



Perspectives: **Globalisation**

ACKNOWLEDGEMENTS

We would like to thank the CIOs who participated in our study for sharing their valuable time and insights. The survey was conducted between April and June 2009, and was open to all members of CIO Connect. In total, 40 CIOs responded. Survey hypotheses and questions were developed in conjunction with expert advisory service EquaTerra. Particular thanks must be given to EquaTerra business analyst Anton Joha, who provided independent analysis of the quantitative results.

Editor

Mark Samuels

Writer

Anton Joha, business analyst at EquaTerra

Quantitative Research

Alpa Mistry

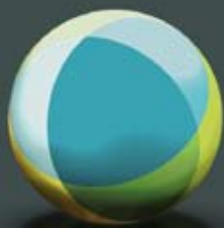
Design

Caroline Duffy

EXECUTIVE SUMMARY

The below points summarise the main findings of a full report which is available to CIO Connect members:

- Current economic conditions are not causing organisations to pull back from the use of business process and IT outsourcing. Market conditions are slowing globalisation, but this is a temporary phenomenon.
- A key reason for the continued demand for outsourcing is that the leading factors driving globalisation efforts are to reduce costs and cut spending levels, both of which are more important than ever in today's environment.
- Executives view business process and IT service delivery as critical to the success of globalisation efforts. They also recognise the importance of solid governance, and supply and demand management, in supporting service delivery efforts.
- Respondents are satisfied with the quality of their organisation's service delivery efforts across business and IT functions. They are somewhat more satisfied with services delivered through internal resources, compared to outsourced services.
- To improve the quality of third party services, executives must concentrate on effective outsourcing management and governance capabilities. It is important to keep in mind, however, that outsourcing's real or perceived service quality can erode if lowering costs is the primary goal behind globalisation.
- The majority of organisations have deployed a centralised model to manage their IT service delivery capabilities. Organisations that operate in a more decentralised manner are also more likely to move towards more centralisation. Businesses must work to strike a balance between different management models, recognising specific models work best for particular situations and circumstances.



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