

The background of the slide features a photograph of two young women standing outdoors at night. They are both wearing dark leather jackets and glasses. The woman in the foreground is smiling and looking down at a smartphone she is holding. The woman behind her is also smiling and looking at her own phone. The scene is lit with a cool blue light, and there are out-of-focus warm lights in the background, suggesting a city street at night.

accenture | Anaplan

Orchestrating Financial Performance with Connected Planning

Telco Offerings



In an era of ongoing disruption, it's never been more critical for Communications Service Providers (CSPs) to be able to orchestrate complex financial and operational planning to the smallest detail, intelligently forecast the biggest picture, and empower teams to make decisions faster. And that's the whole idea behind the alliance between Accenture and Anaplan.

With our alliance, we bring together Accenture's deep knowledge of the telco industry and CSPs' business with Anaplan's leading connected planning platform to identify and capture significant hidden value and accelerate CSPs' broader digital transformation.

Alleviating the Pain of Planning

Traditional planning is no longer sufficient for today's increasingly dynamic and volatile telco landscape. In most CSPs, planning tends to be periodic, static, manual, and slow, impeded by legacy systems patched with spreadsheets. It's siloed and rigid, making it difficult for CSPs to operate with the agility and flexibility the market demands. And it can be unreliable and error-prone, based on historical data that can suffer from quality and availability issues.

Accenture and Anaplan can help CSPs overcome these constraints by implementing dynamic and collaborative planning capabilities that support agile, continuous, cross-functional, and real-time decision-

making based on insights derived from continually updated data. The result: predictable revenue, higher profitability, lower costs, and a superior customer experience.

Four Pain Points, Four Robust Solutions

The Accenture and Anaplan alliance has developed proven solutions that help CSPs dramatically improve four key areas of their business: fiber and 5G deployment, incentive compensation management, customer and product profitability, and capital planning.



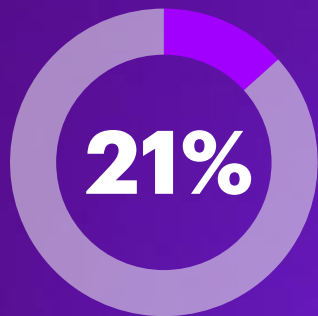
Fiber and 5G:

Getting to Market Faster and More Efficiently

5G is a transformative development for CSPs' business, but the path to profitable growth in the 5G race is unclear. CSPs need to continue making significant new investments in their 5G network infrastructure while, at the same time, evolve from connectivity to content and digital experiences for consumers, and to new B2B services and solutions that capitalize on 5G's potential. The fact is, CSPs need to accelerate their deployment of 5G to begin reaping the benefits of this powerful new technology.



Accenture and Anaplan have devised a structured approach and associated capabilities and accelerators to help CSPs quickly design and deploy 5G and fiber network physical infrastructure while prioritizing value and managing costs. Included in this approach is core deployment strategy and opportunity planning, network design services, a “command center” for end-to-end network deployment, and key technology enablers.



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One U.S. CSP leveraged the capabilities of the Accenture and Anaplan alliance to help deploy thousands of 5G sites across the country. Operating in two-week agile sprints, we were able to experiment with and rapidly deploy use cases and toolsets. We also built a common data foundation to drive analytics and reporting across all teams (from the CEO to the field) and developed analytics to improve decision making (in, for example, capital management and forecasting). The initiative has driven significant benefits in 5G execution and efficiency, including a 21% increase in alignment across teams through the use of standard metrics, 3.5x site throughput, reduced construction cycle time, and lowered asset idle time. The CSP also has been able to strengthen its data foundation and management by consolidating data across organizations.

Another CSP worked with Accenture and Anaplan to rethink its 5G deployment process by applying Lean Six Sigma and traditional manufacturing approaches to operations excellence. Using analytics to identify, investigate, and resolve deployment bottlenecks, we helped the CSP in a number of key ways, including:

- Providing a single “birds-eye view” of all work in progress
- Tracking alignment across different parallel paths and organizations
- Providing insights on pipeline “health”
- Creating dynamic, interactive dashboards with daily refreshes

As a result, the CSP can understand how many in-progress sites are currently operating between any two given milestones, how long it takes a site deployment to progress at any given stage of the process, and how many sites per week can complete a given process step—all of which is critical to keeping the company’s deployment on track.

Incentive Compensation Management: Improving Sales Performance and Reducing Costs

Commission-based compensation is a common practice in the telco industry, yet CSPs often struggle to get it right. Myriad common trouble spots exists, from strategic misalignment, ill-defined job family structure and pay mix, and ineffective target planning and allocation; to lack of clarity around who's eligible, rigid plan mechanics, and unnecessary plan complexity. Combined, these and other factors cause CSPs to miss opportunities to incentivize and reward sales behaviors that are key to the company's achieving its sales goals.

The rationale for addressing these issues is strong: Incentive tune-ups can unlock significant value, including a 2 to 3% revenue uplift from increased seller productivity and a 20 to 40% reduction in related operations and IT Spend.

Leveraging both Accenture's dedicated Incentive Management Practice and Anaplan's incentive compensation management solution, the Accenture and Anaplan alliance helps CSPs identify specific areas in which their sales incentive programs are leaking value and implement interventions to capture it. These include closing incentive plan design or policy loopholes to reduce overpayment scenarios, improving target setting accuracy, optimizing territory and account coverage models, and enforcing policy compliance through governance process and tools.

One American CSP, for instance, determined its sales organization was not positioned to sell "next-generation" solutions to targeted B2B segments and asked Accenture and Anaplan to help. Together, we realigned the structure of the

company's B2B sales team roles and added new skill requirements; designed an incentive blueprint for a newly created hybrid seller role; and enabled sellers with playbooks for prospecting, qualifying, and closing. Within five years, this initiative has translated into \$100 million in new revenue for the CSP.

A global CSP had a similarly beneficial experience when it teamed up with Accenture and Anaplan to align its commissions spend to its channel strategy and redesign commissions operations to reduce costs. We consolidated dealer distribution points, aligned incentives and dealer behavior to the new sales strategy, and improved visibility and insight to the sales teams. The result: a 15% boost in commissions spend ROI and 5% revenue uplift.

Customer and Product Profitability: Driving Activity-Based EBITDA-Level Profitability

CSPs face a challenge common to many large enterprises: They find it difficult to understand the true value of their customers and products. As a result, they end up making sub-optimal renewal, migration, and cross-sell/up-sell decisions that dilute EBITDA and fail to target total direct and shared costs leading to failed cost savings initiatives.

What's the problem? In our experience, it typically comes down to three main factors. CSPs generally treat customers based on size and geography because they can't differentiate customers based on their commercial behaviors and what they bring to the business. They base product profitability on traditional costing because they can't accurately link and take action on true operational drivers at the product level. And they're plagued by inconsistent outputs driven by siloed approaches to valuing customers across the business.



CSPs can tackle this challenge head on with Accenture’s approach and Anaplan’s analytical tools, which give business leaders EBITDA-level customer and product profitability in an accurate and repeatable way—and, subsequently, transform decision making across functions. Among the actions we take include:

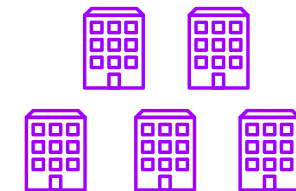
- Provide consistent reporting across the business on total EBITDA P&L, including cross-business unit allocations
- Understand profitability trends over time and identify business unit and product-specific actions to improve performance
- Identify under-performing products for potential de-prioritization or elimination
- Prioritize highly profitable products for further investment and bundling opportunities
- Optimize promotion and pricing
- Enhance customer lifetime value analyses by providing validated cost classifications (i.e. recurring / non-recurring) on activity-driven costs

One example of the impact we can have is our work to develop and implement a product and customer line profitability capability for a major CSP. We successfully allocated more than \$30 billion in recurring operating expense costs from more than 8,000 cost centers across five business units, more than 500 products, and more than 8,000 enterprise customers. In turn, we married these costs to the revenues associated with the business units, products, and customers to provide EBITDA-level profitability at low levels of granularity within the business. Now, monthly profitability reports provided throughout the organization have enabled the business to pivot from a “revenue and guess” mentality to a consistent and repeatable way of thinking about profitability, cost centers, pricing, positioning, and investments.



\$30 billion

in recurring operating
expense costs



+8,000

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Capital Planning: Improving Return on Invested Capital

For asset-intensive industries like telco, optimizing capital planning is critical. But it's also not easy—especially when a CSP is dealing with non-uniform spending, questionable budget accuracy and supporting data, and a weak budgeting process. When this happens, negative outcomes result, including inefficient capital usage, misalignment between the strategy or plan and execution, and deviation from investor reporting. It also could mean a potential erosion in the customer experience, lost revenue, and additional spend due to delays in capital project execution.

Accenture and Anaplan help CSPs create an integrated planning capability that embeds advanced analytics and data science into the heart of the capital planning process. This capability seamlessly integrates the strategic plan (“What we want to happen”), the financial plan (“How we achieve the vision”), forecasting (“What we think will happen”), and digital reporting (“What actually happened”). With this capability, CSPs can ensure their capital strategy is linked to the long-term business strategy, build the right project portfolio, ensure projects deliver the anticipated value, and gain the agility to flex projects when conditions require.

At one major telco, Accenture and Anaplan teamed up to improve the company's capital planning processes to reduce excessive demand on capital budgets and ensure field personnel could handle project implementation. In our scope were more than 1,000 projects that we gathered and categorized. As part of our work, we standardized the company's capital planning process, ensuring teams remain aligned to long-term goals and strategic spend. We also prioritized capital projects against 10 company strategic focus areas, and proposed cutting or delaying projects that didn't address a desired strategic focus. With the process and associated tools and reports we put in place, the CSP can now ensure that teams are tracking to their submitted timelines and maintain visibility into critical budgetary factors throughout the project life cycle.

Accenture and Anaplan: A Winning Combination

Planning has always been a challenge for companies, and CSPs are no exception. But today, the need for agile, dynamic, and collaborative planning has never been greater, as the telco industry continues to transform, and customer expectations constantly change. In the Accenture and Anaplan alliance, CSPs can find the expertise, experience, and solutions that can help them digitally transform their planning capabilities to position themselves for profitable growth today and in the years ahead.



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About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 514,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

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About Anaplan

Anaplan, Inc. (NYSE: PLAN) is a cloud-native enterprise SaaS company helping global enterprises orchestrate business performance. Leaders across industries rely on our platform—powered by our proprietary Hyperblock® technology—to connect teams, systems, and insights from across their organizations to continuously adapt to change, transform how they operate, and reinvent value creation. Based in San Francisco, Anaplan has over 175 partners and more than 1,600 customers worldwide.

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