

Billing Excellence

Confidence at the heart of your operation

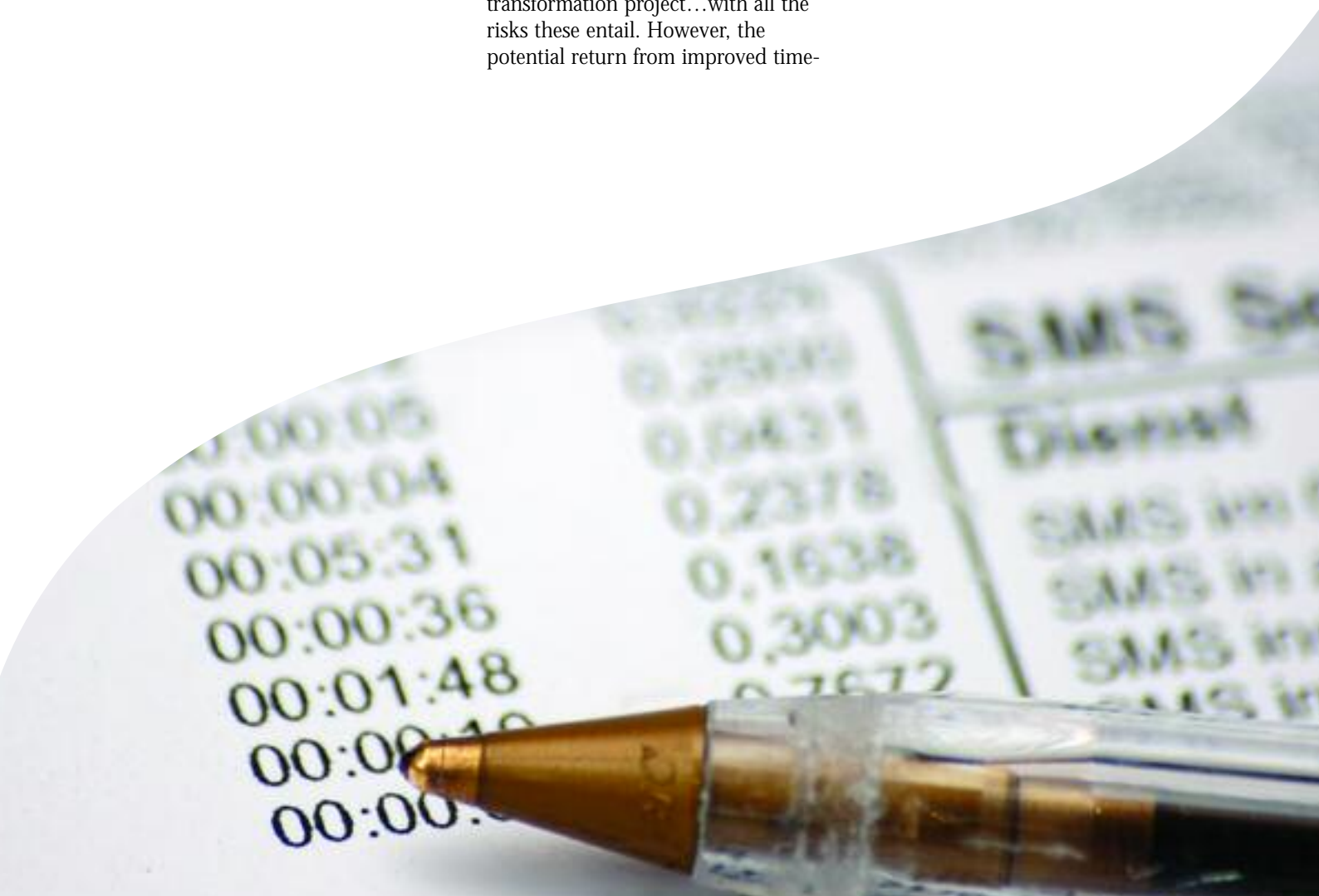
Many service providers face serious issues involving billing and customer care that they cannot ignore if they are to prosper – or even survive – in today's complex marketplace.

Forward-thinking executives will consider redesigning or replacing their billing systems if they are looking to migrate and reap the rewards of next-generation services.

Of course, upgrading or replacing a billing system is more than a technology refresh – it is a full scale transformation project...with all the risks these entail. However, the potential return from improved time-

to-market through to high availability and performance makes the promise of transformation compelling.

Indeed, a true billing transformation satisfies customer demands as well as providing new functional capabilities and ultimately delivering on the financial objectives. But what is “sales talk” and what can you expect when you are looking to rationalize and reshape your revenue management processes and related billing systems?



Where Capgemini assisted in building the turnkey MVNO solution for SFR, covering pre-and post-paid offers:

“SFR’s imperative was to ensure customer Mobisud could commercially launch its offer before the crucial Christmas period. Capgemini’s project team integrated seamlessly with ours to ensure that the MVNO platform was ready to host and enable our client to go to market in very aggressive timescales”

Olivier Renard, Deputy COO, SFR MVNE

A billing system is a strategic asset enabling maximum return and as such is central to an operator’s systems architecture

The ability to produce accurate bills lies at the heart of the operator’s activities, in both generating revenue and serving customers effectively. Moreover, billing is not simply influenced by the trends currently imposing themselves on the communications industry; its strengths and weaknesses within a service provider’s operations can actively help determine the effect of those trends on the operator’s business.

The proliferation of MVNO’s and the need for operators to provide an MVNE model also adds a new dimension to the requirements on the billing systems.

Smooth interaction between operational and business support systems, and the services themselves, is essential to maintain quality of service.

In short, the billing system is at the heart of a business and as such planning for success is crucial.

The challenges and typical pitfalls in a billing transformation

The challenge of migrating to a next-generation infrastructure is aggravated by numerous trends:

- **Increasing system complexity** operators often have a separate billing system for each service and offer different types of payment against different accounts (pre-and post-paid).
- **Mergers & Acquisitions** affect the entire industry with the implication of multiple billing systems operating separately, and ultimately requiring tough decisions for the management of the merged companies.
- **Fierce competition** as an added pressure for billing systems to cope with multiple pricing and bundling services across different services to

retain subscribers and reduce churn.

- **Multi-play** service offerings demanding a single, converged bill.

Coupled with the challenge of these trends is the underestimation of the migration and testing challenges.

Migration involves far more than making alterations to data; it demands change management within the organization; such as the number of products to migrate, or deciding which customers are likely or even allowed to take advantage of new services, and how to keep abreast of service requests. Ultimately it becomes largely a logistical exercise based on the fundamental principles adopted by the particular operator on which its strategy is built.

Billing is normally regarded as an unexciting back office activity unless it goes wrong. Testing needs to cover all elements of the Order to Cash value chain, and ensure financial reconciliation is maintained and demonstrable. In a regulated and highly complex environment such as billing, world class testing is no longer a “nice to have”, it’s a “must have”

A significant number of billing projects fail due to the breadth and complexity of the transformation. Mostly this failure is attributable to the fact that programs fail to employ the experience required in implementing these scenarios.

Typical pitfalls overlooked in a billing transformation can be categorized in three ways, namely:

- **People** – both governance and resource issues;
- **Process** – covering unsound business cases and sub-optimal procedure and
- **Technology** – including ill-defined and underestimated scope of work and extending to testing and integration issues.

Our experience spans the billing project lifecycle meaning we can recognize and mitigate against the early signs of potential issues.

Through our experience and proven practices, Capgemini can help operators transform their billing systems with lower risk.

Introducing Billing Excellence
 Developed through successful projects in telecoms and other sectors, Capgemini's Billing Excellence is a suite of solutions and a way of working to provide clients with confidence in their billing systems.

We can:

Advise

Enabling our telcos to move forward on sound recommendations and experience

Create, Upgrade and Optimize

Supporting telcos to build or upgrade their billing systems

Operate and Manage

Allowing telcos to focus more on core business while adding value and support to billing functions

Experience counts

Capgemini has more than a 30-year track record and understanding of working in billing; implementing over 200 mission-critical billing systems for over 100 telecom operators worldwide.

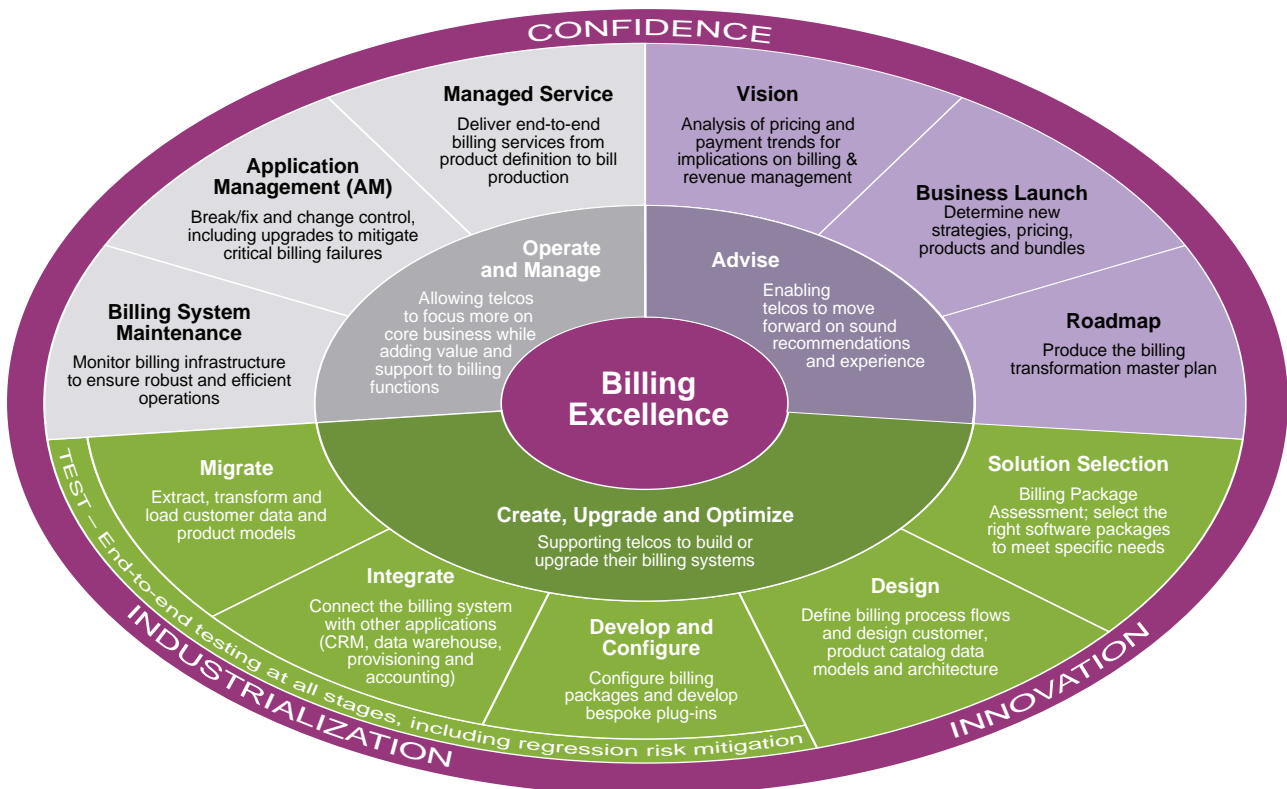
In addition to our traditional capability, over the last two years we have grown our Bangalore Centers of Excellence. Based on leading packages and industrialized processes, this Rightshore® approach allows us to bring the benefits of our distributed delivery methodology.

Advise services

Where we've provided clarity and direction before:

- **Vision:** For various operators: Established a shared vision and direction for key projects and business strategies
- **Business Launch:** For a pan-European wireline operator: Business case for their billing consolidation & replacement program
 For a major UK-based mobile operator: Business case to support the consolidation of three country-based entities onto a single convergent billing solution
 For the UK operation of a major ISP: Launch of their own Voice Telephony offering in a very short timeframe
- **Roadmap:** For a Belgium mobile operator: An "IT Master Plan" for the next three years, including billing & CRM systems

Figure 1 – Capgemini's Billing Excellence Service Offering – Capgemini can deliver a modular or end-to-end service



For the Dutch subsidiary of a leading mobile operator: An IT release roadmap to support aggressive product and service launch objectives

Create, Upgrade & Optimize services

Where we've enabled performance improvement before:

- For a Spanish MVNE: we completed a convergent pre & post paid implementation which covered the full breadth of our Create, Upgrade and Optimize offering. Our delivery involved the design, development, migration (from legacy MVNO support systems), deployment and operation of Oracle BRM in convergent (prepaid-postpaid) architecture. Capgemini OTACE score (customer satisfaction): 4.8 out of 5
- For a US wireline and broadband operator: Developed a complete end-to-end BSS and OSS solution including Converse Keenan as the billing system for both wholesale and retail customers
- For a Dutch operator: Developed a solution that utilized the capabilities of their billing system to support Value Added Services (VAS). In doing so Capgemini maintained a single view of the customer, extended the life of the legacy solution and negated the need for a full scale replacement project
- For a Greek mobile operator: Developed and deployed a flexible solution built around their billing system that best fit the client's current and new requirements, for rapid time-to-market. The project included smooth migration to the new platform and was designed to limit business risks
- For the French entity of a major ISP: Implemented a billing solution to support the launch of their voice product using Highdeal

Operate & Manage Services

Where Capgemini has not only reduced cost but also provided several

intangible benefits:

- *Billing System Maintenance*: For a Dutch operator: Applications Management and System Maintenance on both their LHS & Oracle BRM Billing Systems
- *Application Management (AM)*: For an operator in Monaco: Application Management of their billing system that was also implemented by Capgemini
For an operator in Denmark: Application Management of their Amdocs system from our Center of Excellence in India
- *Managed Service*: For a Dutch mobile operator: Managed service based on a cost-effective Rightshore® Distributed Delivery model, using our Accelerator centers in both Mumbai & Utrecht
For a Bulgarian fixed line operator: Operated the reformat and rating process to support their billing function

Collaborating with our clients we bring over 1100 billing industry professionals, many from operational backgrounds.

Where Capgemini supported COLT to consolidate all its billing systems in Europe into a single integrated package:

“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



About Capgemini and the Collaborative Business Experience

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.

More information is available at www.capgemini.com/tme

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