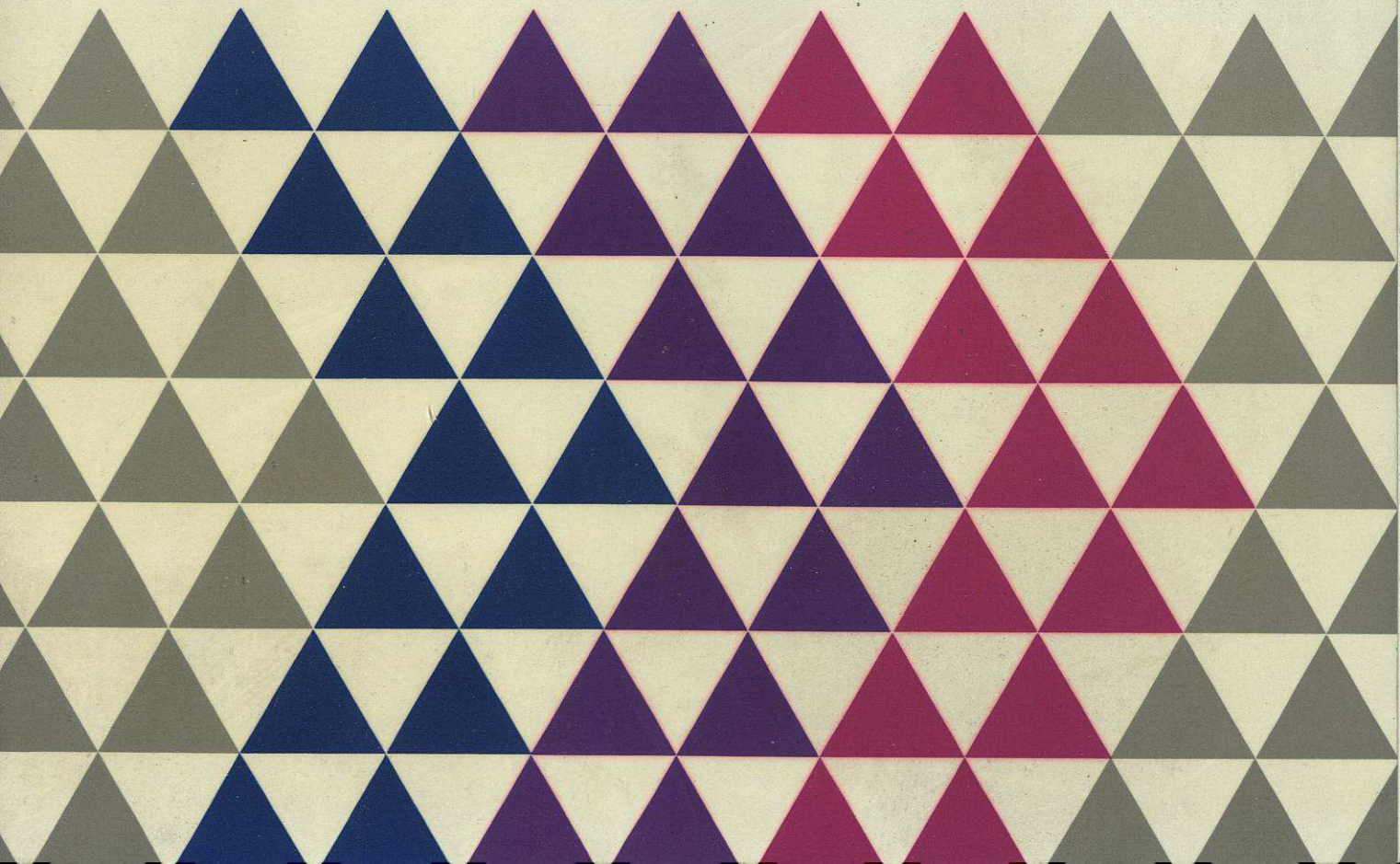# UK National Conference Programme

High Pay-Off Applications of IT
The Belfry Hotel, Sutton Coldfield
15-17 June 1986

High Pay-off Applications of IT
Belfry Hotel, Sutton Coldfield
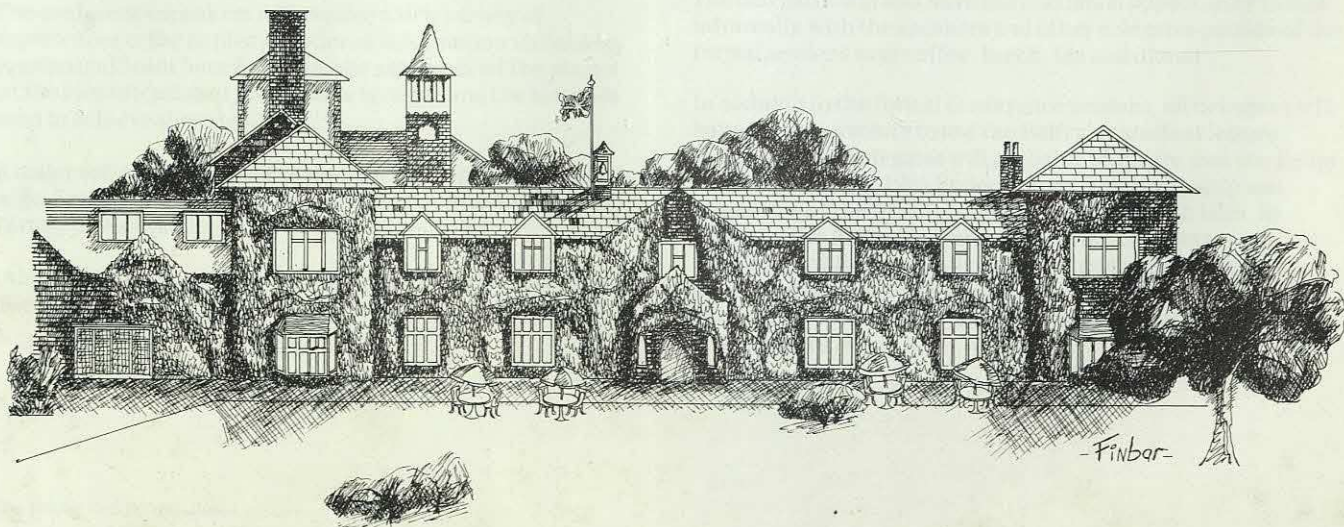**15-17 June, 1986**

Contents

-Finbar-

High Pay-off Applications of IT

The 1986 national conference for members of the Butler Cox Foundation in the UK will be held at the Belfry Hotel near Sutton Coldfield between 15 and 17 June. This brochure describes the conference programme and includes a synopsis of each session together with a biography of the speaker.

The conference theme

The theme for this year's conference is "High Pay-off Applications of IT". It is well known throughout British industry that a move is under way amongst leading organisations to extract increasing benefit from the use of information technology. In some organisations these efforts still take the form of significant cost reductions or productivity improvements through streamlining or refining of existing systems. In others IT is being harnessed to promote organisational efficiencies by transforming the very nature of the organisation's operation. More importantly, in an increasing number and range of commercial organisations the use of IT has gone beyond the realm of improving efficiency and is now being used to develop and exploit new business opportunities.

The conference speakers will explore a rich variety of experiences in the implementation of information technology to gain significant benefit. Particular emphasis will be placed on the identification of measurable benefits and the methods used to achieve these benefits.

A major sub-theme for 1986 is the use of IT to gain competitive edge. Several of the speakers will discuss this subject from a variety of viewpoints.

Other topics to be included in the conference sessions will be discussions on:
— the effective use of office systems
— voice mail
— videoconferencing
— value added network services.

The aim of the conference is to focus on issues that will be of interest to senior IT management and the managers of the technical disciplines involved. The speakers will include a cross-section of senior business managers and IT professionals from the UK and the United States who have recently been involved in high pay-off applications of IT.

Conference programme

The opening address on Sunday evening, 15 June, will be delivered by Dr the Hon Greville Janner, QC, MP. Dr Janner is Member of Parliament for Leicester West and is a member of the Select Committee on Employment and has a particular interest in data protection legislation. Details about Dr Janner's presentation will be provided prior to the conference. Throughout the conference the invited speakers will make formal presentations, and there will be ample opportunity at the end of each presentation for the delegates to ask questions. The delegates will also have the maximum opportunity to talk informally with the speakers and other delegates outside of the formal sessions over coffee, lunch, tea and dinner.

In addition to the formal conference sessions, all delegates will have the opportunity to use the Belfry's excellent leisure facilities. Most delegates will probably be aware that the Belfry was the site of the 1985 Ryder Cup golf championship and boasts two of the finest golf courses in the British Isles. In addition, the Belfry's leisure centre has a complete range of sporting facilities (tennis, squash, swimming, etc). Delegates are encouraged to make maximum use of the Belfry's facilities as a means of meeting informally many of the other delegates and speakers.

The Conference Agenda

Sunday 15 June 1986

Morning	Golf tournament	
17.00-18.15	Registration	
18.30-19.30	**Opening address**	Dr the Hon Greville Janner, QC, MP
19.30-20.00	Cocktails	
20.00	Dinner.	

Monday 16 June 1986

09.00-10.00	**Keynote address: High pay-off applications — where do they come from?**	David Butler Chairman, Butler Cox
10.00-11.15	**The use of IT to gain competitive advantage**	Rainer F Paul Avon Products Inc.
11.15-11.45	Coffee	
11.45-12.30	**Videoconferencing: An opportunity for competitive advantage**	Graham T Gooding Ford of Europe
12.30-14.00	Lunch	
14.00-15.15	**Towards an information continuum: The development and implementation of IT strategy at Glaxo Pharmaceuticals**	Iain G-F Lee Glaxo Pharmaceuticals
15.15-15.45	Tea	
15.45-17.00	**IT for differentiation and competitive enhancement**	Mitchell Fromstein Manpower Inc.
19.30-20.00	Cocktails	
20.00	Conference dinner	

The Conference Agenda

Tuesday 17 June 1986

09.00-10.00	**Stars and dogs: Office automation mythology and real-life experience**	Dr Richard Horsnell Philips Business Systems
10.00-10.30	Coffee	
10.30-11.30	**Improving business performance through voice communications**	G Alan Horne Interconnect Communications Ltd
11.30-12.30	**Strategic use of voice and electronic mail at PPG**	Janice M Polansky PPG Industries, Inc.
12.30-14.00	Lunch	
14.00-15.15	**VANS sharpens the competitive edge**	Charles Chang Butler Cox
15.15	Tea Conference closure	

Keynote address Monday 16 June: 09.00-10.00
High pay-off applications: Where do they come from?

David Butler Chairman, Butler Cox

In the past few years, Butler Cox has been involved extensively both in research and practical consulting projects to identify high pay-off applications of IT. Do they have a distinctive flavour? Who originates them? Are there special ways of identifying them and implementing them? Do classical DP methods fit well into high pay-off work? Nothing so specific as a methodology has yet emerged, but David Butler will present our findings to date.
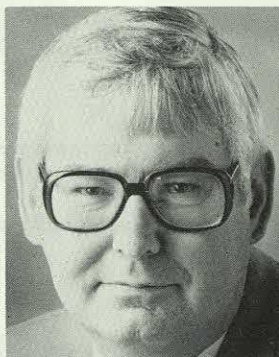
David Butler is Chairman of Butler Cox. He is also a director of Istel, Octagon Investment Management and JMI Seed Capital. He is an investment adviser to the United Bank of Kuwait and Chairman of the IT Advisory Committee of Queen Mary College, London. He was a member of the Roskill Committee on criminal fraud trials in England and Wales.

Mr Butler was educated at Mill Hill School and Oxford. He published a paper on Spartan constitutional history while still an undergraduate. He worked as a programmer, systems analyst and DP manager before becoming a management consultant. He worked for the Urwick Group and for Diebold Europe in the 1960s and 1970s. Butler Cox was established in 1977.

Mr Butler is a well-known speaker and writer on IT subjects, and an occasional radio and TV broadcaster. His publications include 'Britain and the Information Society' (Heyden). His personal interests include cricket, rugby and literature. He is something of an authority on the novelist Ivy Compton-Burnett.

Monday 16 June: 10.00-11.15
**The use of information technology to gain
competitive advantage**

Rainer F Paul Avon Products, Inc.

Information technology in most companies is not fully
integrated with the business needs and the strategic direction
of the company. It is also primarily used for cost/productivity
improvements. Some companies have used information
technology to differentiate their products and customer
service but very few have integrated information technology
across all business functions.

In the late '70s, Avon adopted an approach to track
information technology for its practical use for the company,
developed an approach to integrate it, and has been successful
with this approach.

Mr Paul's session will present the approach that was taken at
Avon and key examples will be used to illustrate successes and
failures. The topics to be covered are:

— Avon's definition of information technology.

— Factors that created an awareness of and a positive attitude
  towards information technology.

— Examples of the use of information technology including
  objectives, results, and relevance to the business.

— Skill requirements.

— Impact on work habits and the organisation.

Rainer Paul is Vice President of
Corporate Management
Information Services for Avon
Products, Inc., the senior
Information Services position in
the corporation. His major areas
of responsibility include:
1) corporate information
resources; 2) division support;
and 3) management science.

Prior to this appointment, Mr
Paul had worldwide responsibility
for all data processing, tele-
communications and office
automation for the Avon Division. He joined Avon in 1970 as a
systems programmer in Germany. He later served in various
management capacities in the United States and other
countries, including Manager of International Manufacturing
and Marketing Systems, and Director of Intercompany Systems
and Area Support. He was named Group Director of Systems
Development in 1979 and was appointed Vice President of
Information Services in 1981.

Mr Paul received a BA degree in business administration from
the Commercial School of Neuburg in Neuburg, Germany in
1964.

He and his wife, Fiorenza, presently reside in Southport,
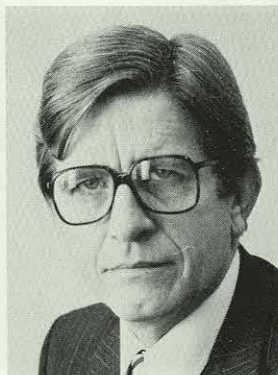Connecticut with their two children.

Monday 16 June: 11.45-12.30
Videoconferencing: An opportunity for competitive advantage

Graham T Gooding Ford Europe

In 1984, Ford of Europe Inc. completed an extensive trial of full-motion videoconferencing using the latest compressed transmission techniques. Studios were built in South-East Essex and West Germany and transmission links were established using the European Communications Satellite, ECS-1. Ford of Europe Inc. was the first commercial, non-media user of the satellite. The videoconferencing link has since been institutionalised with a third studio due to come on stream in 1986.

In this session, Graham Gooding will describe that videoconferencing trial. He will step through the business decision process that led to corporate management approval of the project, describe the physical implementation of the studios and transmission links, review the results of the trial and the lessons learnt, and outline subsequent developments.

Graham T Gooding graduated with honours from the London School of Economics in 1957 and joined the Shell organisation. He was assigned to Thailand and Venezuela for several years before joining Ford in 1965.

Mr Gooding held various positions within the Finance organisation in Ford of Britain and Ford of Europe and was appointed as Director of Systems in January 1982.

Monday 16 June: 14.00-15.15
Towards an information continuum: The development and implementation of IT strategy at Glaxo Pharmaceuticals
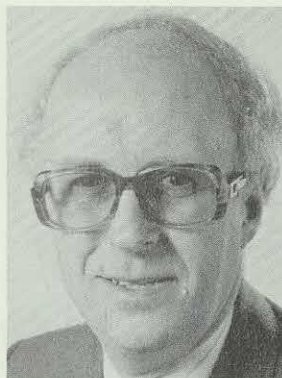
Iain G-F Lee Glaxo Pharmaceuticals Limited

Glaxo is the fastest growing major pharmaceutical company in the world and is the leading British-based company in the industry. It employs 30,000 people in subsidiary and associated companies worldwide and its products are sold in virtually every country. Group sales in 1984-85 were £1,185 million. Glaxo Group companies and associates are established in 50 countries, many with their own manufacturing facilities, and the Group has agency representation in more than 100 others.

Following a major reorganisation in 1978, Glaxo Pharmaceuticals formulated a far-reaching new strategy for the exploitation of information technology. This strategy has three main elements:

— Replacement of mainframe computers with an extensive network of minicomputers.

— Implementation of a sound communications infrastructure.

— Establishment of a Private Company Telecommunications Network.

The strategy has been successfully implemented with only the final integration of the voice and data networks awaiting technical developments which will provide financially justifiable solutions. During his presentation Mr Lee will discuss the implementation of this strategy and will highlight the benefits that Glaxo have derived or hope to derive through it.

Iain Lee is Director of Management Services for Glaxo Pharmaceuticals Ltd, the principal UK operating company of the worldwide Glaxo Group. He joined Glaxo in 1977 and, following a major reorganisation of the UK operating companies in 1978, was responsible for the formulation and implementation of IT strategy for the newly formed company.

Prior to joining Glaxo he was with CIBA-GEIGY (UK) Ltd for 11 years where he held a number of positions in both the Company headquarters and operating divisions before being appointed Director of Management Services in 1972. Before joining CIBA-GEIGY he was with NCR for seven years.

Monday 16 June: 15.45-17.00
IT for differentiation and competitive enhancement

Mitchell Fromstein Manpower Inc.

Manpower's experience with information technology is unique in that its use was designed to equip the Company with an ability to distinguish itself from competitors in a heavily populated and competitive environment, to modify its services to meet future customer requirements, and to develop new services to offer in a changing marketplace. The process required a total strategic restructuring of a 35-year-old worldwide enterprise. It accomplished all objectives. In the pursuit of its goals, the firm has developed innovative approaches to the selection and training of office automation operatives which have broad applications and implications for all systems management executives.

In his presentation, Mr Fromstein will describe Manpower's research findings, development results and programme techniques that led to success and he will suggest how these newly gained insights on end-user needs and reactions may apply to other companies.

Specific topics to be covered will include:

— Brief background to Manpower Inc.

— International research conducted on alternative training processes, skill testing and on-the-job operator support mechanisms.

— Development of new techniques using OA to teach OA.

— Pilot programmes (alpha/beta test sites).

— Results, findings, enhancements.

— Suggested implications for other organisations.

Mitchell Fromstein is President of Manpower Inc. Headquartered in Milwaukee, Wisconsin, Manpower is the world's largest supplier of temporary staff with an annual turnover of $1.5 billion.

Through 1,250 offices in 32 countries, Manpower employs approximately 700,000 people each year, on a temporary basis, providing short-term support to over 150,000 clients.

Since 1980, Manpower has focused sharply on the process of retraining its entire clerical workforce in the operation of automated office equipment. The firm is acknowledged to have developed a 'state-of-the-art' training process for word processing, data entry and personal computer functions that is currently in use in eight languages.

Mr Fromstein is recognised as an international authority on employment policy, practices and trends. He is regularly quoted by leading publications and is frequently a featured speaker to business groups, seminars and conventions. Mr Fromstein is a graduate of the University of Wisconsin, School of Business and is a member of the Select Committee on Education and Training of the Association of Information Systems Professionals.

Tuesday 17 June: 09.00-10.00
Stars and dogs: Office automation mythology and real-life experience

Dr Richard Horsnell Philips Business Systems

Has office automation lived up to its promises? Seventeen years after the launch of Britain's first office computer, less than one in five of our top thousand managing directors have a computer in their offices. Technology that was supposed to banish paper has instead given birth to companies who do nothing but store other companies' computer print-out. The secretary liberated by the advent of word-processing finds herself expected to produce 80,000 instead of 30,000 keystrokes an hour.

But in other respects, information technology has literally transformed the working lives of some of our office workers. Salesmen in one company never need to visit an office at all, thanks to interactive viewdata based on their domestic TV and telephone equipment. Bank clerks who, 20 years ago, added up columns of figures all day long, can now advise customers face-to-face, calling up documents from 20 different files onto a single screen. Some secretaries have transcended their typing role to become highly important, and highly paid, personal assistants to groups of managers.

In this presentation, Dick Horsnell looks with a sceptical eye at some of the more pernicious fantasies promoted by the IT industry and compares the myth with the reality. He also offers a series of real-life examples showing where real gains in productivity, efficiency and economy are being made. He concludes with advice on predicting where high pay-off results will be achieved from investment in IT systems.

Dr Horsnell is Managing Director of Philips Business Systems, the UK member of Philips Telecommunications and Data Systems (PTDS) which is the information technology arm of the international Philips group. Annual revenues of PTDS exceed £1 billion.

Philips Business Systems was formed in 1980 in response to the market's desire for the fully integrated supply of data processing, telecommunications and office automation equipment.

Prior to his appointment as Managing Director of Philips Business Systems, Dr Horsnell was European Marketing Director of Philips Data Systems based at the corporate headquarters in Holland. During that period he was responsible for emphasising the need for standards in workstations and the interconnectibility of workstations into corporate systems. Before going to corporate headquarters he had held positions as Managing Director and previously Technical Director of Philips Data Systems in the UK. His earlier career had been as a user of large computer systems. He has degrees in engineering and computing.

Tuesday 17 June: 10.30-11.30
Improving business performance through voice communications

Business information is now as important a resource as cash, materials, energy and labour. The availability of the latest information about all aspects of the business enables management to tune the business and practice 'what if' calculations, rather than crisis management. At the same time, faster information flows place increased demands on management. Managers now must make decisions more rapidly than before.

Studies have indicated that an organisation which is growing can accelerate its growth by investing in new technology tools. Conversely an organisation in decline is often found to accelerate its downfall by such an investment. The conclusion is that successful management can improve a company's performance with IT: IT itself will not solve a company's problems.

Mr Horne's presentation will develop the theme of improving business performance through the use of new technology with an emphasis on voice communications. He will discuss the decisions that a business has to take with regard to voice communications in order to minimise costly errors. Case histories will be used to demonstrate how individual companies have benefited from investing in technology.

G Alan Horne Interconnect Communications Limited
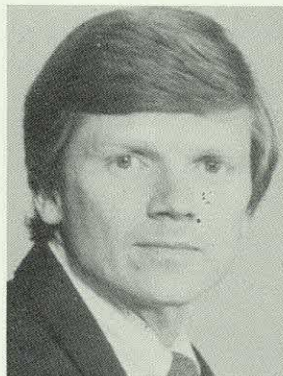
Alan Horne has spent 17 years working in the communications industry. He obtained a first-class honours degree in electronics at Salford University and a master's degree in telecommunications at Essex University.

Mr Horne spent 12 years with British Telecom, two years with Philips in Holland and three years with Mitel Telecom where he was Director of Product Management. He left Mitel in August 1984 to become Managing Director of Interconnect Communications (Consultants) Ltd. He is writing a book entitled 'Information Technology for Profit'. He contributed regularly to 'Communications Management'.

In January 1985 he was elected Chairman of the UK Voice Messaging Focus Group (VMFG) whose members are the leading computer and communication companies. He is also Chairman of Intertech PR Ltd.

Tuesday 17 June: 11.30-12.30
Strategic use of voice and electronic mail at PPG

Janice M Polansky PPG Industries, Inc.

In this session, Ms Polansky will discuss her experiences in introducing and implementing office technology within the Coatings and Resins Division of PPG Industries. When she undertook this effort, there was very minimal knowledge or awareness within the Division of office technology. She will share information on how these tools were introduced, the development of an office systems strategy, and a critique of the effectiveness of the implementation and use of these tools.

Her presentation will include how this education process occurred, the implementation of pilots in voice mail and electronic mail, and the current status of office systems use today within this division and throughout PPG Industries.

Janice M Polansky is Manager, Planning of Trade Sales at PPG Industries, Inc. PPG is a world leader in the production of chemicals, glass, fibre-glass, coatings and resins. It is headquartered in Pittsburgh, Pennsylvania and has worldwide manufacturing and sales offices.

Ms Polansky has been with the Coatings and Resins Division of PPG Industries since 1975 and has held various positions in their Information Systems department including Manager, Office Systems, where she introduced voice mail, electronic mail and word processing. Since 1985, she has been involved in the strategic use of computer systems within the Trade Sales area of the Coatings and Resins Division.

Travel

The Belfry Hotel is situated at the village of Wishaw, near Sutton Coldfield, North Warwickshire. The hotel is easily accessed by road via the M1 or M5 and then the M6. (A map of the area is provided overleaf.) Travel by British Rail is also convenient via Sutton Coldfield. Please notify us if you plan to travel by rail and we will arrange transportation from the station to the Belfry.

Recreational Facilities

The Belfry Hotel is a country hotel associated with a private golf and leisure club. It is set in 370 acres of parkland and provides a complete range of indoor and outdoor leisure facilities ranging from tennis and squash courts to an indoor swimming pool, floodlit driving range, and snooker tables. We have reserved a variety of these facilities for the use of delegates during the conference.

Golf Tournament

We have booked a number of starting times on both golf courses for Sunday morning. Delegates with an official handicap of 16 or lower will have the opportunity of trying the championship Brabazon course. We have also booked starting times on the less demanding Derby for the less proficient golfers. The number of starting times available is limited so please notify us early if you wish to participate in the golf tournament.
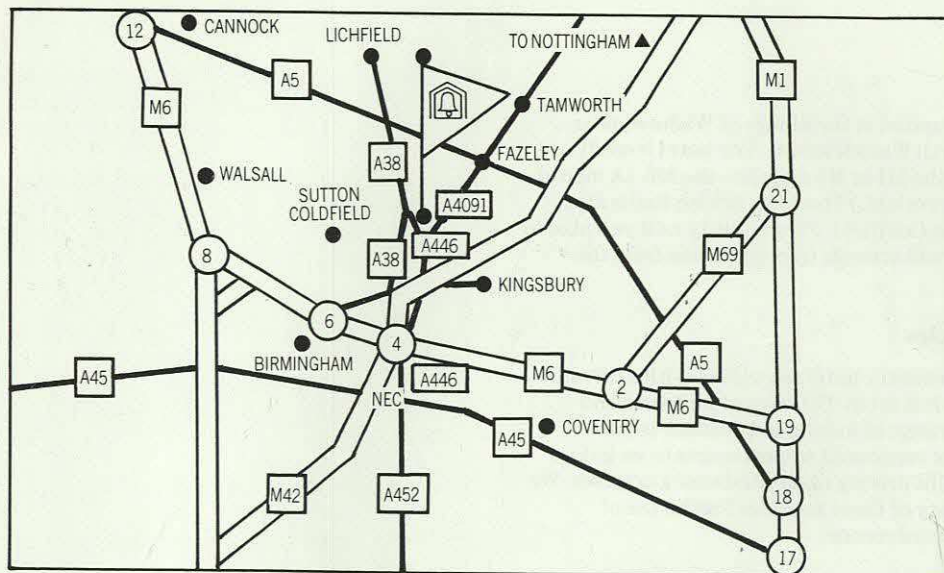
The Belfry

WISHAW, NORTH WARWICKSHIRE B76 9PR
TELEPHONE: 0675 70301. TELEX: 338848

Registration form

Tick one:

☐ Please register me for the conference on a non-resident basis.

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

I undertake to pay all charges direct to the Belfry 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:

Residential:

1. Inclusive conference package (dinner on 15 June to after tea on Tuesday 17 June).

   a) £162 per head (single room)

   b) £142 per head (for two people sharing a twin/double room)

2. Additional nights before or after the conference (room and breakfast only).

   a) £52 per head (single room)

   b) £31 per head (for two people sharing a double room)

Non-residential:

As above less accommodation at the hotel—
£85 per head for Sunday dinner through to tea on Tuesday.

Please return this form to the Butler Cox Foundation London office (the address is on the back of this form).

Member organisation _____

_____

Delegate name _____

_____

Position _____

_____

Address _____

_____

Telephone/Telex _____

_____

Accommodation required:

Single room ☐

Twin/double room ☐

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

_____

Arrival date ....

Departure date ....

PLEASE REGISTER BY FRIDAY 16 MAY 1986

Please complete the details overleaf.

Will you require ground transport from Sutton Coldfield station to the Belfry?   YES/NO

Arrival date .... Time ....

Do you wish to to take part in the golf tournament on Sunday 15 June?   YES/NO
(Note: Green fees are £7.50 and £13.00).

Please indicate your handicap (if you have one) ....

PLEASE REGISTER BY FRIDAY 16 MAY 1986

Please return this form to
        Mandy Crouch
        Butler Cox Foundation
        Butler Cox House
        12 Bloomsbury Square
        London WC1A 2LL
        Tel. (01) 831 0101