# IT Operations Management Digital Transformation

**A Business & Strategy Journey**

**MICRO FOCUS®**

# Contents

## Introduction

Micro Focus IT Operations Management (ITOM) organization came to life in the early 1990's bringing network & system management enterprise software to the fore front of all IT organizations as LAN/WAN communication & IP based networks exploded all over the world, connecting all parts of your business with the external world. Better control, management and operations of your IT resources where suddenly in high demand.

Over the next 25 years, The ITOM portfolio expanded, thru both key acquisitions and homegrown software, to become a well-known and leading enterprise software business to major Fortune 1000 companies - competing against industry players such as BMC, CA, and Tivoli/IBM. It now covers the full IT operations management spectrum delivering in key areas such as Service Management, Infrastructure and App Monitoring, Data Center automation and Hybrid Cloud Management.

Today's internal and external IT forces are now changing the way CIOs and IT Ops groups buy and consume, such software. The emergence of DevOps, cloud computing, the speed of innovation, and a user-driven consumer experience have increase 10-folds. IT organizations can no longer be seen as a bottle neck to deliver value, they must become a key partner into their lines of business. They must continue to deliver new services faster, cheaper with a shrinking budget, with reduced teams.

Micro Focus ITOM software, similar to other software vendors must adapt & react much more quickly than in the past to remain relevant in such environments. The most agile organizations do allow the delivery of new services and new software updates on a regular service or even sometimes instantly over the air.

The pressure felt from our customers is also hitting our own organization. As companies grows, they need to identify key services running on a hybrid infrastructure and this is where Micro Focus ITOM software can play a critical part of their IT landscape.

## Product Team Objectives

Micro Focus IT Operations Management (ITOM) Software started their own IT digital transformation 18-month ago. We set up some strong product management and R&D goals allowing us to bring innovation back while protecting our existing investments. Our customers certainly cannot afford to rip-and-replace their long-standing production grade environments, but they also need to be able to understand, touch and feel the value that will come out of our digital transformation process.

The overall vision was to remove all barriers of adoption and extension for new and existing and customers. How can we revisit how we build, sell, deliver, and support our software allowing to reduce significantly the overall TCO of our portfolio, one of key financial metrics that IT folks do monitor and analyze? and de-facto in today's SaaS subscription and consumption models. We decided to tackle the following challenges:

| Challenges | Immediate Actions |
|---|---|
| Hard to buy? | Simplify Portfolio for ease of understanding, focus on core use cases |
| Hard to deploy? | Optimize the use of professional services engagement for B2B integrations |
| Hard to license? | Update the licensing model for ease of understanding and compliance/audit |
| Hard to upgrade? | Optimize the use of professional services engagement for software upgrade |
| Hard to support? | Ability to quickly respond and deliver software with higher quality and value |

## Transformation in Progress

So how do we leap forward to achieve greater innovation? It all started with a common vision, articulated by both Executive leaderships and Chief Technology Officer. This new transformation, in order to work, was going to be pervasive throughout the entire organization.

## Simplify Portfolio around key ITOM Suites



From 40+ products…

…to 5 Suites

Portfolio simplification with pre-integrated component
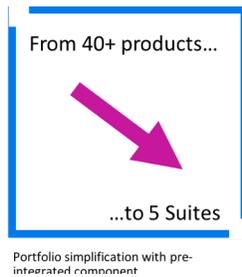
The biggest product team effort was the simplification of our portfolio from products to suites. Our product teams revisited their portfolio to extract the real suite value by identifying core use cases. This allowed the teams to build a more focus roadmap and start investing on key initiatives. We tend to depict our portfolio with a very rich feature set, but overtime, the value got diluted so it was important to focus or re-adjust our investments where our customers, partners, and market expected us to be.

## One ITOM Organization

We aligned the teams to respond to our new portfolio objectives, meaning a simpler R&D organization without silos, A single suite – One team model. A team built around a suite lead, a suite PM, a dedicated suite-level architect, and a suite Program Manager. Silos from different business practices no longer existed. We built a simple reporting structure on both Product and R&D teams into our ITOM executives. All Architects reporting to the same Technology and Strategy Office (TSO), assuring real leverage and collaboration between suites, driving mandate and best practices across the entire organization.



1 Suite – 1 Team

Consistent Team structure among Suite

Simple suite-based org model across ITOM
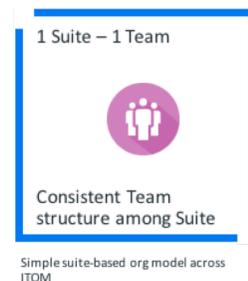
We allowed ITOM Product and R&D teams to refresh their skills into Product Management and SAFe methodology. This allowed the overall ITOM product team to level set and start talking about their releases planning, roadmap, and execution with the same approach and common terminology.

Having an Executive sponsorship also means regular monthly executive checkpoints to ensure plans and delivery are actually in synch, a continuous monthly pulse on how the organization is performing. Checkpoints are great way to review current challenges and adjust plans based on other ITOM stakeholder feedback.

## Tying the old to the new with minimal disruption

With such complex portfolio built over 25 years, you can expect some very strict processes when it comes to release management, software release planning and overall software lifecycle including Micro Focus IT Operations Management (ITOM) software fulfillment and licensing. We are a global company. This is the difficult part of the transformation. The technical side is the easy piece.

You need to be able to articulate to internal stakeholders the value of your new delivery model and see how we can adjust those processes without backend complex automated fulfillment and support processes. You need to enable those teams so that they are also ready on day-1 to support your new portfolio.

Our approach was not to disrupt or force major changes, but to marry or extend existing processes. We were successful in introducing a new software delivery model for our container images but still follow the mandate to support software downloads from our customer facing software download site. We were also able to simplify our licensing model but still leverage the existing software fulfillment process, so we end-up with a great user experience to redeem software license at the Suite level, but the overall process, redemption and tracking continue to flow well with our entitlement systems. We also enabled our SW fulfillment organization to handle container entitlement for customers and partners.

## A new technical platform built to last the next software revolution

A core piece of this technical transformation was the introduction of a new ITOM software stack, designed from the ground up to be deployed on any kind of infrastructure –physical, virtual, cloud. This stack is based on innovative open source software, leveraging container-based runtime and orchestration. It enables a new delivery and deployment models for all ITOM assets and beyond. We call it the ITOM Container Deployment Foundation (CDF)



Container Deployment Foundation

New deployment and delivery model

CDF powers all new container-based Suites deployment and delivery

CDF leveraging key container based software but also offers to each Suite a higher degree of shared services. Prior to this model, Shared Technologies received enhancement requests from many product teams, slowing down any possible innovation or planning. The shared services layer now offers a delivery model. Shared technology, such as licensing, business orchestration or identity management is delivered once, but consumed by many via the same platform. It allows the Suite to focus on their core competency and speed-up the delivery and enhanced quality of those shared artifacts.

The CDF became both an enabler and a catalyst for all ITOM assets. It showed very quickly real tangible value to early adopters of the new delivery model. We could finally see a glimpse of the future software delivery where customer can experience the following:

| Benefits | How? |
|---|---|
| Ease of deployment | Pick the right deployment model which is right for you – physical, virtual or in the cloud |
| Ease of installation | Out of the box pre-integrated products, certificate management and load balancing management in place |
| Ease of updates and upgrades | Update and upgrade can leverage the new container image delivery with potential zero downtime |
| Ease of scale | Suite software architecture can take advantage of automated scaling based on workloads |
| Ease of distribution | Deployment of containers from hosted registry available and consistent for both install and upgrades |

The container deployment foundation with its shared service fabric will allow software to be delivered and consumed faster by all suites. This is where we will see more innovation and higher-level integration come into play among multi suite deployments & use cases.

## Suite Containerization – A journey on its own

All suites must adhere to this new CDF architecture and adopt the new software stack allowing them to quickly deploy, update, upgrade, and scale their applications. For this to happen quickly, Suite must go thru their Suite containerization. This can also be a journey on its own as part of our portfolio is not built to run in modern container stack.

Suite have taken different routes when looking at their own containerization Some have preferred the ability to bring in new features only to the new platform, some have decided to rewrite and dedicate a complete container native offering, and some are experiencing with a cloud-native experience. Those options make sense based on the portfolio maturity and understanding of your customer base.

| Customer Use Case | Target Envs/ Customers | Benefits |
|---|---|---|
| Would like to evaluate new capabilities while not disrupting the existent | Brown Fields | • Ease into it (Crawl, Walk, Run)<br>• (Re)build confidence |
| Would like to quickly understand and embrace the value of the new container platform | Green Fields | • Access to best-practices and micro-services architecture<br>• Higher degree of CDF adoption (such as Auto-Scaling)<br>• Tooling available to migrate from old to new environments |
| Would like to accelerate adoption to cloud | MSPs | • Cloud Enablement with a Cloud First Experience<br>• Integrate with Cloud Services<br>• Support for MSP/SaaS like Deployments |

## Agility with faster release cycles

We also made the decision to accelerate the release cycles from six (6) months to three (3) months across the board putting additional pressure on both product and R&D teams. PM organization has now the ability to react to customer requests much faster. It became obvious with such release cycles, the degree of pre-integrated componentry expected out of the box required a higher agility, velocity from the dev teams and better automation coverage from our QA organization. No only QA organization had to raise their level of coverage in test automation, we also had to push hard on introducing a new CI/CD process, not only to consume and integrate with the latest CDF platform, but also able to produce and deliver Suite container images that can move quickly from Development to Release while still incorporating a new container security process



Software Releases From 6+ months…
…to 3 months

Acceleration of Suite release cycle – responding to market quicker

## Inner-Sourcing to speed up innovation

To complement this spirit, we are about to jumpstart our ITOM Inner Sourcing project, a development model that allows diverse teams to participate or build software using the Open Source distributed and collaboration model. We have identified few key areas where we could use additional man-power to accelerate innovation to benefit ITOM software and Micro Focus in general.

This is a bit of new mindset of ITOM dev teams but the timing may be good as we are trying to find innovative ways to refine, optimize or start new software projects internally that may not come into view with a more traditional development shop

## Intelligent Content with DocOps

Software but also technical documentation had to be rejuvenated. We also needed to source and publish documentation on a new collaboration platform, allowing not only the technical writers to share and build a massive amount of online documentation, but a platform that allows our customers and partners to search the most relevant and updated documentation in our IT portfolio and ecosystems – such as data sheets, blogs, technical documentation, case studies, whitepapers and others.

## Conclusion

The transformation has brought the teams closer together, enabling a higher degree of collaboration and a common understanding of the ITOM portfolio and mission. Customers and partners have so far responded very positively to our new ITOM identity – easier, faster, transformative.

As first-movers, we released our new container-based ITOM suites in the first part of 2017, making a strong statement in the industry as being the first IT Operations Management software vendor to bet & deliver on our new model. Early adopters – both customers and partners - have indicated that such strategy and transformation aligns very well with their existing initiatives and will allow them to modernize their approach to managing IT Services, automating tasks, and ultimately drive additional efficiencies across their organization.

Transformation is a journey and we are only 18 months into it. We believe we have taken the right steps towards rebuilding trust with our existing customers and delivering new customer value. We will carry those principals forward and continue our transformation under Micro Focus to become the 7th largest pure play software company in the world and drive innovation forward.

We encourage you to learn about our latest ITOM container-based offering by visiting microfocus.com/itom

## About the Author

If you want to know more about Micro Focus ITOM transformation, contact Patrick Deloulay, Sr. ITOM Product Manager (linkedin.com/in/pdeloulay) . He is driving the Container Deployment Foundation agenda and its adoption within ITOM and beyond enabling a new software collaboration model across Micro Focus.

Learn more online at Micro Focus IT Operations Management
microfocus.com/solutions/information-technology-operations-management

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