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Business Transformation: Consulting Perspective

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ABSTRACT

The current generation of mobile networks continues to transform the way people communicate and access information. Further developing and implementing technologies that enable true human-centric and connected machine-centric networks will come to redefine end user mobility along with the entire landscape of the global telecoms industry. 3G and 4G technologies have mainly focused on mobile broadband use cases, providing enhanced system capacity and offering higher data rates. Future wireless networks should offer wireless access to anyone and anything.

Keywords: Business Process Reengineering, Business Transformation, Digital Transformation, Strategy Formulation, Target Operating Model (TOM), Next Generation Operating Model (NGOM), Business Case, Digitalization, Telecommunication Operations etc.

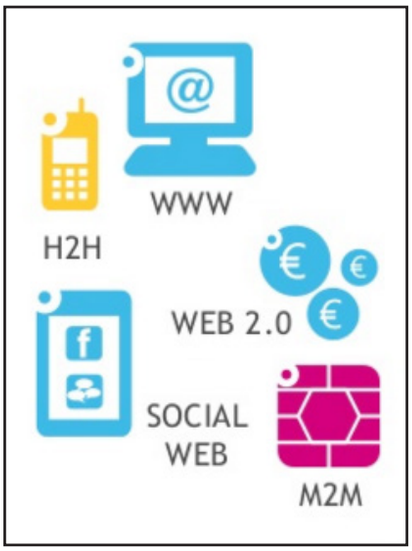


Fig. 1: Upcoming Technologies

Business and IT stakeholders to establish the value addition and subsequently talks about the approach and methodology that the company followed for its consultative engagement for business and technology transformation for a telecom service operator. We started this journey by creating a business case for justifying a particular function within the business organization and laying the foundation of going for IT transformation in general. The Operational Transformation Strategy has been depicted by the Operating model which acts as the baseline, deriving the process architecture to form an integral part of the enterprise architecture library. To aid the operators ride the change, embrace the digital future; a standard consultative approach is required to understand the strategic vision of the organization and chalk out a roadmap to make digital transformation a possibility. Once the high-level view is blueprinted, the approach talks about going into the details of the existing processes for business transformation

1. BUSINESS CASE OVERVIEW

The world is trying to become completely wireless, demanding uninterrupted access to information anytime and anywhere with better quality, high speed, increased bandwidth and reduction in cost.

A transformation journey is never complete without a set of highly flexible and scalable target business processes defined to cater the business needs, changes happening in the business scenarios, filling up the dots behind to ascertain technological changes necessary to manage the business needs.

1.1 Operator Overview

The operator has made several acquisitions in different countries and especially in Africa in 2005. As the market

in almost saturated in the Middle East, it is moving to International locations and right now has its operation in 17 different countries across Asia, the Sub-Saharan Africa. It is the largest carrier of the international voice traffic in middle-east and Africa and one of the top voice carriers in the world.

With the new acquisition and also with the advent of newer technologies introduced to the market the operator was facing the problem with their legacy systems. The business is becoming critical and it was difficult for them to cope with the business needs and the fast paced business scenarios which are coming up. They don't have the proper IT backbone to support their newer products which they want to launch to counter their competitors. Also the legacy systems are mostly disparate, very little integration amongst them which makes the marketing departments' job very hard when they want to launch any newer technology product with much faster TTM. Most of the time it ends with blame gaming between departments and it lost the first mover advantage so as the opportunity cost.

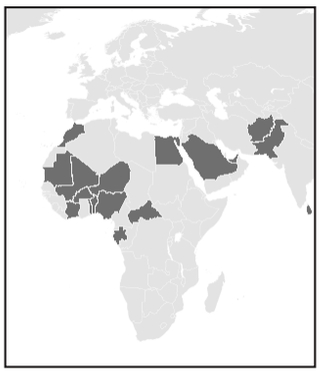


Fig. 2: Global Presence

Above all, a lot of manual activities makes it even harder and make it error prone. Top management understands that they really need some kind of transformation in order to be at the leader position.

1.2 Business Case Snapshot

Ericsson being a Consulting lead SI organization has engaged with several operators in the past for delivery of large scale transformation projects. One such example is mentioned as an interesting example in the context of this paper. This was primarily with the COO of the organization of the service provider to establish the credibility of business analysis function within the client organization along with other competitors.

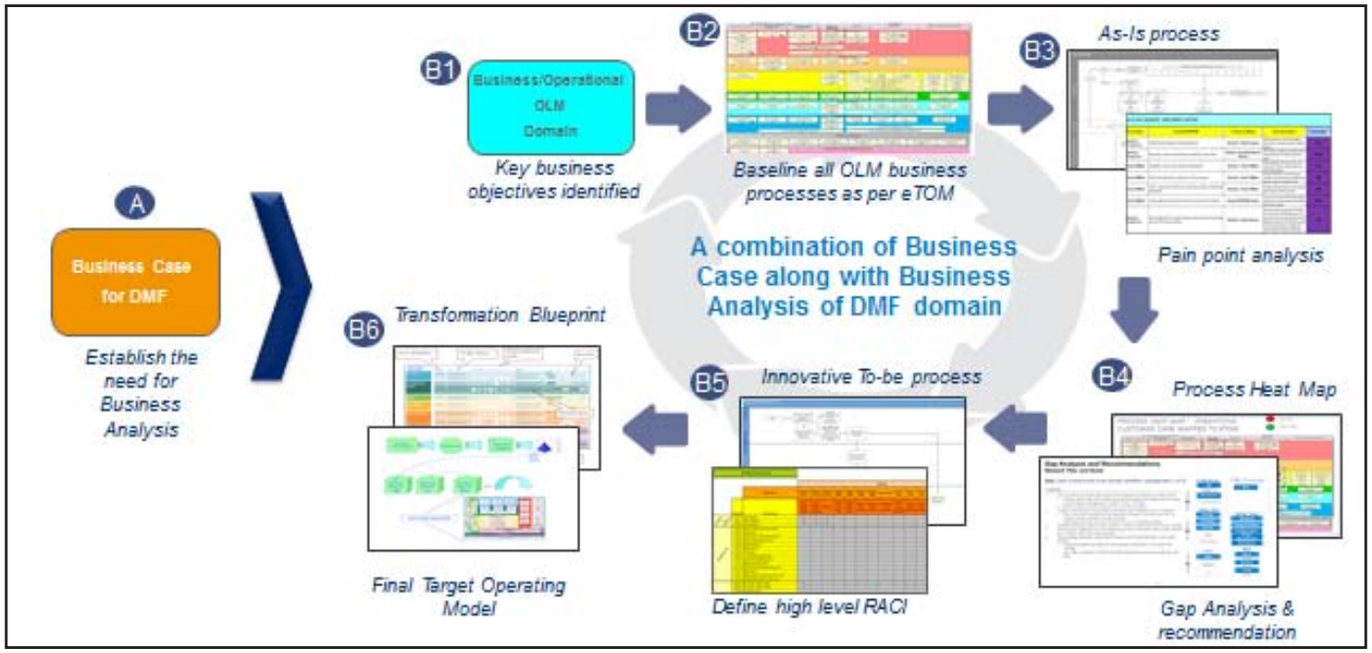


Fig. 3: Consulting Approach - Summary

To establish the credibility of the Demand Management Function (DMF) which would establish business analysis as its core responsibility from a business side. The exercise was kicked off with a consulting led business case around the operator's Order Management domain to demonstrate the value of DMF as a function. The business case would help in establishing the fact that, for a business transformation, a business analysis function needs to be set up. Once the business case is established that, the organization needs to invest in a business analysis function; then Ericsson would go forward with the business transformation. Thus Ericsson would set up the function as well as help the operator with the transformation.

Thus it was a 2 phased approach. Firstly, to establish the credibility with the business organization in creating a business case for the Demand Management functions. Secondly, once the credibility was established we went ahead with the transformation program in general.

The following activities are performed:

1. Analyzed the entire Order Management lifecycle.
2. Collation and compilation of all the Order Management domain pain points addressing the key issues.
3. All initiatives identified by operator's business have been mapped back to pain points and root causes which were further analyzed to complete the e2e impact analysis for Order Management domain.
4. Impact Analysis has been done for the Order Management life cycle to show impact correlation and mapping it across the three domains - Revenue Margin, Customer Experience and Operations Function.
5. Impact analysis further leads to analysis of potential business opportunity loss for the operator.
6. Proposed Solution Identification and proposition for creation of Business Analysis and Requirements Management function across BUSINESS and IT organization of the Operator.
7. Process Governance Model proposed for B2B in the Order Management domain.
8. Business Process design for Incident Management both proactive and reactive scenarios.
9. In addition to the Order Management scope, all low-level requirements analyzed further for the To-be initiatives for CRM domain and mapped it across the solution being implemented.

2. Business Case - Input Analysis

Table 1: Input Analysis

Parameters	***Value in Unit***
Total Orders generated per YEAR	128000
Total Orders generated in effectiveness (80% of the total orders except the orders which are simply manipulated with minor edits)	102400
No# of orders being processed successfully in a YEAR - Voice	90400
No# of orders being processed successfully in a YEAR - Non Voice	12000
No# of orders being processed for Managed Services (Non Voice)	1200
Total turnaround time (TAT) – average per order Voice (80% weight)	4 days
Total turnaround time – average per order Non Voice(19% weight)	10 days
Total turnaround time – average per order Managed Service (Non Voice)(1% weight)	78 days
Weighted average TAT (Voice + Non-Voice+ Managed Service (Non Voice))	4.61 days
Total TAT	5 days
Order Placement and QA	1.25 days
Order Capture and Validation	1.25 days
Order Processing	1.25 days
Process and Governance	1.25 days
Root Cause for delay in TAT	
Business Analysis + Lack of process standardization	0.43
Business Analysis and low level design impact	0.35
Net Impact of Business Analysis and Low Level Design	0.39

**Source – Ericsson Primary Research

The Corporate dimension Impact Analysis (%age wise) done on People, Process and Technology and the following result obtain:

Table 2: Dimension Impact Analysis

Order Management Life Cycle	***People***	***Process***	***Technology***
Order Placement and QA	28.57	100.00	57.14
Order Capture and Preparation	28.57	71.43	57.14
Order Processing	33.33	66.77	44.44
Process and Governance	20.00	100.00	20.00

**Source – Ericsson Primary Research

There are possibilities of one to many relationships like if one single activity can be taken by all people, process and technology or by any combination of those.

Transformation Dimension Impact Analysis calculates the effect of the overall transformation program on the high level KPIs. In this case, we have calculated the percentage improvement that we are expecting as a result of the transformation program (%age problem mitigation).

The Transformation Dimension Impact Analysis (%age wise) also done on Revenue & Margins, Customer Experience and Operational Efficiency. The following table shows the percentage of pain points/requirements that impact RM, CE, OE. After transformation once the pain points are mitigated, an overall improvement in the domains are also expected.

Table 3: Transformation Dimension Impact Analysis

Order Management Life Cycle	***Revenue & Margins***	***Customer Experience***	***Operational Efficiency***
Order Placement and QA	17.86	14.29	25.00
Order Capture and Preparation	7.14	10.71	25.00
Order Processing	3.57	7.14	28.57
Process and Governance	0,00	3.57	17.86

**Source – Ericsson Primary Research

We analyzed the scenarios in details and came up with three different business cases

2.1 Business Case 1

Table 4: Business Case 1

Business Case 1 :		
Effective Target Improvement		***Comments***
Proposal QA	0.7625	[1- 0.39 (tab-1, NET IMPACT)] * Input Proposal QA
Order Capture and validation	0.7625	[1- 0.39 (tab-1, NET IMPACT)] * Input Order capture
Order processing	0.7625	[1- 0.39 (tab-1, NET IMPACT)] * Input Order capture
Process and Governance	0.7625	[1- 0.39 (tab-1, NET IMPACT)] * Input P&G
Total TAT Revised	3.05	Sum of above 4 rows
# of revised orders which are being handled now	167868.85	(Total Orders generated per year/Total TAT Revised)*Total TAT
Average revenue per order - Voice	1735.34	Given
Average revenue per order - Non Voice	2711.20	Given
Average revenue per order - Non Voice Managed Services	14780.47	Given
Average NET Revenue (Voice+ Non Voice+ Managed Services)	2051.20	weighted average (voice 80%, non-voice 19%, non-voice MS 1%
For 1 transformation project only in the Order Handling domain	$134,558,759.60	(Revised order – Total Order)*Avg Net Revenue
For as many as 10 transformation project across OSS/BSS	$1,345,587,596.01	

**Source – Ericsson Primary Research

According to us, the business scenario has its own merits. The inferences drawn from the scenario are the following:

2.1.1 Inferences from Business Case: Scenario 1

- Business Analysis both from Business and IT sides along with lack of process standardization has an effective mean impact of 39% in improving TAT for all category of orders
- Each dimension "PROCESS" would impact the Business Side of Operator and "TECHNOLOGY" would impact the IT side of Operator.
- Revised TAT for all orders for the full life cycle is down to 2.85 days if ONLY "PROCESS" dimension is concerned.
- Revised TAT for all orders for the full life cycle is down to 3.25 days if ONLY "TECHNOLOGY" dimension is concerned.
- Effectiveness in the adaptability of Business Analysis both from Business and IT side will yield "business" benefits.

2.2 Business Case 2

Table 5: Business Case 2

Business Case 2 :		
Voice per day revenue	156874376.6 /year	429792.8126
Data per day revenue	29280909.07/year	80221.66868
Managed Service per day revenue	17736561.63/year	48593.31953
		558607.8008
Per Day Revenue Increment	**Improved TAT of 2 days $yield**	$1,117,215.60

**Source – Ericsson Primary Research

2.2.1 Inferences from Business Case: Scenario 2

- The Average effective revenue gain would be considered for each category – voice, data and managed services.
- The revised TAT will initiate Billing for the customers 2 days earlier hence there would effective gain of 2 days' worth of revenue

2.3 Business Case 3

Table 6: Business Case 3

Business Case 3 :	
# of orders being processed in a year	1200
As per present growth rate and market potential	70%
Revised # of orders being processed in a year	2040
Total Expected Revenue from MS in a Year	$30,152,154.77
TAT Impact %age Improvement	40
Revised TAT for MS Order	46.8
Actual Realized Revenue	$50,253,591.29
TAT Additional Revenue Impact	$20,1010,436.51
	Improved TAT of 2 days $yield

**Source – Ericsson Primary Research

2.3.1 Inferences from Business Case: Scenario 3

- The growth rate of Managed Services product category is 70% YoY (data from Operator business)
- The revised TAT will have an effective gain of 30.15m$ only for Managed Services.

3. Solution Approach

3.1 Business Led Target Operating Model

A good place to start is with a value-chain map. First, identify the focus on product/market segments that the organization is serving. Clarify the offer being given to each segment. Then define, for each segment separately, the value chain of activities that are needed to deliver the offer. Different value chains can then be compared side by side in order to identify steps in the chain that can be "aggregated" to gain economies of scale or "standardized" to gain consistency or "separated" to gain local adaptation. These choices then lead directly to organizational implications. Once these economies of scale achieved can use these to convert to economies of scope.

With that Ericsson presented the problem to Operator which has largely been accepted. The IT system Complexity of Operator leads to low efficiency and low business functionality:

- Slow in responding to business needs.
- Costlier IT Solutions.

- Customer Insights are difficult to get because of complex data structure.
- Not digital enough to offer cloud and other newer services.
- Business processes are not updated and lack of automation.
- Same data is kept in many application so as to make the system very slow and unresponsive.
- Disparate legacy system makes it difficult to scale up.

So a proper Business and IT transformation are required for Operator with a Target Operating Model in place. The Operating Model derived needs to be quantitatively and qualitatively mapped to the drivers which would help identify the tangible benefits, both in terms of revenue and cost for the organization.

Ericsson first chooses to create the basics with the TOM and in this journey the first job is to find out the key parameters.

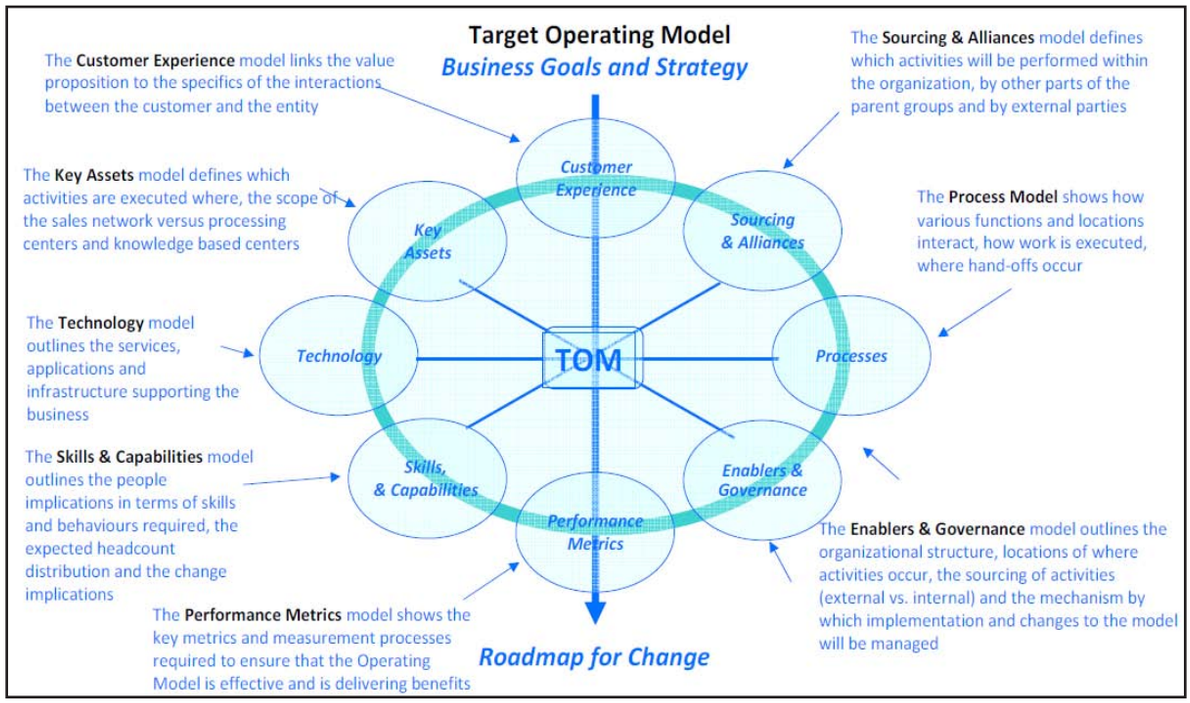


Fig. 4: Target Operating Model

With those key parameter identified for the program, Ericsson started the full transformation journey not only to attain those but also to create a sustainable model for the future.

3.2 Transformation Approach

Ericsson started their journey with their own methodology derived from eTOM which is extremely agile. The following methodology has been adopted that will allow the customer to get their transformation done is a quicker and very minimum distraction from their daily operation:

Two dimensional analyses – one from the organization objective stand point and the other from a business and operational transformation objective stand point

"Corporate dimension" impact analysis done across 3 main dimensions of People, Process and Technology. Each has been broken down into specific parameters for objective analysis

"Business Transformation" impact analysis done across 3 main dimensions of Revenue & Margins, Customer experience and Operational efficiency

Each life cycle stage within the business domain is cross mapped across Organizational impact and Transformational impact to ensure effectiveness and criticality of the overall Business Analysis program

Three-step transformation strategy methodology has been described below:

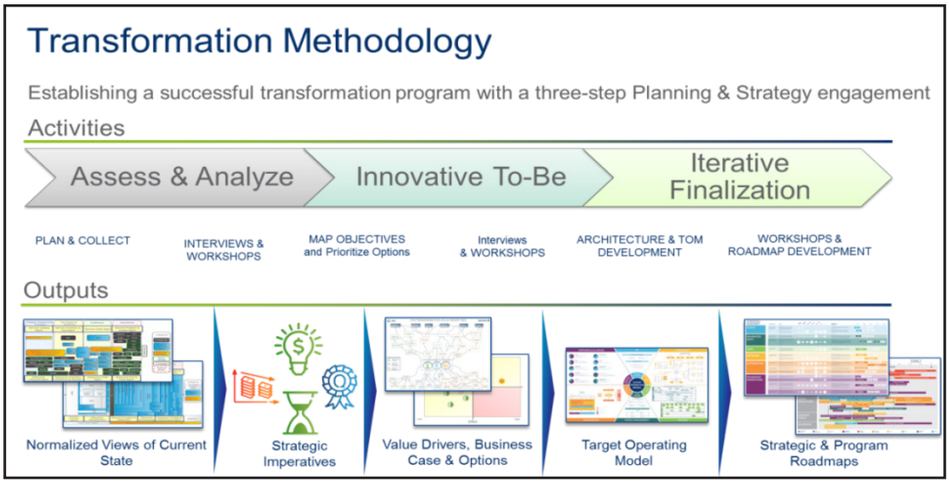


Fig. 5: Transformation Methodology

3.2.1 Assess & Analyze

During this stage, we will develop an understanding of the current operator landscape including business objectives, processes, organizational structure and capabilities. We will compare that information to industry standard frameworks and reference architectures as well as to Operator's desired target state in future steps.

This will be followed by collecting existing documented processes and conducting maturity assessment and map it to the End to End. We will also assess OPEX and CAPEX efficiency, baseline performance and effectiveness. The process map and performance will later be used in subsequent stages to benchmark against leading industry practices.

Key activities to be executed in this stage include:

- Conduct business stakeholders interviews & workshops and capture key business requirements.
- Collect & review existing documentation to identify and standardize current state information, current business processes.
- Collect and review customer pain points across functional units in order to identify potential issues and gaps against best practices.
- Map the processes against industry standards and identify preliminary potential gaps.

Outcomes:

- Current As-Is processes
- Pain-Points Capture

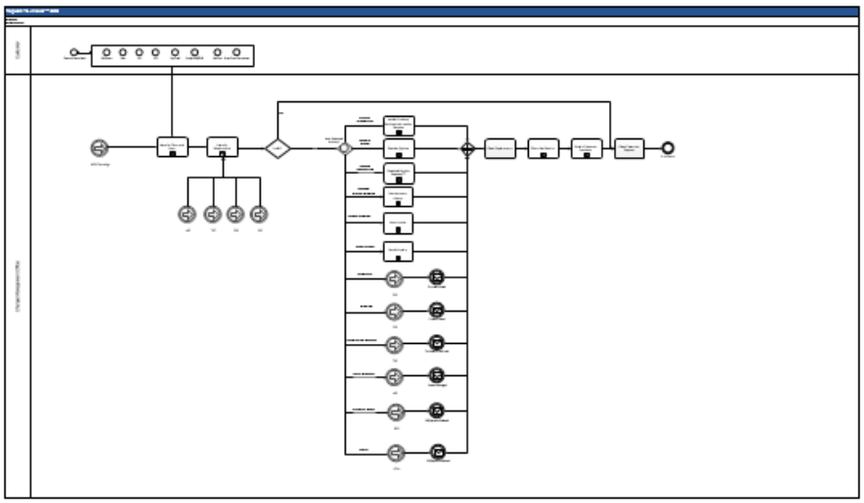


Fig. 6: Current As-Is Processes

S.N	Process Domain	Pain point DESCRIPTION	e Tom Process Mapping	Root cause
68	**Service Fulfillment**	EMM is over capacity, and Zain is facing raising performance issues around the same.	**Operations - Service Fulfillment**	New business Logic Had been implemented inside EMM, which was not considered in solution dementioning. Impact analysis needs to be performed in order to calculate additional processsing requirements. - OLM solution Had been used for subscription mgmt. as a workaround
71	**Service Fulfillment**	Provisioning Disconnection Issue, Effecting Customer Experience	**Enterprise Risk Mgmt.**	There is a lack of automation between the service activation and fulfillment set up and TABS leading to poor customer experience management and process gaps within Zain KSA.
73	**Service Fulfillment**	EMA Leakage in executing provisioning actions triggered by CRM (Operational Issue)	**Enterprise Risk Mgmt.**	This is an operational Issue as stated by the RA/FM team in the pain point gathering meeting, Ericsson needs to investigate more.
74	**Service Fulfillment**	Issue between VAS MSDP sync with TABS CRM, e.g customer is deactivated, while he can still use services from VAS	**Enterprise Risk Mgmt.**	Process/Operational issue that needs to be more investigated by Ericsson.
79	**Service Fulfillment**	TABS and SDP databases might have conflicts regarding customer profile. Due to this phenomenon provisioning of VAS services would face problem (i.e. Customer not being in SDP database, where it exists in TABS database)	**Operations - Operational Support & Readiness**	EMA activation works in a "fire & forget" manner, so even if there is a failure in the activation attempt, EMA doesn't retry and/or back-provison to report to fix it. - There is no notificaiton sends back to SDP, on the other hand EMA supports retry mechanism and roll-back.

Fig. 7: Pain-Points Capture First part

	Analysis and Impacts							Output and recommendations						
Root cause	**Proces**	**Peopl**	**Technolog**	**Revenue/ Margin**	**Custome Experien**	**Operation efficienc**	**Priority of Impa**	**Process F**	**Solution F**	**Recommendatio prioritization**	**QUICK WINS**	**EFFECTIVE**	**CRITICAL**	**CHALLENGE**
ew business Logic Had been implemented inside EMM, which was not considered in solution ementioning. Impact analysis needs to be performed in order to calculate additional processsing equirements. OLM solution Had been used for subscription mgmt. as a workaround			x			Yes	Medium		Yes	Medium		Yes		
here is a lack of automation between the service activation and fulfillment set up and TABS leading to oor customer experience management and process gaps within Zain KSA.	x		x	Yes	Yes		High	Yes	Yes	High		Yes		
his is an operational Issue as stated by the RA/FM team in the pain point gathering meeting, Ericsson eeds to investigate more.	x		x	Yes	Yes	Yes	High	Yes	Yes	High		Yes		
rocess/Operational issue that needs to be more investigated by Ericsson.	x		x	Yes		Yes	High	Yes	Yes	High		Yes		
MA activation works in a "fire & forget" manner, so even if there is a failure in the activation attempt, MA doesn't retry and/or back-provison to report to fix it. There is no notificaiton sends back to SDP, on the other hand EMA supports retry mechanism and roll-ack.	x		x		Yes	Yes	High	Yes	Yes	Medium		Yes		
he core network element (MSS) doesn't mark the CDRs if there is ROC scenario.	x					Yes	Medium	Yes	Yes	Medium				Yes
here is lack of Subscription Life-Cycle Management system leading workaround renewal solution by ffline system. There is need to have Online Subscription Life-Cycle Management system to manage enewal process			x		Yes	Yes	Medium		Yes	Medium				Yes
ap in background document check during the activation of a service which is bundled with device. formation collected during POS is only considered for activation, leading to future revenue leakage ue to false documents and IDs lso IqamaIDs are used by customers, at times the IqamaID expires and are not updated on the system. o mechanism to inform the agent about an expiring Iqama ID to inform the customer about the same nd capture the new IqamaID	x	x	x	Yes	Yes		High	Yes		High		Yes		
, express registration through mobility device is not in scope, thus it has to happen only through Call enter	x	x	x		Yes	Yes	High		Yes	High				Yes

Fig. 8: Pain-Points Capture Second part

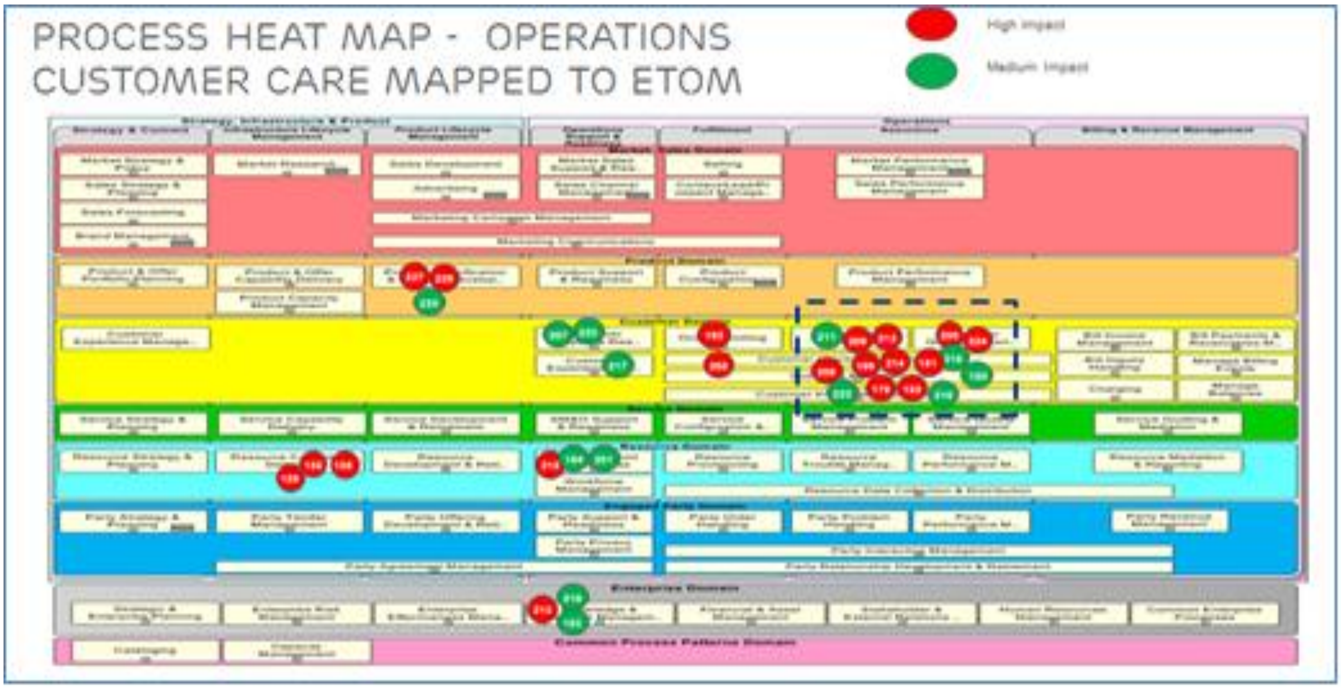


Fig. 9: Pain-Points Capture

During this phase, we will also analyse the information and benchmark against leading industry practices. Key activities to be performed in this stage include:

- Assessment of documented current state of processes.
- Identify gaps & improvements based on Telecom Managed Services best practices.
- Align with the to-be Technical Backbone.
- Design of to be processes to the lowest business process level (one step above the Network/IT backbone) using the Telecom industry best & next practices.
- Cost vs Value comparative analysis of the target stacks.

Outcomes:

- As-Is & To-Be process Gap Analysis.
- Find out the key focus areas/pain points.
- To-be Business Processes to import to Operator process tools.

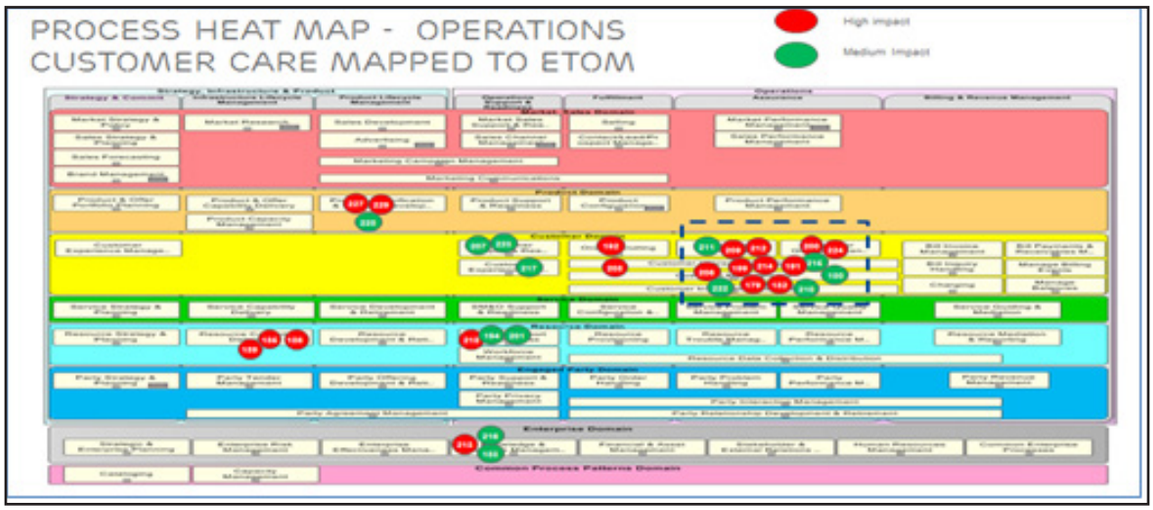


Fig. 10: Process Heat Map

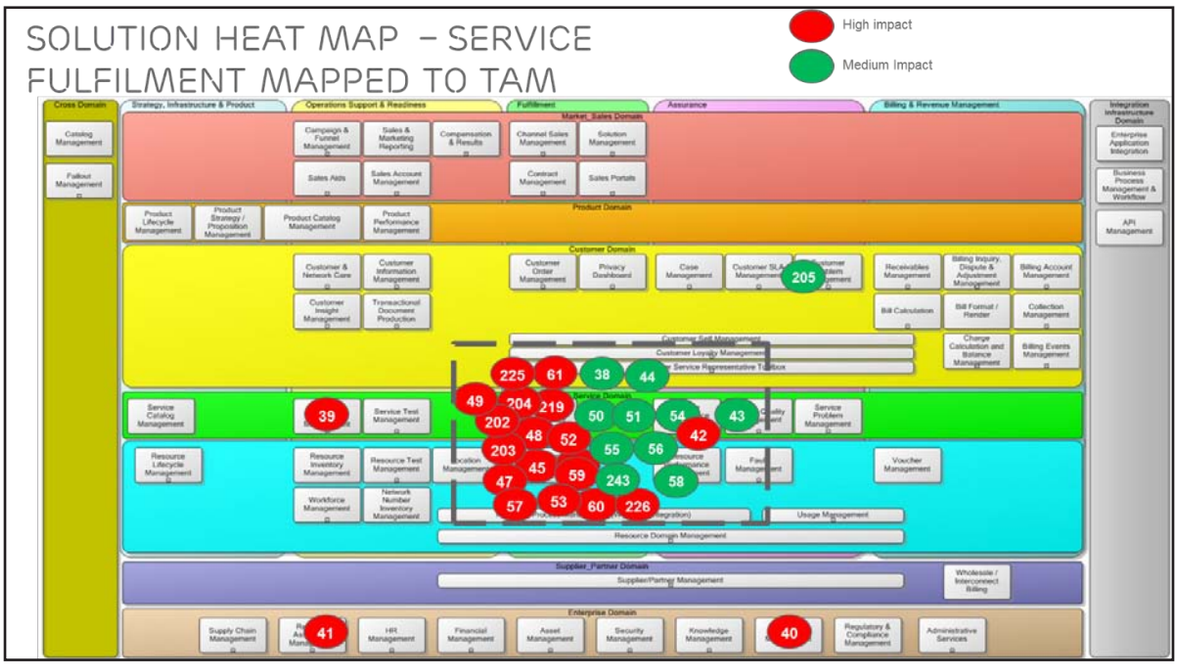
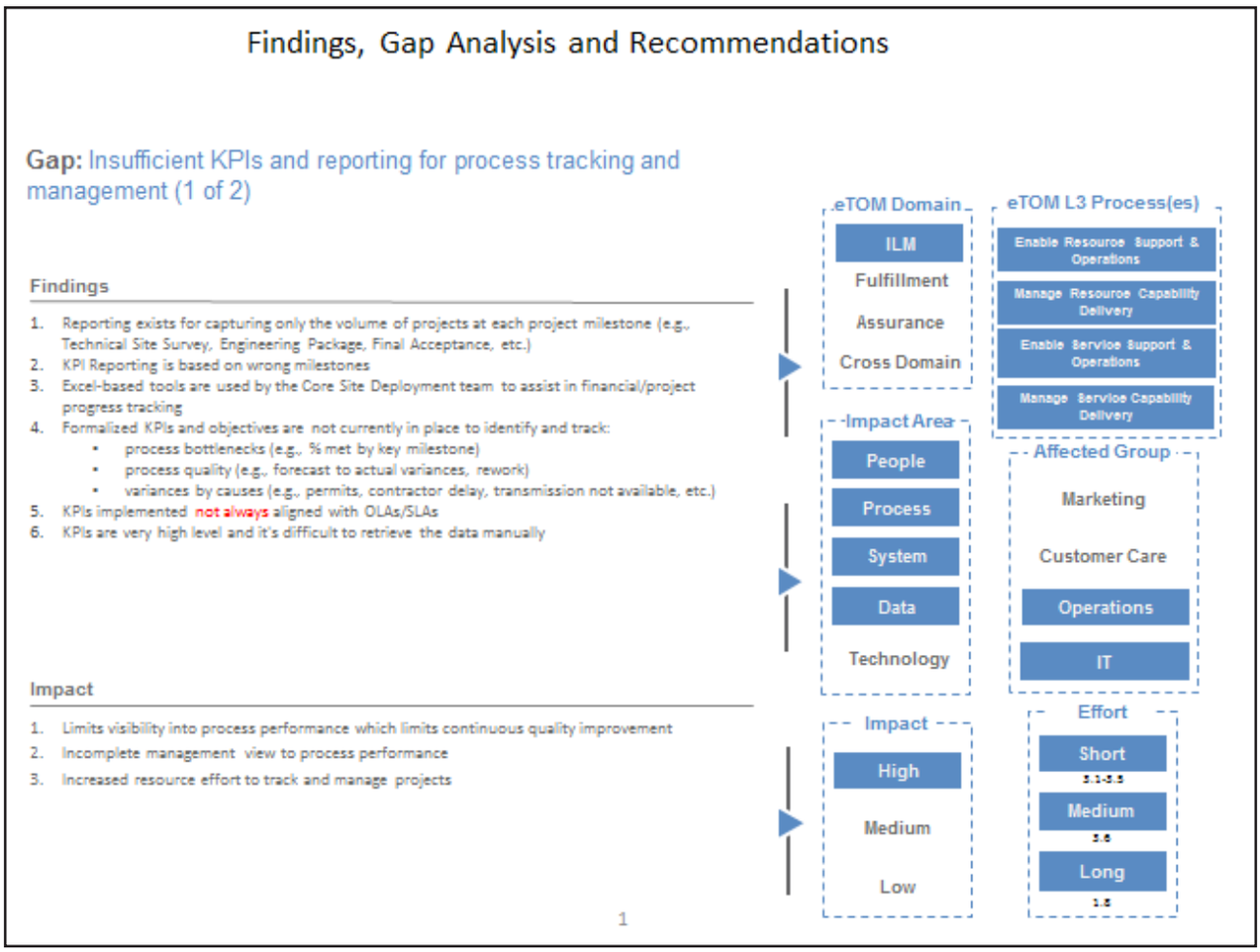


Fig. 11: Heat Map Analysis of the Pain Points



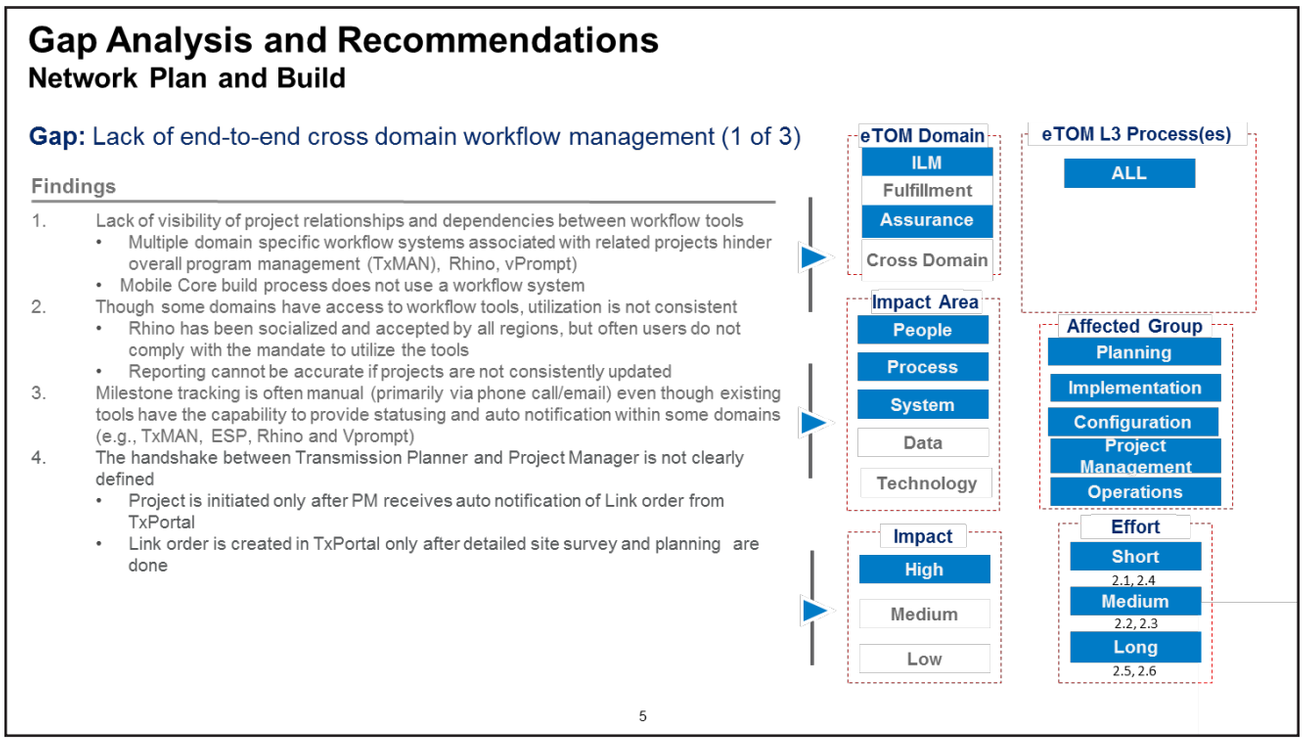


Fig. 12: Gap and Impact Analysis and Recommendations

3.2.2 Innovative To-Be

In this phase, we will focus on identification and alignment of short-term initiatives to long-term goals and the development of feasible options for re-engineering target processes. Staff training and Process trial/test will also be conducted during this stage.

Using feedback received in earlier steps, we will refine the recommendations and create the high-level target operating model that addresses alignment across technology, organization structure and capabilities, guideline processes and KPIs that will be used to measure the success of and progress toward the transformation vision.

Key activities to be performed in this stage include:

- Define Performance Metrics for each process area.
- Recommend and kick-off a roadmap for process automation.
- Perform analysis based on those gaps and pain points, provide recommendations for the strategic roadmap in future steps.
- Propose changes and recommend organization chart.
- Trial/Test Processes whilst providing OJT and class-room training.

Outcomes:

- Recommendations to address gaps in systems, processes and organizational structure.
- RACI Model covering KPI view.
- To-Be processes (aligned to systems architecture and industry good practice) and related dashboards.
- Proposed organization, staffing, roles and related competencies.
- Training and updated processes based on trial/test results.

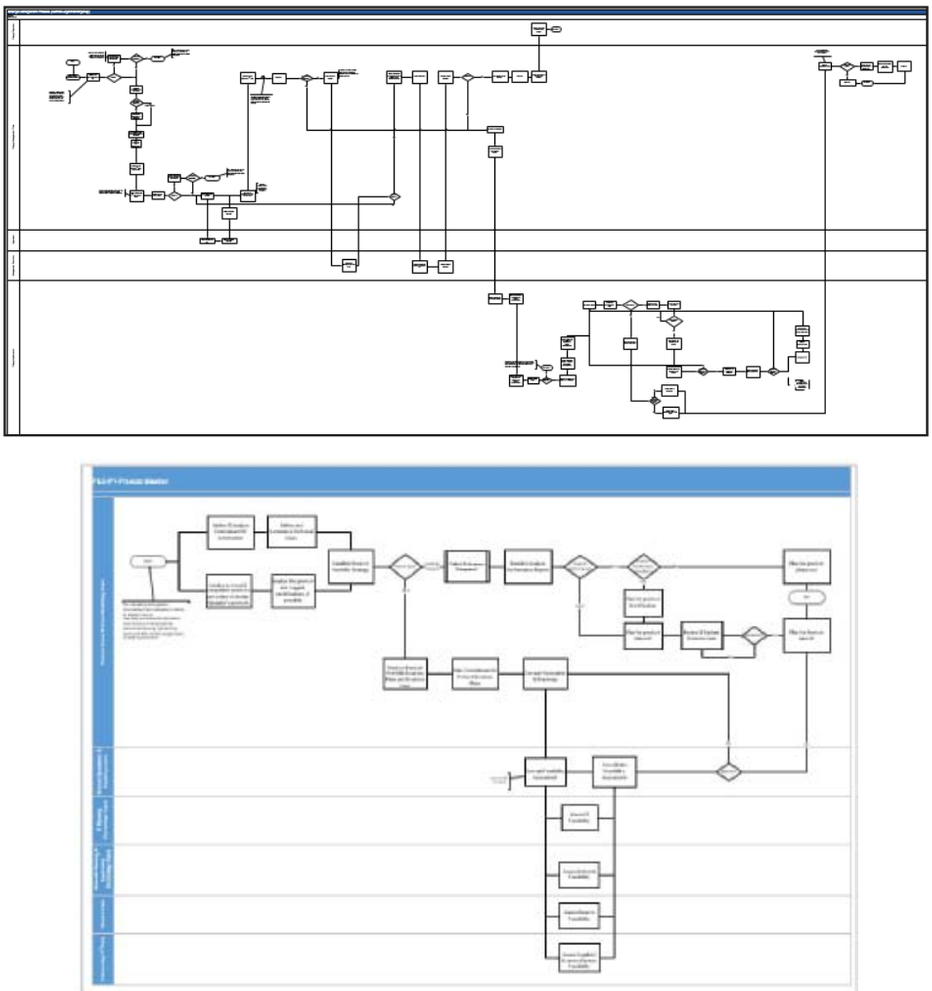


Fig. 13: To-Be Processes

RACI Model

	Process ID	Process name	Partner Relationship Management									
			KR Agent	RD Agent	IND Agent	KR Admin	RD Admin	IND Admin	RS Agent	Device Distributor Agent	Central Warehouse	CIT - ERP MMS User/Support
	POS-014	New Stock Order - Recharge Cards										
	POS-015	New Stock Order - Fixed										
Partner Relationship Management	PRM-001	Customer ordering iPhone from KR/RD	R	R		A	A					I
	PRM-002	Customer ordering BlackBerry from KR	R			A						I
	PRM-003	Customer ordering mobile prepaid service from Partner	R	R	R	A	A	A				I
	PRM-004	Customer ordering mobile postpaid service from KR	R			A						I
	PRM-005	Customer Enquiry	R	R	R	A	A	A				
	PRM-006	Customer Complaint via Partner	R	R						R	R	
	PRM-007	KR Campaign Sale	A									
	PRM-008	KR/Reseller eLife/Data Sale	R						R			
	PRM-009	Partner Registration				A	A		R			
	PRM-010	Partner User Administration										I
	PRM-011	KR/RD Requisition Order				R	R					I
	PRM-012	KR/RD Order Fulfillment				R	R					I
	PRM-013	KR/RD Penalties				R	R					
	PRM-014	Partner Enquiry	R	R		A	A					
	PRM-015	Partner Complaint	R	R						R	R	
	FIN-039	EPM										
	FIN-040	E4ME - Online Payments Processing & Reconciliation										
	FIN-041	Mobile Pay transaction processing & reconciliation										
	FIN-042	Returned Cheque										
e	FIN-043	Payment Complaints										

Fig. 14: RACI Model

Service Fulfilment				
Process Transformation Enabling Capabilites	**Identified High Level Specific Capabilities**	**Drill down capabilities**	**Business Benefits for the Customer**	**HIGH LEVEL Performance Metrics**
Improve Customer Order Feasibility	Check the availability and/or the feasibility of providing and supporting standard and customized product /service offerings where specified to the customer	Determine Customer Order feasibility to check the availability and/or the feasibility of providing and supporting customer specific products & services Determine the availability and supportability of product offering to customer. Determine whether the offering can be supported by other CRM processes.	Supreme Customer Experience & Increased Operational Efficiency	% increase in Customer Satisfaction Index
Improve quality of customer credit authorisation	Assess a customers credit worthiness in support of managing customer risk and company exposure to bad debt	Initiate customer credit check and for authorizing credit and credit terms in accordance with established enterprise risk and policy guidelines Payment processing from PoS to back office finance , and all data points pertaining to a single transaction should be seamless without any lags or delays , also it has to be accurate in terms of both 'count' and 'volume' of the data. Defined processes for Customers liable to pay and have not paid , mapped to the customer profile of a customer , appropriate risk mitigation steps to be taken to ensure revenue is recovered and customer should not be harassed if it's a genuine customer , and appropriate measures taken in case of a Black list customer.	Revenue Enhancement	% reduction in revenue leakages

Fig. 15: Performance Metrics

3.2.3 Iterative Finalization

Based on the target operating model, Strategic Goals, Gap Assessment, and Recommendations, we will develop a strategic roadmap that describes the path forward for Operator's Governance and Service Management Framework Implementation.

We will identify executive decision points over the time frame covered by the roadmap to ensure that there are logical checkpoints defined throughout the transformation program at which senior stakeholders will need to make decisions to continue moving the program forward (i.e. partner selection and internal resource alignment).

Key activities in this phase include:

- Building the Transformation Blueprint for transitioning from As-Is to To-Be states and impact to strategic objectives.

- A poster-sized view of the current work streams related to the transformation initiative showing the relationship between the as-is and to-be states, initiatives, business units and strategic objectives.
- Aligns the program and organizational units to the achievement of business benefits & operator's strategic vision – not to project milestones.
- Cost estimates for Governance & SM Framework implementation
- Final executive presentation describing the agreed transformation plan.

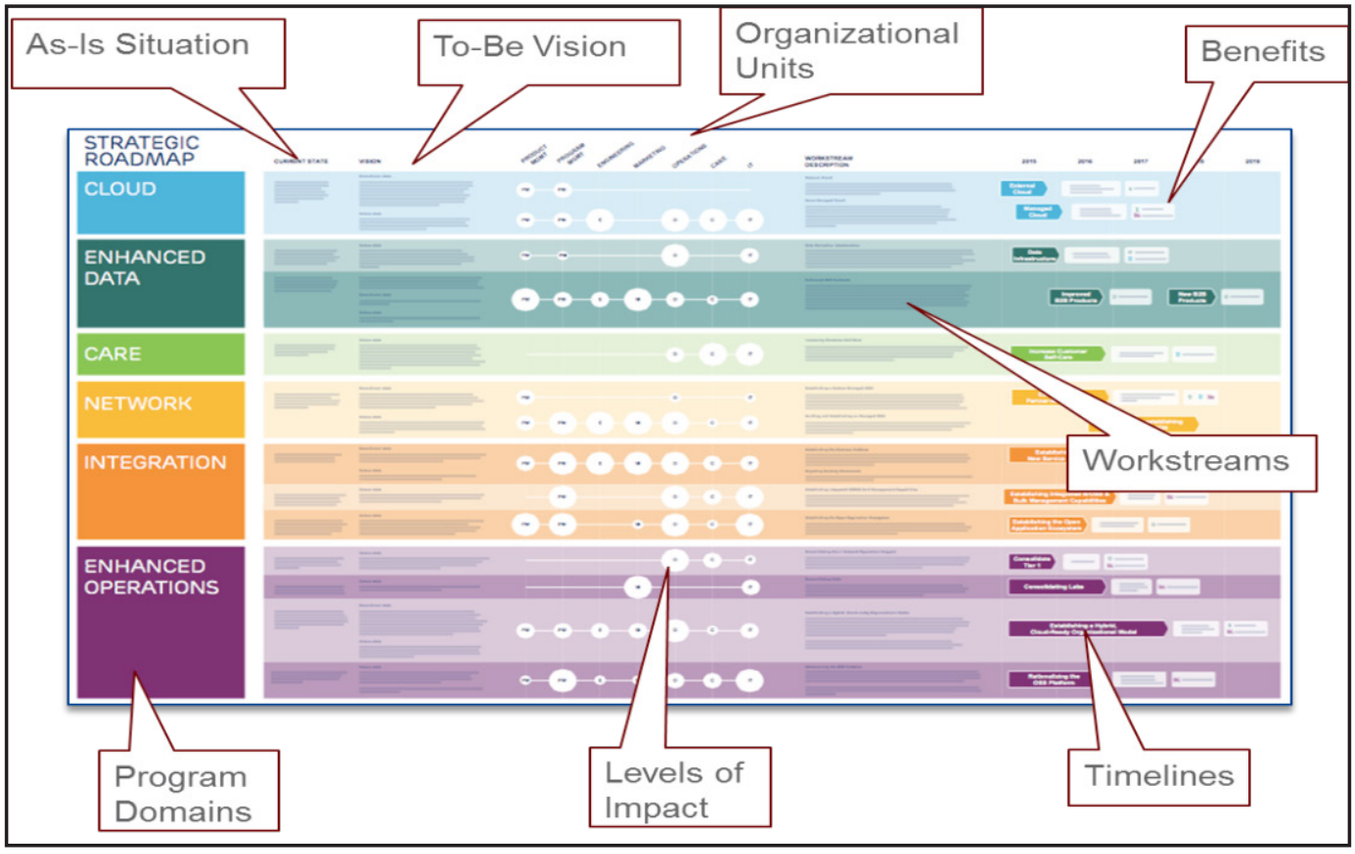


Fig. 16: Operator's Governance and Service Management Framework Implementation

Outcomes:

- Transformation Program Blueprint for Governance and Service Management Framework Implementation.
- Identification of "Low Hanging Fruit" that could help achieve Quick Wins and build traction for the initiative.

3.2.3.1 Deriving the TOM

As the transformation is done now so the derivation of TOM with processes and KPIs defined is much easier as the transformation was based on the TOM parameters only

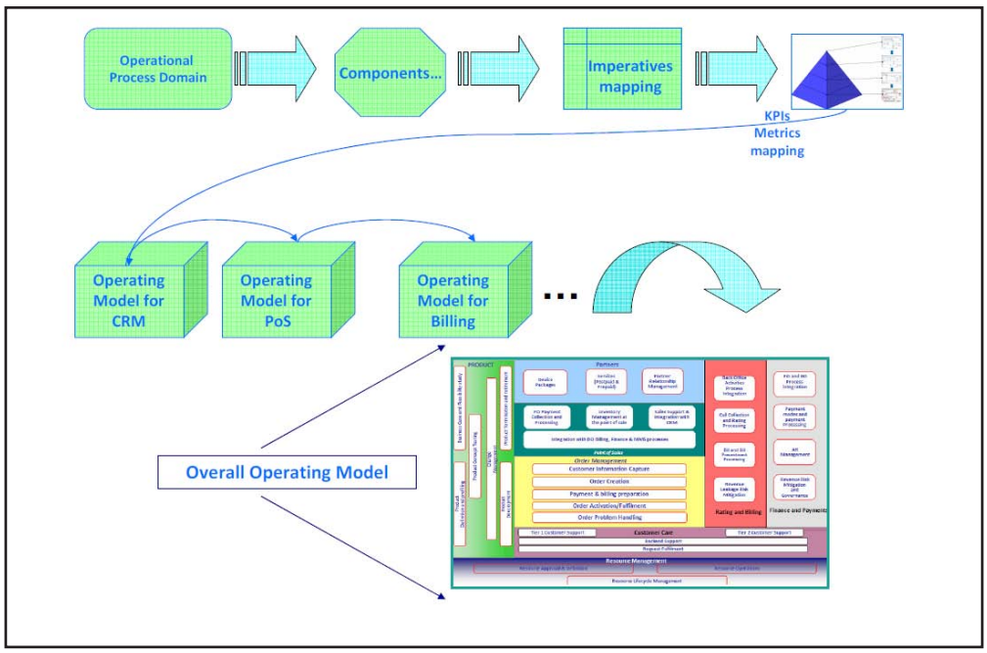


Fig. 17: TOM KPI Metrics and Processes Mapping

Once the TOM is done it helps to provide:

- an operational vision to the IT Strategy team in guiding them through what should be done in an ideal state scenario.
- single view of People, Process and Technology along with organization roles and responsibilities helping operator decide on Operational Strategy for short term and long term.
- gives a unique correlation between business objectives and operational vision.
- flexible model stating possible operational impact zones for Change Management.
- helps align Operational KPI's to the Operational strategy.

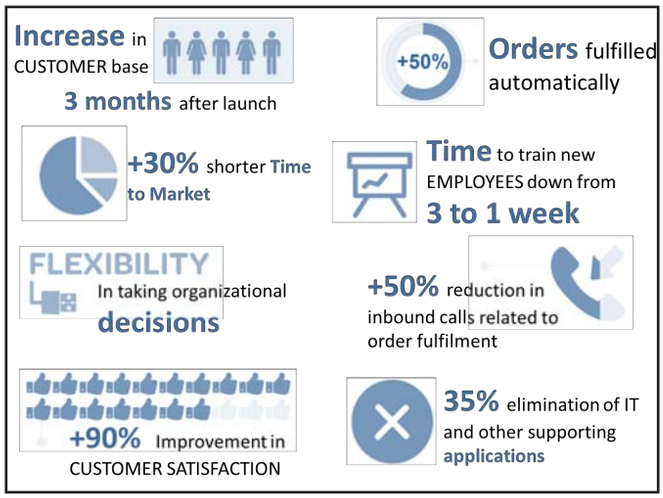


Fig. 18: Benefits to the Organization

4. Final Organizational Benefit of The Whole Program

The final outcome of the entire program is the transformation blueprint from the current state to the desired organization state to achieve business goals. It gives a poster-sized view of the current work streams related to the transformation initiative showing the relationship between the as-is and to-be states, initiatives, business units and strategic objectives. The program also helps in the Identification of "Low Hanging Fruit" that could help achieve Quick Wins and build traction for the initiative.

Keeping this blueprint as the reference, the IT, systems and organization transformation would lead to intangible benefits like a more flexible and modern organization with clear defined roles and responsibilities, new age systems to handle the changing need of the customer, department and system wise integration of the organization. Tangible benefits would be the improvement in customer experience, faster TTM for new product launch/update or decommission, reduction in operations time and manual effort, faster training of new employees due to set processes and proper documentation, elimination in unnecessary legacy applications and improvement in service fulfillment time.

Glossary

XG (2G, 3G) – X Generation

TCO – Total Cost of Ownership

POC – Proof of Concept

TTM – Time to Market

GTM – Go to Market

QA – Quality Assurance

TAT – Turn Around Time

OSS/BSS – Operation Support System/Business Support System

TOM – Target Operating Model

RACI – Responsibility, Accountability, Consult, Inform

XG (2G, 3G) – X Generation

QA – Quality Assurance

B2B – Business to Business

KPI – Key Performance Indicator

E2E – End to End

CRM – Customer Relationship Management

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