knowledge
management
enabling winning offerings

In today's rapidly changing and dynamic IT landscape, the IT industry is constantly faced with the challenge of keeping up with the pace of change.

Innovation has now become key whether it be disruptive, strategic or 'just to keep the lights on' type of innovation. Regardless of the type of innovation, it is necessary to manage innovation through an efficient framework to ensure that development budgets are utilized wisely and that the outcome is predictable and repeatable.

The Solution Offering Lifecycle Development (SOLD) process framework ensures just this by its staged approach and effective governance. It is based on a set of guiding principles and usage of robust knowledge management framework which lead to the creation of a leading edge portfolio of solutions, services and product offerings which are aligned with organization strategy and objectives.

Step 1: Define the core objectives, philosophy and underlying principles for portfolio development

Step 2: Establish a process framework which enables staged decision-making at key milestones

Step 3: Implement a governance framework which ensures key stakeholders are aligned throughout the process

Step 4: Implement a knowledge management framework which ensures involvement of all stakeholders, information dissemination and enables agility in key decision-making.

Your business technologists. **Powering progress**

Atos

Four steps to an innovative development portfolio:

1. Define the core objectives

STEP 1: Define the core objectives, philosophy and underlying principles for portfolio development

Objective

The purpose of SOLD is to create and maintain a portfolio of offerings that evolves around customer challenges and market trends, both immediate and long term, enhancing existing Atos technical and organizational capabilities, aligning to Atos vision and strategy and being commercially viable.
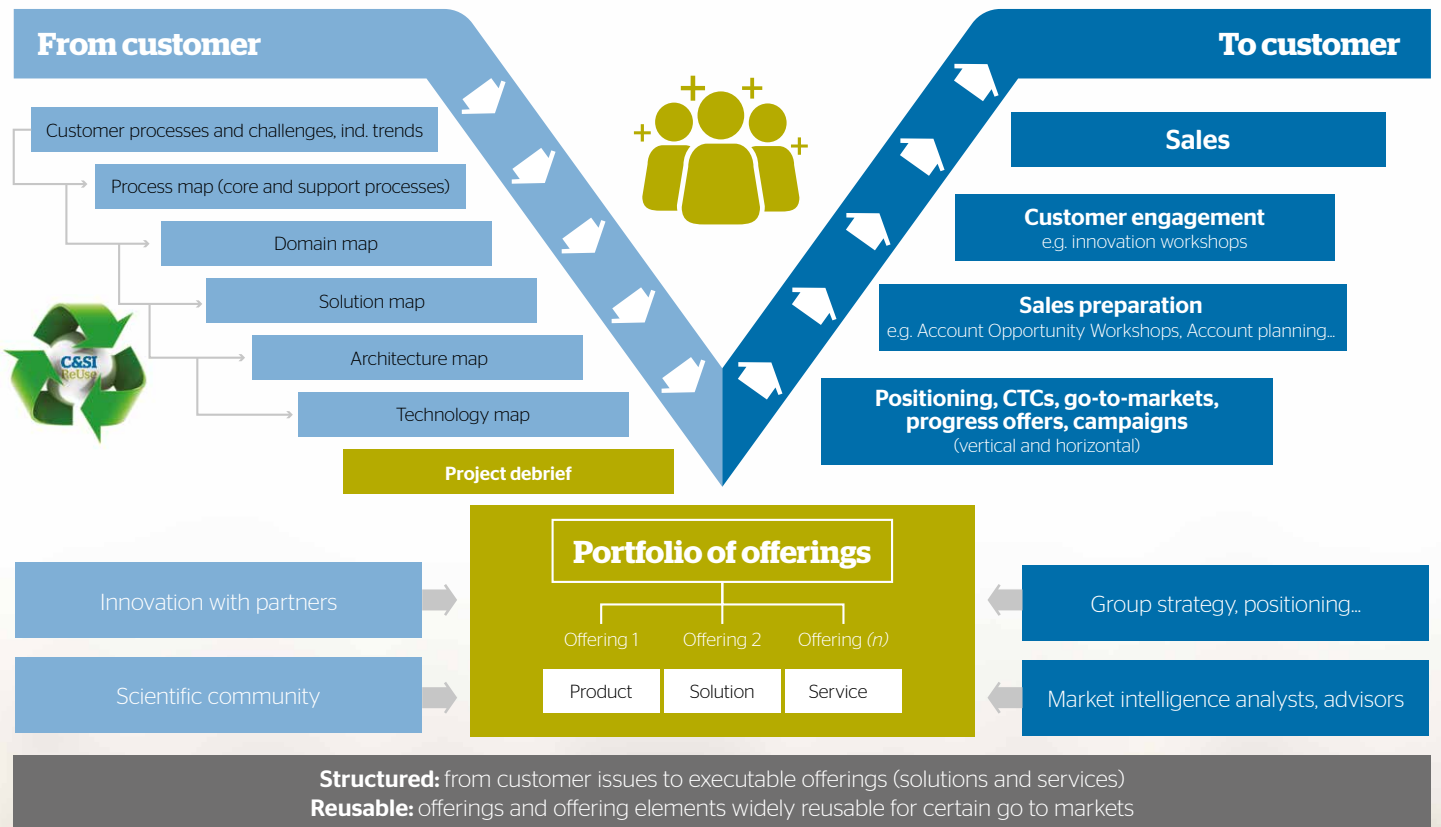
Philosophy

Atos business philosophy revolves around 'from customer to customer'. Being business technologists we hear what their needs are, understand their challenges and requirements and develop solutions, services and product offerings catering to their requirements. After all – the bait has to be attractive for the fish, not for the fisherman.

Through our various interaction opportunities with our customers, we delve into customers' business process, domain and technology requirements, also engaging with them through Customer Innovation Workshops.

There are other influencing aspects that provide further impetus to this information: for example innovation from our partners, our well established scientific community, corporate strategy and market intelligence. Through all of these inputs, we produce offerings and products which are then offered back to the customer through various activities like Account Opportunity Workshops, go-to-market campaigns and sales activities.

Core objectives and philosophy	Process framework
Developing a winning offering portfolio	
Governance framework	Knowledge management framework

From customer

Customer processes and challenges, ind. trends

Process map (core and support processes)

Domain map

Solution map

Architecture map

Technology map

Project debrief

To customer

Sales

Customer engagement
e.g. innovation workshops

Sales preparation
e.g. Account Opportunity Workshops, Account planning...

Positioning, CTCs, go-to-markets, progress offers, campaigns
(vertical and horizontal)

C&SI ReUse

Innovation with partners

Scientific community

Portfolio of offerings

Offering 1   Offering 2   Offering *(n)*

Product   Solution   Service

Group strategy, positioning...

Market intelligence analysts, advisors

Structured: from customer issues to executable offerings (solutions and services)
Reusable: offerings and offering elements widely reusable for certain go to markets

Four steps to an innovative development portfolio:

2. Process framework for decision-making

STEP 2: Establish a process framework which enables staged decision-making at key milestones

1. Identify

The objectives of this stage are to capture and review, at a reasonably high level, the list of ideas for portfolio development. This involves understanding if or how each idea fits into the portfolio structure and assessing the desire to react to it. Ideas need to be supported with projected revenue forecasts, budget needs, return on investment and above all, a precise list of tangible deliverables. Developments supported by pilot customers or partners are given a higher priority. The Stage Review P1 at the end of this stage provides a clear decision on overall budget allocation for the selected ideas which can then be taken up further for a detailed assessment.

2. Plan

The objectives of this stage are to build on the high level information collected in the identify stage to prepare a detailed business plan and project plan for development of the offering. The Stage Review S1 at the end of this stage provides a clear decision on whether the idea should be taken up further for development. The development budget is released after approval of this stage.

3. Define

The objectives of this stage are to finalize the technical and commercial components of the planned offering in preparation for, and to secure commitment to participate in, full scale development. With the increasing use of agile methodology, this stage is more often combined with the develop stage and multiple iterations are planned based on an incremental approach to reduce time and risk.

4. Develop

The objectives of this stage are to produce a 'ready-to-sell', 'ready-to-deliver', fully-supported offering, which is in line with group strategy and technical policy. The Quality Check Q1 at the end of this stage ensures adherence to SOLD framework and standards and that all the planned outputs are delivered by the project team in good quality.
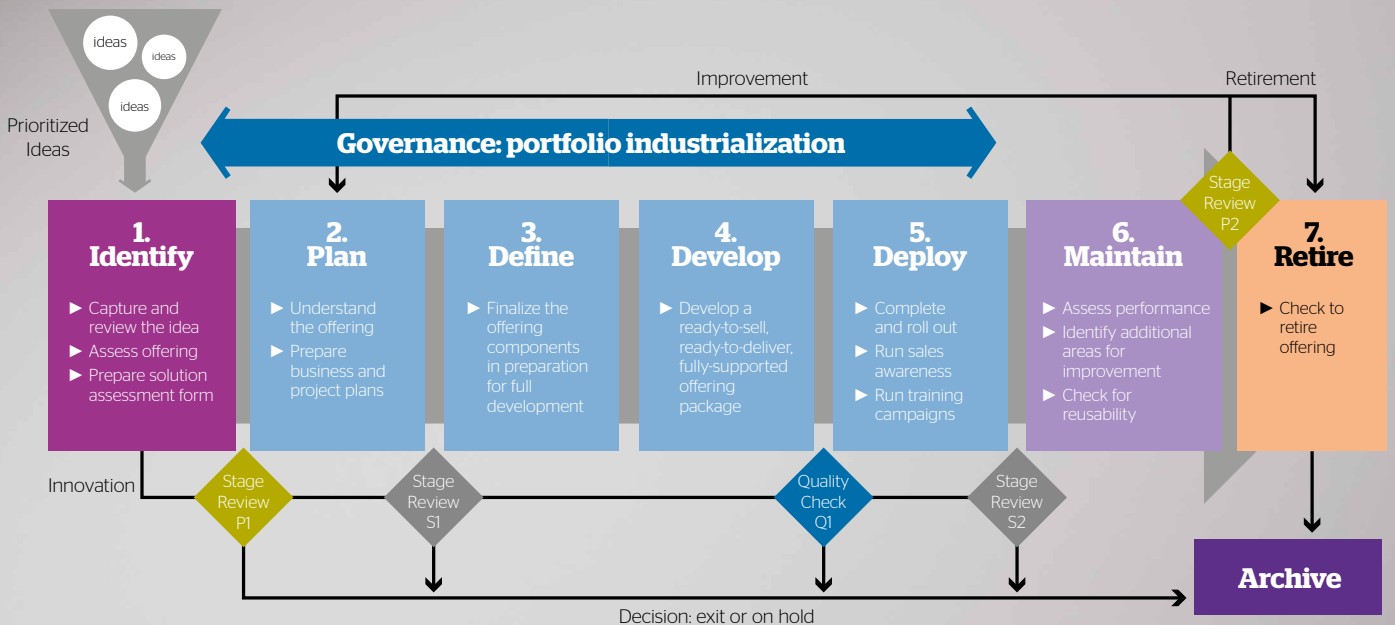
5. Deploy

The objectives of this stage are to institutionalize the deliverables and roll out the new offering to participating markets through a series of awareness and training campaigns for the Marketing, Sales, Presales, Deal Solutioning and Service Delivery teams. The Stage Review S2 at the end of this stage ensures that the development is complete and that the offering is 'ready-to-sell' and 'ready-to-deliver' in the target markets. The development project is then closed at the end of this stage and the offering is now included in the Portfolio Catalogue.

6. Maintain

Offerings in this stage are in the 'business-as-usual' state. The objectives of this stage are to monitor the performance of the offering vis-à-vis its business plan and that it continues to be commercially compelling, financially viable and technically relevant. Any deviations on this are candidates for the Stage Review P2 where strategic decisions are taken whether to enhance or retire the offering. Either way the next course of action follows the 'improvement' loop or the 'retirement' stage as illustrated in the SOLD overview.

7. Retire

When an offering is no longer commercially compelling, financially viable or technically relevant, the objective of this stage is to remove that offering from the portfolio whilst ensuring that we can continue to deliver it where contractually obliged. A formal archival process is initiated to close the business of the offering.

Prioritized Ideas

ideas
ideas
ideas

Improvement

Retirement

Governance: portfolio industrialization

Stage Review P2

1. Identify
► Capture and review the idea
► Assess offering
► Prepare solution assessment form

2. Plan
► Understand the offering
► Prepare business and project plans

3. Define
► Finalize the offering components in preparation for full development

4. Develop
► Develop a ready-to-sell, ready-to-deliver, fully-supported offering package

5. Deploy
► Complete and roll out
► Run sales awareness
► Run training campaigns

6. Maintain
► Assess performance
► Identify additional areas for improvement
► Check for reusability

7. Retire
► Check to retire offering

Innovation

Stage Review P1

Stage Review S1

Quality Check Q1

Stage Review S2

Archive

Decision: exit or on hold

Stage Review — Portfolio decision board

Stage Review — Solutions decision board

Quality Check — Portfolio industrialization team

Gov. — Portfolio management team

Four steps to an innovative development portfolio:

Step 3: Implement a governance framework

Step 3: Implement a governance framework which ensures key stakeholders are aligned throughout the process

Two decision boards are responsible for taking key decisions in Stage Reviews:

▸ Strategic Portfolio Investment decisions are taken by the Portfolio Decision Board (PDB)
▸ Offering level decisions are taken by the Solution Decision Board (SDB)

A central Portfolio Management executes the SOLD Process throughout the lifecycle:

▸ Provides key recommendations for Decision Boards to take informed decisions
▸ Tracking all development projects in conjunction with respective project teams
▸ Communicates status of development activities periodically to all stakeholders.

Step 4: Implement a knowledge management framework

Step 4: Implement a knowledge management framework which ensures involvement of all stakeholders, information dissemination and enables speed in decision-making

SOLD is anchored by a very robust knowledge management framework which consists of tools, repositories and communities which all add value to the process:

▸ Knowledge repositories for Sales & Delivery collaterals, reference material for Sales
▸ A central portfolio management site which centralizes portfolio based knowledge

▸ Portfolio management tool – PORT which enables monitoring and decisions on multiple projects
▸ Communities set up using blueKiwi to foster interaction between multiple stakeholders to exchange ideas and drive development of offerings.

Delivering a better business

The Outcome: key business benefits derived from the process

▶ Ensures consistency of message to customers in line with Atos strategy

▶ Produces what customers are asking for in the marketplace

▶ Provides a structured method to invest in portfolio development with required controls

▶ Decision Boards provide strategic and tactical decisions in alignment with all stakeholders

▶ Ensures that 'money is spent wisely' thereby maximizing portfolio investments

▶ Robust knowledge management framework ensures that all stakeholders are informed and involved.

This is a key initiative for Atos in its journey to become a truly portfolio driven company

Knowledge management framework						
Governance framework						
Identify	Plan	Define	Develop	Deploy	Maintain	Retire
Core objectives and philosophy						

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About Atos

Atos SE (Societas Europaea) is a leader in digital services with 2014 pro forma annual revenue of €11 billion and 93,000 employees in 72 countries. Serving a global client base, the Group provides Consulting & Systems Integration services, Managed Services & BPO, Cloud operations, Big Data & Security solutions, as well as transactional services through Worldline, the European leader in the payments and transactional services industry. With its deep technology expertise and industry knowledge, the Group works with clients across different business sectors: Defence, Financial Services, Health, Manufacturing, Media & Utilities, Public Sector, Retail, Telecommunications and Transportation.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and is listed on the Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, and Worldline.

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