

DNA Ltd Leverages TCS' Consulting Expertise to Unify its Post-merger IT Landscape

Abstract

The global market for telecommunications is expanding rapidly. The growing competition is calling for companies to formulate innovative solutions and continuously study customer behaviour and buying patterns to adapt to changing customer needs.

To keep up with this dynamic marketplace, DNA Ltd (DNA), a leading Finnish telecommunications company, recently initiated a major business transformation program to unify processes and standardize its IT landscape. DNA partnered with us to create detailed target architecture. We formulated target state enterprise architecture, delivered a three year implementation roadmap and established an enterprise architecture governance function which will together allow DNA to realize its business objectives.

About the Client

DNA Ltd is a leading telecommunications company in Finland. The company provides high-quality voice call data, mobile and digital television services. With revenues exceeding EUR 690 million (2010), the company services over 1.3 million business and private customers. Established in 2007, our client operates three main subsidiaries: DNA Finland (mobile communications), DNA Services (fixed-network voice, data, and television), and DNA Store (distribution).

Client

DNA Ltd.

Industry

Telecommunications

Offering

Consulting



Business Challenge

Our client had recently undergone a major business expansion through the acquisition of the fixed-line businesses of six telephone companies; therefore the company initiated a transformation initiative to standardize the business processes and technology across the organization. There were numerous redundancies within the existing IT set-up, with multiple applications supporting the same business processes. Moreover, the current enterprise architecture was not scalable to support future M&A activities. Consequently, the organization was faced with low business agility, poor efficiency and rising operating costs which affected overall customer satisfaction.

As a part of the organization wide transformation which was initiated after the merger and acquisition, DNA realized the need for a scalable, adaptable and future-proof roadmap for its IT Architecture. Given our expertise and long-standing relationship, DNA partnered with us to define the target state enterprise architecture and roadmap.

TCS' Solution

We started by interviewing the key stakeholders to understand the key business strategy and DNA's vision, mission and objectives. Thereafter, we conducted a detailed study of DNA's IT landscape to analyze the pain points and current state of the enterprise architecture. Our analysis revealed the following gaps in the IT architecture:

- Non standardized and non-unified business processes running across the same business functions
- Disparate systems limiting the company's performance
- Long time-to-market for new products and services
- Lack of a scalable and adoptable architecture to support future M&A activities

Based on the strategic objectives and operational inputs from DNA, we identified and analyzed the change drivers, pain areas and also studied the industry trends. We also mapped our recommendations to change drivers and pain areas for better traceability. The change drivers were broadly classified under three themes— Customer Experience, Growth and Profitability. Some of

the key change drivers included enhanced customer experience, strong delivery, optimized operating costs and shorter time-to-market.

We assessed the identified change drivers against the existing IT capabilities, and then derived the target state enterprise architecture by leveraging the existing IT investments. We also identified the gaps between the target and existing state. Some of the new IT capabilities which needed to be developed included uniform process across channels, effective product bundling, improve cross-sell and up-sell, leverage existing investment and better business intelligence.

We used our proprietary BETACO™ framework which is based on six dimensions – Business process compliance, Ease of use, Time-to-market, Architecture, Cost and Operations. We also utilized our IMPACT™ methodology to develop multiple solution options. After discussions and meetings with DNA's leadership team, we short listed the two most suited options. A roadmap for each solution was also presented. The DNA management team chose the option where a consolidation of Business Support Systems(BSS) and Operations Support Systems(OSS) was to be conducted for all product lines, leaving the fixed line voice and data billing as-is. The rationale for the selection was:

- Priority for Mobile and TV services
- Lower implementation cost for the architecture option
- No upfront capital expenditure involved in phase 1 of the implementation
- Quick business wins
- Reuse of existing applications maximized during Phase 1
- Diluted interest in the fixed line voice and data services

We also developed an Enterprise Architecture (EA) governance model including the EA vision, charter, framework, governance organization and processes. This, along with the recommended enterprise architecture would continuously support both organic and inorganic business growth and ensure business-IT alignment. Our target architecture and roadmap resulted in quick wins for the company's business, also allowing for better stakeholder buy-in.

Experience certainty

True certainty of success comes from working with a partner you trust to provide the insight, support and expertise that will propel your business forward. Experiencing certainty with TCS means you can count on results, partnership and leadership.

Results

Our proposed solution addressed DNA's vision to achieve 20% market share for small and medium businesses through enhanced marketing capabilities, improved time-to-market and increased customer experience. In addition, our engagement delivered the following business benefits:

- Single customer view
- Ability to cross-sell and up-sell
- Effective commercial product bundling
- Consolidated billing
- Optimized service time to customers
- Faster adoption of new business initiatives
- Better operational and analytical reporting abilities

Benefits from EA Governance:

- Reduced complexity and redundancy of IT architecture
- Better compliance, facilitating faster delivery of cost-effective systems

About TCS' Global Consulting Practice

TCS' Global Consulting Practice (GCP) is a key component in how TCS delivers additional value to clients. Using our collective industry insight, technology expertise, and consulting know-how, we partner with enterprises worldwide to deliver integrated end-to-end IT enabled business transformation services.

By tapping our worldwide pool of resources - onsite, offshore and nearshore, our high caliber consultants leverage solution accelerators and practice capabilities, balanced with our knowledge of local market demands, to enable enterprises to effectively meet their business goals.

GCP spearheads TCS' consulting capacity with consultants located in North America, UK, Europe, Asia Pacific, India, Ibero-America and Australia.

Contact

For more information about TCS' consulting services, email us at **global.consulting@tcs.com**, or visit **www.tcs.com/consulting**

About Tata Consultancy Services (TCS)

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

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