

BrainStorm Group's

# OUTSOURCING STRATEGIES<sup>SM</sup>

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## Global Sourcing Strategies and Solutions

Produced by: In cooperation with:



The Official Publication of the Nearshore & Offshore Outsourcing Conference Series<sup>SM</sup>

Advertising Supplement

## BrainStorm Group's Outsourcing Strategies

*The official publication of  
the Nearshore & Offshore Outsourcing Conference Series*

I am thrilled to introduce the inaugural issue of **Outsourcing Strategies**—an executive guide on Global Sourcing. As the demand for offshore sourcing enters the mainstream, selecting the right strategic partner has never been more critical and difficult. The number of solution providers touting “offshore” solutions and their advantages has risen dramatically. **Outsourcing Strategies** is dedicated to providing you with a global sourcing game plan, including insight to proven strategies being implemented by leading world-class organizations and insightful guidance from outsourcing “thought leaders.”

I hope that you'll find this guide, as well as our executive forums, to be a valuable resource as you look to formulate your global sourcing strategy and leverage the advantages of nearshore and offshore solutions for your own organization.

### About the Nearshore & Offshore Outsourcing Conference Series

Produced by BrainStorm Group, the *Nearshore & Offshore Outsourcing Conference Series* serves IT and Business executives seeking an unbiased source of education, insight and expertise in order to ensure the success of their outsourcing initiatives. These two-day programs feature a strategic management perspective presented by the best and brightest industry luminaries, independent analysts and experienced practitioners from world class organizations.

Featuring keynote presentations from leading analyst/research firms such as Gartner, Forrester Research, the Yankee Group and others, the *Nearshore & Offshore Outsourcing Conferences* are the only industry forums dedicated to “Global Sourcing Strategies & Solutions.” Session topics will cover the benefits and issues to be considered when evaluating nearshore and offshore outsourcing alternatives.

I would like to thank the sponsors of both this publication and our Conferences for demonstrating their commitment to addressing the global sourcing challenges facing business today.



Best regards,

Gregg V. Rock  
President and Founder  
BrainStorm Group, Inc.  
gvr@brainstorm-group.com



### About BrainStorm Group

BrainStorm Group, Inc., a full service conference and event management company, based in Northboro, Mass., was founded in 1997 by Gregg V. Rock. BrainStorm Group's Executive Management Team has more than 75 years combined experience in the development, production and management of conferences and events for forward thinking executives. In addition to proprietary events, BrainStorm Group's EMS (Event Management Services) Division offers a set of integrated services in the areas of conference development and sponsorship, event marketing and management.



## Nearshore & Offshore Outsourcing Conference 2003 Event Schedule

Chicago  
April 22-23

San Francisco  
September 15-16

New York  
October 27-28

### Program Highlights

- Global Sourcing Trends & Forecast
- Launching a Successful Outsourcing Engagement
- Selecting Applications for Offshore Outsourcing
- Solution Providers: Selection and Evaluation Criteria
- Offshore: The Good, The Bad, and The Ugly
- The Emerging Global Market
- Overcoming Organizational Challenges to Offshore
- Critical Success Factors in Outsourcing
- Legal Considerations in Onshore/Offshore Sourcing
- Business Process Outsourcing

### We Want Your Input

*Complete a brief survey and be entered to win a full conference pass to Chicago, April 22-23 (a \$1,195 value).*

[www.brainstorm-group.com/bpo/survey.asp](http://www.brainstorm-group.com/bpo/survey.asp)

## Register Today!

Special offer for CIO magazine subscribers: Receive a complimentary companion pass when you purchase a 2-Day Conference Package (a \$1,195 value). Refer to Priority Code CIO403 when registering online at [www.brainstorm-group.com](http://www.brainstorm-group.com) or call 508-393-3266.

## According to BrainStorm's "Global Sourcing Survey"

- 90% of companies surveyed state that nearshore and offshore resources will play a critical role in their e-business initiatives
- 73% of the dollars being allocated for outsourcing will be done on a nearshore/offshore basis
- Interest remains high in the traditional areas of Application Development, Existing Application Maintenance, Application Integration, Desktop Systems and Support and Project Management
- In addition, we're seeing the value proposition expanded to include Business Process Outsourcing (BPO), Enterprise Content Management (ECM) and more

## Held Concurrently With BusinessIntegration & Webservices<sup>SM</sup> CONFERENCE SERIES

STRATEGIES & SOLUTIONS FOR ACHIEVING BUSINESS AGILITY

The Business Integration & Web Services Conference Series is the leading forum specifically designed to provide business and IT leaders with solutions to the full spectrum of business integration challenges. Featuring leading analysts, authors and end user case studies, this series details business driven strategies, the latest technological advancements, proven "Best of Breed" solutions and trends in business integration.

# OUTSOURCING AT 14: OFFSHORE COMES OF AGE

By Tom Field

**H**appy birthday, outsourcing. This fall marks the 14th anniversary of Kodak's landmark 10-year, \$250 million IT outsourcing contract with IBM and its subcontractors—the watershed deal that ultimately legitimized the then-foreign notion of hiring outsiders to manage a company's IT assets.

At the time, Kodak's deal was met with scorn. Then-CIO Kathy Hudson distinctly recalls appearing before a conference group just a few months after signing the deal, and the reaction she got from the hostile crowd could be summed up in three words: "How could you?"

But, my, how *that* picture has changed.

Today outsourcing is an accepted component of almost any IT organization's business strategy—the value proposition was long ago proven—and the CIO mindset has evolved to mirror that of Hudson, whose historic outsourcing decision also could be summed up in three words: "Why wouldn't you?" (FYI, Hudson today is the well-regarded CEO of Brady Corporation.)

Which brings us to the present, where the big question no longer is "Why in the world would you outsource?" but rather "Where in the world should you outsource?"

Never have outsourcing customers had so many options. Outsourcing 10 years ago was like TV before cable. You basically had four channels to choose from: IBM, EDS, CSC or whatever else was available via UHF. Outsourcing now is like satellite TV, bringing customers dozens of viable options from all around the world. CIOs today can—and do—mix and match outsourcing vendors of all sizes, services and continents.

And while the concepts of offshore

and nearshore outsourcing no longer really need to be sold—CIOs have come to embrace the services and savings available outside the United States—the vastness of the marketplace and the volatility of our world combine to raise some new, serious questions for the prospective customer. Questions like these:

- Can the low-cost offshore service providers offer the same high-level business/technology services available from the big U.S. vendors?
- With all the tense hotspots in the world today, how does one ensure security and business continuity in a global outsourcing relationship?
- How does one develop, manage and sustain a diverse, offshore/nearshore outsourcing strategy?

These and other topical questions will be part of the agenda at the BrainStorm Group's Nearshore & Offshore Outsourcing Conference Series, which kicks off this year in Chicago from April 22-23. Sponsored by leading service providers, and led by some of the industry's top researchers, this conference provides an ideal forum to raise questions—and get answers—about today's top global outsourcing issues.

Clearly, after nearly 14 years of proven results, outsourcing has come of age as a viable business strategy. But with an expanding world of new global offerings, it's just as clear that as outsourcing enters its mid-teen years, there are plenty of growth opportunities ahead—for vendors and customers alike.

It's a great time to join the discussion.

*Tom Field, an award-winning journalist and former executive editor of CIO magazine, is director of content development for CXO Media Inc.'s Custom Publishing group.*

# DEVELOPING A GLOBAL SOURCING STRATEGY

By Ian S. Hayes

**L**aunched by innovators in the 1980s, propelled by programmer shortages in the 1990s and embraced as a much-needed source of cost savings in the current economy, global sourcing is taking mainstream IT organizations by storm.

Long a fixture in manufacturing, nearshore and offshore outsourcing allow companies to take advantage of lower salary structures and operating costs in other countries. Recent improvements in communications, tools and processes for managing distributed projects and skill levels reduce risks and overhead, making nearshore and offshore

sourcing of IT projects more attractive than ever. With adoption rates rapidly increasing, it is clear that global sourcing is here to stay.

But is your organization ready to capitalize on global sourcing's advantages?

A global sourcing strategy sets the standards for when, where, how and with whom your organization is going to source different categories of IT projects and functions. Choices include the internal IT organization, onsite consultants and local, nearshore and offshore development centers.

*Continued on Page s12*

## Leverage the Outsourcing Alternative... recipes for outsourcing success

**P**artnering with any outsourcing provider offers myriad of challenges. A bad choice can result in disaster. As one of the premier pioneers of outsourcing, TCS advises companies to identify up front the critical success factors and understand the potential pitfalls.

**The right start**—Make a firm commitment, avoiding never-ending transition. *"We knew we needed the most accurate representation of our needs and a detailed roadmap on how to address them. Working with TCS gave us both."* Ralph Carlie, CIO and Vice President, Grange Insurance

**Domain knowledge**—With business processes becoming complex, your outsourcing partner's knowledge base should extend beyond technology. *"TCS presented not just an excellent, competent code alternative, but they also proved themselves to be an entity that understood helping other entities in our*

*business move toward their goals and objectives."* Allan Cooper, CEO, Canadian Depository for Securities

**Project transfer**—Make sure your outsourcing partner has a solid methodology to guarantee a flawless transition. *"An important factor was having the TCS staff seamlessly integrated into the implementation team of DRCM employees and consultants."* Anantha Padmanabhan, Director of Asset Management Systems, Dresdner RCM Global Investors, Inc.

**Walk the talk**—Hire a partner who can demonstrate the ability to accomplish your objectives. *"We visited their development centers in*

*India. They gave us a tour, introduced us to their technical people, and we came back convinced they had the wherewithal to do what they said they would do."* Alex Georgieff, Deputy Director, New Mexico Department of Labor



**Quality**—Companies that outsource are often searching for quality initiatives and want to move their projects into a Quality Assurance (QA) environment. *"TCS has effectively improved quality in our applications while simulta-*

*neously reducing support costs. This has largely been accomplished through the use of mature and innovative processes. The TCS offshore/onsite methodology works well and leverages SEI-CMM Level 5 processes to provide significant benefits."* Gary Slavin, Vice President, AIG

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Through  
Implementation

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Innovation has been an essential part of Tata Consultancy Services from its inception more than 30 years ago. It is, therefore, no surprise that TCS was one of the IT industry's earliest pioneers of outsourcing. An innovator in providing outsourcing, whether onsite, offsite, nearshore or offshore, TCS continues to set the industry standard for quality, domain expertise, and customer service.

With over 22,000 employees worldwide, and multiple development centers in India, North America, and around the world, TCS provides its customers, including 6 of the Fortune 10, with tremendous flexibility in structuring outsourcing arrangements.



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# OFFSHORE SOURCING GOES MAINSTREAM IN 2003

By Rita Terdiman and Frances Karamouzis

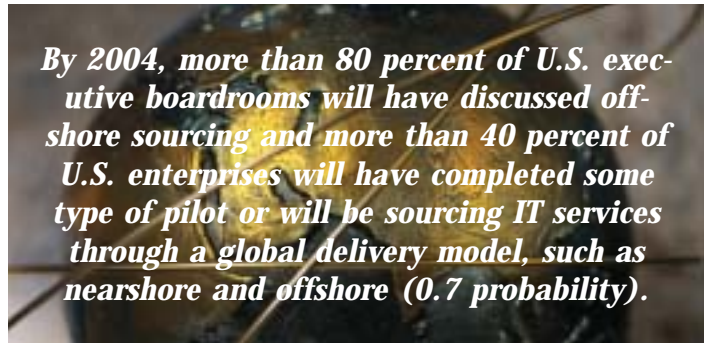
As enterprises increasingly seek offshore sourcing options for cost-effective skill sets, large, traditional U.S. external service providers will be forced to aggressively pursue their own global delivery strategies.

**Prediction: Enterprise Buyers View Offshore Services as a Mainstream Choice, Causing U.S.-Based External Service Providers to Accelerate Their Global Delivery Strategies**

In 2003, Gartner predicts that global sourcing (nearshore and offshore) of IT services will move into the mainstream purchasing patterns (see Figure 1) of enterprise buyers (that is, the majority of enterprises will seek out global sourcing), and U.S. enterprises will exhort their employees to “Act Globally, Impact Locally.”

By 2004, more than 80 percent of U.S. executive boardrooms will have discussed offshore sourcing and more than 40 percent of U.S. enterprises will have completed some type of pilot or will be sourcing IT services through a global delivery model, such as nearshore and offshore (0.7 probability).

By 2004, a select group of traditional U.S. ESPs will have successfully expanded their offshore and nearshore capabilities to effectively compete on price and execution capability in a global delivery model—a combination of on-site, onshore, nearshore and offshore (0.6 probability).



### Impact on 2003:

Enterprises will increasingly incorporate offshore delivery into their sourcing strategies. Already, we see the broad adoption of offshore sourcing in key industries being driven from the top down, with aggressive targets, rapid ramp-ups and higher user expectations. This drive by enterprises toward offshore delivery implies that:

- Enterprises will demand that ESPs provide offshore capabilities to reduce the total cost of delivery or improve the return on investment.
- Offshore ESPs will increasingly be sent requests for proposals for application services from large enterprises and sourcing consultants.
- Select offshore ESPs will also be included on shortlists for other IT outsourcing services (for example, remote database administration).
- Total spending with offshore ESPs will steadily increase as established customers express their satisfaction with the quality, cost and emphasis on customer service they receive.

### Reacting in 2003:

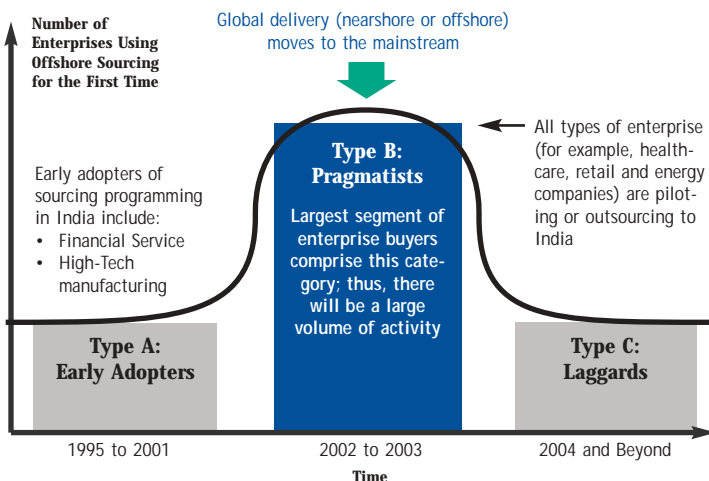
The large, traditional U.S.-based ESPs will be forced to compete with offshore ESPs by providing global sourcing options (nearshore and offshore) to enterprise clients.

- Enterprise buyers should take advantage of moves that traditional U.S. ESPs will make to validate their positioning of being able to offer credible, competitive alternatives to offshore ESPs. Invite traditional U.S. ESPs as well as offshore ESPs to the competition and look at the options presented to get to the best combination of total offering (price, agility, service, quality, risk and delivery model).
- U.S. enterprises that are increasingly developing sourcing strategies, including some element of a global delivery model

*Continued on Page s14*

**Figure 1**

**Adoption Curve of Global Delivery (Nearshore or Offshore) by U.S. Enterprise Buyers**



Today, speed is a given. But with it you need a clear IT roadmap and a reliable, efficient solutions partner. For over 25 years, Patni has been working with Fortune 1000 clients on critical IT challenges. Across industries, across technologies, across continents. Propelled by a highly skilled workforce of over 5500 professionals. So let's get down to business. And keep it on the go.

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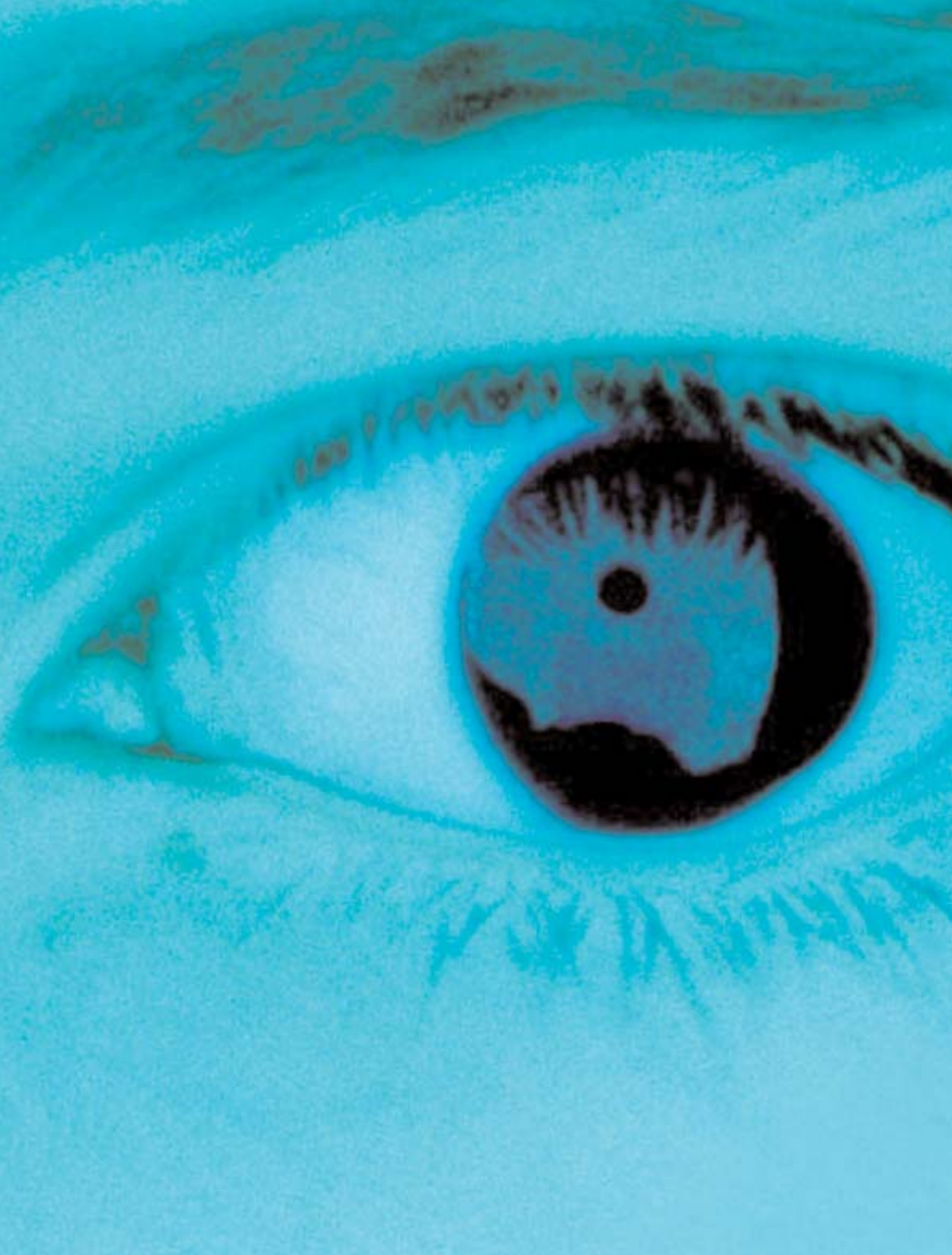
*go business go!*

**Industry Solutions** Insurance | Manufacturing | Financial Services | Retail | Hospitality | Healthcare | Energy & Utilities  
**Software Solutions** eBusiness | Enterprise Application Solutions | Embedded Technologies | Enterprise Systems Management  
**Service Offerings** Application Development | Reengineering | BPO | Engineering Services | Offshore Development Centers  
**Quality** SEI-CMM Level 5 | ISO 9001: 2000 | PCMM Level 3



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## TRANSFORMATIONAL OUTSOURCING AND INNOVATIVE CHANGE MANAGEMENT AT THE DFS GROUP

By Ron Glickman

**T**he DFS Group is the leading retailer of luxury goods and general merchandise for international travelers. With thousands of employees worldwide, the retailer has several hundred stores in major cities and international airports throughout Asia, Mid-Pacific, Oceania, and North America. DFS has moved from multiple regional IT organizations to a single, global organization with a centralized IT vision and strategy, and a unified leadership team. The team reduced redundant resources and activities, fundamentally changing the way work is performed.

After Sept. 11, 2001, DFS and many other travel industry retailers experienced a dramatic slowdown in business. DFS needed to accelerate cost reductions and cope with increasing demand from corporate management to improve the speed

and quality of IT services. Additionally, DFS needed to focus its resources on its strength—global retailing—as opposed to IT processing. These objectives were accomplished through Project Chrysalis, where new methods for organizational change management and offshore sourcing were pioneered to deliver the desired business outcomes.

An important conceptual shift in Project Chrysalis was establishing a Community of Practice (COP). The COP is a group of firms with specific expertise that is directed by the DFS IT leadership team to contribute interdependently to deliver break-through results. DFS provides global retail expertise, strategic purpose, direction and core values. Other COP firms contribute their core competencies to deliver sus-

*Continued on Page s12*

## Satyam Supports a Global 500 Company In More Than 40 Countries

**S**atyam's global reach and proven methodologies have benefited companies ranging from those just expanding internationally to the world's most prominent multinationals. Without exception, they need integrated IT solutions that comprise:

- Global delivery
- Management of applications in multiple languages
- Customer service covering many continents
- Implementation, integration and support of multiple applications across technology platforms
- Business understanding of numerous vertical markets
- And often, complex e-business and e-commerce solutions.

numerous successes such as:

- Keeping IT development and management costs in line through Satyam's dedicated offshore outsourcing centers & global development centers
- Mitigating risks by creating innovative business models
- Maximizing consistency and productivity by managing—from one location—multiple software languages and technology platforms, ranging from legacy applications to enterprise systems to Web solutions
- Reaching and servicing worldwide markets through innovative Internet tools, including extranets, customer databases and mining applications, and e-commerce Web sites

As companies strive to go global, an IT services provider is needed with international reach and capabilities. Satyam is that global partner. Satyam has more than 9,300 IT professionals working at 45 locations throughout the world. Satyam uses a



"RightSourcing™" delivery methodology, combining onsite, offsite, near shore and offshore expertise, to match professionals around the world with your business and IT needs, 24/7. So your IT initiatives are conducted where they make the most sense.

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- Clients of over 270 global corporations • Development Centers worldwide



What Business Demands

*Continued from Page s4*

Nearshore refers to development centers located in neighboring countries. For U.S. IT organizations, the most common choices are Canada and Mexico.

Offshore development centers may be located anywhere in the world, such as India, Russia, China, Egypt and Romania. Advantages and disadvantages vary considerably by country and service provider, but generally companies weigh factors such as geopolitical risk, travel effort and cultural affinities against access to pools of highly skilled people at significant cost savings.

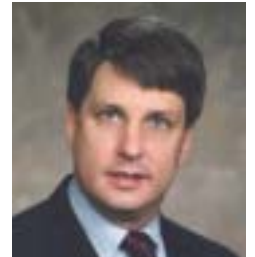
Project characteristics and desired corporate benefits determine appropriate choices for a given assignment. A well-designed strategy strikes the optimum balance between delivery requirements, risk, cost and desired benefits. For example, if cost-saving is the prime objective, the strategy would shift as much work as possible offshore. A need for round-the-clock support may spread work across development centers in multiple countries. A highly interactive project may demand the involvement of the internal IT organization.

With literally hundreds of possible candidates, picking the right partner(s) is challenging. Although achieving cost-savings is often a critical driver, when evaluating candidates it is critical to note that lower rates do not necessarily translate into lower cost. More

important considerations are a firm's processes, productivity rates, ability to meet schedule commitments and quality of deliverables. These factors affect the overall project cost, and increase the value of the long-term benefits provided by its deliverables.

Global sourcing will never eliminate the need for corporate IT organizations. There are plenty of assignments best performed locally by company employees. However, global sourcing is a highly effective tool for lowering costs, gaining skilled resources and freeing internal staff for more strategic assignments. Shouldn't you have a strategy to take advantage of it?

*Ian Hayes is the Nearshore & Offshore Outsourcing Conference Co-Chairman and the founder and president of Clarity Consulting, Inc. Ian actively advises Fortune 1000 companies and the solution providers that serve them on numerous IT issues, including outsourcing. Don't miss Ian's keynote at the upcoming Chicago conference being held April 22-23.*



**CLARITY CONSULTING, INC.**

*Continued from Page s10*

tainable, competitive IT value at a cost and speed previously unachievable by The DFS Group alone.

Another conceptual shift was creating a Transformational Offshore Outsourcing methodology. DFS engaged Cognizant Technology Solutions, an Indian offshore service provider with roughly 70 percent of its staff based in India, to provide all mission-critical technology services for DFS. The selection of Cognizant was based on the following criteria:

1. Maturity and competition of IT service firms in India versus emerging economies.
2. Organizational agility and a customer-focused executive team.
3. World-class quality. (All development centers assessed at Capability Maturity Model Level 5).
4. 24/7 productivity achieved through a "follow the sun" delivery model.
5. Just-in-time human resource model delivering highly trained, cost-effective talent on demand.

Cognizant effectively makes thorny technology issues, such as integration, obsolescence and interoperability, invisible to the DFS IT customers.

Finally, a key success factor was the change management techniques introduced by The Quicksilver Group, the change management partner in the DFS COP. Quicksilver introduced new meeting processes, including visual mind mapping and brain surfing, that dramatically improved the COP thinking, learning and communicating capabilities. Visual mind mapping uses text, color and pictures to increase individual knowledge retention and effectiveness. Brain surfing combines

visual mind mapping and collaborative brainstorming techniques to improve the speed and quality of critical decisions.

Glickman stresses that it is essential to select the right partners, and to communicate the vision and plan throughout the enterprise for the duration of the project. The results speak for themselves. In less than one year, DFS consolidated 10 global data centers to a single facility in Singapore, moved support for 5 million lines of legacy code in 10 countries to a single Cognizant operation in India, and reduced annual IT operating expense by 35 percent. Project Chrysalis featured IT vision and innovation that helped this global retailer take its Community of Practice to new levels of IT productivity and value.

*Ron Glickman has 25 years of experience in the retail sector. He joined The DFS Group, a subsidiary of LVMH, Moët Hennessy-Louis Vuitton, in October 1999 from Dairy Farm Hong Kong, where he was CIO of a multinational retail chain. Ron continues to lead the DFS Community of Practice in the creation of intellectual capital and the delivery of breakthrough results.*



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## STRATEGIES & SOLUTIONS FOR ACHIEVING BUSINESS AGILITY

The Business Integration & Web Services Conference Series is now entering its 5th year! Building on the success of previous programs, our 2003 conference programs feature an all new format including dedicated vertical industry content for the financial services, retail, manufacturing, healthcare and technology industries.

The Business Integration & Web Services Conference Series is the leading forum specifically designed to provide business and IT leaders with solutions to the full spectrum of business integration challenges. Featuring leading analysts, authors and end user case studies, this series details business driven strategies, the latest technological advancements, proven "Best of Breed" solutions and trends in business integration. Join us as we explore business integration challenges from a strategic and a tactical perspective with a focus on the people and the technologies needed to ensure the success of your integration initiatives.

### Business Agility Requires Optimal Integration & Web Services Strategy

The success of business integration projects hinge on resolving business oriented issues in addition to solving technical problems. Understanding which strategies offer the greatest potential for success is just as important as knowing which vendors provide the best solutions.

Historically, integration solutions have leveraged integration tools to connect systems and data internally. Business process management and integration (BPM/BPI) are enabling collaboration internally and between business partners.

Web services are beginning to deliver increased flexibility to traditional integration solutions while providing access to a wide range of services. Collectively, these integration options allow an enterprise to integrate legacy and business applications, data and processes across the extended value chain. Understanding the relationship between data, systems, business processes and services-based integration along with their respective strengths and weaknesses is crucial to effective integration deployment.

Join us for actionable advice, invaluable networking opportunities and practical solutions to your most pressing business integration challenges.

## Dedicated Vertical Tracks Featuring Industry Specific Solutions for:

- Financial Services
- Manufacturing/CPG
- Retail
- Healthcare
- Technology

## 2003 Event Schedule

- **Chicago**  
April 22-24
- **San Francisco**  
September 15-17
- **New York**  
October 27-29



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*Continued from Page s6*

(combination of on-site, onshore, nearshore and offshore), will struggle because there will be continued market confusion about the differentiation between various ESPs.

- U.S. enterprises will increase their demand for other types of service offerings beyond application related service (for example, application development and application outsourcing). The most dramatic increase will be the area of packaged application services (for example, those from Oracle, SAP, PeopleSoft and Siebel Systems), which include technical deployment and managed services.

*Rita Terdiman is a vice president and research director in Gartner Research. Prior to joining Gartner, Ms. Terdiman was employed with Citicorp, where she was vice president in the corporate technology office and ran a business solutions group for the corporate bank.*

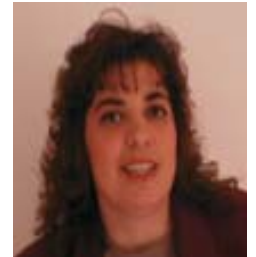


Other areas, such as business process outsourcing, will also experience growth.

### **Bottom Line:**

In 2003, the majority of U.S. enterprises will see global sourcing services (nearshore and offshore) as a mainstream alternative. They will demand low-cost services from ESPs with a proven global “virtual” delivery model. This change in buying behavior will change the sourcing landscape, with new vendors gaining market share and established global ESPs modifying their delivery models.

*Frances Karamouzis is a research director focusing on strategic Sourcing of services in Gartner Inc.'s research and advisory services. Within this group, Ms. Karamouzis focuses on the service-delivery capabilities of large and small professional services firms. She provides research, analysis, and advice to clients who are in various phases of the decision and management life cycle.*



**Don't miss Gartner's keynote address at each of the upcoming Nearshore & Offshore Outsourcing Conferences.**

## Profit Acceleration: A Case Study in Offshore Outsourcing

**P**raxid, a leading provider of ERP, CRM, SCM, Financial Management, and HRM solutions for small to mid-sized enterprises, faced challenges similar to the majority of private and public, ISVs in today's business environment. Contracting IT spending, timid capital markets, and a market overcrowded with software solutions foretold the certain demise of companies unwilling, or unable to fundamentally change their operating models. Praxid addressed these challenges of change head on and was unwilling to sacrifice innovation, product quality, and customer satisfaction in the process.

Praxid will present this case study at the **Nearshore & Offshore Outsourcing**

**Conference** in Chicago (April 22-23) as a guest of SeaBlue Technologies. The presentation will discuss the new rules of Wall Street that dictated operational and financial change, the search for a sourcing partner, the offshore migration, and the expected benefits. The presentation will highlight the opportunity for accelerating Praxid profitability through the SeaBlue Shared Service Networks.

### **About SeaBlue Technologies, Inc.**

SeaBlue is focused on one thing, 100% of the time: helping IT enterprises maximize current technology investments to accelerate recovery



and recapture momentum. As software experts, we know how to effectively and efficiently transform IT enterprises to a mobile, globally distributed, team-based structure. SeaBlue's deep capabilities set includes professional services, product support and GlobalSourcing™. Further information about SeaBlue Technologies, Inc. can be found at [www.seablue.com](http://www.seablue.com).

# Managing in a Recovery through the Offshore Value Advantage™



Simple cost management, trimming of excesses and watching the bottom line will not lead to growth. SeaBlue realizes that managing in the recovery means using current technology to recapture momentum. We will work with you to link IT to business performance and provide you with the means to deal with the recession's persistent effects during the recovery.

We call it the Offshore Value Advantage with Professional Services, Product Support, Outsourcing and Process Management as the underpinning framework for the delivery of offshore technology and IT-enabled services to the enterprise.

Visit us online at [www.SeaBlue.com](http://www.SeaBlue.com) to download your free copy of the "Managing in a Recovery through the Offshore Value Advantage™" white paper and stop by our Keynote on April 22, 2003 at the Nearshore & Offshore Outsourcing Conference in Chicago as we define the future of sourcing strategies.

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What you might not have heard are the facts about Web Services.

BearingPoint and IONA can show you how Web Services is solving real business problems today. Like integrating software assets, so that you can react to the marketplace without having to re-invent your technical architecture first. And extending the return on the IT investments you have already made, regardless of technology or architecture.

The results we are achieving for our clients demonstrate that Web Services is ready for prime time. And with our comprehensive approach to integration, we can give you confidence that your business is ready for Web Services. We provide the experienced people, the IT assets and the business knowledge you need to solve your integration problems



and empower your business—quickly and without disruptions.

BearingPoint's Strategic Integration Architecture framework leverages IONA's Rapid Integration software to enable fast, seamless integration of custom and packaged software applications, mainframe systems and any data source required by global enterprise information systems.

Strategic Integration Architecture is built on:

- Service-oriented architectures that give you increased reuse of your existing software assets.
- Web Services technologies and tools that reduce your dependence on scarce developer skills.
- Standards-based software that gives you vendor independence.
- Incremental deployment capabilities that lower your risk.

IONA's technology is a key element of BearingPoint's Strategic Integration Architecture. And IONA is a founding partner in BearingPoint's Global Web Services Center of Excellence, which provides an interactive demonstration and collaboration environment for partners to showcase their products and services.

To learn more about how BearingPoint and IONA can help you leverage Web Services to increase your operational agility, return on investment and profitability, download the BearingPoint/IONA white paper at [www.bearingpoint.com/ws\\_iona](http://www.bearingpoint.com/ws_iona).

