



A TECHNICAL BUSINESS NETWORK EXECUTIVE REPORT
CONNECTING THE UNCONNECTED

by Emily Sopensky, The Iris Company

Report on the first in a series of briefings on Collaborative Commerce

June 2001

FORWARD

THE INTERNET BUBBLE BURST IN APRIL 2001.

What a wild and crazy ride it was until it came to such a screeching and grinding crawl since that fateful month!

But that fact doesn't change the inevitable path that the Internet was, and still will be, taking into the future. Although it had gotten truly hyper-valuated before its crash, and expectations had gotten wildly over-exuberant related to how fast all things "Internet" might be adopted, the idea of the Internet becoming a facilitation tool for practically all business processes is still a very good, very valid concept-turning-to-fact. Thus, "collaborative commerce" between companies of all kinds using the Internet as a tool to better facilitate that collaboration is certainly going to keep marching inexorably forward...you can count on it!

Many Internet-based, B2B collaborative commerce models tried to focus on improving their participant companies' strategic purposes by getting all of those companies to collaborate together, and they ran into trouble because of this problem. Trying to get many competitor companies to collaborate together on their strategic intents (selling chemicals or paper or steel or whatever their actual purpose as a company might be), is a very risky proposition because competitors are usually loath to share in that way. Other types of B-2-B commerce marketplaces are seeking to get their participant companies to collaborate on tactical issues, such as procurement of back office MRO goods or travel or whatever, and these marketplaces are finding that this path is a little easier to travel because competitors usually don't mind sharing tactical, non-strategically threatening processes with each other.

Conducting "collaborative" business with excellence in any location, whether it's across the world in Calcutta or whether its over the Internet with a customer across town, means selling to customers exactly what they want to buy, precisely when they want to buy it, exactly where they want to buy it, and also how they want to buy it. Excellence in each of those processes requires constant and extraordinary interplay between buyer and seller, and it is in these types of communication intensive collaboration processes between buyers and sellers that leverage of the Internet will continue to shine. At a minimum, this means providing an accurate, secure, reliable, and auditable electronic interchange between buyer and seller, as well as an information rich, communication-facilitating environment for all participants to interact together.

Ultimately, huge cost savings and productivity gains will be achieved throughout all parts of most every supply chain in most every marketplace using Internet-enabled e-commerce strategies. In fact, these findings are now becoming clear in many different e-marketplaces, even though these positive results proved much harder to reach and took far longer than first predicted. Investing in such outcomes is the only intelligent alternative for organizations of all types, and even cities too, that hope to thrive in tomorrow's Internet-leveraged, digital marketplaces.

The purpose of the Technical Business Network's Collaborative Commerce Series is to explore and extend the dialog on the new/old way of doing business. This is the first of three reports on how business in Texas is embracing collaborative commerce. We hope it helps you and your business.

Michael Stewart,
Founder and Chairman of the Board
SiteStuff, Inc.
June, 2001

CONNECTING THE UNCONNECTED

by Emily Sopensky, The Iris Company

"Collaborative Commerce is a new business model powered by the Internet. It is a mechanism that aids survival in the new economy." -
Sonia St. James, President, Technical Business Network

In cooperation with the City of San Antonio, the Technical Business Network presented the San Antonio Collaborative Commerce conference in June 2001. The half-day event featured local and national speakers and companies who presented a high-level briefing for local executives about what collaborative commerce is, why it's important, and what its competitive advantage is. This report summarizes the proceedings of the event and it highlights what is essential for success.



Sonia St. James welcoming attendees



Jerry York, UT Health Science Center-San Antonio

Overview

Welcoming Technical Business Network members, sponsors and Collaborative Commerce event attendees, Sonia St. James, President of the TBN, drove home the point that collaborative commerce, or Col-Com, is essential to the well-being of any business — old or new — expecting continuing viability and profitability.

"Collaborative commerce increases sales and improves marketing opportunities, promotes innovation, creates new customers, increases competitive edge, cuts time to market, increases revenue, creates new business partners and suppliers, and yields higher profits," said St. James.

A term first coined in 1999, collaborative commerce enables customers and buyers to design, buy and sell across e-commerce channels. It is estimated that over the next few years collaborative commerce will claim 20 percent of information technology budgets. Notwithstanding the economic downturn, the fact remains that many businesses seriously contend with the need to have a strong customer-oriented presence on the Internet. The technologies, the business and political environment, the organizations that help foster businesses in engaging in such practices, must all be educated and engaged in the continuing dialog of collaborative electronic commerce.

Noting that San Antonio's most notable attractions are entertainment related, **Jerry York**, CIO and Vice President, **UT Health Science Center-San Antonio** took event-

goes to the other, less known San Antonio. Headquarters to giant insurance complex USAA as well as numerous health-related conglomerates, San Antonio is just ready to burst on the technology scene, especially in the biotechnology and biomedical corridors. Collaborative commerce is particularly important to the ninth largest U.S. city.

Keynote Briefs

SiteStuff, Inc., an Austin-based online procurement site for property managers and real estate maintenance engineers, provides efficiencies to smaller and medium-sized property owners that usually are available only to large property holders.



Michael Stewart, CEO, SiteStuff, Inc.



Iga Hallberg, 3M, Inc.

Co-founder **Michael Stewart** has overcome many logistics nightmares in bringing the company to prominence — not the least of which is the slow road to profitability. Nevertheless, the very essence of SiteStuff is what he believes will forebear in the current economic climate.

"Collaborative commerce has always worked because business always seeks the greatest efficiency," says Michael Stewart, CEO, SiteStuff, Inc. "Using the Internet [to collaborate] is inevitable."

Noting that over the ages business hasn't changed a whole lot, Stewart sees business owners and managers still determining the tools to use to impact the business process and profitability.

As the standards for doing business with the Internet progress, so does the progress of collaborative commerce. Most important are the issues of security. Stewart identifies three aspects:

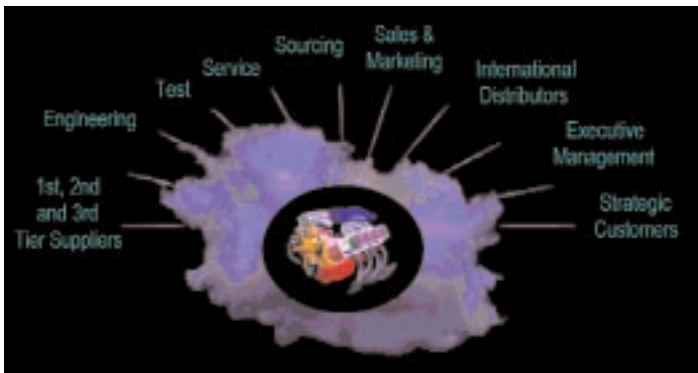
1. Access (who has access; with whom to collaborate and whom to exclude).
Secure access is absolutely critical!
2. Transactional security.
3. Data security.
Since information is power, must keep control over it across all supply chains or trust and business are lost.

Collaborative Product Commerce (CPC)

Sun Microsystems, Inc.'s e-strategist Rick Kostella claims he has "the most interesting job in the world." One task is to explain Sun's approach to the virtual enterprise in regards to Collaborative Product Commerce (CPC).

CPC is the application of Internet technologies to foster collaboration among all parties that have a vested interest in a product's design, manufacture, implementation and support.

While Enterprise Resource Planning systems (ERPs) strive to tie together the internal resources of an enterprise from order entry and inventory to manufacturing to shipping, the idea of a collaborative system beyond the company is still more conceptual than actual. Even for technology companies who connect with suppliers and vendors to extend the family, collaborative commerce is a huge next step that requires a disciplined approach as well as synergies.



Sun Microsystems' view of CPC

Incredible efficiencies can occur when the engine is designed, built and oiled well. For example, Sun partner Accenture, the mammoth consulting firm, lists the following improvements that customers have experienced as a result of implementing CPC:

- 33% improvement in productivity and 50% Faster time to market for a major toy manufacturer
- 40% reduction in manufacturing time for a marine equipment manufacturer

- 50% reduction in design time for an electronics manufacturer
- 50% shorter prototype phase for a medical instruments manufacturer

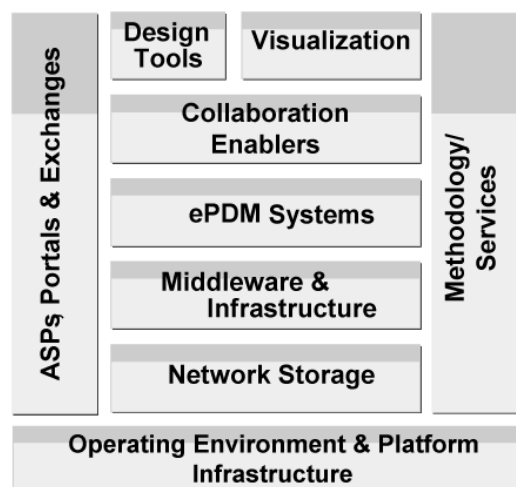
Another example that Kostella shared with the audience was in the auto industry. After installing a CPC system, one car maker reduced design time from 44 months to a phenomenal 12 months.

By having access to a CPC portal, collaboration tools and design tools, the small parts supplier, the original equipment manufacturer, and the large component supplier operate together efficiently. Shared data comes from the same database, so misinformation is kept to a minimum. This means that internal to the enterprise, shared information likewise comes from a unique database, thereby eliminating redundancies and manual data re-entry. Something as seemingly as simple as a product number to be shared within the organization — shipping, inventory, design, manufacturing, etc. — as well as with suppliers and customers without introducing new errors from manual re-entry.

Supporting the evolution of a CPC environment are recent technology improvements, such as

- Increased network bandwidth
- Portal technology for secure Internet access
- Applications Service Providers (ASPs), which drive down the costs of supplier implementation
- Increased scalability of network computing infrastructure (servers & storage).

Sun has identified the essential building blocks that are needed for a reliable and scalable CPC solution. The CPC Solution Framework shown in this diagram highlights those essential building blocks.



Sun Microsystems's CPC framework

At the heart of the solution framework is the ePDM solution. Below that is a layer of middleware and infrastructure components as well as the Sun platform infrastructure components. These bottom three layers form the foundation for the network services model of computing.

Above the ePDM layer are collaboration tools as well as design and visualization tools these top 2 layers are often customer specific for each installation, but can be plugged into the replicable components of the system.

On the right side is where professional services come in, supplying the CPC best practices methodology and services to accelerate your implementation and ensure success. Sun's own service organization works along side system integrators and ISVs to provide methodology and implementation services for all aspects of the CPC solution.

And finally, the left hand side shows that this model is based on Internet technologies that allow your CPC system to work in an ASP environment utilizing Portals and Exchanges.

From this framework, Sun and its partners establish complete solutions for CPC. At the highest level, these solutions are about

- Identifying these components and services that are "highly replicable"
- Instantiating, testing them in Sun's labs and at specialized centers
- Documenting them for Sun's professional services and customers.

In doing this, Sun believes it can reduce your risk, and shorten your schedule to deploy CPC.

Productivity at 3M

With annual sales of \$16.7 billion, 75,000+ employees and a brand name known around the world, Minnesota Mining & Manufacturing, Inc., or 3M, is a huge conglomerate. Such "bricks and mortar" companies frequently sidestep innovation in the face of mounting odds. Establishing a new product, when the culture as well as the organization are mired in molasses, can be a daunting task.

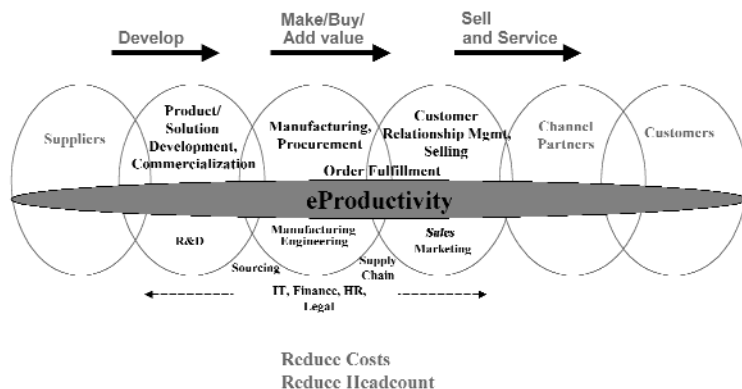
Often it takes a new CEO to stir the pot. 3M is no exception. Facing stagnant sales and growth, 3M named GE executive James McNerney, Jr. at the end of 2000 to succeed L. D. DeSimone as its chairman and CEO.

Iga Hallberg, Director of E-Business for 3M Corp. provided a picture of the road that 3M is on in terms of collaborative commerce.

In addition to a goal of returning to strong earnings growth, CEO McNerney established five basic goals for the direction of the company. One of those was to accelerate new product growth so that 3M can achieve at least 30 percent of sales each year from products introduced in the last four years.

Another of the five major goals is to establish e-productivity across the extended enterprise.

eProductivity applies eBusiness solutions to the Extended Enterprise

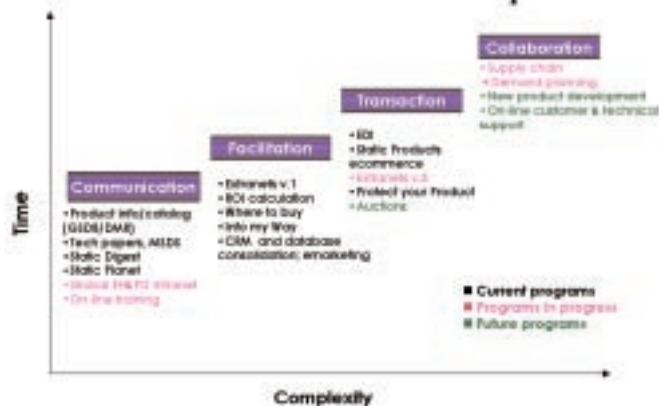


Based on Forrester Research's estimates, 3M can expect to expend almost 9 percent of total sales in 2004 (or 7 billion dollars. Forrester also predicts that 17 percent business to business sales will be part of ecommerce. So the importance to 3M of investing in the infrastructure is immense and critical to the health of companies like 3M.

There are many aspects to 3M's collaborative commerce implementation, not the least of which is promoting private network exchanges through www.static-planet.com. While portals are a huge drain on resources, 3M believes they are the smart thing to do. They are hard to tie directly to sales, so 3M often develops them in association with new product introductions.

But bringing partners into a collaborative solution is still a challenge. Areas of focus for 3M are communicating its ebusiness direction and focus, facilitating transactions, and collaborating internally and with partners. While 3M joins marketplaces, it is only after careful consideration. Currently, the company is working on second generation marketplaces that bring together multiple vendors to design, source, make, and deliver. A key to 3M's future in collaborative commerce is overcoming clear challenges and following its e-business roadmap. For example, bringing channel partners into a collaborative solution is still a challenge.

3M eBusiness Roadmap



For 3M, Hallberg concludes that there is still much to learn and many opportunities to explore. Much of the changes will tend to be internally driven with low visibility outside the organization.

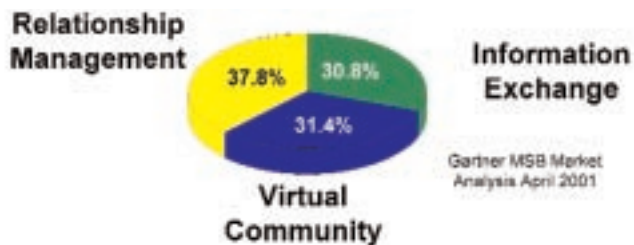
IBM's Verifiable Results

Suppliers and buyers have unprecedented opportunities to connect and establish mutually beneficial and profitable relationships. Analysts agree that B-to-B e-commerce will be a major growth area in the next four years.

With online marketplaces, direct sales through corporate sites and electronic data interchange (EDI) in mind, the Yankee Group predicts that by 2004, B2B e-commerce will reach almost \$3 trillion.

Driving collaborative commerce are pressures for global free trade, accompanied by the movement to market-driven economies and the elimination of price differentiation from one geography to another. While price and functionality remain critical, customer service and value-added relationships and competitive differentiators.

As the possibilities of levelled playing fields emerge, consolidating information that is collected across all commerce channels prevents brand dilutions and encourages communications with customers. The three most frequently endorsed uses for collaborative commerce are:



As traditional industries recognize that they face non-traditional competition, IBM has been vaulting into the lead on helping them rise to the challenge. Theresa Robertson, E-Commerce Specialist for IBM characterizes IBM's view of collaborative commerce as "co-opetition."

Creating the environment that is more than just transactional, IBM encourages Team Rooms so that companies and their customers can share and interface unfettered. Virtual Communities are also a sound way to cement partner relations. Like 3M, IBM finds private marketplaces to be very popular and the way of the future. For IBM, the next chapter in e-business is to create unquestionable value in terms of quantifiable results, or return on investment.

In short, "ROI" is the secret password for the short-term success of collaborative commerce. Companies currently making ecommerce investments are doing so for the short-term successes that quickly show the money.

In one such example, IBM was able to help Whirlpool achieve a 100 percent ROI in eight months with its B2B portal. For its B2C site, Whirlpool achieved a 100 percent



ROI in 5 months. Between these two spectacular efforts, Whirlpool's order processing savings exceeded 80 percent.

A \$10.5 billion corporation recognized for excelling at servicing its customers, Whirlpool nevertheless had many inefficiencies inherent in its order processing methods. The mid-tier trade partners, representing 10 percent of the company's revenue were not individually large enough for Whirlpool to dedicated solutions system to system. Instead, Whirlpool looked to IBM as a service and product provider to solve its problems.

A wonderful success story, IBM's relationship with Whirlpool is not an isolated case. In fact, IBM boasts that it delivers ROI 25 percent faster for its ebusiness customers than the industry average.

In another example, SciQuest.com, a major source of scientific and laboratory equipment, experienced a 100 percent payback in 6 months, an 80 percent decrease in the order processing time. The catalog site with over 1 million items receives over 140,000 visits per month.

Panel: Connecting the Unconnected

Moderated by Kevin Rhodes, VP of business development for Eureka e-Solutions Inc., a panel of experts discussed the real-world of connecting the unconnected.

The panelists were:

- **Wade Andrews**, Marketing Director, SIS Technologies, Ltd.
 - Since 1982, SIS supports infrastructure development by taking companies from a mere idea to up-and-operating e-commerce solutions that leverage the Internet as an online, real-time sales channel for B2B solutions. The company is a Sun Iforce Regional Systems Provider
- **John Drisdale**, Partner, in the law firm Mayor, Day, Caldwell & Keeton, LLP
 - Over 100 attorneys - with superior academic credentials
 - Over 3,000 clients worldwide

- Experience with clients across numerous industries and client profiles from start-up to global corporations



Panelists Drisdale, Hanafi, Rhodes, Rodriguez, Andrews, Meyers

- **Faisal Hanafi**, Regional Director - Central Area, Concerco
 - National broadband e-business consulting firm to Global 2000 companies and innovative startups
 - Transforming businesses through the creative applications of new technologies
 - Helps build the solutions it deploys - with leading technology creators such as Vignette, Microsoft, Intel, Dell, IBM, and Scientific-Atlanta
- **Monty Meyers**, founder and Chief Technical Advisor, Eureka e-Solutions Inc.
 - Since 1986, Eureka e-Solutions helps Fortune 500 firms as well as start-ups accomplish business goals using software, the Internet, and emerging technologies
 - Design, development, and QA of ecommerce systems, enterprise applications, and complex distributed solutions.
- **Luis Rodriguez**, New Business Development for South Texas Genuity
 - A \$1B+ Internet infrastructure services provider, which is the only company in the industry to offer an eBusiness Network Service Platform
 - With its signature Black Rocket™, a platform for creating scalable ecommerce solutions; Genuity has over 5+ years of experience in dedicated, remote and broadband access; Web hosting; and Internet security.
 - A classy beginning -- founded as BBN in 1948 (developers of the Arpanet, .Router, eMail, VPNs, and Managed Hosting)

The Collaborative Commerce Solutions

Recent statistics released by Goldman Sachs show U.S. e-commerce revenue to rise from its current \$446 billion to \$2.1 trillion in 2005. Goldman Sachs predicts that total B2B revenues, now at about \$4.5 trillion, will grow six-fold during the same period.

Moderator Rhodes engaged panellists in a discussion about differentiating e-commerce and c-commerce. The former is more tactical in nature and commonly infers an ability to complete monetary transactions online. In comparison, collaborative commerce is a much deeper and richer form of

B2B interaction designed to support trading partners across business processes.

"Co-opetition" summed up the panellists approach to the col-com. More importantly, they all agreed that the focus is customers, customers, and customers and the ability of the collaborative partner to share support and rewards of the virtual community. The challenges are steeper, however, since managing expectations means being aware of your collaborators as well as your own and the customers.

Another part of the equation panellists felt was the depth of insight needed into partners' businesses processes. Too little and two companies directing internal processes may be at cross purposes. Too much and companies may risk exposing strategic advantages.

Drisdale was most concerned with the challenges of contractual arrangements, noting that the biggest security risks are not among partners but internal to an organization itself.

Meyers observed that the second wave of collaborative Internet-based relationships has started. Works.com, an Austin-based startup for procurement applications, had been focused on serving the small business. Recently it restructured and relaunched to serve the mid-sized market. "Small businesses never want to be first adopters or to pay for it," he added.

"XML has been adopted as a standard format by only 8 percent of companies in ecommerce," Hanfi stated as the question of working around barriers was discussed. Yet, this hybrid standard for exchanging information is undoubtedly the way that much of collaborative commerce will be accomplished.

Andrews believes that supply chain management is still not taking advantage of electronic resources that are now available via the Internet. "It's a matter of time," he concluded.

Rodriguez looks more at the creative opportunities that convergence provides to partners who find they are compatible.

Conclusion

Collaborative commerce is in its infancy. That is clear. Continued dialog at all levels of the organization, internally and externally, is absolutely critical to the growth and health of this new/old way of doing business. Whether in San Antonio, Houston, Dallas, San Francisco or any other place of doing business, efforts to increase cross-organizational conversations should be encouraged.

As a freelance writer and journalist, Emily Sopensky, writes for and about companies in high technology. Considered technically astute and armed with an East Coast MBA, Sopensky focuses on the business implications of technology. Her company, The Iris Company, works with businesses to hone their message and technical communications. You can email her at emily@iriscompany.com.

Biographies

Wade Andrews, Director of Marketing, SIS Technologies
While researching the NAFTA Trade Agreement for the NAFTA Information Clearinghouse back in 1994, Wade Andrews discovered the wonderful world of the web. Since then he has made a career out of working with all aspects of this new technology; which from the start was a perfect fit with what was always Wade's main philosophy of business: Communication for everyone - All the time. Wade is currently the Director of Marketing for SIS Technologies, The Infrastructure Company, A Sun Iforce Regional Systems Provider.

John Drisdale, Partner, Mayor, Day, Caldwell & Keeton, L.L.P.
John is responsible for outsourcing, corporate and corporate finance transactions. Although the majority of his experience has been in private law practice, Mr. Drisdale has also been the Chief Legal Officer of an international insurance group publicly traded on the American Stock Exchange and Vice President and general counsel for an acquisition firm (portfolio company annual revenues exceeding \$400 million). In addition to the legal experience, this "in-house" experience provides him with insight into the needs of his business clients. Mr. Drisdale has represented participants in merger and acquisition transactions, public and private securities offerings, venture capital investments, strategic alliances, and assisted in a variety of asset transfers including software development, licensing and distribution arrangements. Mr. Drisdale graduated from Texas A&M University in 1976 with a Bachelor of Science degree in Chemical Engineering and earned his doctor of jurisprudence cum laude from Baylor University in 1979.

Iga Hallberg Director of E-Business, 3M Corporation
Iga Hallberg leads the e-business initiatives for 3M's Electronic Handling & Protection Division, a \$220 MM division selling into the electronics manufacturing industry. Prior to her current e-business role, she has held multiple marketing and global business management positions including launching new products, and defining new market opportunities, spanning 3M's industrial, electronics, and consumer businesses. Hallberg has a BA in economics and French from Fairfield University in CT, and an MBA with concentration in International Marketing from University of Brussels in Belgium.

Faisal Hanafi, Regional Director for the South Central Region US, Concero
Faisal's responsibilities for Concero, a national Broadband eBusiness Consulting Firm, include overseeing all business development, operations and delivery of broadband eBusiness solutions to Global 2000 companies and innovative startups as they develop their eBusiness strategy, technical infrastructure and capabilities. Examples of organizations which Faisal has worked with include 3M, Canon, Coremetrics, Crowley Maritime Corporation, Dell, as well as a number of State Government Agencies. Prior to joining Concero, Faisal was a Senior Consultant at Andersen Consulting.

Rick Koskella, E*Strategist, Sun Microsystems
Rick provides strategic e-business counseling to Sun's customers, drawing on Sun's experience and best practices in offering integrated solution sets to solve e-business problems. As a part of Sun's

field marketing organization, he leads a solutions marketing team for eMarketplaces and Supply Chain implementation, and is a member of the solutions marketing team for Collaborative Product Commerce. Prior to joining Sun in mid-2000 he was a principal in two Internet startups, one an eMarketplace and the other aimed at web-enabling shopping malls and retail shops. He has 20 years experience in international trade and consulting, with assignments in over 30 countries. He is a former professional staff member of the U.S. Senate Budget Committee. Mr. Koskella has a B.Sc degree in Astronautics from the US Air Force Academy. As a Rhodes Scholar, he has two masters' degrees in politics and economics from Oxford University.

Monty Myers, Founder and CEO of Eureka e-Solutions Inc.
Myers founded Eureka e-Solutions, a software and Internet engineering firm, in 1986. Myers' 18 years of experience in strategic planning, business management, and technology has positioned him as a visionary in the fields of software engineering and collaborative commerce. He has applied his experience and skills to help hundreds of business and technology executives develop strategic business plans and architect scaleable technologies for successful enterprises. At Eureka, he has worked with a myriad of fellow entrepreneurs, technologists, and top management, from Fortune 500 companies to high-profile Internet start-ups. Myers' expertise areas include strategic business and technology decisions; e-commerce technologies; ASP business models; Web-enabling business processes; software engineering and quality processes; site/software performance and scalability; and others. Prior to founding Eureka, Myers was the Director of Software Development for a national engineering consulting firm. He graduated from Texas A&M with a BS in engineering, Cum Laude.

Kevin Rhodes, Vice President of Business Development, Eureka e-Solutions Inc.
Rhodes joined Eureka in 1994, helping to orchestrate its business organization and high growth rate since that time. Rhodes' career has spanned sixteen years in strategic planning, management, and business development. He has been a key player in facilitating growth at software product and service companies, as well as marketing communications and consulting firms. He has consulted with a multitude of client companies to equip them to be successful with technology and business practices. An accomplished public speaker, he has presented at numerous conferences on high tech marketing and sales and at other venues. Rhodes received his MBA from Texas Tech (with honors) and his BA, Summa Cum Laude, from Lubbock Christian University.

Theresa Robertson, E-Commerce Specialist, IBM Corp.
Theresa works with IBM customers in Central and South Texas in the justification, selection and implementation of IBM e-commerce solutions. Prior to her current role, she spent four years as an IBM software/applications infrastructure specialist where she marketed database, middleware, and application development solutions. Theresa also has five years' experience as a Microsoft Account Executive in the Austin and San Antonio areas. She graduated from the University of North Texas with a Bachelor of Business Administration degree.

Luis Rodriguez, Jr., New Business Development Account Manager, Genuity, Inc.

Luis is the New Business Development Account Manger for Genuity. Responsibilities include broadening the Genuity footprint within the Global 2000 space in South Texas, and establishing relationships within the Investment community. Luis brings to the ASP committee over ten years of highly successful management, sales and training experience. Luis has held positions in Sales & Marketing for a surgical device division of Johnson & Johnson and most recently, was part of Austin based Dryken Technologies' sales team working to develop markets for their CRM personalization software offering.

Michael Stewart, Co-founder and Chief Executive Officer of SiteStuff, Inc.

Michael has been an entrepreneur for more than 15 years, beginning with a vehicle rental operation, which he founded while he was attending Baylor University. He was CEO of two real estate management software companies, with an elite international customer list that included The Travelers Realty Investment Company, Goldman Sachs Whitehall Realty Fund, IBM and Motorola manufacturing facilities, and Telkom Properties in South Africa. Michael has also been an independent technology consultant to the real estate industry and the acting CIO of a mid-sized REIT.

Jerome York, Vice President and CIO, The University of Texas Health Science Center at San Antonio

Mr. York has 23 years of experience in leading information technology organizations. At the University of Texas Health Science Center at San Antonio, Mr. York is responsible for Computing, Academic Informatics, Telecommunications and a variety of production units including Printing and Graphics. Jerry has extensive experience in computer system applications in universities and health science centers consisting of a wide variety of successful implementations of systems and solutions in academic, administrative and clinical settings. He has served on a variety of statewide committees in both Ohio and New Jersey, including the Ohio Link statewide library system and the Information Technology Advisory Committee for the New Jersey Commission on Higher Education.

Conceived and presented by the Technical Business Network (www.techbiz.com).

Founded in 1995 in Austin, Texas, Technical Business Network is a non-profit professional membership organization committed to fostering business leadership for technology companies. TBN links diverse companies together, provides access to business resources, and serves as a focal point for navigating within global technology communities.

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