ENABLING BUSINESS TRANSFORMATION FOR A TIER 1 TELCO
In 2015, a Tier 1 European telco launched a plan for the decommissioning of its legacy networks, system wide. The first important phase is the decommissioning of the company’s public switched telephone network (PSTN), which is to be entirely switched off by 2021.

The decommissioning process will address 23 million POTS circuits and 3 million active ISDN circuits, and will have a broad impact on more than 11 million residential customers and more than one million active business customers for the company’s POTS and ISDN services. Of the system’s more than 10 million active PSTN lines, the plan aims to decommission between 1.5 million and 2.0 million lines each year. Major benefits will be gained from the decommissioning, including significant reductions in energy consumption and other operating expenses.

The client’s challenges for the decommissioning include:

- **Ensuring the achievement of the savings targets** defined by the 5-year business plan, which will result from new energy efficiencies and the consolidation of wire centers.

- **Managing a massive network rollout plan**, keeping under control the third-party spend, while adhering to the planned timeline and quality requirements, including 100% wire center shut-down on both time and quality.

- **Protecting the telco’s existing (as-is) revenues**, by assuring that the decommissioning and migration of complex legacy services, mainly to business customers, will be handled on time.
ACCENTURE’S WORK FOR THE CLIENT

To prepare for the shutdown of the PSTN platform, and for migration toward IP-centric technologies, the telco conducted a huge network transformation program which involved multiple counterparts, including other local operators, internal functions and local partners, and established new dedicated working processes. The decommissioning itself takes account of these broad constituencies, as well as the telco’s multivendor technology environment.

**A technical decommissioning phase** related to residential customers, and involving a transparent migration.

**A commercial migration phase**, which relates to business customers and is non-transparent in nature.

In order to address these challenges for the decommissioning process, while also meeting the company’s ongoing and future business needs, the client decided to execute the decommissioning through an infused operating model that kept key strategic activities in house, while assigning specific operative tasks to a pool of selected partners.
Accenture was engaged to support the client through the design phase of the decommissioning, which includes consolidation of POTS and ISDN circuits and transparent migration of POTS customers toward multi-service access node (MSAN) solutions. Much of the work takes place at more than 10,000 local exchanges or wire centers, with these centers making use of a mix of technologies from three major providers. Consolidation of active circuits at each of these wire centers is a significant opportunity, since up to 40 percent of active circuits can be consolidated, and since consolidation will enable energy savings of up to 50 percent.

To facilitate the process, Accenture developed a tool to automate the necessary data gathering, enabling:

- Analysis of circuit data related to wire centers and network inventory.
- Design for the consolidation of PSTN circuits.
- Decommissioning of resources on network inventory, once the on-field activities are completed.

This solution was achieved through a powerful combination of Accenture Consulting skills and Accenture Infrastructure Outsourcing experience, leveraging the Accenture Next Generation Enterprise Services end-to-end suite, which helps CSPs design, develop, deploy, operationalize, migrate to and jointly take to market next generation enterprise telco service portfolios. The Accenture Intelligent Migration Suite establishes a clear path for transition from legacy, hardware-based approaches to enable a new Digital and Software based Network.
Accenture’s work on the design phase of the decommissioning, facilitated by Accenture’s automation tool, has positioned the client to effectively manage its network rollout plan, protect its existing revenues and achieve its targets for business savings.

The Accenture automation tool has delivered significant benefits for the consolidation of PSTN circuits. The first-time-right consolidation design made possible by use of the tool has essentially eliminated mistakes in the process, while reducing the time needed to complete the process for an average-sized wire center from 5 business days to 1 business day. The tool has also given the client the ability to scale the process as needed.

As a direct result of Accenture’s innovative approach, the decommissioning program is on track to yield the plan’s targeted business outcomes. In the area of operating expenses, the program will yield up to 3,000 consolidated design circuits per day, with an estimated energy saving of 5.5€ per year for every port that is shut down. Once the process is completed, opex savings are estimated to be approximately 125 M€ per year.
About Accenture

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