



CASE Mobile operator billing and crm system migration project

A mobile operator replaced its billing system with a system used by its parent company. The operator had no experience of replacement or consolidation projects. Ixonos helped the operator manage and execute the replacement project, which was successfully completed within one year enabling the customer to implement its parent company's strategy efficiently.

Background

A mobile service operator replaced its billing system with a system used by its parent company. The project scope was limited to mobile post-paid subscribers of GSM, GPRS and Internet services. The new system comprised the following elements: customer & contract management, product catalogue, pricing & charging, billing, accounts receivable and collection. The system was integrated with network elements (provisioning and mediation), several separate sales channels, and web-based self-care services.

The customer had no previous experience of billing system replacement or consolidation projects, and had insufficient project management competence to manage a large project. The system vendor had been selected against the recommendation of line organization specialists. The operator's line organization did not commit to the project and the relationship between the line organization and the vendor became problematic. The customer decided to seek vendor-independent project management expertise to represent its interests in dealing with the vendor and to support its organization.

Solution

Ixonos was invited to organize and manage the project at the beginning of the project execution. The project was organized as eight sub-projects: data conversion; product structure & parameterization; rollout; training & documentation; interfaces, integration & surrounding systems; testing; transition to maintenance; and systems development.

The key roles, namely project manager and the sub-project managers, were occupied by Ixonos project management experts. Each sub-project manager's role was to plan and organize the sub-project and manage the daily execution of the sub-project. Ixonos also provided several subject matter experts for the conversion and testing. In addition to project management competence and subject matter expertise, Ixonos introduced processes, tools and professional methodologies designed especially for large-scale migration projects.

Benefits

Ixonos helped the customer manage and execute the billing system replacement project, which was successfully completed within one year. The key functions of the target system were in operation nine months after contract signing, and the system was fully operational – with more complete automation of essential billing processes – in sixteen months. Disruption of customer care operations and other parts of the operator's daily business was kept to a minimum. The professional management of the project enabled the customer to implement its parent company's strategy efficiently. Time and internal costs were saved and the customer achieved a rapid return on its investment.