Adding Real Value to Clients

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Winning at an Olympic Technical Feat

Today’s Olympic Games are a major technical feat, for which the International Olympic Committee (IOC) calls on Atos Origin’s expertise and commitment to make happen. Involved with the Olympic Games as a subcontractor since Barcelona in 1992, Atos Origin became the Worldwide Information Technology Partner for the Olympic Games in 2001. Read more...

Opt to Cooperate

Frans van der Reep believes that the world is moving, “from survival of the fittest, to survival of the most cooperative,” and that encouraging individuals to think and act in this way can help a company reduce operational costs by about 40 percent. Read more...

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A key component of the modules at Atos University Sales & Markets is a case study that participants must work on in groups throughout their stay and present at the end to a panel of judges. Allan Ronn was charged with setting the case study for the Global Telecom & Media Market at its latest outing which was around how to grow the company’s global Consulting presence for the industry. Read more...

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Upcoming modules

There’s still time to register for 2007 Atos University Sales & Markets offerings. Check out the calendar of upcoming modules.
Adding Real Value to Clients

Calyon, Crédit Agricole’s corporate and investment banking entity, and Atos Origin enjoy a two-way relationship and drawing on their long-term partnership, Calyon Managing Director, Arnaud Limal, took part in Atos University Sales & Markets’ innovative Global Finance Market module in October. “My involvement helps to open up the dialogue between our companies and allows me to brief Atos Origin’s sales specialists on our activities, the type of relationship we have with our clients and how we deliver our services on the investment banking side ... something they don’t often see,” Arnaud explains. He adds, “whilst the investment banking business doesn’t purchase IT services per se, it is an important part of the bank. I was impressed by the openness and curiosity of the participants at the course about this topic. They had a genuine interest in the case study I presented and in widening the scope of their knowledge about Calyon.”

By gaining a better understanding of its clients in this way, Arnaud believes, Atos Origin will be able to, “increase the value it adds to its clients with not just high-quality solutions but better-suited and better-timed services.” Frank Bervillé, Calyon’s Senior Banker for Atos Origin, concurs, “The University is a good initiative to help Atos Origin sales do a better job. By better understanding the needs of the Crédit Agricole group, it can truly design and provide solutions that meet those needs in all the company’s areas of expertise (Consulting, Systems Integration, outsourcing, payment solutions).”

Overall Arnaud believes, “Atos University Sales & Markets is a meaningful tool for Atos Origin’s global sales community to, “share experiences and gain a greater sense of togetherness as a global team and it provides the company with a new way to develop new ideas and proposals in a broad forum.”
Today’s Olympic Games are a major technical feat, for which the International Olympic Committee (IOC) calls on Atos Origin’s expertise and commitment to make happen. Involved with the Olympic Games since Barcelona in 1992, Atos Origin became the Worldwide Information Technology Partner for the Olympic Games in 2001. The company’s role extends, “beyond technical services to include worldwide marketing rights as well,” explains Vanessa Aiello, Account Manager -Partnership Marketing, IOC Television and Marketing Services, who presented to Atos University Sales & Markets in October. “The relationship between the two organizations has evolved over the 15 years of working together built on commitment, expertise and shared values.

“The Olympic Games is no turnkey operation,” Vanessa says. “It’s a major event that runs for 17 days with a deadline that cannot change. We are confident that Atos Origin can deliver the needs of the Games. Our shared values; excellence, friendship and respect are what our partnership are founded upon and they help us stage this event and share it with the world,” she notes. And she adds, “It is Atos Origin’s constant improvement of systems and applications, innovation and its ability to drive the technology of the Games that make it a real asset to work with.” The IOC and Atos Origin collaborate in two areas: technical operations and services, and marketing.

One way of helping to raise that awareness within Atos Origin was Vanessa’s presentation to Atos University Sales & Markets. “I was honored to be part of the initiative and it provided a real opportunity to share the Olympic experience with participants to help not only raise awareness but help them truly understand the company’s sponsorship. We count on our partners to promote the Olympic Games on our behalf. The more understanding Atos Origin’s sales specialists have, the better able they are to use it in their sales efforts. It’s a win-win for Atos Origin and the IOC,” Vanessa enthuses.
Frans van der Reep believes that the world is moving, “from survival of the fittest, to survival of the most cooperative,” and that encouraging individuals to think and act in this way can help a company reduce operational costs by about 40 percent. His presentation to delegates at the Global Finance Market and Global Telecom & Media modules was aimed at committing them to make their own choices and decisions as a starting point for real cooperation. “People will generally make the choice for cooperation,” he says. He tries to show his audience how to select new viewpoints. “People in a company should be vivid and alive, thinking of new viewpoints, thinking where new markets are and where new business is,” he says. “To create business they should be talking to their customers about the customer’s business and about their viewpoints and then translate these viewpoints into operational capabilities, e.g. ICT,” he adds.

Frans describes people as usually being in fixed viewpoints or “tunnels”. They do not usually understand the tunnel they are currently in but they are capable of leaving that tunnel if they want. To do so would mean gaining true leadership of oneself and taking on new viewpoints. He believes that initiatives such as Atos Origin Sales & Markets are good for encouraging people to achieve this as they meet people from other cultures and see new perspectives. “The Dutch for example are in totally different “tunnels” than the Spanish,” he explains. “By meeting people from other countries and seeing how they do and experience things, you gain a better understanding of who and where you are,” he notes. “And knowing that helps you both to really cooperate and to know what your competence is,” he adds. According to Frans, not only should sales specialists, “understand the market their clients are in and the trends impacting that market – an outside-in approach, but also take an inside-out approach. Outside-in thinking leads to reacting on existing business. The Inside-out perspective creates new markets from new viewpoints. That means they should know what their competence is, know what they want to say to the customer. That,” he says allows them to give the customer what they are best at and add real value.

“If you act only outside-in, stick to benchmarking and reacting to trends and existing markets, you’re just a robot and there’s not much value in that.” The value is in you, creating new markets.

Meet Frans van der Reep

Frans van der Reep is a senior strategist with KPN, the largest Dutch telecom operator. He is well-known for his concept leadership and ability to forecast market and technology trends. Before Frans extended his activities to boardroom consultancy and trend watching, he has had senior positions in the field of Finance, IT, Process Management and Marketing & Strategy. He is professor in e-Business at the INHOLLAND University, the Netherlands.

“Frans manages to make his audience think out of the box. He took us on a flight with our eyes shut, only to teach us to shut when we don’t know. And that innovation begins with a personal decision and “de-framing” of the mind. Who on earth would dare tell a bunch of eager sales-people that winning is reactive and for those who seek acknowledgement outside themselves. Who of us has ever thought of the difference between “parallel self interest” and “real cooperation”? Frans is a treat if you’re open for it.”

Hans Roels.
A Case of Consulting

“A key component of the modules at Atos University Sales & Markets is a case study that participants must work on in groups throughout their stay and present at the end to a panel of judges. Allan Ronn, Global Consulting Manager GMM Telecom & Media, was charged with setting the case study for the Global Telecom & Media Market at its latest outing which was around how to grow the company’s global Consulting presence for the industry.”

“We have seen a decrease in Atos Origin’s Consulting presence across Europe over recent years for a variety of reasons,” says Allan. And he goes on, “We are not involved in articulating strategies and visions for our clients but are just at the receiving end of a RFQ once one of our competitors has helped create the strategy.

We need to create a Consulting presence at levels up and down the relationship with the client and be able to pull in other service lines,” he adds. The task he set participants was to envisage ideas of how to grow a global Consulting presence for the telecom & media industry.

“They could use anything and everything but their ideas and solutions had to be implementable in one way or another.” Allan explains. “I really wanted them to think creatively. There is no one right answer and I was looking to get as many models back as possible,” he adds. The answers that came back all, “included elements of reality in them and some of them will actually be included in the company’s growth strategy for the next three years,” says Allan. “It was an extremely useful exercise for us, it’s rare that we get access to that many bright people from across our service lines who can bring their ideas for the future. Only Atos University offers this opportunity, which is why it is highly valued within the Global Markets Team” he concludes.
Expanding on the Basics

Teaching is the oldest job in the world. It’s been around since the time of Ancient Greece. Whilst technology may have moved on, the basis is still the same; it’s all about knowledge transfer that builds on what a student already knows.

Within the setting of a corporate university, that means developing the skills and expanding the capabilities of a company’s employees to help them advance their career and perform at a higher level.

But too often such training initiatives only call on internal teachers and experts who, whilst they transfer important company knowledge and experience, have a view of business that is limited to their own.

A diversity of instructors, not just from the training and academic worlds, but the involvement of clients too, exposes individuals to a much wider picture of the business arena. And the training on offer should blend best practice from not just inside a company but across a sector and even from other industries. If it’s not looking outside itself and learning from it, how can a business hope to innovate?
Whilst most people think they know what a bank does, and they may very well know what bits of a bank do, few people have a complete understanding of everything a bank does. “This is even true for people who work in banks,” explains Ted Wainman of Informa who is involved in the development and delivery of Atos University Sales & Markets’ Global Finance Market module. His aim is to offer delegates that big picture; to show what the finance market looks like, who the players are, what are the regulatory issues and much more.

“In that way, they will be able to have increasingly informed conversations with their clients and emphasize and show an understanding of the issues they face,” Ted says. He adds, “Technology in banks can be seen as a necessary evil, it has to be there in order for the bank to trade, but it can also be an enabler. By having more informed conversations and getting in earlier, Atos Origin’s sales specialists can take on a much more strategic role with their clients.” Whilst learning the theory is important, Ted believes that the involvement of Atos Origin’s clients in the module, such as ING and Calyon, is key. “No one knows your clients better than your clients. And it offers the unique opportunity to ask the questions that you can’t ask during a sales pitch. It’s a totally off-the-record conversation where delegates can get a feeling for the sort of pitch and ideas that may succeed,” he notes.

A number of delegates also gave brief presentations on their own experiences which, according to Ted, “provided a chance for real knowledge sharing. Colleagues heard about how they won the business, the type of solution that was developed and so on. That means in the future, when faced with a similar situation, they know who to call for advice and where solutions already exist in the company rather than reinventing them again.” Ted also encouraged delegates to think more creatively and provided scenarios to facilitate innovative ideas. “Whilst some ideas were too extreme, they sometimes led to possible solutions that would not have been thought of otherwise,” he enthuses.
By now you should have received the new Atos University Sales & Markets 2008 calendar and it should be sitting in pride of place on your desk. Don’t forget that the Advanced Sales Professionals program is mandatory for everyone in a sales role. In order to be sure to get a place on the courses you think will best boost your career, you should reserve your place as soon as possible. And mark it in your agenda to be sure to attend.

Places are going quickly and modules are filling up. Peers who have attended programs already have rated them highly. They have benefited from not only an intensive and relevant training experience, but have met with clients and colleagues from across the globe and have really expanded their network of contacts. If you want to ensure that you can take advantage of the same unique opportunities, visit www.atosuniversity.com and register today.
Heed the Call of Learning

The Atos University Sales & Markets team began a proactive communications initiative on November 7, 2007, by individually contacting members of the global sales community by phone. Around 900 sales people will be called in total from all across the Atos Origin world to ensure that they are aware of the University, its programs and the benefits of attending.

Explains Elieke Spijkers, who works in the support and registration department of Atos University, “Most people know that the training courses are part of the 303 project and feel very pleased that Atos Origin is supporting their career. Some are still discussing the possibility of registering with their managers. A few have mentioned that they had been told that there is no budget for these courses, but we have made it clear that budget cuts don’t apply to Atos University Sales & Markets.” The team is not only offering information but also advice concerning which modules would be of most benefit to the individual they are speaking with.

Elieke notes, “Overall the reactions we are receiving are very positive, the employees are very happy with the proactive service and the information they are getting from us.”

As a result of this initiative, the University’s 2008 program is filling up quickly. Would-be participants are advised to register for the modules of their choice as soon as possible to ensure their place. The Advanced Sales Professionals program is mandatory for the entire global sales community and each sales specialist must complete three modules from the 15 on offer. For more information visit: www.atosuniversity.com.
AlumniTracker
The online monthly newsletter of Atos University Sales & Markets

Meet the Alumni

Véronique Hombreux

Which program did you attend and what inspired you to do so?
I attended the AO Faculty Telecom Business Program because many colleagues warmly recommended it to me.

What are the top three things that you took away from the program (learning, experience, etc.)?
My top 3:
- I have acquired a better understanding of our organization, our star solutions and finally Atos Origin SWOT to respond to the Telecom & Media markets’ needs;
- I have extended my network beyond France;
- I have developed hindsight on my day-to-day job, and have identified ways to increase my added value.

How are you putting what you learned into practice in your day-to-day activities?
I often refer to my experience and/or my skills and/or my network to analyze situations and imagine solutions. What I have learned during this session is now part of my knowledge and my tools. I also believe that I could refer to the people I have met during this session.

How has the program helped you to enhance the value you add to Atos Origin?
Thanks to Atos University Sales & Markets, I have especially improved my understanding of Atos Origin SWOT on the Telecom & Media Market. This might help me focus and build winning offers. I have also noted some tricks in communication and personal development that have inspired me ... and still are.

In order to continue your development, which program are you considering taking part in next?
To finalize the Advanced Sales Professionals program, I should take part in a Sales Management. I haven’t chosen yet between “Strategic Selling” or “Selling in the Boardroom” (both warmly recommended to me) or “The BID Program” (my core business) or “Sales in Emerging Markets” (structuring our future) ... This prospect forms a part of a global Skills and Performance Management. My network will help me identify it!
Meet the Alumni

What is your current position and background?
Sales Executive Atos Origin BAS

Which program did you attend and what inspired you to do so?
Program “New Hires” I wanted to know and learn more about Atos Origin

What are the top three things that you took away from the program (learning, experience, etc.)?
- The knowledge we have as a total organization
- That we are a global player who is able to be strategic and trusted partner for our customers
- Flexibility

How are you putting what you learned into practice in your day-to-day activities?
The ATOS strategy: (move Away from / Towards / Others / Selling)

How has the program helped you to enhance the value you add to Atos Origin?
During this program I learned that I’m proud to work for Atos Origin and with all the knowledge we have inside the company, we should communicate in a more direct and open way to our market and customers

In order to continue your development, which program are you considering taking part in next?
Sales in Emerging markets
Global Telecom & Media Market
Accelerating Sales Performance
Entering the Board Room
What is your current position and background?
- Today: Business Unit Manager for the Centre of France for AOMO in Orléans.
- Up to June 2007, I was with Steria France, firstly as a sales engineer for the Energy Market, and in 2006, Steria asked me to open up and develop a department for the middle of France in Orléans. It worked so well that Atos Origin asked me to come and join it.

Which program did you attend and what inspired you to do so?
“Fundamentals for new hires”. I was invited to follow this program.

What are the top three things that you took away from the program (learning, experience, etc.)?
- Developing an international network
- What is “Atos Origin”
- Practicing my English

How are you putting what you learned into practice in your day-to-day activities?
I am better able to talk about Atos Origin, what we provide and how we provide it. So I put what I learned into every conversation I have about our company.

How has the program helped you to enhance the value you add to Atos Origin?
I really enhanced my value for Atos Origin via the case study we had to work on during the program. Thanks to it, I really understand how Atos Origin is different from our competitors and the unique added value we can provide to our customers. I can now talk more effectively about that to my clients.

In order to continue your development, which program are you considering taking part in next?
Sales Management.
As a Program Director with Atos University Sales & Markets, I am responsible for the development and execution of a significant part of our modules. The Fundamentals for New Hires and Young Sales Professionals program fall within my scope, but my main focus for this year is on the Sales Management and Selling Global Key Solutions parts from the Advanced Sales Professionals program.

Beside the classical responsibilities of a program management position, my role covers many different activities, such as leading training teams to achieve high-quality results, involving customers and partners, managing internal stakeholder expectations - particularly from the head of sales and of course from sales people themselves - and moderating some sessions myself!

My background provides the strengths I need for this job: 18 years experience in sales, 13 years experience in the training business on the IT services market (including 11 years with Atos Origin), 7 years experience as a sales director and a master’s degree in Marketing. But behind those figures, my success lies in my strong professional values: entrepreneurship, a deep respect for the customer and learning all the time. These are all key elements in our programs.

I feel extremely proud and honored to be part of an initiative which is key for the future of the whole company. I also really enjoy working in a training program that I consider to be one of the most innovative ever developed.

Therefore, I am used to spending most of my time working; but I dedicate the rest to my family - I have three young sons - and am preparing for a marathon, my personal project for the months to come!

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### Upcoming Modules

#### 2007

<table>
<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>Program Overview</th>
<th>Who is it for?</th>
<th>Module no.</th>
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</thead>
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<tr>
<td>03 Dec. - 07 Dec.</td>
<td>Selling in the Boardroom</td>
<td>Develop the skills to understand the CIO's agenda and translate it into IT requirements, and gain an understanding of framework agreements.</td>
<td>Individuals with moderate sales experience who are looking to add to their selling capability.</td>
<td>2.2</td>
</tr>
<tr>
<td>03 Dec. - 07 Dec.</td>
<td>Global Manufacturing Market</td>
<td>Access to the latest research and data concerning the manufacturing industry, including current trends and technologies.</td>
<td>Account managers/directors active in the manufacturing industry.</td>
<td>3.3</td>
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<tr>
<td>17 Dec. - 21 Dec.</td>
<td>Strategic Selling</td>
<td>Gain insight into your own leadership style and learn to lead an advanced account, co-create with colleagues, and lead a sales team.</td>
<td>Individuals who have some sales experience but who are looking to enhance and improve their sales skills at a senior level.</td>
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<tr>
<td>11 Feb. - 15 Feb.</td>
<td>BIG Program</td>
<td>Learn to respond optimally to large, international SI and M&amp;O Application Management bids.</td>
<td>Individuals participating in large value (€20 - €50 mln.) and/or cross-border bids.</td>
<td>2.4</td>
</tr>
<tr>
<td>11 Feb. - 15 Feb.</td>
<td>Global Key Solutions Overview</td>
<td>A brief overview of Atos Origin’s complete global key solutions and in-depth learning of the company’s Consulting, Systems Integration (SI) and Managed Operations (MO) expertise.</td>
<td>Account managers/directors looking to better understand Atos Origin’s complete portfolio of innovative solutions.</td>
<td>4.1</td>
</tr>
<tr>
<td>03 Mar. - 07 Mar.</td>
<td>Strategic Selling</td>
<td>Gain insight into your own leadership style and learn to lead an advanced account, co-create with colleagues, and lead a sales team.</td>
<td>Individuals who have some sales experience but who are looking to enhance and improve their sales skills at a senior level.</td>
<td>2.1</td>
</tr>
<tr>
<td>03 Mar. - 07 Mar.</td>
<td>Managing the Sales Team</td>
<td>Learn to organize a team effectively and encourage and motivate its members for success.</td>
<td>Sales managers/directors responsible for both small and large sales teams.</td>
<td>2.3</td>
</tr>
<tr>
<td>10 Mar. - 14 Mar.</td>
<td>Fundamentals for New Hires</td>
<td>A comprehensive overview of how the company operates around the world and an explanation of Atos Origin best practice global sales methodologies.</td>
<td>Individuals at all levels who have been with the company less than one year.</td>
<td>0.1</td>
</tr>
<tr>
<td>10 Mar. - 14 Mar.</td>
<td>Global Public/Healthcare Market</td>
<td>Current trends and technologies relevant to the public/healthcare industries and the ability to create a strategy for and effectively position services.</td>
<td>Account managers/directors active in the public/healthcare industries.</td>
<td>3.4</td>
</tr>
</tbody>
</table>

To register for any of the above modules, visit: [www.atosuniversity.com](http://www.atosuniversity.com)