



NAME

Bud Miller

INDUSTRY/SEGMENT

 Multi-Family Dwelling Facilities/
 Senior living

JOB TITLE

 CTO for Regional MDU chain with > 25
 facilities

REPORTS TO (JOB TITLE)

Chief Executive Officer

AGE/EDUCATION

42 / Masters Degree

YEARS IN THIS JOB

5

MY MOST IMPORTANT RESPONSIBILITIES & ACTIVITIES:

Developing the company's technological vision and strategy and aligning resources accordingly.
 Overseeing and managing the technology budget.
 Working with outside vendors, management and leadership to evaluate and select the right technology.
 Overseeing the establishment of operational procedures and ensuring compliance.

LIST THE TOP FIVE OBSTACLES OR PROBLEMS THAT INTERFERE WITH MY SUCCESS:

- 1 Evaluating technology options is a time consuming process. There are many choices out for any given problem that we need to solve and there is no one source that provides us all the information we need in order to adequately compare them.
- 2 Switching costs. Given the constantly changing needs of our residents and staff, we find ourselves having to switch out technology in order to get the features we need. The cost of switching is high both in terms of the technology itself and the disruption of operations. Likewise, we sometimes get locked into a technology that doesn't meet our needs because the cost of switching cannot be justified but the pains of not switching are nevertheless still quite real.
- 3 When evaluating technology products, there always seems to be a gotcha. A hidden cost (extras) or a missing critical feature that the vendor tries to downplay or hide.
- 4 Another aspect of switching costs is new interface development. Many of our systems must work in harmony with each other and to do so, they typically require custom interface development. When the interface is rolled out, there is usually a painful period of adjustment before the communication and all the messaging is completely resolved. Not only is this development costly, but it can become quickly outdated and need modification as one of the connected systems makes changes (i.e. new releases and/or upgrades). Likewise, support for custom interfaces is typically a big challenge as only a few people know how it works and how to support it.
- 5 Given our residents are typically older and may not be quite as familiar with how to enable their technology (smart tv's, mobile devices, tablets, etc) on our infrastructure, it can be a challenge to find resident facing solutions that accommodate all their needs yet have an onboarding method that is easy to use.



PRODUCT:

Cloud Access Network product for MDU

MY ROLE IN BUYING:

I recommend the technology solutions for the company. While I am not always the sole decision maker, my recommendations and budget availability are the key inputs into the decision making process.

WHY I HAVE NOT CONSIDERED YOUR PRODUCT (OR CATEGORY OF PRODUCTS) AS AN ANSWER TO MY PROBLEMS:

I was not aware of your product. When I was made aware of your product, initially I failed to see the value of cloud access network software and how it would benefit me.

WHAT WINNING LOOKS LIKE FOR ME (HOW MY PERFORMANCE IS MEASURED. HOW I GET MY BONUS):

If I could provide a solution that would enable residents to connect their devices to personal area networks in a safe and secure manner without having to consult with our staff, that would be a big win. It would improve the resident experience, save time of the administrative staff and virtually eliminate the need for IT staff to get involved with onboarding new residents or assisting existing residents.

HERE ARE OTHER WAYS I MANAGE WITHOUT YOUR PRODUCT:

We go without an access management solution. Our administrative staff have to consult with our IT staff in order to assist new or existing residents with connecting their devices.



HERE'S WHERE I GO TO GET INFORMATION (Check all that apply and name specific sources):

Category	Who? Which ones? Where?
<input type="checkbox"/> Ask analysts/read analyst reports	
<input checked="" type="checkbox"/> Attend industry conferences	Senior Living Tech Executive Conference
<input type="checkbox"/> Attend vendor-sponsored events	
<input type="checkbox"/> Ask a colleague for a recommendation	Patrick Nelson
<input checked="" type="checkbox"/> Read white papers	NCAL
<input checked="" type="checkbox"/> Use internet search engines/online research	Google
<input checked="" type="checkbox"/> Read vendor collateral	Multiple Competitor Sources
<input checked="" type="checkbox"/> Read magazines/publications	Assisted Living Association
<input type="checkbox"/> Other influences	

HERE IS SOMETHING ELSE YOU SHOULD KNOW ABOUT ME:

Karen Quinn

1/24/2021

WRITTEN BY

DATE