



**GLOBAL  
FORUM**

Shaping the Future

**2007**



**Almaviva**  
The Italian Innovation Company

## The real challenge: Convergence towards a business model 2.0

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# Almaviva point of view

**We look at the themes of the Global Forum as  
system integrator and outsourcer of  
Business Management Services**

## Markets

- Central Government
- Local Government and Healthcare
- Finance
- Telco, Media, Utilities, Energy, Manufacturing
- Small and Medium Enterprises

## Key figures

Turnover: > 700 millions €  
Human Resources: 15.000  
1<sup>st</sup> Italian player in ICT (Italy)  
1<sup>st</sup> player in BPO Services (Italy)



# Our strategy: leadership in ICS

## Vision

ICS

Design, implement and manage  
Business Management Services  
**with (not for)** Customers

Many enterprises are leader because they innovate products, others because they innovate their processes or organization.

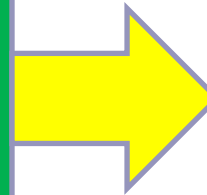
We believe that the real difference comes from the innovation of the **business model**



# Megatrends

**For a system integrator / outsourcer:**

**SUCCESS OF OPEN STANDARDS**  
(conventions to enable  
different programs  
to work together)



**Interoperability,  
Customer  
satisfaction**

**GROWTH AND PERVASIVENESS  
OF OPEN SOURCE**  
(software code available for  
inspection, modification,  
redistribution)



**New  
organisation,  
focus on services  
and business  
issues vs.  
technology issues**



# Impact of open standards on the information systems network and on the web

**Co-operation** (of systems and people) as a result of open standards diffusion



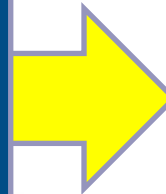
# Innovation following definition and diffusion of open standards

**FROM**



**Land register of fires**

- Weak knowledge sharing



**TO**



**Potentiality of mass collaboration in public administrations**

- Wikinomics





# The impact of Open Source diffusion on the evolution of ICT towards ICS

## Effects of Open Source diffusion

Migration from  
software production to  
professional services



- Customization
- Assistance
- Training
- Consultancy



# Innovation deriving from full deployment of Open Source solutions

**Some relevant (business) solutions:**

- **Document Management**
- **Interoperability**
- **Identity Management**
- **CRM services**





# Effects of parallel growth of open standards and Open Source solutions

- **Systems Interoperability (multichannel approach)**
- **Smoother and faster standards dissemination**
- **New role for System Integrators: “innovation engine” for partners/customers**



# The real challenge: a business model “2.0” for system integrators and outsourcers

To overcome the traditional relationship between customers and suppliers, system integrators and outsourcers must:

- Develop a high value offering based on **end to end services**
- Constantly address **Customer life time value**
- Work on **brand recognition**

## Lifetime approach to value chain



Customer



Partner (no longer a pure supplier)

