

## How to use technology to lever marketing and operations

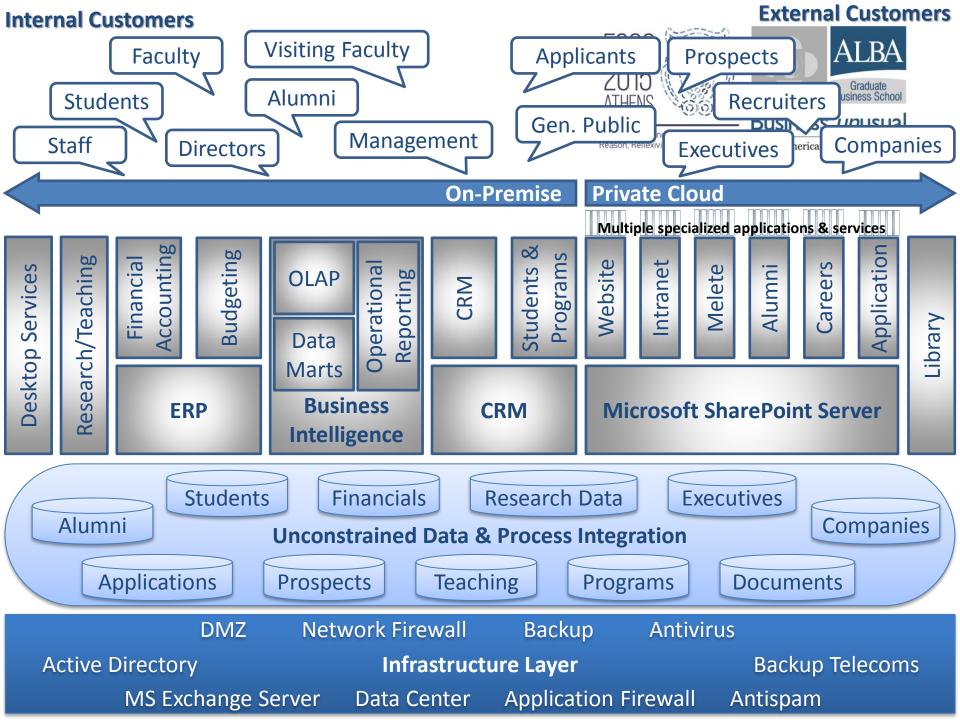
Nikos Mylonopoulos

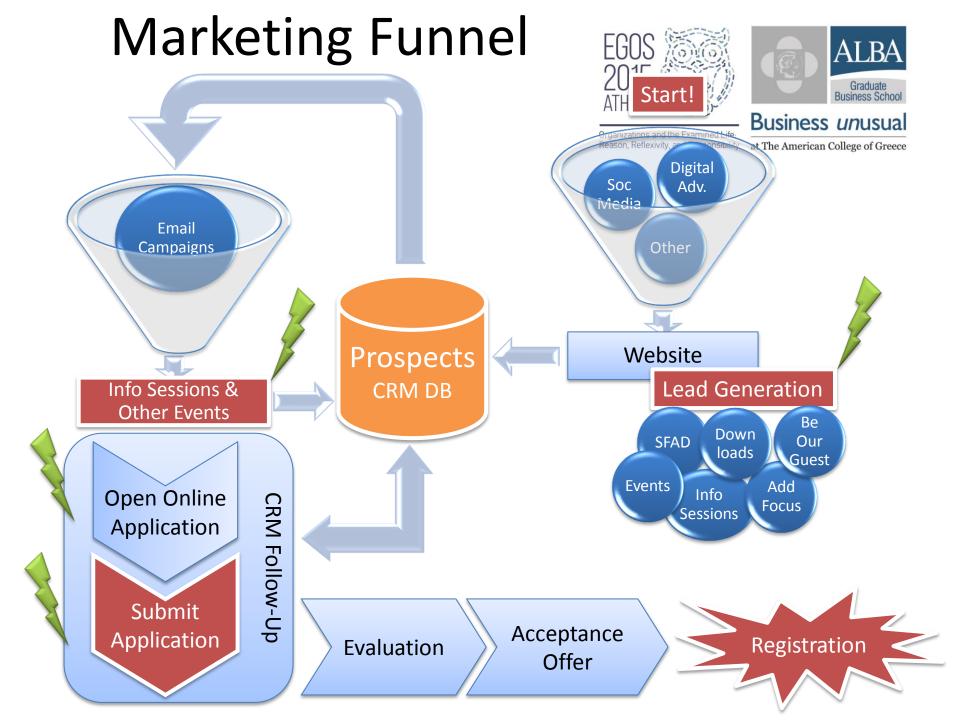


Organizations and the Examined Life: Reason, Reflexivity, and Responsibility









## **Key Strengths**





- Data and process integration
- Back-end data exposed to the front-end
- Comprehensive Analytics
- "Open" architecture
- Tactical agility
- Collaborative governance

## **Dilemmas & Choices**





- Best-of-Breed vs. Single Platform
  - E.g. Blackboard vs. "Melete"
- Custom vs. Off-the-Shelf
  - Standard platform, custom capabilities
- In-House vs. Outsourced
- Tech talent: Acquisition vs. Development
- Process Discipline vs. Innovation
  - Both!
- Centralized vs. Distributed Control