ORACLE COMMUNICATIONS CONSULTING TRANSFORMATION GOVERNANCE SERVICE

Building on extensive experience working with communications service providers Oracle Communications Consulting (OCC) has developed a holistic approach to guiding large transformational programs. Oracle Communications Consulting Transformation Governance Service (TGS) leverages best practices learned from hundreds of engagements and is based on a business architecture framework that includes proprietary collateral, analytical tools, and processes designed specifically to safeguard against the common root cause of program failures.

Common Service Provider Challenges

In today’s markets, communications service providers are faced with a diverse range of challenging conditions brought on by increased competition, market demands, regulatory changes, new technologies, and economic turmoil. Over the past decade, many have focused on cost reduction to maintain control over margins, but this typically affords only limited potential for improvement and near term solutions.

More recently, leading service providers have recognized the need for a fundamental change to their business model - calling for nothing short of large scale business transformation (systems, processes, and business operations). Further complexity is presented at the customer touch points, where it is critical that disruption and risk be minimized.

Business Transformation

Business transformation programs are multifaceted initiatives that significantly impact a service provider’s people, business and IT operations, and systems architecture. Compounding these initiatives even further are the complexities around customer and service migration, with a corresponding need to carefully manage risk and value. Providers must also make key decisions, such as the creation of a green field platform and a gradual migration versus a more evolutionary architecture upgrade approach.

Our Transformation Governance Service draws upon years of consulting experience supporting service providers globally in complex transformation programs spanning both business and technology domains. With seamless access to product development and support, no one can offer the power of Oracle better than Oracle Communications Consulting.

OCC’s Approach to Governing Transformation Programs

Our approach to transformation guiding and governance couples deep business and technology insight, comprehensive delivery capability, and coordination and guiding of parallel programs impacting business processes, systems architecture and data model. This ensures a strong linkage to business requirements and effective risk management.

OCC uses analytical tools designed to expose gaps and inconsistencies and facilitate the building of a target model, preparing the service provider for an effective solution implementation. We have designed this approach to specifically address the most common causes of program delays, cost over runs, and user adoption.
In our experience, effective business transformation involving systems change demands a strong linkage between systems architecture, business process domains, and customer and product data model. All while reflecting clear ties to business requirements, program management and reporting. We refer to this coupling between these domains as the business architecture. We believe that coordination and management of these elements during complex business systems transformation mitigates risk and enables an integrated architecture to be developed, effectively meeting business needs.

We have also learned that the interaction between business stakeholders, IT and network architects, and executive sponsors of these programs must be streamlined and more real-time. This calls for the use of analytical tools which support graphical and business-centric views of processes while at the same time supporting real-time impact analysis of process change, solution design change, and customer and product data model change across one another. In our view, the right tool must provide the capability to perform what-if analysis of process and solution design change, with version control capability.

In addition, real transformation programs often include the need to manage and work with legacy assets. Thus, we include within our solution framework the capability to capture and evolve legacy architecture and processes towards the target model.

Finally, the business architecture led approach must make use of a framework that leverages reusable assets not only during the planning and design activity but throughout implementation, testing, and post implementation optimization.

In summary, there are three distinct and crucial elements of our Transformation Governance Service:

1. Integrated business architecture – linking systems architecture, business processes, and data models;
2. Use of analytical tools during planning and design phases, inclusive of features designed to mitigate against implementation risk; and
3. A business architecture framework linking program management and value and risk assessments enabling effective program governance and implementation.

**Key Steps and Deliverables**

Deliverables form a set of key data points that can be used by the service provider essentially to make the right decisions before embarking on a major systems implementation program – where decisions and errors may be much more costly. Our structured approach enables service providers to form a solution integrated with business requirements, acceptable risk and impact profiles. Deliverables also provide a platform for sign-off on implementation – exposing key data that may be needed at later stages.

Oracle has invested in developing the collateral and processes, as well as the training of staff in order to navigate through unacceptable risk, delay and business impact that can ensue during systems deployment.

Key steps in our approach and deliverables are shown below. Details of particular engagements may vary based on clients’ specific requirements and situations.
TRANSFORMATION DESIGN

Scoping and Planning - During an initial scoping and planning workshop, OCC works with service providers and system integrators to frame the program including definition of high level objectives and timelines.

Oracle Baseline Business Architecture – A pre-defined view of the Oracle communications business and operation processes and supporting systems architecture. This serves as a baseline for the project and is evolved further based on mutual dialogue as the engagement proceeds.

Business Process Compliance Confirmation - Review Oracle reference business process and system functionality to identify gaps in coverage of existing processes or customization required to comply with customer specific needs. There will be a deliberate focus to adopt Oracle communication business architecture and to rationalize and retire processes and data specific to a small number of subscribers and accounts.

Business Objectives Analysis – Conduct complete analysis of the service provider’s top business challenges and near term objectives. In large transformation programs, these requirements may cut across business processes, customer and service data models. The Oracle communications business architecture has built-in feature and functionality to support many forward leaning business models.

Gap Assessment – Through use of Oracle business architecture framework, legacy business architecture, and analysis of key business requirements, the design team develops a list of system and process gaps. This is an intellectual activity common to all system design projects, in this case made easier by the existing of a framework to target, clear view of legacy environment, and finally use of an analytics tool to quickly assess the impact of use of new applications and changes in process.

Target Business Architecture – Through workshops with business stakeholders and IT and network groups, gaps, inconsistencies and options are analyzed to arrive at a customer’s specific target business architecture. The methodology and tools, aligned to our program management activity, support multiple-phased programs highlighting business benefits, organization impact, key risks, and technical upgrade views for each phase.
TRANSFORMATION GOVERNANCE

Beyond the design phase, OCC will perform key functions to reduce the risks to the project and to ensure compliance to the architecture principles. Specifically OCC will take responsibility for performing:

Risk Management – OCC will use the design collateral and analytical tools to identify high risk areas in the solution design, business readiness, operations, and customer experience domains. OCC will use a risk management methodology to record, monitor, and escalate all risk items to program management.

Business Architecture Governance – OCC will perform periodic review of business process definition and system design to confirm compliance with target business architecture. OCC typically reports to program steering committee in regards to business architecture compliance in order adhere to the original transformation business targets.