

# 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 Luybaert, 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 Luybaert, 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.

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**16:30  
Departures**