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Meeting Statistics

- **60 organizations representing finance, manufacturing, telecommunications and government**
- **100 attendees**
- **31 working sessions covering areas such as DCE, security, interoperability and systems management.**

Next Meeting

September 22 - 26, 1997

Boston, USA

Unravelling the Complexity of Corporate Systems

Joseph De Feo, President and CEO of The Open Group, opened the June Member Conference with a keenly anticipated address on the future direction of The Open Group, encapsulated as the IT DialTone™.

"Solving today's problems with an eye on the future - Without doubt the IT DialTone is going to be critical to us all, but let's not forget the fundamental problems with today's IT systems that need addressing now!"

Explaining that the IT DialTone™ is going to play an increasingly important role in The Open Group, the IT industry in general, and possibly society as a whole, he went on to explain that commercial reality dictates that The Open Group and its membership maintain a focus on enhancing current IT infrastructure. But while doing so it must help identify a clear migration path to tomorrow's infrastructure - the IT DialTone™.

"I know the problems you face, I've been there myself. While I was at Barclays the existence of key gaps in IT infrastructure posed real threats to the efficiency of our traditional IT systems. As a result, we continually had to reallocate expertise and resources from projects intended to provide new services and real competitive advantage on to other jobs to solve basic infrastructure problems."

He highlighted the need for The Open Group to keep pace with change in the marketplace, in the same way as any other organization, by changing its structure and processes to align with current customer demands. Quoting Denis O'Leary, CIO of Chase Manhattan Bank,

he stated that chip and bandwidth costs may be plummeting but the cost of running platforms continues to rise dramatically.

"Managing the cost of underlying infrastructure by improving basic functionality, while developing a strategy to deliver the IT DialTone™ are the objectives of The Open Group and the benefits of membership."

The most significant infrastructure element in the future is the Internet - both in terms of the public infrastructure and the commercial enterprise using Internet technology. And although it offers unrivaled opportunities, it compounds the problems found in the enterprise. The Internet is an additional technology, with more users and solutions, which extends the boundaries of system management beyond the individual organization. It has also created even greater business management expectations than open systems did. The outstanding need, therefore, is for management, both of the resilience of the underlying infrastructure and of business expectations of what can be delivered and when.

“The IT DialTone™ concept is a really creative way of simplifying something that is inherently very complex.”

Citrix Systems

“I don’t want to have to care about IT; it should just be there.”

ICI

“We need unity, strength and a consistent view and we believe that the IT DialTone™ can achieve all of these.”

Elf Exploration & Production (E&P)

“I hope and expect that the IT DialTone™ will provide the architectural context to allow coordination as we go forward and will help all the industry bodies striving for this to work at a common speed.”

PRC

“The Internet can be viewed as two elements - the Internet with a capital I and the internet with a lowercase i. The Internet refers to the public infrastructure while the internet refers to the underlying technology. If consistency can be introduced to both elements, companies will find it much easier to incorporate the Internet into the enterprise and obtain greater benefits from it.”

The Open Group

The Open Group has a special role to play, based on its past, proven experience in enabling the collaborative process. The challenge for The Open Group is to extend its past work in areas such as UNIX, DCE and X technology; apply it to the new demands of the Internet technologies; and adapt its processes, as necessary.

“We’re coming up with a new definition of open systems in the context of network-centric computing and we’re calling it the IT DialTone™.”

The Internet has already delivered significant benefits and innovative technology and various standards groups have arisen in that arena to try to provide users with firm ground on which to build. The Open Group should not interfere with such initiatives, but rather, seek to facilitate via a collaborative role, adding value in the gaps where it can. However, we need to understand that currently no one is coordinating the development of the Internet - no one!

The IT DialTone™ is a term used to illustrate a ubiquitous, secure and easy-to-use Internet that is as reliable as the telephone.

“Think of the years of effort you [the users] have put into availability, recoverability and resilience - characteristics you expect in your corporate systems. Think what it would be like if that core functionality was in the Internet - this is what we hope to achieve with the IT DialTone™.”

The IT DialTone™ will not only address tomorrow’s IT problems, it will also contribute to providing solutions to today’s challenges. It, therefore, provides an operational structure which will provide members of The Open

Group with REAL value, both in the short and long term.

The IT DialTone™ will enable buyers to improve the value of IT in their companies by reducing the risks of functioning in a multi-supplier environment and by developing an enabling infrastructure for use inside and outside the enterprise.

Explaining why The Open Group is suited to the task of enabling the creation of the IT DialTone™, De Feo explained that it is probably the only organization which has had its processes endorsed in a court of law, which in light of the influence of antitrust law, is very valuable. The Open Group is also a truly multi-constituency organization, representing suppliers, software companies and end-user organizations - a claim which few other consortiums can make.

“What qualifies The Open Group to be addressing these issues? Its 15 years of combined experience in improving the value of corporate IT investment. Value has been the focus and ‘enabling’ is a key word, pushing everybody up the value chain.”

The Customer Response

Alain F. Robert, of ELF Exploration & Production (E&P) and chairman of The Open Group Customer Council, provided a customer response to Joseph De Feo’s announcement of the IT DialTone™.

“The IT industry is currently in a state of turmoil. The advent of the Internet/ Intranet has added further complexity to the enterprise IT infrastructure, which has placed additional pressure on corporate IT departments. Today,

more than ever before, the user community requires a reliable reference point that provides a strong and consistent approach to IT architecture, technology, standards and certification.

"The Open Group is well positioned to provide this reference point and the work it is doing to construct the IT DialTone™ and encourage collaboration between suppliers and buyers is very important if we are to agree on a basic level of functionality, both for heritage technology and the Internet, that will enable us [the users] to implement added value services which provide real competitive advantage."

This positive response to IT DialTone™ is conditional on it producing results and products from system and software vendors that conform to the DialTone™ requirements. While the Internet and Intranet technology are important, so too are heritage systems; in both cases, short-term benefits as well as long-term vision are required. Within the Internet arena, the customers' first priority is Intranet technology and short-term benefits are feasible there.

Alain Robert closed with a list of customer recommendations for The Open Group to consider.

- Create an open systems market model which can be used to drive the direction of The Open Group.
- Concentrate focus on interoperability among customers, sponsors, software developers and products, including DCE.
- Create enabling environments for applications development, integration and deployment, resulting in compliant applications appearing in the marketplace.

- Facilitate coordination of procurement activities among customers to "show the money" to the suppliers, and create collaborative development.
- Achieve technology leadership by delivering software technology that addresses customer needs.

It's the Commerce That Drives

Dr. Richard Sykes, ICI group IS manager, provided a new customer perspective on the work of The Open Group and the IT DialTone™.

He said that his concern is with following value added, in order to achieve a sustainable 20 per cent return on net assets for his organization. If he is spending time on business drivers such as innovation in products, quality of service and productivity of human resources, he has no time to spend worrying about IT infrastructure. ICI has been implementing a group-wide IT framework, where speed of implementation has been of the essence.

For instance, a project to create an integrated global electronic office started 18 months ago, with Lotus Notes at its heart, already has 30,000 users connected—20,000 of them on Lotus Notes. The speed with which the recently acquired divisions of Unilever have been absorbed into the ICI group bears testimony also to the effectiveness of this group framework. However, ICI was experiencing difficulties in extending the reach of its IT to electronic commerce with customers. There are too many incompatibilities, in word processors, spreadsheets and other applications, for which Richard holds Bill Gates and other heroes of IT personally responsible!

Plenary Questions and Answers – Morning Session

Q Larry Poleshuck, Citibank
"I'm not sure I understand the IT DialTone in terms of the levels of technology, protocols and shared objects involved."

A Joseph De Feo, The Open Group
"We have to focus on the essential 'needs to have'. We need to agree with you the common middleware and then establish that architecture and the technology that can populate it. For instance, we may choose two security facilities, in which case we then need to decide how they should interact. We are not trying to create a new infrastructure; we need help in determining how deep or how high we go in infrastructure considerations."

Q Dick Tennent, Boeing
"How can we get other, vertical, standards organizations to accept The Open Group's role?"

A Joseph De Feo, The Open Group
"Well, we're not concerned with object technology or languages but with middleware in its broadest sense. That allows us to be more neutral. It would be ridiculous for us to compete with IETC but we need to ally with them, with influence going both ways."

A Alain Robert, The Open Group Customer Council
"There is competition among standards organizations; we have to face that. The difference with The Open Group is the large customer base; you don't find this strength in many other standards organizations. In addition, we have a good balance of vendors."

Q John Dohm, Deloitte & Touche
"What influence has The Open Group had on technologies?"

Continued on page 4

Plenary Questions and Answers – Morning Session

(Continued from page 3)

A Joseph De Feo, The Open Group
“It has not had as much influence as it should have but there have been successes; UNIX, DCE and the X technologies work and are widely used. There are no guarantees of success with IT DialTone but we have an even chance; and the stakes, and rewards for success are enormously high.”

Plenary Questions and Answers relating to The IT DialTone™ – Afternoon Session

Q Steve Jenkins, JPL
“While I endorse the five necessities you listed, I feel there is one missing. I think you need authentication of a real person, not just something like a credit card number, in the field of medicine for instance.”

A Richard Sykes, ICI
“We didn’t see that when we drew up the list but we did see, for example, that someone dealing with ICI might need to know that the person dealing with the transaction had the relevant authority. I agree with you and will add your suggestion to my list.”

Q Steve Barnes, BT
“How will your company back up its requirements and strategy to meet them with its procurement policy?”

A Richard Sykes, ICI
“We have been through an exercise to re-centralize our IT purchasing and leverage our purchasing power. We did that a while ago for telecommunications. In downsized units of the company, we are trying to get requirements defined more clearly in order to achieve the same.”

Now is a time for visionaries. Open systems are not an end in themselves and a resilient technical architecture alone is not enough. These must be responsive to the prime business drivers to provide additional enabling capabilities. Giving strong weight to the business drivers will change what is developed to an extent that may surprise many people. The result should be five fundamental necessities for simple commerce—necessary precursors to growth in commercial use of the Internet. They are:

- immutability of text and numbers;
- confirmation of receipt of documents;
- security of contents of documents;
- legal enforceability of deals; and
- auditability in detail.

These are just base requirements and a richer set of facilities will be needed if the base infrastructure is to be widely used. For example, a full payment capability—secure, effective, rapid and competitively costed—is being achieved in local instances but not yet globally. Also, it must be possible to associate key documentation, such as sales contracts and terms, insurance and shipping documents and safety and data sheets with Internet transactions. These capabilities must become an integral part of commercial offerings on the web.

ICI’s vision is of seamless integration of business facilities throughout ICI and along supply and value chains. Supporting services such as catalogs, logistics, and finance/payments should be able to be associated too.

The IT DialTone™ can provide the underlying infrastructure, but the world is going to require more than the

DialTone™ alone. In going for value added, ICI wants capabilities that enable it to better align with customer requirements and bind tightly with suppliers.

Establishing the Way Forward

Using the coax cable analogy (Fig. 1), Mike Lambert of The Open Group outlined the initial IT DialTone™ Architecture concept and explained the “need to have” elements, the Internet prerequisites, the architecture will help to address:

- core information exchange;
- performance and configuration management services;
- transaction processing services;
- application services;
- location services; and
- security services.

The next step will be to clarify how the architecture will be “populated” with products (ranging from applications through middleware to operating platforms). For example, buyers may want to be able to choose from standards-driven products which carry the open brand, but they may also welcome some clearly laid-out criteria for choosing among different products in situations where standards have not yet been agreed upon.

Three phases were defined for transition to and implementation of the IT DialTone™. The objective of Phase 1 is consolidation of current work on creating a coherent environment to act for business change and transactions. This adds great value in itself and so needs to be completed quickly. Currently, it has top priority. The objective of Phase 2 is to determine a trusted infrastruc-

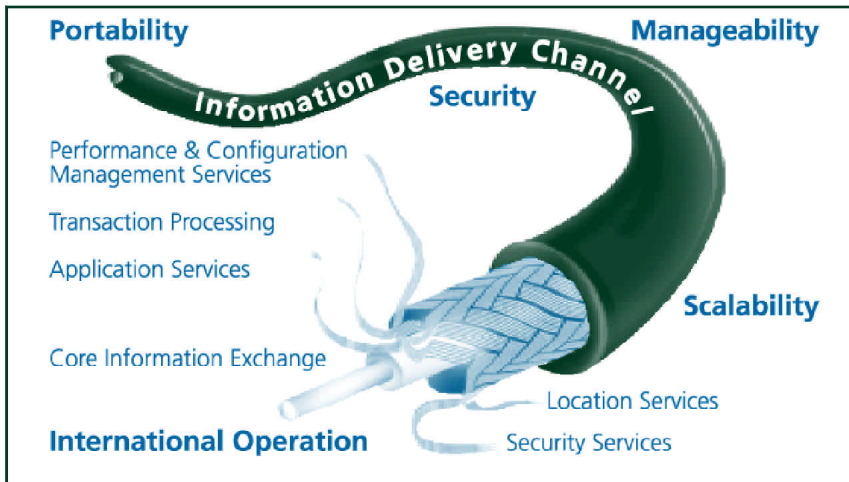


Figure 1. The IT DialTone™ Architecture: Services and Capabilities

ture suitable for inter-enterprise communication, transaction support, and public interchange. The technical focus will be on security and reliability of transactions and quality of service capabilities. While IETF is doing some work in this area, quality of service is being neglected. The objective of Phase 3 is to establish a base level implementation of IT DialTone. This will extend the work in Phase 2 and address issues such as public systems, broadcasting and global scalability.

Summing up, Mike explained that the IT DialTone™ features are all prerequisites for a viable global information infrastructure, but they are equally crucial for enterprise networks. Only if the IT DialTone™ is guaranteed will businesses be able to benefit from a heterogeneous IT environment and develop a responsive enterprise infrastructure.

Allen Brown of The Open Group focused on the plans of the organization to re-engineer itself in order to address

the requirements of the IT DialTone™. Pivotal in this process is the need for The Open Group to be driven by business requirements. (Fig. 2.).

In order to generate consensus about IT DialTone™ and establish priorities, The Open Group will need to provide trusted supplier and buyer forums. The mix of these forums is currently under review, but their main objective will be to allow The Open Group to focus on key tasks and capture different perspectives. As at present, both the buy side and the supply side will be represented at various levels, hopefully from CEO/CIO down.

On the buy side, the aim will be to overcome the problems of fragmentation and help the buyers communicate their requirements to the supply side. On the supply side, the intention is to identify areas where there is a strong business case for suppliers to collaborate - for example, where standardization could open up a mass market.

Plenary Questions and Answers relating to The IT DialTone™ – Afternoon Session

(Continued)

- Q** "What value is there in rubber-stamping existing technology?"
- A** Mike Lambert, The Open Group "Rubber-stamping is in the context of technology at a low level. Our value-added is in ensuring that low level technologies integrate with higher level needs."
- Q** "I'm glad to hear of the changes but am wondering how long I have to wait."
- A** Mike Lambert, The Open Group "We could start implementation early next year but we need your help to trade off functionality against time to market."
- Q** "I don't think you should continue asking for definitions of requirements. I challenge you to produce a real action plan."
- A** Mike Lambert, The Open Group "We need both. We must have an infrastructure for slow moving legacy technology and an action plan for the fast-moving Internet."
- A** Joseph De Feo, The Open Group "We didn't worry about desktop infrastructure when it was only used for personal productivity but we did as soon as the first mission-critical application was deployed on it. The Internet is now at that kind of transition stage."

Customer/Software Council Q & A Session

Q Alain Robert, The Open Group Customer Council
 "What is the role of the Architecture Board?"

A Joseph De Feo, The Open Group
 It will take the CIO requirements, identify overlap and gaps and use that information to drive the definition of the IT DialTone architecture. Although the Architecture Board will not do the detailed work on the architecture definition, for reasons of time, it must be sufficiently involved to feel that it owns the architecture. It should also help define the program groups necessary to produce solutions.

Q Bill Flanagan, DISA
 "We're in The Open Group because it is open. Couldn't The Open Group have a role as an honest broker in buying decisions, providing a catalog of suites of software known to work together?"

A Mike Lambert, The Open Group
 "Your idea is absolutely spot on and describes the process we are going to use to evolve the NC reference model."

A Joseph De Feo, The Open Group
 "However, we need to be cautious about how far we get into competitive situations."

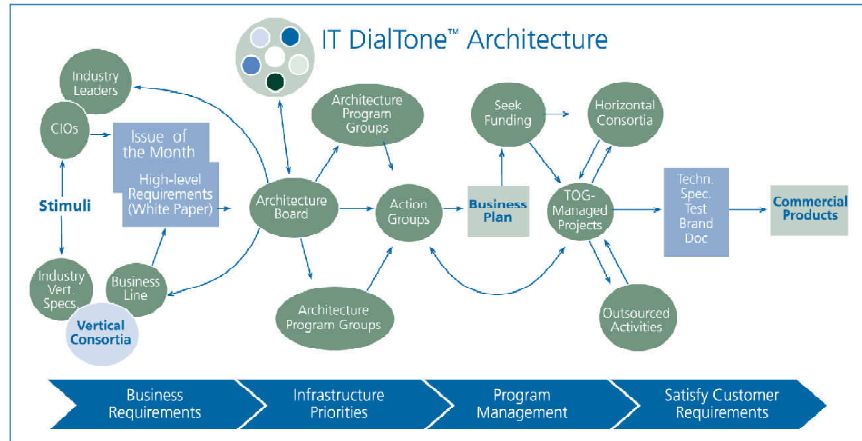


Figure 2. The Open Group Process

In addition, The Open Group will maintain strong links with external organizations: key standards bodies such as ISO and IEEE; other consortia such as OMG and those representing sectors such as telecommunications, health care and petrochemicals; and governmental organizations in the US, Europe and Asia.

In conclusion, Allen reiterated that the proposals for change needed input from all constituencies to maximize their effectiveness. In response, an initial process planning meeting was held, during which a wide variety of members agreed to contribute, and to meet in July to further refine the process definition.

Program Group Update

The London meeting was a transitional period for the current Program Groups. Discussions about the IT DialTone™ and its relevance to each group were prominent. However, many other activities which address current IT enterprise problems were also discussed.

Security Program Group

The group aims to ensure that the results of its work act as:

- the primary influence on organizations implementing innovation in security and electronic commerce in order to reduce business risks and costs, and improve competitiveness; and
- as support for a secure infrastructure at three levels: Internet, enterprise-wide network (Intranet), and platforms.

During 1997, the group has already delivered DCE 1.2.2 and a prioritized requirements statement for DCE security. It has also produced two drafts of the Common Architecture for Public Key Infrastructure, as well as preliminary specifications for Single Sign-On and Distributed Auditing.

Plans for the second half of 1997 include the fast track of a Common Data Security Architecture (CDSA) suite of specifications which will include:

- encryption;
- certificate management;

- trust policy management;
- key recovery;
- certificate library management tests in development; and
- collaborative technology development opportunity.

Other initiatives include the drafting of a Virtual Smartcard specification and a new white paper on Electronic Commerce - "Putting the Public Key Infrastructure to Work." Acceptance of the EC funded project proposal, Trusted Infrastructure for Europe (TIE), will also be actively pursued.

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Interoperability Program Group

The group has three main outstanding tasks:

- Finish its requirements definition for Transaction Processing by July 97 and seek to have these incorporated in the IT DialTone™.
- Increase recruitment of members for the working group on Database Interoperability.
- Maintain a dialogue with the IETF group on Calendaring and Scheduling.

It was agreed that the present group should be disbanded and that the proposed Architecture Board should consider interoperability problems. The group has begun to discuss the development of a new program group focused on Transaction Processing and has had meetings with Transarc, BEA Systems and IBM. The group is looking to new groups to take responsibility for Database Interoperability and Calendaring and Scheduling.

Distributed Systems Management Program Group

The group's goal is to grow the market in standardized management products through:

- emerging architectural models for enterprise-wide system management; and
- specifications that meet user requirements, are implemented in products, and provide the basis for an Open Group brand.

Deliverables provided by the group during the first half of 1997 include:

- Inter-domain Management: Specification Translation preliminary specification (PS);
- Topology Management PS;
- System Management Utilities CAE Specification; and
- establishment of Backup Services API Project Team.

In addition, four new specification members joined the group;

- Informix;
- Legato;
- Softworks; and
- Veritas.

In addition to providing CAE specifications for Common Management Facilities, Distributed Software Administration, Backup Services API and Common Information Model, the group will also be focusing on how it can contribute to the IT DialTone™. It will be producing a white paper outlining its anticipated contribution and the future evolution of the DSM group.

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Customer/Software Council Q & A Session

(Continued from page 6)

Q Reilly Hayes, Merrill Lynch
 "Isn't it time The Open Group staff got into some fights? There will be arguments about specifications but members don't have to produce the specifications ourselves; The Open Group staff have to do that. What we're asking is: can you do the work but just not tie it up in ribbons before we see and approve it?"

A Mike Lambert, The Open Group
 "The problem is that we have had some objections at this meeting that we have already gone too far with the IT DialTone before referring it to members. We need a better understanding from you on what you want us to do the work on and at what points you want to intervene."

Technology Updates

Testing

The latest test suites are available from The Open Group, including Corba, ODBC, Threads, Realtime and UNIX 98 test suites.

<http://www.opengroup.org/testing/new/>

The Single UNIX Specification Version 2 is now available online on the World Wide Web.

<http://www.opengroup.org/unix/online.html>

The latest version of the Test Environment Toolkit is now generally available.

<http://tetworks.opengroup.org/download.htm>

Evaluation copies of the CI-Report portability test tool are available on the World Wide Web.

<http://www.opengroup.org/testing/cireport1.4a/>

Architecture

The Architecture Group's Standards Information Base (SIB) has been integrated with the Open Software Registry, the Publications Database, and the Branding Database, via a search interface.

<http://www.rdg.opengroup.org/public/arch/section5.htm#newsib>

Branding

The Open Group has fast-tracked and published the definition of the Network Computer Profile.

<http://www.rdg.opengroup.org/pubs/catalog/x975.htm>

Distributed Computer Environment (DCE) Group

Much of the DCE group's discussion was concerned with the future of this technology. Participants in the group emphasized their current reliance on DCE and belief in its future potential. DCE is already an accepted and important component in the IT architectures of many companies—a business case therefore imperative to ensure its future development. As Steve Jenkins of JPL stated:

"It is the only technology that does exactly what it says it will do and yet is advised against by industry analysts."

Challenges stated for the group are:

- to regain momentum, educate the world on the benefits of DCE and re-establish the leadership position in the face of competing middleware technologies;
- to adapt to new technology challenges such as the Internet, new development tools, desktop connectivity, and security;
- to make DCE more robust and manageable; and
- to maintain interoperability.

Customer members in the program group challenged vendors to commit their support in achieving these goals. Specifically, customer members offered to reduce RFC95 to 5 key priorities with support from 20 major buyers within 6 weeks if support from vendors was forthcoming. The two vendors represented, IBM and Hewlett-Packard, confirmed their support for this initiative.

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Information Superhighway Program Group

It was proposed that the group be superseded by the IT DialTone™ initiative. The group expects to find that IT DialTone™ provides new forums that address the needs of its membership in a focused way. Much of the work started by the group has moved to other groups, e.g. Java and ActiveX, electronic commerce, and transaction processing.

Architecture Program Group

The group is currently working on five main activities:

- process and tools for identifying architectural Building Blocks;
- standards Information Base development;
- TOGAF Version 3;
- TOGAF amendments to integrate with the IT DialTone™; and
- development process for support of IT DialTone™ Architecture.

The group proposed that the architecture framework (TOGAF) be used to develop the IT DialTone™ architecture. The group believes in TOGAF and is using it. If The Open Group is similarly disposed, use of TOGAF would validate the work on TOGAF done so far. The IT DialTone™ should be an instantiation of TOGAF.

The group also acknowledged some need for modification of TOGAF to encompass the IT DialTone™ and for further work in general. These needs were summarized as:

- to make TOGAF more flexible in accommodating emerging as well as established technology;
- to migrate TOGAF to reflect a network-centric view; and

- to accelerate the work of the Building Blocks Task Force and to extend the Standards Information Base.

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Desktop Program Group

The group's prime concern during the meeting was the view of IT from the Desktop. The context of IT DialTone™ reinforces this Group's focus on usability of the Web from the Desktop. Among the key issues being addressed in this group are:

- security (jointly with the Security Group), with emphasis on single sign-on, authentication, and integrity and privacy of data;
- access to applications (including to legacy systems/applications); and
- performance.

Ease of use, reliability, and extensibility are other key objectives.

The goal is to empower different types of users to control their own desktop environment, by enabling them to set up the levels of security and performance which best suit their business needs, and at the same time giving them greatest ease of access to the applications they use. With increasingly mobile users, additional issues particular to the portable desktop are also included.

The Desktop Group is developing a desktop profile aimed towards achieving this goal. Its approach is to assess the key technologies which are likely to underpin solutions, and to keep a close watch on emerging technologies and products from the leading players in the industry. These include Java and ActiveX; protocols and associated techniques which enable running of any application on low-cost desktop

devices; work being done in The Open Group on DCE and ActiveX Core Technology, on Java and DCE, on CDE/Motif, and on the X protocol. The group will also liaise with other groups which share similar interests.

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Member Interviews

At the June meeting, four delegates were asked for their impressions of the meeting and to explain the role that The Open Group played in their work and that of their organizations.

Christer Askerfjord, Sweden Post

"I have a slightly confused impression of this meeting, mainly because a lot of people are hearing about IT DialTone™ for the first time; some delegates are here specifically for that reason, I think, because there are delegates whom I haven't seen for a year.

"I'm here for that reason, too, and because I want to continue my work with the Architecture Program Group. Sweden Post has been a member of The Open Group since the early 1990s and decided from the outset to be an active member. We decided it was not enough just to be able to access the information on the web pages and get the documentation, useful though that is. We decided to be active in the program groups of direct relevance to our current work and so, this year for instance, we are participating not only in the Architecture Group but also in the Distributed Systems Management Group and in the TP sessions in the Interoperability Group. In the past, we have been active in the Security Group.

"We joined The Open Group for the benefits it could give us, which is why we align our participation with what

New Member News

- ICI, one of the world's leading chemical companies, joined as a Customer Council Member. The company's CIO, Richard Sykes, gave a presentation at the plenary.
- Caterpillar joined as a Customer Council Member.
- Austrian PTT joined as a Customer Council Member.
- Intel joined as a Security Specifications Member.
- Deutsche Telekom signed a substantial professional services contract.

we are working on in our company, and we review these benefits each year when we have to renew our membership. Sometimes you have to take a long-term view of the benefits, which is difficult nowadays. There is great pressure now on "time to market," to achieve deliverables quickly. The time is gone when we could spend five years developing a standard. I think The Open Group now has to focus on things that can be delivered within a single budget year.

"We have come close to achieving that sometimes. For instance, in the Architecture Group we created an architecture framework in a year. At that stage, it still needed some work on it, so we improved it in the second year and we are now doing a pilot project using it at Sweden Post. We have also benefited from a project with the Research Institute on web technology; we wanted some ideas on secure technology and were able to have those implemented in code. Also, we use The Open Group standards for procurement. Every 2-3 years we make procurements with a value of some SEK 300-400 million and we conduct these on the basis of The Open Group standards.

"We have been members for 6 years now and assessed the benefits each year, so you can draw your own conclusions about value for money. However, demands on us are getting harder and I think The Open Group must concentrate on producing faster deliverables, hopefully within a year."

Alan Doniger, Petrochemical Open Software Corporation (POSC)

"At this meeting, it was good to see progress in the integration of X/Open and OSF and integration of the pro-

gram group work areas into a new process. Joseph De Feo's personal contribution in explaining the reasoning behind the IT DialTone™ initiative has been very important. I am hearing a consistent message from members to Mr. De Feo and The Open Group staff asking them to exercise more leadership to complete the transformation of the organization as quickly as possible.

"Mike Lambert's presentation on the IT DialTone™ was very informative, as was his participation in the Council Executive/Program Group Chair meeting on the Sunday. He answered a lot of the questions about IT DialTone™.

"The POSC members in the oil industry may not be the first to employ Internet technology for electronic commerce, but there is a great deal of interest in sharing data via the Internet among professional teams working either within a company or among joint venture partners. This was confirmed at a seminar on the future use of the Internet to support oil exploration and production that we conducted at a POSC member meeting in The Hague in March 1997.

"It was good to hear Richard Sykes' presentation and to learn that ICI has joined The Open Group, because our two industries have much in common. We both participate in standards activity in ISO TC 184 and process industry groups like PIEBASE. It will be good to extend that cooperation to The Open Group's growing vertical sector focus.

"We look forward to close cooperation with The Open Group in the future. We concentrate our efforts on the data and application domains, and we rely on The Open Group to provide leadership in the domain of computing

platform, communications, and shared services technology."

Reilly Hayes, Merrill Lynch

"My verdict on the meeting is so far so good. There's nothing in IT DialTone™ that I've heard which I disagree with but the description so far has been at quite a high level.

"I think the general idea of IT DialTone™ is excellent but I'm slightly concerned at the focus on the inter-enterprise area before intra-enterprise issues have been firmly pinned down. There's some low-hanging fruit in the Internet arena which you use already, if you need to. I think we need to solve the problems of the enterprise itself, such as security, first. There are good approaches to security in the intra-enterprise world, such as rule-based security and single sign-on, that are not technically difficult in that arena but are not quite there yet. These will be difficult to implement in the Internet world and I feel we need to complete the work within the enterprise first. However, I feel generally positive about IT DialTone™.

"Thus far, The Open Group has helped us in forging contacts with other major companies that are not in our industry, such as the Jet Propulsion Laboratory and 3M. We have contacts within our own industry but it is useful to see how others outside it are tackling problems that are not industry specific. Also, DCE has been important to us and remains so. Within The Open Group, we can influence how it develops and get a better idea of what is coming down the line. The Open Group also enables us to have contact with the real experts in this area. In that context, I'd like to see IT DialTone™ fleshed out as a wider-based

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COMPANIES THAT ATTENDED THE MEETING

EUROPE

Barclays Bank plc
 British Telecom plc
 Cable & Wireless Communications
 CCTA
 CESG
 Centre Informatique
 Du Plan Et Des Finances
 Chalmers University of Technology
 Credit Lyonnais
 Dept. of Social Security (ITSA)
 Deutsche Telekom
 European Security Forum
 Elf Aquitaine Production
 Groupe Riche
 Home Office Police Department
 ICI
 Innenministerium
 Nordrhein-Westfalen
 Ministry of Defence DGICS
 National Health Service
 NATO C3 Agency
 Royal PTT Netherlands NV (KPN)
 Shell International B. V.
 Statskonsult
 Sweden Post
 UK Post Office IT
 Union Bank of Switzerland

Bank of Scotland
 DiK, TH Darmstadt
 European Open Group
 Imperial College
 Motorola
 Orange
 SWIFT
 The Meteorological Office
 Trusted Information Systems
 Volvo Data

USA

3M
 Boeing Company
 Caterpillar Inc.
 Citibank
 Citicorp International
 Communications
 Deloitte & Touche
 GTE Telephone Operations
 GUIDE International
 Harris Corporation
 Intellisoft Corporation
 Jet Propulsion Laboratory
 JP Morgan & Company Inc.
 Litton PRC
 Merrill Lynch
 MSI

Nortel
 Petrochemical Open Software
 Corporation (POSC)
 ReGIS Inc
 SIAC
 The MITRE Corporation
 US Dept of Commerce (NIST)
 US Dept. of Defense/DISA
 US Dept. of Defense/Navy
 US Dept. of Defense/NSA

ASIA

Nippon Telegraph & Telephone
 Sakura Bank

Member Interviews

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solution than DCE.

"For the future, I expect The Open Group to make it easier for me to federate a variety of vendors' solutions vertically, for instance, network providers' and applications vendors' solutions. No set of users makes the same cross-boundary decisions on those issues. For us, it's a technical problem but for the vendors it's a political problem. The Open Group could help to make that integration easier for us."

Denis Brown, PRC

"My impression of this meeting is very positive. In fact, I wish we could have had it a year ago. For me, it indicates that The Open Group is emerging from the turmoil of the merger between X/Open and OSF and is truly taking on its new identity as The Open Group. I'm also very supportive of the IT DialTone™ at a conceptual level, although I need a more detailed understanding of what it involves before I can give an unequivocal commitment to it.

"The Open Group has delivered a number of important benefits to my organization in the past. For instance, it provided leadership in open systems which enabled me to create an environment in which my customers could take advantage of technology without being trapped by it. That has also enabled me to offer my customers less costly and more effective solutions than I could before. I see the IT DialTone™ as having the potential to extend those benefits.

"For me, the whole concept of the IT DialTone™ is based on the premise that The Open Group needs to expand its

influence beyond its current constituency. The IT industry seems to be becoming even more fragmented as time goes by and there is a clear need, from the buyer side, for some of that fragmentation to be coordinated. I hope and expect that the IT DialTone™ will provide the architectural context to allow coordination as we go forward and will help all the industry bodies striving for this to work at a common speed."

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Don't Miss Boston in September...

What: Members' Conference

Where: Sheraton Boston Hotel

When: September 22-26

Why: The theme of the Boston Member's Conference is Electronic Commerce and it promises to be a thought-provoking week of discussions and presentations. Guest speakers from Bank of America, Barclays Bank and T. Rowe Price will present their practical experiences and current thinking, raising issues that must be taken into account in the implementation of competitive electronic commerce applications.

You'll have a chance to influence Open Group strategy by participating in Member Meetings and Program Groups. In the process, you will rub shoulders with customers who are at the leading edge of distributing computing. This is the best way to learn what works and how to deal with the challenges of network-centric computing.