

Going Beyond Just Managing Telecom

How to Ignite More Value



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CLM OVERVIEW

Communications Lifecycle Management is the practice of managing the entire communications estate from procurement-to-payment. It provides complete transparency into all communications assets and services and goes much deeper than simply managing invoices and expenses. Generating cost savings is an outcome, but is not the sole driver of the initiative. Transparency, visibility and efficiency are just as important benefits in a true CLM engagement.

There are five (5) main areas of CLM:

- Asset Management
 - Tracking hardware, software, maintenance, services and labor associated with each category of communications from procurement through retirement
- Usage Management
 - Monitoring service and capacity utilization across all communication categories
- Expense Management
 - Managing and optimizing all communications expense
- Shared Service Management
 - Allocating communication costs across the business and providing visibility into expense
- Service Support
 - Providing support to employees to ensure optimal communication experience including equipment ordering and fulfillment, on-going support and retirement services

The goal of CLM is to manage all aspects of communications holistically, to understand technical, operational and financial performance in aggregate, and demonstrate the impact the communications estate is having on the business. In order to demonstrate the power of CLM,

this paper highlights two case studies that illustrate how organizations are going well beyond simply managing traditional telecom expense and providing real business value to the organizations they serve.

Case Study: City of Dallas

Prior to 2001, the City of Dallas had little visibility into their telecom assets and services. This was and continues to be a common scenario across many organizations today. Some departments were using old mainframe software and spreadsheets to manage their own telecom inventory which included manual, error-prone processes to keep the inventory accurate and current.

A shift began within the City of Dallas and it was determined that better visibility into the telecom environment and improved billing practices were needed so in 2001, the City signed on with Calero. The solution was utilized primarily for telecom billing and chargebacks, which started to provide some visibility into the environment. But at this point, however, city departments only knew what they were being charged (overall) with very little detail behind the numbers.

THE PAST (2001)

- Lack of visibility into telecom services (pre 2001)
- Lack of visibility into telecom usage (pre 2001)
- Some departments tracking assets via spreadsheets
- Implemented Calero solution in 2001
- Solution utilized primarily for telecom billing and chargebacks

In 2012, the City began to think more strategically regarding their CLM program. A strategic decision was made to upgrade to the latest Calero offering and expand their use of the solution in an effort to begin truly managing the full communications lifecycle. As they utilized the Calero system more and more they began to realize they could (and should) use it for more than just telecom management so the City began expanding their view of other assets and services that could be tracked within the Calero solution.

THE PAST (2012 - 2013)

- Upgraded Calero solution to latest version
- Expanded use of Calero Solution to include Inventory Management, Invoice Management (with contract reconciliation), Switch Audit and Department Management
- Realized additional assets could and should be tracked within the Calero solution
- Began gathering inventory of other IT assets and services

Today, the City of Dallas has a best-in-class CLM program. Not only are traditional voice and data telecom services being managed using Calero, but they have incorporated other IT assets into their centralized repository. They now have a single, centralized repository of telecom and non-telecom IT assets and services. Calero replaced at least five (5) different internal systems that were previously tracking various IT assets. They were also able to eliminate hundreds of different spreadsheets that were being used to track assets and services, turning manual updates of information into a fully automated process. At any time, the City can determine what assets, services and software licenses any employee might have. Department managers can also login to the Calero system to gain visibility into the assets and usage of their employees.

THE PRESENT (2016)

- Centralized IT asset management database into one solution
- Retired multiple legacy systems and manual processes across dozens of departments
- Managing IT assets and services
 - 12,000 Desktop PCs, Laptops and Tablets
 - 30,000 Software Licenses (Microsoft, Adobe, Oracle, etc.)
 - 20,000 Radio equipment devices
 - 14,000 Server & Network Devices
- Built out complete asset profiles at the employee level

The City has realized many benefits through their CLM journey with Calero. Prior to implementing Calero, users would only see the total amount they were being charged. Today, the City has provided detailed asset, cost and usage transparency to their internal stakeholders and departments across the city, something that is extremely important to government entities. The City has to be transparent to tax payers – in managing and auditing the equipment that is paid for by their residents. In addition, the City has generated nearly \$1 million in savings which has contributed significantly to cost reduction efforts.

Hundreds of pages of paper invoices were being processed before the Calero solution was implemented. The effort to process telecom invoices was completely manually. Today, the City has a highly automated process. A process that used to take 2-3 weeks to complete is now accomplished within two days.

THE PRESENT (2016)

- Nearly 100% visibility into the telecom environment (prior to Calero, less than 10%)
- Generated nearly \$1 million in realized savings
- Reduced invoice processing time from 2 - 3 weeks to 2-3 days

The future is bright for the City of Dallas with plenty of important initiatives on the horizon. In the very near future, they will begin managing non-telecom / IT assets for the police department, which includes badges, ballistic vests, guns, batons and even uniforms. There are plans to consider integrating other departments across the City in a similar fashion. They will also be upgrading to Calero's Insight Analytics solution which will offer deeper analytics and insight into their IT environment. The goal is to use the data to determine how they can drive improvements in the City going forward. There are also plans to manage all mobile devices and services within the Calero solution.

THE FUTURE

- Managing non-traditional Telecom / IT assets
 - Police equipment including badges, ballistic vests, guns, batons, uniforms, etc.
- Integrate other departments into Calero
- Using deeper analytics to drive business decisions – upgrading to Calero's Insight Analytics
- Tracking mobile devices, charges and services

Case Study: The United States Postal Service (USPS)

USPS has an extremely complex telecom environment. They have an office in every town (many in rural locations) and do business with literally every telecom provider in the United States. A summary of their telecom footprint is provided below which demonstrates the depth and complexity of their telecom environment:

- 34,000 locations – across the US we have an office in every town
- 90,000 voice services which includes POTS, Centrex, PRI's, etc.,
- 22,000 Mobile devices
- 250,000 carrier scanners with cellular service
- 900 LECs in the environment
- 4,000+ invoices processed per month

USPS has used a third-party vendor for the last several years to help them gain visibility into their fixed voice and mobile environment, including processing and paying invoices. The concept of managing the complete communications lifecycle is truly on display at USPS considering all of the activities that are being performed within the system:

- Field Telecom / IT MACD service request details are captured
- Approvals are tracked in the system
- Quotes for service are generated and tracked in the system
- Service provisioning
- Inventory continuously updated to ensure accuracy
- Invoices loaded into the system
- Invoices reconciled against Inventory
- Disputes managed in the system management
- Invoices approved and paid

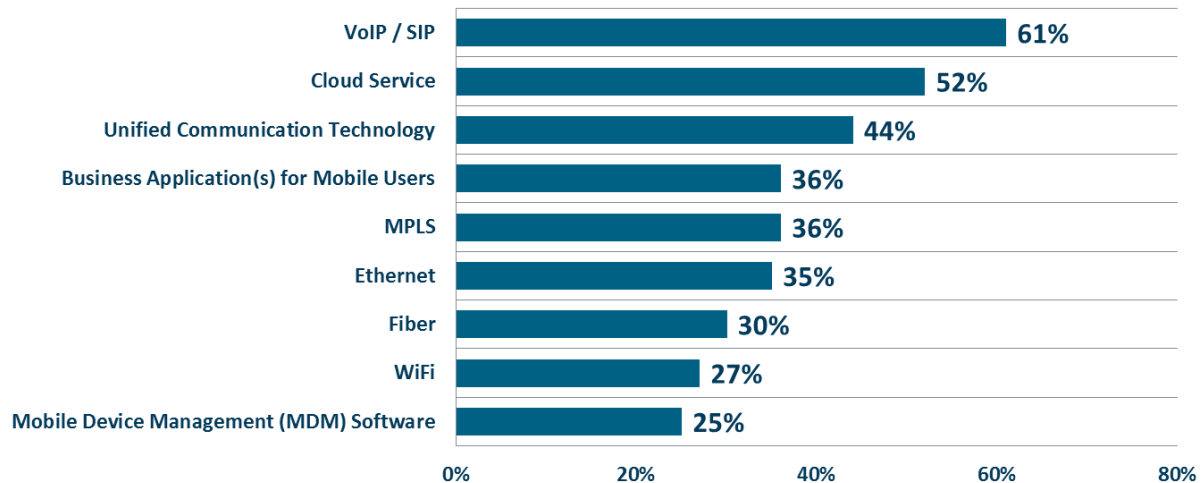
This CLM approach allows USPS to know what they have, where it is and how much they are paying for it. The improved visibility has provided them with significant contractual leverage to negotiate competitively for bandwidth upgrades. With the depth of information at their disposal USPS can also create accurate and powerful business cases to justify new technology purchases. Knowing all of the telecom details and services at all locations, USPS can accurately and successfully plan for large national technology upgrade projects.

Internal system integrations with their third-party management solution play a significant role in the success of the USPS CLM program. Integrations occur with at least seven (7) different internal systems at USPS. The solution integrates with ServiceNow to improve service ordering efficiency and to ensure inventory accuracy. AP systems are integrated to provide a seamless invoice processing and payment experience. HR systems are integrated to facilitate mobile device eligibility and to determine who has a mobile device. Single sign-on is also implemented for an added layer of security. Internal system integration facilitates workflow efficiency, a key attribute of an effective CLM program. USPS has realized significant benefits from their CLM initiative and they continue to look for new ways to improve their program.

The Future of CLM

The future of CLM will be largely influenced by new technology. As technology is deployed, organizations should be thinking about how to manage and track associated assets, services and costs. Based upon AOTMP Research, the most common technology deployments that are planned over the next 12 months include VoIP / SIP, Cloud Services and Unified Communication technology. Organizations must have a clear strategy to gain visibility into the utilization of these services.

Planned Technology Deployments – Next 12 Months



Organizations need to expand their management focus beyond traditional voice and data services. The future of CLM will include managing IT related assets and services. Examples of these items will include:

- Cloud Services
- IT Hardware (routers, servers, etc.)
- M2M End-points
- Software Application Licenses
- Desktops / Laptops

More robust reporting and business analytic capabilities will also be part of CLMs future. Tools that facilitate budgeting, forecasting and prediction capabilities will be required. For example, if a retail organization plans to add 100 new stores over the next 12 months, what effect will this have on my telecom spend and other internal metrics? Correlating telecom and business information will also be prominent. Telecom leaders must have the ability to demonstrate how telecom is impacting the business from a variety of angles including revenue, customer acquisition and customer retention.

Think outside the normal realm of telecom to determine what else you could be managing from an asset and service perspective. It should not be limited to telecom. The future of CLM is bright and has plenty of potential. Challenge yourself to find that potential within your CLM program today.

About AOTMP

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AOTMP is a global leader providing telecom management best practices and industry standards for organizations and the vendors who support them. Using information and data points from thousands of telecom environments worldwide, AOTMP solutions help enterprises drive performance, efficiency and productivity while significantly reducing costs; and help telecom vendors provide a new level of value to their customers. AOTMP's patented Efficiency First® Framework methodology brings balance to the telecom management ecosystem, resulting in vendors positively impacting the telecom environment and the telecom environment being better leveraged to drive business results.

AOTMP's clients represent \$24+ billion in annual telecom spend and include 100+ of the Fortune 500, small and medium businesses, public sector organizations and industry suppliers.

About Calero

calero.com

Calero is a leading provider of Communications Lifecycle Management (CLM) solutions designed to turn insight into action through the intuitive user-interface and visually comprehensive analytics. Calero helps to simplify the management of voice, mobile and other unified communications services and assets. With a deep commitment to innovation and customer service, Calero's CLM approach enables organizations to support the full communications lifecycle, from procurement to payment, including software and services that aid Telecom Expense Management (TEM), Managed Mobility Services (MMS) and Usage Management. Calero has thousands of customers in the United States and more than 40 countries worldwide, including Fortune 1000 corporations, universities and government agencies. Learn more at www.calero.com or follow us [@CaleroSoftware](https://twitter.com/CaleroSoftware).