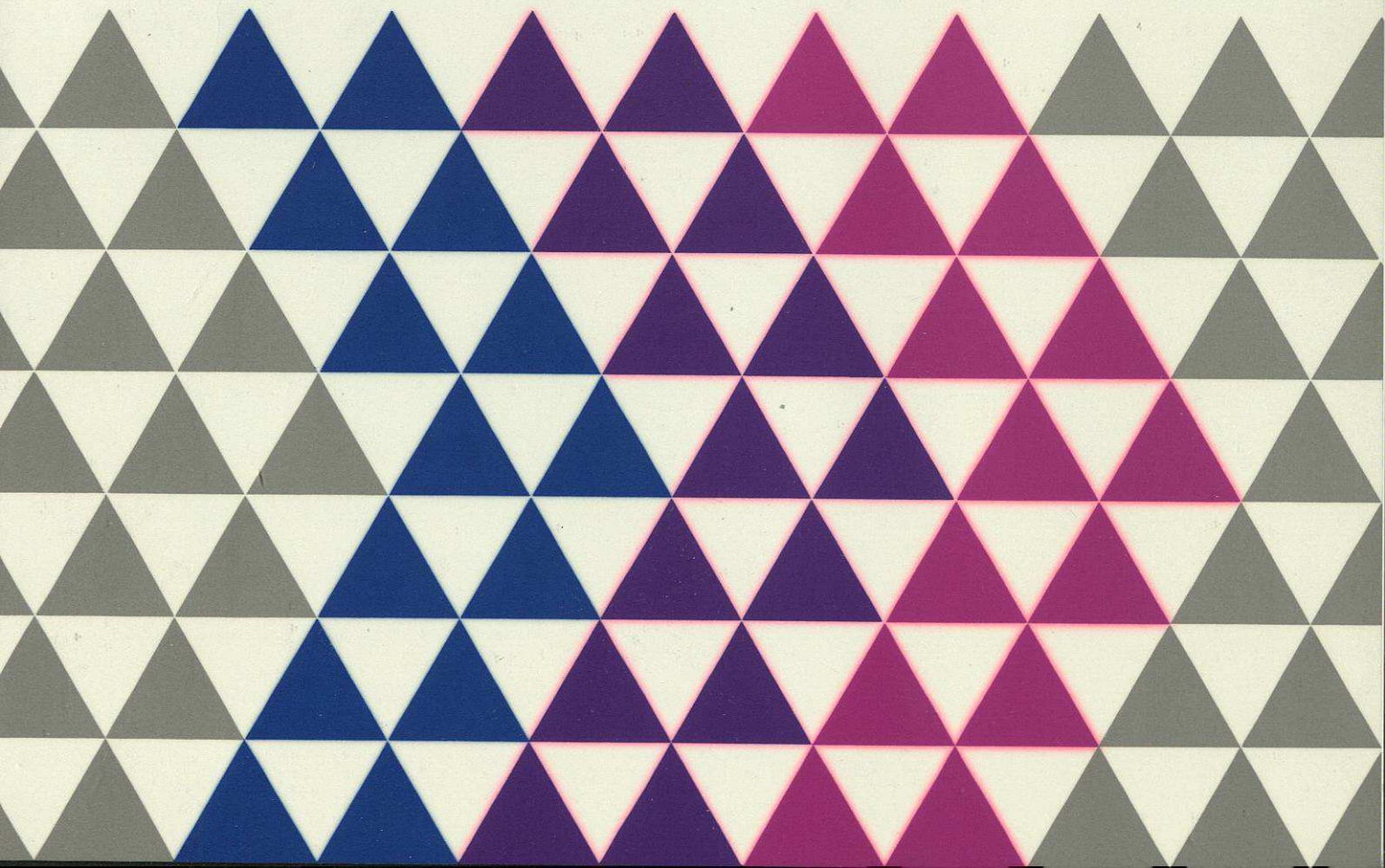


# UK National Conference Programme

BUTLER COX  
FOUNDATION

Organising and Managing the Information Systems Function  
Tudor Park Hotel, Maidstone, Kent  
15-17 May 1988



## Registration form

Tick one:

☐ Please register me for the conference and book hotel accommodation on my behalf.

☐ Please register me for the conference on a nonresidential basis.

Member organisation \_\_\_\_\_

Delegate name \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

Telephone/Fax \_\_\_\_\_

Accommodation required:

Single room ☐

Twin/double room ☐

If twin/double room is required, please state the name of your companion.

Arrival date \_\_\_\_\_

Departure date \_\_\_\_\_

I undertake to pay all charges direct to the Tudor Park Hotel at the end of the conference.

I understand that the hotel levies heavy cancellation charges and if this booking is cancelled, any resulting costs incurred by Butler Cox will be invoiced to my organisation.

Signature .....

## **Accommodation charges**

Inclusive conference package (from dinner on Sunday 15 May to after lunch on Tuesday 17 May):

- £185.00 per head (single room)
- £238.00 for two people sharing a twin/double room (£139.00 per delegate plus £99.00 companion charge).

Additional nights before or after the conference (bed and breakfast only):

- £52.50 per head (single room)
- £63.75 per room (for two people sharing a twin/double room).

**Please register by Friday 15 April 1988**

Please return this form to:

Mandy Crouch  
Butler Cox Foundation  
12 Bloomsbury Square  
London WC1A 2LL  
Tel: 01-831 0101  
Fax: 01-831 6250

### Recreational facilities

The Tudor Park Hotel and Country Club is set amongst 125 acres of prime parkland and boasts a beautifully landscaped 18-hole golf course. It provides a complete range of leisure facilities including squash courts, an indoor swimming pool, and snooker.

### Companions

We should be very happy for delegates to bring their companions to enjoy the country club facilities at the hotel. It is situated in a delightful part of Kent, close to Leeds Castle, with many places of scenic or historical interest nearby. For couples sharing a twin/double room, the cost of the special conference package is £238. Companions are invited to join the delegates for the conference dinner on 16 May, as well as for all other meals and refreshments. If a sufficient number of companions indicate that they would like us to arrange a companions' programme, we will be happy to do this.

### Additional nights' accommodation

We have also negotiated a specially reduced bed and breakfast rate for delegates who wish to arrive early and stay on Saturday night prior to the start of the conference or Tuesday night after the conference. The rates for these nights are £52.50 per person per night, or £63.75 per room per night for two people sharing a twin/double room.



# Organising and Managing the Information Systems Function

Tudor Park Hotel, Maidstone, Kent

15-17 May 1988

## Contents

1 The conference theme

2-3 The conference agenda

4-8 Speakers

9 Registration

10 Map



# Organising and Managing the Information Systems Function

## The conference theme

Hidden behind the well-publicised revolutions in technology and applications, a third quiet revolution is also occurring. This is the revolution in the organisation and management of the information systems function. The evidence is already to be seen in leading companies and the impact is spreading to affect all organisations using IT. For example:

- Many systems departments have moved away from the conventional structure of systems, programming, and operations. The function is now organised to reflect the business structure.
- Some systems departments have been decentralised, with systems support and operations located within business units, leaving a section at the corporate centre which often has an unclear role.
- Some organisations have contracted out the task of managing their processing and networking. Some have even contracted out the applications development work as well.
- Many organisations, both commercial and government, expect the head of the systems function to be firstly a member of the management team and only secondly a technologist.
- A few companies now include an IT director on the board. These posts are rarely advertised and are filled by hand-picked individuals on very high salaries. The first 'million-dollar man' has recently been appointed in the United States.

Many Foundation members will recognise these trends within their own organisation and may, indeed, be concerned with restructuring their own systems function and with finding new and more appropriate management styles.

The 1988 UK National Conference will identify the underlying forces that are bringing about these changes, examine the trends, and predict their impact.

The conference speakers will address the following questions:

- How and why have organisation structures changed, and what are the new roles? How should the systems function be organised to support the business most effectively? What criteria determine whether activities should be centralised, distributed, or contracted out? How can structural changes be managed successfully?
- How should the function be funded and controlled? How can investments in IT, especially in infrastructure, be justified?
- How is the role of the IT director evolving? What kinds of organisation are likely to appoint an IT director? What are the typical responsibilities? What technical, professional, and personal qualities should this director possess? What is the career path to this position? How should he relate to the rest of the business, especially his boss and top management?
- What impact is the growing importance of telecommunications having on the systems function? What are the implications for the head of IT? How should telecommunications be organised and managed?

These issues will be considered by a panel of speakers drawn from practising systems managers, chief executives, researchers, and consultants from the United Kingdom and North America. As always, the conference programme will include plenty of opportunities for members to present their own viewpoints, and to meet informally with the speakers and other delegates.

## Who should attend

The conference programme has been designed to appeal especially to chief executives and IT directors who may be reviewing their own systems functions, to systems managers in corporate and divisional units who are seeking to improve their management effectiveness, and to personnel managers concerned with advising their enterprises on structure and responsibilities.

## The conference agenda

### Sunday 15 May

1800-1815	<b>Introduction</b>	Tony Brewer Butler Cox
1815-1930	<b>Keynote address</b>	Bob Benjamin Xerox Corporation
1930	Cocktails and dinner	

### Monday 16 May

0830-0945	<b>Organising the information systems function</b>	Lynda Keen Independent consultant
0945-1015	Coffee	
1015-1100	<b>Case history 1— Reorienting the systems service in a multinational manufacturing company</b>	Geoff Eaton Philips Electronics
1100-1200	<b>The impact of telecommunications</b>	Ian Dewis Butler Cox
1200-1300	<b>Contract services</b>	David Andrews Arthur Andersen
1300-1430	Lunch	
1430-1530	<b>The role of the IT director</b>	Jerry Kanter Babson College, Wellesley, MA
1530-1600	Tea	
1600-1645	<b>The headhunter's view</b>	Gordon Chatterton AGB Executive Search
1645-1730	<b>Review and discussion</b>	Plenary session
1900	Conference dinner	

### The conference agenda

#### Tuesday 17 May

0900-1030	<b>Solving the justification conundrum</b>	Paul Strassman Strassman Inc
1030-1100	Coffee	
1100-1145	<b>Case history 2 — Reorganising the systems function in a local government authority</b>	Paul Sabin Kent County Council
1145-1245	<b>The chief executive's view</b>	Sir Colin Marshall British Airways
1245-1300	<b>Conclusion and close</b>	George Cox Butler Cox
1300	Lunch and depart	

Sunday 15 May: 1815-1930

**Keynote address**

**Bob Benjamin** Xerox Corporation



Bob Benjamin is Manager of Strategies and Programs at Xerox Corporation, responsible both for defining the long-term objectives for the use of information systems in Xerox, and for developing implementation programmes with user managers. He is also Visiting Scientist at the Sloan School of Management, MIT and has worked closely with

Professor Jack Rockart on research projects examining trends in information management, and on the 'Management in the 90s' programme. His book 'Control of Information Systems Development' was published by John Wiley and he has authored many papers, including 'Changing Role of the Corporate Information Systems Officer' published in MIS Quarterly.

In his keynote address he will review the changing relationship between the information systems function and the rest of the enterprise that it serves, the trends in the way the function is organised and managed, and the resulting changes in the role and qualifications of the IT director. He will identify the key issues that will be addressed in greater detail by the subsequent speakers.

Monday 16 May: 0830-0945

**Organising the information systems function**

**Lynda Keen** Independent consultant



Lynda Keen is now an independent consultant based in Washington DC. Most of her career has been spent in senior systems management positions in the United Kingdom — as head of the systems divisions at Willis Faber and then Coopers & Lybrand, and subsequently on the main board of AGB Research, where she was responsible for directing IT throughout AGB's highly decentralised group.

In her session she will examine the forces that have led many enterprises to change the structure of the information systems function. She will discuss the balance between centralisation and decentralisation, in terms of the roles and responsibilities that are being taken on by end users, or are being decentralised to departmental or divisional systems units, or are being retained at the corporate centre. She will emphasise the careful preparation of top managers, users, and systems staff that must take place if such changes are to be achieved successfully.

Monday 16 May: 1015-1100

**Case history 1 — Reorienting the systems service in a multinational manufacturing company**

**Dr Geoff Eaton Philips Electronics**



Dr Geoff Eaton is Director of ISA (Information Systems and Automation) for Philips Electronics in the United Kingdom. He moved to this position in 1984 having previously held a number of senior management positions in manufacturing units within Philips. As a user manager moving into a systems management position he was faced with the tasks of reshaping the activity to

make it more responsive and user friendly, of closing the gap with line management, and of improving the overall effectiveness. At the same time the Philips culture was undergoing major changes, which included creating businesses within the business, moving the emphasis from production to marketing, and redefining the relationships between units in the United Kingdom and The Netherlands.

In this case history he will describe the situation that he took over in 1984 and the changes that he has brought about since then to align ISA more closely with the rest of the organisation. He will give examples where he felt it necessary to reshape the Philips environment and will emphasise the need to achieve a good balance between effective central resources and the proper allocation of responsibilities to users.

Monday 16 May: 1100-1200

**The impact of telecommunications**

**Dr Ian Dewis Butler Cox**



Dr Ian Dewis is Director of Telecommunications Consultancy at Butler Cox. He joined the company in 1986 from BP International, where he was Manager of Telecommunications, having worked previously with ISTEEL and British Steel.

In his presentation he will alert systems managers to the rapid changes taking place in telecommunications

and the impact these changes are having on the role and management of the systems function. We all recognise that telecommunications is important, but is it actually the cuckoo in the systems nest — growing rapidly to dominate the department and making obsolete the expertise and experience of the systems manager?

Monday 16 May: 1200-1300

**Contract services**

**David Andrews** Arthur Andersen



David Andrews is a partner in the Advanced Information Technology division of Arthur Andersen Management Consultants, and is responsible for their Total Support Service. He joined the firm in 1975 and has specialised in the design, installation, and operation of large-scale computer systems. He has worked in a wide variety of industries, including oil and

gas, engineering, manufacturing, and construction. He has also spent a period seconded to HM Treasury.

He argues that pressures on the IT director to improve service, control costs, and integrate rapidly changing technologies, coupled with pressures within the IT industry to develop new products and maintain profit margins, will lead to a fundamental shift in the way that IT services are provided. Customers will form strategic alliances with service suppliers, concerned with providing a total solution from applications design through to operation and support. A new role for the IT director will be to create and manage these alliances, at the same time preserving the strategic capability of the information systems function.

Monday 16 May: 1430-1530

**The role of the IT director**

**Jerry Kanter** Babson College Wellesley, MA



Jerry Kanter is Director of the Center for Information Management Studies at Babson College, Massachusetts. The Center is a cooperative initiative between the College and local businesses to improve the use of information systems. Previously, he was Director of Management Consulting with Honeywell Information Systems. A graduate of Harvard College, he has

published five books on information management, the most recent being 'Computer Essays for Management'. He has also contributed widely to professional journals and management conferences.

He will diagnose the causes of the rapid turnover in the ranks of IT directors and give some prescriptions for survival. In particular, he will address the IT director's crucial relationship with senior management and key end users, his contribution to business strategy and systems strategy, and his role as the enterprise's technical leader. He will also discuss the shift to decentralisation and the position of the corporate IT director in decentralised organisations.

Monday 16 May: 1600-1645

**The headhunter's view**

**Gordon Chatterton** AGB Executive Search



Gordon Chatterton is Managing Director of AGB Executive Search, and specialises in the recruitment of senior managers for high-technology industries. Previously, he was Director of Management Services for the Redland Group, where he was a well-known and active member of the Butler Cox Foundation.

When recruiting IT directors he often finds a disturbing mismatch in understanding and expectations between the employer and the aspiring candidates. The nature of these differences can vary widely. The consultant's task is often to sort out with client and candidates what the job is all about, how to make it feasible, and what skills and experience are required for success. He will comment on the trends and issues discussed by the previous speakers, review the current demand and supply position in the United Kingdom, and offer his own views on how to get to the top.

Tuesday 17 May: 0900-1030

**Solving the justification conundrum**

**Paul Strassman** Strassman Inc



Paul Strassman retired from Xerox Corporation in 1985, having worked there since 1969 in various senior management positions, latterly as Vice President of Systems Applications. He is now a writer and independent consultant, and is Visiting Professor at Imperial College, London. His book 'Information Payoff' has been read and quoted widely since it was published in 1985.

IT directors have consistently ranked the difficulty of justifying investments in IT and the need to relate these expenditures to corporate strategies as their two top problems. In his presentation Paul will trace these difficulties to the reliance that IT directors place on obsolete investment evaluation methods. He will discuss typical justification problems, such as the need for infrastructure investment and the benefit of organisational effects. He will suggest techniques for quantifying 'intangibles', and will describe a case history demonstrating these techniques.

Tuesday 17 May: 1100-1145

**Case history 2 — Reorganising the systems function  
in a local government authority**

**Paul Sabin Kent County Council**



Paul Sabin is Chief Executive at Kent County Council which, like other large local authorities, is undergoing major changes in its role and method of working. Since taking this position in 1986 he has reorganised the information systems function to make it much more responsive to the Council's and the community's needs.

In this case history he will identify the special characteristics of information management in local government, and the objectives for the information systems function. He will describe how he carried out the required changes and the results that have been achieved.

Tuesday 17 May: 1145-1245

**The chief executive's view**

**Sir Colin Marshall British Airways**



Sir Colin Marshall is Chief Executive of British Airways. He was appointed in 1983 after a distinguished career in international business. His previous responsibilities included General Manager (United Kingdom, The Netherlands, and Belgium) with Hertz Corporation (1961); Chief Executive Officer with Avis Inc. (1976); and Deputy Chief Executive with Sears Holdings (1981).

In this final presentation he will give his views on how the information systems function should be structured and managed to serve the business most effectively. He will also describe the IT director's critical success factors and indicate what he looks for in the ideal candidate.

## **Venue**

We have selected the Tudor Park Hotel as the venue for the conference. This is a new hotel and country club with purpose-built conference and leisure facilities. The special conference package includes accommodation at the Tudor Park Hotel for two nights (Sunday 15 May and Monday 16 May), all meals from dinner on Sunday through to lunch on Tuesday, and use of the leisure facilities. The cost of the package is £185.00 for a delegate occupying a single room for the entire conference. Delegates are expected to pay this amount, together with any additional incidental charges, direct to the hotel at the end of the conference. We urge all delegates to be in residence for the duration of the conference so as to derive maximum benefit from the event. However, if any delegate can only attend on a nonresidential basis the daily rate is £20 which covers morning coffee, lunch, and afternoon tea.

## **Registration for the conference**

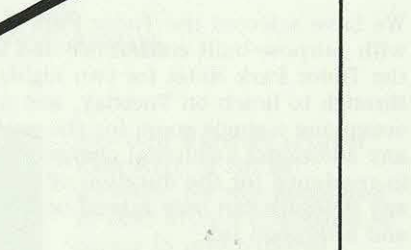
Each member organisation may send up to three delegates to the conference. Each delegate should complete the registration form at the back of the brochure (please photocopy it if necessary), and return it to Butler Cox as soon as possible. Accommodation at the hotel is limited, so please book your place early to avoid disappointment.

## **Travel**

The Tudor Park Hotel is situated 2 miles east of Maidstone, Kent. It is easily accessible by both road and train.

The nearest mainline train stations are Maidstone or Bearsted and the train journey takes approximately 60 minutes from Victoria station, London

The hotel is on the A20 and is easily accessed by road via the M20/25 (a map of the area is provided).



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