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# **ANNUAL REPORT 2006 - 2007**

PROMOTING THE USE OF INFORMATION SYSTEMS  
AS A FACTOR IN VALUE CREATION  
AND A SOURCE OF INNOVATION FOR THE ENTERPRISE

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**The governance of CIGREF** follows the principle of subsidiarity.

The activities are chosen by the annual general meeting of the members, which is the only decision-making body as regards the strategy of the association. The strategy is then implemented by the Board, made up of fifteen elected members. Finally, the operational monitoring is carried out within the framework of three Steering Committees headed by volunteer CIOs and run by the team of full-time staff, under the authority of the General Manager.

## 2006 -2007

### Committee

President	Didier Lambert	Essilor
Vice-President	Francis Aaron	Bolloré
	Renaud de Barbuat	EDF
	Pascal Buffard	Axa
	Jean-Marc Lagoutte	Danone
Treasurer	Georges Epinette	Gt des Mousquetaires

### Board

Patrick Anglard	Thales
Aline Bec	Crédit Agricole
Gilles Bonnin	Accor
Bruno Brocheton	Euro Disney
Paul-Henri Carton	Club Méditerranée
Jean Chavinier	Pernod Ricard
Maurice Kouby <sup>1</sup>	Société Générale
Bruno Ménard	Sanofi Aventis
Daniel Urbani	Unedic

*1 à compter du 1er janvier 2007*

## CIGREF 2010 : a strategic plan born of our convictions

♦ **Openness and collaboration are central to performance :** CIGREF is an association of open, networked companies. Openness and a network are central to performance.

♦ **The IS function in a company is no longer a support function, it is an executive function.** Its role is production, innovation, progress. The IS is a strategic heritage of the company. It is unique to the company by its specificities and the particular way it is put together.

♦ **The human dimension to our business.** Beyond the technology itself, performance is created by men and women. The development of bilingual skills, leadership, networking, training... Our team members should be congratulated and encouraged - they are the internal and external support network which drives performance.

*Excerpt from presentation  
at the 2006 AGM*



### Assessment & Outlook

**Didier Lambert**  
*President of CIGREF*  
*CIO Essilor*



During this first year of my Presidency, I have been able to perceive the impact that CIGREF has had on our 127 member companies, on the IS ecosystem and on Information Society: three targets identified as priorities in our strategic plan CIGREF 2010.

Above all I have been able to measure the « deep relationships » which are a direct result of the involvement of CIOs (and their teams) with a view to « promoting the use of Information Systems as a factor in value creation and a source of innovation for the enterprise... ».

In this area our business has certainly changed under the pressure of technology, but the most important change remains the shifting of the boundaries between what is today considered an IT skill and what is considered a user skill, since the category of 'users' includes more and more IT staff! Consequently, what CIOs must do is act as teachers, to show how information systems are an integral part of genuine value creation and of the true innovation within the organisation that our companies need.

As far as the use of IT is concerned, we have to be mindful of the digital divide, i.e. the risk of a break between the use of information technologies in the home and their use in the enterprise. How can these innovations in information technology put to good use in our companies as well?

At CIGREF, we are aware that education, training and the promotion of research are powerful levers to which we would like draw the attention of our leaders and public authorities.

These different areas of action will make up the main theme of the work which my fellow members of the Board and I will be presenting to you at our annual general meeting on October 9th.

I look forward to seeing you there.

*Paris, September 2007*

## Mission

An association of companies founded in 1970, CIGREF brings together French companies and organisations from all sectors (see pages 6 and 7). CIGREF's mission is to « promote the use of information systems as a factor in value creation and a source of innovation for the enterprise ». To this end, CIGREF has three aims :

- ♦ To bring together major companies using information systems,
- ♦ To support CIOs and help them develop in the exercise of their profession,
- ♦ To develop a long-term vision of the impact of information systems and technologies on the enterprise, the economy and society.

*«...Promoting the use of information systems as a factor in value creation and a source of innovation for the enterprise ...»  
CIGREF articles*

## Benefits for member companies

CIGREF works towards the realisation of five objectives intended to directly benefit its members :

- ♦ To help make the right IS choices in order to improve use,
- ♦ To raise awareness of the risks and opportunities,
- ♦ To balance the relationship with the suppliers,
- ♦ To become players in the information society,
- ♦ To assert the strategic role of the IS function.

CIGREF is built on seven strong values:  
- independence,  
- loyalty,  
- sharing,  
- conviviality,  
- trust,  
- confidentiality,  
- demand for quality

## Roles

The strategic plan « CIGREF 2010 », structured around three distinct roles, is intended to implement the orientations set by the members at the annual general meeting and formalised by the Board.

♦ **The Adherence role** is aimed at optimising the intensity of the relationship between members. It brings together all the activities which, for 37 years, have stimulated a community of managers united by two major convictions: the stakes involved for information systems in the competitiveness of companies and their impact in terms of innovation within the organisation.

♦ **The Intelligence role** is designed to allow member companies to develop a collective understanding of best practices and to anticipate possible futures for the IS function. It brings together the following three themes: the IS serving the businesses and general management, the long-term performance of information systems and the management of the IS function.

♦ **The Influence role** is aimed at promoting the convictions of member companies regarding the stakes, opportunities, constraints and risks linked to the use of information systems. It has three targets: the enterprise, the IT ecosystem and information society.

*«...The objective is to enrich collective intelligence in these 3 areas with a twofold time-frame: the best current practices and a forecast on the trends of tomorrow...»*

*Extract from CIGREF 2010*

### Pascal Buffard

Vice-President  
CEO Axa France  
Services



The Adherence role brings together all the activities which stimulate a community of managers united by two major convictions: the stakes involved for information systems in the competitiveness of companies and their impact in terms of innovation within the organisation.

In concrete terms, Adherence has found expression in different activities this year :

- ♦ The organisation of meetings exclusively reserved for CIOs : monthly breakfasts, an annual conference, an internal general meeting,
- ♦ Improved access to the CIGREF's SI for company team members,
- ♦ The setting-up of three new societies.

The very nature of members' involvement is a direct result of the desire of individual CIOs to contribute to a collective undertaking.

Consequently, Over the course of this year, we have seen the exchanges between our members multiply, as a result of an ever-increasing desire to share knowledge and practices.



## Notable events... CIO breakfasts

These breakfasts are run by the CIOs themselves, who speak on a subject of their choosing in the form of personal feedback. These privileged moments of sharing between peers bring the CIOs together on both technical and strategic subjects.

Pascal Buffard (Axa)	05-07-06
« Application portfolio management at AXA »	
Philippe Courqueux (Cora)	15-11-06
« Assessment of IS user satisfaction »	
François Blanc (Valeo)	19-12-06
« The IS Department and Knowledge Management: the VALEO example ! »	
Dr Donald A. Marchand (IMD International, Lausanne, Suisse)	23-01-07
« Information Orientation Maturity Framework and Metric »	
Marc Meyer (DGME)	15-02-07
« e-Administration and its relationships with Companies »	
Jean-Charles HARDOUIN (Arkema)	29-03-07
« Strategic plan and progress approach in Arkema's IS: finding the right compromises »	
Georges Epinette (Groupement des Mousquetaires)	24-04-07
« Application Portfolio Management : the 5th element in the explanation of the value created by the IS: approach and tools »	
Google Enterprise : 2 CIOs give their first feedback !	05-06-07
1 - Google Search Appliance : Didier Lambert (Essilor)	
2 - Google Apps : Yves Trézières (Nexans)	

## Welcome lunch for new CIOs

This annual lunch, reserved for new CIO members, took place on 7th March 2007 at the National Army Society and brought together ten or so new CIOs. This moment of conviviality was an opportunity to better get to know our new members and to present to them CIGREF's activities, membership and organisation.

## Annual CIO seminar

This year the event - held on 3rd May 2007 at the National Army Society - was given over to the Influence role through the following question: « *Within the framework of its Influence role, what are the key messages that CIGREF, as an institution, should convey to its targets of Enterprise, IT Ecosystem and Information Society ?* » (see page 8).

a privileged moment for sharing thoughts on the life of the Club and for giving new impetus for the coming year

## Internal general meeting

The most significant event of the year, the internal general meeting is the annual gathering for CIOs. It is on this occasion that members can judge the quality and relevance of the work that has been carried out the previous year and share their thoughts with the members of the Board as regards the orientations to be taken for the following year.

All of CIGREF's activities are selected at the members' annual general meeting, which is the only decision-making body as regards the association's strategy

## New initiatives

In 2007, CIGREF's main preoccupation *vis-à-vis* its members was to increase their visibility on the association's work. In order to do this, various undertakings were launched, notably the broadening of access to the association's extranet to member companies' team members, and the launch of new activities which allow members to better participate in the work of the Club.

## CIGREF's extranet

In 2007 there was a profound evolution in CIGREF's site, both in the public and private areas. Browsing within the private area of the website was simplified via a new homepage and new member services.





An Adherence tool serving Influence, both towards the company and towards information society

### CIGREF's Societies

These deal with the different themes for which CIGREF has already realised one or more deliverables or on which deliberations are continuing.

These Societies are very broadly open to company team members and - depending on the specific nature of the subjects broached - also to our external partners.

The setting-up of these societies is motivated by a desire to :

- ♦ offer members a framework for exchange to continue the work begun within a workgroup ;
- ♦ sustain in-depth thinking with experts in order to enrich CIGREF's knowledge bank.

#### Economic and Strategic Intelligence Society



Since 2004, the aim of this ESI Society is to optimise the EI approach in large companies through the development of information systems and the appropriate implementation of information technologies.

#### Innovation Society



Within the framework of its strategic project « CIGREF 2010 », CIGREF has set up an Innovation Society, whose project was concerned with the role of innovative SMEs in the innovation of large companies. The aim of the Innovation Society : to clarify the role of innovative SMEs in the innovation process and their involvement in the innovation of large companies.

#### e-TIC Info Society



Further to work begun in 2005 on deontology, CIGREF, in partnership with the Cercle d'Ethique des Affaires (Business Ethics Society) set up the e-TIC Info Society. Open to CIOs and their teams, as well as to ethics experts and Heads of IS Security, the aim of this Society is to promote an ethical and responsible use of information systems, to underline best practices and to anticipate / influence future changes.



*«...the CIO must manage 2 types of knowledge capital: the application heritage and the IS function itself....»*

Bertrand Kientz  
(JC Decaux)

#### Knowledge Capital Society

CIGREF feels that recent knowledge capital approaches allow the IS to be better taken into account as an asset of the company. CIGREF has taken a stand on the position of information systems in the company's knowledge capital, and has strengthened this position by creating the Knowledge Capital Society, chaired by Bertrand Kientz, CIO of JC Decaux. CIGREF is also associated with the Observatoire de l'Immatériel (Knowledge Capital Observatory) and the creation of the first European Chair of Knowledge Management (founded by Professor Bounfour of Paris Sud-11 University).



## CIO seminar

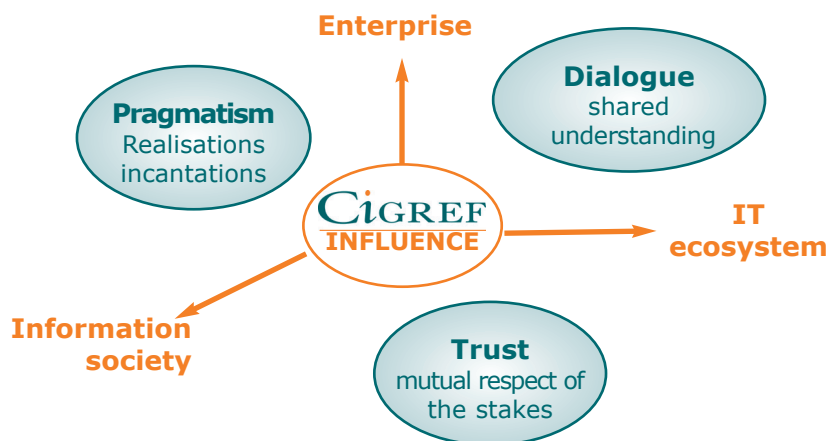
The strategic plan CIGREF 2010 has made INFLUENCE the main objective of CIGREF. This means promoting the convictions of its member companies regarding the stakes, opportunities and constraints linked to IS usage.

Etymologically, influencing means directing a flow, orienting something (or someone) in a certain direction, by means of argumentation, pressure, etc.

In CIGREF's field, influencing means highlighting and promoting convictions, but also modifying representations and stereotypes and overcoming the resistance which can exist within the enterprise, the IT ecosystem and the information society.



### 3 targets / 3 key words



On 3rd May 2007, the CIOs worked on this question :

5 key messages were highlighted :

- IS deliberations are part of strategic deliberations
- The idea of value and value creation
- The differing rhythms of businesses and information systems
- IT as a lever for growth and innovation
- Creating a desire to enter the IS function.

*«...Within the framework of its INFLUENCE role, what are the messages which CIGREF, as an institution, has to convey to the targets it has identified ?...»*

### The field of influence

is structured around 5 main transformers :

**Draw attention**  
Announce  
Inform

#### Enable

Create the abilities  
The right practices

#### Get recognition

Modify representations  
Re-establish truths  
Overcome resistance

#### Increase appreciation

Recognition of value

#### Attract

Encourage - Incite

Source : Anacom



### Francis Aaron

Vice-President  
CIO Bolloré



The strength of an organisation lies in its capacity to pass on its convictions to the different players in its environment, in order to build an ecosystem favourable to the members it serves : this is at the heart of CIGREF's strategy.

### Jean-Marc Lagoutte

Vice-President  
CIO Danone



This year our efforts have been focused on the organisation and structuring of the Influence role, which finds its very essence in the wording of our articles : *«...to raise awareness of the legitimate interests of member companies and jointly promote the most effective conditions for the acquisition and use of technologies...»*.

CIGREF's influence is directed at three targets :

- ♦ The enterprise, where CIGREF addresses general management, team members and the businesses.
- ♦ The IT ecosystem, represented by the professional bodies and unions, and by the major suppliers ;
- ♦ The information society, with which CIGREF exchanges and collaborates on themes such as professional ethics, economic intelligence or companies' social responsibility.



## Influence on the information society

Read and subscribe  
to CIGREF's public  
newsletter at  
[www.cigref.fr](http://www.cigref.fr)

In order to increase its influence on information society, CIGREF launched a public newsletter in February 2007. Published quarterly, this letter aims to inform players outside the specific IS area - but in regular contact with CIGREF - about the association's activities.

Furthermore CIGREF has developed partnerships with different training institutions.

In addition to the « historical » partnerships (HEC-Mines, Dauphine, EMSI, CFA-AFIA), there are now partnerships with Paris V (Descartes) University, l'Ecole Centrale de Paris (Paris School of Engineering) and the Institute of Public Management and Territorial Governance.

The different partnerships CIGREF has with training institutes can be found at [www.cigref.fr](http://www.cigref.fr) / « Partners » section (see page 22).

*«...steer training  
programmes according  
to the real needs in the  
economic and social  
environment...»*  
CIGREF articles

## Influence on the IT Ecosystem

CIGREF's influence on the IT ecosystem is exercised in two areas :

- ♦ the *global relationships*, managed by Francis Aaron (CIGREF VP and CIO of the Bolloré group), structure and organise CIGREF's co-operation with players such as Syntec informatique and CMAP (Centre de Médiation et d'Arbitrage de Paris - Paris Mediation and Arbitration Centre),
- ♦ the *bilateral relationships*, managed by Jean-Marc Lagoutte (CIGREF VP and CIO of the Danone group), are dealt with within the framework of meetings organised with four major editors: IBM, Microsoft, Oracle and SAP.

readjust the  
client-supplier relationship  
and clarify the rules  
of the game in order  
to help member companies  
develop their activities  
in a balanced  
environment

## Global relationships

One of CIGREF's main missions is to contribute to the setting up of good practices and to ensure that they are respected. To this end, CIGREF has this year pursued two commitments launched in 2006 in the areas of innovation and mediation :

- ♦ Implementation of the SME Pact with the survey « Purchase of intellectual services between Large Enterprises and SMEs » (November 2006) and the Innovation Society (see page 13) ;
- ♦ Promotion of arbitration and mediation as solutions to resolve conflicts between companies using ICT and their suppliers.

With the SME Pact, CIGREF and Syntec Informatique undertake to make their member companies aware of strategic partnerships with innovative SMEs.

Having signed CMAP's inter-enterprise charter on 11th October 2006, CIGREF and Syntec Informatique undertake to encourage their members to use pre-litigation settlement of disputes and alternative methods of settling conflicts.



**CMAP**

Résoudre autrement vos conflits  
avec le Centre de Médiation et d'Arbitrage de Paris

### Charte de la Médiation Inter-Entreprises - pour la résolution amiable des conflits commerciaux -

*The companies and organisations which sign this charter state their intention to:*

- examine whether resorting to an amicable resolution of a dispute is possible and desirable, when they find themselves in a situation which could lead to litigation or when they will be dealt with into a litigation procedure
- propose - when this examination results in a positive outcome - an amicable solution to the other parties by giving them, if necessary, all the information needed on the subject
- renew this examination, if need be, during the litigation procedure when it has not been possible to avoid it being initiated
- insert amicable resolution clauses in their contracts, wherever possible and desirable.

*Extract from the Inter-Enterprise Mediation Charter*

### Bilateral relationships

#### 5 key messages :

- Business value: talk to your customers about business value, not products
- Roadmap : be more stable, predictable, customer-oriented and long-term
- Licensing strategy : be more transparent and open to discussion
- Commercial organisation and maintenance : show your ability to execute globally
- Professional associations (CIGREF, EuroCIO, AfroCIO) : work closely with them - they are your allies !

CIGREF has formalised 5 key messages intended for the suppliers and has deepened its relationships with a certain number of them.

#### IBM - Leaders : Jean-Marc Lagoutte and Bruno Brocheton

CIGREF wishes to work with IBM in the following areas : commercial practices, commitment to results, the possibilities of innovation through usage, IBM's strategy with regard to open source, document formats and interoperability.

#### Microsoft - Leaders : Francis Aaron and Philippe Rouaud

CIGREF has worked with Microsoft on its roadmap, Web 2.0 and licensing, and - in partnership with the editor - has drawn up two white papers on the theme of innovation and usage. In addition, CIGREF this year renewed its Memorandum of Understanding with Microsoft at a meeting with Steve Balmer in the autumn of 2007 in Paris.

#### Oracle - Leaders : Philippe Rouaud and Bruno Menard

With Oracle, CIGREF has worked on tripartite relationships, audit and licence conditions, commercial conditions, metrics and partitioning. In a more strategic arena, CIGREF and Oracle France work with the development of a Memorandum of Understanding with Oracle France, which laid down the main work themes and associated objectives.

#### SAP - Leaders : Bruno Menard and Jean-Marc Lagoutte

CIGREF worked with a panel of its members to share experience on collaboration and exchange with SAP. Several potential areas of work with the editor were drawn up: plans for the development, availability and suspension of maintenance of its products; partner ecosystem; commercial policy methods; support and ease of use.

### Influence on the enterprise

The year 2007 was marked by different initiatives aimed at :

- raising awareness amongst the parties concerned of the challenges, opportunities, constraints and risks linked to the use of information systems and communication.
- orienting training programmes according to the real needs of the economic and social environment.

These initiatives are described in more detail in the « Partnerships » section (page 22).

## Information intelligence

Having identified the place of the CIO in the economic intelligence approach, CIGREF this year wished to reaffirm the function of enterprise economic intelligence (EEI) as an approach which serves the performance of the enterprise.

To meet this wish, at the heart of which are information systems, CIGREF has chosen to surround itself with professionals and experts on complementary subjects. This has led to the conclusion of several partnerships :

- ♦ a partnership with ANDESE, which led to the organisation of the conference « Intersecting outlooks on economic intelligence...serving the performance of the enterprise », and the publication of a special EI issue of the magazine *Vie et Sciences Economiques* (see page 21) ;
- ♦ a partnership with ORSE and School of Economic War, which has given rise to the publication of a report on the control of information and the social responsibility of the enterprise, to illustrate how EI practices can serve the control of information in the corporate social responsibility approach (legal conformity and the long-term performance of companies) ;
- ♦ a partnership with C2P focusing on EEI and processes: the report is aimed at managers who are convinced of the contribution of EEI in the consideration of information stakes and of the creation of value for a company's business which stems from the processes for a company's businesses ;



Furthermore, as is the custom every year, CIGREF was a partner of the annual conference of the Société Française de Terminologie (SFT) (French Society of Terminology), which this year focused on terminology and ontology: the description of reality. This event, under the patronage of Pierre-Gilles de Gennes, winner of the Nobel Prize for Physics, took as its common theme the development of languages and their applications in information systems.



Publication of a white paper on non-structured information: the aim of this consciousness-raising document is to make decision-makers aware that information is the driving-force (or the energy) behind the knowledge economy.





**Renaud de Barbuat**  
Vice-President  
CIO EDF



The year's work and exchanges were characterised by three main points.

Firstly, the high level of involvement of CIGREF's members. All of the themes worked on were the result of choices made by the CIOs, and all the activities undertaken were headed by a CIGREF member CIO. This means that we are perfectly aligned with our strategic plan CIGREF 2010.

Secondly, CIGREF has continued the consolidation of practices to whose emergence and spread it had made a significant contribution, particularly in the areas of human resources, governance and the economic management of the IS. Set apart from a day and age which is eager for something new, it is important that the CIGREF offer a continuity and durability of ideas and methods.

Finally, we have launched or extended - often with our partners - work which will be with us for the duration of our plan CIGREF 2010.

This work is resumed on the following pages. Each participant contributes new avenues of thought to shed light on the future of the IS function within the enterprise.



## The IS serving the businesses and general management

*«...The IT strategy plan is an integral part of the company's strategy....»*

Yves Trezières  
(Nexans)

### Increasing the strategic impact of the information system

The information system function contributes to the company's general strategy. Our work demonstrates the importance of creating the conditions for a « strategic dialogue » with the parties concerned.

### McKinsey&Company

This deliberation has been extended into a study conducted jointly with the consultants McKinsey & Company. The study, which brings a new vision of the strategic dialogue on information systems, offers:

- ♦ New light on the major challenges and best practices in this area,
- ♦ A reference framework to help each company develop its own dialogue.

## Stimulating the information system function

What about the information system governance approach within the enterprise? In answer to this question CIGREF has built a complete tool for its members (available in English): the IS Governance Barometer. Initial feedback shows the ability of the IS Governance Barometer to be a source of stimulation and improvement of the information system.

This management can only happen via objectivised cost control. CIGREF has made available a pro forma model of the presentation of IT costs by process and by type of expenditure.

At the same time, the information system function must think about the value its customers and users would like and the ways to achieve this. It must structure an information system marketing activity. The strategy and governance of the information system already contribute a number of elements which need to be completed and co-ordinated.

*«...A barometer as a vehicle  
for dialogue and a tool  
for evaluation...»*

*Jean Chavinier  
(Pernod Ricard)*

*«...A cost-management model  
to improve the attainment  
of the objectives and deadlines  
of all of our activities...»*

*Philippe Courqueux  
(CORA Group)*

*«...understanding, defining  
and communicating value  
to customers of the IS  
function...»*

*Bruno Brocheton  
(Euro Disney)*

## Supporting enterprise change

The information system function plays a crucial role in the smooth running of the enterprise, both in the restructuring and the improvement and optimisation phases. It is essential to bridge the gap between information system and business processes by developing information system and business bilingualism.

Companies are going through more and more radical changes. Supporting these upheavals, where the company invariants are radically reformed, is a challenge for the information system function. The function itself has to adapt to the changes, whilst very often also being a vector for the transformation. An initial discussion has been launched, based around CIOs' experiences, in order to identify the specific skills and qualities within a transformation.

*«...transformation radically  
affects the values and  
culture of the enterprise,  
as well as its organisation  
and processes...»*

*François-Xavier Tual  
(DCNS)*



## Symposium IT Governance en actions 2007

Given over to the theme « The CIO: a future driving force ? » this Symposium served as a reminder that, in 2007, the Institut de la Gouvernance des SI (IGSI) (IS Governance Institute) reached many of the objectives it set itself on its creation in 2004. AFAI and CIGREF have announced their shared intention to develop this activity by beginning to think today about the drawing up of new objectives.





### Long-term performance of the IS

Improving whilst retaining the IS's capacity for excellence, and innovating to create business value whilst protecting the integrity of resources are the real challenges which will help our information systems get a permanent foothold in the performance of the company

*«...Using and implementing best practices in IS planning, with the help of recent technologies....»*

Christophe Longépé  
(Planning Director  
Société Générale)

*«...Our challenge is to adopt industrial approaches, whilst providing made-to-measure solutions....»*

Alain Bouillé  
(IS Security Director  
Caisse des Dépôts)

Today the IS is closer and closer to the company's businesses. It must take into account their needs and changes, and anticipate their developments whilst maintaining what already exists. The work carried out within the Steering Committee has highlighted the different challenges companies face.

#### Guaranteeing durable operation in an agile IS

Today, the achievement of objectives linked to change has become a seemingly impossible task: the agility of the IS is one of the IT department's main aims. The ability to adapt to the company's strategic changes must take into account the IS's existing organisation. It is not a question of preserving it so as to prevent change, but of maintaining it and transforming it at the right time. This is why CIOs are interested in Enterprise Architecture, which links business process management to modelling for greater efficiency.

#### Innovating to meet needs

Technological innovation is a driving-force behind IS change. New, relevant approaches allow significant improvement in the performance of the IS. All the more so since the IT department - armed with its past experiences - has the means to study their impact on the existing architecture in terms of durability and integration. The introduction of innovative technologies in the IS does not come from a passing fad but from the desire to meet and anticipate needs. Technological innovation does not mean the same thing to a company as it does to the market. We must therefore identify not only the technologies selected by companies but also those which fall into disuse.

#### Securing and controlling risks

In a context of heightened competitiveness, threats and risks weigh heavily on companies. It is true that new security norms have introduced a general coherence, but, as promising as they are, their adoption has not yet been widespread. And the idea of the extended enterprise is making CIOs rethink their security policy. Thanks to more efficient action in terms of support and advice to general management and the business managements, the IT department plays a key role in the management of corporate risks by providing decision support in the management of threats and vulnerabilities.

## Control of IT purchasing

The weight of the IS within the enterprise has increased, just like that of the suppliers within the IS; and in the face of information systems which are more and more complex, the suppliers' offer has become just as complex. In response to this, the purchasing function is becoming more organised, the interactions with the IS function are becoming more intense and good practices are spreading. The areas of action concern notably the optimisation of sourcing processes, contract law and the respecting of legal obligations. The quality of the purchaser-supplier relationship is a key element in the long-term performance of information systems.

*«...define priority areas  
for IT purchasing  
Governance...»*

*Philippe Rouaud  
(France 3)*

## The report : « Analysis and management of risks in the IT department: impact for the IT department »

Risk is taken more and more into account in IT departments. Its management has a role in the IS's performance and some companies define it as a skill across the businesses. But in the face of risk, maturity and practices differ. CIGREF has launched a debate on this subject. Based on interviews with Chief Information Officers and Enterprise Risk Managers, this work has been the subject a report drawn up in partnership with the IERSE . It demonstrates notably the role of the IT department in this approach and the impact of the approach on the running of the IT department.

*«...The IT department can  
provide tools and methods  
to serve the businesses  
and therefore optimise the  
maturity of the company  
with regard to risk  
management ...»*

*Patrick Anglard  
(Thales)*

## Management of the IS function

The aims of the steering committees are to help CIOs optimise their processes, reduce risks, anticipate future needs and manage supplier relationships and sourcing strategy, in order, ultimately, to create value through use.

### Equipping oneself with HR tools - Leader : Daniel Urbani

CIGREF is participating, as a European expert, in the definition of an e-Skills framework which will be available in 2008. It is also working on a forecast scripting tool for HR needs, and has implemented an HR dashboard. The latter, based on 14 indicators, aims, on the one hand, to outline the major HR trends in the community of user companies, and, on the other hand, to provide CIOs with indicators which allow them to see where they are in relation to other companies.

*«...The development  
of the businesses and skills  
is a key challenge...»*

*Daniel Urbani  
(Unedic)*

To support CIOs and help them better anticipate future challenges, emphasis has been placed this year on four key themes :

- ◆ HR indicators
- ◆ The management of a shared IT services centre
- ◆ The approach to be taken in the event of a change in company scope
- ◆ Feedback and lessons learned within major companies as regards offshoring

*«...our ambition was to work on the impacts of setting up a shared service centre, in order to identify the key factors for success and the risks involved...»*

*Philippe Renaud  
(Veolia)*

*«...Facing up to a change in company scope requires perfect knowledge of one's IT heritage ...»*

*Jean-Charles Hardouin  
(ARKEMA)*

*«...offshoring is intimately linked to corporate governance...»*

*Georges Epinette  
(Gt des Mousquetaires)*

### Organising the IT department around a « service » model

The setting-up of a shared service centre (SSC) for IT is a rational and solid alternative to global outsourcing models. The SSC allows information systems to be made more professional and is an effective lever for standardisation and cost transparency within our companies. In a nutshell, the SSC is not only a new model of organisation for IT resources, but is above all a new philosophy and a new method of management for the CIO.

### Facing up to changes in company scope

Companies are confronted more and more frequently with changes in the scope of activity (de-mergers, mergers). In the future, every CIO will be faced at least once in his/her career with a change in scope and, consequently, a partial or total reconfiguration of the IT department. Faced with this challenge, two check-lists have been realised: the extension and the reduction of the scope, defining players, roles and the tasks to be carried out, as well as the key success factors to be met.

### Rethinking sourcing strategy with offshoring, nearshoring and inshoring

The aim was not so much to explain why do offshoring, but rather to look at how to do it. Three types of project were examined: external offshoring, external nearshoring and internal inshoring, with a testimonial on each from a CIGREF member company and the findings brought together in a white paper.



## Institute of Advanced Science and Technology Studies



As part of the Pact for Research, IHEST was created by governmental decree on 27th April 2007.

Chaired by Bertrand Collomb, IHEST's mission is to train, to spread scientific and technological knowledge and to sustain public debate on scientific and technological progress and its impact on society.

Jean-François Pépin, General Manager of CIGREF, was present at the first « Pierre-Gilles de Gennes » class session on the theme « Knowledge society, innovation society: what alliances are there between Research and Society ? ».

In 2004, CIGREF launched a research programme on « *the role of information system usage as a factor in value creation and a source of innovation for the enterprise* », with the integration of 3 CIFRE (Industrial Convention for Training through Research) PhD students :

- ♦ Valentin Bricoune, on the Dynamics of Usage in an organisational context, Paris 2 Panthéon-Assas University),
- ♦ Hanène Jomaa, on the Creation of value through information systems, ENST (National School of Telecommunications, Paris),
- ♦ Rouba Taha, on the Role of the information system in innovation, UVSQ (University of Versailles, Saint-Quentin-en-Yvelines).



By basing their work on a critical review of the literature combined with empirical analysis within member companies, CIGREF's team of programme managers intensified the number of publications and external contributions in 2006-2007 in order to announce the results of its work. These contributions include :

- ♦ 7th Mediterranean Conference On Information Systems (MCIS'07), October 2006, Venice.
- ♦ Research on Innovation Day at the Association of Information and Management (AIM), October 2006, Sceaux.
- ♦ 6th International Business Information Management Association (IBIMA) Conference, June 2006, Bonn.
- ♦ 2nd World E-Management Consortium (WEMC), September 2006, Beijing.
- ♦ 5th Doctoriales of the GDR TIC & Sociétés (ICT and Company Research Group), January 2007, Marne La Vallée.
- ♦ Contribution to the work: « A brief handbook for collective efficiency: working differently », Microsoft, 2006.
- ♦ Contribution to the work: « Barometer of IS usage », Microsoft-Novamétrie, 2007
- ♦ Publication in issue no. 2 of the International Journal of Management and Technologies.

With these different contributions and collaborations, CIGREF has seen the objectives of its research activity realised and has been able to offer its members relevant and operational analysis tools. A day will be given over to the presentation of all the results of CIGREF's Research programme on 14th December 2007.





The general meeting of October 2006 saw the online launch of CIGREF's new public website [www.cigref.fr](http://www.cigref.fr)

The site has now had more than 200,000 pages viewed by 47000 visitors. It allows users to subscribe to RSS feeds or to e-mail alerts, thus making monitoring of the website easier. In addition, a public newsletter has been added to those sent out to our members. CIGREF's extranet offers its members an updated access, information reports and collaborative areas.

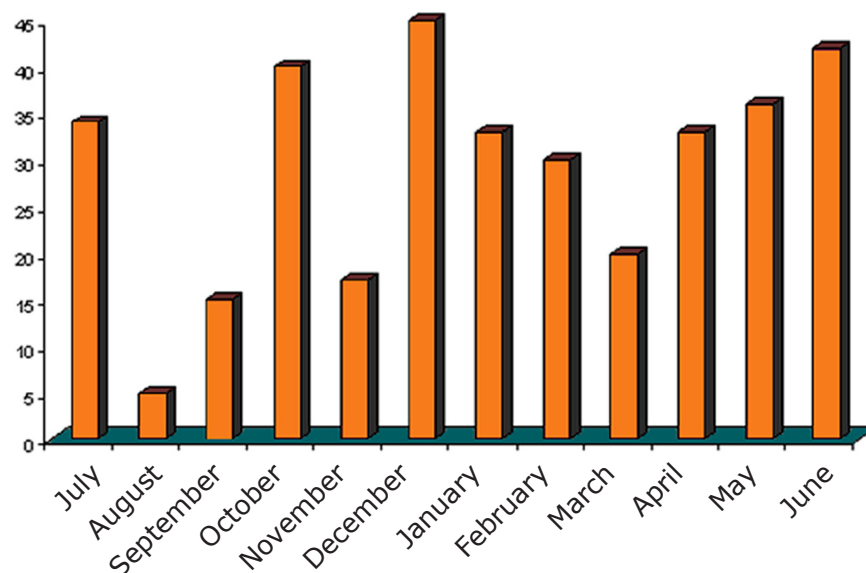
The reports published allow visitors to see the results of the work carried out by CIGREF's members.

## Most popular downloads, 2006-2007

◆ HR Nomenclature - 2005	4 029
◆ Inventory of tools for collecting, processing and visualising information - 2006	2 694
◆ Benchmarking of IT costs - <i>IGSI</i> (Information Systems Governance Institute) Model and Implementation Guide, Cost management - 2006	2 073
◆ Project portfolio management - 2006	2 059
◆ Annual Report 2005-2006	1 668
◆ Towards a standard for IT cost management - <i>IGSI</i> - 2005	1 283
◆ Deontology of IS Usages - 2006	1 123
◆ Management memento for outsourcing and third-party application maintenance contracts - CIGREF - Syntec Informatique - 2006	1 119
◆ Knowledge capital: Understanding it in 7 days - 2006	1 091
◆ The CIO and Knowledge Capital - Maturity and implementation - 2006	1 078
◆ Management memento for effective consulting missions CIGREF - Syntec Informatique - 2006	1 018

CIGREF also communicates in the general-interest, economic and IT press on its publications and its partnerships.

## Total number of mentions in 2006 - 2007



♦ **IS Governance Barometer : assessing one's information system governance approach.**

A complete tool for evaluating an IS governance approach, the barometer offers an adaptable model and an assessment guide, as well as reporting and visualisation tools. An English-language version is also available.

♦ **Purchasing Club reports**

- Purchase of IT intellectual services
- Evolution of commercial practices for licences and support
- Telecoms: evolutions, convergence and good practices
- Organisation of the purchasing function

♦ **Examples of offshoring: feedback and lessons learned within large companies**

Survey of practices concerning nearshoring, offshoring and inshoring, identifying risks, listing do's and don'ts and key success factors.

♦ **Facing up to changes in company scope :**

**Survival guide for managers in the event of a change in the scope of the company**

The aim of this document is to help CIOs to better anticipate and better prepare for changes in the scope of their company by providing a common methodology reference framework, i.e. a check-list of things to monitor at each stage.

♦ **Management of knowledge assets: starter kit and case studies**

This kit allows an approach to the management of the IS's knowledge resources to be launched. It offers a grid for registering and assessing these resources and a series of case studies to help prepare the implementation.

♦ **Management of a Shared IT Services Centre : Which models should be used ?**

**What are the benefits for the company? What is the impact on the job of CIO ?**

This deliverable aims to identify the approach to use and the key success factors, as well as the resulting changes in terms of organisation and governance.

♦ **Marketing of the IT department : implementation framework**

Marketing offers tools and methods to understand and deliver value to customers. It is useful for the IS function to develop and coordinate appropriate marketing activities. The generic framework covers the whole of the IS value chain.

♦ **Forecast scripting tool for the IT department's Human Resources needs**

First part : the 16 key factors which influence the changes in IT departments' HR needs : description, trends and links of causality.

♦ **Economic management of the Information System :**

**Presentation of the IT costs and improvement sheets by process**

Continuing the model developed within the framework of the Institute for Information Systems Governance, this offers a « pro forma » presentation of IT costs by process and type of expenditure and service.

♦ **Information System Strategic Plan**

This summarised memo presents the key points required to build an Information System strategic plan which is perfectly integrated into the company's general strategy. The key is in a dialogue with all the parties.

♦ **Human Resources dashboard : key indicators**

A tool which gives an HR view of the IT departments of user companies, allowing them to draw comparisons and to draw up and follow the major trends.

♦ **Security dashboard : key indicators for information system security**

These strategic and operational indicators are designed, in the short term, to allow companies to have at their disposal a toolbox of indicators, in order to communicate internally and to compare subsidiaries in-house.

All these publications are available as free downloads





## Jointly-published documents

Institute for Study  
and Research  
in Enterprise  
Security



- ♦ Risk analysis and management in large companies: impacts on the IT Department (in collaboration with IERSE)

Role of the IT Department in the approach to the management of corporate risk and the impact of this risk on the operation of the IT Department.

- ♦ IS usage barometer

This white paper in partnership with Microsoft and Novamétrie, is aimed at better understanding the opinion of managers on the use of technologies in enterprise.

- ♦ EI, to the power of process (CIGREF - Process Steering Club)

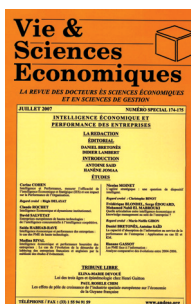
This document is a first attempt to highlight the fact that it is useful to emphasize the idea of « EI processes ».

- ♦ Protecting the information heritage (CIGREF - FEDISA)

This white paper (with its 10 chapters) describes the aspects of technical, legal and insurance security related to the protection of the company's information capital.

- ♦ EI serving the performance of companies (CIGREF - ANDESE)

On the occasion of a conference organised on this topic, the magazine « *Vie et Sciences Economiques* » brought out a SPECIAL ISSUE 174-175, publishing a number of articles on the subject by researchers and CIOs.



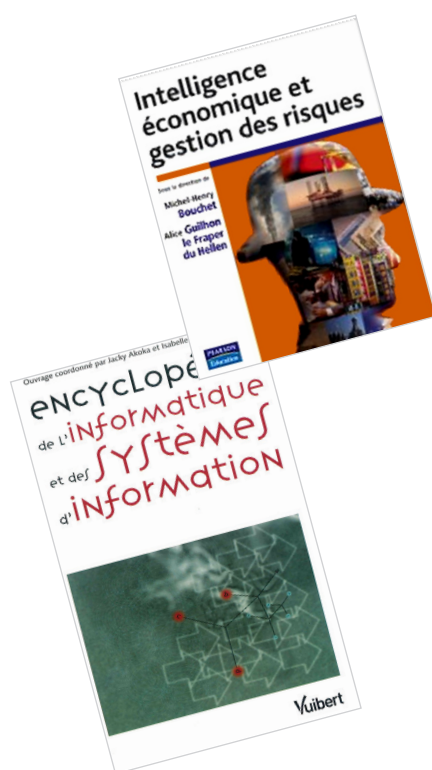
## Other publications

- ♦ IE & Risk Management

Under the leadership of Michel-Henry Bouchet and Alice Guilhon le Fraper du Hellen, around twenty authors presented the results of multidisciplinary work on these two areas and their mutual contributions. CIGREF General Manager Jean-François PEPIN wrote the chapter on Management of Information Risks in the enterprise & Security of Information Systems.

- ♦ Encyclopedia of IT and Information Systems

Under the coordination of Jacky Akoka and Isabelle Comyn-Wattiau, CIGREF took part in the writing of this book, published by Vuibert in January 2007. Frédéric LAU (project leader for HR issues) wrote the chapter entitled « Changes in IT professions ».





## Conférences

Quoi ?	Quand ?	Avec qui ?	Thème
European IT Forum	5 septembre 2006	IDC	Services informatiques
Conférence Internationale sur le e-management à Pékin	18 et 19 septembre 2006	WEMC	Les organisations virtuelles des grandes entreprises réelles
Conférence CIO sur la gouvernance infogérance	21 septembre 2006	IDG	Infogérance
Forum de la Geide	3, 4, 5 octobre 2006	APROGED & COMEXPO	Intelligence Economique
Conférence Méditerranéenne sur les SI	5 au 9 octobre 2007	Conférence Méditerranéenne sur les SI	Performance des SI
Innovation et SI	6 octobre 2006	AIM	Attentes et pratiques des entreprises - Organisations virtuelles
Assises de la sécurité	11 - 14 octobre 2006	DG Consultants	Sécurité des SI
Rencontre annuelle G9+	24 octobre 2006	G9+	Informatique domestique vs d'entreprise
Piloter la DSI	25 octobre 2006	AFAI	Pilotage du SI
AfroCIO	26 et 27 octobre 2006	Finaki	Services informatiques
Matinée Standardmedia sur les RH et SIRH	7 novembre 2006	Standardmedia	RH et SIRH
Matinée Etat du marché, évolution des offres, stratégie des achats	13 novembre 2006	EBG	Tendances du marché
Conférence Services Informatiques	22 novembre 2006	Les Echos	Services informatiques
EuroCIO	29 - 30 novembre 2006	Finaki	Services informatiques
Colloque terminologie	1er décembre 2006	SFT	Terminologie
Groupe de recherche TIC & Sociétés	15 janvier 2007	CNRS	Usages des TICs
Les nouvelles technologies au cœur de la création de valeur - quels enjeux marketing pour valoriser l'innovation ?	15 janvier 2007	CMIT	TIC, Marketing et Valeur
Etats Généraux des ASP	25 janvier 2007	ASP Forum	Services informatiques
Séminaire «Marchés-Tendances»	13 mars 2007	Syntec Informatique	Tendances du marché
Matinée Standardmedia qualité de service	15 mars 2007	Standardmedia	Qualité de service

## Conférences

Quoi ?	Quand ?	Avec qui ?	Thème
Rencontres Management Projet	26-28 mars 2007	BIRP	Management de projet
Entretiens Télécoms des Arcs	22 et 23 mars 2007	Finaki	Télécoms
Economie française et révolution du Web 2.0	4 avril 2007	ANDESE	Web 2.0
Enjeux et attentes des DSI vis-à-vis du marketing des fournisseurs	20 avril 2007	CMIT	Relations fournisseurs
Conférence «Enterprise Architecture»	23 au 27 avril 2007	Open Group	Architecture d'entreprise
Symposium IGSI	24 mai 2007	AFAI	Gouvernance des SI
Eurosec	23 au 25 mai 2007	Devoteam	Sécurité des SI
Progiforum	5 et 6 juin 2007	Tarsus	Progiciels
Salon I-Expo	13 et 14 juin 2007	GFII	Information numérique professionnelle
Business Intelligence	7 juin 2007	IDC	Actifs immatériels
Paris Capitale du Libre	13 et 14 juin 2007	ASS2L	Open source
Colloque IFACI sur le contrôle interne	13 et 14 juin 2007	IFACI	Conformité SI et contrôle interne
Entretiens informatiques d'OPIO	21 au 23 juin 2007	Finaki	Services informatiques
1ère journée des actifs immatériels	3 juillet 2007	MARTECH	Actifs immatériels
Colloque CIGREF - ANDESE	12 juillet 2007	ANDESE	Intelligence Economique
Développement éthique des technologies	1er septembre 2007	GS1	Ethique et TIC

## Auditions

Consultation du CIGREF sur le Capital Immatériel	Septembre 2006	Commission Levy Jouyet	Capital Immatériel
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## Publications

Quoi ?	Quand ?	Avec qui ?	Thème
« Guide d'évaluation de l'impact des TIC pour mon entreprise »	Novembre 2006	MEDEF	Maturité des TIC en entreprise
Baromètre de l'usage des TIC en entreprise	Mai 2007	Microsoft	Usages des TIC
Valeur et performance des SI	Novembre 2006	G. Epinette et A. Bonfour - Dunod	Capital Immatériel
L'Encyclopédie de l'Informatique et des SI	Janvier 2007	Vuibert	Encyclopédie des SI
Intelligence économique et gestion des risques	2007	CERAM Nices Pearson Education	Gestion des risques
Rapport sur la Maitrise de l'information et Responsabilité Sociétale de l'Entreprise (RSE)	2007	ORSE et EGE	Maitrise de l'information et RSE
Tribunes pour magazine	2006-2007	LMI	
Tribunes pour magazine	2006-2007	IT Expert	
Tribunes pour magazine	2006-2007	CIO	

## Actions diverses

Formation	2006-2007	Grenoble Ecole de Management	Management des SI
Formation	2006-2007	Dauphine	Management des SI
Projet Metis Formation à distance	2006-2007	Université Paris-Descartes	MIAGE & Formation à distance
Formation	2006-2007	Institut de Management Public et Gouvernance Territoriale d'Aix en Provence	Intelligence Economique
Chaire « Architecture et Urbanisme »	2006-2007	Ecole Centrale de Paris	Management des SI
Comité d'Orientation Stratégique	2006-2007	AFNOR	Normalisation
Trophées Entreprises & Société de l'Information	5 avril 2007	LMI	Trophées
Musée de l'informatique professionnelle	5 juin 2007	Musée de l'informatique	Histoire des SI
Prix CIGREF AIM	18 juin 2007	AIM	Recherche en management des SI
Les mardis du Club Urba Architecture Entreprise	2006-2007	Club Urba AE	Architecture d'entreprise

### CIGREF in a nutshell

Browse the English version of the CIGREF : [http://cigref.typepad.fr/cigref\\_english/](http://cigref.typepad.fr/cigref_english/)

To accompany the internationalisation of the activities and of the impact of CIGREF, an English-language presentation of the Club has been available on the public website since February 2007.

You will find in this presentation all the information related to CIGREF, notably :

- ◆ Our mission and our values
- ◆ Our way of working
- ◆ The profiles of member companies
- ◆ Our activities and services
- ◆ Our work themes
- ◆ Our influence abroad
- ◆ Our international partners
- ◆ Our publications in English

### EuroCIO



On 29th & 30th November 2006 CIGREF - a founder of EuroCIO - and its members participated in this major European event, which each year in Brussels brings together the CIOs of Europe's leading companies and key supplier representatives. The plenary sessions gave an opportunity to hear keynotes from Professor Jeff Sampler, (Templeton College, Oxford) on the subject of « Extreme Strategy: Lessons from Emerging Markets », and Rudolf Strohmeier, Head of the Cabinet of Viviane Reding, European Commissioner for Information Society, as well as testimonials from Pierre Masai, CIO of Toyota Motor Europe and Mikko Kosonen, VP, Strategy at Nokia. The workshops were focused on the following subjects: mergers and acquisitions, outsourcing, access to information, the alignment between IT architecture and business needs, and standardisation.

### AfroCIO

The aim of AfroCIO is to favour the exchange of best practices through a platform of knowledge-sharing and technology watch



CIGREF and EuroCIO supported the launch of the first pan-African CIO network, which was held from October 25th - 27th in Marrakesh. The programme of this inaugural event was structured around the following two main themes :

- ◆ Evolution of the CIO function: CEO/CIO/supplier relationships, IT governance and costs, management by process ;
- ◆ Agility of the IS and applications : open source, architecture, modelling and governance, the place of software packages in BPM ;

In 2007, CIGREF is repeating its support of AfroCIO and will be present at the 2nd edition of this annual gathering of African and European CIOs.

## A strategy in line with the environment of our member companies!

CIGREF 2010 is our strategy for the coming 5 years. It is a continuation of CIGREF 2005, a strategy for « internal growth » which reaffirms the vocation of CIGREF: An association of companies which aims to «... promote the use of information systems as a factor for creation of value and innovation for the enterprise...».

This strategy is part of the context of change in our environment, in our economy, in our world. In our view, this change should be structured around 5 key points:

- ♦ First and foremost the expansion of the service sector: development of services, development of the service sector in industry (non-manufacturing part of activity), development of distribution and logistics, efficiency of public services, new customer relationships through the Internet, ... In all of these areas, information systems and technologies play a strategic role in the structuring of costs and prices;
- ♦ The globalisation of the economy, of course, with its effects on specialisation, which for us translate into shared services, BPO, offshoring...;
- ♦ Continued technological and organisational innovation. It is true that we are entering a maturation phase for the IT industry: slowed growth, consolidation of suppliers, maturation of outsourcing practices and operating processes ... At the same time, many innovations/changes are bringing about breaks (impact of consumer technologies, of knowledge management tools, of process management, of utility computing, of service architectures, ...)
- ♦ The relationship with the PC and technologies, the changing way in which they are used, new generations which have a completely different relationship with technology, thanks to the massive spread of mobile phones, television and the Internet across the planet. And this is a phenomenon which is no longer limited to wealthy countries;
- ♦ The final point is the human and social risks which these trends also create: Risks in employment linked to the acceleration in transfers and changes in status; Risks linked to privacy and security; Operating risks: reliability, breakdowns; Risks of marginalisation: the digital divide.

In this context, three areas of strategic activity have been defined for the work of CIGREF between now and 2010. Approved by the Board, these areas were passed by members at the annual general meeting of 28th September 2006 and make up the framework of CIGREF's programme of activities for the coming five years.



*«...CIGREF 2010 highlights to what extent the IS function in the company is no longer a support function, but rather an executive function.*

*Its role is one of production, innovation and progress, and it is a key component of corporate strategy...»*

### Optimising performance !



**Jean-François PEPIN**  
General Manager

For any organisation, « organisational performance » is a composite concept structured around two themes: efficiency (the balance between means and production) and effectiveness (the level of objectives reached).

For associations, the specificities of the very notion of performance are often hard to grasp, thus making it difficult to set up measurement indicators, even though they are essential to the management of those associations.

As an association, CIGREF should be primarily considered as « a portfolio of associated skills ». This portfolio is made up of both volunteer resources (the Board) and professional contributions (the team of permanent staff).

In order to optimise the measurement of the collective achievement of its team members, CIGREF initiated in 2006-2007 an original deliberation aimed at co-building the bases of a system of reference designed to distinguish the skills related to the different positions within the team of permanent staff. 3 key factors were emphasized :

- ♦ Collective achievement is built through the sharing of a common vision. This vision creates the general framework for action and determines the image which the different parties have of CIGREF and with which they identify.
- ♦ Collective achievement is assessed interdependently with the member companies. All of CIGREF's activity generates understanding. It produces new knowledge (which emerges from experience) and skills (which are consolidated through realisation).
- ♦ Achievement, in collective form, leads to team learning, based on the exchange of experience and the confrontation of different points of view. The learning process is inseparable from the task, and experience of the task increases our ability to innovate.

Therein lies all the « meaning » of the job of « permanent staff member », a profession whose added value consists of allowing all of CIGREF's players to attain achievement through collective understanding, i.e «...an understanding... which leads to an effective mobilisation of skills because it is based on people's mutual recognition and enrichment...» (Pierre Lévy) .

Paris, September 2007