6.1 Overview

During IT Transformation, the Base lining technique is used while managing solution scope and requirements, and is defined as part of this specific task in the Business Analyst Body of Knowledge. A Base line is a view of the reviewed and agreed-upon requirements at a specific point in time. A Base line is like a snapshot of the status and state of a project deliverable, after having a Base line state progress to those requirements can be recorded and tracked. According to Information Technology Infrastructure Library (ITILv2): Base lining is a Process by which the quality and cost effectiveness of a service is assessed, usually in advance to the service. Base lining usually includes a comparison of the service before and after the Change or analysis of trend information. The term Benchmarking is normally used if the comparison is made against other functions. According to Project Management Professionals, Base line is the value or condition against which all future measurements will be compared. A Base line is a fixed schedule, which represents the standard that is used to measure the performance of the project. A Base line

http://project-management.learnings.tree.com/2012/06/18/recommended-business-analysis-techniques-Base lining-and-signoff/

provides a starting point from which a comparison can be made. It is conducted prior to the beginning of the intervention and is the point of comparison for monitoring and evaluation data. The bulk of Base line studies focus on the intended outcomes of a Program. They can also take into account secondary outcomes and assumptions, though these are not the primary emphasis\(^\text{66}\).

- **Significance of Base line Parameters for OSS and BSS:**

  Leading global operators have tested the concept that Base line parameters are excellent first step in the journey to Transformation of the OSS/BSS infrastructure (and of the business processes and policies they support). They are beginning to achieve the benefits anticipated from breaking up monolithic and inflexible OSS/BSS environments by inserting a centralized stack and found that it delivers some important benefits\(^\text{67}\), like:

  - **Faster time to market for new services:**

    The majority of new services introduced today are billing-based. New bundles that attract new discounts, or new usage-based or content-based services that don’t need new hardware rolled out into the network can be defined, tested, and launched in days, not months, because Product Managers can access the Product Catalog and see exactly which products

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\(^{66}\) https://www.sfcg.org/Documents/dmechapter5.pdf

\(^{67}\) http://www.pipelinepub.com/1208/pdf/Article_3.pdf
and product components exist, which rating Parameters exist, which OSS/BSS applications are involved and they can then put together the best possible package available.

- **Lower cost of ownership:**

Every group involved in delivering service to customers can pull the information they need from the Base line Parameters. They don’t need to maintain their own analysis and enhancement process; they can simply get what they need from the common centralized repository.

- **Improved customer satisfaction:**

When the Base line Parameters are linked to the Customer Self Service environment, customers can put together packages of service components to meet their needs – and can choose only from valid components. That means that when they finish building their product and hit “Order,” their order is accepted, because only acceptable product models are presented to them.

- **Accelerated Transformation:**

With the Base line Parameters in place, the can decide which systems to integrate with the Catalog based on pragmatic business drivers, since the Catalog can deliver immediate benefits even when standing alone. Logical projects to align with the Product Catalog implementation are changes to the CRM, especially customer self-serve functionality, as well as Network
Inventory, Rating, Settlement, and Invoicing.

- When coupled with a SOA orientation:

The acceleration can be achieved even more quickly. It is now possible to choose one of several ways forward that each can lead to success. Getting a secure hold on your current products and services, rationalizing the Service Definition process while you organize your thousands of product components and pricing combinations appears to be a solid place to start, yielding some highly-visible, quick wins. Quick wins are always a great way to defuse that other alligator lurking in the swamp that kills projects: resistance to change. Involving people in bringing themselves new tools that actually help them do their jobs will set the stage for a much more successful Transformation program.

6.2 Base line Parameters for IT Transformation

The transformation strategy is guided by the Base line parameters described in the following sections. These Base line parameters are meant to inform the methodology and approach towards transformation.

6.2.1 Business

Business teams are engaged in validating the “To-Be” processes and providing details on specific business issues and requirements. Solutions to adhere the 70:20:10 principles including maximise re-use of existing solutions and deploying COTS out of the box where general market
availability and lead-times for deployment are not prohibitive. IT architecture to focus more on demonstrating improvements with business parameters such as customer experience, cycle time and right first time. Solutions to ensure minimal impact on business as usual operations

Organisational impact to be limited and rigorously managed

6.2.1.1 Process Framework

Above mentioned figure represents the complete Telecom Operator’s process journeys like Lead to Cash – this journey starts when a customer is buying a product or service from Operator to when this need is fulfilled, the service is available to use and Operator has received payment. Trouble to Repair i.e. when a customer problem is identified either by the
customer or proactively by Operator to the point where that problem has been resolved to the satisfaction of the customer. Concept to Market i.e.

When a customer’s need has been identified and turned into a new product or service opportunity to the point where the product is launched, marketed and available for sale and supply. C2M also covers product withdrawal.

6.2.1.2 Lead to Cash Journey

L2C is the experience whereby a customer buys an existing service from Telecom operator. It starts with a sales opportunity and the communication between the customer and Telecom operator to understand and agree the customer’s needs. It completes when the need is fulfilled, the service is available to use and Telecom operator has received payment.68

Table 6.1 Analysis - Lead to Cash

<table>
<thead>
<tr>
<th>Sub Process</th>
<th>Lead To Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Account Management &amp; Sales</td>
</tr>
<tr>
<td>Average No of FTE’s</td>
<td>13</td>
</tr>
<tr>
<td>Average No of OSS Systems</td>
<td>6</td>
</tr>
<tr>
<td>Average No of BSS systems</td>
<td>9</td>
</tr>
<tr>
<td>Average Cycle Time (in Days)</td>
<td>6.37</td>
</tr>
<tr>
<td>Average CSAT</td>
<td>2.58</td>
</tr>
</tbody>
</table>

In most of the Business functions like Account Management & Sales, Service Delivery and Billing there are few dependent parameters like Average No of FTE's, Average No of OSS Systems, Average No of BSS systems, Average Cycle Time (in Days) and Average CSAT. These factors triggers to the Business case, Business case proposes the level and priority of the IT Transformation in the lines of Business. IT has been observed that Average FTE’s and number of Operational Support systems deployed in Account Management & Sales are almost in proportional with Service Delivery. Average number of BSS systems and Average Cycle time are very high in Service Delivery function which needs rationalization and optimization respectively. Moreover Customer Satisfaction score is marginally less than Satisfactory Level across all the functions. Billing function is close to Average in all the parameters, therefore it is concluded that Billing function is on least priority w.r.t other Functions for IT Transformation in Lead to Cash scenario.

6.2.1.3 Trouble to Repair Journey

Trouble to Repair process starts when a customer’s problem is identified either by the customer himself or proactively by Telecom operator, and ends when that problem has been resolved to the customer’s satisfaction69.

In most of the Operational and Business supporting functions like Service Assurance, Revenue Assurance, Customer Retention & Billing, there are few dependent parameters like Average No of FTE's, Average No of OSS Systems, Average No of BSS systems, Average Cycle Time (in Days) and Average CSAT. These factors Base line the Business case and proposes the level and priority of the IT Transformation. IT is observed that Average No of FTE's are more in Service Assurance function followed by Revenue assurance and retention and Billing. Average no of OSS systems are uniform in all the functions however Business Support systems are more in Service assurance and Revenue assurance inviting system rationalization. Average Cycle Time is high in Service assurance however moderate in other functions. Moreover Customer Satisfaction score is marginally less than Satisfactory Level across all the functions.
6.2.1.4 Concept to Market Journey

The Concept to Market process starts when a customer need has been identified. This need is turned into a new product or service opportunity, and the C2M process ends when the new product or service is launched, marketed and available for sale and supply via the Lead to Cash (L2C) journey. Thereafter proactive service management and support is supplied via the Trouble to Resolve (T2R) journey. C2M also covers product withdrawal⁷⁰.

Table 6.3 Analysis - Concept to Market

<table>
<thead>
<tr>
<th>Sub Process</th>
<th>Product Marketing</th>
<th>New Launches</th>
<th>Marketing Strategies</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average No of FTE's</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>5.33</td>
</tr>
<tr>
<td>Average No of OSS Systems</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>5.33</td>
</tr>
<tr>
<td>Average No of BSS systems</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td>5.67</td>
</tr>
<tr>
<td>Average Cycle Time (in Days)</td>
<td>5.46</td>
<td>4.70</td>
<td>3.17</td>
<td>4.44</td>
</tr>
<tr>
<td>Average CSAT</td>
<td>2.81</td>
<td>2.74</td>
<td>2.78</td>
<td>2.77</td>
</tr>
</tbody>
</table>

In most of the Sales and Marketing functions like Product Marketing, New Launches, Marketing Strategies there are few dependent parameters like Average No of FTE's, Average No of OSS Systems, Average No of BSS systems, Average Cycle Time (in Days) and Average CSAT. These

factors helps in taking the decision for level of IT Transformation required in different sub functions. It has been observed that Average No of FTE’s are on higher side as compared with New Launches and Marketing strategies teams. Numbers of OSS and BSS systems are uniform across functions however Cycle time is on higher side for Product Marketing. Same as in another Process groups Customer Satisfaction score is marginally less than Satisfactory Level across all the functions.

6.2.1.5 RFT compliance in Lead to Cash and Trouble to Repair processes.

RFT – Right First Time is the fulfilling or exceeding the customer’s expectations perfectly as perceived by the customer. Lead to Cash RFT measurement across Account Management, Service Delivery and Billing will create a Base line for IT Transformation. Level of IT Transformation can be concluded as the Inverse function of Average RFT compliant in that Sub function. It is observed that Right First Time is low in most of the sub process functions of Lead to Cash journey, however Billing function is leading with 30.66% as Right First Time followed by Account Management with 29.25% and Service Delivery with 27.61%. Trouble to Repair RFT measurement across Service Assurance, Revenue Assurance and Billing will create a Base line for IT Transformation. Level of IT Transformation can be concluded as the Inverse function of Average RFT compliant in that
Sub function. It is observed that Right First Time is low in most of the sub process functions of Trouble to Repair journey, however Revenue Assurance is leading with 31.14% as Right First Time followed by Service Assurance with 31.00% and Billing with 24.70%.

### 6.2.2 Technical

1. The target technical architecture to be based on a combination of best of breed/reusable components and Out Of the Box (OOTB) Commercial off the Shelf (COTS) systems solutions – the early deployments will adopt a reuse strategy to leverage existing technical assets and reduce risk of non-delivery for leading-edge COTS products.

2. Customisation of COTS to be kept to a minimum, with users migrating towards best practice OOTB processes except where there are exceptional requirements that cannot be accommodated by the COTS solution (e.g. regulatory requirement), the Program will look to externalise the function through a manual or automated workaround that can incorporated at a later stage if the COTS vendor modifies/enhances their product as part of a new release or version of the software.

3. The target COTS/technical stack that support C2M, L2C, T2R and enterprise support processes to be aligned to the Independent software Provider’s (ISP’s) strategy, where there is a fit for purpose in the market
place – where this is not the case a best of breed approach will be used by enhancing existing solutions.

4. The target COTS/technical stack that support Service Management processes to be geared towards Independent software Provider’s (ISP’s) solutions, where there is a fit for purpose product in the market place – functional gaps in the product will be met through the reuse and extension of existing solutions where this does not compromise closure targets.

5. Platforms will be the fundamental building blocks of the architecture and should allow de-coupling and re-grouping of the architecture layers into meaningful architecture domains

6. Platforms will be developed to deliver capabilities that can be reused to assemble services, customer experiences and ultimately products

7. Master data management (MDM) disciplines will be central to architecture design and on-going application development and support to ensure product catalogues remain flexible and consistent and ensuring that product models and reference data can be distributed to all consuming platforms

8. Apply and enhance the Matrix Architecture and adhere to the guidelines and principles
9. In defining target solutions, maximize re-use across LOB’s by adhering to the Rule of one principle

10. Maintain service during change

6.2.2.1 Number of changes / corrections on OSS and BSS Systems

Various numbers of changes /corrections needs to be done on the system to ensure compliant delivery of system indicating slippage against the objective of RFT (Right First Time). Most of the Be spoke systems which are not scalable and difficult to augment with the increase in number of products, product diversification, bundling solution, new system integrations. Therefore all these factors impacting the Number of changes or correction needed on the system in use. These pain points trigger the IT Transformation requirement however the level of severity depends upon Product and Service complexities, it is observed that Public sector operators like BSNL and MTNL need to do 0 to 5 corrections or changes to improve the RFT however RCoM and TTML number count is up to 10. However Bharti follows moderate approach.

6.2.2.2 Level of Data Integrity

Data Base is consumed by all the process functions of an operator, therefore for the smooth Technical function, it is imperative that customer, commercial and inventory data are in sync and available across the
complete OSS, BSS stack depending upon retrieval requirements. Hence Data Integrity at different functional level is taken as a Base line parameter for IT Transformation and the level of integrity depicts the priority of IT Transformation in the relevant Data Base.

**Hypothesis:** There is no significant difference in average level of integrity with respect to customer data, commercial data and inventory data.

**Table 6.4 Summary - Level of Data Integrity**

<table>
<thead>
<tr>
<th>Groups</th>
<th>Count</th>
<th>Sum</th>
<th>Average</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of integrity of Customer data</td>
<td>323</td>
<td>846</td>
<td>2.619195046</td>
<td>0.8327981</td>
</tr>
<tr>
<td>Level of integrity of commercial data</td>
<td>323</td>
<td>875</td>
<td>2.708978328</td>
<td>0.5175278</td>
</tr>
<tr>
<td>Level of integrity of inventory data</td>
<td>323</td>
<td>815</td>
<td>2.523219814</td>
<td>0.7719747</td>
</tr>
</tbody>
</table>

**Table 6.5 Anova - Level of Data Integrity**

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>5.5748</td>
<td>2</td>
<td>2.7874</td>
<td>3.9402</td>
<td>1.98E-02</td>
<td>3.005</td>
</tr>
<tr>
<td>Within Groups</td>
<td>683.38</td>
<td>966</td>
<td>0.7074</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>688.96</td>
<td>968</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to ANOVA table, hypothesis is not accepted at 5% significance level. This indicates that average level of integrity is different for customer, commercial, and inventory data.
commercial and inventory data and hence it implies the base lining to daft a Transformation strategy.

6.2.2.3 Customer Validation

One Step customer validation is an ideal scenario for any Telecom Operator, every step validation triggers to the non-integrity of Operator’s OSS’s. Therefore these technical changes in OSS create a Technical Base line parameter for taking the decision of IT Transformation for the involved systems. 77% of respondents provide a feedback that the Customer validation repeated at every step if subscribers call at customer care/billing helpdesk/technical helpdesk; however 23% of respondents provide a feedback that there is no Customer validation repeated at every step if he/she calls at customer care/billing helpdesk/technical helpdesk it is response in successive follow ups.

6.2.2.4 Automation in the Service Fulfilment activities

Degree of automation in Service fulfillment function represents the efficient Order delivery and management which depends upon the Technical orchestration of Service Fulfillment systems. Therefore level of automation required in the Service fulfillment activities like Service Design, Service Cataloging, Inventory Management, Network Configuration, Capacity Assessment, Capture Service Order Request, Order Validation, Order Analysis, Order Fulfillment, Order Completion and Failed Order
Management can be treated as Base line parameters for IT Transformation.

6.2.2.5 Automation in the Service Assurance activities

Degree of automation in Service assurance function represents the efficient Fault and Billing management which depends upon the Technical orchestration of Service assurance systems. Therefore level of automation required in the Service assurance activities like Fault Monitoring, Processing Fault notifications, Root Cause Analysis, Fault Reporting, Bill Data Collection, Bill Data Processing, Bill Generation and Bill collection can be treated as Base line parameters for IT Transformation.

6.2.3 Process

1. The process development is an integral part of developing the Transformation Journeys for the changes required to deliver the IT Transformation objectives and subscribes to a process management life cycle which includes documentation, deployment and in-life management cycles with a governance wrap

2. Future state "to-be" processes will be industry best practice based on the Target architecture and ITIL

3. Future state processes will be derived with a perspective to achieve a complete set of common processes that can reasonably serve the full
range of products and services for different customer segments, regions and contracts, taking account of local legal and regulatory requirements.

4. The processes will support delivery of the agreed IT Transformation objectives. Specifically has defined key requirements that are critical to quality for the customer experience. Expected improvements will be delivered by:

- CT & RFT
- Self Service
- Zero Touch
- Real Time

5. The To-Be processes will be reviewed by both Subject Matter Experts (SMEs) and validated by the Operating teams using a set of up-front agreed validation criteria in line with the agreed methodology for developing the Transformation Journeys

6. The future state process architecture design will be maintained by the transformation management enterprise architecture team based on inputs from the work streams

7. Process and application alignment will be maintained within the design documentation.
6.2.3.1 Effect of As-Is-Efficiency

As Is process term is commonly used in the industry and it means the current state landscape of process, system, governance, resource split, etc. This typically includes a deliverable called As Is document, which details the Base line architecture of processes, systems, etc.

**Table 6.6 Methodology to Capture As Is Process**

<table>
<thead>
<tr>
<th>Process</th>
<th>As-Is will be captured by having walkthrough/meetings with Operations, workshops with Product managers, studying available design/process documentation, user guides etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tools</td>
<td>Questionnaire, Visio, MS-Office</td>
</tr>
<tr>
<td>Input &amp; Output Templates</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Product Managers, Operations Users, Business Analysts, Process Expert, Designers</td>
</tr>
<tr>
<td>References</td>
<td>Design/Process documentation, user guides</td>
</tr>
</tbody>
</table>

The existing in-scope Product-wise As-Is processes would be captured in detail in accordance with the scope of the process improvement targets. During the due diligence exercise the ‘Level C’ processes have already been captured in many instances. The product modeling exercise, requirements capturing exercise and the transition exercise at different levels will help to extend capture As-Is processes up to Level D, i.e. Level 4. These As-Is processes captured for each in-scope product would cover various aspects such as process owners, inputs, outputs, operational activities, geography specific variations, issues and pain points across
geographies. The As-Is process flows captured in Visio would be structured along the lines of Process Methods Framework (PMF) in terms of presentation and content. These processes will need to be signed off by the stakeholders and agreed in the Process Governance Structure and will be considered as a Base line for the To-Be process design.

Analysis was carried out with the help of Chi square:

**Hypothesis**: There is no difference among Operators on their opinion on the “Effect of efficiency of As Is” Capture on transformation success.

Table 6.7 Summary - Effect of Efficiency of As Is

<table>
<thead>
<tr>
<th>Effect of “As Is” efficiency</th>
<th>Bharti Airtel</th>
<th>BSNL</th>
<th>MTNL</th>
<th>Reliance</th>
<th>TTML</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
<td>Count</td>
</tr>
<tr>
<td>No Effect</td>
<td>1</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Less Effect</td>
<td>11</td>
<td>16%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Moderate Effect</td>
<td>31</td>
<td>44%</td>
<td>11</td>
<td>12%</td>
<td>7</td>
</tr>
<tr>
<td>High Effect</td>
<td>25</td>
<td>36%</td>
<td>42</td>
<td>47%</td>
<td>25</td>
</tr>
<tr>
<td>Very High Effect</td>
<td>2</td>
<td>3%</td>
<td>37</td>
<td>41%</td>
<td>21</td>
</tr>
</tbody>
</table>
Table 6.8 Chi-Square Analysis - Effect of Efficiency of As Is

<table>
<thead>
<tr>
<th>Pearson Chi-Square Tests</th>
<th>Operator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of “As Is” efficiency</td>
<td>Chi-square</td>
</tr>
<tr>
<td></td>
<td>df</td>
</tr>
<tr>
<td></td>
<td>Sig.</td>
</tr>
</tbody>
</table>

P value is less than 0.05. Therefore null hypothesis is rejected.

**Interpretation:**

It is observed that most of the Operators respond high to very high effect of efficiency of As Is Capture. Therefore it is imperative that all the Operators agreed to the fact that best capture of As Is process not only help in capturing Business As Usual however this is an important Base line for the IT Transformation strategy. With efficiently captured operating model, the pain points across people, processes and systems can be addressed with a better approach. This will help management to put the proportionate focus for IT Transformation requirements across lines of business or departments.
6.2.3.2 Service Request Closure Time

Any Change in existing Service including Modification, Addition, Change and Deletion (MACD) included under Service Requests. Generally Service requests are the signs of Upselling or selling bundling solutions or additional services to an existing customer. These can be included both One-time MACD charges and rentals. Shorten the time to close a Service Request better for the Operator’s business therefore Service Request Closure Time is the process Base line parameter on which decision of IT Transformation can be taken.

6.2.3.3 Fault Criticality across SLA’s

Service Level agreements depends upon the contact between the operator and customer, therefore faults due to network failure or service failure will impact the ongoing agreements and hence resulting into revenue losses. After the Root Cause Analysis of these faults it has been identified that most of faults across criticality e:eg Critical, Major and Minor are due to internal systems of the operators and taking a long journey to fix the faults within the agreed SLA. Therefore Fault Criticality across SLA’s inviting the rationalization and up gradation of the OSS and BSS systems.
6.2.3.4 Non-satisfactory services

Satisfaction is being considered as the long-term relationships between a customer and a service provider and ensuring the Win Win situation for both Operator and Customers. More number of complaints led to dissatisfaction among existing customers and losing the customer associations. The quantification of Non-satisfactory performance of Operators Products and Services is done with the help of complaints due to failure or non-satisfactory services. Therefore it has been treated as Process Base line parameter with the help of which Operators can decide the viability and level of IT Transformation addressing and mitigating customer pain.

6.2.4 Engagement and alignment with other Programs

Operating models will be aligned for business engagement. IT Transformation Program will engage with operating teams to establish a group of SMEs that will support various activities throughout the life of the Program. Operating teams will be engaged during the future state validation workshops. The outputs from these sessions will inform the transformation planning. Operating teams will be engaged in planning and delivering the activities that fall within their domains. The IT Transformation Program will identify overlaps and dependencies with other milestone Programs. Where appropriate it will build on and align its
activities to these Programs. It is crucial to manage and align the operational areas to ensure the successful delivery of the Program. These include -

- **Demand Management**: Management of overall demand of services from the business.

- **Transition Management**: Co-ordination with transition with a perspective of aligning transition and transformation plans.

- **Alignment with other Programs**: alignment with milestone Programs and in-flight Programs.

### 6.2.4.1 Demand management

The purpose of demand management is to identify all actual and potential requirements from the business for IT Transformation development. This involves aligning’s BAU demand to the IT Transformation deliverables and filtering out any demand not aligned with the Program. Objectives of the demand management are:

- Identifying savings by intercepting BAU demand – Analysing BAU demands to intercept activities delivering similar results to IT Transformation and stopping further spend.
• Demand management relationship management – managing relationships with key Demand Management stakeholders and the IT Transformation team.

• Analysing BAU demands to gain intelligence on key business drivers and sharing this information.

• Alignment of BAU demand to the operating Model, identifying gaps and making recommendations to improve.

• Create and manage regular reporting on demand management – Regular reports to be generated for sharing the Demand Management work with the stakeholders.

• The emphasis of the function is to identify application development savings, rather than approving transformation demand, as this now falls under the remit of transformation.

• Removal of release management from demand management as this now falls under the remit of transformation delivery.

• Changes to the reporting that demand management produces.

6.2.4.2 Transition management

Transition covers the process of moving IT Transformation in scope systems to new platforms. Transition impacts transformation in a number of ways, the most important of which are:
- Some of the systems being transitioned may form part of the eventual To-Be IT Transformation estate.

- Some of the systems being transitioned are potential targets for closure.

- The process of data gathering (DDQ) covers both transition and transformation. The latter depends on the timeliness and quality of the data gathered through transition.

- Vendors who are not rationalized through the Vendor Consolidation phase may be impacted by Transformation.

- Transition timelines and timelines for in-flight projects will impact the overall timelines of the Program and will need to be scheduled into the transformation timetable and plan.

The key activities for the transformation team as they relate to transition are as follows:

- Develop an understanding of the IT Transformation transition and vendor consolidation plan.

- Identify and map key transformation dependencies upon transition and agree on the common approach and visibility for all elements where inter-dependencies exist.

- Identify key risks and barriers to progress and facilitate the mitigation of those risks and barriers.
- Use single source of data and where possible use common teams to capture information.

A set of principles have been established to align transformation with transition. Those include:

- Common approach and visibility for all elements where inter-dependencies exist.
- Transition plan and transformation road map to have single source of data.
- A common team to capture and synchronize data from various sources.
- Single source and mechanism, for data updates into / retrieval from, Data Tool.
- A common mode of analysing the data.
- Overlapping of systems being transitioned & transformed to be avoided, if possible.

Transformation Program Management Office will ensure that transition and transformation Programs are synchronized and visible to both transition and transformation teams. The following approach will be followed to keep the transition and transformation Programs synchronised:
- 'Handshake' between transformation roadmap & transition plan – ensuring that both plans are aligned to the delivery of a common IT Transformation operating model.

- Regular data synchronization between the transition/transformation teams.

- Updated Transition Plan & Transformation Roadmap visible to the entire IT Transformation team.

### 6.2.4.3 Program Alignment

The objective of the Program alignment work within IT Transformation is to draw synergies between the IT Transformation Program and other important transformation Programs including forthcoming demand. The alignment aims for optimal transformation with enhanced Customer Experience and user adoption at reduced cost and duplication for.

The IT Transformation alignment targets are:

- Milestone Programs which can impact IT Transformation and vice versa.

- Other external transformation Programs which can impact IT Transformation including s’ transformation Programs and vice versa.

- In-flight and business as usual Programs.
Additionally, IT Transformation is closely interlinked with other aspects of the IT Transformation Program such as Transition and Shared Systems (where systems are shared across for example a number of LOBs). A coherent planning, definition and management of inter-dependencies with other sub-streams is a must for the Program delivery. This section provides the overall approach towards Program alignment. The alignment targets have been enlisted and current status of alignment activities has been produced.

**IT Transformation Alignment Implementation framework:**

The IT Transformation implementation framework for Program alignment activities will depend on the degree of alignment ("low touch", “IT Transformation had driven” or “full alignment”) that is to be performed with the non-IT Transformation Program. The alignment activities for “full alignment” will be driven by key milestone in the relevant IT Transformation cluster and workstream plans that identify alignment activities (systems, process, people, geography, customers) with the external Program. These milestones will be monitored by both the IT Transformation workstream leads and the Transformation Program Management Office. It is assumed that the external Program will have similar management processes and will identify a single point of contact (SPoC) for the IT Transformation alignment process.
- Alignment with milestone Programs

The Milestone Programs that potentially will have an impact on IT Transformation are summarized below together with the current status of the IT Transformation alignment activities.

- Alignment with external Programs

The external Programs that are not covered under Milestone but will have an impact on IT Transformation are summarized below together with the current status of IT Transformation alignment activities.

- Alignment with In-flight Programs

Various in-flight Programs are targeted for alignment with the IT Transformation Program. Many of them are targeting CE improvements for the products which are in scope of IT Transformation. IT Transformation needs to align with these Programs and engagement with the relevant Program managers has been initiated. The proposed approach to in-flight Program alignment will be an accelerated version of the tollgate approach outlined above. The focus here will also look at the potential for closing or re-aligning in-flight projects. Governance and reporting for in-flight Programs will be conducted via the agreed Governance mechanisms and the Transformation Program Management Office. All issues / risks / assumptions encountered during alignment activities will be input to the Transformation Program Management Office. The targeted milestone for the completion of alignment with respect to in-flight Programs will be
dependent on the IT Transformation Demand Management plan.

6.2.5 Key dependencies for the IT transformation

- **Stakeholder engagement and buy-in:**
  
  IT transformation will need stakeholder commitment through engagement and buy-in. Due to the complexity of this Program, engagement of stakeholders should commence at the Program’s inception and continue throughout the lifecycle of the Program.

- **Super User / SME availability**
  
  Super User/ SME involvement is crucial in taking key decisions at various stages of transformation cycle. The user group needs to be empowered to take key decisions and influence the outcomes to other users. Success of IT transformation is dependent on the timely involvement of user groups, their ability to take quick decisions and to implement the decision within their organization.

- **Communications**
  
  Communications need to be planned, coordinated and managed to ensure a consistent and accurate message is given to all those impacted. Effective communications can assist by to avoiding any surprises and secure buy-in. The success of IT transformation will be dependent on each of the messages being given at the right time to the right people in the right way.
- Organization and Culture -

There is a dependency on implement changes and support the change Program and cultural changes resulting from IT transformation. This requires s to support and promote the embedding of the culture and ways of working in teams affected otherwise the transformation will be impaired and s will not get full value from the new model.

- Alignment with other Programs -

There will be heavy dependencies with other transformation Programs, The aim will be to draw synergies so that there is a coherent transformation Program with reduced cost and duplications. The success of IT transformation cannot happen in isolation and it remains dependent on progress and outcome from other Programs.

- External and current in-flight project portfolio -

It is acknowledged that there are number of significant transformation Programs. It is essential that all required in-flight project information is made available in a timely manner, particularly information on scope and current status, and that access to project personnel is possible. Operator will be required to provide / facilitate information requests for in-flight project assessment and participate in in-flight project assessment meetings and workshops.
- Engagement with other suppliers

The transformation Program is dependent on the successful engagement with other suppliers to ensure the transition of knowledge and experience over the transition period. With a reduction in the number of applications over the years and a vendor consolidation plan, there will naturally be some incumbent suppliers that will be impacted.

- Program Management

Operators shall provide details of any reporting templates already agreed as part of existing governance arrangements in place. Operators shall record and submit issues reports where it is aware of issues in accordance with the schedules prepared and communicated by the supplier. It shall provide reasonable access to the Operators generated resource plan as required by the supplier. Operators shall grant the permission to the Supplier’s nominated representative to attend and contribute to the governance sessions as appropriate. Operators shall support the Supplier in undertaking user audits as required.

- Transition

IT Transformation is dependent on successful execution of the transition workstream as an enabler for the transformation Program. Currently, the various in-scope applications and systems are supported by third party
service providers and contractors. The roles of these organizations and individuals will be impacted and their services need to be transitioned.

- **Contract Management**

As part of IT Transformation, Vendors will be taking over service management responsibility for all in scope applications. This is the first step in consolidating the vendors and applications and transforming the way Operators works. This raises the dependency on having all the Operators third party contracts identified and assessed for any constraints in the contracts that could hamper the transition and vendor consolidation plan.

- **Change Management**

Upon reasonable request by the supplier, for each change request under the Supplier's management, Operators shall supply designer(s) who will assess the business and technical impact of the proposed change and produce a customer impact statement in a timely manner as managed and coordinated by the Supplier.

- **Access to application and systems data**

Access to in-scope process & systems data, documentation, development & test environments, user manuals and user community is critical for the Program meet the agreed timescales. Access to target systems, common
capability developed by Operators with documentation, development & test environments is critical for the Program to meet the agreed timescales. This dependency is crucial as delays in access will lead to slippage and limit the analysis to an incomplete view.

- **Architecture**

An operator needs to publish/distribute architecture diagrams and roadmaps to the Supplier, where applicable. Also, Operators will need to publish Transformation Services architecture standards and policy documents as revisions take place.

- **Workstream and platform support**

To support the work streams, specific subject matter expertise (SME) will be required by the workstream leads throughout the lifecycle of the Program. It is imperative that this support is available when required and a clear engagement plan should be made so that it is clear to all parties involved when their time is required. There will be cases where ad-hoc support is required and this should be managed by best endeavors.

- **Training**

Operators shall provide trainers (where agreed) to support training activities, training facilities such as training rooms and equipment in each location (where appropriate) and shall manage training enrolment and staff
training records. For Applications developed by Operators or third parties, Operators shall provide technical expertise to support training delivery either to support the development of online training solutions or support the delivery of technical face to face training if required under the Transformation Plan.

- **Development**

Operators shall undertake all activities, including Development activities, which are identified and agreed as Operators responsibilities in accordance with the agreed transformation plan.

- **Testing and deployment**

Within agreed timelines, Operators will perform testing and deployment activities out of scope of IT Transformation for successful completion of Transformation releases. Examples include UAT, Operators Operate E2E testing, Performance Testing, Live deployment on systems out of scope of IT Transformation.

- **Data migration and cleansing**

Operators will provide business rules for data migration and perform data cleansing as may be required and specified in Transformation Plan.

- **Demand Management**
Upon reasonable request by Supplier, for each change request under the Supplier’s management, Operators shall supply a designer(s) who will assess the business and technical impact of the proposed change and produce a customer impact statement in a timely manner as managed and coordinated by Supplier.

- **Delivery Management**

Where appropriate, Operators shall provide solution architects to support individual projects. Operator’s solution architects shall be required to review blueprints for approval to the design authority at key checkpoints as specified in Transformation Plan. Operators shall undertake system and unit testing in a timely manner to agreed quality standards. Operators shall provide sufficient testing capacity to deliver the committed releases.

- **Benefits**

Operators shall support the monitoring of customer experience metrics as specified in the Transformation Plan. Operators shall participate in change and User Adoption activities as part of their roles as specified in the Transformation Plan.