



Outsourcing in Telecoms

Monday 24th - Tuesday 25th March 2003 - Brussels Marriott, Belgium

Speakers include:

David Bedford,
CEO,
AAPT

Chris Lewis,
VP Research EMEA,
The Yankee Group

**Francisco Aurélio Sampaio
Santiago,**
Function Director - Network
Operations,
Brasil Telecom

**Waldeck Pinto de Araújo
Júnior,**
Director Information
Technology,
Brasil Telecom

Harijs Civkulis,
Process Management Director,
Lattelekom

Vincent Coessens,
Manager, Interconnect Billing,
BT Belgium

Robert van Maasakker,
CFO,
O₂ Netherlands

Evaluate the real business case for outsourcing in telecoms and optimise your strategy to fully exploit the commercial, financial and operational benefits

- Identify the core competencies and key business functions of a telecoms operator
- Quantify the commercial and financial benefits of outsourcing in telecoms
- Examine the impact of outsourcing network design, build and management
- Determine how business process outsourcing will impact costs and efficiency
- Evaluate the challenges and benefits of outsourcing billing and customer care

PLUS! Choose from 2 Post-Conference Workshops:

**Wednesday 26 March 2003 - Brussels Marriott,
Optimising Telecoms Network Outsourcing
Strategies**

Led by Alcatel

**A Practical Guide To Outsourcing
Customer Facing Operations**

Led by Convergys

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Outsourcing in Telecom

DAY 1 - Monday 24th March 2003

9.00 Coffee and registration

9.30 Opening Remarks From The Chair
Peter Johnson
Director Outsourcing Technical Solutions,
Networks Services Division
Alcatel

9.40 **Why Outsource? Examining The Development Of Outsourcing In Telecoms**

- Analysing outsourcing trends in telecoms - moving from time to market to cost control and profitability
 - to what extent is outsourcing a strategy for a difficult market?
 - what can telecoms learn from other industries?
- Examining how operators' outsourcing strategies are changing and identifying which functions are currently outsourced and could be outsourced
 - network build
 - network maintenance
 - network operations
 - IT systems
 - customer care
 - business processes
- Contrasting the requirements and benefits of outsourcing with alternative externalisation strategies
 - out-tasking
 - facilities management
 - divestment
- Examining the key barriers to the acceptance of outsourcing
 - loss of control
 - sentiment
 - workforce concerns
 - fear of outskilling

Chris Lewis
VP Research EMEA
The Yankee Group

10.20 **Defining The Core Business And Competencies Of A Telecoms Operator And Determining Which Functions Should Be Outsourced**

- Evaluating telecoms operators and identifying core business functions and competencies
- Determining which functions operators should outsource by identifying
 - key strategic functions
 - revenue generating functions
- Identifying the potential impact of outsourcing core business functions on operators' strategic flexibility and business agility
- Conducting an internal assessment to determine the impact of outsourcing specific functions on an operator's business processes and organisational structure
- Evaluating whether operators should outsource both network and customer centric functions
- Identifying competencies which are likely to benefit from the synergies available from outsourcing
- Ensuring that outsourced functions can be successfully integrated into the overall business processes

Irene Cackett,
Independent Consultant (*Formerly CEO nevada tele.com*)

11.00 Morning Coffee

11.30 **Transforming The Delivery Of Customer Service And Increasing Value In TNZ/AAPT Through Outsourcing**

- Examining the journey from the New Zealand Post Office to a Trans Tasman telecommunications service provider
- Evaluating the role of outsourcing in this transformation
 - property
 - building network
 - maintaining network
 - IT
 - call centres
- Choosing outsourcing partners - the "Transforming Vendor Relationships" exercise
- Examining the pay off from outsourcing
 - financial
 - customer service
 - positioning for success in a reshaped telecommunications industry
- Lessons learnt on partnering and outsourcing

David Bedford
CEO
AAPT

12.10 **Case Study: Outsourcing Network Build And Operations Within Lattlekom**

- Making the business case for outsourcing within Lattlekom and determining which functions to outsource
 - design
 - construction
 - network operations and maintenance
- Evaluating the outsourcing strategy adopted by Lattlekom
- Determining the operational challenges experienced at each stage of the outsourcing process
- Examining and quantifying the benefits of outsourcing for Lattlekom

Harijs Civkulis
Process Management Director, Network Maintenance Division
Lattlekom

12.50 Lunch

2.20 **Making The Business Case For Outsourcing Network Operations And Maintenance**

- Identifying the expected benefits of outsourcing network operations and maintenance in terms of
 - cost
 - efficiency
 - performance
 - flexibility
- Evaluating the key obstacles in making the decision to outsource
 - staff fears
 - loss of control
- Meeting the challenges of winning management support from all levels of the business
- Selecting an appropriate outsource partner to support core business functions
- Examining the challenges of managing and maintaining an outsourced network
- Reviewing existing network operations and procedures
- Setting appropriate SLAs for outsourced network operations and maintenance
- Determining the impact of outsourcing

these operations on Total Cost of Ownership

Peter Johnson
Director Outsourcing Technical Solutions,
Network Services Division
Alcatel

3.00 **Brasil Telecom: Evaluating The Drivers For Outsourcing Network Maintenance**

- Examining how outsourcing can reduce an operator's costs and quantifying the potential savings
 - economies of scale
 - gain sharing
 - cost of specialist staff
- Determining the financial, commercial and operational challenges of outsourcing network maintenance
- Evaluating the key challenges for Brasil Telecom of outsourcing the monitoring and maintenance of transmission and switching systems
- Selecting outsourcing partners for network maintenance
- Determining and setting appropriate SLAs

Francisco Aurélio Sampaio Santiago
Function Director - Network Operations
Brasil Telecom
&

Waldeck Pinto de Araújo Júnior
Director - Information Technology
Brasil Telecom

3.40 Afternoon Tea

4.00 **Developing Successful Partnerships To Maximise The Strategic Benefits From Outsourcing Network Build and Maintenance**

- Defining and agreeing outsourcing objectives
- Determining the cost drivers for outsourcing and managing cost reduction
- Competence development for multi-customer business
- Programme management of the outsourcing plan
- Developing and implementing multi-country agreements
- International outsourcing - adapting solutions to local needs
- Gaining employee "buy-in" for outsourcing
- Maintaining partnerships and managing continuous improvement after outsourcing

Martin Kirke
Outsourcing Director
EXi Telecoms

4.40 **Case Study: Delivering Outsourced Network Field Operations To Cable & Wireless**

- Examining the key drivers for outsourcing network field operations
- Determining the impact of outsourcing on the quality and cost of service
- Examining how the handover to the service provider was managed
- What obstacles were encountered and what lessons were learnt?
- Evaluating the benefits of outsourcing network build

Graham Roberts
Managing Director
Atkins Telecoms

5.20 Closing Remarks From The Chair

5.30 **Drinks Reception**

DAY 2 - Tuesday 25th March 2003

8.45 Coffee and registration

9.00 Opening Remarks From The Chair

9.10 **Negotiating And Managing The Outsourcing Contract And SLAs**

- Structuring the outsourcing deal to share the business benefits of outsourcing
 - joint ventures and other SPVs
 - alternative structures
 - the “Virtual Telco”
- Meeting and managing the legal requirements and risks of outsourcing
 - TUPE
 - asset transfers
 - managing service provision
- Establishing SLAs for outsourcing
 - penalties and incentives
 - maintaining and updating SLAs
- Managing price and benchmarking long term outsourcing contracts
- Exiting the outsourcing partnership

Rory Graham

Partner

Baker & McKenzie9.50 **Joint Case Study: Optimising The Benefits Of Outsourcing**

- Examining the drivers for outsourcing and evaluating the potential benefits
 - network evolution
 - cost savings
- Setting SLAs and maintaining QoS for the network
 - measuring service levels
- Selecting an appropriate outsourcing partner and managing the ongoing relationship
- Examining how outsourcing impacts Total Cost of Ownership and long term shareholder value

Robert van Maasakker

CFO

O₂ Netherlands

&

Johan Wibergh

VP Managed and Support Services

Ericsson*Each presentation will last 35 minutes*

11.00 Morning Coffee

11.30 **Developing A Cost-Effective And Flexible IT Infrastructure Through Outsourcing**

- Focusing on what you want to achieve - key drivers, aspirations and implications
- Innovation and change - making it happen
- Getting the best out of your outsourcer - aligning objectives, successful governance
- Setting scope - end to end processes (BPO) or just IT?

Les Mara

Executive Director

Cap Gemini Ernst & Young12.10 **Increasing Efficiency And Minimising Costs Through Business Process Outsourcing**

- Defining business process outsourcing and identifying the key business processes that can be outsourced
 - examining the opportunities for telecoms operators to exploit business process outsourcing
- Evolving from outsourcing tactical functions to strategic functions
- Evaluating the potential risks from outsourcing business processes
 - using KPI based SLAs to maintain control
- Quantifying the potential cost savings from business process outsourcing
 - example case studies

Mark Farmer

Director Product Marketing

Amdocs

12.50 Lunch

2.10 **Outsourcing Billing To Reduce Costs And Increase Flexibility**

- Examining the drivers for outsourcing billing functions
 - cost control
 - development of next generation services
 - skills shortages
- Determining which elements of the billing process should be outsourced
 - end to end billing
 - rating and bill production
 - new services
- Evaluating the costs and benefits of outsourcing different billing functions
- Examining the potential risks of outsourcing billing
 - loss of control over customer information
 - reduced potential for differentiation
- Identifying appropriate SLAs for outsourced billing

Richard Brand

Director Solutions Marketing

Convergys2.50 **Case Study: Outsourcing Interconnect Billing Within BT Belgium**

- Making the decision to outsource interconnect billing
- Examining the cost benefits available from outsourcing to a bureau compared to an in-house system
 - headcount
 - time to launch
 - hardware and software licences
- Non-cost related advantages of outsourcing
 - dimensioning & tuning
 - testing new technologies
 - upgrades
 - focus on core activities
 - vendor partnerships
- Checklist for vendor selection

- Future of outsourced interconnect billing systems

Vincent Coessens

Manager, Interconnect Billing

BT Belgium

3.30 Afternoon Tea

3.50 **Panel Session: How Much Further Can Operators Exploit Outsourcing?**

- Forecasting how the market for outsourcing in telecoms will develop
 - how will definitions of core competencies change?
- To what extent should outsourcing be viewed as part of a long term change in the telecoms market?
- How much further can operators exploit outsourcing?
- Which industries can telecoms learn from?
 - to what extent does telecoms differ to other industries?
- What functions should operators aim to outsource in the future?

4.30 Closing Remarks From The Chair

4.40 End Of Conference

For further information on the programme content and speaking opportunities contact:

Tom Davies, Senior Conference Producer, IIR Telecoms +44 (0) 20 7915 5022 / tdavies@iir-conferences.com

For further information on sponsorship opportunities contact:

Ed Malkoun, Senior Business Development Manager, IIR +44 (0) 20 7915 5086 emalkoun@iir-conferences.com

About IIR

IIR is the world's largest independent conference organiser, arranging over 4000 events each year in 25 different countries. Our independence, together with our in-depth research, analysis and understanding of the telecoms market ensures that we consistently produce highly successful, unbiased and truly market-led events, which regularly draw the participation of key decision makers world-wide.

Outsourcing in Telecoms

One Day Post-Conference Workshops – Wednesday 26 March 2003

Optimising Telecoms Network Outsourcing Strategies

Objective

To give participants greater detail on the process of deciding whether to outsource, identifying and setting targets and choosing a partner. Through discussion and interaction, participants will be able to explore with experts how outsourcing might be applied in their specific organisation. Participants will leave with a clear idea of the issues involved and the pitfalls that need to be addressed.

Programme

1. Why outsource? What to outsource?

Outsourcing is a big decision. For an operator, the decision can touch at what has traditionally been the heart of their business. Therefore thorough preparation before even talking to potential partners is key.

- What are the desired outcomes of outsourcing?
- Deciding what could be outsourced and what should remain in-house
- Determining the criteria by which the success of an outsourcing project should be judged

2. Creating the business case

Outsourcing as a business case has got to work for both the operator and the chosen partner.

- Testing feasibility
- Establishing a realistic internal benchmark
- Ensuring all costs are covered

3. Choosing a vendor

Often operators treat outsourcing in the same way as any other equipment procurement. This leads to frustration from both the bidding and the adjudicating parties.

- Establishing the initial selection criteria
- Identifying suitable candidates
- Key criteria for the shortlist candidates

4. Considering the HR issues

Any outsourcing project centres around people. Handling the staff transition correctly is vital to ensuring business continuity throughout the project.

- Legal constraints and requirements
- Roles and responsibilities of the operator and the partner
- Maintaining staff motivation

5. Achieving a contract

The contract is critical. It sets the tone for the relationship.

- Areas specific to outsourcing
- Ensuring adequate flexibility to accommodate business or technological change
- Incentivising the partner: rewards and penalties
- Ensuring a smooth termination

6. Executing and migrating to the new

So far, we have talked of theory. The execution of the contract puts all this into practice.

- Actions for success
- Managing transition problems

Workshop Leaders

Alcatel will be joined by other experts in the outsourcing field. Further details will be announced on the conference website.
www.iir-conferences.com/telecomsoutsourcing

A Practical Guide To Outsourcing Customer Facing Operations

Objective

Participants will learn how to:

- Build understanding of the practical issues around setting up an outsourced programme
- Manage a new service introduction in conjunction with outsource partners
- Determine SLAs and KPIs that are both meaningful for your business and practical to deliver
- Measure and manage an effective two way relationship with your outsourcer partner

Programme

This workshop will take a customer centric view of the practicalities of outsourcing customer facing operations including contact centres and billing operations.

It will be based around a composite case study (drawn from a range of client experiences) of an existing operator looking to launch an innovative new service. It will cover the aspects of:

- Risk/reward profile of different options – in-house, outsource, offshore
- Compatibility and integration with existing systems and processes
- Scalability of solutions depending on uptake
- Technical support of customers adopting the new service
- Managing staff skill sets in new areas
- Aligning operational delivery with marketing programmes

The workshop will look at some of the practical issues surrounding implementation including:

- Timescales
- Data migration and consolidation
- Setting and managing SLAs and performance indicators

Workshop Leaders

Mark Hennessey

Marketing Director, Customer Management Group
Convergys

Richard Brand

Director, Solutions Marketing
Convergys

Outsourcing in Telecoms

10 Compelling reasons to Attend Outsourcing Telecoms

1. Learn from **David Bedford, CEO of AAPT**, how outsourcing was used to refocus AAPT's core business
2. Identify the impact of outsourcing on telecoms operators' operational costs and efficiency
3. Discover how **Lattlekom** outsourced network design, build and operations
4. Evaluate how outsourcing billing can drive cost savings and increase flexibility
5. Hear how **Brasil Telecom** have exploited outsourcing for network maintenance
6. Examine how to negotiate and manage appropriate SLAs for outsourcing
7. Evaluate how **Cable & Wireless** have outsourced network field operations
8. Discover how to fully exploit outsourcing in optimising your IT infrastructure
9. **Robert van Maasakker, CFO of O₂ NL** on optimising the benefits of outsourcing
10. Take advantage of big group discounts to enable you to bring the team! Contact Anthony Bennett on +44 (0) 20 7915 6667 / abennett@iir-conferences.com

Outsourcing in the News

"Telecoms Operators are turning more urgently to outsourcing as a way to shed expenses and improve operating margins the market for telecoms outsourcing will top \$5.3 billion this year"
(CWI 21.10.02)

"Network operators outsource to survive... Competitive operators are farming out their infrastructure requirements so that they can focus their resources on offering services."
(CWI 6.5.02)

"Behind strategic outsourcing's growth is a realisation that a specialist may be able to provide a routine service at lower cost, and with better technology"
(The Economist 29.11.01)

Who will you meet?

Representatives of fixed and mobile operators, network manufacturers, software vendors, outsourcing specialists and consultants including CEO, CFO, CTO, Directors, Heads of Department & Managers of: Outsourcing, Strategic Planning, Network Planning & Design, Network Operations, Billing, IT, BPO Business Support Systems, OSS, Business Development, Sales & Marketing

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NOA - The Association for Effective Business Outsourcing

The NOA is an independent body whose objective is ensuring effective business outsourcing by:

- promoting best practice, delivering information on market developments in business technology outsourcing to its members (benchmarking, standard contracts, market research, tariff reviews etc..)
- providing a monthly forum for members to meet, learn and discuss outsourcing issues
- communicating the benefits and lessons learnt of business outsourcing encompassing contact centres, IT infrastructure, e-business and Application Service Provision (ASP)

Please contact Julie Vindis, +44 (0) 20 8676 9916 - Email: events@noa.co.uk for details to become a member, to attend member meetings, sponsorship opportunities and conference participation or visit our web site: www.noa.co.uk

Official publications



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Tick	Date	Title	Code
<input type="checkbox"/>	24-25 March 2003	Outsourcing in Telecoms	CG2069
<input type="checkbox"/>	26 March 2003	Either Optimising Telecoms Network Outsourcing Strategies	CG2069W
<input type="checkbox"/>	26 March 2003	or Customer Care and Billing Outsourcing	CG2069X

Step 2 Work out the price

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