

Accenture helps **Poste Italiane** accelerate toward high performance with its PosteMobile MVNO initiative



High performance. **Delivered.**



Client background

The Poste Italiane group provides postal services and offers integrated communication, logistics and financial services and products throughout Italy. The process of renewal undergone in the last decade has allowed the company to improve the quality and extend the range of services offered. During this accelerated process of development, Poste Italiane has remained committed to the principles of its corporate mission, expressed through 14,000 post offices and a staff of more than 150,000 employees – and to its traditional mission of answering the needs of its customers, be they citizens, businesses, or public administration offices.

Business challenge

Accenture research into the characteristics of high-performance businesses has shown that high performers are unique in their ability to change ahead of the curve. High performers change before they must, knowing that the best way to transform is from a position of strength.

Poste Italiane, with an established reputation as an innovative and strong competitor, announced in early 2007, its intention to begin selling mobile phone services as a mobile virtual network operator (MVNO) under the brand "PosteMobile".

With this service, Poste Italiane planned to extend the number of distinctive services it could make available by leveraging the company's wider service portfolio and by making mobile financial service capabilities available to customers with bank accounts at other financial institutions. As a virtual operator, Poste Italiane could extend access to its existing postal and financial products via mobile phones, while leveraging wireless technologies to offer innovative, revenue-generating services.

Mobile communications in Italy is one of the most lucrative, but also the most saturated, marketplaces in the world. In addition, although virtual operators have existed for several years in Europe and the United States, only a few countries have seen MVNOs capture a significant share of the market.

Therefore, Poste Italiane saw the success of this new initiative resting on several key factors. The company needed to provide differentiated, innovative services through its mobile offering. It also had to move rapidly through the planning and launch phases in a cost-effective way, putting in place a completely new organization in a very short time frame.

The right technology platform had to be created that could enable the company's 13,800 existing postal offices to act as the PosteMobile retail network. At the same time, the integration of existing postal offices went beyond technology—it also required significant organizational change management skills and a large training effort.

Poste Italiane chose Accenture for the important role of Mobile Virtual Network Enabler (MVNE), based on a strong existing relationship, its deep industry experience and its proven assets including the Accenture MVNO Accelerator Solution.

How Accenture helped

In its MVNE role, Accenture built and maintained the main core components of the IT infrastructure needed to support PosteMobile's core business processes. In addition to providing and maintaining the IT platform, Accenture was asked to provide operations and management services as well as business process outsourcing services that included service configuration and testing of the handsets and SIM cards (the "Subscriber Identity Module" cards that identify each unique mobile device).

Accenture was able to lower the risks and speed delivery for Poste Italiane through the Accenture MVNO Accelerator Solution. With this offering, delivered by experienced professionals, Accenture provided the support for the core elements needed to launch and operate the new MVNO.

These included:

- Business support system (BSS) functions such as customer relationship management, billing, dealer portal and data warehouse
- Network elements, including IN Service Control Point and GGSN (GPRS Gateway Support Node)
- Service delivery platform, including a mobile portal to enable SIM-based value-added services.

Poste Italiane and PosteMobile also benefited from Accenture's Milan Communications Industry Solution Center, which provided the deep systems integration skills required to build complex solutions. Professional resources from Accenture's infrastructure outsourcing and application outsourcing practices provided the experience needed to run the solution once it went live.

High performance delivered

Accenture was able to complete the design and implementation of PosteMobile's infrastructure in less than five months, thanks to its extensive client delivery experience and the use of proven Accenture assets. Since the launch, Accenture built 102 interfaces and integrated 41 systems, including those from Poste Italiane and the company's selected network operator. Accenture enabled 60,000 dealer users and 13,800 Poste Italiane Offices to sell mobile services.

The MVNE platforms are continuously updated and enhanced in line with the latest solutions and technologies available, to support compelling commercial offerings, to provide innovative services and improve the overall operations and

usability. With the PosteMobile MVNO services, Poste Italiane has revolutionized the offerings of the traditional postal industry and set new terms of competition. The company can now provide customers with new, highly attractive mobile services by integrating and making its traditional offerings (national post office network, bank and certification authority) accessible through any mobile handset.

PosteMobile's market leading services allow customers to conduct a variety of financial and communications activities easily, securely and inexpensively. Customers can check their PosteMobile accounts, make money transfers and pay bills through the easy to use SIM menu. They can refill their accounts easily, and can monitor the movement of funds in both the PosteMobile prepaid card and Poste Italiane accounts.

PosteMobile and Poste Italiane have achieved important business results that are propelling them toward high performance. In the first month of operation as a startup company, PosteMobile attracted 100,000 subscribers and now has three million subscribers—making it the largest virtual mobile network operator in Italy.

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 259,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.