NO ORDINARY BOOT CAMP

by Noel M. Tichy

Corporate Boot Camps. We've all heard about them. Many of us have lived through them. In my case, I've even invented a number of them. It's fair to say that, while some achieve their goals better than others, they're all pretty much the same. They typically focus on knowledge transfer—informing new hires, for instance, about the company's products and markets and how to access key resources in the organization. The best ones, like those at GE and Ford, do this by having the recruits work on real business problems, where intense teamwork is required to meet tight deadlines (a technique I've described elsewhere as "compressed action learning"). I've studied them all. I thought I'd seen it all.

But then I saw Trilogy University. It was 1998, and I was traveling around the country, studying corporate universities as part of a benchmarking research project on action learning. Within days of my arrival, I knew Trilogy University was a breed apart— in fact, my definition of best

practice shot out to the horizon line. I've spent hundreds of hours since then at TU, documenting its unconventional approach— and its phenomenal results. (It should be stated, by way of full disclosure, that I briefly consulted to Trilogy last year on the matter of its reorganization. But my relationship to the company and its university at this point is purely as an observer.)

Modeled after Marine Corps basic training, a corporate boot camp is designed to push new recruits to their limits. Each day offers some nearly insurmountable challenge, and the reward for overcoming it

is an even harder one the next day. It's intense and intimidating, but people emerge on the other end of the program highly confident that they are prepared for anything. They also come away with deep bonds to their fellow recruits and strong ties to the organization.

Those two goals—preparedness and bonding—are usually the whole focus of a boot camp, and achieving them is worth a great deal. That's why so many of the top-performing companies put their faith in such programs. In the mid-1980s, I ran General Electric's Crotonville leadership development center, where I led

the development of its Corporate Entry Leadership Conference, a three-day program in which new hires learn about GE's strategy, its culture, and a bit about themselves. "Old man Watson" at IBM ran them, as did Ross Perot when he founded EDS, as does Andy Grove at Intel. And for years, the commercial banks have run their commercial-lending boot camps for college hires. In the past decade, consulting firms and service organizations have dramatically increased their investments in boot camps for new recruits. Accounting giant Arthur Andersen, for instance, has a 700-bed facility in St. Charles, Illinois, which runs at capacity year-round. Many old-line industrials have also set them up because they realize that energizing new hires and engaging them in the culture is just as critical as making sure they have the technical skills to do their specific jobs.

The interesting thing about Trilogy University is that it achieves those goals and more. Much more. It also serves as the company's primary R&D engine and as its way of developing its next generation of leadership. It even succeeds as the impetus and incubator for Trilogy's strategic

thinking. How can it do all that? By now, it almost couldn't fail to, thanks to a virtuous cycle that was established early and continues to gain momentum. In the simplest terms, these things happen at TU because top leadership is on the scene and deeply engaged in it—and top leadership stays on the scene and deeply engaged in TU because these essential activities are happening there.

Welcome to Trilogy

Trilogy University is the orientation program of Austin, Texas-based Trilogy, designed to turn the company's raw recruits—hired straight off the campuses of MIT, Stanford, U. Michigan, and the like—into highly productive contributors. Started in 1995, it is the brainchild of Trilogy's president and CEO, Joe Liemandt, and its vice president of marketing, John Price.
The company has a pressing need for new-employee orientation because its growth has been extremely rapid, and the biggest drag on growth has been the difficulty of recruiting and bringing new talent up to speed. Trilogy started fast out of the gate in 1989 when Liemandt nailed a market opportunity to create "configuration software" for large manufacturers like

Hewlett-Packard and Boeing. The products these companies sell have innumerable variants, as alternative components are assembled to suit each buyer's highly specific preferences. Trilogy's software solves a huge problem traditionally faced in the selling process by allowing a salesperson with a laptop to translate a customer's needs into a workable specification. The software spots where components are incompatible, for instance, or where one part requires another, and it configures a system that will work. Then—and this is really important to those salespeople—it produces an accurate price quote on the spot.

Trilogy's breakthrough allowed it to do something most small software companies only dream of: sign up brand-name accounts like Hewlett-Packard while the product was still in its infancy. Since then, Trilogy has expanded on its original offering to launch e-commerce applications for both the buying and selling of products, and its revenues have grown to about $200 million. Along the way, its employee base has grown 35% annually. In 2000, the company brought 450 new hires into an existing organization of 1,000.

THE TOP 10 MOST ENTREPRENEURIAL COMPANY ALUMNI NETWORKS

"There must be a ton of people from Google in the FounderDating Network," an entrepreneur recently commented to me. "Ya, there are, but what makes you say that?" I responded. "Everyone knows people leave Google to start companies and Google is such an entrepreneurial place," he said without hesitation.

That got me thinking, there are a lot of lists out there: "Great Places to Work" or "Most Innovative Companies", but few have looked at how entrepreneurial the alumni networks of different companies actually are. We decided this would be super interesting to figure out. FounderDating is a curated network – people apply, we literally screen and reference everyone and then invite a sub-segment to join. Submitting an application means you have high entrepreneurial intent – either you have or you really want to start something. Using this as a key indicator of entrepreneurial intent, we crunched the data (over 100K data points). What we found may surprise you…

#1	IDEO
#2	bazaar voice:
#3	TRILOGY
#4	YAHOO!
#5	Google
#6	McKinsey&Company
#7	NETFLIX
#8	facebook.
#9	zynga
#10	Linked in

Surprises and Insights

The Top 3: IDEO, Bazaarvoice, Trilogy

They might not be the companies you immediately think of, but these alumni networks have a seriously high concentration of people with high entrepreneurial intent. It's not all that surprising that after helping other companies be more innovative, you'd want to go start something that allows you to do the same. IDEOers have spawned great companies from Plum Organics to Mailbox.

What's Trilogy you say? One alum described their network as "the Paypal mafia without as much money." Alums have started companies like Zocdoc, MassRelevance, Capital Factory, H.Bloom and Bazaarvoice. And it seems that last one has come full circle.

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READ A FEW STORIES ABOUT HOW OUR PRODUCTS ARE DRIVING SUCCESS FOR OUR FORTUNE 500 CUSTOMERS. CAMPUS HIRES WILL GET THE OPPORTUNITY TO DEVELOP THESE PRODUCTS AND ALSO COME UP WITH IDEAS FOR NEW PRODUCTS.

versata. BRMS

Versata's powerful Business Rules Management System (BRMS) allows customers to write, build and test robust applications in a matter of minutes, leveraging the power of rules-based logic to build better, faster business applications. The case study can be viewed online at **http://www.versatabrms.com/read-success-story**

VSK DRIVES SUCCESS WITH VERSATA

Background

VSK (Västerås Systemkonsult AB) was established in Sweden more than 35 years ago by three IT experts who had worked together for years. Their experience in building planning and administrative data systems together culminated in the creation of EmiR, an ERP system with integrated business processes.

VSK has always looked for ways to simplify their EmiR product, which is why in 1999 they decided to move to Versata BRMS as their platform. Versata's use of declarative rules, versus having to program every action and reaction, simplified EmiR substantially by raising its level of abstraction.

Today, all new functions necessary to make VSK customers successful are built on Versata. The Versata platform minimizes client code by declaring rules on the server side, which these customers – many of whom have been with VSK

for decades – appreciate greatly. Versata makes it possible for VSK clients to keep EmiR even as they build and adapt to new ERP systems, ranging from Oracle to SAP and more.

FAST2 Is Born

Two decades after VSK began serving clients in the ERP space, they developed a system on behalf of a group of public housing nonprofit organizations. The system became a product, and then became a company – the company was named FAST2. After an initial release that left them wanting more, FAST2 began its long journey using Versata BRMS as the platform.

FAST2 is an administrative system used for real estate and property management – primarily for the very popular publically owned apartment (adult and student) housing in Sweden. Because FAST2 is built on Versata BRMS, development tasks on FAST2 can be divided based on skill level. In other words, one developer can

specialize in declaring business rules, while another can specialize in writing the Java code that will be triggered by those rules.

FAST2 Today

While there are competitors to FAST2, none have the flexibility that FAST2 offers, thanks to the Versata BRMS platform. Most systems run on a single platform, whereas Java-based FAST2 can run on Linux, Windows, Mac OS and more.

It's due in part to this fact that fifteen years after starting the journey with Versata BRMS, FAST2 has become an unequivocal success. Many companies in Sweden, ranging from small to very large, are using FAST2 – and therefore Versata – to manage a wide range of properties. From industrial buildings to public housing, royal castles to student apartments, FAST2 is behind the places that house countless Swedes.

ObjectStore

OBJECTSTORE DELIVERS VALUE FOR NOMURA

Overview

The trading of equities and bonds, symbolized in the "ticker crawl," epitomizes real-time transaction processing in the financial services industry. Each transaction flowing across the screen is the culmination of a series of front-middle and back-office processes that require accurate and timely execution.

Nomura International plc is the London-based, European subsidiary of Nomura Securities, Japan's largest securities firm and one the world's leading investment banks. When Nomura re-architected its technology infrastructure to replace its legacy systems, it chose ObjectStore® to ensure that its newly designed systems could deliver the scalability that its equities and bond trading operation required.

Nomura's original system infrastructure had used an IBM mainframe platform that required

traders to execute trades with COBOL-based applications, accessing 3270 screens via Windows-based terminal emulation. The system was slow and inflexible, offering neither the scalability to accommodate an expanding customer base nor the agility to offer new financial products.

In response, Nomura's London office began a major initiative, Hoodini (Highly Object-Oriented Development in Nomura International), that is frequently cited for its innovative use of object-oriented technology. Hoodini completely revamped the Nomura systems architecture, transforming a mainframe environment into a three-tiered, distributed platform. And, as the "oo" of Hoodini suggests, a key component of the new architecture was its use of an object-oriented programming model, which allows Nomura to flexibly express trade validation rules. This object-oriented

approach also helps the system adapt easily to the evolution of the financial services industry and its associated regulations.

Accurate and accessible reference data

A key contributor to Hoodini's capabilities within Nomura's Strategic Middle Office (SMO) solution set was the rapid data access facilitated by ObjectStore. ObjectStore operates as a data cache to Sybase, Nomura's database of record, and delivers the reference data that is needed to execute trades, in real time.

Reference data includes information about customers, financial instruments, transaction types, and the trade settlement process. Though reference data traditionally is considered "static" (when compared to more volatile stock prices and market information), solid management

of reference data is a crucial element to efficient trading operations.

Accurate reference data is an acknowledged problem within the financial services industry, representing a significant barrier to the straight-through processing (STP) initiatives of many securities firms. The USbased Securities Industry Association (SIA) cites statistics that 30% of all transactions fail to execute properly because of poor data. The operational impact of such failures is significant—with the cost increasing the further into the trade process that a problem is detected. Resolving errors at trade settlement can cost ten times what it would take to have caught the issue at the trader's desk.

Having the right information in real time, as trades are processed greatly enhances accuracy, efficiency, and profitability. That philosophy prompted Nomura to embrace the value of data caching, as delivered through ObjectStore. Nomura anticipated a significant increase in trading volumes in the years after initial deployment. Given that assumption, Nomura foresaw data access as the major performance constraint on the scalability of its distributed, service-oriented architecture. To utilize Sybase for overall reference data management, yet address the demands for scalability given the high-volume

demands for access to the data, Nomura implemented ObjectStore.

As deployed within Nomura's middle office, ObjectStore provides traders with a high-speed cache of the data needed to validate trades, thus enabling that critical step to be performed early in the trade execution lifecycle and without unduly impacting Sybase. Use of ObjectStore has enhanced the value of Sybase as custodian of reference data and the actual trade execution engine by relieving the burdensome query processing that would have otherwise limited scalability of the overall solution.

In addition to trade validation, ObjectStore also supports a range of ad hoc query capabilities for traders. These queries enable traders to view reference data outside the context of a specific transaction. Nomura utilizes a graphical user interface that provides access to a list of stored queries.

This enable traders to check on client positions and various other elements of reference data, further offloading work from the Sybase back end system.

Objectstore data: Accurate and accessible

As deployed within Nomura's middle office, the cache of reference data encompasses five instances of ObjectStore running on Sun application servers. These server deployments collectively support close to 600 distributed, local caches utilized for trade validation and query processing. Data integrity between ObjectStore and Sybase is maintained by an update process that propagates changes from Sybase to ObjectStore automatically. Within ObjectStore, the product's patented Cache-Forward™ Architecture (CFA) automatically ensures that data is consistent across all the caches as well as with the data managed within Sybase.

Nomura's trading operation processes an average of 10-12,000 trades a day, with peaks of 30,000. Those trades—and other activities—generate changes in Sybase which, in turn, are synchronized with ObjectStore. To allow traders to access cached data at in-memory speeds while updates are applied to Sybase, Nomura has utilized the ObjectStore Multi-Version Concurrency Control (MVCC) feature. Traders can access the cache simultaneously with the processing of changes received from the update process. Use of MVCC avoids the lock contention and access latency that would normally result from those cache updates. ObjectStore is the only data caching solution in the industry to offer MVCC capabilities.

ROLE OF DATA CACHING AT NOMURA
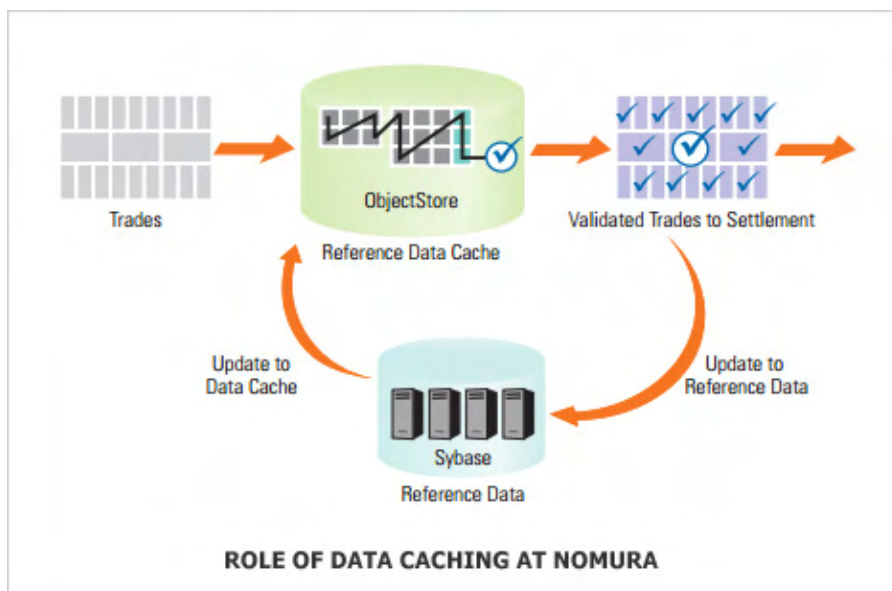
Benefits of Objectstore at Nomura

ObjectStore's deployment as part of the Hoodini project has provided significant benefits within Nomura's middle-office operation.

The ObjectStore CFA in-memory data access delivers real-time, in memory performance for trade validation, which enhances Nomura's straight-through processing ability, reducing trade error and exception processing, and allowing them to trade better and faster.

ObjectStore accelerates access to Sybase data while allowing Sybase to remain the primary custodian of data for the middle office operation. ObjectStore doesn't usurp the primacy of Sybase as database of record; it enhances it.

ObjectStore delivers a highly distributable caching capability that provides a single, consistent, system-wide view of the reference data, managing updates and changes transparent to the traders.

Nomura's ObjectStore-based system embodies the type of real-time data access required by STP systems. Accurate reference data is crucial to trading operations, and early access to that data can drive the profitability of a securities trading operation. Much of the current focus within financial services is on the settlement process and managing that process effectively. The real-time access at trade validation time enabled by ObjectStore reduces execution errors, and the downstream exception handling they would require. The acceleration and improvement of trade processing are vital steps that will help facilitate the settlement process as performance and regulatory demands continue to put pressure on the financial services industry.

Summary

As the securities industry continues to embrace STP, the imperative to ensure timely access to data will continue to impact system design. Trade execution and settlement within 24 hours (the sought-after "T+1") or more futuristically ("T+0") cannot be achieved unless trade execution architectures can ensure that all the data needed for completing the individual trade's lifecycle, can be accessed in real time, with increased accuracy.

Dalkia Keeps Energy Efficient with Gensym

SITUATION

Dalkia, a subsidiary of Veolia Environnement and Electricité de France (EDF), is a global leader in energy services. The company takes seriously its focus on providing innovative solutions to support the sustainable growth of cities and businesses. In an era of climate change, volatile energy prices and scarce resources, Dalkia offers customers its expertise in developing, constructing and operating greener and more economical energy solutions. With almost 50,000 employees in 35 countries, Dalkia reported managed revenue of €8.9 billion in 2012.

CHALLENGE

Dalkia offers mission-critical energy services to a growing number of businesses, universities, industries and hospitals across the world, but first in Europe. Dalkia's services are designed as a hub and spoke model, with an expert system "hub" that monitors literally thousands of remote assets "spokes." The number of spokes has been growing by the day.

With more sites to manage in recent years came a challenge – as usage increased, the loading time of Dalkia's CRT (Centralized Remote) application was slowing significantly. This issue was increasing costs as highly-trained personnel would have to be onsite with customers for the duration of any loading event to provide immediate support in case of an outage.

The bottom line is that it was simply taking too long to load the application when a restart was needed after updates, upgrades, planned outages or even unplanned outage emergencies. The delays are simply unacceptable in today's climate. A redundant backup plan is in the works, but doing that correctly takes time, they had to take action on their primary solution immediately. Dalkia reached out to Gensym for help.

SOLUTION

At the center of Dalkia's hub and spoke application model was Gensym G2 Standard. While G2 Standard was highly effective and stable in Dalkia's earlier years, it wasn't able to support the increased needs during the company's extreme growth. G2 Enterprise was supposed to be a faster, easier to use and more scalable version of G2 Standard – but Dalkia didn't know if that type of upgrade would help.

To determine the most effective solution, Gensym dove into a new engagement with Dalkia, first looking to see what immediate challenges could be remediated. As expected G2 Enterprise was the cornerstone of the solution, maximized by the utilization of Platinum support.

Key Steps:

1. **Application Health Check** - Profiled and analyzed the entire application leading to improved configuration (memory/CPU) and KB Optimization
2. **KB Optimization Delivery** - Isolated critical bottlenecks and implemented new 'generic' system procedures
3. **Release Partnership Service** – Built an ongoing partnership to iterate and test new updates

RESULTS

By implementing G2 2011 Enterprise and evaluating all the ways the Dalkia expert system could be improved, Gensym was able to significantly improve loading time and substantially reduce downtime. Today, a group of 1300 sites that previously took 3 hours to load can be loaded in 1 hour with G2 2011 Enterprise. On an even grander scale, a group of 5500 sites that once would take 13 hours to load can now be loaded in 2.5 hours, an 84% improvement.

As Dalkia continues to scale and add new sites, these results will continue to grow far beyond what was possible with the previous solution. Gensym is also helping Dalkia globalize their application (local language and unit systems) and deploy it in several countries across Europe**.**

Improved business continuity is the next big goal for Dalkia utilizing expertise from Gensym. For customers on G2 2011 Enterprise edition with Platinum support, Gensym has a Business Continuity and Disaster Recovery solution that Dalkia is anxious to take advantage of in order to reduce onsite costs even further in the coming year. With Gensym, Dalkia has found a long-term partner.

"Dalkia's recent growth has been amazing, and with G2 Enterprise we are in a position to provide the high level of service our customers deserve. Optimization of our application built on G2 will allow us to reach new heights globally."

Philippe Maine, Dalkia
Group Business Solutions Manager

Ultimate Software
Delivering Breakthrough Products

HIGHLIGHTS

- **Industry**
  Software-as-a-Service: Global Human Capital Management (HCM)

- **Business Opportunity**
  Align product strategy and execution with company goals

- **Solution**
  Accept360 Suite for Enterprise Product Portfolio Management

- **Results & Benefits**
  Reliable Release Forecasts and Satisfied Customers

> **"Accept360 is a mission critical enterprise application for us. We rely on it to help transform and run our business and bring to market award-winning HCM solutions."**

Customer

Ultimate Software, headquartered in Weston, Florida, is a provider of end-to-end strategic human resources, payroll, and talent management solutions to approximately 1,900 customers with an impressive retention rate of 97%. The company's SaaS-based UltiPro solution helps businesses streamline their human capital management (HCM) operations without relying on internal IT resources.

Business Opportunity
Aligning company goals to product strategy and execution

Ultimate Software is in a very competitive market and their continued success is fueled by relentlessly delivering new breakthrough products and incremental innovation. And they are not shy about transforming their business. A few years back their strategic initiatives were to:

- Continually evolve of their SaaS delivery model – involving a large number of software changes and other initiatives driven by requirements from all departments

- Launch new features targeted to medium sized enterprises

An exciting time, rich with promises, but also challenges. In order to meet these objectives and the associated growth goals, the entire organization had to be focused on well-delineated initiatives. Customer intimacy was critical to balance current customer priorities and deliver the right products while rapidly iterating in new market opportunities. There was no room for misalignment between departments or confusion about what to work on.

Executives, managers and team members needed transparency over the entire product innovation process from capturing ideas from customers, to defining product strategy, to prioritizing product releases and backlogs, to tracking commitments through development execution. The new Product Strategy leadership group at Ultimate Software recognized this right away and took decisive action to establish a single system of record that would provide an objective framework to make product priority decisions and execute them in the context of company goals and initiatives.

Accept Solution

The Accept360 Suite: Single System of Record for Enterprise Product Portfolio Management

Ultimate Software was not just looking for a tool to improve the efficiency of their products team, they were looking for a strategic application that would give all stakeholders in the company a trusted view of what was being worked on, and why. And they wanted the system to help drive priority decisions from the perspective of company strategy.

Technology Selection

As typical of most companies, before Accept, Ultimate Software used spreadsheets and slides to track and communicate product requirements and priorities. It also did not support the factoring of strategic criteria into the process.

Several point solutions were evaluated and eliminated because they lacked the strategic perspective and analytics that Ultimate Software wanted and did not support the full innovation lifecycle process from ideation through to product delivery. Other key selection criteria were usability, reports and metrics.

Adoption

The modules of Ultimate Software's products are very tightly integrated and with extensive dependencies, therefore they needed comprehensive visibility across all modules and teams and they needed it right away. Therefore, they decided to rollout the solution across all module teams.

> **"To consistently deliver breakthrough human capital management solutions we need seamless alignment across the organization and Accept360 has given us the transparency we required via a single system of record."**

> **"The analytics in Accept360 were a powerful surprise. We use them to identify the items that best match our strategic criteria to quickly and objectively narrow down our choices."**

Establish a Trusted System of Record

The first adoption wave focused on a blend of strategic and operational areas leveraging two Accept360 modules:

- Strategy and Portfolio –Strategy and portfolio managers defined in the system the criteria for prioritization: initiatives, themes, target markets.

- Roadmap and Requirements – The core team of business owners and product managers populated requirements and dependencies, and associate them to strategic drivers in order to manage prioritization and roadmap.

Having established a single system of record, Accept360 was opened up to all stakeholders for transparency on the entire process. Twice a quarter over 200 distributed stakeholders review and make adjustments to the roadmap priorities. Accept360 is the one version of the truth that aligns and informs all their decisions.

Engage with the Customer Community

The latest adoption wave for Ultimate Software focused on engaging with customers in a community powered by the Accept360 Ideation module. The community was launched in conjunction with the release of new product functionality and customers right away started putting comments, sharing ideas and discussing/voting each other ideas. Quickly the community grew to over 1,300 users and 350 ideas.

Results & Benefits

Trusted Release Forecasts and Satisfied Customers

As a SaaS vendor, customer satisfaction and retention is of paramount importance. Accept360 has helped them transform product planning and execution into a core enterprise business process.

Everybody has visibility into the commitments and trusts the data because they have built a track record of impeccable delivery.

Ultimate Software is just at the beginning of their customer community experience, and they have already been pleasantly surprised by the impact, not only in terms of ideas submitted by customers, but also by the time savings and value of engaging customers upfront in the design of new features. Research that used to take weeks is now completed in hours or days.

> **"The releases planning process is now radically different and at least 30% more efficient. We have 100% adoption.** *Accept360 helped us knock this critical process out of the park."*

> **"We are able to forecast our work many months out and maintain a unified shared vision, speaking the same language across all levels and departments in the company."**

> **"We no longer have to second guess our customer: they tell us exactly what they think and we know it right away, every day; so we can build the product they want."**

Everybody hates surprises. With Accept360 Ultimate Software tracks all dependencies and associated risks. Everybody is fully aware of the impact of their work and if there is a change, the affected parties are immediately notified and can take corrective action.

Every stakeholder across the organization at Ultimate Software now has transparency over the entire product innovation process from capturing ideas from customers, to defining product strategy, to prioritizing product releases and backlogs, to tracking commitments through development execution. The rules of engagement are clear, the data that drives decisions is trusted, and Ultimate Software is meeting its objectives.

A C C E P T

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About Accept Corporation Accept Corporation delivers The Product Innovation Management solution that technology-driven companies use to decide which products to bring to market for the fastest time-to-profit. The Accept360 Suite is the only complete end-to-end software solution that tightly links company and product strategy through ideation, portfolio planning, roadmaps, requirements and execution. For more information, visit www.accept360.com or call us at +1.866.423.8376