Managing Enterprise Technology Systems

A two-day workshop sponsored by ERPTips Journals and Kutztown University

Intended Participants: Designed to be taught to CEOs, CIOs, COOs and CFOs

June 22-23, 2006 in Philadelphia, PA

Instructor: **Dr. Chris J. Rhoads**

A bad technology decision can cost a business hundreds of thousands of dollars. A good one can drastically improve sales, productivity, and profitability. Good technology management is essential for the efficient use of resources, and the effectiveness of the overall business or organization.

Managing technology and making technology decisions increasingly falls under the scope of business people. A recent survey of 263 businesses found that 75% of the technology decisions were being made by finance or business people, not technology people. This course is especially useful to anyone knowledgeable in the frustrations of less-than-wise technology decisions made in the past.

Executives in this course will be able to understand how to manage technology within an enterprise. The course covers management of hardware, software, commercial applications, custom developed applications, telecommunications (including LAN and WAN as well as IP networking) as well as the people and processes that govern the systems. Executives will also learn how to distinguish between a good technology decision and a poor technology decision. This course will introduce them to the technology map, an essential framework that enables people without a technology background to identify what they should purchase, from whom they should purchase, and when to purchase various types of information technologies.

Course Objectives

Upon completion of this special topics course, executives will be able to:

- Identify the essential factors of successful technology implementations that show business results.
- Develop an internal "technology map" that will enable good technology decision making.
- Recognize the difference between a good technology decision and a poor technology decision.
- Differentiate the factors that influence the quality of a technology decision.
- Determine whether the technology offered fits the core strengths of the business.

Course Outline

Understanding Technology Rules

- Introduction to the technology map
- Translating buzzwords
- Tell the difference between a great opportunity, and a huge, business-derailing mistake
- Plan for the future despite fast changes in the world of technology
- Learn how to tell the exact right moment to pounce on new technology
- Know when to let competitors adopt new technology first, watching comfortably from behind
- Know why it's not always smart to standardize technologies across the enterprise

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Software and Hardware Vendor Rules

- How vendors work (or not)
- The rules of negotiation
- Establishing good partnerships
- Arming themselves with the knowledge they need to meet with technology vendors on an equal footing
- Recognizing and avoiding hype
- Recognize and avoiding "vaporware" and "marketecture"
- Understand why and how customer relationship management software (CRM) and enterprise resource planning software (ERP) can lead to failure, wasted money, and loss of market share
- Know when to buy customized software, and when to buy off-the-shelf software
- Understand what is truly involved in outsourcing and how to avoid the pitfalls

Internet, Intranet, and Extranet Networking Rules

- Translating jargon
- Options for networks
- Risks and Benefits of networks
- Grasp what's new in networks and how innovations will affect their businesses five years down the road
- Implement the six phases of adopting Web technology

Managing the Balance of Customers and Employees

- Avoid unsuccessful technology projects
- Avoid the normal avalanche of employee complaints when implementing a new technology
- Sharing resources safely
- Getting the most from your resources
- Recruit top notch technology staff—and avoid the most common errors when managing them
- See a potential technology buy through the eyes of their own customers to ensure that implementation makes business sense
- Avoid the potholes most businesses experience when training employees
- Gauge employee expertise *before* implementing new technology—a critical step

Working Virtually: Accessing Networks Remotely

- Understanding networking
- TCP/IP versus NetBUI
- Balancing risk and convenience
- What is a VPN?
- Using the Internet or Point to Point
- Work most productively when on the road and outside of the corporate footprint

Register by calling Jerry Walter at Jerry.Walter@ERPtips.com or 1.877.832.2594 ext 120 or Lori Stone at 1-877-832-2594, ext 150. The cost of the course is $1190 per person. Please use the **Promotional Code KU15** *when registering.*

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Kutztown University's Dr. CJ Rhoads to Lead Workshops on Business Continuity/Disaster Recovery & Managing Enterprise Technology

as part of the Klee Associates Mastery Level Workshop series

June 19-23 in Philadelphia

An interview with Dr. CJ Rhoads by Colleen Larkin of JDETips

"Sometimes I feel like I've spent my whole life trying to answer the question 'How can we get better at managing technology?'," says Dr. Chris (CJ) Rhoads, President and CEO of ETM Associates, Inc. "I have a love/hate relationship with technology - I love the things that it can do when it works well, and I hate the frustrations we all encounter when it doesn't work well. To me - a smooth running system is the ultimate goal. Like the perfectly round wheel, I like systems to roll along quietly so that everyone in the company can completely forget about them. I'm constantly amazed by how many squeaks and squeals most companies put up with regarding their technology."

Dr. CJ Rhoads

A respected author, speaker, and frequent contributor to the CIO Corners in JDEtips Journal, SAPtips Journal and ORAtips Journal (published by Klee Associates), Dr. Rhoads translates her vast expertise in a number of disciplines—finance, business, technology—into helping other business leaders make better decisions regarding their ERP investments, as well as prepare for the unexpected through business continuity and disaster recovery planning. This June, as part of the Klee Associates Mastery Level Workshops series, Dr. Rhoads will be addressing these key topics with CIOs, CFOs, CEOs, and other business leaders at two new workshops to be held in Philadelphia: **Business Continuity and Disaster Recovery Planning** and **Managing Enterprise Technology.** In preparation for these classes, Dr. Rhoads shares some of her insights on these critical missions for any company:

JDEtips: Where do most companies fail when it comes to business continuity and disaster recovery?

Dr. Rhoads: It seems to me that most companies do either one (business continuity) or the other (disaster recovery). Very, very few companies do both - and that's the biggest problem.

Business continuity is keeping the business going:

- Who is in charge if the top people die?
- Who makes the decisions?
- Where do people work?
- How will they get paid?
- How can we minimize issues on sales?

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About Dr. CJ Rhoads

President and CEO of ETM Associates, Inc. (ETM)

Specializes in helping companies get the most from their technology investment

Associate Professor at Kutztown University

Published in:

JDEtips Journal
SAPtips Journal
ORAtips Journal
CIO Insights
CIN Journal (CIN: Computers, Informatics, Nursing)
ComputerWorld
Executive Suite
Chief Officer

Honors include:
President's Mile High Award (Hi-TECH Connections)

Financial Excellence Award (MBNA)

Notable Career Highlights:

Founder of Computer Educational Services which became part of Hi-TECH Connections

Vice President of MBNA and First USA

CTO of Millstar (a software development company)

CTO of Commercelinks.net (developers of live video customer service)

Professional Organizations:
Society for Advancement of Consulting

Berks County Chamber of Commerce Technology Committee

Society for Information Management

Association of Information Technology Professionals

Women In Technology International (WITI)

Education:
Undergraduate degree from Kutztown University

Master's degree from Temple University

Doctorate in Educational Technology from Lehigh University

Disaster recovery deals specifically with getting systems back up and running:

- Where are the backups?
- Where will they get restored?
- How do we get the connections back up?

I believe that it is important to Right Size the BC/DR plan. Some companies go way overboard and spend too much money; their fear is out-of-proportion to the risk. Other companies "hand wave" it - they don't want to think about it because they don't know how to deal with it and they think it requires tons of money they don't have. Nothing could be further from the truth. BC/DR doesn't take money so much as decision making - just look at the options and decide which one is best for your company. Of course - another problem is that often the people in charge of the planning don't have the authority to make the decisions.

JDEtips: What is one thing companies can do to safeguard against this?

Dr. Rhoads: Make sure one person is responsible for both business continuity and disaster recovery. Make sure there are multiple copies of "the book" (the book that outlines the procedures in the event of any kind of disaster - who is in charge and where the backups are and to where they will get restored). Make sure that the people who are responsible for the plan have the authority to make the decisions necessary to ensure the plan will work. Most importantly, **TEST THE PLAN.**

JDEtips: How well would you say that most CIOs and others tasked with managing technology fare in today's business world? How would you rate the average CIO's knowledge of technology and its implementation?

Dr. Rhoads: Most CIOs do a pretty good job of managing technology - but they are sometimes lousy at integrating that management with the business. Many CIOs talk about "meeting the requirements" of their customers. But often the customers they are talking about are internal employees, not real customers**.** ***Many CIOs talk about "aligning" their technology to the business, but often they really just want the business to align to their technology***.

The problem is that CIOs shouldn't be managing technology - the leadership team (CEO, COO, CFO, & CIO) should jointly be managing the enterprise technology. That rarely happens, but when it does, there is a proven link with business success.

JDEtips: What is the leading cause of poor technological decisions and how can one prevent making similar mistakes?

Dr. Rhoads: The leading cause of poor technology decisions is poor information. Vendors make assumptions about what the decision maker knows about the technology they are buying; assumptions that often turn out to be false. Buyers assume that vendors will treat them right because they are so nice during the sales process and they've paid them so much money- but more often than not they aren't able to live up to their promises. Since buyers often have unrealistic expectations, vendors have no choice but to skirt around the real issues - especially when the issues are poor processes at the buyer's company. Great technology cannot help a poor process.

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