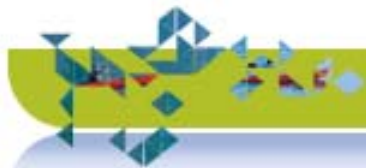


Route Management Transition: The Teleglobe Experience



Background

- In 2006 Tata Communications (erstwhile VSNL) acquired Teleglobe
- To gain cost and operational efficiencies Tata Communications identified processes to be offshored to India
 - Global Customer Service Center (GCSC)
 - Global Network Management Center (GNMC)
 - IP Network Operations Center (IPNOC)
 - Voice Fault Management Center
 - **Route Management**
- Tata Communications Transformation Services, TCTS led the migration, operationalization and management of these processes from its Global Delivery Centre (GDC) in Pune, India
- This case study focuses on the Route Management



Scale of Project

- **1700*** customers worldwide
- **Operations in 6 regions globally**
 - Asia-Pacific
 - Europe
 - North America
 - South America
 - Africa
 - Middle East
- **Traffic of 17bn* voice minutes / year**
- **TDM & VoIP technologies with multiple vendor equipment**
- **Sub-sea cable, satellite & terrestrial links**

Project Deliverables

- **Provide network solutions to customers**
 - Interface with all teams for design, approval & delivery
 - Program manage the solution implementation
- **Monitor network health**
 - Monitor automatic or manual triggers for existing networks
 - Suggest changes for improvements and implement the solutions
- **Issue resolution**
 - Provide & implement long term and short term solutions

The objective of the route management team is to maintain the Quality of Service at optimal costs

** Approx as of May 2007*

Challenges

- **Varied skill set requirement**
 - New team members at Pune, India with requisite technical & commercial knowledge
- **Rigorous training requirements**
 - Training on technologies, processes & practices used at Montreal like TIGER, NIMS & NDAS*
 - Alignment with customer's business objectives, products & services
- **Transition Challenges**
 - Transparent handover of processes while maintaining same level of end customer experience with quality services
 - Overcoming cultural differences and establishing a congenial working relationship with varied global teams
- **Successfully handling the expectations from the sales & marketing teams**

Approach

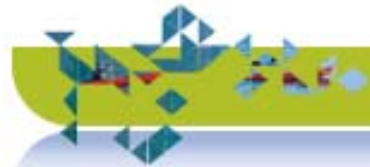
- **Instead of a single global command, two clusters were created for a better end-customer proximity**
 - Montreal Cluster
 - North America
 - South America
 - West Europe
 - Pune Cluster
 - East Europe
 - Middle East & North Africa
 - Rest of Africa
 - Indian subcontinent
 - Asia Pacific
- **Build the right team**
 - Identify specific skills required
 - Customized training for each team member based on their existing skill set and experience
- **Implement follow-the-sun model**
 - Position two teams, one each at Pune, India and Montreal, Canada

** Refer Annexure I for details*

Implementation

Phase	Period	Activity
Ph I – Understanding & Documentation	Jan 2007	Understanding business objectives, processes & interfaces, products & services as well as the systems and tools utilized
		Identification of skill set for the new team
Ph II – Recruitment & Training	Feb 2007	Recruitment & planning for customized training of each Route Manager based on his / her existing skill sets
		On job-training where each new team member was attached to an existing team member <ul style="list-style-type: none"> • Montreal team at front end and new team observed and supported from back end • New team members took over activities and existing team supported from back end
Ph III – Operations at Pune, India	May 2007	Team started returning to Pune, India and function with support of Montreal team and by end of June, the 6 member Pune team commenced independent operations
		A 3 member team was retained at Montreal to take advantage of the different time zones
Ph IV – Evaluation	June 2007	The team performance was evaluated by route managers, sales support, and account managers of erstwhile VSNL International based on a pre-defined criteria (Refer Annexure II)

Handover completed in 4 months instead of the projected 6 months



Benefits

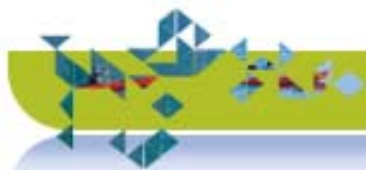
A Seamless Transition for the end-customer was managed by

- **Customer involvement at all stages**
 - Building confidence & trust
- **Well defined process**
 - Transition completed in 4 months instead of 6
- **Synergy between teams**
 - Two geographically diverse teams leading to faster response to customer queries & better end-customer experience
- **Process improvements / future optimization identification**
 - Process optimizations suggested and implemented
 - E.g. – an internal SLA of 48hrs to review and initiate every new order was implemented at Pune, India

Conclusion

Transitioned a suitably complex process successfully

- **Well defined and robust transition process with predefined tollgates**
 - Process documentation
 - Customized on-the job training followed by handover
- **Partnership approach during transition & operations**
 - Future plan of process optimization and further improvement in the service levels
- **Implement follow-the-sun methodology**
 - Dual team approach for more efficient operations



TATA COMMUNICATIONS
TRANSFORMATION SERVICES

Thank You

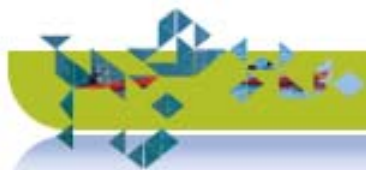


Annexure



Annexure I – Route Management Tools

- **TIGER –**
 - Tiger is a workflow that is used to make sure every opportunity respects company standards from a commercial and a technical standpoint.
 - It is a simple, user-friendly interface where key deal elements are captured and stored for use by other groups in the business process flow.
 - TIGER's automates, controls processes, tracks and improves the cycle-time.
 - It's an opportunity system that automates presales & post sales activities, a software which manages process flows and team approvals
- **NIMS –**
 - NIMS' purpose is to maintain inventory information related to circuits and all telecommunication equipment of the network
 - Main function of NIMS involves circuit provisioning , equipment provisioning and circuit & equipment Inventory
- **NDAS –**
 - NDAS stands for Network Traffic and Data Analysis System and is used for analysis and planning of Network under different performance parameters like ASRs, MOUs, ADPH etc.



Annexure II – Evaluation Matrix for Route Managers

Route Management Transition Plan			
Training Start Date:			
Name:			
Trainer Responsible for Assessment:			
Manager Responsible for Assessment:			
Date of Last review:			
Date :			
Transition Plan & Specific Objectives		Weekly Performance Assessment	Comments
Week # 1	Demonstrate he knows how to approve orders in Tiger and access relevant data on NDAS and Business Object and other databases. Demonstrate basic skills required to		
Week # 2	Demonstrate his ability to handle Tiger opportunities and orders for his region and interact with Sales and Sales Support teams under close supervision from current		
Week # 3	Demonstrate his ability to handle incoming Tiger opportunities and orders for her region and interact with Sales and Sales Support teams with little or no supervision from		
Week # 4	Demonstrate his ability to handle orders for her region and interact with Sales and Sales Support teams on an on-going basis.		
Week # 5	Review and approve opportunities/orders and maintain order flow in Tiger within 48 hour time period for 9 out of 10 cases. In all cases, approvals should be done as expeditiously as		
Global Assessment Training Program			
Trainee's Assessment Legend			
	Trainee's progress On target		
	Trainee's progress unsatisfactory		
	Not Engaged		
	Trainee's progress meet expectation		

Sample Template

