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WHITE PAPER

WINNING THE BATTLE FOR EFFICIENCY AND IMPROVING CUSTOMER EXPERIENCE

CONTENTS

EXECUTIVE SUMMARY

The current economic situation, along with increasing completive pressure from Internet and device companies, puts tremendous pressure on service providers to cut costs and improve operating efficiency. In so doing, service providers risk damaging the customer experience and undercutting the customer loyalty that is critical to longer-term success.

Surviving the crisis and thriving during the next upturn requires a sophisticated strategy that seeks to improve both operational efficiency and customer experience at the same time. Fortunately, a number of initiatives are possible to tackle both priorities at once, and examples of past successes demonstrate the benefits that can be achieved with such an integrated approach.

Six strategy tracks in particular hold the most promise for service providers today:

> Data and System Consolidation

> Business Process Improvement

> Network Management Optimization

> Outsourcing/Managed Services

> Customer Empowerment

> Leveraging Existing investments and Assets

Utilizing Amdocs' Business Impact Mapping Framework, service providers can evaluate in rigorous fashion which strategies can be most effective in each track to improve both efficiency and experience. With such an approach, service providers can greatly increase their chances of making the right investments for near-term gain and longer-term success.

Service providers today face enormous and seemingly conflicting pressures to cut costs but also improve customer experience and accelerate innovation in a fast-evolving competitive environment.

The cost pressures are obvious. Amid the global economic downturn, service providers are seeing slow or even negative growth as customers cut back their own spending. Stock prices are down, margins are falling, and signs of the upturn are few and far between.

Not surprisingly, service providers are focused intently on cutting costs and increasing efficiencies to protect themselves against the tides of economic misfortune. News and analyst reports are filled with cost-cutting initiatives and recommendations. For example:

> AT&T cut 12,000 jobs in 2009; Sprint Nextel followed suit with cuts of 8,000 jobs

> Capital expenditures (capex) by service providers will decline in 2009 for the first time since the early 2000s, according to the Yankee Group, and will not likely pick up until 2011

> BT's deal to outsource management of its non-UK wireline network to Alcatel-Lucent reflects the urgency of service provider cost cutting; until recently, few carriers would have considered outsourcing such a complex and sensitive management task

> The recent agreement between Vodafone and Telefonica O2 to share networks across Europe represents cost savings for each firm amounting to hundreds of millions of Euros over the next ten years, and is another sign of service providers' push to drive down capital and operating costs

> The joint efforts of service providers including China Mobile, NTT DoCoMo, Telefonica and others to accelerate the deployment of next generation LTE mobile broadband through the LSTI global collaborative is an important initiative to reduce costs by sharing necessary test and development efforts.

> The joint launch of a new Toshiba mobile phone by NTT DoCoMo and Telefonica reflects a growing movement among service providers to hold down costs by collaborating on development and production costs of new products and services

In their rush to cut costs, however, service providers risk undercutting the customer experience. For example, slowing or cutting spending on the network may increase the chances of service performance gaps, especially as customer demand for bandwidth continues to grow. As noted in an Amdocs study of customer experience, unreliable or inconvenient service is the biggest driver of dissatisfaction among consumers in the United States and United Kingdom.

Similarly, cutting staff in the call center can increase wait times for customer service. According to research firm J.D. Power and Associates, wait time to get a live customer service person on the phone rose 34 percent in 2007, even before the recession. Customers put on hold are 83 percent more likely to switch service providers than those who aren't.

Meanwhile, customer demands continue to rise as more and more people rely on increasingly complex uses of the network for business and pleasure. Smart phones, multi-play bundled services, online applications, social networks, and more put tremendous pressure on service providers to provide seamless experiences for customers across multiple devices, locations, networks, and channels.

With customer expectations on the rise and service providers looking to cut costs, the great dilemma is that desired gains in efficiency can come directly at the expense of positive customer experience. As Sprint looks to cut spending by $1.2 billion per year, for example, it is closing a number of call centers, thereby risking even greater customer dissatisfaction and an accelerated decline in subscribers. In this way, efforts to cut costs can lead to reduced revenue as well, undercutting the goal of cost-cutting and risking a downward spiral.

In today's market, service providers can ill afford to make any move that risks reduced customer satisfaction and loyalty. Choice continues to proliferate, switching costs are declining, and price sensitive consumers are increasingly ready to move to another provider.

Fortunately, there does not have to be a tradeoff. Cost reductions and gains in efficiency do not have to come at the expense of the customer experience. Instead, service providers can increase efficiency while actually improving the customer experience at the same time if they focus clearly on both objectives at once and choose the right strategy.

For example, many service providers are considering outsourcing and managed services as they search for ways to cut costs. Ideally, a good outsourcing deal can achieve both cost savings and improved experience by tapping the expertise and economies of scale of the outsourcer. When AT&T outsourced performance testing for new applications, the program led to 22% cost savings within a year but also a 30% reduction in time-to-market for urgent application changes and greatly improved quality, thereby leading to improved customer satisfaction.

On the other hand, poor arrangements can lead to neither objective. As noted in a major story on "IT Outsourcing Gone Bad," last year, CIO magazine highlighted the disastrous example of a large service provider failing at great expense with an effort to outsource its application development to an offshore provider. That provider did not understand the telecommunications business, leading to extensive delays in coding, poor quality, and endless disputes. "In the original deal," according to CIO, "pricing took precedence over every other consideration because the executives wanted to show that they saved millions of dollars. Shortchanged in the process were the details of the transition, the development processes, and the governance." Ultimately, the service provider canceled the deal in mid-stream, leading to enormous financial write-offs and damaging delays in performance improvements.

[*Insert footnote with this citation: http://www.cio.com/article/445722/IT_Outsourcing_Gone_Bad_Painful_Lessons?page=4]

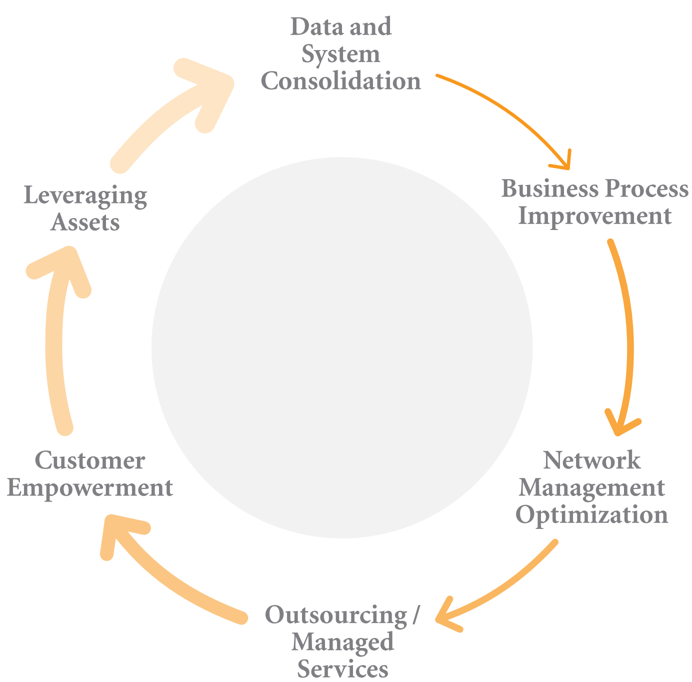
The key to success is to view any possible initiative to improve efficiencies (through outsourcing or otherwise) through the customer experience lens as well, and to prioritize only those initiatives that clearly show benefits on both sides of the equation.

SIX STRATEGY TRACKS FOR IMPROVING BOTH EFFICIENCY AND CUSTOMER EXPERIENCE

Ideally, service providers maintain a longer-term perspective as they explore initiatives for near-term gain. Current economic pressures make near-term savings essential, but service providers that ignore the broad, transformational trends in the industry will find themselves continuing to struggle long after an economic rebound takes hold. Even in the next few years, most service providers face an urgent need to rationalize systems, create more flexible and agile operating models, build capacity for next generation networks, and ready themselves for the Tera-play era of a trillion networked devices.

In our experience working and communicating with service providers around the world, there are six strategic approaches, or "strategy tracks," that hold great potential in today's economic environment for generating near-term improvements in both efficiency and customer experience while being fully aligned with longer-term transformation (Figure 1).

FIGURE 1: STRATEGY TRACKS FOR IMPROVING EFFICIENCY AND EXPERIENCE



A brief description of each strategy track points to the potential that service providers have to achieve near and longer-term performance improvements on both sides of the efficiency-experience equation.

1. DATA AND SYSTEM CONSOLIDATION

Many service providers today operate with multiple business units and decentralized management of operations. Although there are benefits to this approach, it can also create excess costs and shortcomings in customer experience due to redundant, overlapping, and uncoordinated systems.

For example, many service providers still have customer and product data scattered across a number of different repositories. This can lead to inefficiencies in the call center, less effective marketing campaigns, missed revenue opportunities, and a poor customer experience with sales and support—not to mention unnecessary maintenance costs.

Creating a master data repository that ensures a single source of data truth can reduce costs through improved contact center efficiency, capture additional revenue with more capable up-selling and cross-selling, and increase customer satisfaction with faster and more effective customer support.

At a tier one international wireless provider, for example, multiple product catalogs serving different markets, sales channels, and internal groups served to increase costs and operational complexity while slowing time to market for new products. Creation of a consolidated, master product repository to support all markets, channels, and business units generated substantial cost savings, increased flexibility, faster time to market, and greater capacity for customer self-service.

At MegaFon, a small Russian service provider, a contact center upgrade to give every agent a "smart desktop" with access to all customer data has led to:

> A 21 percent reduction in total contact time per interaction

> A 62 percent less time devoted to after-call handling

> Increased staff satisfaction and a 15 percent drop in employee churn

> A five-year ROI of more than 300%, with cumulative net benefits of more than $45 million.

Service providers can look at potential consolidations to improve efficiencies and customer experience in a number of other areas as well, including operational support systems (OSS), IT application management, billing, and data management. In the current crisis, this type of data and system consolidations should lead to important quick wins in reduced maintenance costs, increased operational efficiencies, and improved customer experience.

2. BUSINESS PROCESS IMPROVEMENT

All too often, service providers suffer from inefficient business processes in areas such as rollout of new services, billing, and customer service. Process inefficiencies can drive up costs, damage employee morale, frustrate customers, and cause companies to miss potentially significant revenue opportunities.

For example, inefficient billing can lead to unnecessary administrative costs, greater customer frustration, and problems in adding new customers and extra services. Conversely, billing process improvements can reduce operating costs, enhance performance in timeliness and accuracy, reduce customer complaints, and support faster growth in adding subscribers and services.

Process improvement is often possible in virtually every area of the business, from resource development and supply chain management to service management and customer operations. Depending on the gap between current and best practice, service providers can look to process improvement on three levels:

> Process Harmonization: Ensuring process consistency and efficiency across the organization

> Process Optimization: Enhancing existing processes to ensure maximum efficiency and effectiveness

> Process Transformation: Transforming existing processes and designing new processes to support dramatic performance improvement

At the high end, a U.K.-based services provider developed an entirely new "lead to cash" process to support 40 different products. The process transformation effort focused on reducing lead times and improving customer satisfaction. Outcomes included:

> Reducing existing lead times by more than a week

> Cutting in half the number of order referrals causing rework and delay

> Reducing the number of broken promises to customers by more than 20 percent

> Freeing up 15 percent of staff members to process additional business

3. NETWORK MANAGEMENT OPTIMIZATION

Rapid growth in network utilization puts tremendous pressure on service providers to increase bandwidth and manage traffic efficiently—at great expense and also substantial risk to the customer experience if network congestion inhibits access.

A common solution is to deploy excess network capacity. In today's financial environment, this can be too costly to handle. Yet mistakes in network planning and management can lead to slowdowns, service disruptions, and substantially increased costs to patch the problems.

For many service providers, a root problem is a lack of visibility into network resources and utilization across service lines. For example, as one group launches a marketing campaign to bring in new subscribers, the group's network planner assumes usage of seemingly free capacity in the network. But another group has unknowingly planned to use the same capacity, resulting in a conflict. The company cannot deploy the new customers' services on time. It has to rush new capacity onto the network at premium prices and spend extra on field technicians to activate the new resources. It may even have to compensate new customers for failure to meet service agreements. The marketing campaign may end up losing money while frustrating customers enough to take their business elsewhere.

Optimizing network management requires a comprehensive planning function, including a clear view of capacity utilization across all service lines, accurate forecasting of likely requirements for future growth, and rollout plans for deploying infrastructure resources to handle that growth. With this level of visibility, service providers can discover and eliminate redundant equipment, tweak performance with existing resources and direct new resources to the most important potential choke points.

FASTWEB, a large Southern European services provider illustrates the benefits. Entering the market 10 years ago with aggressive growth plans for broadband, triple-play, and business services, the company knew its primary challenge was building a reputation for giving customers the services they wanted quickly, reliably, and at competitive rates. Investing in a comprehensive network management solution enabled the company to maintain a single, universal view of network utilization, a sophisticated and flexible approach to network provisioning, and the ability to roll out new services quickly and affordably. As a result, the company has saved significant resources in capital and operating expenses for the network (capex and opex), maintained a rapid pace of new service introduction, and sustained a profitable approach to network management through a period of substantial growth.

4. OUTSOURCED/MANAGED SERVICES

The lures of outsourcing are powerful and obvious: reduced costs, third party expertise, increased operational flexibility and a greater ability to focus on strategic business priorities. Analysts, consultants, and of course the providers themselves constantly sing the praises of outsourcing and managed services. A recent Gartner report on cost control for telecom carriers, for example, cited cost savings of 10-40 percent in IT applications by outsourcing the work to offshore providers.

Achieving those savings, however, and improving the customer experience at the same time, is far from automatic. As the Gartner report also noted, outsourcing only works if three criteria are met:

> The outsourcing company has an intrinsically better cost structure than the service provider, and passes along the savings

> The service provider has a strong enough vendor management capability to minimize outsourcing costs

> The service provider controls the management of business demand to avoid unnecessary costs

A fourth criteria should also be included: the outsourcing company has the commitment and the ability to support an improved customer experience, either directly with end customers (e.g., in running a contact center), or indirectly by improving performance in critical support functions (e.g., application development).

IT outsourcing, including applications development and data center management, has become quite common in many industries. Service providers can also consider outsourcing or managed services alternatives across a range of industry specific activities, including billing, customer care, CRM operations, and network management—as noted earlier with BT's deal to hand over wire line networks to Alcatel-Lucent.

In considering outsourcing or managed services, service providers should understand three different approaches:

> Tactical: Handing over routine, non-core operations to a partner "as is" with the primary goal of cutting costs and simplifying internal operations

> Transitional: Handing over important business functions to a partner that can create a more effective environment to cut costs and improve performance

> Transformational: Handing over important business functions to a partner with the intent of attaining fundamental operational changes for long-term gains in efficiency, flexibility, and customer experience.

Each approach has value. Each can help service providers reduce costs, improve customer experience, and support a more flexible approach to sustained growth. The Tactical approach is fastest, easiest, and most likely to produce quick savings. The Transitional and Transformational approaches raise the stakes with greater potential savings and improvements but also greater risk and longer time horizons.

5. CUSTOMER EMPOWERMENT

Service providers have long realized that online self-service for customer support is far less expensive than store- or telephone-based service. Service providers can cut costs dramatically by having customers go online themselves rather than visit a store or call a contact center to examine and pay bills, upgrade or downgrade service levels, and find answers to technical questions.

Implemented well, customer service portals can increase satisfaction as well; customers can go online on their own time, access the necessary information without waiting for a customer service representative at a store or on the phone, and get off quickly. It's a great example of increasing efficiency while improving the customer experience at the same time.

An effective approach to empowering customers, however, requires a deep understanding of customer needs and preferences as well as a sophisticated capability to design and build the right tools and platforms. For example, many service providers look to push their lowest value customers into self-service as a way of minimizing cost. If fact, it is often the higher value customers who have great online comfort and a stronger preference to serve themselves. Ignoring this basic fact could mean designing the wrong system, missing important revenue opportunities, and frustrating your most important customers.

Five guidelines are particularly important:

> Think long term and create a flexible "test and learn" environment where constant testing and review supports continuous improvement

> Think multi-channel: It's not just the self-service portal but rather the combination and integration of self-service with retail, the contact center, and IVR

> Think analytics to help ensure the proper segmentation & priorities

> Think on demand, as more and more customers want to serve themselves via always-on mobile devices

> Think social: the next great trend in customer empowerment is facilitating social networking for peer-to-peer customer service, as companies like Verizon, Comcast, AT&T, Virgin and TeliaSonora, and Comcast have begun to do.

The complexities increase when addressing customer empowerment and self-service at the enterprise level. Business customers want online access not only to billing and individual usage information, but also to real-time data about the network itself and the ability to solve problems. For example, denial of service attacks often require phone calls to a support center, which triggers a lengthy process of review and resolution. Direct customer access to the network can enable faster action, greater customer satisfaction, and more efficient service provider operations.

6. LEVERAGING ASSETS

"Doing more with less" is the mantra during tough economic times. Typically, this means doing more with the same or fewer staff and lower budgets. Many service providers are doing just that, of course. But they should also look at new ways to leverage existing assets to increase efficiencies, improve the customer experience, and generate new sources of revenue.

A simple example is the monthly bill or invoice. It may not be normal to consider a bill an "asset," but consider the success of TeliaSonora Denmark. Several years ago, the company redesigned its invoice format to make it clearer and simpler to understand. This one change led to 40 percent fewer calls to the contact center, saving the company millions of Euros while improving the customer experience by removing the need for customers to question their bills.

Another important area to consider leveraging assets is partner relationships and partner-based services. Opening the service and application development process to partners, as in the "app store" model, can be a powerful way to save development costs and generate new sources of revenue based on the "asset" of your customer base—which partners and developers might be anxious to tap.

The 2008 launch of the Joint Innovation Lab (JIL) by China Mobile Limited, SOFTBANK, and Vodafone provides an example of service providers pooling resources, and leveraging existing assets to accelerate development of mobile services, such as widgets, for mutual benefit. Verizon Wireless has since joined JIL as well.

More ambitiously still, service providers looking to "Telco 2.0" are evaluating entirely new business models that may be better suited to the emerging Tera-play environment of a trillion connected devices. The Telco 2.0 idea is that service providers may have a brighter future playing a wholesale and business-to-business middleman role between device makers, content providers, and others in the Tera-play ecosystem than they have trying to compete as a comprehensive provider of increasingly elaborate services to individual consumers.

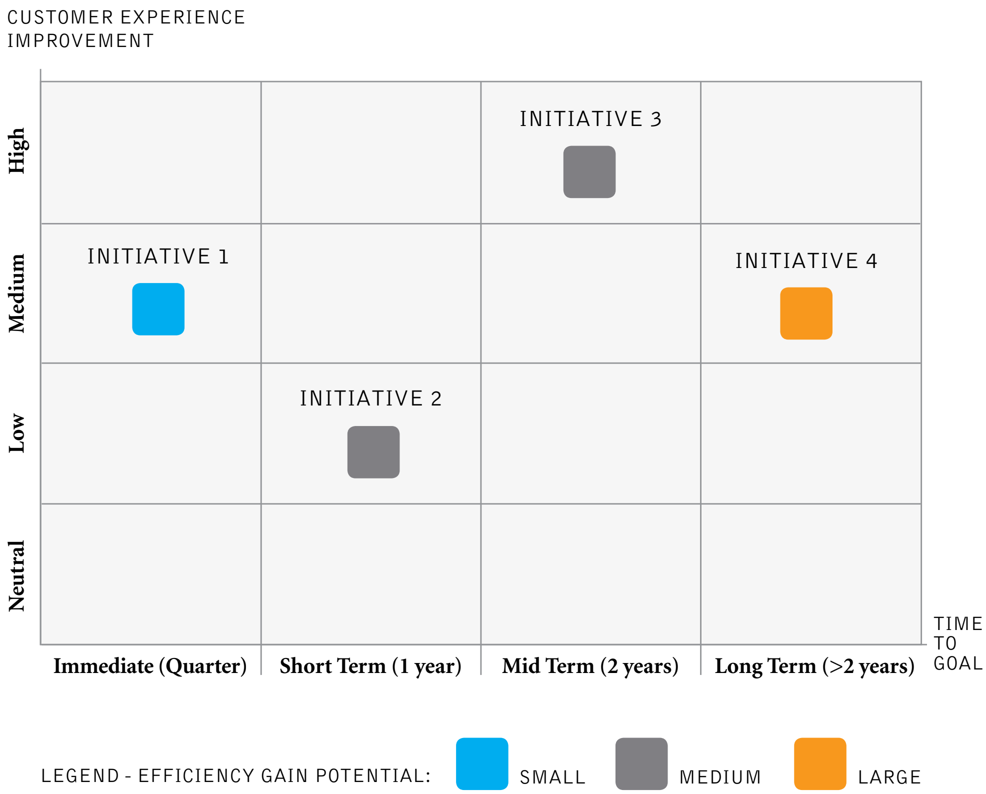
In this model, service providers focus on using their customers, billing and CRM systems, and networks as powerful assets to be leveraged by partners with cost- and revenue-sharing. Service providers can then offer a much wider array of products and services to their customers without incurring so much of the cost while still reaping the financial benefits and strengthening customer satisfaction and loyalty.

BUSINESS IMPACT MAPPING:
A DISCIPLINED APPROACH TO SETTING PRIORITIES

The Amdocs Business Impact Mapping framework provides a simple but rigorous approach to identify where service providers have the greatest opportunities to achieve positive impacts on both efficiency and experience… with which strategies… with what levels of investment… during what time frames.

The core of the Business Impact Mapping process is literally the development of a "map" that places potential initiatives in different places along two axes: one for customer experience impact and one for time and resources required to achieve that impact. The "points" on the map are sized or coded according to the level of cost savings or efficiency they will create. Figure 2 shows a simple, generic version of the map.

FIGURE 2: BUSINESS IMPACT MAP

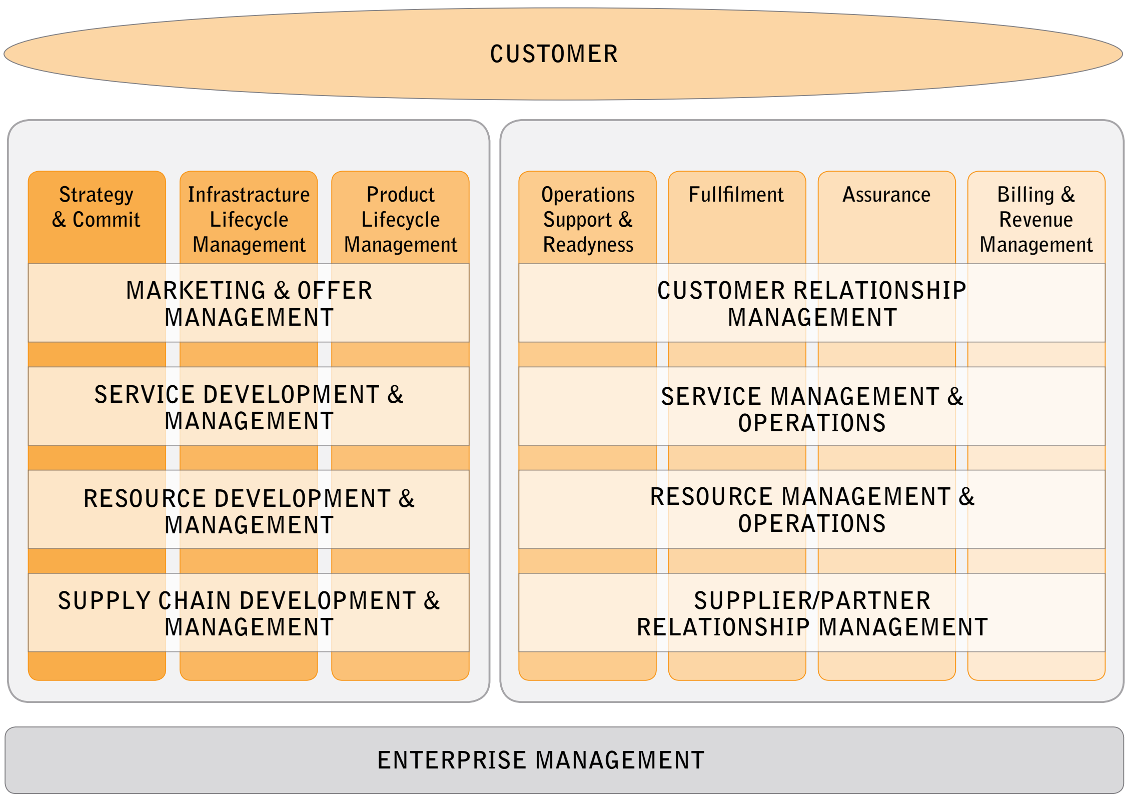


Once you have plotted potential initiatives on the map, you can evaluate each one in a broad strategic context, and determine which initiatives and investments are worthwhile over what period of time. Most likely you cannot undertake all of the potentially valuable initiatives at once; plotting them on the same map makes it easier to consider their relative costs, risks, and rewards relative to each other to help make the best possible decisions.

In brief, the process works like this:

1. Identify problem areas for cost and/or customer experience across various operational domains, such as new service development, customer relationship management, and network operations. The TeleManagement Forum's eTOM model is a good place to begin, although you might want to use a more detailed categorization (Figure 3). Outside help from a specialist consultancy may be useful in identifying the most promising opportunities for domain improvement.

FIGURE 3: IDENTIFYING PROBLEM DOMAINS: USING THE ETOM MODEL

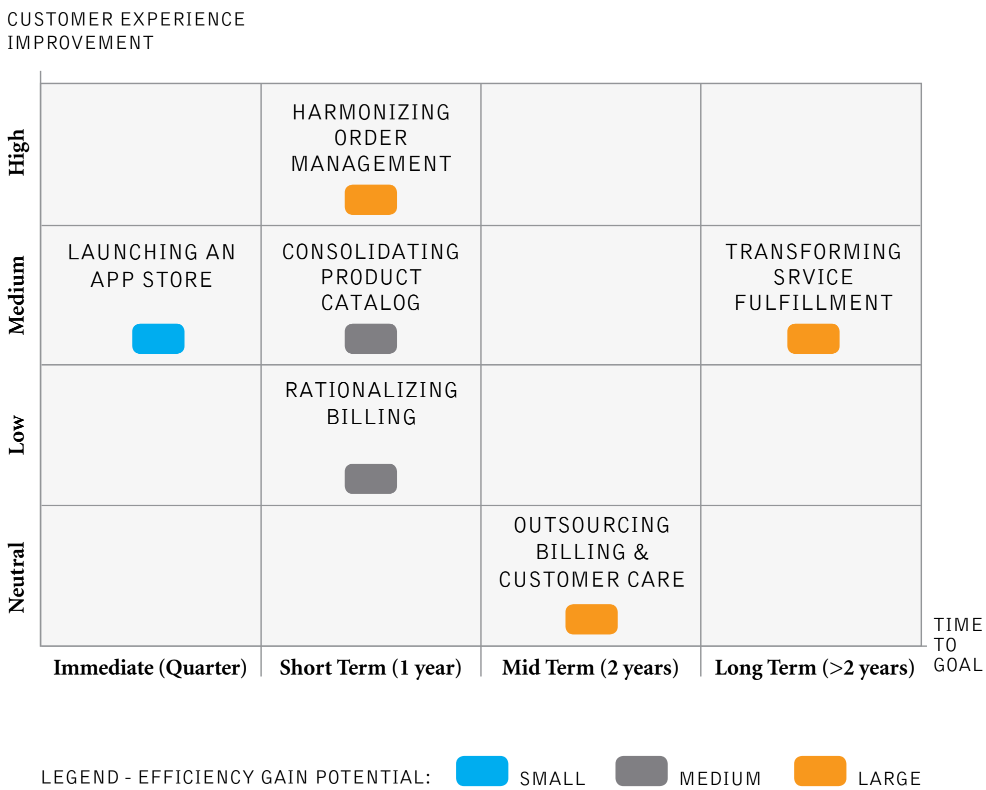


2. Define simple scales to categorize potential costs and impacts in process efficiency and customer experience (e.g., High–Medium–Low) for each of the domains. The scales will differ for different companies and types of initiatives. For example, a $10 million investment may be high cost for one company, but low cost for another. A $10 million cost savings may be high impact for one company but low impact for another. Similarly, a 10% reduction in time to market may qualify as a big improvement in customer experience for one company, but only a moderate one in another.

3. Review the types of initiatives that might be possible for each problematic domain. These might include initiatives in any or all of the Strategy Tracks discussed above (consolidation, outsourcing, etc.). Different strategies may well be relevant for different domains. Estimate the cost and time to implement, the expected gain in efficiency, and the potential impact on customer experience. For example, if network reliability is a big problem driving operational expense and customer frustration, outsourcing might be the best strategy. It might take one year to engage a partner, hand over network management, and begin to see results. Those results might include a $X cost reduction and 5% improvement in network reliability within that timeframe.

4. Plot the most effective strategies on the Business Impact Map based on their likely costs, time to completion and potential impacts on efficiency and experience. Figure 4 provides an illustrative map.

FIGURE 4: MAPPING STRATEGIC PRIORITIES: AN ILLUSTRATIVE EXAMPLE



5. Review the most effective strategies to identify a priority list for investment. Additional considerations beyond the ones on the map may include risk factors for each initiative, competitive positioning, and available resources. Depending on individual circumstances, companies may select one, two, or more initiatives to launch at a given time.

The power of the Business Impact Mapping approach is that it forces companies to examine potential impacts on both operational efficiency and customer experience, while also showing the relative costs, benefits, and time horizons of different initiatives in a single view. Executives often focus on one or two of the seemingly most urgent initiatives at the expense of a broader strategic view. The Business Impact Map makes it much easier to manage with a broader view.

Please note: the sample maps shown above are purely illustrative. Each service provider will develop its own list and map of which domains to review, which strategy tracks work best in different domains, and which initiatives are worth consideration. Each map, therefore, will look different based on a service providers' specific situation.

In today's environment, service providers can ill afford for any new project to go bad. Yet the failure rates for operational change and transformation projects are high—perhaps as high as 50 percent according to some estimates. Minimizing project risk and maximizing the chances for success is thus a top priority for service providers considering any initiative to improve efficiency and customer experience.

As such, a realistic assessment of risk is a critical aspect of the decision making process for new initiatives.

Broadly speaking, there are two primary causes of failure:

> **Reinventing the Wheel.** Too often, companies fail to take advantage of proven business processes, industry knowledge, and standards-based systems. They start from scratch, and spend extra time and money reinventing the wheel or, worse yet, failing to reinvent the wheel.

> **Ignoring the End Game.** Too often, companies fail to plan for success. They do not define key success factors using key performance indicators (KPIs), invest appropriately in measurement, or build serious accountability into project management.

With the high rates and costs of failure, service providers must do everything possible to minimize risk on necessary projects. Most of all, this means leveraging proven processes, expertise and standards, and creating appropriately detailed plans, measurements, and accountability mechanisms for success.

A FINAL THOUGHT

Service providers today are facing a double whammy:

> An economic crisis that requires urgent action to cut costs and improve operational efficiency

> A fast-approaching Tera-Play environment that requires substantial investments in new capabilities to support seamless customer experience in an exponentially more complex networked world

The keys to success in this unprecedented situation are a clear vision of the necessary business transformation, a disciplined approach to strategy and decision making to define the near-term steps that can best contribute to that transformation, and an experienced guide and partner to help you minimize risk and maximize results every step of the way.

STRATEGIES FOR THE DOWNTURN

- Data and System Consolidation
  - Billing
  - Data Management
  - Customer Service Representative User Experience
- Process Improvement
  - Politics Review
  - Process Harmonization
  - Process Optimization
  - Process Transformation
- Network Management Optimization
  - Network Planning Optimization
  - Inventory Discovery
- Outsourcing/Managed Services
  - Testing
  - Application Development
  - Application Maintenance
- Customer Empowerment
  - Personalized self-service portal
  - Personalized business intelligence-based interactions
- Leveraging Assets
  - Revenue-Leakage Prevention
  - ICT/SaaS
  - Telco 2.0 – Partner-Based Services

THE AMDOCS ADVANTAGE

The harsh economic conditions facing most service providers give them little room for error in choosing partners to help them survive and thrive. With high stakes and limited resources, they need to know that any investments they make will pay off in both efficiency gains and improved customer experience.

Amdocs is uniquely qualified to partner with service providers in their urgent efforts to improve near-term performance and build more agile and effective operations for longer-term success.

- When it comes to helping service providers manage integrated programs to improve both efficiency and customer experience, Amdocs has "been there & done that." Amdocs worked with each of the companies featured in the case studies in this white paper, and many more in similar fashion—read our customer stories at **www.amdocs.com/os/success/success.html**

- Unlike most large solution providers, Amdocs is singularly focused on helping service providers succeed. The company launched in 1982 to provide software for directory information services, and today serves 90% of Fortune's Global 500 service providers with an integrated suite of products and services for business.

- Amdocs is also unique in offering service providers a comprehensive suite of products, services, and solutions under one roof. Unlike the other software or services firms that compete in the service provider marketplace, only Amdocs has the ability to do the strategic analysis, make the proper recommendations, and then design and deliver fully integrated solutions based on its own industry-leading products.

- Of more immediate concern, Amdocs has a well-developed set of offerings that respond directly to the current crisis, beginning with the strategy consulting capability to help service providers prioritize initiatives, build and prove the business case, and design an intentional customer experience. Additional offerings focus directly on the most important strategy tracks, such as Billing Transformation, Network Inventory Discovery, Smart Agent Desktop, and Data and Systems Consolidation. To learn more about Amdocs current offerings, visit **www.amdocs.com/Site/Offerings/index.htm**

- Finally, a closed-loop business model enables Amdocs to accept total accountability for results. Having "one throat to choke" makes it easier for service providers to demand results, and being fully accountable for those results helps focus Amdocs executives on delivering the promised benefits.

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, services and expertise to help its customers execute their strategies and achieve service, operational and financial excellence.

A global company with revenue of $3.16 billion in fiscal 2008, Amdocs serves customers in more than 50 countries around the world.

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