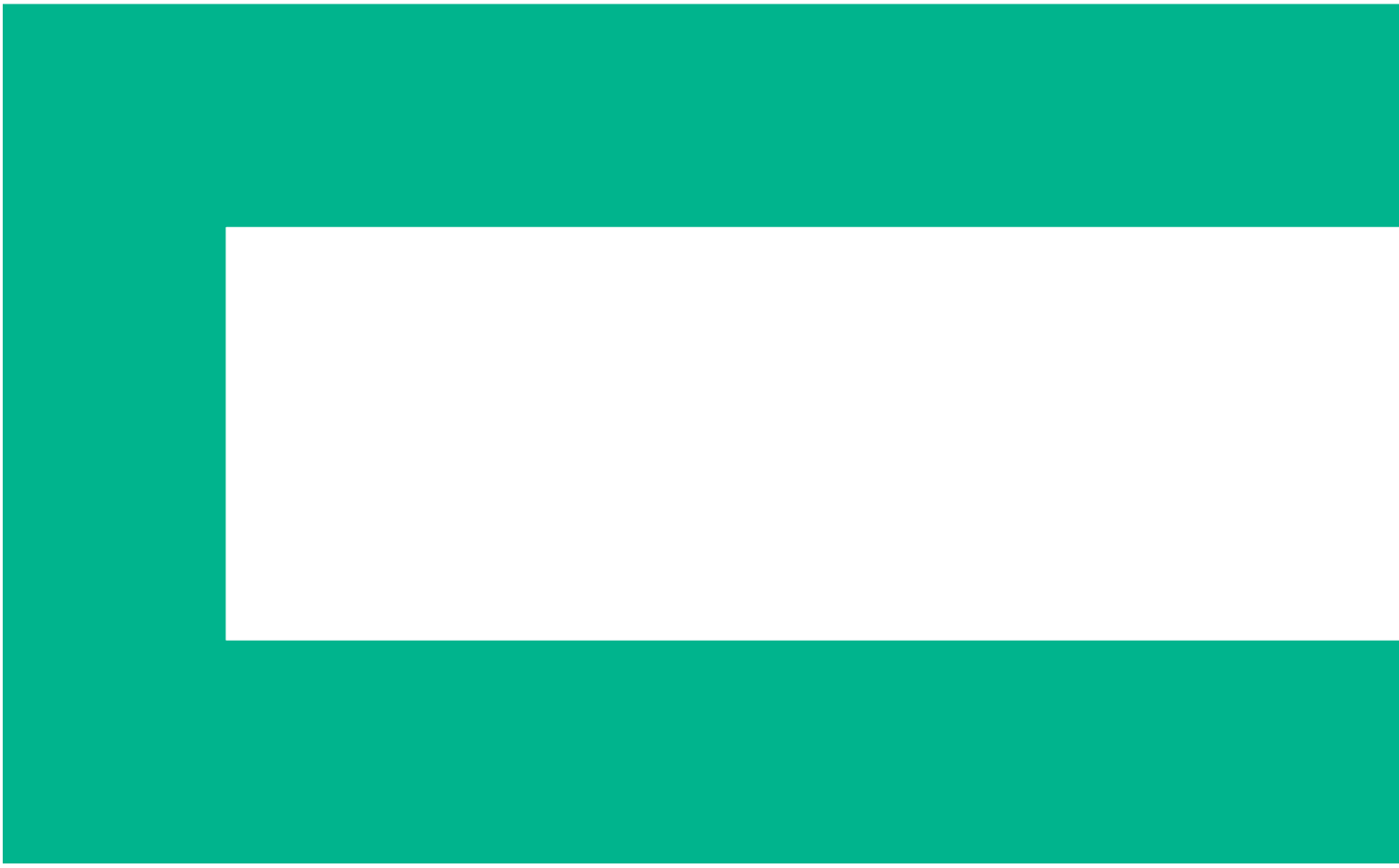
Hewlett Packard Enterprise

Business white paper

Four views to transformation success

Business and IT alignment for competitiveness



Evolving environments impose changes on organizations, forcing them to align business processes and goals. Having a documented enterprise architecture—implemented companywide—is key to a successful transformation. It imparts change on strategy, process, people, and technology in a very short timeframe.

Table of contents

Transform to succeed

Today's challenging economic atmosphere means doing more with less. And, with technological developments moving at a high speed—offering new services with new technologies to new customer groups, organizations are forced to deal with strategies that are in constant, fast-paced motion. Survival of even the most successful organizations cannot be taken for granted. Specifically in communication and media industries, organizations must quickly adapt to survive. And when they fail to change, the cost of failure can be quite high.

This evolving environment forces constant change and demands a strong and powerful alignment of business and IT organizations, which means transforming the business. Having a documented and implemented companywide enterprise architecture (EA) is the key to doing it successfully.

But how can it be done? Most EA frameworks and methodologies are structured to focus on managing the supporting technology, and fail to align all company stakeholders under one umbrella. At the same time, applying an EA framework—such as TOGAF®, Zachman, and DODAF—is quite complex and the price for adoption is high.

The EA issue

Forrester Research states that "Well-known enterprise architecture (EA) methodologies such as TOGAF and the Zachman Framework are good for stable and slowly evolving business environments, but are all suited to provide the agility required for continuous adaptation."[1]

Gartner's Scott Bittler, research vice president, states that "The key for enterprise architects is to create not the perfect or most elegant architecture for the moment, but the most adaptable architecture for the future. EA is a challenging discipline and careful attention to the basics can mean the difference between failure and success."[2]

Developing an enterprise architecture is a cumbersome and time-consuming endeavor. It often fails because there is a tendency to try to do too much. EA teams often work in isolation, coming back with sophisticated frameworks. These are then presented to key leaders and organization members, most of whom have no clue what the architects are talking about, so their complex reference architectures are ignored.

[1] Forrester Research, "EA Methodologies Enlarge To Address The New Business Landscape," 2013

[2] Gartner Identifies Ten Enterprise Architecture Pitfalls

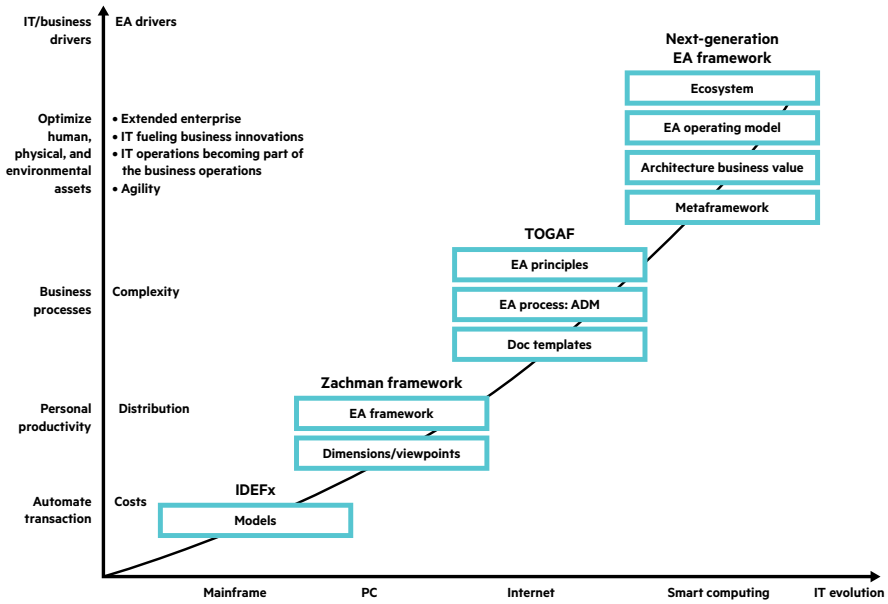


Figure 1. Each computing era requires a more comprehensive EA method[3]

Key EA development elements

There are two key elements tied to the success of any enterprise architecture development: Engage business and IT stakeholders while setting the foundation and principles for the architecture early and rapidly. This will achieve an outcome that is accepted by all stakeholders. The next step is to build on it.

To do this, we have found that the TM Forum's blueprint is a great foundation for enabling successful business transformation.[4] And by capitalizing on industry-standard business processes and application frameworks, and enhancing them with Hewlett Packard Enterprise intellectual property, the TM Forum can be improved and evolve past the limitations currently experienced by TOGAF.

The EA framework provides a common language within an organization's community and between its vendors for design, implementation, operation, and solution support, establishing a clear understanding of each other's viewpoints, responsibilities, and roles.

Future proof your business and infrastructure

Get unsurpassed, end-to-end capabilities to address your business services and processes, hardware, software, applications, and infrastructure needs with Hewlett Packard Enterprise. Our extensive global experience in communications, media, and entertainment enables us to tailor and meet your ever-changing landscape.

Applying our EA methodology around the globe, we've helped operators increase flexibility and business agility by applying advanced and evolving business processes and IT technologies. For example:

In EMEA, this CSP needed to evolve its organization from an expensive home-grown landscape to a common architecture. Working together, HPE applied innovative and advanced IT technologies, leveraging best practices and standards, to deliver savings, reduce complexity, improve flexibility, and optimize process speeds. Also in EMEA, HPE supplied another CSP with increased productivity and identified over 25 percent of cost savings within the areas in scope.

[3] Ibid.

[4] TM Forum is a global trade association trusted by the world's largest enterprises, service providers and suppliers to help them continuously transform to succeed in the digital economy. HPE is a corporate member of TMF and has been granted TMF excellence awards.

In Asia, when a CSP was looking to gain undisputed market leadership by offering a broader range of high-quality services, and driving cost-efficiencies, it partnered with HPE to develop and accelerate its mobile strategy. We successfully applied our methodology, providing new found operational intelligence to help this operator achieve its goal of 70 percent first-call resolution, with a significant operating expense reduction and an increase in service levels.

In the Americas, Hewlett Packard Enterprise developed individualized business support strategies while implementing appropriate solutions and services, helping a multiple of CSPs become more agile to face competitive pressures. We identified cost reductions of $80 million to $100 million USD for one provider—with guaranteed service levels, and achieved 50 percent cost reductions through transformation and process improvements for a different provider. For another provider, we identified value improvement potential of $70 million USD per year in operational cost savings, and over $160 million USD per year in sourcing savings for yet another one.

Introduction to HPE IT Solution Architecture

HPE IT Solution Architecture (ITSA), part of the HPE Global Methodology, is the foundation for HPE Enterprise Architecture Solution Services.

We look at architecture from four vantage points or views:

- Business
- Functional
- Technical
- Implementation

Each fundamental view answers particular questions and is expressed in principles, models, and standards that focus on business drivers and goals, principles, and models. All with the objective to determine feasibility and provide a perspective of an effective solution based on obstacles, constraints, and related concerns to ensure your end architecture is a balance among business needs, technological capabilities, and investment.

Business view answers why a transformation is being done, highlighting the business drivers, goals, metrics, and overall business principles governing the project.

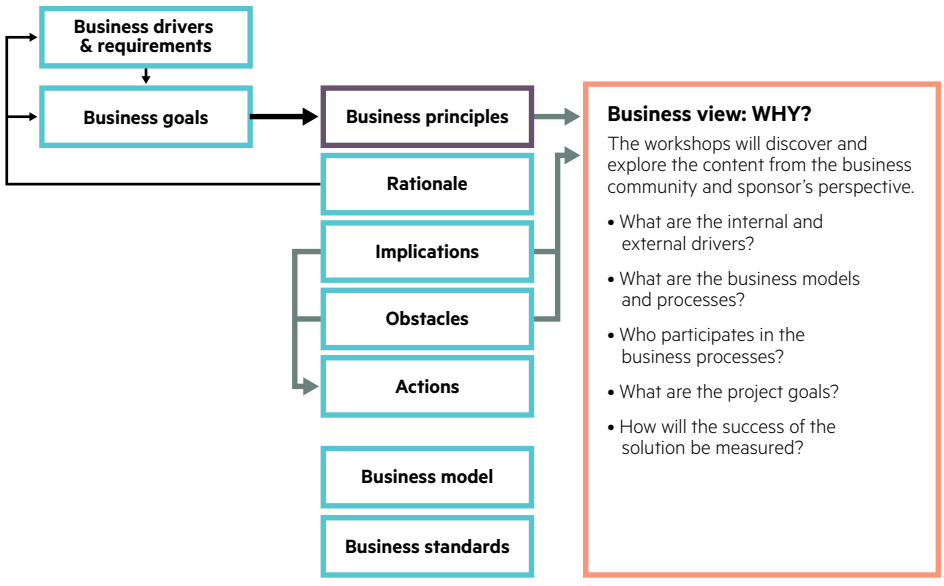


Figure 2. Business view

It contributes to thought leadership and provides guidance to the questions asked in Figure 2 and also in the following topic areas:

- Business objectives; strategy, direction, and focus; strategic intents; and associated initiatives
- Business core competencies
- Business governance, alliances, and partnerships
- Sourcing strategies—business and IT
- Competition
- Legal context
- Standards
- Customers

Functional view covers what the solution should do, functions and information that the enterprise architecture should include, and overall qualities. This view is independent of information technologies, products, and implementation.

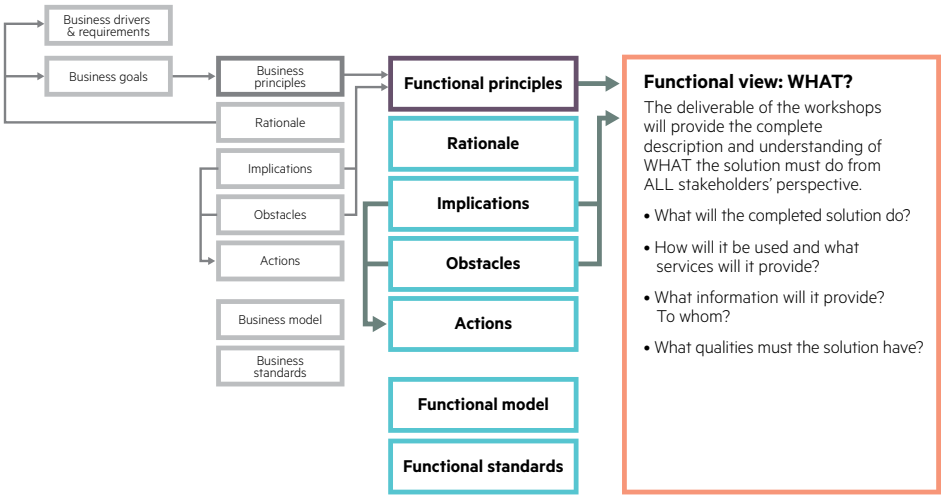


Figure 3. Functional view

It contributes to guidance for questions covered in Figure 3 and the following topic areas:

- Information system operation, uses, capabilities, services, attributes, related systems, features, and workflow
- Quality of service such as usability, security, and availability
- System boundary principles and interoperability
- Application and system functional completeness and end-to-end operation

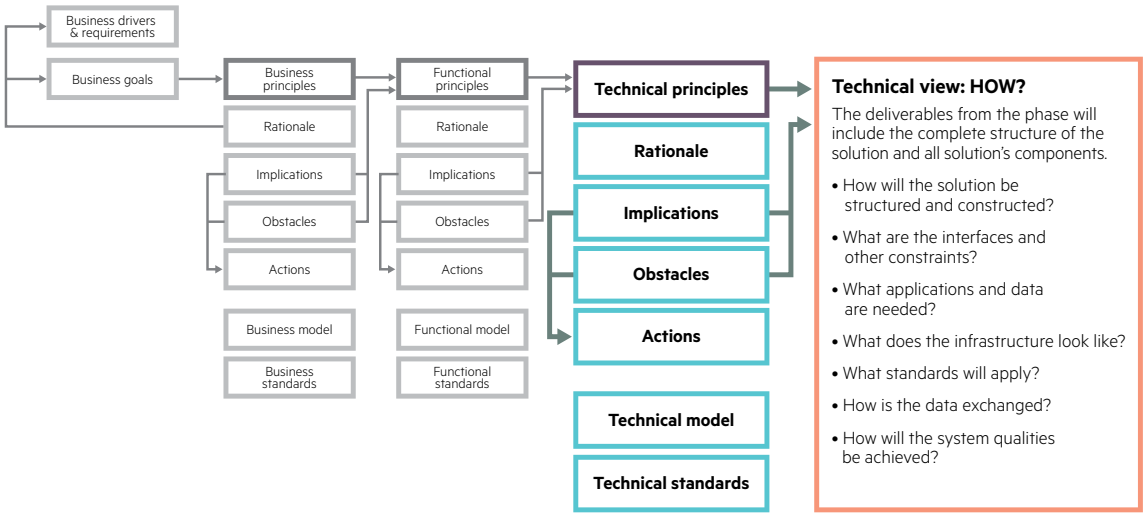


Figure 4. Technical view

Technical view describes how the enterprise architecture will be realized with IT components.

It contributes to the questions covered in Figure 4 and also the following topic areas—independent of specific products and vendors, to the extent possible:

- Applications, interfaces, component relationships
- Data management principles
- System qualities or attributes—such as performance, availability, scalability, evolvability, and management—and how they will be achieved
- Infrastructure interoperability principles
- Security principles
- Environment and tools—reuse and development style guides

Implementation view covers the items that will be used to build and deploy the enterprise architecture.

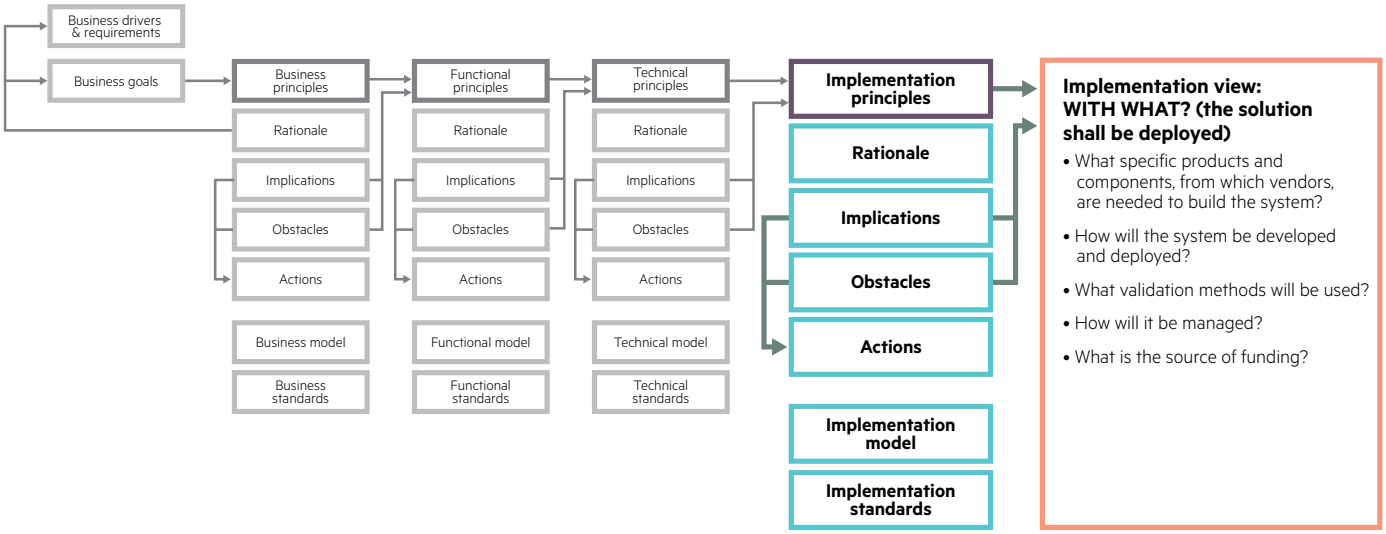


Figure 5. Implementation view

It contributes to the guidance on questions mentioned in Figure 5 and the following topic areas:

- Product configuration and other components
- Organization and locations for products and components
- Processes and decisions, deciding which will be used
- Plan decided on
- Existing and known future technical and organizational constraints

Snapshot of your EA

When combined, the four views provide a concise understanding of all stakeholders' needs while creating a snapshot of what the enterprise architecture should look like. Additionally, it enables a rapid but thorough review of the entire proposed solution, facilitating well-informed and rapid decisions.

Though this repeatable and proven methodology encompasses a large part of an organization's end-to-end perspective, it helps address where your organization is in its project lifecycle and capabilities. The end goal is to improve your organization's efficiency and quality when implementing a new solution, making this methodology applicable to almost any organized activity.

COSMOS—a unique asset

Hewlett Packard Enterprise uses COSMOS, a unique asset of the HPE Business Transformation Services (BTS) portfolio, as the cornerstone to our holistic approach of managing, controlling, and driving change according to strategic business priorities. It easily enables sharing of structured knowledge; understanding of strategy, process, people, and technology; and evaluating the impact of evolutionary changes to the business environment and ensures you're better equipped to successfully design and execute transformation programs.

COSMOS uses object modeling technology and graphical representation of business and technology relationships to achieve a common understanding among stakeholders across your organization. This model-based knowledge management asset enables a more insightful analysis to determine where optimization should occur to improve business operations.

By using COSMOS, communications service providers and media companies like yours, can cut through the complexities surrounding services and related business operations to add content to your EA framework.

Contact

bts_info@hpe.com

HPE Industry Advisory Program

The Hewlett Packard Enterprise Industry Advisory Program is a unique HPE BTS program that delivers innovative thought leadership to address our clients' key business issues. It's built on the global knowledge, expertise, and experience of our industry business consultants. It incorporates proven HPE methodologies, industry frameworks, and intellectual capital to deliver true business value through a collaborative, social media-based environment.

Learn more at
hpe.com/us/en/solutions/communications-industry-transformation.html

Hewlett Packard Enterprise

4AA5-4134ENW, August 2017, Rev. 2