ORACLE OPEN WORLD

INFORMATION IN ONE PLACE

SEPT 17-22, 2005 | MOSCONE CENTER, SAN FRANCISCO

Conference Report

Independent Reporting by Praxis Reports

This report has been produced by Praxis Reports as an independent opinion report co-sponsored by GRT Business Solutions and Praxis Reports.

About this report:

The purpose of this report is to share knowledge gained by attending the Oracle OpenWorld global conference and to provide opinions about the conference from attendees' points of view. This report is sponsored by caring companies based in knowledge sharing and networking to help Enterprise, EnterpirseOne and World customers optimize their ERP investments.

The information in this report was prepared by Jean McClelland of Praxis Reports. Most sections of the report have two parts. The first part provides the information that was presented as heard by Jean McClelland. The second part of each report is opinion. The two are separated so that the reader can formulate their own opinion on the information provided. When possible, Ms. McClelland has collected opinions from other participants so that the reader is aware of any difference in experience or opinion among the attendees.

Ms. McClelland does her best to provide a report that accurately reflects the presenters' information. If you have a question about the content of a presentation, you are encouraged to connect with the presenter. Many links to additional information are provided. If you have other questions or comments, Jean McClelland's contact information is at the end of the report.

How to read this report: Skim it first and then decide what you should read.

The Table of Contents acts as an outline and, although the entries are not underlined, they are hyperlinks to the various sections of the report. Praxis Reports suggests that the reader first view the report on the computer using the links provided to navigate through the content. The report is formatted for skimming. If your interest in a subject is peaked, the content provider is noted and/or website links are provided.

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The Conference Experience – Attendees' Perceptions

Note: Although this section of the report is based on actual experiences at the conference, please realize that this writing is mostly opinion.

From Jean McClelland, Praxis Reports:

BPEL, ERP and FUSION

Usually I try to sum up the overall conference experience in one word and then expand on that word. This event would not allow itself to be reduced to a single word so let's try a few acronyms. BPEL was one that was mentioned often. Usually BPEL means Business Process Execution Language, but maybe it meant **B**ig and **P**acked with **E**normous waiting **L**ines for everything.

That other BPEL is the technology that provides the ability to build flexible business processes within your ERP (Enterprise Resource Planning software) but ERP as a description of OpenWorld was actually **E**xtremely **R**estrained **P**artiers – possibly due to the 20 minute lines for beer.

One more. This time the word that was pervasive throughout the conference:

F un
U biquitous (The conference really took over the city.)
S tatistically significant (It was the biggest OpenWorld to date AND we were fed statistics at every turn!)
I nformative (The Oracle execs did not hold back. There was plenty of information of all types.)
O rchestrated (The marketing messages were strong and clear.)
N oticeable availability of major players in the industry.
(The market value represented on the stage was really impressive and executives from customers were there, too.)

Ok, I'm done trying to be creative now. I could never pretend to match the marketing show that constantly bombarded all attendees' senses. Graphics designers, animation specialists and production house personnel orchestrated the messages of this conference into a slick, very effective programming experience; except this time it was *NOT* being done in Java on a computer. It was programming the attendee (and others) with the Oracle message. Large signs reminded everyone in the city that Information Empowers. Information Connects. Information Inspires. Signs were on buses, buildings, our conference bags, jackets provided to Oracle OpenWorld alumni and even the sign posts along the street.

And, who is *the* Information Company? Why, Oracle, of course.

So, how big was it really? Oracle co-President Charles Philips noted that the 35,000 attendees would make a small city. The difference between those cities and Oracle OpenWorld is that the cities are usually spread over large tracts of land. OpenWorld was concentrated into three (albeit massive) buildings of Moscone Center plus about a 8 square block portion of the city by

the bay. Rivers of people took over the streets between sessions to the point that police had to be brought in to allow the car traffic to flow. Oracle Red and Black was everywhere!

So, was big bad?

Not really. You just had to decide that you would pay attention, get along with the crowds and manage what you wanted to get out of the conference. The most frustrating part of the conference for me (and many of the people I talked to) were the waiting lines. That's where I feel the conference production fell short. Queues were as pervasive as the Oracle marketing messages. The ones that frustrated us all were the humongous lines that were formed in order to attend the keynotes. Where was the logic in that? Here you had a cavernous conference space with 13,000 seats prepared to receive attendees and instead of letting people in, we were made to queue up and wait to funnel ourselves through the doors en masse. For a company based on logic and flow (albeit information flow, not people flow), the logical flow of individuals into a room seemed to escape them. The Roman coliseum could be filled or emptied in 15 minutes. Some people waited in line for over an hour for Larry Ellison's keynote. Time to learn from the Romans?

> "All this queuing up for everything reminds me of DisneyWorld."
>
> Josh V., BAE Systems Washington DC

I contend the queuing idea probably came from the same person that came up with the "Club Oracle" pass. Being a member of Club Oracle meant you could pay extra money for the conference and wait in a shorter line to be seated in a special section for the keynotes while the rest of the crowd found their own seats. I saw this idea begin at theme parks a few years ago – priority seating and no waiting in line if you want to pay more for an already expensive ticket. What happens when everybody decides to pay for the privileges?

There were a lot of other similarities to Disneyworld as well. So many different languages were around you, English actually sounded good when you heard it. There were lots and lots of cameras constantly clicking and then, again and again, the lines – lines for attractions (keynotes), lines for shows (educational sessions), and big lines for food. I could go on but there is so much to report on that we must go forward. Check out some of the pictures of the conference on the Oracle site – like when the line for Larry Ellison's keynote wrapped around two sides of a city block besides snaking through Moscone North.

The conference was fairly easily manageable if the attendee used the tools provided to plan their time. The lines at the educational sessions were for seats that would be available after those that actually signed up in advance were already seated. Recognizing the enormity of the scheduling and facilities management effort behind a conference of this size, that really only seems fair.

A statistically insignificant survey of people who had pre-planned their conference time vs. people who attended and made their schedule on the fly, those that pre-planned their conference activities were more satisfied than those that didn't.

In the section below titled "Collected Opinions of Attendees" you will see the full range of opinions about the conference. Any time you put an event together for 35,000 you are going to have the full range of opinions. An interesting tidbit with possibly no meaning… I was able to

personally talk to about 100 of the 35,000 people in attendance which is the same number of people I was able to talk to at the 3,500 person Quest / OAUG Collaborate 2005 conference.

Generally, the people I spoke with had an overall positive opinion about the event and still just about everyone thought that the event was too big – too many people, too many waiting lines, too much hassle in getting from one session to the next, and not enough of whatever their expertise happened to be.

A different side of the conference

This was the first ERP conference I attended on a press pass versus my normal attendance as a consultant. It was very interesting to see another side of conference production – what the vendor is telling those they feel will deliver the message to the few people that weren't involved in the conference. (OK, that's stretching it just a bit. With over 250,000 Oracle customers, attendance of 35,000 is only a small portion of the Oracle customer base.)

The press room was fascinating. It was so global! It felt like the United Nations. At one point I was sitting at a computer with the person to my left writing her story in what looked like Russian and the person on my right writing hers in Chinese. I met reporters from Thailand, Malaysia, Norway – all parts of the world… and Mission Heights (a small local paper in San Francisco). Friends, we really are part of a monolithic global company. It's time to get used to it.

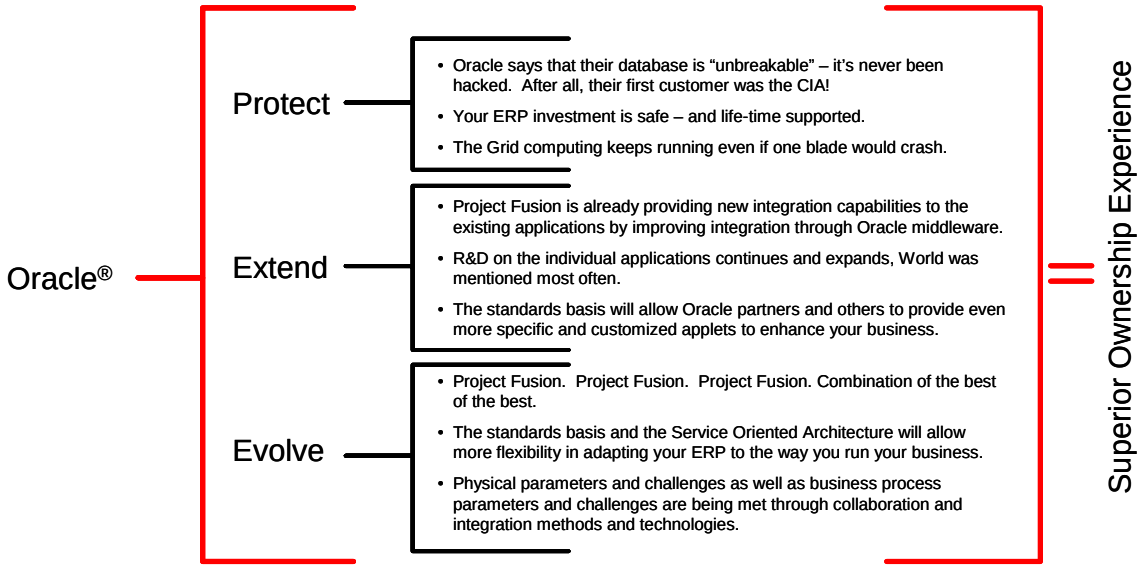
I probably won't attend with press credentials again because of the people that were afraid to talk to me due to "Press" being boldly printed on my badge. I went to observe a demonstration of the Oracle Portal and HTML database and the Oracle employee asked me to leave because he was "not authorized" to speak to the press. Then, a fellow attendee that was speaking quite easily about their experience while riding on one of the many buses saw my badge and said, "Ah! The Press! …and I was being all honest and forthright and all!" Well… YEAH! That's what this report is about!

The main messages in a nutshell… or at least a graphic

Oracle handed out white rubber wrist bands with their strategy boiled down to the three words: "Protect Extend Evolve". I believe Lance Armstrong, the biking legend from my hometown of Austin, TX, started the rubber wrist band craze for his charitable foundation. (www.wearYELLOW.com) Lance's message was simple, "Live Strong". Throughout the conference, Oracle's marketing gurus kept boiling down the complexity of the monolithic corporation into simplistic words. You'll notice in the keynote coverage that each keynote speaker built upon the message: Protect. Extend. Evolve.

The graphic below is my way to summarize the messages.

The Main Messages from the Oracle White Rubber Wristband



At least for the moment, Oracle's intentions are clear and they seem to be living toward making their intentions our reality. I didn't notice anyone wearing the Oracle wristbands but I did see some yellow ones. Could it be that Oracle end users are not quite yet ready to personally wear the banner?

Two handed opinion of the conference experience

Having attended numerous local and regional user groups plus as many of the conferences as possible, I've heard a lot of controversy concerning which conference would be better to attend – the independent user group conference(s) or the Oracle conference. There is no single answer. Each has its merits and your conference experience depends on what you want from the conference. The following is a compendium of opinions that on one hand could be perceived as negative, but could be viewed slightly differently…

On one hand	On the other hand
• Marketing was the main message.	• The marketing messages were consistent giving the impression of cohesiveness and direction. It's good to know what your ERP vendor is thinking and doing!
• Oracle employees were plentiful and accommodating.	• This was just plain good! What great access to people that are influencing the ERP at the heart of your business!
• The vast majority of sessions were provided by Oracle, sometimes with a customer in tow, but more often just delivering the Oracle message.	• Many educational sessions were provided by the Oracle employee in charge or significantly involved in the topic at hand – again, access to the people creating the product. And, hey! That's what THIS conference is all about.

• The facility was too spread out.	• Not only did we all get a lot of exercise but we got to enjoy San Francisco sunshine.
• The queues were frustrating.	• The queues provided great opportunities to meet new people.
• The audience was huge.	• Walking to lunch on the first day of the conference I heard a familiar voice talking about a familiar subject. I turned and there were three of my favorite clients. It really is a small world.
• 35,000 is just too huge	• I met people from my childhood home town, lots from my home state of Texas and fascinating people from literally all over the world… and we were all comfortable talking to each other because we were in the same place for similar reasons. How often does that happen?
• The lines were ridiculous. (It was a big topic of conversation…)	• Although I have to agree on this in principle, the lines also provided some of the best networking time. Everyone was standing so close to one another it was almost rude not to talk to each other!

Conclusions and Suggestions

Oracle OpenWorld is a worthy investment of your time and money if you want to

- know what Oracle is marketing, planning, and implementing;
- hear the current product roadmaps;
- listen to and potentially have access to Oracle executives;
- learn general information about other aspects of your product, complimentary products or other Oracle products;
- be a member of a huge crowd of people that are seeking the same types of experience;
- review third party offerings all in one place (mostly the exhibit hall); and/or
- meet fascinating people from all over the world.

If you want a more intimate learning experience specifically designed to optimize your current investment in your Oracle product, get active in one of the user groups and attend the user group conferences.

If you want both types of experiences, decide who within your organization needs to take the overview and look at new technology to blend with your existing systems. If you can only send them to one conference, send them to OpenWorld. Also decide who you want to make sure your current investment is stabile, optimized and tuned to make your business processes hum. Then make sure they have the time and budget to be a significant part of the appropriate user group and/or SIG (Special Interest Group). Of course, if you want education and oversight, go to both. Each type of conference (vendor led or customer led) has information that can be immediately used to protect, extend and evolve your ERP investment. (Where did I hear those words before?)

Most importantly, before going to any conference, spend an hour or so deciding what you want out of the conference. Go through the conference materials on the conference website. Many of the negatives I heard from attendees were actually due to lack of making themselves informed. For instance, an Enterprise user told me that they could not find any Enterprise sessions. When I was reviewing the OpenWorld session scheduling tool, a search could be conducted to identify all Enterprise sessions. It just took more than a cursory glance to find it.

If you are sending multiple people, coordinate what they will attend in order to cover as many topics as you want. Make sure to schedule in some fun, too. There's usually plenty of it available! Then create team time during and after the conference to debrief.

So, again, as with almost all business decisions, getting the most out of your investment (this time your investment of time and money in attending a conference) depends on a bit of planning! Do it! Learn from the past, plan the future and enjoy the now. Your choices now determine your future. Choose to participate! As Scott McNealy told us all, "Welcome to the Participation Age!"

Respectfully submitted to the community,

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From Brian Hodnett, GRT Business Solutions:

Oracle OpenWorld was quite different from my past experiences with Quest Global and PeopleSoft Connect. Where Global and Connect seemed to be large events in their own right, they don't compare to the enormity of OpenWorld. The Oracle conference this year was very large with over 35,000 attendees. Out of those 35,000, only about 1,000 attendees were JDEdwards users. This made finding the JDE users difficult in the sea of Oracle users. Those JDE users we did speak with seemed to get a lot out of the conference. There were many sessions aimed at the JDE clients, especially the World sessions conducted at an off-site hotel. There were a few complaints that many of the sessions were full and many people had to wait outside the door in a "standby" line in order to get into sessions. It was apparent that pre-registering for sessions is a requirement for next year.

Although there was content for the JDE attendees, I think that the shear enormity of OpenWorld will actually drive more users to the annual Quest conference and also to the regional/local user groups. The JDE content and attendees are not nearly as diluted at these other events. Adding Seibel users to the mix for next year will only make it bigger. At some point, it's simply too much. Many of the clients we spoke to indicated that they would be attending the Quest conference in Nashville and then would decide whether or not to come back to OpenWorld.

Overall, Oracle did a great job accommodating so many attendees. There were certainly things they could have done better but all in all we were quite pleased with the conference. The keynotes were all very informative and they relayed critical information such as the new "lifetime" support policy, Fusion Middleware, the upcoming Project Fusion applications and the integration of all their recent acquisitions.

Attending OpenWorld as an Oracle Partner was a new experience for GRT. Oracle has embraced its partners and sees value in their existence. That's a pleasant change from the days of PeopleSoft and JDEdwards. At the conference we were treated particularly well. There was a partner lounge that had several conference rooms available. We found this very helpful in meeting with clients in a quiet, comfortable setting.

Overall, we felt the conference was very successful. GRT had the opportunity to make some new contacts in the JDE community and at the same time strengthen our relationship with Oracle.

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How big WAS Oracle OpenWorld? And Other Stats

Attendance

- Overall about 35,000 people. As Charles Phillips said, “We are a city.”
- Over 5,000 PeopleSoft users
- Over 1,000 EnterpriseOne users
- Over 500 World users
- Around 400 Retek users
- 650 press credentials issued
- 3,000 partner attendees
- 2000 signed up for Club Oracle (paying extra money for priority seating, their own lounge and other perks)
- 112 countries represented
- 800 sessions offered (the scheduler showed 842 with the following distribution which adds up to less – so there were more topics)
  - → 213 Enterprise sessions
  - → 125 EnterpriseOne sessions
  - → 53 World sessions
  - → 26 Retek session
  - → 251 Oracle eBusiness Suite sessions
- 300 exhibitors

Oracle itself

- 275,000+ customers
- Oracle Database has 230,000 customers
- 26,000 Applications customers
- 6,000 Oracle Fusion Middleware customers
- Operating in 145 countries

The Oracle Community (Charles Phillips called it the Oracle Eco-system)

- 15,000 Partners
- 7,500 ISVs
- 1,600,000 active developers and DBAs

Collected Attendee Opinions

- "I did enjoy the conference, but I would have liked more advanced technical sessions to be offered. It was too heavily weighted toward the applications."
  Steve R. Oracle DBA, Maverick Systems – Colorado

- "The educational sessions didn't seem to have 'meat'."
  a Retek user who traveled from South Africa to attend the conference

- "Sure, everything is going to be based on open standards and Java. How long will Java be the top choice for programming? Remember Cobol?" [p]
  A Manager from McKee Foods – Tennessee

- "This acquisition may turn out like the banking consolidation. When there used to be a lot of little banks, you could get true customer service and the banking fees were low. Now that the little banks have been bought out and there are only a few players, customer service is lacking and fees continue to rise.

  'Now that Oracle is buying up all the little players what is it going to be like in about 5 years? It is easy to be strong about the existing business right after the merger. However, once the integration of these businesses approaches completion, what will the costs really be?" [p] a self-proclaimed "skeptical PeopleSoft customer who still runs 8.4"

- "The conference was too big, but it was good anyway." Ellen D., Senior Analyst/Programmer, CooperStandard - Indiana

- "The conference is an Oracle marketing event. User conferences offer much better education. Oracle supports the local user group well with educational speakers, but we're local to headquarters so I don't know how it is elsewhere." A Consultant from CA

- "The conference was worth attending. Where else can you go to get this variety of information in one place?" Carolyn D., USPS

- "Even though the conference was large in attendance, it seemed fairly organized for such a large conference. Compared to last year's PeopleSoft conference, the sessions seemed to more conveniently located in the West building instead of going from South and North buildings in between sessions. Sessions seemed predominately Oracle and technically related, but I was able to get some good sessions in with EnterpriseOne. There should have been more end user sessions, but there was enough to keep me busy.

  I attended mostly financial sessions. Some of the sessions had too much information to absorb in the sixty minutes. Most of my sessions did not start on time, and occasionally would go over the scheduled time. Handouts for the sessions should have been readily available to the attendees. I think some of the speakers may not have been clear and

told us that the power point presentation would be on the OpenWorld site, I didn't find that to be the case.

The keynote sessions were very informative but I couldn't believe that I had to stand in line for almost an hour to get in. This could have been a little more organized. Overall the conference was very informative and provided attendees some outlook of what the future holds for our EnterpriseOne system.
Debbie T., King County Library System - Washington

The Oracle Keynotes

Charles Phillips, Co-President (Most mornings, specifically Monday morning) – Information Empowers Business	CP
John Wookey, Senior Vice President, Applications Development (Tuesday Morning) – Realizing the Promise of Information Age Applications	JW
Chuck Rozwat, Executive Vice President, Server Technologies (Wednesday Morning) - Middleware and the Grid: The Fusion of Modern Architectures	CR
Larry Ellison, CEO (Wednesday Afternoon) – Doing Business in the Information Age	LE

These keynotes are all available for your viewing in their entirety at http://www.oracle.com/openworld/online/index.html.

Note to the reader: A number of the information points in the Oracle keynotes were overlapping or built upon the previous information; therefore; instead of providing individual reports on the keynotes, I have combined them all. The speaker's initials where the information was first presented are noted. For instance "[CP]" will appear before something that was first noted in Charles Phillips keynote.

And another NOTE: Every Oracle presentation included a slide called "**Safe Harbor Statement**". Basically, the slide told the audience that all information offered about the future was speculative and Oracle is not committing to anything speculative that is stated in the presentations. These are plans. Therefore, please understand that the information in this report should be considered under that same Safe Harbor Statement.

Headlines

- Lifetime Applications Support
  - → [CP] Application obsolescence fears were abated in the first keynote by Charles Phillips telling the audience that Oracle has heard them and is therefore, now promising lifetime applications support
  - → [CP] "We want to assure our customers that their application investment will be protected." Phillips
  - → [CP] Not only will Oracle applications be supported but so will be applications from ISVs (Independent Software Vendors) who have registered and certified their apps with Oracle.
  - → [LE] Oracle has "no interest in coercing anyone to move from a platform they are happy with."
  - → More information available on the Oracle website: http://www.oracle.com/support/premier/lifetime-support-policy.html
- [JW] Support for Enterprise XE and 8.0 is extended to 2013
- Oracle's Customer Commitment – their strategy (included in some manner in each keynote)
  - → **Protect** – Protect your investments by supporting your current software
  - → **Extend** – Extend the value of your software through customer driven features and introduction of next generation capabilities
  - → **Evolve** – Evolve to the next generation of information age capabilities

- Project Fusion
  - → More information available on the Oracle website: http://www.oracle.com/applications/project-fusion.html
  - → [CP] Oracle will extend functionality for existing apps by using technology being created within Project Fusion
  - → [LE] The open standards will give customers choices for details
  - → [LE] The open standards basis of Project Fusion is Oracle's heritage but Oracle will be the first with a suite of products based on open standards
  - → [LE] "We don't want to make it difficult to upgrade."
  - → [LE] "Fusion will be an attractive destination when you are ready to upgrade."

- Announcement – Release 3 of Oracle applications server
- [CR] Oracle 10g Release 2 – tested 59% faster on the same hardware

[CP] Oracle Strategy based on SIM – Scalable Information Management

[what your applications are evolving to…]

- Deep industry process basis for new developments within applications
- Security (stated Oracle databases are not hacked)
- Integrated Suites
- Engineered Tech Stack
- Standard and open
- SOE – Superior Ownership Experience
- "The key to SIM is good data. Make sure your data is good." [p]
- Full keynote available on the Oracle website: http://www.oracle.com/openworld/online/index.html

Charles Phillips:

"We'll compete on merits." – referencing Oracle's decision to embrace open standards like Java.

"The Internet taught everyone the power of standards. Now the industry is ready for standards." [p]

"PeopleSoft Customers have been pleasantly surprised." – referencing the level and quality of service being provided

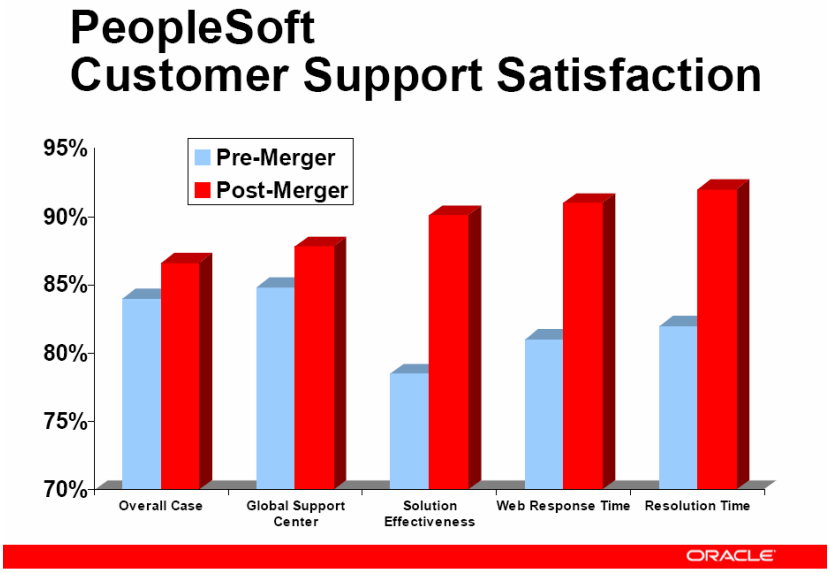
(Picture thanks to Oracle's website)

Listening and Acting on Customer Input

- [CP] Oracle's Goal: Better Information at a lower cost
  The Resources to reach the Goal: Innovation. Scale. Persistence.
  How: Protect Extend Evolve
- [CP] Oracle will provide "one stop support" including all software attached to the Oracle applications by ISVs (Independent Software Vendors)
- [CP] Goal for Business Process Management = Process Transparency
  - → Model driven
  - → Direct link from process design to system change
  - → Continuous re-engineering
- [CP] More than $1.5 billion dedicated to applications research and development next year
- [JW] "Tie yourself to your customers' success and you will be successful."
- [JW] Top questions heard from customers
  - → Can I stay where I am and will you support me?
  - → Can I get additional value today?
  - → Can I move forward when I'm ready

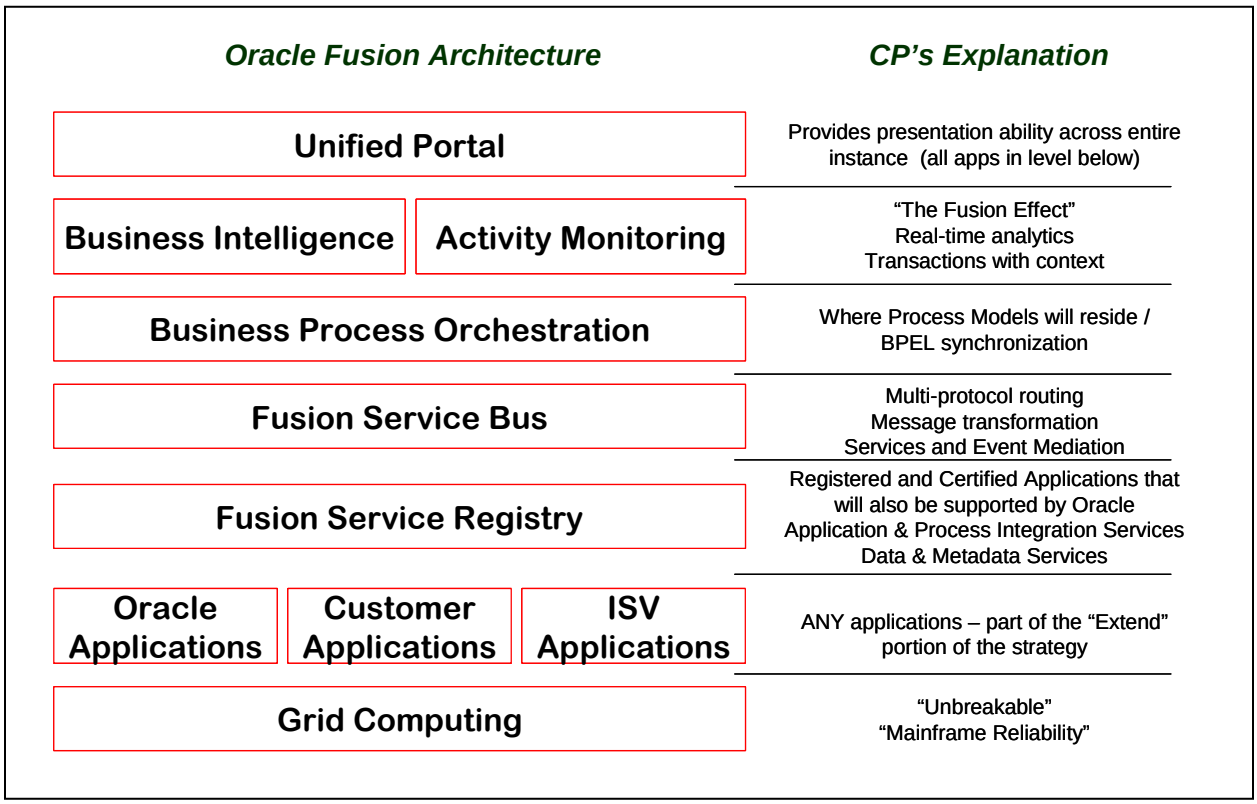
  One Answer: **YES**
- [JW] The best way to request enhancements to your products is to get involved in the independent user group that best fits your needs
  - → Enterprise, EnterpriseOne and World – Quest www.QuestDirect.org
  - → Oracle applications and DB – OAUG www.OAUG.org
  - → International Applications Users Group – www.IOUG.org
  - → Other user groups formed within these or for different segments of the Oracle family

Oracle has pleasantly surprised PeopleSoft customers with increased support:



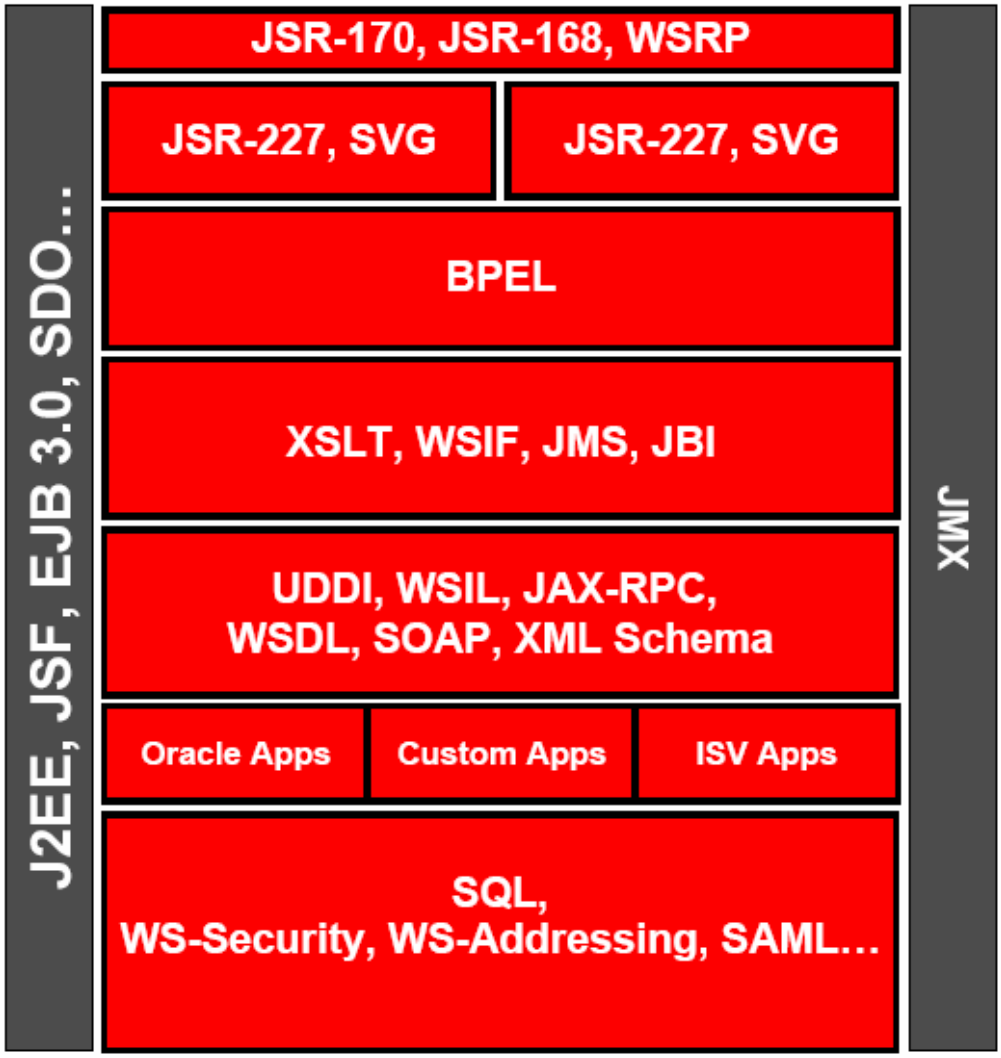
Oracle Fusion Architecture

Charles Phillips shared the following graphic explanation of why Fusion will be the application of choice in the future.



- [CR] A fusion of modern architectures is occurring – Infrastructure, Applications and Information are being fused into an integrated system.
  - → The GRID is the infrastructure that allows adaptability and stability (Clusters of low-cost servers acting as one large computer – the Grid – provides hi performance and scale, costs less and never breaks)
  - → SOA allows applications to be adaptable
  - → Enterprise Information Architecture provides unified storage, management and personalization of use of the information

[CR] The Current Standards Identified for the Oracle Fusion Architecture



[Downloadable from Chuck Rozwat's Keynote speech.
http://www.oracle.com/openworld/online/index.html]

Please note that this graphic is the same as the one on the previous page but has the standards noted versus the functions / applications.

Service Oriented Architecture

Oracle Website information: http://www.oracle.com/technologies/soa/index.html

- [CR] SOA Lifecycle – a circular process
  - → Develop
  - → Integrate
  - → Orchestrate (Business Process)
  - → Secure
  - → Manage
  - → Monitor
  - → [Begin again]

Project Fusion

- [JW] Software versions that will have a direct migration path to Fusion
  - → PeopleSoft Enterprise – **8.8**, 8.9, 9.x [Note the addition of 8.8]
  - → eBusiness Suite – 11i10, 12
  - → JDEdwards EnterpriseOne – 8.11, 8.12
  - → JDEdwards World

- [JW] The Fusion Effect = The sustainable competitive advantage achieved by continuous blending of business insight with process adaptability. [Implying Project Fusion is the natural evolution of automation and building up to why it will be a necessity.]
  - → Automation began with automating repetitive processes
  - → Automation continued with transaction capture
  - → Retrofitting Business Intelligence into a system is challenged by inability to incorporate data back into the transaction systems. Plus there is no ability to add external data that may influence decisions.
  - → Achieving profitable growth requires a blending of business analytics (both internal and external) with transactional data to provide pertinent business information on which to base decisions
  - → The data blending and subsequent decisions will demand flexible business processes to take advantage of insights and opportunities

- [JW] Project Fusion Design Principles
  - → Greatest business insight – integrate the best of the best from each current line of software
    1. Single information model for single source of truth
    2. Real time operational analysis capabilities to provide real time insight for business decisions
    3. Open to third party data
    4. Data hub technology
  - → Deep and adaptive business processes
    1. BPM (Business Process Management) infrastructure to align system with business processes
    2. Enhanced interoperability through standards based platform
    3. Modularized services and personalized user experiences
  - → Superior Ownership Experience (SOE)

- [JW] Fusion Timeline
  - → Fusion Middleware certification of existing applications – through 2005
  - → Fusion architecture – 2006 & 2007
  - → Information Age Applications late 2007 and into 2008

Opinion!

Jean McClelland

The keynotes provided by the Oracle executives were well orchestrated messages about what Oracle intends to do (remembering that these are plans and not commitments per the safe harbor statement shown during every Oracle presentation).

One of the best portions of each of the speeches was when a customer would be brought on stage to tell their experience with an Oracle product. All products were represented by the end of the keynotes. Naturally, the customers selected all had wonderful experiences with their Oracle product.

Each of the Oracle executives were well spoken and at ease in front of the huge audiences. John Wookey seemed the most "real" person – very comfortable with himself and what he is doing for the Oracle family. Charles Phillips is Harvard polished. Chuck Rozwat is California casual. And then there is Larry Ellison himself.

With all the jokes at his expense, kudos to Mr. Ellison for just being himself. Scott McNealy showed a combined Oracle / Sun Microsystems ad where Ellison is in a suit and McNealy has on his trademark jeans. McNealy quipped that you could buy 14 servers for the price of Ellison's suit.

Dana Carvey said that he heard Ellison had taken such a liking to the City of Fresno that Ellison had put a down payment on it in the previous week… among other jibes.

Ellison's keynote was the best attended event of the entire conference. I joined the line to get into the keynote when it had already spilled out of the Moscone North building, turned the first corner of that city block and was about to turn the second corner. I don't know how long the line finally became by the time we were allowed to enter the cavern. With all that effort to get in to see Mr. Ellison in the flesh, I was shocked when people started to leave in great numbers as he started answering questions from the audience. (To their defense, the keynote was running over its timeslot.)

In my opinion, Ellison's willingness to take non-scripted questions and actually answer them was the best part of his presentation. Otherwise, as the reader may have observed from the notes above, he didn't have a lot of new information to share. He basically repeated what was said by the other executives.

People I spoke with while leaving the auditorium expressed similar opinions to my own – nothing new was revealed but he handled the questions well.

Keynote: Paul Otellini, President & CEO of Intel

The New Normal

- The New "Normal" is created by technology; e.g. what would you do without your PC?
- The Personal Computer continues to be the bellwether of the industries"
  - → 200M units being shipped this year
  - → WIFI hot spots have more than tripled
  - → Growth evident by company's use of technology; e.g., Intel used to have to handle 3M emails per month. Now it is 3M emails per day.
  - → Intel's LAN now has 160,000 nodes

Virtualization Technology – New Intel technology to be available 4th quarter 2005

- Demonstrated to be able to run three operating systems on same hardware on three different partitions

Intel's research is shifting technology away from performance alone to Optimizing performance per WATT

- Heat is a major factor for machines and people
- Power consumption of a 10GHz chip would require 150 WATTS
- Goal: Cut power requirement while continuing to deliver higher performance
- Will accomplish goal by putting more transistors on a chip

Excellent Example of Performance per WATT – the Venturi sportscar

- Electric sports car able to do 0-62mph in 4.5 seconds
- Runs on Intel processors in 2 computers
- 350 Kilos of battery in 1000 Kilo car
- Wireless data sent to an Oracle Database in UK over WIMAX

[picture courtesy of http://www.rsportscars.com/eng/cars/venturi_fetish.asp]

Opinion!

Jean McClelland

Mr. Otellini's presentation was fascinating and pertinent but people were leaving in droves in order to get to their educational sessions. Very few of us stayed to ogle the totally cool car in the front of the auditorium. It was especially interesting because it is based on technology we all use in our businesses every day. What a shame the other speakers ran the time over!

Keynote: Mark Hurd – CEO, Hewlett Packard (HP)

HP is a company of technologists, a company that advances technology

- HP and Oracle have been partners for 25 years
- HP and Oracle have 88,000 joint customers

Hurd's message to the audience: "We will help you succeed in business and in life and HP will do it better than anyone else in the world."

- HP will simplify – their structure, organization and processes
- HP will be easier to do business with

"Sustainable growth is only possible if you have the information to make the appropriate decision, and it needs to cost less to have that appropriate information to the right people in real time." [p]

- The only way to achieve the above is to integrate your systems
- The HP partnership with Oracle is the strongest infrastructure partnership in the industry today. [Hurd's opinion]
- HP and Oracle share the commitment to provide the largest standards based server base – 70% of HP mid-server customers run on Oracle

What to expect from HP – Optimize for Agility

- Expect "relentless focus on customer needs"
- Expect more direct communication with customers more often
- Expect HP to say what they will do and then do it
- Expect HP to uphold the highest standards of ethics and integrity in the industry

Opinions!

Jean McClelland and others:

Mr. Hurd looked and sounded very sincere. He's held the CEO position for eight months now. Most people I talked to after the keynote said that his leadership was a "wait and see" scenario.

The audience was attentive but didn't seem to be hanging on his words. I sat next to a very interesting person from India for this keynote. He had come to the conference with his customers. He thought the presentation provided "good information about the new leader of an important technical company."

Leaving the keynote address an interesting fellow from Virginia (that did not want to be quoted by name) told me that he thought the conference was having too many keynote addresses until he realized how the keynotes were pulling all the different elements of the information system together – hardware, software, middleware and end user issues. After he realized this, the conference had more value for him.

Keynote: Scott McNealy – Chairman & CEO Sun Microsystems

Welcome to the Participation Age!

- The Participation Age is where you "click and DO something" vs. just click and look at what is available.
- "We are about to see the Rolling Thunder of announcements of all research funded during the bubble…" – referencing what companies were doing with the money that was poured into technology before the bubble burst.
- Predictions [Some made in jest and some that sounded like they were in jest but probably weren't. The readers must decide for themselves.]
  - → Pixar and Apple will merge and Hollywood won't know what hit them (Noted how innovative Steve Jobs is coining the term "an iPOD moment" to denote great innovation and reinvention.)
  - → The Fat Client model will not carry forward
- The only companies left doing research for large systems are IBM and Sun. HP has bowed out.
- We are on the threshold of a new era: Scale, Innovation, and Standards matter. Choice will always matter (referencing the necessity for customers to be able to choose among different vendors).

Sun Microsystems – Mission, Cause and Strategy

- Their mission: Provide the infrastructure for future computing
- Their cause: Eliminate the digital divide in a way that makes the planet a better place. ("Planet sensitive computing")
- Their strategy: SHARE! "Only by creating huge communities can you make a real difference."

Market defining Sun Products & Activities

- SunFire x64 family was introduced week of September 12th
- UltraSPARC IV will have two times the performance of UltraSPARC III and will save ¾ of the power that an IBM machine will use
- Coming Soon – Niagara Chip, Solaris 10, StorageTek, Java Enterprise System

Opinion!

Jean McClelland:

Scott McNealy was pretty subdued – for Scott McNealy. He was definitely entertaining and is still obviously one of the visionaries of technological change. This was one of the keynotes that the audience was glued to the content as well as the presenter.

The audience especially enjoyed the fictional iPOD play lists that McNealy presented for a number of the CEOs at the conference. Of course, Ellison's began with the song "Hey, Big Spender".

Keynote: Tom Mendoza – President , Network Appliance

Simplifying Data Management – Doing More While Spending Less

The Data Storage Market

- Big Impacts on technology
  - → Y2K
  - → the '90s where we did more with more as long as it was faster (i.e., money was flowing so fast that it was a secondary consideration)
  - → 9/11
- Only 3 heterogeneous storage vendors – Net App, EMC, Hitachi
  (These are the only three to gain market share in the last 3 years with Net App enjoying the biggest growth)
- Net App created growth by considering what would companies invest in that would have a net ROI in 18 months or less
- 33% of Net App's business is database storage – biggest being Oracle
- 100% of Southwest Airlines storage is on Net App
- Ticket Master has been hosted on Net Apps since 1998. Their data is mirrored in London, NY and one other place.
- Yahoo answered Google's 1 GB email box with a 100MB email box by using Net Apps – only took 7 days to implement
- Thompson Legal - $3.5B firm. They do West Law (case histories). Net App and Oracle, as a team – met or exceeded all SLAs at far less costs by using the combination.
- Net App's strategy includes multiple types of services with the products. The services (e.g., outsourcing service of their storage units) fill the gaps when product sales are down.
- They have 3.2 pedabytes of Oracle data in Austin, TX.

Doing more while spending less

- Yahoo manages their data with only 8 people – 2 Net Apps and 8 Yahoo people.
- If you are going to save money, you have to consolidate. That's how they improved their company. They consolidated more data onto less space with more flexible architecture.
- 6000 Linux blades came into Net Apps to help create the *Lord of the Rings* movie

Data Storage challenges

- Islands of information
- Different categories of data
- Net Apps' single architecture helps the customer change their mind on how data is stored, if necessary. "Change the interface, not the storage."
- 75% of data is in usually in the test environment. Questions then become do you want more storage or do you want to test less? Net App can make test more efficient by allowing the apps to be written within the storage.

The GRID - Mendoza believes the future of back-end technology is anchoring in the grid - and Net Apps is in the forefront of that technology.

"Compliance is now merging with back-up and recovery."

Data Security

- Per the FBI – 50% of data theft is from inside the firewall.
- Gartner Group recommends encrypting your back-up tapes but that means that you have to change your apps. Net Apps bought DeCru DataFort to have easy encryption. DeCru was first funded to be used by the CIA.
- Recovery of the data is as important as storage. Mendoza believes in disk to disk recovery, not tape. Net Apps wrote Snap Vault to get the changes in data vs. having to provide time and space to redo the entire storage effort.

"The data storage industry has had to work around technology companies for far too long because we've made incompatible stuff." [p]

Announcement: IBM will be OEM for Net App – partnership signed last week

Opinions!

Jean McClelland and others:

The truly technical crowd seemed to enjoy this keynote the best. Maybe the subject is something they are more interested in because it is their current challenge, or maybe they just liked all the flying acronyms. However, an Oracle DBA from Denver that I met at lunch had the opposite reaction. He stated that it was being very hard to find the technology information in either the keynotes or the sessions. He said that he had worked very hard to find the little bit of true technological information being offered.

My personal opinion on this particular keynote was that it was technical enough to sooth the technicians needs but was basically a well put together marketing ploy for Network Appliances. Just look at all the well-structured statistics presented. Of course they are going to present their successes, there was just something about the way it was done or the volume of them that rang like a sales presentation.

It also seemed that each keynote talked about the necessity of system integration. ANYONE living with an ERP system can tell you that integration is important. Come on!

One of the people sitting near me was a product manager of a higher-education software firm. He agreed with Mendoza and the others that are calling for the integration of systems in order to make the systems less effort. He stated that the businesses themselves must be the focus and the systems need to be invisible support. I'm sure the vast majority of the readers here will agree with that opinion.

Keynote: Kevin Kettler, CTO - Dell

The Scalable Enterprise = Grid Computing

Why the scale-out approach is inevitable

- Introduction of multi-core architectures will shift the requirement for large Multi-socket systems
  - → Processors now combine multi-logic units into single processor socket
  - → Multi-threaded performance will reach an all-time high
- 64 bit processing enables more than eight times the concurrent users as 32 bit processing
- Virtualization Technology is finally coming into being (now able to actually have virtual environments)
- Interconnect Technology is improving bandwidth and latency
- Industry partnerships and investments – example being the Project MegaGrid partnership of Dell, EMC, Oracle and now Intel. The partners have come together to prove that Grid computing can outperform "big iron" at a fraction of the cost and is at least just as stable.

Dell walks their talk

- Dell runs their $50B high-growth business on Dell scale-out architectures

Opinion!

Jean McClelland:

Dr. Kettler was the last of three morning keynotes on the third day of the conference. A problem arose as the other two keynote speakers - Rozwat and Mendoza - ran over time so people started leaving the hall in droves when Kettler came on stage. It was really a bit embarrassing for me because Kettler is (again) a hometown guy with Dell being headquartered in Austin. But regardless of where he resides, his keynote was important because he provided the background on a major change currently happening in the industry – why Grid computing can succeed and how it is progressing.

I suggest the reader take the time to review his keynote on Oracle's website.

http://www.oracle.com/openworld/online/index.html Hit the "Keynotes" button and then "Wednesday September 21". You'll find the four keynotes that happened that day. The charts he provided are worth the look.

Kettler's keynote was also the fourth presentation from the hardware side of the business (Hurd from HP and McNealy of Sun Microsystems were keynotes and there was a featured speaker from IBM during one of the Oracle keynotes). In each case, the speaker offered negative jokes or true criticism of the other players. Then they each talked about how important it is to collaborate and integrate. Hmmm… where is the walking the talk in that scenario!

Dr. Kettler offered a fun, animated story for his ploy to tell the Oracle world that Dell is their best friend in the hardware realm. You can see it at www.delltechforce.com The animation is good and the caricatures are great. Let me know what you think about the message it sends!

Unit Price Pay-When-Paid Functionality for the Construction Industry

Session S970

Presenter: Todd Griffith — **GRT Business Solutions**
tgriffith@grtbiz.com — www.GRTBiz.com

Edward Kraemer & Sons, Inc. – construction and materials company

- Founded in 1911 and still headquartered in Plain, WI
- Privately owned and still run by founding family
- Diverse General Contractor and Construction Aggregates Supplier
- System specs
  - → Completely on EnterpriseOne XE / HTML with exception of some FASTR reports
  - → Accounting group still using fat clients (They don't have speed issues because they are all in one place.)
- Mike Huffar, Director of IT could not make the convention at the last minute therefore Todd Griffith provided the entire presentation

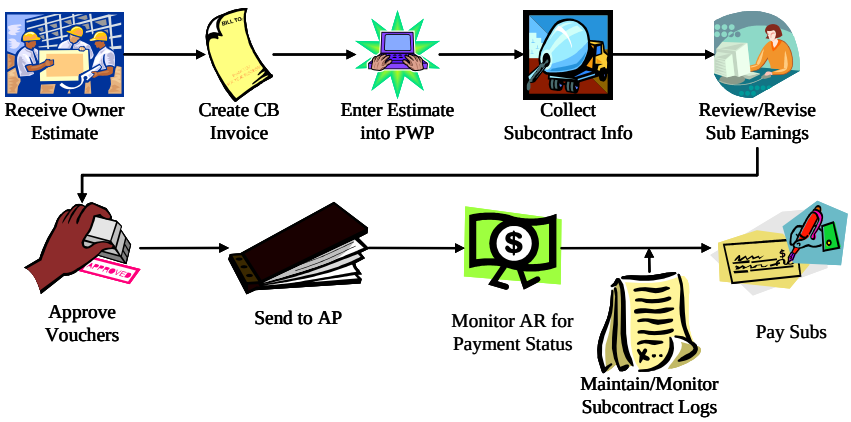
The Challenge met through the Unit Price Pay-When-Paid programming

- Automatically keeping track of
  - → Flow Owner Earnings to Sub-contractors
  - → Unit Price Contracts and Subcontracts
  - → Quantities, Earnings, Retainage, Backcharges, Liquidated Damages, Advances, Securities, Bonds, & Stored Material
- Automate A/P voucher creation
- Automate change in A/P payment status based on A/R payment status

How the Challenge was met:

- Code uses specific fields to link information for comparison purposes
- Once comparisons match defined criteria (A/R received and A/P, units of measure are the same, etc.), the A/P is approved for payment
  - → A/P Voucher pay status driven by A/R status and Order Logs
- Code was completely developed within E1 toolset
  - → Process Flow was fully automated
  - → Information collection down to sub-line fully automated
  - → Only had to make one modification to a JDE standard object
- Project took 3 months from concept to go-live (including major scope creep)

The Business Process Now



Solution Features

- Allows media object text at multiple levels
- Provides visual clues on status of sub-vouchers (vouchers with earning and/or already sent to A/P)
- Creates both “draft” and “final” vouchers both on-screen and in reports
- Prints lien waiver text
- Checks for errors
  - → Prior vouchers open?
  - → Earnings and Purchase Orders match?
  - → Order log compliant?
- Cannot delete estimate that already has earnings
- Processes / tracks:
  - → Quantities / Earnings
  - → Retainage / Securities
  - → Stored Materials
  - → Advances
  - → Backcharges
  - → Liquidated Damages
  - → Bond Amounts
- Can set tolerances for exceeding subcontract amounts

Opinion!

Jean McClelland:

Todd Griffith drew the worst time slot for a presentation – the last educational session of the conference – from 4 pm to 5 pm on Thursday afternoon. As a testament to attendees desire for information on how to really optimize their existing systems, people actually showed up! …and, this wasn’t even the smallest audience in the sessions I attended.

The solution offered was impressive. Todd was able to provide a real time demonstration after which one of the audience members (who happened to be from a non-construction company) said this is exactly what he needs. Obviously, they exchanged cards.

To me, this is just another testament to planning your conference time in advance. Know what you want and in a conference this large, it’s probably somewhere. You just have to find it.

CIO Update …demystify and synthesize Gartner™

C-Level Session

Presenter: Todd Clevenger — **GB Synergy**
www.GBSynergy.com

CIO Main Agenda Items per Gartner™ - Note the focus on the entire BUSINESS

- Enable business growth moved to #1 spot from #18
- Link information systems to strategy becomes #2
- Demonstrate business value is #3

Gartner™ Emerging Business Trends

- Proactive transparency – Establish a federation of enterprises that collaborate across not only the supply chain of product and services but also the business process outsourcers by implementing Web Services and SOA
- Improve productivity for clerical rolls that, so far, have been largely untouched by Information Technology in order to create a process-driven enterprise

Gartner™ Emerging Technology Trends

- A few of the new requirements to build the case for IT [more were presented]
  - → Determine the best use of the Internet to support your business growth (internally and externally) (Example: use Internet for branch offices where low-speed private networks provide barely acceptable everyday performance.)
  - → Determine when and how to allow non-enterprise access corporate systems
  - → Determine when and how to move to a Business Process Platform (BPP)
  - → Determine what services should be based on business metrics and which still need human interaction
- Ubiquitous Access – 24/7 from anywhere, customized to the user
- Smart Objects and Ambient Intelligence
- Intelligent web for improved interoperability (B2B is about external integration)

The CIO's new team

- Relationship team – Provides global vision and manages customers
- Process team – Manages processes including innovation, differentiation & outsourcing
- Information team – Provides BI and stakeholder portals, Manages business knowledge and governance
- Technology team – Keeps the entire system humming

Opinion!

Jean McClelland:

My favorite quote in the presentation was one from Michael Hammer (author of *Reengineering the Corporation*) "The walls between enterprises dwarf the walls within enterprises." It's so true!

Having attended a number of GBSynergy presentations before, I expected an excellent presentation that provided new information and put seeming disparate ideas into a logical, cohesive flow. GBSynergy again met that expectation. Good going!

Creating Information Driven Companies in Real Estate and for Homebuilders

Note: This session report actually covers two sessions that were very similar.

Presenters: Andrew Rains, Oracle
David Anderson, Oracle
Tim Costello, Chairman, President & CEO, Builder Homesite
Rob Stratton, Managing Director, Real Foundations
Kevin Moss, SVP & CIO, General Growth Properties

Implementation of Business Intelligence in the real estate industry – Andrew Rains

- Not-yet statistically significant survey results (contact Andrew Rains of Oracle to participate in this survey)
  - → 62% of respondents use a web-based portal
  - → 92% will have BI tool within 3 years
  - → 70% reported BI to be one of their top priorities
- BI tool users in the real estate industry
  - → 94% are in corporate departments
  - → 81% are regional users
  - → 75% are executives

"Creating the Information Enterprise requires a cultural change." – Tim Costello

- The builders' heritage that must be overcome in order to progress
  - → "Craft work is the only way" is outdated – Craft work means that each product step must compensate for the mistakes and variances of the last step. With approximately 10,000 parts per house, by the time you are finishing a house, there are major compromises to quality that are being taken in order to finish.
  - → Home Builders are usually regional, creating a fragmented industry. Cooperation will help solve many of the problems being experienced in costs and other elements of building today.
  - → Must think of home building as a manufacturing business and implement many of the advances in manufacturing that have helped with cost and quality.

- Four technology traits that distinguish great companies (from the book "From Good to Great")
  - → Think differently about technology
  - → Avoid bandwagons and fads pertaining to information
  - → Use technology as an accelerator
  - → Use a thoughtful and creative approach to information vs. being fearful of being left behind

"The known issue at hand in the building industry is the different building practices in different geographic regions." – Rob Stratton

- Information Technology applications to consider for solving the known issue
  - → Supply Chain management (demand planning)
  - → Scheduling
    1. Plan Management
    2. Wireless access
    3. Municipality coordination
    4. Tracking actuals
- Trade Partner Cooperation

Why attention to information is vital to real estate companies – Kevin Moss

- Told story of his CEO finally using the ERP + BI capabilities to analyze the potential effect on their properties by Federated and May stores merging. The CEO found, collated and analyzed the data easily himself. He was amazed at the ease and time savings with which this was accomplished because he has always been a technophobe.
- Asked the audience to consider the possibilities
  - → How do we really define our business?
  - → How do we define "opportunity"?
  - → How do we sell space on a portfolio basis?
  - → How do we make it easy to business with us?
  - → How do we make smarter buildings? The corporate office is being killed in order to spread out…

Opinion!

Jean McClelland:

These sessions showed how the real estate industry is on the verge of moving – one way or the other. It can move into the Information Age and collect and analyze the data that will make them more efficient or it can stay in the Manufacturing Age (the old type of craftsman manufacturing) and continue to be a haven for costly projects that become less and less satisfying to the consumer. This sounds like a perfect case for new implementations of Fusion anything – middleware or the first versions of the upcoming ERP.

Real Estate happens to be one of my areas interest so I know I'll be looking to work with the companies that want to bring home building and real estate management into the forefront of the technologically advanced industries.

As far as the presentations themselves were concerned, the audiences were decidedly small for the subject – another indication that the industry really needs leaders like the presenters. The attendees that were there seemed interested but not mesmerized. Could it be that the general real estate populous still doesn't get it? Let all of us who do "get it" ban together to help our industry advance! Collaborate!

Oracle doesn't even list real estate as an industry (whereas JDE did). It's lumped into Engineering and Construction. Andrew Rains, previous JDE employee and now Oracle employee, provided a very compelling presentation at the 2003 Quest conference about the possibilities for business growth through information advances in real estate. I guess he has some educating to do within his new company! Go for it, Mr. Rains!

Conference Report Sponsors

GRT Business Solutions is a consulting practice dedicated to Oracle's JD Edwards software. Since its beginnings in 1998, GRT has worked exclusively with the JD Edwards EnterpriseOne and World applications. GRT clients range from construction companies to investment banks to utilities.

GRT consultants are seasoned veterans equipped to handle the most complex implementation. Each consultant has a minimum of 5 years of E1 or World experience with additional industry experience. GRT is proud to say that their client list is 100% referenceable.

GRT also offers a suite of productivity tools that gives JD Edwards, PeopleSoft and Oracle users the ability to easily extract information from their system, reducing dependence on native reporting tools.

Find out more at **www.GRTBiz.com** or call Brian Hodnett at 817.417.4988
or email Brian_Hodnett@GRTBiz.com

Praxis Reports

Jean McClelland has believed in knowledge sharing throughout her career. She has always found conferences to be a wealth of information that could be shared and leveraged. Hence, as an extension of her consulting practice, Praxis, Ms. McClelland began creating reports on the most interesting and informative conferences she was attending. The first report she prepared was from one of the Systems Integration conferences hosted by Peter Senge of MIT –world renown as the author of "The Fifth Discipline". Of course, the "system" in that conference was more about how humans interact with business and themselves in business, not computers, routers, networks, etc.

Today, Ms. McClelland lives in the hills of central Texas and consults domestically on subjects such as Business Process innovation, implementation of technology to support strategic plans, and living your values within the corporation. She also facilitates a consumer based e-course on creating your own prosperity mindset – a necessity for success in any form of business.

Praxis Reports is available to attend, evaluate and report on interesting conferences pertaining to business enhancing technologies, real estate and/or living your personal values in the workplace.

For more information about receiving or sponsoring reports, please call Jean McClelland: 512.797.3006
Or email Jean at jeansemail@earthlink.net.

www.PraxisReports.com

Glossary - Jargon Used in this Report

Symbol or Acronym	Description	Where Used (if blank used throughout the report)
[p]	Paraphrase – as close to a quote from the noted person as the author remembers! If there is a correction, please contact Jean McClelland at jeansemail@earthlink.net	
apps	Abbreviation (not acronym) for applications	Conf. Experience Oracle Keynotes
A/P **A/R**	Accounts Payable Accounts Receivable	Todd Griffith
BI	Business Intelligence	Oracle Keynotes RE &Builders
BPM	Business Process Management	Oracle Keynotes
BPEL	Business Process Execution Language http://www.oracle.com/technology/products/ias/bpel/index.html	Conf. Experience Oracle Keynotes
CEO	Chief Executive Officer	
CIO	Chief Information Officer	
CTO	Chief Technology Officer	
E	Enterprise software (previously PeopleSoft)	
E1	EnterpriseOne software (previously JD Edwards OneWorld)	
E&C	Engineering & Construction – one of the major industry concentrations that JD Edwards used to serve and that Oracle now serves	
ERP	Enterprise Resource Planning – the nomenclature for the software that has many integrated pieces so that a company can have easy access to information throughout their business.	
HTML	Hypertext Mark-up Language (on the internet)	
IOUG	International Oracle Users Group www.IOUG.org	

ISV	Independent Software Vendor	How Big Oracle Keynotes
JDE	JD Edwards software – now known as either EnterpriseOne (OneWorld) or World	
LAN	Local Area Network	Otellini Keynote
OAUG	Oracle Applications Users Group www.oaug.org	Conf. Experience Oracle Keynotes
PS	PeopleSoft	
Quest	The independent user group for E, E1 & W www.QuestDirect.org	
ROI	Return on Investment	Mendoza
RUG	Regional User Group	
SIG	Special Interest Group	Conference Experience
SIM	Scalable Information Management	Oracle Keynotes
SLA	Service Level Agreement	Mendoza
SOA	Service Oriented Architecture	Oracle Keynotes
SOE	Superior Ownership Experience – the successor to PeopleSoft's Total Ownership Experience initiative	Conf. Experience Oracle Keynotes
SVP	Senior Vice President	Oracle Keynotes
W	World software (previously JD Edwards World)	
Y2K	Year 2000 (did we forget?)	