

MET Executive Development Program 2002

Industry Dynamics Behind the Telecom/IT Convergence

Rotman School of Management
Executive Management Centre
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The telecommunications industry is currently in a state of rapid change and evolution. The public internet, personal computing devices, and the development of new wireless technologies are all contributing to the evolution of the emergence of convergent services, network architectures, and industry business models. The MET Executive Development Program (EDP) gives the student an interactive opportunity to gain a solid appreciation of the industry structure and dynamics, taking into consideration the regulatory and competitive landscape.

This is the second year of the EDP Program, and it is based on the overall theme of Telecom/IT Convergence that was established last year. The primary focus of the 2002 EDP Program will be on the evolution and trends of network-based information and e-business infrastructure on the global telecommunications and related industries. Special emphasis will be placed on the potential implications to the Canadian service provider industry.

The EDP Program leverages the strengths of the university and its industry partners by featuring lectures from leading academics, industry experts, and top executives. Students will be presented with academic material heavily interspersed with a practical perspective from industry. Subject matter experts will be brought in to give the students a deeper understanding of the industry value chain. The program is also structured to provide ample opportunities to work and network with other students from various areas of the industry.

Admission Requirements

Students applying for admission to the EDP Program must have extensive working experience in either telecommunications or related IT industries.

Industry Sponsors

Bell Canada, Telus, Rogers, AT&T Canada, Sprint Canada, Celestica, Lucent, and Nortel Networks.

The Core Faculty

Professor Tony Yuen, Director MET Program
Professor Hudson Janisch, Faculty of Law
Professor Joe D'Cruz, Rotman School of Management
Professor Alberto Leon-Garcia, Faculty of Engineering and Founding Director MET Program

The EDP Program is delivered by a distinguished team of professors from the Electrical and Computer Engineering Department, the Faculty of Law, and the Joseph Rotman School of Management, who have extensive experience in the field of telecommunications and information technology.

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Impact of Network-Based E-Business Infrastructure on Telecom Services and Related IT Industries

Sponsored Program

February 26-27, April 2, May 21-22, July 9, and September 20, 2002

This program is offered only to management and professionals from the sponsored companies.

The program consists of 5 modules spanning from February to September. The breakdown of the topics for each module is given below.

Module 1	February 26-27, 2002	Industry Overview and Dynamics
Module 2	April 2, 2002	Regulatory and Policy Environment
Module 3	May 21-22, 2002	Business, Strategy, and Competition
Module 4	July 9, 2002	Government Perspective and Introductory Workshop on Group Projects
Module 5	September 20, 2002	Project Presentations and Panel Discussions on the Future of the Telecom Industry in Canada

The lectures are given primarily by faculty members from engineering, business, and law, supplemented by key-note addresses by executives from the sponsor companies and talks from other industry experts. Students are expected to work in groups to complete a project pertinent to the future of the telecommunications industry in Canada.

Projects will be assigned on July 9, and the final results will be presented on September 20. The September 20th session will be shared with the students from the Open Program, who will also be making their project presentations on this day.

Module 1 – Industry Overview and Dynamics

February 26-27, 2002

This two-day module provides an overview of the current telecommunications industry structure and dynamics of both the service providers and equipment vendors. The program also touches on other related IT and cable/media industries that participate in the build-up of the network-based information infrastructure. Underlying market driving forces and scenarios of convergence trends will be presented.

Day 1

Program Overview and Introduction
Telecom Industry Value Chain
Celestica CTO Keynote
Telecom/IT Industry Dynamics
Telecom/IT Convergence Trends
Exercise on Convergence Trends

Day 2

Telecom Industry Update
IT/Other Industry Update
Bell Canada CIO Keynote
Exercise on Convergence Trends
Summary of Module 1
Introduction to Modules 2 and 3

This module is primed by Professor Tony Yuen.

Keynote speakers: Dan Shea, Chief Technology Officer, Celestica
Eugene Roman, Chief Information Officer, Bell Canada

Keynote speakers will position their companies in the industry value chain. They will also discuss their personal roles as key change agents within their own companies, as well as their assessment on the pace of convergence.

Module 2 – Regulatory and Policy Environment

April 2, 2002

The second module focuses on Telecommunications and the Internet. The topic will be on “New Frontiers of Regulation and Governance”.

This module is primed by Professor Hudson Janisch and Craig McTaggart of the Law Faculty.

Module 3 – Business, Strategy, and Competition

May 21-22, 2002

This two-day module focuses on the competitive nature of the marketplace. A number of strategic business options will be presented, based on the competitive positioning of the perspective of the defenders (incumbents) or the attackers (new or emerging companies). The first day will be dedicated to the equipment vendor industry and the second day to the service provider industry.

This module is primed by Professor Joe D’Cruz of the Rotman School of Management, along with Professor Tony Yuen and Professor Al Leon-Garcia. Subject matter experts will be brought in as required.

Module 4 – Government and Introduction of Group Projects

July 9, 2002

This module consists of two parts. In the first part, speakers from Industry Canada and the CRTC will discuss the key issues facing Canada today, to be followed by an interactive session on potential scenarios. The second part consists of the assignment of topics for the group projects, and an introductory workshop to kick-off the two-month group exercises. Additional subject matter experts may be introduced to assist in the selection of topics.

This module is primed by Professor Tony Yuen and the MET Advisory Board.

Module 5 – Project Presentations and Panel on the Future of the Telecom Industry in Canada

September 20, 2002

Module 5 constitutes the final module for the 2002 EDP Program. The morning will be delegated to group project presentations and feedback. The afternoon will be an open panel discussion on the future of the telecommunications industry in Canada. MET Advisory Board Members will form the panel, to be facilitated by Professor Tony Yuen.

An Open Program, which is a condensed version of the Sponsored Program, is currently scheduled for September 17-20, 2002. The intention is to have a combined Module 5 for both programs, in order to maximize the cross-learning of people in the Canadian Telecom and IT industries.

This module is primed by Professor Tony Yuen and the MET Advisory Board.

Program Fee

The Program Fee is \$3000 per person for the full 7-day program.

The fee includes all lecture materials, as well as breakfasts and lunches.

Open Program

September 17-20, 2002

The Open Program is open to any management and professionals in the Telecom, Networking, and IT Industries. It is complementary to the Sponsored Program that is being held earlier in the year. Students located outside of the Greater Toronto Area can especially benefit from this program, since the full program will be presented in four consecutive days.

This four-day program is offered to students who are interested in both the industry structure and dynamics of the telecommunications industry as well as the paths towards Telecom/IT industry convergence. While the lectures will address the global aspect of the telecommunications and related IT industries, special focus will be placed on the Canadian market environment.

The lectures are given primarily by leading professors from engineering, business, and law, supplemented by talks from industry experts and executives. The breakdown of the 4 days is given below.

Day 1	Industry Overview and Dynamics
Day 2	Business, Strategy, and Competition
Day 3	Government Regulation and Policy, and Industry Case Study
Day 4	Case Study Presentation and Panel on the Future of the Telecom Industry in Canada

[Day 1 – Industry Overview and Dynamics](#)

September 17, 2002

Day 1 of the program is intended to provide an overview of the structure and dynamics of the telecommunications and related IT industries. It will introduce the evolution and trends toward Telecom/IT convergence.

[Day 2 – Business, Strategy, and Competition](#)

September 18, 2002

Day 2 of the program will focus on the competitive nature of the marketplace. It will examine the strategic business options from the perspective of the defenders (incumbents) or attackers (new and emerging companies).

[Day 3 – Government Regulation and Policy, and Industry Case Study](#)

September 19, 2002

Day 3 brings in the regulatory and policy components that shape the telecommunications industry. It will address the issues and opportunities facing the potential Telecom/IT convergence scenarios. An Industry Case Study exercise on the Canadian telecom service provider industry will be conducted in the afternoon, with the findings and recommendations to be provided the following day.

[Day 4 – Case Study Presentation and Panel on the Future of the Telecom Industry in Canada](#)

September 20, 2002

Day 4 consists of two parts. Part one consists of student presentations and part two is a panel discussion on the future of the telecommunications industry in Canada.

The day will be shared with the Final Module of the Sponsored Program, when students will also be making their group project presentations. The intention is to maximize the cross-learning of all the participants in this year's EDP Programs.

[Additional Information](#)

While most of the lecture materials will be similar to that of the Sponsored Program, more detail on the 4-day Open Program, including the names of the faculty members and keynote speakers, will be given out around the middle of July. This will allow the organizer to take full advantage of the current events and make adjustments to the content of the program accordingly.

Program Fee

The Program Fee is \$2000 per person for the full 4-day program.

The fee includes all lecture materials as well as breakfasts and lunches.