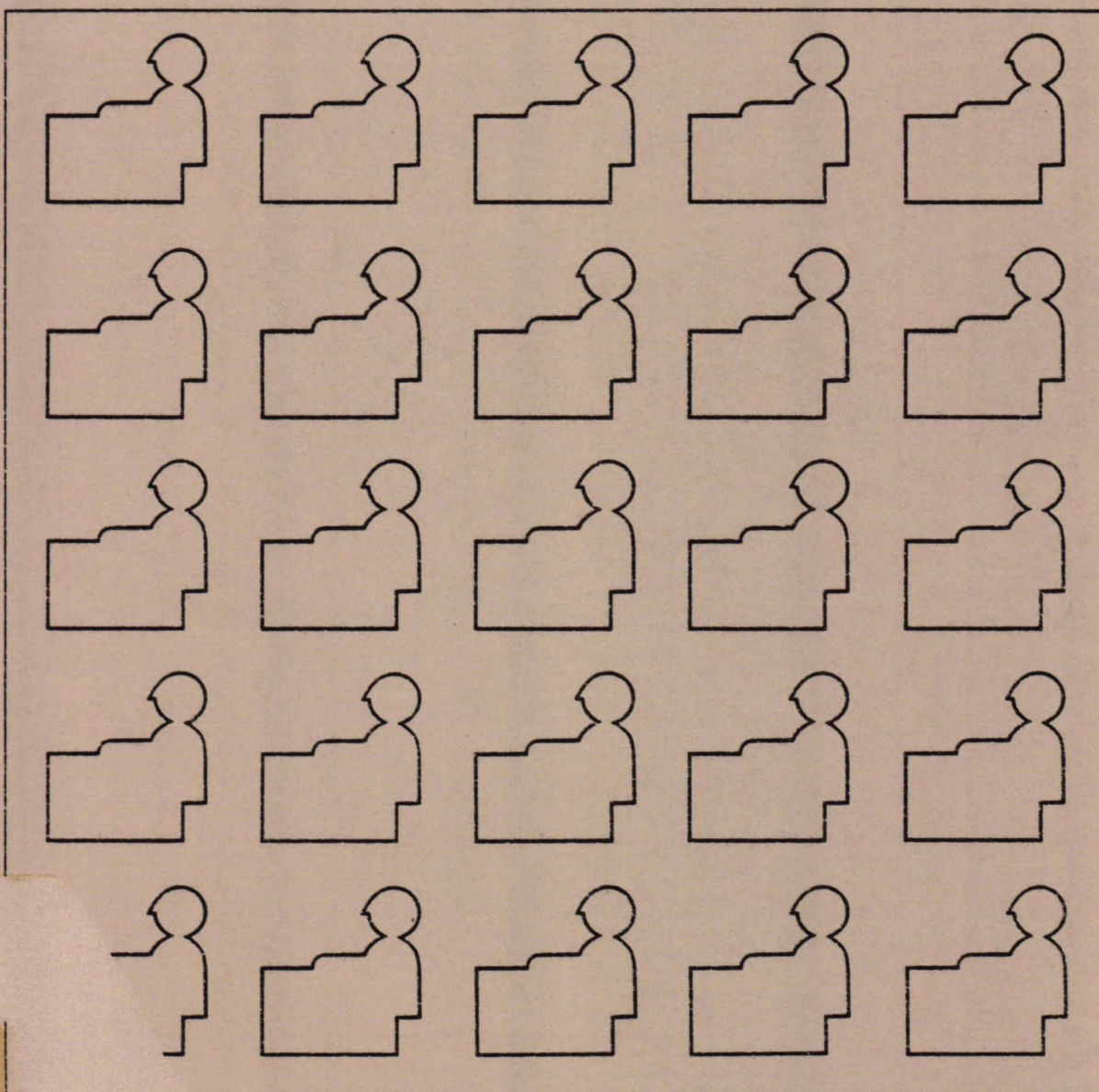


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OFFICE COMMUNICATIONS SYSTEMS PROGRAM

PROGRAMME DE LA BUREAUTIQUE

THE FEASIBILITY OF ESTABLISHING
A CANADIAN OFFICE AUTOMATION
USER'S ASSOCIATION REPORT



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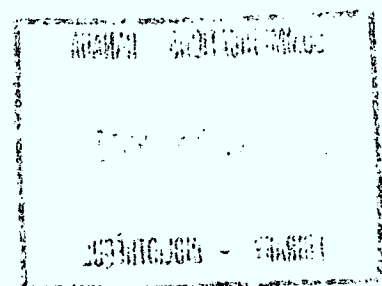
for the
Department of Communications

submitted by: Trigon Systems Group Inc.

December 15, 1983

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1.0 EXECUTIVE SUMMARY

1.1 Purpose

This report documents a study undertaken at the request of the Department of Communications, Office Communication Systems Program. The purpose of the study was to investigate the feasibility of establishing a Canadian Office Automation Users' Association and, if feasible, to formulate its objectives, programs and services, structure, character, funding and relationship with other existing associations.

1.2 Approach

During the months of October and November, forty-five interviews were conducted across Canada, with users of office systems, including users from trade unions, and with vendors of office systems. In addition, representatives of eight existing associations were interviewed, and informal discussions were held with a number of recognized experts in the office systems field.

1.3 Conclusions

Analysis of the resulting information yields several significant conclusions:

- There is a broad base of support for the concept of a Canadian organization for office automation users.
- With minor exceptions, existing associations also support the concept.
- While not unanimous, there is general agreement that vendors should also participate in some way in the organization.
- Most persons favour a "program" structure for the organization, similar to the Diebold Automated Office Program in the U.S., as opposed to an "association" like CIPS or DPMA.
- The majority of organizations contacted would be willing to pay an annual fee which would be substantial, but less than \$5,000.
- For this fee, most would expect to be provided with a worthwhile program of services, including conferences, a senior executive forum, information on vendors and products, technical meetings and a newsletter.
- Other services could also be provided, but on a pay-as-you-go basis.
- Most organizations oppose any substantial Government backing for an office systems users' association, but would accept Government start-up funding.

Four possible models have been identified as alternatives for providing the exchange of information and experience which seems to be needed among users and vendors.

1) Professional Association

This model is an association similar to CIPS, AISP or SOAP, where membership is primarily by individuals rather than corporate entities, and services are planned and delivered by members who volunteer their services.

2) Non-Profit Association

This model is similar to the Canadian Manufacturers' Association, the Canadian Business Equipment Manufacturers' Association or the Canadian Centre for Industrial Health and Safety. This type of association has a paid staff who plan and deliver services and activities, but membership is usually on a corporate basis, and the association usually centres on some strong common interest or need.

3) Program

This model is similar to the Diebold Program referred to above, the Butler-Cox Foundation in Britain, or the Office Technology Research Group in the U.S. These groups are run by a private sector organization as a profit-making enterprise, and they usually provide a well-defined program of services for a significant annual fee.

4) Standalone Services

Under this model, there would be no association, but specific services would be provided on a fee-paying basis by some organization such as Government or one of the existing professional or vendor associations.

1.4 Recommendations

Of these four alternatives, two are recommended as worthwhile pursuing.

1) Professional Association

This is NOT recommended since there are a number of existing associations already providing or planning to provide services to office systems users.

2) Non-Profit Association

This is NOT recommended, because of the lack of a sufficiently strongly felt need among office systems users to provide the spontaneous movement typically needed to bring such an association into being. To initiate an association of this type would require a substantial amount of funding and effort from Government.

However, in order to provide Government with the means to assess this decision itself, a detailed plan and budget for this model have been provided in this report. Based on this budget, Government would need to provide approximately \$600,000 funding in the period from 1984 to 1987, before the association would be self-sustaining.

3) Program

This approach to a users' organization is recommended as a viable model. It is further recommended that this be totally a private sector approach with no start-up funding from Government. Since any number of private sector groups could undertake this program, and each could approach it in a different manner, no attempt is made in this report to provide a plan or budget for this option.

4) Standalone Services

This approach is also recommended as a viable one, and suggestions are provided in this report as to the types of services which could be provided on a standalone basis, by whom, and how these might be encouraged by Government.

2.0 INTRODUCTION

This report presents the findings and recommendations of an investigation into the feasibility of establishing a Canadian Office Systems Association. The impetus for the study was primarily based on subjective evidence that a users organization could make a significant contribution to the productivity of Canadian business and at the same time aid the development of the office automation industry in Canada.

Canadian businesses have been relatively slow in adopting the new "integrated office systems" to improve office efficiency and effectiveness. Ironically, there are a number of leading-edge implementations of office systems in Canada. A gap has developed between those who have developed substantial experience, and those still groping with initial attempts to use the technology.

To bridge this gap, there appeared to be a need for a forum whereby expertise could be disseminated to user organizations and where organizations could learn from each other's experiences.

Currently, Canadians seek such programs through American associations such as the Diebold Automated Office Program (DAOP) or the multi-client Office Technology Research Group (OTRG). One-quarter of the members of the Diebold program, for example, are Canadian.

The problem is that there is no institute or association in Canada which is addressing the needs of Canadian business and government for the new generation of integrated systems which result from the convergence of computer, office and telecommunications technologies.

The organization could provide a pool of experience to assist product planners and marketing strategists as well as help ensure that information about Canadian suppliers was made available to prospective purchasers.

2.1 Objectives

The primary objectives of this study were to:

- 1) establish if a need exists and hence if a Canadian Office Automation Users' Association would be feasible, and if so;
- 2) determine an appropriate set of terms of reference, goals and objectives and relationship to existing user associations such as CIPS, AISP, and CICA;

- 3) determine the organization and structure of the association - private versus public, national versus regional, appropriate advisory boards, management and staffing;
- 4) determine the programs and services which should be offered with their relative costs, and
- 5) determine a budget and plan for the start-up period (first 2 years).

3.0 METHOD

The various activities involved in conducting this project are described in this section.

3.1 Statement of Work

A project workplan, detailing assigned personnel, the proposed sample, data collection instruments, data analysis, and projected milestones was prepared. A copy of this workplan is included in Appendix I.

3.2 The Sample

Information and opinion was sought from users, vendors and associations across the country, and appropriate samples selected for each of these groups.

3.3 Users and Vendors

For users and vendors, the following list of groups were solicited for potential interview candidates.

- Trigon's extensive list of contacts in the industry
- CIPS membership list
- Diebold Group list
- AISP (partial) list, and
- Government directories.

An initial list of 80 potential interviewees was selected.

3.3.1 Selection Criteria

It was important that those interviewed met a number of criteria in order to be included in the survey group. Of primary importance was the requirement that the survey group be representative of Canada. This meant ensuring that the sample was:

- of reasonable geographic distribution coast to coast
- representative of both official languages
- drawn from a variety of industries
- drawn from the public as well as the private sector
- representing users primarily, but also vendors of office systems
- representative of varying degrees of sophistication in the usage of office systems
- drawn from small and large businesses or corporate entities.

Senior management personnel were considered to be personnel at the director level or above. Large companies

or organizations were those with 500 or more personnel. Public organizations were considered to be Government agencies at the Provincial or Federal level. Finally, the majority of the people included in the survey group had to be in some position of responsibility for planning, designing, implementing, or evaluating office automation systems in their organizations.

The final sample included 36 user interviews in English and 3 in French, and six suppliers. The user interviews included two unions.

3.3.2 Discussions with High Technology Associations

There are currently a number of associations in Canada which, in one respect or another, have an interest in the high technology area. They generally fall into one of the categories listed below, and it was reasonable to assume that most of these organizations would have opinions and suggestions relating to the formation of the proposed new organization.

Trigon approached each of these associations to obtain their input into the nature and structure of the new organization with the following procedure:

1) Written Request

Trigon wrote to the appropriate member of each association's executive body, asking if they wished to provide input to this study.

2) Interview

An interview was conducted, either by telephone or in person, with a representative of each organization responding to the written request.

The purpose of these interviews was to solicit responses as to the idea of the formation of a new and separate user forum and to get comments from representatives as to the structure and content that such a group should have. The interviews were also intended to explore future linkages between the new proposed user forum and the existing associations.

As a majority of time in the interview was to be spent obtaining suggestions, comments and building interest and exploring concerns, a non-structured approach to the interview was used.

The points covered in the interview included:

- Canadian Office Systems Association Study
- a) overall comments and response to the idea
 - b) structure for the new forum
 - c) content for the new forum
 - d) goals for the new forum
 - e) links between the forum and association interviewed
 - f) profile of association interviewed
 - g) optional written submission

In order to ensure that the study could be completed in a reasonable timeframe, appropriate time limits were established for responses to each of these steps. The associations included the following groups.

3.3.3 Information/Office System Groups

These groups deal with the concerns and interests of the users of electronic office systems. These systems include such things as electronic typewriters, word processors, electronic mail systems and generally any automation products that perform some work in the office environment.

The following office system groups were contacted:

- AISP (formerly IWP), the Association of Information Systems Professionals,
- SOAP, the Society of Office Automation Professionals.

3.3.4 Computer Groups

These groups vary widely. Some exist simply to bring users of similar computer equipment into a forum to facilitate the interchange of information about computer systems. Some also encourage the development of standards to be adopted for the interchange of programs and hardware. Others are more general in nature, existing to promote the advancement of the information processing industry as a whole.

The following computer groups were interviewed:

- CIPS, the Canadian Information Processing Society,
- DPMA, the Data Processing Management Association,
- DECUS, the association for users of systems manufactured by DEC (Digital Equipment Corporation).

3.3.5 Telecommunications Groups

Members of these groups are concerned with the use and development of telecommunications equipment in Canada. This includes all levels of technology from telephone systems to lasers and satellites.

The only prominent group in this category is CICA, the Canadian Industrial Communications Assembly.

3.3.6 Vendor Groups

These groups are formed by vendors of high technology equipment in order to promote their collective interests.

The following vendor organizations were contacted:

- EEMAC, the Electrical Equipment Manufacturers Association of Canada,
- CATA, the Canadian Advanced Technology Association, and
- CBEMA, the Canadian Business Equipment Manufacturers' Association.

3.4 Discussions With Other Key People

Trigon has also drawn from a large base of associates and colleagues for information and advice in the structuring of a user oriented organization.

The following personnel were contacted:

3.4.1 Private Sector

Ed Robertson, formerly of the Diebold Automated Office Program.

Steve Caswell of Network Innovations Inc. and International Resource Development Inc.

Stephen Mumby, Partner, Systems Concepts Ltd. (U.K.).

3.4.2 Public Sector

The following potential funders and supporters of a new organization included the following government departments:

The Department of Communications, through the OCS Program.

The Quebec Bureau Centrale d'Informatique

Alberta Public Works Supply and Services, Office
Automation Branch.

3.5 Devise Instruments

The primary instrument used in the project was an interview guide for the user interviews. These interviews were structured (as opposed to free-flowing) in order to ensure that all relevant subjects were discussed, and common baseline data collected. The structure also helped in the analysis of the data. The guide was carefully designed with the following objectives in mind.

- Set interviewee at ease and elicit complete and reliable information.
- Cover all subject areas necessary to enable conclusions to be drawn in the areas designated in the Request For Proposal.
- Be physically laid out so as to facilitate the interview process and allow the capture of all necessary information.

Secondary instruments included shorter interview guides for representatives of associations and vendors. In addition, an appropriate letter was written, and sent to association representatives (usually the president) as their initial contact with the project.

A copy of the user and vendor interview guide is included in Appendix II.

3.6 Set Appointments

Letters were sent to associations, followed by a telephone contact. Users and vendors were contacted directly by telephone.

Two extensive trips were made across the country, one from Victoria to Central Canada, and the second from the Maritimes back to Ontario. Interview appointments were sought with this travel plan in mind.

3.7 Conduct Interviews

Interviews were conducted according to the schedule devised above. The association interviews were conducted by telephone and the associations were advised that they could submit a written follow-up if they so wished, provided that this could be done within the constraints of the project schedule. No such submissions have been received to date and no associations expressed an intention to do so.

User and vendor interviews were conducted in person where possible, with the telephone being the medium of second choice. A summary of all persons/organizations interviewed is contained in Appendices III and IV.

3.8 Analysis

During this portion of the project, the data collected from various sources was summarized and analyzed with a view to making recommendations in the following areas.

- The viability of the organization
- Services to be provided to members
- Costs or fees to members
- Relationship to existing associations and groups
- Role of Government in the new group
- Role of vendors in the new group
- Timing for organization and start-up of the group
- Plan for start-up activities (promotion, membership drive, kick-off events, publicity, etc.)
- Press and publicity plans for start-up and on-going
- Financing arrangements and plans
- Business plan for 1984.

Information from the structured interviews was analyzed on Trigon's computer system to facilitate analysis for trends and quantitative results as well as of cross-tabulation for sub-groups within the survey sample. Other input was analyzed on a less formal basis. The interview data and written submissions were reviewed and discussions were held among project team members who will have been instrumental in gathering the data and will have formed impressions through personal contact with those supplying the input to the study.

During this portion of the study, contact was also made with other persons experienced in the office automation industry in the United States and elsewhere. The purpose of these contacts was to provide additional input to the recommendations. The persons contacted were individuals who have had experience with organizations similar to the proposed new group, in other countries. These persons were asked their opinions of what kinds of services and organizations have been successful in these other contexts, in meeting the needs and interests of the users and other members.

3.9 Report and Final Presentation

The study findings are summarized in this report. Based upon comments received from this Final Report, a presentation of the results and recommendations will be prepared.

3.10 Project Personnel

The following individuals worked on this project.

- Patrick McAuley
- Mary-Anne McKeichan
- Laura Oda
- Don Tapscott
- Del Henderson
- Morley Greenberg
- Louis Martin

4.0 FINDINGS

4.1 Introduction

This section describes the findings of the study. Interviews were conducted with representatives of user organizations, vendors, unions, other associations and key Office Automation (OA) industry individuals.

For users, vendors and unions, each interview consisted of about 30 questions, and a total of 45 interviews were conducted.

There are a number of possible alternatives for presenting the study's findings. These include:

- Issue (desirability, feasibility, etc.);
- Geographical region (Maritimes, Quebec, Ontario, Prairies and B.C./Alberta);
- Sector (public and private);
- Seniority of respondent (senior and other);
- Size of the organization to which the respondent belonged (large and small).

The answers obtained to the interview questions are summarized in this chapter in a manner relevant to the key issues involved in establishing a Canadian Office Systems Association (hereafter referred to as the "Association"). These key issues include:

- Desirability of the Association;
- Feasibility of the Association;
- Formal name for the Association;
- the Association's goals and objectives;
- the Association's relationship to existing user and professional organizations;
- the Association's organizational structure;
- Programs and services to be offered by the Association;
- Membership of the Association.

Presenting the results by "issue" allows the analysis to go right to the heart of the matter. Yet the other dimensions of analysis (e.g. geographical region, sector etc.) should not be, and are not, ignored. They are treated as sub-issues subordinate to the main dimension of "issue". Therefore, when examining a particular issue, if a significant difference was found between regions, sectors, etc., it is reported and discussed at that time.

4.2 Summary of Findings

The findings are reported in detail and at length in the sections following this one. In order to quickly present the main findings, a summary is provided here.

- The Association is feasible. There is real potential for an Association which would help companies explore OA;
- There are many OA problem areas faced by Canadian companies;
- 54% of respondents preferred an Association fee of less than \$5,000;
- 74% of respondents believe the Federal Government should subsidize the Association during the start up, but not during its on-going operation;
- 58% of the respondents believe the Association should be profit-making;
- 70% prefer a name rather than a theme identification;
- The three most frequently mentioned goals for the Association were: provide information exchange, provide education and focus on case studies/applications;
- Cooperation should be sought with CIPS and DPMA and possibly other key organizations;
- 83% of the respondents preferred a private program versus an Association;
- 90% preferred to have private sector management of the Association;
- 76% preferred to see the Association set up with a representative advisory board to ensure regional requirements are met;
- Nine of the sixteen suggested services were rated as being of value;
- 47% of the respondents preferred to have users and vendors in separate divisions.

4.3 Format Used in Presenting Findings

The findings are presented according to their relation to the key issues. There is a section of this chapter for each key issue.

Questions asked during the interviews, and relevant to a particular key issue, are grouped under that key issue. The responses to the questions are interpreted as they relate to each key issue.

Comments frequently accompanied the responses. These comments were recorded during the interviews and are reported here with the question to which they were directed. The comments reported are the most frequent ones as well as those of unusual interest.

LEGEND

Please note the following symbols used in this section.

n - the number of people who answered the question;
NA - No Answer: the number of people who did not answer the question.

No. of Interviews = n + NA

4.4 Desirability

The first issue to be addressed is that of overall desirability of a new user Association. To assess this issue, respondents were first asked to indicate their own organization's stage of development in terms of office automation. Responses to this questions are indicated in Table 4.1.

Table 4.1

ORGANIZATION'S DEVELOPMENT IN OA

<u>Answer</u>	<u>No. of Responses</u>
1 = Traditional	--
2 = Planning/Micros	18
3 = IOS Pilots	21
4 = Large Scale IOS	5

Average = 2.7 (n = 44)

Notes: NA = 1;

answers rounded to nearest integer.

Out of all the organizations surveyed, 48% were starting at the pilot stage. Most companies, then, are starting to explore the opportunities of OA. And when less developed organizations are included, it would seem that there exists a real potential for an Association which would help organizations move into implementing integrated office systems.

Given the data collected during the interviews, it is possible to see if there is a difference across Canada in OA development. We can see if one region is, on the average, more advanced. However, as is shown in Table 4.2, there is little appreciable difference, particularly from Quebec westward. The Maritimes are slightly behind on implementation.

Table 4.2

OA DEVELOPMENT: DIFFERENCES ACROSS CANADA

<u>Region</u>	<u>Level of Development</u> <u>[from 1(low) to 4(high)]</u>	
	avg	n
West (BC/Alb, Prair.)	2.8	17
Central (Ont., Que.)	2.7	24
East (Maritimes)	2.3	4

Respondents were then asked to indicate the major roadblocks they face in their progress to office automation. These responses are recorded in Table 4.3.

Table 4.3

AGREEMENT WITH ROADBLOCKS TO OA

Roadblock	Scale / No. of Responses									
	strongly agree					strongly disagree				
	1	2	3	4	5	6	7	avg	n	NA
Lack of Top Mngmt Commitment	7	6	9	10	7	5	1	3.5	45	--
Lack of Finances	4	9	10	9	4	4	4	3.6	44	1
Inability to Justify Spending	12	9	7	7	8	1	--	2.9	44	1
Resistance to Change	2	6	13	8	10	4	1	3.8	44	1
Lack of OA Understanding	13	13	10	3	1	4	--	2.7	44	1
Political Conflicts	6	7	11	4	7	7	1	3.6	43	2
Fear of Technology	3	4	9	7	12	8	1	4.1	44	1
Technical Difficulties	8	8	8	3	8	6	3	3.5	44	1

Notes: Answers rounded to nearest integer on answer scale.

Several comments were made concerning other types of "roadblocks to OA" than those listed. Those roadblocks identified include:

- Equipment compatibility problems;
- Economic conditions;
- Lack of understanding of OA strategic planning;
- Limited human resources;
- Inappropriate products, unsatisfied needs;
- Inadequate training;
- Need to sell the benefits of OA;
- Unrealistic user expectations.

We can interpret the "roadblock" data to mean that there are many different problem areas faced by companies. Organizations require help in all of these areas. An Association could go a long way towards providing that help. Those roadblocks which were felt to be particularly troublesome (e.g. Inability to Justify Expenditures), could be focused upon by an Association as a higher priority area.

In investigating differences between users' and vendors' opinions of the degree to which the above roadblocks hamper OA, a number of variations emerged. Three of the suggested roadblocks had appreciable differences of opinions. These are shown here in Table 4.4.

Table 4.4

ROADBLOCKS: DIFFERENCES BETWEEN USERS/VENDORS

Roadblock	Average Agreement (1=strong agr., 7=strong disagr.)			
	Users		Vendors	
	avg	n	avg	n
Lack of Finances	3.8	38	2.3	6
Inability to Justify Expenditures	3.0	38	2.2	6
Tech. Difficulties	3.5	38	4.3	6

As Table 4.4 shows, vendors feel more strongly that there are difficulties with financing OA. They, as sellers of OA equipment, would face these difficulties everyday. To vendors, the financial areas are "roadblocks to selling". Conversely, users find that technical difficulties are more of a problem than do vendors. Users do not have the same human technical resources at their disposal as do vendors.

Finally, respondents were asked to indicate where the responsibility for office automation lay in their own organization, and these responses are summarized in Table 4.5.

Table 4.5

RESPONSIBILITY FOR OA

<u>Answer</u>	<u>No. of Responses</u>
DP/MIS	7
Admin/Office Services	2
Telecommunications	1
Separate Group Reporting to Above	1
Separate Group	11
Other	8
Combinations of Above	13

Notes: n = 43;

NA = 2;

Most common "combination": DP/MIS and
Admin/Office = 7.

Table 4.5 serves to point out the multidisciplinary nature of OA, and the need for ways of bringing these different disciplines together for productive exchanges. An Association could help to bring this about.

4.5 Feasibility

A review of existing program-oriented associations indicated annual fees ranging from \$10,000-\$25,000, depending on the size and type of member organization. We asked respondents what fees their organizations would be prepared to pay for a package of services consisting of some combination of the following:

- Face-to-face meetings/conferences;
- Teleconferences;
- Electronic mail accounts;
- Computer conferencing;
- Special interest groups;
- Newsletter;
- Vendor product information;
- Discounts on courses, seminars, etc.;
- Senior executive forum;
- Research reports;
- Consulting;
- Other services as identified by the respondent.

Their responses to the fees structure are summarized in Table 4.6.

Table 4.6

FEE STRUCTURE

<u>Answer</u>	<u>No. of Responses</u>
Less than \$5,000	22
5,000 to 10,000	11
10,000 to 15,000	6
More than 15,000	2

Notes: n = 41;
NA = 4.

Comments concerning the pricing structure for services were made during the interviews. Some of the more frequent and more interesting comments were:

- Prices should be linked (i.e vary) with level of service;
- Some services should be a "pay as you go" type;
- Some services should have no charge (e.g. conferences);
- Not prepared to pay for "heavy duty" research;
- Services should be offered on a cost plus basis;
- Do not discourage membership with high fees;
- Get commitment by charging significant fees, but more affordable than, for example, Diebold's program.

As Table 4.6 shows, and as the comments reinforce, the majority of respondents (54%) prefer fees less than

\$5,000. However, Table 4.6 also shows that the Association could have the option of establishing a higher fee structure. A significant number of the respondents (27%) said they would prefer fees in the \$5,000 to \$10,000 range.

Of interest with regards to the fee structure is whether respondents' OA experience level might affect the fee they would be willing to pay. More advanced companies may be willing to pay a higher fee. However, as Table 4.7 shows, this is not the case. There is no appreciable difference between more and less developed companies in the fee level.

Table 4.7

FEE LEVEL: DIFFERENCE BETWEEN LEVELS OF OA DEVELOPMENT

Fee Level	Average OA Development	
	avg	n
< \$10,000	2.8	33
> \$10,000	2.7	7

Given that the Government might have an interest in initially funding or subsidizing a new Association of this type, we asked respondents whether in fact they felt this type of organization should be subsidized by the Federal Government. The responses to this question are summarized in Table 4.8.

Table 4.8

FEDERAL GOVERNMENT SUBSIDIZATION

<u>Answers</u>	<u>No. of Responses</u>
Not at All	8
For Start Up	28
On an On-Going Basis	1
Both Starting & Ongoing	1

Notes: n = 38;
NA = 7.

Some comments on this question included:

- There should not be any Government funding;
- the Association would not be as responsive to changes if the Government were involved;
- "Why on earth should taxpayers support a group like this?"

Notwithstanding the last comment, it does appear from Table 4.8 that the majority of respondents (74%) believe the Federal Government should help the Association start up, by providing seed financing. It would appear that people feel the Association would serve to stimulate the Canadian OA industry, and as such, is deserving of Federal support.

We followed the subsidization question with one asking whether the new organization should be a profit making enterprise. Table 4.9 summarizes these responses.

Table 4.9

PROFIT MAKING

<u>Answer</u>	<u>No. of Responses</u>
Yes	22
No	16

Notes: n = 38;
NA = 7.

On this question of whether the Association should be a profit-making organization, there was an appreciable difference in opinion between users and vendors. Of the Users, 62% (n=34) said the Association should be profit-making, and of the vendors, 75% (n=4) said the Association should not be profit-making.

Fewer comments accompanied this question. One comment of interest was, "there could be a surplus, but it should be treated as such and be put back into future services".

4.6 Formal Name

It is important to select a name both attractive and representative of the Association's function.

Two basic alternatives have been identified for naming the Association. The first is to use a "name" consisting of several words (e.g. Canadian, Association). This "name" may or may not then be shortened to an acronym. The second alternative is to use a single word which describes a "theme". We asked respondents whether their preference was for a name or a theme. Their responses are summarized in Table 4.10. It is clear from the answers received that most people (70%) would prefer the Association to have a name rather than a theme identification.

Table 4.10

NAME OR THEME

<u>Answer</u>	<u>No. of Responses</u>
Name	23
Theme	7
Name and Theme	3

Notes: n = 33;
NA = 12.

Various names have been suggested for the Association, and we asked respondents to give their preference for these or other alternatives which they themselves identified. Responses to previously suggested names are summarized in Table 4.11.

Table 4.11

SUGGESTED NAMES

<u>Answer</u>	<u>No. of Responses</u>
Canadian Office System User Group (COSUG)	4
Canadian Office System Group (COSG)	4
Office System Users Group (OSUG)	2

Notes: n = 10;
NA = 35.

It would appear that the suggested names shown in 4.11 are not sufficiently attractive to warrant a response from the people interviewed. Other alternatives will need to be generated.

Of the comments accompanying the name question, some of the more frequent ones were:

- Name should be representative of the group;
- Acronyms were not preferred;
- Should consider both English and French languages;
- "Users" was not preferred;
- "Network" is overused;
- If a name is used, it should have "Canadian" and "Association" in it;
- Preference for simple name.

Several suggestions were given for a name for the group. These were:

- OA Canada;
- Canadian Office;
- Stimulus;
- Automated Offices Canada;
- Canadian Office Professionals;
- Canadian Office and Systems Group;
- OIUG - Office Integration User Group;
- Canadian Office Association;
- Canadian Office Group.

4.7 Goals and Objectives

Perhaps the most significant issue in the formation of this new Association are its goals and objectives. This is a key issue because it really specifies the exact nature of the Association. It is important to have consensus on a set of clear goals and objectives.

Respondents were asked, in an open-ended question, to describe the Association's goals and objectives as they saw them. The more frequent responses to this question are summarized in Table 4.12.

Table 4.12

GOALS AND OBJECTIVES

<u>Answer</u>	<u>No. of Responses</u>
Provide Information Exchange	35
- clearing house for tech info	
- info centre	
- library and database	
- share experience, keep up-to-date	
- topics such as mngmt and methods, product comparisons	
Provide Education	11
- training, "how to" info (e.g. planning, education)	
- co-ordinate, spot training gaps	
Focus on Case Studies / Applications	11
- tangible examples of what/how done	
Develop Techniques/Methods/New Ideas	8
- improve/broaden knowledge and understanding	
- identify problems	
- allow 3rd party research	
Links to Other Organizations	8
- build coordination	
- to vendors to transmit product needs and stimulate product develop.	
- consultation to unions	
Focus on Canada	7
- finger on Canadian pulse	
- make Canada more competitive	

Represent Interests	6
- promote industry, awareness of OA, productivity	
- foster appropriate applications	
Means For Bringing People Together	6
- building personal contacts	
Establish Standards	5
- terminology, products, methods	
Provide Objective Evaluations	4
- independent, unbiased ratings	
Links to Government	4
- voice/interface to fed/prov	
- input to legislation, policies	
Focus on Sr. Mngmt Improvement	3
- education	

4.8 Relationship to Existing Organizations

Many organizations are already providing services to people in the computer industry. A wide range of types of organizations exist for professionals, user, and manufacturers.

Two of the primary issues are the degree to which the new Association would compete with the existing services of other organizations and the degree to which it can cooperate with other organizations. The uniqueness of the new Association needs to be stressed.

We asked respondents to indicate whether their organizations participated in any existing groups which deal with office automation issues. Specific organizations included two in the United States: the Diebold Automated Office Program (DAOP) and Office Technology Research Group (OTRG). The responses are summarized in Table 4.13.

Table 4.13

MEMBER OF EXISTING GROUPS DEALING WITH OA

<u>Answer</u>	No. of Responses			
	<u>Yes</u>	<u>No</u>	<u>n</u>	<u>NA</u>
DAOP	2	42	44	1
OTRG	1	42	43	2

As shown then in Table 4.13, only a handful of companies interviewed actually belonged to existing OA groups.

We also asked respondents if they personally, or if others in their organization, were currently members of any existing computer and/or management associations. Their responses to this question are summarized in Table 4.14.

Table 4.14

MEMBER OF EXISTING COMPUTER AND MANAGEMENT ASSOCIATIONS

Answers	No. of Responses					no	NA
	Members	Other	M&O	TOTAL			
CIPS	2	24	6	32	13	--	
AISP	1	17	--	18	27	--	
SOAP	1	3	--	4	41	--	
ARMA	1	11	--	12	33	--	
DPMA	3	23	1	27	18	--	
ASM	2	4	--	6	39	--	
ACM	--	2	--	2	43	--	
IEEE	--	18	--	18	27	--	
CCCE	--	3	--	3	42	--	
CICA	1	8	--	9	36	--	

Notes: n = 45;

Member: interviewee is a member of this organization;

Other: another person(s) in interviewee's company is a member;

M&O: both the interviewee and another person(s) are members;

TOTAL: number of interviewed companies who have members;

No: number of interviewed companies who do not have members;

NA: no answer.

The above Table shows that most respondents were either themselves members, or others in their companies were members, of CIPS and DPMA. We can conclude then that seeking the cooperation and assistance of these two organizations should be a priority for the Association. The Association should not be set up in such a way as to compete with either CIPS or DPMA.

In the comments to this question, several other groups were identified as those to which the interviewee's organization belonged. These were:

- CPRG - Corporate Productivity Research Group;

- Evans' CIS;
- Canadian Association QWL (a Butler-Cox group);
- DECUS (Digital Equipment Computer Users Society);
- COA SIG OA (IBM SHARE guide);
- OSRA - Office Systems Research Association;
- POSP ("out of US");
- ICE - Information Centre Exchange;
- LOMA Life Office;
- AGIG;
- Association of Computer Information;
- AMA - American Management Association;
- APEGG Alberta;
- CATA - CSA steering committee on telecommunications;
- CBEMA;
- ISO Standards Committee;
- Dean Meyer OA Teleforum;
- ASIG;
- Hewlett Packard, User Group International;
- ICCP 1;
- Manager's Association;
- WP Users Association;
- Group run by Treasury Board;
- Direct Marketing Computer Association; (New York)
- OCS, government committee study;
- Municipal Finance Officers ASM;
- Professional Development Institute;
- Seybold;
- Advanced Office Concepts;
- WANG Users (like SHARE, GUIDE);
- Canadian Petroleum Association sub-group;
- Futures Society;
- FIQ (GUIDE).

4.9 Organizational Structure

The issue of Organizational Structure covers a number of critical factors concerning how the Association should be organized, including:

- Private vs. Public;
- National/Regional Structure;
- Advisory Boards;
- Management;
- Staffing.

We first asked respondents to indicate whether they felt a user association or a private program would best meet their organization's requirements. The answers are summarized in Table 4.15.

Table 4.15

PREFER ASSOCIATION OR PROGRAM

<u>Answer</u>	<u>No. of Responses</u>
User Association	5
Private Program	34
Both	2

Notes: n = 41;
NA = 4.

It would appear then that most respondents (83%) preferred a private program. One comment made during the interviews was of particular interest here: "The lower cost of a user association is attractive, but Government involvement is not attractive."

We next asked whether the organization should be administered by a private or public sector group, and the responses are summarized in Table 4.16. Again, the majority of respondents (90%) preferred to have a private sector Association.

Table 4.16

PUBLIC OR PRIVATE ADMINISTRATION

<u>Answer</u>	<u>No. of Responses</u>
Public Sector Group	2
Private Sector Group	35
Both	2

Notes: n = 39;
NA = 6.

Fewer comments accompanied this question. Those that were made reinforced the preference for private sector management. One comment that was made was, "there should be an interface with government, but without government involvement in the group". Another comment pointed out

that the Canadian Centre for Industrial Health and Safety would be a good model to follow.

Given the great distances in Canada and the possible feeling of strong regional differences, we were interested in knowing how the organization should cater to regional requirements. Responses to this issue are summarized in Table 4.17. As shown, most people (76%) preferred to see the Association set up with a representative advisory board to ensure regional requirements are met.

Table 4.17

METHOD OF MEETING REGIONAL REQUIREMENTS

<u>Answer</u>	<u>No. of Responses</u>
Regionally Structured	9
Representative Advisory Board	29

Notes: n = 38;
NA = 7.

On this question of meeting regional requirements, it was thought that there might be differences of opinion across Canada on how to do this. In order to assess this possibility of differences, the data in Table 4.18 were calculated. They show that there is no appreciable difference in opinion across Canada. The majority of each region feels that a "Representative Advisory Board" would be the best choice.

Table 4.18

MEETING REGIONAL REQ'T: DIFFERENCES ACROSS CANADA

Region	Regionally Structured	Representative Advisory Board	n
West (B.C./Alta. Prair)	31%	69%	13
Central (Ont., Que.)	24%	76%	21
East (Maritimes)	0%	100%	3

A few comments were made during the interviews regarding finding ways of meeting regional requirements. Some of these comments were:

- There should be scheduled national exchanges several times each year for program development;
- Is there an alternative to regionally structured and representative advisory board?
- There should be a national organization with local chapters;
- Some services should be provided on a decentralized basis.

4.10 Programs

The majority of questions asked dealt with what services should be offered and the degree of perceived usefulness of these services.

We asked respondents what services they viewed as most useful (as either a vendor or user) in the office automation field and the format in which they would be preferred. The services to be provided and their perceived utility rated on a scale of 1-7 are summarized in Table 4.19.

Table 4.19

UTILITY OF SUGGESTED SERVICES

Service	Scale / No. of Responses										
	not useful		marginal value			extremely beneficial			avg	n	NA
	1	2	3	4	5	6	7				
F to F Meet/Conf Mngmt Oriented	1	--	1	7	7	15	13	5.6	44	1	
Tech. Oriented	--	--	3	11	11	11	8	5.1	45	--	
Teleconferences	5	6	4	8	7	3	2	3.6	35	10	
E Mail Accounts	3	5	5	6	5	8	10	4.7	42	3	
Computer Conf.	4	11	6	6	7	4	5	3.8	43	2	
Spec. Int. Grps	1	1	1	2	13	13	12	5.6	44	1	
Newsletter	--	--	1	4	10	16	8	5.6	39	6	
Reprints	--	2	5	16	11	5	3	4.5	42	3	
Vendor Prod. Info											
News Items	5	2	6	2	10	13	7	4.7	45	--	
Evaluations	3	2	1	3	7	17	12	5.4	45	--	
Hands-on Wrkshp	1	1	2	4	12	15	10	5.4	45	--	
On-Line DB	3	--	5	6	12	4	15	5.2	45	--	
Educ. Discounts	1	1	2	10	10	8	11	5.2	43	2	
Sr. Exec. Forum	--	4	2	5	8	14	10	5.3	43	2	
Research Reports	--	1	2	5	15	16	6	5.4	45	--	
# of Consult Days	5	7	4	6	14	4	--	3.7	40	5	

Notes: Answers rounded to nearest integer on answer scale.

Some of the suggested services were rated as being of much higher value than others. Those which were rated above 5 on the scale, and as such should be treated as Association priorities, are:

- Face-to-face meetings and conferences, both management oriented and technically oriented;
- Special interest group;
- The newsletter;
- Evaluations of vendor products;
- Hands-on workshops with vendor products;
- An on-line database of vendor product information;
- Education discounts;
- Senior executive forum;
- Research reports.

As well as asking for a rating of various services, interviewees were also asked questions which elaborated on certain aspects of several services. In addition, comments were often made regarding the services. In the following, both the supplementary questions and the spontaneous comments are reported.

With respect to "Technically Oriented Meetings", these comments were made: "there is a never ending supply of technical problems - if users and vendors are put together for an information exchange, solutions would emerge".

Respondents were asked to indicate the preferred format for teleconferencing. Their responses are summarized in Table 4.20. There is a preference (52%) for a full motion video format.

Table 4.20

TELECONFERENCING FORMAT

<u>Answer</u>	<u>No. of Responses</u>
Full Motion Video	13
Slow Scan Graphic	3
Audio	1
Combination of Above	8

Notes: n = 25;
NA = 20;
Most popular "combination" was Full-
Motion and Slow-Scan-Graphic = 5.

Fewer comments accompanied the "Teleconferencing" questions, but those that did consistently pointed out a lack of experience with teleconferencing. This likely explains why such a large number of people (44%) did not answer this question. Without ever having participated in a teleconference, people found it difficult to assess the effectiveness and value of this service. This same point was also raised with respect to "Computer Conferencing".

- We were also interested in knowing the number of people in each organization involved in office automation who would likely use an electronic mail (email) facility to communicate with other member organizations. The responses are summarized in Table 4.21 below. On the average, about 3 people per company could be expected to use the facility.

Table 4.21

NUMBER OF ELECTRONIC MAIL USERS

<u>Answer</u>	<u>No. of Responses</u>
One Person	5
Two Persons	2
Three "	6
Four "	4
Five or more	6

Notes: n = 23;
 NA = 22;
 Average response was 3 persons;
 Responses were rounded to nearest
 integer in answer group (e.g. 2
 to 3 recorded as 3).

A newsletter is one form of disseminating office automation information, and we were interested in knowing the respondents' preferences for this service in terms of frequency and medium of delivery. Responses to these two questions are summarized in Tables 4.22 and 4.23 respectively.

Table 4.22

FREQUENCY OF NEWSLETTER

<u>Answer</u>	<u>No. of Responses</u>
Monthly	15
Annually	--
Quarterly	18
Combination for Diff. Types of Information	4
Semi-annually	--
Combination of Above	7

Notes: n = 44;

NA = 1;

Most popular "combinations" were Monthly-
Quarterly = 2 and Quarterly-Annually = 2.

As Table 4.22 shows, responses are almost equally divided between a monthly or a quarterly newsletter frequency. To optimize costs, the Association could perhaps start with a quarterly frequency and then expand to a monthly service if the demand was there and if it was practical. And as shown below in Table 4.23, both versions of the newsletter should be offered. About 59% of the respondents wanted to see both a print and an on-line newsletter.

Table 4.23 ,

NEWSLETTER MEDIUM

<u>Answer</u>	<u>No. of Responses</u>
Print	13
On-Line	5
Both	26

Notes: n = 44;

NA = 1.

Several comments and suggestions were made regarding a "Newsletter". These include:

- Presentation format should be that of a newsflash or quickscan approach so as to avoid information overload;
- The newsletter helps keep the group together, helps bring Moncton and Toronto together;
- Print medium would be better for graphics and photographs;
- Newsletter medium could start in print and then move to online.

With respect to "Special Interest Groups", several comments were made. It was felt that such groups could be one of the "greatest strengths" of the Association. Examples of topics for groups included security, standards, the management of technology, and "Politique Quebecois".

With respect to a "Senior Executive Forum", several comments were made out of which emerged three common threads. These were:

- This would "go over like a lead balloon", doubts were raised whether senior executives would attend;
- However, it was pointed out that success would depend on who else was there (e.g. better with senior VP of vendors and senior OA implementers from user organizations) and would depend on the format (e.g. better a one hour forum);
- It was cautioned that care must be taken so to avoid raising unrealistic expectations resulting in "gung ho" executives demanding solutions which are not feasible.

With respect to "Research Reports", the comments made included the following. The style should definitely be practical and focus on "what can be done, and how to do it". Reports should be written in "plain English [French] for senior management" and be "short, formal summaries". Suggested topics included:

- definitions of tools/needs for managers/executives; products;
- technical compatibility;
- organizational, productivity, societal implications of OA;
- personal computers;
- cost/benefit approaches;
- longitudinal analysis of successful projects;
- local networks;

- image processing;
- voice and data;
- electronic mail;
- health, safety, ergonomics and stress;
- issues which create on-the-job bias against technology;
- update on Federal Government field trials;
- implementation case studies.

With respect to "Fixed Number of Consulting Days" the following comments were made.

- it should be offered on an optional, add-on fee or cost-plus basis; "would rather pay for consulting [separately] and keep cost of membership low";
- doubts were raised about the usefulness; "based on direct experience with Diebold, it was virtually useless";
- specific programs should be offered, e.g. two days of education;
- need for consulting depends on timing;
- it would depend on the reputation of the consulting group;
- consultation with other members of the Association is attractive.

Respondents were asked which of the suggested services they would expect to see offered. The most frequent answers to this question were the following:

- All services, "everything" suggested;
- Those services which can be offered on a least cost basis (e.g. newsletter, information and cost-plus for conferences);
- The services which were rated highly, that is those rated above 5 on the scale, should be offered.

An open-ended question was asked to elicit suggestions regarding "Other Services". The suggestions received were:

- Vendor Library with index to members who may be contacted;
- Quebecois information centre;
- Bibliography of publications;
- Evaluations of consulting groups;
- Hotline - phone or electronic mail;
- Journal - "Canadian Journal of OA Users' Experiences";
- Publication of Meeting Proceedings;
- Case studies put together by Association members;

- Forecasting of future trends;
- Literature surveys;
- On-line bulletin board;
- Workforce surveys - salaries, compensations, types.

Service for Advanced and Novice Users

With the data collected during the interviews, we can address the issue of how to continually satisfy Association members as they gain more experience and become more sophisticated. This is an important issue because as one respondent noted, "after 3 years at Diebold's OA program, we were bored". Therefore, services which might satisfy a less experienced company, might not be as appropriate for a more experienced company. Advanced services may be required for sophisticated companies.

With this in mind, we hypothesized that the two groups might respond differently with regard to certain proposed services, specifically those which are electronically based and those which offer vendor product information. To test this theory, we focused on the average OA sophistication (i.e. their rating of the stage of development) of those who ranked the services less than 5 on the scale, as well as the average OA sophistication of those who ranked the services greater than 5. We suggested that less sophisticated companies might rank more advanced services lower because they were beyond those companies' requirements. However, as Table 4.24 shows, there was no significant difference in the perception of value of more advanced services between more and less sophisticated companies.

Table 4.24

DIFFERENCE IN OA DEVELOPMENT VS. VALUE OF SERVICES

Services	Average OA Development			
	Service Ranked		Service Ranked	
	<5		>5	
	avg	n	avg	n
Teleconferencing	2.7	23	2.8	12
Electronic Mail	2.6	19	2.8	23
Computer Conferencing	2.7	27	2.8	16
Vendor Product Info				
News Items	2.6	14	2.7	30
Evaluations	3.0	9	2.6	36
Hands-On Workshop	3.0	8	2.6	37
On-Line DB	2.8	14	2.8	29

Another factor which warrants investigation is any significant difference between users and vendors in perceived value of services. Such differences would identify services more valuable to vendors. Of the services ranked during the interviews, four were rated more highly by vendors than by users. This is shown in Table 4.25. For all the other services, there were no appreciable differences between users' and vendors' ratings.

Table 4.25

SERVICES: DIFFERENCES BETWEEN USERS/VENDORS

Service	Value of Service			
	Vendors		Users	
	avg	n	avg	n
F-to-F Meet/Conf				
Technically Oriented	5.8	6	5.1	39
Newsletter	6.2	6	5.4	33
Vendor Product Info				
News Items	5.5	6	4.6	39
Research Reports	5.8	6	5.3	39

4.11 Membership

The major categories in the OA industry are Users and Vendors. There is an issue about whether the Association should focus on one group, the other, or both.

Respondents were asked for their opinion on the orientation of the membership, that is Users, Vendors or a combination thereof. Responses are presented in Table 4.26.

Table 4.26

MEMBERSHIP ORIENTATION

<u>Answer</u>	<u>No. of Responses</u>		
	<u>Total</u>	<u>Users</u>	<u>Vendors</u>
Users Only	13	11	2
Users and Vendors: Sep. Div.	21	18	3
Users and Vendors Together	10	9	1
Combination of Above	1	1	--

Notes: n = 45;

Combination was Users-Only & Users-Vendors-Separate-Division.

Table 4.26 shows that most people (47%) would prefer to have users and vendors, but in separate divisions. This Table also shows a breakdown by user/vendor. This shows that on the issue of membership orientation there is no appreciable difference between users and vendors. The majority of both, vendors (50%) and users (54%), prefer users and vendors in separate divisions.

Comments accompanying the membership question tended to focus on the requirement of keeping users and vendors separate. The comments included the following:

- Vendors should be held at "arms length" thus avoiding conflicts; vendors should not sell their products but should participate as users, listeners and resources;
- Adopt the CICA model where only users can be members;
- Users and vendors have distinctly different needs;
- "Not interested [in association] if this will be a lobby group for vendors".
- What would the vendors do in the vendor division?

4.12 Final

At the conclusion of the interview, people were given the opportunity of making some final comments. The following is a summary of these comments:

- Should have Canadian content in Association;
- OA should not be defined too narrowly;
- "Don't have a lot of faith in vendors" and is this Association a "big plot on the part of vendors?"

- Association should be designed to grow and change in its subject matter as users become more sophisticated, "when we went [to Diebold], after three years we were bored";
- "Whether or not we belong will depend on whether we get value for money".

4.13 Association Findings

All of the preceding findings flow from interviews conducted with users and vendors of office systems. As described earlier, a number of high technology associations were also contacted on a less structured interview basis. The findings from these interviews follow.

PROBLEMS

Respondents indicated a key issue would be to get to senior management. They also believe that much of the public does not really understand what office automation is all about. They felt that office automation should not be isolated as a single discipline but that it should be intimately linked to the data processing umbrella. Respondents also pointed out the difficulty of getting sufficient seed money to launch a new organization. They further indicated that if the organization sought to establish a marketing orientation for Canadian high technology, the new Association would likely not be able to accomplish this goal.

Some negative comments were received regarding the possible Association. Some respondents expressed an opinion that if there was a need for such an organization it would already exist. The Federal Government is "pushing what is not there". Another comment was that the group would attract the casual amateurs, "the office system managers".

CONTENT

Respondents identified a number of areas which, in their opinion, should be presented or focused upon by the new Association. These areas were as follows:

- executive briefings
- general education in the office automation area
- the "consumers' report" approach
- an understanding of what the technology will do for the user

GOALS

The following possible Association goals were identified:

- to change the mind of the Canadian business executive regarding office automation (OA is currently perceived as more technical than it really is)
- a solid practical approach ("can it really help me to make a buck?")
- increase the degree of OA in Canadian business
- strong educational-promotional component
- encourage Canadian content
- links to Department of Communications
- raise the consciousness of the users, not just a benign forum.

STRUCTURE

The majority of respondents were opposed to an association which had Government sponsorship. Others indicated that vendors should be allowed to be participants, but only in as much as they were "users" of the technology rather than vendors. Respondents were divided on whether it should be a professional-only organization. Finally, at least one respondent said that it should not be another Diebold organization.

LINKS

A new Association dealing with office automation will undoubtedly present the possibility of some overlap with other Associations currently in existence. Some of the respondents therefore indicated that it would be beneficial, to the extent possible, to share meetings/seminars when appropriate. The new Association should have an appointed person who would act as the official liaison with other associations or groups. Some even suggested that it might be possible to collectively prepare joint reports or briefs for presentation to public hearings.

5.0 CONCLUSIONS

In this section the overall study objectives and findings are linked. Options for structure and services of a user Association are discussed.

5.1 Study Objectives

1) Name

Simply stated, there was no consensus among those interviewed on the name for the potential organization. While some people felt the title should include the word "Canadian" or "Canada", others were specifically opposed to this (e.g. in Quebec). Some felt the word "user" should be included; others did not want this word. The only thread of continuity which could be identified in the majority of responses, was a preference for a relatively simple, traditional type of name.

2) Desirability (Need) and Goals

As an overall comment, the study indicates that organizations involved in Office Automation have a high level of interest in the concept of a forum for users to exchange experiences and to learn how to introduce and manage office automation more quickly and more effectively. In other words, a user Association of some type is judged to be very desirable. Those interviewed generally expressed a need to know how they could contact people in similar circumstances, and how they could avoid "re-inventing the wheel."

Some persons suggested higher-level goals such as making Canada a more productive and competitive country internationally. However, these would clearly have to be lower priority goals than those which more directly address the potential members' own problems. While numerous more specific goals might be formulated, we believe the following two goals express the primary interests of those polled in this study.

a) The Association should provide a means of exchanging information on office systems issues:

- in a passive manner, by simply providing communication channels and opportunities;
- as a repository of information, by accumulating and providing databases on vendor, product and user experiences, and
- in a more active manner, acting as a catalyst to stimulate the exchange of information.

- b) The Association should actively stimulate progress in bringing about effective use of office automation, by addressing key issues through research reports and/or education and training.

3) Relationship to Existing Associations

The attitude of existing associations was, with notable exceptions, quite favourable to the concept of an office systems users' Association. It was clear that if the new Association were to be designed along similar lines to the existing groups, it could be viewed as a threat. However, viewed more as a "program of services" which organizations would subscribe to, most associations felt that they would want to support it and establish some ties with it.

One suggestion which emerged for this support and relationship was that existing groups such as CIPS and AISP could be sources of expert speakers or contributors to seminars, conferences or publications which the new Association might provide. Another possible link suggested was that the existing groups could provide knowledgeable persons to participate on an advisory board for the new Association.

In addition, these types of links could be addressed through special considerations in the new Association's services. For example, the president of CIPS might be an honorary member of the new Association, entitled to attend conferences or to receive some subset of the Association's program of services.

Finally, as suggested by the associations themselves, a new organization could have a person in its administrative group, whose responsibility it would be, to monitor and develop relationships with existing associations. This person might even be a representative from one of the associations who would sit on the new group's advisory board.

4) Services

The responses of those polled in the study were quite informative regarding the possible services which an Association could provide, and a variety of conclusions can be drawn from this input.

a) Preferred Services

It is clear from the ratings of the suggested services, that some would be well supported over others. The preferred services include:

- Face-to-face meetings, either management- or technically-oriented
- Special interest groups
- A newsletter
- Evaluations of vendors and products
- Hands-on product evaluation workshops
- On-line database of vendor and product information
- Discounts on publically available courses, conferences and publications
- A senior executive forum
- Research reports.

b) Extra-Cost Services

While the remaining suggested services were not highly rated, it is not necessarily true that they would not be valuable if provided in a proper manner. For example, a number of persons commented that they might make use of consulting services if the consultants were deemed worthwhile. However, the consensus was that this service should not be included in the annual fee for the program. Since not everyone would use the service, they argued, only those who did so should pay for it, and this service should therefore be at an extra cost.

This logic could apply as well to some of the services which were highly rated, such as the hands-on evaluation workshops. In addition, special interest groups could be quite valuable for some members, but these people might undertake a whole range of activities which would only apply to their group, and which should therefore not be part of a basic fee.

c) Phased Services

As pointed out earlier in this report, services such as teleconferencing and computer conferencing were not rated highly, but this was due at least in part to the lack of experience of many of those interviewed, in using these types of facilities. It would seem reasonable that these should not therefore be dismissed entirely, but considered as part of a later phase in the program of services. As members of the new association become more exposed to the available tools, they may then become more open to using them for communication with others.

Even special interest groups might be more properly established as part of a second phase of services. After a "settling in" period, it would be

easier to determine which are the truly significant subjects around which special interest groups could be established with some expectation of a long life.

5) Organization Structure

This aspect of the findings presents a considerable challenge. The nature of the organization is a key factor to be determined, but because it was undefined at the time of the study, it was also a principal obstacle to receiving clear reactions from those interviewed. In other words, because this prospective entity would be somewhat unique, it was difficult for respondents to envision what their opinions were being sought on. As a result, many responded in terms of what they knew best from their own experience.

Given the alternatives that the new body could be either a "user association" (such as CIPS) or a "program" (such as the Diebold Program), respondents quite decisively preferred a program. However, with the benefit of the inputs from this study, it would appear that there are other alternatives. These are described below as "models" for the organization.

5.2 Problems to be Dealt With

5.2.1 Vendor Participation

Clearly, the majority of those surveyed in the study felt that the organization should be open to members, but that vendors should be "separated" from users. There were fears that vendors would use the organization as a marketing forum, and some respondents described bad experiences in other associations with vendors participating.

However, one comment was made which was quite significant: "What would vendors do in a separate division?" Indeed, there were few services which emerged as being much more valuable or appropriate for vendors than for users. In addition, there are obvious benefits to having vendors included:

- the ability to provide feedback directly to suppliers on product or service quality,
- the opportunity to get first-hand information from suppliers at a level beyond the assigned sales representative,
- the opportunity to provide direction to vendors as to product requirements.

All of these points lead to the conclusion that, despite the responses of those surveyed, it would be highly desirable to have vendors and users participate as

members together in the organization. The challenge for those running the organization would be to build in safeguards which would prevent, as much as practically possible, the vendors from abusing this close association with their (potential) customers.

5.2.2 Advanced Members versus Novice Members

Those few respondents who had participated in other office automation users' groups previously, identified a major problem. They pointed out that it is difficult to provide a program of services which will appeal to, and be useful for both novices in the field and for those who are more advanced. Novices need to know what the issues are, while advanced users know the issues, but may still be interested in what the latest experiences or opinions are on these issues.

This problem was also identified by other sources in the study: experts in the field who have had experience with groups or associations in both North America and Europe. They pointed out that a dichotomy of interests inevitably arises as the early members of the organization progress and mature, while those who join at a later time are still in the early stages. Any program of this type must therefore be prepared to continually monitor and refine its program of services to address the needs of these two groups as they begin to form.

These comments, of course, apply to some of the "pioneer" programs such as the Diebold Program and the Butler-Cox Foundation. If a Canadian organization were to be formed, it would have to deal with this issue from the outset, whereas the earlier programs started out with a more or less homogeneous membership. Thus, a Canadian group would have the added problem of providing an initial slate of services which would appeal to both sets of users.

5.2.3 (Non-)Profitability of the Organization

A further problem was not immediately apparent from the findings themselves, but emerged in the analysis of the data as those who conducted interviews in the study provided additional input. The question in the interviews which asked whether or not the new Association should be a profit-making enterprise, apparently produced a decisive "yes" answer. However, it would appear that in the way respondents answered, they were somewhat qualified in their "yes" responses. In general, it would be more accurate to say that most persons interviewed would not object if there were some funds left after payment of staff and other administrative costs for the organization. On the other hand, they would not be overwhelmingly in favour of

the Association being an extremely profitable undertaking for those running it.

This is a potential problem, since most private sector groups would be unlikely to undertake running such an Association if it were not likely to be reasonably profitable. Start-up funding from another source, such as Government, would provide a means to get the Association going at little cost to a private sector group, but what incentive would there be for this group to continually monitor and refine its services to suit the evolving needs of the members?

5.3 Four Models for the Organization

With these problems in mind, and with a view to the question of the organizational structure of the proposed Association, the following four models are presented.

5.3.1 Professional Association

The model proposed here is typified by associations such as AISP, CIPS, SOAP, and DPMA. While having some corporate membership, it is primarily oriented toward individuals. This type of group usually provides a range of services which are designed to assist in the professional development of its members. It is a non-profit group, privately run, with its services designed, planned and delivered primarily by members working on a "volunteer" basis. While there may be some paid staff who provide administrative support to the association, the bulk of the program is arranged on "donated" time.

While privately run, this type of association often has a "public" view of issues and its responsibility toward them. So, for example, such an association might undertake to lobby the Government on specific issues, e.g. for a defined position on trans-border data flow or privacy and security aspects of computer use.

If the new office systems users' Association were to be patterned on this model, we believe there would be serious problems. The existing associations such as CIPS already see themselves as providing services in similar areas to their members, and would view a new professional association as a threat. In fact, existing associations already have concerns that their memberships are converging. In Toronto, for example, several of these associations have begun to work together to avoid overlapping of services to what they realize is an increasingly overlapping "market" for these services. The Toronto Section of CIPS is undertaking long term strategic planning to determine how it can modify or expand its range of services to meet the needs of people in the information processing

field in its broadest sense.

5.3.2 Common Interest Association

This model is most closely paralleled by groups such as the Canadian Business Equipment Manufacturers' Association (CBEMA), the Canadian Manufacturers' Association (CMA), or the Canadian Centre for Industrial Health and Safety. This type of association or group is typically non-profit and is usually run as a private sector organization. It may or may not be funded by Government for start-up or on an on-going basis, but usually exists because of a strong common interest or need in a well-defined area. Groups such as a CMA and CBEMA are primarily vendor-oriented and usually exist to further the interests of their members on Government or public matters. The Canadian Centre for Industrial Health and Safety, on the other hand, has a wide sponsorship and is well respected as a source of impartial and thoroughly researched findings.

While there are a number of common interest associations which exist and which seem to be thriving, there would be some question as to whether an office systems users' Association would also thrive on this basis. For example, two of the associations contacted in this study fall into this category, and they appeared somewhat hostile to the concept of a new association. Essentially, it was their opinion that they themselves could and should provide the kinds of services needed by office systems users. Since the two associations in question were primarily vendor groups, it is unlikely that users would agree with this opinion. However, the fact remains that two such associations already exist which see themselves in the same market for users' membership.

Perhaps more fundamental to the prospects for success of such a group is the question of how it would be initiated. Historically, most associations of this type have sprung up almost spontaneously, because of some real and pressing need by the members. In some cases, a volunteer group has formed and eventually applied to Government for assistance.

However, an office systems users' Association is different. There is no group of individuals from various companies or Government departments who are already waiting to take on this task if and when some start-up funding becomes available. The situation is one where, if Government were to undertake to provide start-up funding, it would have to find this core of people to run the Association.

Government might be faced with starting the organization itself, with the likely intent of handing it over to the private sector in due course. Given the attitude toward Government expressed in the study findings, it is possible that a Government-run association would have difficulty in attracting the number of members which would be needed to make the Association self-sustaining. This might mean that an extraordinary effort would be required, possibly involving local chapters with at least one Government person promoting the group and developing the membership volumes needed.

In summary, it would appear that a common interest association started on Government initiative would be a slow starter, and would require considerable effort and expense. In addition, it might prove difficult for Government to extricate itself after the start-up period.

5.3.3 Program

The third model after which a new organization could be patterned is a "program." Examples which fall into this category are the Diebold Automated Office Program (DAOP), the Evans Continuous Information Service (CIS) and the Office Technology Research Group (OTRG). Characteristics of a program are that:

- it would be run as and by a private sector group,
- it would have a paid staff who would provide not only administrative support, but also planning, leadership and delivery of services, and
- it would be a profit-making enterprise.

We believe that this model holds the greatest promise for achieving the kinds of goals which those surveyed suggested for an office systems organization. It could be run by a relatively small staff, and could therefore start quickly and be extremely responsive to members' requirements. With a profit incentive, the group's administrators would be continually on the lookout for changes needed to deliver timely and worthwhile services to its members.

Knowing the all-pervading nature of Government, potential members of an office systems organization would likely be more demanding in their expectations if the group were Government sponsored. They might expect that regional chapters would be formed, or that all publications and services would be provided in both official languages. A private sector group would still have to cater to regional or language requirements, but likely not to such demanding expectations. Provided that the quality of services was excellent, members could be more tolerant

of a private sector group's less extensive capabilities.

Unlike a Common Interest Association, a core of people would not need to be gathered to run the new organization. If a private sector group were interested in running the program at all, it would provide the staff to plan services and lead the new group. As a profit-making enterprise, money would be available if needed, to hire outside expertise when needed.

On the negative side, it is true that running the program would entail a degree of risk for a private organization, and starting the program would require an initial capital investment. However, this is the everyday life of private business, and undertaking the initiation and operation of this program would be viewed and assessed as any other business proposition or investment.

It is possible that Government could provide the start-up capital for such a group, but for a profit-making concern, this subsidy could be a drawback. First, it would likely place some constraints on the operation of the program which might not be consistent with the profit motives. More important, the potential members and the taxpayers at large might feel that the sponsoring company should not be making a profit where it had not taken the full start-up risk.

The fact that the "program" model for the new organization implies a profit-orientation might be seen as a potential problem in itself. As explained earlier, those surveyed were not overwhelmingly in favour of the organization being profit-driven. However, we believe that people will pay for profit-oriented services if they feel they are getting value for their money.

In fact, this view could be seen as positive. While people will pay for quality services, they will stop paying very quickly if those services diminish in quality. This is even more true where the services are profit-oriented. Therefore it would be necessary for the sponsoring company to be continually aware of members' changing needs, and the degree to which the program continues to meet those needs. Thus, a profit orientation would be a powerful incentive to provide high quality, relevant services. In any case, a profit-orientation would likely be needed in order to attract the top calibre management and leadership so necessary in such an undertaking.

5.3.4 Standalone Services

This last model is not directly relatable to existing organizations. In fact, the concept is not of an organization at all. Rather, this fourth scenario is that

Government and/or existing associations would undertake to directly sponsor, or at least initiate, one or more of the services which appeared to be highly rated by those interviewed in the study. Examples would include the following.

- Government could sponsor a "Government Special Interest Group" for office systems. This could be a more active offshoot of the present OCS Program User Group. Alternatively, it could be undertaken, perhaps with some initial funding from Government, by CIPS, which already is familiar with the Special Interest Group concept in other areas, both on a local and a national basis.
- A Canadian Journal For Office Systems could be initiated as a channel for publishing research findings in the office systems field. This might be undertaken by Government, perhaps in concert with the new research facility near Montreal. Alternatively, an association could undertake this. CIPS already has its INFOR Journal for technical research, and this new journal could be a more down-to-earth publication for its less technical members. This could also be undertaken by one of the vendor associations, such as CATA, in a manner similar to IBM's Systems Journal. In either of these last two alternatives to the Journal concept, Government could consider providing start-up funding to give the Association an initial "push" to provide the service.
- Hands-on product evaluation workshops would clearly involve a high degree of cooperation from vendors, so it would be logical for one of the vendor associations such as CATA or CBEMA to undertake these as services of their member companies to the user community.

One or more of these individual services, provided either by Government or an association, would have two distinct advantages over the other three models for a user Association.

1) Manageability

As individual, definable services, they would be much easier to launch and to manage on an on-going basis.

2) Reach

While being less comprehensive than a multi-service association or program, these services would be less expensive, and therefore affordable by a larger number of users, including even very small businesses.

On the other hand, this scenario would not exclude the others. It is conceivable, for example, that a private sector program could publish research reports which would be aimed specifically at the interests of its members, while a group like CIPS could provide a journal aimed at a much wider audience. Similarly, a vendor organization such as CBEMA could provide hands-on workshops to evaluate products, while a private program could provide its members with detailed written evaluations of these and other products.

5.4 Summary

In summary, it would appear that there is a need for some type of forum for exchange of information and experiences, and likely for services which provide a more "digested" analysis of experiences or research. There are some potential problems in providing such services, but there are also a number of alternative approaches. There is a role for Government in some of these approaches, though this role is likely to be a limited one, leaving the sustained management and leadership of a user Association to the private sector.

6.0 RECOMMENDATIONS

This portion of the report outlines specific recommendations regarding the four possible approaches to an office systems association which were described in detail in the Conclusions section. The feasibility of each is assessed, and services appropriate to each are described.

6.1 Feasibility of the Four Models

6.1.1 Professional Association

This model for the Association is patterned after existing professional associations such as CIPS, AISP, SOAP, CICA and DPMA. Many of the organizations contacted during the study have members of these associations in their employ, and yet these people outlined a clear need for better information and communication regarding office systems experiences and products. It would therefore appear that these associations are not fulfilling this need.

However, to start a new, very similar association to address these needs would mean undertaking direct competition with these associations for their members. This would not facilitate good relations between associations, and could clearly have a negative impact on the response of potential member companies and Government bodies to joining the new Association.

Rather than compete with these existing associations, it would be wiser and more beneficial to all concerned to make copies of this report available to them so that they could better plan their future programs to meet the needs of their members.

This model for a new Association is therefore NOT recommended and a recommended program of services is not included here.

6.1.2 Non-Profit Association

This model for the user organization is a non-profit association funded on an on-going basis by corporate (rather than individual) members (e.g. CBEMA, CMA, Canadian Federation of Independent Businesses). This model could be a useful one, but an important ingredient is missing. Non-Profit Associations generally operate to address a need which is both real and pressing, and the needs identified in this study are real, but in our judgement, not yet sufficiently pressing for a successful implementation of this type of association.

In the case of vendor associations such as CBEMA, for example, the need to lobby for the interests of equipment manufacturers is felt to be pressing enough that member companies are willing to second personnel to work for the Association on a full or part time basis. If businesses and other organizations across the country felt strongly enough about the need for exchange of information, experiences and ideas on office systems, that they would spontaneously initiate an association to address this common interest, then such an Association might prosper.

However, in the absence of this spontaneous movement, the Association would have to be initiated with a "push" from Government. We believe this push would have to be a substantial one. Furthermore, we believe that the Association would then be viewed as Government-sponsored rather than industry-initiated, and potential members would tend to demand a totally comprehensive package of services from the outset. This would further increase the extent of Government start-up activities and funding.

This approach is NOT recommended, because of the extent of initial effort and funding required from Government, and the likely difficulty by Government in disengaging itself at a later date from the operation of the Association. However, since Government may decide that the need is worth this commitment, suggested services and organization for the Association are outlined below, and a budget and action plan are described in the following section.

6.1.3 Program

The concept of a "program" of services to be provided for a flat annual fee, with some additional services on a pay-as-you-go basis, would be a viable model for this Association. The concept assumes that organizations or corporate entities would be the members (rather than individuals), and that the program would be run as a profit-making venture by a private sector group. Examples of such programs in the U.S. are the Diebold Automated Office Program and the Office Technology Research Group.

On this basis, the manner in which the program would be undertaken would be dependent upon the type of company which launched the program. Since there would be no involvement by Government, and since there would be many possible ways for a private company to address this program, there is little value in describing any possible set of services or start-up plan for the program here.

We therefore recommend simply that this report be made available to interested organizations in the private

sector so that they may have the benefit of the findings to assess the program as a possible business venture.

6.1.4 Standalone Services

As described earlier, this concept does not entail an entity such as an association or program. Rather, it suggests that one or more specific services (e.g. a Journal of Office Systems) be offered to users in the office systems field.

Based upon the ratings of possible services as determined in this study, we believe that there are a number of specific services which could be provided in a viable and effective manner under this concept, and these appropriate offerings are described below.

We therefore recommend that Government publish this report to the various associations listed below, and draw their attention to the recommended services. We further recommend that Government consider either providing initial funding for some of these services, or actually initiating the services itself. In the descriptions of the services below, those which would be appropriate for this action are indicated.

6.2 Summary of Options

As just described, there are four options for initiation of an office systems organization.

1) Professional Association

This is NOT recommended because of competition with existing professional associations, and no program of services is recommended or included in this report.

2) Non-Profit Association

This option is NOT recommended because of cost. However, an initial plan and recommended services are provided below.

3) Private Sector Program

This option IS recommended as viable, but a program of services is left to be developed by whatever private sector group may decide to take on this project.

4) Standalone Services

This concept IS recommended as viable, and specific services which lend themselves to this

approach are recommended below.

6.3 Recommended Services

6.3.1 For A Non-Profit Association

There must be sufficient services made available initially to make a Non-Profit Association attractive to potential members. There are some services which would be both appropriate and necessary to provide as an initial "package" in the Association. These are described below, followed by a description of a second set of services which would more appropriately be provided at a later stage of development in the Association. In both cases, some services are identified as "extra cost" while others would be included in a basic fee for membership.

Initial Package of Services

1) Conferences

As an overall impression from those contacted in this study, it was apparent that there was no urgent need for any type of avant garde organization. Rather, the preference was for the more traditional types of services.

Conferences are the traditional means of exchanging information and experiences, and these events would have a definite place in a new Association. Plenary conferences, open to all member organizations and dealing with issues of planning, evaluation, implementation issues and other topics of concern to management, would be the logical choice for a series of events which occur regularly and provide continuity to the organization.

In addition, more technical meetings, dealing with specific topic areas or ranges of topics, would also be useful and popular. These would be open to all member organizations, but since they would focus in particular areas, they would likely attract only those organizations who happen to be dealing directly with those areas. This would be beneficial, since the smaller size of meeting would allow for more detailed discussions.

2) Newsletter

Another traditional tool which could be used effectively is the Newsletter. An initial edition would describe proposed services for the new Association and outline the schedule of adding services in the

coming months. Subsequent editions would concentrate more on the members of the Association than on the Association itself.

3) Discounts

With a potentially large membership, it should be possible for the new Association to negotiate preferred rates on publicly available seminars, workshops and publications. This would be of direct benefit to members, but would cost nothing for the new Association to deliver.

4) Senior Executive Forum

This service was well regarded by those surveyed in this study, but some negative comments pointed out the potential danger: the forum must be both anticipated as worthwhile, and actually be worth the executives' time in attending. Experience with U.S. based groups has indicated that these events have great potential for the education of senior management, and for stimulating activity and progress in the member organizations. However, if one executive attends and finds either that the content is off-target or that most other attendees are at a lower level, she or he may be "turned off" and as a result, that member organization's progress in office systems may be dealt a serious blow.

In other words, a senior executive forum should be provided, but it must be organized, designed, promoted and delivered in a first class, professional manner.

Extra Cost Initial Services

5) Reports

Reports can be an excellent vehicle for dealing in depth with specific topics. Since they are narrow in focus, they should not be part of the basic fee structure, but should be purchased by those member organizations who are interested in the subjects of the reports.

This study indicates a high interest in reports, but also a desire for very practical, non-academic reports. One recommended approach to reports would be to use them as vehicles for in-depth follow-up to topics which have proven to be of interest in the conferences and meetings. Thus, if a member organization makes a presentation at a plenary conference, describing its experience in, for example, local area networks, a report might follow in six months' time,

giving an updated and more detailed account of that member's experiences and lessons learned.

6) Hands-On Product Evaluation Workshops

As described elsewhere in this section, this service could be provided as a standalone offering. If this is not done, then a Non-Profit association could provide the service. Like a report, however, this type of workshop would only be able to focus on a limited number of products at a time. It would therefore be inappropriate to have this included in a fee paid by all members. Those members interested in the specific products being tested would pay for the workshop as a separate fee.

7) Audio Teleconferencing

While not a highly rated service, we believe that audio conferencing could be an effective tool for discussions and exchange of ideas and experiences. The problem is that most persons have not had extensive experience with this mode of communication, and would need to be trained in its effective use. The same could be said of video and computer conferencing (see comments below), but these other modes require special equipment, whereas audio conferencing requires only a telephone.

We believe that with some initial exposure to the effective use of this tool, (likely provided at one of the early face-to-face meetings), and with a skilled and experienced chairperson to run the audio conferences, they can be very effective means of communicating between face-to-face encounters. Audio conferences can provide the means for parties who identified common interests at a face-to-face meeting, to extend and pursue that interest without having to meet physically.

However, these audio events must be planned and structured, with agendas and supporting materials distributed in advance, and with a record of the conclusions distributed afterward.

Services to be Provided by an Association at a Later Time

1) Vendor/Product Evaluations

While viewed as useful by many of those surveyed in this study, evaluations of vendors and products would present a problem as an initial service. The problem would be to determine who would do the evaluations. Member organizations would view these evaluations as worthwhile if they were done either by another

member in a similar position as themselves, or by a respected third party.

Other members could perform evaluations, and the Association could undertake to gather these evaluations and consolidate them into a common format, but this would not be possible until sometime after the initial round of memberships had been confirmed and the Association had been started and settled into normal operation. Alternatively, the Association could engage a third party to perform the evaluations, but this would be an on-going commitment which could not likely be begun until a foundation of membership fees had been established to fund this service. In either case, it is unlikely that any worthwhile number of evaluations could be made available before the first six months of the Association's existence.

2) On-Line Database of Vendor/Product Information

For similar reasons as just described, this service would only be practical after the Association had been in existence for a period of six to twelve months. As with vendor evaluations, this database would have to be created and maintained by someone familiar with the subject area. In addition, this service assumes the availability of some type of computer to store the database. Assuming that these considerations could be dealt with successfully, this would be a valuable service.

Extra Cost Association Services at a Later Time

The following services could be phased in on a pay-as-you-go basis as the Association grows.

3) Special Interest Groups

While one of the most highly rated potential services in this study, Special Interest Groups are also the least defined at this point. It is not clear whether these groups should be formed along topic lines, such as Decision Support Systems or Electronic Mail, or if they should cater to the interests of specific manufacturers' products e.g. Wang Users, IBM PROFS Users.

This service could be listed initially as a planned service, and steps could be taken quite early in the Association's existence to define the interest areas which should be dealt with.

Clearly, only those members who participate in the Special Interest Groups should have to pay for their

meetings and other services.

4) Video and Computer Conferencing

These are two separate forms of "electronic meetings" which should be offered as separate services. However, they are described here together because of the similar constraints surrounding them. Neither of these services was rated highly by those surveyed in this study, but both are viewed by industry experts as potentially powerful tools. It would appear that Canadian users are either not familiar with the tools, or have not been exposed to their proper form of use.

For these reasons, it would not be wise to offer these services as part of an initial package. However, one or more of the initial services (newsletter, conferences) could be used to educate the membership in the effective use of these tools, in effect "conditioning the market" for their later introduction.

It would not be practical or cost-effective for the Association to provide the equipment base to run these services, and they should not be offered unless the necessary equipment is available on a public basis. So, for example, Telecom Canada's facilities could be rented or leased for full motion or freeze-frame video conferences, or CNCP's computer conferencing service could be made available for a fee to members subscribing to a computer conference. In either case, usage fees would be incurred, which would be passed on to the participating member organizations.

Finally, neither of these services would be effective in a casual, unstructured manner. The Association would have to ensure that topics and participants were identified well in advance, and that all participants were trained in the effective use of the medium being used. The Association would also have to provide a chairperson for such conferences, who would be experienced in such events and would be able to guide the flow of the conference to a successful conclusion.

5) Electronic Mail

This service was not rated highly by most respondents to this study. The reasons for this are likely varied, but experience indicates that electronic mail used only for occasional contact with other member organizations would not likely be effective. Electronic mail tends to be effective only in situations where it is used as a matter of habit, such as in automatically checking a paper inbox in the morning. If one receives or sends mail only occasionally, there

is no incentive to check for incoming mail, and the medium loses its effectiveness if messages sit waiting to be read for days at a time.

However, this situation will change in due course as standards are established for inter-system exchange of messages. By 1985 or shortly thereafter, it is likely that the major public electronic mail systems, as well as in-house mail systems, will be capable of exchanging messages. When this situation is more prevalent, electronic mail will become a viable service for an association to offer its members.

In the meantime, selected subsets of the membership may already subscribe and regularly use a public system (e.g. those who use the Association's computer conferencing facility), and it would be reasonable for these groups to use electronic mail between each other on a pay-as-you-go basis.

6.4 Recommendations

There are three potential groups who could conceivably offer standalone services outside of an association or program context. The services which lend themselves to this approach are listed under each group.

1) Government

Government could directly sponsor the following services.

a) A Government Special Interest Group

Special Interest Groups were highly rated by those surveyed in this study, and at least one Government respondent suggested that a special interest group of Government organizations would be valuable. The basis for such a group already exists in the OCS Program's Users' Group, and this could be expanded to be a more active group, meeting on a more regular basis.

b) Office Systems Journal

While reports would be one of a possible package of services offered on a program or association basis, this service would be more viable on a standalone basis if it were presented as a journal of research and experience. This journal could be provided by Government as a regular publication, possibly tied in some way to the new Working Place Technology Research Centre near Montreal.

2) A Professional Association

One or more of the following services could be offered by one of the existing professional associations. Some associations have experience in these areas, though it should be realized, particularly if Government undertakes to encourage the associations to provide these services, that not all of this experience is Canadian based. Not all associations have a Canadian organization (some have chapters in Canadian cities, but these chapters report to U.S. headquarters), and only CIPS is totally Canadian.

a) Special Interest Groups

Various professional associations have existing special interest groups. It should be noted, however, that these groups vary considerably in their types of communication and services, and in their overall effectiveness in meeting their stated objectives.

Since this study did not attempt to define exactly what special interests should be addressed on a standalone basis, any association which undertook to meet this need would first have to define the need more precisely. However, a Government-oriented special interest group was identified as desirable, and it would be fully possible for a professional association to undertake the formation of such a group to address office systems interests.

Of the existing professional associations, CIPS appears to be the only one which has experience with special interest groups on a Canadian base, both nationally and locally. Other associations, such as ACM and IEEE, have numerous special interest groups, but these tend to be international and usually U.S. dominated.

b) Office Systems Journal

Most professional associations have at least one type of publication, varying from local newsletters, to somewhat academic technical journals. It would therefore be a reasonable extension for an association to undertake to publish an office systems journal. If an association were to undertake this service, however, it would do well to note the comments from this study, that such a publication should be very practical and experience-based, rather than academic in nature.

c) Electronic Mail or Conferencing

As described earlier in this section, electronic mail, computer or video conferencing all require a degree of training and support. Professional associations, which have an established "network" of chapters in major centres across the country, may be well positioned to initiate a service of this type. Their local entities could make arrangements for local connections to national services. Persons from the local chapters could, given the time and training, provide a first level of support in the initial stages of introducing the service.

However, for the same reasons described in the case of a Non-Profit Association's provision of this service, it is not likely that the service could be initiated for some period of time.

3) A Vendor Association

CBEMA and CATA are two vendor associations who would be well positioned to provide one or more of the following standalone services. To do so would likely mean a change in direction for either group, but this change might well be viewed by users (i.e. the customers of their members) as very positive.

a) Office Systems Journal

A number of the member vendors of these associations already publish journals of one type or another (e.g. the IBM Systems Journal, BNR's Telesis). It is therefore conceivable that staff could be made available to the association to edit such an office systems publication. Operating through the association's and the vendors' existing public relations channels, this new publication could quickly be established as a prestigious vehicle attracting research and articles from both Canada and abroad.

b) Hands-On Product Evaluation Workshops

Again using the vendors' existing facilities, it would be possible for a vendor association to sponsor multi-vendor workshops on a regular basis. These need not be gratuitously provided by the Association, since users would be willing to pay a reasonable fee for the opportunity to try out systems directly. The vendors would have the opportunity to have their own personnel present to provide assistance, and in so doing, they would get immediate

feedback from the user participants.

c) On-Line Database of Vendor/Product Information

While users would not be interested in evaluations of products where the evaluations came from vendors themselves, provision of product information would be more attractive. A vendor association would be ideally positioned to create and maintain a database of information on its members' products.

There would be a natural inclination on the part of any one vendor to provide only surface information so that competing vendors would not have easy access to product details. However, users would soon learn if this were the norm, and would simply not use the service. On the other hand, if valid, complete, up-to-date information were available in the database, users would likely make extensive use of the facility. Used properly by the vendors, this information base could be a powerful sales tool or entry into prospective buyers' organizations, so that both parties could profit.

In summary, these services could be provided in a number of ways and from a number of sources. Government's role could range from that of

- provider, where it directly offers the service(s), to
- catalyst, where it actively encourages other groups to offer services, perhaps with some start-up funding, or finally, to
- educator, where it simply makes these recommendations available to the professional or vendor associations, and waits to see if they take action.

7.0 START-UP PLAN AND BUDGET

Consistent with our recommendations, this section of the report deals with two of the four possible approaches to an office systems association. A plan and budget are provided for the initiation of a non-profit association, modelled after the "common interest" type of associations such as CMA, CBEMA and the Centre for Industrial Health and Safety. As stated previously, we have NOT recommended this approach, but the detailed description of the Association given on the following pages will provide sufficient information upon which Government can draw its own conclusions. Also, suggestions are provided for means of initiating one or more services on a standalone basis.

7.1 Non-Profit Association

7.1.1 Association Name

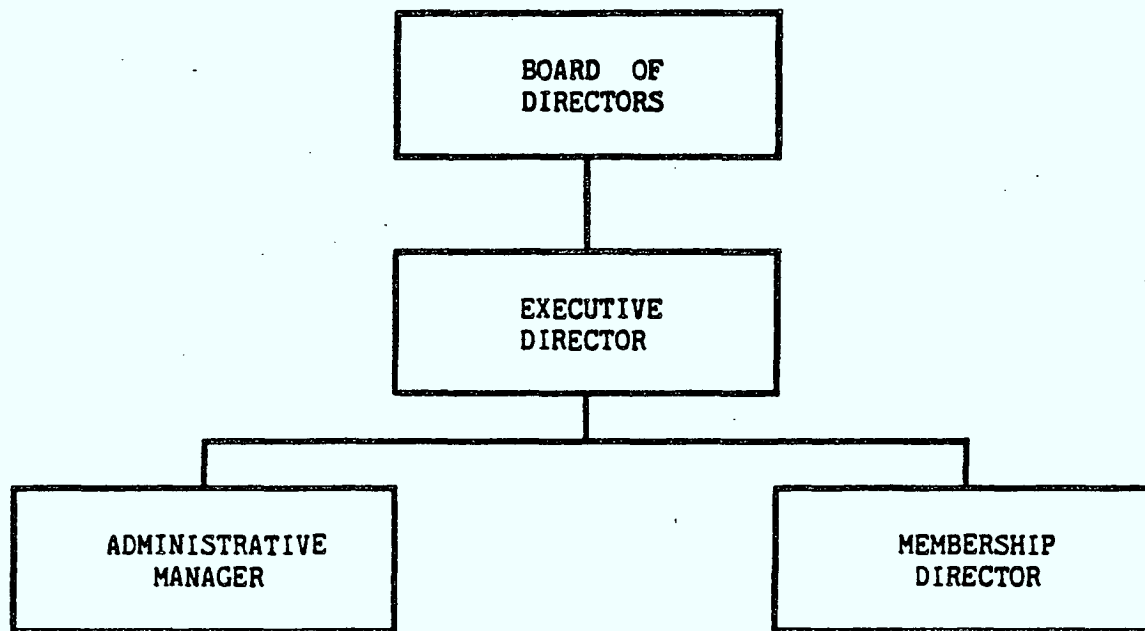
Consistent with the findings of this study, where a preference was apparent for a traditional, simple name for the Association, we recommend the name, "Canadian Office Association."

7.1.2 Structure

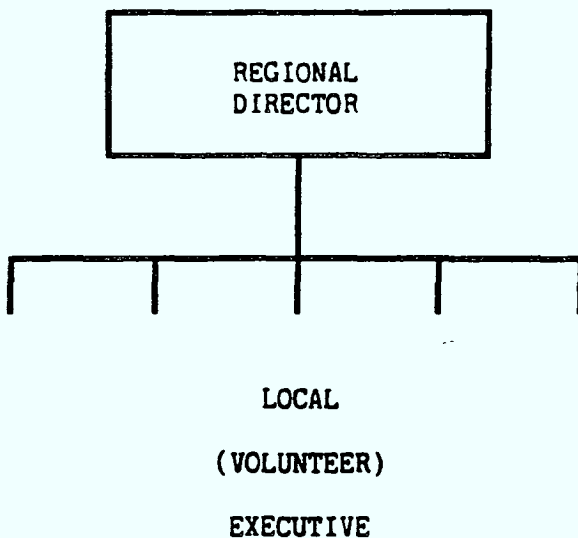
This Association would be viewed by the potential members as one initiated by Government from the top down. This is in contrast to most non-profit associations, which are started from a "grass roots" perception of a common need or interest. Creating the sense of felt need and commonality of interest would therefore be a major challenge in getting the Association off the ground.

In order to accomplish this, it would be necessary to build a network of support and interest across the country before a public membership promotion could be undertaken. This network is embodied in the organization structure illustrated on the next page, and explained on the following pages.

NATIONAL STRUCTURE



REGIONAL STRUCTURE



BOARD OF DIRECTORS

Chairman: Executive Director

Eight Regional Directors From:

British Columbia (Victoria)
Alberta/Saskatchewan (Edmonton)
Manitoba (Winnipeg)
Ontario (Toronto)
Ontario (Ottawa)
Quebec (Montreal)
Quebec (Quebec City)
Maritimes (Halifax)

1) Executive Director

The Executive Director would be the chief operating officer of the Association, responsible for devising plans for its program of services, for seeing that these programs (when approved by the Board of Directors) are carried out, and for monitoring their success and the general health and well-being of the Association. This person would also have fiscal responsibility for the Association.

The Executive Director would chair the Board, and would be responsible to the Board. He or she would initially be hired on a one or two year contract. Thereafter, the Board would decide whether the position should be a permanent one.

In the formative months of the Association, the Executive Director would also have prime responsibility for recruiting both the Regional Directors and the initial member organizations.

This individual would need to be a senior person, preferably well known and well regarded in the office systems industry. He or she would also need to be capable of operating totally independently, and would need considerable skills for presenting and selling ideas to others. With a view to a national presence, the Executive Director should also be bilingual.

2) Membership Director

The Membership Director would report to the Executive Director and would have prime responsibility for building and maintaining the targeted membership levels in the Association. As such, he or she should have excellent marketing skills and experience and should be thoroughly familiar with the office systems industry from either a vendor or user viewpoint (preferably from both). This person should also be bilingual.

3) Administrative Manager

The Administrative Manager would provide administrative support to the Director, the Membership Director and to the Association as a whole. This person would be an experienced office manager with previous direct exposure to the use of modern office systems, and would be capable of running the National Office completely independently. The Administrative Manager would report to the Executive Director and would preferably be bilingual.

4) Board of Directors

The Board of Directors would consist of the Executive Director as chairman, and eight Regional Directors. Only the Executive Director would be a paid, full time employee of the Association; the Regional Directors would spend a portion of their time on Association business. Each Regional Director's employer would be asked to donate that Director's time to the Association for a two-year period. A full-time commitment would not be needed, but 25-30% of the Director's time should be freed up for Association work. In return, the employer would be entitled to full membership privileges at no fee, during the period of the Directorship.

The initial slate of Regional Directors would be recruited by the Executive Director. All of the Directors of the first Board for the Association, including the Executive Director, would be appointed by Government. Thereafter, the Regional Directors would be elected by the membership, and the Executive Director would be appointed (hired) by the Board.

5) Regional Directors

Our recommendation is that one Director be appointed for each of the following eight Regions.

- a) British Columbia -- Victoria
- b) Alberta/Saskatchewan -- Edmonton
- c) Manitoba -- Winnipeg
- d) Ontario -- Toronto
- e) Ontario -- Ottawa
- f) Quebec -- Montreal
- g) Quebec -- Quebec City
- h) Maritimes -- Halifax

Each of the Regional Directors would be a senior person who would undertake to set up a local executive. These local people would assist with planning of local events and meetings. They would not be paid, nor would their employers receive free memberships in the Association. Regional Directors would be free to structure their local executives to suit local needs and interests.

The Regional Directors would have two principal responsibilities:

- to provide a meaningful input into the direction and services of the Association on a national basis, and
- to plan and provide local services to address local needs.

With the first responsibility in mind, the Regional Directors would meet face-to-face as a Board on a quarterly basis. They would also have monthly audio teleconferences as a Board, and they would communicate with one another between these events by telephone and by electronic mail.

6) National Office

The Association would require a national office when the initial staff has been hired. This should have office space for the Executive Director, the Membership Director, the Administrative Manager, two spare workstations for temporary staff and/or for Regional Directors when in the National Office, plus a board room large enough to comfortably hold a meeting for at least a dozen persons.

Normal workloads would be handled adequately by the three full time staff members, and peak loads generated by special events such as conferences would be handled by using temporary help and by contracting specific services to organizations specializing in planning and organizing meetings.

The office should be well equipped to set an example for members of the Association. While not necessarily requiring state-of-the-art integrated office systems, it is likely that some type of microcomputer-based system would be required to support the Association's normal operating functions.

NOTE:

In the early stages of the Association, i.e. before all full time staff are hired, Government should be prepared to provide temporary office space and limited administrative support.

7.1.3 Start-up Plan

The following steps describe the sequence of events required to bring the Association into being and enlist the initial members.

1) Hire Executive Director (March, 1984)

As a first step, Government would undertake to hire an Executive Director to start and run the Association.

It may be possible to simply hire this person on a two year contract, or it may be necessary to engage an appropriate senior person on a full-time contract from a consulting firm.

2) Consult With Associations (April, 1984)

The first duty of the Executive Director would be to travel to the major centres across the country, consulting with various professional and industry associations. The object of these consultations would be two-fold:

- to elicit suggestions for organizations which would be potential members of the Association, and
- to obtain the various associations' nominees for persons who could serve as Regional Directors.

In the process, the groundwork of publicity would be laid for future public promotion of the Association.

3) Enlist Regional Directors (May, 1984)

Based upon the suggestions for potential Directors from the associations across the country, the Executive Director would then begin his or her next major task. This would involve approaching both the nominated individuals and their employers to determine a suitable slate of Regional Directors.

4) Hire Administrative Manager and Membership Director (June, 1984)

The Executive Director's next task would be to hire two full-time staff members to serve at the Association's National Office.

5) Lease and Equip Office Space (July, 1984)

Suitable office space would then be required to house the National Office staff, and to provide a physical location for face-to-face meetings. To meet the physical requirements described above, approximately 1,600 square feet would be needed.

6) Incorporation of the Association (July, 1984)

Once the full slate of Board members is known, it would be possible to have the necessary documents of incorporation drawn up for approval by the Board.

7) First Directors' Meeting (August, 1984)

When office space has been acquired, the Board will be able to have its first meeting together. The Executive Director would present his or her initial plan for the Association and this would be discussed and revised by the Board.

8) Membership Drive (August, 1984)

Based upon the agreed plan for the Association, the Membership Director would then begin to actively recruit members. This would include an initial high level press conference, preparation and mailing of an attractive brochure, and extensive one-on-one meetings between the Membership Director and potential members, in many cases including the Executive Director.

9) First Newsletter (September, 1984)

As part of the membership promotion, the Association's first newsletter would be published, placing a heavy emphasis on the planned program of services and the Regional Directors' influence on this program and on the Association as a whole.

10) Kick-off Conference (October, 1984)

The first formal program event for the Association would be the start-up conference. This would be a major national conference to which paid member organizations would be entitled to send a specified number of participants as part of their Association fee. As a first conference, it could also be open to outside organizations for a fee, and a third option (to be determined as part of the Membership Director's promotion plan) would be to allow potential member organizations to attend either at no charge or for a reduced fee.

11) Regional Meetings Start (November, 1984)

After the first national conference has been held, activities in the region would start to maintain the momentum of the new Association. The nature of these activities would be determined by the Regional Directors.

12) First Technical Meeting (November, 1984)

The first Technical Meeting would also be a national event, but targeted at more technical personnel, whereas the first conference would have been aimed at management and planning staff within the member organizations.

13) First Senior Executive Forum (December, 1984)

To cap off the Association's first year, the first Senior Executive Forum would be held in December. This would be the last major national event of the year, and would be designed to promote a high-level exchange of views on the role and direction of office systems, as well as to solidify the senior audience's commitment to the Association.

7.1.4 First Year Costs

The following table lists the estimated expenses required in the first year to start the Association. These are made up of one-time costs plus normal operating costs for the first (partial) year. Based on the dates outlined for the sequence of start-up events above, an estimate for the first year's operating expenses was arrived at by taking one half of the annual budget amount for operating expenses, detailed later in this section.

It is NOT expected that Government would pay the entire first year costs, since these would be offset somewhat by membership revenues. The actual costs to be borne by Government are described under the heading, "Cash Flow to 1987" later in this section.

FIRST YEAR COSTS

<u>DESCRIPTION</u>	<u>AMOUNT</u> (\$)
Office Furniture	
■ Five offices	10,000
■ Boardroom	10,000
■ Reception Area	2,000
■ Shelving, files	5,000
Microcomputer	20,000
Portable computers (2)	10,000
Terminals (for 8 Regional Directors)	16,000
Telephone system	10,000
Photocopier	12,000
Travel Costs for Exec Director, Member- ship Director (relative to initial membership drive)	20,000
Total Start-up Costs	<u>\$116,200</u>
Operating Costs (1/2 annual budget)	266,250
TOTAL FOR FIRST YEAR	<u>\$382,450</u>

7.1.5 Annual Budget

The following expense budget presents an estimate of the annual operating costs for 1985, which would be the first full operating year for the Association.

ANNUAL BUDGET

<u>DESCRIPTION</u>	<u>AMOUNT</u> <u>(\$)</u>
Services to Members	
■ National Conferences (2)	50,000
■ Fee for Conference Planning Services	5,000
■ Senior Executive Forum	15,000
■ Fee for Forum Planning services	1,500
■ National Technical Meetings (2)	30,000
■ Fee for Meeting Planning services	3,000
■ Monthly Newsletter	6,000
■ Subsidy for Special Interest Groups	5,000
■ Regional Program Expenses (\$5,000 per Region)	40,000
Salaries	
■ Executive Director	85,000
■ Membership Director	50,000
■ Administrative Manager	30,000
■ Temporary Staff	35,000
Travel and Living Expenses	
■ Executive Director	20,000
■ Membership Director	20,000
■ Regional Directors	32,000
Marketing Costs (brochures, mailings, etc.)	30,000
Office Space	32,000
Telephone	10,000
Electronic Mail	6,000
Other Administrative Costs	36,000
TOTAL ANNUAL EXPENSES	\$553,500

7.1.6 Cash Flow to 1987

The following table shows the projected annual revenues and expenses for the Association from 1984 to 1987 inclusive. It is anticipated that Government would cover the deficits from 1984 to 1987, and that the Association would reach a self-sustaining level of 160 memberships by the end of 1987. Increases in membership levels from that point on would be anticipated, but at a lesser rate of growth, so that increased revenues would likely only offset increased costs due to inflation.

REVENUES AND EXPENSES

	1984	1985	1986	1987
Revenue	120,000	320,000	500,000	620,000
Expenses	392,450	553,500	586,710	621,913
Deficit	272,450	233,500	86,710	1,913

Revenue Assumptions

All revenue projections are based on an annual membership fee of \$4,000. It is projected that memberships will reach the following levels by the end of each year:

- 1984: 60 memberships
- 1985: 100 memberships
- 1986: 150 memberships
- 1987: 160 memberships

However, since memberships will be obtained throughout the year, and payment plans may be devised to allow payment of fees spread over a number of months, the following assumptions have been made for the actual number of fully paid memberships in each year:

- 1984: 30 memberships
- 1985: 80 memberships
- 1986: 125 memberships
- 1987: 155 memberships

Expense Assumptions

The expenses for the first year (1984) have already been explained. Expenses for the first full year (1985) are as outlined in the Annual Budget table. Thereafter,

an increase of 6% each year is assumed.

7.2 Standalone Services

The remainder of this section provides suggestions as to steps to be taken to initiate services on a standalone basis. This is the fourth option, out of the four possible alternatives outlined in the Recommendations section, for providing means for exchange of information and ideas among Canadian users of office systems.

In the Recommendations, it was suggested that standalone services of various descriptions could be provided by Government, by a professional association, by a vendor association, or by some combination of these. Since it is unlikely that all, or even many of these possibilities will be pursued, detailed action plans are not provided here, nor are budgets. However, any one of these possibilities would be a relatively simple undertaking, in comparison to the task of setting up an entire association.

The suggested means for initiating these standalone services are outlined below in a parallel sequence to the description of the services provided in the Recommendations section. The reader is referred to that section for a description of the services themselves.

7.2.1 Services Provided by Government

7.2.1.1 Government Special Interest Group

Since a Users' Group already exists in connection with the OCS Program, this service already has a starting point. To initiate a more active Special Interest Group for Office Systems Within Government, we suggest the following steps.

- Prepare a brief description of the concept of such a group and the way that it might operate. This could be drawn from various portions of this report.
- Circulate this description among the members of the existing Users' Group.
- Devise a brief survey form to elicit input from these members regarding their level of interest in the concept and in specific functions and services. Also include one or more questions designed to determine the level of commitment of the Users' Group members (e.g. "would you be able to devote 25% of your time to assisting with the operation of this group? 15%? 5%?")
- Circulate the survey with the description, asking for returns a month prior to the Spring Users' Group Meeting.
- Analyze the results prior to this Meeting.

- Contact those persons who indicated a high level of commitment and interest to determine an appropriate "executive" for the group.
- Announce the results of the survey, and the formation of the Special Interest Group at the Spring Meeting. Also announce a date for a first meeting of the "executive" to plan the program for the Special Interest Group.

7.2.1.2 Office Systems Journal

The Office Systems Journal would be a channel for publication of information on topics related to office systems, generated as a result of research or actual experience in the field. Since a major effort is being made to stimulate research through the Working Place Technology Research Centre at Laval, it would seem reasonable to pursue the concept of an Office Systems Journal in relation to that effort.

While the Research Centre is far from operational, and no publishable research results could reasonably be expected before 18 to 24 months, it is still possible that a Journal could be started much sooner than this, providing information from other sources. It is quite likely that the Research Centre would have some publication channel for its findings, and some staff to produce and manage this. Beginning a Journal now or within the next few months would simply mean bringing this staff on board earlier, and providing them with a broader focus (i.e. beyond the boundaries of the Centre).

This approach would provide a least cost approach for the Journal, since it would be making use of staff and budget already set aside for a similar purpose.

More specific suggestions cannot be made at this time, since the plans for the Research Centre are not yet published.

7.2.2 Services Provided by a Professional Association

The focus of the suggestions being made at this point in the report is on what steps could be taken by Government to initiate services on a standalone basis. Therefore, in considering services which might be provided by a professional association such as SOAP, CIPS or AISP for the office systems community, the question being dealt with is, "How can Government encourage a professional association to undertake these services?"

In the Recommendations section of this report, it was suggested that a professional association could consider three possible services in this area:

- an Office Systems Special Interest Group,
- an Office Systems Journal, and
- Electronic Mail or Conferencing.

Clearly, one step which could be taken by Government to encourage associations to pursue these services, is to inform them of the recommendation. This could be done by making copies of this report available to the associations with a covering letter, stating the Government's position regarding the recommendations of the report as a whole, and drawing their attention to the possible effort they might make in the area.

A second and more active role for Government would be to suggest to the associations that it would be willing to consider providing start-up funding to a specific amount for one or more of these services. Government could further invite submissions from the associations as to how they would propose to provide the services. A decision could be based upon these submissions as to which association(s) Government would award funds for these services. The following suggestions are provided with this second option in mind.

7.2.2.1 Special Interest Group or Office Systems Journal

We believe that it would be both practical and advisable for Government to consider providing funding for the initiation of one or both of these services by a professional association. In either case, Government should prepare a description of the type of service it feels should be provided, and should invite the associations to submit proposals as to how they would undertake this. Government could then award a two-stage grant to an association. The first stage would be payable in advance and would provide an amount to assist with the actual setup of the service. The second stage would be payable after the service has been initiated and Government is satisfied that the actual implementation is consistent with the initial description of the service.

7.2.2.2 Electronic Mail or Conferencing

We do not believe it would be practical for Government to provide funding for an electronic mail service arranged by a professional association. Such a mail service would typically be provided by a third party. The choice of which system to be used, and predictions of operating costs would be difficult for a professional association to undertake on a basis consistent with the requirements for Government decision making.

Some associations are already using electronic mail on a limited basis, and to encourage them through funding to steer the use of this tool specifically in the direction of office systems users might not be consistent or timely in view of the associations' longer term directions.

For example, CIPS Toronto Section is already making use of both Envoy 100 and CNCP Mailbox for two different but overlapping applications, and the CIPS National Board is using a private Mail System provided by the University of British Columbia. To suggest that this association provide an electronic mail service to office systems users would pose significant problems since the question would have to be dealt with under the time and other constraints which Government would necessarily have to impose.

On the other hand, if Government were simply to inform associations of this need within the office systems community, they might very well be able to evolve over time to a position where they could provide such a service on their own. In any case, as mentioned earlier, the state of the technology is such that electronic mail will not likely be useful as a widespread tool between organizations for one or two years.

We therefore recommend that Government not take an active (funding) position with regard to this particular service. Instead, we recommend that Government inform the associations of the potential service they could be providing to their office systems members, and leave the associations to pursue this as they see fit.

7.2.3 Services Provided by a Vendor Association

We do not feel that it would be necessary or appropriate for Government to provide funding to a vendor-based association for provision of standalone services. On the other hand, it would be most appropriate for Government to provide copies of this report to these associations, and to inform them of how Government intends to proceed, and where Government feels the associations could play a role.

8.0 APPENDIX I - PROJECT PLAN

The various activities involved in conducting this project are described on the following pages, and the schedule and allocation of personnel are summarized on the last page.

1) PROJECT ACTIVITIES

a) Devise Instruments

The primary instrument used in the project will be an interview guide for the user interviews. These interviews will be structured (as opposed to free-flowing) in order to ensure that all relevant subjects are discussed, and to facilitate the later analysis of information from the expected 40 interviews. The guide must therefore be carefully designed with the following objectives in mind.

- Set interviewee at ease and elicit complete and reliable information.
- Cover all subject areas necessary to enable conclusions to be drawn in the areas designated in the Request For Proposal.
- Be physically laid out so as to facilitate the interview process and allow the capture of all necessary information.

Secondary instruments will include shorter interview guides for representatives of associations and vendors. In addition, an appropriate letter will be devised, to be sent to association representatives (usually the president) as their initial contact with the project.

b) Select Sample

Information and opinion will be sought from users, vendors and associations across the country, and appropriate samples must be selected for each of these groups. Trigon's proposal listed a proposed sample of associations, and this is the sample which will actually be used for this group.

For users and vendors, the selection criteria listed in the proposal (private and public sector, geographically representative, etc.) will be applied to various existing lists of potential contacts:

- Trigon's extensive list of contacts in the industry,
- CIPS membership list
- Diebold Group list,
- AISP (partial) list, and
- government directories.

An initial sample of 80-100 users will be selected. It is anticipated that when appointments for interviews are sought, the actual number of interviews which can be arranged within the constraints of the project schedule will be close to the targetted 40 interviews.

c) Set Appointments

This is largely an administrative activity, although senior personnel will become involved if necessary. Letters will be sent to associations, followed by a telephone contact. Users and vendors will be contacted directly by telephone. When appointments are set, travel arrangements will be made. It is anticipated that a "sweep" will be made across the country from Victoria to Central Canada, then from the Maritimes back to Ontario. Interview appointments will be sought with this travel plan in mind.

As described above, it is expected that this process will reduce the initial sample of interviewees down to the targetted number. Care will be taken to ensure that in this reduction process, the initial criteria for selecting the sample are adhered to as much as possible.

When the interview schedule is firm, an appointment will be sought for the presentation of the final results of the project. This is tentatively planned for November 24, 1983.

d) Conduct Interviews

Interviews will be conducted according to the schedule devised above. It is anticipated that the association interviews will be conducted by telephone and the associations will be advised that they may submit a written follow-up if they wish, provided that this can be done within the constraints of the project schedule.

User and vendor interviews will be conducted in person where possible, with the telephone being the medium of second choice.

e) Analysis and Summary of Data

During this portion of the project, the data collected from various sources will be summarized and analyzed with a view to making recommendations in the following areas.

- Name for the user organization
- Services to be provided to members
- Costs or fees to members
- Relationship to existing associations and groups
- Role of government in the new group
- Role of vendors in the new group
- Timing for organization and start-up of the group
- Plan for start-up activities (promotion, membership drive, kick-off events, publicity, etc.)
- Press and publicity plans for start-up and on-going
- Financing arrangements and plans
- Business plan for 1984

Information from the structured interviews will be analyzed on Trigon's computer system to facilitate analysis for trends and quantitative results as well as for cross-tabulation for sub-groups within the survey sample. Other input will be analyzed on a less formal basis. The interview data and written submissions will be reviewed and discussions will be held among project team members who will have been instrumental in gathering the data and will have formed impressions through personal contact with those supplying the input to the study.

During this portion of the study, contact will also be made with other persons experienced in the office automation industry in the United States and elsewhere. The purpose of these contacts will be to provide additional input to the recommendations. The persons contacted will be individuals who have had experience with organizations similar to the proposed new group, in other countries. These persons will be asked their opinions of what kinds of services and organizations have been successful in these other contexts, in meeting the needs and interests of the users and other members.

f) Write Report

When the previous phase has been completed, this portion of the project will put the resulting findings and recommendations on paper. This report will be prepared in draft form and reviewed at least

verbally with Andre Dubois. The final version of the report will then be written and submitted to Andre Dubois for approval and comment.

g) Final Presentation

Based upon comments received from the Final Report, a presentation of the results and recommendations will be prepared. A date for this presentation will be scheduled with the appropriate personnel at the Department of Communications.

h) Project Management

To ensure that the project is maintained on schedule, and that deliverables are produced as specified and at an acceptable level of quality, three days have been allocated in the project schedule for project management activities.

2) PROJECT PERSONNEL

The following individuals will work on this project. In the schedule of activities, each is referred to by the initials in parentheses following his or her name.

- Patrick McAuley (PM)
- Mary-Anne McKeichan (MM)
- Laura Oda (LO)
- Don Tapscott (DT)
- Del Henderson (DH)
- Morley Greenberg (MG)
- Louis Martin (LM)

3) PROJECT SCHEDULE

		<u>PROJECT SCHEDULE</u>						
<u>DATE</u>	<u>ACTIVITY</u>	<u>PEOPLE & PERSON - DAYS</u>						
		<u>P.M.</u>	<u>M.M.</u>	<u>L.O.</u>	<u>D.T.</u>	<u>D.H.</u>	<u>M.G.</u>	<u>L.M.</u>
Oct. 3 - 7	<u>DEVISE INSTRUMENTS</u> -interview guide(s) -letter to associations	1.5	0.5	0.5	0.5	0.5	0.5	
Oct. 4	<u>SELECT SAMPLE</u> -users -associations -vendors	0.5	1.0		0.5			
Oct. 3 - 7	<u>SET APPOINTMENTS</u> -letters -telephone -refine sample -travel arrangements -confirmations -confirm date for final Presentation (Nov. 24)		3.0	0.5				
Oct. 11 - Nov. 1	<u>CONDUCT INTERVIEWS</u> -road trips -local -telephone	3.0	10.0		3.5	1.5	1.5	3.0
Nov. 7 - 11	<u>ANALYSIS & SUMMARY OF DATA</u> -summarize interviews -summarize written submissions -develop recommendations	1.5	1.5		1.5	0.5	0.5	1.0
Nov. 14 - 18	<u>WRITE REPORT</u>	2.0	1.0	0.5	1.0	0.5	0.5	
Nov. 24	<u>FINAL PRESENTATION</u>	0.5			0.5			
Sept. 28 - Nov. 24	<u>PROJECT MANAGEMENT</u>	<u>3.0</u>						
	<u>totals:</u>	12.0	17.0	1.5	7.5	3.0	3.0	4.0

9.0 APPENDIX II - INTERVIEW GUIDE

COSA INTERVIEW

2.1

Do you or your organization participate in any existing groups which deal with O.A issues?

- (1) ☐ Diebold Automated Office Program (2) ☐ ORTG (3) ☐ Other
(specify)

2.2

Are you a member or others in your organization of the following associations.

	Member	Other
(1) CIPS	<input type="checkbox"/>	<input type="checkbox"/>
(2) AISP	<input type="checkbox"/>	<input type="checkbox"/>
(3) SOAP	<input type="checkbox"/>	<input type="checkbox"/>
(4) ARMA	<input type="checkbox"/>	<input type="checkbox"/>
(5) DPMA	<input type="checkbox"/>	<input type="checkbox"/>
(6) ASM	<input type="checkbox"/>	<input type="checkbox"/>
(7) ACM	<input type="checkbox"/>	<input type="checkbox"/>
(8) IEEE	<input type="checkbox"/>	<input type="checkbox"/>
(9) CCCE	<input type="checkbox"/>	<input type="checkbox"/>
(10) CICA	<input type="checkbox"/>	<input type="checkbox"/>
(11) OTHER	<input type="checkbox"/>	<input type="checkbox"/>

2.3

Describe your organization's development in terms of Office Automation on a scale of 1-4.

- 1 = Traditional
2 = Planning/MICROS
3 = IOS pilots
4 = large scale IOS

1.....2.....3.....4

2.4

Where does the responsibility for Office Automation lie within your organization?

- (1) ☐ DP/MIS area (3) ☐ Telecommunications (5) ☐ Separate Group
(2) ☐ Admin/Office Services (4) ☐ Separate Group Reporting to above (6) ☐ Other

2.5

In our experience some of the major roadblocks to progress in Office Automation have been: (Indicate agreement and add those not included)

1-----2-----3-----4-----5-----6-----7

strongly agree

strongly disagree

- (1) [] lack of top management commitment
- (2) [] lack of finances
- (3) [] inability to justify appropriate level of expenditure
- (4) [] resistance to change
- (5) [] lack of understanding of what Office Automation is
- (6) [] political conflicts within the organization
ie. who is in charge of Office Automation
- (7) [] fear of technology, loss of jobs
- (8) [] technical difficulties in providing required tools
- (9) [] other, specify _____

2.6

We would like to determine what services are viewed as most useful to you as a user/vendor in the Office Automation field and in what format that would be preferred. Please rate the following suggestions. We would also be interested in your comments on these, and any suggestions you may have for further studies.

2.6.1 Face to Face Meetings/Conferences

2.6.1.1 Management Oriented

Not Useful Marginal Value Extremely Beneficial
1-----4-----7

2.6.1.2

Technically oriented

1-----4-----7

2.6.2

Teleconferences

1-----4-----7

- (1) [] Full motion video (2) [] Slow scan graphic (3) [] Audio

Topics: _____

2.6.3

Electronic Mail Accounts

1-----4-----7
(Membership would entitle organization to 1 or more accounts to
facilitate communication between members and groups)

2.6.3.1

How many people involved in office automation in your
organization would likely use this facility to communicate
with other member organizations?

(1) 1 (2) 2 (3) 3 (4) 4 (5) More (specify) _____

2.6.4

Computer Conferencing

1-----4-----7

2.6.5

Special Interest Groups

(eg. WANG, IBM users) 1-----4-----7

2.6.6

Would a Newsletter be useful?

1-----4-----7

(1) [] monthly (3) [] quarterly (5) [] semi annually
(2) [] annually (4) [] combination (6) [] other (specify)
for different
types of information

(1) [] Print (2) [] On line (3) [] Both

2.6.7

Provision of vendor's product information (Please rate
each)

News items (ie releases of new products)	1-----4-----7
Evaluation of products and/or vendors	1-----4-----7
"Hands on" evaluation workshops	1-----4-----7
On-line databases of info re products and/or vendors	1-----4-----7

2.6.8

Reprints on key articles form press	1-----4-----7
-------------------------------------	---------------

2.6.9

Availability of discounts on courses, seminars and publications	1-----4-----7
---	---------------

2.6.10

A senior executive forum	1-----4-----7
--------------------------	---------------

2.6.11

Research reports on various topics	1-----4-----7
Suggest: _____	

2.6.12

A fixed number of days of consulting included in membership	1-----4-----7
---	---------------

2.6.13 Other Services

2.7

Groups such as DAOP and OTRG have annual fees ranging from \$10,000 to \$25,000 depending on size and type of organization.

2.7.1

What annual fee would your organization be prepared to pay for a useful package of services as described in (6)?

- (1) [] less than \$5,000 (3) [] 10,000-15,000
(2) [] 5,000-10,000 (4) [] more than 15,000

2.7.2

Which of the above services would you expect to see?

2.8

What do you see as the goals of a Canadian Office System Organization?

2.9

This question relates to the character and sponsorship of the new organization. Two possible scenarios:

1. user association eg CIPS AISP sponsored or supported by government
2. a 'program' organized privately

Which of these do you see best meeting your organization's requirements?

- (1) [] 'User Association' (2) [] 'Program'

2.9.1

Do you think this type of organization should be subsidized by the Federal Government?

- (1) [] for start up (2) [] on an on-going basis

2.9.2

Should the organization be administered by a:

- (1) [] private sector group (2) [] public sector group

2.9.3

Should it be a profit-making enterprise?

- (1) [] yes (2) [] no

2.9.4

How should it cater to regional requirements?

- (1) ☐ regionally structured (2) ☐ representative advisory board
-
-

2.10

Various names have been suggested for the new organization including the following. Please indicate if you would favor one of these, or suggest alternatives.

- (1) ☐ COSUG Canadian Office System User Group
(2) ☐ COSG Canadian Office System Group
(3) ☐ OSUG Office System Users Group
-
-

2.11

Should membership in the group be open to:

- (1) ☐ Users only?
(2) ☐ Users and vendors, but in separate divisions?
(3) ☐ Users and vendors together?
-
-

2.12

Demographic information.

INTERVIEWEE'S NAME:

TITLE:

ORGANIZATION:

LOCATION (CITY):

10.0 APPENDIX III - SUMMARY OF INTERVIEW RESPONSES

QUESTION: 2.1 Does Your Organization participate in Diebold? (0=YES,1=NO):

Total Responses = 39, Total Missing = 0, Average Response = 0.08

QUESTION: 2.1 Does Your Organization participate in ORTG? (0=YES, 1=NO):

Total Responses = 37, Total Missing = 1, Average Response = 0.03

QUESTION: 2.2.1 Are you or others in your organization a member of CIPS?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 1.58

QUESTION: 2.2.2 Are you or others in your organization a member of AISP?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.88

QUESTION: 2.2.3 Are you or others in your organization a member of SOAP?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.18

QUESTION: 2.2.4 Are you or others in your organization a member of ARMA?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 41, Total Missing = 0, Average Response = 0.66

QUESTION: 2.2.5 Are you or others in your organization a member of DPMA?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 1.23

QUESTION: 2.2.6 Are you or others in your organization a member of ASM?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.18

QUESTION: 2.2.7 Are you or others in your organization a member of ACM?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.05

QUESTION: 2.2.8 Are you or others in your organization a member of IEEE?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.85

QUESTION: 2.2.9 Are you or others in your organization a member of CCCE?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.15

QUESTION: 2.2.10 Are you or others in your organization a member of CICA?
(0=none, 1=you, 2=others, 3= both):

Total Responses = 40, Total Missing = 0, Average Response = 0.40

QUESTION: 2.3 Describe your organization's development in terms
of Office Automation on a scale from 1-4:

Total Responses = 40, Total Missing = 0, Average Response = 2.52

QUESTION: 2.4 Where does the responsibility for OA lie within your organization
(scale from 1 to 6):

Total Responses = 39, Total Missing = 0, Average Response = 3.56

QUESTION: 2.5.1 Lack of top management commitment
(scale 1-7), 1=strongly agree, 7=strongly disagree:

Total Responses = 40, Total Missing = 0, Average Response = 3.38

QUESTION: 2.5.2 Lack of finances (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 3.48

QUESTION: 2.5.3 Inability to justify appropriate level of expenditure
(scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 2.80

Canadian Office Systems Association Study

QUESTION: 2.5.4 resistance to change (scale 1-7):

Total Responses = 39, Total Missing = 0, Average Response = 3.87

QUESTION: 2.5.5 Lack of Understanding of what OA is (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 2.33

QUESTION: 2.5.6 Political conflicts within the organization (scale 1-7):

Total Responses = 39, Total Missing = 1, Average Response = 3.46

QUESTION: 2.5.7 Fear of technology, loss of jobs (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 4.33

QUESTION: 2.5.8 Technical difficulties in providing required tools (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 3.25

QUESTION: 2.6 Rate Face to Face Meetings/Conferences (1-7):

Total Responses = 3, Total Missing = 0, Average Response = 4.00

QUESTION: 2.6.1 Rate Management Oriented Face to Face Meetings/Conferences (1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.65

QUESTION: 2.6.1 Rate Technically Oriented Face to Face Meetings/Conferences (1-7):

Total Responses = 39, Total Missing = 0, Average Response = 5.31

QUESTION: 2.6.2 Rate Teleconferences (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 3.08

Canadian Office Systems Association Study

QUESTION: 2.6.2 Choose: 1=full motion video, 2=slow scan graphic, 3=audio:

Total Responses = 36, Total Missing = 1, Average Response = 0.94

QUESTION: 2.6.3 Rate Electronic Mail Accounts:

Total Responses = 39, Total Missing = 0, Average Response = 4.54

QUESTION: 2.6.3 How many OA people in your organization would use Email?:

Total Responses = 38, Total Missing = 2, Average Response = 1.61

QUESTION: 2.6.4 Rate Computer Conferencing (scale 1-7):

Total Responses = 39, Total Missing = 0, Average Response = 3.87

QUESTION: 2.6.5 Rate Special Interest Groups (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.55

QUESTION: 2.6.6 Rate a Newsletter (scale 1-7):

Total Responses = 37, Total Missing = 0, Average Response = 5.32

QUESTION: 2.6.6 Newsletter Period

(1=monthly,2=annually,3=quarterly,4=combination,5=semiannually,6=other):

Total Responses = 40, Total Missing = 0, Average Response = 2.40

QUESTION: 2.6.6 Newsletter media (1=print, 2=online, 3=both):

Total Responses = 40, Total Missing = 0, Average Response = 2.25

QUESTION: 2.6.7.1 Rate provision of Vendor news items (scale 1-7):

Total Responses = 39, Total Missing = 1, Average Response = 4.90

Canadian Office Systems Association Study

QUESTION: 2.6.7.2 Rate provision of product and vendor evaluations (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.42

QUESTION: 2.6.7.3 Rate "hands on" evaluation workshops (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.47

QUESTION: 2.6.7.4 Rate On-line databases of info re products (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.28

QUESTION: 2.6.8 Rate reprints on key articles from press (1-7):

Total Responses = 40, Total Missing = 0, Average Response = 4.17

QUESTION: 2.6.9 Rate Availability of discounts on courses, seminars and publications (scale 1-7):

Total Responses = 37, Total Missing = 2, Average Response = 4.95

QUESTION: 2.6.10 Rate a senior executive forum (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.20

QUESTION: 2.6.11 Rate Research Reports on various topics (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 5.40

QUESTION: 2.6.12 Rate a fixed number of consulting days included in membership (scale 1-7):

Total Responses = 40, Total Missing = 0, Average Response = 3.60

QUESTION: 2.7.1 What fee would your org. pay 1= <5000, 2=5000-10000, 3=10000-15000, 4= >15000

Total Responses = 38, Total Missing = 2, Average Response = 1.66

Canadian Office Systems Association Study

QUESTION: 2.9 Which? (1=user association, 2=program):

Total Responses = 39, Total Missing = 0, Average Response = 1.79

QUESTION: 2.9.1 Subsidized by government of 1=startup, 2=ongoing:

Total Responses = 39, Total Missing = 1, Average Response = 0.67

QUESTION: 2.9.2 Administered by 1=private sector group, 2=public sector group:

Total Responses = 40, Total Missing = 0, Average Response = 1.00

QUESTION: 2.9.3 Profit making? (1=yes, 2=no):

Total Responses = 40, Total Missing = 0, Average Response = 1.10

QUESTION: 2.9.4 Cater to 1=regional structured, 2=representative advisory board:

Total Responses = 40, Total Missing = 0, Average Response = 1.48

QUESTION: 2.10.1 1=NAME, 2=THEME:

Total Responses = 39, Total Missing = 1, Average Response = 3.54

QUESTION: 2.10.2 Alternative names for the new organization,
0=none, 1=COSUG, 2=COSG, 3=OSUG:

Total Responses = 35, Total Missing = 4, Average Response = 0.29

QUESTION: 2.11 Should membership in the group be open to:
1=users only, 2=users & vendors separately, 3=users & vendors together:

Total Responses = 40, Total Missing = 0, Average Response = 1.98

11.0 APPENDIX 3.0 - PROFILE OF ASSOCIATION GROUPS

NAME	ACTIVITY	MEMBER-SHIP	INDIV MEMBER	CORP MEMBER
CICA (Canadian Industrial Communications Assembly)	Professional development role; representative member at CRTC	220	yes	yes
DECUS (Digital Equipment Computer Users Society)	information exchange, trouble shoot	not known	yes	no
CIPS (Canadian Information Processing Society)	professional development; some government responsibilities.	4500	yes	no
DPMA (Data Processing Management Association)	seminars for management information certificate	2000	yes	no
AISP (Association of Information Systems Professionals)	professional development		not known	yes
CATA (Canadian Advanced Technology Association)	created to lobby by technology, NRC activity, setting up industrial strategies		no	yes

EEMAC
(Electrical
Equipment
Manufacturers
Association of
Canada)

not
known

no

yes

CBEMA
(Canadian
Business
Equipment
Manufacturing
Association)

not
known

no

yes

12.0 APPENDIX V - USER AND VENDOR ORGANIZATION INTERVIEWEES

Bruce Peckford
Director of Organization & Management Division
Treasury Board
Provincial Government of Newfoundland

Gerry Fowler
A.D.M.
Department of Supply & Services
Provincial Government of New Brunswick

Yvonne Blanchard
MIS Co-ordinator
Social Planning Department
City of Halifax

Bernard Smith
Director
Department of Finance
City of Halifax

Jacques Montigny
Assistant Controller
Kraft Foods Inc.

L. Ferrier
Senior Vice President Finance
Dominion Textiles

Penny Napke
Manager Office Automation
C.N. Rail

Michael Lalimodiere
Manager Information Systems
Consolidated Bathurst

Pierre Malepart
Vice President Corporate Services
Federal Business Development Bank

David Morgan
Assistant Secretary
Bank of Canada

Linda Rankin
Vice President Administration
Telesat Canada

Claire Robinson
Manager
Telecommunications & Office Equipment
Canada Packers

Don Mattless
Associate Director of Office Automation
Canada Life

Brian Jewitt
Manager of Programming
Giffels Associates Limited

Ed Gauthier
Manager
Information Systems & Data Processing
Canadian General Electric

John Penney
Chief
Administrative Telecom Systems
Department of Transport

Dr. Russell Hill
Operations Research/Office Systems Manager
C.I.L.

J. William Baker
Senior Vice President
Hume Publishing

Bruce McBeth
Manager, Corporate Systems
Great-West Life

Wally Hill
Senior Vice President
Information Systems & Data Processing
Investor's Syndicate Ltd.

Barry Gordon
Director, Engineering & I.S.
Manitoba Telephone Systems

Kathy Sobba
M.I.S. Productivity Improvement Administrator
Inter-City Gas Corporation

John Funk
Assistant Vice President
Saskatchewan Telephone

Bruce Hartwick
Corporate Vice President
NOVA, An Alberta Corporation

Don Smilie
Director, Systems Development
Information Resources
Dome Petroleum Limited

Elsbeth Eldridge
Project Leader
Text Management Systems
Petro Canada

Wally Foster
Manager Office Services
Syncrude Canada Inc.

Dr. D. Mitchell
Vice President
Alberta Research Council

Stan Petrica
Director Office Automation Branch
Public Works, Supply & Services
Provincial Government Alberta

Gord Pope
Computer Aquisition & Planning
B.C. Hydro

Rod Welsh
Manager Technical Support
M.I.S.
The Bentall Group

John Trigardi
Manager, Corporate Services
MacMillan Bloedel

Brad Mundy
Technical Specialist
Office Automation
B.C. Systems Corp.

Tsugio Kurishima
Director, Distributed Systems
B.C. Systems Corp.

Ron Kawchuk
Manager, Office & Data
Systems Research & Planning
Microtel Pacific Research

David Abraham
National Manager
Data General

Eugene Borys
Section Supervisor
Network Services Development
Alberta Government Telephone Services

Guido Schmidt
Sperry Univac

George Arkevald
President
OCRA

Roy Savage
Product Manager
CNCP Telecommunications

Andre Dubois
Director
DOC - OCS Program

Fred Pomeroy
President
Communication Workers of Canada

Ray Hainsworth
Director of Education
Ontario Federation of Labour

Paul Lessard
Director
Bureau Central d'Informatique
Province of Quebec

Gabriel Belanger
Vachon

Pierre Levesque
CDTI

CACC / CGAC



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