

AMDOCS CUSTOMER SUCCESS STORY

A1 TELEKOM AUSTRIA SUCCESSFULLY COMPLETES SERVICE FULFILLMENT PROJECT

A1 Telekom Austria



“Breaking the overall transformation program into well-defined projects means that we can enjoy immediate benefits as each part is delivered, but each successfully delivered project is also a step closer to our longer-term strategic goal.”

HELMUT LEOPOLD

FORMER MANAGING DIRECTOR OF PLATFORM & TECHNOLOGY MANAGEMENT
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EXECUTIVE SUMMARY

A1 Telekom Austria is undergoing a complex transformation program to align its processes and supporting technologies to the demands of the next-generation telecoms market. In this article, Telekom Austria's Former Managing Director of Platform and Technology Management, Helmut Leopold, reveals the successful delivery of the first phase of the program – an integrated end-to-end fulfillment solution that will enable A1 Telekom Austria to launch next-generation services quickly – and explains how this fits with the company's strategic plans to stay at the forefront of the next-generation telecoms market.

A1 TELEKOM AUSTRIA IS TRANSFORMING ITS ENTIRE BSS/OSS TO CREATE AN AGILE, FLEXIBLE AND BUSINESS-DRIVEN PROCESS SUPPORT SYSTEM

A1 Telekom Austria announced a successful deployment of an integrated end-to-end fulfillment solution in August 2007, which initially will be used to support IPTV services. Its project is the first deliverable in a complex multi-year program that will transform A1 Telekom Austria's entire BSS and OSS.

"There is still a lot of uncertainty about the future telecoms market," says Telekom Austria's Helmut Leopold, "but what we do know is that it will be both changeable and customer-centric. This has profound implications both for our business and our infrastructure. It means, for example, that our systems have to be designed to support change, so we need them to be highly flexible and agile. Our new fulfillment system will support these goals, enabling us to launch services quickly and react to changes in the market."

"This requirement for agility and flexibility is a key guiding principle behind A1 Telekom Austria's entire BSS/OSS transformation program, which involves integrating BSS and OSS systems into what it has called 'process support systems', or PSS."

"Transforming a large legacy infrastructure such as ours is not a trivial undertaking," says Leopold. "In a greenfield situation, you can just select the best technology available and then implement it; but for an established company like ours, the situation is far more complex. There are many more considerations. We still want the best technology, but we have to manage legacy infrastructure and cope with a heterogeneous environment, at least in the mid-term. We also need to minimize disruption to our day-to-day business."

"Most importantly, we must ensure that the technology we implement supports our business model. This is critical. If the technology does not support the business, you might and you have the best technology, the best SI and enthusiastic buy-in from the project and planning department, but the project will still not be a success. I think one of the main reasons why high-profile projects fail is not because the software developers don't know how to write their model – it is because the model is out of tune with the business. Our fulfillment renewal project was therefore designed from the outset to support our business goals."

FULFILLMENT WAS PRIORITIZED FOR TRANSFORMATION BECAUSE OF THE COMPETITIVE VALUE IT DELIVERS

Fulfillment was chosen as an early process to be renewed because A1 Telekom Austria identified it as a critical area of competitive value.

"Thirty years ago, a customer would stay with the same supplier for a lifetime," explains Helmut Leopold. "Today, he will regularly churn to another supplier or change products. Many legacy processes and systems were installed to support the first scenario and are struggling to cope with the new business reality."

"We'd inherited very complex customer acquisition and churn processes. They were adding substantially to our costs and were not agile enough for our new business model. We needed systems and processes that supported changes in our customer base or product portfolio. We wanted our systems to be far more flexible, as this is vital for increased business agility and to lower our operational costs.

We also needed zero-touch systems that removed, or at least substantially lowered, the need for human intervention, as this is essential for our competitiveness. This is why we prioritized the renewal of our service fulfillment processes, and why we selected the Amdocs OSS Division system."

"Success comes from taking a huge and complex program and breaking it down into manageable pieces that fit together like cogs. The trick is to design the 'cogs' so they all fit together and interwork."

ORGANIZATIONAL CHANGE AND GOOD PROJECT MANAGEMENT HAVE BEEN ESSENTIAL TO THE SUCCESSFUL DELIVERY OF THE FULFILLMENT TRANSFORMATION PROJECTS

As early as 2000, A1 Telekom Austria began defining its overall business objectives, establishing the concept of process support systems. The company defines these as a holistic set of interlocking functions that define an essential process.

The PSS vision was then translated into a transformation program, which was itself broken into smaller, self-contained projects.

“Breaking the program into manageable projects enables the work to stay focused and delivers quick wins,” notes Leopold. “We are able to deliver benefits after each phase, decreasing the overall time to benefits and also creating buy-in. By delivering against short-term objectives we achieve success, but also take an important step towards our longer-term strategic objectives.”

“Once the projects were defined and prioritized, clear objectives and timetables were specified for each. “An important part of the overall transformation occurred as early as 2004, when we merged our IT and network departments,” says Leopold. “We needed the combined skills of both departments to achieve a holistic process view and I really think this has been a critical factor in our success. I think delivering a successful program would be much harder if we hadn’t taken this step.”

A THREE-WAY PARTNERSHIP BETWEEN SERVICE PROVIDER, VENDOR AND SI WAS KEY TO SUCCESS

“We believe that delivering a successful fulfillment solution has been dependent on scoping the project well, understanding the business objectives and setting attainable targets,” explains Leopold.

“But equally important was choosing the right SI and the right technology vendor. We chose a highly skilled systems integrator in Alcatel-Lucent, and we got the right building blocks for our new process support system by using the Amdocs OSS Division products. The new solution leverages the Cramer OSS Suite to deliver complete automation of the fulfillment process from a single inventory core. It will enable us to accelerate the introduction of new services, cope with anticipated hikes in fulfillment volumes, as well as increase our fulfillment speed and accuracy.”

“Together, A1 Telekom Austria, Alcatel-Lucent and Amdocs OSS Division were a powerful implementation team that shared the common goal of understanding and delivering against A1 Telekom Austria’s business objectives,” concludes Leopold. “The result has been a highly successful project delivered in an efficient and professional manner.”

“Our challenge is that such a comprehensive transformation program encompasses nearly everything – technology, products, processes and the organization itself – and it has to be achieved ‘lights on’ in a running live system.”

ABOUT AMDOCS

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