

This paper is one of a series of short basic simple views on the acquisition, management and delivery of complex (particularly technology related) solutions. If you like the content, please feel free to use it (subject to acknowledging copyright).

### Business v Technology Solutions

Predictably, many outsource providers and technology vendors deliver a “solution” focused on each stand alone contract. They put short term profit maximisation above client business needs and, typically, are locked into leveraging their own products above what will best work in the client’s interest. This is compounded where the service or solution is delivered by a technology vendor (often dressed up as a “solution provider”).

Rather, clients need a provider who understands their business domain and is active in helping accelerate their competitive advantage. Technology “features” can have a short term market advantage and may help in delivering a business strategy. But it is typically Governance and Organisation focused on business “benefit” that makes the difference.

Business Solutions should be product agnostic and fully centred on delivering client’s goals. They provide clients with a business enabling investment strategy for sourcing best practice process along the value chain. They set new benchmarks for client performance and innovation:

- Enterprise strategy enabler and accelerator
- Optimised capital efficiency and transaction costs
- Seamless business bandwidth on demand
- Future proof best practice process on demand
- Collaborative business discipline
- Business process excellence and innovation

Look at what the client wants/needs:

- Competitive advantage and client retention in an increasingly demanding market
- Cost savings and capital efficiencies to satisfy investors
- Control over operational and performance risk to satisfy regulators
- The list goes on (see box)

Client success is the key driver to sustain, repeat and enhance opportunity for growth and return.

#### What benefits is a client looking for?

- Leverage of mission/evolution
- Improved client competitive advantage
- User/Customer acquisition & retention
- Business enabling solutions/value propositions
- Easier and lower risk services than in house or competitor offerings
- Quicker time to market/use
- User/Customer care
- Business process improvement
- Usability
- Plug and Play
- Security
- Productivity
- Service level
- Reliability
- Flexibility
- Guarantees
- Global reach and local (to user) access
- Scalability and demand immunity
- Reduced total cost v benefit
- Reduced/No capital outlay
- Price/finance flexibility e.g. usage
- Revenue services e.g. collection
- Enhanced Reputation/Brand
- Access to applications
- Ability to integrate/tailor
- Single point of contact/contract
- Upgrade/evolution path
- Value added services
- Process/outsource continuity
- IPR & data security

