



Liberty Technology Advisors, Inc.

Program Management

September 14, 2011

Industry Landscape: The Need for Effective Controls and Planning

According to a recent study of Fortune 500 companies, more than 90% of IT projects required restarts.

On average, projects without effective controls and planning are completed at nearly double the original cost and take more than twice as long to complete as originally planned.

Industry Landscape: Major Pitfalls to Avoid

- **Project cost overruns**
 - 53% of software development projects overrun estimates by an average of 189%
- **Schedule slippage**
 - 20% of all new IT projects are completed three or more months late
- **Dissatisfied customers**
 - 99% of large systems are late, over budget, or don't meet customer's requirements
- **Systems lacking or missing key functionality**
 - 75% of post-installation "enhancements" are due to missing or misunderstood requirements
 - 60% of originally specified functionality is initially delivered
 - 88% of applications have to be re-designed
- **Misdirected spending**
 - 64% of resource activities are misaligned with the company's current priorities
 - 32% of projects are cancelled before completion

Program Management Office (PMO)

Strategic, Tactical, & Operational Initiatives

- Align and prioritize initiatives
- Establish balanced scorecards and measurements for all initiatives
- Provide continuous feedback on the performance to project and program offices

Governance

- Employ a disciplined approach to governing, managing, and controlling activities and strategic assets of an organization, unit, or enterprise
- Provide alignment of program teams to strategic, operational and financial initiatives
- Establish clear roles, responsibilities, clarity of directions, and executive oversight
- Take decisive action over strategic re-directions, issues resolution, and project interventions

PMO Core Components

Communications

- Create “visibility rooms” supporting internal critical-decision support
- Integrate executive status reports and performance metrics
- Utilize analysis tools and “dashboards”
- Obtain immediate feedback on critical business issues, risks, strategic initiatives, and dependencies to business unit or enterprise-wide initiatives
- Provide assistance in the development of consistent internal and external corporate communications

PMO Successes

Wireless Provider Billing Platform Migration

Established structure and environment to meet aggressive dates for migrating two million customers to core billing platforms with minimal impact to the customers, the business, or IT by successfully executing three separate conversions

- Negotiated requirements and solution that **prevented a loss of 300,000 customers to another carrier**
- **Achieved savings of \$11 million over a period of 3 years** in development, maintenance, hardware, and software by eliminating redundant systems quickly after the acquisitions
- **Retained 90% of customer base from acquisitions** as a result of prioritization of requirements and customer-effecting functions



PMO Successes

IP Network Provider Service Rollout

Managed day-to-day, cross-project release activities for all Operation Support Systems (OSS) and Business Supports Systems (BSS) enabling this client to plan, prioritize, implement, and coordinate service offerings for its customers

- Led process and coordination activities to enable the organization to move from an “R&D” focus to a **customer-needs and product-marketability focus**
- Led program and project teams to a **“go-to-market” readiness condition**
- Coordinated activities between groups and projects, **identifying major issues** that would have made the products impractical to sell and/or deliver
- **Negotiated agreements between groups** with conflicting requirements or capabilities



PMO Successes

Regional Telecom Voice Portal Implementation

Managed multiple vendors and lines of business while establishing needed controls and communication for a complex, state-of-the-art voice portal solution that allowed customers to report and track problems with their service

- **Completed project on time** – in an aggressive 4-month timeframe to ensure corporate readiness prior to an anticipated work stoppage – **and within budget**
- **Diverted 20% of incoming calls** from call centers
- Implemented new, centralized call handling structure



Global Telecom Internal Development Initiative

Established needed controls for requirements, testing, and dependencies between teams to successfully implement a release encompassing new requirements as well as those from the past unsuccessful releases

- Put the release into production **within 6 months**
- Reduced total cost of software development by **\$25 million**
- Reduced number of trouble tickets that became change requests **from 30.5% to 2.1%**
- **Was the PMO group** that managed subsequent problem programs



PMO: Lifecycle

	Define	Execute	Maintain
Strategic/Tactical	Ensure all teams are aligned on corporate objectives and stated priorities	Manage critical success factors Oversee release planning Establish “balanced scorecards” and measurements for current initiatives	Provide continuous alignment of cross-team synergies Direct all efforts towards providing value
Governance	Define roles and responsibilities and executive oversight	Oversee complex inter-project dependencies, project budgets, and project status Resolve critical issues	Provide issue resolution, enforce change control policies, and ensure that scope changes are approved and traceable to corporate objectives
Communications	Define explicit communication plans that convey project progress and share information between stakeholders	Assess and manage resource allocation/ re-allocation to mitigate the “downside” of lagging mission critical initiatives	Facilitate issue escalation resolution and release planning Provide continuous feedback on the project performance to project & program offices

PMO: Key Success Factors

The key to success for any project is how well the management processes are defined and implemented. Whether the processes are simple or complex, the important ingredient for success is making them consistent, repeatable, and something that can be audited. LTA Advisors emphasizes the following:

- Collaborative tools, templates, processes, and methodologies
- Structured project management
- Disciplined issues management
- Consistent status reporting and internal/external communications
- Management of critical decisions, intellectual thinking, and intellectual capital

PMO: Strategic vs. Tactical

PMO

Strategic

- Identifies and manages critical success factors, issues, and risks
- Facilitates prioritization of work based on business needs, business strategy, and governance direction
- Integrates projects into one cohesive plan
- Coordinates strategic initiatives through cross-project management
- Manages the schedule, budget, scope, communication and quality of the integrated program

Senior Leadership Team



Steering Committee



Program Management Office



Project Teams

- Sales
- Legal
- Finance
- Operations
- IT
- Marketing

Project Management

Tactical

- Manages day-to-day project task reporting status to the PMO
- Plans, organizes, monitors, and controls projects
- Implements PMO direction

Why do Clients Choose LTA Advisors.Enteris?

- Measurable on-time delivery excellence
- Demonstrated leadership value
- Extensive program management expertise and experience
- Proven, repeatable, flexible methodologies, processes, and tools linked to corporate strategy
- Committed to corporate objectives and client satisfaction
- Project Management Institute (PMI) certification

LTA Advisors.Enteris' Representative Solutions

Case Study: Large Wireless Company

This client is the nation's leading provider of wireless communications. The company has the largest nationwide wireless voice and data network and approximately 30 million customers.



Challenge:

- Set up and execute a Program Management Office (PMO) to convert two million customers from a source (Convergys) to a target billing platform due to a market acquisition. Meet aggressive dates dictated by the client with minimal impact to IT, the business, and customers.
- Short-term Goals
 - Coordinate several “political” entities to finalize acceptance of the conversion by the owning region in the South.
 - Keep the conversion team moving forward while morale diminished and the knowledge base eroded due to lay-offs during the conversion cycle.
- Long-term Goal: Coordinate the many different teams across three market conversions into a single cooperative unit, all driving to the same goal

Solution:

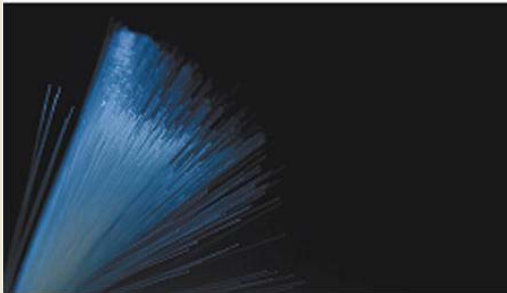
- Executed three separate conversions (Texas, Florida, Mid-Gulf) to the target billing platform
- Program managed all facets of a market conversion project including:
 - Supporting the client’s business customers by prioritizing requests
 - Detecting discrepancies between the source and target billing and provisioning applications and the network elements
 - Performing requirements and gap analysis, development, Quality Assurance (QA), and User Acceptance Testing (UAT)
 - Ensuring cross-training and interaction between the technical teams and the business

Results:

- Successfully program managed all phases of the conversions within the budgetary parameters and with virtually no impact to IT, the business, or its customers.
- Client achieved savings of \$11M in development, maintenance, and hardware and software costs.
- Client retained 90% of its customer base from the acquisition and prevented the loss of 300,000 customers.

Case Study: IP Network Provider

This client is a global, business-to-business, e-commerce company providing secure IP networking and services.



Challenge:

- Assist the client in creating processes and procedures to plan, prioritize, implement and coordinate its service offerings.

Solution:

- Formed a Program Management Integration Office (PrIMO) to manage day-to-day cross project release activities for all OSS and BSS systems.
- Defined, rolled out, and executed a change management process for all OSS/BSS change requests.
- Coordinated business prioritization and alignment between Engineering and Executive Management in support of the client's budget process.
- Performed cross-project coordination and integration management across all OSS/BSS systems.

Result:

- Allowed many projects to successfully run concurrently in a highly dynamic environment by utilizing LTA Advisors change management, risk management, and release management services.
- Enabled the client to effectively prioritize work and understand the impacts of change across all OSS/BSS systems.
- Successfully transitioned all program management activities to the client's internal staff.

Case Study: Large Telecommunications Company

This client has nearly 75 million access lines in service throughout the US. Outside the US, this client's affiliates serve 39 million wireless customers and operate 10 million access lines; the company also is developing a multinational data network.



Challenge:

- Reduce the impact of a Union work stoppage through implementation of a customer self-service voice portal
- Adhere to a 3-month timeline from start to pilot; 4 months from start to implementation
- Coordinate parallel efforts for two independent organizations within wholesale line of business
- Update a system where there was no existing, leverageable platform or voice portal skills within the client's organization
- Sell capabilities and utility of voice portal to business clients
- Provide customers with voice access to the same information available on the web or via an agent

Solution:

- Provided dedicated program management for 2 independent voice portal efforts within the client's wholesale line of business.
- Identified key customer transactions for automation. Leveraged existing web interfaces where possible to enhance delivery.
- Built and managed extended team including the client's IT resources, external voice application experts, and leading voice systems hosting vendor.
- Created interleaved timeline to enable projects to take full advantage of limited common resources.
- Ensured built-in functionality for rapid activation and flexible configuration options supported work stoppage scenario.

Results:

- Diverted 20% of incoming calls from call centers
- Created a new, centralized call handling structure (one national 800#) implemented with rollout of voice portal
- Implemented technology proven to business and targeted for expansion

Case Study: Large International Telecom Company

This telecommunications giant is among the world's premier voice and data communications companies, serving consumers, businesses, and government.



Challenge:

- Assist the client with its planning efforts and end-to-end testing on its offer, which provides customers with a single contracting, pricing, and billing experience using its Universal Platform. This platform integrates multiple business systems (e.g., one billing system and one account management system for integrated service offers) and supports international, local, long distance, wireless, access, frame, ATM, and IP/MIS services.
- Establish needed controls for requirements, testing, and dependencies between teams to successfully implement a release encompassing new requirements as well as those from the past unsuccessful releases.

Solution:

- Provided experienced program management with specific knowledge and understanding of the client's products and processes. Helped the client establish a true Program Management Office (PMO) as the framework for all projects.
- Provided a PMO team that managed the scope and content of all releases for the program management offer.
- Evaluated all business requirements for future initiatives, gathering and documenting additional requirements where gaps existed within program objectives.
- Reviewed End User Acceptance Test (EUAT) plan and cases. Coordinated EUAT execution, including issue management.
- Put the release into production within six months.

Result:

- Successfully managed additional releases with a smaller group of individuals.
- Reduced total cost of software development by \$25 million.
- Reduced number of trouble tickets that became change requests from 30.5% to 2.1%.
- Client now enjoys trouble-free implementations of its program management offering and delivers its investment plan on schedule in support of revenue attainment commitments.

Thank You

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