

North America Wireless Provider Program Management Services Case Study

Executive Summary

Customer

Large North America Wireless Service Provider

Business Challenge

Manage more than 20 different teams and hundreds of tasks across regions in significant national network upgrade program

Tellabs Solution

Program Management Services to plan and manage thousands of resources, vendors, interdependencies, timelines, budget items, and reports

Business Results

- Reduced time to market by facilitating rapid program plan approval by every important stakeholder
- Reduced costs by ensuring that more than 200 discrete tasks at each of the 15,000 cell sites across the country were completed on time and within budget

Business Challenge

A Tellabs customer, one of the world's largest providers of voice and data services and solutions for individuals and businesses, is involved in literally every aspect of telecommunications services, and works constantly to push the envelope with new services and solutions.

On the network side, the explosion in customer demand for bandwidth has put enormous pressure on the provider to stay ahead of the growth curve. The company has seen an astonishing 5,000% increase in mobile data traffic in the last three years alone.

Planning ahead, the provider is investing heavily to expand network capacity and speed, including enhancing its 3G network and laying the foundation for 4G.

Amid that buildout, the provider needed to quickly architect, design and integrate a new Ethernet-based backhaul network - and related services - for 15,000 cell sites across the U.S.

As a critical program element, they needed to bring in a partner that could not only do the design and integration work, but also manage the entire project, which included more than 20 internal technology teams across regions along with a wide range of vendors and technologies.

"This was an enormously complex project," according to Brian Micene, head of North America Services Sales for Tellabs. "We managed our own regional teams, more than 20 engineering teams from the customer and a number of external equipment and transport vendors, so planning and communication were key. This definitely required the kind of expertise Tellabs brings to the table."

Tellabs Solution

Tellabs was already a trusted partner to the service provider based on previous work helping them migrate to IP and to its 3G wireless network. Bringing in Tellabs to design and integrate the new mobile backhaul network was thus a fairly easy choice. Their executives had great confidence that Tellabs would come through with an implementation-ready, best practice network design and then carry out the integration itself with maximum efficiency and minimal risk.

Given the complexity of the project, though, the service provider also wanted to bring in Tellabs Program Management Services to coordinate and help ensure success across all aspects of the architecture, design and integration work. As such, Senior Program Managers from Tellabs came in to manage the entire process from initial review and planning through completion of the rollout.

To help ensure a smooth and efficient program with so many moving parts, Tellabs implemented a set of best practice engagement frameworks and workflow processes that included more than 200 discrete tasks at each one of the 15,000 cell sites. Detailed work plans covered every aspect of the program with clear breakdowns of roles and responsibilities for each Tellabs, service provider and third-party vendor teams. In all, the program involved management of literally thousands of resources, vendors, interdependencies, timelines, budget items and reports.

Specifically, the Tellabs program management solution included:

- Complete documentation of all program requirements and deliverables
- Detailed program and project schedules, milestone definition and tracking
- Detailed planning and management of all resources, risks and costs
- Scheduling and participation in regular status meetings
- Coordination of all Tellabs, customer and third-party resources and personnel
- Management of change and issue implementation to ensure smooth transitions
- Regular updates with detailed reporting on the status of all activities, exception reporting and meeting minutes
- Post-project review



With the stakes so high, and so many people and teams involved, Tellabs Program Managers made communications and status reporting a particular priority, utilizing an integrated project management dashboard to keep the service provider's management abreast of all progress and any potential concerns. By serving as a single point of contact for all project questions and issues, Tellabs was able to make sure that schedules did not slip, details did not fall through the cracks and quality did not suffer - even as the project moved along at a rapid pace to meet the aggressive deadline for completion.

The Result

With Tellabs program managers in place, the service provider was able to move ahead on a business critical project with great confidence that all aspects of the network architecture, design and integration were tightly coordinated and organized in the most efficient manner possible.

Tellabs provided exhaustive planning to make sure that every one of the literally dozens of Tellabs, service provider and third-party teams involved with the project knew exactly what to do and when to do it - including specific roles and responsibilities for more than 200 discrete tasks at each of the 15,000 cell sites across the country. Such detailed planning facilitated rapid approval by every important stakeholder - and then ensured that the project proceeded on time and on budget despite the almost overwhelming complexity of the initiative.

At the same time, Tellabs program managers maintained a comprehensive communications program to keep the customer's executives informed every step of the way. As Micene noted, "The reporting we provided to the customer provided an unprecedented view of regional- and national-level status on every aspect of the project." The Tellabs reporting program, in fact, was so effective that the customer has subsequently adopted it as a standard approach for complex projects.

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