



LEADING DIGITAL TRANSFORMATION



How would you describe your organization's enterprise-wide digital transformation strategy?

Our changes have really been quite extensive – ranging from adopting open-source technology in our product-development processes, to significantly contributing to industry open-source consortiums; from leveraging AI in our global-support functions, to changing the way we work by adopting DevSecOps methodologies.

What targets does your organization have to guide this strategy?

Generally speaking, we measure our progress by the velocity of value we deliver – that is, whether we're able to deliver cutting-edge, flexible and cost-effective capabilities to our communications and media customers. For example, one way that we have accelerated our organization's transformation is by re-skilling the workforce in key technology domains like microservices, cloud and more. The ability of our people to continuously learn and adapt is the new currency for success.

In our recent research, we asked CSPs to rank the challenges to converging networks and operations. They cited culture first. Why is it such a challenge, what are the cultural challenges, and what can operators do to address this change?

Beyond the blurring lines of IT and network organizations, we're constantly evolving in terms of talent and skillsets, injecting intelligence and automation into the workforce, and accelerating the pace of change more broadly. And yes, this constant change creates opportunities, but it also requires our teams to shift their mindsets, adopt a continuous learning mentality and

own their own development – and that's not an easy challenge for any organization. In my mind, operators are responsible for opening the door – providing tools, managerial support in terms of time allocation, adopting the latest platforms, etc. and creating an environment that fosters this change. Not all will make the journey, but this is the circle of life.

How is the convergence of networks and IT affecting the relationship between CSPs and suppliers?

This is something I'm very passionate about. We live in a software world today – it's basically 'software-driven everything' – and as the network becomes virtualized, we will drive large-scale cost efficiencies and a rate of innovation through the backbone and control planes of our networks that the industry hasn't seen for decades. So I think that at the end of the day, those responsible for technology should maintain an end-to-end view beginning with the first consumer interaction, all the way to the final provisioning of a piece of data on a device or premise. And suppliers should be thinking holistically about how purchase decisions influence provisioning criteria because for a system to be truly digital, the entire process must be seamless and intelligent.

How does TM Forum help you to achieve your digital transformation objectives?

We've worked very closely with TM Forum on a number of initiatives that have supported our evolution including The Application Framework (TAM) for microservices, the Open API standards program, the AI Maturity Model workstream and the Artificial Intelligence Advisory Board, as well as additional Catalyst programs.

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