

# How CIOs use Integrated Telecom Management to

- ✓ Save Time
- ✓ Cut Costs  
and
- ✓ Solve Telecom and  
Mobility Chaos

*A foundational primer on the elements of  
Integrated Enterprise Telecom Management.*



**RENODIS**  
Telecom and Mobility Management

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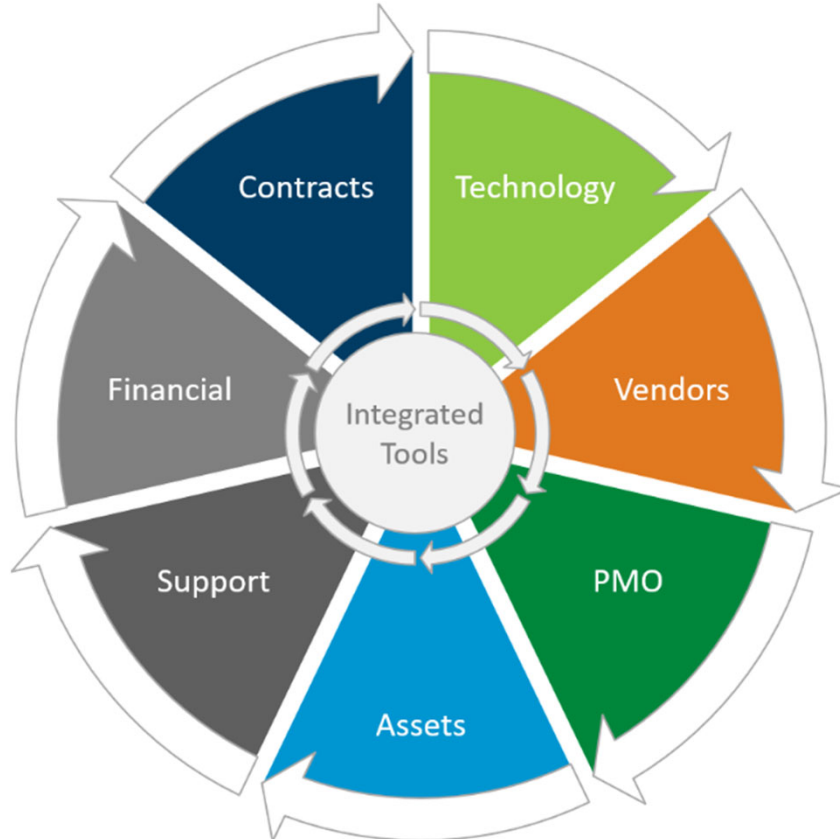
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# Telecom and mobility management is a process, not an event

*By managing telecom and mobility in an integrated way, organizations are providing better service, choosing the right technologies, and decreasing costs.*

This...



vs. this...



# Understanding the Essentials: Contracts

An integrated approach to managing telecom and mobility contracts includes:

- **Understanding what contracts are currently in place**
- **Approaching negotiation and contract renewal with knowledge**
- **Enforcement of the contracts you negotiated**
- **Effectively managing telecom and mobility contracts ongoing**

## Understanding what contracts are currently in place

Step one. If you are unsure as to what telecom and mobility contracts are in place, what the terms are, negotiated rates, and when they come due, this would be a first and critical step in understanding your environment.

When Renodis is called in to help a client, (in some cases clients have no idea where to find their contracts) this is part of an initial assessment we conduct.

Do your contracts align with market rates? Confusing pricing is a standard in the carrier world. Without market knowledge, you might lose an edge in negotiations and leave money on the table.





### **Best way to avoid lost time?**

*Have an independent resource review your contracts. They are often cheaper than hiring a lawyer specializing in corporate technology documents. They can also make additional recommendations regarding the best way to leverage your contracts.*

## **Approaching negotiation and contract renewal with knowledge**

Negotiating a solid telecom contract can pay big dividends.

Contract negotiation should begin as much as 12 months prior to the contract termination date (depending on size) to allow for a full evaluation of current market pricing and options. ***If your contract contains an automatic renewal clause and you wish to cancel service, it's often a requirement to provide written notice 30-60 days in advance.***

Contracts are a pain to negotiate even when you understand the telecom billing terminology and language. Telecom contracts contain passages that make no sense to anyone but the carrier and the highly experienced expert. Understanding how each section protects or potentially hurts your business is not a simple task. Once it is negotiated, there is a whole new adventure ***validating that everything from the negotiation is IN contract.***

## **Enforcement of the contracts you negotiated**

Our clients rely on us to continually audit invoices line-by-line to ensure they are receiving what they paid for. Telecom invoices are known for high error rates. Businesses that are not conducting audits can expect that they're overpaying for their telecom services.

In addition, it's important to understand your actual usages vs committed usage to benchmark future optimizations.

## Effectively managing telecom and mobility contracts ongoing

At Renodis, we utilize our carefully honed contract management methodologies to leverage knowledge of terms, timing, and pricing standards. To do this in an integrated way, leveraging technology, we developed our own telecom management platform, coined Vision™.

“We offer a set of outsourcing management services to our clients to manage their communications infrastructure,” says Paul Cashin, Vice President of Client Solutions for Renodis. “As we examined the marketplace, there wasn’t an existing platform that allowed us to build out our service model. We needed to find a platform that offered core capabilities but could also be expanded and integrated.”

Vision provides a core set of functions: a ticketing system, SLA functionally, contract database, integration options, and customer lifecycle management.

A direct benefit for Renodis clients is that all the data about their communications infrastructure is stored in one location. Renodis gives clients actionable insights based on the client’s particular situation, and it is able to compare how each client’s communications layer compares to the industry best-practices derived from its experience managing multiple clients’ communications infrastructures. “It comes down to value provided,” Cashin says. “We measure ourselves on the business, technical, economic, and support value we are providing to our clients. The Dynamics platform allows us to track and report on our performance across those four value dimensions.”

For additional reading on contracts, advanced management best practices, or to gain help with your organization’s telecom contracts, contact Renodis, <http://www.renodis.com/contact>.

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by Microsoft for  
Innovative use of  
the Cloud to  
Pioneer  
Integrated  
Telecom  
Environments*

Microsoft  
Customer Stories

Product and Services ▾ Industry ▾ Organization Size ▾ Business Need ▾

Renodis

5 ways Renodis is using the Microsoft cloud to improve communications for its clients

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March 14, 2016

**Solution Overview**

**Product and Services**  
Microsoft Azure  
Microsoft Dynamics CRM Online  
Office 365

**Industry**  
Professional Services

**Organization Size**  
Medium (50 - 999 employees)

**Country**  
United States

**Learn more about Renodis**  
[www.renodis.com](http://www.renodis.com)

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# Understanding the Essentials: Telecom & Mobile Technology Management

*"Do I have the right networking and voice technologies in place that align with our business priorities in general, and our cloud application roadmap in particular?"*

*"Are we leveraging the latest available competitive data, voice, and mobility technologies to create a competitive advantage and win more business?"*

*"Have we done an ROI analysis/business case on mobility policies and practices, SD-WAN technology?"*

*"Do we have a clear and defensible roadmap for our data, voice, UC, and contact center technologies?"*



# Understanding the Essentials: Vendors

*With the ever-evolving telecom services landscape and so many different technologies and vendor options available, how can you be sure you're choosing the right telecom services for your organization?*



## How to Choose the Right Telecom Services for your Organization

Rest assured that with the right format, industry inputs, and knowledge of your business drivers, you can build a strong objective, metric-driven decision framework that will not only help you determine the right telecom services, but provide transparency and documentation for negotiation, implementation, and future environment changes.

FIRST, WHY SHOULD YOU LISTEN TO US? While we don't normally toot our own horn, in this case, we will. For 15 years we've been helping our clients navigate the changing tides of telecom. Supporting our client's business priorities is the primary driver of everything we do in telecom management. So, you can say, "We've been around the block."

What's the Value in Building a Decision Framework for Telecom Services?

We often get the question, "What's the difference between a decision framework and RFP?" These two approaches couldn't be more different...There are many opportunities where an RFP makes sense, however our clients will tell you that you may be better off building a decision framework when it comes to telecom services for these reasons:



- RFPs are defensive in nature. Even if RFPs ask the right questions, the decision is typically being made for the wrong reasons (i.e. to avoid risk rather than embrace a shared vision and goal). This risk-avoidance strategy is baked into the RFP process.
- RFPs are built on consensus, which is an ineffective way to responsibly secure a business outcome.
- RFPs are an extremely lengthy, time consuming process for the internal business. They tend to drag out decisions which impacts choice, pricing, and not taking into account all the available options.
- RFPs are oftentimes recycled templates from other projects vs built to determine best telecom outcomes as a whole

OK, So How We Do It: The 4 Steps

At Renodis, we use a custom decision framework called VendorPoint™. This is our proprietary tool for helping clients determine the right telecom vendors for their environment based on custom criteria. Although each VendorPoint is different based on needs, the process is still the same and has, across the board, successfully produced best-in-class outcomes for our clients.

Here is the basic process to facilitate the correct use of VendorPoint to ensure the right vendor is selected.

#1: Think about your criteria and requirements in terms of Technology, Support, and Economics for each specific solution you are evaluating.

We view telecom services through a lens of three dimensions of value:

- **Technology:** What is the correct overall technology and vendor that would provide the greatest benefit and competitive advantage for your business?
- **Support and Service:** What does your business require in terms of the quality, expertise, and availability of end user support? What resources do you need to manage change in your environment and troubleshoot issues as they arise?
- **Economics:** What are your financial requirements? This one speaks for itself, but it's a good idea to enlist the help of a trusted source here to benchmark financial expectations against industry standards.



By looking at each one of these dimensions of value individually, you can ensure the focus and objectivity to help determine the right telecom services for your unique environment.

#### #2: Prioritize your criteria based on your business drivers and priorities

Once you have your business criteria for Technology, Support and Economics, give each individual criteria a ranking. At Renodis, we use a scale of 1-5 in our VendorPoint framework.

For instance, if your business is very dependent on low cost above all else, weight the criteria in that category accordingly. If certain criteria within a dimension of value are more important than others, make sure that is reflected.

#### #3 Identify the top technology/vendor options that fulfill your criteria and score them

If you don't have industry expertise, of all the steps outlined thus far -- this is where we really recommend working with a seasoned expert to understand the nuances of telecom services technology and providers. With this understanding you can score each technology/vendor (1-5) against the weighted criteria outlined above.

#### #4 Tally the Scores!

Here's the fun part of the exercise. For each of your criteria, take the rank number (based on your business priorities) and multiply that by the technology/vendor score. This will produce a final score for each technology/vendor option. To really glean insights, you can look at scores broken down by value dimensions as well.

**[CRITERIA RANK NUMBER 1-5] x [VENDOR SCORE 1-5] = FINAL TECHNOLOGY VENDOR SCORE**

[A note here that even after tallying your scores it's important to review all your ranks to make sure they accurately reflect your business priorities.]

At the end of this exercise you will have a transparent, metric-driven, decision framework that will help you identify the right telecom services for your organization and the evidence-based peace of mind to take action.

For additional reading or help building your own decision framework, contact Renodis, <http://www.renodis.com/contact>.

## Managing Your Vendors

In addition to choosing the right vendors, it is critically important to effectively manage the vendors supporting your environment. Ongoing management considerations include:

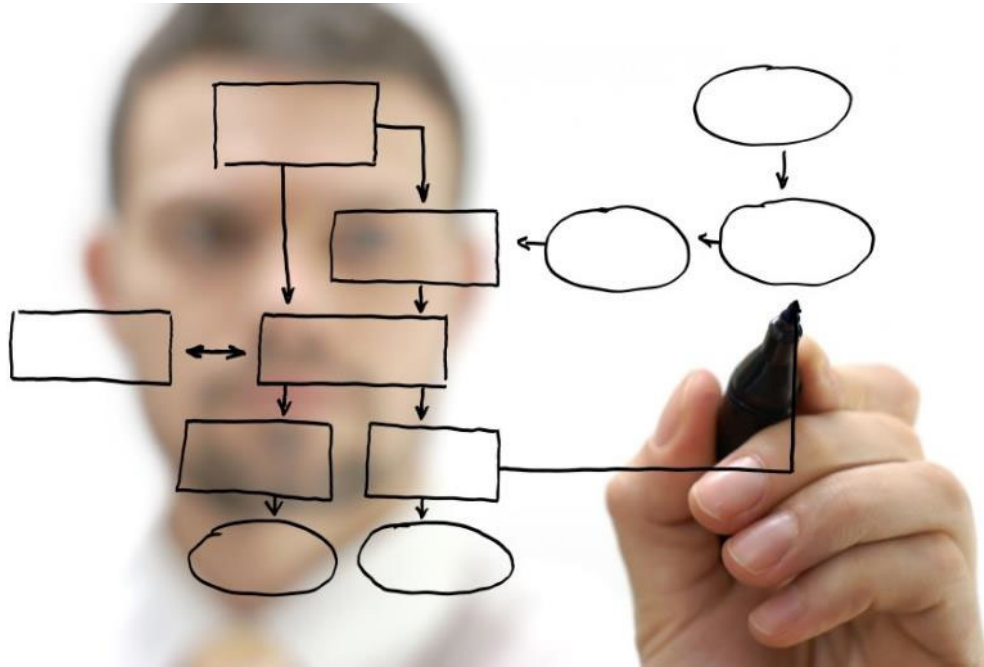
- Escalate support issues
- Coordinate billing issues
- Monitor those contract timelines (as discussed in the contracts section)
- Negotiate contract renewals/revisions
- Managing vendor relationships and communication streams
- Vendor contract consolidation to leverage discounts
- SLA Management
- Conducting routine vendor service reviews

For questions regarding vendor management best practices or help managing the vendors in your environment, contact Renodis, <http://www.renodis.com/contact>.



# Understanding the Essentials: Telecom Project Management

*Complex telecom projects can be daunting — and without seasoned experience working the front lines, the business risk and impact can be costly.*



## Telecom PMO, a Different Reality: How to Ensure Success

Many IT organizations have developed a Project Management Office (PMO). They are usually staffed with competent project managers who have good project management tools and who understand how to get their project across the finish line in a predictable manner (cost and quality). However, there are unique characteristics of Communications / Telecom projects that demand a hybrid approach, with simple and flexible tools, and staffed by PMs with unique skills.

First let's describe how telecom projects are unique, and it all starts with the carriers. They are the central part of the project, we are trying to implement THEIR services. Hard to pin down on dates, constantly changing resources, no firm commitments on anything, seemingly no one who can make a decision, "escalation" as a standard operational term, email driven processes, he-said-she-said mistakes ... on and on. Then add a complexity like last-mile services delivered by a completely different LEC than the one holding the contract, and the resulting tiered service model. And add to all that the environmental component: the services are delivered outside in mother-nature's domain, where weather can trigger delays, and streets and buildings and parking lots hold secrets until the digging starts.

How does a telecom PM manage through all of that? First, they need to have a personal skill set that is a match for the chaos:

- Masters of context switching, as some days are only about nudging a project forward. They have to be able to manage multiple initiatives, just to stay busy
- Broad telecom knowledge, the technologies, yes, but equally what can go wrong, and how to get it back on track
- Expert communicators
- Skilled at getting things done via influence. Knowing the art of escalation
- Managers of project risk and predictors of impact to schedules
- Effective meeting leaders, covering status and to-dos with clarity and conciseness
- Unflappable and dogged.

Then their execution model has to simplify the project for everyone involved, right to its essence. Their PM processes should boil down to:

- Create and keep a basic project plan
  - What are we trying to accomplish
  - What are the key milestones
  - What help do I need and what resources do I have
  - What are the constraints (time, budget, etc.)
- Maintain an issues log and decision tracker
- Effectively build and leverage a stakeholder-based communications matrix.

Trying to model out and maintain a beautiful Work-Breakdown-Structure with task dependencies, resource allocations, activity-level dates and a critical path is ultimately counter-productive. It will be out-of-date and incorrect almost immediately on project commencement, and take a ton of time to maintain.

And finally, their tools need to be aligned with the execution model. Flexible, simple to use, easy to understand. The tools just help track activities, keep project participants on the same page (status) and allow for issue tracking. Most projects can be run most effectively with a relatively simple spreadsheet. Put your energy into staff development and coaching, not tool deployments.

If you apply that lens to your telecom PMO projects it will pay huge dividends for your organization. The work will get effectively completed, the costs of Project Management will be optimized, and your PMO staff will take great pride in their results and productivity.



# Understanding the Essentials: The Importance of Asset Management

*"How accurate is our inventory of all telecom assets?"*  
*"Do we have a complete and consolidated inventory of all mobile assets?"*  
*"Can all reports be produced real-time?"*

## Critical 4 Asset Management Essentials

1. Asset Baseline Development
2. Moves/Adds/Changes/Disconnects (MACD) Management
3. Asset Utilization Analysis
4. Complete, Consolidated, and Real-time: Ongoing Management Strategy

Many organizations consider some sort of initial Telecom Audit without a plan to address an overall asset management strategy. Unfortunately, we've seen in many situations that the overall strategy is never addressed due to other priorities -- and the organization continues to deal with disparate issues resulting from lack of process and attention to asset inventory.

If there is not a real-time, centralized inventory of all telecom and mobile assets in one place, it often causes a miss related to cost savings and overall ROI.

For additional information on the 4 critical Asset Management Essentials, contact Renodis, <http://www.renodis.com/contact>.

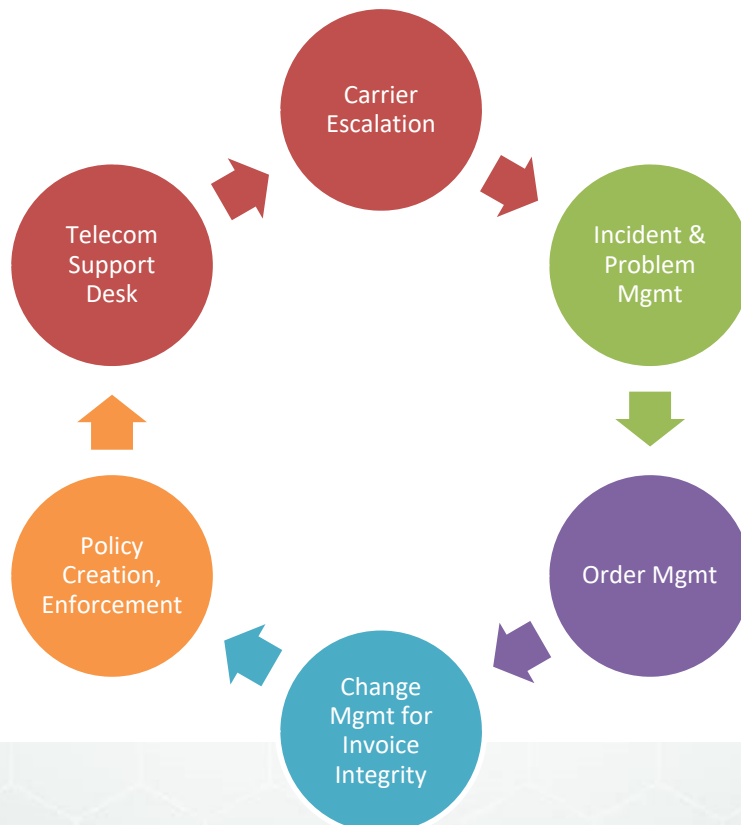


# Understanding the Essentials: Support and Service

- **Components of Integrated Telecom Support and Service**
- **3 Tips to Kill Escalations Before They Happen**



## Components of Integrated Telecom Support and Service



### 3 Tips to Kill Escalations Before They Happen

*Authored by experienced contact center manager, Jesse Ray, Senior Business Operations Manager at Renodis:*



Before I dive into escalations, let me give you a little background. As a contact center manager, I am a wearer of many hats. There is just no way around it, the expectation of those of us running day-to-day operations is that we are the glue that binds everything together. As a manager of a contact center for a small business, my time is even more critical. From staffing, to policy, to future-state planning, my hands are in everything. With our business growing and a commitment to great outcomes for our clients, I have found myself spending more time on client escalations recently. While I could spend time explaining all the techniques I use to fix those hectic situations, let's instead spend some time talking about how to avoid those escalations in the first place.

#### **#1 Touch it Once**

The biggest driver of escalations in my world, stems from aging tickets. My team is great at multi-tasking and working multiple client requests at the same time. This is a good thing! However, at times, it comes with a price. When my agents break the Touch It Once rule, things run the risk of breaking down. We have all been there. A ticket is opened, and for a myriad of reasons, is left open. The Touch It Once rule is simple: If you can close out the request now, DO IT! By leaving it open, regardless of the reason, it runs the risk of slipping through the cracks. What's worse, is when a client ends up working with multiple agents. If one did not close the case, but could have, it will create a ripple effect, which is a perfect segue to my next point.

#### **#2 If it isn't in the Ticket, it Didn't Happen**

When working an escalation, this is a KILLER. There is nothing worse than trying to piece together the history of a ticket, and only being armed with a portion of the story. If the agent who did not notate something is sick/out of the office/on break/at lunch? All bets are off. You have to have accurate and complete details in order to be effective at resolving a client's issue. Most of the time, this is not due to negligence, it is due to agents spread too thin or high volume through the various contact streams. Another driver is when one agent touches a ticket started by another. Even in our tightly knit team, the chances of knowing exactly what your neighbor did without notations are slim. When an agent has no clue what has been done, things will go wrong or will be missed. It doesn't take many of these situations before the dreaded, "I'd like to speak to a supervisor" is uttered. However, it's perfectly avoidable. Remember, if it isn't in the ticket...it didn't happen. There is no worse feeling than the client knowing more about a situation than you do! When this happens, and it will, you must stress the importance of noting EVERYTHING with your team.

#### **#3 Let Me Know When Things Go Wrong**

The last piece of advice might be the most logical of them all for your agents. Let me know when things go wrong. It does not matter how experienced or inexperienced your individual team members are, working in a contact center is challenging. Products and services are ever-changing. On top of that, staffing levels are tight and demand is high. Things can and will go wrong. Your agents have to trust you, and know when to come to you. If they do not, you simply cannot help them with the right answer or resources to be successful. It is human nature not to want to tell someone when you need help. That's why you must stress to them to "Let me know when things go wrong." In turn, your job is to be supportive, even if they have made mistakes along the way. That is the biggest key to building continued trust long-term, and in turn, making sure they bring their issues to you in real time.

If you can get your team on-board with those three things, I promise you will dramatically reduce the number of escalations that come your way, freeing you up to continue your evolution as a dynamic, innovative leader in your business!



# Understanding the Essentials: Foundations of Integrated Telecom Financial Management

- **Essential Components to Telecom Expense Management**
- **How Integrated Mobile Financial Management Should Work**

## Essential Components to Telecom Expense Management



## Integrated Mobile Financial Management Should Work

Improving financial management practices within your organization is never easy, but optimizing mobile financial management can be a nightmare. Multiple carriers, many contracts, managing mobile assets, upgrades and the user support of those assets without the appropriate bandwidth, industry knowledge, and experience can all lead to MAJOR cost creep.

It is easy to avoid looking at the financial costs of managing your mobility environment, but what are the risks of doing nothing? According to Gartner, mobility-lagging organizations will see negative impacts including losing skilled workforce, lower productivity, and reduced satisfaction among customers.

Why should you care about improving mobile financial management?

- Profitability and lower total cost of ownership through tighter financial controls
- Time: frees up valuable IT time to focus on core business
- Ensures technology and business needs are aligned today and in the future
- Enhanced mobile device security

What management components effect your mobile financial ecosystem?

- Invoice processing and spend management: prevents budget surprises, allocates costs to your FL, and ensures accurate and predictable expenses
- EMM/MDM technology management: ensuring the right technology, implementation, and management of platforms
- Managing corporate wireless contracts: understanding the nuances of contracts to ensure best-in-class outcomes
- Proactive usage monitoring: managing the risks of unexpected overages with in-month monitoring and real-time plan adjustments
- Expertise in mobility business policy and program modeling
- A productive depot and inventory management process (space devices, accessories, device provisioning services, kitting, shipping) ensure higher levels of employee productivity
- New orders, service requests, and problems with devices are indirectly affecting your business costs
- Employee user experience effects overall business productivity



What specific activities are best-in-class business doing to optimize mobile financial management?

Daily

Data monitoring including carrier usage, percent used, plan statuses and share plan statuses to proactively manage costs  
Managing client requests, upgrade eligibility, MACD, international plan management, user changes, spend reports

Weekly

Invoice management and processing including charge validation, variance analysis, and dispute management (expected credits, late fees, etc.)  
Managing AP feeds and summaries, details and cost allocation, GL per invoice

Monthly

Month overview reporting to identify change recommendations, out-of-scope charges, inventory status, usage charges, MRC, international voice/text data charges  
Follow and track change recommendations to completion  
Cost avoidance measures and proactive usage monitoring

The bottom line is - avoiding addressing your current mobile state (as Gartner suggests) will continue to bring negative consequences to your organization. Our clients will tell you a complete enterprise mobility management solution:

- Reduces mobility spend over 35%
- Provides enhanced mobile device security
- Increases IT productivity over 25%

For additional information on Integrated Telecom and Mobile Financial Management Best Practices or assistance with getting a handle on expenses in your environment, contact Renodis

<http://www.renodis.com/contact>.



## THE CHECKLIST: Integrated Telecom Management Responsibilities

Use the below checklist applied to your environment (this is partially filled in for example purposes) to see how Telecom Management responsibilities are allocated in your organization.

Are they being completed today?

☐ = 25% | ◐ = 50% | ◑ = 75% | ● = 100%

	Enterprise					External Vendors							Renodis TTM
	Network Engineer	IT Help Desk	Accounts Payable	CIO/CFO	Purchasing	Telecom Agent	Consultant	MDM Partners	IT Mgd Svcs Firm	Carrier Employees	TEM Company	Staff Augment	
<b>Technology Management</b>													
Technology Architecture	◐	○	○	○	○	◑	◑	○	○	◑	○	○	●
Proactive Network Monitoring	◐	○	○	○	○	○	○	○	◐	◑	○	○	●
Mobile Device Management	◑	○	○	○	○	○	○	◑	◑	○	○	○	●
<b>Financial Management</b>													
Deep Dive Audit & Optimization	○	○	○	○	○	○	○	○	○	○	◑	○	●
Monthly Invoice Management	○	○	◑	○	○	○	○	○	○	○	◑	○	●
Cost Allocation	○	○	◑	○	○	○	○	○	○	○	◑	○	●
Proactive Bill Dispute & Credit Recovery	○	○	◑	○	○	○	○	○	○	○	◑	○	●
Spend Analytics	○	○	○	◑	◑	○	○	○	○	○	◑	○	●
<b>Vendor Management</b>													
Telecom Carrier Liaison	○	○	○	○	○	◑	○	○	○	○	○	○	●
Vendor Scorecard	○	○	○	○	◑	◑	◑	○	○	○	○	○	●
Objective Vendor Selection	○	○	○	◑	◑	◑	◑	○	○	○	○	○	●
Contract Negotiations	○	○	○	◑	◑	◑	◑	○	○	○	○	○	●
Ongoing Contract Management	○	○	○	○	◑	◑	○	○	○	○	◑	○	●
SLA Monitoring	◑	○	○	○	○	○	○	○	○	○	○	○	●
<b>Asset Management</b>													
Asset Baseline Development	○	○	○	○	○	◑	○	○	○	○	◑	○	●
MACD Management	◑	◑	○	○	○	◑	○	○	○	○	○	○	●
Asset Utilization Analysis	◑	○	○	○	○	◑	○	○	○	○	○	○	●
<b>User Support</b>													
Telecom Support Desk	○	◑	○	○	○	◑	○	○	○	○	○	○	●
Carrier Escalation	◑	○	○	○	○	◑	○	○	○	○	○	○	●
Incident Management	○	◑	○	○	○	◑	○	○	○	○	○	○	●
Order Management	○	◑	○	○	○	◑	○	○	○	○	○	○	●
Mobile Policy Creation and Enforcement	○	◑	○	◑	○	○	◑	○	○	○	○	○	●

## About Renodis

Renodis is a Telecom and Mobility Management Company focused on freeing clients from telecom frustrations. This is accomplished through innovative processes, purpose-built systems, talented people and deep industry relationships. Renodis brings great value to clients by investing in strategic partnerships with the industry's leading voice, data, and mobility carriers.

Our clients obtain peace of mind knowing their Telecom and Mobility environments are professionally managed yielding lower costs, better technology choices and greater service to their end users.

Find out more at [www.renodis.com](http://www.renodis.com).



**RENODIS**  
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