



Lotus software

IBM Software

Establishing the Business Value of Portal for Telecommunications

Business Value Assessment (BVA) Discussion Document



Agenda

- 1. Portal Business Value Considerations in Telecom**
- 2. Why is BVA Important to a Portal Initiative?**
- 3. What is IBM's BVA?**



Portal Business Value Considerations in Telecomm



The Market is Shifting

In the 21st Century, the Telecommunications industry is much less distinct and much more intertwined with Media and IT

Convergence within the Telecom Segment

- Move to all IP networks
- Voice + Video + Data
- Fixed + Mobile
- Lowered barriers to entry

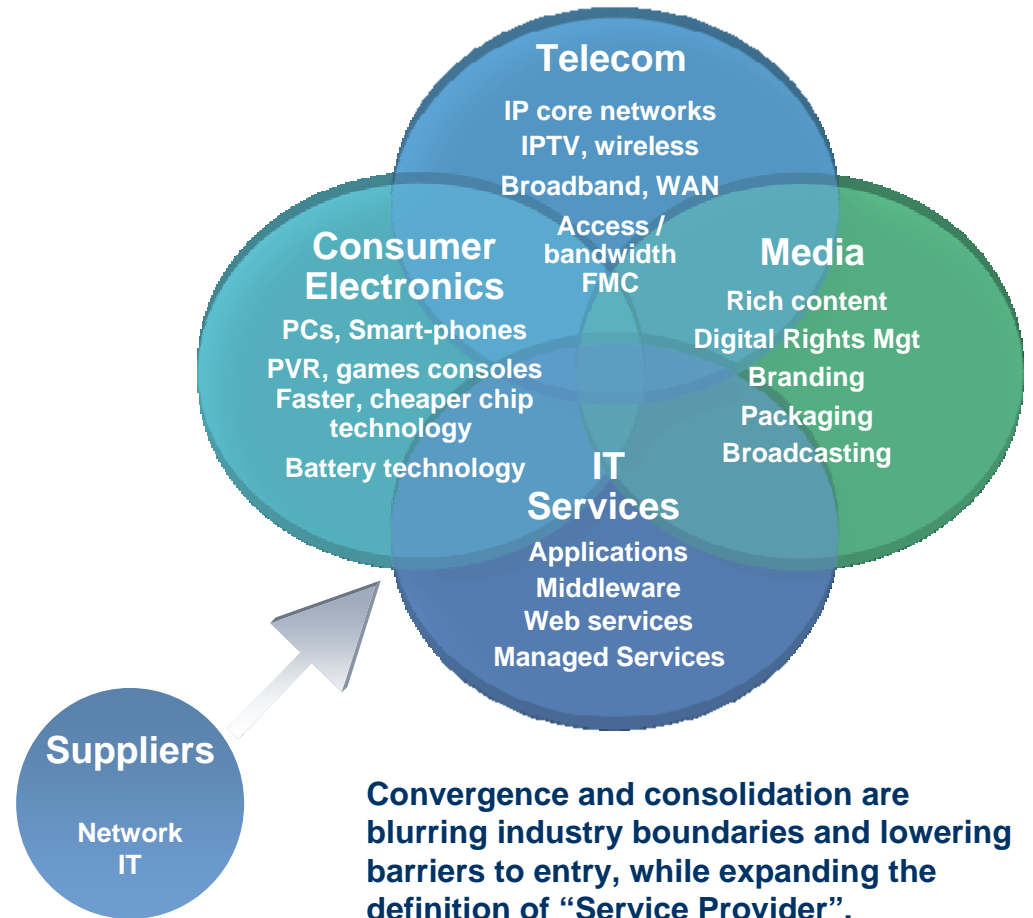
Convergence across Sectors

- Telecom + Information Technology
- Telecom + Digital Media
- Telecom + Consumer Electronics
- Emerging Standards
- Convergent Suppliers

Consolidation

- Mergers and Acquisitions continue
- Regional and Global Brands
- VNO/MVNO/MNVE

Converging Ecosystem



Market Forces are Driving the Communications Industry

To Seek New Approaches and Business Models

Economic Issues

- Core product (Voice) is being commoditized
- Cost / complexity of new services

Widening Field of Competitors

- New market entrants from other industries
- Convergence Is spawning “Telemedia” Industry



Defend Market Share and Grow New Revenues

- Quickly / cost effectively roll out new products
- Move to lower-cost IP networks while maintaining service quality, brand image and profitability

Subscriber Expectations

- Demand for multimedia, services and content
- Quick to abandon underperforming services

Communication Companies Must Innovate and Be Agile

To Win in the Market

Improve time to market
AND quality of value added services



Lower operating costs
to drive

Accelerate Product/Service Innovation and Delivery

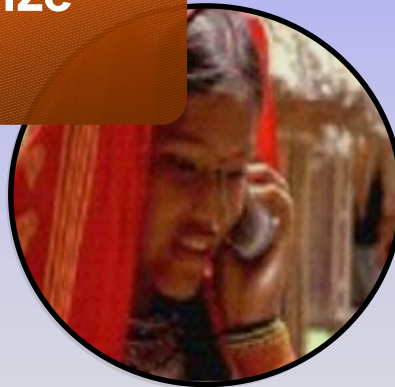
Deliver converged voice, video **AND** data services



Increase retention **AND** drive new revenue

Evolve to Optimize Operations

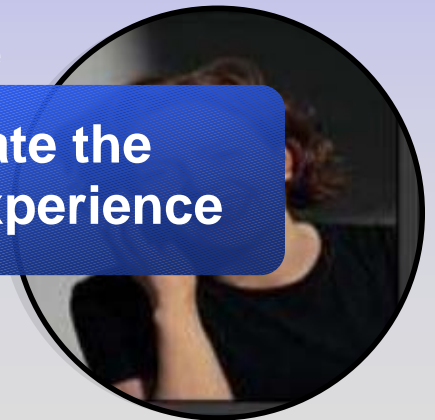
Monitor **AND** manage services and user experience quality



Leverage existing network infrastructure

Differentiate the Customer Experience

Integrate services **AND** connect with backend support systems





Why is BVA Important to a Portal Initiative?

2

Institutions leverage portals to drive cost savings, operational efficiency and revenue increases through more valuable interactions with customers, employees, and suppliers

Businesses are challenged to identify which portal capabilities align to deliver the highest return against key goals and objectives.

B2E Portals improve employee/management work productivity and decision support quality

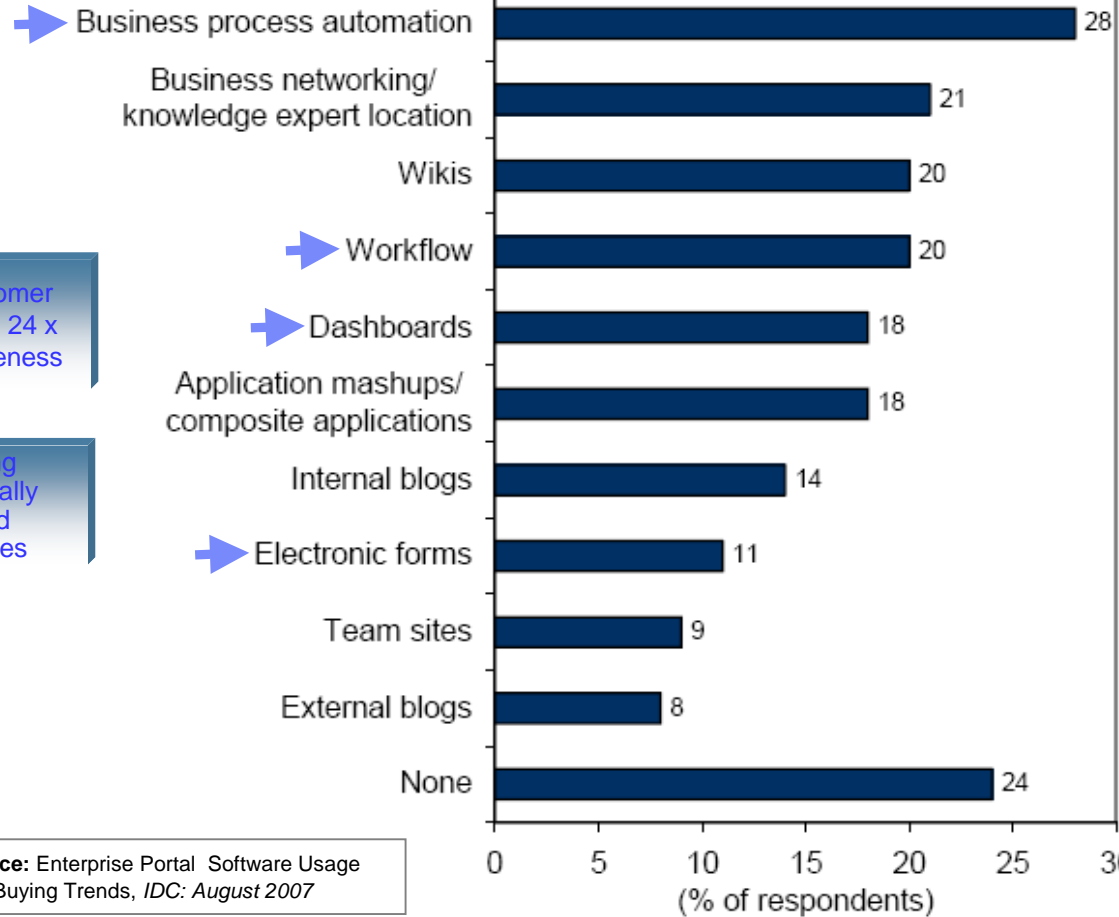
B2C Portals improve communication and service quality to customers and external stakeholders

B2B Portals setup collaborative transactions management and knowledge sharing with key business partners



Typically, CIO's are dealing with business concerns which require a business case that show where and how value will be realized

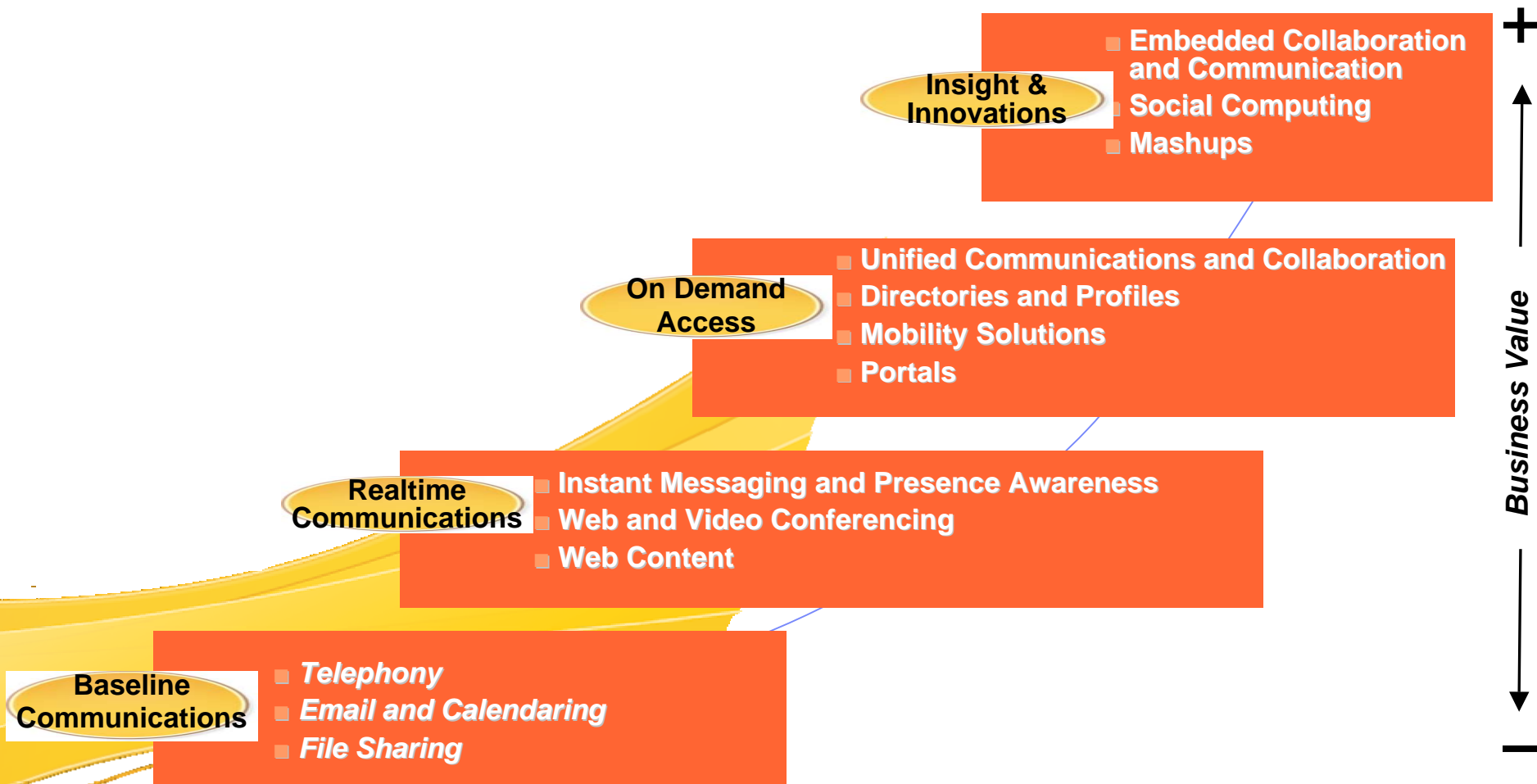
Q. Which of the following features do you consider will be important to add to your portal(s) in the next 24 months?



Source: Enterprise Portal Software Usage and Buying Trends, IDC: August 2007



Evolving capabilities support your Portal and Collaboration agenda and provide business value



Given the breadth of possible business value in a Portal solution, a BVA addresses several key questions with which organizations like yours typically struggle

- What could we or should we do next with a portal solution?
- What might that portal experience be like for us?
- How can we financially illustrate the value of portal in our business?

To help key customers answer these questions, IBM developed the Business Value Assessment offering which is even more relevant in today's economic environment because it:

- *Identifies value in the context of your business challenges*
- *Helps you identify and quantify cost savings*
- *Enables value add with IBM's Telecommunications Industry POV*

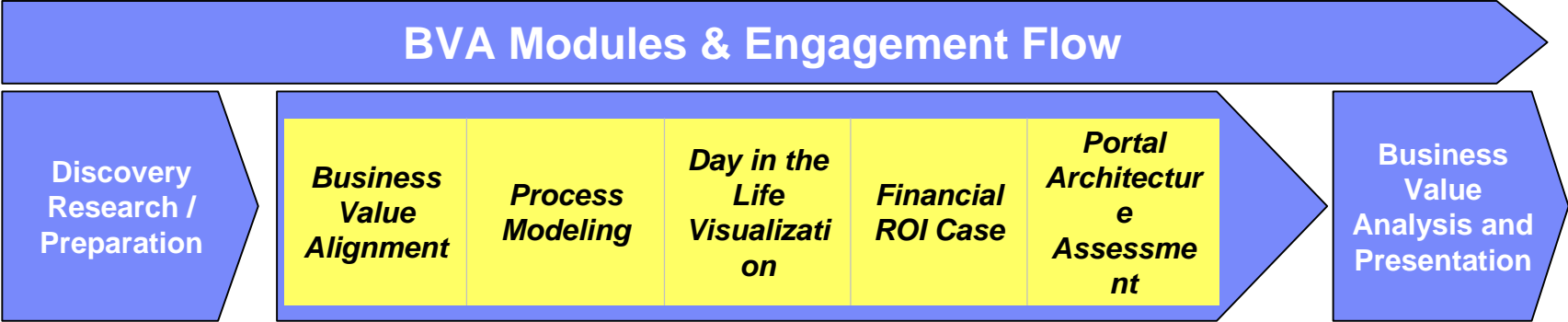


What is IBM's BVA

2

A Business Value Assessment is a rapid cycle, high impact assessment that builds a value case to answer the how and why

BVA Modules & Engagement Flow



- **Interviews**
 - 3-5 functional interviews
 - 1 hr each
 - Telecon or face2face

“What should we do with a business portal?” *

- **Business Value Alignment Workshop**
Structured Executive consensus & priority setting
- **Process Modeling Review**
Identify “as is” business processes and future vision improvement opportunities
- **Day-in-the-Life Demo**
Used for stakeholder communication of the “to be” system
- **Business Value/ROI Case**
Personalized benefit analysis based on industry reference models
- **Portal Architecture Assessment Review**
Mapping of Key Architectural and Technical Components

“What high value process improvements can we target?”

“What might the portal experience be for us?”*

“How can we financially justify our portal project?”

“How will it impact our current IT environment?”*

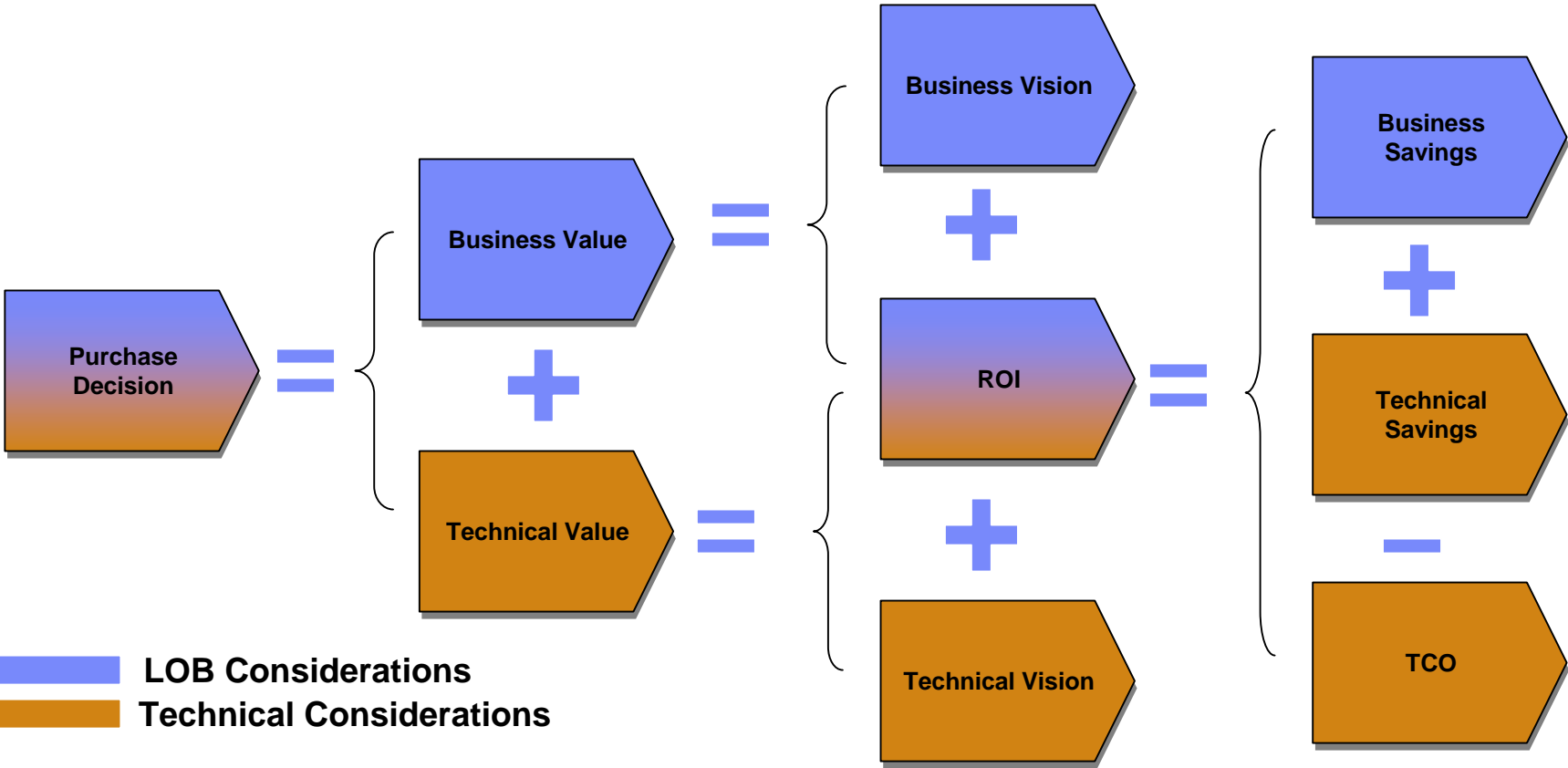
- **2hr Executive Onsite Presentation**

Business Portal Value Analysis

- Value alignment consensus
- Process Analysis Map
- Customized DayLife Demo
- ROI analysis
- High level technical implementation roadmap

***Typical BVA engagement modules**

We apply consultative analysis techniques to both business value and technical value considerations



And develop your Value Case using selected methods and tools from the overall BVA methodology

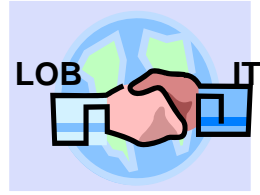
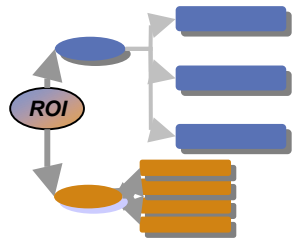
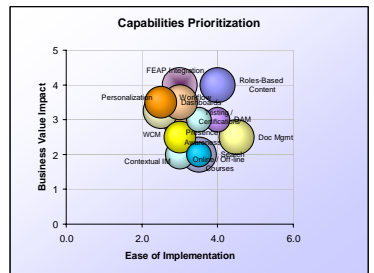
- ALIGNMENT: Executive consensus and value alignment**
 - High-value business portal targets
 - Priorities and linkage to business objectives

- THE PROCESS: Evaluate current vs to-be improvements**
 - Process moves across two or more organizational boundaries
 - Includes use of WebSphere Process Modeler for process model capture & analysis

- THE PICTURE: Publish DayLife use-case scenarios**
 - High value functional roles
 - User navigation scripts

- THE NUMBERS: Structure ROI framework**
 - Select/detail a portfolio of benefits drivers
 - Configure total cost of ownership using Portal Architecture Assessment

- THE TECHNOLOGY: Design portal architecture**
 - In context of client IT environment
 - Using business portal value targets



Value Alignment Analysis

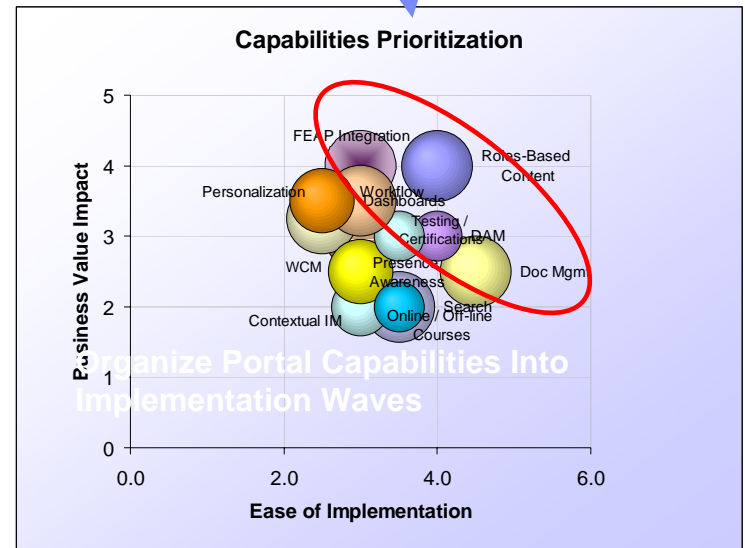
OBJECTIVES

- Provide structured process for executive decision makers to gain consensus around alignment between IBM Portal capabilities and business priorities
- Top-Down approach, starting with the Client objectives and challenges

DELIVERABLES

- Short executive interviews and/or follow-on group workshop
- Identifies and categorizes barriers/issues to meeting business objectives
- Helps the Client align IBM Portal capabilities to their targeted business objectives
- Results in a prioritized, qualified list of IBM Portal deployment targets, priorities and user-based scenarios

Business Objectives	Barriers to Meeting Objectives	Potential Portal Capabilities	Workshop Notes / Feedback
	Operational / 1st Level Decisionmaking		
Improve Operational Effectiveness Through Improved Decisionmaking	In SCRMM a user/analyst has to go into 6-8 different systems; DORPS, ABMS, CMS, CLAS, Star; have another 12+ apps throughout FRB that analyst may have to go into	Portal/Portlet access to applications and databases providing the functions needed based on role (business process).	Confirmation/Notes: Single users going into various apps AND single users pingng various apps which in completion complete a bus transaction/workflow (ie Open New Acct). How Portal: Personalised portlets aggregating app info for faster decisions, hand offs to app power users, faster learning for new app users
	Up to 3 different people may have to be involved in a process for a particular depository institution.	Portal accessible secure team rooms for sharing, collaborating and managing Accounts, projects, documents and related materials	Confirmation/Notes: Discount window lending support does involve several FRB professionals (entering, reviewing, apprvng) working in sequence, cutting across districts (bank merger processing, sub-acct support), often involves staff functions (legal). Broader system failure
	Users do not have detailed knowledge of all applications to know where key data/information is located.	Portal can present applications and information filtered to the users role and organized by the business processes needed by each role (person).	Confirmation/Notes: Senior execs need only "data bytes", easily, on their own...to avoid exception "basis off-requests". CMS app has only few power users - approp portlets could widen app use. How Portal: Roles based portlets could drive wider use of bigger/richer apps. A professional monitoring key portlet info can enable timely, effective action (alert based portlets).
	Designed RMS with specific end users in mind. Has deep processes. Now other users that need other views of information. Never really got to reporting capabilities	Portal accessible reporting tools surfacing query access to backend data sources; Performance reporting dashboard	Confirmation/Notes: When evaluating a bank want ability to query/report from raw data ... ad hoc. Today limited to power users. So valuable to mgmt professionals



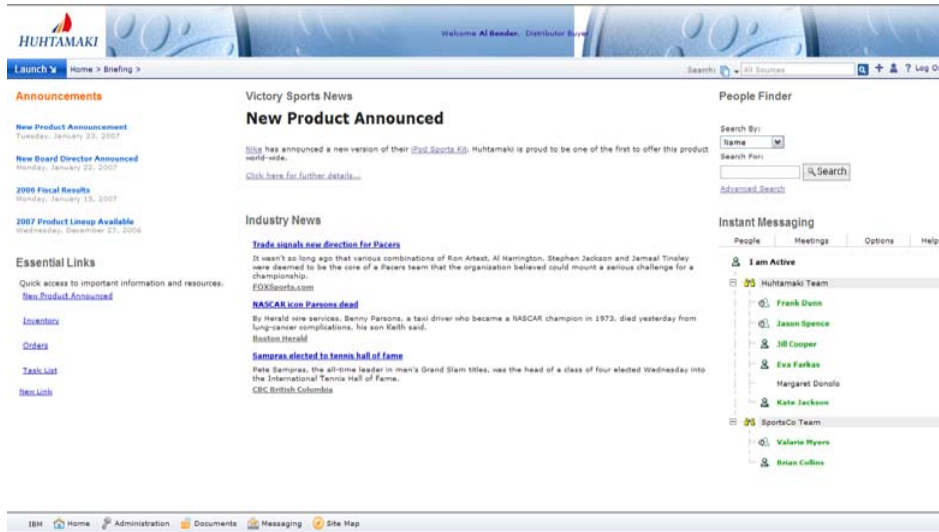
Day-in-the-Life Demonstration

OBJECTIVES

- Illustrate a visual representation of an IBM Portal from the Client user community
- Customized to workplace user communities, typical collaborations and familiar content and applications

DELIVERABLES

- Personalized Day-in-the-Life demo of the Client target Workplace; including look & feel, integrated portlets, and users' collaborative actions
- Help the Client solution sponsors to deliver Day-in-the-Life to other executive colleagues and decision makers



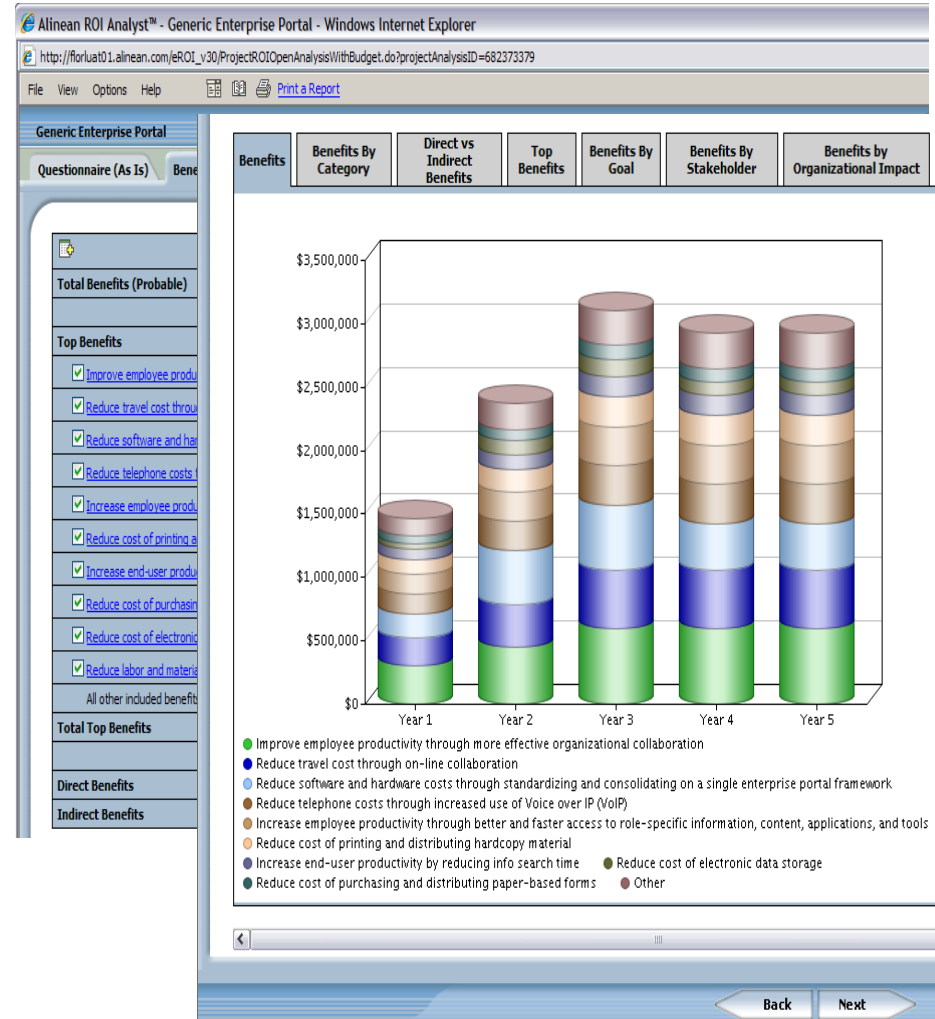
The Business Case

OBJECTIVES

- A high-level financial analysis that determines key value drivers and return on investment (ROI) linked to primary business goals, objectives, and initiatives
- Structured cost/benefit Q&A between the Client and IBM to gain support and buy-in from key executives and stakeholders
- Includes corporate portal deployment analyst research data points and research notes

DELIVERABLES

- Covers quantifiable total costs and expected benefits; IBM and non-IBM solution componentry
- Personalized executive presentation document summarizing key business objectives, quantified value drivers and ROI results sensitivity



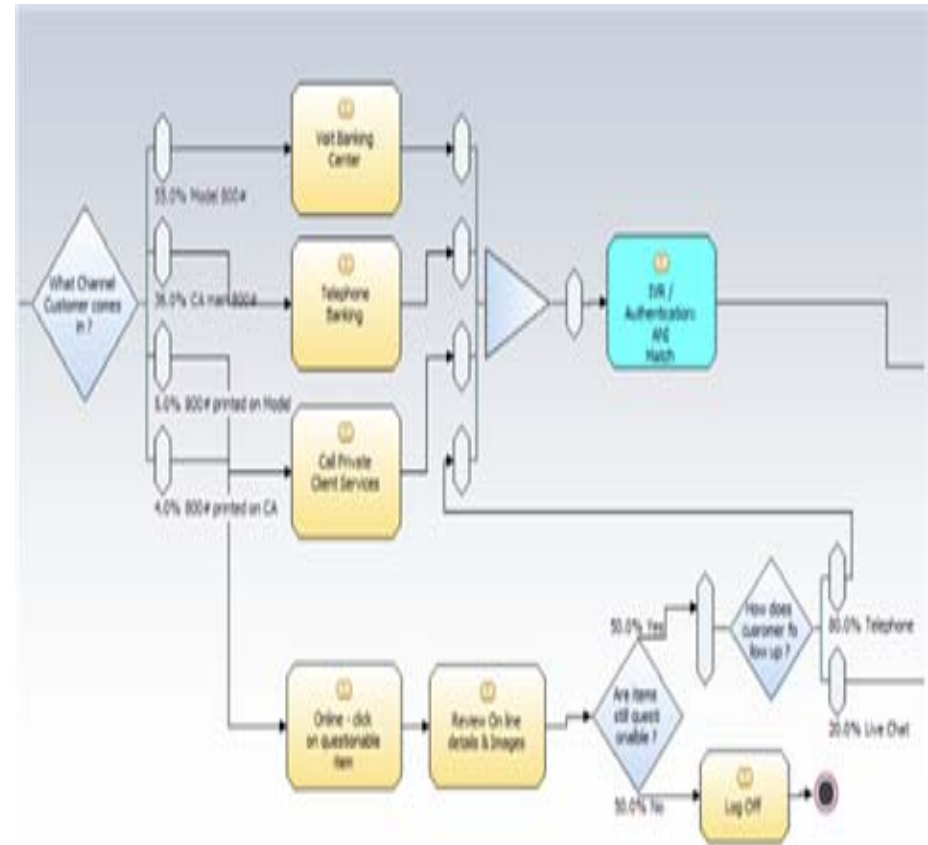
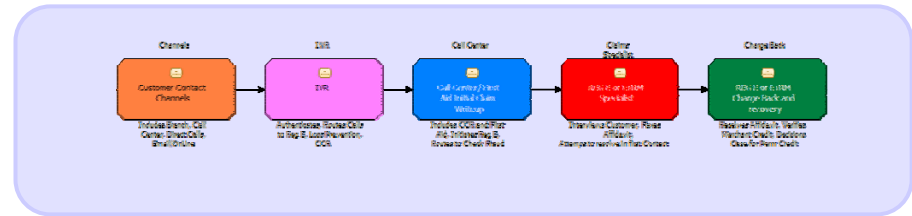
Process Module

OBJECTIVES

- Provide insights in to critical business processes leading to discoveries of business pains and solution recommendation
- Provide process improvement recommendation by leveraging IBM's assets from past client experience and pre-built asset in the area of IFW, BDW
- Discover information that can be leveraged for ROI and DITL modules
- Process maps of current and future processes

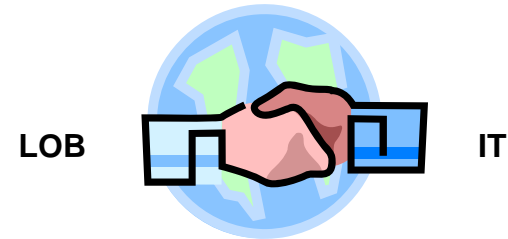
DELIVERABLES

- Personalized executive presentation summarizing key business objectives, current process inefficiencies, process improvement recommendation and solution enablers to achieve them
- Process Model of process model capture & analysis



Portal Architecture Assessment

Synchronizes IT actions with Business goals



OBJECTIVES

- Interactive 3-day Workshop led by Senior IBM Technical Portal Architects to gather insight about the Client IT requirements
- Educates Customer IT staff on the latest WebSphere Portal:
 - Architectural options
 - Product implementation alternatives
 - Application development methods
 - Operational best practices

DELIVERABLES

- Communicates recommendations for the high level design aspects of IT Portal environment
 - Authentication and single sign on
 - Directory integration/access
 - Content/document management
 - Workflow high value processes
 - Enterprise application integration
 - Search and collaboration framework
 - Multi-Device Delivery

<u>Day</u>	<u>Topic</u>	<u>Participants</u>
1	Mapping WebSphere Portal Capabilities to the Business Requirements	All
1	Deployment Architecture Options Analysis – Basic, Decentralized, Clustered Security Considerations	IT Project Leader Lead Architect Security Specialist Directory Specialist Infrastructure Specialist Web Content Specialist
2	High Level Portal Application Design Best Practice, Development Methods, Roles, Responsibilities Portlet Sourcing Exercise	IT Project Leader Lead Architect Development Manager and 1-2 Lead Developers Web Content Specialist
2	Legacy Application Review (led by the Client)	IT Project Leader Development Manager Lead Architect
3	WebSphere Portal Operational Considerations Administration, portal monitoring tools, portal solution release process	IT Project Leader Lead Architect Operations Manager Development Manager Web Content Specialist
3	WebSphere Portal Project Plan Review Project team structure review Training and Mentoring Valuation and Planning	All

Sample BVA Work Plan & Schedule

ACTIVITY	DELIVERABLES	BVA CONSULTANT	CLIENT ACTIONS	TIMING
<ul style="list-style-type: none"> Engagement Scoping & Kickoff 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Describe BVA 	<ul style="list-style-type: none"> Agree to Engagement T&Cs Line-up executive participants & schedules 	<ul style="list-style-type: none"> MMDD
<ul style="list-style-type: none"> Executive Stakeholder Interviews 	<ul style="list-style-type: none"> Complete, summarized interviews 	<ul style="list-style-type: none"> F2F or telephone phone interviews with <Client> executives 	<ul style="list-style-type: none"> Schedule agreed to for 45 minute interviews with Client executives 	<ul style="list-style-type: none"> +5-7 days
<ul style="list-style-type: none"> Value Alignment Analysis 	<ul style="list-style-type: none"> Prioritized executive objectives, barriers, communities, metrics 	<ul style="list-style-type: none"> Conduct analysis Summarize data & complete analysis 	<ul style="list-style-type: none"> Schedule stakeholder participation 	<ul style="list-style-type: none"> +7-10 days
<ul style="list-style-type: none"> Day in the Life Visualization 	<ul style="list-style-type: none"> HTML-based Use Case Prototype Demonstration Documentation Script for executing demo 	<ul style="list-style-type: none"> Conduct use case scripting interviews & analysis Construct demo using Experience Modeling Tool 	<ul style="list-style-type: none"> Schedule stakeholder participation Collect content, screen shots and other artifacts for use in the demo 	<ul style="list-style-type: none"> +10-18 days
<ul style="list-style-type: none"> ROI Cost/Benefits Modeling 	<ul style="list-style-type: none"> ROI cost & benefits modules and sensitivity cases/analysis 	<ul style="list-style-type: none"> Produce ROI base/alternate cases Complete analysis 	<ul style="list-style-type: none"> Conducted as part of Value Alignment Analysis Schedule follow-on stakeholder participation 	<ul style="list-style-type: none"> +10-18 days
<ul style="list-style-type: none"> Final Executive Presentations 	<ul style="list-style-type: none"> Configured BVA analysis & presentation 	<ul style="list-style-type: none"> Deliver final analysis & presentation 	<ul style="list-style-type: none"> Schedule 2hr, final executive review 	<ul style="list-style-type: none"> 15-20 days

The modular BVA offering is customized to meet your business challenges and is balanced to meet follow-on design & deployment needs. The total engagement takes approximately 2-4 weeks from executive interviews to delivery of the executive value analysis report.