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2-8 OCTOBER 2012 | COMPUTERWEEKLY.COM

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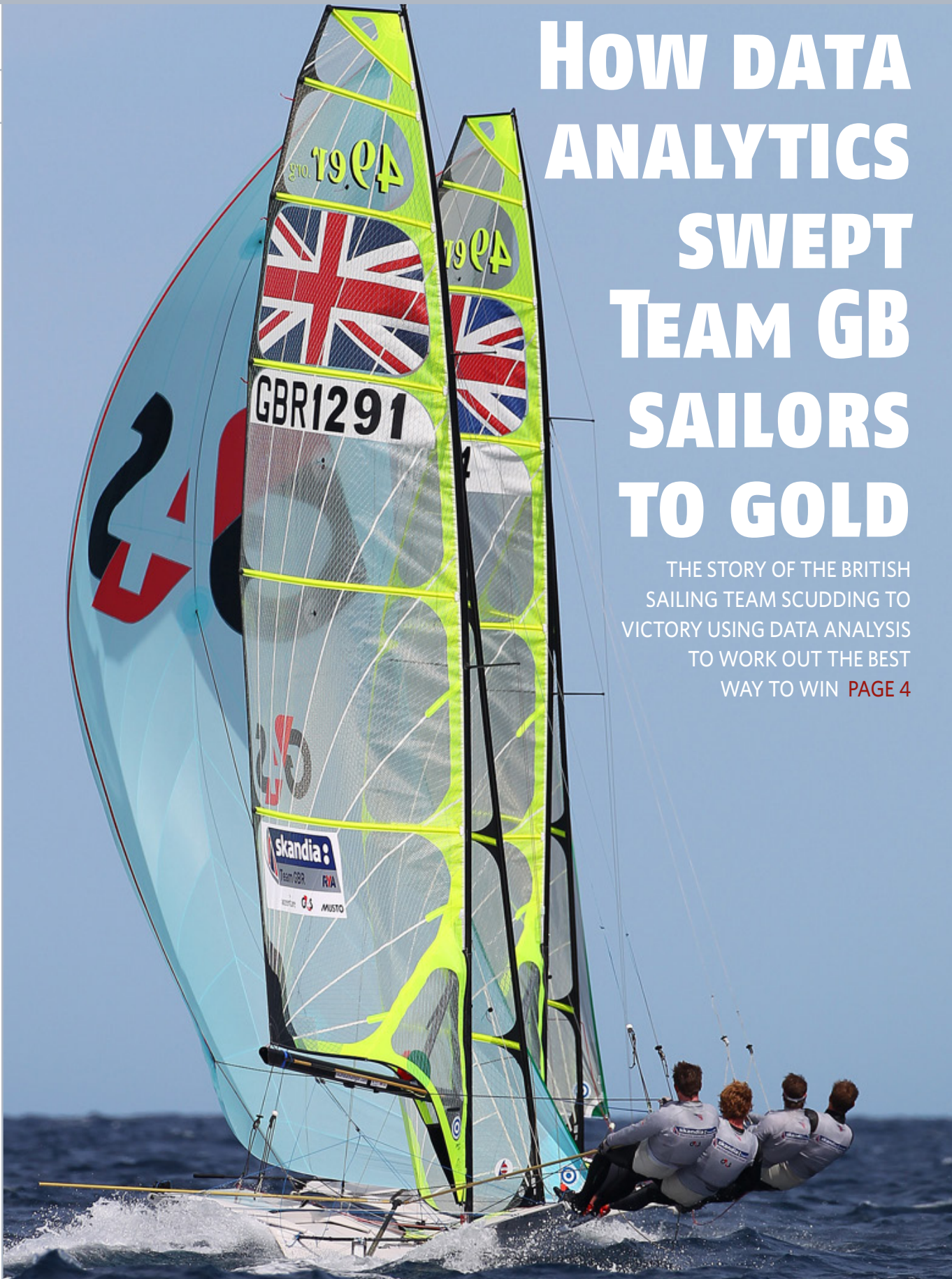
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**CLOUD COMPUTING SOFTWARE****EC sets out strategy for EU cloud data and standards**

The European Commission (EC) will work with the US and Japan to prevent data protection regulation from curbing the uptake of cloud computing across the region. According to the EC, up to €45bn could be spent on cloud computing by 2020. But barriers to adoption include differing national legal frameworks, portability of contracts and a lack of interoperability standards for cloud computing.

**WEB DEVELOPMENT****Microsoft urges businesses to update**

Microsoft has released an emergency out-of-cycle patch for the latest zero-day vulnerability in Internet Explorer that affects versions IE6 to IE9. The update also addresses four other unrelated vulnerabilities, which were reported privately. Microsoft said the most severe vulnerabilities could allow remote code execution if a user views a specially-crafted web page using Internet Explorer.

**HACKERS AND CYBER CRIME PREVENTION****UK ranks only eighth in internet freedoms**

The UK has fewer internet freedoms than seven other countries, including Estonia and the Philippines, according to a report by Washington-based NGO Freedom House. The ranking is based on digital freedoms, such as access to the internet and online freedom of expression laws. In Estonia citizens can vote online.

**IT FOR GOVERNMENT AND PUBLIC SECTOR****HMRC becomes first to use G-Cloud to procure centralised data storage**

HMRC is the first major government department to use the G-Cloud to procure centralised data storage, in a deal with Skyscape. Phil Pavitt, CIO of HMRC, said: "This change will save over £1m a year in running costs and will increase reliability and security of HMRC's internal IT services. The contract is a major step for HMRC in moving away from traditional ways of working."

**PRIVACY AND DATA PROTECTION****Move to cloud still all about security for UK firms, survey shows**

Security and data privacy are still the top concerns for UK businesses adopting cloud-based services, research shows. Security (82%) and privacy (69%) top concerns when it comes to migrating to the cloud for the third year in a row, according to the latest survey by the UK-based Cloud Industry Forum.

ACCESS THE LATEST  
IT NEWS VIA RSS FEED**IT RISK MANAGEMENT****EU plans for police to monitor web**

Police across Europe could soon find themselves monitoring Facebook, Google and Twitter for content related to terrorism. A leaked report about a "Clean IT" initiative by the European Union (EU) revealed the plan for police officers to "patrol" social media by joining and participating in social media groups. ■

**LOSSES OBSCURED BY 'SHAMBOLIC' ACCOUNTING**

Regional outsourcing venture Southwest One obscured the true extent of its financial losses with an unusual combination of understated costs and post-dated credits in its 2010 accounts, according to an analysis by Computer Weekly. The errors lowered Southwest One's costs when it was close to collapse at the start of this year and then buried the losses when it disclosed them last month.

The error raises questions about what really happened in January 2012, when Southwest One warded off bankruptcy with a £10m loan from IBM – which owns 75% of the venture – and went into contract renegotiations with key customer Somerset County Council.

The local authority was trying to reduce the contract, but the truth about Southwest One's troubled financial position did not emerge until six months later, after it had completed the major part of the renegotiation.





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**SMARTPHONE TECHNOLOGY****Security concerns hold back mobile banking adoption**

More than two-thirds of smartphone owners have not yet adopted mobile banking apps because of security concerns, a survey has revealed. By contrast, only 14% of those surveyed by security firm Metaforic said that security concerns were preventing them from using PC-based online banking. Some 19% of respondents indicated that they had personally suffered a mobile security breach or knew someone who had.

**WEB DEVELOPMENT****Gartner: Businesses need to prepare now for HTML5**

Businesses have been urged to prepare for the arrival of HTML5 – the technology that underpins the next generation of the web. Organisations should start evaluating HTML5 now and assess its effect on customers' web browsing experience, says analyst group Gartner.

**CLOUD COMPUTING SOFTWARE****Martial arts retailer switches clouds**

Blitz Sport, a supplier of martial arts equipment, is among a handful of UK firms implementing NetSuite's SuiteCommerce platform. Blitz has replaced Sage Line 50 and Dydacomp Mail Order Manager with NetSuite SuiteCommerce, which provides cloud-based e-commerce to support sales in the areas of in-store retail, business-to-business (B2B), business-to-consumer (B2C), mail order and telesales.

**IT FOR GOVERNMENT AND PUBLIC SECTOR****Buckinghamshire County Council awards PSN contract**

Buckinghamshire County Council has signed a four-year deal with Udata for a public services network (PSN) worth up to £100m. The network is hoped to yield cost savings of up to 30%, according to the council's CIO, Caroline Cooper. The PSN will see the council share IT services with district councils in Aylesbury Vale, Chiltern, South Bucks, Wycombe and Buckinghamshire Fire and Rescue Service.

**IT RISK MANAGEMENT****Java flaw allows attackers to bypass sandbox defences**

Researchers have found a vulnerability in all supported versions of Oracle Java that enables attackers to bypass sandbox defences. Affecting Java Standard Edition versions 5, 6 and 7, it can be used to break out of the Java security sandbox, according to researchers at Security Explorations.

**IT FOR FINANCIAL SERVICES****Accenture opens finance technology lab**

Banks and investors have joined forces with outsourcing giant Accenture to open a laboratory in London to develop technology for the financial services sector. The FinTech Innovation Lab, as it is known, will attempt to find technology start-up companies that could develop their offerings into commercial technology for the finance sector. ■



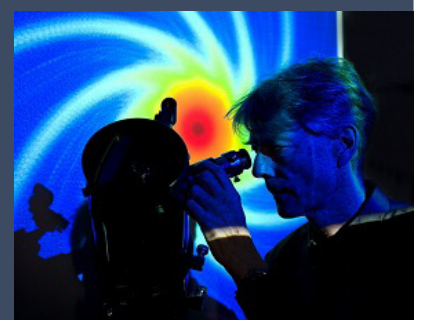
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**FUTURE OF COMPUTING AT IBM ZURICH RESEARCH LABS**

IBM's Zurich research lab is working on technologies that may not be commercially available for 15 years or more, but promise to deliver dramatic improvements in processing power, energy efficiency, storage capacity and analytical capabilities.

In collaboration with The Leibniz Supercomputing Centre, the lab has developed the world's first water-cooled supercomputer, called SuperMUC. Using hot water to cool racks instead of air conditioning cuts electricity use by 40%.

The Zurich research team is working on technology that takes the piping down to chip level. The aim is to replicate the way the brain uses blood as a source of both cooling and energy, by mimicking the vessels and capillaries of the body inside a chip.



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EAT DEPLOYS BI  
TO TAKE ON  
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CHALLENGE

# Funding audit inspires analytics to sweep Team GB sailors over the line

*The British sailing team hit gold at the Olympics with help from data analysis originally deployed to qualify for lottery funding. Caroline Baldwin reports*

**B**usiness analytics software helped British sailing team Skandia Team GBR sweep up five medals at the London 2012 Olympics. In the run-up to the games, the team used data analytics to measure factors affecting the team's performance.

By gathering and comparing information about its own performances and those of competitors from race results over the previous four years, the team drew up a profile of its strengths and weaknesses.

Working with Accenture, the Skandia Team recorded data on tablet-based systems about boat class, sea conditions, weather conditions, race officials, winners, mark-by-mark results, as well as videos and GPS tags. The data was then broken down to give the sailors a critical edge.

"I would know things like if I was racing against somebody and I got to the first mark first, nine out of 10 times I would beat that person in the race. So against that person, I know I have to work exceptionally hard on the first leg, because I know if I do, nine out of 10 times I'll win," explained Stephen Park, Olympic manager of the Skandia Team GBR.

"The fact that you know you've got that opportunity affects your mental state, affects how you set up the race and what your performance might be," he said.

"Knowledge is power and can particularly affect confidence in the people delivering."

## MONITORING DATA FOR AUDIT

The Skandia Team, managed by the Royal Yachting Association (RYA), has been working with Accenture for the past seven years to establish business analytics programmes to improve performance.

Using data capture software, Skandia Team constantly analysed information about the organisation and its performance. The team of 80 sailors and 50 support staff feed into a performance management system to record



data such as the weight of sailors and hours in the gym, right through to finance and HR.

The catalyst for monitoring the data was UK Sport's auditing process, which ensures lottery funds are distributed fairly. All sports teams which receive funding are given a set of key performance indicators (KPIs), which are monitored on a quarterly basis.

"When we started the process it would easily take us three days to complete the audit. But using the performance management tool, we can do it from the press of a

**"WHERE I SEE IT MAKING  
A DIFFERENCE IS MAKING  
SURE WE DON'T TAKE OUR  
EYE OFF THE BALL"**

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button because all that information is continuously being gathered," said Park.

The process conducted through the performance management system saves the organisation two and half days every quarter, while providing them with the confidence they are submitting objective data to UK Sport for the auditing process

"When we speak to our colleagues in other sports, it's still a major challenge for them, but for us it's not a big deal now," said Park.

## "WE'VE BEEN FAIRLY SUCCESSFUL, WINNING FIVE OR MORE MEDALS AT EACH OF THE PAST FOUR OLYMPIC GAMES"

### TRACKING INDIVIDUAL XPERFORMANCE

An additional programme is a tool that provides feedback from each sailor.

This data is fed back through a coloured matrix, with the different aspects of the sailors' performance set against targets. If the scores are above or below target, the software's traffic light system of red, amber, green and gold changes the colours in the matrix, highlighting individuals' performance.

"I think one of the benefits is that it is a good tool to communicate to the sailors what is expected of them, help manage their expectations and drive their ambitions," said Stuart Cotton, senior executive at Accenture.

The programmes are built on Microsoft

Sharepoint, with the addition of Microsoft Infopath to manage the

large amount of data. Every user can access the data remotely on a mobile browser on any handheld device or computer.

Before the organisation's partnership with Accenture, the team had profiled sailors' performance as a paper exercise. But, there was no general performance management.



"It was basically a few of us sitting around with a number of sandwiches and a few flasks of coffee to discuss whether we thought things were going well or not," said Park. "And there are plenty of organisations still like that today."

"Previously, we were like most governing bodies in sport, very much focused on sporting performance. Our involvement with Accenture has brought business process into some of the work we were doing."

"While we were well acquainted with mission statements and core values, we're able to help bring into the organisation a process and a structure that would allow us to measure in an objective fashion the key principles that bring success in our business."

"We've been fairly successful, winning five or more medals at each of the past four Olympic Games. We have very consistent performance now."

"So where I really see it making a difference is making sure we maintain that consistency and making sure we don't take our eye off the ball and find ourselves running down various other rabbit holes that we think are interesting." ■



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PANEL CHAIRMAN  
MARK TAYLOR  
RESIGNS OVER  
GOVERNMENT  
STATISTICSTHE  
OBSTACLES  
FACING SME  
SUPPLIERS IN  
GOVERNMENT IT  
PROCUREMENT

# How government is progressing in opening public-sector IT to SMEs

*Government IT leaders reflect on the success of various Whitehall strategies to disassemble the big-supplier IT oligopoly and cut costs. Kathleen Hall reports*

**G**overnment predilection for mega-contracts has been pegged as a key factor in the exclusion of small to medium-sized enterprises (SME) from the public sector IT market.

Deputy government CIO Liam Maxwell and a number of SMEs discussed strategies for breaking the IT oligopoly of the big suppliers at a recent public-sector IT roundtable.

Victor Baldorino, director of network firm Udata, said it took him a long time to get into the public sector market, citing large frameworks as key to Udata's exclusion.

Stephen Allott, SME representative to the Cabinet Office, agreed. "Large contracts eliminate small businesses from the tendering process," he said at the roundtable event.

## BREAKING THE OLIGOPOLY

As deputy government CIO and a long-standing campaigner for public sector IT reform, Liam Maxwell is regarded by many as a force for change in Whitehall. He sees disaggregating large contracts into smaller parts as a crucial first step to including more SMEs and cutting costs.

"We looked at how much it would save to go from a black box set-up to a disaggregated model. The approximate view is it is certainly north of a 20% saving, just by disaggregating," said Maxwell.

The next step is to have a much wider range of SMEs engaging with government, with the publication of pre-tender contract data – "contract pipelines" – a key strategy.

"In the IT strategy refresh, we will have commitments on pipeline," said Maxwell.

If SMEs can see pre-tender government requirements, they will be in a better position to build the appropriate skills, he said: "At that point, the SME becomes a credible bidder against a big systems integrator."

Another means of breaking large contracts



Maxwell: "We have this risk-averse view which means we want to bid everything"

is the Cabinet Office's introduction of spending controls, by which all contracts worth more than £5m must be centrally approved.

Maxwell cited the example of a large department seeking to connect a number of sites across the country for £150m. That figure was reduced to £4m, using open source just three months later.

The government's Cloud Store is yielding significant savings and breaking down contract size, he said. Maxwell cited another example, where an SME offered a like-for-like service for £50,000, compared with a quote from a big systems integrator (SI) of £4m.

But government does not know its exact amount of IT spending. Research suggests a figure of £30bn, if the maximum amount on all government lots issued were spent.

"It's not £26bn across the whole of the public sector, but it's north of £16bn. And it's still more than 1% of GDP. That's not running government, but the IT running the government. That is amazing," he said.

"We have this risk-averse view which means we want to bid everything and we want to put everything on the slate so we can't be accused of leaving anything out."



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**LOCAL LEVEL PROCUREMENT**

Local government has often been credited as having a better relationship with SMEs, partly because IT contracts are typically smaller. But as budgets are cut, there are some concerns about how easy it is to manage multi-sourced contracts under the disaggregation model posed by Maxwell.

Ben Goward, CIO of Westminster County Council, said the council commissioned most of its IT services and had no interest in running small systems itself. But he said breaking up contracts would be challenging.

"If we were to unbundle contracts, it would pose difficulty at our scale to manage a wider community of suppliers, and it would take us

## "IF WE WERE TO UNBUNDLE CONTRACTS, IT WOULD POSE DIFFICULTY"

**BEN GOWARD, WESTMINSTER**

into service integration and management territory and how to bring together a much broader range of suppliers," he said.

Goward said the council was concentrating on its move to shared services.

"We are trying to bring together three councils that are neighbours. They are very different – there are significant challenges in bringing the three together, in terms of alignment and the absence of standards for data interchange," he said.

But Maxwell said there were substantial failures of economy in local government IT,

with councils running multiple versions of the same systems. He said

local authorities should consider procuring some IT from other councils successfully running systems.

The key consideration is IT cost per citizen, he said. "My own view is you should set a level of charge for IT to £30 per citizen. I inherited £28 and got it down to £19."



Taylor: "The key challenge is how to get best practice out to other government departments"

**BARRIERS TO ENTRY**

Mark Taylor, CEO of open source software company Sirius, agreed that greater data transparency for contracts would help open the market to SMEs. But he said the critical question is whether the will for change will spread across government in general.

"The key challenge is how to get best practice out to other government departments," he said.

However, Taylor said it was encouraging to find more people in government who can now engage SMEs.

Baldorino agreed the direction of policy was positive, but said its manifestation was still to be seen.

He questioned whether the public sector market for SMEs was easier, compared with 10 years ago: "My view, and only my view, is that it possibly isn't. Because you need accreditation, references, you need the experience, and you can't have that with a company of three people," he said.

But although many SMEs are still frustrated at the pace of change, government SME procurement in IT is ahead of other sectors, said SME Cabinet Office representative Allot.

"I'm sensing real change on the front line and Liam Maxwell has to take a lot of the credit for taking the lead," he said.

"IT is very much in the lead, although there are still barriers with frameworks, accreditation and referencing – we still have work to do in that area. But I was talking to the construction sector recently, and they are really in a bad place. So this is a shining light," said Allot. ■



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ENTERPRISES  
PUTTING HR IN  
THE CLOUDAVIVA  
REDUCES COSTS  
BY 30% WITH  
CLOUD-BASED  
HR SYSTEM

# Managing a global workforce with a human resources system in the cloud

*A cloud option seemed obvious when shipping firm Inchcape wanted a global HR system, but making a business case still proved tricky, reports Karl Flinders*

Inchcape Shipping Services (ISS) is implementing a cloud-based HR system to manage 3,700 staff around the world, its choice of supplier based on 10 key questions.

ISS is now in the process of implementing a software-as-a-service (SaaS) HR system from Workday across its global operations.

ISS operates in 70 countries and grew its workforce rapidly over the last decade. But it had always completed HR tasks manually.

ISS recruited Camilla Aitchison as chief human resources officer two years ago and tasked her with updating the company's HR processes. This involved implementing an IT system to automate previously manual tasks.

"We did not have a proper HR function for the global operation but with pockets of HR in certain regions of the world where we had lots of staff. I came in to look at the people strategy," said Aitchison.

"We needed a global system that could be used from any location."



## CHOOSING AN HR IT SUPPLIER

ISS identified 10 system providers and asked what Aitchison described as the 10 killer questions (see panel on next page). These questions included whether the system was available in the cloud.

"One of the key questions was whether the systems were available as SaaS," she said.

The company's desire for a system that was the same across the globe, that could be updated easily, meant a cloud-based system was ideal. Because the system is centralised, changes can be made in one place.

"We support staff in about 70 countries and we needed a system that we could update easily," said Aitchison.

As well as the key 10 questions ISS asked of suppliers, Aitchison said that, in retrospect, she would add an additional question: "Is the system accessible to staff whilst travelling on smartphones or tablets?"

## CRITICAL BUSINESS REQUIREMENTS

HR IT is not a priority, so the company wanted a system it did not have to worry about updating. With the cloud system, it is

Aitchison:  
"We needed a  
system that we  
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updated once centrally when required.

Other important features included multiple language functionality; the ability for the system to work without broadband; and it had to have intuitive self-service.

ISS's HR department chose the Workday system in April 2011 and had to convince the board the investment was worthwhile.

Aitchison said this took time because it was difficult to demonstrate benefits, as the company had not used a system before.

"The business case was difficult as there was nothing to compare it with," she said.

### BENEFITS OF AN HR IT SYSTEM

ISS used research to prove the business value. It showed that using manual methods took 172 hours to complete a report on global headcount. In contrast, the data is automatically and instantly available with the Workday system.

## "ONE OF THE KEY QUESTIONS WAS WHETHER THE SYSTEMS WERE AVAILABLE AS SaaS"

It also revealed the system would reduce absenteeism. If it reduces this by one day a year for 30% of the workers, the savings would pay the licence fee for a year.

ISS started implementing the system in May 2012 and plans to complete it in time for every staff member to conduct their self-appraisal using the system before the end of December 2012.

ISS already uses cloud services with Salesforce.com. Aitchison believes the cloud HR system will be more secure than having instances on every machine. ■

## TEN KEY QUESTIONS FOR CHOOSING AN HR IT SYSTEM

**1. Is the HR system used globally?** ISS operates in 290 locations in 65 countries.

**2. Is the system self-service and manager self-service?** ISS has a strategic requirement to build accountability and responsibility at all levels.

**3. Is the HR System multilingual, including English, Japanese and Spanish?** English is the business language but self-service will require all ISS staff to access and use the system.

**4. Is the system available as a SaaS offering? How will the system be supported and upgraded from an R&D perspective?** SaaS can automate quality updates, improving security and saving maintenance costs.

**5. Is the system suitable for self-service for 8,000 users?** ISS is growing fast.

**6. Is the system used in low-bandwidth locations?** ISS operates in many places with limited network resources, such as Papua New Guinea, Somalia and Nigeria.

**7. Can the system migrate and store existing payroll numbers?** ISS does not want to have to change all existing payroll numbers, which would add cost and complexity.

**8. Does the system come with good integration tools?** ISS wants to integrate it with other ISS systems such as the intranet, Active Directory and Salesforce.com.

**9. How easy is it to generate management reports?** ISS does not want to rely on external reporting tools that require additional resources to manage.

**10. Does the company have a well-defined implementation process?** ISS has limited HR resources to implement the system and so needs a well-defined implementation project plan.



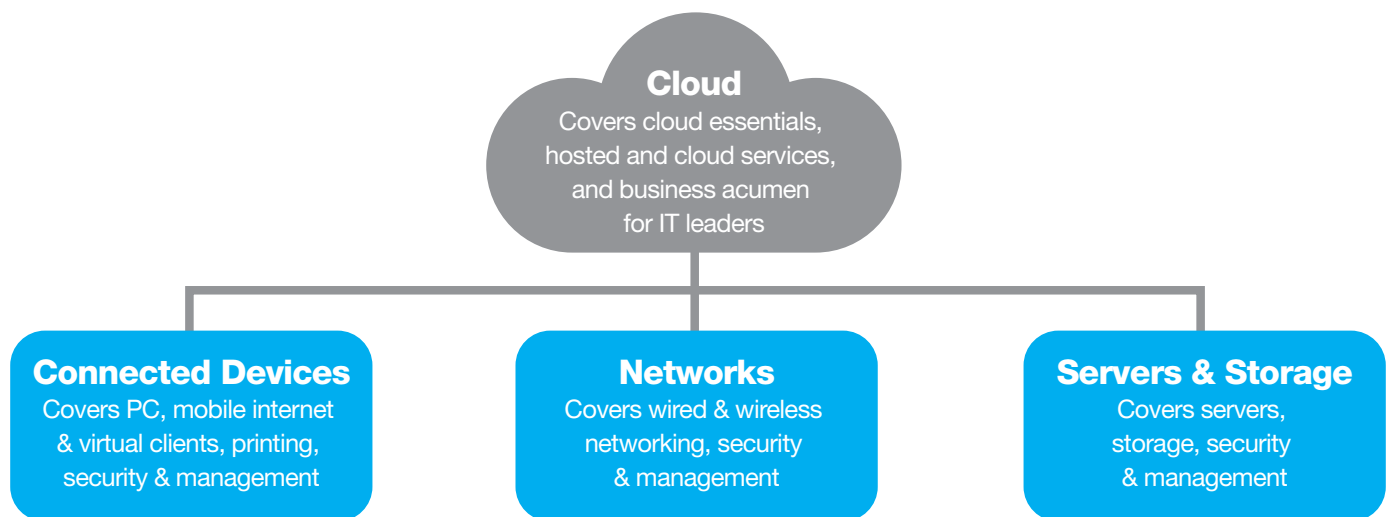
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McNamara on  
the retailer's  
digital future

 **CIO**  
INTERVIEW: TONY  
PRESTEDGE,  
COO,  
NATIONWIDE

# Co-operative CIO shows how the supermarket bank is good with IT

*CIO Andy Haywood has his plate full as the Co-op group takes over hundreds of Lloyds bank branches and overhauls its supply chain. Angelica Mari reports*



**W**hen Andy Haywood says he is extremely busy, it is no exaggeration. Eight

months after joining the Co-operative Business Group (CBG) as group CIO, he is leading a full-scale IT transformation covering all its subsidiaries from financial services to supermarkets.

Group CIO is a new role, which Haywood describes as an enlightened approach to growing the business.

"This is going to be the decade of the Co-op and my job is to make sure the IT rises to the challenge and delivers this ambitious and stretching agenda," he says.

"I want IT to be at the centre of that transformation and for that I need to build the best IT team in the UK."

Haywood is in the middle of the first component to his strategy, constructing a new operating model for group IT. His first move was to develop the strategy and get it approved by the board.

## THE MAGNIFICENT SEVEN

He says the plan's main cornerstone is a series of initiatives dubbed "the Magnificent Seven" which encompass the implementation of a flexible sourcing model, consolidating technology platforms and innovation, as well as creating a highly skilled IT team.

The first part of the three-year plan will take another six months. At the end of it, Haywood expects to have a clear IT roadmap and the right leadership and technical capability to take the plan to fruition.

"We are trying to modernise the Co-op. We believe customers lost faith in big businesses. The news nowadays is filled with corporate horror stories, the public feel they are not getting a fair deal from businesses



Haywood: "This is going to be the decade of the Co-op and my job is to make sure the IT rises to the challenge"

and technology is blamed for a lot of glitches that have affected customers," he says.

"So my job is to ensure IT supports all the Co-op business so it can trade and provide customers with fantastic service."

Haywood says he is driving an holistic and collaborative approach to IT, where equal technology partners are embedded in the businesses they support. On the flipside, the team will focus on consolidation and take advantage of shared services where possible.

As part of the plan, Haywood appointed a new group CTO, who will look at the legacy platforms and plot a new application and infrastructure roadmap for the next five years. The idea is to address legacy issues, rationalise the IT portfolio and drive cost-effectiveness and flexibility for change.

"The Co-op is consistent with many big businesses in that it's trying to manage its legacy on one hand and deliver innovation and fresh thinking on the other. The Magnificent Seven interventions will enable



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IT to move from where it is today to where it needs to be to deliver this modernisation," the CIO says.

"One thing is for certain: things are changing and the pace of change is faster than ever. I want to build the technology landscape that supports the business with as much flexibility and agility as I can."

## "CREATING THE SIXTH BIGGEST BANK IN THE UK IS A TALL ORDER"

### CREATING A FINANCIAL SERVICES GIANT

The headline project for CBG's IT is Project Verde, which takes a lot of Haywood's time. It involves moving nearly five million customers from the 632 Lloyds bank branches the Co-op is buying for £750m.

"As you can imagine, undertaking something of that scale and complexity to a different technology has massive cost and risk implications. So the scale of how that is going to operate, the work with Lloyds and the migration is huge," says Haywood.

"Creating the sixth biggest bank in the UK is a tall order and that will take a number of years. In the last six months we focused on the strategic thinking and we know what the technology solution will look like for the enlarged bank."

Underpinning the whole Co-op banking operation is a consolidated banking system comprising a mix of bespoke and off-the-shelf software. The bespoke architecture is

the more prevalent, typical of large financial institutions. It covers bank accounts, mortgages, savings, payments, risk, human resources, finance systems and already supports three million customers.

The combined bank will initially operate on a separate version of the existing Lloyds IT platform. Lloyds will manage this for the enlarged Co-op Bank as a service on commercial terms.

"We are very focused on making the customer journey the centre of our plans and technology will be key in making sure it is all seamless. Once we've done that, we will get into the phase of making it all even better," says Haywood.

### IMPROVING THE SUPERMARKET BUSINESS

After completing the Co-op integration with Somerfields at the end of 2011, CBG commenced Project Smart, a multimillion-pound development which includes upgrading the supermarket's supply chain systems, so products can be replenished centrally across the chain's 3,500 outlets, improving on-shelf availability in each.

"A lot of upsides can already be seen, with availability going past 97.5%, as well as great feedback from shop colleagues and customers seeing products more available," says Haywood.

"We are also looking closely at social media and how we deliver tools for our colleagues. That will include the desktop experience, intranet, tablets and mobile, joining up all elements of technology into a set of compelling tools."

Co-op supermarkets also have payment points using contactless technology, extended before the 2012 Olympics. Feedback from customers and uptake was in line with expectations, says Haywood.

"I wouldn't say contactless has exceeded our expectations, but it is something customers say they want to see, so there is another way of transacting with the Co-op."

### PLANS FOR THE FUTURE

Haywood has nearly completed his capability reviews for the in-house leadership team, and next on the list is a review of the Co-op's organisational model. Currently, the CBG IT team has 2,500 employees spread across the various group divisions.

"The key focus is bedding in that new organisational model to support the strategy and successfully taking our colleagues through that journey of change," says Haywood. ■

*This is an edited excerpt.*

[Click here to read the full interview online](#)

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# UK government is missing opportunity to shine through cloud

It has long been the case that governments and regulators struggle to keep up with the pace of change in technology. With the growth of cloud computing – the first genuinely globalised, commoditised, off-the-shelf IT service – that challenge threatens to become a serious problem for the European and UK IT sectors.

A survey of cloud computing users in 50 countries has highlighted the failure of government regulations to keep up with developments as the number one factor eroding confidence in the cloud.

At Salesforce.com's recent Dreamforce user conference, UK customers were critical of the cloud supplier's failure to build a promised datacentre in Europe. For many organisations affected by the European Union's strict data protection laws, that is a showstopper. But should it be?

The European Commission (EC) has at least recognised the problem. Last week it announced a new strategy to work with counterparts in the US and Japan to prevent data protection and differing international legal frameworks from hindering a market that the EC estimates could generate €900bn and an additional 3.8 million jobs across the EU by 2020.

But the likes of Salesforce.com have only considered building a cloud datacentre in the UK or Europe because they have been forced to. The issue for the UK/EU is that it is not seen as a natural location for the big cloud suppliers. The question we should be asking is why?

The financial services sector came to the UK because straddling US and Asian time zones in a loosely regulated market made London a highly attractive location. Cloud is a massive economic opportunity for the UK for the same reasons. We need the government to provide reasons to bring the cloud to the UK now. Tax incentives and planning regulations, for example, that make it easy to build cloud datacentres – no taxpayers' money needed, lots of inward investment created, plus jobs, private sector investment in telecoms infrastructure, and the whole cloud ecosystem looking at the UK as a place to be.

Sadly, there is little or no evidence that the government is having such a conversation – or is even aware of the opportunity. ■

*Bryan Glick*  
Editor in chief

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# How IT staff can make effective use of social media in searching for jobs

*If you are looking for your next career move, many employers and recruiters are starting to use Facebook, LinkedIn and Twitter to find staff, says Jeremy I'Anson*

A US survey last year revealed that close to 90% of employers either recruited, or were planning to recruit, through social media.

UK employers and recruiters recognise the advantages of using social media as a key element of their recruitment strategy.

If you are searching for a job, expect to find an increasing number of opportunities via social media platforms beside traditional internet job sites.

At a basic level, you can let your Facebook friends know you are available for work. That friendly guy from the football club could just be in a position to give you a lead.

Many recruiters use LinkedIn for sourcing candidates, so having a well-written and keyword-rich LinkedIn profile is essential. Make sure your profile reflects your area of expertise. "Richard Jones, middleware specialist" or "John Smith, TOGAF-qualified architect" will ensure your details come up in recruiter searches.

From within LinkedIn you can also join a wide range of professional groups. Examples include The Project Manager Network, SAP Consultants and Java Developers. Apart from linking with professionals in your own field, there are often job opportunities available through these groups and recruiters join the groups searching for suitable candidates.

If the mention of Twitter gets you thinking about inane tweets from celebrities, then think again. With 200 million members worldwide – and growing – Twitter is a force to be reckoned with. Employers and recruiters use Twitter on a regular basis to search for candidates and advertise vacancies.

Make sure you have a recruiter-friendly and keyword-rich Twitter bio (maximum 160 characters) and start tweeting about



I'Anson: "Tweet the CIO of your target employer"

your area of expertise – you may well catch the attention of a recruiter searching for candidates with your skills.

Because you are limited to 140 characters on Twitter, use Tiny URL to add a shortened version of the link to your LinkedIn profile at the end of each tweet so that recruiters can immediately see details of your professional

background. Remember to use the appropriate hash tags so that your tweets are picked up by recruiters. Try using #ukjobs and #IT at the beginning of each tweet.

If you want to search for jobs on Twitter, use the advanced search feature to specify a particular job and location. The search string: "Java jobs near:London within:25miles" will bring up a selection of Java jobs based within 25 miles of London.

You can also start following recruitment officers from employers you would like to work for and then either respond to their advertisements or get in touch directly.

Remember that on Twitter there are no restrictions on who you may contact, so tweet the CIO or IT director of your target employer. They may not respond, of course, but Twitter is a friendly platform and you are more likely to get a response via Twitter than you are from an email or phone call.

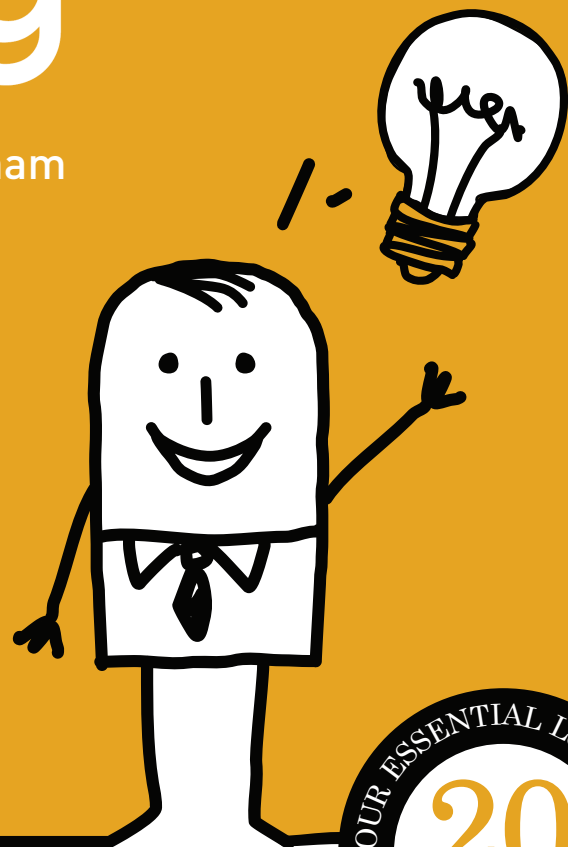
Finally, if you plan to use social media as part of your job search, remember that recruiters regularly carry out internet searches on the names of potential employees. Keep your personal life private on Facebook and make sure all your online content is positive and professional. ■

*Jeremy I'Anson (pictured) is a career coach and the author of You're Hired! Total Job Search 2013 (Trotman Education)*

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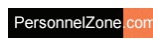
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# WINDOWS 8 LOOKS TO RECLAIM TERRITORY IN THE ENTERPRISE

*Every few years a new Microsoft desktop operating system arrives. The latest version of Windows sees a shift in the company, which it hopes will influence how corporate IT regards desktop computing. Cliff Saran investigates*



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WINDOWS 8 PART 1 OF 3

Since the mid 1980s, Microsoft has developed and owned the business desktop. From DOS to Windows 7, it has, over the years, progressively built a stable platform and software ecosystem that has become de facto in business.

But like all great empires, Microsoft's is under threat from the essential ingredients that made it so successful. It originally enabled user-empowerment by giving users powerful productivity software that freed them from corporate IT. Today, Windows has evolved into the corporate IT environment and people wish to break free again – this time with alternatives from the likes of Google and Apple.

In the meantime, Microsoft wants businesses to continue upgrading Windows, but they are happy running stable, older releases. Windows XP is arguably the most successful operating system (OS) Microsoft has ever released. It is still going strong – despite being over 11 years old – following a major revamp in 2004 with Windows XP SP2. Support for the legacy operating system will finally end in April 2014.

Businesses are upgrading. Most will migrate from Windows XP to Windows 7. But Windows 7 was conceived before the age of IT consumerisation and mainstream tablet computing. It is regarded as a core OS for businesses and, like XP before it, is set to remain a staple of business computing for a very long time.

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**WINDOWS 8 IS COMING**

On 25 October, Microsoft will release Windows 8, which represents an evolutionary jump for the OS.

There are three versions: Windows 8 is effectively the "home" edition; Windows 8 Pro includes features for enterprises, such as support for Hyper-V, BitLocker, a virtual private network (VPN) client and group policy support; while Windows RT is a version of Windows built for ARM-powered devices such as low-powered tablets and lifestyle PC devices.

The main objective of Windows 8 is to be consumer friendly and it has been designed primarily to work well on tablets.

It represents Microsoft's attempt to fight off the competition coming in through the back door – the rise of the bring your own device (BYOD) tablet and slate, based on Apple's iOS, Google's Android and various flavours of Linux operating systems.

Analysts believe that as new device form factors are introduced by PC manufacturers, the tablet battle will heat up and Microsoft will be a significant – but not market-leading – player. This will help it in the BYOD war.

Michael Silver, research vice-president and distinguished analyst at Gartner believes few organisations will deploy Windows 8 broadly: "Many will deploy it for specific uses, mostly for users that want tablet/convertible/hybrid devices that can replace both an iPad and a PC."

Most organisations are still trying to move from Windows XP to Windows 7. "Organisations that try to skip Windows 7 and jump from XP to 8 will likely not have XP out by the time support ends in 2014," says Silver.

**"ORGANISATIONS THAT  
TRY TO SKIP WINDOWS 7  
AND JUMP FROM XP TO 8  
WILL LIKELY NOT HAVE XP  
OUT BY THE TIME SUPPORT  
ENDS IN 2014"**

**MICHAEL SILVER, GARTNER**

**WINDOWS 8 – BEAUTY AND THE BEAST?**

By Clive Longbottom, director at analyst Quocirca

Microsoft has a high dependency on the success of Windows 8. Many organisations still use Windows XP – with few having migrated to Vista (for very good reasons). Windows 7 has struggled to crawl out completely from the nasty shadow cast by Vista and encourage users away from the comfort of XP to a newer operating system.

On the business desktop, what does Windows 8 really bring to the game? It is faster than Windows 7 and supports a different method of application provisioning and presentation through the Windows 8 App Store and the Modern UI. It has an enhanced security platform – but so had Vista and Windows 7 and this hasn't stopped organisations sticking to an 11-year-old, slow, but functional Windows XP.

Furthermore, the majority of applications in an organisation will have been written for Windows XP/Vista/7 and will default back to the traditional desktop UI. This is incredibly distracting for users should they then have to use anything under the Modern UI – and switching between them is not that intuitive.

The new version of Windows is not ready for enterprise use, as existing applications will not have the Modern UI in time for its launch. The "beauty" of the Modern UI could well be the "beast" for an organisation, requiring employee training and more helpdesk effort for support.

For that reason, Windows 8 looks far more like a defensive play in the BYOD – and Quocirca does not expect to see a rapid corporate migration to Windows 8 through 2013-14.

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By the time many Windows 7 deployments are done, he expects Microsoft will make available a preview of Windows 9. "We believe there will more likely be two years between Windows 8 and its follow-on, rather than the typical three," he adds.

## THE NEW UI

Windows 8 looks very different to anything Microsoft has done before. There is no "start" menu, no real concept of a desktop with shortcuts and icons. Microsoft has optimised the user interface for tablets. The applications Computer Weekly has tried seem to switch between the new user interface and old-style Windows. For instance, the control panel and system tools use a normal Windows user interface (UI), even though they have to be launched from the new one. In many ways it appears to mix up the two user interfaces, which will certainly confuse people until they learn that, just like in Windows 7, there are multiple ways to complete certain tasks in Windows 8.

Gartner's Silver says the benefits of the new user interface running on a "traditional form factor device", like a desktop PC or clamshell notebook are not proven.

However, Quocirca analyst Clive Longbottom expects the new UI could help Microsoft establish the operating system in the tablet market. "With a neat, new tile-based front end ("Metro" as was, now either "Modern UI Style" or "Windows 8 UI"), Microsoft is nicely poised to be a peer player in the front-end wars."

**"MICROSOFT IS NICELY  
POISED TO BE A PEER  
PLAYER IN THE FRONT-  
END WARS"**

CLIVE LONGBOTTOM, QUOCIRCA

## PROGRAMMING CHANGES

Arguably, the biggest changes Microsoft is making to Windows is on the application programming framework. The .Net Framework, which was originally introduced in 2001 with its Visual Studio.Net programming tool, is being replaced. The new .Net Framework is the strategic server framework, which has been optimised for cloud computing. On the client side, Microsoft needs to support multiple devices from x86-based PCs, ARM-based Windows RT tablets and Windows-based smartphones.

In Forrester's *Future of the .Net platform* report, analyst John Rymer noted: "The .Net platform will change dramatically during the next year. The future of Microsoft's platforms is on mobile devices and in cloud-computing services – not confined to PC desktops and Intel servers alone. Key to this change are innovations to both the clients and servers in Microsoft's platform. WinRT is the future, and it is a proprietary Microsoft-based hardware."

WinRT is Microsoft's new runtime environment that enables applications to run on x86 (Intel-compatible) and ARM-based hardware. It provides a sandboxed environment which, in theory, means WinRT apps are unable to affect each other. This should make the environment more secure and resilient to hacking.

Microsoft says businesses that wish to continue running traditional Windows client applications on PC devices can migrate their existing applications across from Windows 7.

But to take advantage of the new technology and raft of devices that can now run Windows, Microsoft has built a WinRT application programming interface.

Computer Weekly's tests have found that Windows 7-compatible software should run fine on Windows 8 devices that use an x64 (Intel-compatible processor). To run these apps on an ARM-based device, the user needs a suitable virtual desktop client such as Citrix Receiver.

But to make the most out of the new operating system, IT departments will effectively have to replace existing Windows x64 PC applications with new, web-based front-end applications.

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On the Microsoft blog earlier this year Steven Sinofsky, president of Microsoft's Windows division wrote: "Many apps will be best served by building new Metro-style front ends for existing data sources or applications, and communicating through a web services API."

According to Sinofsky, line-of-business applications and many consumer web applications should be able to run this way. However, he said some application would need to be re-engineered for WinRT.

For many years, Microsoft has been building its credentials in the enterprise with Windows Server, providing an alternative to costly Unix systems. It has taken over 20 years – since it divorced IBM in 1990 – to build this reputation.

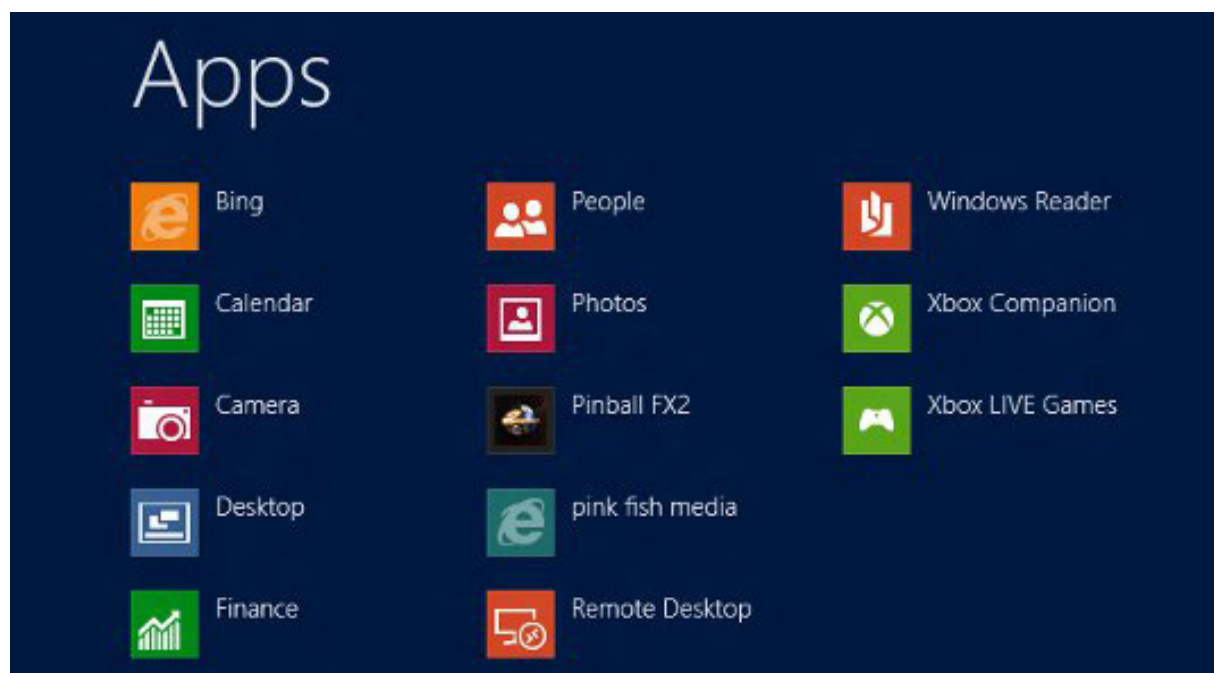
On the desktop front, it has had no competition until Apple finally got its act together with the iPad. Apple initially had little credibility in the enterprise, but its devices are being used within business and some companies are now even contemplating supporting iOS. It is with this backdrop, that Microsoft is setting the stage for the next battle over desktop IT.

Windows 8 shows where the company is heading. It can be used as an upgrade to Windows 7 for traditional PC desktop computing. But desktop computing is not what it used to be. Recognising the threat and opportunity of IT consumerisation, Microsoft has made Windows more like Android and iOS, even though these lack the enterprise heritage the company has worked so hard to earn.

This new OS shows where Microsoft is heading with Windows; it will be increasingly consumer-focused. Windows 8 does work with a mouse and keyboard, but it is certainly not the same user experience as Windows 7. The move from Windows XP to Windows 7 was a comparatively small step; the move to Windows 8 will be a giant leap.

With Windows 8 Microsoft is providing separate features for enterprise users but Microsoft's Sinofsky wants businesses to use web-based applications and WinRT going forward. As applications are redeveloped, the distinction between the consumer operating system and professional versions will disappear. Ultimately, on Microsoft's roadmap, there will be only one Windows, and it will use WinRT-based applications. ■

**“ON THE DESKTOP  
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# WILL VIDEO CONFERENCING FIND ITS BUSINESS MARKET IN 2012?

*As networks expand and mobile consumerisation familiarises the technology, video collaboration looks poised to enter the business. Jennifer Scott reports*

**S**ince the 1980s, year after year, evangelists of video conferencing have consistently claimed businesses would soon realise the benefits of the technology and adopt it on a wide scale.

However, as often as they have proclaimed video conferencing as the next big thing, they have been proved wrong as, time and again, companies opt for telephone calls or even getting on an aeroplane over the video conferencing products on offer.

In 2012, devotees to the cause of video conferencing have reared their heads again, claiming suppliers have the technology ready for mass adoption. But will this year be another disappointment or is it time we all talked video?



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**THE MISTAKES OF THE PAST**

The idea of holding meetings over video as a concept has grabbed the attention of many over the years, but according to Andrew McFadzen, head of global marketing for network solutions at Orange Business Services, it was a lack of technical maturity that held people back, especially when it came to cost and quality.

In the past, businesses would have to spend a lot of money on equipment, bandwidth and room design to get good quality video. "Systems were not user-friendly and many times you would enter a room and if the video was not activated, nobody would know how to turn it on," says McFadzen.

This complexity aspect was definitely a key driver away from adoption, according to Richard Bernet, director of unified communications and collaborations at Avaya.

"The overlying video view has been stalled by complexity," he said. "If you go into a video room, you walk in and it says please enter the IP address of the person you want to call; all of that is wrong, in every single aspect," he says.

"A user will only adopt something that is absolutely clinically simple and brings real value. Even for me, and I come from a hugely technical background, trying to remember an IP address is impossible, trying to click here, then click there, then send a PIN, then enter a room ID is just too long a process.

"I will not engage with that and I would prefer to get up and go and see someone in their office and do 10 meetings in a week."

**"A USER WILL  
ONLY ADOPT  
SOMETHING THAT  
IS CLINICALLY  
SIMPLE"**

**RICHARD BERNET,  
AVAYA**

**CASE STUDY: THE BRITISH MEDICAL ASSOCIATION**

The British Medical Association (BMA) has a large staff tasked with protecting the interests of doctors across the UK. It is in constant contact with government and other leading organisations to keep its agenda uppermost on their minds.

Over recent years, the BMA has begun using video conferencing not only to communicate with these external bodies, but to host meetings with colleagues at their desktops. As enthusiasm grew for the technology, so did the number of users. Its previous solution couldn't handle the 140 home workers, 25 overseas employees and over 1,000 desktop staff demanding access.

"Basically, we needed our members working from home, hospitals, surgeries and clinics to be able to talk to each other and share data, anytime, anywhere in the world, using whatever equipment they had - up to 40 participants concurrently," says George Birch, information management and technology support services team leader for the BMA.

It decided to adopt a solution from Radvision. This included the Scopia XT1000/1200 HD room systems and the Scopia Desktop, a web browser plug-in that brings video conferencing to PCs or Macs. The back end for these systems included the Scopia Elite MCU (multipoint conferencing unit) with PathFinder security and Scopia ISDN Gateway for video conferencing with external organisations.

All the hardware could then be controlled using Radvision's Scopia iView management suite, be it keeping track of the devices connecting to the network or managing traffic and bandwidth.

"We use video conferencing like many other organisations use the telephone," says Birch.

"Our users don't see technology as a limitation but as a right. They want to be able to use their webcam from a hotel room or their mobile to dial into a meeting from anywhere in the Middle East, for example.

"With our Radvision solution and especially Scopia Desktop, they can do that easily."

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**THE CONSUMER KNOWS BEST**

In recent years, the invention of consumer video conferencing – such as Microsoft-owned Skype or Apple's Facetime – has removed the barriers of cost and complexity and encouraged a new generation of workers to embrace video technologies.

McFadzen says the consumerisation of IT has a big effect on the adoption of video.

"YouTube, video games and internet technologies makes the younger worker very visually oriented and used to working in real time, but across disparate locations," he says.

The abundance of new devices on the market, such as smartphones and tablets, make the consumption of video much easier.

"Now users have access to these tools in their private life, for example streaming Skype on smartphones. The use and adoption of video in the workplace – albeit 'business quality' – is a natural extension of this," says McFadzen.

**QUALITY OVER QUANTITY**

Quality is the major issue for consumer video conferencing. The ability to talk with live images from anywhere in the world may be captivating, but internet-based, free streaming is usually low quality and prone to dropping the connection.

Suppliers targeting the business market must make sure these issues don't hit corporate meetings. Roy Illsley, principal analyst at Ovum, claims this focus has paid off.

"The issue of quality has been relentlessly chipped away at by all suppliers and today many of the best solution are jitter-free and latency-free, which were real obstacles to wider adoption. Much of the work on this has been to do with how the communication protocols were optimised for video and audio traffic."

However, Illsley believes improvements can still be made to the quality and the use of bandwidth over time.

"The challenge now is to make these high-end systems operate to the same quality, with fewer network resources," he says.

"However, even the current best systems are not broadcast quality – you cannot be filmed over a video conference and have that image broadcast on TV."

**"EVEN THE  
CURRENT BEST  
SYSTEMS ARE  
NOT BROADCAST  
QUALITY"**

**ROY ILLSLEY, OVUM**

**DESKTOP DESIGNS**

At the other end of the scale, businesses are looking to video conferencing that gives the usability of consumer products and the price point of an off-the-shelf solution, while still aiming for business-grade quality for their streams.

Illsley claims this is where the market is really booming: "This is an area that has seen rapid and dramatic advances. Nearly all lower-end solutions offer HD video and – although these solutions still suffer from jitter and latency issues – they are for the most part usable."

But the analyst warned these desktop technologies use a lot of bandwidth and network resources, so they tend to be booked for one-off uses rather than daily communication.

**THE FUTURE IS MOBILE**

The high-end solutions and desk-side options have given businesses at the top or in the middle of the pack plenty to think about and solved most of the issues around quality, ease of use and cost. But for mass adoption, video conferencing technology must move to the



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small companies, as well as offer a more flexible way for businesses of all sizes to interact through video.

"The high end will continue to advance and become even more sci-fi like, but the big area in take-up will be in mass adoption from the mobile device," Illsley says.

A number of the large video conferencing firms have already begun offering Apple iOS or Google Android versions of their suites, while some companies have started rolling out corporate mobile and tablet devices for video calls.

The problem for the lower-end products will always come down to the network they are attached to. Even if the device or software is flawless, the local internet connection may not be.

Moreover, mobile devices depend on either public Wi-Fi or mobile data networks, which are often unreliable.

### THE FUTURE OF VIDEO CONFERENCING

This year certainly could be the year of video conferencing. It has come on leaps and bounds since it was first touted over 30 years ago and it is something businesses are beginning to seek out, rather than suppliers having to make the hard sell.

But as with many parts of business IT, today's trend is mobile and without robust public networks equipped to handle video's data-heavy needs, performance will not reach the standard for corporate conversation.

Progress is being made. The UK has finally announced its 4G spectrum auction and new public Wi-Fi deployments are being rolled out every week. Yet, for video conferencing to make its mark, it may have to wait a few more years for network infrastructure to catch up.

The year 2012 may not be the one where video conferencing becomes the dominant force, but it is clear today the technology is better and more accepted than ever before. ■

**"THE BIG AREA  
IN TAKE-UP  
WILL BE IN MASS  
ADOPTION FROM  
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DEVICE"**

**ROY ILLSLEY, OVUM**



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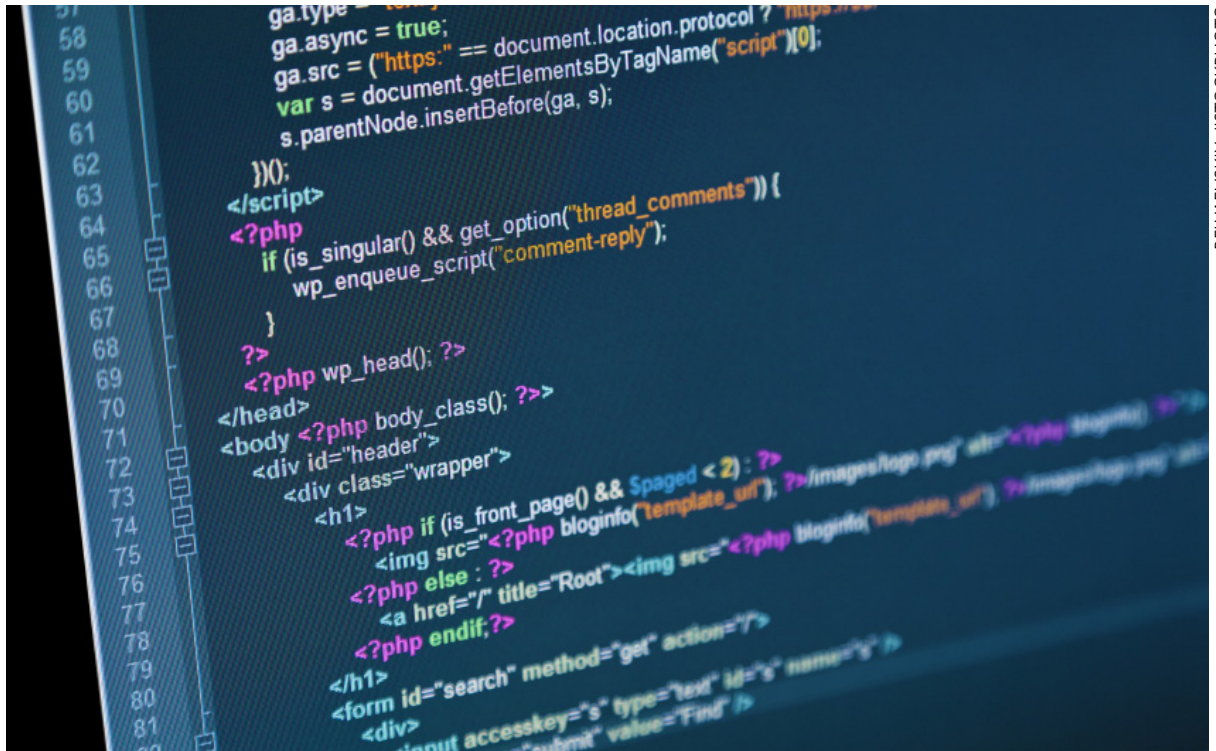
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# THE CASE AGAINST MOBILE APPS

*Choosing to develop mobile-friendly websites instead of apps offers a number of technological and financial advantages, reports Jonathan Hassell*



BELYAEVSKIY / ISTOCKPHOTO

**A**s today's smartphone and mobile device craze intensifies, you might be wondering whether it makes sense to develop mobile applications. It seems as though everyone has native mobile apps. However, in a lot of cases, native apps do not offer a lot of value and in particular, they do not meet a simple cost-benefit test.

Think of the native mobile apps you have downloaded on your smartphone or tablet device. You find out they just link back to a mobile-friendly website, and you subsequently delete them. Such native mobile apps are just joining the bandwagon to stake a claim in future mobile technology. They do not add any actual value, and they take up resources on the mobile device.

Instead of spending a lot of money and time developing native mobile apps, consider investing your application development budget in upgrading your existing web presence by developing a mobile-friendly website.

This strategy would be suitable in any number of scenarios – from public relations to websites used internally. By eschewing the costs of developing apps in favour of a “view” or skin, you gain a number of future mobile technology advantages.

## QUICK PACE FROM DEVELOPMENT TO DEPLOYMENT

For the cost of one development process – coding in HTML – a company can deliver both content and function that is accessible to a wide range of mobile and tablet devices, including iPhones, iPads, Android-based phones, BlackBerrys, Windows Phones and Windows Mobile devices, Symbian phones and more.

Your customers, or users, launch their mobile device's built-in browser and head straight to a mobile-friendly website. They do not have to stop at the app store for a download – and they do not need to deal with mobile application updates.

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**SUPPORT FOR RAPID CHANGE**

In the internet age, change is inevitable. It makes sense to build mobile content and applications on a platform that makes it easy to change, revise, renew and refresh.

With a mobile-friendly company website, a business can update almost on the fly. Once the update has been published, everyone will be using the same fresh content and features. Users avoid the messy updating and re-downloading required by mobile app stores.

Another argument against developing mobile apps is that every app store does things a little differently from each other, so it is tough to standardise the process.

**DISCOVERABILITY**

Since mobile-friendly websites are little more than standard HTML content written to display well on small-form factor displays, they can be crawled and indexed by all the popular search engines, such as Google and Bing. They will appear in search results for the appropriate queries. People can link directly to individual parts of a mobile-friendly website from other mobile devices or fat clients like PC desktops and laptops. Some mobile app stores publicise their content to search engines, but you have to rely on the middleman – the app store – in these cases.

**AN EXTENDED, INSENSITIVE LIFECYCLE**

Mobile apps tend to be short-lived on some devices – particularly when users have purchased a mobile device with a limited amount of storage. If users do not launch the mobile app often, they are likely to delete it. Hosted on a server, mobile-friendly websites live on and on, and can be accessed whenever and wherever.

**LESS EXPENSIVE DEVELOPMENT AND MAINTENANCE**

Developing mobile apps requires expertise in the specific programming language required to code for each device. For example, iOS development requires expertise (or at least familiarity) with Objective-C, a variant of C++. Windows Phone development is done primarily in C# and Silverlight, while Android development is done in Java.

It can be expensive outsourcing mobile app development to build the same code in three different languages. In contrast, one set of HTML pages can take care of an entire mobile interface. Any infrastructure requirements can be run behind the scenes or in the cloud.

Whether you choose to develop a mobile app or go with a mobile-friendly website, you should take the time to explore each scenario fully. Consider whether the expense of time and money involved in creating a native app is really adding value for your end-user. In some cases, future mobile technology might not be adding value back to the business. ■

**THE SHORTCOMINGS  
OF MOBILE WEBSITES**

Not every CIO can opt to go with a mobile device-friendly website. Sometimes there is really no choice. There are three main issues where developing mobile apps is necessary.

The first is offline access, since there is not a good way to have content hosted on the web, then displayed offline.

If the application is complex and needs comprehensive computing resources, a web browser is not an ideal container in which to run it. Games perform better when they are compiled natively for use on today's dual-core smartphone processors; rendering at runtime within a browser in Ajax or other framework gives a poor experience.

Financial applications that crunch and display complex data are also especially good candidates for native mobile apps.

Finally, until HTML5 exists by default on mobile devices, there is no secure way to let websites access hardware directly on a user's device. Developing a mobile native app is required if the app needs access to a user's camera or wants to make the most of the display hardware such as in gaming or business intelligence graphics.

*Jonathan Hassell is president of The Sun Valley Group. He is an author, consultant and speaker in Charlotte, North Carolina. Hassell's books include RADIUS, Learning Windows Server 2003, Hardening Windows and, most recently, Windows Vista: Beyond the Manual.*

*This article first appeared in Computer Weekly's sister title: SeachCIO-MidMarket.com*

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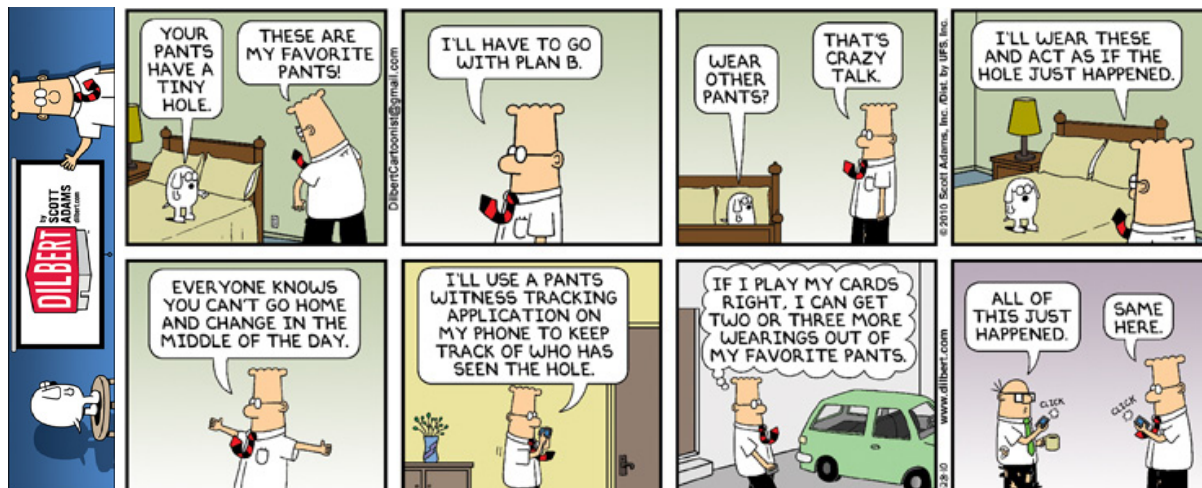
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## When social media marketing goes bad

Waitrose, a prolific user of Twitter to engage its followers, hit a problem with its latest innovative and down-with-the-kids marketing campaign. The supermarket asked followers to fill in the blank in the sentence: "I shop at Waitrose because \_\_\_\_."

And, boy, did followers rise to the challenge. Unfortunately for the posh supermarket, Twitter users responded in a rather "snobby" way. And, of course, thanks to the notorious, retweet button, the whole thing went viral.

Some of Computer Weekly's favourite tweets from when social media marketing goes bad include: "Because their colour scheme matches my Range Rover"; "Because Clarissa's pony just WILL NOT eat Asda Value straw"; and "because when the

Waitrose @waitrose 17 Sep  
Thanks for all the genuine and funny #waitrosereasons tweets. We always like to hear what you think and enjoyed reading most of them.  
Expand

economy finally breaks down and dies, those little green tokens will serve as currency."

## Personal Identification Numpities

It is not just the technology world that writes continuously about the need for a safe password for your online accounts and hard to guess combination for your mobile phone.

However, despite press and experts barraging the public from all angles with warnings of what could happen if you make it too easy for criminals, many people just won't listen.

This was proved again recently when a Data Genetics' report claimed one in nine people use the PIN "1234" for their bank cards. Even though there are over 10,000 combinations someone with a bank card could use.

That means around five million people in the UK are using a pathetic combination to protect their cash. FIVE MILLION!

Sometimes you just deserve to have your money stolen. ■

## VIRTUALLY FIND NEMO WITH HELP FROM GOOGLE

Underwater panoramic images were added to Google Street Maps recently as part of a scientific study of the world's reefs with The Catlin Seaview Survey.

Specially designed underwater cameras - SVII - were used to capture these photos and bring them to the public who do not need to put one toe in the water.

Beautiful, sharp images from under the sea will allow anyone from scuba instructor to fish tank owner to find Nemo and friends off the coasts of Australia, the Philippines and Hawaii.

Let's see how Apple manages if it launches its own version - will it perhaps try "swim under" instead of "flyover"? Or will we be led down a fast current to meet some "totally awesome" sea turtles or find ourselves in a scene from *Jaws*.

