



Corporate Profile

IT Solutions and Services

SIEMENS



Staying relevant in a fast-changing world is a challenge for any organisation.

BY DONOVAN JACKSON

Always relevant

ZUNAID MAYET, CEO, SIEMENS IT SOLUTIONS AND SERVICES

Simple business logic dictates that companies should provide the products, solutions and services that the market requires. Things get a little more complicated, however, by the fact that big ships turn slowly and not even the smartest of company directors – or anyone else for that matter – has a firm grasp of what the future holds. That means positioning a large organisation to remain completely relevant to the market of the day and the market of tomorrow is a daunting challenge.

However, Siemens IT Solutions and Services, itself a large organisation, maintains

a radar on the future through its commitment to constant innovation, which CEO Zunaid Mayet says is guided not only by maintaining close relationships with its customers who provide insight into their requirements, but also by maintaining awareness of megatrends which are likely to shape the future.

Noting that the ICT industry is characterised by constant flux, Mayet explains that Siemens has evolved its business strategy to one focused on vertical industries. “We are looking to be more than a traditional IT services provider. While the building blocks of technology may be the same, different industries use these

“OUR VERTICAL SPECIALISATION MEANS WE NOT ONLY UNDERSTAND THE CHALLENGES BUT HAVE THE ANSWERS,”
ZUNAID MAYET.

building blocks in specific ways. With our solutions vertically organised, we are able to act as a one-stop IT services

and solutions partner to these industries,” Mayet says.

He also notes that this vertical specialisation, focused on the industrial, energy, telecom and media, healthcare and public sectors, is supported by a horizontal organisation of Siemens IT Solutions and Services’ competencies. As a services organisation, these competencies include consulting, systems integration, IT infrastructure management and software engineering.

Mayet adds that some services, such as classic desktop and network management are commoditised, to a certain extent, and offer limited opportunity for extensive value creation or real differentiation

(but remain essential to all businesses) while it is within the more advanced services such as software development and systems integration, that specialisation is introduced.

Pointing out that Siemens itself is a global leader in industry, energy and healthcare, where it manufactures products and provides solutions in these markets, Mayet says ICT has evolved from a niche service to become practically pervasive as, arguably, the universal backbone of every business process.

“In creating vertically specialised solutions, we apply our own industry expertise; across these industries in which Siemens is highly active. We ourselves use ICT to its best benefit; engaging with the Siemens Group to render services to our own business in terms of the Group. That provides essential experience of how to organise and deliver ICT services to enable our own business processes.”

Megatrends

Megatrends reflect a general shift in thinking or approach which are wide-reaching, affecting countries, industries, organisations and society at large. Siemens has tailored its portfolio in order to address the challenges that have emerged as a result of these.

“The megatrends which we have identified as relevant shape and inform the Siemens IT Solutions and Services portfolio of solutions and their development,” Mayet confirms.

The first is population growth and urbanisation. “This is a global phenomenon; people are living longer. The impact of this trend is enormous – it means the supply chain, which covers demand

for power, healthcare, food and industrial services, must stretch over 70 years rather than 50 years [of life expectancy],” says Mayet.

“People are also moving to the cities. That means increasing population density and the requirement for infrastructure development, the creation of employment, the provision of solutions for mass transportation, as well as an impact on energy generation, housing and security,” he adds.

He says these two megatrends demand solutions for government organisations which can enable the dense requirements which go with a bigger population that is concentrated into smaller geographical areas.

“As such a provider, we have to build a portfolio which makes cities fit for the future. We have to support the effects of urbanisation while improving quality of life. From an infrastructure development perspective, Siemens offers a comprehensive transport portfolio across, road, gas and rail transport, while providing all the underpinning IT-driven systems such as ticketing, surveillance, crowd control and more. Our vertical specialisation means we not only understand the challenges, but have the answers,” Mayet says.

The third megatrend is one which is well understood: globalisation. “Companies are no longer bound by geography. As a service provider, we have to meet the requirements of our clients no matter where they are located,” Mayet says. With operations in almost 190 countries, Siemens is very well positioned to do just that.

Furthermore, he adds that its own organisation reflects globalisation, with compe-

tencies located in specific regions to take advantage of skills availability while benefiting from economies of scale.

“Siemens has service centres around the globe; for example, software development and application management is concentrated in India. Strong managed services capabilities in Manila, Ireland and Canada means we have centres in these locations; all these nodes are interlinked and operate as a global network with seamless handover as various expertise is required by the client,” he says.

Climate change is the fourth megatrend. “Climate change is a fact. It is a serious man-made environmental challenge, threatening humanity as well as the biosphere,” notes Mayet. He says industry and politics are compelled to join forces to combat climate change.

“Innovations are the strongest levers to increase energy efficiency and reduce greenhouse gas emissions. As a leader in climate protection technologies, Siemens provides a comprehensive portfolio in power generation, distribution and consumption which includes highly effective measures to reduce CO₂ emissions,” he continues.

Just one example of Siemens IT Solutions and Services’ commitment to ecologically sensitive solutions is its development of the Transformational Data Centre. This solution addresses all of the ecological aspects of a computer centre, from construction to operation.

Big ships might turn slowly, but Siemens IT Solutions and Services has demonstrated that with a big radar, even large companies are very capable of meeting the changing needs of business. “Maintain-

ing our success in a competitive market means we have to reflect where the market is evolving to. Our offerings are informed by developments in the markets we address. By identifying technological and business trends and anticipating the needs of business, Siemens can act as an enabler of new or changing business requirements to support the profitable growth of our customers,” Mayet concludes. ◇

Telecoms and Media: Siemens aligns with changing business models

WITHIN THE ‘INDUSTRY’ VERTICAL specialisation, Siemens IT Solutions and Services has further specific competencies. One of these is telecoms, media and broadcasting. Mayet explains that telecoms and media are grouped into the same industry to reflect the convergence of these two formerly separate businesses.

“With the convergence driven by technology, traditional broadcasters ready to transfer frequency from analogue to digital and the business model of operators and broadcasters are changing. Operators no longer just provide the connection – they are fast becoming the content providers,” he says. The challenges presented by the change in business model are addressed by our telecom and media portfolio.

This demonstrates how the company remains relevant to its customers. As broadcasters and operators move into the realm of content production, digital broadcasting and content management, Siemens is itself geared to provide the changing systems, services solutions necessary to support these changing business requirements.



Taking services to citizens

Global insight gives Siemens IT Solutions and Services a unique public sector capability.

BY DONOVAN JACKSON

TEBOGO SEHUME, DIVISIONAL DIRECTOR OF PUBLIC SECTOR AT SIEMENS IT SOLUTIONS AND SERVICES

Although government types differ, the ICT requirements underpinning service delivery tend to be largely similar. And delivering on these requires particular skills, abilities and competencies.

This, says Tebogo Sehume, divisional director at Siemens IT Solutions and Services, gives the company something of an advantage, which it has already put to good use in meeting the needs of South Africa's government.

"Our global success in the public sector has translated into solutions which are already in use by structures within local government," he says.

For example, Sehume notes Siemens is the only organisation to have forged an IT public/private partnership with the Department of Labour. It

is also the only vendor which has gone live with seat management for government, and can share these experiences with the State IT Agency (SITA).

"Siemens runs a massive procurement business globally, so we have the capability and insight not only to help SITA deliver against government requirements, but also to support the practice of procurement."

Like the private sector, government organisations are influenced by megatrends; however, the influence may differ, and in some cases may be more pronounced.

Explains Sehume: "For example, the megatrend of urbanisation is likely to have a far greater impact on the public entity than it might for a business. Be that as it may, Siemens offers a portfolio which is able to address the impact of these megatrends as they are felt," he says.

Siemens is able to do this as it is vertically aligned with the public sector, with further specialisation to meet the needs of government departments. Its vertical 'pillars' of expertise support core business processes, while horizontally competencies

are arranged and drawn upon to service each government cluster.

Delivering valuable services

Stressing that Siemens IT Solutions and Services is a services business, Sehume says it is the combination of technology elements for delivery as a service which creates real value. "At the basic level, a desktop is a desktop – a simple product which you can buy from any reseller. However, value results when the complementary building blocks are drawn out of a complete portfolio to create a service which supports a business process."

Since many of the technology elements that power one aspect of government are

common to others, Sehume says interoperability is key. "For example, home affairs provide ID documents, labour works with identity to establish employment status, and social services require identification to dispense social grants of various kinds," he says.

"Solutions power all of these activities yet they are different in structure and use. Nevertheless, common threads run through them. Our vertically specialised structure meets specific needs while empowering interaction on common ones – the differentiator is that Siemens understands the business processes of the government departments, the interactions and the touch points," he concludes. ♦

Delivering employment and healthcare services

SIEMENS IT SOLUTIONS and Services boasts the first IT public/private partnership (PPP) in South Africa through a 10 year contract at the Department of Labour (DoL) which falls under the auspices of Employment Services. Covering unemployment insurance, workman's compensation and labour relations.

Edgar Mabothe, divisional director for employment services heading up the PPP at the Department, explains: "We deliver the systems and technologies that facilitate service delivery in the employment environment."

These solutions, says Mabothe, are developed and benchmarked around the globe. "Robust project management is of critical importance to us, along with providing an end-to-end service to our clients. This is the reason we can offer enhanced service delivery to the department. It's because we are able to distil the knowledge from our global operations into local success."



EDGAR MABOTHE, divisional director of employment services at Siemens IT Solutions and Services

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Making mobility secure

Mobile financial services bring convenience, and risk.

BY DONOVAN JACKSON

DIRKIE COETZEE, DIVISIONAL DIRECTOR OF MANUFACTURING AND SERVICES, SIEMENS IT SOLUTIONS AND SERVICES

Financial services are going mobile and that goes beyond the already well-entrenched concept of Internet banking.

However, while bringing unmatched convenience, an attendant reality is the

increase in risk which comes with having the devices which facilitate access, and the information they contain and transfer, out in the open. This, says Dirkie Coetzee, divisional director manufacturing and services at Siemens IT Solutions and Services, raises one

of the biggest issues for any form of mobile transacting – that of authentication.

“Electronic banking, cell-phone banking, any form of mobile commerce faces serious risks. There is no shortage of people out there who are trying to dupe the system,” says Coetzee.

He notes that the myriad attacks include such tactics as phishing, man in the middle and Trojans.

“The industry providing mobile services faces the perhaps paradoxical challenge of raising awareness of these threats while also assuring people that the problems are being managed,” Coetzee points out.

He says the real challenge in ensuring that mobile banking applications are safe and secure is that the further parameter of convenience has to be met.

“The success of mobile services lies in their ease of use and convenience. That’s where the value-add is for the user.”

Authentication, however, has the unfortunate side effect of impacting on convenience. Just remembering the multitude of passwords required by the average office worker is a challenge.

Answering that challenge, from its complete portfolio of information security products, Siemens provides its InternetPassport. Coetzee explains that this device-based solution provides three-factor authentication. “Three factor authentication combines three elements for a strong authentication. These are Knowledge, or something the person knows; Biometrical attributes, or something the person is; and Physical Resources, or something the

person has.”

The credit-card sized InternetPassport incorporates a screen and a fingerprint scanner which is combined with the entry of a password into the banking or other secure site. It even incorporates a feature which allows for a ‘panic finger’ to be scanned if authentication is being made under duress.

“This solution brings easy to use authentication which renders mobile transacting secure. With no more complex passwords to remember, mobility retains its convenience without the risk,” Coetzee concludes. ♦

Process industrialisation: Manufacturing discipline transplants well to financial services

WHILE MANUFACTURERS WORK within strict delineated processes and closely adhere to quality guidelines, this is a discipline which is traditionally absent from the financial services industry. It may seem an unlikely crossover of skills, but Coetzee says Siemens has applied the manufacturing principles of process robustness and efficiency to the processes of the financial services industry.

“Surprising, perhaps, but it works perfectly, particularly around workflow, document and information management and archiving,” he says.

Internationally, Coetzee continues, Siemens boasts a large business process outsourcing team focused on managing back office functions ‘end-to-end’ for financial services companies. “By industrialising these processes and taking a leaf out of the manufacturing industry, we are able to deliver a high level of process predictability and reliability,” he says.

Tackling convergence and digitisation in communications

Both the telco and broadcasting sectors are seeing convergence and digitisation at a rapid rate. Siemens has solutions. BY RODNEY WEIDEMANN

Due to the convergence and, more importantly, the digitisation that is taking place in the telco and media sectors, the role of IT has become paramount to the businesses in this arena.

“From a Siemens IT Solutions and Services perspective, the fact that we can offer end-to-end vertical-specific solutions to these industry sectors puts us ahead of the pack,” says Jayesh Ranchod, divisional director.

“If we look at the media sector, it can be split into broadcasting, print and entertainment areas, and in all of these we offer end-to-end solutions covering the entire media lifecycle.”

Ranchod says that taking broadcasting as an example, Siemens is able to provide the entire consulting, design, build, train and operate lifecycle in this sector, which is particularly important to the company not only because of the move from analogue to digital broadcasting but also due to rapid technological advances and convergence that is occurring between broadcasting, telecommunications and IT. A further example he points out is the broadcast of content to mobile phones (Digital Broadcast Via Handheld, or DBVH) where convergence and digitisation is apparent.

“We can support our clients from content ingest, digital production and storage, to final play-out and transmission. We also offer everything from facility design and build, broadband media platforms, final control centres and master control rooms to outside broadcast units and digital transmission networks – IT again supports all of these core functions and this is really where we unlock value for our customers,” he says.

“The other side of the equation is our management of the various IT infrastructures, so we cover these sectors both vertically and from a backbone, enterprise architecture, network design and management point of view, meaning we can enable IT for our customers in order to enable them to perform better in their extremely competitive environments.”

“Siemens’ key differentiator is our consulting capability in these various vertical sectors and our value chain know-how, systems integration capability and the intellectual property we bring to the table, thanks to our in-depth understanding of the telecommunication and media industry from an end-to-end life-cycle perspective and our global presence and references.”

Asked about the challenges that Siemens is facing, particularly in terms of the move from analogue to digital,

Ranchod says that the biggest problems are from a timeline perspective, as Siemens has a number of key deadlines it has to meet in respect of supporting its customer’s readiness for next year’s Confederations Cup and the 2010 FIFA World Cup.

“Another challenge is the scarcity of sector specific expert resources and skills, but fortunately we are able to leverage our global capacity to ensure that we are able to meet these challenging deadlines.”

“When people think of Siemens, they generally think of an industrial multinational, but IT competence underpins



JAYESH RANCHOD,
DIVISIONAL DIRECTOR,
SIEMENS IT SOLUTIONS
AND SERVICES

everything we do, coupled with our sector-specific knowledge and our integrated approach to addressing these sectors is what truly differentiates us in the marketplace thus transforming us into an IT powerhouse.” ♦

Improving power utilities

Siemens IT Solutions and Services has a specific focus on energy utilities too, with IT playing a prominent role in bringing core processes and information at the nation’s power stations back to a remote master control room, for the purpose of improved planning.

“With this information available through the control room, the power utility can ensure better maintenance planning, have a clear overview of power demands and enable better control of outages,” says Ranchod.

“Our systems enable the utility to plan and schedule better, and thanks to our enterprise asset management functionality, we enable them to look at the turnkey lifecycle and use a cradle to the grave approach in terms of their infrastructure.”

He says that this means that Siemens not only provides the traditional outsource IT management and infrastructure part of the equation, but is also able to look at specific utility business processes – such as generation, planning and billing – that it can assist the utility with.

“I suppose the key message is that we understand the energy or utility business. Because of this we can come up with specific solutions to ensure utilities can run their business better, in particular, we have a real understanding of how we can help them, based on the problems experienced by our power utility over the past few months,” he concludes



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Dealing with change

Keeping pace with change is challenging for any organisation, yet it is absolutely crucial if a company is to remain relevant. BY DONOVAN JACKSON

With the constantly changing global business environment, large companies like Siemens face the challenge of constantly adapting themselves to deliver a sound performance to stakeholders. It is an accepted reality that change, while constant, is also time-consuming. The material impact that change has on all aspects of a company's operations is manifested in its consumption of IT services.

When Siemens talks change, you need only look at the recent restructure of about 10 business units into three focussed sectors, specifically: Industry, Health, and Energy. Then there are a number of mergers and acquisitions, these include the acquisition of Flenders; Dade Behring, Bayers Diagnostics; Marquott and of course Siemens IT Solutions and Services itself has only recently integrated back into Siemens Ltd.

Hylton Keshwar, divisional director at Siemens IT Solutions and Services adds that Siemens Enterprise Networks will soon be 'carved out' along the same lines of Nokia Siemens Networks, today a joint venture between Siemens and Nokia.

"The focus for Siemens Southern Africa CIO Leopold Tremel and I is to enable these sectors to perform optimally. We need to achieve the 'sustainable profitable growth' that Siemens as an organisation is expected to achieve as defined in our Growth Programme 2012," explains Keshwar.

According to Tremel, the company has experienced tremendous change from an IT perspective. He describes this as an ongoing challenge for Siemens in South Africa and worldwide. "We are in the process of restructuring the business, and of course, IT has to follow the business requirements," he says.

Tremel adds that as Siemens looks to optimise its business it is seeking to find and leverage synergies. "Where IT is concerned, that means we are looking for consolidation and standardisation. With the company operational in some 190 countries around the world, Siemens cannot have an IT organisation in each location. Rather, we have opted to organise IT in accordance with the structure of the business."

Tremel explains that Siemens has three major divisions and is organised horizontally in regions and vertically by



HYLTON KESHWAR
DIVISIONAL DIRECTOR,
SIEMENS IT SOLUTIONS
AND SERVICES

industry sectors, creating a matrix. The IT organisation which meets the needs of the Siemens conglomerate is therefore similarly organised.

The responsibility for the IT requirements of Siemens' Southern Africa region, comprising 11 countries, falls to Siemens IT Solutions and Services, led by Keshwar. "Our challenge is to consolidate and evolve, by transforming the current services model to a more flexible consumption based one. This will not only meet and satisfy, but exceed the demands from our sectors."

This model allows for an accurate demonstration of value per use, Keshwar explains. "We also need to show productivity gains and cost reduction, in line with Siemens' global CEO Peter Loescher's recently stated expectation."

Initiatives thus far, Keshwar relates, include focusing attention on reducing expenditure on voice communications. Over-provisioning and under-utilisation of servers throughout the region are also being addressed. Keshwar also mentions identifying and leveraging synergies in software licensing and maintenance structures, reducing power consumption and extending the lifespan of assets where feasible.

In addition, says Tremel, regional centres of excellence are being established, where company-wide requirements are addressed most cost-effectively in terms of specific resources available in specific locations. An example of this is that the company's data centres are located in Singapore, application management is handled in Bangkok and application development takes place in Bangalore.

"While consolidating and reducing costs, the overriding driver is that we must ensure that we maintain or improve the quality of service which Siemens, as a Siemens IT Solutions and Services customer, has come to expect and rely upon," notes Keshwar.

Keshwar says the division's ability to respond to Siemens' changing requirements hinges on the basis of a close co-operation. It also relies on an understanding that the two organisations share and continue to develop. "The strategic insight provides us with clarity on what is expected from IT to support business activities," he confirms.

"We can leverage off our global village to ensure that we achieve similar or better success in the Southern Africa cluster." ♦



**ALDON DICKSON, BUSINESS OPERATIONS DIRECTOR,
SIEMENS IT SOLUTIONS AND SERVICES**

Business lives to serve

Siemens IT Solutions and Services delivers technology solutions and services which address business fundamentals – it's all about making the customer happy and getting their business to grow.

BY MANDY DE WAAL

Speak to Aldon Dickson, business operations director at Siemens IT Solutions and Services and you instinctively grasp that he understands the fundamentals of economics.

Strangely most businesses don't. Business essentially

exists to serve customers. That's what the economic term "supply and demand" is all about. Supply = business. Demand = customers. In the hardcore, cut throat economy that is technology solutions and services, Aldon Dickson lives, sleeps, eats and exists to understand customer needs, and then to deliver on these.

His service delivery division covers a wide range of sectors including manufacturing, telecoms, media, the public sector services, financial services and mining. But each inroad into a sector is made by intimately understanding the specific business problems his customers face and then delivering IT solutions and services that meet those challenges. This helps his customers operate more efficiently, make more money and become better businesses themselves.

"Outsourcing within the IT

sector has become commoditised," says Dickson explaining that Siemens has integrated a strategic, vertical approach to outsourcing within the information technology arena. This approach affords the company deep knowledge and understanding of the business issues that its customers face in each sector.

"Horizontal outsourcing or IT broking is like brushing your teeth in the morning. It is the very basics. Businesses now want service aggregators which understand and deliver to their unique business challenges," says Dickson.

"My clients want me to tell them how to use technology solutions to make their business more efficient. Which technology a solution runs is less of a focus, it is all about what the technology does," he continues.

Horizontal and vertical

Siemens IT Solutions and Services plays in both the commoditised horizontal space and the more specialised vertical space. Horizontally, the company has global customers, international alliances and service providers around the world that enable it to compete elegantly in a tough market. In the vertical space it's all about skill and experience. Here it leverages both international and local experience.

With clients like the South African Broadcasting Corporation (SABC), Department of Home Affairs, Department of Labour, Gauteng Shared Services Centre and Department of Science and Technology, Siemens is able to pull best practices from emerging territories around the globe to enhance the solutions and services that it renders.

A case in point is the SABC where the company is using the deep insights it gleaned from a project previously conducted between Siemens offshore and the BBC.

"Siemens acquired a tech division of the BBC," explains Dickson. "The solutions devised for - and experience gained from - the BBC is being leveraged for the SABC with great results. This means the SABC doesn't have to reinvent the wheel or have nursery built solutions. It can enjoy best of breed solutions and build on what the BBC has learned by leveraging the intellectual property gained from that experience."

Customer satisfaction 'vital'

To Dickson, however, customer service doesn't only mean delivering to business need, but measuring that delivery to ensure that clients get what they want, in the way that they want it and in a manner that builds their business. Siemens IT Solutions and Services is obsessive about delivery, which is how it has built an enviable profile of customers in a highly competitive market. Apart from the range of public sector clients already on board, Siemens IT Solutions and Services boasts a portfolio of blue chip and global brands in each of the sectors that it services.

"We're fanatical about service. We run external, objective audits of customer service as well as internal measures to see that we consistently deliver incredibly high levels of service. We're not happy unless we're getting an eight out of ten metric at the very least. Our strategy is to vertically grow with clients and you can't do that long term unless you've got delighted customers." ♦



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A woman in a business suit is smiling and talking to a man in a business suit in an office setting. They are sitting at a table, and the woman is gesturing with her hands as she speaks. The man is wearing glasses and is looking at her. The background shows a window with a view of a city street.

Siemens IT Solutions and Services provides its customers with a unique range of comprehensive fully integrated and sector specific IT solutions from a single source. The vertical sectors in which Siemens IT Solutions and Services operates include Energy, Media and Telecommunications, Transportation, Financial Services, Public sector, Healthcare and the Manufacturing industry sector. The systems and solutions offered within these vertical sectors are continuously evolving and focus on the integration of shop floor operational systems with management information systems. Siemens IT Solutions and Services distinguishes itself from most other services partners with its balance of technology and services, combined with its sector by sector in depth process knowledge and unique global positioning.

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