

# précis

Thoughts on IT in Business



IT Outsourcing Recharged | No 2 Volume 4

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# Editor

**Ettienne Reinecke: Group Chief Technology Officer and Solutions Strategy Executive**

ettienne.reinecke@dimensiondata.com

# Editorial Panel

**Andy Cocks: Solutions Director, Asia Pacific**

andy.cocks@dimensiondata.com

**Gerard Florian: Chief Technology Officer, Australia**

gerard.florian@dimensiondata.com

**Neil Louw: Chief Technology Officer, Europe**

neil.louw@dimensiondata.com

**Mayan Mathen: Chief Technology Officer, Middle East & Africa**

mayan.mathen@dimensiondata.com

**Mark Slaga: Chief Technology Officer, Americas**

mark.slaga@dimensiondata.com

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# IT Outsourcing Recharged

IT outsourcing continues to transform alongside the market since it first came into vogue in the early 1990s. Over the decades, it's shape-shifted through the industrialisation of IT services, multisourcing, and on to cloud computing and the rise of consumption-based utility delivery models. The next wave of change looks set to further update outsourcing's contribution to business agility and the achievement of strategic outcomes.

As we stand at the threshold of an exciting new era, it seems appropriate for *Précis* to reflect on the opportunities and challenges that this evolution is creating for both buyers and sellers of services.

We consider the value that services integration plays in synthesising heterogeneous ecosystems of people, processes and systems to deliver IT services that are more accurately aligned with the needs of the business. We look at how intelligent application of good practice frameworks and systems management tools can assist in achieving consistency of approach and implementation.

Sabir Munshi, CIO of Rand Merchant Bank, shares his views on the increasingly strategic approach buyers and providers will need to adopt to improve the quality, predictability and value of services. He also explains the need for a structured plan for sustaining these benefits.

We take a view on the 'next generation' of outsourcing partnerships and conclude that legacy approaches to sourcing, involving only a cursory look at overall strategy before diving into the transaction, are no longer 'fit-for-purpose'. A commitment to shared goals will be critical to winning in outsourcing's next phase.

As it enters its third decade, IT outsourcing's potential to re-energise and recharge your business has never been greater. It's time to plug into its many benefits.

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**Service integration or aggregation ‘bolts’ together various vendor entities**

When it comes to ease and predictability, managing multiple vendors could well be compared to herding cats. It’s becoming a growing headache for many organisations to execute effective vendor management, and for today’s CIO the question at the core of such discussions is ‘can we afford to manage this in-house, or should we hire in expertise from outside’?

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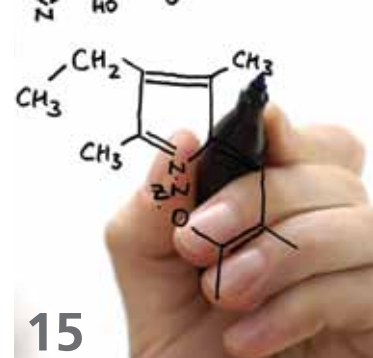
### Centralisation and standardisation of network operations paves the way to expansion and profitability

A leading global bank sought to consolidate its global network services vendor base by centralising global procurement, deployment, support and operations services with a limited number of strategic global IT services partners. By doing so, it looked to improve levels of consistency, transparency and efficiency, and control risk and cost. Engaging with Dimension Data has allowed the bank to see these aspirations become a reality.

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## Outsourcing Revolution – Building Better Outcomes

As cloud computing matures, a next-generation approach to improving IT outsourcing relationships is coming of age. What can we learn from businesses who are getting it right?

The last 20 years have brought growing sophistication – and challenges – as organisations advanced through several approaches to IT outsourcing. Each stage came with its own set of hurdles to be cleared and new lessons to be learned. From all-encompassing master outsourcing agreements in the 1990s, through to the multisourcing trend in the past decade, outsourcing is now on its journey towards the cloud and, ultimately, to the nirvana of IT as a utility. Today, CIOs and service providers alike need to take stock of their past experiences with a view to optimising their sourcing relationships and building better outcomes in this new model.

### New players, new playing field

As part of IT outsourcing's continuing metamorphosis, the number and range of specialist service providers to whom components of an organisation's technology could be outsourced has expanded exponentially, and so have the delivery models through which they're being consumed.

Ultimately, each of the specialist providers that make up today's complex outsourcing landscape can offer something specific to an organisation's overall business strategy and help them pave the way to creating or conquering new markets. The challenge is to confidently determine the most appropriate mix of services and providers to deliver precisely against the organisation's business

goals. And of course, the importance of ensuring co-ordination and retaining control of this new ecosystem of sourcing models, technologies and providers, cannot be overstated.

So what tactics are mature organisations applying to drive the success of their outsourcing relationships forward?

### Building the foundation of trust

According to Grant Bodley, Senior General Manager for Outsourcing Services at Dimension Data in the Middle East & Africa, "Gone are the days when you could afford to look at outsourcing in terms of saving costs, addressing a skills shortage, or taking a problem off your hands. Doing so translates into a tremendous loss of business value. If, instead, you view outsourcing as a partnership with specialists with whom you can collaborate and share or test ideas, then you will save costs, access skills you had no idea existed, and pre-empt operational hassles... all while you grow the business."

Seen from this perspective, the standard tender or request for proposal (RFP) approach doesn't necessarily always serve a business' best interests. "Oftentimes, tenders and RFPs tend to work on the lowest common denominator and focus on price. They result in rigid, under-priced contracts that squeeze the supplier out of the means and the desire to innovate," Bodley says.

Ultimately, each of the **specialist providers** that make up today's complex outsourcing landscape can offer something specific to an organisation's overall business strategy and help them **pave the way to creating or conquering new markets**.

"What's been forgotten in the rush to issue the RFP is that each business has its own specific reasons and requirements for outsourcing, which makes customisation inevitable – and desirable. In order to obtain the right solution you need to know and be very clear about what you're asking for in terms of business outcomes. Your provider must then be afforded the opportunity to understand the business' strategy and operations in order to be able to answer the outcome questions appropriately and craft a relevant solution.

"A relationship of trust is therefore crucial for both sides, in order for the dialogue to result in, initially; standardisation of services that will provide consistency of service and, then, a roadmap of innovation that will take the business forward."

Brent Flint, Services Executive for Dimension Data in the Middle East & Africa agrees. "Signature traits of mature outsourcing relationships include a growing appreciation – on the part of clients and providers alike – of the value of engaging with each other earlier, starting in the requirements definition phase, in a collaborative and consultative fashion. In recent years, we've seen some subtle but perceptible changes in client behaviour in this respect. More and more, we're meeting with clients to openly discuss and tackle the problems they have around their sourcing approach, rather than simply responding to RFPs that have

already been constructed. Our consulting teams are providing guidance around how clients 'could' construct an RFP. We're starting to evolve our relationships to the point where we're influencing clients' thoughts about how to source and what to source, as opposed to simply having discussions at a technical level," he explains.

At this point, to ensure that the relationship evolves in a structured and coherent fashion, a mature outsourcing provider will provide an engagement framework and methodology that enable both parties to work together towards an ideal solution. The first step in the methodology is service architecture, which involves the provider obtaining a deep understanding of each of the client's technical domains and the processes and tools needed to deliver the required services.

The next step is a due diligence and discovery exercise. "Oftentimes, organisations believe they have everything documented and up to date, but the reality often is that the documentation is not relevant, has not been adhered to, or simply doesn't exist," Flint says. "A due diligence process protects everyone from what they don't know."

Once you've selected your provider(s), use their knowledge of the vendor marketplace and established relationships therein to design the overall solution and save you time and money by negotiating with multiple suppliers on your behalf. Mature outsourcing partners freely acknowledge that they can't be all things to all people and know, for instance, how to negotiate with original equipment and other suppliers to optimise procurement cycles.

### Adaptable and flexible

Flexibility and adaptability stand out as hallmarks of today's more mature and successful IT outsourcing relationships. "As organisations change and adapt their business strategies to reflect and respond to market dynamics, threats and opportunities, they must concurrently revisit their IT strategies," says Bodley. "It follows that IT outsourcing contracts likewise need to be revisited in a timely manner... else the contracts themselves will quickly become business disablers."

Contracts need to anticipate learning curves, improvements and changes in the market. This approach allows for new and unexpected technologies to be introduced at appropriate times and reasonable prices. While it all looks good on paper, how do you accommodate these changes without having to renegotiate everything with your providers from scratch? Here, adaptive

wording within the contract is the key. 'Adaptive' doesn't mean use of language that is vague or loose, it's more about being flexible in the terms used to describe what you expect the provider to deliver and how it delivers. Importantly, your provider should be willing to make use of your organisation's preferred terminology, as opposed to imposing standard industry terminology, or its own.

Organisations should also look for providers who take the time to 'test' their language. Different interpretations of the same word are common, depending on the company and industry vertical. You need to be sure that your providers fully understand how your business defines 'flexibility' or 'innovation' or even basic 'incident management' – and then interpolate your particular definitions of these terms back into their contracts. Naturally, this means the providers need to invest the requisite amount of time with you at the time of contract negotiation, sifting through these issues.

Additionally, ongoing review of the outsourcing agreement and its operational and service level agreements is core to ensuring that the outcomes originally defined continue to meet the business' strategic needs and, if not, to decide on how best to deliver more relevant ones.

“Sustained, effective change management is a **cornerstone of successful, next-generation IT outsourcing relationships.**”

Adaptability can also be realised by reviewing service levels on a timelier manner – not only at contract renewal but through the life of the contract and by ensuring that the appropriate mechanisms, such as benchmarking, client satisfaction surveys and business alignment reviews, are built into the contract to allow organisations to do this. It can mean crafting provisions so that your baseline can be adjusted at certain intervals.

“There may be specific service domains in the scope of work that are commoditised, but perhaps also a separate agreement that will enable the provider to deliver innovation in other areas, such as virtualisation,” notes Flint. “Successful outsourcing contracts typically include pre-negotiated terms for future innovation around issues of indemnity, risk and intellectual property protection. So if for example, you’d like your provider to explore virtual desktops, there’s already a fabric in place. You don’t have to call the lawyers and plough through a full set of negotiations each time.”

### People first

Bodley believes that sustained, effective change management is a cornerstone of successful, next-generation IT outsourcing relationships. “In spite of the high levels of standardisation and automation that good practice frameworks such as the Information Technology Infrastructure Library enable, outsourcing is still heavily people-dependent. If you don’t involve both the people who may be transitioned to the provider and those who must remain behind but interface with it, you risk significant disruption to the business. People need to know that they might have to work differently but that the experience will nevertheless be a positive one for them. They need to know that they still have a career path. They need to know how to engage with the new deliverers of services for which they might have been responsible until now.”

Finally, Bodley believes that executive involvement from both parties in both crafting the solution and ongoing management of the relationship is a sine qua non for success. “Executive involvement also means that, once the deal is struck, issues can be dealt with quickly, proper governance structures can be maintained and as strategy changes in relation to market forces, the outsourcing relationship and the services delivered can be both kept relevant and continuously improved and refined.” **p**



## Migrating to Modular IT Service Management

The evolution of a standards-based approach to IT services and operations management enables IT service delivery to be broken up into modular parts. This provides you with more choices and enables you to inject flexibility and agility into your outsourcing model. Be mindful, however, that in modular service operations, orchestration among the different parts and players is key for the best performance.

Back in the 1980s, corporate payroll administration was among the first organisational functions to be outsourced. This was made possible by the fact that payroll systems and procedures had become standardised enough to allow third parties to deliver this function on an organisation's behalf. Today, a similar shift is underway in the realm of IT services and operations management.

"Just as technology itself has become standardised, allowing systems and users to understand quickly and efficiently how to work together, so too has the management of IT operations begun a journey towards consistent definition of terms, processes and use," says Cara Diemont, who heads up Dimension Data's Group Services go-to-market approach.

The evolution of a standards-based approach to IT service management enables parts of the IT operations environment to be broken down into smaller units or modules and, consequently,

we've seen the development of a range of standards and good practice frameworks – such as the Information Technology Infrastructure Library (ITIL) – that define how these pieces work together. Today, wider acceptance and adoption of these frameworks mean they've achieved the requisite level of critical mass to enable third parties to invest and bring to market a variety of service offers which can add tangible value to businesses of all kinds.

"Widespread use of standards mean that third parties can now perform operational management processes for organisations – either within their environment, or remotely. They're able to use frameworks like ITIL to create repeatable service capabilities that can be 'slotted' into an organisation's operational environment. It's rather like building something with Lego®," says Diemont. "Each Lego set contains a finite range of sizes, colours and shapes of building blocks but, because of the underlying similarity of purpose and consistency of intention inherent in the blocks, you can use them to build an astonishing range of different items – from helicopters to railway stations."

"All this means that, today, there is a great deal more flexibility and choice associated with delivering services via outsourcing," says Diemont. "This leads to greater agility: organisations can change and adapt their sourcing ecosystems 'on the fly', for

## With standardisation of IT management processes come the benefits of scale.

example, moving from an outsourcing to an insourcing approach, or adopting a hybrid model – either for discrete areas, or entire technology domains. Adding or removing service providers, and the scope of what they deliver, to deal with capacity ‘peaks and troughs’ of your resourcing needs can be effected fairly easily. The choices available to business are far-reaching.”

### New tools in the box

As ‘modularity’ in service operations gains traction, interesting and innovative toolsets for managing IT infrastructure and services with less effort and more efficiency continue to emerge. Remote infrastructure monitoring and management (RIM) platforms represent a case in point. With RIM, geographical boundaries become insignificant. IT assets, wherever they are located, can be monitored and managed from anywhere in the world. Use of built-in pattern analysis and complex algorithms to scrutinise trends within an organisation’s environment can identify and alert operations staff and engineers to fix potential problems before performance is affected, facilitating business continuity. This automation helps reduce the risks associated with diagnosis and reduces or eliminates delay in addressing problems, ultimately lowering the cost of delivering services round the clock.

With standardisation of IT management processes come the benefits of scale. “Apart from their expertise and engineering

skill, service providers that invest in RIM platforms bring the advanced functional benefits of these to their client base at an attractive price point. It’s the fact that they utilise the toolset across multiple client organisations that allows them to continue investment in features, functions and skills that would otherwise be unaffordable for organisations,” explains Diemont.

### With modularity comes complexity

Bear in mind that the downside of this ‘modularity’ in service operations is the fact that the myriad of new choices has the potential to lead to confusion and complexity.

An area where this may be seen playing out is the original equipment manufacturer (OEM) marketplace. On the one hand, because the pace of innovation in technology features and functions remains breathtaking, for the sake of their own sustainability, manufacturers like Cisco, Microsoft, Blue Coat, and Check Point have to ensure that their end customers are able to make best use of their innovations – and are willing to come back for more. This requires them to ensure that customers get the most benefit from the technologies, which means enabling full feature sets – something best done through IT operations and services. As such, many OEMs are offering service management and operational services for their particular technology sets.

However, these manufacturers may have a vested interest in remaining focused on their own technology suite, and that's not necessarily ideal for the buyer. As Diemont points out, "It's rare for the vast majority of organisations to run their entire organisation – or even a part of it – using just one technology. There's always at least one area that requires a specialist or different technology set.

"For example, rather than working with the prevailing heavyweights in the security technology landscape, an organisation may wish to work with a niche security partner that has a specific competence and has made a deep investment in that area. Or, an organisation may choose a diversified approach to avoid being locked in to a single technology or vendor – or to benchmark one against another."

Organisations will therefore need services for each technology and also for the management and aggregation across these different services. In this model, managing the interface points between the different 'modules' of service become a critical success factor. Sometimes the organisation will address this function in-house, sometimes they will outsource it to a third party, at other times they will assign one of the service providers this additional service aggregation responsibility.

## Managing the interfaces

Despite the increasing adoption of standards like ITIL, and the allure of a modular approach, the reality on the ground is operationally complex. Dimension Data is frequently called in, not just to manage individual technology areas, but also to provide the 'glue' that binds them together. In one of Dimension Data's global banking clients, this took on monumental proportions. The bank had some 90 different providers around the world, just for IT maintenance and support. Incident management became a 'blame game', working out which contract the repair fell

under and then which provider was to be called in was complex and time-consuming. Managing contracts and their currency was a full time job for a large team. With costs under pressure, downtime a productivity inhibitor and the bank's effectiveness under scrutiny, this situation was untenable.

Dimension Data was called in, initially, to harmonise all the contracts and be a single interface for the bank's technology maintenance and support. Over time, Dimension Data is migrating the bank to fewer contracts and using a global team to provide operational services for the network from a single operations centre in Asia. (To read more about this engagement, please refer to our case study, 'Centralisation and Standardisation of Network Operations Paves the Way to Expansion and Profitability', on page 23.)

## Orchestration is key

The option of managing technology services in a modular way gives organisations a wider range of choices and flexibility, which in turn translates into more agility. Buyers no longer need to feel 'shoe-horned' down one particular path or to discover themselves locked into long-term commitments that are no longer serving them well. For providers of services, modularity and standardisation present opportunities to drive scale and reduce the cost to deliver services.

Bear in mind, however, that whatever combination of insourcing, outsourcing, and modular services an organisation opts for, someone has to ensure that the pieces are working together effectively to ensure that business service levels are maintained. Similar to a symphony concert, where all the different instruments play their assigned parts, a modular service operation requires careful orchestration among the players to ensure the best performance. **p**



# Governance and Innovation – Mind the Gaps

Filling the gaps in conventional IT service management

It's widely accepted that embracing IT service management (ITSM) good practice frameworks such as the Information Technology Infrastructure Library (ITIL) enables organisations to standardise their service management processes and use a common language when talking both internally and with IT service providers and technology vendors.

ITIL gives detailed descriptions of a number of important IT practices and provides comprehensive checklists, tasks, and procedures that IT organisations can tailor to their own needs. This improves efficiencies, trims costs and avoids most contractual misunderstandings – except for two crucial areas of technology management: governance and innovation.

## Owning the outcome

"ITSM as defined by ITIL provides little guidance as to governance," says Dimension Data's Global Consulting Manager for ITSM, Brian Sullivan. "Today, a typical outsourcing environment may include multiple conventional outsourcers, any number of cloud providers, and, possibly, some insourcing. Keeping all parties moving in the same direction and interoperating effectively therefore calls for strong governance.

Jeff Packard, Group Vice President for Consulting Services at Dimension Data believes that effective governance means

ensuring that shared objectives are clearly articulated and owned not only by the organisation but also by all its partners.

He believes that doing so compels organisations to link top level objectives relating to ITSM in the outsourcing environment back to the outcomes defined in the contract itself. Then they need to translate these objectives into specific goals and outcomes for each of the various partners in the contract.

"This is the area of ITSM that receives least attention, yet it affects your success in fundamental ways, because ITSM is delivered less by technology than by people. The biggest gaps between intention and execution occur when the roles and responsibilities of transition from on-premise to the service provider are not well-defined or understood down to the most granular level."

Sullivan believes that the Control Objectives for Information and related Technology (COBIT) is an effective tool for realising stronger governance.

"COBIT is a supporting toolset that allows managers to bridge the gap between control requirements, technical issues, and business risks. Ultimately, combining COBIT and ITIL is the most effective way to plug the governance gap – because they provide a common taxonomy and best practices – not only to define roles and

responsibilities, but also to match them to individuals in both the client organisation and the service provider.”

## Standardising innovation

A number of industry frameworks can be used to standardise governance. In fact, almost by definition, governance can only succeed if it's based on standardisation of processes.

By contrast, innovation of any kind breaks free of standards to establish fresh ways of thinking about approaching and doing things. No surprise, then, that frameworks such as ITIL and ISO27000 don't provide guidance on innovation.

Sullivan says that of the three reasons for outsourcing – cost improvement, operational improvement, and business process improvement / transformation – ITIL does a good job in addressing the first two, but not the last.

“So, service providers and clients need to create their own model capable of ensuring that the relationship continually brings forward new ideas and business cases. In other words, every outsourcing agreement needs to include an innovation framework focused on evolving the managed environment.”

Laurent Leclercq, Head of Group IT Operations at Dimension Data says that, in putting such an innovation framework together, it's important that all parties understand what is meant by innovation.

“Many people use the word innovation to indicate ‘blue sky’ thinking and a time frame of three years or more. A more practical way of thinking about innovation is to ask what it means for your particular business, the business strategy you've embarked on, and where on the innovation curve you are right now. Innovation can mean anything from reducing overall expenditure by 5% year-on-year, to changing a business model to capture new markets.

“Innovation for organisation ‘A’ is never going to be the same as for organisation ‘B’. Nor would it necessarily be the same for a given organisation over time.”

Whatever the motivation for organisations to innovate, what they're looking for from their outsourcing partners is insight into technology roadmaps and the ability to apply that knowledge to the organisation's business in the most relevant way.

But, Sullivan says, to ensure relevance, service providers need also to understand their clients' businesses.

“The difference between transition – moving the client's environment to the outsourcer – and transformation (innovation) is that transition provides the client with a like-for-like service without enhancements to current capabilities. Transformation, on the other hand, moves the client from a current to a future state, introducing new capabilities to the IT infrastructure.

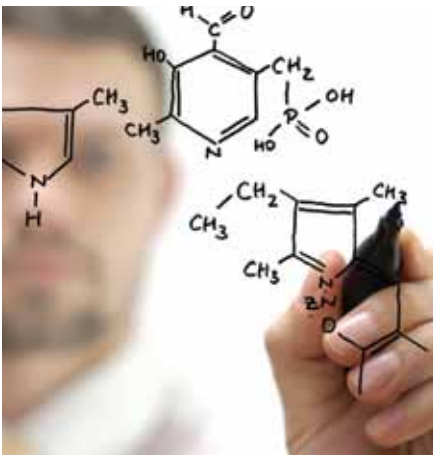
“To do the latter effectively, the provider must know what the client's business strategy is. The best way to get that understanding is through a due diligence process before the contract is signed. And, the best way to conduct the due diligence is by using an ITSM assessment.

“It's aligned to ITIL good practice and it gives both parties a snapshot of the current maturity of the service arrangements. Therefore, everyone knows where the innovation journey will start and can adjust their expectations of what the end game of innovation or transformation will look like.

“Ideally, ITSM assessments should be repeated on a regular basis thereafter to, firstly, provide a measure of the progress of the transformation and, secondly, indicate whether or not the transformation process needs to be updated or refined.”

## Bridging the divide

For businesses grappling to navigate the growing complexity associated with an increasingly heterogeneous service provider mix, proper planning, coupled with a ‘common language’ – offered by ITSM good practice processes, procedures and assessments – can form a robust foundation for success. Be mindful of the gaps however, as ITSM is delivered less by technology than by people. Governance and innovation therefore need complementary yet highly focused attention. **p**



# Systems Management's Journey to Service Management

How are advances in the systems management domain fuelling the delivery of better business outcomes?

As corporate networks become more complex, IT departments need to evolve from managing equipment to managing services. This requires monitoring service delivery from an end-to-end perspective and finding ways to anticipate problems before they happen. Emerging systems tools and techniques that facilitate greater automation and rapid problem isolation are moving into the mainstream to address these requirements.

## Systems to service – why now?

Systems management in its traditional guise focuses chiefly on ensuring that components of the IT infrastructure estate are functioning and available. However, Peter Menadue, Dimension Data's Group General Manager for Microsoft Solutions, believes that many strands of the evolution of IT are ushering organisations towards a 'service' rather than a 'systems' focus.

"This is due to the fact that the typical IT environment is becoming increasingly complex, and therefore also complex to manage. Not only are technologies and delivery models proliferating, they're also driving change in business and sourcing models. We're way beyond multisourcing now. The outsourcing landscape for any given organisation today could include the in-house retention of core IT services, outsourcing of non-core services to specialists in those services, and the use of cloud providers to deliver yet other services that may be standardised

but difficult or unappealing for the organisation to deliver internally."

At the same time, technologies themselves are becoming increasingly integrated and interdependent. If, for instance, you're updating your telephony systems through a multi-year, phased approach, elements of the old and the new still need to co-exist and deliver a service (in this case, a seamless call experience) the interim chapter. Your users are only concerned about being able to communicate effectively, not with what is happening in the technical back-end.

Likewise, applications are showing signs of ever-growing inter-reliance. Consider, for example a portal application that's able to identify the author of a document saved on the portal and – by interfacing with Microsoft® Lync – obtains presence information relating to that individual within the organisation and his or her current status. Identifying and communicating with the author, should you have a query or comment relating to the document, can be achieved within seconds. For businesses, the potential productivity gains inherent in such innovations need not be spelled out.

Clearly, the current landscape necessitates, and exploits, the use of multiple entities and technologies to deliver on a single strategic outcome. Consequently, diverse systems have to be co-ordinated so as to deliver a single business service.

## Today, systems management is no longer about managing a **few suppliers**. It's about managing an **entire operational environment**.

Video services represent another case in point. There was a time when a service provider would be asked to look after, say, the video end points, or the communications infrastructure needed for video usage in an organisation. Now, however, organisations want a video service, whether on the desktop or as part of conferencing facilities, that they can simply switch on as required. They're not interested in how the provider(s) make that happen.

Collaboration services provide another illustration. Organisations want more than simply sharing messages in real time. They want simultaneous access to instant messaging, presence, e-mail, team sites, and social networking elements. They don't care how many providers or technologies are needed to supply the individual components of such a service. All they want is the outcome.

Against this backdrop of mounting complexity, somehow, the co-ordination and integration of the various services and their provisioning needs to be assured. So, service management becomes a crucial discipline in the outsourcing mix.

### The tools are maturing

The level of complexity being introduced to the outsourcing landscape and the impact that complexity has on operations management make it essential to have tools to coherently monitor, measure, and manage the full variety of components.

"Driven largely by buyer interest and demand, more sophisticated systems management automation tools are emerging that address the levels of service delivered by technology, and not just whether that technology is switched on and operative,"

says Randal Delaney, Dimension Data's Solutions Manager for Microsoft Solutions. Today, systems management is no longer about managing a few suppliers. It's about managing an entire operational environment and, importantly, the service levels associated with the discrete elements thereof. Vendors are honing and augmenting their tools on an ongoing basis to help make this a reality and enable ever greater levels of automation."

Today's more advanced tools are being designed with enterprise mobility top of mind. They have the flexibility and integration capabilities to ensure users have access to their applications and data, based on the way they work and the various devices they use, which today includes an array of tablet devices and smartphones. Applications, or indeed complete desktops, need to be delivered irrespective of the type of device the end user accesses. This calls for management technologies that support both virtual environments and physical assets."

Advancements in the systems management domain may be grouped into two key areas: **operations management** and **configuration management** of the underlying infrastructure.

From an operations management perspective, new capabilities enable systems management data to be quickly and intelligently collected and analysed. Appropriate actions may then be taken to proactively prevent or rapidly resolve incidents thereby optimising the overall accessibility of the service – and the satisfaction of end users. "These tools help meet performance and availability service level objectives and measure whether the agreed service level agreements are indeed being met," says Delaney. "This also helps

transcend the silos that may exist between IT functions which oftentimes impede the resolution of incidents in a timely manner, due to the cause, location and / or responsibility associated with the problem being unclear. Ultimately, they allow IT teams to look at service-level monitoring and incident management from a more holistic and proactive standpoint.”

In terms of configuration management, automation and orchestration, capabilities inherent in the latest tools are able to integrate and streamline processes, which reduce human effort and the associated potential for error. This, in turn, leads to swift and more accurate service delivery, a reduced staff requirement and lower operating costs. As an example, new systems tools have a highly flexible delivery mechanism that allows customised desktops to be automatically provisioned efficiently, effectively and consistently, and can facilitate the ongoing management of a desktop workspace, whether it be on premise or in the cloud. This includes delivering patches and security updates, adding and removing software, and reporting on the status of the desktop in terms of what's installed for a particular user, what isn't and what should be.

Such tools also enable businesses to become more agile and ‘fleet of foot’. Recently, Dimension Data assisted one of its clients, a major banking concern in Australia, to automate the building of its development environment for testing new applications that hold potential to differentiate the bank in its marketplace. At the time, the process of building up and breaking down the test environments was being effected manually – an inefficient, not to mention time-consuming arrangement. Drawing on a suite of application and development tools, Dimension Data assisted the bank to automate the process of testing and provisioning these applications, and bringing them to market more swiftly for commercial gain.

Given the heterogeneous nature of the typical IT estate, the question of the interoperability of this new breed of systems management tools inevitably arises. In a significant break from traditionally fierce protection of market share, many vendors are designing their products not only to operate within physical, virtual and hybrid environments, but also to interoperate with those of their competitors' products. Citrix, for example, supports

Microsoft's application virtualisation capabilities. Microsoft will manage Android™ and Blackberry™ applications.

## Entrenching standards – the final step

To complete the move from pure functionality to a more holistic management capability, the new generation of systems management tools has good practice standards, such as Information Technology Infrastructure Library (ITIL), embedded in the software.

Mature organisations do embrace ITIL and similar frameworks, but some organisations find it a challenge to translate the theory of ITIL into practical tools and systems,” Menadue says. “By contrast, if the tools and systems can implement ITIL for you, you have a far better chance of making best practice a practical reality within your operations.”

Embedded ITIL also helps ensure that service providers manage the services and outcomes they provide to their clients in an optimised way. The organisation is, therefore, no longer dependent on the individualised capability of its service providers and service managers. It can rest assured not only that its technology, whether it be insourced or outsourced, will work to good practice frameworks, but also that the services delivered by that technology will achieve these standards.

## Part of the evolution

Innovation and advancements in the systems management domain are being fuelled by, and are reflective of, the ongoing evolution in the relationship between the in-house IT department, its service providers and business users, and the complexity of the technology environments in which they operate. Ultimately, in order to provide users with the end-to-end service they expect, irrespective of whether the IT department provides it in-house and on premise or in a private cloud, outsources the function to a service provider or moves to a public cloud, those whose responsibility the delivery of the service it is are increasingly recognising the wisdom of harnessing the potential inherent next generation systems management tools. The message is clear: simplify, automate and streamline what takes place in the back-end and, in doing so, move from piecemeal systems administration to seamless service delivery. **p**



# Changes, Challenges and Opportunities: Building Blocks to IT Outsourcing Success

Interview with Sabir Munshi

*Précis* recently spoke with Sabir Munshi, Chief Information Officer at Rand Merchant Bank, an international provider of investment banking services, about his view on IT outsourcing's continued evolution and his insights into how organisations can harness their sourcing partnerships to inject agility into their business models.

**P: Sabir, can you tell us more about Rand Merchant Bank and your role within the organisation?**

Rand Merchant Bank (RMB) is the investment banking arm of FirstRand Bank Limited, one of South Africa's largest listed financial services groups. RMB offers a full range of specialist investment banking services. It's active in fixed income, currency and commodities trading, debt capital markets, structured finance, corporate finance, mining and natural resources, private equity and selected international activities. RMB also operates through its parent company, the FirstRand Group, from offices in the United Kingdom, Ireland, the United Arab Emirates, China, Australia, and North and South America.

In my capacity as CIO, I'm responsible for understanding RMB's business strategy and operational needs, and translating these into technology requirements. This entails developing various applications that support the current business requirements and position us to respond to any imminent changes (for example acquisitions, expansion or divestiture of assets), as well as

ensuring that the technology platform that we operate on is stable and current.

**P: How have you seen the IT outsourcing landscape evolve over the past decade? What does this mean for today's CIO and business leadership team?**

As a discipline, IT outsourcing has matured markedly over the past decade. Integral to this maturity is the fact that certain elements of the outsourcing 'mix' have become highly commoditised, resulting in the differentiators between various vendors becoming almost negligible. Concurrently, forward-looking service providers have been very successful at differentiating themselves through innovative use of emerging transformational technologies and management methodologies to enhance their service offerings. The advent of cloud computing and the concept of procuring 'IT as a service' is also fundamentally changing the game and this is certainly an area where the momentum shows no signs of slowing.

Its impact is particularly significant for organisations such as ours that are faced with mounting data processing and storage requirements. The value associated with provisioning additional capacity 'on the fly' without the need to invest in the underlying hardware and the concomitant management effort required, is compelling.

Of course, while the emergence of transformational technologies and delivery models is exciting, we need to be rigorous in balancing the value against the risks. This is particularly relevant when considering technologies that have not yet reached a 'critical mass' in terms of maturity. How do the potential dividends – in terms of competitive advantage – weigh up against the business impact (e.g. cost, service levels and continuity) in the event that the initiative flounders? It's a delicate balance to manage.

**P: What do you see as the challenges and opportunities that exist from a business and IT perspective in terms of fostering effective collaboration with IT service providers? How is RMB interpreting and addressing these challenges and opportunities?**

There are hundreds of service providers in the marketplace, so having a comprehensive and actionable strategy around vendor relationship management is essential. Formalising one's relationship categories is one approach. That is, identifying a handful of 'strategic vendors' while retaining a strong, competent set of 'technical vendors'.

Strategic vendors are those with whom you would enter into business-outcomes focused discussions on a regular basis. At RMB, we engage with our strategic vendors regarding the current and imminent issues facing our business and their implications from a technology point of view. We look to these vendors for insights and suggestions with respect to new trends or technologies that we could harness to help resolve these issues and make our business more nimble and agile. Transparency, honesty and collaboration are the cornerstones of mutually rewarding strategic vendor relationships. Remember, it's not always going to be 'smooth sailing'. Extracting the most from any relationship calls for the willingness and ability to have 'hard' conversations and to test and challenge ideas, all within the boundaries of mutual respect.

**P: As a business, how have your IT outsourcing needs and challenges evolved in the last few years? What tactics have you selected as a means to address them?**

RMB's decision to outsource various aspects of its infrastructure management was initially prompted by ongoing challenges associated with attracting and retaining the appropriate level of

resources internally to deliver high quality services to the business in a consistent fashion. Over the years, an organisation's rationale for outsourcing may well change, as ours has. For example, more recently our motivation for outsourcing has largely been driven by the need to explore opportunities to reduce costs in our business. Recent regulation has imposed the requirement that we build more capital into our business, which in turn impacts on our returns to our shareholders. So now the question is not only 'How can we remove IT costs from the business?' but also 'What opportunities exist to extract efficiency gains and cost savings through intelligent application of new technologies, services or methodologies?'

Another good example – highly relevant but not unique to the financial services industry – is the requirement to process ever-increasing volumes of data. At RMB, we're working with our strategic vendors to explore how we can leverage cloud services to deliver capacity on-demand, without having to lay out large capital investments for our own infrastructure. Ultimately, IT outsourcing should never become static; shifting business imperatives can and should influence and inform the direction of your sourcing strategy on an ongoing basis. I believe that organisations that continually adapt stand ready to reap the rewards in the form of new opportunities and a honed competitive edge.

**P: Do you have any advice for organisations as they continue their efforts to master the challenges of effective IT outsourcing?**

Irrespective of the industry in which you operate and your level of maturity, IT outsourcing can be the great enabler – or the great stumbling block. For this reason, it's critical that organisations are clear on why they are outsourcing. Is it to save costs, or due to a lack of internal capability – or perhaps to access new technologies or improve service levels to the business? Many organisations identify all of the above as their objectives. However, I believe there's value in isolating a single, overarching goal in order to provide clarity – both internally and in order to ensure you outsource the appropriate functions to the right service providers. And, as mentioned earlier, keep revisiting this objective and your sourcing strategy on a regular basis; take a step back and reconsider if the choices you've made are still serving you and your business stakeholders as well as they should be. **p**



## Strategic Service Integration – Synthesising Technology, Services and People

Service integration or aggregation bolts together the various vendor entities an organisation has selected for its IT infrastructure to ensure that the services needed to run the business are appropriately and efficiently delivered.

When it comes to ease and predictability, managing multiple vendors could well be compared to herding cats. The vendor landscape itself is constantly shape-shifting. What's here today may well be somewhere else tomorrow and, while smaller players emerge with new offerings, the monoliths of the industry are so influential it can sometimes seem that they manage you, not the other way around. More often than not, these relationships will be scrutinised by regulators, boards of directors and internal or external auditors. Simply put, it's becoming a growing headache for many organisations to execute effective vendor management, and for today's CIO the question at the core of such discussions is 'can we afford to manage this in-house, or should we hire in expertise from outside'?

### The cost of getting it wrong

The typical pattern when it comes to in-house vendor management is a relationship based solely on purchase and failure. Organisations will expend substantial resources on establishing the relationship, but then fail to pay attention to how the vendor performs until a crisis occurs. Needless to say, many vendors lavish attention on clients during sales cycles, and then neglect the relationship until the next big deal. Clearly this 'now you see me, now you don't' type of engagement isn't conducive to optimal, long-term performance and service, but what are the actual consequences of poor vendor management?

The list of problems that can arise is pretty extensive. A lack of ongoing communication and collaboration between client and vendor means that neither will have a full picture of what's going on where, who's in charge of what and whether the client is getting what it's paying for.

Without a level of omniscience, organisations are leaving themselves open to operational problems, business continuity issues, logistical complications, compliance disputes, reactive purchase decisions and being tied into poor contracts – all of which could have been avoided if there had been strategic management in place. Of course, when things then do go wrong, there are suddenly resources diverted away from the core business and into chasing multiple vendors, tracking down someone accountable and frantically consulting the terms of various contracts. Damage control is an even more painful exercise than proper vendor management.

### Untangling the web

Strategic vendor management improves vendor performance on a number of levels. At its most basic level, vendor management ensures that products and services are delivered on terms consistent with what has been negotiated. With regular performance management and reporting, vendors soon realise that poor performance will hinder future sales efforts and

In order to get the most out of vendors – particularly those identified as strategic – **management** has to be **ongoing, structured** and **programmatic**.

will inevitably try to perform in a more consistent manner. Furthermore, by engaging with the vendor on a continuous basis, it becomes far easier for the vendor to align their efforts with the client organisation and make sure that they're offering the client what they actually need, and not just what the vendor thinks is important.

It stands to reason, therefore, that in order to get the most out of vendors – particularly those identified as strategic – management has to be ongoing, structured and programmatic. This is not an easy task as management is an incredibly complex process, for which many organisations have neither the resources nor the appetite. It requires the integration of business processes, responsibilities, service level agreements and technologies. It has to take into account cost, vendor value, vendor risk, strategy alignment, contract management, relationship management, service delivery, performance metrics, and a myriad of other factors. And let's not forget, organisations need to do this across multiple vendors, and frequently across multiple countries, time zones and languages. On top of this, it's crucial to define the right governance framework and the internal roles and responsibilities needed to work with, and among, the outsourcers, as well as defining the requirements and contractual terms to ensure service integration.

Risk management is also a critical element of managing vendors, and one that needs careful attention on an ongoing basis.

Firstly, is the vendor going to put your operations at risk by not reaching or delivering on its operational objectives? Secondly, and particularly in the prevailing economic climate, is the vendor financially stable enough? And finally, is the vendor's business strategy aligned with yours? Only by developing long-term relationships and very regular communication with vendors are organisations going to be in a position to know the answers to these questions.

Most organisations just don't have the dedicated resources to deal with all the issues and complexities involved in managing vendors effectively. Vendor management is a stand-alone discipline and long-term investment and, yes, organisations can perform the function in-house, but few can justify the time and expense of attaining and developing the requisite high-end resources needed. Experience plus expertise equals expensive.

### Hand over the reins

For organisations whose core business is not IT, managing multiple vendors in an ad-hoc manner usually results in a tangled web of contracts and increased costs – and a fragmented view of the IT function. This frequently leads to higher costs and greater risks than outsourcing to a single organisation. Of course, by

outsourcing to a service integrator (oftentimes referred to as a service aggregator), you get access to a wealth of specialist skills, certifications and experience, as well the ability to leverage an established framework that links strategy, policies and processes.

Outsourcing vendor management to a seasoned service integrator has a number of logistical advantages, but one of the most immediately attractive prospects is the single point of contact. Having just one point of accountability, one service level agreement, one number to call, one set of reports, and crucially one partner who knows your entire IT estate and understands your business requirements, is often incentive enough to hand over the reins. However, over and above the fact that you don't have the headache of trying to do it yourself, outsourcing vendor management to the right partner can actually offer a wide range of business benefits that even a dedicated in-house team would struggle to provide.

High up on this list is the ability to leverage the service integrator's relationships with vendors. By engaging with a partner whose core business is IT and has long-standing relationships across multiple technology vendors, you can be confident that you'll get better information, better positioning, improved performance and potentially bigger discounts. What's more, having a vendor-neutral IT specialist on your side can act as a valuable filter for vendor 'enthusiasm', and goes a long way in ensuring that you're only buying what you need and what supports your IT strategy. Indeed, one of the values of strategic vendor management is the ability to ensure that both the client and the vendor are expanding their business in ways that are complementary.

For multinationals, outsourcing vendor management to an organisation with a global footprint and a deep understanding of the machinations of international business can prove invaluable. Managing multiple vendors in one country is hard enough, but throw into the mix multiple time zones and languages, as well as the intricacies of international procurement (local taxes, laws and customs), and complexity shifts into high gear.

## Decisions

While the importance of vendor management is becoming increasingly clear to today's CIO, developing the level of resources required to execute it in a way that's effective and delivers hard return on investment is rarely viable. Although outsourcing vendor management to a third party is often the better option, it's important that organisations select the right partner with whom to work. The real benefits lie in having access to all the skills, experience, capabilities and industry influence that would be near impossible to replicate in-house. That said, it's equally important that organisations choose a partner that understands their business issues and needs and who doesn't adopt a 'one-size-fits-all' approach to vendor management.

Decision makers need to ask the right questions of prospective vendor managers. What is their experience? What are their accreditations, certifications and skills sets? What tools, systems and processes can they offer? Are they aligned with industry best practice? How strong are their relationships with vendors? How much value can they add to your existing vendor contracts? How much easier can they make the whole process and will it be cost effective?

To use an analogy, it's critical that the service integrator has a range of strings to its bow – technical, operational and commercial – but it also needs to have the experience and skills to play them. Get that right, and you can look forward to a harmonious relationship and the sweet music of an optimally performing business. **p**

# Centralisation and Standardisation of Network Operations Paves the Way to Expansion and Profitability

## Quick Overview

**Industry:** Financial Services

**Region:** Europe

### **Business challenge:**

Need to improve levels of consistency, transparency and efficiency, and control risk and cost

### **Solution:**

Consolidate global network services vendor base by centralising global procurement, deployment, support and operations services with a limited number of strategic global IT services partners

### **Services:**

Global procurement, deployment and maintenance services as well as end-to-end remote network operations management

### **Results:**

- Centralised solution leverages globally-consistent processes and controls, which reduces complexity and management overhead
- Alignment and support for bank's overarching, long-term business strategy of corporate globalisation and platform standardisation
- Increased regulatory compliance mitigates business risk

A leading global bank sought to consolidate its global network services vendor base by centralising global procurement, deployment, support and operations services with a limited number of strategic global IT services partners. By doing so, it looked to improve levels of consistency, transparency and efficiency, and control risk and cost. Engaging with Dimension Data has allowed the bank to see these aspirations become a reality.

## Client overview

Our client is one of the world's leading financial services providers with more than 3,000 branches in over 70 countries.

## Business challenge

Increasing economic globalisation is a key driver to the bank's continued success. It recognised that achieving worldwide standardisation and cost predictability with respect to its rapidly expanding technology environment was fundamental to its ability to ensure continued business growth. It also needed to focus on continual improvements in order to reduce complexity and improve and enhance 'back office' efficiencies through streamlined processes and better use of resources.

## The way forward

Against this backdrop, the bank recently embarked on a programme to consolidate its existing global network services vendor base by centralising global procurement, deployment, support and operations services with a limited number of strategic global IT services partners. The bank identified consistency, transparency, efficiency, leverage and cost control and reduction as key business drivers. It also sought to mitigate potential

regulatory risks brought about by regional inconsistencies in technology services and support.

The bank initially issued three separate RFPs covering deployment, maintenance and operations. Following a series of workshops with Dimension Data, the bank realised how intricately the three areas were linked. It concluded that the optimum way to achieve real efficiencies, service improvements and cost reductions would be to combine supply (including deployment), support and operations under one global vendor with a proven track record and experience in these areas.

At the same time, both parties identified the need to establish a global programme to ensure effective co-ordination and timely delivery of the transition, and to ensure a focus on continual improvement, delivered to the best levels of service at both a local and global level.

### Services provided

A key element of Dimension Data's remit was establishing closer levels of collaboration between the bank, Dimension Data and other key vendor partners, through the bank's vendor management programme. A specific remit of the programme was for Dimension Data to ensure its delivery processes and support systems were continuously modified, enhanced and supplemented over the

term of the agreement, keeping pace with not only industry best practices but also with new business requirements, operating models, and changes to technology standards.

The refresh programme commenced in early 2010 and focused initially on an agreed architecture encompassing six key vendors (Cisco, F5, Extreme Networks, Juniper, Riverbed, and Check Point) in the bank's core operating territories in the US and UK, followed by Europe and Asia.

Dimension Data has been responsible for all deployment and staging services within pre-defined performance service levels. This covers facilities as well as people, processes, and methodologies. Dimension Data manages all commoditised roll-outs at multiple, remote sites, and provides turnkey project teams for larger network initiatives, e.g. a new data centre or a campus refresh.

Dimension Data Direct, a global e-procurement solution, enables the bank to fully integrate the purchase of products and, at a future date, services from Dimension Data. The online 'track-and-trace' tools further streamline the process of global infrastructure procurement. These tools provide consolidated reporting and a single source for order status, logistics tracking and purchasing volumes by geographic region, either on an ad-hoc or scheduled basis. Dimension Data also collaborated with the bank to develop

## Regional **inconsistencies** in technology services and support have been largely **eliminated**.

standardised work packages around highly repeatable ad-hoc project service requests to ensure consistency and more detailed service level reporting on the progress of the roll-out programme.

Today, the programme is delivered globally and all procurement, deployment and maintenance components have been fully transitioned to, and are currently operated by, Dimension Data. New geographies are incorporated on an ongoing basis, as existing vendor contracts expire.

### Value derived

The fact that the bank's original business imperatives of consistency, transparency, efficiency, cost control and risk mitigation are being met, is a clear testimony to the success of this engagement. Regional inconsistencies in technology services and support have been largely eliminated. In addition to mitigating complexity, this has ensured that all regional-specific regulatory requirements are currently being addressed.

With the benefit of increased visibility across the broader lifecycle management of the bank's network estate, Dimension Data has been able to identify and continuously address reporting and tracking inconsistencies. Through proactive monitoring and reporting, we've been able to filter the type of alerts and threshold breaches to continuously fine-tune and improve the network's

performance. Standardised work packages for repeatable ad-hoc project service requests further improve levels of consistency, while dedicated, senior resources ensure that the burden of overseeing day-to-day operations has been lifted from the bank's internal team.

Restructuring and streamlining the procurement, delivery and support of its global network services has ensured that the bank has consistently met its targeted cost reductions with a recent reduction in the number of years by which the foreseen savings would be achieved.

A recent quote from the client provides testimony to the depth and quality of the partnership in place today, "Dimension Data is helping to manage not only the risk, and costs in my technology organisation but is also key in helping change the organisational structure and culture globally". **P**

# Research Notes

What's new in the world of technology research

## **Gartner Highlights Key Elements of an Effective Governance Process**

*Mastering IT governance requires both leadership and execution*

To successfully implement IT governance, CIOs require both leadership and execution, according to Gartner, Inc. Great IT leaders master process, and they understand that executing governance programmes involve process, discipline and creativity.

“Good governance is about control, while great governance is about guidance and competitive advantage,” said Tina Nunno, vice president and distinguished analyst at Gartner. “One of the most important functions of governance is to provide controls that prevent chaotic or reckless behaviour on the part of the organisation and its people. Organisations with good IT governance enjoy benefits such as increased business value of IT-related assets. Strongly governed organisations receive 20% higher return on assets.”

For more information, please visit

<http://www.gartner.com/it/page.jsp?id=1724221>

## **Better Self-service Options, Trained Agents on the Cards in Contact Centres**

*Agent capability the most important factor that impacts customer satisfaction*

Consumers around the world engaging with contact centres can look forward to better self-service options and highly trained agents who will resolve their complex enquiries faster. That's according to research results published in Dimension Data's 2011 Global Contact Centre Benchmarking Report. The Report reveals that the top focus for organisations worldwide is on improving their customers' experience.

Of the 546 contact centres surveyed across 66 countries, some 60% of organisations said they placed more importance on the customer experience over cost reduction, with nearly 41% reporting they recognised the value of providing customer choice via multiple self-service channels.

Andrew McNair, Dimension Data's Head of Global Benchmarking says service improvement in contact centres is the top commercial driver across all regions. “Organisations are investing more on recruiting and training agents compared to the results in the 2009 Report - up 50% and 40% respectively on our 2009 results.”

For more information about the Report, please go to

[www.dimensiondata.com/microsites/ccbenchmarking](http://www.dimensiondata.com/microsites/ccbenchmarking)

### Technology Obsolescence Something to Sweat About

New data suggests that organisations are sweating assets... but have they weighed the risks?

The total percentage of network devices that have passed last-day-of-support has dropped dramatically from 31% in 2009 to 9% in 2010. However, the total amount of technology late in the obsolescence phase remains high, with the percentage of devices in late stage end-of-life sitting at a substantial 47%. This could be evidence that more organisations are choosing to sweat assets up to, but not beyond, the highest risk lifecycle stage.

That's according to data in the Network Barometer Report 2011 published recently by Dimension Data. The Report covers aggregate data compiled from 270 Technology Lifecycle Management Assessments conducted worldwide in 2010 by the Group for organisations of all sizes across all industry sectors. It reviews the networks' readiness to support business by evaluating the configuration variance from best practices, potential security vulnerabilities, and end-of-life status of those network devices.

Raoul Tecala, Dimension Data's global Business Development Director, Network Integration says, "While some organisations appear to be wising up to the financial benefits of intelligently 'sweating' network assets, if the cost savings aren't weighed against the risks, they could also be exposing themselves to serious business continuity issues.

To download the Network Barometer Report 2011, visit [www.dimensiondata.com/networkbarometer](http://www.dimensiondata.com/networkbarometer)

### OpSource Named Cloud Infrastructure as a Service (IaaS) Champion in Info-Tech Research Group's Vendor Landscape Report

Dimension Data company, OpSource, named a 'Champion' for its market presence, leadership and cost effectiveness within the cloud IaaS market

OpSource, the leader in enterprise cloud and managed hosting, recently announced it is listed as a 'Champion' in Info-Tech Research Group's Cloud Infrastructure-as-a-Service (IaaS) Vendor Landscape Report. The Vendor Landscape report, designed for businesses and enterprises, evaluates cloud IaaS vendors and their solutions to provide information for IT leaders to make an informed decision when selecting a provider.

"Cloud IaaS is gaining traction quickly among both SMEs and large enterprises, as more businesses see the cloud becoming a place for the efficient deployment and hosting of selected key applications and processes," said Derek Silva, Research Analyst, Info-Tech Research Group. "Champions are usually trend setters for their industry and receive high scores for having a strong market presence and offering more 'bang for the buck'. OpSource is a great choice for businesses that already use the cloud to help their customers."

For more information or to view a copy of the Info-Tech Research Group Cloud IaaS Vendor Landscape report, visit <http://www.opsources.net/Info-Tech-Cloud-IaaS-Vendor-Landscape>

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DEMOCRATIC REPUBLIC OF THE CONGO  
GABON • GHANA • KENYA  
MADAGASCAR • MALAWI  
MAURITIUS • MOROCCO • NAMIBIA  
NIGERIA • SAUDI ARABIA • SOUTH  
AFRICA • TANZANIA • UGANDA  
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