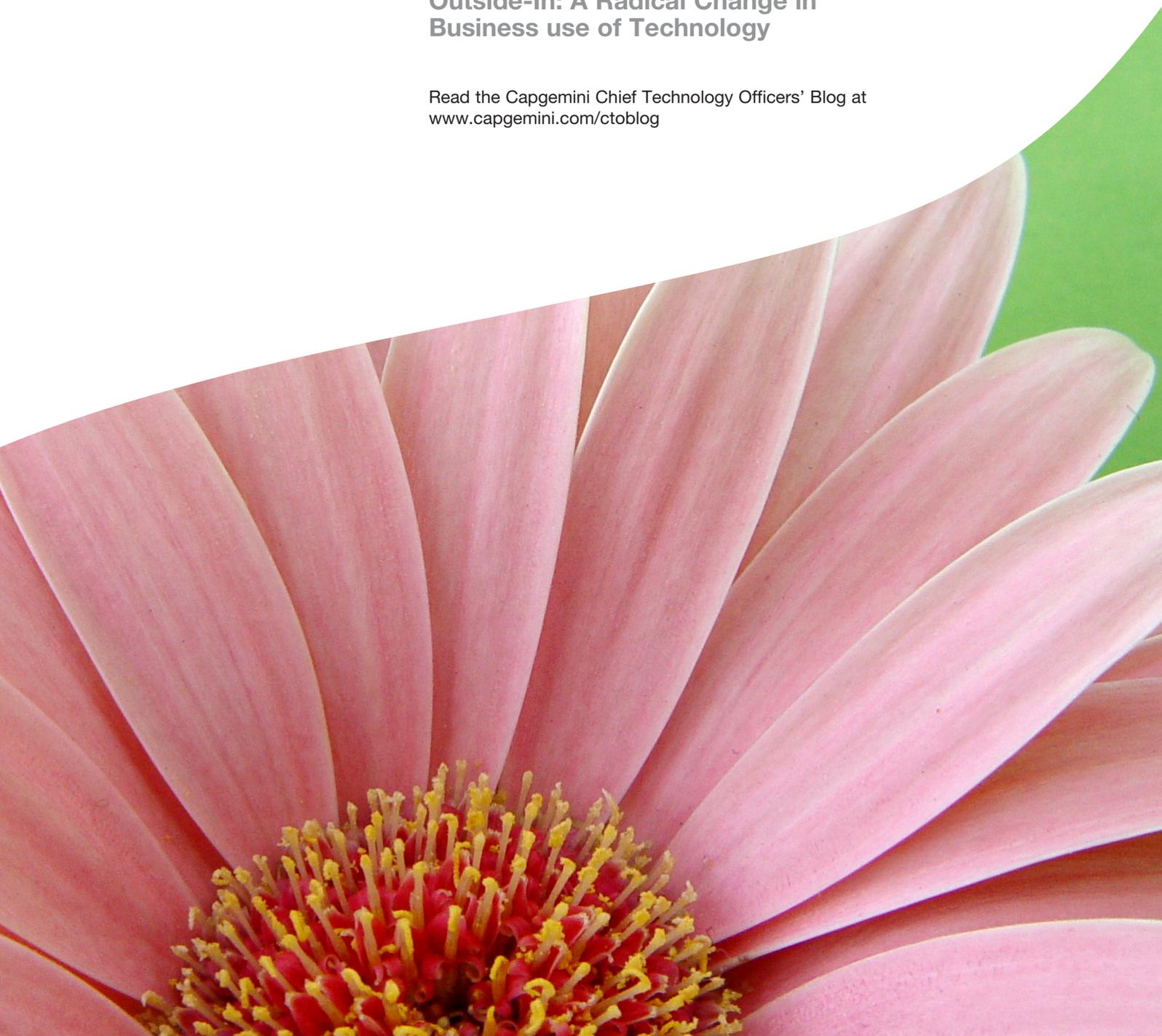


# Changing the Game: Monthly Technology Briefs

November 2011

**Outside-In: A Radical Change in  
Business use of Technology**

Read the Capgemini Chief Technology Officers' Blog at  
[www.capgemini.com/ctoblog](http://www.capgemini.com/ctoblog)



## Outside-In: A Radical Change in Business use of Technology

Quoting Wikipedia [http://en.wikipedia.org/wiki/Outside%E2%80%93in\\_software\\_development](http://en.wikipedia.org/wiki/Outside%E2%80%93in_software_development); *Of all the agile software development methodologies, **outside-in software development** takes a different approach to optimizing the software development process. Unlike other approaches, it focuses on satisfying the needs of stakeholders.* The underlying theory is that to create successful software, you must have a clear understanding of the goals and motivations of your stakeholders and that the ultimate goal is to produce software that is highly consumable and meets or exceeds the needs of the client. An obvious thought, perhaps, but one that has been frustrated around the needs to design to fit the technology limitations of the system/ architecture, in past development processes.

To extend this approach further than the capabilities of virtualization and cloud based services is to try to understand the business use of iPads, smartphones, or Android tablets that's not part of IT as it's defined today. What it is is user-focused in the true sense of the word, coupled with extreme mobility. People with this need are not looking to connect to and use the existing Enterprise Applications, except for email. Instead, they want to participate in external communities, use the web in its broadest sense for real-time information. They want to consume selected services from App stores and, an increasing percentage, want to generate completely new business activities on Amazon Web Services. All of these are activities that focus on interaction with and across people, events and real-time data (to use a phrase often associated with the topics such as mobility, clouds and big data).

Most importantly, these activities can be summarized as centered outside the enterprise, the firewall, and the traditional enterprise application technology of IT, with only selective activities requiring to connect 'inside' the enterprise. Mobility can be described as people using devices and services to change their working relationship to 'Outside-In'. The primary focus and value comes from external activities (those 'outside' the enterprise) and there is a limited secondary value around connecting 'inside' the enterprise.

Conversely, the activities of enterprise IT can be definable as 'Inside-Out' as they start from the Back Office, and are focused on activities 'inside' the enterprise. There are only a few activities requiring access 'outside', i.e. use of the Internet/web and even for these the control is managed from the 'inside'. The important insight provides answers to many current issues around security, new business requirements using external information, servicing customers with new business models, and the increasing employees demand to use their own devices and use new services such as Amazon Web Services, or Salesforce.com.

Most of the problems are now stemming from trying to deliver this new 'outside' world of business use from the 'inside'. This shows the failure to recognize that the enabling technology is radically different. The '**Inside-Out**' model of traditional IT is around monolithic enterprise applications using client-server to support a close-coupled, state-full, or data-centric, deterministic environment. On the other hand, '**Outside-In**' is based on Internet/web architecture characterized as loose-coupled, state-less and non-deterministic. Each and every important technology characteristic is exactly reversed, as is the purpose that the business user or manager wants to make of it!

For example; the operating authority of a major airport is facing demands to improve its operational management, to both improve real-time efficiency in the face of the increasing number of unplanned events (such as late arriving aircraft, lost baggage, etc.) and manage the expectations of passengers and airlines that information flows will be provided both in a more timely way and in different people-orientated formats/feeds. Already in the airline industry there have been several announcements of airlines individually deploying large numbers of tablets/smartphones to improve 'operating efficiency' to frontline staff. This means dealing with the many unplanned events from missing passengers to lost luggage, finding the passenger steps to replenishing food and drink, to a last-minute change in the gate an aircraft arrives at.

The existing, traditional 'Inside-Out' IT systems of all the various members of an airport ecosystem, that is airport operator, airlines, baggage handler, food services, etc., each show *separately* their planned activity to their own staff via their secure and closed enterprise IT. In each enterprise, the data comes from the central ERP systems out to the edge of the enterprise in the form of structured non-real-time information to show what should happen. And *if* it does happen in this manner, then the whole ecosystem will be synchronized and 'resource planning' will have succeeded.

The operational improvement challenge is that in the 'real' world a series of unforeseen events occur that - to be solved - require the staff involved to interact *together* in a unique way to suit each event. The better any business can do this, the higher their customer satisfaction and lower their costs though optimizing their responses. This is highly people-centric manner of using real-time data in a 'work around' solution/process, to suit the circumstances. Most importantly, it actually doesn't require any of the people to be present in each other's existing enterprise IT systems, the current barrier to addressing this kind of transformation. Though when the event is solved, there may be a requirement to log the concluding data into the existing IT systems of each company and update the records. This is the 'Outside-In' view, the activity occurs 'outside' the enterprise and only a limited amount of access is required to pass 'in' to the enterprise secure IT environment.

The new technologies of Mobility, Big Data and Clouds allow this to be achieved without infringing on the enterprise security model *only* if they are applied in a very different way. The current good practice is to create and manage a comprehensive and cohesive IT environment within a secure boundary, and, for the tight coupled, state-full data-centric, client-servers applications this is entirely correct. But in the example given, the challenge of permitting unknown operational staff and networks, working in an unstructured way, to enter this controlled and structured world in a secure manner is huge.

As a result, the rapid and constantly changing introduction of new types of apps/services that allow interaction through social and collaborative tools, huge amounts of data to be pooled, and the new app-based processes to be deployed around this new generation of 'front office' business requirements is challenging. But only if the existing criteria drawn up for a completely different set of business and technology reasons are applied to this entirely different environment.

In adopting an 'Outside In' approach the relevant users and devices are moved outside the existing secure enterprise IT environment. In the case of the airport operations, they will co-exist together on one/more clouds that permit the loose-coupled, stateless, consumption of 'services' on-demand that the core of this new environment. The periodic need to access email, and a handful of enterprise applications, can be handled with true thin clients working from 'Outside-In'. Thus the data, system, or application can be prevented from being vulnerable in the same way as these devices and users working from 'Inside Out' and requiring everything to be 'brought inside' the secure zone. This model can also accommodate customers/employees wanting to 'bring your own' devices, agile business on Innovative Business models.

'Outside-In' is a completely different way of thinking about the requirement, delivery and deployment model. But this is only to be expected, given that this is an entirely new generation of technologies used in a completely different way by business. This is just like the last major shift when using PC network technology changed every aspect of the mini-computer requirement, delivery and deployment model in the early 90s to the model we understand today as Enterprise IT. Reflecting on the definition of 'Outside – in' as defined by the Agile community coupled with an overall change to delivering from the perspective of people in shared ecosystems 'outside' the enterprise, rather than from the perspective of data and systems 'inside', is a necessary change.

The real challenge is to understand how to define, build and operate the gateways between the two parts, and this is more likely to be achieved successfully by the Enterprise IT side understanding exactly what is required from their tightly regulated side. Currently the risk is that business users and managers are rapidly moving to embrace the 'outside' environment, bypassing the crucial updating of enterprise IT systems.

**The impact of this and other technologies is discussed in the [Capgemini CTO Blog](#).**

## Leading Company Results (Revenues)

Leading Company Results (Revenues)			
Q4	<b>Accenture</b> ↑ 14% @ \$6.7bn		
Q3	<b>Google</b> ↑ 33% @ \$6.74bn <b>Sony Ericsson</b> 0% @ \$1.59bn <b>EMC</b> ↑ 18% @ \$4.98bn	<b>IBM</b> ↑ 8% @ \$26.16bn <b>Apple</b> @ \$28.27bn <b>Intel</b> ↑ 28% @ \$14.2bn	<b>SAP</b> ↑ 12% @ \$4.69bn <b>Nokia</b> ↓ 13% @ \$12.3bn <b>Atos Origin</b> 0% @ €2.09mn
Q2	<b>TCS</b> ↑ 26% @ \$2.52bn		
Q1	<b>Microsoft</b> ↑ 11% @ \$17.37bn		

### Movements by Industry Leaders

**Cisco Show and Share** is at the center of a new set of Cisco integration tools for Telepresence Content Server and Cisco MXE Media Experience Engines, claimed to simplify capture, use and video searching. **Cisco and Citrix are partnering** to deliver Rich Media enabled virtual desktops by combining their technologies. **Cisco is to acquire BNI Video** to add their two major product lines for services providers to the **Cisco Videoscape TV Platform**. **Cisco Nexus B22 Fabric Extender for HP Blade System** allows full function network access to from a HP C Class Blade size unit. [www.cisco.com](http://www.cisco.com)

**Oracle acquires GoAhead**, a provider of 'service availability' applications to the telecom Industry. **Oracle Database Appliance** bundles Database 11G r2, and Oracle RAC on a SunFire Server Cluster running Linux. **Oracle Communications Digital Store** for communications services providers is a complete package of everything required to create an online digital store. **Oracle Sun Sparc SuperCluster T4-4** is claimed to be ten times faster than its predecessor and is optimized for Oracle Database and Middleware. **Oracle Hybrid Columnar Compression Support** for ZFS and Pillar Axiom Storage appliances and systems. **Oracle SPARC SuperCluster T4-4** raises the performance of the top end of the Oracle Sun processor family and is claimed to be both cheaper and faster than competing systems. **Oracle Exalytics packaged system** is designed for massive data analysis to support internal 'big data' use. **Oracle Big Data Appliance** will handle the variety of data with new techniques based on NoSQL and Hadoop and provide 432TB of storage. **Oracle Enterprise Manager 12c** is a comprehensive update aiming to managing everything from data to operating systems and middleware including virtualized and cloud services. **Oracle Java for PCs next generation** will merge Java SE, Java ME and some aspects of Embedded Java. **Oracle Fusion Apps 'pack'** brings together all of Oracle's best of best elements of an enterprises software with Fusion based integration and can run, on/off premises, as SaaS, or any combination, thus making a genuine foundation for new deployment methods including **Apple iPads** via their Safari browser. **Oracle Public Cloud** places Oracle firmly in the cloud revolution and provides a selection of Oracle apps with elastic capacity. **Oracle Social Network** takes a new stance by offering internal and external Social Networking with customers and suppliers and integration to a number of Oracle Apps. **Oracle Human Resources Capital Fusion App** able to run on Cloud as well as on-Premise. **Oracle Fusion CRM** again updated for cloud use. **Oracle Application Development Framework Mobile** is updated. **Oracle Financial Management Analytics** now integrates more sources and delivers to Tablets. **Oracle Sustainability Reporting kit** for Hyperion Financial Management. **Oracle JavaFX 2.0** updates the user interface platform and is intend to help create Rich Internet Experiences. **Oracle is acquiring Endecca**, a document management to business content intelligence specialist product vendor. **Oracle Health Sciences PharmaCovigilance Operational Analytics** supports planning and monitoring trials and activities

with partners together with **Oracle Health Sciences OutcomeLogix OnDemand 3.0** upgrade for late phase patient reported data collection. **Oracle Financial Services Enterprise Case Management** introduces a new aid to gain visibility and manage Financial Crime Investigations. [www.oracle.com](http://www.oracle.com)

**HP Network Consulting** is aiming to help enterprises to migrate to IBPv6 by using specially developed tools. **A new partnership with SAP** will see SAP products bundled onto HP Clouds for deployment and new consumption models starting with CRM. **HP Flex Fabric data center** adds faster HP 5900 and 12500 Switches; **FlexCampus** adds faster 3800 stackable switches; **FlexBranch** has new modules from VMware and Citrix; and **HP FlexManagement 5.1** now adds new capabilities to manage mobile devices, and protects against their security issues. **HP Enterprise Database Consolidation Appliance** creates a private cloud around Microsoft SQL Server and is supplied as a complete package of hardware and all software. **HP VirtualSystem Platform** gains new capabilities to support cloud based data services, CRM and Social CRM, as well as improved and widen generic virtualization capabilities. [www.hp.com](http://www.hp.com)

**Intel Science and Technology Center** is a new university research center to study 'pervasive computing' around web and cloud enabled technology and its ability to change social and business environments. **Intel and Samsung Smartphone and Tablet Tizen Operating System** will be a Linux based open source operating system to compete with Android to be released from a joint cooperative exercise in early 2012. **Intel acquires Telmap**, a location services apps provider, which it will use to boost its AppUp mobile ecosystem approach. [www.intel.com](http://www.intel.com)

**IBM Smarter Commerce initiative** gains a cluster of new capabilities under the title of **Commerce as a Service** covering Configure and Price, Cross Sell integration, Payment, and Supplier Integration. **IBM is to acquire Q1 Labs** to act as the anchor point for a new Security Division. **IBM SmartCloud Foundation** provides a mission-critical level of private cloud. **IBM Smart Cloud Application Services** adds a Platform as a Service (PaaS) offering which it describes as Middleware to simplify moving applications onto clouds. A **partnership with Nirvanix Cloud Storage Technology** adds new capabilities to the IBM SmartCloud Enterprise Storage portfolio. **IBM is to acquire Platform Computing**, a pioneer and leader in cluster and grid computing tools. **IBM DB2 Analytics Accelerator** uses the Netezza and zEnterprise Server optimized to manage Online Transaction Processing with Transaction Oriented Applications to produce a single business intelligence source. IBM Smart Analytics System 97xx series gives end-to-end data warehousing and BI processing on a zEnterprise Server, whilst IBM Smart Analytics Systems 7710 and 5710 bundle this onto x86 based servers. In the **storage products ranges**, IBM Storwize V7000 Unified Mid range disk, IBM System Storage DS8000 R6.2, and IBM XIV Storage System Gen3 all offer new capabilities. **Upgraded Processor packages** IBM Power SC, IBM z/VM6.2 and IBM Systems Director v6.3 improve capacity, virtualization and power. [www.ibm.com](http://www.ibm.com)

**Microsoft Chemical Reference Architecture** introduces an internal and external interoperability framework for doing business within the sector. **Microsoft Windows Phone 7 Mango update** will be rolled out to existing users via the network operators adding HTML 5 support and social networks integration. **Microsoft Windows Phone 7** has been found to collecting location information without user permission but Microsoft say this is a bug that has been fixed in the new Mango update. **Microsoft and Samsung** have agreed on a new partnership for the development of Smartphone technology. **Microsoft Hotmail** gains a number of new features as well as an **Android App** now available for download from the Android Market site that fully integrates push email and calendar sync services. **Microsoft Windows Intune R2 PC Management** running on a **cloud**

**update adds remote access, including malware scanning and improved deployment operations.** A major new release introduces **Microsoft SQL Server 2012** which is claimed to be the flexible anywhere, anytime for any purpose database support server that clients need. **Microsoft Azure Cloud Reporting and SQL Azure Data Sync** help developers and customers to make development and deployment easier. [www.microsoft.com](http://www.microsoft.com)

**SAP and Capgemini** have announced a strategic relationship to develop a range of Enterprise Mobility Solutions. **SAP EAM Work Order Mobile App** provides field maintenance staff with on and off line work management. **SAP CRM Rapid Deployment** will use a prebuilt solution based on HP cloud as what is claimed to be the first of similar new offers. **SAP Global On-Demand Business Unit** has been established under the new recruited Greg Tombs from the on-demand industry. **SAP HR Mobility** using the Sybase Platform to deliver HR apps on Tablet PCs. **SAP Business Objects Intelligence OnDemand based on SAP High Performance Analytic Appliance (HANA)** aims to deliver 'on the fly' real time analysis of data streams to deliver feedback to events as they arise without needing to define data models in expectation of what events will arise. [www.sap.com](http://www.sap.com)

**Google Analytics Real-Time** measures what is happening in real-time on websites and can support instant feedback on social media and comment. **Microsoft Security Essentials tool** from Friday September 30 has started to delete Chrome as Malware but Google are offering an update to stop this from happening. **Google Docs** has a new user front-end aimed at Android Tablet users offering a more visual and touch driven interaction. **Google Dart Programming Language** which they plan to turn into an Open Source project in time aims at simplifying web/cloud application development is now available for preview. **Google App Engine Premier Accounts** gain a new level of uptime guarantees, and management features. **Google has ended several small social products** and services and is positioning Google+ as the major social offering. **Google is encrypting all search enquiries with SSL protocol** to ensure searches can't be intercepted and read by network snooping. [www.google.com](http://www.google.com)

**Apple founder Steve Jobs** death was announced by the Apple board on October 6, after a long battle with illness. **Apple iPhone 4S** launch adds new features that will appeal to an advanced user, or to one using social networks, plus a breakthrough in voice control, but many analysts seemed to be unimpressed expecting a new generation iPhone5. Preorder volumes were at record levels suggesting that the consumers were happy with the iPhone 4S and four million are sold in first three days. Apple also pointed to significant hardware changes to improve performance and reliability, a point that some analysts agree with stating performance is massively increased. **Apple iOS5 Mobile OS update is a big change** as it features the breaking of the dependencies on PCs to set up Apple Mobile devices and the use of the Apple iCloud to automatically store data for these devices, a move that Apple claims allows an iPad to act as a complete replacement for a PC. **Apple OS X Lion client and server** gains support for the Apple iCloud as well as improved user experiences. **Apple Browser Safari 5.1.1** gains similar features. [www.apple.com](http://www.apple.com)

**Amazon Kindle Fire Tablet** places Amazon in the same market for consumer tablets and their services as Apple with iPad using their own OS around the **Amazon Silk split browser** to use some of the Amazon Web Services capabilities with capabilities on Amazon Kindle, priced to undercut the iPad by some \$200 when shipping starts in November. [www.amazon.com](http://www.amazon.com)

### Open Source Update

**OpenStack Diablo release** has three core elements; Compute, Object Storage, and Image Service and introduces nearly 70 new features. Rackspace, the founder of the OpenStack project is establishing an **OpenStack Foundation** to take ownership of the assets and manage ongoing development. [www.openstack.org](http://www.openstack.org)

**Oracle intend to Open Source JavaFX 2.0** the user interface platform widely used for building rich internet applications offering the controls and related libraries in the first phase. [www.oracle.com](http://www.oracle.com)

**Mozilla Thunderbird 7** update to the open source email application adds an improved user interface on the Mozilla Gecko 7 platform and a wide range of security improvements. This leads to the recommendation that all Thunderbird users should upgrade soon. **Mozilla Firefox 7** for Windows, Mac and Linux uses much less memory, for much higher performance, as well as a new user experience and the ability to concurrently run more tabs. **Firefox 8 beta downloads** are now available with new support for standards and improved development tools. **Firefox will be modified to suit Android** devices and support the Android browser interface. [www.mozilla.com](http://www.mozilla.com)

**Redhat is to acquire Gluster**, a provider of highly scalable storage platforms suitable for unstructured data from cloud based activities. Redhat **JBoss Enterprise SOA Platform 5.2**, **JBoss Enterprise Data Services Platform 5.2** and Redhat **JBoss Enterprise Business Rules Management System** all have new capabilities to use a wider mix of data sets and business process languages to improve Business Intelligence. [www.redhat.com](http://www.redhat.com)

**Canonical Ubuntu 11.10** update adds a service orchestration framework and support for the OpenStack Cloud Platform as well as a claimed first in offering support for ARM chipsets. [www.ubuntu.com](http://www.ubuntu.com)

### Standards Watch

**WiGig Alliance** will be starting field trials in association with Microsoft, Cisco, Intel, Nokia, etc. and is now starting discussions with the WiFi Alliance to look at how the two technologies could co-exist. [www.wirelessgigabitalliance.org](http://www.wirelessgigabitalliance.org)

### More Noteworthy News

**US International Trade Commission ITC has supported Apple in its fight against rival tablets** after its initial ruling in July by supporting a ban on HTC Tablets being imported into the US. Elsewhere, Apple continues to battle Samsung with actions in Australia, Germany and Netherlands as well as US, with varying degrees of success. [http://www.pcworld.com/article/235876/itc\\_ruling\\_threatens\\_future\\_of\\_android.html](http://www.pcworld.com/article/235876/itc_ruling_threatens_future_of_android.html)

**VMware has used VMworld Europe to introduce new products**; as part of vSphere 5 this includes **vCenter Operations Management Suite**, **vFabric Application Management Suite** and **IT Business Management Suite**, all part of a road map to create 'IT as a Service' for the business by transforming the operating environment to fully virtualized. **VMware Go Pro** is a new pack for workgroup or SME level operations to provide in a single package everything for a virtualization deployment including automation of deployment. **Mobility from the Cloud** will be the focus for VMware over the coming year with a full range of products to revolutionize how devices are operating and managed in consuming services according to their keynote. [www.vmware.com](http://www.vmware.com)

**Ingres a name linked to Databases** is to rename itself Actian and reposition as a provider of Big Data solutions based on using databases. [www.actian.com](http://www.actian.com)

**Samsung Omnia W** introduces a Windows 7.5 Mango Smartphone as part of the Microsoft upgrade to their Mobility line up. **Samsung Galaxy Tab 7.0 plus** is a new version of the previous tablet model now running on Android 3.2 with a host of new hardware features at a lighter slimmer package. **Samsung Exynos 4212 new in house processor chip** for tablets and smartphones boosts 3D graphics and cuts power consumption whilst increasing processor to 1.5Ghz. **Samsung Galaxy Nexus brings the first Android 4.0** known as Ice Cream Sandwich Smartphone to the market in an operating system designed to run on multiple devices including Tablets. [www.samsung.com](http://www.samsung.com)

**Tibco Silver Spotfire 2.0** Business Intelligence as a Service update allows customization and personalization by users with variable pricing to match the services being used. [www.tibco.com](http://www.tibco.com)

**Zenprise Mobile Data Leak Protection** addition to their Enterprise Mobile Management platform provides locks on data and its use for iPads and Tablets/ Smartphone devices. [www.zenprise.com](http://www.zenprise.com)

**McAfee All Access** revolutionizes the McAfee approach by combining all aspects of different devices and their use in fixed and mobility environments. **McAfee Deep Defender and Deep Command Management** introduces security and protection at the processor operations layer to detect the latest Malware attacks, which can currently not be handled by conventional security tools. [www.mcafee.com](http://www.mcafee.com)

**Nokia announces 3500 redundancies** in a continued effort to reduce costs in line with its falling market but mostly not in Finland. **Nokia Near Field Hub** provides a service to companies who want to create tags that will respond to the presence of phones or other devices equipped with Near Field Communications. [www.nokia.com](http://www.nokia.com)

**Citrix XenServer 6** provides a cohesive approach to using clouds, networks and storage virtualization support for clients by offering integration to a variety of products and standards. **Citrix Netscaler** virtualization for networks adds encryption and new management features as well as four new models. **Citrix Netscaler SDX** has been upgraded adding WAN Optimization to improve performance for branch offices. [www.citrix.com](http://www.citrix.com)

**BlackBerry Client for Microsoft SharePoint** offers BlackBerry users the ability to have full integration with Microsoft SharePoint running in the enterprise. BlackBerry have announced the adoption of **Near Field Communications** as an update to BlackBerry 7OS, using new hardware included in the new models. **BlackBerry Messaging Services** suffered outages over several days as BlackBerry struggled to find the fault and in the end offers compensation vouchers. BlackBerry used its annual developers conference to provide a **preview of BBX its new operating system** for Smartphones in 2012 that will be used for tablets, smartphones and embedded devices with a common look/feel and operating environment around HTML 5. [www.blackberry.com](http://www.blackberry.com)

**Fujitsu Productivity Suite** is a suite of office services supplied as services from a cloud possibly in competition to Microsoft 365. [www.fujitsu.com](http://www.fujitsu.com)

**Adobe Creative Cloud** introduces a shared working environment for creative professionals to allow them to exchange ideas and work together using different devices. **Adobe Touch Apps** brings six templates for providing various touch screen gestures to allow developers to move from PCs to Tablets with full functional experiences. **Adobe PDF Viewer for iPad** and Apple iOS is available as a free download from the Apple App Shop. [www.adobe.com](http://www.adobe.com)

**Symantec Annual conference** saw major moves with new products to increase cloud based capabilities with new versions of **Veritas Storage Foundation 6.0**, **Veritas Cluster Server 6.0** and **Veritas Operations Manager 4.1**. Data Loss Protection, DLP, is extended to Tablets starting with the Apple iPad by the all new product as an addition to the existing DLP suite. **Symantec VIP Authentication Platform** secures access to Web Services through authentication and log on management. Symantec **DeepInsight IP and URL Reputation Feed** identifies dangerous URLs and IP addresses from the previous 24 hours behavior and blocks access. [www.symantec.com](http://www.symantec.com)

**The Aakash Tablet developed with the support of the Indian Government to sell for \$35** offers a cut down but still reasonable specification and the Indian Government states it will underwrite getting 10 million units to students in the next few years. <http://androidos.in/2011/10/story-of-indian-35-aakash-tablet/>

**Motorola ET1 Ruggedized Android Tablet** is meant for field duty in utilities and similar applications and features strong security and remote management facilities. [www.motorola.com](http://www.motorola.com)

**Riverbed Whitewater storage and archiving range** has been extended and offers new capabilities to compress, encrypt and archive data between on premise storage and off premise archiving on clouds. [www.riverbed.com](http://www.riverbed.com)

**QlikTech QlikView 11** aims to support a collaborative group by analyzing their activities and relating this to BI to make front office operations more effective in their actions and decision making. [www.qliktech.com](http://www.qliktech.com)

**Facebook Apple iOS support** has been updated with set of user interfaces that make iPad and iPhone easier to use. [www.facebook.com](http://www.facebook.com)

**Opera Software Mini 6.5 and Opera Mobile 11.5 Browsers** updates to support Android are available and also add some new features especially for mobility use such as a data download count to see how much of the daily or monthly allowance is being used. [www.opera.com](http://www.opera.com)

**Dell Data Protection/Encryption Enterprise** offers a complete system for a SME or community including US Military level encryption including external storage devices used with the PC though a personal set of non-encrypted files can also be maintained. **Dell will no longer resell EMC storage** products to concentrate on its own storage products. [www.dell.com](http://www.dell.com)

**ARM Cortex A7 next generation Smart Phone chip** is only 20% the size of the current A8 processor and is five times more power efficient as ARM follows the route of decreasing the cost and size for providing the same or better performance. [www.arm.com](http://www.arm.com)

**IBM senior executive Ginni Rometty** will replace Sam Palmisano as **president and CEO of IBM** at the beginning of 2012. [www.ibm.com](http://www.ibm.com)



### About Capgemini and the Collaborative Business Experience™

With around 115,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2010 global revenues of EUR 8.7 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive

the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model

Learn more about us at [www.capgemini.com](http://www.capgemini.com).

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