



Press information

Delivering IT-enabled business services

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Facts and Figures:

- **Listing** Steria is listed on Euronext Paris, Eurolist (Compartment B)
- **2009 revenue** €1,630 million
- **Operating margin** €m: 118.9 (As a % of revenue: 7.3%)
- **Breakdown of revenue by country as of 31/12/09**
 - **United Kingdom:** 39 %
 - **France:** 31 %
 - **Germany:** 15 %
 - **Scandinavia:** 8%
 - **Belux-Switzerland:** 4 %
 - **Spain:** 3 %
- **Breakdown of revenue by core business as of 31/12/09**
 - **Consulting & Systems Integration:** 54 %
 - **Managed Services:** 29 %
 - **Application Management:** 10 %
 - **BPO:** 7 %
- **Breakdown of revenue by market as of 31/12/09**
 - **Public Sector (including healthcare):** 39 %
 - **Finance:** 25 %
 - **Utilities:** 25 %
(including Energy, Telco, Transport)
 - **Manufacturing and others:** 6 %
 - **Retail:** 5 %
- **Employees** **18,300**
- **Locations** Steria operates in 16 countries across 8 time zones: Austria, Belgium, Denmark, France, Germany, Hong Kong, India, Luxembourg, Morocco, Norway, Poland, Singapore, Spain, Sweden, Switzerland, United Kingdom.
- **Corporate governance** 19.3% of the Group's capital – excluding founder – is held by the employees.
- **Executive Committee**
 - François Enaud**, Group CEO
 - Laurent Lemaire**, Group CFO
 - Johan Vermeule**, Group HR Director
 - John Torrie**, CEO, United Kingdom - India, in charge of Group Industrialisation
 - Jürgen Sponnagel**, CEO Central Europe, Spain and Scandinavia, in charge of BPO development
 - Olivier Vallet**, CEO France, in charge of the Group's innovation policy
 - Mukesh Aghi**, CEO India – Group Sales & Marketing Director

Steria end-to-end services offer

Steria offers clients a complete portfolio of IT-enabled business services based on an integrated on/near/offshore delivery model.

Steria supports its customers (international companies and public authorities across Europe) in providing:

- **transformation solutions** across the full spectrum of business and technical disciplines,
- **operations services**, handling its clients' everyday business operations.

Steria's cross-industry services:



See appendix page 14-16 for background information on Steria's cross-industry service offering.

Steria Global Delivery Model

Steria's Global Delivery Model combines an industrial approach to production with shared processes and selective sourcing. Steria provides onshore, nearshore and offshore capacities, in the most cost-effective and appropriate mix for its clients.

Steria's model is characterised by its:

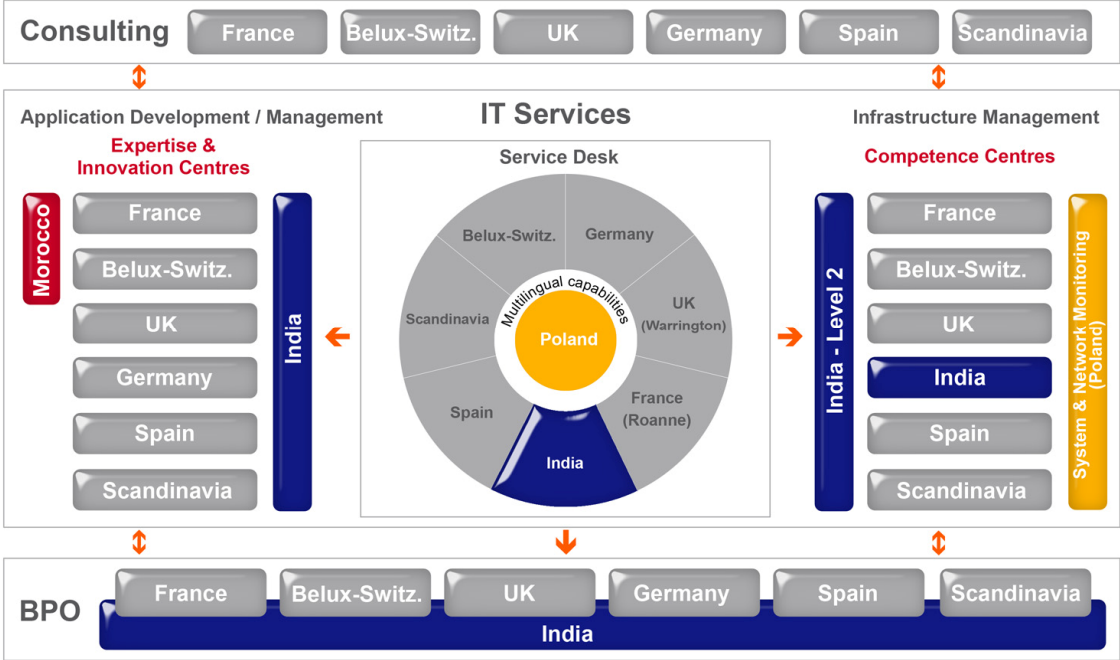
- **Flexibility:** Steria has retained capacity in every country represented across Consulting, IT Outsourcing, Service Desk and Business Process Outsourcing – therefore providing the right mix of on, near and offshore, and working to meet the varied needs of each client.

- **Track record:** as a pioneer in integrated delivery, Steria has a 10 year track record in delivering onsite and offshore. It has strong and replicable processes based on industry standards such as ITIL, Prince2, PMI, embedded into its own methodology, which ensure a consistent delivery.

- **Integration:** Steria ITO and BPO operations are part of one organisation. Steria can provide complex business services enabled by robust IT infrastructures across multiple locations – so that clients get a seamless service. Market leader in the UK for BPO F&A and ranked N°4 in Europe (Nelson Hall, June 2008).

- **Agility:** with local expertise supported by a global delivery capability, decisions are made locally and responses given quickly. Steria is small enough to make sure its clients feel valued while being big enough to take on their largest projects.

Steria's Global Delivery Model: local delivery with global reach



Market sectors: areas of expertise at a glance

<p>FINANCIAL SERVICES</p> <ul style="list-style-type: none"> - Regulatory compliance - CRM - Core banking - Cash management - Card management - Asset management (KAVIA solution) - Electronic archiving and document output management 	<p>HEALTHCARE</p> <ul style="list-style-type: none"> - Card management - Secure exchange of medical data - Interoperability - Managed services - Enterprise content management
<p>MANUFACTURING</p> <ul style="list-style-type: none"> - Industrial maintenance - Enterprise applications - Customer relations management - Application development - Offshore development - Solution roll-out - Infrastructure management - Total cost of ownership solutions 	<p>PUBLIC SECTOR</p> <ul style="list-style-type: none"> - e-government - ID management - Public security - Defence
<p>RETAIL</p> <ul style="list-style-type: none"> - Supply chain optimisation - e-commerce - Multi-channel retailing - Business intelligence - Customer insight - Merchandise management 	<p>TELECOMS & MEDIA</p> <ul style="list-style-type: none"> - Service activation - Data collection and migration - Invoicing - Real-time traffic mediation - Performance optimisation - Information system interoperability - Machine-to-machine communication (RFID, ZigBee)
<p>TRANSPORT</p> <ul style="list-style-type: none"> - Traffic management - Parking management - Taxi management - Airport management 	<p>UTILITIES</p> <ul style="list-style-type: none"> - Billing, capacity and balancing management (GAS-X) - Customer care and billing - Deregulation and unbundling - Utilities business consulting - Systems integration (including SAP and Siebel)

You will find below examples of client references for each market sector.

- **Financial Services:**

Banque de France, in conjunction with Steria, has successfully migrated Paris's financial markets over to TARGET 2. The system is used to perform transfers of large payment amounts between banks or on behalf of their customers throughout the Eurozone. The Banque de France had to adapt its technical connection architecture to the SWIFT network by 18 February 2008, date of the switchover to TARGET 2.

- **Health:**

NHS Shared Business Services, our 50:50 joint venture with the Department of Health in the UK, delivers high quality business support services including finance, e-procurement and payroll to all types of NHS organisations. Our services enable NHS executive teams to focus on business improvement activities and strategic decision-making, using readily available management information. Our clients benefit from access to worldclass technology, faster paperless processing and substantial savings in procurement. With over 100 clients using our services, we share best practice across the NHS providing future-proofed services. Operational excellence is ensured by our robust, leading-edge delivery centres, SAS 70 accreditation and a strong customer service ethos.

The hospitals of the Danish Midtjylland region employ 34,000 healthcare professionals. Medical teams use different PCs during the day, as they move from one patient to another. They rely on Steria's mobile digital signature solution to consult the national and inter-regional medical registers and add or transfer data. As a result, the administrative burden and the risk of errors in medical prescriptions are reduced.

- **Manufacturing:**

PSA Peugeot Citroën. Based on PSA Peugeot Citroën functional specifications, Steria has designed, managed and upgraded the intermediation platform that handles Peugeot and Citroën's emergency hotline. This service facilitates intervention by the emergency services after a road accident. PSA is the first vehicle manufacturer to have its emergency hotline certified by the French Civil Defence and Security Department. Since 2003, PSA has marketed 475,000 vehicles in the nine European countries operating this service. Deployment on this scale is unprecedented in Europe.

- **Public Sector:**

BBC. Our finance and accounting (F&A) expertise will deliver substantial savings to the BBC, providing a major contribution to the BBC's strategy of minimising the cost of its support services to release more money into creative programming. Working closely with BBC Finance, the Steria-led consortium is delivering F&A and payroll services across the BBC. As a major

offshore business process outsourcing partner, we are bringing the BBC the value, economies of scale and expertise from offshore to deliver onshore customer service.

The French Ministry of the Economy, Finance and Industry has chosen the Accenture-Steria partnership to integrate its offices in charge of expenditure, non-tax revenues and accounting. It will use the same SAP application, in contrast to the range of systems that currently manage state finances. This four-year project will be a powerful tool in updating and streamlining the budgetary and accounting processes of government departments. It is the most extensive inter-ministerial programme ever carried out in France.

- **Retail:**

El Corte Inglés, the largest chain of department stores in Spain and Portugal, provides consumers with everything from groceries and furniture through to hi-tech electronics and travel services. Steria has been working with El Corte Inglés for 7 years now in their drive to shorten time to market for new products and services and ensure the best shopping experience for their customers. A Steria team of 50 engineers and consultants develops and maintains key applications including those relating to logistics, travel insurance, financial services and human resources.

Tesco. “Every little helps”– enabling Tesco to focus on the customer experience. Building on an 18-year relationship, Steria underpins Tesco’s IT strategy with application management, software development and consultancy services. Driving down the cost of core IT operations means Tesco can focus investment on extending its retail offering and improving customer experience. We support these productivity improvements by using our integrated delivery channels in the UK and India, across Tesco’s critical business IT systems. These include distribution, stock replenishment, products, pricing, and payroll systems for the UK and the Republic of Ireland.

- **Telecoms:**

BT. Building on a long-standing relationship, Steria manages BT’s UK operations for finance and accounting (F&A). This covers transaction processing, payroll, accounting and complex reporting services. Services are delivered by leveraging a combination of onshore and offshore capabilities in award-winning shared service centres in UK and India. Working as a partner for change, Steria is driving system and process innovation to increase standardisation and efficiency whilst also enhancing compliance and control. Through our rigorous end-to-end service management, analysis and governance processes we are helping BT to build a world-class finance function.

Telenor. In a highly competitive market, Telenor, the largest telecommunications group in Norway, must continually strive for higher quality of customer service while maintaining a

profitable level of operations. Telenor has chosen Steria to modernise its fault management system to meet these challenges. The system is based on Open Source technology and is today one of Telenor's most critical business applications with more than 800 simultaneous users. For Telenor, the solution means faster and better support on existing and new services and products and Telenor's customers benefit from enhanced quality of service.

- **Transport:**

VEMAGS, Germany's public authority processes 100,000 applications for transportation of abnormal loads each year. Over 1,000 separate administrations are involved in the authorisation procedures. Steria designed and implemented an online platform that simplifies the administrative procedures and speeds up the clearance process. This project, called VEMAGS, has been awarded the Federal, Länder and local authorities e-government Award and is considered a benchmark of an efficient government.

The Swedish Civil Aviation Authority. Steria manages the Authority's mission critical servers which naturally have extremely high level security requirements. Steria also designed, built and runs the Authority's website, and the Swedish Civil Aviation Authority will be working closely with Steria to help develop applications to address new demands and requirements from the Swedish public and make further improvements to the IT infrastructure. The Swedish Civil Aviation Authority chose to outsource its IT infrastructure management to Steria in order to save money, to be able to develop their IT services and to use resources more efficiently.

- **Utilities:**

EDF and GDF have equipped 8,000 technicians with mobile terminals and 2,000 managerial personnel with a monitoring console in order to better manage responses when called out by individual customers and businesses. Steria provides maintenance for the application and upgrades it as new functionalities are integrated.

See appendix page 17-20 for background information on each sector

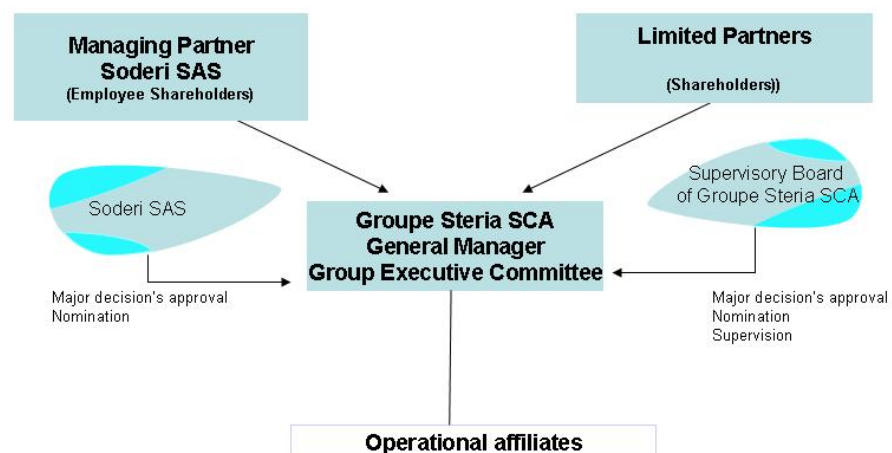
Steria Corporate governance: a unique model

As a listed company, Steria has a particularly innovative governance model where employees play a major role. Indeed, Steria's General Manager reports to two committees: the Supervisory Board (representing Limited Partners) and Soderi (General Partner), which is made up of employee shareholders.

Through Soderi, employee shareholders are able to debate, approve or reject the strategic directions proposed by the General Manager, covering such areas as growth policy, service development and acquisition plans. Every two years, employee shareholders elect their representatives for the Soderi Board. This model of participative governance has two aims: firstly, entrepreneurship, whereby the employees are involved in strategic decision-making, and secondly, a more acquisitive aim, whereby employees benefit from their company's growth through its share performance.

Today, the Group's main shareholder is its employees, who hold 19.3% of the capital.

Steria Governance model



Key dates

- 1969.** Steria founded by Jean Carteron.
- 1986 – 1998.** Development of managed services and internationalisation.
- 1998.** François Enaud appointed Chairman and CEO of the Group.
- 1998 – 2006.** Rise of a European group as an end-to-end IT services provider.
- 1999.** Listed on the Second Marché of the Paris Stock Exchange.
- 2000.** Steria is one of the top five managed services providers in France.
Acquisition of 3 companies in managed services and telecommunications in France.
- 2001.**
- Acquisition of Bull's core IT service activities in Europe.
 - Steria becomes one of the top ten IT service companies in Europe.
 - Creation of the Steria Institut de France Foundation (www.fondationsteria.org)
- 2003.** Creation of the European Delivery Centre.
- 2004.** Steria opens offices in Hong Kong.
- 2005.**
- Acquisition of Mummert Consulting in Germany.
 - Steria opens offices in Poland.
 - Launch of a Third Generation Service Centre, aimed at Third-party Applications Maintenance (TAM), in Nantes.
- 2006.**
- Creation of an Industrial Operations Division.
 - Changes to the corporate governance and the setting up of a new operational organisation.
- 2007.**
- Opening of two "*nearshore*" centers in Poland and Morocco.
 - Acquisition of Xansa the 17th of October 2007.
- 2009.** - Steria celebrates its 40th anniversary!

Appendix 1

Executive Committee Biographies

François Enaud

Group CEO

Age 50.

Graduate of the Ecole Polytechnique and the Ecole des Ponts et Chaussées (Civil Engineering).

Joins Colas, world leader in road construction and maintenance.

1983: Joins Steria, where he occupies various positions before becoming Chairman and CEO in 1998.

1999: Steria is floated on the stock exchange.

2000: Steria joins France's top five managed services companies and acquires 3 French managed services and telecommunications companies.

2001: Acquisition of Integris, which groups together Bull's IT services activities in Europe.

2005: Acquisition of Mummert Consulting in Germany.

2007: Acquisition of Xansa, Britain's leader in outsourcing and technology.

Laurent Lemaire

Group Chief Financial Officer

Age 43.

Graduate of the ESSEC.

Before joining Steria in 2007, he built his career at the Danone Group. First at the Group Finance Department from 1989 to 1999, then as the Danone Group's Director for Financial Communication and 2000-2002: Investor Relations.

2003-2006: Financial Director for Evian Volvic.

2006: Financial Director for the Danone Group's World Beverage Division.

Johan Vermeule

Group HR Director

Age 51.

Johan Vermeule holds a Masters Degree in Human Resources Management from Hertfordshire University.

Johan Vermeule started his HR career in the automotive industry at Nissan Europe in 1985. In 1999 he joined Atos Origin where he became Director of Compensation & Benefits and International Assignments. Prior to joining Steria Johan was Senior Vice President Global HR policies & processes at Atos.

John Torrie

CEO, United Kingdom - India, in charge of Group Industrialisation

Age 55.

He began his career at John Laing PLC and experienced the beginnings of outsourcing with BIS, which he later joined. With the sale of BIS's outsourcing activities to ACT, he was promoted ACT's Managing Director. In 1996, he joined Sema as Service Delivery Director. He became Managing Director of Sema's Global Services activity and developed the Outsourcing side in Europe, the United States, Hong Kong, Kuala Lumpur and Singapore.

In 2002, he joined Steria and took over responsibility for the United Kingdom and Ireland. At the same time, he became head of development for the European Delivery Centres.

Jürgen Sponnagel

CEO Central Europe, Spain and Scandinavia, in charge of BPO development

Age 59.

Holds a degree in economics from the University of Hamburg.

He began his career in 1979 as a consultant at GMO Management Consulting.

From 1989 onwards, he held various positions in management and was part of the management committee of Mummert Consulting AG, a German IT consulting company purchased by Steria in 2005. He has headed Mummert Consulting AG since 2003.

Olivier Vallet

CEO France, in charge of the Group's innovation policy

Age 44.

Graduate of the INSEAD and of the IFG.

1986-1994: Olivier Vallet held various sales positions at AT&T-NCR's Systemedia (SMD) division.

1994-1996: Headed the American manufacturer's sales and marketing department in France.

1996-1998: General Manager of customer service at NCR France.

1998-1999: General Manager (EMEA) of NCR's Managed Services activity.

1999-2000: Vice president in charge of the NCR Group's "Finance Outsourcing" activity.

2000-2006: Held various positions at the Alcatel group.

2003: Became Chairman and CEO of Alcanet.

Mukesh Aghi

CEO India – Group Sales & Marketing Director

Age 53.

Holds an MBA from Andrews University, a PhD in internal relations from Claremont Graduate School and a Master's degree in management from Harvard.

During 22 years of experience, he held many high management positions at IBM Corporation, Ariba Inc and J.D.Edwards & Co. Before joining Xansa, he headed Universitas 21 Global for 5 years. He is also a member of the Prime Minister's IT Task Force in India.

Appendix 2

Steria end-to-end services offer: background information on the 12 cross- industry service offerings

Transformation services:

- **Business Intelligence**
 - o Steria's Business Intelligence services enable our clients to achieve increased competitive advantage through greater business insight and improvement performance management. Steria offers a holistic and strategic Business Intelligence approach: services for analytical solutions, BI-Organisation and technical design and implementation.

- **Data Management**
 - o Steria's data management team utilises proven methodology, software and tools to build and manage large and secure data repositories, and support customer profiling, data de-duplication, legacy system migration or merger and acquisition projects.
 - o Technical solutions are based on "off-the-shelf" toolsets, bespoke solutions or an appropriate combination of the two and Steria has proven capabilities in the key database technologies.

- **Process and IT transformation**
 - o Under strong pressure to achieve relentless performance improvement, companies have to reinvent their processes. According to Gartner, *"CEOs perceive IT as the biggest single barrier to change"* when IT could be a driving force of performance improvement. Steria's Process and IT Transformation consultancy helps clients leverage innovation and productivity to deliver dramatic improvement in the alignment and performance of business processes and IT.

- **Systems Integration**
 - o This involves the design and development of a complete system, incorporating specific developments and heterogeneous elements from different vendors and change management.

- **Enterprise applications**

- o Steria offers business change solutions, advice and assistance with upgrades and implementation of the new Oracle 'Family' application modules. We also offer ongoing technical and applications support to sustain and optimise Oracle 'Family' applications.
- o Steria delivers a comprehensive suite of services aimed at driving value and competitive advantage through innovative SAP solutions. Our services cover strategy, consulting, sector-specific solutions, underlying technology and managed services - all underpinned by our integrated offshore delivery model.

Operations services:

- **Application portfolio management**

- o Steria's Application Management services encompass the proactive management of the portfolio of applications through their lifecycle, balancing technology, infrastructure and business demands.
- o Steria provides full project lifecycle development services from strategy to implementation and offers bespoke development and/or packaged solutions, customised and integrated into the clients' overall IT environment. Steria can help drive improvement and cost reduction where changes such as mergers or new implementations have left clients with multiple platforms and a confusion of application portfolios. Steria can improve inefficient or ineffective business and IT processes and can help clients keep pace with technology.

- **Testing and Quality assurance**

- o Bridging the gap between application development and systems roll out, Steria offers functional, performance and acceptance testing solutions to shorten time-to-market and generate substantial costs. These services may be delivered on a stand alone basis or as part of a larger programme.
- o Steria's specialist testing services teams provide clients with access to leading edge skills and on and offshore resources.

- **Infrastructure Management**

- o Steria designs, builds and runs large secure IT infrastructures based upon a common support technology and processes. The company addresses the complete IT infrastructures management lifecycle. Steria can help its clients transform their physical and virtual infrastructures, and delivers the functionality, reliability and security clients require, with a measurable return on investment.
- o Steria's Infrastructure Management services can be delivered as customer site based service and/or delivered by our network of production centres across Europe, North Africa and India.

- **Business Process Outsourcing - Finance and Accounting (F&A)**
 - o Steria provides world class Finance and Accounting services on behalf of its clients from centres of excellence in India and Europe. We have a multi-platform service utilising best in class processes, IT applications and delivery models.

- **Business Process Outsourcing - Human Resources (HR)**
 - o Steria provides world class Human Resources services on behalf of its clients from centres of excellence in India and Europe. Based on a platform-independent approach, Steria's service utilises best-in-class processes, IT applications and delivery model, and enables clients to move their focus away from non value added transactional activity to focus on their core business.

- **Business Process Outsourcing - Vertical market specific services**
 - o BPO is a strategic tool that Steria proposes to its clients to help them redefine their business operating model, enabling them to move their focus away from non value added transactional activity and focus on their core business.
 - o Typically, 80% of the cost in a business process refers to dealing with exceptions, such as problems, errors, fraud, queries or verifications. Steria specialises in complex judgement and rules-based back-office BPO offering attractive solutions with shared risk and reward.

Appendix 3

Market sectors: background information

1 – Financial services

In the context of a changing European payment landscape, the sector is forced to redefine the roles of its banks and clearinghouses and defend the levels of its transactions costs.

Meanwhile, banks have to modernise staff workstations in order to develop the seamless, multi-channel service and real-time benefits necessary to meet rising consumer expectations. A greater alignment between IT and the overall organisational strategy can lead to new delivery channels or business models resulting in effectively targeted and profitable new service offerings.

Steria's expertise in integrated banking systems is particularly strong, from consulting through to implementation and roll out, to maintenance and outsourcing of entire applications. Steria's banking solutions are already helping the sector cope with requirements relating to the prevention of money laundering, international regulations, SEPA implementation and liquidity optimisation.

Front-office applications include complete multi-channel architecture solutions for configuring branch workstations and the management of bank cards, loyalty cards and electronic payment. We also offer dedicated asset management solutions to insurers.

2 – Healthcare

Europe is leading the way in the significant changes that are affecting healthcare. By 2010, the first national electronic patient records should be ready to be shared across national borders at the patient's request. A pilot for e-prescriptions and patient summaries is underway.

With over 50 millions cards already in circulation in Europe, the proliferation of health cards for both patients and health professionals will eventually demand a new generation of data repositories and new levels of security enabling large-scale healthcare IT systems. Just as important will be the role of e-prescription and reimbursement schemes that will encompass practitioners, pharmacists and insurance companies.

Steria has gained experience in a wide range of disciplines thanks to its involvement in the development and implementation of IT solutions in the healthcare sector throughout Europe.

This is why Steria is now leading work done around the technology and process challenges linked with interoperability. The company is also highly competitive in supplying routine business support services that allow professionals to focus on providing improved healthcare to their patients.

This is the reason why Steria can ensure that medical information is available where and when it's needed to guarantee what should be the sector's prime objective: universally efficient patient treatment.

3 – Manufacturing

One way for manufacturers to stay ahead is by reducing their costs. Quite reasonably, manufacturers expect their service providers to be proactive and imaginative in helping them achieve these cost savings.

But when relationships with service providers become more like partnerships, manufacturers benefit from a truly collaborative approach. This can generate new ideas that may lead to the creation of innovative product ranges or compelling post-sales consumer services.

With special software, the right service partners can also ease the launch of their clients' new products to market and increase competitive advantage. With support from Steria, clients can extract maximum value from all the customer data they may hold in disparate systems. They can then make more use of this to target new product development or post-sales services. Steria can also help to lower the total cost of owning IT platforms and applications. This may start for example with increasing the effectiveness and lowering the cost of testing right across the life cycle of an application.

Additional benefits can come through full applications development and applications management services, making use of Steria's integrated on/near/offshore delivery model.

Steria can also provide ways to ensure that clients' IT infrastructure is adaptable to new global manufacturing models and measure the environmental impact of their manufacturing activities through the implementation of innovative solutions.

4 – Public Sector

IT has helped to define a new relationship between citizens and their governments at both central and local levels. At the same time, particularly in Europe, there is a move to greater cooperation among nation states in the areas of justice, healthcare, finance, civil protection and defence. All of this requires improved interoperability between national and local IT systems and between related organisations.

With decades of experience in serving the public sector, Steria is in the forefront of the reorganisation and modernisation of citizen services. This includes progress in central government schemes such as public finance and accounting, online tax payments and local administration initiatives as well as central and local government e-services that improve citizens' daily lives.

Steria also leads the way on a wide range of national and international projects that include identity management, police interoperability and e-customs.

5 – Retail

Retailers are understandably keen to limit the level of their investment in IT. Therefore, they focus primarily on areas that directly drive sales, such as merchandising, marketing and in-store support; by getting the most out of their back-office systems, retailers can get to know their client better which enables them to concentrate most effectively on the merchandising and marketing efforts that will get customers back on the shop floor or on their websites.

Specifically, this calls for better implementation of enterprise applications, maximum exploitation of existing data through business intelligence solutions and improved supply chain systems to keep shelves stocked with the product customers really want. At the same time, retailers need to consider other business models by exploring new channels to market or finding more efficient ways of running their business support processes.

Back-office enterprise-wide application suites such as SAP and Oracle provide a wealth of data crucial to increasing market success. Steria can also deliver an enhanced payroll process that results in lower payroll headcount as well as closer correlation with staff bonus schemes and sales performance. Looking beyond the benefits of increased system interrogations, retailers are increasingly seeing the advantages of outsourcing the business process itself.

6 – Telecommunications and Media

Customer satisfaction is key and that means catering to consumer impatience. When their service provider has a new offer available, customers want access to it as soon as they have bought their new mobile or upgraded their contract. To deliver that level of service, the provider has to have the entire value chain thoroughly primed. And that calls for end-to-end management ensuring a consistently high quality network and seamless billing all along the way.

Fixed/mobile convergence is shaking up all operators' processes. Steria is supporting its clients in overhauling their technical and management processes (e.g. sales and billing) and is helping them bring new products to market more quickly. To achieve this, Steria develops completely new applications, maintains existing applications, or takes responsibility for testing right through the applications development life cycle. As a result, clients can reduce their costs, guarantee response times and get more flexibility from their IT. They can focus on new business issues such as the challenges arising from the convergence of different means of communication. Steria's clients can provide combinations of fixed, mobile, pre-paid or post-paid subscriptions and an ever broadening range of services.

As regards innovation, Steria uses its experience in machine-to-machine communications to create a new range of income-generating services for telecommunications companies, such as noise pollution monitoring to accident and emergency services.

7 – Transport

An informed traveller tends to be more forgiving of any delays or cancellations. That's why giving people the right information at the right time is crucial, whether via road signs, service indicator panels at railway stations and bus stops or airport departure boards and announcements. And at a time when green concerns are paramount, reducing the environmental impact of all travel is crucial. This can involve any number of solutions such as park-and-ride facilities on the outskirts of towns, larger scale traffic management schemes such as the construction of by-passes and noise abatement programmes at airports. Security issues transcend the public and private sectors, particularly where air travel is concerned. Among the ways forward are biometrics that link travellers' profiles with existing state records, airport security assessment programmes based on exhaustive audits and improvements to air traffic control systems.

Steria works throughout the sector, serving road, rail, air and urban transport providers. Steria's expertise lies in implementing airport management systems, air traffic control solutions and supervision systems that can encompass every aspect of what's needed to keep a city on the move as sustainably as possible through transit, traffic and tunnel management. Steria's solutions help to reduce traveller stress and improve transport efficiency.

8 – Utilities

Deregulation is transforming utilities companies. At the most fundamental level, it forces them to realign their business strategies, becoming more consumer-focused. Keeping customers happy is a costly business that doesn't always exist easily with the budget constraints and increased marketing expenses that go hand-in-hand with more intense competition. At the same time, deregulation makes billing more complex. As customers switch from supplier to supplier to get better deals, the transfer of essential data becomes an ongoing challenge. More accurate analysis and modelling can help to accelerate the company's ability to respond to market changes. These markets changes are occurring during a period of higher than ever energy and water prices, which undermine consumer confidence in the entire sector.

Steria acquired significant experience during the late-20th century deregulation of the European telephone market. As far as IT systems and ancillary services are concerned, there are strong similarities. Steria can provide a wide range of relevant consulting services that help clients adapt to shifts in regulatory requirements, create and implement billing and pre-billing procedures and improve customer relations management overall.



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