

Building a Deployment Program

How Vertex Consulting Assisted in Defining and Implementing a Plan for Success



THE OPPORTUNITY

In response to growing demand for telecom network services, a recent Vertex client commenced a series of network deployments across multiple teams and geographies. Similar to many companies that take on network deployment projects, this company faced multiple project management challenges along the way, including expectation setting and accountability, ultimately causing the company to miss key implementation targets, including network quality and market rollout dates.

After a thorough review of each implementation target, this particular client found that an understanding of the root cause of each issue needed to be determined and addressed in order to assure a successful deployment strategy. Moreover, they observed communication gaps between participating parties, including corporate management, original equipment manufacturers (OEMs), and sub-contractors.

The communication challenges among the various levels of management caused the parties to be out of sync in three key areas of the deployment strategy. First, the parties did not have a



clear understanding of the impact, both good and bad, that their contribution had on the entirety of the project. Second, the gaps in communication among the various teams resulted in temporary and ill- advised “get-well” plans that did not address the root of the problems. Finally, their day-to-day deployment culture shared priorities, yet lacked accountability.

Recognizing the significance of these challenges, they sought guidance from an unbiased 3rd party firm that could identify the root causes of issues and communicate recommended and realistic solutions.

Additionally, the company was looking for a partner with extensive operations expertise to assist in prioritizing the business-critical aspects of deployment relating to network optimization, including: quality (latency, availability, QoS of message delivery), capacity, coverage, and operability.

After vetting three firms, Vertex Consulting, a provider of pragmatic

and actionable insights on the most critical issues faced by telecom and other evolving markets, was chosen to identify the root of the failures and provide realistic solutions as a trusted partner.

Vertex's extensive network deployment experience led us to believe that the company would serve as an ideal advisor and provide honest and thorough feedback. Furthermore, we felt that Vertex would be aggressive in assisting and supporting us in the implementation of their recommendations.

Vertex Consulting has a proven track record of successful large-scale network deployments attributable to its expertise in all aspects of



deployment, including: engineering, operations, logistics, and procurement. Vertex's operations expertise sets it apart, as prioritizing the business-critical aspects of a deployment is crucial to success.

THE SOLUTION

Vertex worked extensively with their client to understand the issues that had been plaguing its deployment strategy, as well as to learn about its priorities. Drawing upon the experience of its veteran executive team, Vertex immediately identified quick-hit process enhancements that provided tangible results. At the same time, Vertex worked to identify broader organizational, cultural, and structural issues that required resolution in order to achieve long-term stability.

Vertex took the time to identify both the strengths and weaknesses of the participating parties and stakeholders. After a comprehensive assessment, Vertex was able to better understand the internal bottlenecks of each group.

Working with Vertex gave us the ability to ensure that the proper processes were in place.

We can now enable and proactively identify the deployment areas requiring mitigation prior to the deployment's suffering an impact.

Whether the issues were related to tools, resources, processes, or politics, Vertex worked with the leaders of each group, documented the challenges, and developed a plan to resolve each one. The implementation of new processes associated with asset tracking, workflow management, tools standardization, and individual and group accountability, were the core areas successfully addressed.

The Vertex team created an environment conducive to success and teamwork by sitting down with each leader and their associated line personnel



to define the business culture of their particular group and to implement a much improved process and strategy. Moreover, Vertix worked to define a realistic and attainable project plan that would drive accountability. The plan was aggressive, but was understood and agreed to by all of the stakeholders, with mechanisms in place that validated the targeted improvement via daily reporting. Volume and schedule improvements were never included in the plan without specific justification indicating how throughput would be improved.

THE RESULTS

Directly attributable to Vertix's expertise, hands-on philosophy, and pragmatic approach, the client implemented a well-defined deployment program centered on attainable business objectives and a culture of shared responsibility.

The work Vertix did resulted in a new environment that is focused on shared successes and failures. By promoting a cross pollination among groups, and a higher level of teamwork,

shared objectives and alignment can be achieved. No longer are groups inhibited by lack of transparency and poor communication. Instead, all stakeholders immediately turn toward dedicated resources put in place to support the deployment process and address the issue as soon as it arises.

Vertix took the time to understand our unique issues, priorities and objectives. We've since implemented a long-term plan and have enjoyed a number of network deployment successes as a direct result.





About Vertex Consulting

We are a highly specialized consulting firm that provides pragmatic and actionable insights on the most critical issues faced by providers and consumers of telecom, media services, and technology.

At Vertex, we pursue our collective passion for helping carriers, OEMs, tower companies, MSOs, network services vendors, equipment suppliers, and telecom and technology consumers resolve their most complex strategy, sourcing, and deployment challenges. From helping a carrier deploy a 4G network to negotiating an IoT services contract for a client in the manufacturing sector, we cover the entire TMT value chain.

Our focus and simplified model enables us to deliver an alternative vision for our clients: producing client-centered solutions in a way that only experienced and proven professionals can.

For more information on Vertex and its services portfolio please visit www.vertexconsulting.com & follow us on twitter @vertexconsult.