



Creating Value with the Networked Organization

Successful Implementations with
Grid Technology.



Introduction

GRID

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"Imagine scaling your business to meet cyclical demand"

"Imagine fully leveraging your existing IT investments"

"Imagine trading your IT resources seamlessly over the Web"

Innovation is at the heart of business success. New grid technologies are critical enablers of today's business innovation. As we gain deeper understanding of the technological possibilities, it is becoming clear that successful applications will require more than simply exploring and exploiting new products or services. What determines real success is the ability to organize, build, and sustain a value network of different business organizations. This executive course explores the opportunities grid technology offers to create value for the networked organization. Grid technology is the next generation Internet technology; it is defined as a computing model that makes the virtualization of distributed computing resources, data resources, and/or services possible, thus impacting different types of sharing arrangements.

This executive course addresses how companies can create value for their customers and employees with grid technology. The concept of the networked organization using grid technology will create progressive and far-reaching changes: organizational networks will have a lasting impact on our ability to generate wealth in an increasingly global business world.

The first wave of Internet-enabled business innovation focused on new ways of interacting with the customer, on the "web-storefront", online information provisioning and order taking. However, great web sites do not necessarily result in great profits. Without the ability to effectively respond to what the customer wants and expects, many such websites have failed to deliver compelling business results.

The second wave of Internet-enabled business innovation focused on new ways of interacting among customers. Emerging platforms such as eBay and Google create value for companies and customers. Standardized market processes and innovations have been the key to their success.

In the third wave customers and companies will require new ways of organizing and managing the many parties involved in the creation and fulfillment of a customer order. This is what we call the "smart business network": the network of customers and companies that allows for customization, personalization, and relationship building. The underlying technologies are grid-related: standardized, flexible, but robust.

Grid technology is already established in the scientific world. In projects such as LOFAR (Low Frequency Array) and VL-e (Virtual Laboratory for e-Science) scientists from around the world learn how to use grid technology to process massive amounts of data. Based on these experiences, companies will learn how to create competitive advantage with the help of grid computing.

Executive Course

The course is set up for non-technology executives (such as CEOs, CFOs, CMOs, COOs, and CIOs). Executives in this course will have the opportunity to explore the challenges and risks associated with grid technology for the networked organization. The objectives of the course are:

- To analyze the strategic potential of networked organizations
- To analyze the potential use of grid technology for networked organizations
- To define concrete potential projects for smart business networks
- To identify critical success factors for the development and implementation of the services needed

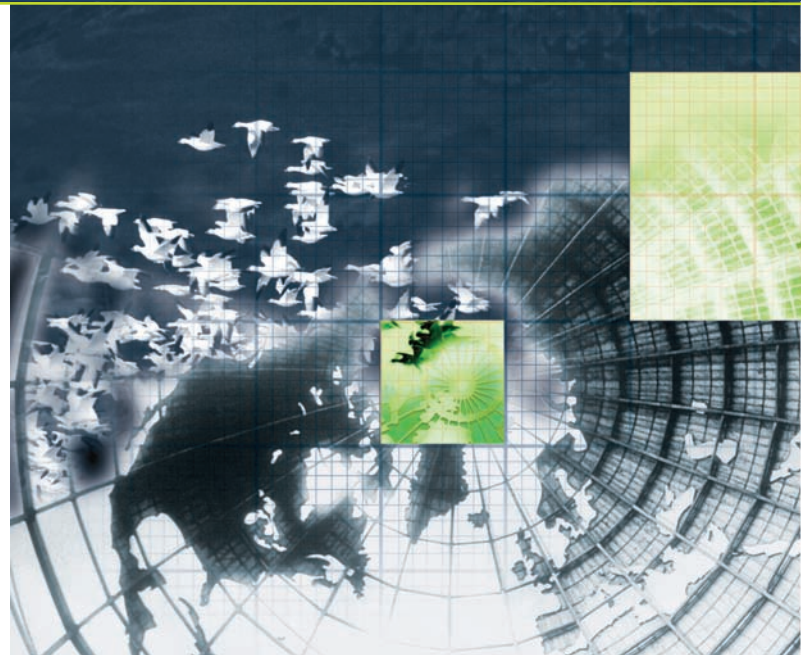
The following questions will be addressed:

- How are companies dealing with concepts like the networked organization?
- How does one create business value with networked organizations enabled with grid technologies?
- What is the impact of grid-based services on organizations, industries, and society?
- What are state-of-the-art best practices?
- How does one define and implement future proof business models?
- What are the critical success factors?

The executive course is set up as four modules:

1. Grid-enabled Networked Organizations
2. State-of-the-Art Overview of Grid Technologies
3. Best Business Practices from around the World
4. The Grid-enabled Application for your own Networked Organization

Modules 1, 2, and 3 will be interactive sessions with lectures, case discussions, and presentations of state-of-the-art applications. In preparation for Module 4 the participants will be asked to develop a business plan for their own company to assess the potential implementation of a smart business network. These plans will be presented and discussed as part of this module.



Networked Partnership

This executive course is offered by a networked partnership that includes IBM, LogicaCMG, RSM Erasmus University, Universiteit van Amsterdam, and VL-e. Each partner will bring in a unique set of capabilities that enables us to explore both the networked organizational aspects and state-of-the-art of grid technologies.

This course offers a venue for executives interested in exploring this new competitive frontier. We trust you will enjoy it!

Why Participate?

We think there are several, excellent reasons executives will want to participate:

1. To explore the potential value of networked organizations
2. To be exposed to the best expertise on grid technology
3. To explore the potential use of grid technology for your own business
4. To identify the challenges and the risks of grid technology
5. To learn as non-technology executives how grid technology is used by businesses around the world
6. To learn from other participating executives how they rate the business value of grid technology
7. To utilize the unique capabilities of IBM, LogicaCMG, RSM Erasmus University and the Universiteit van Amsterdam

Program

Day 1: Afternoon & Evening

12:30	Registration and Lunch
module 1	Grid-enabled Networked Organizations Large industrial organizations in today's environment are transforming their businesses to better integrate with their clients', partners' and suppliers' ecosystems. Advanced IT can build new intelligent shared resources. Strategies and critical success factors are discussed.intelligent shared resources.
	Drinks, Assignment Case and Working Dinner
	Walkthrough the Working Demo's
21:00	End

Dag 3 - Full Day

8:30	Welcome & Coffee
module 3	Best Business Grid Practices Several best practices around the world will be analyzed. Their business models are identified and superior and sustainable competitive advantages are specified. The relationship between business strategy and IT strategy and the role of the grid-enabled IT infrastructure are discussed.
Case B	Case Clash Analysis The challenge was to reduce the time required for processing engineering design clash simulations, to provide seamless feedback to engineers during the design cycle itself and to minimize the need for expensive re-design late in the product development cycle. The design software has been grid-enabled to make it possible to use it in a virtual networked organization.
	Lunch
module 4, part 2	Grid enabled Applications Workshop The cases developed in the workshop on Day 2 are refined by analyzing their business value.
	Wrap up, Home Assignment, Drinks
17:30	End

Day 2: Full Day

8:30	Welcome & Coffee
module 2	State-of-the-Art Overview of Grid Technologies The basics and progress of GRID technology and the impact it has on the way science and industrial business will be presented.
case A	Case Financial Services Investment banking firms that are using grid computing say that laborious number-crunching tasks that once took several minutes can now be done in seconds. Principles, challenges and opportunities are discussed.
	Lunch
module 4, part 1	Grid-enabled Applications Workshop In groups, the participants will study sample cases and will explore the functional aspects of business applications for their own situation.
	Drinks and Networking Diner
	Group Presentations
21:00	End

Return day : Afternoon

12:30	Welcome & Lunch
module 4, part 3	Best Business Grid Practices Participants present their own business plans for a grid-enabled application in response to the assignment. Strategic, technology, and implementation issues are discussed.
	Presentation Gridforum.nl
	Wrap up, Mystery Guest and Networking Dinner
21:00	End

Networked Partnership



Johan van Staalduinen
IBM Netherlands

"As part of the virtual networked world a company will have business processes that are:

- *Dynamically responsive to any customer demand, market opportunity or external threat*
- *Integrated end-to-end across the company*
- *Integrated across industry value nets: partners, suppliers and customers"*

IBM

IBM is the world's largest technological company, and has been providing leadership and innovation throughout the world for more than 80 years. IBM is the largest supplier of "hardware," "software" and Information Technology services and pioneered the development and implementation of "On Demand" solutions. IBM Sales & Distribution, which supports more than a dozen key industries worldwide, works with companies of all sizes around the world to deploy the full range of IBM technologies. IBM was the first major company to commit to supporting the Grid movement and contributing to the open-source development community. The quickest way to get more information about IBM is through the IBM home page at <http://www.ibm.com>, in particular <http://www.ibm.com/grid>.



Ing Martijn Hünteler
Management Consultant
LogicaCMG Consulting

"Imagine that you can use 'virtual' computers on demand in a worldwide network where calculation power and storage capacity are only limited by your wallet. This will impact the way we form alliances and co-operate to serve real-world demands. This course will clarify the advantages and identify the benefits for your company."

LogicaCMG

LogicaCMG is a major international force in IT services and wireless telecoms. It provides management and IT consultancy, systems integration and outsourcing services to clients across diverse markets including telecoms, financial services, energy and utilities, industry, distribution and transport and the public sector. The group holds a 60 per cent controlling interest in Edinfor, S.A. (Edinfor), one of the largest IT service providers in Portugal, with additional operations in Spain and Brazil. LogicaCMG employs about 21,000 staff in offices across 34 countries and has more than 40 years of experience in IT services. Headquartered in Europe, LogicaCMG is listed on both the London and Amsterdam stock exchanges (LSE: LOG; Euronext: LOG). More information is available from www.logicacmg.com



VL-e: The Virtual Laboratory for e-Science

One of the main problems of the Dutch economy is its present small productivity growth compared to other countries and to our own historical growth figures. Whatever the cause may be, it is a well-known fact in science and technology policy that investment in the information economy - R&D, ICT and higher education - is an important factor in accelerating the growth of productivity and strengthening the competitive base of manufacturing, transport, and business services in the Netherlands. VL-e meets these requirements by improving the efficiency of access to information in the scientific and engineering process and the Dutch public and private knowledge infrastructure.



Prof. Dr Ir Eric van Heck
Professor of Information Management
and Markets, RSM Erasmus University.

"Every company will become a networked organization. It is crucial that each company re-analyze its potential role in the network and the strategic use of grid technologies."

RSM Erasmus University

As one of the world's top business schools, RSM Erasmus University is a centre of excellence and innovation for management education and management research. Continuing tuition in the fundamentals of business with the latest in global knowledge and best practice, we offer an array of degree and executive education programs - empowering individuals to succeed amid the complexities of modern international commerce and become the business leaders of tomorrow. RSM Erasmus University has around 6,000 students in the Bachelor program, the Master Program, and several MBA programs. Research is conducted at the Erasmus Research Institute of Management (ERIM). More information at: www.rsm.nl



Prof. Dr. Peter Sloot
Universiteit van Amsterdam:

"Only those countries that most rapidly exploit the full potential of Grid Computing and Computational Science can fulfill their ambition to become a genuine knowledge-driven society."

The Universiteit van Amsterdam

The Universiteit van Amsterdam (UvA) is one of the largest general universities of Europe, with seven departments, over 22,000 students, and over 5000 staff members. The UvA offers a palette of some 60 bachelors and 150 masters degree programs and is well known for its high standards of research work. Each year UvA researchers publish 7,500 scientific publications. UvA's fundamental scientific research is among the top in the world in a number of fields. The various applications-oriented research programs are partly multi disciplinary and focus on relevant issues in society. The UvA offers students and staff an inspiring, broadminded, international academic environment, where all can optimally develop their talents. The UvA is also characterized by its strong involvement with the beautiful city of Amsterdam.

Speakers Abstracts

Dr. Nicky Hekster - IBM, European Design Center for On Demand Business, IBM Montpellier, France

Module 1

During the recent economic downturn, companies adopted survival strategies to surmount the lean market. They reduced spending, conserved resources, and cut costs. At the same time, the worldwide recession forced businesses and governments alike to take a good hard look at their operations-to assess far more than just cost structures and overhead. Today, businesses are looking at growing their top-line revenues as well-and seeing how they can reinvest bottom-line cost savings into strategic growth areas. Organizations realize that they can't save their way to creating successful new products, providing memorable customer service, or outpacing their competition in emerging markets in Asia, Eastern Europe, the Middle East, and Latin America. In all cases, first movers are using solutions based on advanced Information Technology to grow in these areas-from equipping their sales forces with mobile devices that give them instant, unwired access to customer and product data, to deploying state-of-the-art grid computing technology that enables researchers to collaborate on new product design and development. These transformative solutions bridge and align innovative business processes and emerging information technology to build competitive advantage.

Curriculum Vitae

Nicky Hekster is a Certified Consulting IT Specialist working with the European Design Center for ON DEMAND BUSINESS at Montpellier, France. His current focus is on the On Demand Operating Environment and on the impact of virtualization and automation technologies on enterprise architectures, and on how to define appropriate components establishing architectures underpinning on demand business structures. In this capacity he was responsible for the Proof of Concept that was essential for getting a 300 Million\$ contract with Telenor, Norway's largest provider of telecommunications services.

Dr. Geleyn Meijer - LogicaCMG

Module 1

The role of networked organizations is gaining importance in our knowledge-based economy. This module will discuss examples of current use and explain the type of players who benefit now. The challenge for many of these players is to create an agile cooperation that has the same efficiency and robustness as a single corporate organization. In particular, the increasing importance of our service economy in which a major share of our welfare depends on the provision of services, both in the commercial and the public sector, drives the need for a thorough understanding of how services are designed, implemented and adapted based on user response. The role of ICT networks and service engineering tools is to facilitate this service engineering process; GRID-based solutions are beginning to play a key role in this. As with many developments, the scientific community is ahead of the curve in adopting new ways of working, and GRID applications are being explored in the Virtual laboratory for e-science (VL-e) program. The module covers the issues of networked organizations and the services economy and describes how participants of the course can benefit from the experience amassed with VL-e.

Curriculum Vitae

Geleyn Meijer is Innovation Director with LogicaCMG Netherlands, responsible for the company's innovation policy and project involvement. He developed LogicaCMG's expertise in the Transport and Traffic market. He has extensive commercial and managerial experience in national and international projects and he led the development of Mobile-commerce strategies. In 2000 he was managing partner of a joint venture between LogicaCMG and TNO. He is active as an advisor to Schiphol, Rabobank and NS and has an extensive network in the academic and public sector. He is also Co-director of the Dutch national research program Virtual Laboratory for e-Sciences (VL-e), a large initiative using GRID applications. His scientific interest focuses on multi-disciplinary research into the adoption of technology, adaptive systems and context awareness. He is associate professor at the Universiteit van Amsterdam and guest lecturer at TU Delft and Erasmus University. He was awarded a PhD in Robotics and Artificial Intelligence in 1991.

Prof. Dr. Peter Sloot - Universiteit van Amsterdam

Module 2

This module will address the basics and progress of GRID technology and the impact it has on the way science and industrial business is conducted. GRID computing is a services oriented architectural approach that makes distributed computing possible using a heterogeneous collection of resources acting as one large collective computer system. There are organizations that deliver services on the GRID and organizations that use these services. Thus one speaks of virtualizing computing power. The lecture will cover the basic understanding of computing, architectures and web services needed for this course. In the workshop you will work on typical cases and will lay the connection between your company's needs and grid solutions.

Curriculum Vitae

Peter Sloot is a full professor of Computational Science and Computer Simulation.

He chairs the CSP laboratory at the UvA and is initiator and chairman of two major international conference series: the International Conference on Computational Science (ICCS) and The European Conference on Grid Computing (EGC). Peter is editor in chief of Elsevier's Science International Journal on Grid Computing, Theory, Methods and Applications (FGCS) and initiator of the first international Master program on Grid Computing. Over a year ago Peter took the initiative for this course within VL-e, because he feels strongly that international competitiveness in the ICT field comes through proactively deployment of relevant new technologies such as Grid Computing. Moreover, he believes that only those countries that most rapidly exploit the full potential of Grid Computing and Computational Science, can realize their ambition to become genuine knowledge-driven societies.

Prof. Dr. Ir Eric van Heck, RSM Erasmus University

Module 3

Grid-enabled business applications are diffusing into the business world. First-hand examples of customer experiences are perhaps the best way to illustrate the business value:

- "Through standards-based architecture, we can now dynamically respond to changes in the marketplace and deliver new services that add customer value."
- "The grid-enabled system has reduced processing time from eight to ten minutes to just 15 seconds, dramatically changing the nature of its customer interactions."
- "Cut seismic data processing time while improving the quality of the output."
- "Maximized the utilization of existing computing power while minimizing IT investment"

In this module we would like to explore, analyze, and define the business models related to the grid-enabled networked organization. The objective of this module is to have participants set up a business model of a grid-enabled application. Executive questions will be addressed by discussing real-life case studies with successful implementations of grid-enabled networked applications around the world.

Curriculum Vitae

Eric van Heck holds the Chair of Information Management and Markets at RSM Erasmus University, where he is conducting research and is teaching the strategic and operational use of information technologies for companies and markets. He is best known for his work on how companies can create value with online auctions. He has co-authored or co-edited twelve books such as Making Markets (Harvard Business School Press, 2002) and Smart Business Networks (Springer, 2005). His articles were published in California Management Review, Communications of the ACM, Decision Support Systems, Electronic Markets, European Management Journal, Harvard Business Review, International Journal of Electronic Commerce, Journal of Information Technology, Information Systems Research, and Wirtschaftsinformatik.

Case Studies

Case A: Clash Analysis - BMW

Cor van der Struijf, IBM

In this case study we will look at the benefits of the Virtual Networked organization for one of the leading global players in the automotive industry, with 10,000 employees in 15 locations. This company handles all aspects of automotive design and production, in partnership with the big automotive manufacturers. A key process in automotive design is clash simulation - in which overlapping components in a digital model are checked for interference, or clashing. At this company, the complexity of models and the need for high levels of accuracy meant that full simulations would take about 72 hours to complete. This was a problem for the organization: "Testing was left until the end of each design cycle, to ensure that it did not interfere with operations. Of course, this meant that any problems discovered at this late point would usually require significant amounts of re-work - which would be both expensive and time-consuming.

The challenge was to reduce time required to process engineering design clash simulations, to provide seamless feedback to engineers during the design cycle itself and to minimize the need for expensive re-design late in the product development cycle. The design software has been grid-enabled, to make it possible to use it in a virtual networked organization. Benefits are: reduction of clash analysis runtime from 72 hours to 4 hours; better use of computing resources; greater work efficiency; potential for improved component and vehicle design; reduced risk of product development cycle over-run due to late discovery of clashing parts; potential for faster time-to-market.

The company comments, "The clash test for a complete vehicle model now takes just 4 hours, and is done overnight after each workday. The solution is completely transparent to the engineers; they just get the data they need faster, which helps us achieve greater work efficiency, accelerated design cycles and higher quality designs. The more accurately we can test the models, the fewer physical prototypes and tests we will need, saving us both time and money."

There are also plans to exploit the Virtual Networked organization as a means of sharing data, both internally and externally, so that the company and its automotive partners can collaborate more effectively and reduce lead times.

Case B: Financial Services - Schwab

Nicky Hekster, IBM

Hoping to squeeze the most out of the computers they already own, financial services firms are turning to grid computing, a method of utilizing unused resources. Investment banking firms that are using grid computing say that some laborious number-crunching tasks that once took several minutes can now be done in seconds.

In this case study we will see how a financial services company started to use a grid system to analyze and optimize portfolio values, a complicated task that depended on several high-powered modeling applications. Without the grid technology, the applications needed four minutes to churn out the results; grid computing cut this down to just 15 seconds.

Within the case study we will discuss the following topics. Principles such as:

- Responding and adapting to changing business climate, evolving customer needs, and new opportunities
- Creating an adaptive, flexible services-oriented architecture to make it possible to implement new business applications without impacting existing systems or customer experiences
- Maximizing the use of existing resources and reducing costs

Challenges and opportunities are discussed:

- Changing business climate
- Low level of trust of some financial advisors
- Desire for a deeper relationship with its customers

Benefits such as:

- Reducing time to market
- Minimizing the impact on existing applications
- Maintaining consistent user experience
- Leverage investment and skills

One of the managing directors for advanced technology at the Financial Services Company said the concept of Virtual Networked Organizations "has the potential to greatly improve our quality of service" and "help us improve our business."

Registration

Registration

Registration is only possible via

www.vl-e.nl/CreatingValue

You can register up to 4 weeks in advance. Late registrations (Less than 4 weeks before the event) need to be verified with the booking office by phone, see below. Parts of this Course will be in Dutch.

Price

This Executive Course is offered at Euro 3,500.00 per attendee. Payment is due before the first day of the course.

More information

For more information you may contact Chantal Schoof at the RSM Erasmus University:
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Mail: cschoof@rsm.nl

Location

This Executive Course will be held at the Triple ACE / World Trade Center Amsterdam
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World Trade Center | Amsterdam

