IT TRANSFORMATION
BOLD CHANGE THAT DRIVES SUCCESS »

Practical pathways and
quantifiable business benefits

STAYING SMART

Being smart and staying smart is the root of survival and success. People who make a difference are good at spotting new opportunities, on the one hand, and good at driving operational improvement on the other – they are the innovators and the optimizers.

All successful innovators and optimizers understand the importance of:

» Process - great ideas only deliver value when there is a process to support practical action.
» IT - you don't need to be a technology expert to envision the value of IT.

Both process and IT are subject to continuous change. Most importantly, both must be synchronized with the business itself - Business Transformation and IT Transformation are inseparable:

» Usually it's a business imperative which demands IT and process change
» But sometimes, it's IT change which creates opportunity for new or improved business

IT IN SYNCH WITH BUSINESS IMPERATIVES
Although each sector and each business faces its own pressures and opportunities, all have imperatives in common. How you apply information technology to these imperatives should create genuine differentiation. For Atos Origin, four in particular stand out …

	The Imperative	The IT and Process Contribution
Agility and innovation	Bring successful new products and services to market at the right time, and deliver existing products and services with supreme efficiency.	How can fully "joined-up" IT help turn market intelligence into compelling new business, fast and cost-effectively?
Quality in customer relationships	Build confidence in your brand and values with every contact at every touch-point.	How can IT help build the complete client profiles needed to establish durable client relationships?
Operational efficiency	Drive out waste across the supply and delivery chain, compressing process without compromising responsibility.	What opportunities to accelerate process and drive out cost can IT create – within the enterprise and across partnership and supply networks?
Business intelligence and compliance	Empower every decision-maker from the shop-floor to the board-room, and achieve compliance with the lightest touch.	Can you use IT as a means of busting information silos to create new business intelligence – and streamline compliance too?

SUSTAINED FOCUS ON IT OPTIMIZATION
In addition to keeping IT in synch with changing business requirements, the CIO team must constantly strive to optimize IT operations. The cumulative benefits of small incremental improvements do matter – but the big targets and scenarios need to be bold.

The IT and business executives Atos Origin works with ask big questions:
» How could we reduce annual IT overhead by 30% per annum?
» How can we maximize the business return on all IT spending?
» What is the surest approach to keeping IT aligned with business need?

» Can internet communications eliminate all traditional telecommunications costs?

Behind every IT Transformation initiative, there are some big questions. But we can learn from the small things too. One localized example of IT excellence or innovation within your enterprise can be the spark for major transformation.

In every engagement with our clients, we focus on the specific. But at the same time, we will always consider the wider implications. How can we help our clients identify the triggers for bold IT Transformation?

"YOU CAN ONLY ACHIEVE OPERATIONAL AND BUSINESS EXCELLENCE IF YOU ACHIEVE PROCESS AND IT EXCELLENCE – IT TRANSFORMATION IS ALL ABOUT IDENTIFYING AND EXECUTING THOSE CHANGES WHICH ARE CRITICAL FOR YOUR SUCCESS."
Herve Payan, EVP Global Sales & Market and Global Consulting

A WINNING APPROACH TO IT TRANSFORMATION

Atos Origin does not use the term IT Transformation lightly. The day-to-day change and management of the systems and processes our clients rely on, is core-business for us, but it is **not** IT Transformation.

IT Transformation must represent a significant change to the status quo, and must be conducted in a way that ensures quantifiable and major benefit.

Our absolute enemy is the "never-ending project", and any IT Transformation engagement with Atos Origin must show:

» The target or the "to be" state
» The rationale for the change – cost, productivity and business benefits
» The timeline and milestones
» The cost

Our track record in IT Transformation shows us hitting these essentials again and again. Our approach can be summarized in three characteristics:

» **Disciplined** - our methods, tools and processes are rigorous and repeatable. Examples include life-cycle assessment and industry value-chain analysis, with the Transformation Project Office at the heart of all activity.
» **Collaborative** – we do not seek to impose pre-defined ideas. You know your business better than we do, and the quality of collaboration, learning and open dialogue is key to success.
» **Results-driven** – IT Transformation projects feature on the mid/long-term strategy, but short-term wins matter too. Our clients often achieve tangible benefits within four-six months.

DELIVERABLES AND RESULTS
Naturally, deliverables and results depend on the focus of each IT Transformation initiative: a full-scale outsource of SAP, for example, will have a different deliverables and benefits from a hosted customer loyalty program.

Whatever the focus, however, Atos Origin provides two constants:

» **The right people** – a senior consultant will take personal responsibility for your IT Transformation initiative. He or she will ensure that the necessary resources and expertise are always in the right place at the right time, and that all communication is clear, timely and accurate.
» **The right information** – from initial opportunity analysis, through preparation of the business case, and on through project reporting, information quality is critical. It must also be tuned for the different professional audiences. The senior executive sponsor, for example, needs a different view of IT inter-dependencies than the systems analyst.

Each IT Transformation engagement has its own Program Management Office. Working with a structured planning methodology, the PMO knows exactly what is to be achieved, when and how.

CONFIDENCE IN PERFORMANCE
Over the last twenty years, Atos Origin has successfully completed hundreds of IT Transformation programs. In IT, we have guided our clients through shifts from client/server to virtualized architectures; from CapEx heavy models of ownership to OpEx driven utility models; and from location-dependent to fluid mobile environments. In closely-related Business Transformation initiatives, we have helped clients improve agility and profitability by taking responsibility for whole tranches of non-core activity: card management and transaction processing, for example, are common targets.

In parallel, we have managed the changing landscape of compliance, security and indeed, the make-up of our clients' IT teams: approximately 40% of the Atos Origin workforce has joined us from client organizations.

This experience makes us confident in committing to results for both immediate short-term IT and process improvement and to mid/long term IT strategies: shared risk and reward is the norm.

IT TRANSFORMATION MUST REPRESENT A SIGNIFICANT CHANGE TO THE STATUS QUO, AND MUST BE CONDUCTED IN A WAY THAT ENSURES QUANTIFIABLE AND MAJOR BENEFIT.

IT TRANSFORMATION IN ACTION

INCREASING BUSINESS INTELLIGENCE

When a telecommunications company wanted a comprehensive view of the buying habits of each of its 6.5 million customers, Atos Origin integrated diverse data warehouses to deliver joined-up intelligence at reduced cost.

TELECOMS AND MEDIA

MANUFACTURING

FACILITATING CHANGE

When a global manufacturing company wanted to spin-off its specialist non-core component business, Atos Origin did the "IT organ transplant" lifting all business and IT processes for the new independent company, allowing them to successfully produce and market over 2000 specialist products without missing a beat.

DEFINING STRATEGY

Europe's leading gas transportation company needed to increase speed and flexibility in connecting its customers with suppliers along 11,600 kilometers of pipeline – Atos Origin re-drew the IT strategy to meet the new business requirement.

ENERGY AND UTILITIES

IT TRANSFORMATION

PUBLIC SECTOR

MANAGING COMPLEXITY

When a Ministry of Transport crafted its strategy for urban congestion charging, the project demanded seamless collaboration across three government and municipal agencies. Atos Origin delivered the complete IT Transformation program managing the entire project from a single dynamic Project Office.

STREAMLINING PROCESS

When a pan-European retailer of white goods and building materials wanted to streamline its purchasing practice, it worked with Atos Origin to transform commodity procurement processes, reducing its annual cost base by almost €10 million.

RETAIL

FINANCIAL SERVICES

RATIONALIZING INVESTMENT

When a leading European financial services company engaged Atos Origin to rationalize its data centre and work place operations, it reduced IT management costs by €29 million.

FOUR PATHWAYS THROUGH IT TRANSFORMATION

IT Transformation cannot happen in a vacuum! We look beyond technology. The success of any IT Transformation initiative hinges on the attention paid to the four pathways outlined here.

PEOPLE AND CULTURE

Success for any technology is always about acceptance: 4000 years ago, the wheel worked because somebody used it. Today, with any IT Transformation initiative, the same rules apply.

To make change happen effectively, you need the people who are affected by it to want it (imposed change always runs a greater risk of rejection, especially when people have a choice).

In IT Transformation, it is useful to think in terms of:

» People who will be affected by the change – both internal and external customers
» People who will make the change happen – including IT, compliance and procurement

Atos Origin puts communication and consideration for people at the top of its agenda in IT Transformation, and is especially experienced in making any resulting HR transfer smooth and rewarding for all.

We are particularly keen to help IT professionals embrace change, always making IT Transformation an opportunity for professional development.

IT GOVERNANCE

IT Transformation is about bold change, and governance is central to success. We position transformation within overall IT strategy to engineer maximum business impact.

How, for example, will the "to-be" state help simplify ongoing IT management, and how will it establish even better processes for keeping IT and business aligned.

We also want a comprehensive understanding of regulatory or compliance implications, achieving a light-touch and reducing the reporting burden wherever possible.

From the very start of the IT Transformation project, Atos Origin will also be scrupulous in the specification of roles and responsibilities. This is about more than answerability. It is about ensuring that everybody from the most senior executive sponsor to the most junior analyst is able to deliver maximum value with minimum effort.

OPERATIONAL EXCELLENCE

Just as with People and Culture, we engineer operational excellence in IT Transformation from two angles:

» We drive operational excellence with the people who will be affected by the IT Transformation. With an e-finance program, for example, we can work directly with procurement staff and their customers to fine-tune process and maximize efficiency.
» We support the IT community throughout the transformation, ensuring continuity and sufficient resourcing during transition, and helping tune behavior and process throughout the lifecycle.

The dividing lines between your team and our own soon fade. The new IT delivery model depends on seamless collaboration between all contributors – often across multiple service partners – and the Atos Origin team will design and co-ordinate process in pursuit of outstanding operational performance.

TECHNOLOGY AND INFRASTRUCTURE

Technology and infrastructure are the physical focus of any IT Transformation initiative. Not everybody needs to be an expert, but expertise is essential. Deep, practical knowledge of the applications, systems, networks, and support processes on which business relies underpins success.

In its IT Transformation engagements, Atos Origin is particularly adept at bridging current and future technology states. Without missing a beat, we will:

» Migrate to the target architecture
» Identify and satisfy all inter-dependencies
» Rationalize all system investments
» Manage all network implications
» Establish the appropriate service and support platform

As transformation progresses, conditions continue to change. Atos Origin will track shifts in requirement and circumstance as they occur, and will tune transformation accordingly.

PEOPLE AND CULTURE

TECHNOLOGY AND INFRASTRUCTURE

IT GOVERNANCE

IT TRANSFORMATION
Mapping all interdependencies

OPERATIONAL EXCELLENCE

MAKING IT HAPPEN

All seasoned IT executives are accustomed to waves of change: anybody who has spent 10-20 years making enterprise IT happen can point to their favorite milestones (including those they would rather forget).

» Some changes are forced - if nobody will support your operating system, you need to change it.
» Some are seized – nobody forced financial service innovators to give their clients Internet banking.

IT Transformation is at its best when it pre-empts forced change – when it occurs as a result of thinking which puts you ahead of the curve. But the bigger the job, the bigger the risk.

To help make change happen, Atos Origin encourages three best practices:

1. Assess the wider implications of all business and IT initiatives – where are the hidden jewels?
2. Make IT Transformation a permanent item in IT strategy, keeping it linked at all times to business strategy – a three to five year window makes sense.
3. Test and pilot seriously and imaginatively – incremental engagement presents opportunities both to eliminate small issues before they become big ones, and to refine change according to actual business use.

Atos Origin IT Transformation initiatives are always designed with a series of development and delivery plateaux. These become the base camp and subsequent staging posts for IT Transformation.
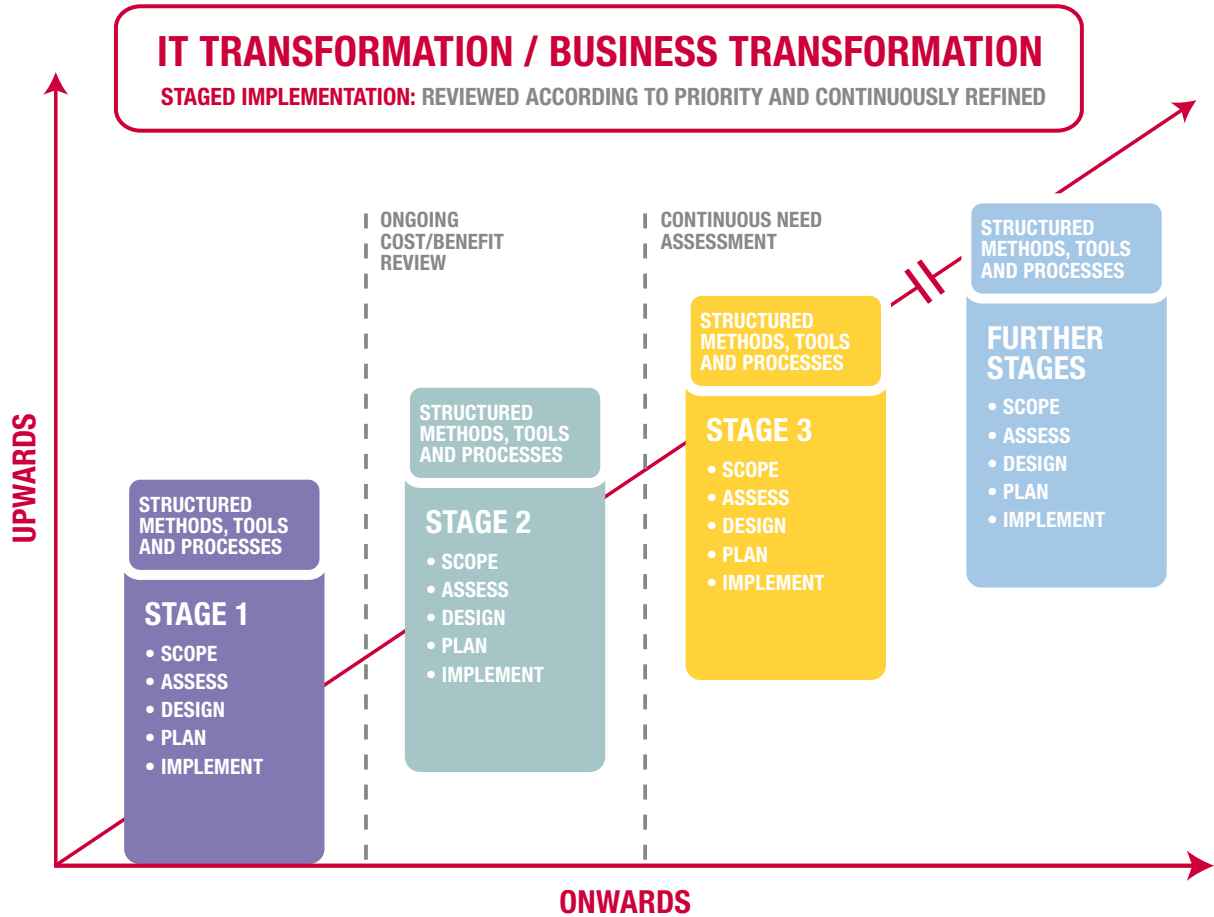
WHY TRANSFORM IT WITH ATOS ORIGIN?

For Atos Origin, IT Transformation is an essential capability. We want our clients to seize the benefits which advances in IT and business thinking bring. For them to exploit the potential of the cloud, for example, or on-demand converged communications, we must be able to help them make the business case and manage the transition.

We have invested in the skills, tools and methods to ensure that IT Transformation projects can be executed with confidence and discipline. Atos Origin does not "consult and run". Our business proposition is rooted in end-to-end commitment – we design, we build, we operate.

In addition, we place genuine emphasis on our depth of specific sector knowledge. Our IT Transformation teams understand that the pressures on a global manufacturer, for example, are distinct from those facing municipal government. This understanding is particularly important when considering the People and Culture pathway to successful IT Transformation.

Bold transformation is essential for growth. It can be highly-pressured, and the quality of personal relationships does become important. The ability to listen and to learn, the ability to understand perceived concerns, and the ability to combine complementary skills sets the tone for these critical projects. We don't just want them to succeed – we want them to succeed in a way which is professionally rewarding for all those who take part.

IT TRANSFORMATION / BUSINESS TRANSFORMATION
STAGED IMPLEMENTATION: REVIEWED ACCORDING TO PRIORITY AND CONTINUOUSLY REFINED

UPWARDS

ONGOING COST/BENEFIT REVIEW

CONTINUOUS NEED ASSESSMENT

STRUCTURED METHODS, TOOLS AND PROCESSES

STAGE 1
• SCOPE
• ASSESS
• DESIGN
• PLAN
• IMPLEMENT

STRUCTURED METHODS, TOOLS AND PROCESSES

STAGE 2
• SCOPE
• ASSESS
• DESIGN
• PLAN
• IMPLEMENT

STRUCTURED METHODS, TOOLS AND PROCESSES

STAGE 3
• SCOPE
• ASSESS
• DESIGN
• PLAN
• IMPLEMENT

STRUCTURED METHODS, TOOLS AND PROCESSES

FURTHER STAGES
• SCOPE
• ASSESS
• DESIGN
• PLAN
• IMPLEMENT

ONWARDS

BOLD TRANSFORMATION IS ESSENTIAL FOR GROWTH

About Atos Origin

Atos Origin is a leading international Information Technology (IT) services company, providing Hi-Tech Transactional Services, Consulting, Systems Integration and Managed Services to deliver business outcomes globally. The company's annual revenues are EUR5.1 billion and it employs 49,000 people. Atos Origin is the Worldwide Information Technology Partner for the Olympic Games and has a client base of international companies across all sectors. Atos Origin is quoted on the Paris Eurolist Market and trades as Atos Origin, Atos Worldline, Atos WorldGrid and Atos Consulting.

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