SaaS case study

Delivering progress in a rapidly changing world

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How Quortex delivers certainty to transformational business change

When an international telecoms company 'outgrew' its IT systems and needed to migrate virtually its entire business systems capability in one 'big bang', the company turned to Quortex for help… working in partnership, we delivered a fully functional system in under 12 months, for under £1m, with no cutover hitches.

"Quortex' expertise and commitment was simply invaluable; their skills and experience in leveraging technology in a practical, business-focussed manner really delivered the edge. With their honest input, insightful solutions and team approach, we felt in control - and the project was under control. Success was never in any doubt".

Chief Operating Officer

The telco involved is a leading worldwide provider of managed networked solutions with unrivalled experience in Asia, EMEA, Australia and the Americas. Its EMEA organisation – with a turnover of around £60m pa – is renowned for delivering business-critical telecommunications with guaranteed flexibility, reliability, security and speed.

So when, like many businesses today, they reached a point where their IT systems were constraining their ability to deliver new, innovative solutions and even greater levels of service to its customers, the company needed to find the right solution – fast! As the Chief Operating Officer, commented, **"In a market as dynamic as ours, it's crucial we have the flexibility to respond quickly to our customers' changing needs".**

The challenge was clear: to rapidly transform the company's IT infrastructure and business processes so they became an enabler for business change rather than a barrier to it.

The Director of IT, explained: **"The systems which support our services are highly complex. Typically, more than 4 separate, functionally rich applications need to be fully integrated to process an order from initial customer enquiry through quotation, order management, fulfillment and into operational support and billing".**

"With inherent flexibility and low cost of deployment, we knew

SaaS (Software as a Service) applications were the way forward. We also knew replacing the systems one at a time would not deliver critical transformation fast enough. So we needed to do something which to my knowledge has never been done before in a business such as ours – to migrate virtually our entire business systems in one 'big bang', to a fully integrated suite of SaaS applications, without affecting our business or service to our customers."

Such a radical vision required a radical approach. **"We considered using an external Systems Integrator to lead the transformation but were concerned the business would not be sufficiently engaged; and this transformation needed to be business led."**

So the telco opted for an innovative partnership model - carefully selecting a small number of key third parties to work collaboratively with them on the journey. **"In a venture as demanding as this, you need to be sure everyone is working with complete openness and trust towards the same goals. So we looked for partners with the expertise we needed, who shared this ethos".**

"We knew with Quortex as part of the team, we could be confident we'd succeed even with challenges along the way. It's not just about their track record for delivery; it's also about the way they work as part of the whole team and remain totally focused on achieving the best outcome for our business – a philosophy which is quite unique".

Quortex Director Iain Davidson led the work: **"We needed to do three significant things. Firstly, make sure the programme had the right level of senior management focus with Board level oversight. This provided a forum to agree success criteria and minimum requirements for 'go live'; it helped ensure we delivered sufficient functionality and quality in the first release, as well as prioritising functionality for subsequent Agile release cycles.**

Secondly - since this was a deployment into a mature environment, we worked with the business users to define how the new processes and policies would operate, whilst still exploiting the functionally rich, 'out of the box' capabilities of the SaaS systems. As Iain explained, "The real art was to minimise the customisation required, whilst ensuring the applications addressed the key pinch points to drive operational efficiency and effectiveness."

Thirdly, we needed to make sure selected areas of the end-to-end design were fully worked through - such as which data and functionality would be mastered in which applications. The focus was especially on areas where the implications of making changes post 'go-live' would be significant. As Dave Watler, our Principal Business Analyst, says, **"It's easy to forget the real benefits of SaaS systems come after your platform is live and running, so it's important to make sure these advantages are not compromised in the initial rush to deploy".**

Less than 12 months after delivering a technical 'proof of concept' demonstration and with a total investment of under £1m, the telco successfully cutover to their new systems suite in December 2011.

Significant benefits were felt from the very first day. **"By co-incidence, we had a major network disruption on the night we cutover" commented the COO . "But with the new systems in place, we were immediately able to manage the disruption in a way which was simply not possible with our legacy IT environment".**

Recognising this unique achievement, the COO observed: **"Quortex' expertise and commitment was simply indispensable; their skills and experience in leveraging technology in a practical, business-focussed manner really delivered the edge. With their honest input, insightful solutions and team approach, we felt in control - and the project was under control. Success was never in any doubt".**

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To find out more about Quortex go to www.quortex.com.

If you would like to discuss how we can help to increase your certainty of success with challenging integration or business change programmes, please call +44 (0)118 942 8025 or email quortex@quortex.com

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