

AMDOCS CUSTOMER SUCCESS STORY

OPENREACH SET TO DELIVER CUSTOMER SERVICE TRANSFORMATION WITH AMDOCS CONSULTANCY



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COLIN WINDSOR
FORMER CIO
OPENREACH

amdocs

Openreach

Headquarters: London, UK

Website: www.openreach.co.uk

Stock exchange/symbol: LSE: BT Group; NYSE: BT

Employees: 111,900*

Revenue: £20,704 million*

Subscriber Lines: 27,209 million*

Industry: Service Provider

* BT Group including Openreach, 2008

CHALLENGES

- > Meet the regulatory requirements as mandated by Ofcom
- > Increasing number of customers put pressure on existing systems and processes
- > Scale systems and business processes to accommodate the incremental growth in subscriber base
- > Improve deliveries to Operational system users and improve productivity

SOLUTION

- > Comprehensive process optimization and transformation services driven by Amdocs Consulting to improve the service delivery and problem resolution process, complemented by Business Deployment, Release Management and Architecture Roadmap services.

RESULTS

- > Robust and highly focused business transformation roadmap
- > Knowledge and framework to achieve 95 percent target for 'right first time' problem resolution
- > Delivering excellent experiences to Openreach's communication provider customers, and their end user subscribers
- > Reducing costs and time by improving the ability to automate processes
- > Improved communications strategy to Operational users and alignment between Business and IT
- > Reduced delivery costs of systems releases through efficient planning
- > Alignment with IT roadmap

EXECUTIVE SUMMARY

With Ofcom, the UK telecommunications regulator, and the industry scrutinizing Openreach's delivery of 'first mile' local loop unbundling and wholesale line rental services to competitive service providers, the business was under pressure to deliver exemplary customer service. Openreach called in Amdocs Consulting and used its Business Transformation service to help deliver a roadmap to achieve its 95 percent target for 'right first time' on its fault resolution and provisioning process. As a result, Openreach is undertaking a major change initiative across its service and operations divisions, both of which will help Openreach achieve its goal of being the number one service provider for customer service. With that well underway, Openreach is now working with Amdocs to ensure that the benefits of this program of change are realized and the component projects deliver successfully. Underpinning this initiative has been a highly successful Business Deployment engagement to improve acceptance of new systems changes within Openreach's Operational community; a Release Management function to improve the efficiency of systems delivery; and Design Assurance.

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Openreach is a division of the BT Group, one of the world's leading providers of communications solutions and services, operating in 170 countries and delivering services such as networking; local, national and international telecommunications services; higher-value broadband and internet products and services, and converged fixed/mobile products and services. BT's other lines of business are BT Global Services, BT Retail and BT Wholesale.

Openreach provides installation and maintenance services on behalf of the UK's service providers. It is responsible for the 'first mile' of the national access network – the place where millions of calls, web searches and business deals are started each day. Openreach services, supports and maintains the wiring, fibers and connections which link millions of homes and businesses in Great Britain to service providers' networks.

Openreach aspires to become number one in customer service and delivery of services across all its major products. Two key services are Local Loop Unbundling (LLU) and Wholesale Line Rental (WLR). Local loop unbundling enables other providers to offer voice and broadband services over the 'first mile' from a point of presence into businesses and homes. Wholesale line rental enables providers to offer private-branded telephony services over the BT network. These products are high profile and key to Openreach because of a series of undertakings that BT Group has agreed with Ofcom, the UK telecommunications regulator. These undertakings require BT to make its network available on an equal basis to competitive service providers in addition to BT itself. In addition, an increasing uptake of these products has led to significant pressure on the new platforms and processes that have been built to support the Lead to Cash (provisioning) and Trouble to Resolve (repair) processes.

"Amdocs has acted as a valuable partner enabling the change, telling us what we needed to hear rather than what we might like to hear, and focused very single-mindedly on delivering the right business objective."

The central pillar of Openreach's objective is to achieve a 95 percent Right First Time (RFT) performance when customers place orders or submit faults for its Local Loop Unbundling and Wholesale Line Rental services. To identify the barriers to achieving this target, Openreach partnered with Amdocs Consulting and Amdocs Business Transformation service.

AMDOCS SETS ABOUT TRANSFORMING THE BUSINESS

Openreach is already using Amdocs solutions as part of the foundation for BT Neo, a strategic Service Management platform across all BT businesses, supporting Service Fulfillment (or Lead To Cash) and Service Assurance (Trouble To Resolve) processes.

"Amdocs blended rock-solid technology and people with real operational skills to enable Openreach to deliver a much improved customer experience to service providers and end users."

Openreach brought in Amdocs Consulting to help the business meet the regulatory requirements for its voice and data products by working alongside Openreach to analyze key areas of failure and help build up a program of work to reduce measurable failures. The goal was to support increasing demand and growth, and identify roadmap recommendations for future transformation. Amdocs Consulting worked closely with Openreach's Customer Experience team to develop a transformation roadmap to address the immediate concerns and recommend solutions for long term system improvements. The project was broken down into several defined phases:

- > Establish a base line of current performance against specific key performance indicators
- > Develop a deep understanding of core end-to-end processes
- > Assess and quantify areas of failure
- > Agree on and initiate projects to deliver quantifiable improvements to internal processes
- > Agree on and define a matrix for ongoing measurement of improvement.

AMDOCS CUSTOMER SUCCESS STORY

SERVICE PROFILE

- > Amdocs Consulting Services:
Amdocs Business Transformation and process optimization,
Business deployment, Architecture roadmap,
Release Management
- > Project duration: Ongoing engagement
- > Team: 20 Amdocs consultants, 50 Openreach staff
- > Processes: Trouble to Resolve (reactive fault resolution),
Lead to Cash (provision of service)
- > Business units: Service Management, Field Operations,
CIO office
- > Associated systems/applications:
Amdocs CRM, Oracle (Siebel), Bespoke BT
applications including legacy customer service system,
B2B Gateway

The analysis carried out by Amdocs Consulting and Openreach into causes and barriers to achieving the 95 percent Right First Time target highlighted both problems and potential solutions. For example, Amdocs Consulting found that if a fault required further action by a second engineer, then the likelihood of this failing to hit the Right First Time target was as high as 80 percent. In parallel, if the test and diagnostics platform reliability is below a certain level, this has a ripple effect across the whole Trouble to Resolve process, leading to up to 10% of Right First Time failure.

“The work that Amdocs Consulting has done with Openreach has been tightly focused on business transformation: not just recommending system improvements, but looking beyond to where other people and process changes could help improve the way wholesale line rental is operated.”

Colin Windsor, former CIO, says, “The work that Amdocs Consulting has done with Openreach has been tightly focused on business transformation: not just recommending system improvements, but looking beyond to where other people and process changes could help improve the way wholesale line rental is operated. This has included training solution development and business critical reporting solutions. Working with Amdocs has enabled development of options to resolve particularly complex operational issues.”

AMDOCS HELPS BRIDGE THE GAP BETWEEN BUSINESS AND IT

Openreach has also been leveraging Amdocs’ capabilities to improve the way in which its systems releases are deployed and communicated across the organization. The approach has evolved to become a highly effective operation where planning on business impact is factored in early in the release cycle and tasks assigned to business owners, in order to prepare the business to maximize usage of new functionality when it becomes available. Openreach’s Operational units have been extremely satisfied with this service, which has greatly improved communications and feedback loops, as well as reduced the number of change requests after production.

Further areas where Amdocs has helped have been:

- > Release management: ensuring smooth requirements gathering, impact assessment and financial planning, alongside technical program management
- > Design assurance: ensuring alignment between systems requirements and the Openreach systems architecture

BUSINESS READY TO HIT TARGET

According to Openreach, one of the key achievements of the business transformation program has been Amdocs' delivery of a framework to enable Openreach to meet its 95 percent Right First Time target.

Windsor says, "Amdocs Consulting has demonstrated the company's ability to work at the 'value-add' level, partnering with Openreach as a close advisor. With their professionalism, intelligence and dedication, the Amdocs team was a powerful business and technology enabler. Amdocs blended rock-solid technology and people with real operational skills to enable Openreach to deliver a much improved customer experience to service providers and end users."

The Right First Time measure is designed to act as the internal driver to enable Openreach and BT Group as a whole to become 'number one for Customer Service' in all markets and to continue to deliver services in line with contractual commitments. Amdocs' recommendations have led to significant business benefits for Openreach including improvements of the automation levels of its systems, and a reduction in cost-to-serve and fault cycle time. Amdocs Consulting was able to identify specific barriers and provide Openreach with simple, practical recommendations. An example is a series of suggestions on how to improve the way end customers are contacted prior to repair visits. Currently Openreach deals with a significant proportion of missed appointments because the end customer is not present. To drive this down, Amdocs consulting recommended better systems integration with Openreach's service provider customers through simple changes to the interfaces.

"Helping Openreach improve its operations and services processes is a highly complex transformation challenge," says Windsor. "Amdocs helped Openreach steer the implementation to take a phased approach to such challenges."

"Working with Amdocs has enabled development of options to resolve particularly complex operational issues... With their professionalism, intelligence and dedication, the Amdocs team was a powerful business and technology enabler."

Windsor concludes, "We wanted a partner that would talk straight with us, and that's exactly the Amdocs approach. Amdocs has acted as a catalyst for change, telling what we needed to hear rather than what we might like to hear, and focused very single-mindedly on delivering the right business objective. This is the true role of a trusted advisor and the value that Amdocs has brought to Openreach."

ABOUT AMDOCS

Amdocs is the market leader in customer experience systems innovation, enabling world-leading service providers to deliver an integrated, innovative and *intentional customer experience*[™] at every point of service. Amdocs provides solutions that deliver customer experience excellence, combining the software, service and expertise to help its customers execute their strategies and achieve service, operational and financial excellence. A global company with revenue of \$2.84 billion in fiscal 2007, Amdocs has more than 17,000 employees and serves customers in more than 50 countries around the world.

For more information, visit Amdocs at <http://www.amdocs.com>

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JAPAN

THAILAND

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CYPRUS

CZECH REPUBLIC

FRANCE

GERMANY

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