

Novell Business Solutions

Technical Expertise Meets Business Expertise

When Novell merged with Cambridge Technology Partners last year, you probably wondered how such a merger would benefit you as a customer. Eight months after the merger was completed, Novell is delivering solutions that are a direct result of the merger—solutions that may convince your management to take another look at Novell. As Martin Deise, senior vice president of Novell Solutions, explains in this interview, these solutions are built on the technical competencies of Novell and the business competencies of Cambridge and are helping Novell meet the needs of business customers—perhaps even the business customers in your own company.



Q How are these new business solutions different from the solutions Novell has brought to market in the past?

A The solutions that Novell has brought to market in the past have been solutions which, for the most part, have solved technical problems. In other words, the solutions have been specifically engineered to solve problems for the IS organization. For instance, if Novell offered storage solutions, someone in the IS organization who is in charge of storage for a large company would be very interested in those storage solutions.

In addition to continually supporting and providing the IS organization with solutions to solve specific technology problems, we—Novell and its partners—are now working with the business customers in a client's environment to help them understand how to use Novell's technologies to solve their business problems as well. That's the difference.

Q *Solution* has become an industry buzzword, used to describe anything from a standalone product to a service to a loosely grouped bundle of products. How does Novell define *solution*?

A As we build the solutions capability within Novell and position Novell as a leading provider of Net business solutions, we are using common industry definitions. After all, it's not important how we define solution, it's how the people we work with—our customers—define and interpret it. We've been using a definition at a high level that is from an IDC article called "Solutions Defined: A View From the Services Industry." In this article, IDC defines a solution as a combination of products and services that are collectively delivered as a single "solution" to a business problem that is easily understood, marketed, and sold and that can be measured in terms of specific return on investment, or ROI.

We have added slightly to that definition, making it better meet the specific needs of our customers. We've defined

solution as a set of capabilities that we can use to solve our clients' business or technical problems. Most importantly, it has to clearly articulate what the problem is, and it has to identify a specific target client. For example, are we talking to a CIO, or are we talking to an IS manager?

A solution is also configurable to meet client needs. In contrast, Novell has out-of-the-box products that can be implemented with guidelines and instructions. Solutions, on the other hand, are geared to complex business and technical problems, and we configure our solutions to meet each client's specific needs. Solutions are not something you can pull out of a box and implement. That is, a solution can be based on a change or improvement in strategy, a process change or organizational improvement, or, of course, technology-enabling products.

In other words, it's not just giving a client a piece of technology and implementing that technology; it's making sure that the right performance measures are achieved by being sure the strategy is correct and the process that wraps around that technology and any organizational issues are also addressed. Finally, a solution has to demonstrate a clear value proposition in terms of cost reduction, revenue enhancement, or some sort of customer service.

Q How do solutions fit into Novell's one Net strategy?

A We have engineered our solution strategy around one Net. It's kind of difficult for me to talk without a white board, but take a moment to jot this down: Write one Net across the entire top of the page and then put a matrix underneath one Net that has an X and Y axis. [See Figure 1 on p. 38.] On the horizontal, or X axis, you would have Novell's one Net strategy as interpreted in our strategic services capability—in other words, our ability to talk business strategy and technical strategy with clients at the senior level in a company. Right below one Net on the

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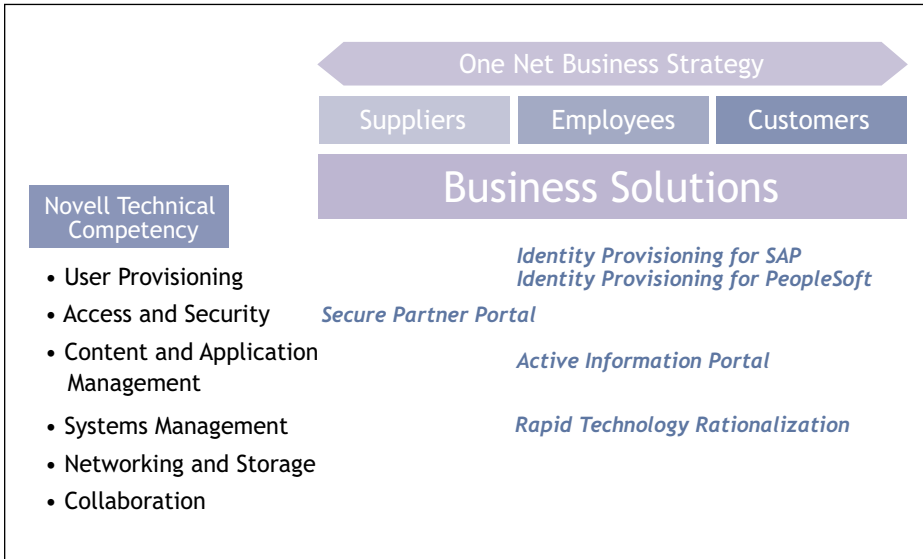


Figure 1. When Novell builds business solutions, it pulls from both the technical core competency of Novell and the business core competencies of legacy Cambridge.

horizontal, you would have our strategic services.

Below that, you would break it down into three buckets: The first bucket is *customer solutions*, the second bucket is *employee or enterprise solutions*, and the third is *supplier and partner solutions*.

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The vertical axis of the matrix identifies all of Novell’s core competencies. I’m not talking about the products; the products go into these competency areas, which include user provisioning, access and security, content and application management, systems management, net-

working and storage, and collaboration. That’s not a finite list, but that’s a list we use a lot.

Under one Net, we are using this matrix as the driver for where we build solutions. For instance, the four business solutions we’ve developed all fit somewhere in this matrix. They’ve been engineered to pull technical competency from Novell and to pull business competency from Cambridge.

One Net is all about linking customers with the enterprise with suppliers and linking all this in a transparent way. It may be multiple Internet, intranets, and extranets in the process, but they’re all configured, they’re all interrelated, they’re all seamlessly working as one Net. We’re breaking one Net down into three quadrants, or buckets, which represent a part of a business. Pick any business you want in the world; it has similar terminology, performance measures, processes, systems needs, and even similar problems.

For example, in the customer solutions space, we may create a solution that is engineered around solving a customer-oriented business problem. Most likely, we are going to be talking about marketing, customer service, and sales in that customer solutions area. We need to understand how the heads of marketing as potential clients think—what’s on their mind, what performance mea-

asures they manage their business to, and what keeps them up at night.

Then we look down the vertical side of Novell’s technical competencies and say, “Well, here are the problems these people are facing, and here are the technical competencies that we have to solve their problems.” We also work with other solution providers to integrate their industry-leading technologies and services with Novell’s.

You can see these business solutions aren’t just thrown together; they are well-engineered, pulling on the technical competencies from Novell and our service partners, the business competencies from legacy Cambridge, and drawing from the strengths of our partners. We then match all this expertise together where we think the majority of the demand will be moving forward.

Q What functional areas are you targeting with these solutions?

A The model I described defines target clients as customer, employee, and supplier. In the customer space, again we are developing solutions that solve business problems for functional leaders of marketing, sales, and customer service. In the employee, or enterprise space, we are targeting solutions to solve business problems for leaders of finance and accounting, human resources, information technology at a high level, and areas like knowledge management. In the supplier or partner space, we are focusing on solving business problems for leaders in areas like procurement, operations and manufacturing, and distribution and logistics.

The leaders in each of these areas walk, talk, and think differently. In many cases, they don’t even talk to each other. They all have their own performance measures and their own specific needs. The knowledge that Cambridge has brought to the equation now allows us to understand the way they think so we can apply technology to solve their problems.

Q Going forward, what priority does Novell place on bringing solutions to the market?

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A As Jack Messman, our CEO, has explained, we're repositioning Novell as a solutions organization that is embedded in state-of-the-art products that have been acknowledged as being the best of breed. In other words, not only are we addressing the marketplace where clients can take a product like NetWare 6 or eDirectory and implement that accordingly—which we'll also support from the services side—but we are moving one level up and addressing our customers' real objectives.

For instance, is their objective really just to make their network operate faster, or are they trying to solve a problem that's got a business context? We at Novell can not only say here's the SKU, or stock-keeping unit, for NetWare 6, but we can also say if we knew a little bit more about your bigger business problem, we might be able to help you solve that problem. And some solutions may be with products from Novell or with products from our partners.

Q The consulting business has been affected by the economic downturn. How has this, in turn, affected Novell's solution strategy?

A Again, our solution strategy is based on our one Net vision, on the model I explained earlier. [See Figure 1 on p. 38.] The solution strategy has been engineered around where we think—after talking to the marketplace, the analyst community, and our customers—we can add the most value to help customers solve their problems.

Obviously, Cambridge had a significant consulting capability—mostly in business solutions, but they also had strong technical integration. When you add that to Novell Consulting and Novell partners—which, for the most part, did technical consulting around products—you have a consulting force that not only can understand a client's problem—whether it is a business or technical problem—but can also implement Novell products. And it's not just Novell products, but it's how Novell products are integrated with our partner's products to solve clients' problems.

We all know that because of the economy, the events of September 11, and other factors, consulting as a whole has not been as financially successful in the past year as we'd like it to be. That's resonant not just in Novell but also in all of our competitors. Pick one. A lot of the companies that Cambridge used to compete with

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have, for the most part, kind of dried up. Many are still in existence, but in a small state, so the legacy Cambridge side has been able to do fairly well while our competitors have nearly disappeared from the marketplace. I think that's going to help us during this integration period to be more successful over the next several quarters of this year.

And let's not forget how the overall economic environment is pressuring companies to cut costs, drive new revenues, and increase corporate efficiencies. This is tough. Companies have to make more selective investments and be much more accountable for results. They also have to deal with new threats and exposures, so building security into everything is a given. That's actually all good for Novell because our solutions leverage the leading cross-platform security infrastructure—eDirectory—while streamlining one or more areas of our customer's value chain.

Q What are the benefits of purchasing a solution rather than a product?

A If you really understand the business of consulting today, consultants, or service providers, are used to helping business leaders and technology leaders come up with new ideas. In other words, a product is usually purchased by someone in the IS organization because of the attributes or functionality that the company needs based on, in many cases, a black-and-white understanding of what the product can do or can't do for the company. Consulting is a bit different. When a client hires a consultant, that consultant is expected to look into the client's environment and to not just be able to identify the client's business problem and to solve that problem with technology and process or organizational change but, more importantly, to provide best practices knowledge—things that are best in class that the consultant has seen work well in other similar environments. The consultant can, therefore, prevent the client from spending a lot of time going down the wrong path to solve a problem.

That's the most important difference because if clients completely understand exactly what they want—maybe it's product xyz or product abc and xyz together—and are willing to do the integration or want us to help with the integration, we'll help them as best we can. But if a client has a problem and doesn't know which product or technology will solve it, our consulting people can help that client figure out the problem and apply what they've learned from previous projects to solve the problem. This knowledge is invaluable, especially when it's in a focused area that we have expertise in.

Q Let's talk about some of the solutions Novell has available. For example, what is Rapid Technology Rationalization?

A Rapid Technology Rationalization solutions, or RTR, pulls from both the Cambridge business expertise and the Novell Net Enterprise Management technical competencies to

provide client-specific benefits to meet client-specific needs. First, we provide an objective assessment to get a complete understanding of how a client's IT infrastructure compares to industry cost and best-practice benchmarks. Then we use ROI calculators to quantify multiple types of potential savings. Finally, we define the steps necessary to cut IT costs.

In many cases, we are finding that some of the Novell technologies that we have implemented elsewhere are providing the driver to realize the benefits of lower cost of ownership in some of these technical competency areas. For instance, the Novell ZENworks products are very focused on lowering the total cost of ownership of a client's environment.

We are going in from a strategic level working with a CIO or senior IS organization leaders, and we're positioning the business strategy against the technical strategy to make sure that we completely understand where they are going as a company, and we're looking at the major parts of their business in a technical sense. We're then identifying what the gap is between what they are trying to do today and what the best practices are in the marketplace and determine if Novell technologies can help them get to best practices in the marketplace.

Q What other business solutions are available?

A We have three other core business solutions. We're focusing on building a Novell capability in the e-provisioning space, which we believe has some of the biggest opportunity to add value to clients that is going to be out there over the next couple of years. In that space, we are developing a couple of solutions based around identity provisioning.

Specifically, we have the Identity Provisioning for PeopleSoft, or IPP, solution. If you have an installed PeopleSoft environment, this solution allows us to help you develop identities only once for users, and these users can then access all of the applications that PeopleSoft offers. As a result, you can automate the activa-

tion, updating, and deactivation of user accounts, and consistently synchronize that information throughout your organization. Perhaps the best news is that the IPP solution enhances security while simplifying the way user accounts are managed.

The IPP solution pulls from Novell's depth of knowledge in e-provisioning, in the directory—which is the driver for all of this—and in Novell DirXML connectors, and also from Cambridge's legacy knowledge

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of PeopleSoft and HR [Human Resources] business processes. Again, this goes back to our model and underscores our assertion that we have a strategic advantage because we have a strong competency base in both Novell and Cambridge.

We're also developing and rolling out identity provisioning for SAP HR, which is brand new and built on our new DirXML driver for SAP HR. This solution provides similar capabilities as we just mentioned for the PeopleSoft applications.

Once we have these business solutions in the marketplace and are working with clients in these areas,

we intend to identify more solutions that build off this capability. For instance, we'd like to provide “zero-day start,” which refers to the ability of having everything an employee needs, in a provisioning sense—whether it is business cards, telephone or computer access, IDs, or an office—available on the employee's first day of work. This potential business solution would build on top of the IPP or IP for SAP solution.

Another area is portals; we actually have two business solutions in the portals area. In the secure business partner portal area, we have incredible depth of knowledge in access and security and great products in that space from Novell. We also have a strong knowledge in solving business problems with specific industry portal solutions from the legacy Cambridge side. We pulled both of these competencies together, knowing portals will be the gateway to access information in the future. By pulling these two competencies together and by being able to wrap access and security around our strong portal capabilities, we have a well-positioned offering for the marketplace.

In addition, we have another solution called *Active Information Portal*, which builds on the concept of an employee portal. In the future, every employee will have a unique gateway, or sort of GUI, to that employee's unique world. In other words, if I'm a salesperson in the field, I need certain information that I manage daily on my GUI. The employee portal gives each employee the information he or she needs based on specific needs.

The active part of this solution is third-party technology that allows us to be able to go either internal to other systems in the organization or external to third-party data and information systems and to bring in information in real time and have that information updated on the employee's portal. That's the active part of this solution. This is something we think is pretty state of the art right now, and we're embedding it into our solution.

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