

# **simplicity** in business progress

consolidation and harmonization



# Complexity to simplicity

There are any number of compelling events that drive the need for consolidation – and once you start strategizing a solution, you begin to appreciate the vast complexity and intricate interdependencies facing you.

## Compelling events

Your company has just acquired another organization and now has to integrate its technology landscape. You have been given the task of taking capital and operational expense out of your IT systems and applications. Regulatory change has just made it imperative to clarify business processes and deliver on granular technology reporting. Customer change and competitor threats mean you have to realize a much more manageable and agile technology environment.

Every leader – of business or technology – dreams of a world that is simple to manage and adapt. Too often, consolidation projects try to create that world by inventing new processes or forcing new technology paradigms. But there is a better, middle way – by using existing applications as your mirror to the business, you can consolidate redundant software, identify best business processes and harmonize your entire performance.

## A middle way

The exact relationship between business and technology is difficult to identify and always changing. To date, consolidation approaches have taken two contrasting routes – by inventing a new set of ideal business processes, and by creating a new infrastructure paradigm from the bottom up. But our experience within the world's most complex projects has taught us one thing – work with what you've got. Taking a middle way towards consolidation by using your application layer to understand your business needs and potential is not only more realistic – but far more rewarding.

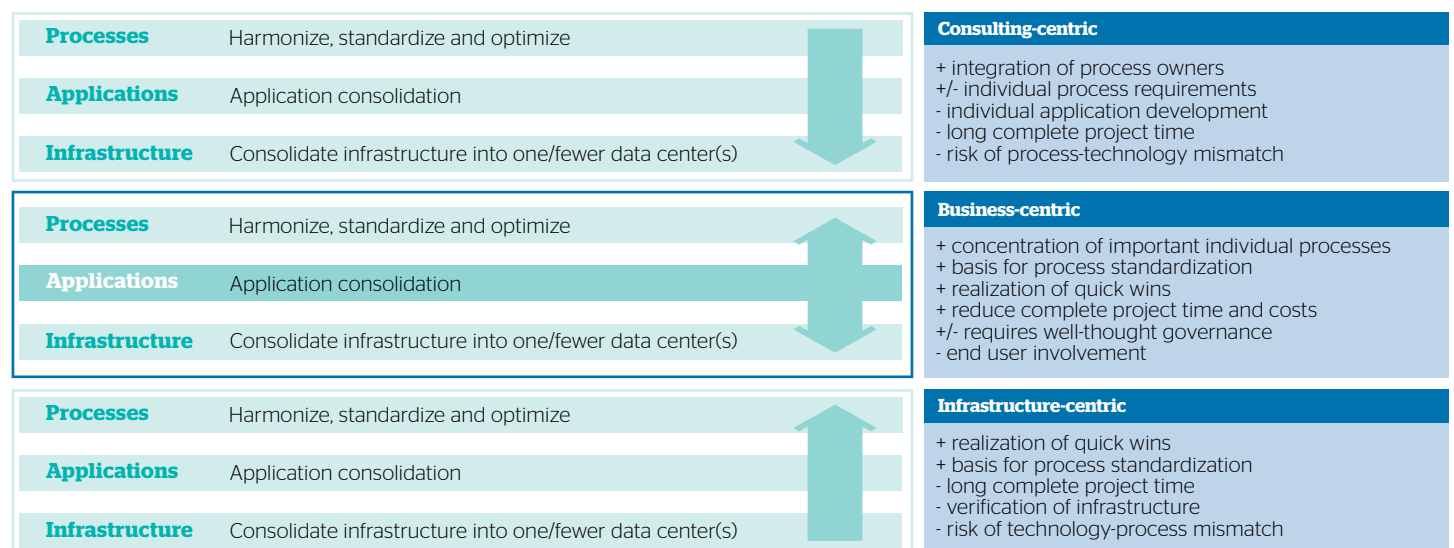
Whereas others may waste your time in blue sky thinking or looking at your business through technology eyes, we reverse the approach and look at your technology through business eyes.

## The widening gap

Consolidating technology and harmonizing business is something all organizations across the public-private divide must realize in order to evolve and grow. Without integration of this kind, the gap between your applications and your processes would open up so wide as to prevent effective functioning or strategic execution.

But consolidation and harmonization is no plug and play affair – often involving many years and large sums of money to no measurable purpose. That is why identifying a pragmatic approach from the outset is so critical.

## A new middle way to consolidate and harmonize





### Acquired pragmatism

Atos is neither a management consultant given to reinventing your wheel - nor is it a software manufacturer with a very particular agenda for your organization. We are business technologists - global, vendor-neutral and schooled in wide-scale industrial integration. Our consolidation clients have operations in multiple countries - for example 17, 27, 70, 150, 190, and 200. That equals a whole lot of complexity - technical, process-wise, legal and cultural. And it has taught us very pragmatic lessons. Your operational footprint may be more select - may even belong to one country or region - but these lessons apply to any integration scenario of this sort.

### Growing from within

Consolidation and harmonization from Atos is a system integration approach which interprets your core business by the way it uses - and does not use - your application portfolio. Working with what is given, we quickly identify your best processes through this 'Reverse Business Engineering' and make your integration program manageable and measurable. Consolidation and harmonization is not dreamtime for the consultants - or party time for the vendors. It's a practical business best left to business technologists - to find, template and multiply what you're already very good at. Yes, you're driving cost out, but more importantly, you're growing your business from within.

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**Rather than reinvent the wheel, we will help you find the wheel that works best inside your process landscape.**

# Risk out, reward in

Because a very substantial part of Atos grew up within the industrial setting of Siemens – the world’s widest engineering network – our approach to system integration has always been pragmatic.

## Real-world usage

The Atos way of consolidation and harmonization is not only different because we focus on real-world business usage – it’s also swifter, more economic and more secure because we have access to exclusive industrial insights from some of the world’s most complex, global projects. Each one of these large international projects means less risk, less time and less expense for your strategic program realization. Consolidating technology and harmonizing processes is not necessarily something you do in one sequence or another. That has been the error of so many market approaches. Rather, consolidation and harmonization is something you do in terms of each other.

## A higher discipline

Your processes are too individualized, organic and differentiating for someone to come along and start re-engineering. On the other hand, consolidating technology on its own without process awareness is a sure-fire way to chaos.

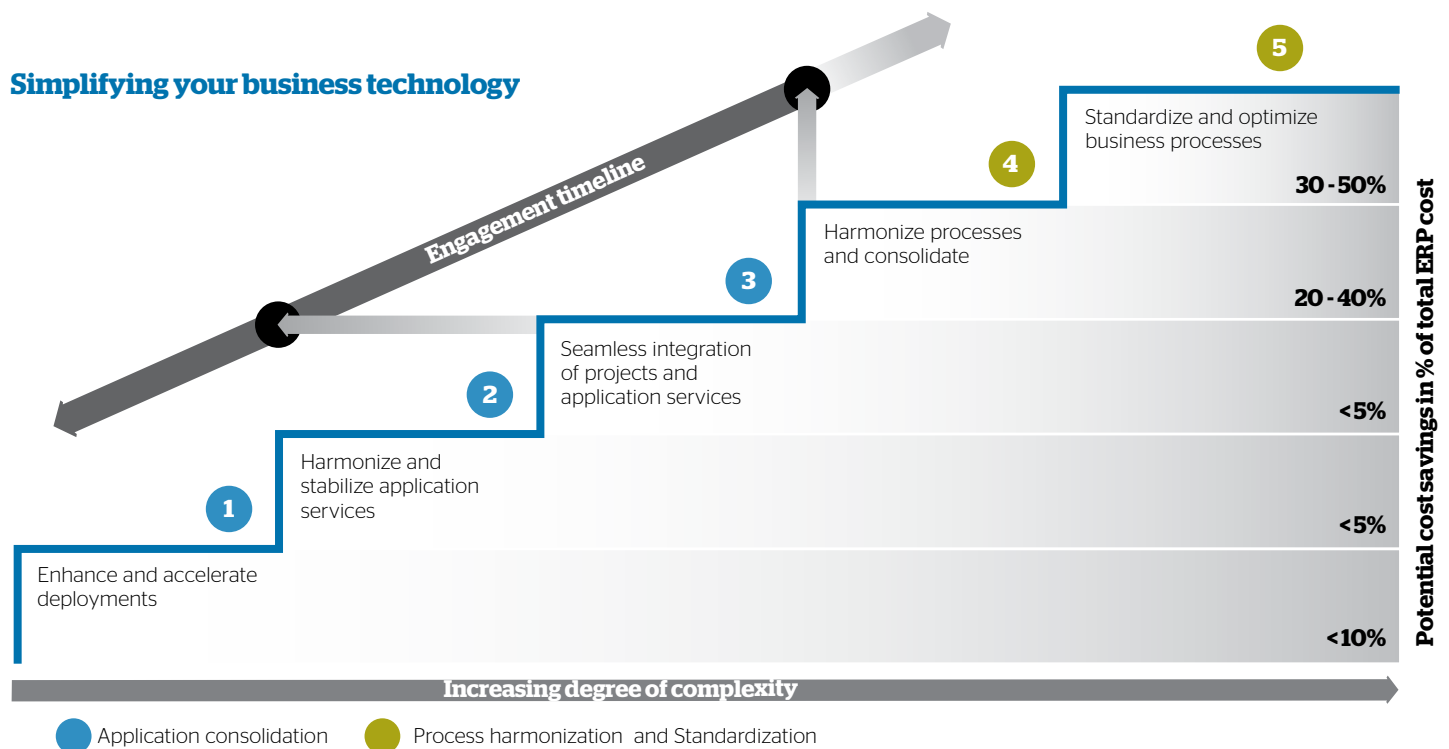
This is not necessarily a single system thing – whether Enterprise Resource, Product Lifecycle or Manufacturing Execution. Our discipline rides above individual systems or technologies, focusing on creating templates and rolling out the best existing business processes within your distributed operational footprint.

## Discovering best practice

For our manufacturing clients, that’s very often a global factory network – complicated by hundreds of processes and thousands of separate applications. Using our acquired insights into complexity of this nature, and leveraging our mature databases and template tools, we help you find one harmonized process in each instance that holds the key to agile future growth.

For decades, customers have trusted us with harmonizing their support processes. Recently, many are discovering that results are even more impressive when applied to their core business process landscape.

## Simplifying your business technology





## Strategic choices

Once you've identified the need for consolidation and begun to estimate the complications involved, you've got to choose between in-house resources, external vendors, management consultants or pure service providers to make it a reality.

These kinds of integration projects can be so large and messy that many deploy a mix of the above – not always with positive results. We believe there are compelling reasons for making a pure service provider – and a special kind of one at that – your lead integrator and project manager:

- ▶ IT people are not always top of the mark when it comes to understanding complex or global business processes
- ▶ Blue sky processes are flattering but often unrelated to the intricate, dynamic nature of daily business life
- ▶ A pure service provider – if global – can cover your entire needs with independent advice and consistent follow-through
- ▶ As a business technologist, Atos is best placed among service providers because it already knows 'the business'
- ▶ Add proven methods and tools – from Reverse Business Engineering to our global database of Local Legal Language requirements – and you have the optimal professional basis.

## Risk into reward

Whether you are a diversified multi-national or a focused company preparing for cross-border growth, the system integrators at Atos have the backstory as well as the vision to turn project risk into project reward. We quickly make consolidation and harmonization measurable and 'do-able' – deploying mature expertise across ERP, MES, PLM, and other key software platforms. Numbered among our clients are global manufacturers, automotive leaders, food and beverage icons as well as technology frontrunners, communication powerhouses and chemical enterprises.

**Together we make consolidation deliver.**

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**When you look at application performance through the lens of business, consolidation becomes a lever for agile growth.**



# Making consolidation pay

The conventional approach to IT consolidation was to squeeze as much cash out of systems without damaging the business functionality. Consolidation is still a cost issue, but has now evolved into a much larger value-creating venture.

## Unlocking existing potential

Let's face it - no one enters consolidation projects lightly. Hugely demanding in terms of time, resources and investment, they can drag on for ages and very often fail to deliver expected outcomes. We believe we've found a better way to make your projects pay off - by limiting your exposure to risk and concentrating on what your business is trying to tell you through its technology usage patterns. It's not just about cutting cost - it's really about discovering hidden value.

## Talking numbers

The Atos approach to consolidation and harmonization has already been responsible for some very impressive efficiency numbers. Varying due to client governance and landscape conditions, these have ranged from 10 to 50% of application-related IT costs. Plus cost reductions of between 10 and 60% for data center operations. Plus cost reductions from 20 to 70% for application management, with template harmonization levels reaching 90% and rollouts executed within 18 weeks.

## The process sweet spot

These are impressive results in any leader's language. But what we are most excited about are the core business improvements customers are experiencing due to consolidation and harmonization. One of the world's leading automotive manufacturers, for example, now enjoys one common basic financing and controlling process throughout its global network.

That involves not only IT cost reduction but, much more significantly, it is driving faster reporting and better executive decision making. Consolidating applications and harmonizing processes in this way has turned system integration into a business strategy.

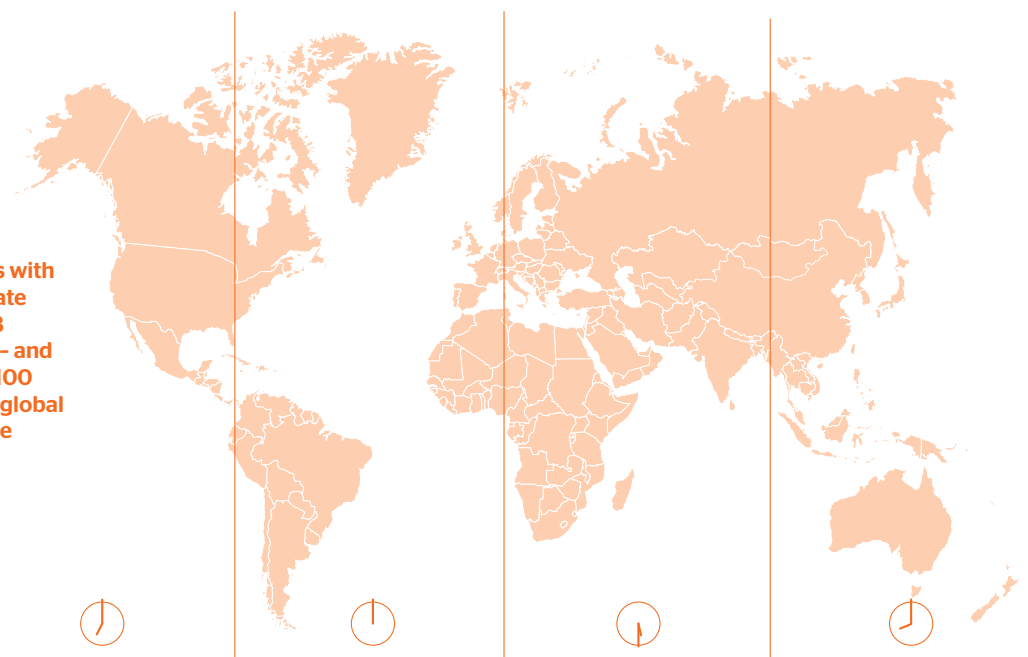
## Technology toolbox

We make consolidation pay for you by applying a very real-world, business-driven approach - often in contrast to pure technology or pure process solutions. We understand what your business is doing by working with your application landscape as is. Our field-proven approach involves systematically mirroring that knowledge back to the process level so as to identify and multiply your best performers.

Our experts use a unique and sophisticated toolbox. This includes our project management framework with tried and tested playbooks and RBE Plus for reverse business engineering. Other features include the LIVE Tool family for rule-based requirements analysis and process modeling.

## Sourcing in line with global growth

**Simplify your global consolidation projects with a flexible, mature partner. We have corporate presence in over 40 countries - including 8 systems integration centers in 6 countries - and deployment experience in approximately 100 countries. Our delivery network is built on global presence in depth and continuously flexible across on-, near- and offshore dimensions.**



Also within the toolbox are Atos transition tools for reliable data transition and our Issue Management System (IMS) to globally manage complex support processes. Unlike many other solution providers, we leverage a mature global delivery backbone, with teamwork from over 20 cultures and project experience in 90 countries.

### **Go with what works**

Our philosophy is simple: "Find out what you're already good at and multiply it!" This mantra has already proven highly effective in complex global projects, and it will drive the difference in your consolidation strategy. Consolidation and harmonization is the art of knowing what value lies between business and technology - and the capability to multiply that value across your entire organization.

It is not a job for a management consultant or a software maker. It requires the pure focus of a business technologist, scientifically measuring what actually works and what doesn't work in your environment. Whether you are rolling out greenfield factories in China or integrating heterogeneous landscapes at home,

Consolidation and harmonization delivers the discrete logic and mature toolset you need to succeed. Simplicity in business progress is knowing what you've already good at and integrating that across the board. Beyond the cost issues that clearly need solving in your IT environment, your applications are telling you things about the business that can transform future growth rates.

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**Master your core as well as support processes through applying business rationale to software usage patterns.**



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# About Atos

Atos is an international information technology services company with annual 2010 pro forma revenues of EUR 8.6 billion and 74,000 employees in 42 countries at the end of September 2011. Serving a global client base, it delivers hi-tech transactional services, consulting and technology services, systems integration and managed services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail, Services; Public, Health & Transport; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting and Technology Services, Atos Worldline and Atos Worldgrid. For more information, visit: [atos.net](http://atos.net)

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**Consolidation and harmonization –  
using technology as the mirror  
to find your best processes  
and multiply their value  
across your entire footprint.**

**For more information, contact: [dialogue@atos.net](mailto:dialogue@atos.net)**

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