



Case Studies

A few examples of our client engagements

Client: International Telecommunications Provider

Project: Customer-centric enterprise reporting capability

Challenge: The client had a fragmented operational environment aligned by product, network, and geography. The existing reporting capability was built at the department level and was not able to produce an integrated view of the business. This severely limited cross-sell and up-sell effort initiatives, which were pivotal to the company's high-growth strategy.

Solution: Provided a full life-cycle development effort for implementing an enterprise business intelligence system. The first step was the evaluation and formulation of a corporate-wide data warehouse strategy and vision. The strategy included an assessment of current reporting capability within the organization, evaluation of current IT infrastructure's capability, and formulation of a technical vision and roadmap. The resulting system provided detailed revenue, usage, unit churn, and customer service analysis for executive and mid-level management. Technologies included Informatica, Oracle, Siebel Analytics, and Microstrategy.

Outcome: The client was able to market based on a 360° View of the customer, including a consolidated account structure, all revenue streams, and all communications with each customer. Integration with the Siebel marketing platform provided valuable feedback to the database marketing efforts, both in terms of segmentation to support targeting efforts and feedback on campaign effectiveness. The solution allowed the client to implement a marketing program to aggressively retain customers, resulting in reduced churn, increased customer loyalty, and resulting increase in net revenue and margin. The business case conservatively identified over \$10M in annual cost savings per year.



Client: Major Financial Services Company

Project: 360° Customer View Initiative

Challenge: The client did not have an integrated view of the customer across all product lines. This impacted marketing's ability to effectively target high net worth customers, and precluded customer care from providing a tiered service based on total dollars invested.

Solution: An enterprise data model that captured a comprehensive view of the customer was built and formed the basis for the solution. The data integration effort encompassed 9 major product lines, with over 60 distinct data feeds. The data integration layer was augmented with a data quality process that corrected in-field data quality errors, and supported the matching and merging of customer data across all source systems. The data architecture included a low-latency operational data store to support sales and customer care, and a multi-dimensional data warehouse to provide trending and analytics to the marketing group. The system has subsequently been enhanced to support an external portal for customer self-service. Technologies included Informatica, DB2, Oracle, and a data quality tool.

Outcome: The solution has enabled customer care to provide specialized service to customers with large total investments across all product lines. In addition, marketing can now better understand the characteristics and patterns of high value customers, to support product development and customer communications. Data quality improvements have increased customer satisfaction, and supported corporate goals for improving management reporting accuracy.



Client: National Wireless Provider

Project: M&A Business Intelligence Integration

Challenge: The client had recently acquired a regional wireless provider and needed to merge operations quickly. The client had an existing data warehouse in place, and had a major initiative to upgrade that system to include additional data sources and include new stakeholders. They needed to support the overall M&A initiative by integrating the acquired party's operational and reporting capabilities into the new system.

Solution: Analyzed acquired party's existing operational and reporting capability and completed a delta analysis against the client's existing and to-be analytical capability. Provided recommendations for integrating the acquired party's systems and best practices into the client's environment. Also provided project management expertise for the data management integration workstream.

Outcome: The client was able to quickly integrate the acquired party's data and best practices into their existing reporting environment. This saved significant costs associated with rework to the in-progress upgrade to the client's system. The client also benefited from several best practices that were identified from the acquired party's data management capabilities and toolsets.



Client: Major Pharmaceutical Firm

Project: Enterprise Corporate Performance Management Strategy

Challenge: The client had a number of business performance management initiatives in progress throughout the organization. In addition, several product vendors were being used by various client departments. The client needed to evaluate both the business and technical landscape, and make decisions on how to move forward.

Solution: On the business side, all stakeholders were interviewed and results were compiled to formulate a consolidated view of the business need. The technical options were evaluated both in terms of overall fit into the client's enterprise architecture and the ability to support the business need. A final set of recommendations were produced for business need, technical capability, and overall strategy and roadmap.

Outcome: The client was able to identify and meet a number of key business objectives. In addition, significant cost savings were realized by implementing on an existing business intelligence toolset already in widespread use within the organization.



Client: Department of Education, Office of Federal Student Aid (FSA)

Project: Customer Integration Strategy and Architecture

Challenge: The Federal Student Aid group within the Education Department did not have a consolidated view of all activities by student and borrower. This hampered their ability to provide consistent and timely service to these constituents.

Solution: Developed strategy and architecture for a platform that would integrate data from multiple sources, providing a consolidated view of students and borrowers. The solution included pulling data from dozens of sources, rationalizing differences in keys values, and producing a complete view of the Departments constituents. The solution strategy and architecture provided a blueprint for FSA to design and build a system.

Outcome: FSA was able to jumpstart their implementation efforts based on the direction provided by the strategy initiative. The architecture provided a foundation for a flexible and extensible system that would meet short term objectives for providing a consolidated student and borrower view, as well as long term requirements for incorporating change in the source system environment.



Client: National Wireless Telecommunications Provider

Project: Billing and Customer Care Outsourcing

Challenge: The client was outsourcing all billing and customer care functions and needed guidance and support during the negotiation process. The initiative included outsourcing of the development and customization of the platform, as well as a multi-year operational outsourcing agreement.

Solution: Provided technical expertise to ensure scope of effort was consistent with client expenditures, and program management support for the overall initiative. Provided specific recommendations on scope of services, service level agreements, outsourced roles and responsibilities, and pricing.

Outcome: As a result of the outsourcing initiative, the client recognized over \$1B in savings from lower upfront development costs and reduced operational fees.



Client: Nationwide Local Exchange Provider

Project: Enterprise Data Warehouse and Executive Dashboard

Challenge: The client was a local exchange provider focused on the top 20 markets in the US. They were rapidly expanding their network and customer base, and needed an enterprise-wide view of their operations and customers. The transactional systems had only recently been implemented, and limited integration existed between these systems. In addition, executives had limited visibility into the progress that was being made against key strategy objectives.

Solution: Provided full life-cycle implementation support for an enterprise data warehouse and executive dashboard. The data warehouse pulled feeds from all major transactional systems (e.g., CRM, network management, ERP), and provided an integrated view of the business. Primary data subject areas included customer, network, geography, and financial data. The business intelligence capability included operational reporting and advanced analytical capabilities, and an executive dashboard that provided a current view of enterprise performance against key metrics. Future enhancements to the system included a closed loop feed to the campaign management system, providing valuable input to targeted marketing efforts, and effectiveness scoring on completed campaigns.

Outcome: Immediate results of the system implementation were dramatic. Business users were provided with current information in an easy-to-use web based tool, dramatically increasing their effectiveness and efficiency. Executives were able to make more informed decisions based on the timely information received against key metrics that were aligned with corporate strategic objectives. Long term, the system provided a foundation for other key initiatives such as campaign management.



Client: National Mortgage Guarantor

Project: Enterprise Data Quality Initiative

Challenge: The client is a major player in the secondary mortgage loan market. This client was receiving pressure from executives and from an external regulatory body to ensure the integrity of their mortgage loan data received from third parties. Mortgage data was being collected by multiple departments within the company, and in some cases duplicate and overlapping data was being received from more than one source. The situation led to uncertainty around data ownership and the overall quality of the data being received and stored.

Solution: The first step of the data quality strategy initiative was to identify the current as-is state. This included identifying all mortgage data being received across the enterprise, along with the recipients of these feeds and all downstream data consumers. A steering committee was formed to serve as a liaison to key business and technology stakeholders. The to-be state was determined based on input from the steering committee, concerns from the external regulatory organization, and executive input regarding overall corporate strategy. The to-be state was defined along the lines of data ownership and stewardship, rationalization of existing data repositories, and a desired flow of mortgage data throughout the organization.

Outcome: Immediate results included a formal response to the regulatory body with situational assessment and a roadmap for correcting the solution. The company also benefited from the study by identifying overlapping and duplicate data repositories, allowing for retirement of systems and processes resulting in cost savings.

