TATA COMMUNICATIONS

TRANSFORMATION SERVICES

Cease Operations for Large Telecom Carrier

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Agenda

- Background
- Challenges
- Approach
- Implementation
- Benefits
- Key Achievements
- Performance Metrics
- Customer Speak
- Conclusion

Background

- **Customer - A large global telecom giant operational for over 100 years with multiple lines of business**
- **Process Outsourced – Cease (Deactivation, decommissioning & termination of the circuit in order to free & reclaim network resources)**

Customer's Objectives

- **Backlog clearance** – clear backlog accumulated over time
- **Ensure quality output** – quality levels to be maintained during the backlog clearance phase
- **Reduce "dead wood" related cost** – free network resources & prevent bandwidth expenditure on circuits that have stopped earning revenue
- **Establish steady state process** – process improvement for reduction in TAT, zero error delivery during steady state
- **Optimum utilization & re-use of the resources** - bandwidth, customer premises equipment etc resulting in reduced Opex as well as Capex

TCTS's expected deliverables

- Close a huge number of pending cease orders within 6 months of go-live
- Complete adherence to SLA
- Improvements in Service

Challenges

- Existence of a disparate, bespoke, multi-application environment within the parent company
- Further, M&A's lead to addition of non integrated applications, processes & tools
- Inconsistent & inaccurate legacy data in various inventory systems
- Serious implications of any error like inadvertent cease of a bearer instead of a sub-channel
- Stringent Information Security norms
- Performance issues in connectivity to offshore like high latency, delayed application response etc

Approach

Approach	Result
Create dedicated team for cease	▪ Move away from the traditional setup where cease is a subset of overall provisioning process thereby giving it due focus
Create sub process for disparate environments	▪ Overcome the challenge of diversified, non-integrated environments by dividing cease into two sub-processes
Create standardized templates for data transfer	▪ Ensures that the data necessary for executing cease orders is available along with each cease request
Create a double checking system to minimize errors	▪ Prevent accidental deprovisioning of circuits
Weekly updates on analysis of productivity, challenges	▪ Efficient Monitoring
Split the team into two and went in for twin working hours	▪ Utilize the time difference to enhance productivity ▪ Reduce load on tools such as Clarify/COPS (Corporate Order Provisioning System)
Rationalization of the teams	▪ Load Balancing ▪ Better productivity

Implementation

- Domain expertise utilized for appropriate staffing & reduction in transition period
- Customer involvement in initial FTE selection process
- Cross skilled the team to take up multiple tasks
- Process optimization prior to transitioning
- Created clear trajectory of project providing visibility to all stakeholders
- Analysis and categorization of the orders received daily - into doable and not doable based on certain agreed guidelines
- Regular performance analysis carried out regarding IT related issues, availability of tools and applications.
- Aging analysis of the orders

Transition Methodology

Cut over

			Process		Knowledge Transfer			Production	
Phase	SME	FTE	Mapping	Planning	Onsite	Offshore	Top up	Go-Live	Handholding
I	3	19	1 week	4 weeks	3 weeks	2 weeks	1 week	3 weeks	2 weeks
II	4	10	1 week	2 weeks	2 weeks	2 weeks	1 week	3 weeks	2 weeks
III	5	17	1 week	2 weeks	3 weeks	4 weeks	1 week	4 weeks	2 weeks

Transition

Operations

Benefits

❑ Cost Savings

- Investment paid off in < 2 months' time
- Stopping additional expenditure being incurred justified the investment in outsourcing
- Special project taken up to realise 5.3m USD worth of savings

First 3 weeks of operation itself saved USD 230K of bad debt for customer

Off-net cost component down by promised figure of 5.3m USD

❑ Backlog clearance

- All backlog cleared within 3.5 months; total scheduled time was 4 months
- No backlog accumulation post clearance of past backlog

2 STM bandwidth freed for customer; reinstated billing for 50 circuits

30 % backlog cleared within 30 days of go-live of Cease operations

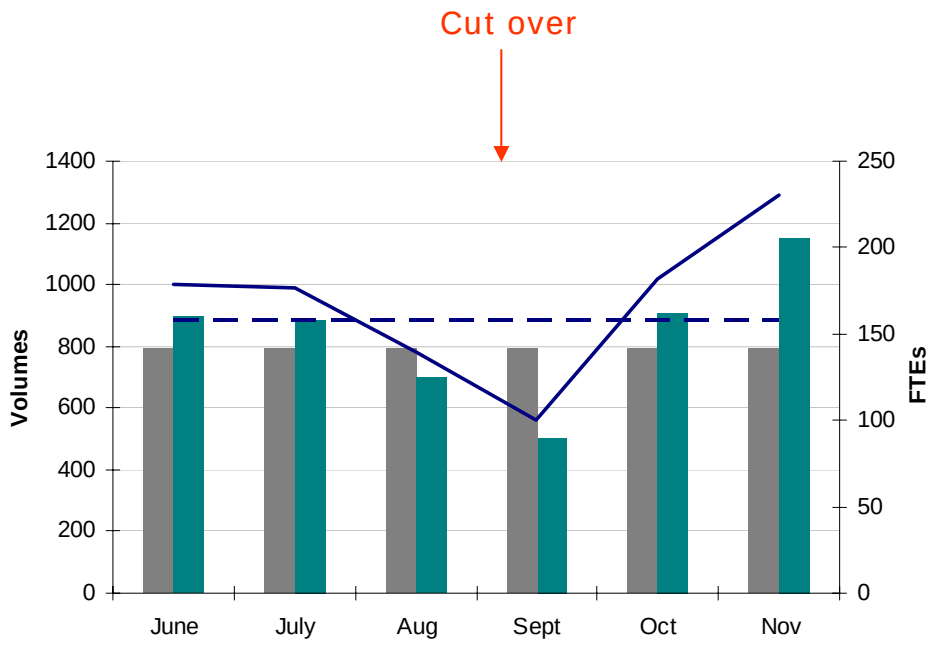
❑ Overachievement of SLAs

- Outperformed the SLAs consistently right from day one
- Effective mechanisms ensured high accuracy rates

80% teams at TCTS overachieved agreed SLAs

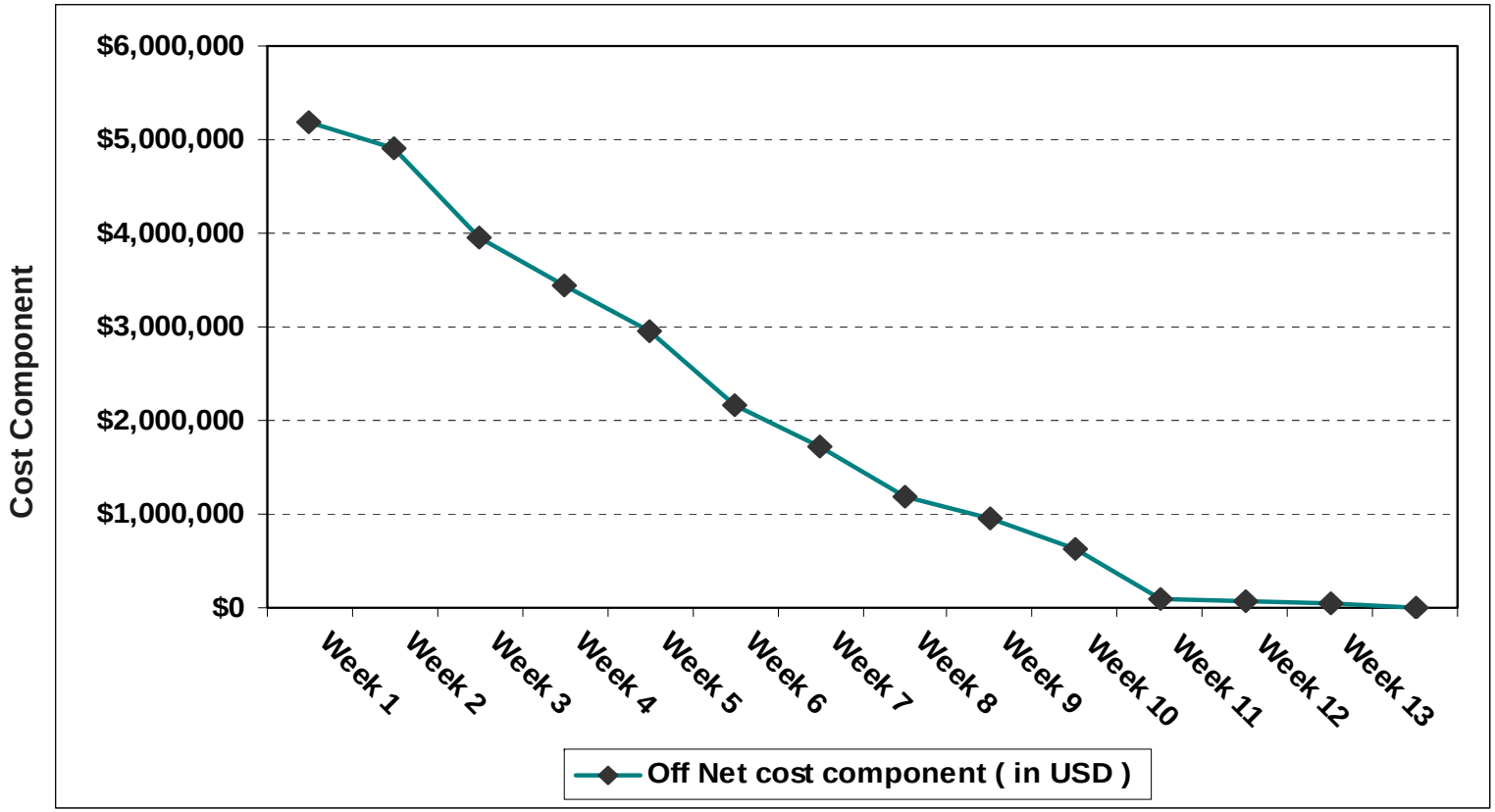
Accuracy rate of 99.97% achieved

Performance Metrics



- **Significant improvement in total volumes as well as per FTE performance post process stabilization**

Performance Metrics



- Significant decline in the Off Net Cost component for the client
- Cost Exposure down by approx USD 5million in 3 months

Customer Speak

"Team in India and onsite reduced unnecessary cost significantly. Well done for the fantastic progress!"

Program Manager

"Tremendous effort by everyone across the team – particularly impressed with the speed of clearance"

Technical Manager - Solutions Implementation

"Interactions over the past six months have been excellent. We have created a solid platform; cross-skill training and daily issue management practices set in place"

Operations Manager

"It's also really worth noting that the whole challenge was performed without a single cease in error .We've been able to release considerable allocated network capacity, resulting in avoiding capital expenditure - there's much more to do here, but we're going the right way."

Senior Team Member

"Team follows the principle: Customer is at the heart of everything we do"

Lead Transition Manager

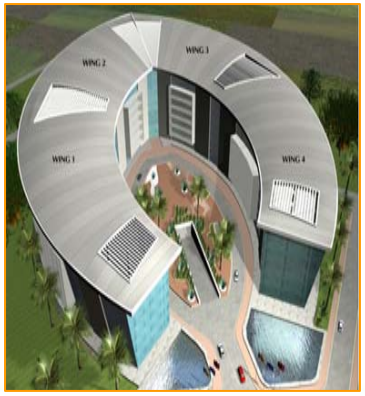
Conclusion

- The outsourcing of cease resulted in
  - Clearance of backlog
  - Cost saving justifying the investment

- The learning for future prospects is that a smooth process can
  - Contribute to cost saving
  - Add value to operations by recycling resources
  - TCTS can operate and improvise the cease process while achieving stringent SLAs

- TCTS has been operating the “Cease Process” out of its Global Delivery centre (GDC)
- TCTS can manage and operate similar processes for other service providers out of its Global Delivery Centers at Chennai & Pune

GDC Chennai



GDC Pune

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Thank You

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About Cease

Telecom service providers constantly provision circuits requests for

- New customers
- New requirements / modifications by existing customers

Enterprise-facing and carrier-facing telcos provide connections which are discontinued upon

- Expiry of lease
- Closure of customer's account
- Change requested by customers

The process of deactivation, decommissioning & termination of the circuit in order to free & reclaim the network resources is termed as CEASE

Benefits of smooth Cease process

- Off net – Prevents additional expenditure incurred for bandwidth leased from other service providers
- On net – Saves opportunity cost by re-utilization of network resources