UNISYS’ SECURE DIGITAL TRANSFORMATION
Introduction

Unisys completed year two of its Secure Digital Transformation journey. We moved from an infrastructure of ~300 on premise applications to 100% core applications in the cloud and implemented new digital technologies to create a superior associate experience for attracting and retaining talent, all while reducing IT spend year over year by 14%. The results are a flexible cloud-based model to adapt in hours versus months to changing business demands, associates armed with the latest technologies to be most effective in their role, and more IT resources focused on delivering innovations to improve business performance versus running IT.
Background

- In 2018 we completed the core foundation for our digital transformation.
- We moved our IT infrastructure to Azure IaaS cloud, including our Oracle eBusiness Suite (ERP) to take advantage of elastic compute capabilities, improve accessibility, and reduce capital expenditures.
- We built a Unisys Stealth® hybrid security blanket for our cloud infrastructure to protect data transfers between our cloud and on-premise environments.
- We modernized workforce management with Workday Human Capital Management cloud solution, replacing multiple systems and processes with one-way/one-process globally.
- We built APIs using MuleSoft Anypoint Platform as a Service (PaaS) capabilities to easily connect applications, data and devices; this was instrumental in our move to Workday.
- We extended use of Concur Cloud Expense Management to our Federal business unit associates.
- Salesforce Lightning was upgraded to the next generation CRM solution to increase sales productivity and help close more business.
- ServiceNow® is the single point solution for IT requests, eliminating multiple applications and improving service fulfillment and ticket tracking processes.
- Azure DevOps agile tools and processes are being used consistently to drive behavior and performance for all UIT functions to deliver incremental business value quickly while reducing risk.
- A voice enabled self-service bot called “Iris” is answering associate questions and providing guidance on resolving technical issues increasing end user productivity.
- Zoom Conferencing has been deployed to provide the highest level audio/video conferencing quality possible along with new features to improve meeting effectiveness.
- To modernize and simplify our approach to PC provisioning, we successfully piloted use of Citrix Desktop as a Service (DaaS); traditional desktop PCs for our 4000+ service agents are being replaced with virtual desktops and thin client devices and are being extended to contractors and temporary workers.
- We have developed and are testing Robotic Process Automation (RPA) solutions to replace manual tasks associated with IT access management, fault detection and resolution, and financial close periods.
- We have changed organization roles and functions to better align with the business and drive business and technology innovation.
- Our cost-effective India Delivery Center has expanded “build” competencies to include: cloud migration, optimization and governance; Azure cloud services (BOT Framework, Data Analysis, RPA); Tableau ePBCS (Enterprise planning and Budgeting cloud services); and Microsoft Power BI reporting.
- To create greater visibility and understanding of the cost of IT in the digital age we have changed our Service Portfolio Design and Cost Accumulation Structure to reflect total cost of providing cloud-based services broken out by business unit and organizational function.
- We have strengthened our relationships with key business unit and functional stakeholders through quarterly Business Engagement Team meetings and solicited their involvement in prioritizing 2019 key projects for funding requests.
- Corporate IT policies have been reviewed, simplified and refreshed to reflect our digital way of delivering IT services to the business.
- Executive Dashboards using Azure DevOps and PowerBI provide real-time visibility to UIT metrics, projects and performance.
Innovations

1. Building a hybrid cloud solution, that securely manages the confluence of cloud Infrastructure as a Service (IaaS), Software as a Service (SaaS), and on-premise data transfers

2. Modernizing and improving all aspects of human resource management by globally standardizing on a new set of HR practices and processes in a fast track implementation of Workday HCM

3. Using cloud services bot frameworks and robotics to envision, design, and deliver innovative IT solutions that make Unisys associates more productive and reduce costs

Moving to Microsoft Azure IaaS cloud while limiting its impact to the business was our greatest challenge. “Invisible by design” was our mantra as we lifted and shifted over 500 servers and 530TB of storage securely to the cloud with zero impact to business operations.

We transformed our support environment by establishing five IaaS regions (data centers) in the U.S., Australia and India. We surgically planned how and when to move the data to limit business impact, and how to support it using cloud resources wherever possible.

Innovative thinking was key to moving our Oracle e-Business Suite (ERP) which had many moving parts/interfaces. With no documentation or best practices available, we developed our own;

we completed our migration ahead of schedule with no impact on the business. Today we are a Microsoft reference account for other companies migrating Oracle eBusiness Suite to Azure cloud.

We extended the Unisys Stealth(core)” security solution to become the first implementation of robust protection in the cloud. We now have a hybrid cloud, which is the confluence of our multiple SaaS vendors, our on-premise infrastructure and the cloud IaaS all managed and working in a seamless fashion.

To better attract and retain top talent we fast-tracked our move to Workday as our cloud HR solution. We challenged HR norms in 40+ countries to achieve one-way, one-system globally. Using a new integration platform we are using standard APIs to move data seamlessly back and forth between co-dependent applications, avoiding the need to make changes to legacy systems.

Associates now have anytime, anywhere, any device access to view/update personal information, review compensation, and complete HR actions. This has been transformative in reducing cycle times on HR actions and is secured by multi-factor authentication. Global reports and analytics provide total visibility enabling business decisions based on data, not guesswork.

Using cloud services, we have created new innovative solutions. In 2018 we released “Iris”, a voice enabled personal assistant. Iris has a persona and the knowledge to answer over 400 of our most common Service Desk, Workday/HR, Security, SalesForce, and Zoom questions. Iris grows smarter each day through associate contributions.

Innovation doesn’t stop there. We are testing Robotic Process Automation (RPA) solutions to manage application access; monitor, detect and initiate actions in the event of a system fault; and in some cases perform “self-healing” to automatically fix an issue once known via a knowledge base of defined problem solutions.

Solutions are also being developed to assist with manual tasks associated with our financial month and quarterly close periods.
Business Results

1. We accomplished and *self-funded* year-two of our Secure Digital Transformation through cost savings and returned 14% of our 2018 IT funding back to the business.

2. Unisys associates are working and collaborating more effectively using the latest digital technologies. Self-service bots, process improvements, simplification and communication are improving associate satisfaction.

3. 100% of core applications/infrastructure are cloud based enabling IT to quickly respond to changing business demands and free resources to innovate vs. running the business.

We continue to reduce our IT costs and redirect more resource toward building new capabilities vs. running the business. In 2017, 75% of Unisys IT labor was focused on “running the business”. We are now at 60% run rate with more responsibility in the hands of our cloud services providers. This means 40% of our resources are now focused on building new capabilities for the business while we have also reduced the cost of running IT by 14% year over year.

Our ongoing transformation also reflected improved results in our annual Associate Satisfaction Survey. We were rated higher year-over-year for delivery of digital equipment, collaboration tools, and network improvements. We take seriously Unisys’ “The New Digital Workplace Divide” research and see digital transformation as a key factor in attracting, retaining, and developing the best talent available. With that in mind, we know we have more work to do and are implementing Zoom Conferencing as a replacement for Skype to improve associate audio and video conferencing. Moving to DaaS gives our Service Desk agents the latest technology while securing our assets. Iris the bot is now “listening” and responding to associate questions and support requests making it easier for associates to engage with IT services. Through internal communication, social media and pilot programs we are proactively engaging our users to listen and understand first-hand their IT experience. Seeing IT through their eyes, we can identify opportunities and deliver solutions to make Unisys associates as productive as possible.
Our ambitious goal of moving all Unisys IT platform infrastructure from on premise data centers and branch offices into a public cloud has paid off. We now have the agility and flexibility to make infrastructure changes instantly based on changing business requirements. More network – one click. Add a virtual machine – one click. Increase storage – one click. There was also cost savings from no upfront capital investment to upgrade or modernize our aging infrastructure. We have transformed from a capital model to an on-demand expense model so we can grow or shrink our environment as our business changes. We have lowered the support costs associated with installing and maintaining hardware or doing data center upgrades; since our cloud vendor does that, we are able to refocus our IT associates on innovative ways to maintain the business. In addition to making Unisys a more agile organization, we are a Microsoft reference account for moving the Oracle eBusiness Suite to the cloud and have first-hand experience to share with our clients as they pursue their digital transformation goals.

Teamwork and Cross-Departmental Collaboration

Unisys Secure Digital Transformation is a Senior Leadership imperative for attracting and retaining top industry talent and enabling business growth.

Our business stakeholders have been engaged from the beginning in defining requirements. In focus groups, we completed functional self-assessments to map where each area stood against industry digital best practices and where we needed to go in order to modernize for digital business. Business stakeholders, referred to as our Business Enablement Team, meet quarterly to review progress, ensure alignment and make decisions as required. Each project within our Secure Digital Transformation Program has a team of IT professionals working in concert with functional subject matter experts. They use Azure DevOps agile tools and processes to work in fast sprints to deliver incremental value every three to four weeks. All rowing in the same direction makes it easy to move resources from project to project, as we all speak the same language, know how we operate and have the same work ethic. There are daily scrum calls with the project team and business stakeholders to plan and prioritize work.

We work collaboratively with Unisys’ product, sales, and delivery teams to transfer knowledge and share expertise. With partners like Microsoft and Oracle we serve as a reference account to share our experiences and jointly grow business with clients and prospects. This level of collaboration, agile approach, and leadership support is enabling us to achieve tremendous results as reflected in the innovation and cost savings we have realized thus far.
Technology and Infrastructure Transformation

Lessons Learned
- Understand the Cost of Digital Transformation
- How Much Change Can Your Organizational Absorb
- Reducing Cost Doesn’t Mean Hitting Stop
- Focus on Speed to Business Value
- Expect CIO Personal Transformation
Critical Success Factors

- CEO Must View as Fundamental to Business Success
- Challenge Conventional Thinking
- Take Calculated and Uncalculated Risks
- Explore “No Go Zones”
- Reposition the IT Role
- Business Engagement and Benchmarking
- Roadmap Development
- Funding Plan

“The Unisys IT organization strives every day to achieve and maintain ‘leader’ status, and this is why our CIO 100 award is so gratifying. Over the last several years, Unisys IT’s digital initiatives have revolutionized the company’s internal operations and driven cost savings that we have reinvested to accelerate that ongoing transformation. As a result, we have enhanced Unisys associates’ security, productivity and collaborative capabilities. Most importantly, our digital transformation is yielding better business outcomes by opening new vistas in client service and helping drive new revenue streams for Unisys.”

– Upinder Phanda


Watch the short video about Unisys’ Secure Digital Transformation:
www.unisys.com/our-clients/unisys

Learn more about our leveraged solutions: Unisys Stealth; Infrastructure Transformation including Cloud Computing; Advanced Analytics and Digital Workplace Services

For more information visit www.unisys.com

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