

PREMIUM

A REVISTA DA CSC

Nº 008 / VERÃO 2009 / WWW.CSC.PT / SOUTH & WEST EUROPE

PROCESSOS DE NEGÓCIO:
**ADAPTAR PARA
CRESCER**

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CSC



MENSAGEM DO DIRECTOR GERAL

CRISE OU OPORTUNIDADE

A actual conjuntura económica pode ser encarada como uma oportunidade, no sentido em que as TIs podem funcionar como alavancas de produtividade em diversos sectores de actividade. O estado da economia requer que as organizações avaliem os investimentos em TI de forma criteriosa, mas sem perder de vista os objectivos de crescimento.

Para responder aos requisitos legais e aos objectivos propostos, a Universal Music seleccionou a CSC para proceder à implementação de uma plataforma que permita a exportação do SAF-T PT (Standard Audit File for Tax Purposes - Portuguese version).

Nesta edição destacamos também a solução Visual Product Modelling System (VP/MS) da CSC, que endereça uma das preocupações do sector segurador, a inovação e flexibilidade no desenho e parametrização de produtos, assegurando, simultaneamente rapidez de implementação nas diferentes plataformas de suporte ao negócio.

Devido à capacidade de investimento limitado para muitas empresas, uma aposta selectiva na inovação pode actualmente criar um avanço significativo. Apostar em TIs é uma forma de reduzir custos e aumentar a produtividade.

Boa leitura!

ANTÓNIO DA CUNHA
COUNTRY PRESIDENT DA CSC PORTUGAL

CSC NA EUROPA, EM TODO O MUNDO.

A CSC PORTUGAL, INTEGRA A REGIÃO SOUTH & WEST DA EUROPA, A PAR DA FRANÇA, BÉLGICA, LUXEMBURGO, ITÁLIA E ESPANHA. A REGIÃO FOI CRIADA EM ABRIL DE 2007. NO MUNDO, 92.000 EMPREGADOS E UM VOLUME DE NEGÓCIOS DE 16,7 MIL MILHÕES DE DÓLARES NOS ÚLTIMOS 12 MESES, SEGUNDO REPORTADO EM 29 DE MARÇO DE 2008.

SOLUÇÕES

VP/MS - DA INOVAÇÃO À IMPLEMENTAÇÃO

Mais de 142 empresas de 22 países em todo o mundo, como a AXA, Allianz e Generali, já utilizam a solução Visual Product Modelling System (VP/MS) da CSC, que endereça uma das grandes preocupações do sector segurador, a inovação e flexibilidade no desenho e parametrização de produtos, assegurando, simultaneamente rapidez de implementação nas diferentes plataformas de suporte ao negócio.

A disponibilização de ferramentas eficientes e adequadas que facilitem a tarefa de comercialização de apólices nos diferentes canais de venda é, ainda hoje, um dos maiores desafios que as seguradoras enfrentam.

O VP/MS gere de forma centralizada todo o portfólio de produtos, faz a gestão de configurações, de versões, testes isolados

ou de impacto de alterações de tarifa na carteira, geração de documentação, desenvolvimento GUI, geração de aplicações Java e Web, e geração de runtimes com as regras definidas, para a maioria das plataformas do mercado, possibilitando a rápida integração nos SI existentes. Para os utilizadores directos, trabalhar com o VP/MS é quase como lidar com o Excel, o que proporciona uma rápida transferência de conhecimentos e autonomia na utilização.

Os projectos de implementação variam entre três a nove meses, com duração média de seis meses, incluindo formação, construção conjunta dos primeiros produtos, standardização da estrutura de produtos, para mais fácil evolução e crescimento futuro, e integração com os sistemas existentes.

No relatório de Março de 2009 "Insurance Illustration Systems in Europe", a CELENT (info@celent.com) classifica o VP/MS no quadrante que cruza a mais avançada tecnologia com o maior leque de funcionalidades, ao mesmo tempo que refere a mais vasta base instalada que um produto com estas características possui a nível mundial. A CSC Portugal adiciona a estes factores - tecnologia, funcionalidades e experiência - o conhecimento do mercado português de seguros, dos produtos e dos desafios que as seguradoras enfrentam. Caso esteja interessado em conhecer mais do VP/MS, receber documentação mais detalhada ou assistir a uma demonstração, contacte-nos.

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VISITE O NOSSO WEBSITE
EM **WWW.CSC.PT**

PREMIUM

CSC'S MAGAZINE

N° 008 / SUMMER 2009 / WWW.CSC.COM/PT / SOUTH & WEST EUROPE

BUSINESS PROCESS REENGINEERING: **ADAPT, CHANGE, GROW**

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EVEN BEHIND THE SCENES! /
CHRISTIAN PRUDHOMME, GENERAL
DIRECTOR OF THE TOUR AND LAURENT
LACHAUX, DIRECTOR OF SALES AND
MARKETING AT A.S.O.**
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CSC

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FOR MORE INFORMATION: WWW.CSC.COM/PT

PREMIUM Silver Top Com 2008 in the "External Magazine" category - Summer 2009, No. 8 / CSC, COMMUNICATIONS DEPARTMENT: 10, place des Vosges, 92072 Paris-la Défense Cedex, www.csc.com. **DIRECTOR OF THE PUBLICATION:** Claude Czechowski. **EDITOR-IN-CHIEF:** Megan Shaw. **REGIONAL CONTENT COMMITTEE:** Grégory Cann, Stefania Di Cristofaro, Susana Garcia, Montserrat Martinez Zacarias, Isabelle Wintmolders. **CONTRIBUTORS TO THIS EDITION:** Coralie Bonnet, Camilla Brazzelli, Stefania di Cristofaro, Olivier Delbard, Jean-Baptiste Dupin, Pierre-Jean Esbelin, Susana Garcia, Pierre Kalfon, Carlos Lopez Sanchez, Montserrat Martinez Zacarias, Séverine Mastikian, Jean-Pierre Montal, Pascal Orfila, Francesca Petrucci, Frédéric Pichard, Bernard Pierre, Liliane Rodrigues, Frédéric Romagna, Paula Rua, Jacques Vannerum, Alessandro Valletti Borgnini, Isabelle Wintmolders. **PHOTOS:** DR, Manuel Lagos Cid, Montserrat Martinez Zacarias, Université Paris Dauphine, SNCF, Transport for London, Tecnica, John Block/Getty Images, Olga Degtiareva. **PRINTED BY:** Drifosett, av., Georges-Henri, 450 1200, Brussels, Belgium. **DESIGN-PRODUCTION:** ✪ Euro RSCG C&O. Opinions expressed by contributors are their own. Reproduction in whole or in part without written permission is strictly prohibited.



REENGINEERING TAKING A NEW LOOK AT BUSINESS



CLAUDE CZECHOWSKI
PRESIDENT AND CEO SOUTH & WEST EUROPE
PRESIDENT, GLOBAL CONSULTING/
TECHNOLOGY/ERP PRACTICES

A Chinese proverb states “He that changes never grows old” – potentially sound advice for all business leaders. This pearl of wisdom is particularly applicable to reengineering, the thorough redesigning of business processes, a concept developed in the 1990s that changed the way people view and analyse business activity.

The thrust of reengineering is to review accepted ways of thinking, take a fresh look at a company’s operations, break down “silos” within the business and move away from the view of the business as a collection of distinct units that form a competitive “whole”. Reengineering takes a holistic approach to a business based on a thorough, realistic and efficient re-examination of all the key processes within it; finance, human resources, sales, logistics, etc. The goal is to achieve a result similar to that obtained if a general practitioner, a specialist doctor, a surgeon and a psychoanalyst were to combine all their strengths and insights to treat a single patient. This approach can have far-reaching outcomes – including giving rise to new business models.

After a period of economic growth, reengineering has become somewhat less prominent in the business landscape and certain management experts have been too quick to shelve it as a dated solution. In today’s economic downturn however, reengineering is more relevant than ever. Indeed, it is by asking all the right questions now that businesses can best prepare for economic recovery and position themselves to emerge from the downturn without having lost any ground.

The previous issue of *Premium* focused on the “value disciplines” as a way to help businesses differentiate themselves and improve their performance in times of crisis. Similarly, in this issue we will take a new look at reengineering, which is ideally suited to the current international economic environment and the consequences thereof. More than ever, the methodology of reengineering, based on a holistic approach and asking tough questions about the “how and why” of processes, can make a real difference. That’s why we’re dedicating this issue to that topic; the aim is to go back to the birth of this “business revolution” and plot a course for the future. If indeed “he that changes never grows old”, then reengineering could well be the font of eternal youth!

Enjoy the reading,

ABOUT CSC

WITH APPROXIMATELY 92,000 EMPLOYEES, CSC IS A LEADING GLOBAL INFORMATION TECHNOLOGY SERVICES COMPANY. CSC’S MISSION IS TO PROVIDE CUSTOMERS IN INDUSTRY AND GOVERNMENT WITH SOLUTIONS CRAFTED TO MEET THEIR SPECIFIC CHALLENGES AND ENABLE THEM TO PROFIT FROM THE ADVANCED USE OF TECHNOLOGY. CSC PROVIDES INNOVATIVE SOLUTIONS FOR CUSTOMERS AROUND THE WORLD BY APPLYING LEADING TECHNOLOGIES AND CSC’S OWN ADVANCED CAPABILITIES. THESE INCLUDE SYSTEMS DESIGN AND INTEGRATION; IT AND BUSINESS PROCESS OUTSOURCING; APPLICATIONS SOFTWARE DEVELOPMENT; WEB AND APPLICATION HOSTING; AND MANAGEMENT CONSULTING. CSC REPORTED REVENUE OF \$16.7 BILLION FOR THE TWELVE MONTHS ENDED MARCH 28, 2008.

MANAGEMENT
CONSULTINGAWARD FOR
SECURING UK
BORDERS
WORLDWIDE

At the Management Consultancies Association Awards, CSC won the International Award for its work in establishing 30 Visa Applications Centres (VACs) for the UK Border Agency, complete with biometrics technology. The five-year deal signed with CSC stipulated that the biometrics-based visa applications had to be introduced to the 30 VACs overseas by 2008 – within just ten months. Jamaica was the first VAC to go live and provided CSC with a repeatable model – “VAC-in-a-box”. This ambitious worldwide programme was successfully completed three months ahead of schedule, and under budget. Talk about better vigilance, smarter decision-making and faster processing? To date, 3.2 million biometric details have been logged. More than 26,000 Visa applicants have been connected to earlier migration cases and asylum requests, and some 4,000 cases of identity-swapping have been detected.

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CONVERSION SERVICE LAUNCHED

INSURANCE, ANNUITY
AND PENSION CARRIERS

In today's turbulent economy, life insurance and annuity providers aim to reduce the number of their administration systems with minimal disruption. A new global service launched by CSC, ConversionEdge, helps them consolidate or transition their policy administration systems, better support acquisitions and improve customer service. CSC conversion centres use a common

repository, including a knowledge portal, proprietary software tools and training plans. The new service leverages CSC's conversion tools, expertise, and methodologies and provides access to multi-disciplinary teams experienced in all aspects of systems conversion activities. Since 2000, the company has completed more than 150 conversions, totalling more than 20 million policies transitioned

to its policy administration platforms. “Updating and consolidating core systems can position carriers for economic recovery and future opportunities, while reducing costs in the medium term and beyond” said Chad Hersh, Insurance principal with Novarica, a research and advisory services firm.

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SHARED SERVICES

NASA AND CSC WIN TOP HONOURS

The NASA Shared Services Center (NSSC), a public-private partnership between NASA, CSC and the state governments of Mississippi and Louisiana, won the Best New Captive Services Delivery award from the Shared Services Outsourcing Network. The annual Shared Services Excellence Awards honour both captive (in-house) and outsourced shared services organisations. Entries of approximately 30 public and private sector organisations, including Fortune 500 companies, were judged by a panel of leading industry experts. “The partnership and spirit of cooperation between NASA employees and CSC is second to none and was essential to the NSSC winning this prestigious award” said Richard Arbuthnot, executive director of the NSSC. Since 2005, CSC provides administrative, financial, human resources and procurement support services to approximately 20,000 NASA employees, applicants, contractors and university partners. By improving the quality of its performance, the agency has saved millions of dollars a year in cost, which can be redirected to core mission programmes.

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LEADING EDGE FORUM THE GLOBAL RECESSION – IT'S ROLE, IMPACT AND FUTURE



In a new position paper the Leading Edge Forum seeks to provide a broad overview of IT's surprisingly important – and not sufficiently recognised – role in the current recession, as well as the effects of the recession on Enterprise IT. This paper will appeal not only to the CIO community but also the business leader community by exposing you to ideas and stimulating discussion. The first half of the document explains how in many ways this recession was enabled and exacerbated by IT. The second section looks closely at Enterprise IT and the IT industry itself. The third section looks ahead as history shows us that deep recessions often clear the way for new and more productive economic landscapes. Finally, the report highlights a few individuals the Leading Edge Forum believes to be ahead of tomorrow's curve.

**FIND OUT MORE ABOUT
THE LEADING EDGE FORUM
AND HOW TO SUBSCRIBE AT**

<http://lef.csc.com/about/>

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BANKING

CACEIS: ONE YEAR TO BUILD A BANK

When CACEIS, the banking group that provides financial services to institutional and corporate clients, took over the securities and custodial services of German bank, HVB, it faced a serious challenge: transforming its specialised structure into a self-sufficient bank, with employees spread throughout five locations in three countries – all before June 2009! CSC was entrusted with two major aspects of this ambitious project: the information system and operations & processes.

The information system has been constructed using the original HVB system for global custody, while elements taken from the rest of the CACEIS group have been used to construct the system for banking services, which is now housed and maintained by CSC in Luxembourg. In addition to housing and integrating the system, CSC is also playing a role in advising and assisting the teams in order to overcome initial differences and concerns. CSC is

working to help set up banking activities, implement fiscal reform, move towards multi-establishment management and coordinate user tests. At the start of 2009, the fusing of client bases and launch of new processes had been carried out successfully. "We're starting on an entirely new page, and everyone has had to show creativity, adaptability and rigour

to keep sight of our goal. CSC has forged a real partnership with us in order to help us achieve this," says Laurent Durdilly, Deputy General Manager of CACEIS Bank Deutschland GmbH.

FOR MORE INFORMATION

http://www.csc.fr/premium/caceis_bank

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**The CACEIS group is
a major player in financial
services devoted to
the institutional and large
enterprise sectors.**



ENVIRONMENT

CSC AND 1E TEAM TO GO GREEN

CSC and 1E, both members of the Climate Savers Computing Initiative, team to implement a power reduction strategy that will cut costs, conserve energy and reduce the carbon footprint of CSC's desktop infrastructure.



CSC will use 1E's Night Watchman software to automatically and safely power down more than 25,000 desktop computers during non-work hours. The move is expected to save more than 25 million kW/h of electricity a year and eliminate 23,000 tons of CO₂ emissions - equivalent to removing 4,600 cars from the road. Reducing energy consumption during non-peak hours is one way CSC is striving to minimise the environmental impact of its operations, and the company intends to double its number of desktops using Night Watchman before the end of 2009.

"I'm delighted that CSC has selected 1E," said Sumir Karayi, CEO of 1E. "Night Watchman is able to not only minimise carbon footprint, but also to make significant cost savings in day-to-day expenditures."

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IDENTITY MANAGEMENT

IMPROVING APPLICATIONS FOR UK PASSPORTS AND ID CARDS

The UK Identity and Passport Service (IPS) has awarded CSC a ten-year managed information technology services contract, for an estimated value of \$570 million (385 million pounds sterling). CSC will assume responsibility for several legacy IT services contracts supporting the IPS and will upgrade the existing application and enrolment system for the agency of the Home Office responsible for issuing UK passports and ID cards. The new capabilities will include the ability for customers to apply online; improved background checking; a new system for reporting lost and stolen passports and ID cards; customer support for updating personal data; and new IT and telephony systems.

"The British passport is already one of the most secure in the world, and it is vital we maintain that strength by moving with



the rest of the international community," said James Hall, chief executive of the IPS. Working in conjunction with the IPS and its other delivery partners for the National Identity Service, CSC will play a key role

in enabling the agency to deliver the next generation of biometric passports and support the introduction of ID cards.

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RINGING THE BELL TO CELEBRATE 50 YEARS NEW YORK STOCK EXCHANGE EVENT

CSC's 50th anniversary celebration kicked off on April 16, 2009, as Mike Laphen, Chairman and CEO, joined nine employee representatives from around the world to ring the closing bell of the New York Stock Exchange (NYSE). One of the most familiar features of the NYSE, the bells signals the beginning and ending of trading each business day.

In 1963, when our founders Fletcher Jones and Roy Nutt took CSC public, it became the first software company to be traded on the Pacific and American stock exchanges. Five years later, in 1968, CSC became the first independent IT services company to be listed on the NYSE. The nine employees joining Mr. Laphen for the ringing of the bell included representatives from

Asia, Australia, Europe, India, Latin America and North America, as well as CSC's longest-serving employee and a three-time recipient of the Chairman's Award for Excellence. The European representative came from our Italian operations.

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INTERNATIONAL QUALITY STANDARDS ORGANISATION

CSC'S ABILITY TO OPERATE AS A GLOBAL COMPANY REWARDED

CSC recently achieved global ISO 20000 and 9001 certifications from Lloyd's Register Quality Assurance. The certifications are international standards established and maintained by the International Organisation for Standardisation (ISO), and administered by accreditation and certification bodies. ISO 9001 recognises that an organisation conforms to acceptable standards of quality at every stage of their product or service through a series of documented, repeatable processes. This certification recognises CSC's capabilities including project management, software development, systems integration, infrastructure and applications outsourcing services, and consulting. ISO 20000 addresses IT service management and recognises processes for effective service

delivery. It is increasingly seen as the quality standard for IT service management, and many companies strive to receive the certification for their own benefit and to help qualify and choose suppliers and partner organisations. The achievements recognise CSC's ability to operate as a global company with a common set of processes deployed across all regions. They also signify the company's commitment to quality and quality of service and provide a strong platform on which to build further certifications. In EMEA South West region our Head Office (La Défense) and all our locations in France, Belgium, Luxembourg, Italy, Spain and Portugal are all in the scope of the certification.

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IT SERVICES

VIRTUAL AND REGIONAL DESKTOP SERVICES

Access your desktop, work from virtually anywhere, anytime, from around the world? A dream becoming more and more true. As the virtual desktop services market enjoys a high growth, CSC now has a suite of

global offerings enabling companies and organisations to host and centrally manage virtual desktop machines on servers in data centres. CSC Dynamic Desktop, based on Citrix XenDesktop™, is currently

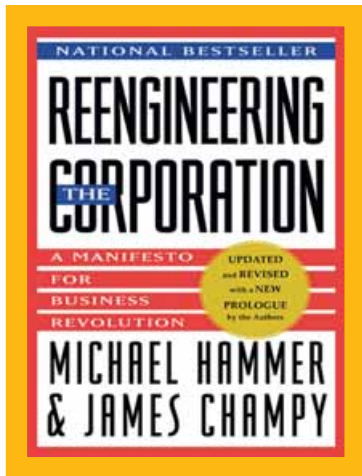
being piloted for clients in North America and Europe. CSC Anywhere Desktop, based on Sun Microsystems' Sun Ray™ thin clients, was recently deployed at CSC financial services business process outsourcing locations as well as one of the company's world sourcing locations in India. In addition, CSC is collaborating with Dell and NetApp to design and deploy CSC Dynamic Desktop to help clients drive additional cost and complexity out of their virtual desktop IT environment and deliver optimised computing capacity. To support these new offerings, regional service centres are being established in North America and Europe, and

additional expansion lays ahead. Leveraging CSC's World Sourcing capabilities, they are to provide a full range of support, including help desk, transition, configuration, monitoring, applications and asset management services. CSC Virtual Desktop Services offerings help customers improve compliance and reduce security risk, decrease maintenance costs, simplify and enhance user mobility and deliver on green agendas.

FIND OUT MORE ABOUT VIRTUAL DESKTOP SERVICES
www.csc.com/vds

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THE SUDDEN PASSING IN SEPTEMBER 2008 OF RENOWNED PROFESSOR, LECTURER AND AUTHOR MICHAEL HAMMER PROMPTED “PREMIUM” TO EXAMINE HOW HIS SEMINAL 1993 BOOK, “REENGINEERING THE CORPORATION: A MANIFESTO FOR BUSINESS REVOLUTION” (REED BUSINESS INFORMATION, INC.), CONTINUES TO INFLUENCE THE BUSINESS MANAGEMENT LANDSCAPE.

BUSINESS PROCESS REENGINEERING: ADAPT, CHANGE, GROW



In a tough environment, like the one currently being experienced due to the economic crisis, companies have to take a fresh look at their strategy and their processes to survive, adapt and prepare for the future. Reengineering can help them lay down the foundations for rapid and healthy growth when the conditions become less harsh.

Wildly successful at the time, the book inspired many companies to undertake bold reengineering programmes. Most discovered, however, that was easier said than done.

Business Process Reengineering (BPR) ran up against technological and change management barriers, leading most companies to shy away from process-driven strategies. Instead, they adopted more structured and incremental approaches like Six Sigma, or they handed process improvement to enterprise resource planning (ERP) and other enterprise systems to define for them. Fast forward to today. These approaches have all reaped benefits, but they have also led to challenges of diminishing returns or impossible-to-improve processes. As the new

frontier of process improvement moves beyond “processes in a box” or incremental change, there is renewed interest in ways to address more complex, holistic and diverse processes. While this has fuelled the rise of business process management (BPM) software, it has also driven the need for methodology and techniques to define and apply this new class of process solution. Without BPR, BPM runs the risk of “paving the cow path,” or automating badly designed processes.

But don't ring the death knell for process reengineering just yet. No matter what you call it, the ability to redesign business processes is taking off. Companies still face many of the market challenges Hammer addressed in 1993, while technology has advanced to where companies are beginning to integrate all their

various IT platforms – internal and outsourced – with business processes across their entire value chain. For the first time, the full scope of Hammer's vision can be implemented. Hammer, it appears, was ahead of his time.

THE CONTROVERSY BEGINS

Hammer's landmark Harvard Business Review article, “Reengineering Work: Don't Automate, Obliterate,” made the case for reengineering, while establishing Hammer as its conceptual originator. The 1990 article generated controversy and drove academic research for years.

After teaching computer science at MIT, Hammer founded a consulting firm that partnered with CSC to pursue cutting-edge research in IT management. It was then that he co-authored Reengineering the Corporation with Jim Champy, for-

FEATURE

mer president of CSC's consulting practice and current chairman of consulting for Perot Systems. "It was a very exciting time," recalls Champy. "It was a daily engagement with Michael – a wonderful kind of intellectual engagement – developing the case for reengineering and how we would position it and get managers to think about it."

Reengineering the Corporation expanded Hammer's theory, provided case studies and captivated a wider audience. It became one of the most popular business books of all time, spending 41 weeks on The New York Times non-fiction paperback best-seller list.

Hammer and Champy saw a pattern of fragmentation in business structure, with companies finding it increasingly difficult to accomplish simple tasks. A few companies, however, had started to operate differently. "Toyota provided great insight for us," says Champy. "They were doing the same work Ford was doing

with many fewer people and in a much shorter duration."

ACCELERATING CHANGE IN THE MARKETPLACE

The book argued that unproductive companies were built on outdated assumptions. The division of labour that characterised the Industrial Revolution produced incredible efficiencies and vast enterprises, but also slow-moving bureaucracies and separate thinking. Meanwhile, the marketplace was changing. Increasing affluence, market fragmentation, demanding customers, increasing competition and innovation all permanently accelerated the pace of change. Companies that matured in an age of little change found themselves encumbered by siloed, inflexible operations unable to keep pace with ever-shifting market expectations. If a company cannot adapt, the book warned, it will not survive.

According to Hammer and Champy, the solution lay in designing work

from a process perspective, rather than at the task level. Optimising the performance of individual tasks would often lead to a suboptimal overall result, as changes in one place could adversely impact upstream or downstream activities. The solution was to redesign the end-to-end process and



maintain focus on the overall objectives of a business unit – such as lowest unit cost or superior customer service – rather than looking at interim performance metrics.

Companies responded by bringing in process consultants to produce new blueprints for their businesses. “In many ways, though, the easiest part of reengineering work is doing the redesign,” says Champy. “The hardest part is in the execution of the change.”

FAST FORWARD: REVOLUTION IS HARD TO DO

Although many companies achieved great success with reengineering, many more did not. Reengineering essentially asked management to discard their corporation’s current design, revamp it and then implement a large change programme for the new design. Many

companies found this difficult; subsequently, they did not achieve the expected results. “In some companies, using the word ‘reengineering’ is regarded as heresy because they had so many bad experiences with it,” says Howard Smith, CSC’s European chief technology officer and co-author with Peter Fingar of Business Process Management: The Third Wave (2003, Reed Business Information, Inc.). “I think that over time this idea of radical change was toned down and people started to talk instead about getting from A to B through a series of incremental changes.”

Of course, “big-bang” change programmes did not die in the sphere of business process improvement, but transferred from BPR to the world of ERP systems implementation. Attention moved from the processes themselves to the enabling systems that already encapsulated best practices. The outcomes were also similar to those of BPR – those companies

with the discipline to make it work attained benefits, while others sank millions of dollars into systems that ultimately under-delivered. ERP also worked best in commodity processes, where canned solutions were adequate and competitive advantage was rarely at stake.

As we have come through this cycle, many large enterprises now have efficient and automated core functions, like finance, accounting and HR. Other areas – including supply chain operations and sales – have also benefited from new systems, including “canned” end-to-end processes. However, many firms are now faced with the realisation that their core business operations – retail or commercial banking, real-estate operations, product development, clinical trials or insurance claims processing – are being run on a spaghetti of custom point solutions, manual processes and the heroic efforts of highly trained staff. Many of these functions cannot scale effectively and find it hard to



BPR IN CONTEXT

1969 US Department of Defence commissions ARPANET (Advanced Research Projects Agency Network), a precursor to the Internet. First messages are sent between nodes.

1973 Michael Hammer finishes PhD at MIT and begins teaching there. First international nodes of ARPANET connected in the United Kingdom and Norway.

1982 Internet protocol established.

1984 Hammer leaves MIT to found consulting firm Hammer and Company. Domain Name System (DNS) established.

1988 CSC acquires Cambridge, Mass., consulting firm Index.

1989 First commercial e-mail.

1990 Hammer writes Harvard Business Review article, “Reengineering Work: Don’t Automate, Obliterate.” ARPANET ceases to exist.

1991 Tim Berners-Lee develops the World Wide Web (WWW).

1993 “Reengineering the Corporation” is published. Mosaic becomes popular Internet browser.

1995 BPR is at its peak, driving hundreds of major projects and a multibillion-dollar reengineering industry.

1998 Focus of business improvement spend moves to ERP solutions from SAP, Oracle, PeopleSoft, etc., while remaining IT attention is consumed by Y2K projects.

2000 “Third-wave” BPM solutions emerge, built on new standards like BPML (Business Process Modelling Language) and BPMN (Business Process Modelling Notation), ratified by the Business Process Management Initiative (BPMI.org).

2003 BPM comes into the mainstream as vendors from EAI (Enterprise Application Integration), document management, workflow – as well as the new business process management software (BPMS) vendors – all get on the business process bandwagon, as key tech analysts track and research the BPM market.

2008 BPM technologies are now incorporated at the core of all enterprise software suites from the major ERP vendors (e.g., Oracle Fusion, SAP Netweaver), as companies move BPM solutions into their core architecture.

address the growing complexity of the markets in which they compete. This is the new sweet spot of BPM technology, while also marking the return of many BPR tenets.

According to Smith, the processes themselves have become the focus of attention. "Instead of saying 'We do this in our department,' we're talking more about the end-to-end, order-to-cash process."

THE FUTURE OF BUSINESS PROCESS REENGINEERING

The technology of BPM has enabled the resurgence of BPR as a discipline, as companies directly deploy complex business processes they could have only designed on paper in the first wave of BPR. It also allows a more modular and "bite-sized" approach to implementing processes that avoid the key pitfalls of previous big-bang approaches. Now we can redesign a process from end to end, but deploy it in manageable seg-

"IT'S A BIT LIKE A SWISS ARMY KNIFE; YOU CAN MAKE IT DO ANYTHING YOU WANT IT TO DO. IT'S ONLY LIMITED BY YOUR IMAGINATION".

Howard Smith, chief technology officer of CSC

WE'VE DONE MAYBE 20 PERCENT OF THE REAL PROCESS CHANGE THAT COMPANIES WILL EVENTUALLY GET THROUGH BECAUSE TECHNOLOGY WILL ALLOW THEM TO DO WORK IN FUNDAMENTALLY DIFFERENT WAYS.

ments, using the rapid development capabilities of today's BPM software suites. Over time, organisations will stop buying packaged applications that accomplish just one task and move to purchasing platforms that can support any preferred process. "It's a bit like a Swiss Army knife; you can make it do anything you want it to do," says Smith. "It's only limited by your imagination."

The speed with which process-driven applications can be developed in BPM technologies is breathtaking. To enable specific process segments, proofs of concept can be developed in days, production system in weeks. These segments can be swiftly integrated as more are developed to manage the overall end-to-end process. Recently, we prototyped a process to capture, validate and submit new product SKUs into the core order management system in just four days. The existing manual process was broken and unscalable, creating errors. Without applying proven BPR approaches to removing dead ends, endless loops and unnecessary seriality, we would have just automated a bad process. The power

of BPM technology demands that companies embarking on programmes to "fix the unfixable" in their core operations look to reengineer their processes before rushing headlong into automation.

In many ways, Hammer's mid-1990s ideas about process were ahead of his time.

As management attention once again falls upon complex, manual, end-to-end processes that have no obvious packaged solution, we should remember Hammer's insights into the fundamental operations of the modern corporation. "The days of reengineering are hardly over," says Champy. "We've done maybe 20 percent of the real process change that companies will eventually get through because technology will allow them to do work in fundamentally different ways."

Note: Article originally published in CSC World December 2008 under the title "Business Process Reengineering, The Next Chapter", dedicated to Michael Hammer.

BY ROBERT RETI,
HEAD OF CSC'S BPR + PRACTICE.
JIM BATTEY AND ROB WOODWARD
CONTRIBUTED TO THIS ARTICLE.





TRANSPORT FOR LONDON

DRIVES CHANGE IN IT

IN ONE OF THE WORLD'S LEADING BUSINESS, FINANCIAL AND CULTURAL CENTRES, MILLIONS OF PEOPLE RELY ON LONDON'S MASSIVE TRANSPORTATION NETWORK EACH DAY TO RELIABLY GET THEM WHERE THEY NEED TO GO. BUT THE TASK OF MAINTAINING THE IT INFRASTRUCTURE BEHIND SUCH A LARGE GRID OF BUSES, BOATS, TAXIS AND TRAINS IS INCREASINGLY COMPLEX.

Since 2000, Transport for London (TfL) has been responsible for the management of transport services across the capital. A part of the Greater London Authority, TfL is the largest transport group in the world. CSC has managed and supported TfL's desktop, service desk and a large proportion of the server and storage assets since January 2007. Services provided by CSC support more than 13,000 internal TfL users operating at locations throughout London. A variety of project services are provided to both enhance existing services and bring new ones to the user community.

A PLAN FOR CHANGE

TfL is pursuing a ten-year £39 billion investment programme to give London a twenty-first century transport system and build toward preparing for the massive influx of visitors to the London 2012 Olympic Games and Paralympic Games. But before major initiatives can occur to cater to a growing city, such as increasing accessibility for residents and visitors, improving safety and emphasising "greener" transport by getting more people out of their cars, some back-end systems need an overhaul. "CSC collaborated with TfL to provide the flexibility to help them move in the direction in which they want to progress," says Steve Nugent, CSC's account director for the TfL contract. "CSC was able to provide a stable service environment, supporting them and setting up a professional service desk for TfL on Day One of operations."

A COLLABORATIVE APPROACH

Building on their broad service engagement and strong working partnership with TfL, CSC as the third-generation outsourcer successfully



Tube sign at Westminster station.



PHIL PAVITT,
CIO, TfL

“The killer application for a transport organisation in a capital city like London is real time information. We demand it from our service providers so we can give it to our customers so they can make travel decisions for themselves.”

rolled out the largest service management tool of its kind in Europe, called BMC Remedy 7.

“It is a standard product we’re rolling out, but what we’re talking about here is a benefit of a collaborative approach between the two parties in the face of an emergency, a breakdown of a relationship with the previous supplier which resulted in virtually no tools or data being left behind,” Nugent adds. This application unifies service desk, incident, problem, change and service level management applications within a single configuration management database and user interface. “When I got here in 2007, IT was very fragmented, says Phil Pavitt, CIO, TfL. My core role was to work with all the partners, to get the organisation to treat, understand and develop IT as one single entity across the enterprise.”

The project, which required broad and in-depth joint process workshops, was completed in less than a year and demonstrated the benefits of collaboration at all levels, including

sponsor-level governance. “TfL was looking for an organisation that could support it and actually move on in terms of its desktop efficiency,” Phil Pavitt concludes. “Our IT is now in a very safe pair of hands.”

CSC also leads the e-mail archiving programme that continues to save vast amounts of storage and allows a smoother and safer transition to Exchange 2007, the latest version of Microsoft Exchange, the e-mail solution used by TfL. The stability in service provision was confirmed when the external auditor Lloyd’s passed the TfL account, for both ISO 9000 (Quality Management) and ISO 20000 (ITIL Service Management), simultaneously. These projects improve governance and openness across the enterprise as CSC closely engages with the client to complete work efficiently through one project management office, as opposed to the five TfL had before.

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FOCUS

FROM INTERNAL TO EXTERNAL CONSUMER

The whole IT organisation of TfL was rallied around “customer centricity”. This primarily started with internal customers last year, concentrated on making IT robust... and making it just do what it is meant to do. “To achieve that, we had to invest very heavily with our partners, ourselves, our brand and our infrastructure with new services, and amalgamate those services, says Phil Pavitt. As a result, the costs of provisions have gone down and integration across the pieces has gone up.” In 2009, TfL focuses on the external customers with the same idea – that is: getting them reliable information, and presenting them a holistic view of what’s going on.

From left to right: London buses and a DLR train (Docklands Light Railway).



TECNICA GROUP

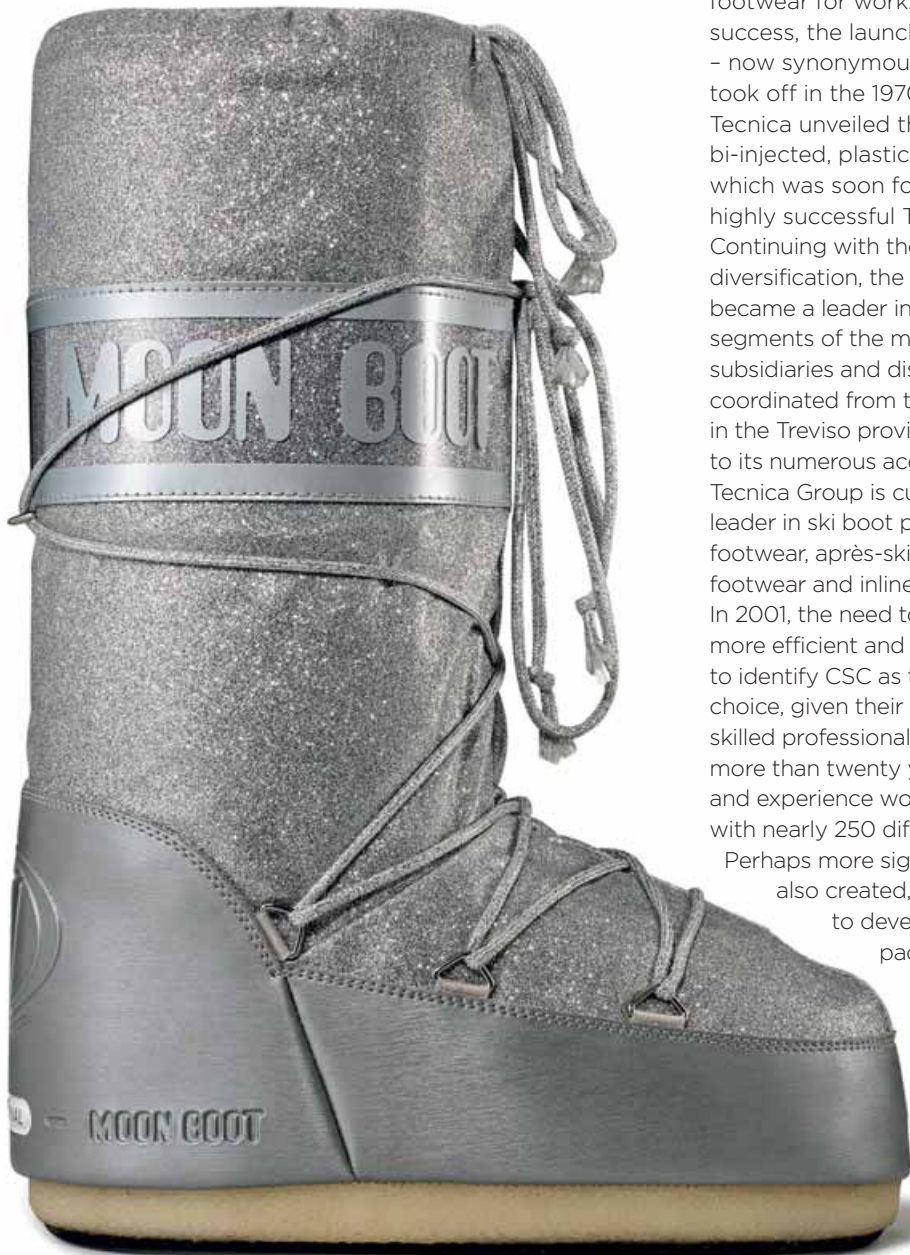
WINNING THE PROCESS MANAGEMENT SLALOM THANKS TO THEIR PARTNERSHIP WITH CSC

THE NEED FOR A SOLUTION CAPABLE OF MONITORING EACH STAGE OF THE PRODUCTION PROCESS LED GROUP TECNICA TO CHOOSE STEALTH, CSC'S SOFTWARE PACKAGE DESIGNED SPECIFICALLY FOR THE FASHION INDUSTRY, AND THEY CONTINUE TO EXTEND ITS USE THROUGHOUT THE GROUP'S SUBSIDIARIES.

Tecnica SpA, the business at the head of the group of the same name, was founded in 1960 in Montebelluna, Italy. They started out manufacturing footwear for work. Their first global success, the launch of the Moon Boot – now synonymous with après-ski – took off in the 1970s. Still in the 1970s, Tecnica unveiled the very first bi-injected, plastic ski boot, Tecnus, which was soon followed by the highly successful Tnt range. Continuing with their strategy of diversification, the company soon became a leader in all the major segments of the market by developing subsidiaries and distributors directly coordinated from their central office in the Treviso province of Italy. Owing to its numerous acquisitions, the Tecnica Group is currently the world leader in ski boot production, outdoor footwear, après-ski footwear, winter footwear and inline skates. In 2001, the need to make processes more efficient and flexible led Tecnica to identify CSC as their partner of choice, given their team of 200 highly skilled professionals on the ground, more than twenty years in the market and experience working on projects with nearly 250 different clients.

Perhaps more significantly, CSC has also created, and continues to develop, Stealth, the packaged solution specifically designed and developed for the fashion industry. "Since the beginning, Tecnica Group has been motivated to seek

an organisational approach that places process management and the use of ERP as a central tools in the development of the business," comments Vincenzo Reale, Account Manager for the fashion sector at CSC, "at the start of this decade this was quite an innovative approach in the Italian fashion industry." Thanks to careful analysis carried out by CSC, Tecnica Group has been able to implement Stealth as their sole business management software solution, capable of satisfying all the group's technical and business requirements. In fact, the stability and reliability of the solution, together with an extensive range of functionalities requiring little customisation, have meant it could be implemented quickly and integrated perfectly into the IT framework of the business. Stealth has responded perfectly to all the needs of the client. The automation of passive and active production cycles has optimised resource synergies, and the simultaneous management of standard and actual costs has enabled the group to control all possible inefficiencies. Furthermore, Stealth has been completely integrated into Tecnica's infrastructure, allowing existing software to be retained. Thanks to Stealth, processes have been modelled on the basis of Tecnica's specific operational requirements, thereby guaranteeing the group an increased level of quality and control and the ability to achieve significant economies of scale. The project was completed on time and on budget, particularly through the use of a specialised team, at the heart of which CSC consultants worked alongside Tecnica's own technicians.





DARIO GIURIATO,
DIRECTOR OF
INFORMATION SYSTEMS
AT TECNICA GROUP

“The implementation of the project on time and within budget has been made possible thanks to the professionalism of the CSC team. They have consistently demonstrated an extensive knowledge of our structure and of the specific characteristics of our business.”

The choice to use Stealth proved even more strategically astute for Tecnica Group after it carried out a number of acquisitions and was, subsequently, confronted with the inevitable challenges linked with the integration of these new entities with the head office.

Turning once more to CSC for support, Tecnica has confirmed their decision to use Stealth as a unique management tool for every part of the group, wherever they are located. Both in terms of processes and production, Stealth equips organisations with the ability to manage a range of problems, including those specific to the retail fashion sector, thereby enabling straight-forward integration without additional costs.

Among these specific functionalities, the solution offers the possibility of managing several companies from a single database. Not only this, but the tool is also capable of coordinating all processes linked to the supply chain and to distribution, thus avoiding the heavy cost and inefficiencies of managing duplicate data.

The strategic importance and value of the contribution made by CSC to Tecnica Group’s activities has been underlined by Dario Giuriato, Director of Information Systems at Tecnica, who states, “The implementation of the project on time and within budget has been made possible thanks to the professionalism of the CSC team. They have consistently demonstrated an extensive knowledge of our structure and of the specific characteristics of our business, and of course, of the solution.” As a result of this confidence, built up over seven fruitful years, CSC has recently been asked to oversee the



**Tecnica headquarters
in Montebelluna.**

integration of Stealth and Nordica. On the basis of this experience, and in view of future expansion projects at Tecnica, the partnership between the two companies is destined to be strengthened by the implementation of Stealth 3000, the latest version of the CSC solution. Stealth 3000 effectively integrates the standard ERP platform with a web interface that enables users to monitor and programme every function remotely, without the need for onsite access. With this new solution, CSC continues to confirm its place as a leader in the world of fashion, particularly for organisations that, being faced with rapid change and increased competition, are not content to merely face challenges, but want to anticipate them.

CONTACTS

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FIGURES

1.200
employees

10.000
points of sale around the world

410
million euros turnover
in 2008

200.000
pairs of Moon Boots sold
around the world

FOCUS

**TECNICA, WORLD LEADER
IN WINTER SPORT EQUIPMENT**

Leading global manufacturer of ski boots, après-ski footwear, outdoor footwear, winter footwear and inline skates. Tecnica is the owner of the brands Nordica (skis and ski boots), Blizzard (skis), Dolomite (ski boots, and outdoor footwear and clothing), Rollerblade (inline skates), Think Pink (sportswear), and also has distribution agreements for Volkl skis and Marker bindings. The group currently has a presence in all the major geographical markets. It employs 1,200 people and has over 10,000 retail outlets around the world. In 2008 its turnover was close to 410 million euros.

DIRECTV

GROWING AFTER SUPPLY CHAIN MAKEOVER

DIRECTV, THE WORLD'S LEADING PROVIDER OF DIRECT-TO-HOME SATELLITE DELIVERED TELEVISION PROGRAMMING SERVICES, PARTNERED WITH CSC TO REENGINEER ITS SUPPLY CHAIN, INCREASING ORDER FULFILMENT VOLUME BY 300 PER CENT AND REDUCING THE COST OF ACQUIRING NEW SUBSCRIBERS BY MORE THAN 9 PER CENT.



Each day, DIRECTV subscribers enjoy access to over 265 channels of 100% digital picture and sound.

As the market for digital television became increasingly saturated and competition for customers intensified,

DIRECTV decided to move to a new business model that required a more agile supply chain.

Partnering with CSC, DIRECTV reengineered its supply chain to meet growth objectives and satisfy consumer demand for an ever-greater variety of products and services. DIRECTV accomplished all this, and more.

It boosted profits and reduced the cost

of acquiring new subscribers by more than 9 per cent.

"This is a major success for DIRECTV," says John Powers, DIRECTV chief information officer. "CSC is helping us establish a world-class supply chain management environment."

STREAMLINING THE SUPPLY CHAIN

DIRECTV, the world's leading satellite television service provider, embarked on a multi-year programme to streamline and restructure its entire

supply chain. The company needed a business and IT partner to help it get the most out of its new business plan and chose CSC, which had been its technology services provider since 1995. CSC helped DIRECTV with strategies to reduce the number of suppliers in the network, increase partner collaboration, and make coordination of demand and supply easier. In partnership with DIRECTV, CSC used its supply chain maturity framework to develop a roadmap

USING SUPPLY CHAIN MANAGEMENT TO IMPROVE PROFITS

A six-part podcast series, produced by CSC, focuses on the context in which Wall Street considers key business objectives, and how that point of view could impact the way you look at your supply chain, the importance of your processes and network, and your path to financial success. Join the conversation and find out how the CFO can take a leadership role in creating cross-functional and cross-business process improvement that will help satisfy Wall Street.

LISTEN TO the podcast series on this CSC blog:

WWW.CSC.COM/EE/SUPPLYCHAIN

for the process, organisation and technology changes required to transform the extended supply chain and drive closer interaction with business partners. DIRECTV then executed a strategic sourcing programme, coupled with a network rationalisation effort, to take immediate costs out of the supply chain, increase capacities, and gain tighter control of products throughout their lifecycle. Next, the DIRECTV-CSC team enhanced internal planning and fulfilment processes. DIRECTV gave its partners self-service tools for ordering, procurement, product tracking and returns. The team also reengineered and implemented an entire reverse logistics process for product returns, testing and refurbishment. CSC worked closely with DIRECTV to define the organisational skills needed to sustain these new business processes. DIRECTV used many components of the SAP enterprise applications suite and a SeeBeyond-based, service-oriented architecture to technically enable this new business model.

SUSTAINING GROWTH

As a result of its work with CSC, DIRECTV is now the channel master of its extended supply chain network, says Michael Bek, senior partner in CSC's supply chain practice. DIRECTV migrated from a product fulfilment model, in which it controlled less than 25 per cent of distribution, to one where it coordinates 100 per cent. DIRECTV now retains ownership of the equipment, leases it out and refurbishes it for redistribution to customers. This allows DIRECTV to plan or postpone purchases far in advance,

and lets its partners do the same – significantly reducing the cost to procure and maintain inventory. This new business model also puts DIRECTV in more direct contact with customers, making it possible to gather better information, build stronger relationships, sell more services, and enhance customer retention.

DELIVERING RESULTS

According to Bek, DIRECTV's order fulfilment volume increased 300 per cent with only a single-digit personnel increase. Recovery and repair costs dropped by more than 10 per cent, and processing time for customer credits decreased by 85 per cent. DIRECTV also began redeploying refurbished hardware back into distribution channels, saving millions of dollars in deferred purchases of new hardware. "Every quarter, DIRECTV installs set top box equipment for nearly 1 million new subscribers, each of whom has specific equipment and household needs," says John Schweisberger, a managing director for CSC's Global Business Solutions. "That kind of complexity and volume would cripple many companies, but we've been able to bring to DIRECTV lessons learned from work that CSC has done with other high-volume supply organisations, enabling them to continue supporting incredible growth for years to come."

CONTACT

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17.0
million customers
in the United States

Over 5.1
million customers
in Latin America.

\$17
billion revenue in 2007

"CSC is helping us establish a world-class supply chain management environment."

JOHN POWERS,
DIRECTV CHIEF INFORMATION OFFICER.

FOCUS

ABOUT DIRECTV

DIRECTV, the leading satellite television service provider in the United States, is available to more than 17 million customers and is leading the HD revolution with 95 HD channels. Each day, DIRECTV subscribers enjoy access to over 265 channels of 100% digital picture and sound, exclusive programming, industry-leading customer satisfaction, and superior technologies that include advanced DVR and HD-DVR services and interactive sports packages. In addition to serving consumers, DIRECTV offers service to bars, restaurants, hotels, dorms, and hospitals through their business service. The company also offers mobile service for cars, boats, and RVs (DIRECTV Mobile) as well as aircraft (DIRECTV Airborne) in cooperation with Connexion by Boeing.

This article is the first in a series about world-leading organisations and their use of innovative technology. For half a century, CSC has acquired an in-depth understanding of business drivers and leadership strategies for key vertical industries, and has developed a leading position in helping companies apply technology to support their business strategies. In the next Premium issues, you will read articles on Chemical, Energy & Natural Resources, Financial Services, and Healthcare and Manufacturing.

ILLUMINATING THE FUTURE TECHNOLOGY & CONSUMER SERVICES

TECHNOLOGY WAITS FOR NO ONE. JUST WHEN YOU GET COMFORTABLE WITH THE LATEST INNOVATION, THE NEXT BREAKTHROUGH COMES ALONG, SHAKING UP EVERYTHING AGAIN. THE SAME CAN BE SAID FOR BUSINESS. RESISTING CHANGE AND RESTING ON YOUR LAURELS IS FUTILE IN THE DIGITAL AGE.

From the baby boomer era to that of Generation Z, the time to scale-level adoption of new technologies has dropped from decades to years to months. In the last half of 2008, consumers downloaded more than 500 million applications (apps) via Apple's iPhone apps store. Previously, it had taken Apple's iTunes store two years to reach 500 million downloads.

MOBILE APPS AND REAL-TIME INTERACTIONS

Consumers are not limiting IT adoption to fun and games. Bank of America launched its mobile banking service in May 2007 and already has more than 1.5 million subscribers. A third of all consumers currently use mobile phones to assist in shopping.

Consequently, retailers such as Kraft Foods, Coca-Cola and grocery retailer Kroger have all developed mobile phone apps. Everyone is getting onboard. The global ubiquity of multifunctional utility devices, along with the confluence of broadband service and cloud-level computing capabilities, has mobilised the platform of consumerism.

The "data exhaust" of this mobile horde of consumers has created

a flood of "extreme data," which have dramatic implications for any company selling consumer products or services. It is not just the amount of unstructured, multichannel data that companies must sort through; it's the speed at which the data is produced and propagated through the global network - and its inherent interactivity. "Transparency" in this new world gets a whole new meaning.

BUILDING TRANSPARENCY AND COLLABORATION

By getting the business more involved in the service to be delivered and technology more in the hands of the end user, new relationships are developing. "Many consumer-based companies are taking advantage of open portals as a collaboration tool, whereby customers can provide product suggestions, says Scott Kohn, vice-president of CSC's Technology & Consumer Group. We see an evolution toward more transparency with customers and suppliers through the entire supply chain."

The consumer and commercial marketplaces require complex collaboration among partners to produce goods and services.

An ever-evolving ecosystem of partners, focused on both speed to market and cost reduction, creates a diverse and complex supply chain. The challenge is to manage these relationships as the ecosystem grows.

FOCUSING ON THE HERE AND NOW

In addition to technology's fuelling of organisational transformation, companies today are looking for solutions that decrease time to market, unite their global workforce, streamline operations and cut costs. IT can be the driving change agent for creating value and helping the business meet these challenges, especially as this world faces an economic storm. The economy's impact in the short term is that everyone, consumers and companies alike, is proceeding with caution because the future is uncertain. From a company perspective, this means projects that don't produce six-month cash return will likely be delayed. Fortunately, the consumer products industry is a diverse portfolio of companies and brands, and while some may be experiencing dips in sales and margins, others are seeing increases.

OUT WITH THE OLD ORGANISATIONAL MODEL

As manufacturers, distributors, employees and customers become more interconnected, the impact on business linkages across the value chain is that companies are becoming more transparent. Traditional organisational models are being challenged by the adoption of open, transparent collaboration tools, technologies and social networking behaviours. As a result, organisational models are changing significantly and rapidly.



In all sectors, downturns create the opportunity for leading companies to invest in capabilities that will enable them to gobble up more market share. In the meantime, many companies are getting back to their core operating principles. They plan to focus on what they are good at and invest in product and business analytics to make strong business decisions, thereby shedding non-core functions by outsourcing or eliminating them. They will look to low-cost centres and create an optimal labor mix once they identify commodity services. As all companies look to the future, “fast and flexible” are the goals – and IT is their enabler. “We are focused on creating solutions that have a sudden impact on a client’s business and provide adaptability over the long term,” says Scott Kohn. “We anticipate a tighter integration between business and IT services throughout this economic downturn.”

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CIO BAROMETER 2009: LOOKING BEYOND THE CRISIS

THE CIO BAROMETER 2009 PUTS THE SPOTLIGHT ON MAJOR CHANGES UNDERWAY IN THE IT FUNCTION. LONG CONSIDERED TO BE MERELY THE HEADS OF COST CENTRES, CIOs ARE NOW REDEFINING THEIR ROLE AS DRIVERS OF INNOVATION AND GROWTH WITHIN BUSINESSES. IN COOPERATION WITH MANAGEMENT AND OPERATIONAL UNITS, THEY ARE DEVELOPING NEW BUSINESS MODELS BASED ON NEW TECHNOLOGIES THAT WILL ENABLE BUSINESSES TO BOUNCE BACK AFTER THE CRISIS.

This represents a fundamental change of identity. For many years IT has been thought of as a support function and a cost centre; now however, managers are turning to information systems as a key driver of operational excellence. Responsible for all “information production” and the application assets of the company, CIOs are now taking on new roles. At the heart of all operational processes, the CIO safeguards one of the company’s most valuable intangible assets: the way in which people work in the business. As an innovation leader, the CIO has drawn closer to management and contributes to value creation by identifying growth initiatives and assisting in their implementation.

AN INNOVATION LEADER

The CIO can use innovation as a means to change the way the business works and create elements that differentiate it from competitors. 75% of CIOs

surveyed are aware of the role they play in driving innovation and of the corresponding responsibilities: anticipating the business models of tomorrow, fostering a culture of change, involving upstream operations earlier in the process and much more. “We now get involved quite early on when developing strategy and putting together projects,” notes Étienne Bertin, CIO of FNAC, who constantly promotes the use of innovation to further develop and deepen relationships with customers.

CLOSER TO THE OTHER BUSINESS UNITS

The other notable evolution of the role of the CIO concerns the relationship between IT and the other business units. After a period of conflict, CIOs have improved their relationship with the business thanks to considerable efforts in terms of communication (according to

91% of CIOs surveyed) and the creation of interfaces with other business units. A prime example is the new structure put in place at Air France-KLM at the time of the merger; “The decentralisation of our relationships with the business units has led not only to higher quality of service, but also to building trust”, states Jean-Christophe Lagarde, Deputy CIO of the group.

For the more advanced, a client-supplier business model accompanied by service level agreements enables CIOs to justify investments, illustrate their value creation in a factual manner and establish a dialogue based on IT performance. “Communicating, announcing a plan, publishing results – these are all becoming part of our culture, and our internal clients are noticing the change,” comments Arnaud Lescroart, CIO of Printemps, who identifies himself as an “incubator for ideas” for the company’s business units.

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FULL VERSION OF THE CIO BAROMETER 2009

Carried out by CSC and Cast in collaboration with Ifop (an independent research institute), the CIO Barometer 2009 sets out the major trends within the IT function among Europe's largest companies.

THE FULL VERSION IS AVAILABLE TO DOWNLOAD AT

<http://www.csc.com/pt>

THE CHALLENGES OF TOMORROW

These changes naturally come with a range of new challenges for IT departments. Process improvement (and with it the development and spread of best practices, CMMI or ITIL) is the greatest among them, according to 93% of CIOs. The next major priorities are infrastructure rationalisation (91%) and implementation of security and internal controls (84%). Rolling out solutions and/or ERP systems was also identified as a challenge by 83% of those surveyed. As regards the outlook for the role of the CIO, the prospects for the future seem quite clear: in a period of disruption (strategic, operational, cultural and technological) CIOs need to guide their businesses through the process of implementing new business models. This in turn

necessitates a partnership type relationship between IT and the business units based on consistent, large scale IT output, while simultaneously ensuring the information systems remain agile and scalable.

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“We estimate that before 2020, 18% of CIOs will see their job titles change to ‘Chief Innovation Officer’ and will be members of the board of their companies.”

VITO DI BARI, LECTURER AT THE POLYTECHNIC UNIVERSITY OF MILAN

A.S.O. INNOVATION AT THE “TOUR DE FRANCE”, EVEN BEHIND THE SCENES!

THE WORLD'S THIRD BIGGEST SPORTING EVENT, THE TOUR DE FRANCE, REINVENTS ITSELF EVERY YEAR AND IS CARVING OUT A MORE MODERN APPROACH. SO HOW DO THEY DECIDE THE ROUTE OF THIS LEGENDARY AND EPIC EVENT? HOW IS IT EVOLVING? WE ASKED **CHRISTIAN PRUDHOMME, GENERAL DIRECTOR OF THE TOUR AND LAURENT LACHAUX, DIRECTOR OF SALES AND MARKETING AT A.S.O.** (AMAURY SPORT ORGANISATION).

THE “TOUR DE FRANCE” 2009 SETS OFF FROM MONACO. WHAT'S NEW THIS YEAR, BOTH IN TERMS OF THE RACE AND WHAT GOES ON BEHIND THE SCENES?

CHRISTIAN PRUDHOMME: The “Grand Start” in Monaco is new in itself, as is the Barcelona stage where the Tour will arrive just ahead of the Pyrenees section. The other big change is the mountain stage on the approach to Paris. They will be within twenty-four hours of the Champs-Élysées on the final descent – from Mont Ventoux.

LAURENT LACHAUX: The Tour is also changing in how it's broadcast, with the possibility of watching it from mobile phones

or on the Internet. In 2008, the web site had 350 million page hits.

IS THE TOUR STILL AS SUCCESSFUL AS EVER?

L.L.: Yes! The Tour is shown on television in 186 countries each year, 60 of these show it live. And we still expect 12 million visitors to watch the race from the roadside.

C.P.: I'm always surprised by the welcome we get from abroad. I remember hearing the “Marseillaise” (the French national anthem) ring out three times in Utrecht Cathedral when we went to assess the city's candidacy as the opening town for 2010 (Editor's Note: the 2010 Tour will now start from Rotterdam). In Japan,

they've been holding a Tour Night in December for the last three years – the reputation this event has is truly global!

THE COURSE ITSELF IS ALSO BECOMING MORE INTERNATIONAL.

C.P.: Yes, although it's nothing new really. In 1954, it started from Amsterdam. It's now quite normal to go beyond the French border.

THE TOUR ROUTE IS REVEALED EACH YEAR IN OCTOBER. HOW DO YOU DECIDE ON THE ROUTE?

C.P.: We work on three Tours at the same time. In May last year, our teams selected the mountain stages for 2010, and the starting

IT Partner of the “Tour de France”, CSC is implementing new software to help plot the course of the race.



location for 2011! From the “Grand Start”, up to the arrival in Paris, we need to organise twenty-one days of racing crossing the Alps and the Pyrenees. This year 230 towns offered to host a stage!

More specifically, we have two teams that work alongside each other; one is composed of former riders, who decide how the stages will be set out by evaluating each section of the route; the other works with the stage host towns for logistics. In all, 4,500 people need to be accommodated – riders, support teams, journalists, etc, and that doesn't include spectators.

YOU'VE COMMISSIONED CSC (IT PARTNER FOR THE TOUR) TO PUT IN PLACE NEW SOFTWARE WHICH TRACKS AND RECOGNISES THE COURSE. WHAT DO YOU EXPECT FROM IT?

C.P.: For us, it's a major step forward in how we plan the race route. Based on a huge cartographic database, the software enables our teams to save time and share information in order to create a balanced race (stage lengths, difficulty, and many other aspects). It'll also let us create hypothetical routes to help us evaluate all the possible ways we can take the race from one town to another. In terms of the reconnaissance process, CSC has propelled the Tour into the 21st century!

THE TOUR IS BACKED BY THE FULL STRENGTH OF A.S.O. YOU SEEM TO OCCUPY A SPECIAL PLACE IN THE WORLD OF SPORT.

L.L.: Indeed. Our role consists of bringing together all the different skills that enable us to organise and “deliver” a sporting event, with an unmatched focus on the sport itself. We are currently involved in six sports: cycling (14 races in France and abroad), motor sport (Dakar), golf, athletics, horse riding and nature-sports. This includes some centenary events like the Tour, Paris-Roubaix or even the French Open golf tournament.

C.P.: A.S.O. is backed by the full strength of the sporting events! They are bigger than the business!

WHAT ARE YOU FOCUSING ON DEVELOPING NOW?

L.L.: Sport is constantly evolving and adopts new facets all the time. This year we've launched our nature sports activity with “à la carte” challenges like the Merrell Oxygen Challenge which involves mountain biking and trail-running.

C.P.: The “Tour de France” label and our know-how are also in demand abroad; we've had requests from Brazil, Japan and China.

“I'M ALWAYS SURPRISED BY THE WELCOME WE GET FROM ABROAD. THE REPUTATION THIS EVENT HAS IS TRULY GLOBAL!”

LAURENT LACHAUX,
DIRECTOR OF SALES AND
MARKETING AT A.S.O. (AMAURY
SPORT ORGANISATION)



“THE TOUR IS SHOWN ON TELEVISION IN 186 COUNTRIES EACH YEAR, 60 OF THESE SHOW IT LIVE. AND WE STILL EXPECT 12 MILLION VISITORS TO WATCH THE RACE FROM THE ROADSIDE.”

CHRISTIAN PRUDHOMME,
GENERAL DIRECTOR OF THE TOUR



BUSINESSES: FACING UP TO NEW RESPONSIBILITIES

In the mid 1990s the company Nike, confronted with numerous attacks about working conditions at their sub-contractors premises, came to understand that their responsibilities extended way beyond their legal obligations, which, in turn, led them to provoke radical change in the sector. Several years later, the French oil giant, Total, found themselves faced with a series of crises including the sinking of the tanker Erika in 1999 and the explosion of the AZF factory in 2001. Coming up against heavy criticism and much misunderstanding, the company realised that society expects them to take on responsibilities that go beyond mere legality. In terms of society as a whole, which finds itself at the centre of an economic and financial crisis, numerous businesses have been forced to make employees redundant or even to close down entire sites. In much the same way as before, society expects them to behave in the most responsible manner possible.

These examples help shed light on one of the greatest changes taking place in our society. Faced with ever more intense social and environmental problems, businesses must respond by accepting their own share of responsibility. Going further than sustainable development, the real question centres on entirely new responsibilities. Businesses are becoming more aware of the fact that they need to go beyond traditional boundaries, that is to say that they are not simply a kind of “disembodied” financial entity, but are social bodies that need to fully play their part in society. This is why boundaries between businesses, society and public services are slowly and almost unnoticeably moving and redefining themselves, giving way to new types of partnership and ecological and social innovations.

GOING BEYOND THE OBVIOUS

Faced with these new challenges, it's imperative that businesses don't resort to standard responses which tend to be based on generosity, green issues or virtue. Of

course, no one should ever neglect the importance of charitable acts or corporate patronage, but they are limited responses and are not necessarily enough to handle many of the more pressing issues. With regards to green or virtuous communication, it is only empty talk until real action is taken. Furthermore, people are beginning to see through greenwashing and businesses have started to understand that this type of communication is becoming less and less “profitable”.

In order to offer tangible and operational responses to the serious environmental and social issues that exist today, businesses must integrate these issues into their overall strategy. It's only then that the necessary transformation will take place. From an environmental point of view, companies must find innovative and effective solutions that allow them to reduce negative impacts as much as possible. This might entail rethinking their range of products or services, reviewing processes and management tools, creating new forms of partnership with NGOs, reconsidering their supply chains if necessary, and so on. In terms of society in the broader sense, it's time to redefine the part that business plays in it altogether; how can it positively influence local development? How can it better respond to the expectations of the local population or of its employees?

BEING BOLD

These new forms of responsibility will, inevitably, lead businesses to undertake a transformation process. This goes from setting up new types of governance for all parties concerned, whether this be the companies themselves, the political sphere, the world of finance or society itself. Fundamentally, it's about rethinking business models, being imaginative, creative and bold and going beyond pre-established models. Businesses have to learn to open up to the world while continuing to pursue the traditional objectives of durability,



OLIVIER DELBARD IS A PROFESSOR AT ESCP EUROPE, IN THE DEPARTMENT OF ECONOMICS, LAW AND SOCIAL SCIENCES. HE HAS JUST PUBLISHED A BOOK WHOSE TITLE TRANSLATES AS “TOWARDS RESPONSIBLE BUSINESS: HOW DO YOU RECONCILE PROFIT WITH SUSTAINABLE DEVELOPMENT?”*

development, profitability and efficiency. Behind the fashionable concepts of Sustainable Development and Corporate Social Responsibility there are real, profound changes that are starting to take shape in society. It's up to businesses to adopt an increasingly positive, constructive and ambitious stance in order to turn these burning issues into opportunities and to reinvent the future in an open world.

*The original title in French is “Pour une entreprise responsable : comment concilier profits et développement durable ?”, published by Cavalier Bleu Éditions.

ANOTHER DAY ANOTHER

OPPORTUNITY TO SHOW OUR GRATITUDE
TO THE HANDS AND MINDS THAT SHAPED US

CSC

**50 YEARS
STRONG**

BUSINESS SOLUTIONS
TECHNOLOGY
OUTSOURCING

Today we celebrate 50 years. 50 years defined by individuals who do whatever it takes to get the job done right. And as the ground shifts beneath our feet, one thing will always be certain: our commitment. To our employees, to our clients and to a tenacious ingenuity focused on delivering technology-enabled solutions that will pave the way forward for another 50 years.

ABOUT **CSC**

The mission of CSC is to be a global leader in providing technology enabled business solutions and services. With the broadest range of capabilities, CSC offers clients the solutions they need to manage complexity, focus on core businesses, collaborate with partners and clients, and improve operations. CSC makes a special point of understanding its clients and provides experts with real-world experience to work with them. CSC is vendor-independent, delivering solutions that best meet each client's unique requirements. For more than 50 years, clients in industries and governments worldwide have trusted CSC with their business process and information systems outsourcing, systems integration and consulting needs. The company trades on the New York Stock Exchange under the symbol "CSC".

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CSC IMPLEMENTA SAF-T PT NA UNIVERSAL MUSIC



RUI FERREIRA,
DIRECTOR
FINANCEIRO DA
UNIVERSAL MUSIC

A empresa discográfica Universal Music Portugal seleccionou a CSC para implementar uma plataforma que permita a exportação do SAF-T PT (Standard Audit File for Tax Purposes - Portuguese version), um ficheiro XML, que contenha todos os dados de facturação e contabilidade da empresa. A apresentação desta informação de forma standartizada, ao Ministério das Finanças, é obrigatória desde Janeiro de 2008, sempre que solicitada. A CSC foi a empresa seleccionada para o desenvolvimento do projecto, com base nos requisitos legais,

elaboração do desenho da solução, implementação e desenvolvimento da plataforma. A solução compreende a produção do ficheiro SAF-T PT, tendo em conta as duas aplicações utilizadas pela Universal Music: Atlas, que suporta os processos de comercialização de mercadorias (facturação), e JDEdwards, ERP da empresa para as operações financeiras, logísticas e comerciais. Desta forma, a solução implementada pela CSC integra dados oriundos de ambas as aplicações. De acordo com Rui Ferreira, Director Financeiro da Universal Music, “o SAFT-PT pretende ser um ficheiro comum

a todas as empresas, para facilitar à fiscalidade portuguesa o acesso aos dados económicos e contabilísticos. A adopção de um modelo standardizado facilita a disponibilização da informação aos inspectores e o respectivo tratamento dos dados.” Três meses foi o tempo de implementação SAF-T PT na Universal Music, que responde eficazmente aos requisitos legais, independentemente do programa utilizado ser legível por qualquer aplicação do Windows. Até ao final do ano e “aproveitando as sinergias e a plataforma que estamos a implementar, pretendemos apostar numa componente

de gestão documental”, afirma o director financeiro. Concretamente, a solução desenhada e implementada pela CSC na Universal Music é constituída por duas fases: implementação do sistema SAF-T PT, que respeita os requisitos legais, e uma componente de gestão documental.

Além dos 4 colaboradores do departamento financeiro, que trabalham directamente com o sistema, que permite a produção do ficheiro SAF-T PT, toda a equipa da Universal Music vai beneficiar da componente gestão documental, que concentra toda a informação crítica da empresa e a distribui de forma rápida e eficaz pelos diferentes departamentos. Este sistema contribui para “uma maior organização e controlo dos documentos na forma, conteúdo, identificação, arquivo e pesquisa”, salienta Rui Ferreira. Embora prefira não falar em números, quando questionado sobre a poupança de tempo e papel, o responsável refere que “dado o aumento da produtividade os valores podem atingir dezenas de milhares de euros, pois a gestão documental garante uma maior facilidade no acesso à informação, ao mesmo tempo que simplifica e acelera a execução de tarefas. Os bens da Universal Music são as fitas e a história dos artistas, que temos que preservar, por isso estamos a apostar numa solução de gestão documental que nos permita ter disponível toda a informação relevante para a actividade da empresa em arquivo digital.”

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MAIS UM DIA MAIS UMA OPORTUNIDADE DE DEMONSTRARMOS O NOSSO AGRADECIMENTO ÀS MÃOS E ÀS MENTES QUE NOS DERAM FORMA

CSC

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BUSINESS SOLUTIONS
TECHNOLOGY
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A 16 de Abril celebrámos 50 anos. 50 anos moldados por pessoas que fazem o que for preciso para garantir que aquilo que há para fazer é bem feito. E à medida que o mundo se altera à nossa volta, há algo de que temos sempre a certeza: do nosso Empenho. Para com os nossos empregados, os nossos clientes e para com um engenho tenaz focalizado em oferecer soluções tecnológicas que indicarão o caminho a percorrer nos próximos 50 anos.