

# *synnovation*



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Leading an organization through a risk-laden environment is often a game of chance. But enterprise risk management can help your odds.

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# Conversations

## Talking with Ron Rittenmeyer, COO of EDS

**A**s chief operating officer of one of the world's largest IT services companies, Ron Rittenmeyer understands the challenges faced and opportunities available in a global ecosystem of employees, clients, partners, and suppliers.

**Risk management is an issue that every executive must address. For EDS, risk management is critical because it runs the systems for so many companies and governments. What does risk management mean from an EDS perspective?**

The scope of risk management has increased ten-fold since 1980 for every business and government entity. There's risk throughout your business: network stability and uptime, globalization issues, changing world politics, terrorist attacks, compliance regulations, and more. Risk mitigation is about having the right security measures in place so that data privacy and integrity are maintained. For EDS, risk management is understanding the vital importance of our clients' systems and enterprise data. It's about ensuring that nothing happens to clients' data by treating it with absolute criticality.

One topical example is our global secure network. We send information back and forth over every kind of network available, and some information is ultra sensitive. I know that I wouldn't want to do business with a bank that doesn't keep my information secure or book airline tickets with a company that doesn't take care of my credit card information. There are a lot of issues that would be resolved and never make it to the crisis level if you started with a totally secure network.

**CEO Mike Jordan has declared EDS' "turn-around" phase of its transformation complete. Where is the company today, and what do you see on the horizon for EDS?**

The EDS team has made significant accomplish-

ments, and we wouldn't be where we are today if we didn't have a committed team of leaders and employees. We're investing in the business. We're getting the business model right. We've established clear lines of responsibility and accountability that align closer to our clients.

We're continuing to provide clients with the service that makes a difference for their organizations by providing efficiency and productivity. That means having the tools, processes, and methods in place to deliver with consistency. We're putting together comprehensive solutions and best-of-breed technologies and services so that we can help our clients win.

Equally important, we're establishing a "zero outages" mindset throughout EDS. By embedding Lean Six Sigma processes into our operations and using root-cause analysis, we're realizing significant continuous improvement in our quality metrics.

### What IT trends are going to impact EDS and its clients going forward?

EDS is delivering on the promise of technology, and we make that technology work so our clients can focus on their core businesses. There are several trends impacting IT, but let's talk about the one on everyone's mind: the fascination of moving work "off shore," or as we call it at EDS—Best Shore<sup>SM</sup>.

As the market globalizes and the world flattens out, we find ourselves in a situation where what we've been delivering for many years—basically a global services model—becomes a very important thread in achieving the level of quality our clients need and the level of global coverage they want—at the competitive price they demand.

That leads to our recent investment in Indian IT services firm, **MphasiS**. MphasiS reinforces our capabilities expansion and our ability to respond to particular client demands, and provides us an India-based channel through which we can add applications development and applications project work. With our recent announcement on the integration of our India organization into MphasiS, we've built a significant capability. It will also underpin the changes underway in our consulting entities to bring more of an operational "get stuff done" consulting feel to the corporation's portfolio.

With our work on consistent processes, tools, and methodologies we're creating and deploying state-of-the-art management methods and tools mainly targeted under our IT outsourcing operations globally. That enables a consistent global delivery model around the world with lower costs and better quality than our competition offers. Coupled with a highly secure global network that's not carrier-dependent, we have a truly global capability unmatched by our competitors.

And while offshore is a hot topic, there are other significant activities quietly happening behind the scenes—activities that are going to make it easier to get data, to turn that data into information, and to make decisions from that information. Areas that the market is going to respond to include portals, data mining, and data warehousing—with visibility and data interaction incorporated. It's about visualization. That means taking raw data and presenting it in a way that makes sense for your organization so it becomes much more powerful and useful in making the right business decisions for your future.

### The topic of "modernization" keeps coming up in the market. How will EDS take advantage of this trend?

Modernization is more than a trend. Over the past 40 years, it has been a key business concern to every IT enterprise. Today's IT organizations must be "on" 24 hours a day, seven days a week. Consumers want easy and constant access to their data, and the IT environment must be able to pull this data and get it to the customer in the right format—the phone, personal computer, or hand-held device. And it must be delivered quickly.

Through modernization, we can respond quickly by leveraging existing assets and building upon them. This offers substantial benefits, including less time-to-market, improved quality and productivity, and maintenance of legacy business knowledge.

Through the seven "REs" of modernization (re-learn, re-factor, re-host, re-interface, re-architect, replace, and retire), we can optimize a client's applications infrastructure while preserving the value of existing applications. By applying best practices, as well as consistent tools and standards, we offer an orderly approach consistent across the globe. This global consistency provides stability and ensures that, for example, changes in Hong Kong don't bring down systems in London—or vice versa.

Modernization allows us to upgrade current IT platforms, successfully bringing them into tomorrow's marketplace and meeting our clients' needs—today.

### How has the deployment of the EDS Agility Alliance affected the delivery of EDS services?

The EDS Agility Alliance impacts the corporation in many areas, from sales to development to delivery. It brings together the collective knowledge, experience, innovation, and leadership of the world's top technology and business processing companies. While clients have the flexibility to choose, our alliance partners offer a full spectrum of market-facing technology. From the very beginning of our conversations with clients, the alliance brings the best thinking, products, and services to address the business needs at hand. We develop solutions that are proven and cost effective—a win-win situation for all.

The EDS Agility Alliance is demonstrating to our clients that it's a viable alternative to single- or multi-sourced outsourcing. Bringing the best-in-breed companies together under EDS management is helping us win in the government sector, and in financial services, consumer goods, and other industries. [s]

