

# Designing and Hosting Change Control and Order Management Processes for a Leading National and International Long Distance Carrier

## **BUSINESS CHALLENGE**

The client, a top tier national and international long distance carrier, had hundreds of change control and order management processes for its legacy long distance services but very little documentation of those processes. Because these processes were not documented finger pointing was common between the different internal groups. Confusion around hand-offs led to duplication of work, frustrated employees and a negative impact on production. This in turn led to frustrated customers who were not getting their issues resolved in a timely fashion.

The client needed to assign and measure accountability, gain a clearer understanding of best practices in sales and implementation processes, improve order quality and hand-offs and simplify change control management and administration of their ordering process.

## **THE VERTEK SOLUTION**

Vertek's Business Process Outsourcing team was brought on board to create a baseline present method of operation (PMO). They observed how the client's employees worked in everyday scenarios and by conducting group sessions to look at the inputs and the outputs of hand-offs between individuals and departments. Vertek documented the client's processes using current industry best practices – including TQM and BPM methodologies – and “swim lane” depiction, whereby each internal organization has its own lane. The team used this approach to identify and measure each hand-off. Vertek documented three levels of detail for each process and product for over 25 different products / offerings, representing over 100 related methods and procedures (M&Ps), job aids and other process-related documentation.

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Services covered in this project included:

- Legacy Switched and Dedicated Voice
- Layer 2 Frame packet technologies
- High-speed bandwidth
- Managed services
- Integrated services and bundled offerings

The following methodology was used to document, build and manage the client's change control and order processes for their legacy long distance services. Vertek:

- Baselined and standardized existing processes through observation, analysis and stakeholder facilitation and buy-in
- Built out the process by:
  - Integrating new processes with existing Business Process Standard-ization (BPS) documentation
  - Interfacing with all supporting organizations to validate process documentation
- Managed and communicated the process by:
  - Launching and hosting the process on the BPS Manual (hosted web-based repository)
  - Implementing change management procedures and administration

For the first few years working with this account, Vertek maintained and managed the carrier's order processes and maintained and hosted the repository. As new services were introduced Vertek would update the process documentation. When the time came, Vertek trained the members of the permanent organization within the carrier so that they could support the processes themselves.



### NET RESULT

This project produced one standardized process representation (level 1-3) for over 25 services for the client's Sales Operations and Order Management groups. It also provided the carrier with a custom designed and hosted process documentation repository for all of its user groups.

Benefits included:

- A single, comprehensive source for process, tools and job aids.
- Improved sales-to-bill cycle time and data quality by streamlining, standardizing and clearly defining correct end-to-end service delivery processes that minimize order rejects and avoid additional order handling
- Increased customer and employee satisfaction while reducing unit costs

The project lasted about five and a half years and was renewed many different times after that, with each ending on time and on budget.

