



# Digital transformation for customer value

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DIGITAL REPORT 2021





# Digital transformation for customer value

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## Chief Technology Officer Clive White discusses Arqiva's ongoing digital transformation and the benefits it is bringing for itself, customers and suppliers

**A**rqiva is a supplier of critical communications infrastructure and media services. Having recently divested its telecoms business, it is now focusing on two market segments; the Utilities sector, leveraging its smart metering and satellite data communications operations, and the media and broadcast sector, leveraging its long history in the provision of service to the UK's Public Sector Broadcasters (PSB) and the broader media industry, as Chief Technology and Transformation Officer Clive White explains. "We're the leading broadcast provider in the UK covering TV and radio. That also extends to other digital delivery services through satellite and over the top services. The other focus area is more broadly called utilities, which today is a focus on smart metering across gas, electricity and water utilities."

In a changing industry caused by the introduction of new technologies such as streaming services, Arqiva is ensuring that it remains on top of innovation. "We are positioning ourselves to be the bridge between traditional and modern," says White. "We do





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everything from analogue radio all the way through to video on demand services delivered over IP and satellite. So we've got a broad range of technologies and services that we can integrate and help the industry segments we serve in support today's traditional delivery as well as position for the future as well."

The digitalisation of the industry has revealed the potential of commensurate internal changes. "As we've moved into a more connected world, silo and legacy systems have become more

exposed," says White. "The Board recognised this shift and created a new role on the executive committee to own and drive enterprise-wide business transformation." Arqiva is in the midst of a multi-year, large scale transformation of both customer-facing and internal services. "We're delivering an integrated programme of change covering finance transformation, which involves the implementation of a modernised Oracle system, a transformation in our site asset management capabilities underpinned by a technology called Siterra and we've



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CTO, Arqiva

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EXECUTIVE PROFILE:

## Clive White



**Title:** CTO

**Company:** Arqiva

**Industry:** Telecommunications **Location:** Hampshire

A high impact, executive leader and change catalyst with extensive experience of delivering sustainable change in challenging and complex blue chip business environments including Banking, Life, Pensions and Investments, Insurance, Telecoms, Consulting, Media and Technology. Operational/ Programme budget and benefits delivery management (£'000m's), Management Board member accountabilities and delivery across global and cultural boundaries. Deep specialism in designing and leading organisational and technology transformation and integration programmes and creating expert, high performing teams. Official Member of Forbes Technology Council.



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just launched a new integrated service automation platform on ServiceNow which has enabled us to retire four separate legacy systems. On the back of that, we're integrating all of our network OSS systems into ServiceNow to drive further automation and efficiencies."

Alongside that already comprehensive overhaul is an initiative to marshal its data through an ambitious programme of change referred to as Data and Orchestration. This is identifying, cleaning and centralising all critical business data into an ecosystem of connected data stores leveraging "golden sources"

**"Making sure you have an organisational change programme wrapped around your technology change is essential"**

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of mastered data on a technology from Information Builders called Omnigen. "We have aggressively moved to a cloud-based suite of integrated systems,



wherever we can” he says. “We are now in the process of joining up our business processes via the integrated data platform, leveraging process re-engineering opportunities created by adopting ‘out of the box’ services. So, we’re going from a quite manual and legacy set of discrete systems into highly automated, digitally interconnected systems, enabling frictionless business processing wherever possible and desirable”.

Also built into the transformation is increased preparedness for the ongoing COVID-19 pandemic. “Wrapped around the transformation is a digital

workplace initiative,” says White. “So we’ve moved to Office365, deployed mobile interfaces and digitised a whole bunch of processes, including starting to deploy digital signatures across all of our procurement systems.” Digital Workplace is continuing to evolve, as White explains. “We’re going into the next round of Digital Workplace, where we face up to the ugly history of analogue telephony and digitising that into our new infrastructure. The ultimate goal is to make our entire operation digitally enabled and able to work flexibly and remote if and when we need it to be.”



## True Digital Transformation at scale and speed



According to Harvard Business Review, **70%** of all digital transformation initiatives do not reach their goals, and of the **\$1.3 trillion** that was spent on digital transformation last year, it was estimated that almost **\$900 billion** went to waste.

These figures serve to highlight the critical importance of having a competent technology partner that can help you navigate the labyrinth of change, and scale digital transformation across the enterprise to drive discernible business outcomes.

That's where we come in. HCL's Digital & Analytics practice helps organizations unlock the true potential of digital transformation, helping them move away from the surface level play of discrete digital projects focused on single initiatives to orchestrating the various digital pivots into a coordinated and disciplined digital strategy and roadmap. Our digital execution framework, FENIX 2.0, bridges the gap between digital strategy and execution and helps organizations in both defining transformation initiatives and in executing them by aligning operating models with best-in-class engineering practices. Thus, empowering them to transform for the next decade, today.

### About HCL

Discover the **FENIX 2.0**  
Digital Execution Framework



## FENIX 2.0

[Click here to learn more about HCL Technologies](#)

**\$9.9<sup>B</sup>**  
Revenue



**153,000+**  
Ideapreneurs



**50**  
Countries



# HCL: modernising Arqiva's core systems and infrastructure

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## Anand Birje, Sr. Corporate VP, Digital & Analytics at HCL, and Clive White, CTTO at Arqiva, discuss their companies' recent collaboration

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"Arqiva is undergoing a massive business and digital transformation and we're a strategic partner in their journey," states Anand Birje, Sr. Corporate Vice President and Head of the Digital and Analytics practice at HCL Technologies. He explains that its partnership with telco Arqiva started in 2018 and has remained strong ever since. "HCL was chosen as a prime partner for its smart metering implementation programme, which was, to my mind, one of the largest of its kind in the world at that time."

Clive White, Chief Technology and Transformation Officer at Arqiva, states that this initiative was highly ambitious. "We were looking to modernise all of our infrastructure and core systems and, very importantly, make good on the realisation of our integrated future," he says. Achieving this meant placing data at the centre of the company's operations to acquire the desired "single point of truth". Arqiva's highly progressive attitude and culture meant that it needed a partner with shared values in order to execute this vision. Following a thorough search for the right collaborator, "HCL came out on top."

More than simply providing tech, Birje claims that HCL's synergistic culture has enabled it to determine the best course of action for Arqiva, such as 'sprint developing'. Speed to market is

paramount for the company, confirms White. Arqiva's enhanced agility also had an unprecedented benefit during the initial weeks of the COVID-19 pandemic: "We established a digital workplace very early on; Arqiva was able to pivot the business overnight to working remotely for all our teams, apart from the operational teams and field engineers."

From making the right technology investments to supporting enterprise-wide digital change, Birje emphasises that any transformation is more akin to a never ending journey of discovery than a linear process. "HCL is looking forward to undertaking that journey with Arqiva; there's a massive transformation coming in the next few years." White considers that, as the company shifts from being a 'data managing' to a 'data-driven' organisation, the possibilities for reinvention are likely to be significant, both for Arqiva and the market it operates in. "I think we are creating self-serve opportunities the more we reach out to our customers with portals, dashboards and data interfaces. We're going to broaden those core business processes and expose our customers to as much of that as we can."

**HCL**

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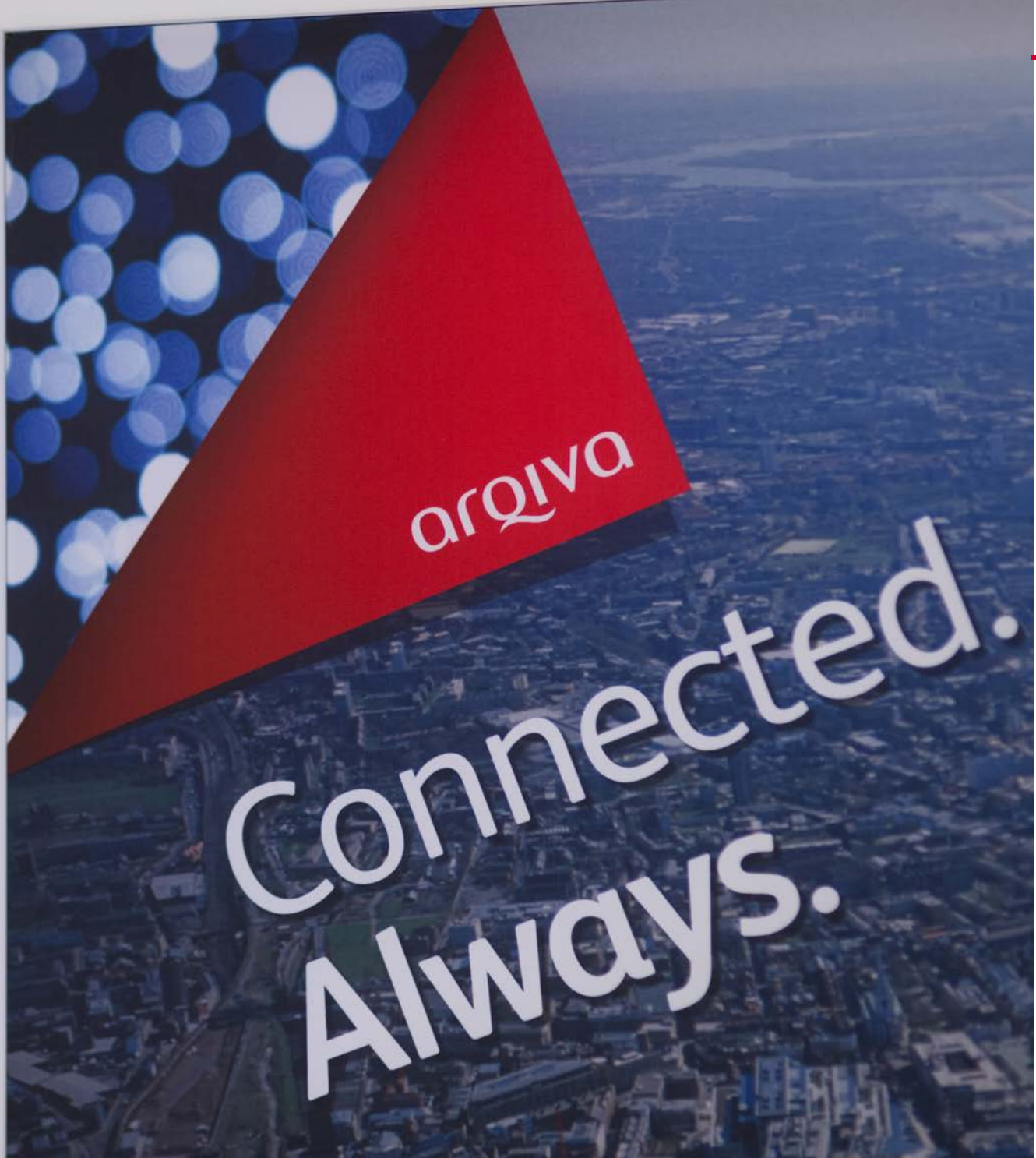
While Arqiva was impacted by COVID-19, like most organisations worldwide, the existing digitalisation efforts provided a great deal of resiliency. “We’d previously built that momentum around business change, which was somewhat fortuitous in terms of timing. On Friday the 13th of March we flipped the entire workforce - minus a small number of critical operations and field teams that needed to be on site and in the field - to working from home overnight, with minimal interruptions to service operations.” White emphasises that the pandemic has not impacted the scope of the company’s transformation plans, but rather the timeframe, with an extension of around three months to ease the introduction of new technologies and pace of change during lockdown.

Having spun up remote working so quickly, White believes that the technology has more than proved itself. “For too many years, the fear of remote working revolved around the perception that the technology would not work reliably at scale and that managing a remote workforce would be too challenging. But that was wrong on both counts.” Notwithstanding individual and personal circumstance challenges, such as those



“It’s about fully embracing the digital landscape”

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Clive White,  
CTO, Arqiva



with kids at home, it's provided the ability to work smarter and more flexibly while still delivering."

White credits a focus on culture as driving the transformation programme through. "Many organisations of which I've been part will spend a lot of money and time deploying systems and tools,

and then wonder why they've not been fully effective, not been liked and have come in over budget and late. So making sure you have an organisational change programme wrapped around your technology change is essential."

Another factor in the transformation's success has been the strength

“For too many years, we heard that technology wouldn’t work at scale remotely, and that you couldn’t trust your people to work remotely”

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**Clive White,**  
CTO, Arqiva

14 of key collaborators, such as integration partner HCL. “Given it’s probably the biggest change and transformation Arqiva has seen, we wanted to make sure we brought on board an experienced partner to be part of our ‘change spine,’” says White. “We went through an extensive process to pick the right partner for Arqiva in terms of our size, geography and ‘fit’, and HCL came out on top. They are integrated into our delivery teams, across our big delivery workstreams and supporting our integrated plan bringing best practice where appropriate and capacity where we don’t have it to maintain the volume and concurrency of change that we’ve got in flight.







White's immediate focus is on landing the transformation in the next 14 months. "At that stage, we'll have replaced all of our core systems, going from a legacy, siloed set to a fully integrated, automated and work-flowed business. We need to make sure that we're maximizing the benefit that this investment gives us, with some big changes in terms of efficiency and ways of working that we're deploying internally, but also starting to connect to our suppliers and our customers differently." On that point, White is clear that the benefits are not just internal but extend to outside stakeholders. "We're now starting to connect to our customers digitally, and we can get them to ask us to do things automatically via APIs. We're starting to kill the phone and email to improve the level of connectivity between us, our customers, partners and suppliers. It's about fully embracing the digital landscape and making sure that things are as automated and efficient as possible to offer more value to our customers."



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