

- » BOOST PERFORMANCE
- » REDUCE COST
- » INCREASE AGILITY
- » ENHANCE CRM
- » SHORTEN TIME TO MARKET
- » DRIVE INNOVATION
- » IMPROVE EFFICIENCY
- » INCREASE ADAPTIVITY
- » ENABLE BUSINESS TRANSFORMACY
- » ENSURE REGULATORY COMPLIANCE



CONSULTING > SOLUTIONS > OUTSOURCING

An industry view on Future Internet Businesses

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Agenda

- » Post-Crisis
- » The time of Innovation
- » Industrial Innovation -> Future Internet -> FINES
- » FI as PPP: The risks of driving together
- » Europe is waiting

Bad Times



2008:

- » “It’s the worst economic crisis since the 30’s” ,
Mark Gertler, New York University

2009:

- » “I think [the crisis] is going to last a lot longer
than we have anticipated” – Anne Mulcahy,
CEO Xerox Corp

2010:

- » “After two years of crashing banking systems
and economic recession, the euro zone enters
2010 with a full-blown debt crisis. The
European Commission warns that public
finances in half of the 16 euro-zone nations are
at high risk of becoming unsustainable” – Wall
Street Journal

Building a new order (1)

- » Wall Street Journal: three things are needed to bring the deleveraging process to an end:
 - a) Financial institutions must write down the value of distressed assets
 - b) All need to pay off debt
 - c) Capital cushions should be rebuilt

- » How to do that?
 - a) is a tough accounting exercise
 - b) requires new money
 - c) requires new money too

- » But the money ...has not disappeared



Building a new order (2)

- » Where is the money?
 - Some assets are gone,
 - ...but large sums of capital remain
 - ...just some too scared to show up

- » As soon as capital sums show up again, cash will flow again and **b)** and **c)** will be carried out

- » Non-financial parts of the economy must help revitalise the capital flow

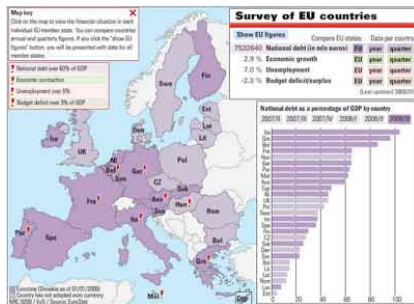


The way ahead for Europe

» LEAN methodology states that a **problem** has to be perceived as an **opportunity**

» “La crise, moteur du capitalisme”:

- André Orléan, Le Monde: “Les grandes déflagrations économiques, sociales et monétaires permettent de passer d'un système à un autre. **Le krach de 2007 nous oblige à réinventer un modèle de croissance**”



» Completely new concepts are needed:

- Georg Erber, Readers Edition: “Sollte sich die hier kurz skizzierte Entwicklung realisieren, [...] wie sie sich in der Weltwirtschaftskrise 1929 mit ihren 6 Mill. Arbeitslosen [in Deutschland] auf ihrem Höhepunkt gestellt haben. **Es wird daher völlig neue Konzepte erfordern**”



Innovation is our ahead sign

- » Merriam-Webster defines “crisis” as “an unstable or crucial time or state of affairs in which a decisive change is impending. This definition implies that during times of uncertainty or instability, opportunities, i.e., moments of “decisive change,” may arise. In times of crisis, opportunities emerge, and creativity, innovation, and entrepreneurship are inspired.
- » Supermarkets, laundromats, the car radio, the chocolate chip cookie, the electric dry razor, and the Monopoly game, were invented during the Great Depression. (source: American Journal of P.E.).
- » A crisis challenges “business as usual” and produces an urgency for change.



New services should turn up

- » Money will show up as soon as
 - New appealing services are offered
 - Efficient “value for money” rate is shown
 - A trustworthy environment is provided for accessing those services

- » Competitiveness and Innovation are the two engines that will boost the economy

- » That is the challenge of the services to be offered :
 - Attractive
 - Trustworthy
 - Efficient



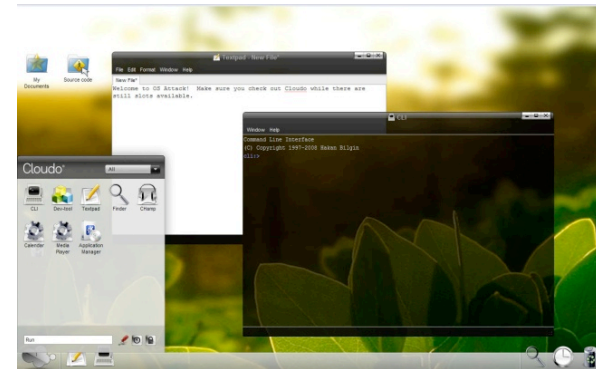
Current Internet

- » In internet... you can do it all now:
 - Current infrastructure almost reaches limits of service and content offerings
- » Is there anything new?
- » Where is the “innovation” that can be offered?
- » How can some “known” be “Attractive”?
- » How can internet be trustworthy?
- » We have to drive Future Internet in the right direction



The time of FINES

- » It is the time of a large scale action on Future Internet for boosting innovation.
- » A set of stakeholders have gathered to settle down the foundation of Future Internet Enterprise Systems.
- » The focus is on improving the manner in which enterprises, by means of Information and Communications Technologies (ICT), may confront the future with confidence and integrity.
- » This domain combines
 - » Enterprise Interoperability
 - » Enterprise Collaboration
 - » Digital Ecosystems
- » The final goal is to convert **value innovation** into a **business routine**



Technologies for FI - the vision of Atos

Who are the players?

» Users

- The Person (hub of the whole constellation)
- Groups of persons: friends, companies, public agencies, NGO's, institutions...

» Information

- Information as such: semantic technologies
- Information processing; efficiency, security, real-time
- Services: not reactive but proactive, the machine should be thinking... ..
preparing options on your behalf
- From Knowledge to Wisdom

» Need for the “virtual intermate”

- An “internet-linked” friend
- with a light link to the Person
- replaces you **acting on your behalf**
- acquiring knowledge
- composing services
- providing assessment or decisions



FINES - Grand Objectives – technology & more

- » Inventive Enterprise – the innovation inside
 - Inventive vision
 - Flexibility, Continuous Change
- » Cloud Enterprise – the undefined boundaries
 - Production units inside and outside
 - Manufacturing, services, intangible...
- » Cognizant Enterprise – building wisdom
 - Beyond knowledge management
 - Learn, think and assess
- » Community-oriented Enterprise – not just making money
 - More than Social responsibility, towards value profits
 - Awareness on worldwide values
- » Green Enterprise – not the green-back dollar
- » “Glocal” Enterprise – the spatial dimension
 - Think global, act global
 - A foresight enterprise helps local communities with a global perspective
 - Not future detriment, but future improvement



In line with the EU Flagships

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- » Our willingness reinforces industrial action areas of the **Digital Agenda for Europe**, proposed by Commissioner Kroes on May 19th 2010:
 - A vibrant single digital market (highlight on building digital confidence)
 - Research & Innovation (highlight on industry-led initiatives for open innovation)
 - ICT-enabled benefits for the European society
 - International aspects of the Digital Agenda

 - » Atos' vision and FINES are also in line with the “**An industrial Policy for the Globalization Era**” communication, adopted by the Commission on Oct 28th 2010 on the initiative of vice-president Tajani:
 - especially on the “Specific innovation performance actions”.

 - » They do foster as well the “**Innovation Union**” flagship launched by Commissioner Geoghegan-Quinn on Oct 6th 2010:
 - turning ideas into jobs, green growth and social progress.
- 
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Future Internet - The risks of driving together

From an administrative point of view:

- » A Public & Private Partnership implies basic discussions and agreements concerning the direction to take
- » There must be complete, seamless integration between public and private sides...
- » ...and among private actors too.
- » Else, driving the PPP might become a nightmare



PPP - The public side

From the public side:

- » Resources must be committed since day 1
- » Coordination between EU and member states must be cleared before starting
- » The role of public actors must be "to protect and to serve" ->
 - » Guarantee the continuous support to the construction
 - » Perform an intensive surveillance on the right construction



PPP - The private side

From the private side:

- » Resources must be committed since day 1 (as well)
- » The co-opetition must be based on agreed conflict-resolution mechanisms
- » We are here for building, not for getting a bailout -> long-term view
- » Users must be in and working
- » Large companies may lay the foundations, but, SMEs have to be deeply involved for the deployment phase



Europe is waiting

European economy needs our leveraging

- » European society, today, is in need.
- » Expectations of European citizens are high.
- » They are attentive to how well we perform the PPP and how European economy will be leveraged based on that.
- » We can do it!
- » We have a mission. We can't hesitate.



Thank you



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