

## Robert M. Thacker

Robert M. Thacker is Professor of Management and Director of Business and Technology Integration at Southern Polytechnic State University. He is also president and CEO of Thacker & Associates, LLC, a management, and enterprise integration planning consultancy located in Atlanta, GA. The company provides strategic enterprise integration planning, enterprise integration education, and integrated information systems design services to Fortune 500 corporations.

For more than 35 years, Mr. Thacker has held strategic, tactical, and operational management positions with Xerox, IBM, and Oracle. During his career he has worked in sales, information systems, industrial automation, technical training, engineering, manufacturing, management training, systems integration, and enterprise integration architecture. As president of an engineering firm, he oversaw the design and build of tooling, special machines, automated systems and control systems for a broad range of automotive, aeronautics, pharmaceutical, and consumer electronics industries through out the Midwest.

Mr. Thacker's diverse background in different management, functional, commercial, and industrial positions has enabled him to develop an executive methodology for envisioning, planning, and implementing an integrated enterprise information system. Using this methodology, he has designed and implemented client/server networks and an executive information system for McDonald's International in Mexico City, Caracas, San Juan, and Boca Raton, FL. Further, he has consulted to Motorola, Chaparral Steel, Apple Computer, IBM, and BellSouth's Business Systems Division.

Like an architect, Mr. Thacker uses his Enterprise Integration Planning model and methodology to enable executives and technical professionals to envision, understand, communicate, analyze, direct, manage, and monitor the technological design and physical implementation of an integrated enterprise information system.

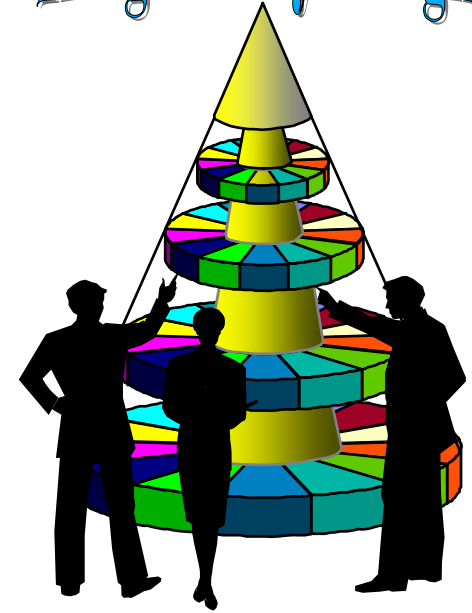
Mr. Thacker is the author of *A New CIM Model: A Blueprint for the Computer-Integrated Manufacturing Enterprise* published by the Society of Manufacturing Engineers. He has been a speaker at national and international management and technical symposiums and tutorials, and has written articles on the subject of enterprise integration and integrated information systems. He is presently writing his second book entitled, *Integrated by Design*.

## Integrated by Design

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## Integrated by Design



*A Model  
and Methodology  
for the  
Conceptual,  
Logical and Physical  
Integration  
of the  
Enterprise Information  
System*

*by  
Robert M. Thacker*

## Executive Summary

In Fantasia, the 1940 Walt Disney classic, Mickey Mouse, after being told to clean the castle, uses the Sorcerer's "magic hat" to command the brooms, mops, and pails to do his chores. Soon the castle is flooded as Mickey does not foresee the consequences of his actions or understand how to manage the magic of the hat.

Today business executives and technical professionals have found the "magic" of computer and information technology and are attempting to use it to optimize the productivity and profitability of their business enterprises. However, they, like Mickey, often do not have a comprehensive vision, concept, or shared understanding of how they will make these technologies work together. The result is a flood of applications, databases, computer networks, and information created by parochial, redundant, insecure, uncoordinated, and unrelated information technology initiatives.

Meanwhile, others, not wishing to risk incrementally implementing information systems, have opted to use vendors who offer more rigid and disciplined ERP (Enterprise Resource Planning) solutions. They have found that these one-size-fits-all solutions often make their companies conform to a business logic that does not necessarily reflect their total business process, functions, culture, or uniqueness.

The scope of this seminar is the conceptual, technological, and physical integration of the business enterprise. It enables senior executives to see enterprise entities: management, personnel, customers, vendors, information systems, business locations, functions, processes, and resources as they attempt to integrate them with information technology.

This enterprise integration planning seminar takes executives through a synergistic activity of jointly building an integrated enterprise reference model. The exercise, not only builds a "to-be" integrated enterprise model, but also reveals the "as-is" disintegration of the enterprise. The model is used much like an architect's model of a building to understand, plan, gain consensus, and manage the successful integration and implementation of enterprise and information systems technology.



Copyright Disney 1940

## Audience

This executive seminar is directed at senior executives responsible for justifying, planning, directing, developing, implementing, and validating an ERP and Integrated Enterprise Information System. It is based on the premise that senior management must develop an integrated vision of the enterprise before logical and physical integration of information technology can occur.

A recent study by AMR research predicted that, "Fueled by globalization, midmarket growth and other factors, the market for ERP software will reach \$47.7 billion by 2011. That's up from \$28.8 billion last year -- a compound annual growth rate of almost 11%." As ERP vendors now expand into the ill-prepared "mid-market" segment, there are bound to be even more failures. Unfortunately, many of these mid-sized companies will not be able to recover or absorb the losses of a failed ERP engagement, like their larger counterparts.

As a senior executive, the challenge of how you are going to use information technology to unite your company, serve your customer, and optimize productivity and profitability is overwhelming. Further, the risks of an ERP engagement are formidable. It is estimated that only about one-third of ERP engagements are successful in meeting cost, time, savings, and user expectations.

As Thomas H. Davenport noted in a July, 1998 / August, 1998 Harvard Business Review article entitled, Putting the Enterprise into the Enterprise System:

"Many chief executives, however, continue to view the installation of an ES (Enterprise System) as primarily a technological challenge. They push the responsibility for it down to their information technology departments. Because of an ES's profound business implications — and, in particular, the risk that the technology itself might undermine a company's strategy—offloading responsibility to technologists is particularly dangerous. Only general management is equipped to act as the mediator between the imperatives of the technology and the imperatives of the business. If the development of an enterprise system is not carefully controlled by management, management may soon find itself under the control of the system."

As true today as then, senior management—CEOs, COOs, CFOs, CIOs, and SVPs—can no longer abdicate, relegate, or delegate the responsibility to manage the technological integration of their enterprise. They must step up to the challenge of envisioning how computer and information technology will be integrated and implemented to optimize productivity and profitability, and satisfy their customers' needs for products and services.

## Scope & Process

The scope of this seminar is the conceptual, technological, and physical integration of the business enterprise. It introduces executives to an easy to use and understandable enterprise integration planning methodology that enables them to envision and manage the complex task of using information technology to integrate the business enterprise. The enterprise integration planning process takes executives through a synergistic activity of jointly building a graphic integrated enterprise reference model. The model acts much like an architect's model of a building. It allows executives to see not only an ideal "to-be" integrated enterprise, but also the conceptual, technological, and physical disintegration that inhibits communication, productivity, and profitability.

## Goal & Objectives

The goal of this seminar is to give executives the knowledge and skills to envision, plan, communicate, direct, monitor, control, and validate the implementation of an Enterprise Resource Planning and Enterprise Information System. At the end of the seminar, executives will be able to:

- Understand the need for Enterprise Integration Planning in meeting the competition and satisfying customers' needs for products and services.
- Learn the principles of Enterprise Integration Planning.
- Use Enterprise Integration Planning to build an "as-is" enterprise model and a "to-be" integrated enterprise model.
- Use the model to assess the readiness and feasibility of implementing an ERP and or an Enterprise Information System.
- Evaluate human resources who will be responsible for sponsoring, leading, designing, developing, implementing, supporting, and maintaining the ERP or Enterprise Information System.
- Evaluate ERP and Enterprise Information System architectures in meeting the business imperatives and informational needs of the enterprise.
- Scope, assess, prioritize, justify, and validate incremental information system initiatives or projects to ensure that they meet the integrated information systems architecture.
- Monitor and validate implementation, integration, and completion of incremental information system initiatives.