

Advisory Services Case Study Modernizing a Telecom's Enterprise Systems

Client Profile

The client is a local telecom provider and has been in business for over 120 years. The company sells residential and business services through a variety of channels including direct sales, retail stores, call center agents and an eCommerce platform. Their offerings include voice, internet, data, wireless, wiring and cabling, security, monitoring, computer network services, and digital video.

Project Business Drivers

As part of their annual planning process, the client identified a series of strategic objectives. One of the critical initiatives identified during the planning process was to improve their data analytics capability and modernize their Business Support Systems (BSS).

The drivers for this initiative were well understood by the executive team:

- Increasing threats to market share from more agile competitors
- Facilitate the integration of new products, service offerings, and partners into their environment
- Accelerate the roll out of new offerings to current customers
- Improve client retention and expand customer base
- Modernize their technical architecture and client-facing systems

Project Goals

The client asked RadixBay to guide them through a detailed analysis of their current BSS environment during a 6-month period. Key outputs of the analysis would be a detailed program of initiatives and a prioritized roadmap to address identified issues. The overall goal was to enable the telecommunications provider to improve operations and meet future business growth objectives.

"We understood how important this initiative was to the client. It was a mission-critical project that would help them succeed in an increasingly competitive market arena."

R.J. Fabian, RadixBay Advisory Practice Director

Phase I – Initial Scoping and Problem Statement

RadixBay began by developing the scope, objectives, and approach for subsequent project phases. The project team met with key business and IT stakeholders to produce the following deliverables:

- Business drivers
- Document business problems and develop a problem statement and charter that the team would address in Phase II – Analysis
- Issues and constraints
- Systems and processes in support of business goals
- Identify and document the current BSS platform's processes and modules

- Consensus on in-scope BSS modules
- Analysis phase estimates
 - Detailed work plans and timelines
 - Deliverables
 - Cost benefit analysis and business impact evaluation

Phase II – BSS Analysis Phase

During the Analysis Phase, RadixBay coordinated meetings with key process owners and stakeholders to understand and document key BSS business processes.

BSS processes in scope:

- Order handling
- Service configuration and provisioning
- Payment processing
- Revenue management
- Non-core transactions

Approach and deliverables:

- Cross reference of the client’s business processes to the TM Forum eTOM framework for industry best practices
- Compiled a business process catalog for the in-scope BSS processes
 - Identified number of processes to be mapped
 - Identified process owners
 - Documented current processes
 - Documented governance model and process
 - Documented inbound and outbound interfaces
 - Documented the workplan, timeline, cost estimates, and deliverables for Phase III
 - IT Systems supporting the above process areas

Key findings identified during the analysis phase:

- Layered technologies increasing process complexity
- Fragmented customer information
- Complex product (USEC) implementation
- Workflow issues

Phase III – BSS Design Phase

RadixBay determined that the best approach was to investigate commercially available BSS software applications.

During the design phase, RadixBay:

- Documented the current state processes for customer interaction (i.e. prospecting, new customer acquisition, integration, etc.)
- Provided guidance on potential vendor selection based on the project's scope and desired architecture:
 - Integrated solution
 - Adopting microservices architecture
 - Leverages DevOps methodology
 - On-premise solution with the potential of a cloud based platform
- Partnered with client to evaluate vendor RFIs (Request for Information) and develop a vendor short list that would receive RFPs (Request for Proposals)
- Developed and managed the RFP process for the BSS software vendors
- Developed an initial data migration approach for current system data to serve as input into implementation planning after vendor selection
- Developed an initial implementation plan, timeline, and costs for Phase IV Implementation

The team evaluated RFI responses from 26 BSS vendors and selected 3 RFP finalists. After evaluating the RFPs, the team asked 2 vendors to provide on-site demos. RadixBay and the customer developed and sent several use cases to the finalists to ensure their products meet the client's needs.

RadixBay and the customer's project team selected a vendor and presented a recommendation to the client's executive team for approval and funding.

Phase IV – Configuration and Conversion Phase

After executive approval, RadixBay assisted the client in the negotiation and procurement process. RadixBay worked with the selected vendor and the customer's project team to document the client's integration, enhancement, data migration, reporting and training requirements. In addition, RadixBay also provided input on key contractual documentation.

RadixBay developed a BSS Program structure that included multiple sub-projects:

- BSS implementation
- Mediation implementation
- Salesforce CRM implementation
- Large integration efforts
 - GIS / Smallworld
 - Field Service / ClickSoftware Service Edge
 - PeopleSoft Financials
 - eCommerce

RadixBay assisted the client to define and assign the organizational roles needed to support the BSS Program including project team leads, subject matter experts and core and reference team members.

During implementation, RadixBay expanded its advisory role to include:

- Executive Leadership – RadixBay provided a part-time senior advisor who worked with the CIO and other key executives for overall program leadership.
- Program Management – RadixBay provided a full-time program manager to establish the project's Program Management Office (PMO) and support day-to-day PMO operations.
- Project Management – RadixBay provided project managers who worked directly with the client's team leads to plan and execute tasks.

The PMO developed usage guidelines and team member training for the following:

- Program Communications (Microsoft Teams)
 - Program and Team sites
 - Meetings
 - Calls
 - Messaging
- Program Collaboration (SharePoint)
 - Program and project information
 - Team contact lists
 - Team document repositories
 - Status reports
 - Issues
 - Change requests
 - Invoice management
 - Historical reference material

- Schedule Management (Smartsheet)
 - Project work plans
 - Program summary work plan
 - Standards and usage guidelines
 - Milestone tracking
 - Dependency tracking

RadixBay worked with the client and the BSS vendor to begin the program which included:

- Detailed program and project work plans and timelines
- Project initiation and kickoff meeting
- Requirements
 - On-site and remote workshops
 - Documentation of requirements
 - Review and approval of requirements
- Hardware and software Installation
- Configuration
- Development
 - Integrations
 - Data migrations
 - Reporting
- Testing strategies and planning

Wrap-up

RadixBay's advisory services team averages 20+ years of experience providing strategic advice to organizations of all sizes.

Our advisory specialists provide the business-focused advice you need to tackle today's critical issues and build tomorrow's growth strategies.

To learn more, please visit www.radixbay.com or contact us at: info@radixBay.com.