Business Transformation: Reaping the Benefits of Convergence

THE CHALLENGE

Oi is Brazil’s largest telecom company and the leading converged operator in all of South America. Its mission is to deliver the ultimate technology experience. As Oi explains, it is driven to fulfill its brand commitment to make converged residential and business communications “as simple as that.” Every area of the company is focused on supporting a complete range of services backed by highly customer-centric operations.

However, Oi’s legacy fulfillment systems and manual processes were impeding its ability to meet the strict business performance standards that it had set for itself. Its existing systems and processes had simply not been developed to accommodate complex offerings and highly responsive, personalized service, and it would be difficult, if not impossible, to reengineer them for the world of advanced communications.

Finding the right partner for the mission

Faced with mounting competition and rapid growth in demand for enterprise data and consumer broadband, the company needed, literally, to transform its data service fulfillment capabilities, from order management through activation.

Oi reached out to Telcordia for help, because Telcordia was able to offer a complete next generation fulfillment solution. The engagement would also build on a long-standing relationship between the two companies, through which Telcordia had supplied both solutions and consulting services.

“We prefer to have a small number of great partners that really are committed and can support us in improving business efficiency wherever we need it,” explained Vera Duarte, Oi Information Systems manager.

THE TELCORDIA RESPONSE

A Telcordia team worked with Oi to fully understand the company’s objectives. The team then performed an on-site “discovery study” of Oi’s processes and OSS
framework to clarify why order delivery could not keep pace with customers’ growing need for fast, in-service delivery. The findings showed that:

- In addition to its legacy systems, Oi was still relying on manual processes that included multiple validation steps
- It was difficult, and sometimes impossible, to view the provisioning status of orders, which prevented proactive tracking and problem resolution
- Use of multiple, discrete order-related databases made it difficult to keep inventory information up to date, and exacerbated order fallout
- Data inaccuracies also led to dispatch errors and “lost” assets.

Transforming fulfillment

Oi needed a solution that would cut costs and speed service delivery by establishing order-to-cash flowthrough of order management, inventory, configuration, and activation functions.

Together, Telcordia and Oi launched a multi-phased initiative to deploy the Telcordia Fulfillment Suite, featuring Telcordia® Expediter for automated workflow, Telcordia® Granite Inventory for centralized management of all inventory data, and Telcordia® Activator for automated configuration and activation of network elements.

“We decided to migrate to a robust and integrated fulfillment platform that is also scalable and based on an open architecture,” said Duarte, “because we have huge competition in our territory, and we plan to grow quickly in the entire broadband services arena. Also, it is important that the Telcordia Fulfillment Suite is a market-leading OSS; we usually choose proven solutions.”

Three-phase implementation

Each phase of the engagement focused on extending the solution’s automated capabilities, both vertically to address specific combinations of services and networks, and horizontally to expand across the fulfillment domain.

In Phase One, the Telcordia team deployed Expediter and Granite Inventory to apply workflow and inventory management functionality to ADSL and business data services, and addressed Oi’s SDH national backbone network.

In Phase Two, currently under development, Activator is being added to the new fulfillment platform to add activation functionality, extend all of the new functionality to Oi’s business internet access service, and add network management support for the data aggregation portion of Oi’s transport network.

Phase Three will cover the company’s remaining business services including VPNs and MetroEthernet, as well as the remaining traditional and IP-based portions of the network.
Telcordia and the entire project team are working hard to meet the company's ambitious implementation deadlines. “In fact, Telcordia beat Oi’s target for Phase One by going live with DSL and Private Line services in just nine months,” said Duarte. “Most important is that Telcordia provided business expertise and an end to end, integrated solution with the functionality we need.”

“Services are the key to our growth and profitability,” added Paulo Goncalves, Oi Chief Technology Officer. “Having Telcordia’s open and flexible service fulfillment environment will help us rapidly develop new IP-based services for our customers and deliver them in a cost-effective and accessible manner.”

THE RESULTS

The Telcordia Fulfillment Suite has enabled Oi to improve the customer experience while meeting its key objectives of continuous improvement in:
1) operational efficiency, 2) network resources management and recovery, and 3) process management and control.

With the capabilities to integrate fulfillment, minimize provisioning intervals and costs, recover and better utilize network resources, and quickly define and deliver residential and business services, Oi has seen quantifiable results, for example:
• The ability to process more than 120,000 service orders per month
• 12% improvement in the number of complex business service orders closed within Oi’s target delivery interval, and 19% improvement for residential broadband.

In addition, the suite is generating automated reports that help the company to keep improving network resource and provisioning management. Oi is also realizing new operational efficiencies by having Granite Inventory populated with more than 3,200 multivendor network elements.

According to Oi, the Telcordia solution did not just produce a new OSS infrastructure; it facilitated a total business transformation. Oi is now prepared to continually redefine how people communicate throughout its service region, and to honor its uncompromising commitment to an outstanding, carefree customer experience.