

Telia unifies the customer experience through business process transformation



Following a period of rapid expansion into new lines of business Telia Sweden B2C was faced with a tangled web of disconnected systems that resulted in a disjointed customer and employee experience. Customer information was trapped in legacy silos. Agents had no 360-customer view and customers had no multi-channel interactivity and received separate bills for mobile, fixed telephony, fiber and value added services. Telia Sweden has now implemented an integrated, data-driven system that unifies customer touchpoints including a new digital portal, drives loyalty, simplifies and automates operations, and lays the groundwork for 5G.

What was the digital experience challenge you addressed?

Telia Sweden B2C faced several digital experience challenges. B2C customers received multiple bills from different lines of business. They had a compromised service experience since agents were poorly equipped to access holistic account, service and billing information. A digital portal had limited ability to capture correct customer and product data so customers faced frustrating delays on the phone or in stores to get help. Order orchestration was largely manual particularly for fixed line, leading to service activation delays and poor visibility into order fallout issues.

Digital experience is always underpinned by data and Telia Sweden faced a chaotic assortment of data management systems with resulting low integrity of all data types.

The product catalog was bloated and not structured to propose offers that would benefit the customer or maximize customer lifetime value for Telia Sweden B2C

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Annette Palinski Vallin
Chief Information Officer
Telia Sweden

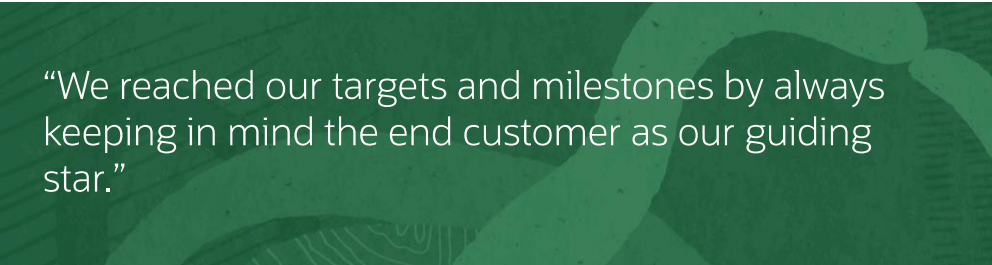
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Annette Palinski Vallin, CIO of Telia Sweden, summarized the starting situation by saying, “The challenge was that we were built in silos over the course of 20 years and made many failed attempts to find an integrated solution to achieve convergence. When we started this project, we had no 360 view of the customer, many manual steps, bad quality data, and some unprofitable offerings.”

How did you solve this business challenge and what innovations did you use?

Telia Sweden, which is Telia’s largest operating company in the Group with roughly 25 million mobile and 1.2 million broadband subscribers, undertook a massive transformation project with Oracle called “End to end mass market journey.” The scope was a full IT transformation from digital experience and customer relationship management through billing, charging, order management and inventory.

Partnering with Oracle Communications Consulting, Telia Sweden solved their business challenges by adopting Oracle’s integrated Rapid Offer Design and Order Delivery (RODOD) solution. RODOD was designed in alignment with TM Forum Framework principles to deliver an optimal customer experience, reduce costs, and improve operating margins.



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Oracle provided Telia Sweden with the tools to address each challenge mentioned above. Serving as a common platform across lines of business, the Oracle solution provides a 360 view of customer information and delivers a single bill. A new digital portal provides one view of customer engagement, products, services (including fixed, mobile, TV, and value-added services). Call center agents have the same view as customers do through digital channels. “We learned an important lesson that customer touchpoints can’t be decoupled,” said Annette. “Digital channels, stores, field marketing, telemarketing, customer service – they all need information from the Oracle systems and other target applications in the Telia Sweden IT landscape and now that’s an integrated approach.” This unified view paves the way for cross-selling and richer loyalty programs that can result in more value for customers.

Telia Sweden B2C dramatically improved offer design and catalog management. “We didn’t want to bring in old products, so we did a huge rationalization of getting customers on profitable offerings. We removed hundreds of offerings.” Oracle’s solution accelerates time to market for new solutions with integrated end-to-end offer design.

Order management and service fulfillment is now automated and scales to handle significant order volumes. Oracle's model-driven solution, and particularly its dynamic order orchestration, ensures orders are delivered right the first time and shortens order cycle times with complete lifecycle visibility.

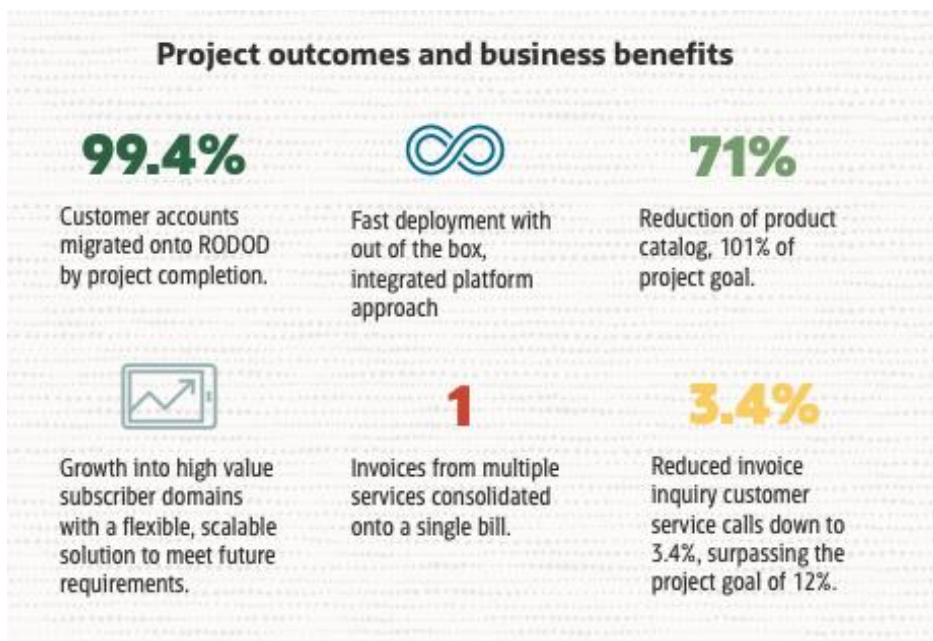
Finally, the project included a massive data quality component. Annette noted, "We moved more than three million accounts from legacy to Oracle and underwent a huge effort to rationalize data, which was definitely one of the huge benefits." Oracle has a rich pedigree in data management and applied these principles in alignment with the TM Forum Information Framework.

Having successfully laid the groundwork for 5G, Telia Company is working with Oracle across multiple operating companies to implement a fully cloud native converged charging and policy solution that aligns with TM Forum standards including Open APIs. The solution supports extremely high availability and geo-redundancy by running in "active-active" mode to ensure full-service continuity and prevent revenue leakage. Further, it will support monetization of any next generation 5G commercial offers in any account structure. Annette said, "If we hadn't done the end-to-end project it wouldn't be possible to put next generation 5G in place as we are now doing. The foundation is now there and we have the capabilities to build the next generation into our architecture."

What was the measurable impact of your solution?

The transformation project was successfully completed in February 2021 and surpassed most of the initially targeted objectives. Specifically:

- 1.** The project aimed to reduce a bloated catalog of fixed and mobile services by 70% and exceeded that by reducing the volume of offerings by 71%.
- 2.** The project began with 22 legacy customer data systems and streamlined to the target five systems.
- 3.** An objective was to reduce calls back to Customer Services with inquiries about the invoice to 12% and achieved a far better average of 3.4%.
- 4.** Customers initially received multiple invoices (the number of invoices depended on the number of services) with the legacy system, and Telia Sweden simplified that to the target of one single integrated invoice.
- 5.** Upon successful completion of the solution implementation Telia Sweden aimed to migrate 98% of customer accounts in order to close the program and instead migrated 99.4%.



More generally, the project delivered the following key business benefits:

- Growth into high value subscriber domains
- Reduced complexity and simplified the IT landscape
- Comprehensive and accurate billing and revenue management across all service types
- Enterprise order lifecycle management, order orchestration and fallout management
- Fast deployment due to out of the box and integrated platform approach
- Flexible, scalable solution able to meet future requirements
- Business processes out of the box – one set of aligned business processes providing simplicity both to the business and to our IT landscape

Annette said, “Why did we succeed? It hasn’t always been an easy journey to accomplish something this ambitious and transformative for our customers and our business. It’s about having top management support and then creating great teams and really sharing the same target end state and treating each other not as a supplier but acting like a joint team. It’s complex to create business value: you need to understand the customer journey, touchpoints, BSS impacts, provisioning layer. We reached our targets and milestones by always keeping in mind the end customer as our guiding star.”

How were TM Forum assets used to enable these achievements?

Oracle and Telia are both long-time active TM Forum members, involved in standards definition, catalysts, SpecJams and more. Use of TM Forum assets was a key to Telia’s selection of Oracle and to its successful transformation. Oracle has been recognized by the TM Forum for having the largest number of Frameworkx-certified products and solutions. RODOD was the first-ever certified TM Forum Frameworkx-certified solution

and is modelled on the Information Framework (SID), Business Process Framework (eTOM) and Application Framework (TAM). The implementation work relied on Oracle Communications Consulting's Solution Driven Design (SDD) methodology which is based on TM Forum's eTOM model. This facilitated a "no requirements design approach" in which the program started with best-practices industry processes thereby reducing risk, time and cost.

Oracle is a signatory to the TM Forum Open API Manifesto and Open Digital Architecture Manifesto, a Founder of the Open Digital Architecture-Component Accelerator project, a member of the TM Forum board, and the winner of the 2020 catalyst innovation award.

Annette noted, "The entire project aligned with the TM Forum guiding principles of architecture, process, information and data model. TM Forum is a huge source of knowledge and brings extremely important assets that contributed to our success."

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