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White Paper

Extracting Value from IT Suppliers:
10 Critical Success Factors

April 2009

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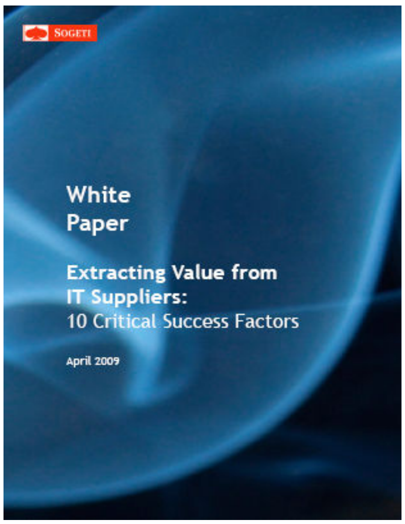

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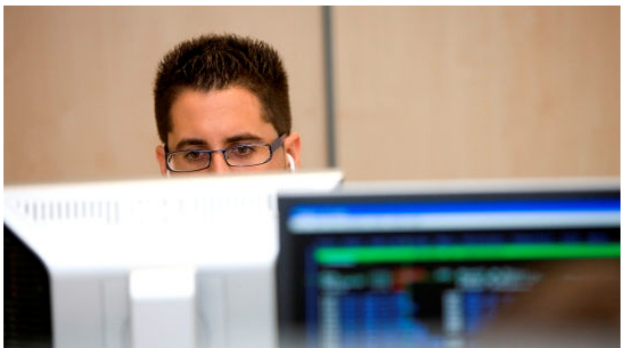
Introduction

The challenging business environment and market uncertainty are resulting in a sharp focus on cost reduction and value for money throughout all sectors, public and private.

A straight percentage cost reduction on all components of the organisation's IT budget is a quick and crude response to the need to "do more for less". However, there are alternative more selective approaches that can achieve the same short-term results while not jeopardising the more strategic medium to long-term impact on IT delivering tangible value for the organisation. The appropriate approach should also position the organisation to be more capable of responding to the future upturn in the economy.



Indeed, Gartner has advised IT departments not to simply undertake cost-cutting exercises in response to the economic crisis, but to instead focus on cost optimisation programmes. Gartner view this distinction as important because cost reduction is more narrowly focused on spending less on IT procurement and in reducing baseline IT costs, while cost optimisation focuses on enhancements to enable business restructuring and innovation and value realisation.

This white paper puts forward ten areas of focus that will have the immediate effect of achieving better value from existing and new IT suppliers.

The items are as follows:

1. **State clearly your minimum requirements and quantify these**
   Do not add the "optional extras" and the "nice to haves" as suppliers are likely to price these into any proposal; you may potentially use these to differentiate proposals that are near in price or to negotiate better value later in the procurement negotiation process.
2. **Give the maximum duration/value contract**
   The longer/larger the contract, the more likely you are to secure a lower price and realise better value and commitment from the supplier. You can also use a probation period and defined service levels to protect yourself and mitigate against risk.
3. **Measure service levels and apply service credits**
   Agree and document realistic and measurable service levels, deliverables, timelines, metrics etc. and ensure they are reported on a weekly basis as a minimum. Ensure service credits are included and invoke these if required.
4. **Request discounts even if the contract is current.**
   In these challenging economic circumstances, it is OK to ask a supplier to reduce the price in order to help you meet your revised financial targets in the current conditions. Be realistic if your budget is reduced by 10%, ask your suppliers to reduce prices by 10%. A supplier who values the long term relationship will assist you in meeting your revised targets.
5. **Always tender for new projects/assignments**
   Regardless of how small or large (within reason) write an Invitation to Tender (ITT), Request for Proposal (RFP) or Request for Quotation (RFQ). State clearly the conditions. Large complex requirements will normally have comprehensive ITTs and small projects simple short ITTs. Get at least 3 proposals from qualified suppliers.

6. **Review and manage your total spend with a supplier**
   As customers, we often do not manage our suppliers as a single entity. Consequently, the total value of spend with a supplier is not clear. Make the total spend (past, current and future) visible and use this to negotiate the best possible volume discounts.

7. **Drive more value from your current IT spend**
   Measure the real value the supplier provides to your business. Are they meeting service levels? Have we a service level improvement plan? Are the individuals who work for your supplier maximising productivity and performance? Connect key performance metrics to cost, cost savings and additional revenues.

8. **Ensure supplier contracts have value improvement targets and they are measured**
   We use the term value to cover cost reduction, productivity improvement, and/or revenue enhancement. The bottom line is that the supplier of services is adding to your organisation's stakeholder value (profit in private sector, cost/value in public sector). Long term contracts or projects can have financial performance targets. As a supplier, we frequently commit to annual cost reductions and improved service levels for managed services.

9. **Create competitive tension reducing supplier power**
   Using Porter's Five Forces model* and in particular looking at supplier power we know competition can drive down costs or drive up value. Get at least three quotations for new projects, ask current suppliers to demonstrate value compared to the open market, benchmark formally in contracts or informally through procurement.

10. **Ensure there is a business case for all spend and measure to ensure it delivers**
    There should be a formal business case for everything from simple routine expense spend commitments to major capital expenditures. For simple routine spend ensure your purchasing approval process requires clear and compelling justification for the spend and that alternatives are considered. For larger expenditures, it is not difficult to have a formal business case template to be completed demonstrating return on investment and clear tangible and measurable value to the organisation.

The balance of the paper elaborates on each of these items and addresses in more detail how value might be achieved in their implementation.

*Porter, M.E. (1985) "Competitive Advantage", The Free Press, New York, 1985

A Focus on Value

Many organisations have best practice processes and tools to manage costs and revenues. However, few really focus on value management from IT suppliers (or indeed suppliers in general). The questions is do we all have the same understanding of 'Value'? While there are many definitions, for the purpose of this paper let us use the following definition:

Value

A quantifiable financial measurement that demonstrates relative to the alternatives available that the desired expectations of quality and benefits are achieved for the relative cost incurred.

An organisation will have objectives either to achieve:

- Maximum value; or
- Best realisable value.

The roles of customer and supplier can be either internal or external.

The critical success factors we outline are underpinned by a number of principles. These principles form the basis for an organisation to maximise the value realised from their investment/spend on information technology.

Three core principles for maximising value are:

1. **Customer – Supplier Relationships**
   Organisations explicitly or implicitly have a cultural definition or understanding of the style of relationships they have or desire between themselves and customers or suppliers. The chosen style determines the behaviour of both the organisation and the people within the organisation. People do business with others in the context of their organisations and if there is not a consistent understanding and set of behaviours (sometimes governed by contracts and contract schedules) the value realised on both sides will be diluted.
2. **Performance Management**
   In the context of business relationships the achievement of goals and the success of the relationship are only valid if performance targets and results are quantified. As the customer it is essential that you can quantify the value you derive from your investment in order that you can direct or collaborate with your supplier to maximise that value. The bottom line is a financial measurement that quantifies that value derived from the bottom-up investments and component variables that deliver that value.

3. **Trading**
   Trading is about creating competitive tension so that the parties can determine the maximum value option in the shortest period of time through effective negotiations. It ensures that alternatives are considered and those alternatives are quantified, compared and assessed for relative value so the best economic decision can be made.

Let us now look at the 10 Critical success factors with these principles in mind.

Extracting Value from IT Suppliers - 10 Critical Success Factors

1. State clearly your minimum requirements and quantify these

Do not add bells and whistles and 'nice to haves' as suppliers are likely to price these into any proposal; however, you may potentially use these to differentiate proposals that are similar in price.

- The clearer the stated requirements for the product and/or service are the more accurate and realistic the estimate or proposal. Ambiguous, unstated, poorly stated and missing requirements lead to assumptions, stated or unstated. They also lead to risk and therefore suppliers will build contingency into their pricing to cover both the assumptions they have made and the risk they perceive. Some mitigation strategies are:
    i. Put in place comprehensive templates for Invitations to Tender (ITTs), Requests for Information (RFIs) and requirements documents.
    ii. Train staff in writing requirements documents and requirement statements.
    iii. State functional and non-functional requirements.
    iv. Quantify each requirement in the form of a deliverable or a metric.
    v. Test the requirements/ITT etc. before releasing.
    vi. Use change management to control the document, versions and distribution.
- Classify the requirements working with the stakeholders into 3 categories below. By using these classifications you can focus on the true business need and value related to that. You can request pricing for each of the categories and you can compare relative value of alternatives. It can also help in phasing projects and investment:
    i. ***Must have:*** *These are mandatory requirements and the minimum standard and can cover any aspect of the requirements within an ITT, such as commercial, contractual, process, standards, relationships, functional, non-functional, etc.*
    ii. ***Desirable:*** *These are requirements which add value to the investment, however if there is an additional cost and we need to understand the value/return.*
    iii. ***Nice to have:*** *These are requirements that may enhance the perception of value or relate to a minority stakeholder's desirable requirements.*
- Some of your needs may be unclear, perhaps due to lack of expertise or experience, or it is not possible at the current time to state clearly all requirements as there is some dependency or future event/information required.
    i. If the challenge is knowledge, there are several actions that can be taken.
        1. Attendance at relevant trade events, training, bench research, etc.
        2. Issue a formal RFI prior to RFQ/ITT stage, posing what you know, what you don't know and requesting specific information, specific propositions and demonstration of how value can be created by the supplier.
        3. Run a workshop and invite subject matter experts to participate with a view to informing you on the requirements.
        4. Visit non-competitive organisations who have addressed the challenge already.
        5. Appoint a 3rd party subject matter expert to your team to assist during the period in preparing the requirements.
        6. Use the tender response process to inform and adjust your requirements to maximise value prior to contract
    ii. If there is a dependency on some future event or information, there are several considerations.

1. Request the supplier to provide alternative outcomes or scenarios, or provide them with these details and ask the supplier to demonstrate the value in each scenario.
2. If possible, phase the requirements and deliverables with checkpoints to assess and decide on the value realisation scenarios.
3. Have the supplier run a proof of concept/pilot project to see can the future event information be pulled forward.
4. Ensure the supplier demonstrates that, whatever the outcome of future event, they have the competence and flexibility to deal with all potential outcomes.
5. Adopt Agile practices, with short, small and rapid delivery of value.

- State clearly the value requirements; so that potential suppliers understand the constraints and value they must be able to demonstrate during the purchasing and delivery phases of the process. This may include the following:
  - i. Quantified business impact required, increased revenues, new offerings, gross margins, reduced overheads, cost type change, service level improvement, reduced non conformances etc.
  - ii. State the financial framework you want to operate in. This can be a budget range, rate range, what is included or excluded as regards costs (e.g. travel, expenses, taxes)
  - iii. State the alternative pricing models you are willing to consider with specific preferences and request suppliers to provide any options and comparative value.
  - iv. State incentives and penalties you may consider or desire and request suppliers to demonstrate how they incorporate these into their proposals.

2. Give the maximum duration/value contract

The longer/larger the contract, the more likely you are to secure a lower price and realise better value and commitment from the supplier. You can also use a probation period and defined service levels to protect yourself and mitigate against risk.

Major projects can be large in terms of volume of activity, complexity and cost. They may also be long, the result may often be uncertainty and risk not just in the project but also in the environment a customer and supplier operate in. However, if there is a business case and commitment to proceed with the project, better value can be achieved over the long-term due to the scope and size by ensuring potential suppliers make propositions in the context of the overall project. Minimising risk and maximising value can be addressed by the following:

- Use of proof of concept (POC) and pilots in the early stage of the process to help determine the best value supplier. Consideration needs to be given to the following features of a POC/pilot:
  - i. Will the POC deliverables be reusable or disposable?
  - ii. Clear measurable goals for the POC/pilot.
  - iii. What actions or commitments will happen based on the POC outcomes?
  - iv. Will more than one supplier run the POC/Pilot?
  - v. Is it proving the supplier or technology or both?
  - vi. Is it paid for or free (nothing is ever free)?
  - vii. If paid for, is there an impact on future pricing, e.g. discounts or a premium?
- For independence, objectivity, competitiveness and supplier risk mitigation, it may be possible for the contract and project to be split across two or more suppliers. It may also be possible for greater value be realised with minimum risk by having a single supplier.
- Using Agile delivery mechanisms and phasing to achieve early delivery of value, assess performance of supplier and impact on business and allow for adaptation and change that occurs over time without complex and costly change control outcomes.

- Ensure there is a probation period with appropriate KPIs that demonstrate the supplier can and will deliver value.
- Regular operational, delivery, quality and service level metrics that are reviewed at critical checkpoints and allow for changes in the contract to reflect both changes in the environment and performance standards.

3. Measure service levels and apply service credits

Agree and document realistic and measurable service levels, deliverables, timelines, metrics etc. and ensure they are reported on a weekly basis as a minimum. Ensure service credits are included and invoke these if required.

Projects can be broken down so that they can be managed. Every activity can be linked to a deliverable whether interim, final or process related. Some of the key actions that can assist are:

- Whether a product or service, one must have comprehensive and tangible deliverables. Software is often classified as an intangible outcome of a service provided by knowledge workers. However, there are tangibles such as, a CD with the code, documentation, manuals, training results, test reports.
- State clear acceptance criteria in both the ITT and contract related documentation. Ensure the metrics and deliverables can be visible so they can be tested against the acceptance criteria.
- Ensure there is signoff for every deliverable and service-level performance.
- Bonuses, penalties and service credits should be applied where agreed. A pattern of performance that is consistent such as a regular bonus or regular service credits should lead to a contract value review.

4. Request discounts even if the contract is current

In these challenging economic circumstances, it is OK to ask a supplier to reduce the price in order to help you meet your revised financial conditions. Be realistic, if your budget is reduced by 10%, ask your suppliers to reduce prices by 10%. A supplier who values the long term relationship will assist you.

Key considerations when asking a supplier to assist with discounts are as follows:

- Does the supplier fully understand and accept why you need to change the commercial terms.
- The nature of the relationship with the supplier may determine how the request is phrased. The ideal scenario is to state requirements and request that the supplier makes a proposal and/or suggest alternatives. The worst case scenario is a clear demand on the supplier for the discount; subject of course to ensuring contractual legal situation has been assessed.
- In each situation, possible consequences should be outlined.
- What are the likely consequences as a result of the request, does it put their business at risk. Obviously when selecting any supplier it’s important that their business and financial future is secured so you have confidence that they can meet their commitments.

5. Always tender for new projects/assignments

Regardless of how small or large (within reason) write an Invitation to Tender (ITT, RFP, RFQ). State clearly the conditions. Large complex requirements will normally have comprehensive ITTs and small projects simple short ITTs. Get at least 3 proposals from qualified suppliers. Let us review how we deal with different scenarios:

- Vendor Management of Expense/Operational suppliers:
    i. Agree sourcing strategy, e.g. single or multiple vendors.
    ii. Follow the guidelines in this document to run an ITT and select vendor(s).
- One-off, in-budget small expenditure:
    i. Standard purchasing procedure, purchase justification (business case), purchase order, contract if necessary (buy from approved supplier, or 3 quotes).
- One-off, not in-budget small expenditure:
    i. Standard purchasing procedure, purchase justification (business case), purchase order, contract if necessary. (buy from approved supplier, or 3 quotes), additional senior manager approval.
- Routine and regular in-budget expenses (e.g. IT consumables):
    i. Having selected a supplier use Just-in-Time (JIT) process
    ii. Review past usage, projected usage
    iii. Create secure onsite stocking area
    iv. Set minimum level (restock level) and restock quantities
    v. Have supplier maintain through routine periodic check
    vi. Have delivery note, (which can also act as invoice) signed by authorised person on delivery.
    vii. Have periodic usage pattern report and review from vendor
- Significant expenditures:
    i. Define capital versus expense
    ii. Set procurement process bands
        1. Process A €5,000 – €50,000
        2. Process B €50,001 -€500,000
        3. Process C €500,001+
    iii. Each process will have the following components:
        1. Business Case
            a. Justification of the compelling reason
            b. Target ROI-payback
            c. Financial justification
            d. Risks
            e. Sensitivity analysis
            f. Quantified procurement costs
        2. Approval to proceed to next step
            a. Prepare RFI
            b. Identify potential vendors
            c. Evaluate and select qualified vendors
            d. Approval to issue ITT
            e. Prepare ITT/RFP + Requirements
            f. Agree and document selection criteria
        3. Evaluate proposals and quotations against criteria
        4. Shortlist or select directly, depending on scale and complexity
        5. Shortlist competition
        6. Select candidate and correlate value proposition against business case
        7. Approve progress to contract stage

6. Review and manage your total spend with a supplier

As customers, we often do not manage our suppliers as a single entity. Consequently, the total value of spend with a supplier is not clear. Make the total spend (past, current and future) visible and use this to negotiate the best possible volume discounts.

Regardless of their size, organisations where the total spend with a supplier or supplier group is not visible can gain better value by having a single view of a supplier and a supplier having a single view of its customer.

The value can be realised by addressing several areas:

- The straight volume discount when you view a supplier or group as a single entity.
- The ability to identify differences in pricing and align to the single lowest available price.
- The ability to identify duplication of purchases and also minimise stocking levels.
- The ability to standardize procurement spec to the highest economically viable specification.
- The ability to remove administration and overhead around that supplier.

7. Drive more value from your current IT spend

Measure the real value for the supplier to your business. Are they meeting service levels? Have we a service level improvement plan? Are the individuals who work for your supplier maximising productivity and performance? Connect key performance metrics to cost, cost savings and additional revenues.

Often we place an order for products and services and then just wait for delivery in line with the purchase order, either omitting performance standards and improvement standards, or just not actively managing against the standards.

This is not about continually 'beating up' your supplier; rather it is about working with them to ramp up their value to your business. It's about understanding that procurement and value realisation is day-to-day actively managed process.

Even if the supplier is delivering to agreed standards, it is fair and reasonable to seek improvement in the value. Often at the start of the process both parties make assumptions and set standards below what can be actually achieved, and as a project progresses improvements can be derived. We must also consider the opposite end of the spectrum where the negotiation was aggressive or the supplier over optimistic and your supplier continually fails to meet expectations. In this scenario you have two choices, change supplier if you believe that the expectations can be met or exceeded by an alternative supplier or more likely re-benchmark to a reasonable level that will motivate improvement and remove unproductive time spent in conflict.

Some tips as follows:

- If you have procured resources on a time and materials (T&M) basis, ensure there are assignment briefs, individual KPIs and regular reviews to drive performance and hence productivity improvements.
- Plan and understand how downtime for an individual and a team can be converted to a saving or additional productive activity.
    i. Can your supplier provide resources on an as needed flexible basis?
    ii. Will your supplier share the risk and reward? Perhaps they can offer a bench rate for waiting/down time?
    iii. Identify in advance risks and alternative productive deployments

- Service levels and performance targets underpin the original business case, it is essential that they don't just set a minimum standard but drive progressive improvement.
- Include financial and/or value elements in the service levels, perhaps indicators of cost reduction, cost savings, improved revenues or improved client satisfaction.

8. Ensure supplier contracts have value improvement targets and they are measured

We use the term value as it covers cost reduction, productivity improvement, and/or revenue enhancement. The bottom line is that the supplier of services is adding to your organisations stakeholder value (profit in private sector, cost/value in public sector). Long term contracts or projects can have financial performance targets. As a supplier, we frequently commit to annual cost reductions and improved service levels for managed services.

This is an important area when considering the following:

- Entering an on-going supply/service arrangement.
- Entering a long term arrangement.
- Out or in-sourcing assignments.

Key considerations are as follows:

- Prior to contract, are the business case and financial drivers/targets clearly defined?
- Is it clear to potential suppliers that there are changes to both your financial model and actual projected financial performance?
- Does your supplier understand, share and support the overall strategy and plan?
- Is your supplier willing to commit to improvements over time that they will demonstrate they can achieve?

9. Create competitive tension reducing supplier power

Using Porter's Five Forces model and particularly looking at supplier power we know competition can drive down costs or drive up value. Ensure that competitor forces are brought to bear in all supplier situations.

- Get at least three quotations for new projects.
- Ask current suppliers to demonstrate value compare to the market.
- Benchmark formally in contracts or informally through procurement.

Current suppliers may become complacent if they believe they are securely embedded in your organisation or if they believe they are unique and you have no choice. There are IT service providers out there whose whole strategy is to aggressively get in, control the client and embed and expand their presence in the account. Sometime these suppliers act very politically and occasionally with questionable ethics to try dominate an account. Remember there are always options:

- 'Doing nothing' is an option to 'doing something' if there are few alternatives or risks from a dominant supplier.
- Do internally versus a dominant supplier.
- Ensure there are initial and ongoing competitive tensions where there is more than one alternative external supplier.
- Ensure current and new suppliers continually benchmark their value, or benchmark independently.
- Work with a current trusted supplier to develop a joint capability where there is only one new dominant market alternative.
- On software there are options such as make, buy, commercial off the shelf (COTS), open source and freeware
- On hardware there are usually a wide range of compatible offerings.

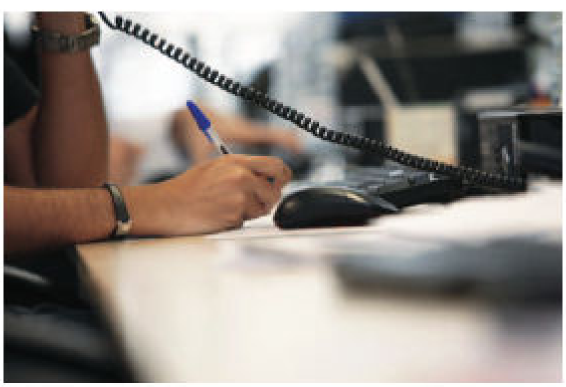
- Monitor industry standards and stick with them unless you are gaining some form of competitive advantage.
- On services going with the big brand and big price is limited in real security and risk reduction. Likewise going with the small local supplier who has a good price may not future proof your business. Seek out the many alternatives, including mid-range suppliers and larger brands that operating on a local and flexible basis.

10. **Ensure there is a business case for all spend and measure to ensure it delivers**

There should be a formal business case for everything from simple routine expense spend commitments to major capital expenditures. For simple routine spend ensure your purchasing approval process requires clear and compelling justification for the spend and that alternatives are considered. For larger expenditures it is not difficult to have a formal business case template to be completed demonstrating return on investment and clear tangible and measurable value to the organisation.

While it is not intended as a detailed guide on what constitutes a good business case and procurement practice the following are basic practices that should be built into the business case and the procurement processes.

- Is there a compelling business reason for even considering any particular spend/investment? ***Compelling being the operative word.*** Often there are reasons but there should be a test to ensure these are compelling "Strong driving force, strong constraint".
- Were all the alternatives considered? What were the top two or three alternatives? What facts, figures and information are available for each alternative and are they reliable?
- What is the recommendation and its rationale compared to the top alternatives?
- State clear measurable business and financial benefits expected, related conditions, dependencies and assumptions that must be monitored.
- How frequently will the investment return be measured and reviewed? How will this be done and by whom?



Summary

An approach than focuses on value creation is a better long-term strategy that just demanding that every supplier reduce cost by a specific percentage, irrespective of the value being created. Many of the suggestions outlined above represent normal good practice in procurement of services and represent a change of emphasis rather than any significant investment in people or resources.

The key change of emphasis is a cultural change where there is a relentless focus on **value.** Furthermore, a key performance indicator for management today is the amount of value created for the organisation, both in short-term tactical savings/increased value and longer term strategic competitive advantage.

Sogeti — Delivering Tangible Value through IT Services

Sogeti prides itself in focusing on delivering real value to customers through the provision of excellence in services delivery.

There are many key attributes that Sogeti has nurtured and developed that positions us as the supplier of choice for the delivery of high quality IT services.

Some of these attributes are:

Financially secure supplier capable of taking a long term 'value' view of the relationship
Sogeti, a member of the Capgemini Group, is a global leader in the provision of local professional services with over 20,000 staff in Europe, Asia and the USA. Our financial strength, as part of a global market leader and publically quoted company, allows the local Irish Sogeti organisation to take a long-term value view of our relationships with our customers. As a local, independent and well-resourced subsidiary we provide local solutions tailored to the local market and client needs; yet we have the flexibility, where appropriate, to draw on the group's IPR, expertise and considerable resources.

Flexible pricing models with risk/reward element where appropriate
The Sogeti business model enables the local organisation to act as a flexible and entrepreneurial entity responding to local clients' needs:

- Our pricing models are responsive and flexible to align to the way our clients purchase services.
- We aim to provide competitive solutions which are commercially structured in a way that demonstrates tangible value.
- Our models include fixed price, fixed fee, time and materials, service level driven and/or any relevant risk-reward mix.

Well developed Rightshore® model and infrastructure to drive down total cost and increase value
Rightshore® is Sogeti's global delivery model. We brings together our best talent from the right balance of onsite, onshore, nearshore and farshore locations and work with you as a unified team. We have an integrated dedicated far shore team, with over 1,000 IT professionals in India and access to 20,000 more within the group. With Rightshore®, ownership for performance is managed locally at the client interface, this allows our local clients to avail of the reduced costs available in other technologically mature geographies.

It's by getting this balance right that we are able to deliver an optimum solution that will help you reduce costs and enable you to focus on growth, innovation and sustainable competitive advantage

Leader in managed services allowing customer to concentrate on core competitive competence
Capgemini and Sogeti are recognised globally as leaders in Managed Services and many of the largest and most sophisticated organisations in the world trust us to take total responsibility for managing their global or local IT services and infrastructure. Our thought leadership is evidenced by the way many of our methodologies such as MTS (Managed Test Services) have become de facto standards that have been widely deployed.

Our delivery model is underpinned by our professional staff, our experience and proven processes. We operate in a genuinely collaborative, flexible way which is recognised by our clients. Our collaborative model, supported by good process, allows us to handle unanticipated changes in a professional and hassle-free manner. All our managed services are underpinned by rigorous Service level Agreements (SLA). We are acutely aware that our commitment and ability to deliver tangible value has a direct impact on our clients' business success.

Maximise value through deployment of the best-of-breed technology from our strategic partners.
In our quest to deliver tangible value to our clients we have identified a number of key strategic technologies on which we base our technical excellence. Our global strategic technology business partners are the top technology companies in the world and include IBM, Microsoft, and SAP.

Our global partnerships are underpinned by strong relationships with the local partner organisations. We also partner with local specialist service providers who bring unique skills, expertise and technologies to our tailored customer solutions.

Adding Value though core competence focus
We seek to add tangible value on all client engagements. We focus on our core competencies and services to provide pragmatic and best-in-class solutions which directly address our clients' individual business needs.

Our competencies are design, build, test, operate and support whether in traditional waterfall or Agile environments. We bring best practice to these areas underpinned by a focus on technology and business applications competence to deliver effective business solutions.

We provide a wide range of services to meet business requirements in the context of today's market challenges. Our experienced professionals work with our clients to offer innovative, yet practical, solutions that add real tangible value. We have developed a wealth of expertise in key industry sectors and in the design and implementation of all the major business processes applications.

Our comprehensive services portfolio is unmatched in the Irish market and is underpinned by a level of responsiveness and flexibility which, our clients consistently tell us, is one of our most valued attributes.

In summary, we want to earn your respect as a trusted long-term IT business partner delivering tangible value and are prepared to go the extra mile to do so.

Delivering Tangible Value through IT Services

Sogeti, a member of the Capgemini Group, is a global leader in the provision of local professional services with over 20,000 staff in Europe, Asia and the USA. The local Sogeti organisation provides IT services throughout the island of Ireland, North and South. Sogeti's model of local, independent and well-resourced subsidiaries allows us to provide local solutions tailored to the local market and client needs; yet we have the flexibility, where appropriate, to draw on the group's IPR, expertise and considerable resources.

We seek to add tangible value on all client engagements. We focus on our core competencies and services to provide pragmatic and best-in-class solutions which directly address our clients' individual business needs.

We provide a wide range of services to meet business requirements in the context of today's market challenges. Our experienced professionals work with our clients to offer innovative, yet practical, solutions that add real business value. We have developed a wealth of expertise in key industry sectors and in the design and implementation of all the major business processes applications.

Our comprehensive services portfolio is unmatched in the Irish market and is underpinned by a level of responsiveness and flexibility which, our clients consistently tell us, is one of our most valued attributes.

Delivering Tangible Value Through IT Services

Contact us
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About Sogeti
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