

TECH PMO LEADERSHIP FOR \$70M WIRELESS PRODUCT LAUNCH

Major telecom firm engaged Aspirent to run the Technology PMO for a wireless service line launch aimed at increasing customer stickiness / reducing churn and profitability.

BUSINESS PROBLEM / CLIENT SITUATION

- Our client formulated plans to enter the wireless market with a primary goal of protecting core services revenue while increasing new product revenue
- They needed to stand up an entirely new product and be soft-launch ready within a span of 18 months, with a technology CapEx budget of \$70M
- The new product has the potential to yield \$0.8B in 10-year EBITDA, while protecting an additional \$1.4B in 10-year cumulative EBITDA on core services
- Required integration with 12 new partners to support business processes including device financing & protection, fraud management, wireless device & SIM acquisition, usage processing, and international roaming
- They needed a partner with expertise in delivering complex technology programs, Scaled Agile (SAFe), schedule and budget management, and proactive risk mitigation

SOLUTION / BENEFITS

- Aspirent's Tech PMO team comprised a lead, business architect, 2 PMs, and 2 program managers who drove delivery accountability, scheduling, partner integration, improved issue/risk resolution, requirements, and change management
- Innovated a streamlined requirements intake and management process with JIRA, which saved thousands of hours beyond the wireless initiative and across the organization
- Schedule management / reporting: Leveraged JIRA, Miro, and Confluence for planning and close monitoring of delivery progress across 20+ delivery teams
- Partner integration project management resolved issues across multiple organizations
- Stayed within budget by leveraging financial models to track overall program forecast versus actual cost, identifying workstreams at risk of financial overruns or underruns

