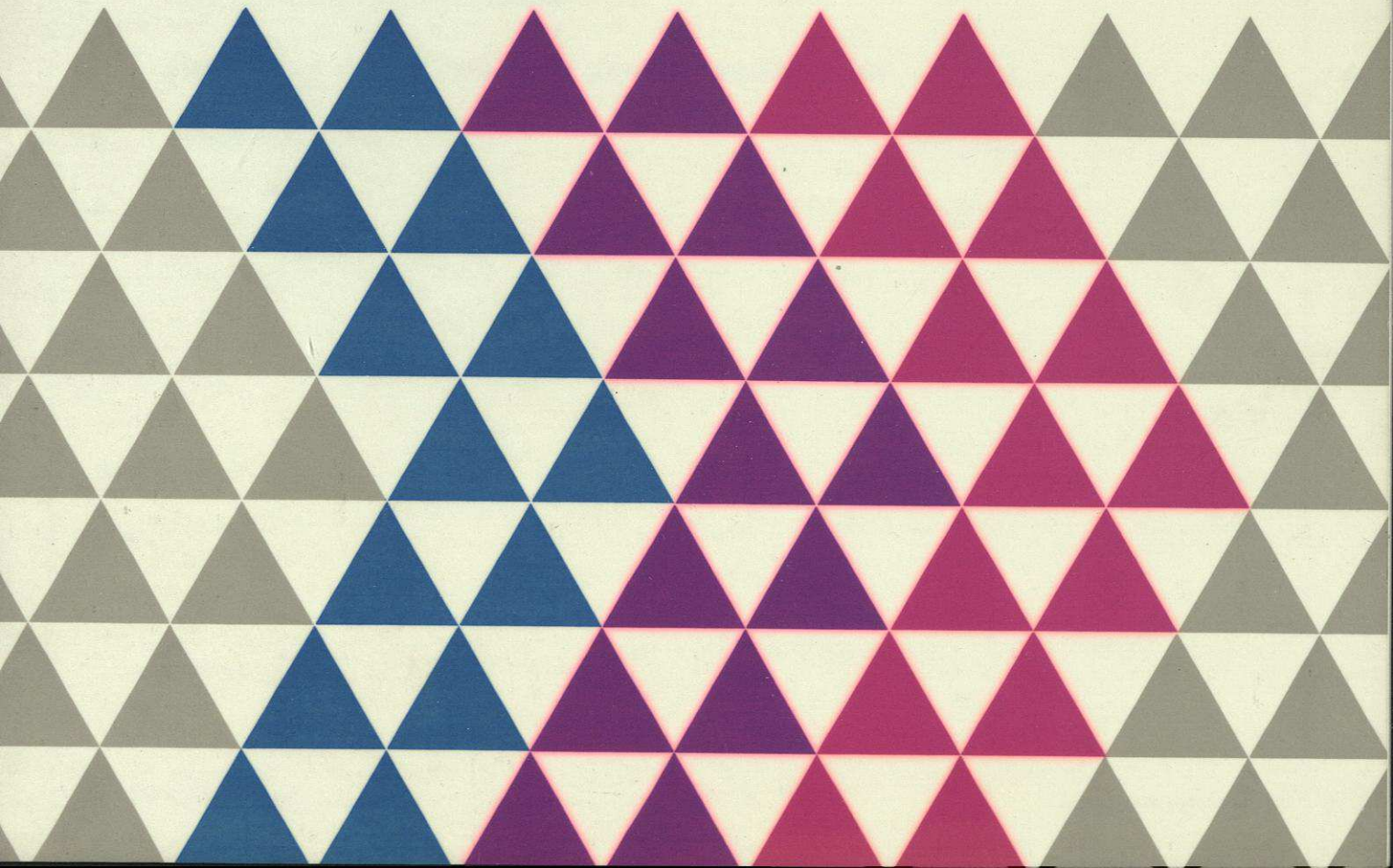


UK/Benelux Joint National
Conference Programme

BUTLER COX
FOUNDATION

Problem Management in a Multivendor Environment
Moat House International, Stratford-upon-Avon
11-13 June 1989



Problem Management in a Multivendor Environment

Stratford-upon-Avon

11-13 June 1989

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Problem Management in a Multivendor Environment

The conference theme

We all recognise that 'shopping around' to mix and match hardware and software components can often bring business benefits. Using more than one vendor within a single architecture can increase buying power, decrease commercial risk, raise vendor motivation and service, and allow more rapid access to technical developments and new products. Going a step further and using more than one architecture can improve the 'fit' between business requirements and system solutions.

But these two steps have corresponding drawbacks. Having multiple vendors means that there are many sets of vendor relationships to manage, with the risk that close working relationships between vendor and user may be undermined. It also creates the problem of identifying the exact cause of errors and breakdowns and of allocating responsibility for their correction. Having multiple architectures creates the need for a wider range of skills, and leads to the problems of complexity, incompatibility, and inflexibility.

Many Foundation members find themselves with a multivendor environment by default. It has just grown in response to *ad hoc* user demands, technical problems, and market opportunities. A few Foundation members may find themselves with a multivendor environment by design, seeing this as a good compromise between variety, functionality, and control. However they got there, they will all experience common problems arising from multiple vendors or architectures. The management of these problems is the theme for this year's conference in Stratford-upon-Avon.

Sub-themes

From preliminary research, we have discovered that Foundation members are particularly interested in four aspects of the main theme. These are:

— *Business context*

A multivendor environment is only a means to an end — delivering IT services to users throughout the organisation. How can the delivery mechanism be made transparent to the users? Is it sensible to restrict the range of products and services in order to achieve a more stable environment and a more controllable set of supplier relationships?

— *Technical architecture*

Two sets of forces influence the technical architecture. Internally, user requirements and technical options determine the most flexible and cost-effective combination of hardware, software, and services. Externally, industry-wide developments in networking and data exchange are constraining the way enterprises do business. What kinds of technical problems have arisen and how have organisations resolved them?

— *Organisational issues*

What kinds of support do users need? Who should provide it and how should the user-support function be fitted into the organisation structure? What new skills and attitudes are required? How do you develop and retain the specialist staff needed to support multiple architectures?

— *Software and standards*

Developments in standards hold out the promise that different pieces of hardware, operating software, data management software, development tools, and applications software will eventually work easily together, and so make a multivendor environment a practical reality. But are standards a comfort or a curse? Are they leading to low-priced commodity products or to high-cost chaos? How do you manage the variety? How can databases and applications software be made independent of the changing development and operational environments?

The conference programme

In designing the conference programme, we have put a heavy emphasis on contributions from Foundation members themselves. This is a working conference rather than one just for sitting and listening. The programme therefore contains not only formal presentations from speakers who are practising IT directors, systems managers, and expert consultants, but also syndicate discussion sessions, with a choice of four groups, each considering one of the four sub-themes, and with a Foundation member as moderator for each group. There will also be a plenary session at which the moderators will report on their group's findings and, together with the speakers, respond to members' questions. At the end of the conference, a leading practitioner will summarise the findings and draw out the main messages of the conference.

Syndicate discussion groups

There will be four separate discussion groups on Monday afternoon, one for each of the sub-themes. Delegates are free to join whichever group is most relevant to their interests, and to move between groups. However, it would help us to plan the accommodation if you would indicate on the registration form the group you are most likely to join.

We have invited a Foundation member to act as the moderator for each group. He will prepare a list of discussion points and guide the session. He will also prepare a short summary of the group's findings and present this at the plenary session on Tuesday morning. The group moderators will be:

- Business context: John Chilcott, British Gas.
- Technical architecture: John Handby, The Post Office.
- Organisational issues: Reen van Marion, Ahold.
- Software and standards: Chris Mellor, Unisys.

Who should attend

This is a conference for IT directors and systems managers who need to balance the systems benefits of multivendor or multi-architecture environments against the business risks. It will also appeal to technical and data-centre managers responsible for delivering services, and to development managers concerned with developing new applications and managing software support.

The conference is designed to provide an up-to-date, practical set of guidelines that can be applied by working managers to improve their department's service and their organisation's effectiveness.

The conference agenda

Sunday 11 June

1900-2030 Conference reception
Dinner

Monday 12 June

| | | |
|-----------|--|--|
| 0830-0900 | Introduction: Living with multivendor environments | Edward Vulliamy Butler Cox |
| 0900-0945 | Giving shareholders value from multivendor environments | Ron Price Midland Group |
| 0945-1015 | Coffee | |
| 1015-1100 | Surviving with a multivendor network | Graham Brown J P Morgan |
| 1100-1145 | Providing transparent services for office users | Donald Isherwood Century Oils |
| 1145-1230 | Using standards to maximise software flexibility and user effectiveness | Fred Peeters European Space Agency |
| 1230-1400 | Lunch | |
| 1400-1445 | Integrating a multivendor environment | Stuart Rangeley-Wilson IBM United Kingdom |
| 1445-1530 | Maintaining a philosophy of vendor independence | Paul Clark Electronic Data Systems |
| 1530-1615 | Information asset management | Dan Appleton Dacom Inc. |
| 1615-1700 | Tea | |
| 1700-1900 | Syndicate groups | |
| 1930 | Dinner | |

The conference agenda

Tuesday 13 June

| | | |
|-----------|--|-------------------------------------|
| 0830-1000 | Plenary session | |
| 1000-1030 | Coffee | |
| 1030-1130 | Standard products for a multivendor environment | Henning Oldenburg OSF Europe |
| 1130-1230 | Managing service delivery | Derek Seddon ICI |
| 1230-1400 | Lunch | |
| 1400-1500 | Exploiting business opportunities through IT networks | Max Black Amersham International |
| 1500-1545 | Summary of main messages | Steve Matheson Inland Revenue |
| 1545-1600 | Conclusion and close | Tony Brewer Butler Cox |

Monday 12 June: 0830-0900

Introduction: Living with multivendor environments
Edward Vulliamy Butler Cox



This conference is about multivendor environments and managing the problems that arise once they are in place. In this introductory session, Edward Vulliamy will contend that, if you design and implement the environment well, the subsequent management problems will be fewer and easier to handle. He will use six case histories of multivendor environments to highlight the issues

involved, and to set the scene for the subsequent presentations.

Edward Vulliamy is a principal consultant with Butler Cox, specialising in strategic studies in the use of information technology. After graduating from Cambridge University and serving in the Royal Signals, he worked with ICL, Logica, PA Management Consultants, and Unilever before joining Butler Cox in 1984. His experience covers both computing and telecommunications, and he has worked extensively in the financial services industry. In addition to his consulting activities, he also manages the City Forum within the Butler Cox Foundation.

Monday 12 June: 0900-0945

Giving shareholders value from multivendor environments
Ron Price Midland Group



In 1987, Midland Bank began an aggressive programme for increasing the value that Midland shareholders receive from information technology. One of the barriers to the success of this programme was the wide variety of both software and hardware that was in use. The impact of this multivendor environment, from a Group perspective, had not been considered or

fully understood. The current group strategy aims to save Midland over £200 million within seven years.

In this presentation, Ron Price, Group Director of Information Technology for the Midland Group, will describe the strategy — how they have planned to achieve such savings, progress to date, the major issues to be faced, the lessons to be learned, and the part that the business plays in ensuring that it gets value for money. In addition, he will describe how Midland Bank is changing the whole basis for the provision and management of IT services.

Ron Price is responsible for all aspects of IT throughout Midland, reporting to the Chief Executive for Group Operations. He joined Midland in 1984 as Head of Group Systems and became Director of Group Operations before assuming his current role.

Monday 12 June: 1015-1100

Surviving with a multivendor network

Graham Brown J P Morgan



In this session, Graham Brown will explore the issues relating to multivendor network management. He will look at the way in which information flows may be integrated, the current state of the market, and possible strategic and tactical trends.

He will argue that the keys to improving performance in network management are:

to manage more actively, resolving faults before they impact the user, and to automate where possible, so reducing the level of human intervention necessary to maintain services in the network.

Graham Brown originally trained as an electronics engineer in the Royal Navy. After moving into management services, he joined J P Morgan in 1974. He entered the communications field in 1978 and has been involved in the massive expansion of this function over the past decade. He is currently responsible for the London International Network Centre, which provides network-based services for the bank in the European time zone, and voice and messaging services worldwide. He holds an MBA in banking and finance from the City University Business School.

Monday 12 June: 1100-1145

Providing transparent services for office users

Donald Isherwood Century Oils



In this year's Recognition of Information Technology Achievements (RITA) Awards, Century Oils gained joint second place in the category 'Best use of IT for competitive advantage' for its widespread and effective use of computer networks.

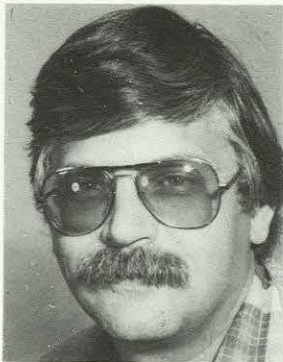
In this session, Donald Isherwood will discuss the organisational issues that arise from the company's innovative use of computer networks. Using examples from the wide variety of services provided, he will explain how the technical features of the networks have been made transparent to the users, how user support is organised, and how the skills have been provided that are needed to support the service.

Donald Isherwood is Director, Group Management Services, at Century Oils, with worldwide executive responsibility for group computer services, training, personnel, and safety. He began his career as a sales representative and, from 1956 to 1967, he was employed by Burroughs in a variety of roles. From 1967 to 1974, he was with Peat, Marwick, Mitchell as a management consultant specialising in on-line assignments.

Monday 12 June: 1145-1230

Using standards to maximise software flexibility and user effectiveness

Fred Peeters European Space Agency



The European Space Agency (ESA) specifies and designs software but does not build it — all programming work is contracted out. The hardware policy is based on IBM architecture (for both mainframes and personal computers), although there are multiple computer environments which also include equipment from Siemens, Digital, and Sun. In order to ensure

communication between applications in this environment, ESA has developed strong, three-level standards for application software. These standards embrace both mainframe and microcomputer environments.

In this session, Fred Peeters will emphasise the significance of these standards and describe how flexibility has been achieved and how it has led to the interchangeability of both products and staff. He will also emphasise the significance of these decisions, since the standards established at ESA almost invariably become the *de facto* standards for the European space industry.

Fred Peeters is based at the European Space Research and Technology Centre at Noordwijk in the Netherlands. In his present post, he is responsible for specifying the software standards for ESA administrative systems. He has worked in the software industry for a variety of commercial organisations in the United States. This followed his time at the University of California, Los Angeles, where he was awarded one of the first degrees in computer science.

Monday 12 June: 1400-1445

Integrating a multivendor environment

Stuart Rangeley-Wilson IBM United Kingdom



IBM United Kingdom is a relative newcomer to the business of providing bespoke multivendor solutions to meet customers' needs. However, it is now in the business of managing the assembly and installation of industrial systems that include not only IT components but also transport, storage, and production facilities from a variety of suppliers.

In this session, Stuart Rangeley-Wilson will review IBM's experience since entering this field. He will also describe IBM's expectations, compare them with what has actually happened, and suggest a possible direction for future developments. Delegates can take comfort from IBM's experience. They will learn that not even IBM has managed to avoid the difficulties and pitfalls of this environment!

Stuart Rangeley-Wilson joined IBM in 1966. During his time with the company, he has been both a technical manager and a sales manager. He has also managed branch offices in the west Midlands and in the City. Since 1987, he has been responsible for introducing IBM's 'System Integration' services in the United Kingdom.

Monday 12 June: 1445-1530

Maintaining a philosophy of vendor independence

Paul Clark Electronic Data Systems



Electronic Data Systems (EDS) is the information processing subsidiary of General Motors, providing third-party information services to GM and other companies. EDS is the largest single customer of leading data processing equipment suppliers, including IBM and Digital. Its annual equipment expenditure is over \$1 billion. EDS maintains a policy of vendor

independence. Paul Clark will describe the rationale behind this philosophy. In particular, he will comment on:

- The decision factors upon which the business philosophy is based.
- The overhead of supporting multivendor environments, in terms of staff resources and skills.
- The organisational and management consequences.
- Some factors to consider in judging when and whether a multivendor policy is appropriate.

Paul Clark is Director of Technical Operations for EDS in the United Kingdom. His responsibility includes the operation of two information processing centres at Woking and Luton, supporting a range of applications and customers within GM and externally. This facility is part of an integrated worldwide network of information processing centres operated by EDS.

Monday 12 June: 1530-1615

Information asset management

Dan Appleton Dacom Inc.



In this session Dan Appleton will discuss the sociological and technological issues relating to the management of information as a true enterprise asset. He will relate his presentation to the manufacturing industry, where modernisation of information management is crucial to business survival. He will cite examples from his experience in formulating many

information resource management and computer-integrated manufacturing programmes. These include:

- The US Department of Defense Computer-aided Acquisition and Logistic Support (CALs) initiative, and
- The US Air Force Integrated Computer-aided Manufacturing (ICAM) program.

Dan Appleton is chairman and chief executive of D Appleton Company, Inc. (Dacom). He specialises in industrial modernisation and data resource management.

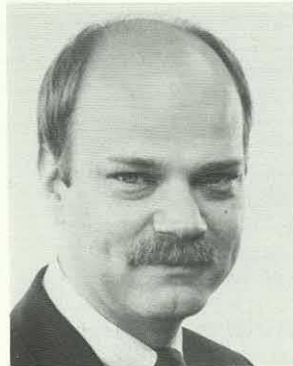
He has published numerous technical papers and articles, and is the most published author in Datamation magazine. He gave a most interesting presentation to the Foundation International Conference at Venice in 1980, and we are very pleased to welcome him back again this year.

Dan Appleton received a BA in political science from the University of California, Berkeley and an MBA from American University in Washington, DC.

Tuesday 13 June: 1030-1130

Standard products for a multivendor environment

Henning Oldenburg OSF, Europe



In this session, Henning Oldenburg will discuss how the Open Software Foundation (OSF) addresses the critical issues of protecting users' investment in applications, and end-user training and acceptance. OSF is an international organisation dedicated to the delivery of an open, portable software environment to which users and vendors have an equal input. It is the industry's

first member-sponsored research and development organisation aimed at achieving worldwide acceptance of a single standard for Unix-based systems.

The goal is to make it easier for users to mix and match software from different suppliers by creating a vendor-neutral architecture.

In his presentation, Henning Oldenburg will introduce OSF and will report on the 'Open Process' — the industry-wide decision and development process, and on OSF/Motif — the graphical user interface for open systems.

Henning Oldenburg is Director, European Operations, with OSF. After an apprenticeship with Siemens, he worked as a sales representative with Rank Xerox in Berlin. In 1975, he joined Nixdorf Computer, moving to the United States in 1984 to become the first Nixdorf branch manager in New York. He was subsequently head of the US Retail Division, and then returned to Europe as Nixdorf's Sales Manager, CIM. He joined OSF in 1988.

Tuesday 13 June: 1130-1230

Managing service delivery

Derek Seddon ICI



In 1985, ICI launched an Electronic Document Transfer (EDT) service, linking its senior management in international businesses, territories, and functions around the world. This service guarantees fidelity of revisable text documents transferred between author and recipients. The service has grown to over 6,500 users in 40 countries, with more than 50,000 document

transfers per month between 80 offices, and is still growing.

The operation of such a global service around the clock has introduced new operating challenges in service management. The major challenge has been the management of user expectations of this high-profile service. Major problems have been the education and support of geographically dispersed users from different cultures, and the management of distributed operations in a devolved matrix-style organisation. The lesson from EDT is familiar to the service industry — namely, that 'people' issues are paramount.

Derek Seddon is Director of Information Technology for ICI. He has spent 20 years with the company, mainly in commercial areas such as marketing, sales, and distribution management. He was appointed to his present post in 1982, with no previous experience of information technology, in order to bring a business perspective to the function.

Tuesday 13 June: 1400-1500

Exploiting business opportunities through IT networks

Max Black Amersham International



Amersham International is a high-technology company manufacturing and selling specialised products for use in medical diagnosis, life-science research, and industrial applications. The group markets and distributes over 2,000 products to 150 companies around the world. Many of the products are volatile, with a short half-life, and deliveries have to be coordinated across different

continents. As a result, Amersham has designed a sophisticated worldwide data communication and computing network. This network has been developed over the past five years and has involved linking IBM, Siemens, and Nixdorf machines in overseas subsidiaries with HP and ICL processors in the United Kingdom.

In this presentation, Max Black explores the business issues such as product characteristics, customer requirements, and increasing competition, that led to the development of the network. He will also explain the approach taken to manage it, and the standards employed to ensure its success.

Max Black is Manager of Business Information Services for Amersham International. He spent the first 10 years of his career as an engineer in the Ministry of Defence before switching to information technology in 1979. After periods with ADP Network Services and Aramco, he joined Amersham International in 1983.

Tuesday 13 June: 1500-1545

Summary of main messages

Steve Matheson Inland Revenue



In this final session, Steve Matheson will review the conference presentations and the syndicate discussions, to draw some practical conclusions about problem management in a multivendor environment that delegates can apply when they return to their own organisations.

Steve Matheson is Director of Information Technology for the Inland Revenue. In

this role, he is responsible for computing, telecommunications, and office equipment, with a permanent staff of 2,500 supported by 150 external staff.

He entered the Inland Revenue as an Inspector of Taxes in 1961. From 1975 to 1976, he was Private Secretary to the then Chancellor of the Exchequer, Denis Healey, and from 1977 to 1984, he was project manager for the successful computerisation of the PAYE tax system, which involved the creation of 11 computer centres and the installation of 35,000 computer terminals.

Syndicate Group Moderators

Business context

John Chilcott, British Gas

John Chilcott is HQ Director of Management Services for British Gas. As a member of the Information Technology Directorate, he is involved in a number of strategic studies on IT policy in British Gas.

Technical architecture

John Handby, The Post Office

John Handby is Director of Information Technology for The Post Office. He was appointed three years ago to lead a major investment in technology to underpin services offered to the public. This has resulted in the development of an advanced infrastructure based on IBM, Tandem, and Unix architectures.

Organisational issues

Reen van Marion, Ahold

Reen van Marion has been Vice President, Information Systems and Technology with Ahold since 1981. He promotes, assists in planning, and monitors the strategic use of IS&T in over 10 Ahold subsidiaries in the Netherlands and abroad.

Software and standards

Chris Mellor, Unisys

Chris Mellor is Senior Unix Marketing Manager with Unisys. Previously, he was responsible for Ultrix marketing in Europe with the Digital Equipment Corporation.

Venue and accommodation expenses

The venue for the conference this year is the Moat House International Hotel at Stratford-upon-Avon. This hotel has recently been refurbished and now provides excellent accommodation and conference facilities. The special conference package comprises accommodation for two nights (Sunday 11 June and Monday 12 June), and all meals from dinner on Sunday to lunch on Tuesday. The first session starts at 8.30 am on Monday, so we hope that all delegates will join us for the reception and dinner on Sunday evening.

The cost of the package is £205 for a delegate occupying a single room. For two delegates sharing a room, the cost is £170 each. We expect delegates to pay this amount, together with any personal expenses, direct to the hotel at the end of the conference.

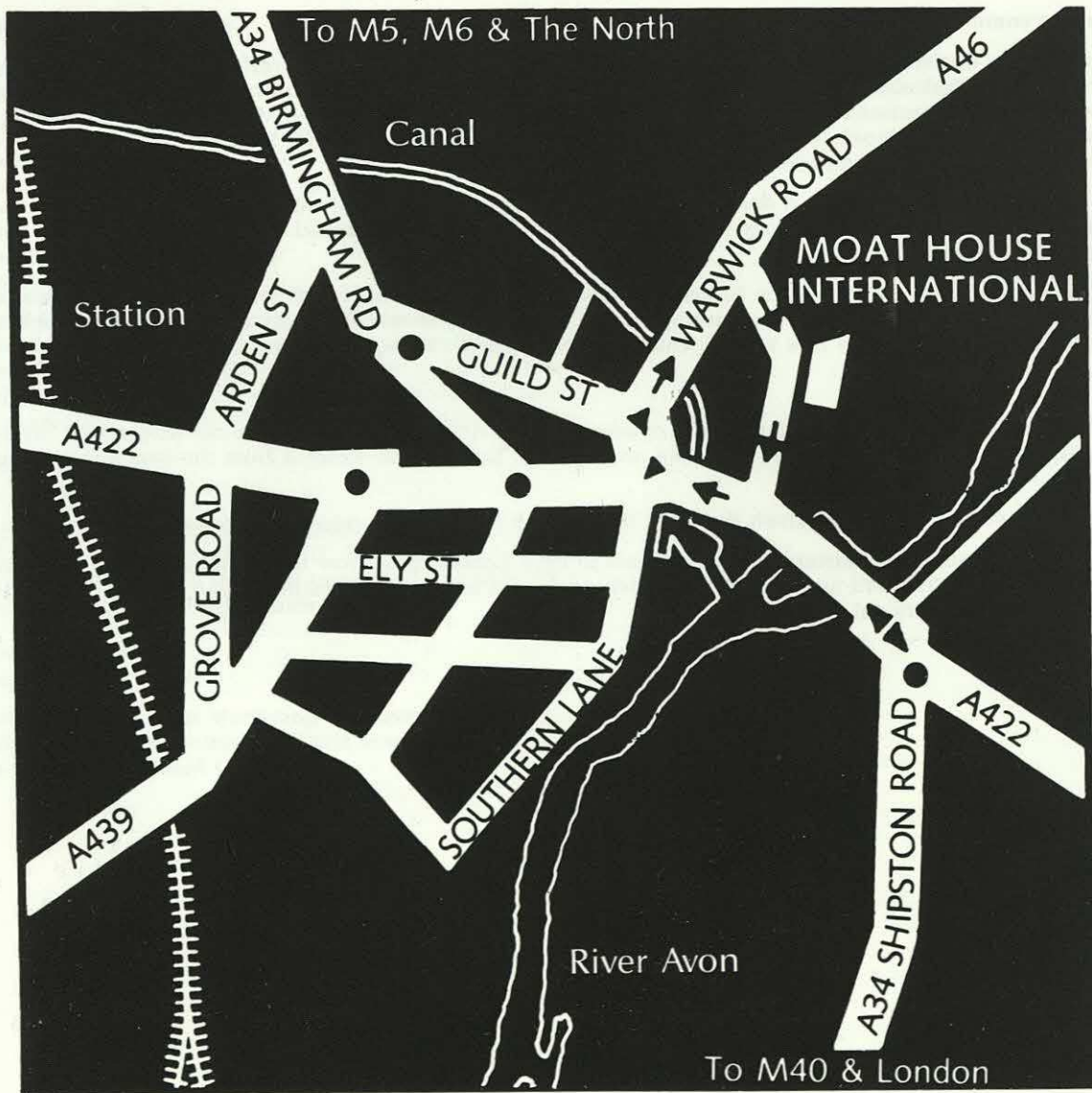
To derive full benefit not only from the formal sessions but also from contact with the other delegates, we urge all delegates to stay in residence for the duration of the conference. However, if any delegate can attend only on a non-residential basis, the daily rate is £25, which covers morning coffee, lunch, and afternoon tea.

Travel

The Moat House International Hotel is situated, overlooking the river Avon, adjacent to the bridge that carries the A422 and the A34 into the town centre (see map on page 14). Entry to the hotel is from the one-way circulatory system.

Stratford-upon-Avon is served by British Rail, and the journey time from London is approximately two hours.

There are direct flights from Amsterdam and Brussels to both London Heathrow and Birmingham International airports. Driving time to Stratford-upon-Avon is approximately two hours from Heathrow, and around 30 minutes from Birmingham International.



1989 UK Foundation main events

- January 25 (pm)** **Management Briefing:**
Preparing for a New Role for the IS Manager — Dick Dooley
- March 7 (pm)** **Management Briefing:**
Dr Jim Maxmin, Chief Executive
Thorn Home Electronics International
- March 30** **A Day with Peter Keen**
- April 25 (pm)** **Management Briefing:**
Quality Management in Application Development
Neil Irwin, ICL and Mike Collin, independent consultant
- May 10 – 19** **US Study Tour (Boston and San Francisco)**
- June 11 – 13** **UK Conference (Stratford-upon-Avon)**
Problem Management in a Multivendor Environment
- July 12 (pm)** **Management Briefing**
- September 14 (am)** **Management Briefing:**
Professor J Weizenbaum
- October 15 – 17** **International Conference, Cannes**
1990: A New Decade for Information Management
- November 28** **Management Briefing**

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