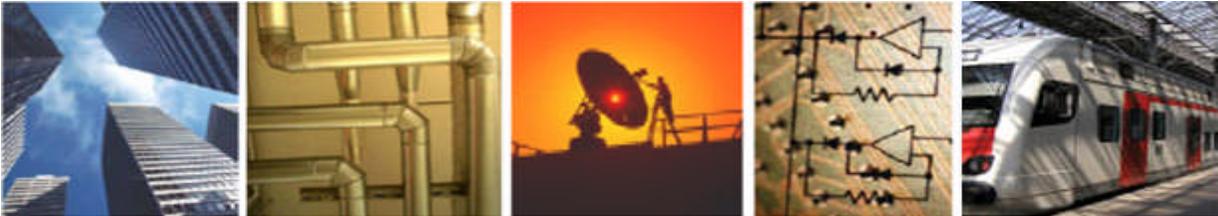# CIO Workshop
On Collaboration and
Interoperability:

Using Productivity
to Fill the Talent Gap

20-21 September 2006
Hotel Amigo, Brussels

Hosted by:
Farkas Berkowitz & Company
Bentley Systems, Inc.

Overview

This is the second invitation-only CIO Workshop on Collaboration and Interoperability. This year there is a special focus on IT solutions and business processes that can drive productivity. Specifically sought are approaches that counter the limited availability of mission critical skills, or talent gap, which is becoming a critical business issue spanning the engineering and construction industries.

The Workshop begins in Brussels on the afternoon of 20 September with a plenary session bringing CEOs of key software vendors together with prominent CIOs, to share views on the disconnects between Enterprise Systems that cause so much lost time and duplication of effort.

The plenary session is followed by a networking reception and dinner. A professional speaker will deliver a provocative and interesting talk from the perspective of an astronaut, and attendees will participate in an informal Q&A session with him.

Following a common kick-off session, Day 2 mounts four interactive breakout sessions led by practicing CIOs and supported by professional facilitators.

The breakouts develop substantial insights into ways a CIO in the AEC Industry can add value. Targeted are operating practices enabling enterprises to function effectively despite the looming talent gap faced by the industry. At the conclusion of each breakout session, attendees reconvene to hear and comment on reports from the individual groups.

Following the conference, presentation materials and breakout session findings will be available to participants.

Participant contact information will also be made available, pursuant to agreement by individual participants.

The Event

Led by CIOs and professionally managed, the Workshop is intimate and highly interactive. Experienced facilitators and a balanced agenda in a high end setting provide a focus and an effective platform for networking and discussion. Those invited to attend can expect concrete results and a stimulating event.

The Expert Advisory Panel

The Workshop is guided by a selected group of experienced CIOs. The Advisory Panel provides insight on the content, format and potential attendees. They also oversee the conduct of the workshop itself, in most cases personally facilitating breakout sessions and participating on panels. 2006 members are:

Björn Paulsson
Head of Track Division
Banverket

John Bailey
Chief Information Officer, Europe
Bechtel

Michel Luypaert
Chief Information Officer
Besix

Andrew Cowell
UK Operations Performance Director
MWH

Andrew Marks
I.T. Director
Parsons Brinckerhoff Limited

Avinash Sandholkar
Chief Information Officer
Larsen & Toubro

Tim Walton
Chief Information Officer
Arup

Anders Thostrup
Chief Information Officer
Shell

Maurice Tayeh
Senior VP and Group CIO
Technip

Hans van Otterloo
Independent Consultant

Programme
Day 1

Panel Meeting (members only)
12:00 – 15:00
Blanton Suite (Presidential)

Plenary Session
15:00 – 17:00
Herge A & B

Challenging the Gaps and Overlaps Between Enterprise Application Suites

Panel: Joel Koppelman, CEO of Primavera representing project management, and Greg Bentley, CEO of Bentley Systems representing engineering solutions, meet with John Bailey, CIO of Bechtel and Tim Walton, CIO of Arup.

Overlapping processes and mismatched or inflexible IT infrastructure components cause lost time, redundant process steps and duplication of effort, frustrating CIOs who seek to deliver integrated services. Vendors strive to develop and offer effective solutions and services, but are faced with conflicting realities as they strive to meet user needs.

This panel considers ideal solutions and pragmatic steps forward in a point and counterpoint discussion between vendors and users. Questions, comments and shared experiences from the floor add breadth and immediacy to the discussion.

Dinner
19:00 – 20:00
Ambassador's Room

Following a networking and personal business break, participants convene and continue discussions over dinner.

After Dinner Speaker
20:00 – 21:00
Ambassador's Room

Astronaut and professional speaker Patrick Baudry brings to the proceedings a perspective that meshes well with the theme of the conference. An aeronautical engineer, his experiences as a fighter pilot, test pilot, and ultimately astronaut and space program advisor, lend themselves to an interesting and entertaining talk touching on the challenges we face and choices we make in sustaining advanced technical programs.

Open Bar
21:00 – 22:00
Hotel Amigo Lounge

Participants end the evening with an opportunity to network and reflect on the events of the day.

Programme
Day 2

Plenary Session Demands, Delivery and Possibilities in Global Resource Management
Led by Charles Rowney, Farkas Berkowitz & Company

8:00 – 9:00: Herge A & B

It is now generally acknowledged that labor availability and skill requirements in technical fields are becoming significantly mismatched. Migration of labor to other fields and locations is leaving traditional skills providers unable to meet industrial needs. This will drive demands for compensating productivity solutions in the industry over the next decade. Global trends shaping the gaps and connections between service capability, technical infrastructure, and sector demands are explored, and participant experiences shared, to provide a foundation for the targeted sessions that follow.

Breakout Sessions

Based on their needs and interests, participants attend one of the two interactive breakout groups. Reconvening before lunch, each group reports outcomes of their session.

Breakout 1:
9:15 – 10:45, Horta Room

Interoperability in the E&C Supply Chain
**Led by Avinash Sankholkar, Larsen & Toubro Limited
& John Bailey, Bechtel**

A proven model for managing all elements of a supply chain linked to the engineering design and construction process is discussed. Wider notions and solutions are then developed based on experiences gleaned from the participant discussions. Viable and problematic solutions to the issue of life-cycle collaboration and interoperability, along with associated benefits and organizational impacts, are elicited from the group.

Breakout 2:
9:15 – 10:45, Van de Velde Room

Productivity vs. Staffing – A Changing Balance
**Led by Andrew Marks, Parsons Brinkerhoff
and Michel Luypaert, Besix**

A summary of emerging next generation practices in engineering, including concurrent engineering and n-dimensional engineering kicks off this session. The group is then guided to systematically explore how these sweeping developments in engineering practices will challenge their infrastructure, deployment, and management processes as they provide solutions and enhance production.

Programme
Day 2

Breakout Report Prep (Blanton Suite)/
Morning Break (Herge A & B Foyer)
10:45 – 11:00

Report back from Breakouts
11:00 – 11:30
Herge A & B

Lunch
11:30 – 12:45
Restaurant Bocconi

Afternoon Keynote
12:45 – 13:15
Herge A & B

Engaging Academia – a Long Term View with Immediate Gains
Led by Mike Williams, Parsons Brinckerhoff

The immediacy of rapid technical change and volatile market demands commonly lead real world practitioners to overlook the enormous potential afforded by strategic relationships with universities and research institutions. Experiences with two institutions boasting leading edge advanced IT and IM expertise provide a compelling illustration of the fact that such relationships can deliver solid business results in the short term, and may help position firms to surmount problems still on the horizon. Participants in this session share experiences, and consider the various ways that this largely untapped resource can be mobilized to good effect.

Breakout 1:
13:15 – 14:45 Horta Room

Performance Indicators and Process Enhancement
Led by Andrew Marks, Parsons Brinckerhoff
and Michel Luypaert, Besix

This session develops key performance indicators that can be used to measure performance in terms that identify opportunities for collaboration to offset skill gap impacts. A set of candidate key performance indicators developed before the session are shared at its outset to spark discussion. The facilitator then works with the group to refine this list and establish a ranking of KPIs by significance and potential utility.

Breakout 2:
13:15 – 14:45 Van de Velde Room

Work Packaging as a Productivity Driver

Led by Andrew Cowell, MWH
and John Bailey, Bechtel

Substantial benefits arise from careful consideration of work packaging and interface management, expressed in a reduction of unproductive process steps, reduced barriers to communications and minimized redundancy. This session shares examples from both the moderators and participants of practices that CIOs can implement to aid in enhancing enterprise efficiency.

Plenary Session Breakout/ PM Break
14:45 – 15:00
Herge A & B Foyer

Report Back from Breakouts
15:00 – 15:30
Herge A & B

Closing Session
15:30 – 16:30
Herge A & B

Global Operations – Communicating the Case for Change

Led by Michel Luypaert, Besix
and Tim Walton, Arup

The entire group will come together and discuss the need for decisions based on comprehensive attention to and communication of organizational value. By exploring the broader elements of enterprise impact and value added, and ways of communicating these things in terms accessible to non-IT executives, this session adds to the ability of the CIO to successfully make the case for investments in their mandated areas of responsibility.

16:30
Departures