



# THE SCIENCE OF SIMPLIFICATION

HOW KPN IS EMBRACING A DIGITAL TRANSFORMATION

**BetVictor CEO**  
Andreas Meinrad

UEFA  
**EURO2016**  
FRANCE

**Evian Resort**  
Germany's base

**How Coca-Cola is** *embracing the tournament*



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# Big business

**AS EURO 2016 ENTERS** the latter stages the world's eyes are on France.

Alongside the excitement generated by the football on display and worrying headlines made by unruly fans, businesses look to maximise the commercial opportunity presented by such a huge occasion.

First up is Coca-Cola, official partner of UEFA and a massive presence at the tournament. We speak to Manuel Berquet, the man in charge of ensuring the company builds on its success from the 2014 World Cup in Brazil. French rail operator SNCF is also busy transporting millions of fans around the country. Boss of its ticketing app [voyages-sncf.com](http://voyages-sncf.com), Franck Gervais, tells us about how it deals with such a hike in passenger volume.

Also featured in our Euro 2016 special is Andreas Meinrad, CEO of BetVictor, who answers our questions on how bookmakers go about sporting occasions like Euro 2016. Finally, the Evian Resort, home of the German football team for the tournament, tells us about how it plans to host the world champions.

Be sure to also read through to our company reports - the cover profile this month is Dutch network giant KPN.

I hope you find this issue an interesting one; get in touch with us [@BizReviewEurope](https://twitter.com/BizReviewEurope) to continue the debates.

*Enjoy the issue!*

*Tom Wadlow*

**Editor**

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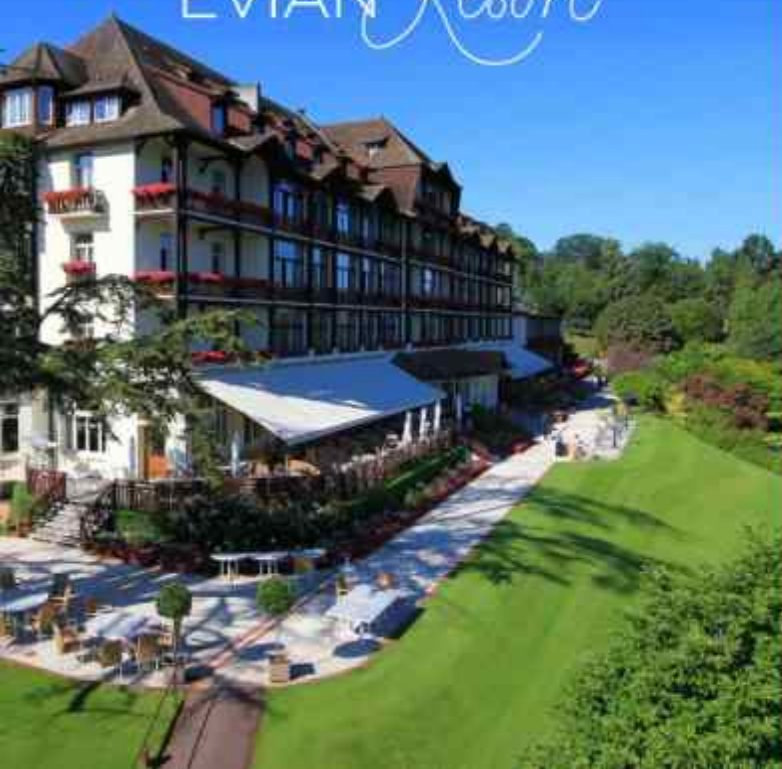
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ÉVIAN *Resort*



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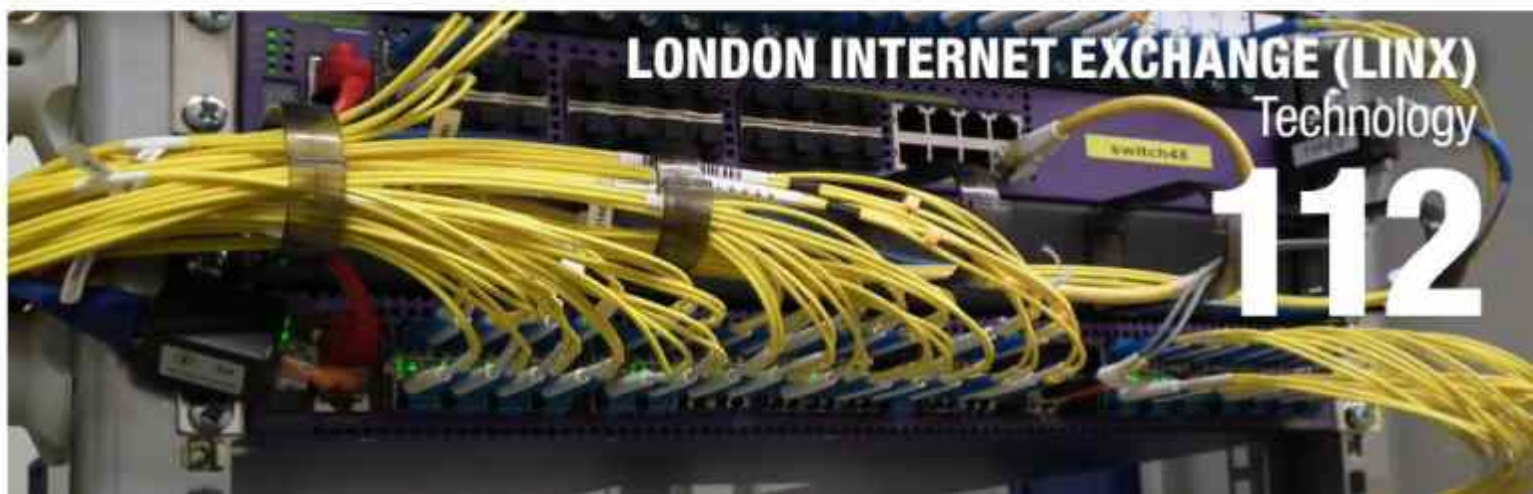
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EURO 2016

# BEYOND REFRESHME COCA-CO AND EURO

Written by **Tom Wadlow**

*Manuel Berquet, General Director UEFA EURO 2016, says the company is embracing the celebration of the tournament with souvenirs and digital innovations in the stadium.*



# EVENT: Coca-Cola EURO 2016



*EURO 2016 for Coca-Cola, reveals how  
of football across France with unique  
mediums, fan zones and online*

**MORE THAN €1.26** billion will be generated in France thanks to Euro 2016. The 2.5 million fans filling the 10 stadiums throughout the tournament will spend €835 million, with another €352 million of revenue being generated in the fan zones across the country.

For official sponsors such as Coca-Cola, sporting events such as this represent a unique opportunity to reach out to consumers, innovate and test new ideas. The world's most iconic drinks brand is certainly looking to do just this in France, utilising the advantage of being the only UEFA partner present in the 10 host city fan zones.

From tailored match day merchandise and at-seat drinks delivery to real time content creation and build-your-own Panini sticker stands, Coca-Cola fully intends on playing a key part in the festival atmosphere of the tournament.

Manuel Berquet is General Director of UEFA EURO 2016 for Coca-Cola, the man in charge of ensuring maximum consumer impact, who has been working on the project

since the final whistle went at the 2014 World Cup final in Brazil.

“We have a culture of best practice, change and learning from previous experience,” he says. “As soon as we finish an event like this we transfer all of the knowledge to the following event. When Brazil finished they came to Paris and spent a week with us talking about everything; what went well, what didn't, and what we can do differently. I will do exactly the same with the next Fifa World Cup in Russia in 2018.”







## Unmissable

Coca-Cola is everywhere. One of the lessons learned from Brazil was simply to provide more variety in bigger quantities, all of the time.

Each of the 51 matches taking place at the tournament will see Coca-Cola dispensed into a unique plastic cup bearing the colours of the teams playing, while a new aluminum bottle and sleeker can will also be launched during Euro 2016.

The company has also entered a partnership with Panini to provide stickers of the French players on special 1.5 litre plastic bottles. It will also provide photo booths in fan zones and city centres which will enable fans to make their own selfie-style stickers.

At the games, 816 13-17 year olds have been recruited as

flag bearers to accompany the players as they enter the pitch.

Away from the stadiums and fan zones, Coca-Cola is supplying 300 bars with eco fridges and WiFi to help supporters without tickets to watch the games. “Unlike the UK, this tournament is only available on paid for TV in France, so many people will be going out to bars to watch the games,” Berquet explains. “Our aim is to make the football experience as big as possible.”

“As soon as an event like this comes around consumers want to be part of it. We will have between five and seven million visitors coming from around the world to be part of the atmosphere and celebrate the event. Out of these millions coming over, only 2.5 million will have tickets to the games and will

READY TO

EAT &  
DRINK\*

Coca-Cola







be in the stadiums. Many are coming just to have a good time and celebrate the event, and for us this means a huge demand for Coca-Cola.”

Indeed, visiting Europeans will see Coca-Cola from the moment they arrive, with airport arrivals halls, baggage reclaim areas and train station concourses all labelled by the brand.

### Digital innovation



Asides from a huge increase in physical presence at transport hubs, stadiums, fan zones and in bars, Euro 2016 is being treated as a prime opportunity to innovate in the digital space.

The ‘Deliver Me’ app will be in operation at the two biggest stadiums, the Stade de France in Paris and Parc Olympique Lyonnais in Lyon. This is a pre-ordering system allowing fans to receive a delivery of Coca-Cola to their seat during games.

“I find that whenever I go to a game, at half time it is crazy to try and get a drink and something to eat,” Berquet says. “The Deliver Me

app allows fans to order before or during the game from their seat and they will have their order with them inside two minutes. We have worked on this project for months and tested it thoroughly in the stadiums. All you have to do is put in your seat location and we will find you.”

A digital extension of the Panini partnership involves an app-based sticker trading platform. By scanning bar codes of Coca-Cola merchandise, fans can fill up digital sticker albums and swap with fellow collectors, giving a far greater chance of acquiring a complete set. Before the tournament started, more than half a million had signed up, trading more than 15 million stickers.

Coke TV is a dedicated YouTube channel, presenting real-time content from the tournament, including analysis by Arsenal manager Arsène Wenger, recruited by Coca-Cola as its expert voice. He will be commenting on the matches and progress of Euro 2016 as a whole in exclusive videos that will be posted on social networks.

Another partnership in the social

sphere is with Snapchat, where the two parties will be providing exclusive filters for users to post images and videos. Increased real-time social media presence was something highlighted by the Brazil 2014 World Cup team, and Berquet is ensuring Euro 2016 will deliver this.

He adds: “We will have a social media and communication hub in Paris where we will provide and generate real time content. This will be staffed by 30 people who will share everything to fans on social media as and when it happens.

“Coke TV will also continue after the Euros, as everything we are doing can be applied to our wider business. These are not one off innovations we are coming up with - my work on strategy and innovation involves looking at what we want to be doing after the tournament because the legacy and long term business is just as important.”

## **#moveFrance**

Coca-Cola’s lasting legacy of Euro 2016 will also be felt at a grassroots







sporting level. One of the 10 host cities will win a brand new indoor sports stadium courtesy of Coca-Cola in a bid to get teenagers active during the tournament.

“Another big change in consumer behaviour when tournaments like this are on is the desire to get out, practise and be active, inspired by the action on

show,” Berquet says. “People want to play football during the World Cup and emulate athletes during the Olympics. What we are doing among the 10 host cities is holding a contest which challenges the cities to encourage their populations to be active.”

Coca-Cola is partnering with the French Football Federation and



Ministry of Sport to deliver the facility and run the competition, which will be judged on the number of attendees at events, use of hashtags #moveParis, #moveLyon etc. and plans for the management and use of the stadium.

By ramping up distribution and innovation of physical and digital merchandise, rolling out new campaigns to consumers and encouraging locals to get out and be active, Berquet is convinced that Coca-Cola will make its mark in a big way.

He concludes: "I love sport, and this is a fantastic opportunity to bring something to the company

and the nation. I am also enjoying the opportunity to build a team, much like you do in football. I played myself and know the importance of teamwork and what it can do to business performance.

"It is also one of the biggest challenges and opportunities - building a great team for this event, engaging all of our employees and succeeding together. We have the team to win, I am sure of that." ■



EURO 2016

ÉVIAN



# HOSTING WORLD CH

Business Review Europe speaks  
basecamp for the Ge

Written by: T



Resort



# ING THE CHAMPIONS

s to the Evian Resort, Euro 2016  
erman football team

Tom Wadlow

**NOT MANY FRENCH** football fans will be hoping for a German run to the final of Euro 2016. The current World Champions are a formidable force in major tournaments and held their nerve to defeat Argentina in the 2014 final in Brazil. Few would bet against them if they made it through again this year.

However, one Frenchman who will be encouraging Germany's progress through the tournament is Yannick Le Hec, General Manager of the Evian Resort, set in the stunning surrounds of Lake Geneva. His reason? The German team are staying at his hotel.

"If they make it through to the final they will be with us for over a month from the middle of June to the middle of July," says Le Hec. "If the final is going to be between France and Germany I of course wish for France to win. In sport you never know what's going to happen. Any team can win, although we know how good Germany is, and I'd love to see a Germany versus France final."

The likes of Manuel Neuer, Mario Götze and Thomas Müller

will be occupying the entire Hotel Ermitage, one of two hotels in the Evian Resort. "Having the football world champions staying with us will provide some fantastic exposure for the resort around Europe," Le Hec adds. "For management this is a great project because it gives us the opportunity to plan something special and different, this is not our usual client and we will do our absolute best to deliver for them."







## Sporting pedigree

Although hosting the best international football team in the world may not be your everyday hotelier's task, the resort has catered for famous faces in the past and has an excellent reputation for providing an ideal basecamp for sports teams.

Several French Ligue 1 clubs have stayed along with some of England's biggest teams, including Tottenham Hotspur and Stoke City.

"We create a perfect environment for sporting teams as we are rurally based and away from the likes of Paris and Bordeaux, can deliver privacy and have all the facilities they need," Le Hec explains. "The resort is also very close to the training facilities. Many of the players walk, run or









cycle from the hotel to the pitches.”

Golf, many footballers’ pastime favourite, comes no better at the Evian Resort. The German players will have access to the same course which hosts the annual Evian Championships, one of the biggest female golfing events in the world.

### **Business as usual**

Having agreed a contract last year to let out the entire Hotel Ermitage, Le Hec and his team have had a long time to prepare for Germany’s arrival, although for them it is much a case of normal service continuing.

“In terms of our preparation we don’t actually need to do anything particularly special,” Le Hec says. “We will be flexible to meet their requirements and do our best to respect what they want – that’s all there is to it.

“We don’t need to upgrade or update the hotel because everything at the Ermitage is brand new. We must respect their need for privacy and try not to get in their way too much – we are effectively giving them the key to the hotel for a month or more.”



In terms of food, Hotel Ermitage's brigade of top-class chefs will be preparing meals to meet the German team's specific requirements which, during high intensity tournaments with several matches in quick succession, must be carefully planned.

Evian Resort's other hotel, the Royal, will be open as normal throughout the tournament, with regulars of the Ermitage being offered special upgrade packages to compensate for the lack of availability through June and July.

### Fan fever

Having another hotel open so close to the German team's basecamp presents obvious challenges regarding the need to respect privacy, something which Le Hec is well aware of and prepared for.

He adds: "Hotel Royal is going to be very busy during the tournament. I'm sure we're going to have people staying there who want to see the German team, which will be difficult for us as we have to shut the Ermitage off. Fans are wanting to stay near the players, which is understandable."

While the exposure created by hosting such high profile guests no doubt provides a marketing boost, a careful balance needs to be struck in order to satisfy the German players' need for privacy and security, and thus maintain the reputation for being an ideal base for major sports teams.

"We need top class security for the hotel regardless of who is staying," Le Hec says. "However, physical security measures such as new fences, gates







and cameras were upgraded earlier this year in anticipation of this summer and the arrival of the German team.

“The French government and UEFA will be working with the German football team who will bring their own security detail. We don’t directly get involved in this way but have made sure our hotel is as secure as possible. We are in Evian, not a big town, so generally this area is very low risk.”

For the Evian region, the feel

good factor created by Euro 2016 is already starting to have an impact on its hospitality sector, and Le Hec believes it will leave a lasting legacy. “It is fantastic for the region’s bars, hotels and restaurants and we hope that tourists will come back for many years to come after the event. We can see the impact with German tourists simply because the football team is staying here, and this should boost future business.” ■

EURO 2016



# BON VOYAGE!

Voyages-SNCF discusses its preparations for Euro 2016 and how it wants not only world-class football, but world-class train travel to be the topic of conversation for millions of visiting fans

Written by: TOM WADLOW







**IT IS A** busy summer for French rail operator SNCF. With 30 million passenger journeys expected to be made during the course of Euro 2016, the country's network will be put through its paces as fans travel between the 10 host cities following their teams.

Asides securing match tickets and booking accommodation, transport is arguably the most important element of the trip a supporter must organise. Enter [voyages-sncf.com](http://voyages-sncf.com), the UK trainline equivalent of the French railways. Last year it turned over €4.3 billion, selling 82 million transport tickets to 12 million international travellers.

Its app and 15 European websites, powered by 3,000 servers, have helped thousands of fans book their travel itineraries based on fixtures and venues for their teams, and CEO Franck Gervais is well aware of how big an opportunity Euro 2016 is.

"We are extremely excited because this is a positive and festive moment for France, for sport and for SNCF because millions of people are



travelling around France from city to city, with up to three million fans in each host venue," he says. "It is a brilliant opportunity for [voyages-sncf.com](http://voyages-sncf.com) to show how easy and pleasant it is to come to France and travel within France by train."

### **Capacity**

To accommodate the millions of extra tourists, SNCF has





## About Voyages-SNCF

Voyages-sncf.com is a major European e-tourism operator dealing primarily in train ticket distribution, with more than 83 million tickets sold in 2015 and more than 12 million international travellers. It is subsidiary of SNCF Group led by Franck Gervais since December 2014 and employs more than 1,000 people including 650 in Europe. The group achieved a turnover of 4.32 billion in 2015, up 120 million from 2014. Established in 2000, voyages-sncf.com is not only an expert in the distribution of train tickets (SNCF, Eurostar, Thalys, TGV Lyria and more) but also the sale of airline tickets, bus trips, car rentals and hotel rooms. At present, 60 percent of its traffic comes from mobile devices.

massively increased the number of trains it is operating.

An extra 1,100 trains will be running during the tournament which equates to a 30 percent increase in capacity on the network, a feat hardly imaginable in the UK and many other European countries.

“This is the easiest way to come to France,” Gervais adds. “The French rail network is the best and strongest

in Europe, with easy connections from town to town and suburbs to towns.

There are numerous options we offer, including Eurostar, regional trains and buses depending on which country you are arriving from. Whichever team you are supporting, you can get here by train or bus.”

Supporters have also been able to book tickets much further in advance than they would normally to help plan



their trips as painlessly as possible.

“Normally you can only book trains up to three to four months in advance but for this tournament we have allowed customers to book more than six months before it begins,” Gervais explains. Indeed, groups were able to book their tickets as early as September 2015.

### **Partnership**

As well as setting up dedicated webpages for Euro 2016, a huge marketing push has been a major focus of Voyages-SNCF's preparations.

More than 50 million Europeans were sent newsletters outlining the ease and cost effectiveness of travel by train, while important partnerships have also helped to drive traffic and bookings.

Gervais explains: “We have used specific partnerships to amplify our communications on and offline. SNCF is the official transporter of UEFA which means that when tickets have been booked through them it communicates to customers that Voyages-SNCF is the best way to book transport for Euro 2016.

“We have seen peaks in traffic and our aim is to make this the most popular event of the year. SNCF has been making this objective very clear across all of the business and my role as head of ecommerce is to showcase Euro 2016 and France to our customers, and how easy and cheap it is to book a train or coach in advance via [voyages-sncf.com](http://voyages-sncf.com).

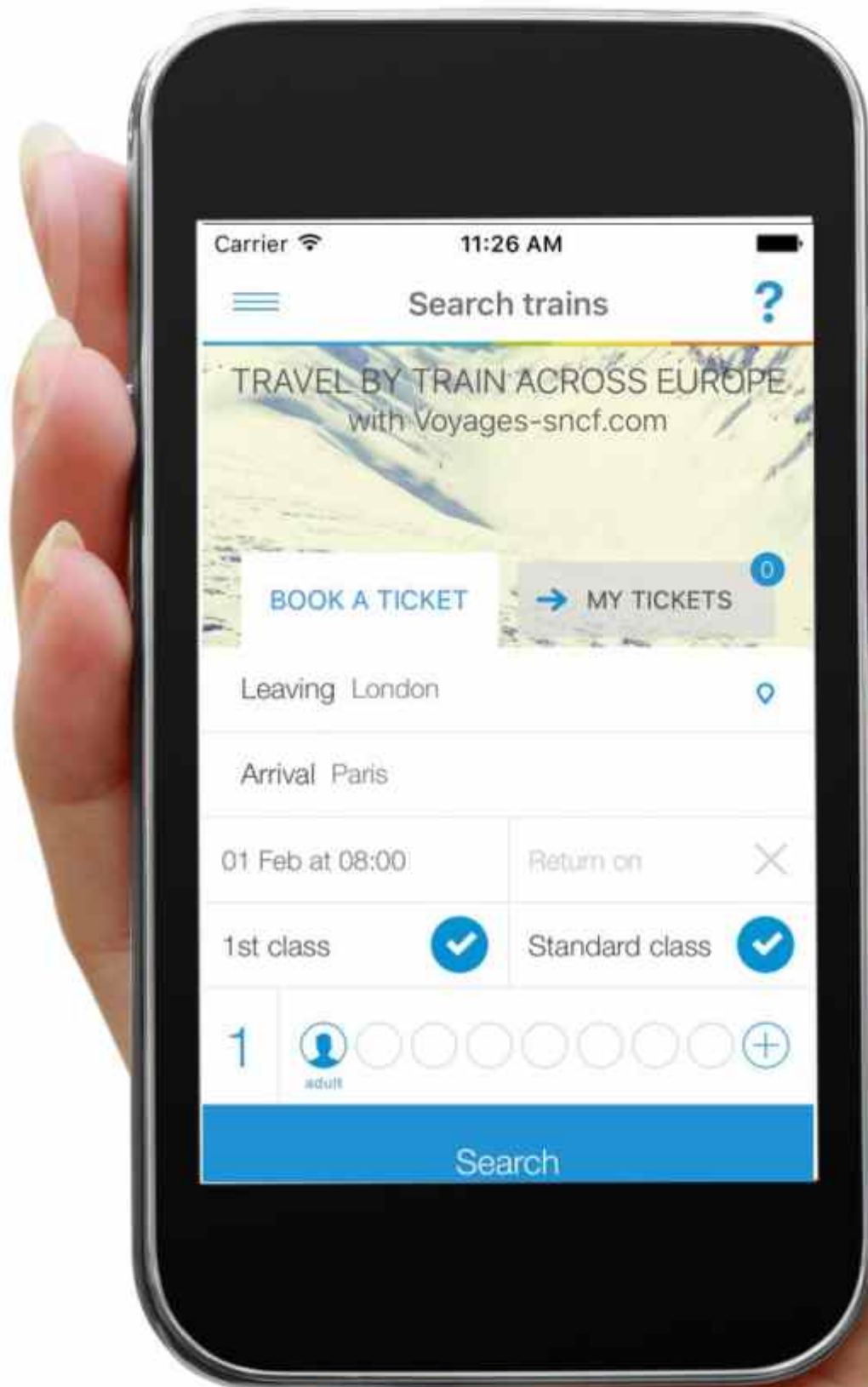
“We want visitors to remember one experience they can recall in conversation beyond the football – the seamless way they travelled to the matches and between host cities.”

The host cities themselves are also key marketing partners. Voyages-SNCF has 30 partnerships with towns and regions across France, offering discounted entry to attractions when train tickets are purchased.

### **Repeat custom**

There will still be plenty of work to do beyond the final whistle on July 10 when the tournament ends. Although the huge influx of train travellers seen throughout the month is no doubt a big boost to business, the real success





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TRAVEL BY TRAIN ACROSS EUROPE  
with Voyages-sncf.com

BOOK A TICKET

→ MY TICKETS

0

Leaving London



Arrival Paris

01 Feb at 08:00

Return on



1st class



Standard class



1



adult



Search

***“WE HAVE 85 MILLION TOURISTS A YEAR VISIT FRANCE AND WE WANT TO GET THIS UP TO 100 MILLION BY 2020”***


## **Franck Gervais**

Franck Gervais graduated from Paris' École Polytechnique, joined the SNCF Group in 2006 to take up the leadership role of Chief of Staff to the Group President, followed by the management of the rail network sectors in the North and West of the Ile-de-France region.

After working at Eiffage, where he was responsible for maritime and fluvial works, Franck returned to the SNCF Group in 2011, heading up Thalys International, before taking on the role of CEO of Voyages-sncf.com in December 2014. Within the leading European e-tourism, Franck Gervais makes the customer experience and the promotion of the France as a destination, two major development areas.







of Euro 2016 will be judged on how much repeat custom Voyages-SNCF can generate.

Using the data and knowledge gathered about where visitors have travelled to and from during Euro 2016 will be key to successfully targeting customers for return visits to the country.

“We must retarget all of these people and ask whether they have experienced everything they can in the country and towns they stayed in for the tournament,” Gervais says. “We can show them content and ask if they managed to see everything these places have to offer, and offer them a trip back using our services.”

Showcasing what France has to offer as a destination, besides being the venue for Euro 2016, is what Gervais believes will make [voyages-sncf.com](http://voyages-sncf.com) the digital leader of transport ticket distribution in Europe.

“The first step is always to inspire the customer,” he adds. “The second is to provide a fluent experience on the booking. If these steps are fulfilled then more Europeans will travel to France. We have 85 million tourists a year visit France and we want to get this up to 100 million by 2020. There is massive potential to grow and Euro 2016 provides a fantastic opportunity to show off our country.” ■

EURO 2016

EURO 2016:  
A BOOKIES'  
NIGHTMARE?

**7 QUESTIONS**  
**FOR BETVICTOR**  
**CEO ANDREA**  
**MEINRAD**





**AS**

With punters across Europe lining up their bets for one of the biggest football events in the world, how does a bookmaker prepare?

Written by: Tom Wadlow



## WILL FAVOURITES FRANCE

win the tournament? What odds should we assign World Cup holders Germany? Which teams are the dark horses? Who will score the most goals? These are all questions that a betting company faces in the build up to and during an event like Euro 2016.

With so many permutations and outcomes possible in such a short space of time, an event like this can make or break a bookies' year as millions across Europe try to calculate the most likely winners, weigh up odds or optimistically punt on their own team.

Business Review Europe asked BetVictor CEO Andreas Meinrad about what Euro 2016 means for his company.

**BRE: Describe the feelings that big sporting tournaments such as Euro 2016 bring to BetVictor.**

**AM:** Euro 2016 is an exciting opportunity; we want to take our customers, old and new, on a journey from the opening ceremony all the

way to the final. If they correctly predict the time and scorer of the opening goal in the final they will win, or share, £1,000,000 via our Million Pound Goal promotion; no gimmicks, no spin just the best value offer for new and existing customers and a truly outstanding creative proposition that will set us apart from the field. Simple as!

**What impact will Euro 2016 have on the European gaming industry?**

In terms of the wider betting industry, we are less concerned by what our competitors are planning to do and more interested on our own activities and ambitions. However, the Euros tend to spur on an array of cheap acquisition gimmicks, heightened offers, money-back deals and additional concessions, so I imagine this will be the case again this year.

Our response is to remain focused on what really matters to the customer; the bet. Improving the betting experience by removing the clutter from both the product and value messaging





UEFA  
**EURO2016**  
FRANCE





has helped us to differentiate ourselves from our competitors.

### Do you see a change in betting patterns with events like Euro 2016? What challenges does it present?

The Euros sees bets being placed by those once-every-two-years football supporters. One of the challenges we face is trying to retain these punters after the Euros are over. We aim to make sure BetVictor is the bookmaker of choice for the football bettor for Euro 2016 and beyond.

### How is BetVictor preparing for Euro 2016?

We have been focused on “best price” in football for years and are widely acknowledged as the best value operator in the sport.

Our policy will not change during the Euros; we will continue to offer best prices on football including Price Promise which is a best price guarantee on all football accas, five-folds and above, compared to our main competitors. We are very

confident that our strong football pricing proposition allied to our Million Pound Goal promotion will prove a hit with new and existing customers.

One of our key aims to is ensure that, right across our mix of marketing challenges, our customers receive the right message, on the right channel, at the right time, every single time; both in real time and as part of a pre-planned campaign. We hope this will help to provide a unique and enhanced betting experience.

Finally, localising our content is particularly important during the Euros. The tournament provides an opportunity to hyper-personalise all our content, campaign aggressiveness, trigger times and offers, depending on developments within the tournament itself.

### Is it true that major upsets such as Leicester City this season are good news for betting companies?

Leicester City winning the Premier League is an extraordinary, almost magical story and good luck to the customers who had the foresight

and instinct to back their judgement; like everyone else we are left counting the cost of their success but winning customers are part and parcel of the gaming industry. Will it be good news for the industry in the long term? Who knows but it is great to see David slay Goliath occasionally.

## Are you hoping that tournament favourites France do not win Euro 2016?

France are sure to be well-supported and they alongside, World Cup winners Germany, Spain and England are likely to be the best backed nations in what is sure to be a wonderful tournament and one which we are all eagerly looking forward to.

## What are your thoughts on your team, Austria's chances?

We have every chance of qualifying from a very open looking Group F. Portugal are favourites and deserve to be but they are far too short given both Austria and Iceland are worthy opponents; we must beat Hungary in our opening game in Bordeaux. If we do, I would be confident we will progress to the knockout stages and could easily top the group. ■







Navigation menu with icons and labels:

- PLAY
- TEAMS
- PLAYERS
- LEAGUES
- SETTINGS

# BASKETBALL

MONDAY LEAGUE	X	MONDAY LEAGUE	-	3-2
WEDNESDAY	-	WEDNESDAY	-	3-2
PLAYER STATS	X	PLAYER STATS	X	3-2
FRIDAY LEAGUE	X	FRIDAY LEAGUE	X	3-2

# TENNIS

# GOLF

# FOOTBALL

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HelloWorld.FinalSkin()
EndPumpMessage()
pass

HelloWorld = CBrandNewUI("...BrandNew...
HelloWorld.LoadModule()
HelloWorld.InitSkin()
HelloWorld.SetAppHwnd(
  
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# Market keeping

Written by D  
Produced by D





**kpn**

# leaders it simple

**Dale Benton  
Danielle Harris**





## **KPN is Telemangement Forum Business Transformation of the Year award 2016 winner & leading telecommunications provider of the Netherlands; but is a company-wide transformation really that simple?**

**K**PN, the leading telecommunications provider in the Netherlands, is transforming the way it operates through simplification. But can it be so simple?

What is the basic principle of a telecommunications company? Providing communication opportunities to a wide range of people.

KPN plans to take that one step further through the power of technology and has set its sights firmly on becoming the go-to telecommunications provider.

This is something that Bouke

Hoving, Executive Vice President Simplification & Innovation & CIO, believes is the way forward for KPN.

“We want to become the best service provider,” he says.

“In regards to customer satisfaction, we’re the best telecommunications company in the Netherlands. We don’t just want to benchmark ourselves against other telcos, but to do so against any B2C or B2B market and deliver the best customer experience and be the best service provider,” adds Hoving.

One of the ways in which KPN is doing this is through



With a successful history of previous cooperation, Comarch was a natural choice of a business partner to grow our business with. Aside from offering high-quality BSS tools, they showed great flexibility in meeting our business requirements. The wide range of professional services, from hosting to daily operations management, takes a huge burden off our company and enables us to focus on the core of our business, while the cooperation and pricing model we established with Comarch lets us flexibly develop our business without too many risks.



**Comarch B2B Solution** is tailored for managing all processes related to the business customer segment. It enables providing various selling strategies to each company size, delivering and supporting large numbers of customized products and services, managing service level agreements (SLAs) and handling of complex fulfillment processes.

The solution is built around Comarch BSS tools: billing, customer management and self-care, with the addition of product catalog and service fulfillment.

Thanks to the possibility to implement in a hosted managed services model, with usage-based pricing and Comarch KPIs in key areas, the solution ensures optimized costs and improved business customer experience.

## RESULTS

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CAPEX / OPEX reduction thanks to full outsourcing



Minimized investment risks thanks to usage-based pricing



Improved customer experience thanks to self-service and personalized offers



a company-wide simplification program. The goal? Transform it from a 'product orientated' company into a customer-centric digital telecommunications company.

"There were good historical reasons for being a product orientated company. With fast technological developments in the market it allowed us to bring new products to market really quickly," says Hoving.

But over time this led to an increase in







internal silos, creating what Hoving describes as a 'fragmented' customer journey.

"The fast introduction of new technology led to separate internal silos of products, processes and IT systems. This was good for to time to market but to continue this year after year, decade after decade, in the era of increasing customer demands, we were facing fragmented customer journeys across our products," adds Hoving.

# 8-steps to Digital Transformation

## Check Your Progress

Companies must adapt to change, or they'll fail. The Toppie rate – leading companies pushed from **No. 1** by digital disruptors – has increased **40%** in last **50 years**.

To thrive in the digital age consider the following steps:

### STEP 1: GET EXECUTIVE SPONSORSHIP – FROM THE TOP



**95%** of leading organizations must commit to a clear digital strategy to stay ahead, say McKinsey & Company

**1** person to lead that – the CEO



### STEP 2: ALIGN IT AND THE BUSINESS

Work together,  
not around each other.



### STEP 3: THINK 2-SPEED IT



**95%** of IT resources go on keeping things running, little on innovation

Change the balance with bi-modal IT



2015

**40%** of CIOs already have made the move, say Gartner



2018

**100%** in next 3 years

#### Mode 1 = Marathon runner

Traditional services, focused on maintaining core systems and stable operations.

#### Mode 2 = Sprinter

Fast, agile digital innovation that differentiates the business.

### STEP 4: LET YOUR SPINTERS FOCUS ON THE 4 Ps

To speed the way to effective Mode 2 capabilities you need:



**Portfolio**  
Decide which agile initiatives to start first

Go to Step 5



**People**  
Build a team of the best IT and business people

Go to Step 6



**Process**  
Change functionality quickly and often, based on feedback

Go to Step 7



**Platform**  
Look to the cloud for speed and agility

Go to Step 8

### STEP 5: PRIORITIZE YOUR APPLICATION PROJECTS

What do you work on first?

Attack projects in this order:

- 1 High in customer frustration/High in value
- 2 High in customer frustration/Low in value
- 3 Low in customer frustration/High in value
- 4 Low in customer frustration/Low in value

### STEP 6: FAIL FAST, LEARN FAST



Set up cross-functional teams.

Align what the business needs and IT can deliver, in a fail-friendly environment.

**"We aim to make mistakes faster than anyone else"**  
Spotify founder, Daniel Ek

### STEP 7: EMBRACE AGILE WORKING



Change is fast and often.

Teams must work in short, iterative cycles creating functionality based on user feedback.

To scale digital innovation requires DevOps practices.

### STEP 8: USE THE RIGHT PLATFORM

The cloud overcomes the constraints of traditional development – to deliver the speed and agility that sprinters need for Mode 2 projects.



### DISCOVER MORE



Discover more about how Oracle can accelerate your digital transformation on [Oracle.com/nl](https://www.oracle.com/nl) and read the full article on [bit.ly/8StepChecklist](https://bit.ly/8StepChecklist)



# KPN AND ORACLE CELEBRATE SUCCESSFUL BUSINESS TRANSFORMATION

For many years KPN has been the leading telecommunications provider in the Netherlands, but the world of telecommunications is rapidly changing. So KPN felt the urge to transform their business operation model, replacing a siloed product orientation with a customer-centric approach.

Working closely with technology partner Oracle, KPN implemented an innovative simplification program that enhanced customer experience and simultaneously reduced cost. This program, initiated in 2013, won the 'Business Transformation of the Year Award' at the TM Forum Digital World Awards 2016.

Bouke Hoving, Executive Vice President Simplification & Innovation and Chief Information Officer at KPN, speaks with Michel van Woudenberg, Vice President Customer Experience EMEA at Oracle, about the need for change and how to gain a competitive advantage through business transformation.



Michel van Woudenberg,  
Vice President Customer  
Experience EMEA,  
Oracle

ORACLE



Bouke Hoving,  
EVP KPN

kpn

## WHY DID KPN EMBARK ON A JOURNEY TO FUNDAMENTALLY TRANSFORM THE WHOLE ORGANISATION?

B: We had no other choice. In order to keep our leading position we had to make a bold move.

M: All aspects of the business are changing. It all starts with consumer expectations. Consumers are demanding the highest levels of engagement with 24/7 availability and they are ready to give immediate feedback if they are not getting it – sharing their experience through social media with a broad audience.

These consumers are also employees, which means that employee expectations have also changed. However, unlike 10 years ago the technology used in corporate organisations is less sophisticated than in the private environment.

This creates tension. Especially with millennials, who demand access to information anywhere, anytime. This requires more than a quick technology upgrade. It requires a fundamental re-alignment of all business functions. There is an Airbnb or Uber for every line of business challenging the status quo and transforming business models.

*"Innovation attacks incumbents where the greatest sources of customer friction meet the largest profit pools."*

Michel van Woudenberg, VP Oracle

B: As a company we do not only have to respond to these demands, but we have to be disruptive ourselves as well. We replaced our siloed product orientation with a customer centric approach. That is what we achieved with the simplification program.

## WHEN IT COMES TO TRANSFORMATION, SIZE IS NOT AN ADVANTAGE. WHAT IS YOUR ADVICE TO LARGE ORGANISATIONS THAT NEED TO TRANSFORM RAPIDLY?

M: Let me first acknowledge that it is not easy for an organization that has been around for a long time. Every person that operates in a silo can perfectly explain why his job should be carried out exactly the way he is doing it. So change needs to come from the top. But not in a classic top-down fashion. My advice is to create an environment where people can experiment. You try something and if you fail you apply the lessons learned in your next attempt. Move quickly. This is where modern technology helps to accelerate the business. Companies no longer need to invest millions of euros

before they can see the benefits. Our goal was to provide KPN with capabilities from the cloud that they could try out first before rolling them out.

B: Being a status quo company, the ambition of becoming the best service provider of the Netherlands meant that we had to shift our business model from product orientation to customer focus. Ultimately we have transformed all our processes and systems. We have solved fragmentation by putting the customer first and we have simplified the customer journey by applying smart technology.

*"We need to take this whole organization along on a journey and organize ourselves around the customer rather than around the product. Because if we don't than another provider will do so."*

Bouke Hoving, EVP KPN

M: Successful companies are able to put speed above perfection. In the current world you cannot know where you want to be in five years time. So let's spend 80% of our time and energy where we want to be next year and 20% where we want to be in the next three years, because the world is changing fast.

## BOUKE, WHAT WOULD YOUR ADVICE BE FOR LARGER COMPANIES TO GAIN SPEED?

B: Look at transformation as a journey. First focus on getting the basics right, making the customer centricity the core of your operations. Then start with additional functions to make things more customer friendly, quicker and more digital. For us the journey is not over yet. We are in a positive flow.

## MICHEL, WHAT IS THE MAGIC?

M: It is a bit of magic and a lot of hard work. Oracle's vision is to bring to our customers a platform around customer experience, which gives them the ability to operationalize end-to-end key business processes, from lead to invoice. With such agility they can operationalize their new business models.

The magic is in the cooperation between the visionary client and the inspirational technology service provider. The leadership of KPN was deeply involved in the transformation. This inspired the whole organisation and turned the transformation into a success for us all.

The customer journey is the driving force behind this transformation program. What impact was a fragmented journey having on the business?

“Walk into stores a few years ago and you would see the impact of all that product complexity, because all of those silos were popping up across the shops and the other touch points,” says Hoving.

“If a customer were to place a quadplay order, our sales representatives had to register that order in the fixed order systems, then in the mobile order systems and then they had to make sure that the overall quadplay discounts would apply over the various systems.”

Multiply this process by way of every single customer that KPN works with and this becomes a highly time consuming process. Through the simplification program,

this time is significantly reduced.

“We have redesigned the processes and made them independent from product, channel and from a customer point of view, resulting in an 80 percent decrease in order handling time. By implementing Omnichannel we made it easier for our sales representatives to serve customers and make them happy.,” adds Hoving.

### **Time equals money**

KPN projected cost savings of around €300 million by 2016. After one year, KPN realised €140 million in savings in February 2015 so they upgraded the savings potential to over €400m. After February 2016, the company indicated a saving of around €450 million.

“We projected those savings by looking at the full cost space of the company and taking some





# KPN LION Business Trans

## Customer excellence by opera

KPN OSS transformation powered by ZSmart

ZTEsoft Technology, a leading operational technology software provider, serves global telecom operators, and ICT, smart city and industry solutions and helps them manage, and monetize the digital value proposition of our customers with ZSmart solutions offer a set of functional components and product packages to support agile operation and address various markets and industry demands and customer experience with automatic insight, ZSmart 8 flagship solutions. Now, ZSmart solutions have been deployed in more than 80 countries, serving

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# Transformation Program: Operational excellence

Part 8 for both fixed and mobile networks

ZTEsoft specializes in offering comprehensive BSS/OSS solutions and services to enterprises and governments. ZTEsoft aims to create, operate, and maintain high performance operations and cutting-edge technologies. ZTEsoft's solutions which can be assembled and configured flexibly on an open architecture platform. Designed to enable lean and cost effective operations, power innovation and digital transformation allow customers to develop their grasp in the digital ecosystem. Till now, ZTEsoft is serving over 600 million subscribers through more than 130 operators globally.

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THE INSIGHTS TO KNOW HOW TO  
**TRANSFORM  
YOUR  
COMPANY.**  
THE CAPABILITIES TO ACTUALLY DO IT.

To transform your business, you need a partner. One who brings you new and innovative ideas every day. One with deep industry knowledge, meaningful insights and the broadest range of capabilities. And one who works shoulder to shoulder with you to help you reach the next level of performance. That's a partner called Accenture Consulting. And that's high performance, delivered.



High performance. Delivered.



direct variable costs out. The simplification could not impact those costs and we believed that the savings should be possible irrespective of whether they were operational or capital expenses,” says Hoving.

And the award goes to...

In May this year, KPN took home the Business Transformation of the Year Award at the TM Forum Digital World Awards 2016. Attracting more than 50 entries from a diverse range of global industries, the award recognises the communications, digital infrastructure or media service provider that has made the most significant steps in transforming to a low-cost, agile and customer-centric operating

model – step forward KPN and the simplification programme.

KPN took home the Smart Service Provider and Business Transformation of the Year Award for becoming a next-generation telco, producing a

Net Promoter Score rise of +9 for consumers.

But what does this recognition mean for KPN? “It is a proof point for the successful transformation of our business and an encouragement to keep moving

forward. The recognition that our holistic and step by step approach works. We are on the right track and it also puts the second phase of the program into a wider perspective,” says Hoving.

The award has seen KPN

**£7  
Billion**

KPN's annual revenue

A young man in a dark suit and white shirt is riding a bicycle. He is smiling and looking at a smartphone in his right hand. The background shows a blurred building and greenery. The top left corner has a red and white diagonal graphic.

**Tech  
Mahindra**

# CYCLE OF CONNECT

As an industry, we have the opportunity to solve challenges that impact more exciting for us as a company is that in this changing environment are not in the pavilion watching the world change. Instead, we are enabling businesses and society through technology & skills. Tech Mahindra represents offering innovative and customer-centric information technology services. Enterprises, Associates and the Society to Rise™.

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at billions of lives. And what is  
t, we are not fence sitters, we  
olving this global revolution for  
presents the connected world,  
ces and solutions, enabling

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DIGITAL

AUTOMATION

VERTICALIZATION

INNOVATION

DISRUPTION





**“When we started late 2013 with the programme we visited some telcos in Europe to see what they were doing and now those telcos are coming to us and seeing what we are doing”**

attract the attention of other telcos across Europe.

“When we started late 2013 with the program we visited some telcos in Europe to see what they were doing and now those telcos are coming to us and seeing what we are doing.”

And it doesn't stop there, other companies outside the telco industry have been inspired by KPN's approach.

“This is a result of our cultural transformation coupled with one of our biggest driving forces: our Agile way of working. We started from scratch with early adoptors inside the organization which grew exponentially. It was adopted much faster than we could ever imagine.”

The award was given as a direct result of KPN's transformation as well as the implementation of a low cost, agile operating model based on the Business Process Framework (eTOM) of TMForum. The result – saving around EUR 280million by the end of 2015.

To transform from a product-oriented to a digital, customer-oriented model KPN used the eTOM combined with its own customer journeys. KPN created a uniform digital layer and decoupled its customer facing IT from its back-end systems. This resulted in faster development times and significant lower costs.

“The business framework gives you guidance on how



**“Open ROADS to a Better Connected World” is Huawei’s vision for the ICT industry. Encompassing five fundamental characteristics of the ultimate user experiences in a fully connected world - Real-time, On-demand, All-online, DIY, and Social – Huawei’s “ROADS” vision will foster an open industry ecosystem that enables agile innovations, advancing the ICT industry as well as all social sectors in the digital age.**

**Bouke Hoving (EVP Simplification & Innovation and CIO of KPN) & Dr Haiping Che (CTO Vice President of Carrier Software Business Unit Huawei)**







# HUAWEI & KPN

## 10 YEAR COLLABORATION

When Huawei set foot in the Netherlands in 2004, it did so to huge media attention.

A deal worth millions of euro with Telfort, a Dutch mobile telecommunication company and since 2005 a subsidiary of KPN, to deliver an advanced wireless 3G network. To Huawei this was an extraordinary achievement to breakthrough in a market that was occupied for decades by the traditional suppliers. The reliability and stability of the ICT infrastructure in a data-driven economy and society is of great strategic importance, and entrusting the delivery of such a vital data transport network component to a partner that was, at that time, relatively unknown in Europe was a bold step.

Since then, more than 10 million residents in the Netherlands are now directly and indirectly enjoying the services provided by Huawei's networks, software, smartphones, tablets and

business solutions for their digital connectivity and internet access. After 11 years of continuous growth, Huawei Technologies Netherlands now employs 650 employees and delivers the networks and services to all major operators.

As from 2009, Huawei not only supported KPN's growth in the Network domain, but also took more responsibilities to support KPN with the implementation of its strategy in the business transformation area. This transformation simplified KPN's IT landscape, processes and portfolio. It transformed the way of working into agile innovations and supported KPN to strengthen their market position in the challenging telecom landscape with Huawei's next generation Business Support System.

By leveraging Huawei's advanced best-of-suite BSS solution, global experience and dedicated

customer focused teams, KPN & Huawei worked as one strong team to realise these transformation journeys by replacing KPN's outdated legacy systems and processes which led to fast time-to-market for new products and services, reduction of costs and more flexibility to support the new business demand. Together, we can proudly look back on our joint achievements.

As a market leader in the Telecom and IT industry Huawei understands more than others that the road ahead in the fast upcoming digital world is even more challenging and as a strategic partner, we are capable to bring even more value to KPN for fulfilling the Simplify-Grow-Innovate strategy by exploring the areas of digitization, SDN/ NVF, Cloud, 5G network and further enhance KPN's customer satisfaction levels with ROADS (Real-time, On demand, Always-on-line, Do It Yourself, Social) service experience.



to design your processes. There are thousands of ways to design those customer processes and I think that there are two important aspects to that design,” says Hoving.

Number one – the customer.

“First you must take the customer central approach and design those processes to ultimately create the best customer experience,” says Hoving.

And number two – the business standards of the eTOM.

“Secondly, you must constantly match the design of your process to the standards of the Business Process Framework to make sure you can easily implement them

into international sellers.”

This enables KPN to follow a two speed IT model: implementing continuous changes directly improving customer experience whilst at the same time optimising and consolidating its back-end systems in the mid-term.

“There are many factors how to succeed in a transformation like this. It starts with the awareness that we were at a point of no return, we either go for it and succeed or we wait and lose big time,”

said Hoving in a keynote speech at the TMforum awards.

But transforming an entire company model brings with it many challenges and obstacles before reaching an end goal. The success of the transformation





## The power of partnerships

Accenture, TechMahindra and Oracle Digital CX have been instrumental in realising simplification of customer journey for consumer customers & rationalization and decommissioning of legacy IT systems in fixed domain.

Huawei has been a strong partner in realizing our simplification of our mobile operating model including simplified IT with big benefits for KPN colleagues having daily customer contact.

Comarch and Cognizant have been of vital importance in simplification of customer journey and operating model for business customers.

ZTE and TechMahindra have been selected as our partner for transforming network facing part of our operating model.

ORACLE

accenture

Tech  
Mahindra

COMARCH

ZTE 中兴

process, comes down to KPN's recipe for success:

- **Begin with the end state in mind**
- **Take a step-by-step approach to reach your end goal**
- **OSS: You can't ignore it**
- **Attract people that dare to fail and try again**

“Because this approach affects the entire company, an agile approach to change is key,” adds Hoving.

Hoving admits that this agile approach, working through all the different organisational layers, is something that takes time. An important success factor for KPN has been the strength in working with partners, partners that embody this recipe for success.

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LOOKING COMPANIES  
RUN BETTER AND  
RUN DIFFERENT



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# WE ARE DEDICATED TO HELPING COMMUNICATION SERVICE PROVIDERS (CSP) BUILD STRONGER BUSINESSES AND DRIVE TECHNOLOGY-BASED INNOVATION AND GROWTH.

## Run better & Run different

CSPs are striving to improve their efficiency and productivity to withstand the pressures of an uncertain global economy, new forms of competition from OTT & Digital players and additional regulation. At the same time, they must adapt to and embrace new technology architectures, innovative business models and changing demographics that will open up new horizons of opportunity. Their dual mandate is not only to drive incremental improvements in performance, but to launch the next phase of innovation-driven growth.

Cognizant is helping clients to meet both challenges. We enable them to achieve new levels of productivity by making their existing operations as effective as possible and to reach deeper levels of innovation that will result in market leadership, profitable growth, customer delight, employee engagement and business value.

Businesses are increasingly turning to us because we are uniquely positioned to deliver on both goals on a single platform. We combine an entrepreneurial spirit, exceptional talent and a consultative client-first approach, with an expansive global delivery network and deep domain expertise. Partnering with Cognizant will help to ensure that our clients stay relevant today, while unlocking remarkable achievements tomorrow.



## Cognizant is a strategic partner for KPN

Cognizant is the selected BSS (Business Support Systems) partner for KPN where a unique partnership has been constructed to reduce TCO, improve Time to Market, reduce downtime and increase Net Promoter Score. Leveraging its best in class transition framework, Cognizant has transitioned business critical systems with zero impact on KPN operations.

At the same time we help KPN in challenging the status quo by working with their teams to identify initiatives for TCO reduction or better ways of working to ensure faster time to market. One of the areas where we add value is by injecting our experience in the agile way of working to help KPN to excel in all areas of the business.

## ABOUT COGNIZANT

Cognizant (NASDAQ: CTSI) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), we combine a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work.

With over 100 development and delivery centres worldwide and approximately 233,000 employees as of March 31, 2016, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world.

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# Capture the power of digital. We'll help you unleash it.



Today, every business is a digital business. Including yours. To help you innovate and compete, we have a wide range of Digital capabilities. There's Interactive that helps build relationships through hyper-personalisation and experiences. Mobility that's all about connectivity. Analytics that lets you turn data into insight. And Cloud and Security, to keep your business agile and safe. All so your company will see tangible results from the virtual world. That's high performance, delivered.

High performance. Delivered.





## Challenges of change

One of the biggest challenges was breaking down and decommissioning existing separate silos.

“Organisationally there was very little communication between those silos and if you then start to put the customer central and try to fix the friction points in the customer journey across those silos the communication between those silos is a huge challenge.”

These silos were strong from

both an IT perspective and from a process perspective – creating even further issues finding one common language.

“Those were by far the biggest challenges which ultimately led us to the conclusion that, at least for the big change programs, we really need to centralise those so we could accelerate the simplification. That was the start of the program, reaching the decision and executing it was quite a challenge and probably the





**“The biggest success? Communication. While it was a challenge, the incorporation of communication within the company with the various stakeholders, ultimately bringing the stakeholders together within one room with the people writing the software”**

biggest we had to overcome in the last three years,” says Hoving.

When there are challenges, there are ultimately successes and KPN has experienced many successes to date other than the recent award win.

“The biggest success? Communication. While it was a challenge, the incorporation of communication within the company with the various stakeholders, ultimately bringing the stakeholders together within one room with the people writing the software.”

What kind of legacy will KPN’s success leave behind? Hoving suggests that the industry will be faced with inevitable

questions – how are telcos going to live up to current and future expectations of customers?

As with all of KPN’s ambitions, ultimately it is the customer that drives the end game.

“The process has shown that KPN has the guts to do what needs to be done, by starting and going on with the simplification program – daring to fail and trying again,” adds Hoving.

Fundamental change was needed, but we couldn’t close down shop so we changed as part of an overall plan ensuring a future ready customer experience. When you’ve taken that initial risk, the first hurdle has already been crossed.” Hoving concludes. ■



# Quick as a Whistle

Written by **Tom Wadlow**

Produced by **Kiron Chavda**







1748  
Packets & Parcels  
Logistics  
Dorming Halls

**whistl**

whistl.co.uk

# ‘Build the plane while we’re flying’ is the motto behind the mail delivery specialist’s IT strategy, steered by an outward-thinking director who arrived with no formal technology background

**M**aking sure that mail travels from A to B requires a much more robust and slick functioning IT infrastructure than one might originally think. Alignment with the rest of the business’s operations is critical, and this is the job of Whistl’s IT Director.

After spending 12 years delivering vital business operations and product innovation, working closely with crucial operational, billing and CRM systems from a strategic standpoint, a move to IT Director may not have appeared as a natural step.

Three and half years on and this is exactly what has happened at Whistl. Formerly TNT Post - the UK arm of Dutch company TNT (Post NL) - the now-autonomous

business has seen a huge overhaul in the way technology is managed.

Guiding the transformation is Whistl’s IT Director Lieneke Happel. Having been involved in the company’s journey since 2004, Happel always believed IT could hold the key to real transformation into a market leader.

“I always felt that within our IT functions we could do so much more,” she says. “But I don’t have an IT background and didn’t really know exactly what my criticisms were based on – I recognised that alignment with the business is just so critical. The business just wants IT to work as effectively as possible.”

“I was excited about the challenge, yet a little scared at the





whistl

# Benefiting from the certainty and flexibility of a trusted IT outsourcing partnership

As CIOs begin to replace IT Directors, and IT moves to 'Hybrid', new types of partnerships are needed. Attenda's role is to act as a long-term partner and trusted advisor to Clients' CIOs, delivering business aligned critical IT services:

- Modernising IT estates, monitoring and managing IT operations
- Providing CIOs with headroom to focus on transformational change
- Facilitating choices with impartial advice from practitioners

Through our Client Engagement and Service Management processes, we ensure that we can continue to provide the right advice along the transformation journey.

## DELIVERING ROBUST BUSINESS CRITICAL MANAGED SERVICES



When Whistl separated from its parent company PostNL back in 2013, it created the opportunity to take a new approach to the delivery of its business critical IT services. Prior to the demerger, it outsourced all of its services from the group company, which resulted in inflexible systems that were not specifically designed or adapted to meet the needs of the business

operation. Lieneke Happel, CIO, joined Whistl to lead the business transformation, and as part of this, to migrate all of their core services and applications to a UK Managed services provider.

Whistl is the second largest postal company in the UK, processing over 26% of the UK's mail. It collects, sorts, sends and transports nearly 4 billion items of addressed mail, packets and parcels for businesses. Over 60 million ecommerce items pass through its UK wide network with the provision of tracked and untracked services.

Outsourcing was not new to Whistl, and therefore when it went out to

tender it knew exactly what it was looking for technically, commercially and from a relationship perspective. It selected Attenda as its strategic partner, impressed with the consistently high quality of individuals that it encountered right across the Attenda business, throughout the engagement process.

The Attenda solution underpins Whistl's business critical applications, without which their business would grind to a halt. For example, the 'MailNet' application facilitates the tracking and management of all mail from the sorting office through to the mailbox from customer to handover to Royal Mail delivery - the uptime of this application is paramount to their business. Attenda's critical applications managed services embrace all of the technical, operational hosting and management of the business critical infrastructure. Attenda is viewed as a seamless extension to the internal team, freeing up their time to focus on supporting new business initiatives, thus adding value.

Lieneke Happel takes up the story, "With Attenda, I never have to worry about whether the applications are available to run our

**Call us on 01784 211100 for an exploratory discussion or Email: [info@attenda.com](mailto:info@attenda.com)**



Critical Applications



We manage complex critical applications, typically involving multiple locations, using our proprietary PARIS (Performance, Availability, Recoverability, Insight and Security) methodology to establish the optimum applications environment and service levels.

Our packaged and customised application services are designed to offload the operational burden of keeping critical applications transacting. From packaged COTS applications such as SAP to digital e-commerce and brand-critical websites, we monitor and manage these business critical applications, 24 x 7, ensuring that the business transactions keep flowing.

Cloud Services



Our Hybrid IT approach is location and platform independent, combining private cloud, Attenda Cloud, and hyper-scale public cloud solutions, with on premise or 3rd party provided data centre services, to deliver tailored hybrid solutions.

Attenda Cloud is our fully managed and self-managed UK sovereign cloud platform, located in our three UK data centres. We manage private cloud solutions providing state of the art private cloud hosting for virtualised environments. Additionally, we deliver hyper-scale cloud solutions providing comprehensive applications and infrastructure (IaaS, PaaS and SaaS) managed services for AWS and Azure.

Hosting, Infrastructure and Security



Our Hosting and Infrastructure Management services extend from the data centre to the desktop, facilitating the optimisation and transformation of existing systems and infrastructure, and the adoption of new technologies. Our services extend from highly available, highly secure hosting and infrastructure management services, to remote monitoring and management, and colocation services.

Our Cloud services, Hosting and Infrastructure services are all supported by a family of Cyber Security Services, for access control, cyber monitoring and response, threat management and communications security.

business." She adds, "You really don't know how good you have it when everything runs smoothly all the time."

Whistl embarked upon the migration project with Attenda in August 2014. It was a massive, complex data centre migration, and was executed incredibly smoothly; from engagement to live operation it was completed within twelve months. The business was completely un-impacted by the migration, it was business as usual throughout the project. In fact, no one had even noticed the changeover, a real testament to the smooth running migration project.

Attenda and Whistl share the same ethos, a passion for delivering clients a quality service experience and genuine peace of mind. So, what of the future?

Attenda's Consulting, Advisory and Project Services (CAPS) services present a compelling proposition, to add further value, with a pick and mix of expertise at different levels. This provides the ability for Whistl to tap into and add to its team, with exactly the type of services required,

when they are required; and where a full time head would not be justified. Due to the agile nature of Whistl and the delivery mechanism, it sees real value in "Smart People as a Service."

Whistl and Attenda continue to share a joint approach and relationship towards delivering a premium service to Whistl clients and their customers, by building upon the foundations already laid down, to work together on strategy and advice.

Whistl continue to look at the business opportunity for Hybrid IT and public cloud services and recognise that Attenda's capability to deliver private, shared and hyper-scale public cloud managed services, all managed by a single integrated Hybrid IT service management platform, will ensure that the right choices can be made, and the right solutions delivered, when the time is right.

As Lieneke Happel concludes, "Our relationship with Attenda has gone from strength to strength over the last two years. We are very happy that we made the right choice for our strategic IT services partner."



## WHISTL

prospect of running something which I didn't know what I did or didn't understand. I said I'd do it for a year as a restructuring sort of focus but I have loved it. The change you can make and the influence you can have is what excites me. You can determine the speed of change within the company."

Indeed, Whistl now processes 26 percent of all UK mail through its seven hubs and is eyeing up further expansion into parcels and international deliveries, of which IT will play a crucial part. It already sorts four billion items a year through its core sorted, unsorted, international and hybrid services, which allows

customers to electronically upload what they want to post with Whistl sorting the printing and delivery. The company also conducts targeted doordrop media and leafleting campaigns with customers, based on careful analysis of client and third party data. Major customers include Sky, Barclays and Aegon.

### Keeping it simple

Approaching IT from a customer experience standpoint with a holistic business strategy in mind has paid dividends.

"I think two things really help me in my job today," Happel explains. "One is that I have an overall business view on running IT. I have experience in managing resources and costs that lead to results. The second is trust. The team I work with know that I know the business.

"The one bugbear I had was the gap between business and IT. IT is simply a department within the business and the business is simply a series of departments. I immediately had to



*Lieneke  
Happel,  
IT Director*





make this clear. This trust allows me to influence the business decisions a lot more than if I had an IT background.”

Even though Happel works in a deeply technical environment, she has always appreciated the need to keep it simple for the benefit of customers and the wider Whistl team.

“It is so easy to make things overly complex, in every department of business in fact,” she says. “Within IT this is even more important because so much is technical and the people are immersed in the detail. It can be tough to lift yourself out and translate your work into how it really impacts others. But this is what I find normal and help to do for the team.”

**“The change you can make and the influence you can have is what excites me. You can determine the speed of change within the company”**

## WHISTL

“Once people have something explained to them and they understand, they are willing to be patient and to listen. They are on board, they understand, they don’t criticise. Communication becomes positive.”

### Customer focus

The end goal of Whistl’s IT strategy is to make doing business with the company as easy and cost effective as possible. After all, it is still very much a physical company

processing mail and parcels.

The management buyout from parent company Post NL has allowed Happel to bring all IT operations into the UK. She explains: “Being such a big company, the strategy and IT solutions they were implementing, although fantastic, were very risk averse and not very open to quick change. We were the new kids on the block, fast growing and agile and it just didn’t match up in cultures and execution.”



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Since aligning a lot of small unintegrated processes and steering the 42-strong IT team's focus to the wider business strategy, a lot has happened regarding the frontline services offered. Whistl now processes 70 million parcels a year to add to the standard mail, while further expansion into international markets has required careful IT planning.

“Every country has different distribution rules on how to handover mail, what manifests you need, addressing items, what labels are used, what pre-notifications are required and

**1,600**

The number of employees working for **Whistl**



“We very much embrace bimodal IT with multifunctional teams that succeed quickly and I recruit people who get this concept – building the plane while we’re flying”



so on,” Happel adds. “You can see how this impacts right across the business and how IT has to adapt to comply with international ways of delivering mail.”

To help customers manage and track their mail’s journeys, Whistl will be launching a new customer portal later this year. This will allow clients to find delivery information and track progress of their direct marketing all in one place on any device, helping them to plan ahead and think more strategically about how they post.

### Partner power

One of the first, and certainly most significant changes implemented by Happel was to bring in expert outsourcing partners to perform and develop key IT functions, enabling the Whistl team to focus their efforts at a strategic level.

Happel comments: “I expect my outsourcing suppliers to stay ahead of the game in terms of R&D and innovation so we can provide our customers the best possible front end and back end services. I chose all the suppliers in the knowledge





that they all keep abreast of change, so they will always make sure we are using the latest technologies.

“For example, Attenda, who provide our vital hosting services and ensure we are online 24/7, are further integrating cloud into the managed service offering.”

Other key suppliers include network experts Link Connect and Veski, provider of end user services which includes a virtual desktop solution, allowing Whistl customers to work anywhere, anytime and on any device. It is

also looking at integrating Microsoft Office365 into its solution.

“All three suppliers work as an extension of my team and really know our business,” Happel adds. “I needed companies which were not the industry giants – mid-sized companies which are focused on building a real relationship and don’t see us as a number on a spreadsheet.”

“They are often in the office working with us and when glitches happen, which are inevitable sometimes, they get resolved





quickly. The biggest complement I can pay them is that I don't have to worry about what they do. I just leave my service delivery guys to get on with it so I can focus on a strategic level. We can focus on business growth and delivery of quick change with the backing of our partners - this is exactly why having such good suppliers is so important."

### **Rising to the challenge**

The most challenging aspect for Happel has been finding the right people for her team. It is also the most rewarding part of the job, as Whistl's engaged and motivated IT unit drives tangible change for end users.

"I don't want people who buy into the tech, I want people who buy into the company," she says. "I want people to have fun and to be passionate. I want people who have a variety of skills and are not limited by a job description. I like people who can communicate and the reality of our company is we are

changing fast and need to be agile.

"We very much embrace bimodal IT with multifunctional teams that succeed quickly and I recruit people who get this concept – building the plane while we're flying. You don't know how the end product is going to look at the start, but you keep improving while learning what the customer really wants."

It is this strategic, agile approach while always keeping the wider business ambition in mind which has allowed Happel to drive innovation through IT, leveraging the expertise of partners to deliver the best possible experience for customers.

Now, however, is not a time to stand still. Happel concludes: "We must keep learning, keep challenging and keep delivering, and have a lot of fun on the way. I can't predict the future but what I believe in is if you keep pushing yourself and have fun it doesn't matter where you end up, because it will be the right place." ■



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Written by **Dale Benton**  
Produced by **Richard Durrant**

# Arriva Group is fast becoming one of Europe's leading transport providers, and following a recent award of one of the largest train franchise agreements in the UK, it shows no signs of slowing down

**A**rriva Group is a market leader in the European public transportation sector, with successful operations across 14 different European countries.

The company operates over 20,000 buses and around 1,000 train sets, which is a cross platform system that accommodates both cars and/or driving units and trams, as well as up to 600 trains. Needless to say, since Deutsche Bahn acquired Arriva Group in 2010, the company has grown exponentially. This domination is particularly evident in the UK, one of the biggest markets for Arriva.

“Most people probably aren't

aware that we operate a third of the London Buses, and when you consider the amount of buses that run across the whole of London, we do go silently unnoticed,” says David Loseby, Asset Management Director of Arriva UK.

### **Strength in numbers**

Arriva is a company on the up. The number of assets Loseby and the company operate with is ever changing.

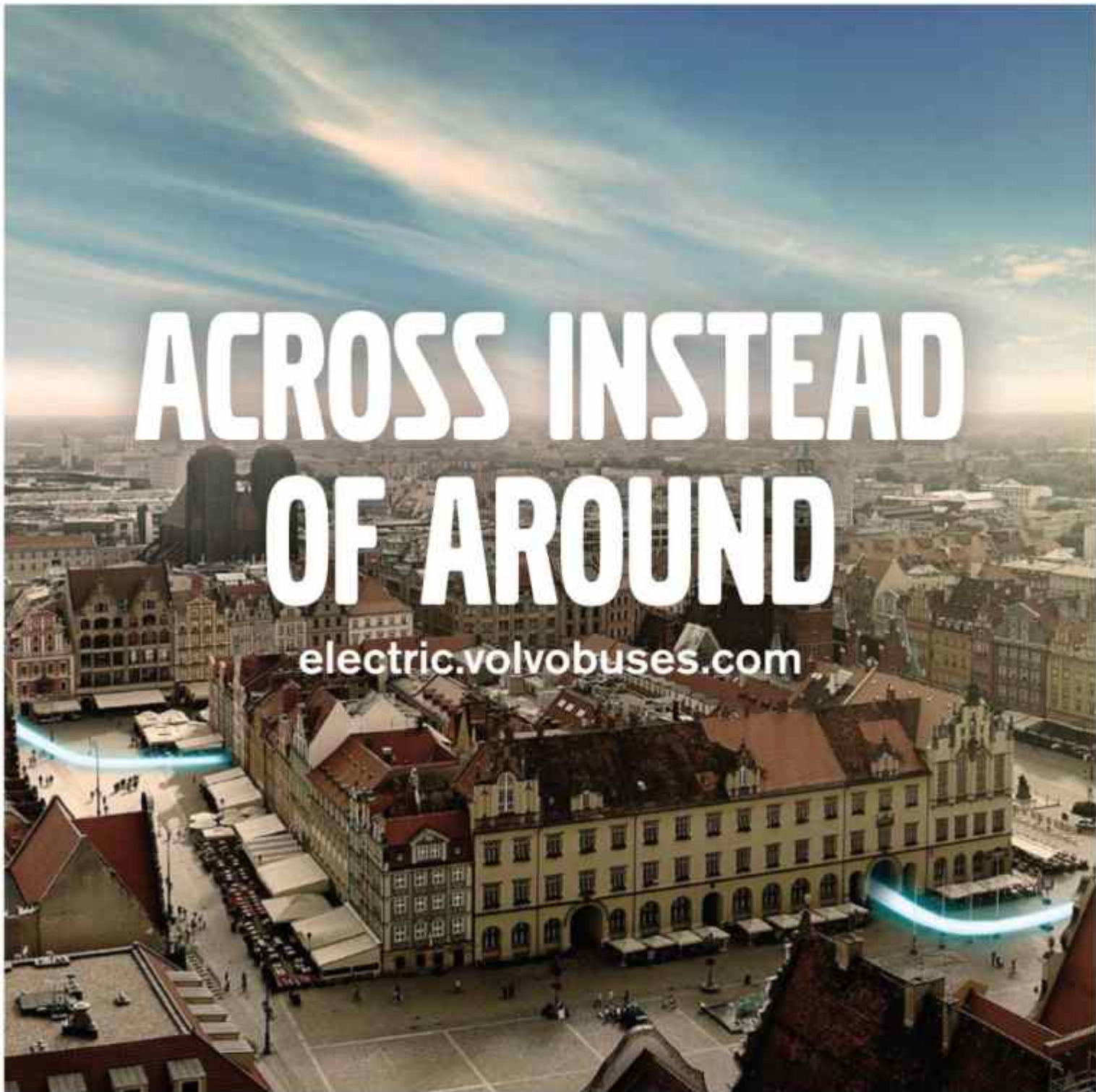
“Going unnoticed is part and parcel of our operations and in each country it will vary from only a handful of depots to here in the UK where we have over 250,” he adds.





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“The country we are working in will determine how large our operations are. Because we are a growing company, the number of assets is increasing with every quarter.”

Loseby joined Arriva Group three years ago with a focus on pooling together procurement activity across all of the European operations, including the UK. As with any growing company, his role has evolved over time. “I now work with the company on investing in resources and training, development, tools and operation systems,” he explains.

One particular system that Loseby has played an integral role in developing is a matrix management structure across all

Arriva functions in engineering, fleet and procurement. This approach places a virtual team in each country, and within each team there are people who are dedicated resource managers that work together to create a network across all of Arriva’s services.

Since the start of the year, Loseby has seen his role evolve further, playing what he calls the ‘architect’ in group engineering, environmental and sustainable developments within the CSR and responsible/ethical procurement aspects of the company.

“I am someone who sets out the business requirements that we need to follow to operate effectively,” Loseby says. “This is achieved through ‘inputs’ and ‘outputs’ into

**£5.5**  
**billion**  
Arriva’s annual  
revenue



the system and how we can call upon that information to make effective management decisions.”

With such a large supply chain within the UK and across Europe, how does Arriva utilise its assets to maintain its commitment to providing the best customer experience for more than 2.2 billion passenger journeys each year and stay ahead of the game as industry leaders? By integrating all transportation services together to create a fully rationalised operator service.

“We operate across all transport forms,” Loseby states. “Arriva is more of a mobility provider as opposed to a bus provider, we connect the different modes of transport and try and find a more integrated solution.”

“We have a significant number of makes and variations of buses, within the context of supply chain



*“Arriva is more of a mobility provider as opposed to a bus provider, we connect the different modes of transport and try and find a more integrated solution”*



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rationalisation – we can't sustain this. Hence, we now have a core of bus manufacturers and what we are trying to do going forward is to make sure we only procure from our key supply chain partners.”

One aspect of Arriva Group's supply chain is the provision of spare parts, maintenance, technical support and diagnostic equipment and Loseby believes that working with this core group of partners is what will keep Arriva at the top of the pile.

He explains: “It's about trying to make sure we work with our supply chain partners in a more effective way, so they can access the right spare parts or the best diagnostic equipment across all of our garages and depots. By rationalising our supply chain, the fewer vehicles and variants we have the more effective and efficient we can be as an operator.”

Since Loseby has been with Arriva, he has helped integrate a code of conduct across all operations. This is a mandatory requirement in the company's approach towards responsible, sustainable and ethical trading. It is built upon the principles of the UN Global Compact agreement and Loseby has helped incorporate this into a code of conduct that marries neatly with the ambition of Arriva Group.

“We have very much embraced it and made it fit for purpose for our output,” he adds. “This is what our customers, our passengers and what the transport authorities expect and I believe that we should be championing it in the industry.”

Implementing the code of conduct has allowed Loseby to gain a better understanding of the suppliers and people he works with, with key bus and car manufacturers adopting this level of good practice for years.

### Technically speaking

Technology dominates the modern world. In no industry is this more apparent than transportation. Electronic cars were once deemed the future but it is clear to see that they are very much right here and now!

This huge boom in technological advancement has not gone unnoticed. In January 2014, Arriva buses trialled eight battery-electronic buses in the UK, exploring potential savings of up to 600 tonnes of CO2 emissions per year. It doesn't stop there either. There are also 250 hybrid buses operating throughout the UK.

Arriva is committed to utilising more sustainable and efficient

technologies, something that Loseby stresses is hugely important to the future of the industry.

“As a business, in order to progress and continue to offer the most effective and sustainable service, we have to examine the impacts of different technologies,” he says.

This is achieved through an open dialogue with manufacturers.

Loseby explains: “We hold discussions with key leading manufacturers on a regular basis and look at

the way in which the industry is changing through technological advancements. We look at their R&D pipeline and discuss how to prioritise which developments we can focus on first, which ones







to bring to market first from a monopolising perspective and how to refine and improve these ideas/ designs to unlock the full potential.”

### **Standardising the industry**

Arriva is heavily focused on creating a modularity and standardisation

of designs – specifically on board technology. Through Controller Area Network (CAN) systems, Arriva is exploring how to utilise this system, which provides signals from different components from within the bus, allowing engineers to look at diagnostics to see how





Victoria 38

ARRIVA

LT2

LT61 BHT





***“This is what our customers, our passengers and what the transport authorities expect and I believe that we should be championing it in the industry”***

they can service and maintain the vehicle. The system also allows a clearer look at the performance of a vehicle, maximising the operator’s ‘vehicle up time’ potential.

Fuel efficiency is another key area for Arriva. “We are invested in companies who are at the forefront of fuel efficiency technology,” Loseby adds. “Our suppliers recognise that we have working relationships with key manufacturers and it is very important for us to discuss and gauge what they are seeing as far as technology, as well as what we are seeing.”

Over the last three years there has been a significant increase in connection ports for charging electric vehicles and buses in

particular. With this increase Loseby feels that the industry is facing a situation where there will be too many different ports.

“This is simply not healthy for the industry,” he says. “Standardising this would present a connector that would bring interchangeability across all systems which will allow us to think more long term.”

### **To the future**

Arriva Group shows no signs of slowing down. In April 2016, Arriva Rail North, a subsidiary of Arriva Group, began operating Northern Rail train services following a successful bid in December 2015. Northern Rail is one of the largest service providers to the north of England, the largest

train service outside of London, and through this franchise with Arriva, will see over £1 billion of investment to improve the service over the next nine years. Arriva Rail North will look to invest £1.2 billion on 285 new trains, introduce new rolling stops and refurbish the existing fleet, a significant investment in the customer experience.

“The facts are that we are putting new rolling stock and significant investment into Northern Rail over the next nine years, which speaks to the way in which the Government wants to create the ‘Northern Powerhouse’ in the UK and it’s an affirmation of the investment needed to bring it [Northern Rail] where it needs to be,” adds Loseby.

Asset management on such a

large scale will inevitably bring with it difficulties, challenges and obstacles which Arriva must overcome. Working across different localities, one of the things that Loseby finds most challenging is striking the right balance between the direction of the company and the direction of the localities.

“You have to have an open and listening dialogue with all of the operations, because if you don’t you’ll end up with a central function that doesn’t understand the local business,” Loseby adds.

It is this balance, between what the local passenger, the local transport authorities expect, and what Arriva can offer in terms of competitive advantage that will maintain Arriva’s status as Europe’s largest transport operator. ■









workonline  
communications

# *Keeping*

Written by **Nell Walker**





# *g Africa connected*

Produced by **Danielle Harris**

*Founded in South Africa in 2006, Workonline Communications is a privately owned global Network Service Provider*

Since 2006, privately-owned Workonline Communications has worked tirelessly to provide Africa with high-quality IP transit and connectivity services, achieving acclaim as the Southern African network with the highest number of directly interconnected global tier 1 transits. Some of the largest international telecommunication companies make use of Workonline's technologically advanced services, as its network has proven stable, resilient, and reliable.

According to Workonline's Director of Business Development, Edward Lawrence, the company's structure and products are far simpler than they appear: "We basically provide two services: IP transit and various forms thereof, and connectivity or transport services. Within those two categories we have hundreds of moving parts we use to design each individual service; we don't have a fixed price list; all the services we provide are tailor-made to the requirements of our clients. We don't deviate from what we do, meaning we can be very flexible within the bounds of what we do, and deliver the services we focus on at scale."

### **Group input**

The direction of the company, and each individual project it undertakes from conception onwards, is group effort: "We have a very flat organisational structure designed to maximize collaboration," Lawrence says. "Everyone has the chance to contribute towards the





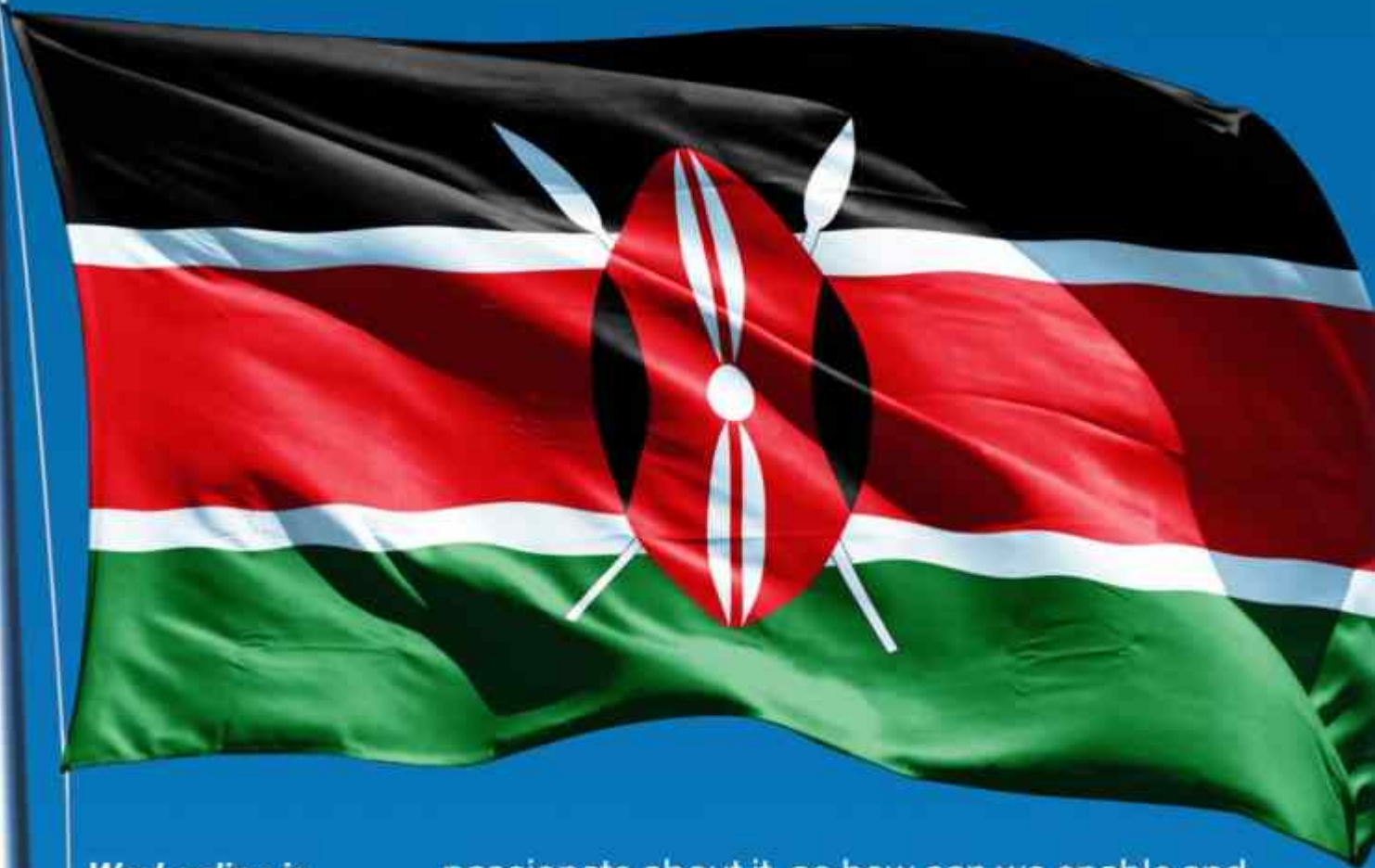
*A large degree of growth still needs to take place in places like Kenya.*

direction of the company. We achieve this by increasing interpersonal communication as much as possible between everyone regardless of seniority, and working together to agree on direction to achieve the goals we set for ourselves and the company as a whole.”

Workonline’s liberal company structure allows all members of the business to feel a part of its operations; impressively, it has lost only one employee since the company began. “We don’t enforce office hours so everybody can work when they want. We manage productivity through a goal-based system,” Lawrence explains. “We try to bring the passion out of people. If you’re very good at what you do, the chances are that you’re







*Workonline is dedicated to developing the network across Africa, in places like Kenya and Zambia, for example*

passionate about it, so how can we enable and support that passion? By giving our employees the tools to play with to discover themselves and what they can achieve, and by supporting them in any direction they wish to grow in. We actually implement that, rather than just saying it.”

### **Prestigious partnerships**

As it has grown, the business has forged bilateral partnerships with the largest global players such as TeliaSonera, NTT, and Level 3 Communications, and according to Lawrence, “forming these relationships has proven to be very fruitful for all parties involved. Essentially the cornerstone of our relationships with our partners is the technical aspect. Their engineers feel comfortable and confident in dealing with



us because of the level of skill that we have on board and our knowledge of the African market. Vice versa, we look to them for their knowledge depending on the markets in which they are strongest of have the most experience.”

Falling in line with its growth and expectations from its prestigious client base, Workonline decided to improve the brand awareness of the company. To this end, Workonline recently decided to refresh its logo to show an identity which reflects its modernity. The basics of the business remain, but its image has developed alongside its blossoming reputation.

What sets Workonline apart is the determination to stay ahead of the curve, Lawrence says: “We’re often the first to come up with and implement either technical or commercial models in the sub-Saharan African market. That’s what attracts the partnerships that we have in place, and ensures that they remain in place over the years to come.”

### **Technology**

Workonline is a tech-heavy company with a very strong engineering team, and it has the accolades to support its notable status. Its transport services are MEF compliant, and one of the company’s directors, Ben Maddison, was the first ever person to achieve 100 percent on the MEF certification

*“The developments we’ve made are about constantly researching and putting in place new and more efficient ways of doing things”*

*– Edward Lawrence, Director of Business Development*





# WORKONLINE COMMUNICATIONS (PTY) LTD

*'We have a very flat organisational structure designed to maximize collaboration. Everyone has the chance to contribute towards the direction of the company'*

globally. "Out of thousands of engineers around the world, Ben was the first and the only one thus far to get full marks," Lawrence comments. "We have a very high level of technical skill on board, which we constantly strive to improve. The developments we've made are about constantly researching and putting in place new and more efficient ways of doing things."

Part of staying ahead is rigorously planning the future, Lawrence says. "The year is pretty much mapped out already. We're looking at where to build in 2017. The focus is on expansion of the network into a few new key markets. We're investing heavily in the expansion and



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uptake of Internet Protocol version 6 – or IPv6 – and we’re somewhere in the top double digits of IPv6 networks in the world by size. We’ve tried to encourage uptake by offering a free 100 Megabits per second of IPv6 transit to any AfriNIC LIR. We’re very involved in sponsoring training of the use of IPv6 and helping networks to make that transition.”

### **Workonline’s future**

As is common in the technological sector, outside forces have the potential to alter a company’s plans. An example of this is a new cable system which is being

*The new cable system being planned between Brazil and Africa will present new opportunities for the company*



*We see a huge amount of growth potential in Africa as the world focuses on connecting the next billion people to the Internet*

planned between Brazil and the west coast of Africa could present new opportunities for Workonline. “Typically there’s been no need for us to have infrastructure in North America because all of the paths between Africa and North America either go through Asia-Pac or Europe. The topology of the global cable system network will change if this project progresses, and in doing so it would open up the possibility of us building a PoP in North America. That’s far from being confirmed, but it’s a potential development.” Bandwidth in Africa is commoditising fast, which has been an advantage to Workonline. The business was designed around a foresighted belief that this would occur, and Lawrence says “we have been fortunate in that the current trend has played into our hands. A





couple of the developing market's currencies struggling has impacted our clients, but on the whole the recent economic situations in Africa haven't had much impact on us at all. We have some very good advisers who saw this coming. We still see a huge amount of growth potential in Africa as the world focuses on connecting the next billion people to the internet." Regardless of how plans may change, Workonline will continue to develop the network across Africa. "While South Africa is a little more developed than many others, there are plenty of countries where there is a lot of work to be done," Lawrence concludes. "A lot of growth still needs to happen in places like Kenya and Zambia. When I visit them, I can't help but wonder why people aren't seeing the opportunities." ■

*'We're often the first to come up with and implement either technical or commercial models in the sub-Saharan African market. That's what attracts the partnerships that we have in place'*







# Co-operative networking

Written by **Nye Longman** Produced by **Danielle Harris**





**LINX**

— Est. 1994 —

# As a not-for-profit network peering co-operative, LINX enhances its members' network connection through its engineering support

As one of the few major network peering co-operatives in Western Europe, London Internet Exchange (LINX) has for many years been best-placed to adapt to its members' needs as the technology and methods it helped usher in have become the norm. Not only is the company facing down its issues regarding economies of scale and technology costs, it also doing so at a time when transit providers have lowered their costs to inexplicably low levels.

LINX operates six separate networks, with two in London (in which it has 11 separate data centres), as well as IXP networks in Manchester, Scotland, Cardiff and North Virginia, USA. It has over 1,650 connected member ports from 68 countries, including 868 member-facing 10GigE ports, as well as 70 member-facing 100GigE ports. At its peak, LINX records over 3.3 terabytes of traffic per second on its public exchange and has a total connected capacity of over 16 terabytes.







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## LINX and Juniper Networks together at the heart of the U.K.'s Internet

LINX, The London Internet Exchange, has been at the heart of the U.K. Internet for over 20 years, during which time the Internet has fundamentally transformed into a strategic national asset.

The advent of the smartphone, the app-driven digital economy, high speed broadband and the arrival of Netflix have all been instrumental in putting the U.K. Internet at the heart of national services, consumer lifestyle and business I.T.

In 2011 these transformations changed the approach the LINX team, led by CEO John Souter, needed to take to the network platform. Confronted by a forecast of continued massive traffic growth, huge increases in member connectivity, the coming of 100GE connectivity and a need for supreme levels of resilience and reliability, the team engaged with Juniper Networks.

The early collaboration and design discussions between the two companies led to the delivery of a ground-breaking network solution, based on the PTX Series Packet Transport Router and MX Series 3D Universal Edge Router product families from Juniper Networks. LINX was the first customer globally to move into live production on the PTX.

The new network was immediately put to the test with the World's eyes on the London Olympics 2012 – a once-in-a-generation event for which the network simply had to deliver a flawless service, which it did with flying colours.

Fast forward to 2016 and the growth of both Internet traffic and new member connections still continues at a phenomenal pace, proving LINX's decision to future-proof its infrastructure to be incredibly foresighted.

**Juniper Networks** is proud to be a technology partner to LINX



As a not-for-profit co-operative, LINX exists almost exclusively to enhance its members' network connection through its engineering support but also acts, due to its long-standing presence in the UK peering space, as an advocate for its members on various legislative issues.

LINX CEO John Souter explains how peering was not only radically different from using ISPs, but is also

advantageous for the majority of users. He says: "There are two ways in which traffic is exchanged; with transit, a smaller guy uses a bigger guy to do the job - they hand over traffic and the transit provider takes care of it. This sounds gloriously simple, but all of this traffic is on a meter – the more successful you are, the more you pay for this.

"If the transit provider has a network failure, then you lose



your ubiquity. You could get around that and have two transit suppliers – you reduce dependency but then you have two people to pay. For the vast majority of the internet this is how it works – most of the 50,000 networks that make up the internet rely on transit providers.

“With our peering approach, you exchange your data packets with who they are destined for. This saves money but you also have the opportunity for this to be quicker. With transit, your traffic might go all over the world depending on the whim of the transit provider; if you can directly connect

**“We want efficient traffic; the lower the price we can charge, the better service we can provide through economies of scale”**



## LONDON INTERNET EXCHANGE (LINX)

to this other network, you will thus reduce loading times. This is where LINX comes in; we locate and connect users in the data centre.”

On top of increased speed, lowered costs, and a more reliable connection, peering enables networks to cope with sudden increases in demand, such as the London 2012 Olympics. Being able to scale in a timely, seamless fashion enabled LINX, its suppliers and its members to demonstrate that they were capable of providing world-class networking during times of super-high traffic.

Souter also notes that LINX was facing some scaling issues due to the unexpectedly high number

of membership applications, but this was only a minor issue, he says, because the network ultimately improves with more connections. Furthermore, since the company is not bound by the imperative to secure big dividends for shareholders, it can approach encouraging new membership in a more direct way.

Souter explains: “We want efficient traffic; the lower the price we can charge, the better service we can provide through economies of scale. We want to be easy to reach and we want people to come and network in London - instead you have to go chasing after other interconnect points and your costs are going to

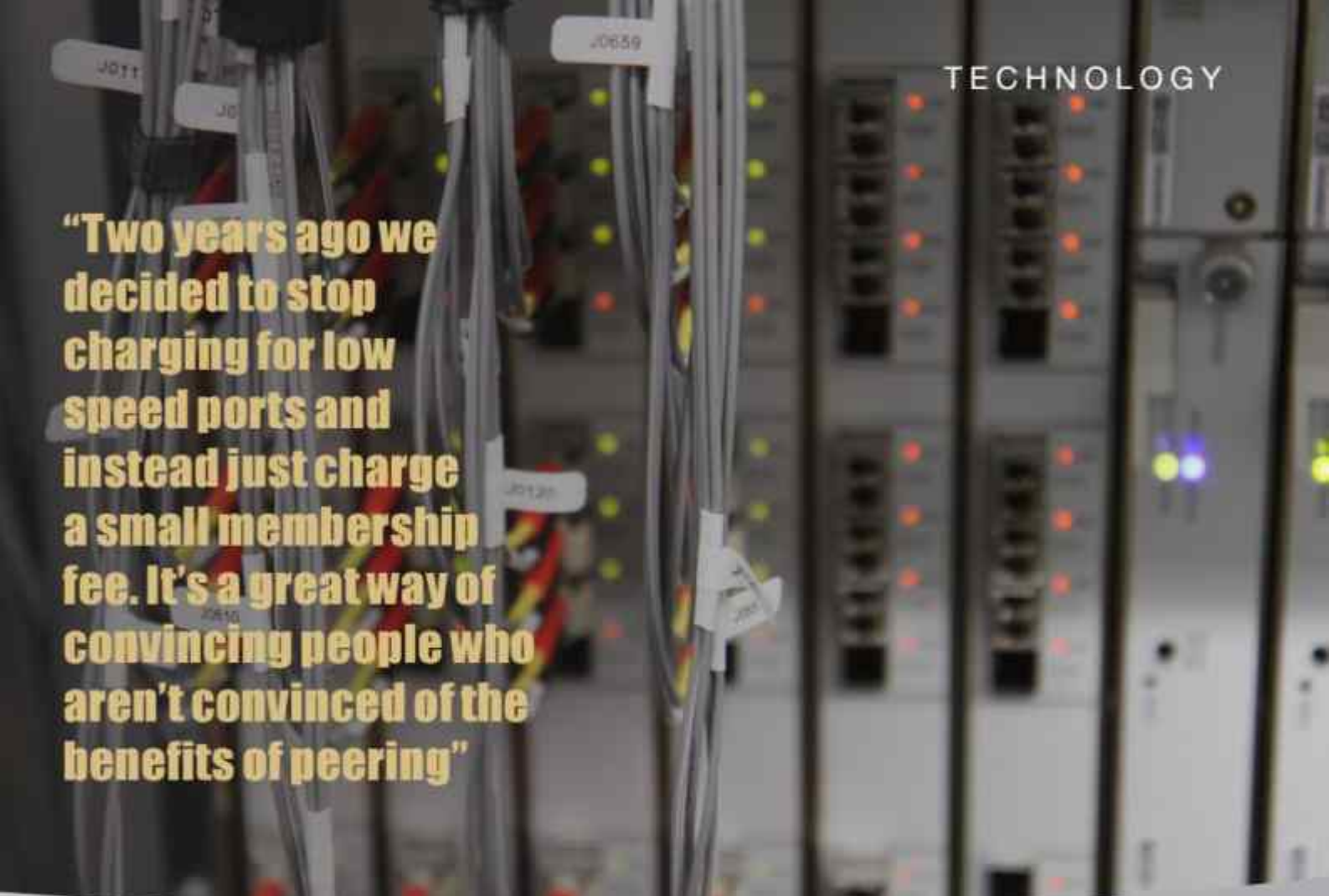
### LINX Facts

**698** *The number of  
LINX members*

**138** *The number of **member  
applications** in 2015*

**55** *The number  
of employees  
at LINX*





**“Two years ago we decided to stop charging for low speed ports and instead just charge a small membership fee. It’s a great way of convincing people who aren’t convinced of the benefits of peering”**

go up because you’re going around the world to locate your routers.

“The goals of the company are the goals of the members because that’s who we are essentially here to serve. Two years ago we decided to stop charging for low speed ports and instead just charge a small membership fee. It’s a great way of convincing people who aren’t convinced of the benefits of peering.”

Having used its extensive knowledge to keep ahead in a rapidly changing industry, LINX has

been able to scale its operations to handle spikes in both membership and network traffic, while also working hard to drive down barriers to entry for potential members. Whenever there has been need for an extension in its budget it has got the go ahead because the board know that LINX not only provides a service that is equitable but one that is very much needed. ■







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