

## Technology development strategy

**Mission:** ST will help our customers realise their goals through the effective application of affordable digital infrastructure technologies. We will deliver this by maintaining world class expertise and development capability within the company and focusing our resources to create greatest impact. We will sustain and add value to a distinctive world class infrastructure, and deliver our promises to time and on budget.

### Context

The Strategic Technologies division, in close collaboration with colleagues in operations, product management, customer engagement and marketing, works with the Janet community to position the company as a technology leader years ahead of its competition. A measured, needs-led approach to technology innovation and evolution is essential to sustain this position whilst maintaining focus and value for money. This approach will evolve as our role in the wider JISC context becomes clear.

### Customer requirements

- Practical, focused, up-to-date advice and best practice guidance in a fast-changing environment;
- Foresight across a range of key technologies to help us manage technological innovation
- A trusted partner for co-development and exploration;
- Access to an evolving product portfolio, responsive to our current and emerging needs;
- Routes to realise value for money and cost savings through ICT, in particular through supported procurement and framework agreements;
- Means to enhance the student experience and thus compete effectively against comparable organisations on a global stage;
- Support in achieving internationally recognised research excellence;
- Understanding of and response to an evolving ICT legislative context, with our voice represented in that change;
- Guidance around the pervasive information security regulatory context at both national and international levels, tightly coupled to the services our sector provides and relies upon.

### Strategic response

- Create a team of credible, creative and knowledgeable professionals with international profiles and a 'can do' approach, sensitive to customer requirements and united in supporting the company's goals;
- Engage with the sector to gather and share knowledge and experience: as trusted experts, trainers, thought leaders and conveners of specialist groups within the community;
- Maintain an expert overview of the technology landscape, informed by our sector-specific understanding, and transparently manage company investment in selective futures activities;

- Develop and communicate company strategy within strategic technology areas, and support colleagues in their operational use of these technologies;
- Identify key trends, opportunities and ideas with the potential to meet customer needs and feed them into a managed innovation pipeline;
- Evaluate and trial relevant technologies to assess their potential benefits and create a knowledge base from which to advise our customers;
- Where strategically appropriate, propose and develop entirely novel technologies to meet identified needs unaddressed elsewhere;
- Establish and maintain strategic stakeholder partnerships within the sector and in industry;
- Engage the market as an intelligent customer to influence provider behaviour and secure advantage for our community;
- Engage with and positively impact technology policy makers and open standardisation tracks;
- Prototype sustainable, future-proof new products and product enhancements to maintain the relevance of the company portfolio;
- Project the Janet brand and represent our customers through national/international policy forums and development activities in support of the educational ICT agenda;
- Support the company in deploying exemplar technology solutions and adopting our own products to solve business needs;
- Address carbon footprint and wider 'green' issues in all development activities (both 'greening' of existing ICT and 'greening' through appropriate future use of ICT).

### Delivery: active programme areas 2012-13

**Access and Identity Management** – actively engaged in various aspects of government policy development, and bringing into production the advanced 'moonshot' family of technologies.

**Cloud** – exploring the benefits of outsourced platforms and services.

**Collaborative Applications** – developing the tools to help the community realise the greatest value from Janet's network and resources.

**End-to-end Performance** – With a particular focus on monitoring and control of multi-domain light paths, end to end performance is a theme across all of the division's activities.

**Mobility** – a key trend in the sector, supported through developments of the eduroam federation, and 3G/4G data trialling

**Network Technologies** – The network is at the core of company business, from specifying and procuring the next generation Janet 6 infrastructure through to horizon scanning activities such as future routing architecture prototyping.

**Research Engagement** – working with customers to understand their demanding networking needs in a research context.

**Security** – helping translate the expertise of colleagues in CSIRT into product-ready concepts tailored to customer need; developing the concept of 'defensive ICT' across all of our activities.

**Voice and Video** – realising the full benefits of videoconferencing capability and telephony support on the core.

Reference	ST/STRATEGY/DOC/001		
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