



Customer Success Story: AAPT Australia

Overview

Established in 1991, AAPT is one of Australia’s largest telecommunications carriers, providing a range of voice, mobile, data and Internet services to business, government, wholesale and residential customers throughout Australia, supported by an extensive national voice and data network.

With a genuine commitment to customers as the company that will “Tell it like it is,” AAPT’s straight-talking campaigns represent the company’s distinctly Australian perspective in its approach.

In the fast-paced telco market, AAPT’s continued success relies on its ability to deliver on customer expectations first time, every time.

Challenge

Before tackling the most significant technology project in the company’s history, AAPT’s Information Technology Group (ITG) conducted a review of its project delivery track-record. This review identified that the ITG was adept at marshalling resources to initiate projects and at great at execution, but required more depth in the team’s knowledge of the business requirements.

AAPT’s management described this as the “Ready, Aim, Fire” model – and ITG needed to improve its “Aim.” A decision was made to build a superior enterprise architecture knowledge base.

To improve the “Aim,” the knowledge base would need to help the team to better:

- Understand the enterprise landscape
- Formulate clear requirements and solutions
- Ensure confident decision making and planning

Past efforts to map the business into a knowledge base using traditional business analyst tools had not been entirely successful.

Highlights

Telecommunications

Challenges:

- To understand the enterprise landscape
- To formulate clear requirements and solutions
- To ensure confident decision making and planning

Customer Benefits & Results:

- Reduced over 2000 Lombardi process diagrams into a single repository of 229 interactive models
- Developed a business process framework and standards
- Rolled out an enterprise infrastructure to support the repository
- Developed a governance structure
- Verified the magnitude of benefit on strategic programs
- Developed an organizational function/structure baseline
- Documented key value-chain processes

Strategic Architect Suzanne Egan said, “Previous efforts were unintelligible – it’s impossible to document an entire end to end process for a business like ours on one page. We also needed to capture every dimension of the company’s operations to ensure the project achieved its goal of transforming the entire organization. While the existing systems were sufficient, until we had modeled everything we didn’t in fact know if the new system would offer the increased capability we required. This meant we had to validate all aspects with each and every business and operations person responsible for a process, across the whole of AAPT.”

Solution

After conducting a thorough investigation, AAPT chose Metastorm ProVision for Enterprise Architecture (EA) and Business Process Analysis (BPA) repository-based business modeling solution as the enabling technology.

“In less than three months we were able to reduce over 2000 Lombardi process diagrams into a single ProVision enterprise repository of 229 interactive models. From the Communication Modeler we could drill down into any one process with out losing any detail and show subject matter experts only what they

needed to see,” Egan said.

Since introducing Metastorm ProVision the ITG has:

- Established a project for Enterprise Knowledgebase
- Developed a business process framework and standards
- Rolled out an enterprise infrastructure to support the repository
- Developed a governance structure
- Verified the magnitude of benefit on strategic programs
- Developed an organizational function/structure baseline
- Documented key value-chain processes
- Engaged architecture, audit and risk, strategy and business in the development of enterprise framework

“Once we had agreed with each process owner group on the new system, we used ProVision simulation functionality to produce forecasts and publish process improvements,” Egan said. “Our Business Analysts are thrilled with the way ProVision layers a process within a process. This feature means they’re more confident that they can capture and communicate exactly what they need, whether it is to a senior executive or an order fulfilment person in call centre.”

Results

“By integrating all business process information into one sophisticated knowledge base repository in ProVision, the AAPT IT department was able to build the new systems with 100 percent confidence that it would work,” continued Egan. “We now understand our business processes inside and out. The team feels they can better ‘Aim’ the project and squarely hit the target.”

AAPT’s senior management was particularly impressed with the results for this critical replatforming project. AAPT’s parent company, Telecom New Zealand, was similarly taken with the ProVision solution – and has adopted Metastorm ProVision for a new business transformation and regulatory separation program.

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