

**TATA** COMMUNICATIONS  
TRANSFORMATION SERVICES

**A Case Study in International  
Project Management**  
Tokyo Otemachi PoP



## Background & Objective



### Background

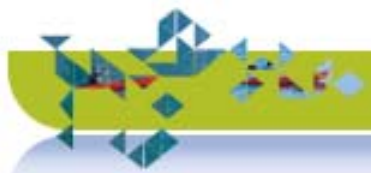
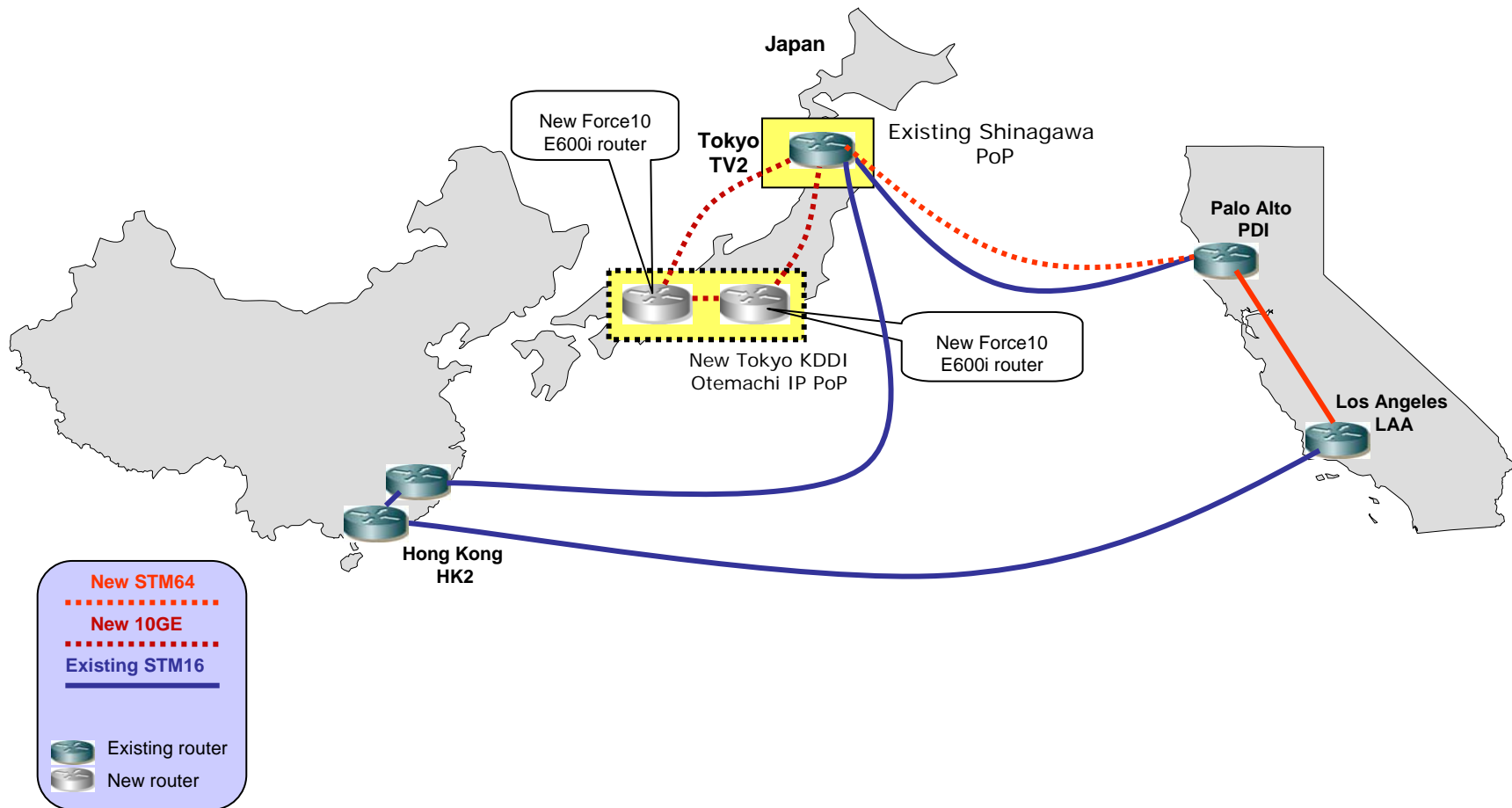
- Japan has the second largest number of Internet users in Asia
- A total of 87.5M users out of a population of 128M or 68% penetration<sup>1</sup>
- Otemachi is well located to attract Japanese ISPs including the 80+ JPIX<sup>2</sup> members at the same site
- Has the potential to generate substantial incremental revenues in FY08 alone
- Major customers like FLAG, AT&T, C&W, PCCW, BT, Sprint etc are on this link

### Objective

- To establish a new Tata Communications Internet exchange at Tokyo (KDDI-Otemachi)
- Upgrade the existing Japan (TV2)-Palo Alto (PDI) STM16 IP backbone link to STM64 capacity

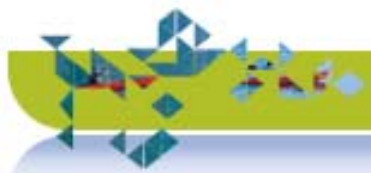
<sup>1</sup> Data as on August 2007 as per Internet World Stats  
<sup>2</sup> JPIX – Japan Internet Exchange

# Tokyo Otemachi Project Design

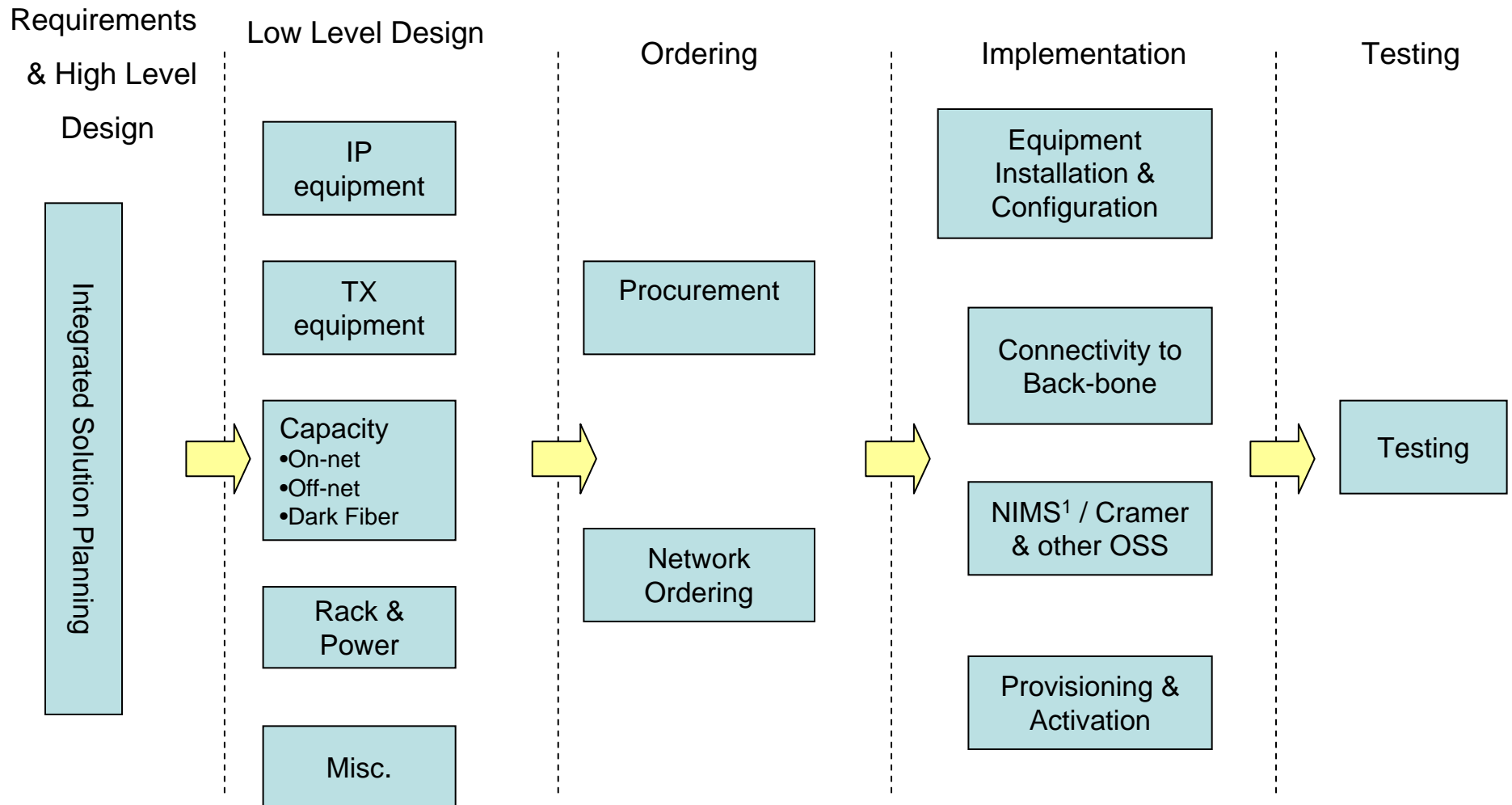


## Scale of the Project

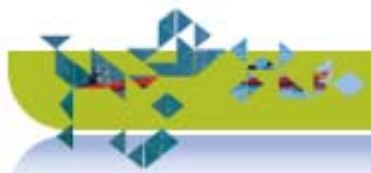
	IP	Transmission	Facilities
<b>Multi technology</b>			
<b>Multi vendor</b>	Cisco Force 10 Trend	JDSU KDDI	Canon NC US Robotics Black Box Deppradelle
<b>Multi discipline</b>	Sales & Marketing Engineering Finance Procurement Operations		
<b>Multi geography</b>	Otemachi (Japan) Shinagawa (Japan) Palo Alto (USA)		



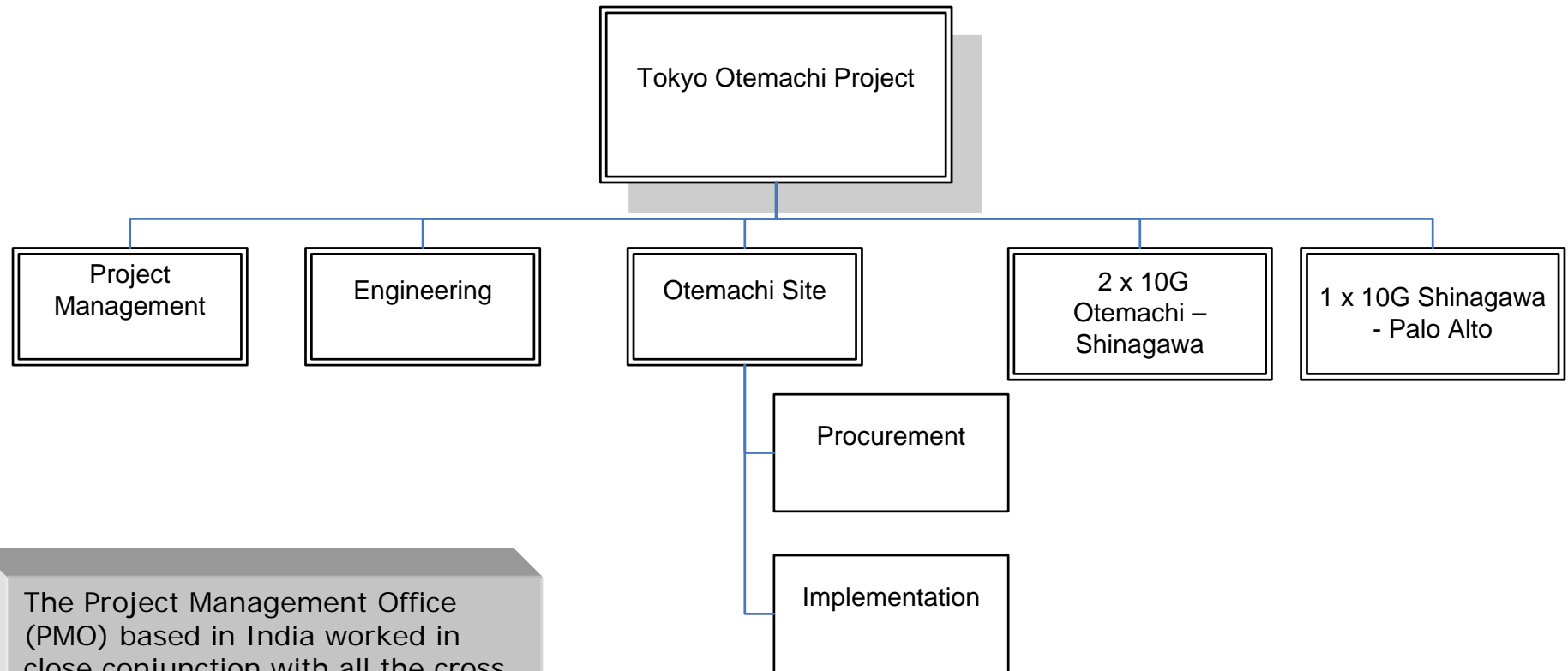
## Scale of the Project - Workflow



<sup>1</sup> Network and Infrastructure Management Service

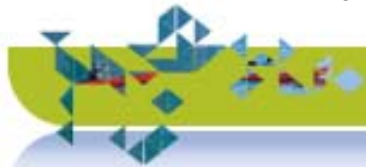


## Implementation – WBS



The Project Management Office (PMO) based in India worked in close conjunction with all the cross functional teams based across various offices and project sites

## Project Timelines



## Project Details

### Challenges

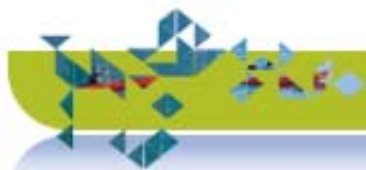
- Otemachi PoP manned by vendor while PMO activities were remote managed from India
- Co-ordination with functional team based out in different time zones/countries
- Procure Off-net capacity (2x10G) on diverse paths between Otemachi & Tokyo within 10 weeks from different vendors

### Solutions

- Establish the Work Breakdown Structure (WBS) for the project
- Implement “critical path” techniques: Fast-tracking, Resource leveling etc
- Establish Performance Measurement Baseline (PMB) for the project & sign-off by stakeholders
- Complete the transmission BER Test (Bit Error Rate) of the backbone circuits well in advance of the IP testing
- Ensure purchase orders for equipments & network orders for circuits are placed well within time
- Weekly review meetings & progress reports to stakeholders, updated Project Binder on common shared electronic repository

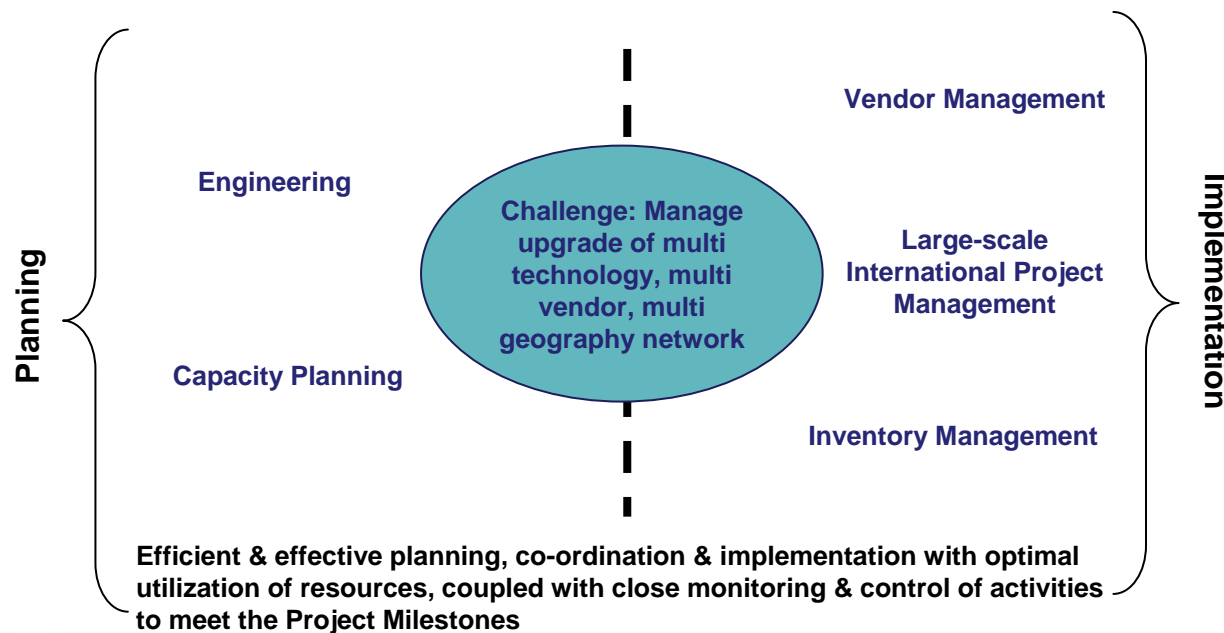
### Benefits

- **Build up of additional 10G IP capacity via the Trans-Pacific to cater to high density data traffic between Asia & US**
- **Access to 80+ ISPs for selling IP Transit services well within required timelines**
- **Confidence of management & deployment of much larger and complex projects on time & within budget from an offshore location**



## Key Learnings

- Expertise acquired by the TCTS team:
  - Dedicated team of project management specialists
  - Rich experience of handling international projects from off-shore location
  - Exposure to varied existing and new technologies
  - Knowledge and expertise of industry best practices
  - Equipped with tools and necessary certifications
  - Can deliver any part/ end-to-end project management services to customers around the globe
- **Customers can benefit from TCTS' PMO services without having to maintain a specialized team within their organizations for intermittent needs of project management**



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Thank you

