CORNER OFFICE
WHAT CRITERIA DO YOU USE TO CHOOSE A VENDOR?
SEE PAGE E8
FOR WHAT YOU SHOULD BE LOOKING FOR IN A STRATEGIC PARTNER.

PCWEEK Executive
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DRILL DOWN

Initiative aims to instill consumer confidence in slew of Web transactions.

You Can eTRUST Us

BY ESTHER SHEIN

Wouldn't you feel better about surrendering personal information on a World Wide Web site if there were a guarantee that data would only be used for the purposes you intended? Firefly Network Inc. is banking on the fact that you will. The personalized film and music service is one of 100 companies participating in this month's pilot of eTRUST, an initiative to establish trust and confidence in electronic commerce.

Electronic Transaction Ratings Using Secure Technology (www.etrust.org), founded by a group of companies and nonprofit organizations, including CommerceNet and the Electronic Frontier Foundation, officially rolls out in the first quarter of 1997, says Lori Fena, EFF executive director, in San Francisco. Participants must meet a set of guidelines to qualify for one of three trust marks that guarantee different levels of privacy disclosure, transactional security and accredited authentication for E-commerce applications (see chart, Page E5).

Internet watchers and content providers believe eTRUST will help instill consumer confidence in both information-based and E-commerce transactions. eTRUST can be compared to the Motion Picture Association of America, which acts as a voluntary movie rating service, says Bill Hopkins, research director of marketing knowledge and technology for Gartner Group Inc., in Stamford, Conn. To really be effective, however, Hopkins believes that eTRUST needs "big name [mainstream] companies jumping on the bandwagon," such as Procter & Gamble Co., General Motors Corp. or Levi Strauss & Co.—all of which are doing business

(See eTRUST, *Page* E5*)*

JAVA JITTERS

INTERNET

Before you quench your thirst on this brew, be cautious, experts warn, so you won't get burned by the development language.

BY RUSTY WESTON

Introducing the Java Virtual Hype Machine™. Take a hardware or software product, add a cup of Java and presto, out spills a press release!

Never mind the coffee-theme development kits: Here come the Java cellular phones, the Java chips, the application suites and, so far, 150 books. Is there such a thing as too much Java? Not according to Sun Microsystems Inc. or its burgeoning JavaSoft company in Cupertino, Calif. This 19-month-old industry phenomenon—an object-based, platform-agnostic development language—has altered nearly everyone's perception of what the World Wide Web can do.

Java has become so popular, so quickly, that nearly every hardware and software vendor is altering its product plans because of it. To date, nearly 200,000 developers are either using it or are kicking the tires just in case, according to International Data Corp., in Framingham, Mass. And more than 60 vendors have licensed Java from JavaSoft, announcing plans to add it to most leading operating systems from IBM MVS and OS/400 to Sun Solaris, Microsoft Corp.'s Windows, Novell Inc.'s IntranetWare and Apple Computer Inc.'s Mac OS.

While Java hasn't jolted everybody yet, IT executives are probably running out of time to formulate a take-it-slow adoption policy. By now, developer expectations have been ratcheted up to stratospheric heights. The oft-repeated claims of "write-once, run anywhere" and "easier to use than C++" are just like catnip to corporate developers.

Likewise, business unit managers are making the case for Java-developed applications, lured by the claims of faster time to market and inexpensive maintenance.

Several analysts and staunch admirers are advising those smitten with Java technolust to take a deep breath. "Customers believe Java is a lot more than it is," says William Blundon, CIO and chief operating officer of SourceCraft Inc., a Burlington, Mass., Java tools provider.

Even SunSoft is willing to clear the air. "Java is still young in terms of its deployment," says Larry Weber, vice president and general manager of developer products at SunSoft, in Mountain View, Calif. "Actual tangible results are still a little skimpy."

Someone needs to press the *reset expectations* button on the Virtual Hype Machine™. Even as JavaSoft prepares to release Version 1.1 of the Java Development Kit early next year, IT managers still should evaluate:

• Browser compatibility issues concerning the way Java applets behave in Netscape Communications Corp.'s Navigator and Microsoft's Internet Explorer. "At the moment, the biggest nightmare is getting Java to run properly under the buggy VMs [virtual machines] in Netscape [Navigator] and IE," complains Joe Sternlicht, manager, Java development, at Prodigy Services Co., in White Plains, N.Y. "A two-week project has turned into two months of browser-specific modifications."

• The slower performance of Java-based applications compared to those written in C or C++. "Once we're convinced Java can do what C++ can do, and it's fast, then that's where we want to be," says Paul Mahowald, vice president of retail development at Blockbuster Entertainment Group, a division of Viacom Inc., in Fort Lauderdale, Fla.

• Microsoft's intentions regarding its "embrace and extend" Java strategy. "There are things that work with Java on one system that don't work on another," says Ira Machefsky, a vice president at Giga Information Group, in Santa Clara, Calif. "Anything that gets multiple implementations—even if it's a standard—will have problems."

(See JAVA, *Page* E4*)*

PHOTOS: JOEL WEISBERG

JUST MANAGING

Is the Java Fresh or Is It Warmed Over?

The thing that hath been, it is that which shall be; and that which is done is that which shall be done: And there is no new thing under the sun.

—- Ecclesiastes 1:9

In this industry, great accomplishments are defined not necessarily as creating something new, but in making people think you have created something new. To this point, that is the accomplishment of SunSoft with Java.

Stan Gibson

Isn't Java another in the string of write-once-run-anywhere schemes that can be traced as far back as the IBM 360 architecture and that resurfaced as the Digital Equipment VAX, Unix, the Open Software Foundation Distributed Computing Environment and more?

Every time I recall IBM's SAA, the younger members of our staff look at me like I'm talking about horse and buggy days. But what was SAA but an attempt to let programmers write once for all of IBM's platforms?

And the 10th anniversary of the announcement of IBM's SAA will take place in March 1997. I, for one, plan an observance. In later years, these portable application architectures adopted more distributed system trappings, such as remote procedure calls and message queuing. But in the end, aren't the issues the same?

When you go cross-platform, you lose the efficiency that you get when you are optimized for a single platform. And Java, like previous cross-platform schemes, is speed-challenged. That has always been the price of portability. So, maybe the most amazing thing is that SunSoft has been able to convince people that Java will finally deliver what so many previous schemes have promised—a distributed application that can run anywhere.

So with that as backdrop, I'll say that this week's PC Week Executive cover story ("Java Jitters") by Rusty Weston goes further than any state-of-Java assessment I have seen. He captures the Java cognitive dissonance in all of its facets.

And there is, unquestionably, a disconnect between the promise of Java and what's real today. When I go to a trade show and catch a glimpse of a Java GUI of an established product that is visually indistinguishable from the existing GUI except it's less stable, I do start to wonder.

Isn't it amazing how, despite the fact that Java is a difficult and complicated language, for a long time people thought it was great because it was simple? You have to give Sun and Scott McNealy lots of credit, though. What if IBM had created Java and tried to promote it? I have difficulty imagining that IBM could create a buzz about a new technology in the same way.

But the flashbacks just won't stop: Microsoft's attempt at making Java proprietary is not unlike that of IBM attempting to make the Intel PC and its operating system proprietary, through Microchannel and OS/2 EE.

But this time, I think that there is nothing that will stop Microsoft for embracing, extending, enveloping, enervating and otherwise inebriating Java. (Am I in a hoary, gloom and doom mood or what?) It has done it before in operating systems and applications, and it will do it again with Java. I'd predict otherwise, but there is no reasonable argument to my ears. If your predominant platform is Windows, why wouldn't you use the version of Java that works best on it?

To Microsoft, there really is nothing new under, ahem, Sun.

Five years from now, will we be living in Java, or will we look back on it and chuckle? Let me know at stan_gibson@zd.com.

Strength in Numbers

Planning to restructure IT? If you are, make sure to involve your staff in the effort. David Foote, program director of Meta Group Inc.'s (www.metagroup.com) executive council service, recommends you start by enlisting 5 percent of your direct reports as change agents. Your next step? Charge them with bringing another 15 percent of the people in your IT organization on board. The more people involved in the overhaul, the less nervous staffers will be about the changes, says Foote in Stamford, Conn.

Party Etiquette

This may be the season for office parties and social gatherings, but it's also the season for career networking, according to the New York-based outplacement company Drake Beam Morin Inc. Here are some basic rules that can turn a social gathering into a job networking opportunity:

• Go to as many parties as you can book for yourself. Family, neighborhood and friends' parties should all be considered networking opportunities.

• Don't hide the fact that you are actively looking for a job. Talk about what you are doing and what you would like to do in the future.

• The key is to talk to as many people as possible.

• Target specific people. Find out ahead of time who is going to be at the party and make an effort to talk with them.

• Stay positive: Don't talk exclusively about your job hunt.

• Bring business cards, not résumés, and give them out only if it is appropriate.

Job Squeeze

IT staffing issues are a nagging problem that just won't go away—especially in retail. "We have a people problem," says Larry Breault, managing partner at MRI Retail (www.mriretail.com), a franchise of Management Recruiters International Inc., in Port St. Lucie, Fla. Breault, who specializes in retail job recruitment, says there are nearly four or five jobs for every one candidate. And Breault says the problem isn't regional.

Running into staffing problems? Breault recommends these tips for hiring IT staff:

• Clearly define the position, duties, responsibilities and growth potential.

• Keep the salary flexible.

• Develop a formal presentation for prospective candidates that addresses the benefits if they join the company.

• Hire the best. Underqualified candidates are likely to fuel your turnover rates.

• Set up a behavioral assessment program to identify the characteristics of your current staff. You'll have a better idea of how new employees will fit into the group as a result.

• Roll out the red carpet when

EXECUTIVE STATS

Family Matters

While a decade of downsizing has taken some of the social stigma out of termination, it is still a difficult time for executives, according to a new survey conducted by the outplacement company Drake Beam Morin Inc., in New York. Eighty-six percent of the executives in outplacement now openly discuss their situation with family members other than their spouse / partner, and 82 percent discuss it with friends and neighbors. This figure is up from only a few years ago, according to researchers, because almost everyone in the work force has now had some experience with downsizing.

Here are more results from interviews of 400 executives in Drake

Effect of job loss on family relationship	Bringing family closer together	40%
	Causing relationship difficulties	24%
	Having no effect at all	36%
Openly discussed situation with . . .	Spouse	86%
	Other family members	87%
	Friends and neighbors	82%
	Business contacts/ex-colleagues	88%
Main difficulty	Loss of status	26%
	Prospect of relocation	25%
	Loss of income	53%
	Fear of long-term unemployment	52%
	Loss of self-esteem	32%
	Unable to plan for future	52%

Source: Drake Beam Morin Inc.

Stan Gibson's look at office productivity suites ("Bloatware Hoax: Office, SmartSuite," Dec. 2) could have done without the mention of list prices, according to one reader:

Office Talk

It doesn't really matter what the list price of Microsoft Office is. Nobody pays it.

Most new sales of Office these days are either bundled with new computers or bought through corporate volume purchase agreements. In either case, you're not paying anything resembling the list price. People who have been using a computer for a while almost always own a Microsoft product or major competing product and can buy a much cheaper upgrade to Office.

Even if you're a retail customer buying a single copy, there isn't any reason to pay the list price—not if you know how to play the competitive upgrade game. Why buy a full copy of Office when you can buy a copy of Word Pro 96 (street price of $69 or thereabouts) and an upgrade copy of Office? (If you don't like Lotus, substitute the name of your favorite cheap competing product.) Perfectly legal—you're now the proud owner of a qualifying product, even if you've never installed it and never plan to. You can even give away the copy of Word Pro after completing this exercise; the Microsoft license doesn't require you to continue to own the competing product.

As it happens, I like Word Pro and suggest keeping it. But that's another discussion altogether.

Mark Dulcey
Zoom Telephonics
Boston

JAVA

from Page E1

Think of the incompatibility issue this way, suggests IDC's Evan Quinn, Internet software research director. "You're going to have two classes of Java apps: One will run on any Java machine, another will run slightly better taking advantage of local extensions," he says. But there's just one catch, explains Rob Gingell, a Sun Fellow, who serves as SunSoft's chief technical officer. "While the performance enhancements are a good thing, you could lose the write once, run anywhere capabilities," he says. "It marginalizes Java [and eliminates] what makes it especially interesting."

But for Prodigy's Sternlicht and SourceCraft's Blundon, the inability to build applets that can run seamlessly in the two leading Web browsers comes down to a cost issue in terms of protracted development. "The ability of browsers to execute Java code has been hit or miss," says Blundon.

Sternlicht says the browser differences have become so acute, he has altered his project completion estimates. "A good management strategy is to take a time estimate and increase the time units, so two weeks is scheduled as two months," he explains. "Similarly, one month is scheduled as one quarter. This technique is useful to count on packaging and delivery issues that are not needed for Internet applets but are needed for browser bugs."

David Spenhoff, JavaSoft's director of product marketing, believes that compatibility testing beefed up in the latest release and a new certification program will solve the problem. "The virtual machines all pass the same compatibility tests and meet the same platform API specs," he explains.

But Microsoft's vice president of developer tools, Bob Muglia, is not so sure: "No matter how you look at Java today, it's a fragmented world even if Microsoft isn't involved. Do you write to Netscape's or Sun's APIs, which are completely and totally different?"

Not surprisingly, Netscape chooses to wag its finger back at Microsoft. Says Srivats Sampath, Netscape's vice president of server products in Mountain View, Calif.: "If Microsoft wants to do a proprietary version of Java, it just proves a point that their entire belief system is based on proprietary products."

Next, there's the speed issue. "Some of the people report the speed isn't where it needs to be to fully deploy," says SunSoft's Weber. "I think, in general, the speed will be taken care of over time." JavaSoft plans to offer developers a JIT (just in time) compiler some time next year, an offshoot of its Project Speedway technology, which also is expected to yield a fast native Java compiler. In the meanwhile, however, Symantec Corp., Borland International Inc. and other software vendors are expected to fill the void with their own JIT compilers that promise to substantially speed process time by caching the code into smaller pieces.

Fast assimilation

But while Java applications might not run as fast on the network, they are being assembled faster than with traditional object-based tools. "This is an unsung benefit of Java," says Spenhoff. "Programmers are getting their work done faster."

Microsoft's strategy of adding proprietary extensions to Java has some wondering whether the Redmond, Wash., giant is secretly planning to love Java to death. SourceCraft's Blundon believes Microsoft is entirely Machiavellian in its approach to Java. "Microsoft's strategy is to adopt it, adapt it, own it and kill it," he theorizes. "They're in the adaptation phase—the variance of Microsoft's JDK compared to [JavaSoft's] JDK is totally intentional. There's no big win for Microsoft with Java."

Microsoft's Muglia responds that optimizing Java for Windows is a value-added strategy, nothing more, nothing less. "We're fully embracing Java in every way, shape and form and building on it to make the best possible implementation in Windows," he says, adding the company plans to create extensions to Java classes that let people call Windows APIs. He explains, "This is analogous to what we did with C++."

Unquestionably Java has invigorated software developers in both corporate IT shops and commercial software vendors. Despite its relative immaturity, Java is starring in a growing number of significant projects.

Bill Phelan, vice president of technology at Florists' Transworld Delivery, in Chicago, says Java and JavaStation terminals are driving the next-generation point-of-sale system the company is prototyping for its 22,000 "member" florists. Deployment is probably 12 to 18 months out, he says, expressing confidence that the graphical system will enable FTD to phase out 17,000 PCs and character-based terminals. Nevertheless, he adds, "I clearly think the Java technology does need to mature."

At Blockbuster Entertainment's development shop, Mahowald is rushing out a data warehousing environment for transaction processing and decision support built at least partially with Java. The project began in November and is expected to be completed in March. Mahowald says his development team had been unhappy with C and C++ "because they're too arcane."

Ultimately, he hopes that Java will unite Blockbuster's splintered development camps. "The Holy Grail would be if we could write in Java for the mainframe, AS/400 and PC apps and have one development staff who knew that one language," says Mahowald. "We lose a lot of productivity by those groups not being together."

Meanwhile, it's possibly too soon to know whether problems such as incompatible browsers, sluggish performance or platform-specific differences may dim the enthusiasm and good will that Java has engendered. There's also the vexing problem of Java info-overload. "I'm completely burned out on Java," concedes IDC's Quinn.

JavaSoft believes IT managers will cut through the hype. "Expectations are high," says Spenhoff, "but an awful lot has been delivered."

Senior Editor Rusty Weston can be reached at rusty_weston@zd.com.

FACT VS. FICTION

When it comes to Java, IT execs are being bombarded with grandiose promises. Here's a reality check on what you can expect from the language:

HYPE: Sun claims Java is the "missing ingredient" that will merge "computing, telephony, publishing/media and entertainment."

REALITY: Whew! While Java is certainly the language of choice for building animated features on the World Wide Web and there is talk about using Java technology in cellular phones, Sun is once again putting the hype before the horse.

HYPE: Sun says the amount of money a company could save using Java Computing, the combination of Java software and a Java network computer, is a "staggering $562.5 million annually" for a 100,000-node corporation.

REALITY: If true, you would probably be fired for failing to move immediately to this environment. Rest assured, these figures are entirely unproven and highly speculative—at best. Starting from scratch means rewriting all your applications or buying new packaged products, and Sun has failed to account for this staggering cost. There's also a serious question of whether the Java language and compilers are ready to produce high-performance, business-critical enterprise applications.

HYPE: Java-based applications can be produced two-and-a-half times faster than C- or C++-based applications, according to Sun.

REALITY: Java customers do report a significant savings in time in application development compared to C and C++, but tuning the performance of these applets in a heterogeneous environment is also quite tricky. There are also reports of compatibility issues between various vendor implementations of the Java Virtual Machine. The so-called just-in-time, or JIT, compilers promise to improve the actual performance of Java applets.

HYPE: Java is a simple language.

REALITY: Java is an elegant and sophisticated language that discards some of the complexity of C++. But object-oriented languages are not simple, especially compared to Microsoft's Visual Basic. One Java development manager claims he typically invests six weeks in retraining C++ programmers for Java, which he says they are anxious to learn. And there's no lack of available literature: A scant 19 months into its commercial life, more than 150 Java books have been published.

Are You Fluent in *Javanese*?

JIT

Just-in-time compilers. Java code typically is compiled in big chunks, but JIT compilers allow you to cache the code into smaller pieces and speed up processing time.

Java Applets

Think of it as a Java program that can be included in an HTML page. When you view a Web page containing a Java applet, the applet's code is transferred to your system and executed by your browser—assuming it's Java-compatible.

JavaOS

A compact operating system designed to run Java applications on microprocessors in anything from Internet computers to pagers. According to Sun Microsystems Inc., JavaOS will run equally well on a personal digital assistant, printer, game machine, cellular telephone or "countless other devices."

picoJava

Sun Microelectronics Inc. is at work on at least two RISC-style Java chips, picoJava I and microJava, designed to run Java and speed its performance on various devices such as smart phones and set-top boxes. Even Sun doesn't expect to see these products in wide use before the end of 1997.

Java Beans

A set of component APIs to enable developers to write Java applets and applications from reusable components. One example cited by Sun: A button component in one document can control functions in another document.

Java Virtual Machine

This is, in Java lore, the keys to the kingdom. It's a compiler tuned to various operating system and microprocessor environments. Unfortunately, just enough differences exist between virtual machines developed by Sun, Microsoft Corp. and Netscape Communications Corp. to make things interesting for developers seeking cross-platform Java compatibility.

JavaStation

This is Sun's version of the much-touted network computer, an ultrathin client, SPARC terminal running JavaOS and the Sun HotJava Web browser. Yes, it has no local storage. No floppy. No CD-ROM. No Intel Inside sticker.

Java Router

Not really, at least not yet. Still, Ascend Communications Inc. is shipping its Java-Based Pipeline Configurator to manage an Ascend Pipeline router. Java-based could become the "new and improved" marketing slogan of 1997.

eTRUST

from Page E1

on the Web. Some big high-tech companies that have signed up for eTRUST include America Online Inc., Perot Systems Corp. and Sun Microsystems Inc.

Although eTRUST is a nonprofit organization, getting its stamp of approval is not free. Annual licensing fees have not been set, but officials say pricing will depend on the size of the site. Fees also will be affordable for smaller companies or startups, says Andrew Boer, product manager for eTRUST.

Eventually, the fees will be used in part to pay participating Big Six accounting firms—such as Coopers & Lybrand LLP and KPMG Peat Marwick LLP—to audit the compliance of eTRUST members as well as for programs to educate the public, says Fena.

The eTRUST marks:

No Exchange: Site agrees to no exchange of personally identifiable information, indicating the highest degree of privacy.

One-to-One Exchange: For people who want a personalized experience on content-driven sites, this mark indicates informed consent to share information, with the understanding it will stay between the site and the customer.

Third-Party Exchange: Site can disclose individual or transaction data to third parties, provided it explains what information is being gathered for, what reason and with whom it is being shared.

Early enthusiasm

With the potential for increased site traffic and E-commerce opportunities, early participants are enthusiastic about the eTRUST pilot.

"We keep profiles of Firefly members to offer a more valuable experience, and we wanted to become a trusted medium by which those opinions and preferences are exchanged," says Ted Kamionek, communications manager at Firefly, in Cambridge, Mass.

Although Firefly maintains a detailed privacy policy that users can access at the site (www.firefly.com), Kamionek says they want to go the extra mile when it comes to giving customers protection: "It's not enough to have our own policies; we need someone to hold our feet to the fire."

The issue of privacy also is critical for WorldPages Inc., an online phone, URL, E-mail and mapping directory (www.worldpages.com). While WorldPages does not currently conduct E-commerce on its site, the company led the drive for the first privacy initiative on the Internet, called Privacy Assured, which is now melding into the eTRUST program, explains Tim Dick, president and COO of WorldPages, in San Francisco, and also a member of the eTRUST steering committee.

"As a directory company, we felt we had to be active and set some direction on this," says Dick. Regardless of where the Internet is headed, "the basic issues of privacy in a multiconnected world will remain consistent because the Internet is the first media that is broadcast plus personal."

Unlike television, the Internet can watch you while you watch it—plus it can provide information that may be legal, but ethically questionable, Dick says. For example, a person could go online to WorldPages and look up a person's name and address simply by retrieving a phone number; directory phone assistance doesn't allow this.

For these reasons, it behooves the industry to create standards on what constitutes an invasion of privacy. "If you don't build trust, the Internet won't become the next great media," Dick says. "And if we don't collectively get together and establish some voluntary standards, the government or other heavy-handed entity will do it." ◻

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CORNER OFFICE

Paul C. Tinnirello

Can Your Vendor Pass a Physical?

If your technical astuteness is what propelled you to your company's top ranks, the point I am about to make might bother you.

The fact is, technical considerations are often far from the top of the list of your concerns when selecting a strategic vendor. Most important, in my view, is financial health and staying power. You can pick the best technology in the world, but if the product is discontinued or support was eliminated a couple of years later, you will lose all credibility in your company, and your staff's morale will plummet. And that is much worse than picking the second-best technology to begin with.

As an example of technical capability vs. market momentum, let's look at Novell's NetWare vs. Microsoft's Windows NT Server. Although some may argue that NetWare is still the predominant network operating system, it is clear that Windows NT has the attention of many IS professionals.

Why am I looking at NT? For starters, I'm covering my bases. Novell's strength has been in the technical muscle of NetWare. It captured resellers and spawned huge interest in new, specialized jobs, such as CNE. Choosing NetWare was pretty safe.

> But the fear of using a stricken vendor's product as a long-term corporate strategy has many CIOs ready to abandon NetWare.

But Novell wasn't thinking much about its primary objective as it acquired companies and then sold them off.

Now, the question is whether Novell will survive strong enough to integrate its products into the next wave of new technology. I'm hoping that Novell can keep on growing because it is important to have alternatives in each segment of the industry as opposed to one large player.

But the fear of using a stricken vendor's product as a long-term corporate strategy has many CIOs ready to abandon NetWare.

Here are some suggestions for choosing a vendor as a long-term strategic partner:

First, don't make decisions purely on technical merit, even if your tech staff thinks something is the best thing since sliced bread. Some of the strongest technical products on the market are ready to push up daisies.

Second, check out the vendor's business plans. Is the vendor concentrating on core business or diversifying excessively? Also find out how much revenue the vendor returns into R&D.

Third, watch movement in market share and marketing strength. Sometimes a vendor may have market share but may not be able to sustain growth due to poor marketing tactics.

Fourth, when possible, consider multiple vendors for a project. This can minimize the danger of being abandoned.

Finally, expect the marketplace to keep shifting. Technology vendors have no magic touch. While they can often deliver great products, they can make bad business decisions that will affect your environment. Just remember IBM and OS/2, and that Microsoft almost missed out on the Internet.

Paul C. Tinnirello is a CIO in the insurance financial industry. He can be reached at paulct@sprintmail.com.

RE:SOURCES

CALENDAR

Jan. 16-17

Intranets: Revolutionizing Business Process Through Internal Webs

CIOs should attend this event to learn more about defining and assessing intranet technologies and to discuss what immediate and future impact an intranet will have on your business. Other issues on the agenda include how to use intranets to transform and support business processes, how intranets can add value and deliver ROI to your company, how to successfully launch an intranet, how to get buy-in, how to overcome resistance to an intranet and how to integrate an intranet with your current systems. At the Hotel InterContinental, Toronto. To register, call (800) 303-9160, send E-mail to ingo@iqpc.com or point to www.iqpc.com.

Jan. 23

Where the Network Is Going

Attend this free Sun Microsystems Inc. briefing to learn about the network strategies some Sun customers have adopted. Sun says it has changed the way it—and you—will do business. At the Park Oakland Hotel, Oakland, Calif. To register, call (800) 593-2252.

Jan. 27-28

Electronic Commerce Over the Internet

This conference takes a practical "how-to" approach to conducting electronic commerce over the Internet. The Webmasters who created Pepsi's and General Motors' Web sites, for example, will talk about how they created these sites. You'll also hear from other companies on how to create effective Web sites and how to use the Web to shorten business processes, develop and implement successful security policies, establish Web linking agreements, and more. At the Sheraton San Diego Hotel and Marina, San Diego. To register, call (508) 481-6400 or point to www.io.org/~ibc/Commerce.

BEST BET

Jan. 13-15

How IT Leaders Perceive the Future

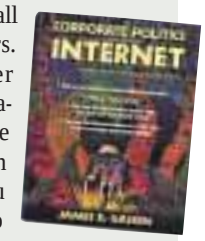
The Information Management Forum is an international association of IT and business executives who focus on how organizations are using IT for strategic gain. This IMF event, a small gathering of CIOs from companies such as International Paper, Shell Services Co. and Bank of Montreal, will address three areas: upcoming IT trends, the effect of those trends and how IT executives are preparing to deal with them. IMF members will present their visions of the future, including their impressions of emerging technologies and trends. As part of the discussions, panelists will also share the IT initiatives they are considering or are in the midst of implementing along with their views on function management and staffing IT departments. At the Loews Ventana Canyon, Tucson, Ariz. To register, call (770) 455-0700 or send E-mail to bh@infomgmtforum.com. You also can point to www.infomgmtforum.com.

IN PRINT

Corporate Politics and the Internet: Connection Without Controversy *by James E. Gaskin ($24.95, Prentice Hall, 452 pp.)*

It's getting harder and harder to argue against connecting to the Net, but that doesn't mean CIOs have stopped being concerned about what that commitment means to their companies.

In this book, a guide to reducing legal and business risks on the Internet, James Gaskin attempts to take on all of your worst fears.



Do you wonder what your company's liabilities are when you are on the Web? Are you unsure of how to deal with E-mail privacy issues or security threats? Gaskin addresses these issues and others.

He provides guidelines on managing Internet risks through policies, education and good communication.

He also explains your general legal obligations, so that you can take each step within appropriate bounds.

Some key areas Gaskin homes in on are managing people's expectations about the Internet, establishing Internet rules and, more importantly, making sure people follow them.

In addition, he covers internal computer security, the Internet and free speech, and the plight of intellectual property in cyberspace.

To order, call (800) 643-5506 or point to www.prenhall.com.

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Monitoring IT

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