

COLT Consolidates all its Billing Systems in Europe into Single Integrated Package

Capgemini leveraged sector expertise and innovative methods to fast track selection and program management

The Situation

COLT Telecom, a Pan European fixed line telecom operator with operations in 13 countries, was faced with its legacy billing system fast becoming obsolete. It needed to not only replace the system with one that could consolidate its billing processes, but also drive forward operational effectiveness.

COLT engaged Capgemini to support and manage a rapid selection process, help establish a Program Management Office (PMO) and Governance, as well as define the business case to clearly justify the investment.

The Solution

Using Capgemini's knowledge of the Telco billing market, and in particular the key vendors, a long list of potential solution providers was prepared before being short-listed to 8. This was further reduced by a number of key criteria.

A rigorous process of focused interviews and Product Line Workshops ensured that the key business requirements were captured. These requirements were distilled along with input from Capgemini's own Subject Matter Experts, and a set of criteria defined to be included in the proposal bid (RFP) stage.

Capgemini managed the scoring and weighting of the RFP to enable COLT to select the most appropriate solution provider within the 3 month time frame that had been allowed. Given the strategic significance of selecting a new billing system, it was important that the decision was COLT's alone. As such, the physical scoring was undertaken by a wide selection of stakeholders across COLT's own team. This approach ensured that the whole company was brought into the selection process early on.

“Capgemini provided a strong contribution to the success of the program and has remained focused on delivering to COLT's needs even though the goal posts have kept moving.”

Kirk Wilkenson,
Programme Director
COLT Telecom



Using Capgemini's standard methodology, a Governance framework and PMO were set up in preparation for the main project execution phase. A detailed business case was prepared to support the program and demonstrate benefits that the new system would deliver. Capgemini was requested to deploy a number of consultants to back-fill gaps within the project team.

The Result

Management at COLT appreciated the collaborative style of working demonstrated by Capgemini. Vendor selection was achieved within desired time scales, and effective stakeholder management ensured good buy-in from the business for the selected vendor as well as the implementation approach.

A detailed, testable requirements catalog, including traceability from the initial vendor selection through to implementation was agreed upon. Detailed planning ensured that the project started on time and was on track (and within budget) at the end of Phase 1 when the work was transitioned to COLT's Shared Service Center in India.

How COLT and Capgemini Worked Together

The Capgemini project team integrated seamlessly into the COLT Program team and showed true collaboration. This collaborative approach included working closely with the vendor implementation team as well as other billing experts drawn from Capgemini's domain expertise who provided assistance when required. The client team embraced this way of working, using the "one team" ethos and even created a program tagline to drive forward collaboration and make the program a success.

COLT also chose to use Capgemini's Accelerated Solutions Environment (ASE), to close Phase 1 of the program. Some 800+ business requirements and over 1,200 pages of documentation were signed off by a team of 60 people from across the business, representing COLT's key stakeholders across all countries. The ASE provided these key stakeholders with the tools to mobilize

for the next phase of work and the confidence that the program would be a success.

Subsequent to the selection of a new system, Capgemini was retained to perform key client roles on the project, which included providing:

- subject matter expertise support to the program
- detailed business requirements capture
- communications and stakeholder management
- vendor management
- infrastructure and environment management.

A key decision made early on to help ensure benefits from an industrialized approach was to transition the build phase to COLT's operations in India. Capgemini assisted in transition activities, including bringing on board new resources and ensuring effective knowledge transfer. The Capgemini team also helped ensure that the program remained on track whilst the period of transition took place.

“Capgemini led the overall selection process with impartiality and independence, completing on time, while ” creating a benchmark process for COLT.”

Kirk Wilkenson,
Programme Director,
COLT Telecom.



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Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies.

Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working - the Collaborative Business Experience® -

and through a global delivery model called Rightshore®, which aims to offer the right resources in the right location at competitive cost. Present in 36 countries, Capgemini reported 2007 global revenues of EUR 8.7 billion and employs over 83,000 people worldwide.

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Approved by:
Ann Morgan, Senior Internal Communication and PR Manager, COLT Telecom Group
Paul Whitehead, Account Director, Capgemini
Chris Meering, Engagement Manager, Capgemini

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