

THE POINT

February 2018

www.okcchamber.com

Aerospace Production Facility to Locate in OKC

Oklahoma City's aerospace industry continues to grow with the recent announcement that Kratos Defense & Security Solutions, Inc., a leading national security solutions provider, is opening administrative and engineering offices and production facilities in Oklahoma City. The offices and production facilities will accommodate expected increased demand for high-performance, jet-powered unmanned aerial tactical and target drone systems.

"We are excited to welcome Kratos to Oklahoma City's growing aviation and aerospace industry," said Roy H. Williams, CCE, president and CEO of the Greater Oklahoma City Chamber. "Aviation has always

played an important role in Oklahoma City's history, and companies like Kratos will ensure that it will play a growing role in our future as well."

According to the most recent regional aerospace study, Kratos joins more than 230 aerospace firms that are located in the Greater Oklahoma City region. In recent years, the aviation and aerospace industry has grown to more than 36,600 employees and \$4.9 billion in goods and services.

"This announcement is an example of how Oklahoma City's central location, low cost of doing business and our ongoing investment in the community create

Continued on page 8

Economy on Steady Recovery Path, Report Finds

According to the Greater Oklahoma City Chamber's 2018 Economic Forecast, the Oklahoma City metro economy is now on a steady recovery path, ushering in a period of growth after a slight downturn in the oil and gas sector. Oklahoma City returned to positive job growth in 2017 with about 6,900 jobs, or 1.1 percent job growth, being added during the year.

In 2018, Oklahoma City metro job growth is expected to continue this momentum and grow by 1.4 percent, or 9,100 jobs. If national economic conditions continue to be positive, there is the potential for local job gains to be even higher by the end of 2018.

"The diversification of Oklahoma City's economy was key to how our region recovered from declining oil prices," said Kurt Foreman, executive vice president of economic development at the Chamber. "With Oklahoma

Continued on page 2

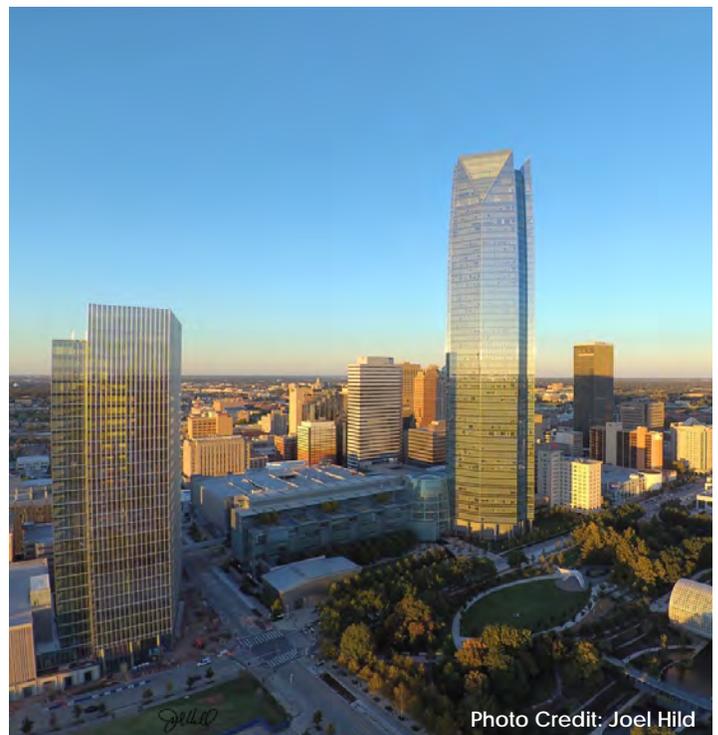


Photo Credit: Joel Hild

Economic Forecast Shows Optimism (cont'd from page 1)

City's key industries exhibiting signs of strength, there are plenty of reasons to be optimistic about the potential for continued growth in 2018."

Recapping 2017

The Oklahoma City metro ended 2017 with an annual average unemployment rate for the year of 3.9 percent, with monthly unemployment rates ranging as low as 3.3 percent and as high 4.4 percent. Since 2010, the Oklahoma City MSA population has continued to grow at a pace twice that of the nation. It is through that continued growth that the Oklahoma City metro enjoyed its largest labor force in history in 2017, with more than 677,000 workers located in the area.

Chamber-assisted companies announced plans for the creation of 4,175 jobs with an annual average salary of \$49,064 during the year. Those same companies also announced more than \$237 million in capital investment.

Outlook for 2018

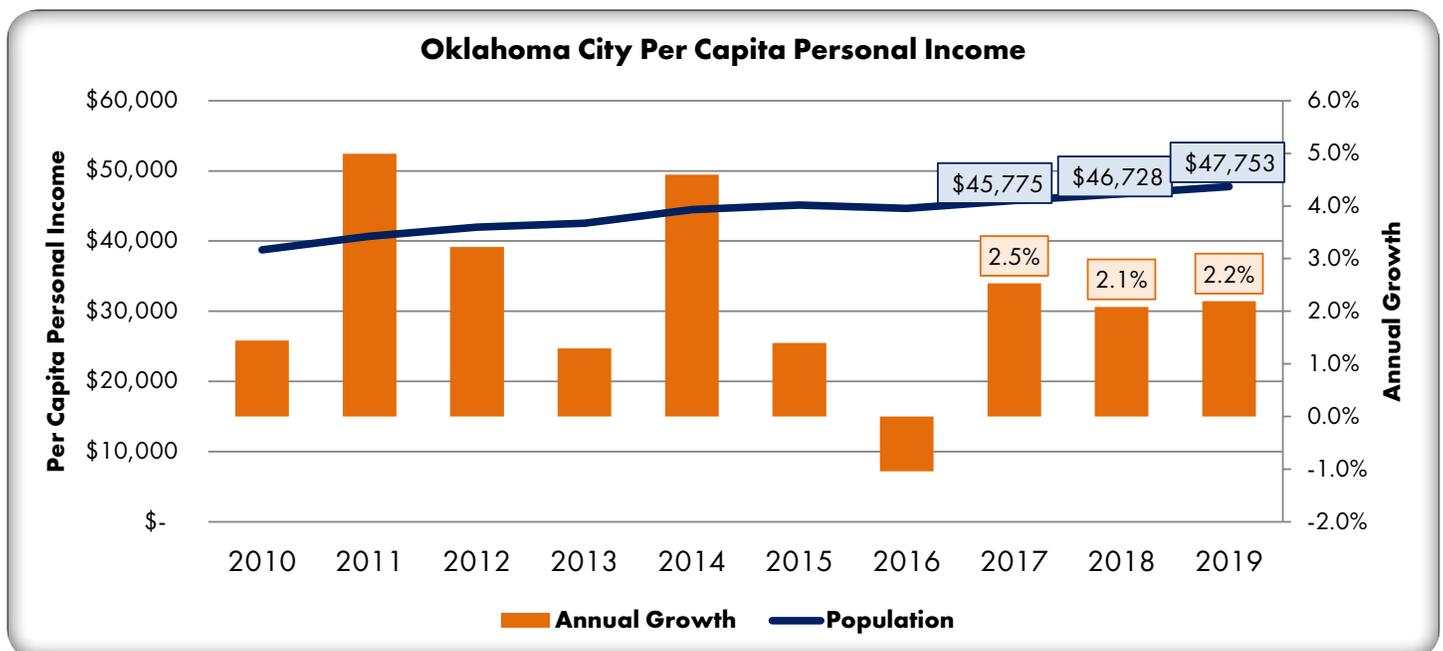
The trajectory of the state's economy turned early in 2017 with strength building through the end of the year. General economic strength is expected to continue into and through 2018 with the state's economy as measured by real gross state product growing by 3.6 percent. Growth in 2018 will return the state's economy to the \$180 billion level established in 2015. Sustained

growth through the end of the year will leave the state approaching a \$200 billion economy.

With its location along the fast-growing I-35 corridor, geography will continue to favor Oklahoma City in the years ahead with these same market forces slowly moving toward Tulsa. As the state's two primary metro areas become increasingly connected, the state's economic fortunes will be increasingly determined by what happens in these two cities. Partially due to Oklahoma City's location and its investment in the urban core, Oklahoma City population growth rates are expected to approach a 2 percent annual rate in the long run, offering both economic opportunities and development challenges for the city.

Oklahoma City's economic transition is combining high-income positions and low-wage jobs to support the city's population growth. The combined effect is consistent growth in per capita personal income. Per capita income is estimated to have grown by 2.5 percent in 2017 to \$45,775. Baseline expectations look for per capita income to approach \$48,000 in 2019 after growing at a 2.1 percent rate in 2018 and 2.2 percent pace in 2019.

The Chamber's economic forecast will be released on Thursday, Feb. 8. Read more at www.greateroklahomacity.com/forecast.



Leadership Notes

Shape Oklahoma City's future

This month, members of the Oklahoma City community will have the opportunity to shape the future of the region by staying engaged in the democratic process. Residents of Oklahoma City will be able to vote in the Oklahoma City mayoral election and residents of Oklahoma City Public School Board District 5 will choose the next representative to serve on the school board.

I don't have to tell you how important these elections are to our community. The people elected to lead our community will play a critical role in the outcome of our schools and our region. To help you cast an informed vote, the Chamber compiled an election guide with information about each candidate. Visit www.okcchamber.com/election to learn more before you vote.

This month also marks the beginning of Oklahoma's legislative session. While the Chamber will always represent the voice of business for the region, we need you to be involved in the process. If each Chamber member committed to calling their elected official just once during the upcoming session, imagine how much stronger our voice would be. Whether it is by voting in the upcoming elections or calling your elected representatives, your voice matters. In fact, Oklahoma City cannot succeed without you. Together, let's shape a brighter future for our region.

Sincerely,



Roy H. Williams, CCE
Chamber CEO & President



Roy H. Williams, CCE
President & CEO

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THE POINT!

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beINSPIRED



Lainy Fredrickson receiving The Oklahoman's Courage Award by Jenni Carlson at the All-City Prep Sports Awards.

YOU'LL FIND MOVING STORIES ON COURAGE AND INSPIRATION, EVERY DAY IN THE OKLAHOMAN.

Lainy Fredrickson of Norman High School dreamed of joining the school's basketball team - but some thought her disabilities would hold her back. Not Lainy – instead, she dared to dream. Lainy overcame her obstacles, made the team, scored her first points, and in June she received the 2017 Courage Award at The Oklahoman's All-City Prep Sports Awards. Uncovering Oklahoma's stories of inspiration, determination and good old Oklahoma grit is what The Oklahoman does best.

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THE OKLAHOMAN 

Vote in OKC Mayoral, School Board Elections Feb. 13

Municipal elections are crucial to shaping the future of Oklahoma City but typically have the lowest voter turnout. Residents of Oklahoma City will have the chance to change that trend on Tuesday, Feb. 13, when polls will open for Oklahoma City mayoral and Oklahoma City Public School District elections. Early voting for the primary election is 8 a.m. to 6 p.m., Feb. 8-9, at your local county election board.

David Holt, Randall Smith and Taylor M. Neighbors filed for Oklahoma City mayor to succeed current Mayor Mick Cornett, who is not seeking re-election after four terms. Mayor Cornett is Oklahoma City's longest-serving mayor.

OKCPS board seats for Districts 4, 5 and 7 are also up for election this year. Mark Mann and Jace Kirk are running unopposed for Districts 4 and 7, respectively, and will be automatically elected. Nichell Braddy-Garcia, Willie Kelley and incumbent Ruth Veales stand for election for the District 5 board seat. If no candidate receives a majority, the primary election will also take place on April 3.



The Chamber contacted all candidates for Oklahoma City mayor and OKCPS school board and asked them to complete a survey about their priorities. Read background information on the candidates and their full responses at www.okcchamber.com/election.

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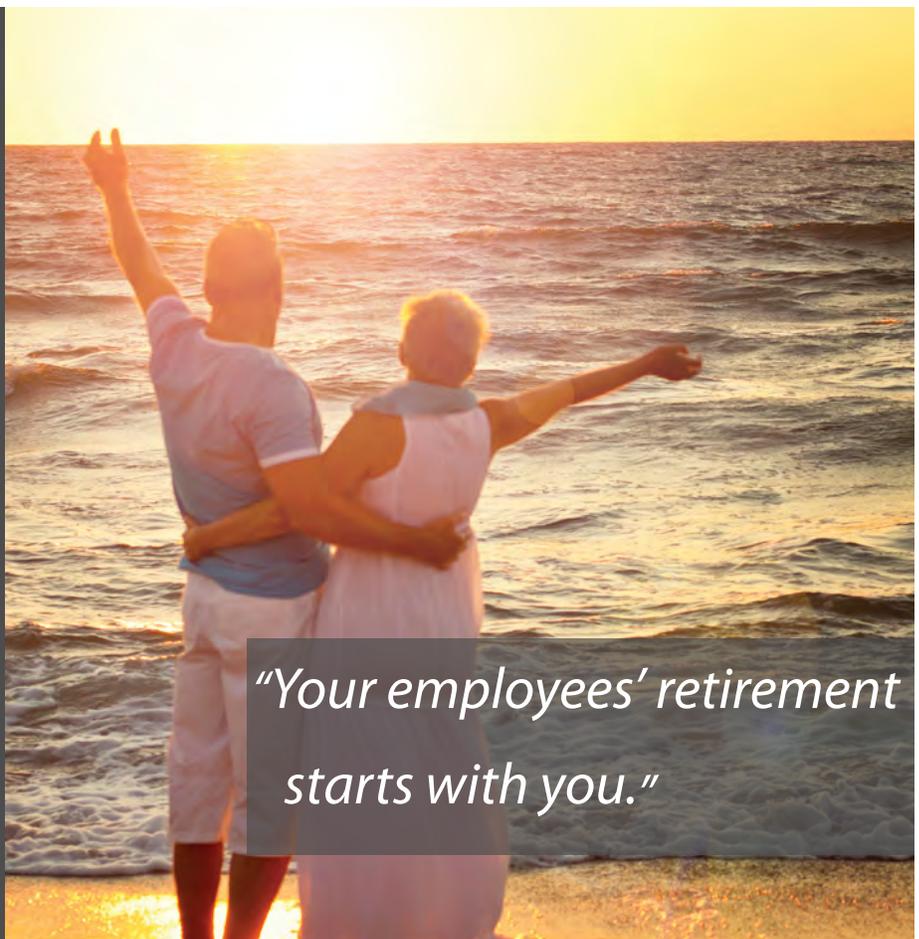


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UPCOMING EVENTS

Feb. 7

MegaLunch

Time: 11 a.m. to 2 p.m.
Location: The Yellow Rose
Dinner Theater, 1005 SW 4th
St., Moore
[www.okcchamber.com/
megalunch](http://www.okcchamber.com/megalunch)

Feb. 8

Ambassador Meeting

Time: 11:30 a.m. to 1 p.m.
Location: Main Event
Entertainment, 1441 W
Memorial Road
[www.okcchamber.com/
ambassador](http://www.okcchamber.com/ambassador)

Feb. 13

Member Orientation

Time: 4 to 5:30 p.m.
Location: La Bella Event
Center, 6701 W Wilshire Blvd.
[www.okcchamber.com/
orientation](http://www.okcchamber.com/orientation)

Feb. 21

Chamber Forum

Time: 11:30 a.m. to 1 p.m.
Location: Vast, 333 W
Sheridan Ave.
[www.okcchamber.com/
startup](http://www.okcchamber.com/startup)

March 2

Chairman's Breakfast

Time: 8 to 9:30 a.m.
Location: Cox Convention
Center, 1 Myriad Gardens
[www.okcchamber.com/
chairmansgov](http://www.okcchamber.com/chairmansgov)

March 13

Member Orientation

Time: 8:30 to 10 a.m.
Location: Chamber offices,
123 Park Ave.
[www.okcchamber.com/
orientation2](http://www.okcchamber.com/orientation2)

March 13

Sunset Reception

Time: 4 to 6 p.m.
Location: Family Leisure, 8498
Northwest Expressway
[www.okcchamber.com/
sunset2018](http://www.okcchamber.com/sunset2018)

Hear from Gov. Mary Fallin at Upcoming Chairman's Breakfast

Gov. Mary Fallin will speak to guests at the upcoming Chairman's Breakfast on Friday, March 2, from 8 to 9:30 a.m. at Cox Convention Center, 1 Myriad Gardens. Gov. Fallin will discuss key issues facing Oklahoma businesses and outline major objectives for the legislative session.



Tickets are \$40 for Chamber members and \$60 for nonmembers. Tables of 10 are available for \$750. Register for the event online at www.okcchamber.com/chairmansgov. Special thanks to Signature Sponsor Cox Communications and Host Sponsor Renaissance Oklahoma City Convention Center Hotel & Spa.

Promote Your Company at SchmoozaPalooza

The Chamber's largest networking event, SchmoozaPalooza, is back at the State Fair Park's Oklahoma Expo Hall on April 5 from 4 to 7 p.m. Reserve your booth now to promote your business, product or service to hundreds of attendees. Exhibiting is exclusive to Chamber members and the event will include live entertainment, networking activities, food tastings and door prizes.

A \$300 exhibitor booth includes a 10-foot-by-10-foot draped space, an eight-foot draped table, two chairs and a professionally printed sign. For maximum exposure, reserve a double booth for \$600. If you are a restaurant or caterer, you can showcase a signature dish through a food sponsorship. Visit www.okcchamber.com/schmoozapalooza for more information.

Special thanks to Networking Event Sponsors American Fidelity Assurance Company, AT&T Oklahoma, Centennial Bank, Grand Casino Hotel Resort, Liberty Business Park and OU Medicine.



OKC's Entrepreneurial Community Highlighted at Upcoming Chamber Forum

Oklahoma City is constantly racking up rankings as an ideal location to start a business, but what does it take to keep that momentum going? At the upcoming Chamber Forum, Oklahoma City's start-up community will be the focus on Wednesday, Feb. 21, from 11:30 a.m. to 1 p.m. at Vast, 333 W Sheridan Ave. The event will highlight some of the entrepreneurs making a mark in Oklahoma City, the resources available to startups

in the community, and how established businesses can collaborate with new companies.

Individual tickets are \$35 for Chamber members and \$55 for nonmembers, and a series ticket package to all 10 Chamber Forums is available for \$300. View more information at www.okcchamber.com/startup. Special thanks to Signature Sponsor Cox Business.

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Kratos to Hire 350 Employees in OKC (cont'd from page 1)

the type of place where companies can thrive,” said Oklahoma City Mayor Mick Cornett. “Investments from companies like Kratos make Oklahoma City stronger.”

Kratos will initially occupy an 8,800-square-foot facility, where the focus will be on engineering and production planning. Within six months, the company plans to expand into a 75,000-square-foot facility to support its initial production efforts in Oklahoma. The company expects to employ more than 350 workers in Oklahoma within the next few years.

“Oklahoma is one of the world’s premier destinations for the aerospace and defense industry. Kratos’ announcement of a new facility is a testament to the strength of the industry in our state,” said Governor Mary Fallin. “Our skilled aerospace and engineering workforce, combined with the Quality Jobs Program and the Aerospace Engineering Tax Credit incentives along with our proximity to other world-class companies and defense operations, made Oklahoma City the right choice for Kratos.”

Representatives from the Oklahoma Department of Commerce initially met with the company at the Farnborough International Airshow, a weeklong event in the United Kingdom, in 2016. U.S. Rep. Steve Russell, R-OK, had met the company executives earlier that year at a Kratos reception in Washington, D.C. These exchanges prompted the company to begin looking at Oklahoma as a potential location for expanded operations for the company’s unmanned systems division.

“Advanced military target drones with fighter-like performance have been the mainstay of our company, and we have come to dominate that market as our customers are replacing their drone fleets with the latest technology and, as a result, orders have increased substantially,” said Steve Fendley, president of Kratos Unmanned Systems Division.

“We are both honored and privileged to be here today in the great state of Oklahoma,” said Eric DeMarco, president and chief executive officer of Kratos. “Kratos is focused on delivering technology and products for greater effectiveness at an affordable cost for our

customers and our new facility in Oklahoma City is another step forward in the successful execution of that strategy.”

Earlier this month, Kratos announced a \$23 million unmanned aerial drone system production award from an unnamed customer and a \$93 million contract to supply target drones to the Army. This most recent contract makes Kratos the sole supplier of jet-powered, sub-scale target drones to all branches of the U.S. military. Kratos is also currently under contract to develop and demonstrate high-performance tactical drone systems that act as a loyal wingman to manned fighter aircraft or can operate independently. The company’s Mako tactical unmanned aerial drone system completed its initial successful test flights in 2015 and most recently participated in a major military exercise, with additional flights planned for this year. Kratos is scheduled to deliver its next-generation tactical drone, the Valkyrie, in 2018.

“I have been deeply impressed with the incredible advanced technology Kratos is developing to defend our country and airspace,” said Russell. “I have every expectation that Kratos will bring quality, high-paying jobs to the people of our great state, their presence will boost the Oklahoma economy, and most importantly, their work will ensure America has superiority in our airspace for decades to come.”

“I am pleased to welcome Kratos to Oklahoma. With our skilled workforce and longstanding commitment to supporting our armed forces, Oklahoma is an excellent choice for Kratos’ new facility for tactical drone systems,” said U.S. Sen. Jim Inhofe, R-OK. “Kratos, a leader in developing drone technology and producing tactical drone systems to support our military, will create hundreds of high-paying jobs in Oklahoma City and grow our economy.”

Kratos will continue target drone production from its existing Sacramento, California, facility, with a significant production ramp-up, having already begun at that facility and expected to increase even more over the next 24 months. Oklahoma will be the site for new tactical drone production and excess demand requirements related to target drone production.

Chamber Partners with State, Tulsa Chambers on Joint Legislative Agendas

As the voice of business for the region, the Greater Oklahoma City Chamber is actively engaged at the State Capitol, working with lawmakers to ensure pro-business legislation is enacted. To increase its effectiveness, the Chamber builds partnerships to represent the business community and create a pro-business climate statewide.

The Chamber will work with the State Chamber of Oklahoma to lobby the State Legislature on specific issues in 2018. Read an excerpt below, or read the full joint legislative agenda with the State Chamber at www.okcchamber.com/OKJointAgenda.

Workers' Comp Reform

The Chambers support defending and improving the comprehensive workers' compensation reform legislation passed by the Legislature and signed by Gov. Mary Fallin during the 2013 session.

Economic Development Programs

The Chambers support retaining the state's premier economic/community development programs which are critical to attracting new businesses to the state, assisting the expansion of existing companies and encouraging investment in communities across the state.

Incentive Evaluation Commission

The Chambers support the Oklahoma Incentive Evaluation Commission, which was established to make recommendations to the Legislature and governor on which incentive programs are serving their intended purpose and creating economic/community development.

Gun Legislation

The Chambers will oppose legislation that would allow guns to be carried on college campuses or limit a business owner's rights to prohibit weapons.

Criminal Justice/Sentencing Reform

The Chambers support efforts to further criminal justice reform to improve workforce and protect public safety while decreasing costs within the state's budget.

Pension Reform

The Chambers support legislation to strengthen the long-term financial condition of the state's pension plans.

Water

The Chambers will work with the governor, state legislature, tribal partners and other stakeholders to ensure the availability of a long-term water supply.

Oil & Gas Tax

The Chambers support a stable oil and gas tax structure which promotes the investment of drilling capital in Oklahoma and tailored regulations based on business activity, use and risk.

Alcohol Law Modernization

The Chambers will support legislation to eliminate restrictions that prohibit continued modernization of Oklahoma's alcohol laws.

The Chamber also partnered with the Tulsa Regional Chamber on a joint legislative agenda for the 2018 session. Topics include identifying new, sustainable revenue sources to address budget shortfalls; returning State Question 640 to the ballot, lowering the threshold required for a revenue measure to become law; protecting key economic development incentives; and more. Read the full joint agenda with the Tulsa Chamber at www.okcchamber.com/TulsaJointAgenda.



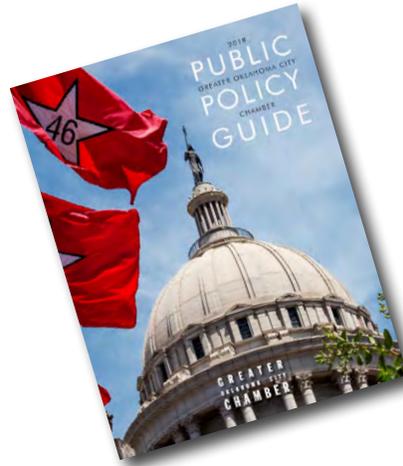
Watch Your Mailbox for Chamber Resources

The Chamber's annual membership mailing will arrive in your mailbox later this month. This resources packet, which is exclusive to Chamber members, includes the 2018 Public Policy Guide, the 2017 Annual Report, a 2018 membership plaque sticker or insert and an envelope of coupons and discounts from Chamber members.

The Public Policy Guide includes the Chamber's 2018 legislative agenda, information about the Greater OKC Chamber Political Action Committee, the 2017 RIED and OKC scores, and contact information for federal, state and local elected officials. Also included is the 2017 Annual Report, which recaps the Chamber's accomplishments and includes stories about how the Chamber and its members created partnerships that make Oklahoma City stronger. The annual membership mailing will also include a flyer with more information about the Chamber's recently launched membership levels and benefits.

The coupons will allow Chamber members to enjoy valuable gifts from several Greater Oklahoma City

Chamber member companies in 2018, including American Banjo Museum, Museum of Osteology, Oklahoma City National Memorial & Museum, Oklahoma Hall of Fame at the Gaylord-Pickens Museum, Oklahoma State Fair, Inc., RIVERSPORT Adventure Parks and YMCA of Greater Oklahoma City.



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Chamber Launches New Greater Grads Event

For more than a decade, the Greater Oklahoma City Chamber has been connecting Oklahoma City businesses with the region's brightest college graduates through the Greater Grads program. In 2018, Greater Grads will get a fresh update in order to give companies more opportunities to meet their workforce needs.

On Wednesday, April 4, from 1 to 4 p.m. at the Jim Thorpe Museum (Oklahoma Sports Hall of Fame), the Chamber will host the first RecruitOKC event, a new Greater Grads networking program. RecruitOKC will help companies get a jump-start on meeting students looking for a job or internship in the Oklahoma City community in the coming year.

RecruitOKC will encourage networking in a relaxed and open setting, with the opportunity to promote your business, chat one-on-one and interview for open positions on-site. Chamber members can exhibit for \$200 and exhibition for non-member companies is \$250. Visit www.greatergrads.com/recruit to register.

The Greater Grads Career Fair, previously held in the spring, will now be held in the fall. While the time of year might be different, exhibitors will still have the opportunity to connect with 500 college students from around the state at this annual event. Save the date for the 2018 Career Fair, which will be held on Tuesday, Oct. 30, from noon to 4 p.m. at the Cox Convention Center. Visit www.greatergrads.com/booth for more information.



RecruitOKC, a Greater Grads networking event, will be held on Wednesday April 4, from 1 to 4 p.m. at the Jim Thorpe Museum.

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FAA Plays Important Role in Economy, Aviation Industry

The Federal Aviation Administration wants to be more than just a blip on your radar. At the first Chamber Forum event of 2018, nearly 150 business leaders and guests heard from representatives of the Federal Aviation Administration's Mike Monroney Aeronautical Center.

Chamber President and CEO Roy Williams noted that the Monroney Center is Oklahoma's fourth-largest single-site employer in the state with an annual economic impact on the Oklahoma City area estimated at \$1.65 billion annually. With a \$1 billion annual budget, the center employs more than 6,300 people ranging from engineers to physicists, physicians and data processors.

Michelle Coppedge, the Monroney Center's director, said not a lot of people know of its mission outside of aviation circles.

"We kind of like to think of ourselves as a best-kept secret. But the problem is, we really don't want to be known that way, because we make a huge impact on aviation across the world, and we have a pretty large economic impact as well, both here in the state and across this nation," she said.

The overall lack of public awareness means it can be difficult to recruit the employees she needs who have high-tech engineering, research and data-gathering skills. Coppedge said she needs workers who can adapt and move the agency forward as the FAA adopts new technology and is faced with regulating new aircraft; the number of registered drones has skyrocketed in the last two years. A lack of a stable, long-term budget from the federal government also could ground the work they do there.

The center and its work touch every aspect of the nation's airspace system, which, on any given day, has about 85,000 flights in the air carrying 2.5 million passengers going to almost 20,000 different airports, she said. The center trains aviation safety inspectors who clear aircraft to fly, develops air safety rules and trains flight crews on how to implement them, trains air and ground traffic controllers and trains inspectors, engineers, operators and technicians that work with flight-related navigational aids, radars and communications gear, she said.



Michelle Coppedge, the Monroney Center's director, addressed attendees of the Chamber Forum on Jan. 17.

The center also certifies that pilots and aircrews are fit to fly, registers aircraft, and updates navigational charts used by pilots as they plan and execute their flights.

Forum attendees also heard from Keith DeBerry, director of the FAA Academy (the educational arm of the center that trains U.S. air and ground traffic controllers, inspectors, engineers, technicians and operators who work with various types of aircraft systems and equipment).

DeBerry said the center's staff of 300 full-time and 900 part-time instructors provide training for about 20,000 students a year at the center, adding many of those come from 172 other countries across the globe.

"Think about the influence Oklahoma City projects, not only across the U.S. but across the world," he said, noting those students spend an estimated \$70 million annually at area hotels and other businesses.

Dr. Carla Hackworth, the Aerospace Human Factors Research Division Manager at the FAA's Civil Aerospace Medical Institute, also addressed the group.

"As you heard, air travel is reliant upon a number of systems," she said. "There is a technical aspect, the hardware and equipment part, then you have the organizational procedures, such as regulations, and then there is human involvement.

"That's our focus, as humans are integral to every aspect of aviation. They also are the highest element of risk, and we are fully aware of that," Hackworth said.

GREATER OKLAHOMA CITY CHAMBER WELCOME NEW MEMBERS

Businesses who join the Greater Oklahoma City Chamber are part of the largest coalition of businesses in the state and make the Chamber's work in the community possible. Each member level is identified on the listing below, and Board of Advisor members are recognized for their higher investment level with a blue box around their listing.

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GRAND OPENINGS

Congratulations to Chamber members on their recent Grand Openings! All Chamber members are welcome to attend Grand Openings. To view more photos, see the schedule of upcoming Grand Openings or subscribe to the Grand Openings calendar, visit www.okcchamber.com/grandopenings.



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ECONOMIC INDICATORS

Oklahoma Ranks Among Top 10 Most Charitable States in America

- Wallethub.com compared the 50 states across 14 key indicators of charitable behavior grouped into two dimensions: volunteering and service and charitable giving.
- Overall, Oklahoma ranked 10th-most charitable state in 2017.
- Oklahoma ranked fifth in volunteering and service and 19th in charitable giving.
- Oklahoma had the fourth-highest percentage of population collecting and distributing food among the 50 states.

Overall Rank	State	Total Score	Volunteering & Service Rank	Charitable Giving Rank
1	Utah	76.9	7	1
2	Maryland	74.1	3	4
3	Minnesota	72.8	9	3
4	Wyoming	71.2	8	8
5	Wisconsin	71.1	2	18
6	Washington	70.5	6	12
7	Virginia	69.7	16	7
8	South Dakota	69.4	1	37
9	Georgia	69.2	29	2
10	Oklahoma	69.1	5	19
11	Connecticut	69.0	14	10
12	Kansas	68.3	20	9
13	New Hampshire	67.7	4	29
14	Oregon	67.5	12	21
15	New York	66.9	33	6

Source: Wallethub.com; 2017. A rank of 1 is most favorable; a score of 100 represents the 'most charitable'.

For comprehensive Economic Indicators and Regional Data, please visit your Greater Oklahoma City Chamber Economic Development Division at www.greateroklahomacity.com/economicindicators or contact Eric Long, Research Economist – (405)297-8976; elong@okcchamber.com



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Business Technology: Are you ready to compete in 2018?

by Steve Westerman, Director of Product and Marketing, Cox Business

The businesses that lead in today's economy are often those that can pivot, adapt and implement change almost as quickly as new threats and opportunities present themselves. In contrast, companies that are unable to quickly transition can find themselves falling further behind. The new year is a great time to conduct reviews that ensure your company has the technology framework in place to adapt and make changes. For example, some Legacy IT systems don't integrate with many new digital platforms and apps; slow bandwidth or Internet speed can create bottlenecks for employees and customers; and data that's scattered across the organization can be a roadblock to success. Here are some things to think about, as your company ramps-up to compete throughout the coming year.

Begin With Digital Transformation

There are many different ways to start a digital transformation roadmap. The key is to keep everyone on the same page, with the same goals and objectives. Start by doing an accurate assessment of where your company is now, what competitors and similar organizations are doing, and what's on the horizon. The process begins with your team; visit with people across your organization about these kinds of things:

- Where are you currently having technology problems or issues?
- What can't you do, that you need to do?
- What information do you track and how do you track it?
- What technology consumes most of your time?

Getting answers to these kinds of questions will provide a more clear picture of the state-of-technology in your organization from the people who depend on it the most, and it will help you determine your priorities.

Make Customers Part of the Process

Customers are equally important to your tech discussion; after all, they are the most important people you interact with. Engage them about their on-line priorities; find out the technologies that are critical to their buying journey; learn what their content expectations are; find out if all your customer-facing technologies are truly adding value to their overall interaction with your company.

- Ask what social media platforms your customers are most invested in.
- Examine how well your technology-based customer service is working.
- Utilize on-line surveys to find out what their digital needs are, and how your company is perceived when it comes to technology.

Planning is all about being proactive, not reactive. Spend time looking closely and honestly at where you are now, and you'll be able to create a digital roadmap that helps position you for success.

