



International Telecommunication Union

Making FMC Work

- A project approach -

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ITU-T Workshop on "Mobile Telecommunications and Fixed/Mobile Convergence –
the realities going forward "
12-14 Sept 2005, Kyiv, Ukraine



Objectives of the presentation

- o A project approach to implement FMC
- o General conditions of a project to make FMC operational for
 1. FMC startups
 2. Mobile operators
 3. Wire line operators
- o The presentation provides guidelines and recommendations for the methodology of an integration of Fixed/Mobile Services

The challenge of FMC

- o What does Fixed/Mobile Convergence mean for operators and customers
 - The customers wants services irrespective of the type of device and access
 - He doesn't want to switch between different operators
 - He doesn't want to use several devices but a single phone or data device with many services
 - The services must be “user centric” and not be dependent upon the network infrastructure
 - 3G-network services are always a precondition to implement FMC



The greenfield approach: an ideal way

- o A “top down” approach
 1. Fix your FMC business strategy with consideration of partnership, market trends and technological evolution
 2. Define your business model, products, customer strategy, and cross selling potentials
 3. Map your business model to the new defined convergent processes and organization with end to end responsibilities
 4. Well defined processes are the key to a successful FMC launch!
 5. Pay attention to services - not to technology!
 6. Make a clear requirement analysis and design of the logical business and convergent system architecture
 7. Then make selection of appropriate systems vendors and integrators
 8. Install a project organization with quality assurance, a steering committee and a risk management process



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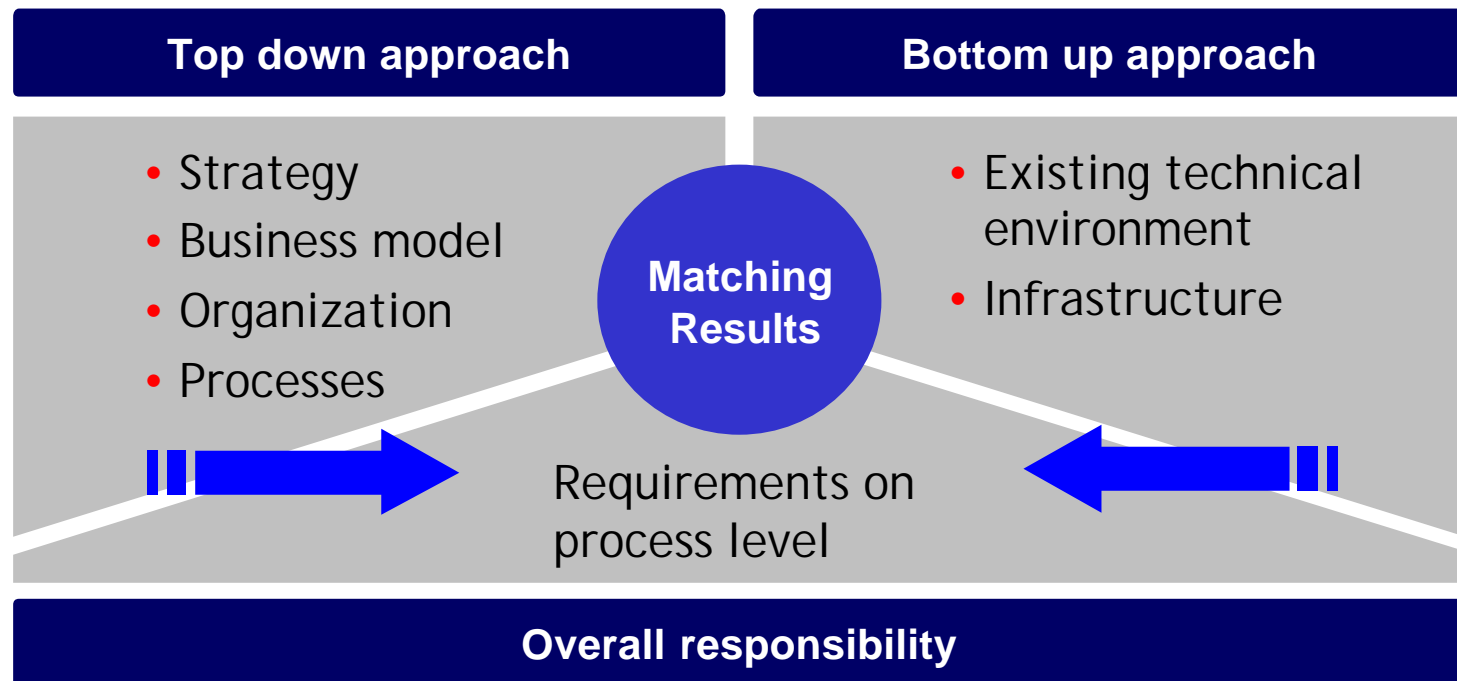
“Top down” not possible because of today’s market situation

- Established operators
 - Are in place in most markets
 - FMC often based upon acquisition of a wire line or wireless operator
 - With settled organization, processes, and infrastructure
 - Risk potential of every reorganization
 - “Top down” will not work out for established operators because of existing specialized legacy systems for billing, CRM, and NI
- Startup's
 - The greenfield or “top down” approach is the ideal way for FMC
 - But today more exception than rule

“Bottom up” leads to insufficient results

- The infrastructure is always specific to current business
- Totally different business models of mobile and wire line lead to different processes
- With a “bottom up” approach the infrastructure would become the key business driver!
- The business model will be determined by technical restrictions
- Therefore a pure “bottom up” approach is an insufficient method to meet the FMC business goals

A “combined approach” for FMC





Key issues of a combined approach

- Integrated FMC business model
- One customer view
- Process oriented organization with clear responsibilities
- Well defined process interfaces, OLA's and SLA's
- Cost efficiency
- Reusability of IT and process elements
- Common central and fully convergent IT-infrastructure for
 - Wire line and wireless operation
 - Order management, billing and customer service
 - Data Warehouse, MIS, and finance accounting



Summary and recommendations

- o Choose a combined approach
- o Clearly define your business goals
- o Fully document the as-is state
- o Setup an appropriate project organization with clearly defined project roles and responsibilities
- o Be sure to have a common customer database without a distinction between fixed and mobile
- o Design your processes and organization and - if possible - your central systems fully convergent
- o Make a prioritization of quick wins and start only with a few selected convergent services
- o Mobile operators: implement 3G-services first
- o Wire line operators: uncouple access from the physical location (use IN-technology)



Thank you for your attention

For more information and detailed discussion feel free to contact:

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