

Business-focussed solutions for Telecommunications

Acuma's breadth of skills in all areas of Enterprise Information Management and consulting expertise within the Telecommunications sector enables us to work with our customers to target and exploit benefit opportunities and add value in key areas of your Business Operations such as:

- Revenue Assurance & Margin Protection
- Pricing Analytics (Product and Tariff Management)
- Sales, Marketing and Customer Management
- Fraud Detection & Prevention
- Regulatory Compliance Assurance

All our solutions are underpinned by our proven Information Value Model (IVM) approach to ensure that not only is the technology and data architecture right for the business, but also that the analytics capability is integrated into the organisation and business processes. This ensures that the solution is sustainable, can be supported by IT and fully exploited by the business.

Acuma customers include Vodafone, Colt Telecom, Carphone Warehouse Gmbh., beCogent, Azurri, Thus, BT, Caldwell Communications.

Revenue Assurance & Margin Protection

Some sources estimate that globally, up to \$137 Billion is being lost by Telecoms Service Providers through sloppy processes and a lack of focussed investment (1). Even conservative estimates put the losses at approximately 14% of gross revenues through unidentified or unresolved leakage across the service value chain (2), while in the more mature market within Western Europe, revenue leakage is still running at 7.6% (3). And with the rapid move in the market towards ever more integrated Voice, Data and Content propositions, together with the latest wave of consolidations and mergers, these problems are only going to intensify (4).

Acuma's solutions for Telco Revenue Assurance & Margin Protection (RA&MP)

deliver real value by targeting possible sources of revenue and margin leakage chain and provide business management with the necessary insight to ensure that issues are identified, actioned and resolved. Acuma deliver an integrated approach to analysing, optimising and processing the tracking and recovery of all revenue and margin elements of the telecommunications value chain including:

- Order Handling, Connection and Provisioning Audit;
- Call Mediation Validation;
- Rating and Billing Accuracy Tracking;
- Wholesale Tariff and Interconnect costs reconciliations;
- VAT Charges reconciliation; Revenue and Margin Reporting.

Acuma RA&MP solutions can be further enhanced by integrating with Credit Control and Debtor management components covering: Customer Payments & Debt controls; Credit Check modelling; Barring Event analysis; Collections; Enhanced Customer Credit & refund controls.

(1) Lightreading.com, December 2003; (2) Chorleywood Consulting and Deloitte & Touche, 2003; (3) Lightreading.com, December 2003; (4) Data Resources, 2005

Do you have a clear view of who your customers really are?

Insight into the true nature and profile of your customer base, together with a detailed understanding of customer behaviours, can drive new sales and retention strategies, minimise churn and maximise the opportunity to deliver revenue and profit. Additional benefit can be derived from optimising sales and marketing activities to deliver best value from your expenditure. You must also support successful Merger and Acquisition activity by enabling your organisation to properly identify and manage interactions with customers acquired through multiple channels, or who have purchased multiple product and services.

Acuma's Customer One View solutions deliver real value by providing Marketing, Sales and Customer Service functions with the necessary insight to ensure that opportunities are identified, actioned and resolved. Delivering a single, comprehensive capability that provides the organisation with a fully integrated 360o view of the customer base, Acuma enable insight into core customer management processes including:

- Consolidation of multiple customer bases and identification of the "real" customer;
- Customer base profiling and dynamic segmentation;
- Churn Propensity Analysis and retention strategies;
- Product and Value Added Services Penetration;
- Identification of improved Cross-sell/Up-sell offers;
- Risks associated with higher customer numbers and increasing complexity of customer relationships;
- Rationalisation of duplicated operational processes such as credit management, billing and payment collection.
- Integration of existing systems and processes and integrity of customer information following merger.

Acuma's Customer One View solutions can also be extended to enable analysis of Sales Channel performance and drive efficiency improvements in areas such as 3rd party commission payments and commercial contract management.

Are you regulatory compliant? Would you pass a compliance audit?

Telcos are being required to adopt more complete and robust governance and control than ever before, and the ability to prove all aspects of business execution is becoming paramount. This particularly results from the impacts of Sarbanes-Oxley legislation taking effect, and also through other compliance influences such as Ofcom, BABT and the Companies Act. Telcos must be able to withstand a hostile audit and prove that 80% of all call events are being rated and billed accurately. The impacts of non-compliance can be serious – including fines and withdrawal of operating licence.

A rigorous approach to compliance and information management can also bring huge benefits in terms of business efficiency - conservative estimates suggest Telcos typically lose approximately 14% of gross revenues through unidentified or unresolved leakage across the service value chain (1), while in the more mature Western European market, revenue leakage is

still running at 7.6% (2). And with the rapid move towards ever more integrated voice, data and content propositions, together with the latest wave of consolidations and mergers, these problems are only going to intensify (3).

Acuma's solutions for Compliance Assurance deliver real value by tracking the information flows throughout the Telco service chain and assuring that all elements are accurate and auditable at every stage. Acuma target possible areas of non-compliant information processing and provide business management with the necessary insight to ensure that issues are identified, actioned and resolved, in areas including:

- Information Governance and Stewardship;
- Accuracy, integrity and control of all data processing operations and resultant financial impacts;
- Telco service delivery business controls: Order Handling, Connection and Provisioning; Call Mediation Validation;
- Rating and Billing Accuracy Tracking, including testing and validation through parallel rating.

(1) Chorleywood Consulting and Deloitte & Touche, 2003; (2) Lightreading.com, December 2003; (3) Data Resources, 2005;

What are your most profitable products and tariffs?

Understanding the factors affecting your product model and tariff pricing strategy is key to optimising the revenue and profitability opportunities for your telecoms business, particularly if the company is to be able to respond rapidly and confidently to new products, initiatives and marketing offerings from the competition.

Insight into the detailed breakdown of respective costs and revenues associated with each type of service element (especially calls & data) can dramatically improve your time to market with new products and ensure that they are priced to maximise available profits business. Acuma suggest an overall average yield of at least £3 Gross Margin per customer is typically achievable (1).

Acuma's solutions for Pricing Analytics deliver real value by providing Product & Tariff Management functions with the necessary insight to ensure that issues are identified, actioned and resolved. We provide an enhanced analytic and insight capability that enables you to make a rapid assessment of current market offerings and to evaluate the impact of changes to pricing strategy, covering elements such as:

- Evaluation of tariff renewals;
- Product sales volumes and revenues;
- Analysis and comparison of competitor offerings;
- Product and tariff margin assessment and profitability;
- Telecommunications service package propositions and assessment of "white space" within the customer base ;
- Product churn and migration.

(1) Acuma's own estimates based on typical experience on projects: calculation based on an average customer bill of £25 per month, with Gross Margins of 20%.

Fraud – how much is it costing your business?

The open nature of communications infrastructure offers the would-be fraudster huge opportunities to exploit Telecommunications companies; worldwide annual costs of fraud to carrier companies could amount to anything between \$35-£40 Billion (1), with UK identity fraud alone costing the UK telecommunications sector £372M (2).

Acuma's solutions for Fraud Detection and Prevention deliver real value by providing Fraud, Corporate Risk and Compliance functions with the necessary insight to ensure that issues are identified, actioned and resolved. In partnership with software solutions from IBM, Acuma offer specialist modelling and analysis enabling Telecoms businesses to proactively highlight indicative fraudulent activity and enable investigative and preventative action, in areas such as:

- Unusual usage patterns and high usage;
- Account cloning;
- Linked accounts and calling circles;
- Service usage on barred handsets & accounts;
- Multiple handset use;
- Relationships between employees and customers.

(1) Lightreading.com, December 2003; (2) Home Office Identity Fraud Steering Committee 2006

Typical Benefits for Telecommunications

Organisations implementing Acuma solutions across multiple business functions will benefit from:

- **Auditable, in-depth visibility of actionable information throughout the business.**
- **Improved consistency of business understanding through common, conformed definitions.**
- **Insight into complex cross-departmental relationships and business issues.**
- **Increased revenue, lower costs, and better business results.**
- **A sustainable capability built on best practice.**