



DTAG CTE Essentials

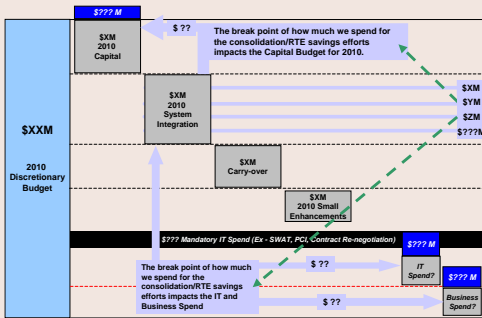
Approach

*We considered many strategies to determine the right approach including:

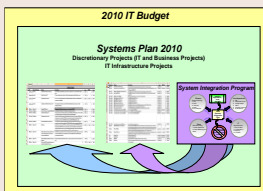
- **M&A Approach**
 - Leveraging the competencies of both companies
 - Integrating or consolidating business processes and assets
 - Eliminating expensive redundancies of data centers and processes
- **Data Centric Approach**
 - Driving towards single version of the truth
 - Simplifying and streamlining delivery of data enabling/simplifying application consolidation
- **Consolidation**
 - Pick biggest RTE pigs maximizing savings potential
 - Concentrate on consolidating applications supporting same/similar functions
- **Business process simplification**
 - Enable business RTE savings through process simplification

In order to maximize delivery and ROI, we determined that a mixture of the approaches would be required

Process



Plan



- #### 2010 Goals
- Reduce overall IT Budget
 - Stay within the budget throughout the year
 - Look for opportunities to lower cost without impacting business
 - Align Systems Plan with Corporate strategies/goals
 - Balance systems plan to meet business needs and corporate/IT Goals
 - Execution of the System Integration Program to reduce cost
 - > Application Rationalization
 - > Network Strategy
 - > Data Management
 - > Integration

Category	2010 Savings
Application Rationalization	
Data Management	
System Integration	
Network Strategy	
Forecast 2010 RTE Savings	

Governance

Scenario 5: Weighted View with High Risk (-6)

Priority	Project Name	Total IT Cost	Total IT Benefits	Level of Benefits	Level of Business Benefits	Level of IT Production Impact	Impact	Risk Impact	Other Benefits/Total Benefits	
EXAMPLE ONLY			50%	25%			Higher risk means the more likely this event occurs	Cost if happens	5%	5%
1	IT Risk Register									
2	IT Risk Register									
3	IT Risk Register									
4	IT Risk Register									
5	IT Risk Register									
6	IT Risk Register									
7	IT Risk Register									
8	IT Risk Register									
9	IT Risk Register									
10	IT Risk Register									
11	IT Risk Register									
12	IT Risk Register									
13	IT Risk Register									
14	IT Risk Register									
15	IT Risk Register									
16	IT Risk Register									
17	IT Risk Register									
18	IT Risk Register									
19	IT Risk Register									
20	IT Risk Register									
21	IT Risk Register									
22	IT Risk Register									
23	IT Risk Register									
24	IT Risk Register									
25	IT Risk Register									
26	IT Risk Register									
27	IT Risk Register									
28	IT Risk Register									
29	IT Risk Register									
30	IT Risk Register									

Cost Reduction Program at Dollar Thrifty Automotive Group

Dollar Thrifty Automotive Group, Inc. (DTAG) is headquartered in Tulsa, Oklahoma. Driven by the mission, "Value Every Time", the Company's brands, Dollar Rent A Car and Thrifty Car Rental, serve value-conscious travelers in over 80 countries. Dollar and Thrifty have approximately 1,575 corporate and franchised worldwide locations including approximately 600 in the United States and Canada. The Dollar or Thrifty brand operates in virtually all of the top U.S. and Canadian airport markets.

Opportunity

In 2007, DTAG pursued and engaged a third party outsourcing agreement. With the migration of key functions to a third party, many areas of cost control were either lost or neglected. As the recession hit the top line revenue, DTAG's CIO initiated an organizational wide cost reduction effort. DTAG's CIO approached SIBRIDGE to lead a cost reduction program (RTE Cost Reduction Program) that would enable their organization to provide the level of service expected from the business while reducing the annual costs to maintain these services.

Approach

In order to manage the multiple work streams of the Run the Engine Cost Reduction Program, SIBRIDGE established the following:

- Provide a transparent and clear work plan allowing management to communicate the intentions of the RTE Cost Reduction Program
- Categorize the RTE Cost Reduction Program efforts into near term, mid-term, and long term return on investments (ROI).
- Establish the RTE Cost Reduction Program that aligned to the IT and Business strategies/roadmaps.
- A Work plan that maximized the efficiency of a limited work force supply and budget.

Results

- First year IT cost reduction of 22% (all run rate costs) without impacting labor (no reduction in labor force) and second year IT cost reduction of 10% (again, all run rate without impacts to labor).
- Establishment of Cost Reduction efforts into multi-year System Plans
- SDLC changes to include Run the Engine cost components as part of the gate reviews.



SIBRIDGE Consulting helps clients align information technology execution with business strategic intent, to better plan and manage major technology initiatives, to optimize processes, and to achieve higher agility and better returns on their IT investments.

PHONE: (817) 756-6231 FAX: (817) 756-2091 email: learnmore@SIBRIDGE.com