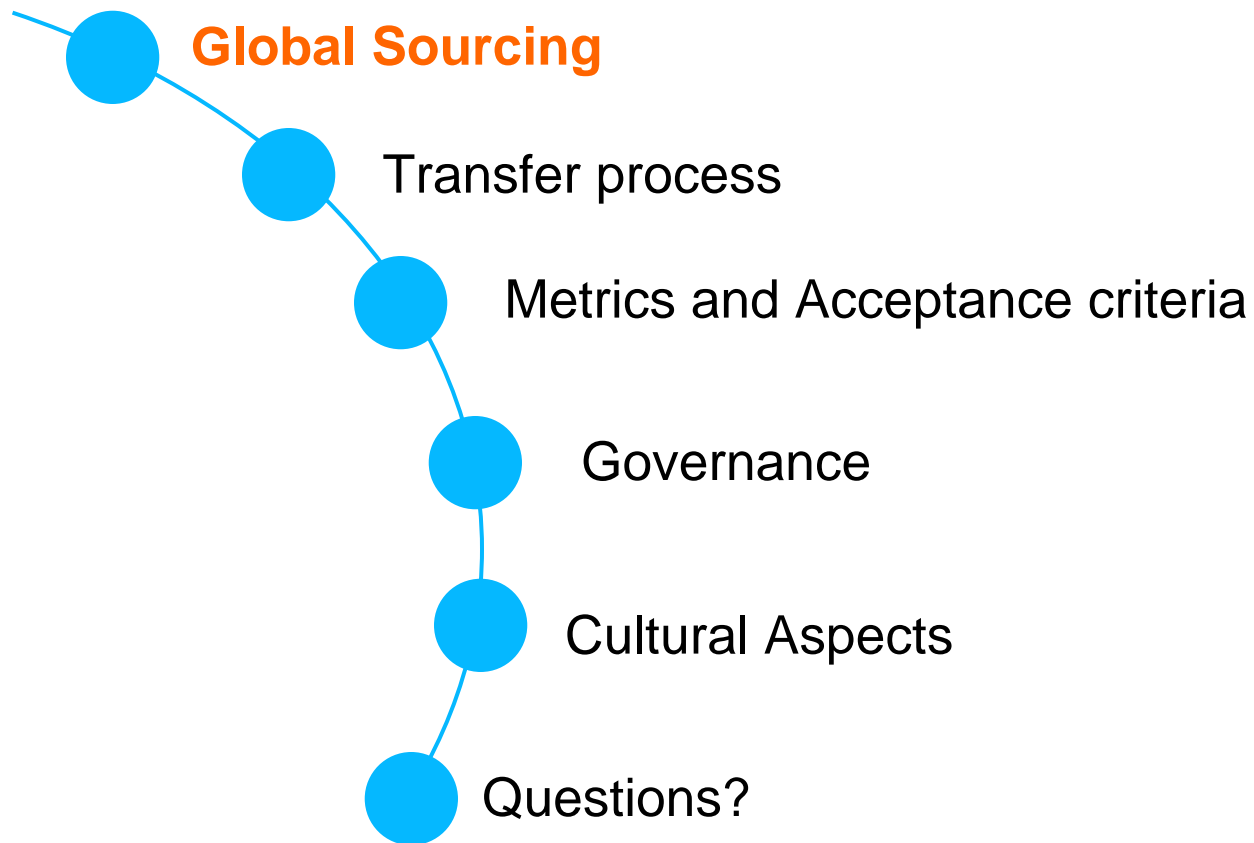


Atos Origin



Presentation SNUG
21 September 2006

Arco Valkenburg



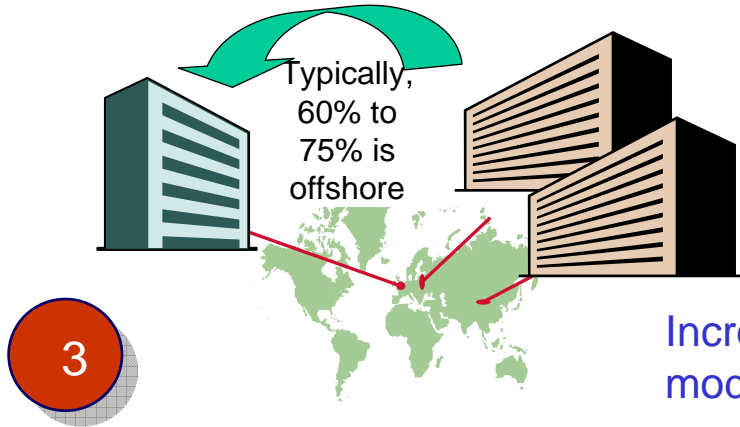


- **Proven** global sourcing model, tools, processes for past 15 years
 - **Multi skilled** resource pool
 - **> 4000** resources in the different centers
 - **Competitive pricing**
-
- **Top 5 clients** are having more than 8+ years of relationship
 - **Repeat business 75%+**
 - **Customer satisfaction rating 4.39** on a scale of 0 (poor) to 5 (excellent)
-
- **World class certifications /benchmark**
 - SEI CMM Level 5
 - ISO-9001 : 2000
 - CSDM (ITIL based)
 - BS7799
 - **State of art facilities**



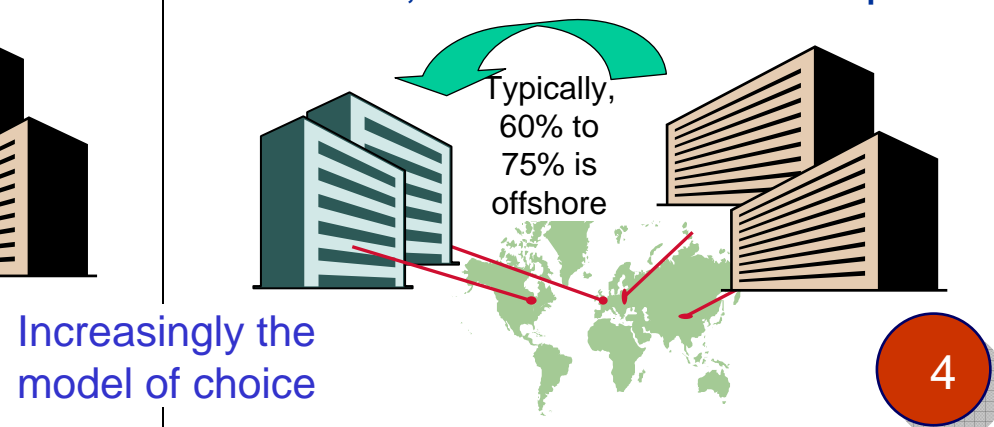
Global Sourcing - Engagement

Onshore/Near- and offshore



Global Sourcing - Outsourcing

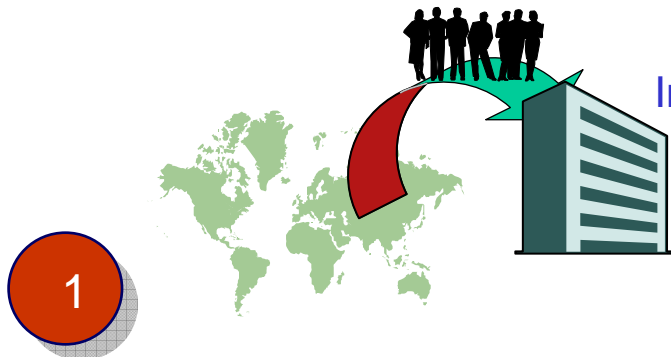
Onshore, Near- and offshore Partnership



Increasingly the model of choice

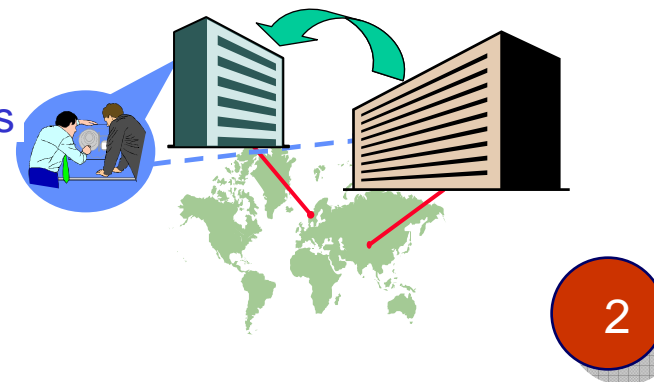
Onsite contract workers

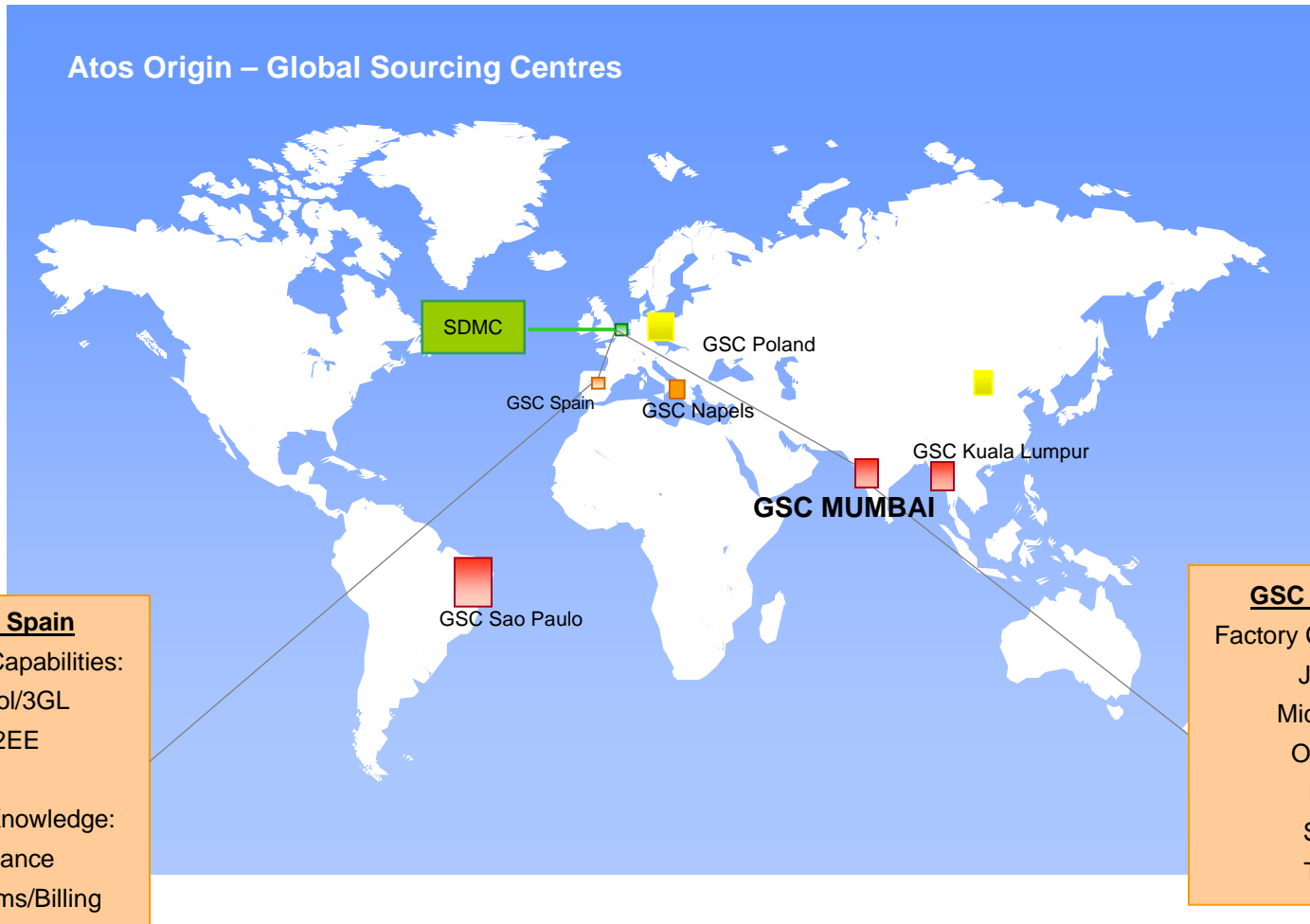
From offshore locations



Offered traditionally by Indian competitors

Pure offshore projects



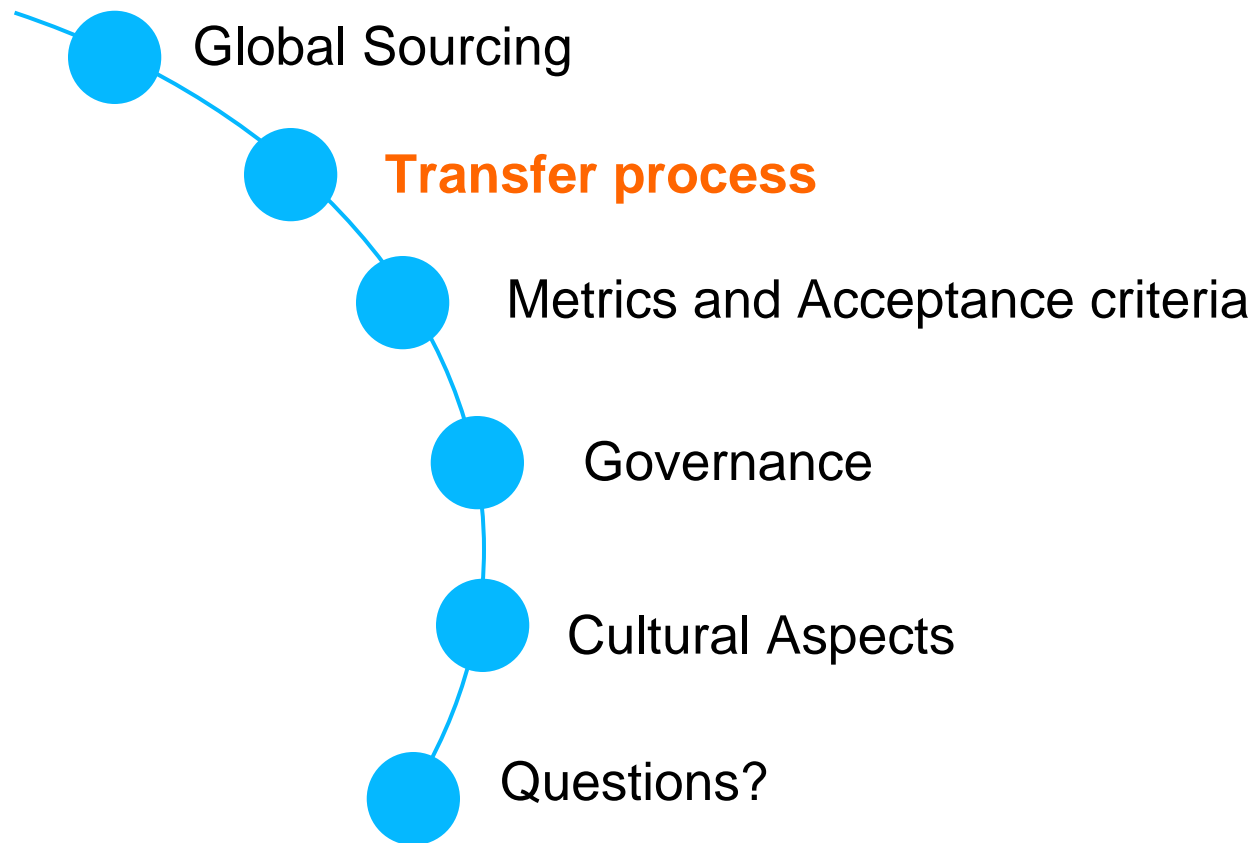







India Mumbai



Office Facilities





Phase 1 Kick Off	Phase 2 Preparation Phase	Phase 3 Discovery Phase	Phase 4 Shadowing Phase	Phase 5 Offshore Operations
<ul style="list-style-type: none"> • Define Scope & Priority • Develop initial BSC & KPIs • Identify core team • Plan Transfer • Risk Assessment • Define Governance Model 	<ul style="list-style-type: none"> • Team Ramp Up • Document Translation table • Translation • Procedure Manual • Prepare Tools & Connectivity • Pre-read translated Documentation • Agree Contingency plan • Develop Knowledge Transfer plan 	<ul style="list-style-type: none"> • Knowledge transfer and tracking • Training on the Job • Functional instruction by AH • Develop Document Training Kit • Workshops by Support team • Evaluation 	<ul style="list-style-type: none"> • Execute AMS under supervision Onshore • Evaluation & tuning of process and organization • Transfer AMS Lead to Offshore • FO support as required • Evaluation 	<ul style="list-style-type: none"> • AMS Offshore Ops • FO as back-up only • Transfer Development work • Monitor performance • Regular review of BSC/SLA
Go 	Plan 	Milestone Review 	Final Milestone Review And Handover 	Quarterly BSC Review 

Discovery KT planning and Tracking



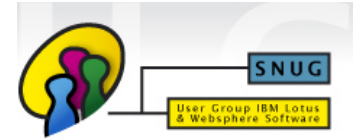
Planning

Cluster	Application Detail	Application	Description	Start date	End date	AONL trainer	Backup AONL trainer
DISCOVERY	WEEK 2						
Assessment				9-jan-2006	13-jan-2006		
The below application training will cover overview of application, technical, functional details, way of working, classroom and hands-on training, solving incidents / RFCs, self-							
Marketing/ Merchandising	Marketing-M&B	AH-NASA	functional overview	9-jan-2006	13-jan-2006	HeDa	

Tracking

Cluster	Application Detail	Application	Documentation available	Training done	Documentation available	Training done	Incidents done	Process / Way of working covered	Tools / Utilities covered	Environment details	Jobs / operational tasks	Size	Frequency of Changes
C. Marketing/ Merchandising	Marketing-M&B	NASA	P	F	P	F	F	P	P	P	P		
C. Marketing/ Merchandising	Marketing-M&B	NOVA	P	F	P	P	F	P	P	NV	P		
C. Marketing/ Merchandising	Marketing-M&B	WASA	P	F	P	F	NV	p	P	NV	P		
C. Marketing/ Merchandising	Marketing-M&B	ASAP	P	F	P	F	F	F	P	P	NV		

Transfer of activities



	Phase 3 Onshore Discovery	Phase 4 a Onshore Shadowing	Phase 4 b Onshore Shadowing	Phase 4 c > Phase 5 Offshore Shadowing
Netherlands	Service Mgt. Incident recovery Operational requests Standby Support Enhancements Release & Config Mgt Project Work Interface to 3 rd parties Interface to Infra. Support	Service Mgt. Incident recovery (Sev 1,2, 3) Operational requests Standby Support Enhancements Release & Config Mgt Project Work Interface to 3 rd parties Interface to Infra. Support	Service Mgt. Incident recovery (Sev 1,2, 3) Standby Support Low/Medium Complex Enhancements (FO) High Complex Enhancements Project Work Interface to 3 rd parties Interface to Infra. Support	Service Mgt. Fall Back - Incident recovery Standby Support Enhancements (FO) Project Work * Interface to 3 rd parties Interface to Infra. Support
Mumbai	Knowledge Transfer - Classroom training - Documentation/Application analysis	Key applications: • Incident recovery (Sev 3&4) Other applications: • Incident recovery (Sev 3&4) • Low complex enhancements • Operational Requests (50%)	Key applications: • Incident recovery (Sev. 1, 2, 3&4) • Start Release & Config Mgt Other applications: • Incident recovery (Sev. 2, 3&4) • Low/Medium complex enhancements • Operational Requests (90%)	Key applications: • Low/Medium complex enhancements • Incident recovery • Release & Config Mgt Other applications: • Incident recovery • Operational Requests

* Proposed to start Offshore Project work after transition, unless due to specific resource demand Ahold/AO will decide otherwise

Agenda





Albert Heijn B.V., is a leading, well known company in the Dutch Retail market

Albert Heijn is an integral part of Ahold NV. Within Ahold Albert Heijn is responsible for almost 30% of the sales.

Business Challenges

- As part of global IT outsourcing strategy: reduce IT costs for application management for Ahold Arena NL
- Reduce management attention of Ahold on current application portfolio.
- Focus on business by retaining Ahold IT organization.

Solution

- Atos Origin proposed the Global Sourcing concept.
- Within two years the application management of the entire portfolio will be sourced from Atos Origin India.
- The front office for functional support towards Ahold remains in The Netherlands.
- Solution will be implemented at guaranteed service levels.

Benefits

- Cost saving up front due to Global Sourcing.
- Atos Origin delivers a stable business support in a high demanding and business critical application portfolio.
- Ahold can better focus on the business needs.

Already Outsourced to Atos Origin	
Store Operations	
HR/Admin	
MMF	
Lotus Notes	
Newly Outsourced to Atos Origin	
Supply Chain	Logistics
	Replenishment
Business Intelligence	



Shadowing - Incident recovery



Retail					Support reqt AONL			Resolution Quality		
Period	Call Severity Level	Total # Of Calls (AOI)	Total # Of Calls	AOI AMS %	High	Low	Medium	Solution Accepted	Solution Not matching	Minor Discrepancy
2006-Period-5 (April 24, 2006 to May 21, 2006)	1				NA					
	2				NA					
	3	186	186	100%	1%	97%	2%	99%	0%	0%
	4	2	2	100%		50%	50%	100%	0%	0%
Total		188								

MMF					Support reqt AONL			Resolution Quality		
Period	Call Severity Level	Total # Of Calls (AOI)	Total # Of Calls	AOI AMS %	High	Low	Medium	Solution Accepted	Solution Not matching	Minor Discrepancy
2006-Period-5 (April 24, 2006 to May 21, 2006)	1				NA					
	2				NA					
	3	14	14	100%	0%	7%	93%	100%	0%	0%
	4	5	5	100%	20%	20%	60%	100%	0%	0%
Total		19								

Lotus Notes					Support reqt AONL			Resolution Quality		
Period	Call Severity Level	Total # Of Calls (AOI)	Total # Of Calls	AOI AMS %	High	Low	Medium	Solution Accepted	Solution Not matching	Minor Discrepancy
2006-Period-5 (April 24, 2006 to May 21, 2006)	1				NA					
	2				NA					
	3	11	24	46%	0%	73%	27%	82%	0%	0%
	4	0	5	0%						
Total		11								

Note: data represents 3 weeks in this period

Acceptance Criteria – Knowledge Transfer



Discovery Phase							
BSC	KPI - Description	Evaluation Factors	Status	Impact	Action	Resp	By Date
Know-how Cluster applications (Functional)	Understanding of the functionality of Cluster applications with AOI team. This is evaluated based on the Documentation provided, KT sessions and inputs given by AONL team	Documentation Available (Full) = 1/45 Documentation Available (Partial) = 10/45 Documentation Missing = 32/45	Partial (25%)	Workaround available	Some support from AONL persons is required for next few weeks, especially for language issues if information is available in RFC, TCC db in Dutch	Ellen	By 26th May
		KT sessions Done (Full) = 31/45 KT sessions Done (Partial) = 12/45 KT Sessions Missing = 1/45	Done	No Impact	NA		
Know-how Cluster applications (Technical)	Understanding of the technical aspects of Cluster applications with AOI team. This is evaluated based on the Documentation provided, KT sessions and inputs given by AONL team	Documentation Available (Full) = 1/45 Documentation Available (Partial) = 5/45 Documentation Missing = 35/45	Partial (15%)	Workaround available	Some support from AONL persons is required for next few weeks, especially for language issues if information is available in RFC, TCC db in Dutch	Ellen	By 26th May
		KT sessions Done (Full) = 18/45 KT sessions Done (Partial) = 15/45 KT Sessions Missing = 9/45	Done (75%)				
Process-Way of working	Understanding of the process with AOI team: (a) Continuity (b) Change management (c) Version control (d) Tools / procedures	Process/Way-of-working (Full) = 29/45 Process/Way-of-working (Partial) = 13/45 Process/Way-of-working Missing = 1/45	Done (75%)	Workaround available	Way forward for replication, synchronization of 2 environments (India, NL) to be defined	Ellen	By 26th May
		Tools/Environment details (Full) = 13/45 Tools/Environment details (Partial) = 16/45 Tools/Environment details (Missing) = 1/45	Done (75%)				
Knowledge-base	Documentation of knowledge gained by AOI team	Functional and technical documents prepared = 42/45 (done for all those where KT was given)	Done	No Impact	NA		

Example: Lotus Notes

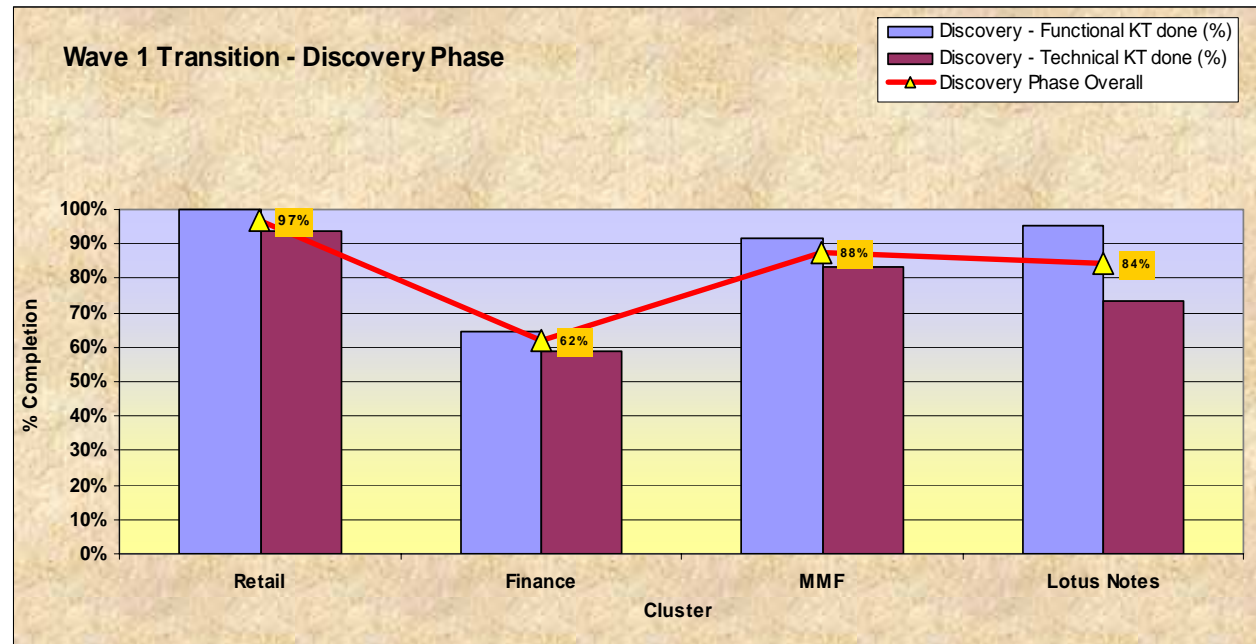
Acceptance Criteria – Transfer of activities



Shadowing Phase							
Shadowing quality	1. Number of incidents done.	Number of incidents done for the cluster => 36	Done (75%)	Workaround available	Some support from AONL persons is required for next few weeks. During slack period, past incidents to be translated by AONL team and shared, AOI team to proactively follow-up on this.	Ellen, Faisal	By 26th May
	2. Coverage of applications	Coverage of applications => Approx 15% (6/45)	Partial (15%)				
	3. AONL Support requirement	Number of incidents that were done with Low-Medium assistance = 32/36 Number of incidents that were done with High assistance = 4/36	Done (75%)				
	4. Resolution Quality	Number of incidents where the BO got the solution right / Minor changes required = 30/36 Number of incidents where the BO got the solution incorrect = None	Done	No Impact	NA		
	5. Percentage of incidents done by AOI v/s AONL	Number of incidents done by BO v/s the total number of incidents applicable => Approx 60-70% (to be confirmed)	Done (75%)	Workaround available	Some support from AONL persons is required for next few weeks	Ellen	By 26th May
	6. AOI ability to meet service levels for the incidents done	Number of incidents done by BO within SLA = All (to be confirmed)	Done	No Impact	NA		
Knowledge-base	Documentation of incidents done by AOI team	Incident tracking sheet updated = 36/36	Done	No Impact	NA		

Example: Lotus Notes

Discovery Phase Completion Metrics	
Retail	: 97%
Finance	: 62%
MMF	: 88%
Lotus Notes	: 84%



Discovery Phase Challenges

- Lack of Detailed Day & Application Level Planning (Finance resource availability)
- Lack of Translated Documents (Initially)
- Lack of proper access rights for applications

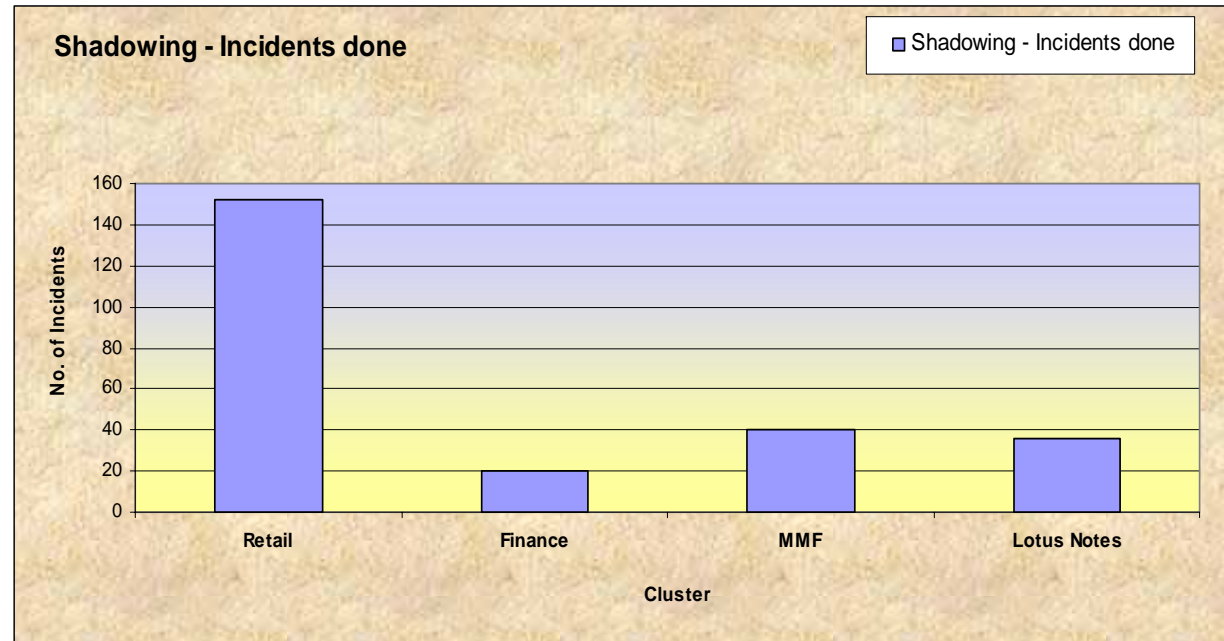
Action taken for Wave 2 - Transition

- Detailed Day & Application Level Planning done
- 70% documents translated (some in India)
- Required access rights already being setup

Metrics & Main Issues – Shadowing Phase



Shadowing Phase No. of Incidents
Retail : 152
Finance : 20
MMF : 40
Lotus Notes : 36



Shadowing Phase Issues

Lack of Live Incidents for shadowing (particularly in Finance)

Lack of Translated Past Incidents

Lack of proper access rights for applications

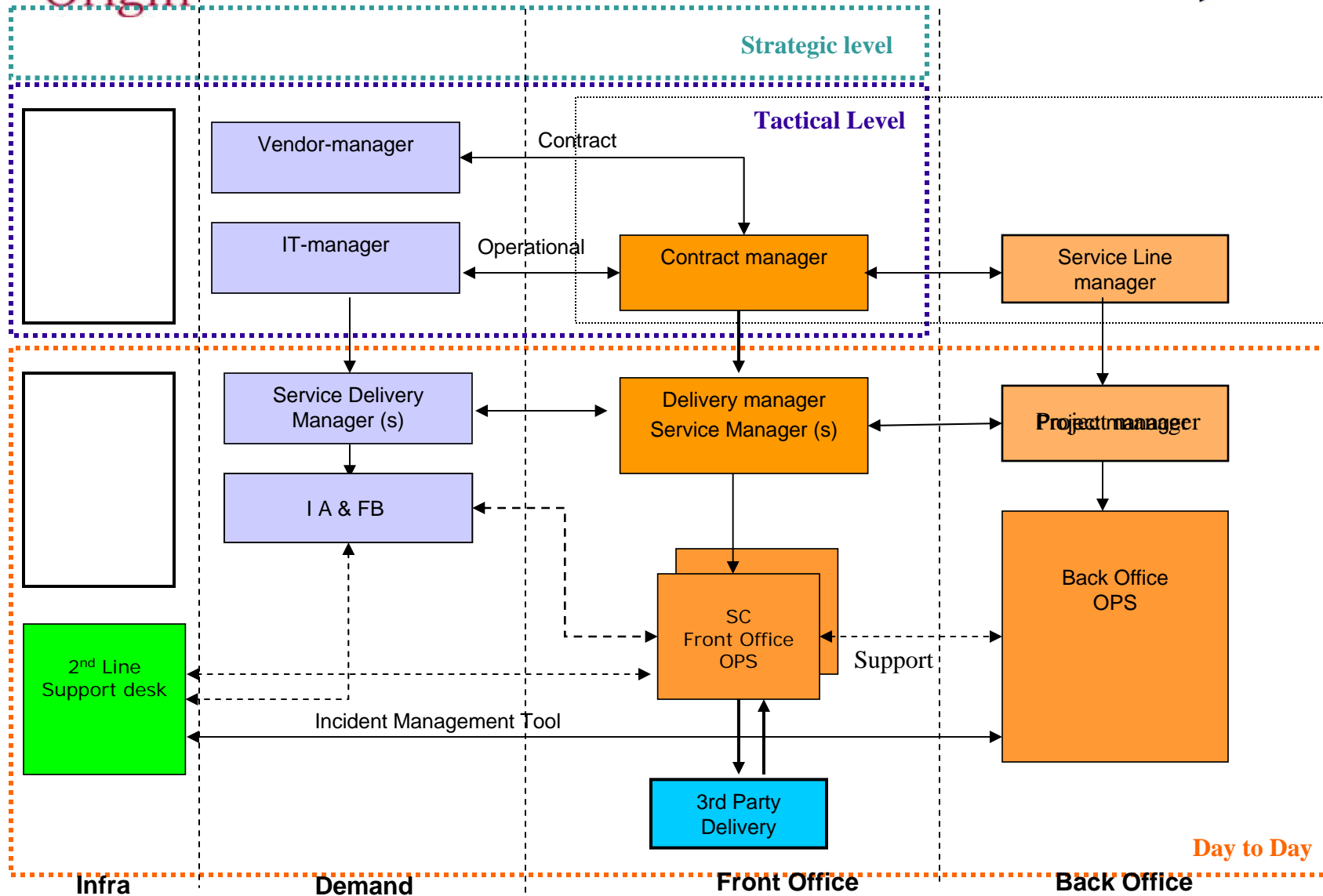
Action taken for Wave 2 - Transition

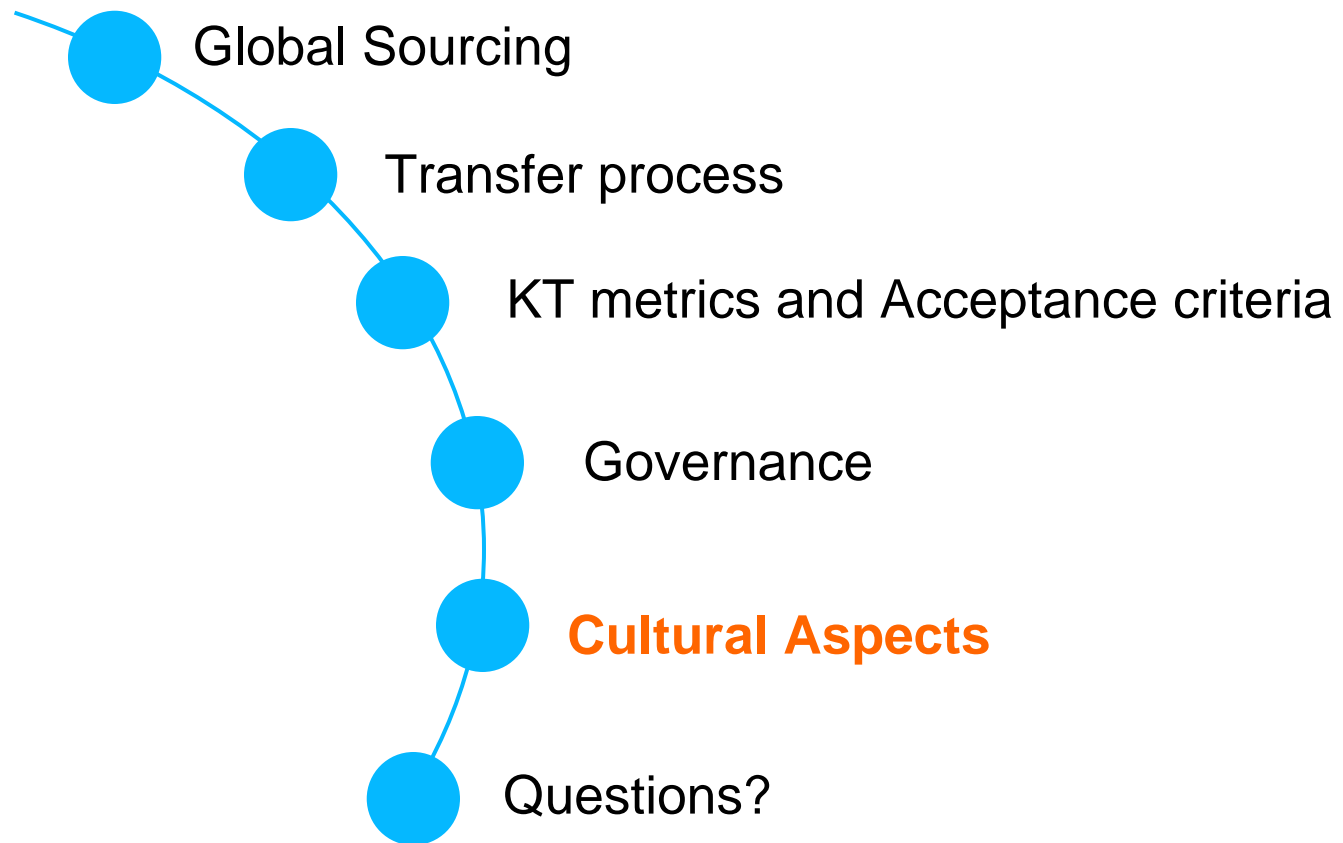
If live incidents are not available:

- Past incidents to be translated and made available OR
- Past RFCs or project documents to be translated & made available OR
- RFC to be simulated if none of the above are available

Required access rights already been requested to AHOLD







Cultural Aspects



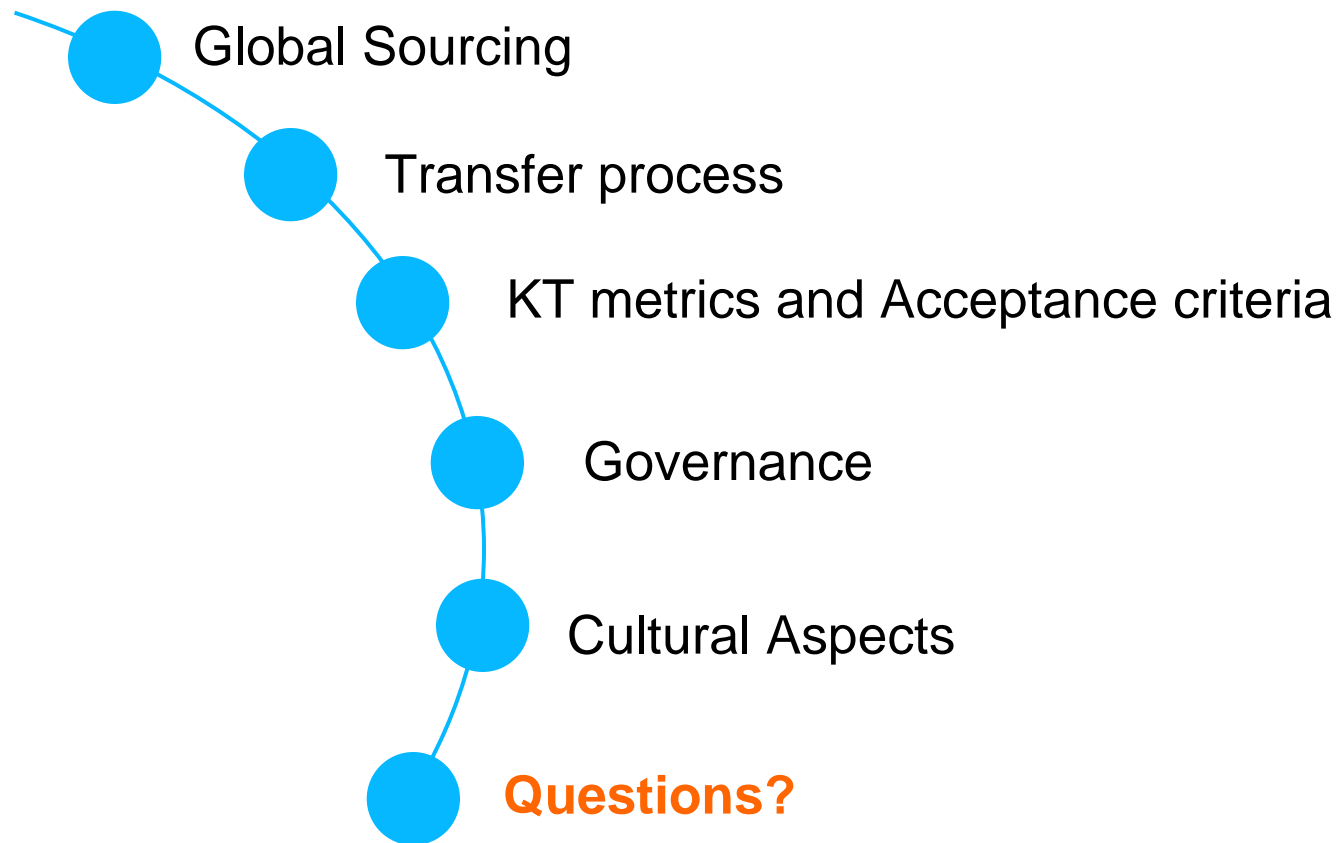
- Focus on the end-result: is your common denominator
- Build up a relationship with the key players
- Kick off with key team members Front Office and Back Office
 - Be aware of sensitivities
 - Be aware of hierarchy
 - Build the bridge between the teams
- Be open, create trust
- Understand the message behind the message
- Hierarchy
- Communication heartbeat
- Use facts – Balanced Scorecards
- Get acquainted with basic principles of the cultural aspects
 - Books
 - News papers
 - Cultural training India – Royal Tropical Institute



Culture – differences in Attitude – who's who?



- People are interdependent
 - Status based on position
 - Relation oriented
 - People are in equal
 - To order or to obey
 - Strong sense of shame
 - Tradition is important
 - Time is rubber
 - Have things done for you
 - Indirectness: consensus
 - Centralization
 - Spirituality is important
 - Avoid open conflict within group: compliments, harmony, honour
- People are independent
 - Status based on personal qualities
 - Task oriented
 - People are more or less equal
 - Take individual initiative
 - Strong sense of 'guilt'
 - Future oriented
 - Time is steel
 - Do it yourself
 - Directness: personal opinions
 - De-centralization
 - Spirituality is irrelevant
 - (Spoken) conflict gives results: criticism, discussion, truth



Thank You

