The key business drivers for Telecom Operators today to undergo transformation range from:

- Improving customer service;
- Responding to customer needs;
- Alliance and Partner management;
- Faster product roll out;
- Talent management;
- Balancing commercial, operational and reputation risks;
- Supporting innovation; and
- Lowering costs.

The enhanced Telecom Operations Map (“eTOM”) is part of the New Generation Operations Systems and Software (NGOSS) standard, developed by the TeleManagement Forum (TM Forum). eTOM serves as a reference business process framework to help guide development and management of key business processes within a service provider.

eTOM structure establishes the business language and foundation for the development and integration of business support systems (BSS) and operations support systems (OSS), respectively. For service providers, the Business Process Framework serves as the blueprint for process direction. It also provides a neutral reference point for internal process reengineering needs, partnerships, alliances, and general working agreements with other companies.
Benefits of the eTOM framework

- It makes available a standard structure, terminology and classification scheme for describing business processes and their constituent building blocks.
- It supplies a foundation for applying enterprise-wide discipline to the development of business processes.
- It provides a basis for understanding and managing portfolios of IT applications in terms of business process requirements.
- It enables the creation of consistent and high-quality end-to-end process flows, with opportunities for cost and performance improvement, and for re-use of existing processes and systems.
- Its use across the industry will increase the likelihood that off-the-shelf applications can be readily integrated into the enterprise, at a lower cost than custom-built applications.

How has KPMG helped?

We have worked with many leading telcos on their business transformation

Business Process Design

The client, one of the world’s leading mobile telecommunications operators, was expanding into Asia via a joint venture with a local telecommunications company, an investment worth approximately US$600 million. KPMG was engaged to identify and design service launch critical cross-functional business processes. Lead discussions with multiple functional business departments to facilitate the resolution of cross-functional business issues among affected functional areas.

Business Process Improvement

The Client had grown rapidly through acquisition and was facing increasing complexity and decreasing margins. KPMG worked with Vodafone to develop a future operating model with a particular focus on centralising procurement, aligning planning, reporting, KPIs and SLAs, creating a single supply chain organisation and implementing global category management across their 18 operating companies.

Business Process Development

The client is one of leading broadband service provider in Thailand. KPMG team was engaged in design and develop “to-be” end to end business processes aligned with eTOM and assisted client in developing RFP document for billing and customer care systems. KPMG also performed business process improvements and quick win recommendations for their business units merger. As part of the engagement, KPMG also proposed Business-IT roadmap for its CRM architecture framework and IT implementation.

Business Process Design

Led the development of enterprise business processes for a 3G wireless carrier in Asia in the billing & payment, supply chain, fault management and International roaming work-streams. In addition, led business and system requirements workstreams and managed client’s staff in requirements gathering for billing & payments, customer acquisitions and issue management work streams.

Business Transformation

The client, Australia’s leading integrated telecommunications operator, was undertaking a major transformation program consisting of a portfolio of projects and sub-programs across its entire telecom and broadband business and new media subsidiaries. KPMG was engaged to manage, oversee and advise on the delivery of capabilities across multiple vendors.

Business Process Improvement

The client, Thailand’s leading provider of telco services, engaged KPMG to provide an assessment its ‘as-is’ SIM supply chain management business processes and current SIM management application. KPMG also designed ‘to-be’ SCM business processes with respect to industry leading practices and eTOM framework. KPMG was also engaged to provide management consulting services on its organisation and management transformation.

Transformational Case Studies

Case study – Fixed wireless telecom service provider in Indonesia

Area of Assistance | Client Situation
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Business Performance Improvement | The client was a fixed wireless telecom service operator which had grown exponentially through a rapid network roll-out and strong subscriber growth of which 99% was supported through prepaid billing. The company had a strong focus on reducing OPEX to maintain a budget operator business model while being an innovator of new services, including the roll-out of broadband wireless services using 3G technology.

Approach

- KPMG reviewed the current state operations to identify improvement opportunities and new enhanced business processes based on the eTOM business process framework.
- The following eight distinct business areas were aligned:
  - Product Development
  - Sales and Distribution
  - Customer Management
  - Billing and Interconnect
  - Revenue Assurance
  - Supply Chain Management
  - Network Operation and Maintenance
  - Business Continuity Management/Disaster Recovery
- For each business area reviewed, KPMG provided a process gap analysis and practical “To-Be” recommendations, including:
  - Information Flow Input-Output
  - Recommended Organization Chart
  - Service Level Agreement
  - KPIs
  - Application Integration

Benefits to Client

- Current State Report of our review of core processes from the aspect of People, Process, and Technology;
- Gaps and prioritised focus areas based on the current state findings;
- A clear business process framework and comprehensive approach to identify business process improvements;
- Implementation roadmap where key initiatives were identified that led to savings of 21 Million USD.

Case study – GSM mobile operator in Thailand

Area of Assistance | Client Situation
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Business Performance Improvement | The client was the second largest GSM mobile operator in Thailand and utilized an in-house software application to support its management planning, production operations and distribution processes. However, this application was unable to provide an effective end-to-end process for supply chain management and required significant manual operations. The client sought:
- Development of new enhanced end-to-end business processes for its supply chain management aligned to eTOM business process framework and leading practices.
- Identification and selection of the most suitable vendor to provide the appropriate supply chain management system to support these processes was also required.

Approach

- KPMG performed an assessment of the client’s ‘as-is’ SIM supply chain management business processes and current SIM management application.
- KPMG then designed the ‘to-be’ supply chain management business processes with respect to industry leading practices.
- A gap analysis covering the “To-Be” processes with recommendations on how to close those gaps was developed.
- KPMG created a complete set of system requirements covering the functional and non-functional aspects of the necessary support application to support the ‘to-be’ state.
- A Request for Proposal (“RFP”) was developed to acquire a new SIM supply chain management application.
- The development of clear evaluation criteria and scoring framework for the vendor responses to the RFP was created.
- A Final Evaluation Report was created to allow the client to select the most appropriate system based on the agreed evaluation criteria and scoring framework.

Benefits to Client

- The client was able to understand the business issues and potential mitigations to improve its business operations.
- A clear framework and comprehensive approach to identify the most suitable vendor to support its business operations was utilized.