NOA’s 25th ANNIVERSARY & CONFERENCE

Thursday 28th June 2012

London Film Museum

Sponsored by
LUNCH
BREAKOUT SESSION
TRANSITION & CHANGE
BREAKOUT SESSION
RELATIONSHIP ENGAGEMENT
Relationship Engagement

Amanda Wright, Senior Solicitor
Standard Life
Outsourcing Lifecycle – Relationship Engagement

1. Review Strategy
2. Procure Relationship Engagement
3. Transition and Change (incl. Exit)
4. Strategic Leadership
5. Relationship Management

Relationship Engagement

Strategic Leadership

Transition and Change (incl. Exit)

Relationship Management
Relationship Engagement Activities

1. RFP/RFI
2. DUE DILIGENCE
3. SELECTION AND NEGOTIATION
4. APPROVALS AND STAKEHOLDER MANAGEMENT
RFP/RFI

- Know your requirements
- If incorporating terms, ensure they are fit for purpose
- Apply appropriate weightings to scoring categories
Due Diligence

- Start as soon as you can
- Understand internal requirements to carry this out properly
- Build in time for offshore diligence
Selection and Negotiation

• Try to have a negotiation strategy agreed up front

• Decide as far in advance as possible whether external advisers need to be engaged and consider implications of this

• Be wary of scope creep during negotiations and potential impact this may have on your business case

• Try to understand supplier’s ‘big issues’ at the outset
Approval and Stakeholder Management

• Identify who needs to be involved in the relationship engagement process and at what points during the process

• Differentiate between approval from relevant business areas and ultimate stakeholder approval

• Manage these relationships carefully
Key Lessons Learned

• Identify scope fully at the outset
• Ensure internal parties are aligned
• Have a negotiation strategy
• Understand and manage your timescales
Questions?

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http://uk.linkedin.com/pub/amanda-wright/8/44b/444
BREAKOUT SESSION
RELATIONSHIP MANAGEMENT
Multi-Sourcing Relationship Management
NRE – Outsourcing Model

• Working on different channels with different systems we need a wide range of expertise available.

• To get “Best of Breed” we need to break services up into smaller parcels (also makes it easier for SMEs to tender).

• Need to have direct access to the experts.

• New channels create a need for a rapid change process including swapping out suppliers.

• Need a degree of common interfaces between systems.

• Still need to retain a core of rail expertise and retain ownership of the services.

• It does require a more involved approach to supplier management.
NRE Outsourcing Model

- Single Sourcing
  - Prime Contractor

- Multi Sourcing
NRE Outsourcing Strategy and Supplier Relationships

• Multi Sourcing is expensive and carries a greater risk if you are constantly changing suppliers. It works well if the relationships are long term.

• Like a marriage both sides need to understand what the other needs from the relationship and ensure everyone is happy.

• Divorce is expensive and to be avoided!!!

• How do you make sure both sides understand what needs to make the relationship work.
Managing The Relationship

• Meet regularly at all levels.

• Share internal KPIs and targets to keep the roadmap in line.

• Don’t be afraid to disagree. Frank discussion is not the same as argument.

• Encourage innovation. No idea is too stupid to say out loud.

• Encourage co-operation between suppliers.

• If one or other party isn’t getting what it wants out of the deal then it isn’t working.
NRE and Fortune Cookie

• Started working together in 2007 but 2009 website redesign was the real start.

• Have since worked together on
  • mobile site (concentrating on sales performance),
  • iPhone and Android apps,
  • tablet strategy and
  • Windows 8.

• Together looking at commercials models behind these channels and exploring revenue share options
Is it working?

• Sales made through the NRE website have increased.
  • £90M in 2009
  • £134M in 2010.
  • £220M in 2011.

• Visits to the NRE website continuing to increase but the sales per visit ratio is also increasing.

• Fortune Cookie developed NRE apps on iPhone and Android. More than 400k apps distributed in just over one month.

• Both companies are expanding on the back of the relationship.
Centrica & Outsourcing

Presented by
Kevin Devoy
Head of Procurement (Outsourcing) and;
Mo Patel
Offshore Programme Manager

June 2012
In the next 15 mins, we will aim to cover 4 key areas in brief.....

1. Centrica, who we are and what we do

2. Centrica Outsourced footprint

3. Centrica’s guiding principles for outsourcing/off shoring

4. Overview of the Centrica off shoring journey and key events
Background to Centrica

Centrica is a top 30 FTSE100 company well positioned to pursue growth opportunities in our chosen markets.

We secure and supply gas and electricity for millions of homes and businesses and offer a distinctive range of home energy solutions and low carbon products and services.

we source it
...by finding and producing new gas reserves across the world

we process it
...at our onshore gas terminals to make it safe for our customers to use

we trade it
...in the UK, North America and Europe and sign contracts to secure gas for our customers

we service it
...through our energy services and installations businesses in the UK and North America

we generate it
...through our highly efficient gas-fired power stations and wind farms

we store it
...at our Rough gas storage facility - the largest storage operation in the UK

we supply it
...to millions of residential and commercial customers in the UK and North America

we save it
...by offering innovative low carbon products and services to our customers
Outsourced Activities

• Centrica uses number of outsourced providers (onshore and offshore) to deliver the following services:
  
  • Front office contact centres
  • Customer care …. voice, sales, debt;
  • Finance & Accounting
  • Analytics
  • Back-office covering
  • HR
  • IT helpdesk
  • Programming

• Through our outsourced providers, we estimate that there is the equivalent of c10,000 FTE posts.

• Our current business model is to continue to do in house what we do best and ‘leverage experts’ in the industry where this is not the case, ensuring at all times that long term sustainable value is not compromised for a short term labour arbitrage gain.
Centrica has a substantial & reasonably diverse process mix, outsourced across multiple geographies.

<table>
<thead>
<tr>
<th>Approx FTE</th>
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<tbody>
<tr>
<td>Onshore</td>
<td>Circa 5000</td>
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<tr>
<td>Nearshore</td>
<td>Circa 250</td>
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<tr>
<td>Offshore</td>
<td>Circa 3500</td>
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BPO = Business Process Outsourcing; e.g. back-office; HR services; contact centres
IT/ITO = IT Support, programming
Supplier Determination - Critical Success Factors to Centrica

- Commitment to Quality/Service at all levels;
- Effective Transition management capabilities;
- Sustainable operating model and costs;
- Culture focused on the customer (internal or external) rewarding improvements;
- Innovation/creativity to problem solving;
- Technology capability to deliver
- Best in class expertise in the functions being outsourced
Core principles in making our outsourcing relationships work

• For non core processes expertise exist elsewhere, so why do it ourselves?
  • Letting go is hard….but you have to;

• Build sustainable partnerships – the Centrica way,
  • Share long and short term objectives as much as possible
  • Joint projects with shared benefits
  • Moving up the value chain, driving improved confidence, deeper relationships and growth
  • Innovative commercial arrangements, with Risk & Reward at the heart of it
  • Reactive behaviour is necessary at times, however should be not part of the DNA
  • Shared/Aligned Objectives,

‘When above is achieved ‘Trust and Transparency’ takes care of itself’
Adopting the principles outlined, we transformed the relationship from tactical to strategic and shifted the focus from ‘Service Recovery’ to ‘Value Generation’.
Evolving the commercial arrangement to support delivery, reflecting trust and confidence in the supplier

- We have handed over control for staffing to the supplier; we no longer dictate the FTE requirements.
- Changed the commercial model from fixed FTE price to Outcome Based; Payment is fundamentally on two levels, level of output and the quality/value of that output.
- Moving to this model has also addressed the age old conflict of attrition, margin, payment & performance, through this model, suppliers are directly incentivised to retain the best talent.

The above holds true where experience leads to improved results.
Thank You
BREAKOUT SESSION
STRATEGIC LEADERSHIP
Davenport Lyons: IT Outsourcing to Plan-Net

Andrew Priest, Partner

28 June 2012
About Davenport Lyons

- Full service law firm
- 75 year history
- 46 partners, 121 fee earners, 196 staff
- Offices in Mayfair, West End
Background to Davenport Lyons’ IT Function

- Traditionally provided ‘in-house’
- Lack of understanding/control by Partners
- Not supporting the business
- Head of IT leaves/network manager follows
Options for IT Services

• Retain/expand the ‘in-house’ team
• Outsource to the Cloud
• Appoint a third party outsource provider
How did we decide on Plan-Net?
Davenport Lyons’ Strategic Needs

- Robust and secure IT system
- Aligned to the needs of the business
- SRA compliance
- Continuity/stable platform for development
Key Decision Drivers

- Costs
- Best practice/best of breed
- Regular service reporting
- Performance remedies
The Sourcing Process

- No external consultants
- No specification or RFP
- Decision to test the market
- Short-list of potential suppliers
Engaging with Plan-Net

• Initial scoping exercise
• Presentation of risks/options
• Workshop sessions
• Bespoke proposal
Success Factors

• A better standard of service for comparable costs
• Plan-Net have good understanding of our business
• Clear road map for development of IT systems/new projects
• Good governance and reporting
• High levels of user confidence/satisfaction
Any Questions?

Andrew Priest, Partner
Tel: 020 7468 1669
Email: apriest@davenportlyons.com
BREAK
BREAKOUT SESSION
TELECOMMUNICATIONS & MEDIA
NOA Conference
28 June 2012

The Switchover Help Scheme

Chris Taylor
Head of Performance & Contract Compliance
Switchover Help Scheme

Dave Robinson
Account Director
Carillion Energy Services
Who are we?

- Switchover Help Scheme is run by the BBC, under an agreement with the Government
- Offering practical support to 7 million older and disabled people to help them switch to digital TV
- Our aim is to ensure no one eligible for our support is left with a blank screen
- Managed of behalf of the Help Scheme by Carillion Energy Services (CES)
- UK switching to digital region by region from 2008 - 2012
Who is eligible?

TV is especially important to older and disabled people.

The Government therefore decided that people are eligible for help if they are:

- aged 75 and over
- have lived in a care home for six months or more
- get (or could get) Disability Living Allowance, Attendance Allowance, Constant Attendance Allowance or mobility supplement
- are registered blind or partially sighted
How we help

We offer:

- Easy to use equipment
- New aerial or dish if needed
- Installation and demonstration
- Security reassurance
- Someone to call for a year

- **£40** for our standard option (other options @ additional cost)

- **Free** for eligible people on specific income-related benefits
The procurement

- OJEU competitive dialogue process
- Pilot and main scheme
- The procurement challenges:
  - Scale and complexity
  - First-time, one-time only procurement
  - Theoretical end-to-end model, absence of marketplace
- Resource-intensive dialogue process
- Outcome-driven
- Risk sharing
- Eaga (now Carillion Energy Services) selected
- BBC team (DSHS) act as ‘intelligent client’ to manage the contract
The challenge for CES

- Data

- Region by region rollout:
  - Multi-region eligibility
  - Equipment variation across regions

- Diversity of eligible people:
  - Hard to reach
  - Multi language differences between regions

- Key Performance Indicators:
  - Contractual milestones
# The delivery timeline

## Data Management

- Jun-09
- Jul-09
- Aug-09
- Sep-09
- Oct-09
- Nov-09
- Dec-09
- Jan-10
- Feb-10
- Mar-10
- Apr-10
- May-10
- Jun-10
- Jul-10
- Aug-10
- Sep-10
- Oct-10
- Nov-10
- Dec-10
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- May-12
- Jun-12
- Jul-12
- Aug-12
- Sep-12
- Oct-12
- Nov-12
- Dec-12
- Jan-13
- Feb-13
- Mar-13

## Marketing

- Wales
- West
- Granada
- STV North
- STV Central
- Channel Islands
- Anglia
- Central
- Yorkshire
- Meridian
- London
- Tyne Tees
- N Ireland

## Networking

- Help Scheme
- Aftercare

## Contact Management

- Help Scheme
- Aftercare

## Switchover

- Help Scheme
- Aftercare

## Field Ops

- Help Scheme
- Aftercare

## Quality and Audit

- Help Scheme
- Aftercare

## Aftercare

- Help Scheme
- Aftercare

---

**Peak activity Between August - November 2011**

9 Live TV Regions

43 Transmitters
Key learnings - CES

✓ Multi region approach to customers has allowed a wider than ‘region’ view to be taken

✓ Design Authority input on policy decisions key

✓ Feedback loop between field and back office critical

✓ Close operational relationship developed with DSHS ‘intelligent client’
Our standard option

- Standard option equipment has to meet the Core Receiver Requirements* as defined in the Scheme Agreement
- No equipment manufactured that met all these requirements available on the market
- Procurement exercise to find manufacturers willing and able to produce equipment to this specification
- The importance of ease of use to many eligible people

* developed in consultation with stakeholder groups such as RNIB, RNID, Age UK etc.
World’s first talking Freeview box

- **Smart Talk™** product developed in conjunction with the RNIB and Goodmans

- This box includes many of the best practice design features of our standard option set top box

- The programme guide and button functionality tells the user what message is on screen through a voice synthesizer

- Help Scheme provides affordable technology to eligible people registered blind or partially sighted - the Smart Talk™ is box available at the same price as our standard option (£40 or free)
Evolution of the journey

- The “metronome” of switchover
- Continually adapting and learning based on experience, feedback and research:
  - Implementation of the Communities Programme
  - Development of marketing messaging
  - Withdrawal of iDTVs
- Flexibility of annual contract review process
Lessons learnt - BBC

 ✓ The procurement – don’t underestimate the size of the task

 ✓ Establish and communicate the critical success factors early

 ✓ The balance between defining outcomes and sufficient description of services

 ✓ The importance of establishing risk-sharing principles

 ✓ Flexibility and pragmatism in contract management
Thank you

Any questions?
BREAKOUT SESSION
PUBLIC SECTOR
The Journey to an Effective Partnership
The Journey
October 2008, Sefton MBC entered into a 10-year public-private partnership with arvato to deliver key services on their behalf:

- Revenues
- Benefits
- Customer Services
- Accounts Payable
- Payroll & Transactional HR
- ICT

**Sefton Requirements**
- Significant revenue savings
- Improve performance to the top quartile
- Job security
- Work to stay in Sefton
- Capital investment

**Arvato Commitment**
- 10% reduction in costs from Day 1
- Guaranteed Service improvement
- Investment
- Staff development
- Growth
- Innovation
Getting the Balance Right

**Contractor Relationship Type**

- **Will not accept:**
  - Mistakes
  - Deviation from the plan / contract
  - Differences in opinion
  - Sometimes things don’t work out as planned

- **Jointly Respond to:**
  - Challenges
  - Legislation
  - Money Pressures
  - People
  - Political Change

**Contractor**  Relationship Type  **Partnership**
Partnership Evolution

Value Realisation

Single Offering ‘Lift & Shift’

Multi-Product Bundling

Effectiveness

Governance

Standardise/Rationalise

End to End Process Outsourcing

Synergies

Lean Six Sigma

BPR

Shared Services

Transactional Synergies

Speed to Value

Risk/Reward

Financial Engineering

ROI

Transformation

High Performance Business

Capability

Increasing Impact / Increasing Partnership

Sefton Council

arvato

BERTELSANN
Make your Decision

Am I willing to: be flexible, reach compromise, accept and make change? Then I choose partnership.
Public Sector Outsourcing

2011 Census contact centre

Ian Cope – ONS
Lissa Davenport - bss
NOA’s Outsourcing Lifecycle
When was first enumeration in England?

1086

It resulted in the Domesday Book
2011 Census – scale and logistics
The Contact Centre

Supporting the public in completing and returning their questionnaires

900 staff took 1 million calls in 10 weeks
Contact Centre Contract Award to Go-Live

Typical Set-up

6 month set-up

3 year live period

Census

August 08

2.5 year planning & set-up

March - May 12

Live period
Systems Integration

- Managing dependencies
- Impact of change
- Compliance with standards
- Testing, testing, testing
  - Security
  - Business continuity
  - Rehearsal in 2009
Contact Centre Life Cycle

- Decommissioning
- Building Leased & fitted out
- Secure environment created
- Demand forecasting
- Recruited 900 people
- Security clearances
- Training
- Assessment
- Systems installed & tested
- Practice calls
- Go live
Recruitment

Temporary Helpline Jobs
Full or Part-time, £7 per hour
6-12 week contracts, Manchester
Starting February 2011

When we open our helpline in Manchester in February 2011, we'll need IT literate, natural communicators to man the phones and help everyone complete the 2011 Census.

Our flexible shift patterns are designed to fit around your other commitments, so if you'd like to give your bank balance a little boost then get in touch.

Apply today to join us in February. Visit: www.basjobs.co.uk or text: XXXX and find out more about the job and the training.

Don't let the chance pass you by.

6-12 WEEKS
WORKING WITH US,
AND YOU'LL BE OUT OF THE RED

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Don't let the chance pass you by.
10 week live period

- 3 weeks before Census day and 7 weeks after
- Pattern of demand difficult to predict
- Focus on performance
- ONS team on site
- Daily meetings
- Fast communication
- Keeping the team motivated
Actual demand vs forecast

Census Contact Centre Demand

- Forecasted Demand
- Actual Demand

Census Day
Lessons Learned

• As customer, trust the experts to deliver
• When the pressure is on strong relationships work best
• Planning is sometimes tedious – but worth it
• But flexibility is key – people and systems
BREAKOUT SESSION
FINANCE & ACCOUNTS OUTSOURCING
NOA’s 25th Anniversary & Conference
The evolution of F&A outsourcing
The estimated market size of FAO outsourcing by 2015 is forecasted to be about $25 Bn.

- Split by Geo is as follows:

<table>
<thead>
<tr>
<th>Region</th>
<th>North America ($Billion)</th>
<th>EMEA ($ Billion)</th>
<th>Asia Pac ($M)</th>
<th>LatAm ($M)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>13.3</td>
<td>11</td>
<td>0.6</td>
<td>0.3</td>
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<tr>
<td></td>
<td></td>
<td>UK – 3.5</td>
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<td>French – 1.0</td>
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<td>German – 1.4</td>
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<td>Italian – 0.78</td>
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<td>Rest of EMEA – 4.3</td>
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Multi Process F&A Outsourcing - $6 Billion

- Purchase to Pay – $1.3 Billion
- Order to Cash – $17.5 Billion
- Record to Report - $ 0.6 Billion

Study by Nelson Hall 2011
What is driving the growth?

- Sustainable growth against rising Inflation
- Retain and grow talent in a competitive market
- Convert information into insights
- Scalability in new markets
- Right balance between technology investment and productivity promise
- Keep the cost variable, move to a best is class F&A organisation
The Finance & Accounting Outsourcing (FAO) market has rapidly grown over the last few years and is quickly reaching maturity.

Adoption:
- FAO market has more than doubled since beginning of 2005
- Offshore value proposition is well-developed. Asia (including India, China, Philippines, etc.) and Eastern Europe has emerged as the global offshore hub
- Increased focus and interest in the Latin American hub
- Labor arbitrage is no more the value proposition, continuous improvement and transformation are the key to outsourcing objectives

Phase 1: Pioneer
- Near-shoring & Consolidation
  - BP adopts FAO
  - GE invests in a Captive

Phase 2: Rapid growth
- Standardization & Offshoring
  - Multi process F&A o/s and technology application

Phase 3: Reaching maturity
- FAO today
- Infosys buys US McCamish in 2009
- Infosys buys F&A Shared Service operations of Philips
- India centric suppliers like Infosys BPO, begin to successfully compete with global majors

Evolution of FAO market:
- 1990
- 1997
- 2006
- 2009
- 2012
- Market value creation
- Innovation & Transformation
- Standardization & Offshoring
- Phase 1: Pioneer
- Phase 2: Rapid growth
- Phase 3: Reaching maturity
Along with the evolution, FAO has moved beyond transaction intensive processes and now companies have outsourced other areas.
FAO 3.0 – The new normal

1. Operational metrics → Process metrics → Business metrics

2. Effort based (FTE based) price → Transaction based price → Outcome based pricing

3. Client ERP → ERP + Service oriented architecture → Cloud based Platform solutions

4. Captive Vs. Outsourcing Vs. Hybrid shared services

5. Functions aligned to business entities Vs. End to end Process organisations
F&A shared services for a Global electronics major

Consolidated F&A Operations across 3 SSC Bangkok, Chennai, Lodz

20-30% Costs Savings due to migration to SSC

Sourced SSC to Infosys

Transferred 1400 Employees to Infosys

Global delivery model

Transaction Based Pricing

Providing SOX & Internal Control Services

Added China in the delivery footprint

Established Finance SSC in Brazil – Both accounting & fiscal activities

Established Charge Back Model and service catalogues to drive best practice adoption

Enhanced Accounting Program – complex business interfacing roles

“End to end process organizations

Continue roll-out of Enhanced Accounting Program & RBC

In-Country Accounting & regulatory reporting

27 Billion Euros

116,000 Employees

70 Countries

Pre 2007

2007

2008-2009

2010-2011

2012+
Shared Reporting Services for the Global electronics major

93% of processes from 400+ business units across 40+ countries consolidated in shared service model

87% of consolidated processes executed in homogenous way, Cost of support functions reduced by 25% in 2 years

Cash flow advantage €9,000,000 from corporate payment policy globally, on time payment from 72% to 89% within one year

Differences on Forex revaluation accounts decreased by 89%, vendor queries decreased by 70%

**Rule Based Controlling** model that allows the controller to focus on core business activities rather than transactional activities, reporting

Enabled reduction of controlling costs via harmonization of the process and transition to BPO environment

Chief accountant roles has moved to Infosys for many geographies
Infosys BPO – Finance & Accounting Practice
Market leader in Delivery to Innovation

<table>
<thead>
<tr>
<th>Recognition</th>
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<tbody>
<tr>
<td>▪ Leadership category by Everest in F&amp;A BPO Service Provider Global Market in 2011 &amp; 2010</td>
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<tr>
<td>▪ FAO Today Provider of the Year – Large enterprise category for the second consecutive year in 2009</td>
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<td>▪ Best achievement award for business improvement in transactional Services in the Global Six Sigma and Business Improvement Awards, 2009</td>
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<table>
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<tr>
<th>Global Clients</th>
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<td>64</td>
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<td>Includes 17 in Fortune 500</td>
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<th>Clients serviced outside India Centres</th>
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<thead>
<tr>
<th>F&amp;A professionals worldwide across all areas</th>
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<td>11,300+</td>
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<td>- Technology as ‘Value Multiplier’</td>
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<td>Includes 17 in Fortune 500</td>
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<th>Clients serviced outside India Centres</th>
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Questions
THANK YOU
SERVICE INTEGRATION
Service Integration: An HMRC Case Study

Richard Hawthorn, Deputy Director Application Services, HMRC

Kevin Fowler, Aspire Head of Service Integration Strategy, Capgemini

28th June 2012
HMRC is one of the largest IT functions in the UK

- 2010/11 HMRC:
  - collected £468.9bn
  - paid out £40bn in benefits
  - supported the protection of the UK’s borders

- 2010/11 HMRC:
  - 7.65m (81%) of Self Assessment Returns filed online
  - 6.5m Tax Credits renewals processed per year
  - 600+ Systems
  - 1,100+ Interfaces
  - 78,503 Desktops
  - 6,215 Laptops
  - 5,023 Data Centre Servers (physical & virtual)
  - 23m documents scanned
  - 274m emails sent per year
  - 64m employer PAYE returns processed each year
  - 4425 Printers
  - 2,182 Blackberry’s
  - 50m import /exports per year
  - 376m images printed per year
  - 6.5m Tax Credits renewals processed per year
  - 200m calls handled each year
  - 7.65m (81%) of Self Assessment Returns filed online
  - 6.5m Tax Credits renewals processed per year

Transactions worth £1.7 trillion via Government Banking System

In collaboration with Capgemini
Our performance in 2011/12

97% Stakeholders happy with project delivery

4.36 Our highest ever customer satisfaction score

34% Reduction in the number of HPI / Critical Incidents

45% Reduction in downtime affecting our users

638 Projects delivered

97% Projects delivered without significant defects within 3 months of implementation

Continual improvement has achieved an 89% reduction in lost business hours over the last 5 years
Recognition of our performance

Won ‘Project Team of the Year’
for the Aurora IT Transformation Programme
which leveraged the entire IT organisation to deliver £161m a year savings

Won ‘Team of the Year’
for HMRC’s virtual Green IT Team & joined up approach
which reduced IT carbon emissions by 20% between 2009 - 2011

Gold Winner
for the Stamp Duty Land Tax system
which reduced costs & its customer-focus makes compliance checks easier

Won ‘Service Management Project of the Year’
for the Enterprise framework, release governance, increased productivity & customer satisfaction

Won ‘Service Innovation Project of the Year’
for the IT Service Catalogue

Runner- up trophies
• Innovation in Technology for Aurora IT Transformation
• Working Smarter for Connect technology which transforms how 18,000 staff detect & stop fraud & error, supporting over £1.3bn additional yield
Why change?

- The Aspire contract has served us well over the last seven years with negotiations leading to savings, successful project delivery, and a good performance across key performance indicators. However, the wide scope and construct of the Aspire Contract is still fundamentally based on a model that was agreed in 2004: the contract is a “child of its time”.

- Key aspects of the commercial changes being sought by Government are reduced cost, shorter contracts, greater competition, more transparency and greater involvement from SMEs. This is aligned to a change agenda that seeks the end of large IT projects and monolithic contracts, moving increasingly to agile and iterative services.

- As one of the biggest ICT contracts in Government, Aspire needed to adapt its services and delivery model to align much more closely with Government ICT procurement strategy and its drive for a more competitive IT marketplace.
SSI Target Operating Model

In collaboration with c360 partners, including Over 150 SMEs

HMRC Business

Business Propositions & Innovation

Supply

Strategic Vendor Management

Innovation

Projects & Programmes

Supplier Management

Live Services

Account Management

IT Solutions

Business Outcomes & Value Chain

System & Service Integrator

Applications Development

Applications Management

Print

Scanning

Data Centre Services

Network Services

Security Services

Desktop Services

In collaboration with Capgemini

Potential Towers
Proposed contractual model to support service delivery

Service Owner
HMRC IMS

Performance Contract
(Service Improvement & Incident Problem Management)

ITSLA

OLA

Tower Service Providers

OLA

Service Manager
Capgemini

HMRC IMS interface with HMRC Business Customer

In collaboration with

Capgemini
Capgemini will act ‘client side’ to get the best possible result for the end to end service

- Transition of projects into live service
- Integration of systems across IT projects, integration testing and transition into live service
- Running of the live services environment, working with towers as necessary to resolve issues
The Challenges

• Maintain and Improve service provision
• Understanding system integration
• Tower definition
• Separation (both real and perceived) between:
  • IMS and internal supplier
  • Capgemini service and system integrator and Capgemini Towers
To summarise…..

Our priority is to deliver flawless IT service delivery despite going through a massive change!

Relationship Remains Key
Thank you

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Kevin Fowler: kevin.a.fowler@hmrcaspire.com
NOA’s 25th ANNIVERSARY & CONFERENCE

Thursday 28th June 2012

London Film Museum

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