

CASE Telecom operator billing and crm system replacement project

A major telecom operator replaced its customer care and billing system due to lack of support for existing billing system and a wish to consolidate the systems architecture. Ixonos helped the client to execute the billing system replacement. The impact on customer care operations and other parts of the operator's daily business was kept to a minimum.

Background

A major telecom operator replaced its previous customer care and billing system with an Amdocs ICM solution. The lack of support for existing old billing system and a wish to consolidate the operator's systems architecture led to the decision to implement a system replacement and consolidation project. The project scope was limited to mobile post-paid subscribers of GSM and GPRS services; it included customer & contract management, product catalogue, pricing, billing, accounts receivable and collection. The billing system was integrated with network elements for provisioning and mediation, a credit check service provider system, invoice printing systems, collection partner systems, web-based self-care services, the sales channel, and the company's fault management systems.

The customer had too little experience of project management and billing system replacement to effectively manage, among others, acceptance testing and rollout. The project was already at the execution phase, mainly led by the system vendor, when the customer decided to engage specialized, vendor-independent Ixonos project managers to assume the key project management roles.

Solution

Ixonos was contracted to plan and manage the final phases of project execution, including acceptance testing, rollout planning and execution, transition to maintenance, and to lead the Project Management Office.

The project was organized as ten sub-projects: configuration; interfaces, integration & surrounding systems; data conversion; testing; business processes; rollout; infrastructure; training and transition to maintenance. The project also featured a separate change management function. Ixonos occupied the project manager roles for the acceptance testing, rollout and transition sub-projects. Ixonos also provided several subject matter experts for the testing as well as planning and execution phases, and later in the project a Project Management Officer.

In addition to the project management competence and subject matter expertise, Ixonos introduced processes, tools and professional methodologies designed especially for large-scale migration projects, such as the minute level rollout plan, and testing methodologies.

Benefits

The billing and CRM system replacement and consolidation project was completed successfully in 2007. The impact on customer care operations and other parts of the operator's daily business was kept to a minimum.

Ixonos helped the customer to lead and execute the billing system replacement project, and thereby to eliminate the risk of having an unsupported business-critical system. The customer was able to concentrate on the day-to-day operation and the development of its own business more efficiently. The competence challenges and the increase in change requests often entailing the replacing of a billing system were taken control of. Time and internal costs were saved. Ixonos also assisted the client in the implementation of a more customer-centric operating mode.