tmforum
digital leadership summit

Mumbai, India - May 6, 2015

Digital Transformation and the Impact of Cloud & Virtualization

Delivering the Digital Revolution

How to transform a communications service provider into a dynamic digital business
To compete in increasingly fast-moving and crowded markets, communications service providers (CSPs) know they need to change. Long-winded legacy thinking, systems and processes have had their day. Digital technologies mean modern service providers can rapidly design, develop, launch and scale new propositions.

Fully digital businesses move at Internet-speed, quickly adjusting to changes in their marketplace and emerging competitive threats. But how exactly can a CSP cross the cultural and technological chasm between an old-school telco and the new wave of native digital businesses? Building on insights from last year's Digital Leadership Summit: India, also held in Mumbai, the 2015 Summit will address this question from several different angles.

The 2014 Summit identified customer-centricity, supply-chain innovation and cultural transformation as strategic priorities for CSPs' leadership teams. The 2015 event will explore how a CSP can use the latest technologies and processes, such as virtualization and cloud-based platforms, to execute on these priorities.

Becoming customer centric
Customer-centric businesses have a full, 360-degree view of their customers – every interaction between the company and its customers is captured, analyzed and leveraged to improve the customer experience. Moreover, customers can seamlessly switch between different channels, so that a consumer who has subscribed online, for example, can easily collect the associated handset and SIM card from a nearby store. To enable this kind of seamless and personalized experience, CSPs need to break down the data silos in their organizations and employ flexible data analytics solutions that can identify customers' needs and wants in real-time.

But harnessing data analytics isn't enough. CSPs also need to give their customers access to information and self-service tools they can use to enhance their own experience. For example, if a customer's behavior suggests they are preparing to start their own business, a CSP could proactively offer the customer a selection of services designed for startups. Ideally, the customer should be able to tailor these services to their specific needs. A mobile app developer, for example, will need more bandwidth and more online storage, than a tax accountant.

To quickly respond to customers' changing demands, CSPs will need an advanced technical architecture. In practice, that means making extensive use of virtualization in their networks and cloud-based solutions and software, which can be scaled up and down rapidly. By decoupling network functions from the hardware, virtualization can make a CSP far more nimble, releasing them from the rigid restrictions imposed by traditional telecoms infrastructure. In the same vein, a CSP that can harness low cost IT systems in the cloud whenever it needs to will be able to move much quicker than one that relies on cumbersome in-house systems.

Similarly, network functions virtualization (NFV) and the cloud make is easier for a CSP to rapidly develop and test new propositions. Virtualization enables a CSP to quickly configure its networks to meet customers' needs, while cloud-based platforms can be used to create end-to-end solutions, such as a secure video-conferencing service or a web-hosting proposition, for specific customers.

At the 2015 Digital Leadership Summit, industry leaders will explain how CSPs can best harness these technologies to execute a customer centric strategy, improve the customer experience, reduce churn and ultimately increase revenues and profits.

Successful supply-chain innovation

Around every major CSP is a large and complex ecosystem of partners and suppliers. If this ecosystem is unwieldy, it will slow the CSP down, hindering its attempts to become customer centric. To be agile, a CSP needs to make extensive use of digital technologies to interact with both traditional suppliers and new upstream partners – companies that will pay to use the CSP's network to distribute their products and services.

Cloud and virtualization technologies, in particular, can increase efficiency and flexibility across the CSP's internal and external supply chain. Costs will fall. Agility will increase. Having implemented NFV, a CSP can, for example, use application programming interfaces (APIs) to give suppliers and other third parties more visibility of the network and an appropriate level of control of network resources. These third parties can then use the APIs to develop and deploy innovative services that add more value to the CSP's network and create a more compelling proposition for its customers. In some cases, the CSP may be able to generate new revenues by enabling upstream players to reach its downstream customers.

The 2015 Digital Leadership Summit will explore how CSPs can use NFV, cloud platforms and other technological enablers to build an effective ecosystem in which suppliers and partners can interact quickly and efficiently.

Cultural transformation is also critical

For most CSPs, the implementation of new processes and systems will need to be underpinned by a significant cultural shift. The CSP may need to measure staff performance against new key performance indicators (KPIs), such as net promoter score, churn and customer lifetime value. Moreover, employees throughout the organization will need to be empowered and equipped to put the customer first and respond to their changing demands. Conversely, short-sighted KPIs and internal bottlenecks will undermine a CSP's attempts to become an effective digital business.

At the 2015 Digital Leadership Summit, speakers will explore what it means to be a digital business and how a CSP can create an organizational culture that can evolve with the fast-changing digital economy.

The future is already here

Although many CSPs are still in the early stages of their digital transformation, others have made considerable headway, revamping their networks, their systems and their processes. The leading U.S. telco AT&T, for example, reported in December that it has begun to virtualize and put into production key network functions, such as domain name service (DNS), network analytics, intelligent data platform, and virtualized provider edge router, improving cycle time, elasticity, and operational efficiency. "We launched a first-of-its-kind capability called Network on Demand," noted John Donovan, Senior Executive Vice President, AT&T Technology and Operations. "In just 80 seconds, using a self-service app, customers can adjust their network speeds as needed, and dial back down when traffic recedes."

In other words, leading CSPs now have a clear strategic direction and have moved into execution mode. They are now developing roadmaps that will guide them through the digital transformation

process. By capturing up-to-the-minute insights from leading industry figures, the 2015 Digital Leadership Summit is carefully designed to help CSPs create that roadmap and thereby remain healthy, relevant and profitable.

How Does the Summit Work?

The TM Forum's Digital Leadership Summits are an exclusive program for technology and business leaders, focusing on the challenges of digital business transformation. Combining unique research, inspiring thought leadership and frank debate between executives, the program aims to promote knowledge sharing on the challenges ahead, and identify areas for greater collaboration between companies for mutual success. The summits bring together senior communication service providers executives in regional locations.

This Digital Leadership Summit looks at digital transformation for service providers, operational efficiency and technical enablers such as Cloud and NFV. In advance of the Summit, each participant will be asked to complete a brief survey to capture his or her view on the key topics for discussion. The Summit will be held in a meeting room with tables set cabaret style to facilitate discussion and group exercises. The Summit aims to take executives on a journey through core topics of successful digital transformation and the technical enablers that are driving the industry forward, structured through presentations, panel discussions and workshop sessions.

The workshop sessions are shaped through consultation with speakers and also based on the results of the pre-event survey. All information shared during the session will take place under the Chatham House Rule, that is to say anything disclosed in the room is non-attributable.

This workshop is for service providers only.

Venue

Hyatt Regency Hotel
Sahar Airport Road, Andheri East
Mumbai
Maharashtra 400099
Tel: 91 22 6696 1234

Agenda

9:00am – 10.00am

Registration and Refreshments

10:00am – 11:20am

Opening Session

10:00 Chair's Opening Remarks The chair will briefly introduce the structure and flow of the day and the wider context of what the transformation to a digital business means and the role of cloud and virtualization within that.	**CHAIR:** **Carl Piva**, Vice President Strategic Programs, **TM Forum**
10:20 Continuing to Deliver on Customer Experience - Key challenges and actions needed to deliver the right customer experience - Taking a 360 degree view of the customer - Organizational and process changes	**SPEAKER:** **Alpna Doshi**, Chief Information Officer, **Reliance Communications**
10:40 How the Digital Revolution is Shaking Up the Market - Key battlegrounds - The impact of Cloud on IT strategy - Network function virtualization	**SPEAKER:** **Rupinder Goel**, Chief Information Officer, **Tata Communications**
11:00 Roundtable Reaction Each group will have the opportunity to introduce themselves and their role within their respective businesses and then the group will have a brief period to brainstorm on the key challenges they would like to see covered during the day and their objectives for review with the summit chair.	

11:20am – 11:50am

Networking Refreshment Break

11:50am – 1:00pm

Workshop #1:
What Does it Mean to Be a Digital Business?

This workshop will look at the digital forces changing CSPs markets such as price pressure, globalisation and the changing value chain. How can CSPs drive more operational agility and effectiveness?

LIGHTNING TALK SPEAKER:
Harmeen Mehta,
Chief Information Officer,
Bharti Airtel

1:00pm – 2:20pm

Networking Lunch Break

2:20pm – 3:00pm

Panel Discussion – Defining the Impact of Cloud on IT Strategy

- Enabling fast scaling
- Increasing efficiency and flexibility
- Harnessing low cost IT systems in the cloud
- Reducing costs and increasing agility

PANELISTS:
Prabhash Singh, Director, **BSNL**
Sunil Prasad, Senior Director, **Oracle**
Campbell McClean, Global Chief Architect - IT**, Bharti Airtel**

3:00pm – 3:20pm

Networking Refreshment Break

3:20pm – 4:30pm

Workshop #2:
Network Function Virtualization and its impact on Digital Transformation and Cloud

This workshop will investigate how virtualization can make a CSP far more nimble. Network Functions Virtualization (NFV) and the cloud make it easier for a CSP to rapidly develop and test new propositions. We will also discuss how virtualization enables a CSP to quickly configure its networks to meet customers' needs.

4:30pm – 4:45pm

Chair's Closing Remarks

A recap of learnings and a brief discussion on Forum resources to help address issues, followed by audience opinion polls and feedback.

4:45pm

Close of Summit
Drinks Reception to immediately follow workshop