SCHOOL OF MANAGEMENT:
CORPORATE CHALLENGE 2013
Quickcomm
Telecommunications Management

AMBITION DRIVE
CHALLENGE
OBJECTIVE DETERMINATION
INNOVATION
PROGRESSION WINNING
BUSINESS TRANSFORMATION
STRATEGY
MOTIVATION ASPIRATION
FRESH IDEAS
DEDICATION
GAME CHANGER
INSPIRATION
DYNAMIC

Where Careers Begin
Experiential Education Program Series

Quickcomm

On a sunny day in Phoenix, Tony Bodetti, vice president of business development, had just attended a Big Data conference. Tony has always been a visionary, and he started thinking about how Quickcomm could capitalize on the opportunity presented by Big Data.

As a provider of telecom management solutions, Quickcomm already gathers a significant amount of data from carriers and enterprise customers. Carrier data includes billing data from the top-line aggregated account broken down to individual call detail levels. From the enterprises, Quickcomm gathers key data such as employee lists, office locations, employee hierarchy, and carrier contracts. The data is loaded within Quickcomm's proprietary database and is used for providing services to the enterprise customers. Typical services include invoice management, audits and optimizations, benchmarking, contract services, baseline analyses, and benefits realization. Quickcomm provides customers with the necessary analysis and recommendations to make strategic decisions about their communications infrastructure.

With the recent hype of Big Data, Quickcomm feels they are in a strong position to build on their current portfolio and provide additional value to their clients by expanding the data that may be available for access. Quickcomm's current people, processes, and technologies already enable customers to get a comprehensive view of their own telecom inventory and expenditure, which they can break down by region, device, lines, and carrier; to look at the granular data allowing them to identify unused lines and the users that exceed roaming and data thresholds. However, the key question is; "What additional value-added service should Quickcomm provide in near future by combining the current data it has and additional data it can collect from clients, carriers, commercial sources, public sources, or analyst and industry research."

Quickcomm has already established itself as a leader in the telecom management space; with the growth of Big Data, they would like to continue increasing value to customers by offering valuable business analytics that differentiate them within the industry today and beyond.

Telecom Management

Gartner estimates that worldwide IT expense will reach $3.8 trillion in 2013. IT spending includes computing hardware, enterprise software, IT services, telecom equipment, and telecom services (by far the greatest expense).

Worldwide IT Spending Forecast (Billions of U.S. Dollars)

	2011 Spending	2011 Growth (%)	2012 Spending	2012 Growth (%)	2013 Spending	2013 Growth (%)
Computing Hardware	404	7.4	420	3.4	448	6.6
Enterprise Software	269	9.8	281	4.3	301	6.9
IT Services	845	7.7	864	2.3	905	4.8
Telecom Equipment	340	17.5	377	10.8	408	8.3
Telecom Services	1,663	6.0	1,686	1.4	1,725	2.3
All IT	**3,523**	**7.9**	**3,628**	**3.0**	**3,786**	**4.4**

Source: Gartner (July 2012)

The continuing growth of telecom expenditures and the need for new enterprise telecom services, driven by the increased use of video and wireless technologies, is prompting many firms to look at telecom management services to enable more efficient procurement and support, and to manage costs more effectively. Telecom management services (also telecom expense management or TEM) encompass several business processes undertaken by an enterprise to support these initiatives.

The key processes are:

- **Sourcing management** enables buyers to negotiate prices, terms, and conditions for strategic contracts for communications services.

- **Ordering and provisioning management** supports the commissioning and deployment of network services and mobile assets, based on predefined rates and support for user profiles, drawing on service catalogs, structured workflows, and authorizations. Process services for ordering and provisioning include help desk services for order placement and logistics support relating to deployments, replacements, and break/fix repairs.

- **Inventory management** applies to processes and services that provide one or all of the following for fixed-mobile services and mobile devices: asset discovery; asset management; asset database/repository; asset portfolio management; and tracking of purchases, leases, contracts, and disposal relating to telecom assets and expenses. Links to general ledger accounting system modules, such as the capital asset ledger, are common.

- **Invoice and contract management** combines the invoice audit function with the accounts payable invoice-processing function.

- **Usage management** helps identify cost objectives and usage permissions by using call accounting and detailed invoice data. Usage is tracked to allocate costs by individuals, departments, cost centers, or other user-defined spending category across any number of corporate locations. Usage management can also identify theft and abuse of network resources.

- **Dispute management** ensures the recovery of credits and the management of short-pay and no-pay decisions. Using third parties for disputes can optimize expenditure, greatly reduce the cost of disputes and increase corporate liquidity.

- **Reporting and business intelligence** encompass a vendor's ability to offer customers practical information and analytics that go beyond basic data or reports, in order to improve financial forecasts and usage planning.

- **Expense management** covers local, long-distance, and international fixed services; national and international mobile voice and data services; and transport services for all corporate facilities, offices, and remote workers to enable communications among employees, customers, and partners. Assets covered include mobile phones, such as smartphones, and mobile-data-enabled tablets.

The telecom management services provided by Quickcomm are delivered either as **Software as a Service (SaaS) or as fully managed business process outsource (BPO)**. In the SaaS model, the software is deployed and enterprise staff is trained on utilizing the software to perform the various telecom management functions. In the BPO model, all services are outsourced to the telecom management provider with the enterprise having access to the outputs from the reporting and business intelligence tool.
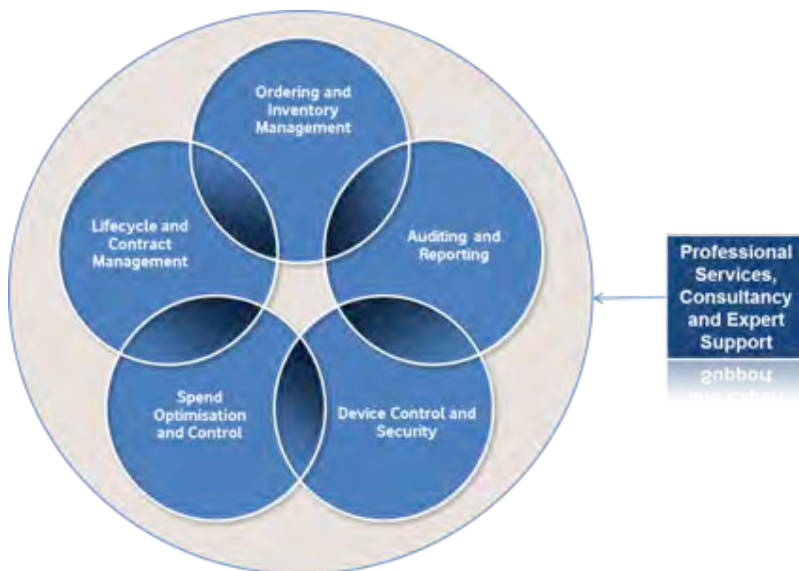
History

1997 Quickcomm founded as a Software as a Service TEM provider in Sydney, Australia.

1999 TnT Expense Management founded as a full managed BPO TEM provider in Newtown, Conn., U.S.A.

2000 Contracts with first large global client, Lehman Brothers, setting the foundation as a leading telecom management solution provider for the finance industry.

2005 Quickcomm opens office in New York City (U.S.A.), establishing itself as a global provider of SaaS for telecom management

2008 Operation opens a brand new 27,000-square-foot operational facility in Sandy Hook, Conn. Establishes the TEM industry's first network operations center designed specifically to measure and track operational metrics and client service level agreements (SLAs).

2009 Company grows internationally, opening locations in Germany, the United Kingdom, and France. The company is rated by Gartner as #1 in client satisfaction in the TEM industry.

2010 TnT Expense Management and Quickcomm are acquired by Vodafone Global Enterprise (VGE) to assist in providing telecom expense management services to its large multinational clients. Vodafone is the largest mobile operator in the world. The combined firms offer telecom management services under the Quickcomm brand.

2012 The Vodafone Global Enterprise/Quickcomm telecom management solution is highly rated by Gartner in the TEM Magic Quadrant. The customer base grows to greater than 250 clients with approximately 300 staff members throughout the world.

Company Culture – The Quickcomm Way

The Quickcomm Way is about us, the people who work at Quickcomm, and our culture. We value diversity and recognize individual and team contributions. We want to be an admired company. We want to be seen as:

- **Customer Obsessed:** We're passionate about exceeding our customers' expectations, investing in understanding what drives customers and improving customer loyalty. The experience we give our customers drives every decision we make, and we all act as customer champions. We're always aimed to be a people's brand; this is our opportunity to really put the customer at the heart of everything we do.

- **Innovation Hungry:** We create and deliver new products, services, and ways of working by being externally focused and providing fresh thinking. We foster and role model innovation that benefits the business and our customers.

- **Ambitious and Competitive:** We bring energy and passion to work, have high standards, and focus on beating our competition. We measure our success compared to our competitors.

- **One Company, Local Roots:** We work across the company to achieve the best outcome for shareholders and customers. We value diversity and build effective teams to deliver outstanding results.

- **Quickcomm operates with:** speed - focused on speed to market and to beat competition with quicker products, innovations, and improvements; simplicity – seeking out simple solutions and removing obstacles that create unnecessary complexity, and trust – delivering reliable and transparent services.

Flexibility, scale and transparency

- Quickcomm utilizes a dedicated Global Network Operations Centre (GNOC) to monitor telecoms management operations worldwide and to ensure the highest possible data quality.

- Quickcomm offers its customers total transparency of their telecommunications data - they share an identical view with Quickcomm through the administrator portal.

- Quickcomm's telecommunications management solution offers an accessible and intuitive built-in workflow that aligns with the customer's existing business processes, allowing them to simplify and reduce administration.
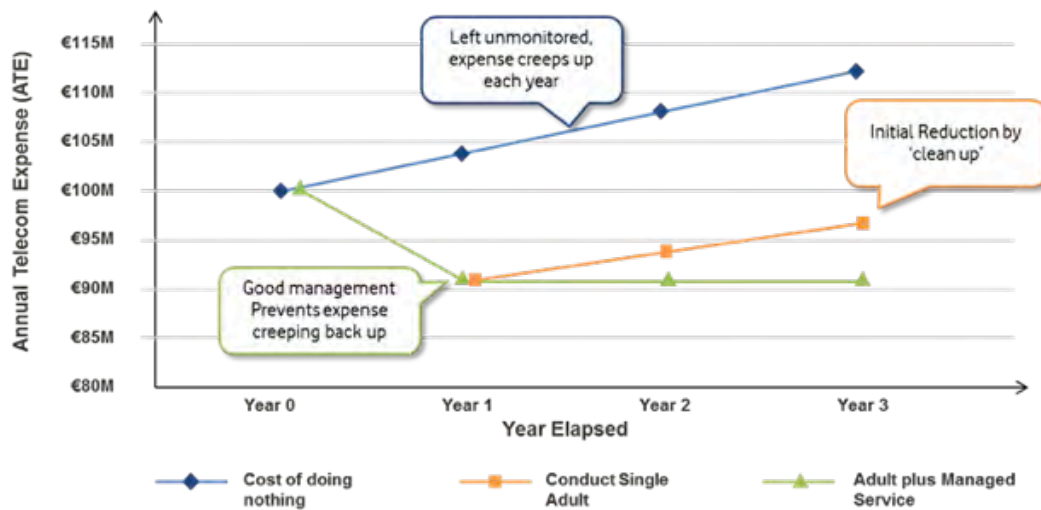
Quickcomm: Products/Services

- **Market leading telecom management software** delivered via a cloud-based reporting platform that provides visibility, security, and seamless management of your entire telecommunications lifecycle.
- **Expertise and support** to evaluate telecom environment and design solutions based on industry best practices.
- **Actionable business intelligence** to control spending, manage infrastructure, and make informed decisions.
- **Independent Autonomous Advice** in dealing with carriers and other vendors in a secure environment.
- To learn more about Quickcomm products/services, please visit quickcomm.com.

Current Customer Base and Typical Experience

Quickcomm currently provides telecoms management services to more than 250 customers. Customers are medium to large enterprises with annual telecom expenditures ranging from $5M to over $400M. They represent all major industry verticals with emphasis on finance, insurance, pharmaceuticals, consumer goods, and technology. The benefit realized by a typical customer using Quickcomm services is illustrated below.
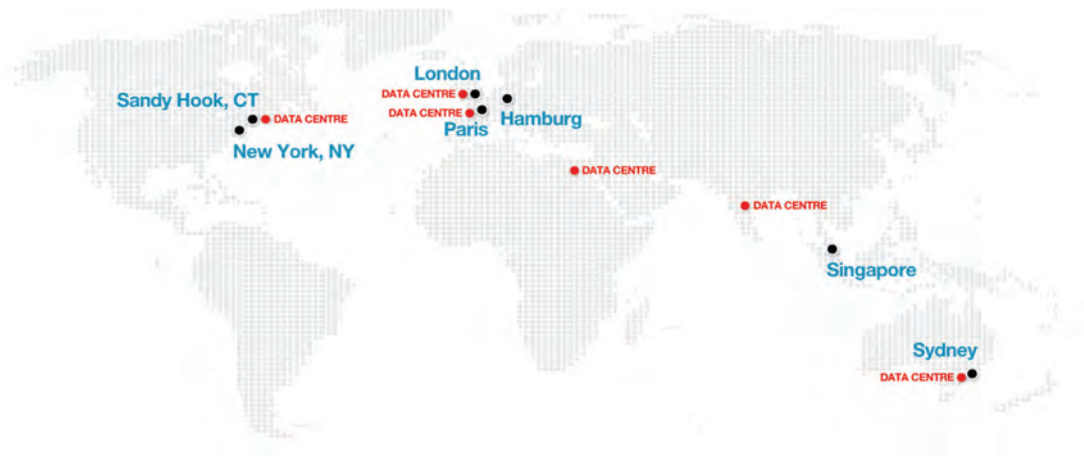
A proven return on investment

Left unmonitored, expense creeps up each year

Initial Reduction by 'clean up'

Good management Prevents expense creeping back up

Annual Telecom Expense (ATE)

Year Elapsed

- ◆ Cost of doing nothing
- ■ Conduct Single Adult
- ▲ Adult plus Managed Service

| Example customer starts with annual Telecom Expense of €100M | Achieves 10% reduction during TM deployment from audit and scrubbing | Prevents expense creeping by 4% per annum |

Quickcomm Organization

Quickcomm is a global organization with centers of excellence and local offices around the world. The centers of excellence are located in Connecticut (U.S.A.); Sydney (Australia); Cairo (Egypt); and Budapest, Hungary. Additionally, Quickcomm has established local hubs in several countries including Canada, the United Kingdom, France, Germany, and Singapore. These locations have staff with specific expertise, knowledge, and responsibilities needed for local support. Quickcomm is assessing the need for additional local resources and will be establishing more local hubs within the next two years.

Quickcomm has nearly 200 employees located in Connecticut and about 100 other employees located across the world. Additionally, Vodafone Global Enterprise has several hundred operational support staff members who help manage portions of the telecom management services for clients. Vodafone is a publicly traded company and listed on the London Stock Exchange.

Marketing

The marketing focus is on partnership and trust, confidence and control. Quickcomm focuses the majority of its marketing efforts on selling its solution to its parent company's customers across the globe. There are three main regions, each requiring slightly different messaging and positioning due to the maturity of the telecom expense management/telecom management market in those regions. **North America** is a highly mature telecom management market where most enterprises currently use a telecom management solution. **Europe** is a growing telecom management market where most enterprises are aware of telecom management issues and some have a solution in place. Most solutions are connected with mobility solutions. **Asia Pacific/Sub Sahara Africa** is a new telecom management market where few enterprises are familiar with telecom management issues. Due to infrastructure challenges, mobile devices are extremely prevalent in these economies, and any telecom management solution will be very closely associated with mobility solutions.

Targeting and Positioning

Target Group: Quickcomm's model provides the most value to multinational corporations (MNCs) with annual telecom expense of at least $10 million. The primary users are in finance and IT departments, and the key decision makers are mid-level and senior executives in finance, IT, and procurement.

Brand Positioning: Quickcomm positions itself as the industry leader providing thoughtful solutions to optimize business efficiency, achieve global visibility of their communications, maintain complete security, and enable proactive cost management. Quickcomm delivers business intelligence and actionable insight to enterprises, enabling them to make informed decisions on every aspect of their end-to-end communications.

Unique Selling Proposition

Market-leading telecoms management software is delivered via a cloud-based reporting platform and can be managed by the client or Quickcomm to provide visibility and security while allowing the addition of new solutions instantly. Professional service consultants offer unrivaled industry expertise, and the flexible service model can support the customers during one-off telecom projects, or on a continual basis.

Social Media Presence and Experience

Quickcomm is currently utilizing social media to increase brand awareness, connect with key influencers, and position the company and its staff as thought leaders in the telecommunications industry. Through social networks such as Twitter, Facebook, and LinkedIn, Quickcomm is able to engage with customers, journalists, and analysts and provides a continuous flow of information pertinent to the telecommunications industry. On a daily basis, Quickcomm offers its audience various sources of content, including industry articles, analyst forecasts, breaking news, company updates, and thought leadership pieces.

Quickcomm also provides thought leadership through its blog, which is updated on a weekly basis. Additionally, Quickcomm has created #TelecomTuesdayTip, a campaign that offers its social community a tip related to telecommunications that is posted to the blog and all social media accounts each week.

Big Data Opportunity

Like many companies, Quickcomm has access to significant amounts of data. The challenge lies in sifting through mountains of data and extracting "useful" – or actionable and meaningful – data. Research indicates only approximately 0.01% of all data that companies have access to is considered useful. Additionally, data on its own has minimal value. The power of data lies in its context and analysis in order to produce valuable output that can help enterprises with decision making and strategic planning.

As part of the Big Data initiative, Quickcomm is looking at all existing and possible new data. They have identified three possible focus areas:

- Business Growth – aggregating the data for business analysis and growth
- Business Operations – utilizing the data to seek and build internal efficiencies and operational support
- Client Satisfaction – utilizing the data to provide added value and upsell services to clients

Of the three areas of focus, the most critical is client satisfaction.

As Quickcomm continues to pursue its Big Data business plan, focusing on these key areas, it is investigating the various data sources and their potential value to clients. Examples of some of the data include:

Existing Data	New Possible Data
- Total telecom spend - By carrier, account, region, user, device, service, type, etc. - Contract rates and services - Usage fees - Taxes and fees - Employees - Cost center and business units - Locations - Hierarchy	- Other internal Quickcomm data (customer service, help desk, sales, finance, HR, IT, etc.) - Other client data (T&E, policies, budgets, logs, Email, etc.) - Other carrier data (device locations, activity, real time data, etc.) - Other VGE (Vodafone Global Enterprise) data - Other miscellaneous data (social media; cloud data; industry, public, and commercial data, etc.)

Additionally, Quickcomm needs to identify what data and analytics will provide the most value to their clients.

Discussion Questions

All student team leaders should contact Dr. Raj Tibrewala at tibrewal@nyit.edu for additional information. All questions and additional information will be shared with each team. If necessary, a group meeting will be arranged where all student groups can meet and ask questions.

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The major objectives of this case study are to develop specific strategies and an action plan for Quickcomm to get engaged in mining the vast amount of data that the company already has for each customer or to collect additional data to provide new products or services. Another objective of Quickcomm is to maintain confidentiality of the sensitive customer data. Quickcomm welcomes valuable input from individuals outside the industry who have a fresh perspective, are broad-thinking, and are comfortable and familiar with technology. All student teams should focus on these objectives while answering the following questions.

1. Examine the services/products currently being offered by Quickcomm and suggest additional products or services that can be offered by Quickcomm **immediately**.

2. API, or Application Program Interface, allows third parties to build products or applications off existing services. Should Quickcomm invest resources in API to monitor social media with TweetDeck or Facebook Connect? If yes, what data should be captured and what will be the benefits to Quickcomm?

3. Quickcomm has a large customer base representing various industry groups or sectors. As an integral element of the business, Quickcomm maintains a database containing inventory, user profile, communication records, expenditures, etc., about its customers. Can you suggest a set of performance metrics or key ratios that Quickcomm can construct for major sectors that a new or existing Quickcomm customer can use to measure its performance against the peers in its industry?

4. Quickcomm routinely collects telecommunications (voice, data, and mobile) data for its customers. It is possible for Quickcomm to isolate this activity between the customer and its vendors providing major enterprise-wide systems. Should Quickcomm get involved in mining this data to bridge the gap between the customer and its vendors in support of such initiatives? What should be mined and how will it help both parties?

5. Should Quickcomm get involved in employee profiling and cost reduction using location analytics?

6. The data currently maintained by Quickcomm for its customers includes identification of sales personnel and their telecommunication activity. Should Quickcomm work with its customers to get additional data about sales performance of each individual or groups so that relationships between travel profile, communication profile, and sales profiles can be developed for planning and decision making purposes?

7. Several organizations are attempting to identify the opportunities presented by Big Data initiatives. Can you suggest one or more initiatives that make sense for Quickcomm? Please be specific with your recommendation.

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