

Building Network Deployment PMO

How Vertix Consulting Helped a Top 10 Regional
Wireless Provider Develop a Mature Network
PMO Function



THE CHALLENGE

A major regional US wireless communications provider carrier was advancing both its wireless and fiber service offerings (including VoLTE and small cells implementations) and was simultaneously rearchitecting its underpinning platforms to support this advancement. In order to support this growth and advancement, it needed to mature its project management and PMO capabilities in order to ensure success in the many interconnected development projects that were enabling this change.



THE SOLUTION

Vertex stood up a Network PMO function to oversee all major capital projects, including wireless and fiber. These projects included two major LTE deployments, VoWiFi implementation, LTE small cells trials, and BSS/OSS upgrades. The approach was to stand up and operate this PMO function for the period of one year and then transition the leadership of the function to the client's direction to oversee. Working closely with the client, we:

- Assisted the project managers with initially scoping and planning their projects
- Developed a standard 'dependency map' to represent key milestones and critical path of each project across the Network organization
- Established a regular review process for the Chief Network Officer to review the status of every project
- Leveraged Vertex's large-scale wireless telecom program management expertise to

identify and escalate significant project risks, even if these hadn't been highlighted by the project managers

- Identified remediation plans for major project risks
- Helped to foster a project management culture within the Network organization
- Expanded communication with major stakeholders and delivery partners outside of the Network department (e.g. IT)
- Presented high-level Network project status to the heads of the other organizations functions, including the CIO, CFO, COO, and CEO

THE RESULTS

Vertex's approach vastly increased the executive oversight of major Network programs. Project tracking and reporting was standardized and a culture of ownership and accountability was developed for all significant projects. Major risks were identified



and escalated, which led to corrective action on major wireless programs.

Communication between the network organization and the rest of the business increased, ensuring greater stakeholder oversight, and further minimizing project risk.

Quality

Our team provided quality services to the client, with the major purpose of those services being to increase the overall quality of network project delivery.

The quality of PM status reporting was continually monitored as part of the service, as was the quality of project forecasting, with misses being noted, and continued misses being escalated to the executive level.

Timeliness

Timeliness was key to the services delivered on this engagement. Vertex was able to provide a draft dependency chart format and status format within 48 hours of beginning the engagement. Aggregated status reports were assembled, QA'd, and

delivered by close of business every Monday, even though the last individual status reports were only delivered by 5pm on Monday afternoons.

Cost and Schedule Control

Our team stayed within budget and on schedule by utilizing a strong internal project management approach and timely and accurate time recording. We communicated with the client regarding the timing of deliverables, frequently staying ahead of schedule with delivery.

By the end of the engagement Vertex was program managing 18 major projects and initiatives that were all following the same structured reporting and oversight process. Vertex successfully transitioned the Network PMO services to the client, and assisted with the Network PMO services until the client was able to fully manage the function internally.





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.