

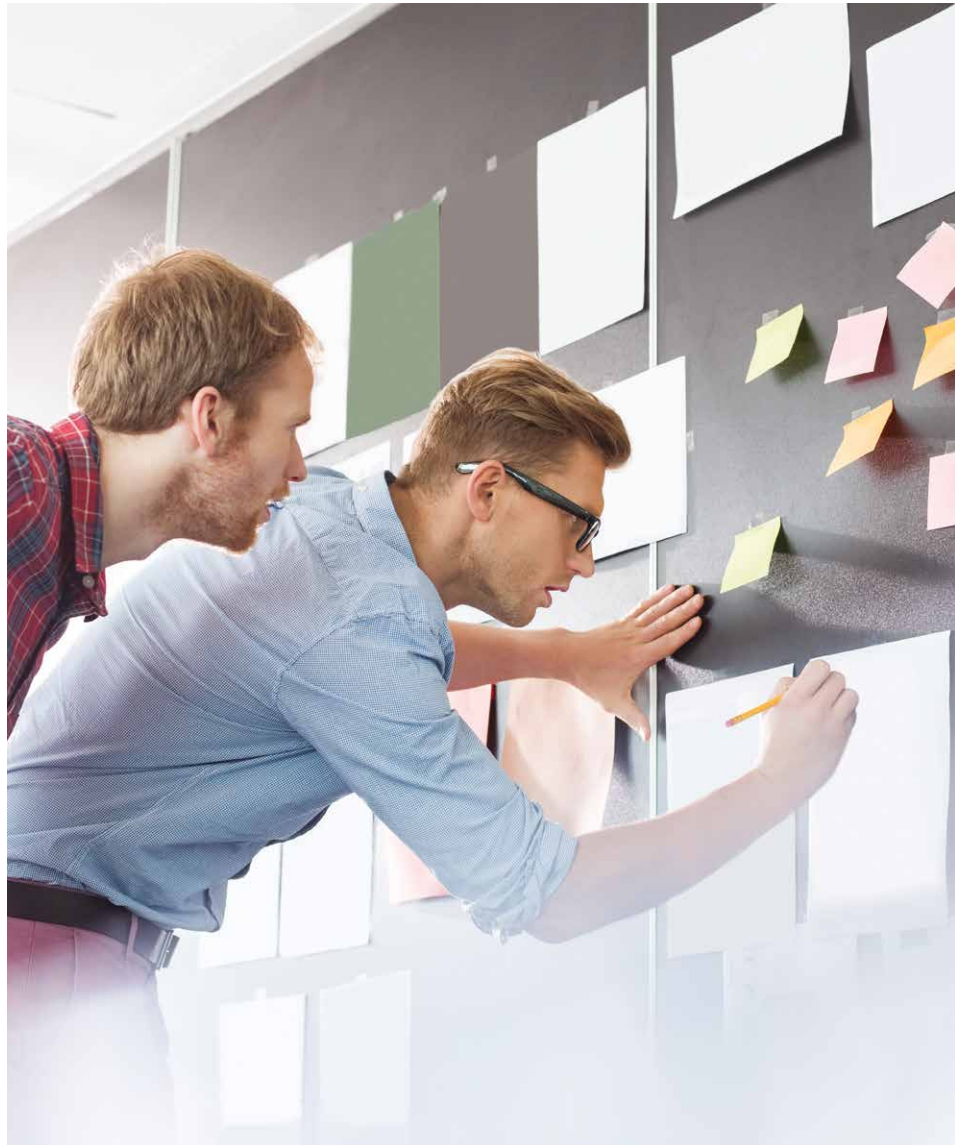
knowledge management

in business process chain management

Effective IT is one of the backbones that hold up effective businesses. And 'effective' IT is more than simply the sum of all services delivered by individual applications and infrastructure components. Effective business processes rely on a set of applications that must work in unison. This cohesive set is better known as the business process chain.

A strong business process chain is as good as its weakest link. This means that managing applications that are a subset of the chain individually is not enough to guarantee quality of services delivered by the business process chain as a whole.

This is why Atos thinks end-to-end, focusing on the whole business process chain, when it executes Application Management rather than focusing solely on individual applications.



Meeting business objectives

Objectives

A robust business process chain aims to ensure better business availability by meeting the following needs of your business:

- ▶ **Improving customer service, processes and quality-price ratios to maintain or enhance market competitiveness**
- ▶ **Shortening time-to-market and release cycle times**
- ▶ **De-risking service delivery across the entire process chain**
- ▶ **Delivering smarter, better business process support**
- ▶ **Increasing IT innovation across the business process chain**

Business Process Chain Management (BPCM) brings about end-to-end process improvement across your organization.

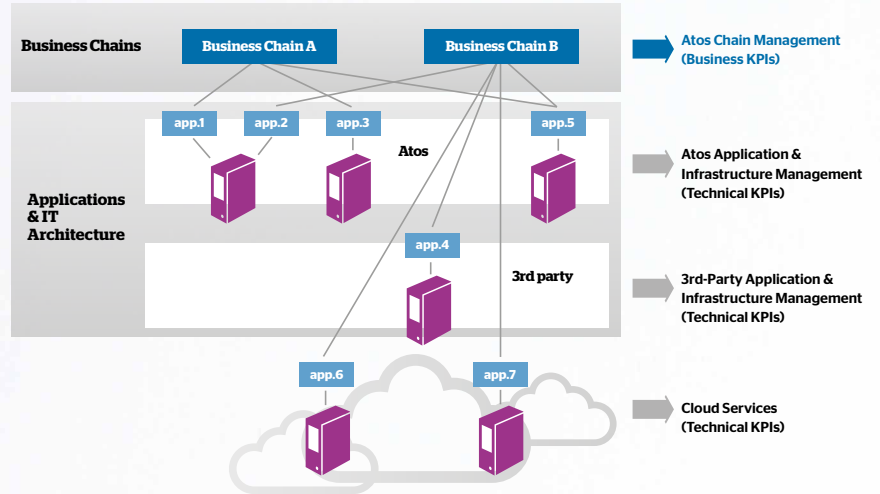
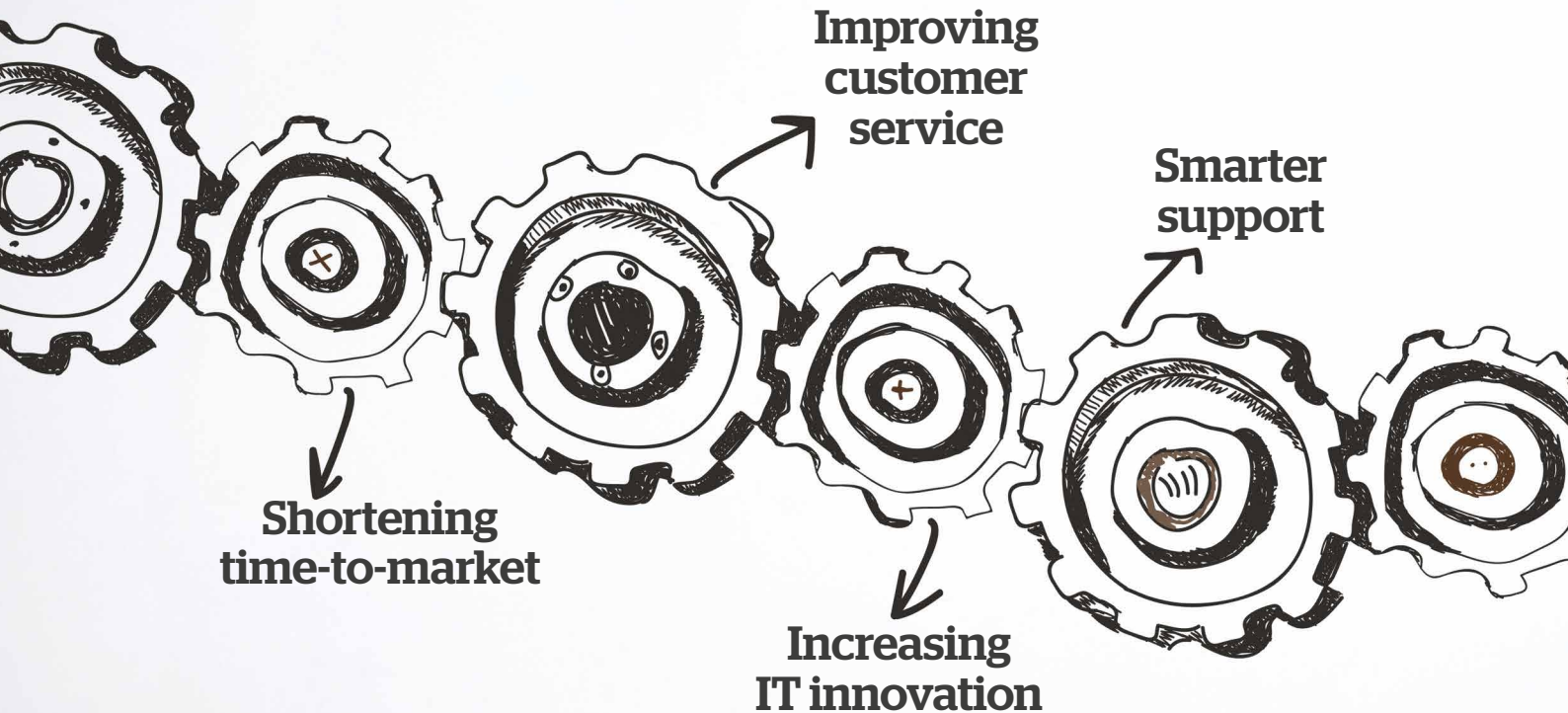


Figure 1: Business Process Chain Management versus “traditional” Application Management



Business KPIs

The service delivery level will be defined by Business KPIs (BKPIs) and supported by Process KPIs. For instance: the business process chain should be available at 100% capacity during store opening hours.

Atos has developed many business process frameworks, some of which are derived from established industry standards, e.g. Telco "eTOM" process framework. Others have been derived from best practices. Our business process frameworks are available for a variety of sectors including retail banking, telecommunications, discrete manufacturing, broadcast media, chemicals, food & beverage and passenger transport, among others.

Along with these business process frameworks, Atos has collected sector-specific business KPI's for the key processes of each framework.

KPI No.	Key process	KPI Name
KPI-1	Engineering change request	% of ECR accepted, and in process for a particular period
KPI-2	Engineering change request	% completion and on-time delivery
KPI-3	Engineering change request	% delay in process steps
KPI-4	New product introduction	% of NPI accepted, rejected, and in process for a particular period
KPI-5	New product introduction	% completion and on-time deliver
KPI-6	Order to cash	% credit check accuracy
KPI-7	Order to cash	% improvement in order-to-fulfillment cycle time
KPI-8	Order to cash	% manifest accuracy
KPI-9	Order to cash	% days sales outstanding (DSO)

Figure 2: Sample of business KPI's for Discrete Manufacturing



Bridging your application landscape for a business healthcheck

The Bridge

In order to determine the requirements for service availability, reliability and maintainability, Atos must understand the organization's application landscape and infrastructure and what it is capable of delivering in relation to the required availability levels. We achieve this by collecting and analyzing availability data using an innovative solution called The Bridge.

The Bridge is an automated and proactive administration, maintenance and monitoring solution run by a dedicated team for handling business-critical chains and applications. The Bridge is the 'central hub' of our daily operations in managing systems and databases, focusing on the health of critical business process chains on an end-to-end basis, as well as with respect to service hot-spots and business peaks.

The Bridge makes the Atos IT delivery team aware of any deviation from normal operations, so that Atos can rectify malfunctions before they impact the wider business community.

It provides proactive, 24x7 monitoring of your business processes and applications by 'bridging' the customer's application landscape onto Atos' strategic monitoring platform.

Business cockpit

The Bridge not only visualizes the monitoring of business processes and its supporting applications, but also provides a bird's eye view of business performance, such as order volumes.

This is equivalent to a business cockpit, from wherein businesses can view and navigate the performance of their shops, web shops and call centers. This methodology makes hitherto unseen business patterns visible. For example: "the sales volumes of Shop X on Saturday afternoon should be Y orders per hour". In case this threshold is not met, Atos takes immediate steps to inspect whether IT components are a hampering factor causing the reduced sales.



Figure 3: Atos employees monitoring a customer's business processes



Monitoring performance and reusing knowledge to fix key processes

From reactive to proactive

By constantly monitoring business performance and all applications that support an end-to-end business chain, Atos detects events that together determine business volumes and the shape of IT components.

Thresholds are set to indicate whether crucial IT components are still capable of handling the requisite business volumes. When these thresholds are met, events are generated. Such events are colored 'amber' or 'red'.

Atos takes action on these events in order to prevent these events from becoming incidents which harm the business. Each IT component within the end-to-end business chain is linked to relevant knowledge assets. This knowledge base (a 'Wiki') consists of actions and procedures to be followed in case a specific IT component is colored 'amber' or 'red'.

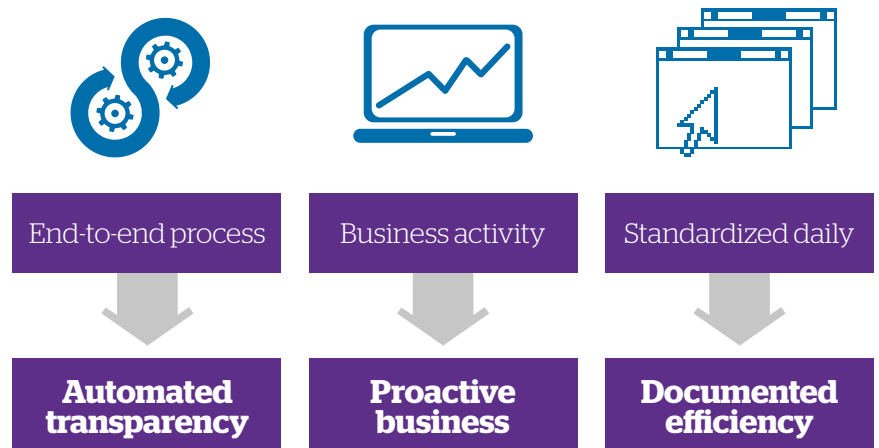
By executing the procedure, events vaporize and incidents are prevented before they impact the business negatively. Root cause analysis and solutions are documented and added to the knowledge base ('Wiki').

How knowledge management principles strengthen The Bridge promise

The Bridge concept embeds knowledge management principles and real-life application of the same:

- ▶ Business process frameworks can reuse knowledge about specific industries along with sample business KPIs for a customer's key processes. These are published in the central Knowledge Management repository, on blueKiwi and SharePoint, which are accessible to any Atos employee

- ▶ Visualization of business processes, applications and infrastructure, and more importantly the way they are interlinked becomes possible (see figure 4)
- ▶ Knowledge assets on applications and IT components, combined with actions and procedures to be followed in case of pre-alerts become standardized
- ▶ Business patterns can be derived from trend analysis. This facilitates prediction of peak times in business performance, and this in turn engages intensified alertness and proactive attitudes.



Delivering a better business

Business benefits

- ▶ Less disruption to business continuity with 'The Bridge' Support Center, operating 24x7, dedicated to solving incidents, problems, along with change, configuration and lifecycle management across your entire business process chain
- ▶ Fewer incidents, average reduction of up to 30% to 50% of incident ticket volumes
- ▶ Less handover administration between different IT service partners, with Atos coordinating the entire business process chain, including applications and infrastructure sourced from third parties
- ▶ Up to 30% fewer personnel required to deliver service, thanks to economies-of-scale applied along the business chain, releasing the customer's resource to re-focus on enhancing your business' value
- ▶ Reduced induction time for new hires into the Application Management service operations team by almost 15%
- ▶ Transparent process performance monitoring across all business process chain components, no matter which IT service partner supports them. This helps and strengthens the role of service integrator
- ▶ Monitoring is aligned with business process performance expectations, such as agreed Business KPIs (BKPIs), rather than purely IT KPIs
- ▶ Service delivery is de-risked by removing dependency on 'local heroes' and translating tacit knowledge into specific knowledge assets that are captured in our knowledge management systems
- ▶ Engineering a mindset change across your organization from application-driven to business-process-driven service levels.

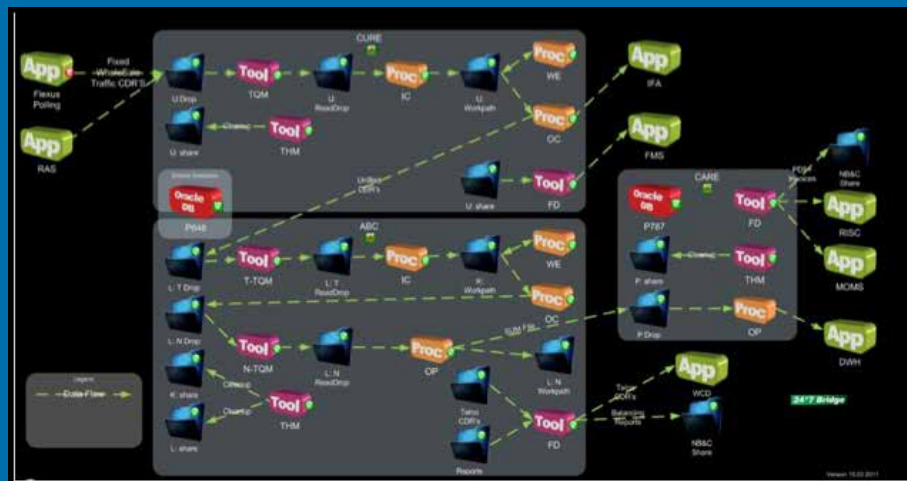


Figure 4: Process chain visualized and designed within The Bridge monitoring tool

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About Atos

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