



HCL FACILITATES IMPROVED CUSTOMER EXPERIENCE FOR A LEADING COMMUNICATION SERVICE PROVIDER THUS ENABLING IT TO RETAIN THE POSITION OF “SUPPLIER OF CHOICE”



APPLICATION
SUPPORT &
MAINTENANCE

Through its Global Services Division, it is a supplier of **communication services** to corporate and government customers worldwide. Its retail division is a supplier of telephonic, broadband and subscription television services. For the financial year 2013, client reported annual revenues of EURO 18 Bn

Region: Europe

Industry Domain: Telecommunications

Area of engagement: Integrated Services

Functional Areas: Retail, wholesale, global services, and last mile services

CUSTOMER BUSINESS OBJECTIVES

- Decrease OPEX and optimize investments in **engineering new telecom solutions**
- Reduce cycle time and time-to-market for new as well as existing customers
- Foster **customer experience transformation** through significantly improved “Right First Time”
- Achieve significant rationalization in costs for **“application support and maintenance”**
- Consolidate **application support and maintenance** responsibility with one vendor to enable greater innovation, performance and accountability
- Provide a comprehensive roadmap for application rationalization and decommissioning
- Reduce the occurrences of reactive incidents through proactive management

KEY BUSINESS CHALLENGES

- Identification of critical business functions and understanding their impact on **management of existing telecom services** due to rationalization
- Knowledge acquisition and cooperation from incumbent vendors as well as ensuring “Business as Usual”
- Determining complexity with existing technical information on the basis of **application technology**, architecture, maintainability, interfaces, dependencies, versions, and instances
- Identification of inefficiencies in areas such as testing/ development/ design that have an adverse impact on **application support and maintenance**
- Mobilize & Operationalize a **global consulting team** and initialize assessment within six weeks

CUSTOMER BENEFITS

- **Incident reduction:** HCL has brought about 92% reduction in the total incident trend - from around 10,000 when it took over to around 1000 today.
- To achieve incident reduction and improve customer service delivery score, HCL formed a “Strategic Initiative and Delivery Excellence” (SIDE) team to work with the application support group.
- **Incident Handling Cycle Time Reduction:** HCL has reduced the cycle time by 40% and consistently met the SLAs for closing issues. Both of the above factors have contributed towards client’s achievement of RFT targets.
- 50% reduction on Incident Mean Time to Resolve (MTTR) to improve Cycle Time and Customer Experience
- **‘Custodian Approach’:** - The biggest differentiator HCL has carved out is the ‘custodian approach’; it takes E2E ownership of resolving issues by coordinating with different entities and ensuring that enhanced customer experience is achieved.
- **Pioneering Strategic Initiatives:** HCL has pioneered 10 strategic initiatives like RED Phone, Smart RCAs, and Continuous Service Improvements, which have led to this performance excellence. The client has insisted that many of these processes are replicated by the other suppliers today. Acknowledgement of Operational Excellence: The client and HCL have jointly presented the HCL case study in various cities across the globe at the Tele Management Forum (TMF), in 2010, on how the operational performance excellence has been achieved.
- **Value Creation:** HCL has created value in multiple instances like preventing revenue leakage and helping the client become No.1 in IVR rating by independent survey. HCL has looked at E2E ownership, thus providing benefits which have added to the bottom line and enhancing customer experience.
- **Reduced Operational Risk:** Standardized ITIL process and industry processes through documentation, automation and proactive management eliminate single point of failures and risks; business process audit to identify gaps and track them through continuous service improvement plans (at application and engagement level).
- Our client has achieved an improvement of 3% over last year in customer service improvement score and reduced faults handled and calls about customer issues by 6.2% in the year
- Variable Capacity and Costs: Variable component in the revenue model offering flexibility; resourcing flexibility based on fixed component of the revenue model

SOLUTION

- HCL leveraged its ASSET™ transition framework to complete the transition of 200+ applications from multiple IT service providers of client in a short time
- An accelerated ramp-up of 1000+ FTEs in a short span of three months enabled transition of 60% of the in-scope; offshore-to-offshore transition from other Indian competitors
- Contract ASPICIO started with 1000+ resources and 250+ applications which ramped down to 450 resources supporting ASM operations and 170 applications.
- HCL tied its revenues to customer experience improvement targets, one of the parameters on which client measures its performance

SOLUTION ARCHITECTURE

- **Application Support and Maintenance**

- Level 1 (HCL BPO) and Level 2 support across multiple platforms
- HCL adhered to business-aligned application ‘Custodian Approach’ for managing the 200+ applications that are part of the Lead-to-Cash (L2C) and Trouble-to-Resolve (T2R) processes of the client
- Platforms include customer management, **telecom billing system** and payment, etc.
- Support on 270+ COTS and home-grown bespoke applications
- Level 2 support includes application configuration, installation, maintenance, handling order fallouts, etc.

- **Platform Support**

- **Customer relationship management** applications
- **Telecom Billing System** (Geneva and home-grown applications)
- Payment (Custom-built applications)
- Total ownership to own and manage the application landscape for 250+ B/OSS applications (Custom-built applications)
- Web-based B2B Applications
- Enterprise **content management system** (PeopleSoft and others)

SERVICE METRICS

- SLAs and KPIs defined in agreement with service owner (CSAT%, Priority response etc.)
- Monitoring response time for Maintenance by SLA (Mean Time to Respond/ Mean Time to Resolution)
- Monitoring Ticket Re-open Ratio - Number of tickets re-opened due to incorrect or incomplete closure
- Root Cause Analysis to be done for incidents violating response/ resolution SLA
- Root Cause Analysis to be done for all P1 incidents



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