



2010 WINNING CASE STUDY
Most Collaborative Firm
CSC



CSC – The Most Collaborative Firm 2010

Collaborative DNA

CSC has been engaged in mission-critical delivery for fifty years. Consistent success depends on technology, industry knowledge, ability to manage complex programmes and risk, change management for business transformation, and aligning technology to business processes and business strategy. Yet perhaps the most important factor is our ability to collaborate, at all levels and with all parties. CSC recognises that mobilising all relevant capability, across all organisational boundaries, quickly, efficiently and honestly is the key to delivery excellence.

Successful collaboration with stakeholders: clients, end-user customers, partners, regulators, governments, opinion-formers, suppliers and specialist providers, is the key to value. Value creation happens where these different interests intersect: the better the collaboration, the higher the value.

The dimensions of collaborative value

CSC's has identified four ways of collaborative value creation with clients, through:

- Alliances.
- Governance.
- Partnerships.
- One CSC.

Our approach works because it is seen as “the way we do things here”. We recruit, train and nurture people in this spirit; we manage business relationships using this principle; and we deal with clients collaboratively at all times. 50 years of success prove that the method works, and is working still.

Collaboration through alliances

For the National Health Service in England, CSC is a lead change agent in The National Programme for IT, which aims to use IT as a driver for positive changes in the NHS. This has now evolved into both a national and a locally-owned series of projects, managed through joint working with many different autonomous NHS bodies.

CSC engages through “The CSC Alliance” a collaboration of several organizations each with specific skills, products and experience to bring to bear. . CSC is prime contractor for three fifths of the programme, involving six of England’s ten Strategic Health Authorities (SHAs). Within each area, the CSC Alliance fosters collaboration across an entire *health community*, including:

- Government, ensuring that a consistent, standard framework is in place.
- SHAs, coordinating development and roll-out of projects, while guaranteeing continuity.
- Healthcare Trusts, ensuring that the programme fits into their existing structures.
- Other providers, including GPs, Community Services and others.
- At all levels, with a strong focus on engaging clinicians.
- With specialised partners.

The CSC Alliance has continued to deliver, with over 200 individual deployments into Secondary Care and more than 1500 into Primary Care. We understand that change only happens in this complex landscape through active, positive and confident collaborative working. One of the regions SHA assistant CIO's, Nick Allan-Smith comments:

“My aim has been to develop a strategic partnership with CSC whereby the Alliance fully understands the vision, business objectives and plans of the NHS and is able to use this intelligence along with its specialist business change skills to ensure that we fully exploit the benefits from technology solutions. I am pleased that this relationship has developed successfully over recent years and the SHA and CSC are now working together to realise benefits for patients, staff and their organisations.”

Collaboration through governance

For CSC, collaborative good practice is embedded within our governance methodology, which is driven by our focus on value. For every engagement, we set up a joint governance structure, owned by CSC and its client, and often including strategic partners.

This body oversees and measures performance in terms of strategic direction, investment, priority tasks, ownership and commercial agreements. When all key parties have a common approach to the value they expect to create together, it becomes easier to develop long-term plans, measurements and risk-based agreements. These all require collaboration, where *value* is the key, rather than *price*.

The truth of this can be seen every day in the marketplace.

CSC and Royal Mail formed a joint team and worked from the same location on developing the solution, but it was not always smooth going. CSC's global governance model, however, enabled us to solve problems by providing a forum for discussion and resolution extending higher than account level. We mobilised additional skills from CSC and its partners to deal with specialised technology issues, and opened a communication channel between senior managers for collaborative consensus-building. This enabled us to avoid confrontation and keep the project on track.

Collaboration through partnerships

Complex projects need specialist partners, so collaboration strategy must include them. We believe that partnership implies equality, which is why we involve key partners in project governance as fully-empowered stakeholders. The benefits are again proven by success in the market.

We developed an advanced debt management solution for Anglian Water to help them reach best in class status for resolving an issue that leads to major financial loss each year. The most effective solution involved incorporating a specialised debt management package: Tallyman from Experian, with the client's existing SAP implementation, but this had never been done before, and the deadline was very tight. We delivered the project and its targeted benefits on time and on budget through successful collaboration with the key parties, including our SAP practice, Anglian's IT team, SAP itself, and specialists from Experian. This complex group of professionals was united behind an agreed goal: and CSC made this happen smoothly and effectively.

Collaboration can also be the key to innovative breakthroughs, as has proved to be the case with our Microsoft alliance. We worked with Microsoft to deliver an advanced, Cloud-based solution to Royal Mail, using the world's first implementation of Microsoft's Business Productivity Online Suite (BPOS). This gives personnel access to a secure, integrated communication and collaboration toolset on a single, easy to use desktop platform. Our solution has enabled Royal Mail to gain the targeted benefits without the need for major upfront investment, simply by using specially configured, standardised infrastructure already available in Microsoft data centres.

The key to success in this and many other projects has been CSC's special ability to collaborate with partners. Microsoft comments:

"CSC has demonstrated its ability to take innovative Cloud solutions and make them work effectively in its clients' businesses. This helps to explain why they were the first Microsoft Gold Certified Partner globally to implement the Microsoft BPOS D solution. CSC is expert at building on Microsoft's advanced software plus services offerings to deliver added value to clients, not just operationally but commercially.

Working with Royal Mail, CSC enables users to securely access their business applications whenever and wherever they want without having to purchase any hardware or software. This not only delivers immediate benefits without up-front costs, it also provides long term competitive and financial advantages by enabling the business to "flex" IT costs as needs change over time".
Terry Smith, Senior Director, Partner Team, Enterprise and Partner Group, Microsoft UK

Our partnership with Citrix has delivered value of another kind. We collaborated on development of our Dynamic Desktop solution, which attracted eight blue chip clients in its first few months and has continued to grow rapidly ever since. When analysts realised its potential, one of them uprated its "buy" rating for Citrix shares from \$32 dollars to \$45.

Citrix has made its own views clear:

"On Feb, 21st 2008, CSC publicly announced Dynamic Desktop powered by XenDesktop and Citrix announced CSC as its first preferred partner in the desktop virtualization space. Since this release, CSC has maintained their high level of commitment to Citrix product and training, developed extensive knowledge and experience of XenDesktop solution delivery, and daily collaborates with Citrix product management. CSC is leading the way of innovation in the enterprise market with Citrix."

Dave Jones, Citrix VP System Integrator Development.

Collaboration through One CSC

CSC's success in collaborating with clients and partners is rooted in our own values and working practices, which ensure recognition and reward for collaboration within our organisation. For our clients, this offers a seamless, end-to-end capability, from front end consulting through complex build phases into steady state management and solution support.

CSC's organisational structure respects the need for specialisations but ensures an open flow of knowledge, skills and professional support across all boundaries. We make it as easy as possible to mobilise the full blend of capability needed to deliver maximum value for clients.

Summary

CSC recognises that delivering mission-critical engagements requires the best that we, the client and partners can offer. We have systems and working practices that ensure:

- Collaboration with clients through alliances.
- Collaboration with clients through value-based governance.
- Collaboration with partners, enabling us to add client value together.
- Internal joint working, so that we can present One CSC to clients.

Yet culture is the key to successful collaboration. We select and train practitioners to work in flexible, multi-disciplinary teams, and we reward them for successful collaboration. Systems reinforce, but it is the corporate DNA, itself, that makes collaboration a way of life.