

Management for Professionals

Ferri Abolhassan *Editor*

The Road to a Modern IT Factory

Industrialization – Automation –
Optimization

 Springer

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In 2008, he took over the Systems Integration division at T-Systems and joined the company's Management Board. Responsible for managing Production at T-Systems since late 2010, Dr. Abolhassan assumed the leadership of the company's overall Delivery unit with effect from 1 January 2013.

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Dr. Stefan Bucher has held the position of Senior Vice President Solutions & Projects at T-Systems' Delivery unit since 2013. He has global responsibility for transition and transformation projects, also covering solution design in the deal process. Prior to this assignment, he held various executive positions at T-Systems, including Head of Computing Services & Solutions and Global Delivery Management for Royal Dutch Shell. Dr. Bucher joined T-Systems in 1997. He holds a Ph.D. in physics from Ludwig-Maximilian University (LMU), Munich.



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Dr. Stefan Diefenbach is Vice President Strategy & Program Management at T-Systems, where he is responsible for identifying and quantifying internal efficiency improvements and their practical realization in real-world projects. He is also in charge of tracking relevant trends in the global ICT business and integrating these into a holistic portfolio strategy. After receiving his doctorate in physics from Ruhr University Bochum and a number of years at the German Aerospace Center, he moved to Deutsche Telekom in 2000, where he held a number of strategic positions.



Holger Dörnemann is Senior Manager Systems Engineering at VMware Global Inc., where he is responsible for technical customer service in VMware's German sales operations. With his team, he actively trials new technologies and solutions at clients. Before coming to VMware, he held technical responsibility for systems and service management at IBM's Tivoli Software, where he covered aspects of dynamic data centers and green IT initiatives. His work focuses on the standardization and automation of data center operations as the basis for cloud computing.



Christine Ebner-Um studied political sciences, sociology, and modern history at the University of Duisburg-Essen. She spent a number of years as co-partner at a leading consultancy firm, where she covered a diverse range of projects for clients from a broad range of industries and led an account cluster of consultants tackling questions of IT security and the global workplace. Christine Ebner-Um also oversaw a major organizational development program for a fast-growing IT unit in the Chinese operations of a leading German carmaker. In late 2012, she joined the Strategy Unit in the Delivery Division at T-Systems International GmbH. Here, she works on the global transformation of Delivery in the direction of industrialized IT.



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Dr. Katharina Grimme is Principal Consultant Outsourcing & BPO Markets at the Pierre Audoin Consultants (PAC) market analysis and consultancy firm, where she advises executives at leading companies on market trends, technological developments, and strategic decisions concerning outsourcing and IT services. Her extensive expertise and profound knowledge of the market make her an internationally respected specialist for outsourcing, BPO, and cloud computing. Before joining PAC, Dr. Grimme worked at NelsonHall and Ovum, where she was responsible for outsourcing research and consulting. She has a Ph.D. from the University of Sussex and an MBA from Birmingham Business School.



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In his previous career, he has overseen international research projects with a focus on zero-error computing systems for the Federal Ministry of Education and Research.

In his research work, he has worked closely with Microsoft Research and the development teams of Audi, Bosch, BMW, and Infineon.



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Jörn Kellermann can look back on about 20 years in the IT industry. Following freelance work, he joined debis Systemhaus (now T-Systems) in 1999. At T-Systems, he has held a variety of positions in sales, consulting, and IT service delivery. His most recent work focused on managing global dynamic platform operations. Jörn Kellermann currently has overall responsibility for Computing Services supplied to T-Systems' clients, including the delivery and operation of IP networks and data centers down to the level of individual applications.

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Peter Kreutter is Director of the WHU Foundation in Vallendar and Executive Director of the WHU's Strategy Research Network (SRN). After initially training in banking, he went on to complete degrees in economics and political science at Friedrich Alexander University Erlangen-Nuremberg (FAU) and Trinity College Dublin. Following this, he worked for Deutsche Bank, Sal. Oppenheim jr. & Cie. and others. He focuses his research efforts on the long-term evolution of industries and strategic options for high-companies. Springer published Kreutter's most recent book on the "Globalization of Professional Services" in 2012.



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Michael Rubas studied social science at the Universities of Konstanz and Bath. He has been Senior Vice President at T-Systems International GmbH since September 2008, where he is in charge of HR Business Partners for the 35,000 people working in the Delivery unit. Before taking on these responsibilities, he was a member of the executive board of T-Systems Switzerland, with responsibility for planning, implementation, data center operations, desktops, and network infrastructure, as well as overseeing organizational development at Mercedes-Benz AG.



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Between 2007 and 2011, Dr. Weidmann established the Datacenter Engineering unit with a focus on datacenter architecture and innovation at T-Systems. In this role, he introduced the world’s first “fuel cell technology in data center operations” project in 2008 and cooperated with Intel on the “Data Center 2020—Energy efficiency in data centers” project in 2009. He is in demand as a speaker and data center expert at domestic and international conferences and has co-authored numerous publications in the field.

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Ferri Abolhassan

Businesses need efficient processes. This is and remains a real and obvious challenge. Obvious, because there is general consensus about this fact; a challenge, because it is still no everyday reality at most companies. When asked “How well are your processes working”, the respondents of many staff, partner, or even management surveys will give a disarmingly honest answer: The optimization and continuous improvement or even the simple monitoring of processes is often neglected. Very few companies have allocated the topics a dedicated place among the directorial responsibilities of their executive managers.

A more encouraging picture appears when it comes to the recognition that information and communication technology is an essential and indispensable means for pursuing a company’s mission or running its production or service delivery processes. Nonetheless, the lasting effectiveness and efficiency that companies are aspiring to will only be possible by considering processes and IT as one joint package. There is, happily, general agreement that most business processes would nowadays be unthinkable without the support of IT solutions. This applies to the manufacturing industry just as much as to the world of finance or the service sector. With the increasing relevance of IT, the requirements of users are also growing; users expect more and more in terms of efficiency, effectiveness, and quality.

Irrespective of whether it is handled by an in-house team or by an external provider, IT remains caught up in the tension between the functional and qualitative requirements of operational departments—essentially meaning the end user—and the pursuit of greater efficiency and optimized processes. The latter perspective considers quality and functionality purely in terms of costs and economization. IT is often faced with mutually contradictory demands: On the one hand, people expect the shortest possible time-to-market and customized solutions at an acceptable

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