

ALFABET SEAMLESSLY CONNECTS TELKOM'S BUSINESS FOR BETTER DECISIONS

Telkom

Customer

A leading South African communications services provider, Telkom SA SOC Limited ("Telkom") serves the wholesale, business and consumer markets. The company offers a wide range of products and services spanning fixed-line, mobile, ICT and data. Telkom has more than 475,000 MSAN access ports and around 3.6 million telephone lines in service.

Industry

Telecommunications

Opportunity

- Promote converged services across business areas
- Better align IT landscape with business architecture and objectives
- Transform information silos into a collaboration platform
- Aid demand management and transparency

Solution set

- Alfabet IT Planning & Portfolio Management
- Alfabet Enterprise Architecture Management

Key benefits

- Automation aids capital expenditures planning and saves days of manual effort
- Intuitive reports increase transparency and collaboration
- Ready as-is architecture definition will help facilitate group programs
- Application landscape clarity enables better governance



ON-DEMAND REPORTS
STREAMLINE
DIVISIONAL REPORTING
TO A SINGLE DAY

**ONE MASTER LIST
INCREASES**

ORGANIZATIONAL
TRANSPARENCY
AND COLLABORATION

EASIER

TO PRIORITIZE AND MANAGE

700 ANNUAL
IT DEMANDS



Convergence is seamless

At Telkom, convergence is a strategic initiative and key emerging opportunity in the world of telecommunications. It offers the promise of increased mobility and better communications for businesses and individuals alike. Telkom's vision is to lead the converged Information and Communication Technology (ICT) market, and its mission is to seamlessly connect people to a better life.

Telkom's transformation journey to deliver increasingly sophisticated market solutions includes employing next-generation network technologies and promoting convergence across largely separate business areas. The company must also control costs because of strong competition in fixed-line voice revenues and align the IT landscape with the business architecture and objectives to achieve its vision.

" True success is that better decisions happen because we have put better information into the right people's hands."

— **Tebogo Marengwa** | Specialist, Enterprise Architecture, Telkom SA SOC Limited

From silos to convergence

Creating a consistent customer experience is fundamental to successfully providing converged services. Customers aren't interested in what network supports their service, only that their service is available when they need it. Yet at Telkom, singular operational systems technologies, separate IT stacks for business units and network event monitoring inconsistencies were inhibiting a seamless customer experience.

To overcome this, Telkom needed a single-stack architecture that could support a broad set of converged services. Employing centralized generic systems using next-generation technologies to serve Telkom's entire network would also help eradicate remaining back-end silos and set the foundation for seamless customer interactions.

The vision of the Alfabet project called Karabo, a Setswana word meaning "the answer," was to turn information silos into a collaboration platform—a key step on Telkom's journey to convergence. "We knew that modeling the TM Forum's Frameworx® with Alfabet would help us increase order in the enterprise architecture and align better with business objectives," said Tebogo Marengwa, specialist in Telkom's enterprise architecture group. "With Alfabet, we can manage this challenging transformation because it integrates with architectural processes, provides the right controls and enables better collaboration."

More intuitive

Telkom's CMDB, the foundation of applications and interfaces, did not provide all the answers. "By adding mappings to the eTOM® framework, we tuned the reporting to our users' view of an application, which is less granular than the physical application divisions," said Marengwa. "This is more intuitive and the reports from various perspectives make sense."

Getting stakeholder agreement on the definition of an application was another big project plus. Before, the various areas each had their own list and slightly different view of applications, which created miscommunications. Now Alfabet holds the master list of applications that everyone uses. Streamlined by almost 70 percent, the list is far more manageable, and grouping applications is easier. As a result, organizational transparency and collaboration have increased, and the overviews, business support maps and simpler flows will further facilitate user understanding.

Clear information

It is easier to identify patterns, critical areas and duplications and also answer questions that were difficult before, such as: How many applications are in this business domain? Which applications are being decommissioned and where in the life cycle are they? How much does each system cost to operate and maintain?

"The right information is together, so we can more quickly determine the level of detail required," said Marengwa. "The mappings made clear what was really there and, where we had no picture or a blurry view before, now we have clarity."

Better planning

With Alfabet to connect project and financial data, Telkom executives see clear status on capital expenditures and costs. The automated reports save significant time and eliminate tedious manual tasks with project spending plans and managing changes in priority. Management can evaluate information and make decisions, instead of looking for data and merging spreadsheets.

Alfabet facilitates many planning and analysis tasks, including forward planning and comparing target versus actuals. Responding to annual benchmarking questionnaires is also faster and easier with the stored information and on-demand reports. On application-related questions, it reduces several weeks of manual effort and coordination to less than two days.

Easier consensus

Now working groups can communicate, cooperate and reach consensus easier. Telkom expects the increased clarity and visibility will also enable stakeholders to measure project viability in the near-term. Once stakeholders have agreed on priorities, it is straightforward to implement in Alfabet what the business wants to measure.

Telkom's Group IT (TGIT) can better balance project requests with business-as-usual changes. Managing all demands in Alfabet helps TGIT prioritize its work, as now the group clearly sees the number of demands, the state and how long it has been working on each. In addition, TGIT can promptly answer queries that used to require significant research.

Along the way, the assistance from Software AG consulting has proven valuable: "Each time we have accomplished a great deal," said Marengwa, "learned more about our application portfolio and had solid guidance on best practices."

Balance demands

Another benefit of the clearer as-is picture, soon a "press button" effort, is that new programs in the future should be able to directly focus on the to-be. For major business changes, such as restructuring and mergers, TGIT expects to be able to quickly evaluate the impact of various scenarios, a process that should not take weeks of work anymore.

Furthermore, quicker TGIT analyses and assessments should help speed future new product time-to-market and identify business impact sooner. Earlier TGIT costing steps will be able to improve the go-to-market planning accuracy for new initiatives. "We are in a very good position," summarized Marengwa. "True success is that better decisions happen because we have put better information into the right people's hands. We are looking forward to the next stage of our journey."

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