

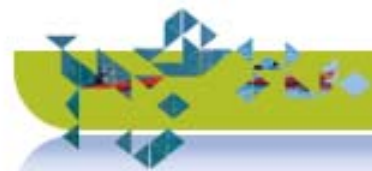
**TATA** COMMUNICATIONS  
TRANSFORMATION SERVICES

## Order Management for Large European Carrier



## Agenda

- **Background**
- **Challenges**
- **Approach**
- **Solution**
- **Benefits**
- **Conclusion**



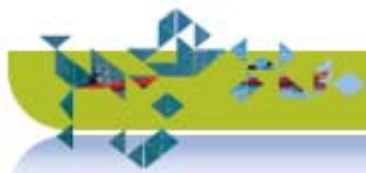
## Background

### About Client

- A large Europe based global telecommunications giant
- Operational for over a 100 years with multiple lines of business

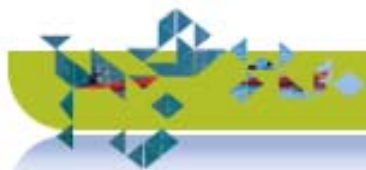
### About Processes

- Sub optimal Order Management
  - Broken Process
  - Long Lead Times
- Lacunae in change management, leading to possible issues:
  - Wrong Provisioning
  - Outages
  - Billing discrepancies
- Minimum/ no customer updates; low accuracy
- Consistent / good 'Delivery on Time' (DoT)



## Challenges

- **Tracking complex and multiple orders**
  - IP VPN multi-site orders
- **Application related issues**
  - Multiple systems
- **Data integrity issues:**
  - Mix of manual & workflow driven operations
  - Near zero automation
- **Compressed timelines for off-shoring program**
  - Large number of bespoke systems
  - Cultural differences and diversity of systems as a result of M&A history within customer organization
- **Apprehensions of Sales & Marketing teams**
  - Fear of possible lack of visibility / communication on order progress
  - Timely and accurate updates to both internal and external customers
- **Maintaining consistent customer experience**



## Approach

### Workshop to capture tacit knowledge

- Scope of transition methodology explained to customer SMEs
- Tracing of “broken processes” in the presence of SMEs
- Tacit knowledge converted to thorough process before transition

### Use of Screen Capture Tools

- Documentation of keystrokes
- Effort estimation

### Customer concurrence at every toll gate in the transition process

- At the cost of occasional delays
- Care not to dilute the handover process

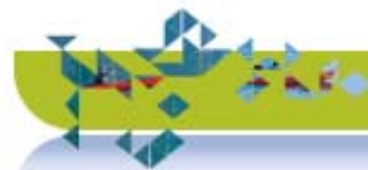
### Top-up Knowledge Transfer (KT)

- Key differentiator
- Incremental off-shore training for comprehensive KT
- Enabled “lean back” on customer during parallel run

### Customer involvement during the rigor of accreditation

- Assisted in operational readiness

### Transition process since been institutionalized



## Solution

### Basic infrastructure in place within short time

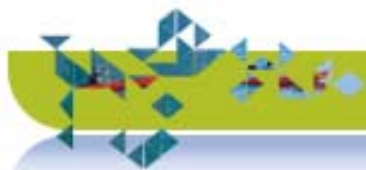
- Stringent Security norms – All facilities including initial temporary facility certified for ISO 27001
- Robust connectivity – Established in record time with assistance from parent company (Tata Communications)
- Equivalent of a thin client – Proactive procurement of hardware

### Creation of a Business Operation Design document (BOD)

- Operating Manual – Rule book for steady state that captures processes to a great detail
- Listing of key SLAs as well as secondary SLAs
- Agreed methods of measurement
- Agreed improvements set with deadlines

### Tata Communications Transformation Services' (TCTS) Global Delivery Center (GDC) at Chennai

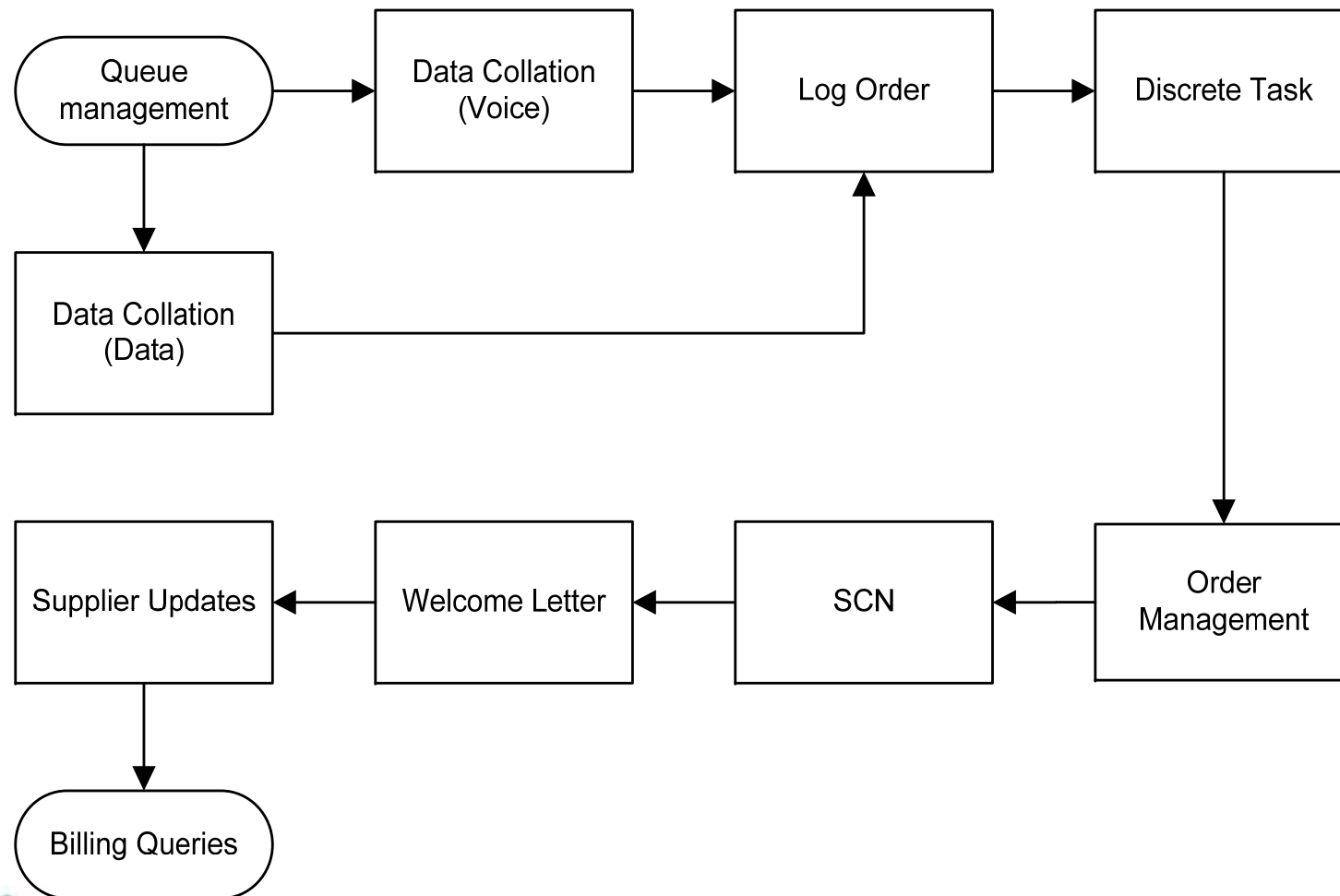
- A sprawling 17 acres of area comprising of 60,000 sq ft campus, with floor space of 600 seats, housing & recreational areas



## Solution: Process Description

| Process                | Description                                                                                                                                                                              |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Queue Management       | Process involves raising SRs (Service Requests) for orders received from customers or account managers within 4.5 hours                                                                  |
| Data Collation Data    | Collating customer information for products like IP-VPN, IP access etc. using various applications and handing it over to the client team for further validation within 8 business hours |
| Data Collation Voice   | Collating customer information for different products using various applications and handing it over to client team for further validation within 8 business hours                       |
| Log Order              | Raising orders using the data provided by client team within 6 business hours                                                                                                            |
| Discrete Task          | Process involves collation and raising orders for feasibility and Purchase orders                                                                                                        |
| Order Management       | Setting up PED (Planned Execution Date) and ODD (Order Delivery Date) for orders                                                                                                         |
| Customer Communication | Sending out order updates to customers every 5 business days till the service is provisioned                                                                                             |
| SCN                    | Sending out Service Commencement Notice to customers once the service is provisioned                                                                                                     |
| Welcome Letter         | Sending out welcome letter to customers once the order is raised.                                                                                                                        |
| Supplier Updates       | Updating customer database with the information regarding the status of the order obtained from the application                                                                          |
| Billing Queries        | Handling billing related queries with respect to Account Reconciliation, Change of BAR, Change of price                                                                                  |

## Solution: Order Management Work Flow



## Solution: Performance Metrics

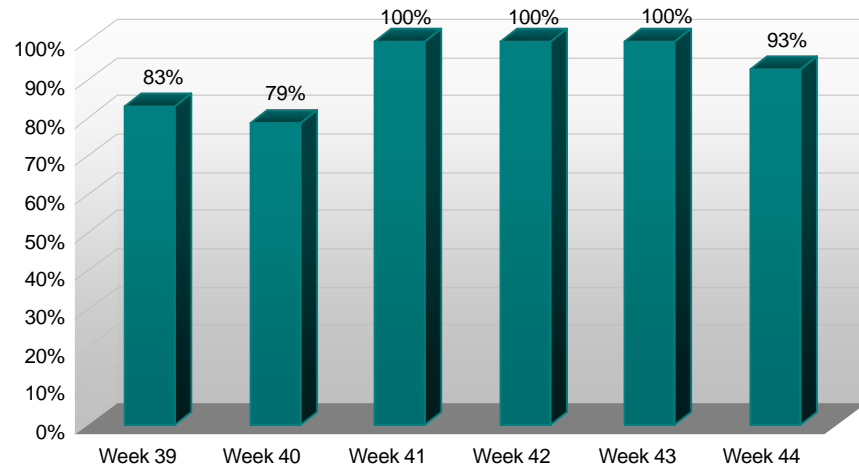
100% SLA adherence in most processes

Data as on Dec 2007

| S.No | Process                | Target Sla | TAT (Hrs) | Orders Raised | Raised within SLA | SLA adherence |
|------|------------------------|------------|-----------|---------------|-------------------|---------------|
| 1    | Queue Management       | 95%        | 4.50      | 1325          | 1194              | 90.11%        |
| 2    | Data Collation Data    | 92%        | 8.00      | 118           | 118               | 100.00%       |
| 3    | Data Collation Voice   | 92%        | 8.00      | 203           | 176               | 86.70%        |
| 4    | Log Order              | 92%        | 6.00      | 408           | 374               | 91.67%        |
| 5    | Discrete Task          | 92%        | 6.00      | 33            | 26                | 78.79%        |
| 6    | Order Management       | 92%        | 10.00     | 152           | 149               | 98.03%        |
| 7    | Customer Communication | 98%        | 8.00      | 997           | 997               | 100.00%       |
| 8    | SCN                    | 98%        | 16.00     | 416           | 416               | 100.00%       |
| 9    | Welcome Letter         | 98%        | 8.00      | 350           | 350               | 100.00%       |
| 10   | Supplier Updates       | 98%        | 8.00      | 3610          | 3610              | 100.00%       |
| 11   | Billing Queries        | 92%        | 24.00     | 228           | 164               | 71.93%        |

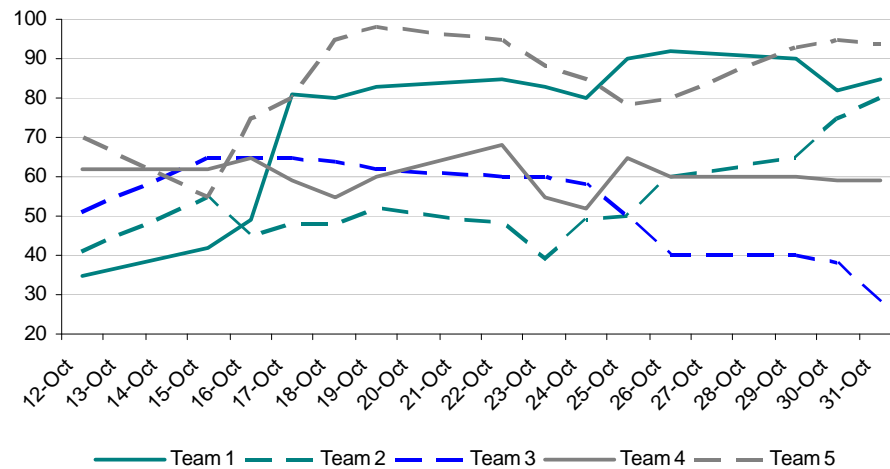
Lower than 100% SLA performance were for issues like software issues; escalations to customers etc

## Solution: Performance Metrics



**Delivery on Time report has been 100% for three consecutive weeks for Tier 2 customers since Go-Live**

**5-day update SLA was @ 36% when Chennai team took over Tier 2&3 OM. It shot up to 83% in 3 days from Go Live. Generated interesting competition among teams which is plotted in the graph below**



Data as on Oct 2007

## Benefits



- Response to customer request brought down to 4.5 hrs from 7 days
- End-End Order Processing time reduced from 3 weeks to less than 4 days
- Improved Delivery On Time to over 90%
- Utilization of FTEs – adopted additional processes in the operations
- Quality process documentation
  - Paves way for process improvement
  - Proper dimensioning of resources
  - Helps in load balancing between on-shore and off-shore teams during peak loads/strategic orders
- Developed BCP/DR capability at alternate site in Chennai

## Conclusion

- **Outsourcing of Order Management has resulted in:**
  - Clearance of backlog
  - Cost Savings
- **TCTS can operate and improvise on the customer's processes while achieving stringent SLAs**
- **End customer benefited from improvement passed on by TCTS to the carrier**
- **Timely transitioning to off-shore delivery center**
- **Right track for the journey of transformation**



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**Thank You**

