

# HPE ALM, SM enable corporate separation at enterprise scale, start-up speed

Solution provides real-time, single source of truth across enterprise

## Objective

Create single source of truth supporting agile decision making regarding all separation-related activities of the global enterprise

## Approach

Develop standardized processes linking disparate global teams. Build real-time analytics dashboard using HPE Application Lifecycle Management and HPE Service Manager

## IT Matters

- Create single source of real-time truth for global enterprise
- Divide 19 million monthly batch jobs, 74,000 interfaces
- Run 159,000 system integration tests, across 560 concurrent projects
- Coordinate 20 IT teams in 170 countries

## Business Matters

- Achieve transformational leap in operational efficiency, business agility
- Separate organization in one-third the time, at half the cost of historic industry norms
- Deliver drill-down capable, real-time analytics dashboard to decision makers worldwide
- Permanently accelerate ability to deliver, act on business intelligence



On November 1, 2015, HP completed the largest separation in corporate history, by dividing—\$112 billion in annual revenue, 480,000 employees and contractors, and operations in 170 countries—into two new industry-leading Fortune 50 companies. Today Hewlett Packard Enterprise (HPE) sells enterprise software, services, and hardware, while

HP sells personal computers and printers to businesses and consumers.

The separation required a massive distribution of IT systems—60,000 computers, 19 million monthly batch jobs, more than 3,000 systems for business operations from supply chain management to human resources. To accomplish this, HP first had to solve a core problem: how to provide a real-time, single source of truth for all separation-related activities across the global enterprise. The answer was HPE Application Lifecycle Management (ALM) and HPE Service Manager (SM), along with problem-solving ingenuity to standardize global processes.

“I saw how people were dealing with issues before they became problems.”

– Mahesh Shah, Vice President of Mergers, Acquisitions and Divestitures Practice

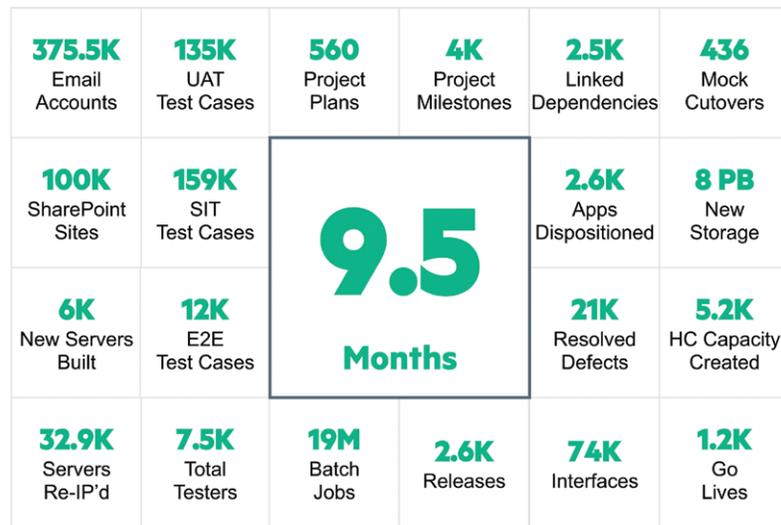
On the weekend of August 1, 2015, HP quietly performed its main IT cutover into two separate companies—a massive and complex undertaking that touched 14 supply chains; online storage systems; virtual desktop exchanges; and partner portals. The cutover was done a quarter prior to the formal split, to prove to federal regulators, the business community, and Wall Street that it could be done. It involved 44,000 steps, 74,000 interfaces, and 1,200 applications going live—and was so successful that some employees came in on Monday and asked whether the switch had really happened. That weekend, HP closed its third-quarter books and opened the fourth quarter with properly divided IT systems; the world’s largest general ledger split so that orders flowed into and out of two distinct companies.

“Over the course of that weekend we moved 95% of all HP revenues, spanning 750 assets built on top of hundreds of thousands of executed test cases,” says Adam Carr, former HPE Transformation Director, Strategic Programs. “All of this was underpinned by us having real-time instrumentation that touched the entire company and allowed us to move at unprecedented speed—single source, real time, one song, one dance, everyone on the same page as to how we’re going to operate and where we are at any given moment.”

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Not only was the separation seamless, but HP accomplished it in one-third the time and half the cost of historic industry norms. A Deloitte study had found that the amount of time it typically takes a large corporation to split is two and a half to three years. HP was bigger in size than those Deloitte considered and had a project schedule of just 9.5 months: 34 days for requirements; 41 for design; 69 for build; 104 for testing; and then go-live. A behind-the-scenes look at how HP met these milestones provides an object lesson in business transformation.



### Standardizing global processes for speed, accountability, agility

HP had approximately 20 different IT teams around the world working on the separation. At the beginning of the project, each team used legacy processes that were locally efficient but did not integrate end-to-end across the enterprise. The teams lacked experience working with one another and until then had not paid much attention to dependencies such as where their data comes from. Now the whole company needed to act as one—and furthermore, HP had to accelerate response to hours instead of days or weeks.

To enable this, the company aimed to provide executives with real-time, actionable information in a user-friendly QlikView dashboard format. The primary tools used to deliver this were HPE ALM and HPE SM. To leverage these tools effectively and to ensure everyone used them the same way, project leaders introduced new, standardized global management processes. They began by identifying the metrics to be delivered: What information would executives need to make solid, fast decisions? One dashboard, they decided, would track trouble tickets and escalations. Another would detail the status of daily tasks. And so on. Having identified what data they needed to deliver, developers worked backwards from there: Where does that information reside, in what systems and databases? How would they access it? Then they built the solution through HPE ALM and HPE SM.

“It [was] the biggest thing I’ve ever imagined. I don’t think anybody [had] done a separation of this magnitude. [We did] things every day that usually take about three weeks to do. The scale [was] tremendous.”

– Scott Spradley, Chief Information Officer of Hewlett Packard Enterprise

### HPE ALM, SM enable lifecycle management, dashboard creation

HPE ALM is an application lifecycle management software suite designed to optimize and accelerate application planning, delivery, and support. HPE Service Manager is an enterprise IT service desk solution for handling change and incident management. Together, these tools enabled HP to separate at enterprise scale with start-up speed.

Using ALM, developers managed the application testing lifecycle end to end, from test case creation to execution to defect management and business validation—all with traceability. Because of the wealth of test cases already established in ALM, approximately 80% of the project test cases were reused ones, saving the time it would have taken to build them from scratch.

## Customer at a glance

### Application

Drillable executive dashboards delivering integrated analytics from disparate enterprise sources in real time

### Software

- HPE Application Lifecycle Management (ALM)
- HPE Service Manager (SM)
- HPE Universal Configuration Management Database (UCMDB)
- QlikView

Furthermore, the software proved robust enough to handle enormous workload volumes. Because of its numerous teams around the world, HP had roughly 1,000 users in ALM at any given time, viewing and refreshing data in real time. With companion HP Automation and Orchestration software, HP built more than 6,000 physical and virtual servers for the separation. HP accelerated from 13 to 150 server builds a day, and was able to spin up virtual machines in 15 minutes in the HPE Cloud.

Using HPE Service Manager, incidents and changes were tracked for the entire separation project. The supporting HPE Universal Configuration Management Database (UCMDB) managed over five million configuration items for the project. The additional massive amounts of data from ALM—reaching down into multiple corporate databases—were transformed into real-time dashboard click views featuring project management tools. For example, the dashboard addressing daily tasks had a summary screen on top showing the active tasks, their dependencies, those completed, those late, and those having problems. Click-downs linked to the person responsible, and if a task was late you could send them a message. “Traditionally this type of communication would be by phone. That takes time, and messages tend to get distorted as they’re passed on,” says Ed Rice, HPE Senior Director of Strategy, Planning and Operations. “The tools eliminated that. It was a completely new way of doing things. We got information faster and it was more accurate. Everyone was clear on the goals. There was a single system of record-tracking outcomes.”

## A generational leap in business agility

When the project was done, HP not only had split successfully into two, but also had permanently accelerated HPE and HP’s speed of business. Traditionally, for example, a company would close its January books at

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– Ed Rice, Senior Director of Strategy, Planning and Operations, HPE

the end of the month and by mid-February have the analytics to guide course adjustments whose impact would be discernible in March. Today with analytics available in near real time, weeks of decision-making lag time have been compressed into hours or days. “Data that’s 20 minutes old is now too old,” Rice says. “Running a company with access that quick is like maneuvering a powerboat instead of a barge.”

Whether their goals are to increase internal operational efficiencies or to improve business agility for competitive time to market, enterprises worldwide struggle with the question of how to align their geographically and functionally disparate teams to operate as one. The HP experience shows how it can be done.

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