PIERIAN   **+process**
BUSINESS PROCESS
SOLUTIONS

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MANAGED SERVICES

CASE STUDY

Aiming for fast growth? Changing the ways of the world?

With a client base of over 74 million customers, the client has garnered an impressive reputation in the Indian telecommunications industry: 'Most Respected Telecom Company', the 'Best Mobile Service in the Country' and the 'Most Creative and Most Effective Advertiser of the Year'. This business publication (BP) talks to a senior manager (SM) to find out more.

BP: To begin, tell us a little about the telecom industry in India, and your company's role in the sector.
SM: We are a subsidiary of the world's leading international mobile communications corporation, which currently has equity interest in 27 countries across 5 continents and 40 partner networks with over 303 million customers worldwide. The group is growing at a rate of 15% and clocked GBP 41 billion in global revenue for the year closed (Mar 2009).

The Indian mobile telephone sector is growing at a rate of 45-50% per annum, and currently has around half a billion subscribers (December 2009) on different networks. In order to address this demand, we require robust business practices in our back office.

We need partners who can work within our eco system and bring best practice and capability to deliver effective back office operations, specifically Logistics and Inventory Management (mobile phones and SIM Cards), Cell site rental payouts, Compliance Management, Accounts Payable and Accounts Receivable.

BP: Tell me more?
SM: We operated around 500 cell sites in 2004. In 2009 we had reached circa 3300 sites (just under 700% increase). In 2003, we serviced 100,000 subscribers rising to 42 million in 2009 for the Karnataka circle, which is quite staggering! The demand for robust business processes, such as Logistics and Inventory Management (mobile phones and SIM Cards), Cell site rental payouts, Compliance Management, Accounts Payable and Accounts Receivable was critical.

In our sector, audit and regulatory compliance management is under great scrutiny on a regular basis and involves multiple agencies. This requires careful coordination and diligence with experts around the table.

To add to this, we migrated from a legacy system to Oracle 11i in 2007 and this transition also posed a number of challenges.

BP: How did you go about it?
SM: Our engagement with Pierian began in 2003, with a team to manage logistics for the Bangalore region. Very quickly, we had to ramp up the team, align systems and

processes for scalability, and to meet the unprecedented growth we have experienced.

Pierian put in place a number of focussed teams which not only implemented processes, but the same teams coped with the huge increase in transactions arising from the exceptional business growth. Now, not only do they manage critical facets of the business process, but they also meet conditions set by the binding Service Level Agreements, including risk management.

BP: How did Pierian support you?
SM: Our team who were responsible for these back office processes became a part of the Pierian organisation. Pierian trained the transferred members and then set up effective delivery teams for the critical business functions discussed earlier.

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During the growth phase, the team identified key risks associated for each of the processes and implemented mitigating controls. This has been critical to the smooth running of our operations.

For example, the Bangalore warehouse expanded over a short period of time and today the team has centralised the Logistics and Warehousing processes covering the entire state. The team manages stock transfer records of the handsets, recharge coupons and SIM cards for the company-owned outlets and are also responsible for the stock moving out to the distributors.

The team showed agility and resourcefulness during the migration from legacy to enterprise Oracle.

Pierian's efficient process management has ensured a controlled environment for Cell Site payouts in spite of increasing volume from 500 to 3300 sites whilst the team remaining constant in size and strength. The team also effectively manages the invoicing for approximately 100 distributors and maintains stock transfer records for shipping goods to company-owned outlets across Karnataka based on a scalable model of delivery.