, activities and mechanisms to be institutionalized Recognize innovation and engage sustained interest in continuous improvement

**Table 1. Coherency maturity and communications objectives**  
Whatever objectives you decide upon it is important to have some idea of how you will measure success. It may be worthwhile to conduct a survey before and after your communications program.

In the case of a small group, this survey can be a short (1-3 questions) poll at the end of a presentation. It is also a good idea to have a structured way to capture anecdotal evidence as you move forward, for example through short testimonials or mini-case studies, (short means that it comfortably fits on a single presentation slide).

## **Understand your target groups**

There is nothing more fundamental than understanding the perspectives of your target audiences. In fact getting through the perceptual barrier illustrated in the Communications Model (Figure 1) depends upon appealing to the interest and needs of the Receiver. Defining the target groups for your communications is essential. This section discusses three essential aspects of this important activity:

- Don't assume your target group cares about the same things as you
- Segment by role and perspective
- The integrated target group reference model

## **Don't assume your target group cares about the same things as you**

It is natural to assume that your target audience shares your knowledge, attitudes or motivation, but chances are they don't. Making the assumption they do, can easily lead to misunderstanding and dissatisfaction on all sides. Step out of yourself and if you can, get feedback from members of the audience on your trial messages before using them.

In almost every communication situation, with the exception of face-to-face conversations, there is more than one relevant segment. Each segment or target group may care about different things; they play different roles in an organization and have needs that reflect those roles.

Defining and reaching those segments with appropriate messages is what marketing communications is all about.

## **Segmenting by role and perspective**

One way to view target segments for Coherency Management might be to identify key target groups; such as Core Enterprise Architects, Implicit Enterprise Architects and the Applied Architects described elsewhere in this book. Only the first two groups can be expected to have any advance knowledge of Enterprise Architecture, and all three groups will likely have different perspectives and needs that reflect their roles.

Another way is to consider the business perspective of the individuals. For instance policy people and business line people are likely to have different views on the relevance and importance of some policy guidelines. To the policy wonk they are everything, to the service delivery people policies may be viewed as unnecessary interference.

## **Segmenting by working level**

Every situation is different and you need to take the time to understand the relevant groups in your organization. One easily identifiable characteristic that can sometimes be useful is that of working level. For example it may be possible to make some generalizations like the following:

- Senior Executives care about management performance indicators, departmental plans and metrics, relationships with other senior executives, government priorities, personal reputation and that of their organization
- Executives care about departmental and branch plans and priorities, personal advancement and reputation
- Managers care about branch and divisional plans and priorities, people management, project support and metrics
- Line managers care about personal achievement, personal advancement and reputation

Segmentation is an exercise in generalization, there will often be exceptions and every organization will be different.

## The integrated target group reference model

Coherency Management demands an understanding of your target groups, so if you have a target group reference model use it, if you don't, then you will need to create one. An effective target segment description might look like the following:

<i>Segment name</i>	
<i>Segment Description:</i>	
Describe the segment using characteristics like: Demographics: age, gender, language, cultural background, Psychographics: opinions, activities, interests Product Usage (user behavior), Working level: senior executive, executives, managers, line, etc, Estimated size and importance, Level of awareness or state in the innovation process Media preference: (what's the best way to reach them) Motivators: why will they act? Other defining characteristics	
<i>What you want from them</i>	<i>What they might want from you</i>
Define your objective for this segment. What is the action you need from them in order to be successful. Remember to be realistic given their likely position in the adoption process.	This is a critical bit; if you can answer this question accurately you will know precisely where to focus your efforts.

**Table 2. Integrated target group reference model**

Having a description like the above for each relevant target group segment will be an extremely useful reference as you move forward in your communications efforts. As you begin to collect feedback, the reference models should be constantly updated.

## Practice good communications

Interpersonal communications, presentation, listening and persuasion are all key skills that should be developed by the Coherency Management marketing team. This section presents some tips to get you started.

- Speak directly
- Keep it simple & bold

- Think visually
- The rule of seven
- The rule of three

### **Speak directly whenever you can**

Peter Drucker, the management sage, once observed that every time a management directive flowed from one person to the next up to 50% of the content of that message was either lost or modified. That means that after a message has been passed through 2—3 layers of a hierarchy there is a pretty good chance the message that is being delivered is not the same as that which was intended. There are two strategies for combating this:

1. Speak directly to your target audience and do not rely on intermediaries and,
2. Keep the message as simple as possible

Speaking directly to your target audience obviously keeps the communications channel simple and reduces the opportunity for error. However that is not always possible so to ensure that the message received is similar to that you intend, the key is keep the message simple.

### **The importance of simplicity**

Enterprise Architecture is a fascinating field with endless levels of detail. However it is important that your message be tailored to the audience in question. Too much detail will result in most audiences dismissing the communication and missing the point.

Your introductory presentations should be high level and focus on simple benefits. You can and should plan for providing escalating levels of detail, but keep the initial message simple and bold. Remember the perceptual barrier will simply block out messages that are seen as irrelevant. Sell the sizzle, not the steak is the old advertising saying. The sizzle is the benefit, or what a particular person might receive of value from your proposition. You must be prepared to support that benefit as you move up the ladder of adop-

tion but it is not usually a good idea to try and tell the whole story at once.

Keep your initial contact short, simple and full of impact if you can. More detailed content can be provided in follow-up presentations or via web sites and white papers, but care should be taken to ensure that the first contact with the subject is at an appropriate level of detail. It is almost always far better to err on the side of simplicity.

Relentlessly pushing mind-numbing detail at a business target audience does not result in a better understanding and enhanced credibility, but rather ends up confusing and frustrating the audience. On the other hand, an over simplified business message may not seem credible or complete to a more scientific audience.

Finding the right level of detail for a given communication is part of the art of communication. Providing an escalation path for increasing detail and depth is a key part of the overall communications plan.

### **Think visual**

Advertisers have long known about the power of pictures. Even when the visual aspect is not available as in radio, good advertising paints a word picture to get the message across. For many people visual metaphors seem to communicate more directly than words alone. Also, visual elements tend to communicate on an emotive level whereas words are sometimes better at conveying the logical message. The point is, words alone are not as powerful as a combination of words and pictures.

### **The rule of seven**

Most people can only hold seven ideas in their head at any one time. One story is that 7 is the average number of people in a human family over the centuries – resulting in a genetic predisposition for the number. Whatever the reason, the evidence is fairly clear that if you ask a person to process too many things at once, nothing will be remembered. Here are some examples of how to apply the rule of seven:

- Limit the number of bullets in a list to less than seven
- Have no more than seven arguments in your sales pitch
- Don't present more than seven architectural concepts at one time

### **The rule of three**

Just like the rule of seven except that the maximum number is reduced to three. This rule applies when the target audience is attention challenged such as is the case with many executives who have to make decisions quickly. If your time is limited and the audience senior the rule of three can often become the rule of one.

#### *Listen and adapt accordingly*

Communication and marketing are complex dynamic processes, and although consistency is important for eventual understanding, blindly repeating the same message over and over is a waste of time if it is not being received or processed. You need to spend some time periodically evaluating the success of your efforts.

Having SMART (Specific, Measurable, Attainable, relevant and Time limited) objectives can really help. It is equally important to have some kind of understanding of the baseline that existed prior to your efforts. For instance what percentage of your audience was aware, interested or have adopted Enterprise Architecture. With that benchmark in hand you can then periodically check to see if numbers are improving.

Coherency Management is generally practiced within an enterprise and it may not be practical to spend large amounts of money on research, however even small scale informal research can help. For example:

- Conduct telephone interviews with key individuals to determine their level of understanding and adoption
- Look for examples of leaders repeating your messages in speeches or in policy documents
- Measure the number of artifacts created that follow a standard

- Ask for, (and listen carefully to) feedback every time you present
- Record what you hear and see against your objectives

Adjust your communications; if at first you don't succeed, try a different approach.

## **Case study: So what's with the duck?**

*Problem: How to communicate the benefits of Enterprise Architecture*

In the summer of 2007 the Enterprise Architecture and Standards Division, of CIOB TBS GC, faced a dilemma. Over the previous three years they had invested heavily in creating a robust and comprehensive approach to business transformation. Called BTEP for Business Transformation Enablement Program, this approach integrated business architecture and project management concepts into a disciplined methodology for horizontal change. After several successful implementations it had begun to attract attention and communications with potential adopters became important.

Unfortunately, the brilliant scientists that created the methodology responded to this interest using the sometimes arcane language of the discipline and simply overwhelmed business people with detailed descriptions of what they had done. A few like-minded individuals got the message and were enthusiastic, however, most business people simply didn't get it.

The division knew it had important knowledge and useful tools that could help. But they also had learned that selling Enterprise Architecture using the language of the discipline only worked with other architects. Strategically they understood that they needed to change their approach to communications and had hired a senior communications person, (the author), the year previously. This individual was a recent convert to the idea of Enterprise Architecture and was not steeped in the language of the discipline. Knowing the power of images and metaphor he searched the web, and the shared drives and presentations throughout the enterprise looking for images that might help communicate the benefits of Enterprise Archi-

ecture. He stumbled upon the idea of ducks in a row and added it to the spider web, gear images, and railroad metaphors as things to try out.

Importantly, at the same time as this search for images was taking place, the leaders of the division had been exploring their vision and mission, recently they had settled on the grand vision of coherent government by design.

In early 2008 the most senior levels of management in the Public Service began to ask questions around alignment. They wanted to know if projects they were being asked to fund were aligned, that is did they follow strategy, use compatible technology, comply with policy, and not duplicate one another? Alignment is a key goal for Enterprise Architecture and the division had been working on ways to measure (and create) alignment as part of its efforts to stimulate coherence. What interests our bosses, fascinates us, so naturally the division wanted to bring its alignment work to the forefront.

Having previously worked in advertising, the communications specialist sought to obtain a visual to go along with the words coherent government by design. In order to cut through the visual clutter and get noticed the image had to be different than what people were used to seeing. The concept of ducks in a row seemed to resonate and a search for a suitable royalty free image ensued. Using [istockphoto.com](http://istockphoto.com), an image of four different colored ducks in a row was acquired and tested in a power point presentation. The brightly colored ducks were nothing like the complex diagrams and charts that populated most of the decks in the division. There was no question they got attention.

We added the slide to an executive presentation the CIO was giving and while talking to the slide he associated the different color of each duck with the unique personalities of the departments in the federation that makes up the Government of Canada. The argument being that they did not have to give up their autonomy to move in the same direction. This additional message moved departmental audiences from attention to interest as they saw their needs recognized.

So now we had messages that covered the first two steps in the AIDA method. The ducks got attention in a relevant way and the allowance for diversity resonated with the audience, creating interest. Desire came from another source entirely. In Canada, project funding is dependent on the approval of a Deputy Minister committee, the same people that were asking questions about alignment. Therefore departments that were interested in improving their chances of getting funding approval wanted to show they were aligned. They were no longer just interested in alignment; they wanted to prove they had it.

The division facilitated action by making available alignment assessment services that would provide an objective assessment of the level of alignment to the stakeholder. The assessments were then used to either prove alignment existed or to make adjustments to the project to improve alignment.

This completed the AIDA method—the ducks get attention; appealing to need generates interest, the need for funding creates desire and the availability of assessment services makes action simple.

A further innovation in the division's marketing mix should be noted here. To coordinate requests of all types the division had established a service desk with a generic email address. The mail box is monitored by a rotating team of employees who ensure that all requests are dealt with in a timely manner. To get an alignment assessment all a client needed to do was send an email. The idea was to make it easy for prospects to take action.

The ducks turned out to be an excellent metaphor, not only because they communicate the central message of alignment, but because they are well suited to an extension into the physical world. The division has taken to giving out rubber ducks as instant achievement awards. These ducks sit on desks and bookcases, as a means of drawing attention. The question always arises... What's with the duck?

## Where to go from here?

The field of marketing communications has been around for as long as people have been selling things and ideas. There is a broad and deep body of knowledge to explore and this chapter has tried to provide an introduction to some of the concepts most applicable to selling Coherency Management.

We have reviewed a basic communications model that illustrates the complexity of communication and the importance of listening and relating to the audience's needs and interests. The AIDA (attention, interest, desire and action) model provides a useful check list for planning how to move your audience through the adoption process. Some ideas for understanding your various target groups and identifying what they care about are summarized in the target group reference model while the good communications tips will help you get you started on your journey of change.

Hopefully your interest is aroused and you are ready to move towards adopting marketing communications in your efforts to make Coherency Management a success. There are many excellent resources available on the internet and in print and video for those that are interested.

## References

Shenk, D. (1997). *Data Smog Surviving the Information Glut*. Harper Edge.

Patterson, K., Grenny, J., Maxfield, D., McMillan, R., Switzler, A. (2008). *Influencer, the power to change anything*. McGraw-Hill.

Selnow, G.W., Crano, W.D. (1987). *Planning, Implementing, and Evaluating Targeted Communication Programs: A Manual for Business Communicators*. Greenwood Publishing Group

Maister, D.H., Green, C.H., Galford, R.M. (2000). *The Trusted Advisor*. The Free Press, New York

## About the author

Thom Kearney has more than 25 years experience in marketing, communications, education, enterprise architecture and change. He can be contacted at [thomk@rogers.com](mailto:thomk@rogers.com).

