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The Move Towards Collaborative Business – From Person to People and From System to Service

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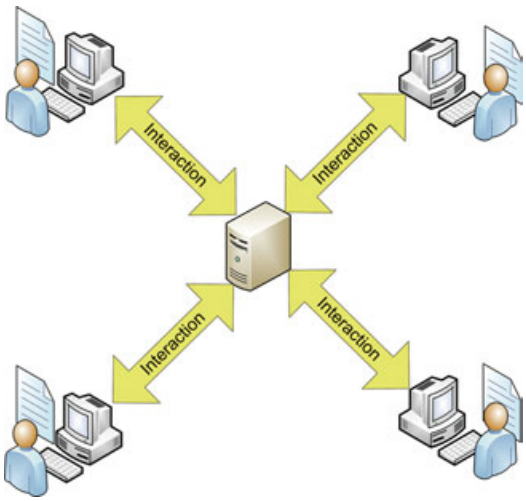
From Person to People

Traditional IT applications, whether delivered via a Web browser or on the desktop, are based around a premise that a person will be interacting with a system and that any interaction with third parties will be mediated and managed by the computers being used. This leads to a "write and send" approach for the person working – a model of interaction that has not changed since the original computer mainframes in the 1960s, representing a fundamentally computer-centric view of how people want to work. The model is derived from previous paper-based approaches, which have simply been replicated by computers, and so in reality represents a model that could be said to be over 1,000 years old.

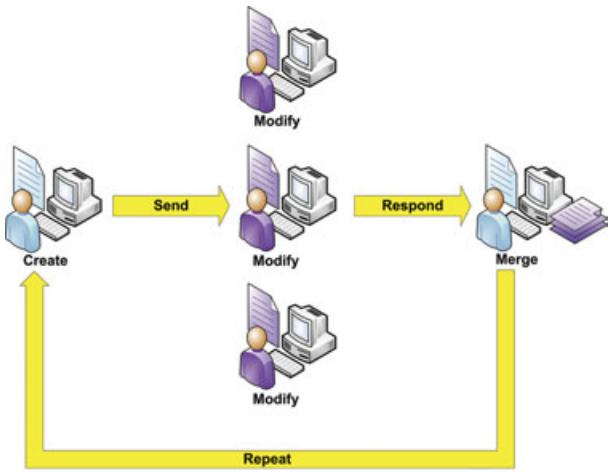


The next generation of IT, however, has moved away from this model towards "people-centric" environments, which are based around the simple idea that the goal of IT systems should be to enable collaboration between people. The IT that delivers this collaboration should be focused on enabling people to choose the services that they want to use in the way they want to consume them, rather than seeking to create multifunction monoliths that try and deliver all and everything that any user could ever potentially use whether they want them or not. The goal of this next generation of IT is to be invisible and to be provisioned, managed and used in line with how people interact with each other and with information. Computing is seen as the mechanism and not the goal.

This paper describes the changes that the people-centric model will drive in IT and in particular how Capgemini and Google are at the forefront of driving that change.

Create, Send, Receive, Respond

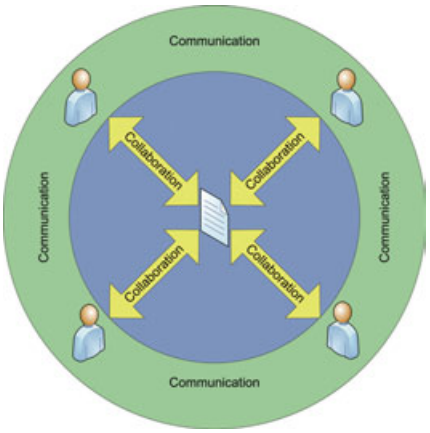
Word processing, spreadsheets, presentations and notes are the most obvious examples of the person-centric mentality in IT. There is an assumption in almost all productivity suites that individuals will not be working together to create a document, rather, they will be working individually and then merging the content together.



Fundamentally, this is a replication of a paper-based process using computers, with the process slightly accelerated by using electronic mail rather than the post office. However, there has been no re-assessment of how people actually work to create a new optimized business process that delivers the optimal system for a computer-based environment. This is the fundamental shift in IT systems – the move away from systems designed for the print era of local working to those designed for the Web, Internet and global working.

Thinking about collaboration from the ground up

The other approach is to start from where collaborative office suites such as Google Apps™ Premier Edition originated. Rather than seeking to replicate the older paper based processes with computers, Google has looked at the actual content development process and tried to solve the fundamental problem, which is how to get multiple people working together to create content. By attacking the problem from the perspective of "together" and "people," this next generation of applications makes the assumption that the key is to enable multiple people to work together at the same time and to provide a singe document that everyone can edit.



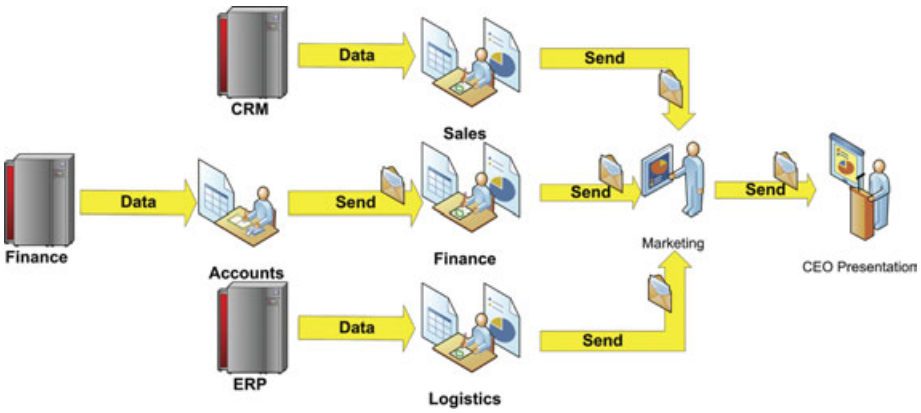
This shift is not completely new. X-Windows developers from the 1990s were able to fire up editors across multiple machines and work together, and Sun's Netbeans editor delivered collaborative working in 2003. This, however, impacted only a small set of computer users. The rise of collaborative office applications means that almost all users will be able to use modern technology to support an approach that is only possible using computers, rather than just having an electronic version of a paper-based process. By optimizing the process for electronic use, it now becomes possible to extend the model and do things that are simply not possible in the traditional, email-driven model of collaboration.

Scenario One: A company needs to write a user manual to support a new software release. Typically, this has been completed using traditional word processing applications. Contributors make changes in track mode and pass versions to each other. Sometimes editors forget to change version numbers and the group is often unsure which is the latest version and why changes were made. For the next version of the software, Project Manager Sally Washington suggests the group collaborates using Google Apps™. They decide to give it a try. A master document is available on line and all team members can contribute their changes. Because documents don't have to be circulated from one reviewer to another via email the process is dramatically faster and easier. The latest manual takes only takes two weeks to finalize instead of six to eight weeks as in the past.

Collaborating with information

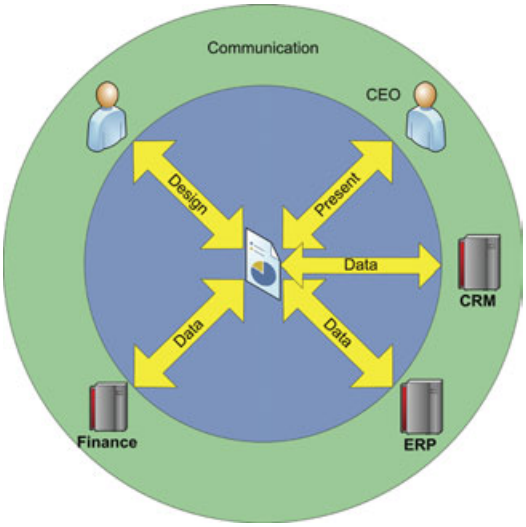
Word processing documents are of course only one part of the story with productivity applications. A major amount of business today is conducted using the same "Create, Send, Receive, Respond" method using spreadsheets. Sometimes these spreadsheets contain complex formulae and functions, but many times they are extracts of information from existing systems that go through a multi-person workflow to create a final analysis. These spreadsheets are then used to create charts, which are then pasted into word processing documents and presentations and rapidly cease to represent the real state of the information

In reality those final presentations are often the last stage in a complex process that brings in information from multiple systems and people. This approach produces a snapshot at each stage of the process, meaning that the final presentation is, at best, days and, at worst, months out of date in its first iteration.

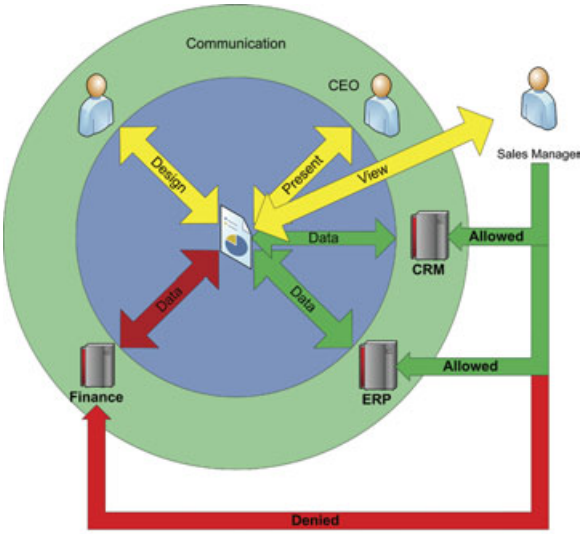


The complexity and cost of re-creating those images means that the presentation is continually re-used without recreating the information from its sources. This leads to presentations and documents that are relied on in the business. As a result, decisions are being made on ever more out-of-date representations of the actual business situation. The solutions to this approach are often to implement a costly data warehouse or reporting solution to make the creation of those charts, the pictorial representations of the information, much simpler. This approach does reduce some of the effort and complexity, but fundamentally doesn't fix the problem of basing presentations and reports on wrong information.

By shifting spreadsheets, word processing documents and presentation software onto the Internet, there is no reason for this approach to continue. Web Services interfaces will become more available on back-end systems and these interfaces will become automatically consumed by online applications, as well as those applications publishing information directly into online spreadsheets in a similar manner that they do today for offline spreadsheets. This shift means that the original source spreadsheets can be more actively updated, ensuring the charts within the spreadsheets will always be current. This doesn't solve the problem in the word processing documents and presentations however, but fortunately the Web already has a simple solution to information that is retained somewhere else and can be updated. The answer is to link the chart from within the presentation directly to the chart in the spreadsheet.



By harnessing the power of the Web, the model changes from one of cut and paste or embedding to a much simpler manner of linking to a URL, which represents the chart within the spreadsheet. This approach has one other significant advantage over the traditional approach. Rather than sensitive data having to be converted into a form that is easily emailed to unintended recipients, either by accident or maliciously, all that is available is the URL for the presentation and document, and by using links back to the original source information it becomes possible to restrict further what people can see. So while someone may have permission to view the presentation, they do not have permission to view a certain set of charts. By enabling security to be managed in this way, it provides an organization with an effective way of managing its information securely.

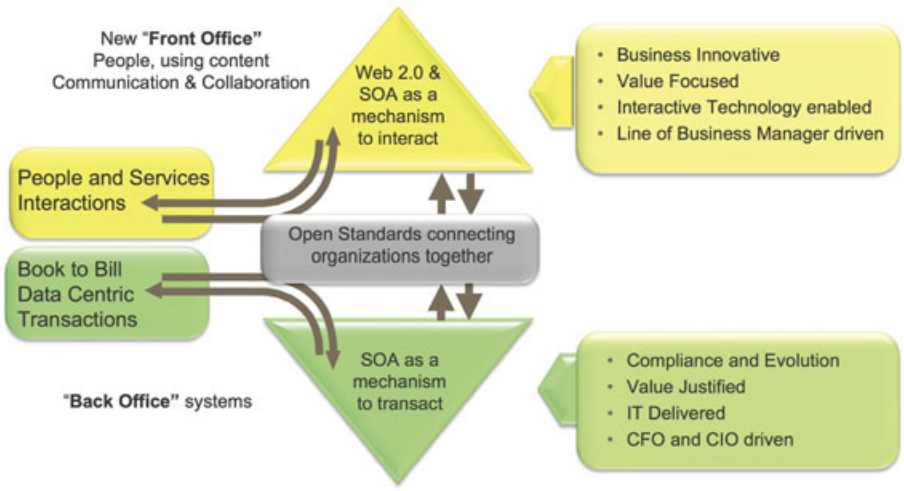


People no longer need to be restricted by having IT solutions that require people to loosely glue together different pieces and continually repeat the task in the manner of a 1920s newspaper editor. The next generation of collaborative applications enable people to describe what they want to do and how they want it to be shown. Then the IT systems will automatically make sure that this is continually updated without the need for human intervention.

Scenario Two: A manufacturing company is struggling against more efficient competitors. With a limited IT budget it cannot afford to provide email access to everyone – only 45% of the company has it, but no one on the shop floor. As part of a process improvement initiative, managers have been speaking to employees about how processes could be streamlined. The response has been limited and any ideas have to go through Bill Krushevsky, the shop floor manager who acts as a gatekeeper between the workers and senior executives. With the advent of Google Apps™ and its lower price point, management decides to provide all workers with email and access to certain online process improvement documents. Workers feel more empowered and begin to submit ideas for improvement – many that senior executives could never have imagined. Some of these ideas are implemented and the company is able to cut costs and improve efficiencies with this input.

From Systems to Services

The other change in IT systems that is currently underway is the move away from large-scale, single system monoliths towards discreet business-focused services that can be assembled as required into new applications. The current generation of IT tends to deliver technology systems that are the relatively large in size and whose bounds are based around the technologies that implemented them rather than the way that people wish to use the functionality. This leads to an IT estate that is more defined by the projects that implemented the systems rather than by the business that has to use it. The future approach is to deliver an IT estate that works and operates like the business. This new IT infrastructure is then able to be consumed and reconfigured in new ways by the end users to create new business applications. This shift away from a single IT-based estate towards two worlds in which the goal of traditional IT is to present a business view and the goal of new IT and the business is to take that view and build new value driven applications. This was first explored in the book "Mashup Corporations"[1]



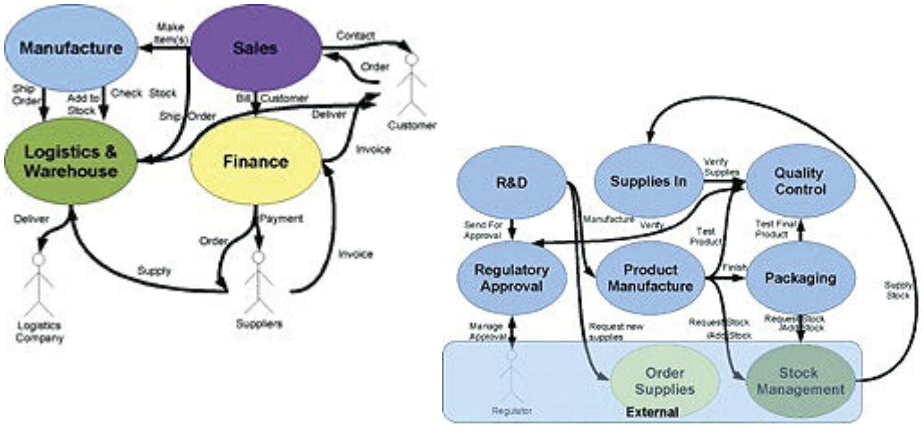
This new approach gives a clear split between the challenges of managing, operating and delivering the bulk of the IT estate – which is focused on compliance and presenting a business view (the bottom of the diamond in the graphic above) – and the new IT which is focused on rapidly delivering new functionality on that solid base (the top of the diamond). In order to truly enable people to access and consume information and business services, the IT estate must cease to be a series of code words and technologies and must be viewed and managed using the language and form of the businesses. This represents a shift away from an IT organization that views itself in terms of the applications and systems it supports to one which focuses on the business services it supports and the value that IT can create for the business. The driving ambition of IT in this new approach is to understand the business services that need to be delivered, the capabilities that those services offer and the governance, delivery, sourcing and support models that are most appropriate for a given service. Capgemini has been at the forefront of promoting this business-centric view of IT, including contributing a Service Architecture methodology to OASIS in 2005[2] as well as engagement in the Open Group's SOA and Business Architecture Working groups.

Understanding the business

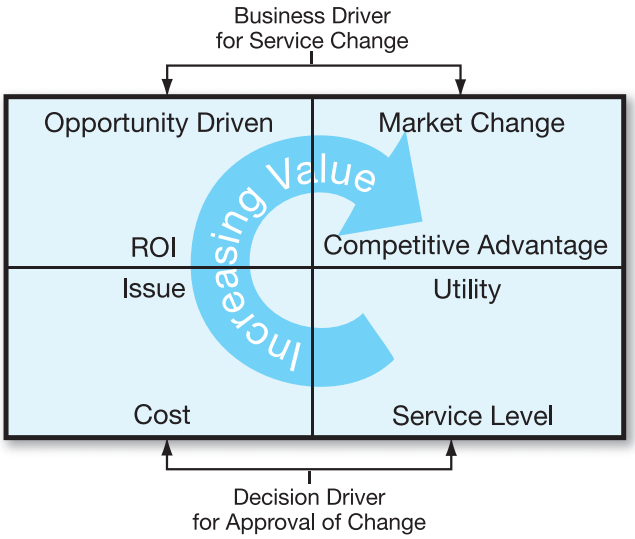
This business-centric approach to IT is covered in more detail elsewhere[3], but briefly its goal is to create a clear structure of how the business operates and understand the

[1] Mashup Corporations – A Mulholland, C. S. Thomas, P. Kurchina – ISBN 0978921828
[2] A Methodology for Service Architecture – S Jones, M Morris
[3] Enterprise SOA Adoption Strategies – S Jones - ISBN 978-1-84728-398-6

context of IT within that estate. Having simple pictures that represent this view of the business and IT's place means that when business users come to look for information and functionality they will be able to navigate a structure that uses the language of the business and understand the motivations of the business.



By re-orienting IT to focus on enabling users to consume IT from a business perspective, many of the current challenges facing IT executives are removed, namely how to demonstrate that money is being well spent and delivering value. Taking business services as an example, it becomes simple to understand the value of the IT estate that supports it and understand the sourcing and cost models that should be used.



Looking at IT in this business centric manner quickly indicates that many of the most precious systems for a traditional IT department are in fact the least important systems in terms of the business. IT often confuses "criticality" with importance when it comes to IT systems. Criticality is about the impact of failure, so when a critical element fails it has a business impact; importance is about the impact that the service has when it is operating. Importance drives value; criticality is about operations. So while it is true that finance and accounts are critical to a business' operations, it is not right to say that they are important. The rise of Business Process Outsourcing shows that more and more businesses are becoming effective at recognizing those

pieces, which should be viewed as utilities. Electricity and phones are critical to a business running; they are not, however, important in terms of the core business. It is hard to see the next set of business assessments looking at desktop and collaboration infrastructures and considering those to be important, even though everyone would agree they are critical.

The rise of Software as a Service, as represented by platforms like Google Apps™ Premier Edition and services like Salesforce.com helps IT and business organizations answer the criticality question for their non-core IT systems.

Driving IT from the business

Creating a business service-view on the bottom of the diamond (see graphic on page 6) enables IT to really work for the business and to start delivering the sort of collaboration between information and people that has long been the goal. Having an IT estate that is viewed and managed in terms of "Sales", "Finance", "Procurement", "Forecasting", "Risk Management" and other business-centric terms provides the firm base for the next revolution sweeping IT, namely Web 2.0. It is SOA that will provide the foundations of this change and Web 2.0[4] that represents the way that people will interact. The top of the diamond is about the business consumption of IT and the interaction of people to meet specific and even temporary business goals.

Having a Business Service Architecture is not enough, in itself, to enable IT to provide this type of change. The impact of the moving away from systems and towards services will impact all aspects of IT, especially the governance and funding of IT, which must be overhauled to link directly to the business services and objectives for IT rather than being spent predominantly on managing the existing IT estate, independent of the value it delivers. SOA governance is becoming a well-supported area, but without the business view of the services it is unlikely to deliver the benefits that have been promised. Reporting roles must change in IT organizations to become more directly accountable to the business rather than being primarily responsible to IT with the business only as a "customer". This is a large shift for IT organizations, but the reality is that the system-centric IT organization is not providing the IT infrastructure that the business requires today and is certainly not providing the basis for delivery of the next generation of approaches.

For businesses to take advantage of this shift towards people centric services the IT organization needs to be viewed as an integral part of business operations, not as a support function external to the business. Once IT is focused on the goal of providing an IT environment that looks like, operates like, and is managed like the business it supports and is funded based on the value it creates for the business, then the largest part of the change is complete.

Just what I need, just when I need it, just as I need it

Traditional IT applications have the goal of providing all the functionality that any user could ever potentially want. This requires a massive amount of upfront effort determining all of these edge cases, which may not occur, which in turn leads to applications taking longer to build and being harder to maintain because they are much larger than any user needs them to be. The other cost of this traditional approach is that users are faced with more complicated interfaces than they need to do their jobs. With some applications it has been argued that over 80% of the functionality isn't used by the majority of users, which is a considerable waste of IT's time and effort in developing that functionality and a waste of the business' money and time in buying it in the first place.

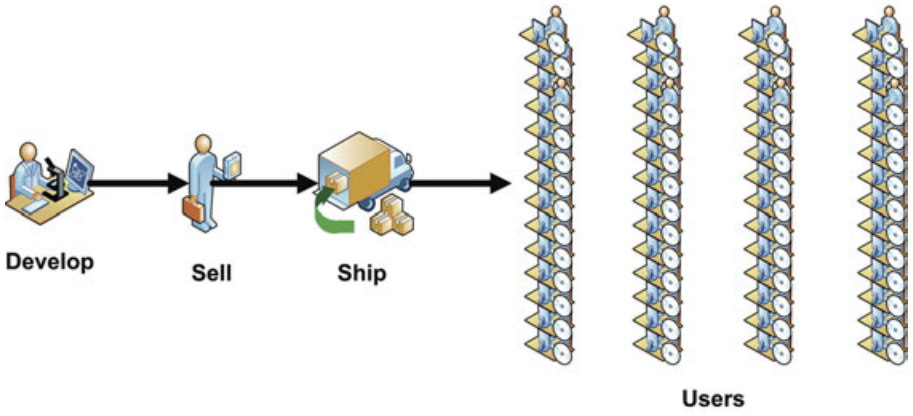
[4] What is Web 2.0 – T O'Reilly

The future of applications and service delivery is therefore to better understand the needs of the individual user and provide just the functionality they need and no more. The shift from "one size fits all" towards "IT couture" is about delivering solutions that are tailored for the user and their current tasks and which link seamlessly with their collaborators and information.

Scenario Three: John Williamson, CEO of a large corporation is traveling to make a presentation to potential investors. Just as he is about to boot up his laptop it crashes. All data is lost – including his presentation to the potential investors. John has a very tight window to make his presentation – only 30 minutes. There's not enough time to reach colleagues, track down the most current version and have it emailed to a computer that he can access. Luckily, the latest version of the presentation, finalized early that morning, was created with Google Apps™. John uses a laptop in the room to access the Internet and makes his presentation from within Google Apps™.

Know your user

This is where the next generation of collaborative platforms aim to offer a new approach, both in terms of delivering functionality, but also in terms of understanding what functionality is used. Taking the later point first, once a traditional IT department or product developer ships the product into production, they tend not to have great visibility into what functionality is being used and how. This is most true for software product developers who are physically disconnected from their final users and therefore have no way of garnering feedback on what is actually used beyond surveys and defect reports.



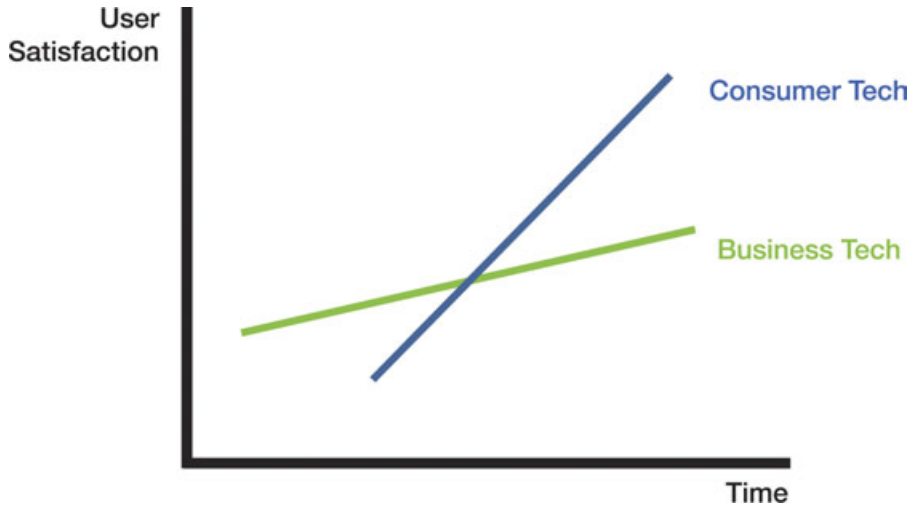
The next generation of Internet-delivered solutions however, for example Salesforce.com and Google Apps™ Premier Edition, can take advantage of the power of the URL and use standard Web tracking software to understand exactly what functionality is and isn't being used, and therefore gain instant feedback on where they should be concentrating future development. This new approach to IT delivery can be used on not just these next generation solutions, but also applied to how internal IT is delivered to the organization. This approach not only gives direct feedback on which requirements were added and not used, but also on which elements are proving the most successful.

By being able to profile users and understand more about how they interact with each other and the IT services, it becomes possible to reduce support costs by removing unused functionality and potentially charging back the cost of development and support to the group or individual who requested that function or service. This ability to track usage over time enables IT to better understand its user base and to link its approach more directly to how the business really works rather than how IT thought it worked.

Making it work like it does at home

All of this complexity and dissatisfaction with technology is in marked contrast to the consumer sector, which in the last few years has boomed on the Internet by creating simple applications that do just enough, providing everything through a browser and linked together by search. It is hard to imagine a simpler system than YouTube or RSS for end users, and it is exactly this simplicity that has delivered the massive uptake of these applications and facilities, generating billions of dollars in value. Consumers can connect their iPod to their computer, buy songs, TV shows and films with ease. They can get audio updates from bands, news organizations, magazines – even the likes of *The Economist* and *Harvard Business Review*. They can get highlights of sporting events, radio programmes or TV, and just selecting something once they know that it will always be kept up-to-date automatically. Most impressive of all, this is then automatically transferred to an iPod without the consumer doing anything so they can access all this personalized content whenever, and wherever they want.

One of the biggest differences between the enterprise and consumer spaces is the rate of change which is considered acceptable. In the corporate space the stranglehold of IT and the release processes of traditional software vendors have led to a position where users may wait years for a vendor to release an upgrade and then have to wait another year before corporate IT can deliver it to their desktop. Updates are put through a rigorous change control process which often appears to be more about delaying change than implementing it. The often given reason is that support costs will increase if users are faced with regular updates, so it is better to do updates in single large lumps.



The consumer space, however, amply demonstrates that this waterfall approach to upgrades is less effective and more prone to causing issues than incremental upgrades. Most consumer applications, whether delivered to the desktop like iTunes or to the browser like Google Apps™ Premier Edition are continually upgraded without incident. Users not only seem able to handle these small functional upgrades, but also they actually demand this sort of continual improvement and extension. Oddly, when these same people go to the office, they may work completely differently.

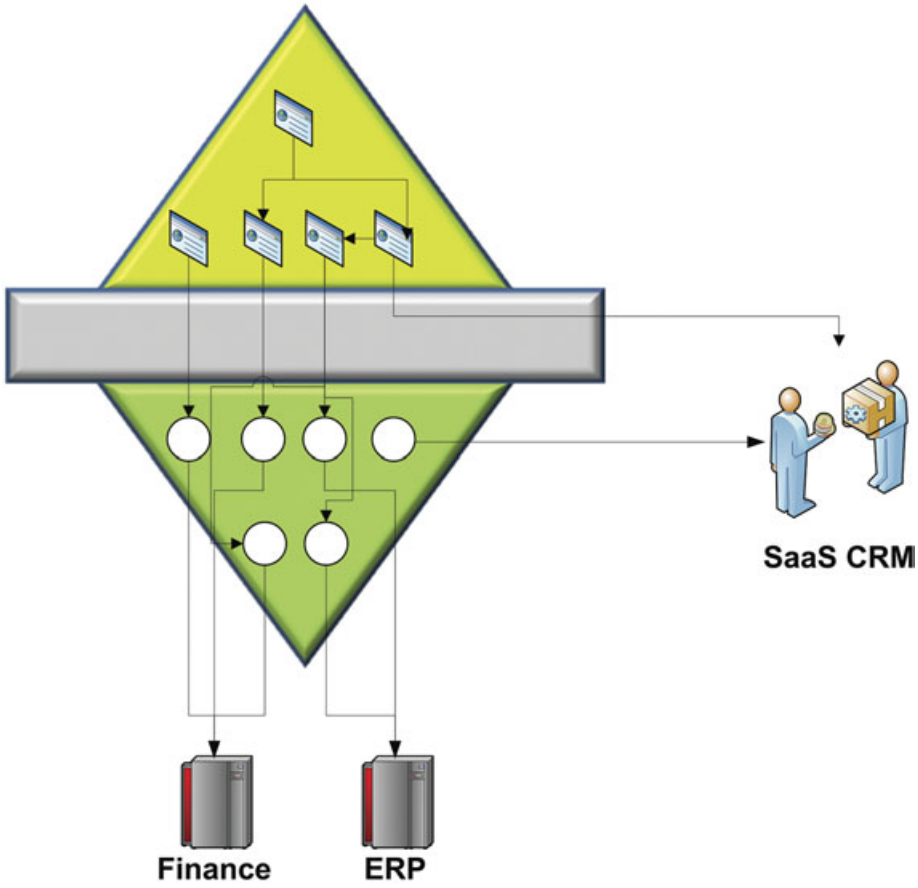
Corporate IT needs to start behaving like a service company in the same way as the current generation of Web 2.0 companies provide services to their users. Waterfall approaches to upgrades and development were proven unsuccessful in the 1970s for software development and are equally unsuccessful for support in the 21st Century.

Keep it small and simple

The other lesson of large applications is one that the UNIX operating system, the most successful base of any operating system model, learned very early in its lifecycle. The philosophy of "do one thing well" created a base of simple applications that could be rapidly combined to deliver ever greater functionality. This approach of having small services that can be recombined in powerful ways has been rediscovered with the Web, most notably in Web 2.0 and the concept of Mashup Applications. This approach also means that the ability to add new functionality to existing applications becomes less an issue of creating a new major release and more about a normal approach to using IT. Having a clear structure, defined by the business services, and then discreet single purpose information feeds and visualizations, enables users and IT to create brand new services that fit the task they want. Shifting applications away from the single one-size-fits-all approach is the job of the bottom half of the diamond and doesn't require redevelopment of the existing estate, just a different view on what it does and a recognition that the interaction with information and people is the job of the top of the diamond. Already, approaches such as Google Gadgets Atom and RSS are delivering tens of thousands of information fields and visualizations to end users, both in the consumer and commercial sectors. This rapid explosion looks set to continue as Metcalfe's Law of Network Value drives the market upwards.

By splitting the IT estate between the transactional backend and the dynamic front it is possible to create these multiple small services, interfaces and information sources

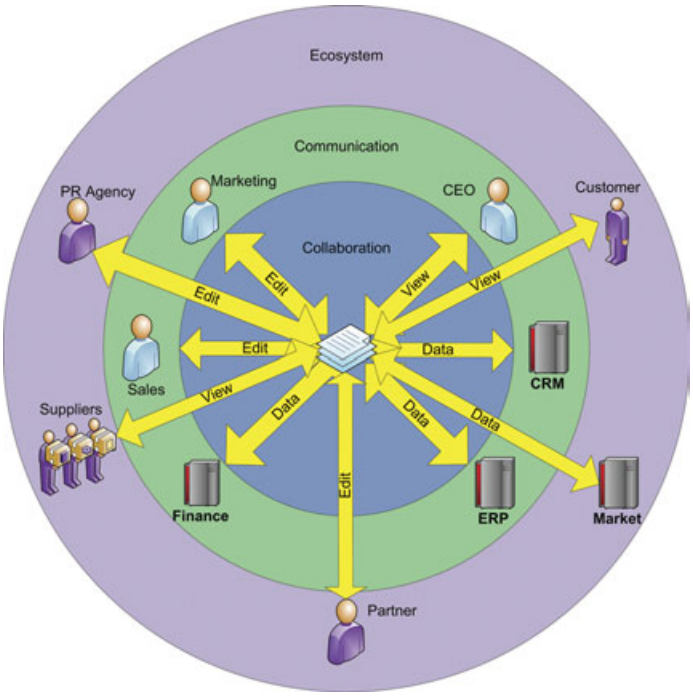
across the existing IT estate. These can then be re-combined in new and dynamic ways as required by the business in much shorter timescales.



Creating the right application for the job

By combining the elements of business-focused services, small building blocks, incremental change and the ability to understand how users are working, it becomes necessary for IT to change its approach to certain classes of application development. Traditional development of complex services will always be required, but different services and different parts of the diamond require different delivery approaches. This switch towards the development of services rather than systems means that IT can no longer have a single delivery model.

In the future, even large deliveries will be made up of multiple service projects rather than a single system delivery, however the biggest change will come with the new generation of applications. These are situational applications, which are created for a certain specific, and potentially short-term task. Situational applications tend to be very business focused and will often use a large number of information sources to create very specific representations and interaction models. The Mashup approach to developing situational applications requires short iterations and the delivery of applications that can be viewed and consumed rapidly as information sources by still more powerful applications.



This new generation of applications enables business and IT to interact in a much more productive way than in the past. By being able to demonstrate immediate and incremental delivery, the IT department shows progress and the business gets to more directly drive the applications it consumes. Using technologies like Google's Start Page, users can select just the applications, views and services they wish to consume. By enabling users to customize their environment for their way of working, it becomes possible to deliver a properly tailored solution that is uniquely effective for each user. This provision of applications for individual users gets away from the old one-size-fits-all and helps to deliver coutured IT to the business. This provisioning does not just simply have to be based on the user – it can be based on the tasks that they are currently doing, who needs to collaborate with them, where they are geographically, and it can all be centrally managed and tracked.

Presentation and interaction is where the business will judge the success of IT. By providing IT couture on top of a solid base of business services accessed by using simple building blocks, the business world can once again drive the pace of innovation in IT.

The Mashup Corporation

Mashup Corporations: The End of Business As Usual tells the tale of Vorpal Inc., a company that pioneers the implementation of service-oriented architecture to transform its business model. CEO Jane Moneymaker believes in marketing manager Hugo Wunderkind's idea of creating a new market using non-traditional methods based on mashups, but struggles to achieve this vision. The story illustrates what it takes to achieve cultural change, overturning established business and IT structures. By embracing a service-oriented approach Moneymaker makes Vorpal faster, flexible and more responsive, bringing an end to business as usual.

Bringing people and business services together

The coming wave of technology is about combining the people-centric revolution of collaborative applications with the service-centric revolution of the IT environment. These two overlapping areas can create entirely new ways of working that leverage the power of the Internet and the Web and which operate in the manner that people wish to interact rather than the way paper and computers would like them to. This paper has so far concentrated on the challenge facing the traditional view of IT from its own environment, but by far the most radical change that will be brought about by these new Internet-delivered services and applications is the ability to work with people outside of an organization. Enabling businesses to truly collaborate, rather than simply integrate, with their partners represents the biggest challenge and potentially the biggest opportunity for this next generation of IT.

Collaboration without boundaries

By focusing organizations on the pieces that truly differentiate themselves and enabling them to change the financial model for other services means businesses can start understanding which pieces they outsource and own, which they buy as a service, and which they obtain by collaborating with external companies. Most companies already collaborate with external parties, as suppliers, partners or customers, but the cost of these interactions is one of the biggest challenges facing any organization in the modern business world. These collaborations are not simply local interactions with suppliers, but represent global challenges of language, process, information and interaction. Business changes such as Vendor Managed Inventory have made these sorts of collaborations into essential parts of a business' operating model, and these elements have justified the expense and complexity of setting up the IT and business solutions to deliver this new collaborative solution. The objective of the next generation of IT is therefore to provide the collaborative platform and the business services that enable new business models and approaches to be created, applying the principles of collaborative business to smaller and more specific opportunities.

From simply collaborating across businesses to create joint documentation – for instance editing a legal document collaboratively rather that via a round-robin email chain, to creating new collaborative businesses that leverage the business services from multiple companies – this switch towards collaboration across business and international boundaries adds both greater complexity and opportunity than almost any current area of business technology.

The power of social networks

One of the most powerful resources that any company has is the unofficial networks that link different pieces of the business. These networks are often driven by social interactions between individuals rather than standard reporting lines. It is these networks that help get work done in the organization; they are the football teams, car pools, interest groups, drinking buddies or just people you bump into on a regular basis. These social networks are often the way that work is done within the organization, because by knowing one person in a given ring it becomes possible to leverage the whole power of that network. Businesses have been very poor at supporting these networks within their IT systems as they spread across organizational boundaries and indeed across multiple companies.

The consumer Internet, however, has seen an explosion in sites such as Orkut, Linkedin, MySpace and Friendster which build on the power of these social networks. By enabling people to create simple links around given topic areas or via specific groups, these sites have seen dramatic growth. The business world has yet to take advantage of these technologies as a key part of enabling more effective information networks. The irony is that the business world has much more to gain from capitalizing on social networks than the consumer market. In the consumer space the ability to market those networks is fairly direct, either via advertising or recruitment, whereas in the business sphere there is the ability to identify value, reduce costs and streamline the communication structures. Helping people find the social networks within the company, and establish new ones, can become a powerful tool in retaining and developing staff as it helps increase the cohesion of the business and spreads the understanding of how the organization works. Providing this approach in an active company environment also helps a business better understand how change will need to be implemented.

As with the rise of collaborative applications from the consumer Internet, it is to be expected that these tools will soon be re-deployed to the business sphere and start helping organizations to properly support these social networks.

Collaboration as a business platform

Capgemini has fostered the Collaborative Business Experience™ for its clients over many years, but only now is IT becoming capable of delivering the infrastructure that can help automate and facilitate this approach. This means collaboration can move from being a continual challenge for an organization that needs constant supervision and enablement to a standard part of its operating model. This next generation of IT helps to remove IT from the list of barriers for collaboration and makes it the platform for interaction. Interaction and collaboration have always been about people interacting, and IT is beginning to deliver an IT environment that matches that ambition rather than simply implementing centuries-old paper-based ways of working.

By shifting IT from being the visible barrier to communication to the invisible enabler, organizations will be able to create a platform for business collaboration that helps create new models and new value without continually being faced with major IT change to deliver it.

Scenario Four: A leading automotive company is under pressure to improve efficiencies and it looks to its many suppliers to help cut costs. The anti-lock braking system for its top selling family car has been identified as too complex and an area where time and cost savings could be achieved. The carmaker puts Joe Warren in charge of getting results within six months. Joe suggests that all suppliers involved in the brake assembly use Google Apps™ and more specifically Google Gadgets. A new Google application is created that integrates information from all the documents and spreadsheets created by the different suppliers for the braking system. From this master "library" housed in Google Apps™, designated project managers at each supplier collaborate to come up with a solution that meets the automotive company's cost saving requirements. After six months, Joe announces that it will be possible to reduce the number of parts in the anti-lock breaking system by 25% and the time of assembly by 40%.

Summary

Traditional IT applications have a fundamentally paper-based view on how people interact. These conceptual models have not changed for centuries and have just been made slightly more efficient by modern computers. The next generation of IT however has fundamentally re-assessed the position of IT and understood that its goal is to enable people to interact with each other as well as business services and information. In essence, this next generation of IT is focused on the enablement of the business and the creation of business value.

By making the collaborative platform a utility in the same way as companies currently view the phone system, businesses can remove capital expenditure and the traditional management challenges that in-house delivery systems have. This switch away from corporate-owned asset to corporate-enabling service means that no longer is collaboration considered a specific project or task-related event, but a normal part of business, in the same way as the mobile phone has made telephone conversations more integral to the way a business works.

The evolution of the IT environment to support these collaborative applications requires a change in IT – focusing on the business services it delivers rather than the IT systems that it develops and manages. By repositioning IT as the provider and procurer of the IT to deliver business services based on the value that they create, IT can demonstrate its pivotal place within a business and enable the business to focus on its goals rather than the key words and cryptic language of modern IT. This future IT environment is split between the dynamic world of interaction and the managed and audited world of the transactional business services. In dynamic IT, re-configuration is done on a regular basis both for the business and the individuals who are collaborating with each other and sharing business information. This world requires small building blocks and short development and deployment cycles, and it is about enabling the most effective interaction models to be developed and evolved. The managed and audited world is about the evolution of current IT away from systems and towards a world where IT is designed, development, operated, managed, costed and governed in line with the business it supports. The creation of this dual world delivers both the interaction that the business users demand and the assurance that is demanded by the business itself.

The opportunity for businesses that succeed in this transformation are to turn IT from a cost-based inhibitor into a value-creating enabler. This is not a simple journey and it cannot be done without recognizing the pieces of the current IT infrastructure that should not be owned and operated by the business.

The shift from "person to people" and "system to service" is all about moving from replicating paper-based models and one-size-fits-all to IT couture which delivers the right solutions at the right time, without making users continually aware that they are interacting with computers.

About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs more than 75,000 people worldwide and reported 2006 global revenues of 7.7 billion euros.

More information about our services, offices and research is available at **www.capgemini.com.**

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