

**White Paper**

Harnessing the Benefits of the Cloud to Thrive in the New World Economic Landscape

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In 1989 Francis Fukuyama, a political science professor from John Hopkins University, wrote a seminal piece called "The End of History."

The article identified the fall of the Soviet Union and the symbolic fall of the Berlin Wall as the trigger events for a massive transformation of global economic and political models where all nations in the world were going, over time, to adopt common models, for both the economy and public policy.

The New Leadership Doctrine – A Collaborative and Process-oriented Culture

While some of his predictions may have been correct, the global economic and political events of the past years have challenged many of his hypotheses; the financial turmoil of recent weeks is a clear and unequivocal proof that, in the first few years of the 21st century, the world is changing beyond recognition. We live in a far more complex world, one which is globally interdependent and massively interconnected, where strategic decisions in business and public administrations are based on instant knowledge and real-time collective expertise. There is a new leadership doctrine, one which is no longer based on traditional command and control models, but much closer aligned to the collaborative and process-oriented culture that we are beginning to see with the emergence of the next step in the evolution of the Web: the Cloud.

Every executive management team is facing a similar set of questions as they enter 2009. They are all asking "How can we plan investments and operational activities when the risk assessment tools are no longer able

to react fast enough to the triggering signals?" In many cases they are also asking "What triggering signals should we be measuring?" Lastly, as in the precipitous changes in the financial industry "What business are we really in?"

The Information Value Chain

"Everyone within a value-chain has the information and the opportunity to innovate and create greater stake holder value at all times; continuously."

The result of this trend: the growing realization in business that everyone within a value-chain has the information and the opportunity to innovate and create greater stake holder value at all times; continuously. All this, while senior management is attempting to harness the innovation of all teams and enable it across the multiple playing chessboards within the companies they lead, as well as the companies they strongly influence and across those companies which strongly influence and direct them.

The inference therefore is that a business and its leadership need to be able to harness this innovation, whether inside the walls of the business, or outside its walls, without losing visibility, compliance and governance. In short, without losing "CONTROL".

In essence, every knowledge worker within a specific value chain, can and will influence the way a process is carried out. Why? Because he or she can best assess from his or her vantage point how actions can improve outcomes, how he can react to customer needs before the customer knows they have a need. Or in other words how each of the knowledge workers can improve the productivity of their "enterprise", be that within their own organization or throughout the extended value chain.

All knowledge workers, including all levels of management, should be able to make decisions based on developments taking place in real-time and with the knowledge of the changes in processes which have taken place in the value chain they belong to, as well as any complex set of events which may alter the existing decision making model.

However, the huge challenge as they make these decisions, is their ability to know which ad-hoc information they need in real time, and their ability to swiftly modify their processes and measure the impact of the changes - on the fly.

Business leaders of today, tend to rely on information systems which have been built in the last 20 years as robust, reliable engines, based on transaction-driven models with limited ability to rapidly change processes and react to events without significant use of time and resources. As the pace of change is accelerating, business leaders want to continue to rely on robust and "industrial-strength" engines, but they absolutely need to be able to drive change more rapidly and at lower cost.

While the Web has dramatically transformed the way that individuals can interact with one another, either casually using online tools such as Facebook and Webex; or with consumer-oriented transaction models such as Amazon and eBay; the vast majority of global companies still rely

on software from an era where change, adaptability and openness were not important drivers.

With their three letter acronyms, the software industry has divided and conquered over the last 20 years. The complexity of processes has become immense with software infrastructure attempting to do ERP (Enterprise Resource Planning), SCM (Supply Chain Management), CRM (Customer Relationship Management), HRM (Human Resources Management), PLM (Product Lifecycle Management), MRO (Maintenance, Repair and Operations), MES (Manufacturing Execution Systems), and the reality is that these application infrastructures run global companies and governmental organizations alike.

As the world business leaders strive to deal with continuous market change (brought into sharp focus with the events of 2008), fast pace of regulation and industry consolidation through acquisitions, they need solutions that enable changes on the fly, enabling changes to their core applications one second before the change in process occurs.

Enabling Changes on the Fly

"Information needs to be aggregated and provided in real-time, to turn passive management information into living, proactive information that the business operations can respond to automatically – changing the business based on what's really happening."

In order to make these decisions, key management information needs to be aggregated and provided in real-time, to turn passive management information into living, proactive information that the business operations can respond to automatically – changing the business based on what's really happening. Needless to say these Key Performance Indicators are invariably a completely new set of metrics that hadn't been set when the systems were originally deployed, particularly as they extend across a much wider and open process chain than the enterprise itself. Furthermore, they know that the metrics which will be needed tomorrow are likely to be different to the ones in use today.

Business leaders make strategy and organizational decisions, then turn to their CIOs with a seemingly impossible task: help us change faster, adapt on the fly, integrate visibility and control and reduce expenditure dramatically. In so doing, CEOs and COOs are also embarking on their own journey of discovery: they often really cannot give their CIOs effective directions, as the way they have governed their enterprises has been along the axes of functional or divisional resource allocations.

Today, business leaders need a process-oriented view of their businesses, one which allows them to model continuously as changes appear on the horizon and then to execute those changes across the extended value chain, once they have taken the decision for change.

The CLOUD is now a common topic of discussion among technologists. As computers and storage move from Enterprises premises to virtual data centers which are provisioned dynamically to be able to run applications where and how they need to be evoked, the need for a Process Oriented CLOUD is beginning to emerge.

As businesses increasingly run in a collaborative model – their sales, distribution, innovation, financial, logistics, talent and manufacturing processes will be based on infrastructure which exists in a virtual context. They will need to connect their applications and data to others through very heterogeneous structured and non-structured environments.

This is what Cordys has already developed and delivered for many global enterprises.

The Cloud is a Virtual Meeting Place

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The CLOUD is a virtual meeting place, not only for individuals, but also for processes that require rapid online connections to other processes without invasive techniques. It is a place where business people can iteratively describe what issues they are tackling and speak a common language with their IT counterparts in a setting which can deliver the constant innovation, without having to wait for complex and slow development techniques.

Cordys delivers today, through its Business Operations Platform, the enabler for business communities and technology communities to rapidly address together the creation, modification and innovation of all business processes across any existing application platform inside the Enterprise or shared across multiple businesses.

Cordys is the Business Operating System of the Cloud.

Cordys makes the CLOUD a reality today.

For further information about Cordys, please contact us on +44 (0) 19322 68480 or visit our website www.cordys.com

Cordys is a global provider of software for business process innovation. The industry-leading Cordys Business Operations Platform (BOP) consists of a complete Suite for next generation Business Process Management (BPMS), Business Activity Monitoring (BAM) and an open, integrated set of Tools & Technologies including Composite Application framework (CAF), Master Data Management (MDM) and a SOA Grid. The Cordys platform empowers customers to dramatically improve the speed of change, fundamentally altering the way they innovate their Business Operations to achieve a true customer-centric philosophy. Global 2000 companies worldwide have selected Cordys to achieve business performance improvements such as increased productivity, reduced time to market, higher security and faster response to ever-changing market demands. Headquartered in the Netherlands, Cordys is a global company with offices in the USA, the UK, Germany, China, India and Israel.

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