

Atos  
Origin  
WORLDWIDE IT PARTNER

A close-up photograph of two athletes' arms, likely from a rhythmic gymnastics team, holding a pair of wooden rings. The athletes' forearms are wrapped in white tape, and they are wearing red wristbands. The background is dark, making the arms and rings stand out.

# BUSINESS PROCESS OUTSOURCING »

DELIVERING FOR THE FUTURE



**As a leading European BPO and IT service provider, Atos Origin offers a broad range of outsourcing services, from high volume transaction processing through to highly specialised bespoke solutions that require skilled resource and innovative technology.**

### Introduction

Corporate size can provide greater purchasing power and economies of scale – but it also leads to an increased operating costs, inefficiency and reduced service levels. Business Process Outsourcing (BPO) is one way of addressing the operating cost overhead to regain efficiency, improve operational effectiveness and eliminate unnecessary costs.

### Out with the old...

Corporations have been outsourcing or sub-contracting various business activities for decades. Nevertheless, many operational functions have remained in-house for a number of reasons including:

- > They were considered sacrosanct
- > Viewed as a competitive strength
- > A specialised in-house function
- > Cultural barriers to outsourcing of insufficient size
- > Technology-driven, preventing practical outsourcing.

Coupled with this, suppliers did not have particularly mature service offerings that could be adapted to different customer requirements and which delivered the level of savings to justify change.

### In with the new...

Today, the business, regulatory and technology environments have evolved to a point where there are growing opportunities for organisations to use BPO to deliver a number of business functions traditionally considered to be untouchable.

Not only have attitudes to outsourcing changed, but the impetus to outsource has grown as both regulatory requirements and global competition increase pressure on margins. Organisations now find that functions once considered core, or which provided a competitive advantage, are standard practice and potentially executed more effectively elsewhere. In some industries, process outsourcing is considered best practice and certain processes are treated as a commodity.

### Specialised relationships

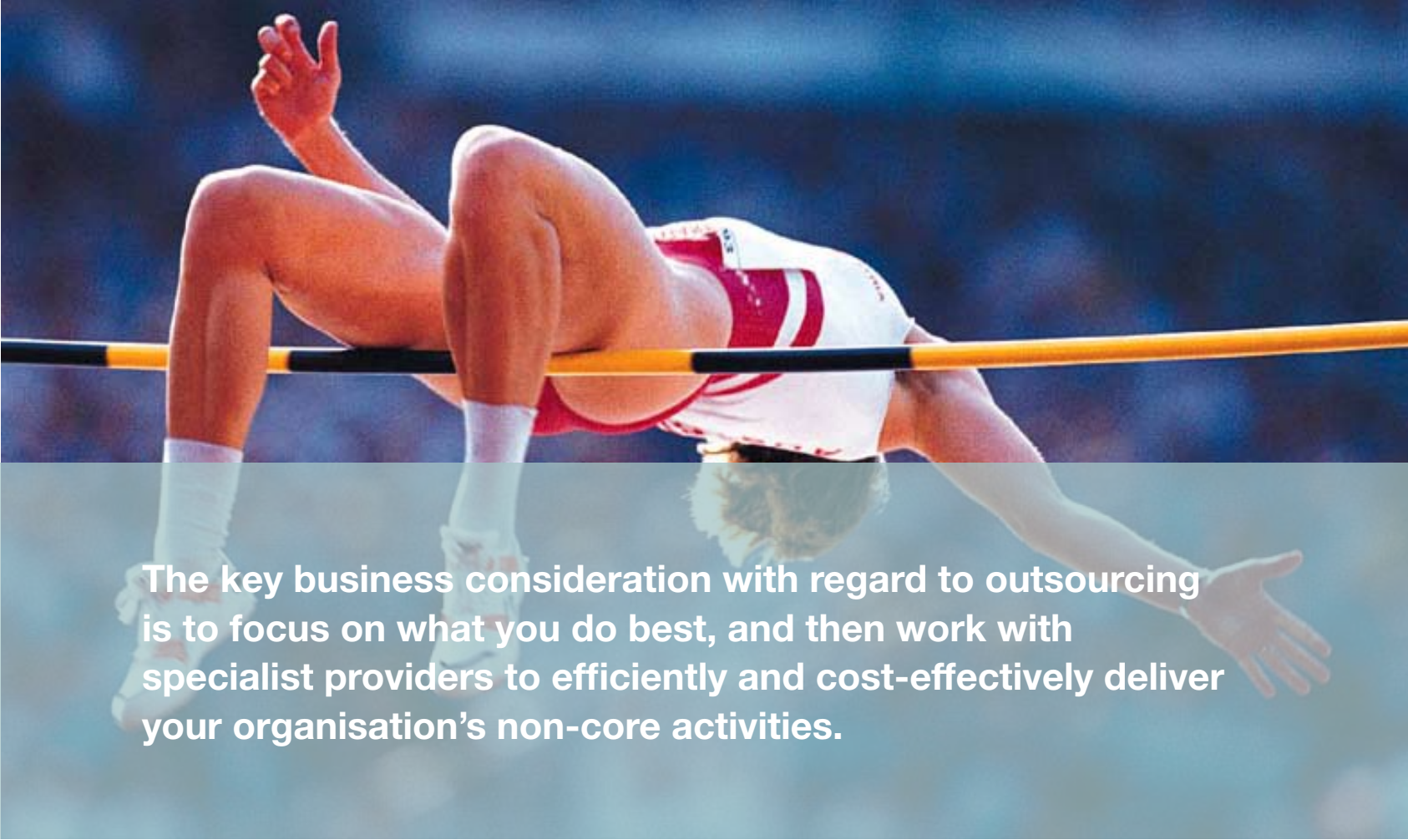
These changes mean that BPO is no longer merely confined to back-office functions. It is now based on developing highly specialised relationships in which public and private sector organisations employ customer-facing outsource agents to

deliver and manage entire business processes using dedicated staff and technology. For example Atos Origin offers a highly specialised automated settlement system to the UK rail industry.

**\*Gartner defines BPO as the “delegation of one or more IT intensive business processes to an external provider that, in turn, owns, administrates and manages the selected processes, based on defined and measurable performance metrics”.**

### Ten factors driving the growth of BPO:

1. Cost reduction
2. Focus on core business
3. Improving, standardising and centralising business processes
4. Financial investment
5. Legislative or regulatory change
6. Mergers and acquisitions
7. Resource issues
8. Reduced communication costs and improved connectivity
9. Inertia and resistance to change
10. Government initiatives driving



**The key business consideration with regard to outsourcing is to focus on what you do best, and then work with specialist providers to efficiently and cost-effectively deliver your organisation's non-core activities.**

### Outsourcing challenges

There are numerous business functions that can be considered as BPO opportunities. The key question to be asked is this – is there a commercially and strategically viable reason for both parties to enter a long-term relationship?

In the past, outsourcing arrangements were constrained by inflexible contracts. The BPO deals of today are much more likely to be governed by the relationship between the two parties and their ability to adapt to changing circumstances.

### Core and non-core

Most organisations are able to identify their non-core activities and potential outsource providers to deliver them. But some functions aren't as clear-cut; they may seem complex and unique to an organisation, yet on closer examination they can be more efficiently delivered by a specialised BPO provider.

### Choosing candidates

By considering business activities and functions according to their strategic value, it becomes possible to see them as potential candidates for straight outsourcing, strategic outsourcing or partnership.

It's also important to differentiate not only between core and non-core activities, but between specialised and commodity-driven functions.

For example, a credit card business might well consider transaction processing and card services to be core activity. But it's actually a prime example of a commodity service that can be delivered by a strategic third-party – allowing the company to devote more time to product development or risk management. Similarly, specialised, but non-core functions such as the procurement of indirect products and services may be more effectively managed by a BPO partner specialising in that area.

Functions that are neither core nor specialised present a significant opportunity for straight outsourcing. By thoroughly examining each process and function, in line with their corporate strategy, organisations can determine what is core or non-core and decide whether to outsource a service, and with whom, or to leave it in-house.

### The market context

With a return-to-growth agenda many companies are looking at how to launch new products and services to market faster and with less risk than their competitors. Atos Origin is a willing BPO partner in vertical markets where customers can gain rapid benefit from our industry-tailored provision of mission-critical infrastructure, financial transaction management, employee and end-customer-centric services.



## Why choose Atos Origin?

According to Gartner, \*Atos Origin is the fourth largest BPO Service Provider in Europe. Our services are delivered in conjunction with Business Consulting and Systems Integration IT capabilities. They range from 'out of box' solutions such as high volume transaction processing and servicing for Electronic Payment Services and Payroll Services, through to the development and ongoing management of very specialised and diverse solutions such as the management of the European Stock Exchange (Euronext).

## Cost-effective working

The business advantages delivered by Atos Origin BPO Services are founded upon the efficient use of IT and automation – not simply through labour arbitrage.

Clients are reassured by our size and expertise, but not stifled by it. And we consistently demonstrate our ability to create services that meet client needs at a cost they could not achieve alone.

## Pursuing gains

We are great believers in strong relationships developed and maintained through dedicated service managers. We ensure service levels continue to be met through ongoing dialogue, which is also the basis for identifying other areas in which we can pursue business gains and added value.

## Proactive partnership

For more complex and specialised solutions, we develop a partnership approach in which we take a proactive role in day-to-day decisions that may have an impact upon the service we support. Atos Origin also offers the potential to work on a risk-reward basis.

**Atos Origin is an international information technology services company. Its business is turning client vision into results through the application of consulting, systems integration and managed operations. The company's annual revenues are EUR 5.4 billion and it employs over 50,000 people in 40 countries. Atos Origin is the Worldwide Information Technology Partner for the Olympic Games and has a client base of international blue-chip companies across all sectors. Atos Origin is quoted on the Paris Eurolist Market and trades as Atos Origin, Atos Euronext Market Solutions, Atos Worldline and Atos Consulting™.**

For more information please contact the BPO team on +44 (0)207 830 4444, email [BPO@atosorigin.com](mailto:BPO@atosorigin.com) or visit [www.atosorigin.com](http://www.atosorigin.com)

\*Source: Gartner, Market Trends: Business Process Outsourcing, Western Europe, 2005. Published 16th January 2006.  
Table: 1.1 Leading Process Management European Revenue, 2004 (Millions of Euros)

# ATOS ORIGIN BPO SERVICES

## Human Resource Management and Payroll

Our Managed Operations combine best-in-class processes and procedures for all aspects of Human Resource Administration and Payroll services.

## Procurement Services

Our Procurement Services specialise in IT procurement, whilst also managing other indirect spend categories and offering an innovative Gain Share mechanism for guaranteed savings.

## Training Services

We can service complete training requirements, from design and delivery of training as part of an IT change programme to a fully-outsourced solution.

## Payment Services

Atos Worldline (a subsidiary of Atos Origin) is a leading European provider of Electronic Payment and Card Processing services handling nearly 2 billion card transactions a year.

## CRM and Loyalty

Atos Worldline provides highly sophisticated B2B and B2C loyalty schemes for some of Europe's leading retailers, banks, telcos, travel, hotel, and fuel companies.

## e-Services

We have integrated mobile, SMS, web, voice and email services that provide unified messaging facilities such as mobile ticketing, multi-channel sales and CRM communication services.

## Order Processing and Fulfilment

Atos Origin has developed an out-of-box Order Processing Solution that can be rapidly deployed and scaled to meet the needs of companies wishing to develop new channels to market quickly.

Businesses are no longer constrained by their existing people, processes or technology because their entire service needs around Order Management, Payment Processing, Fraud Screening, Chargeback Management, Order Fulfilment, Customer Service and Computer Telephony Integration, are covered.

# Flap