Re-Engineering Billing and Collections in an Oracle / Object-Oriented World

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Topics

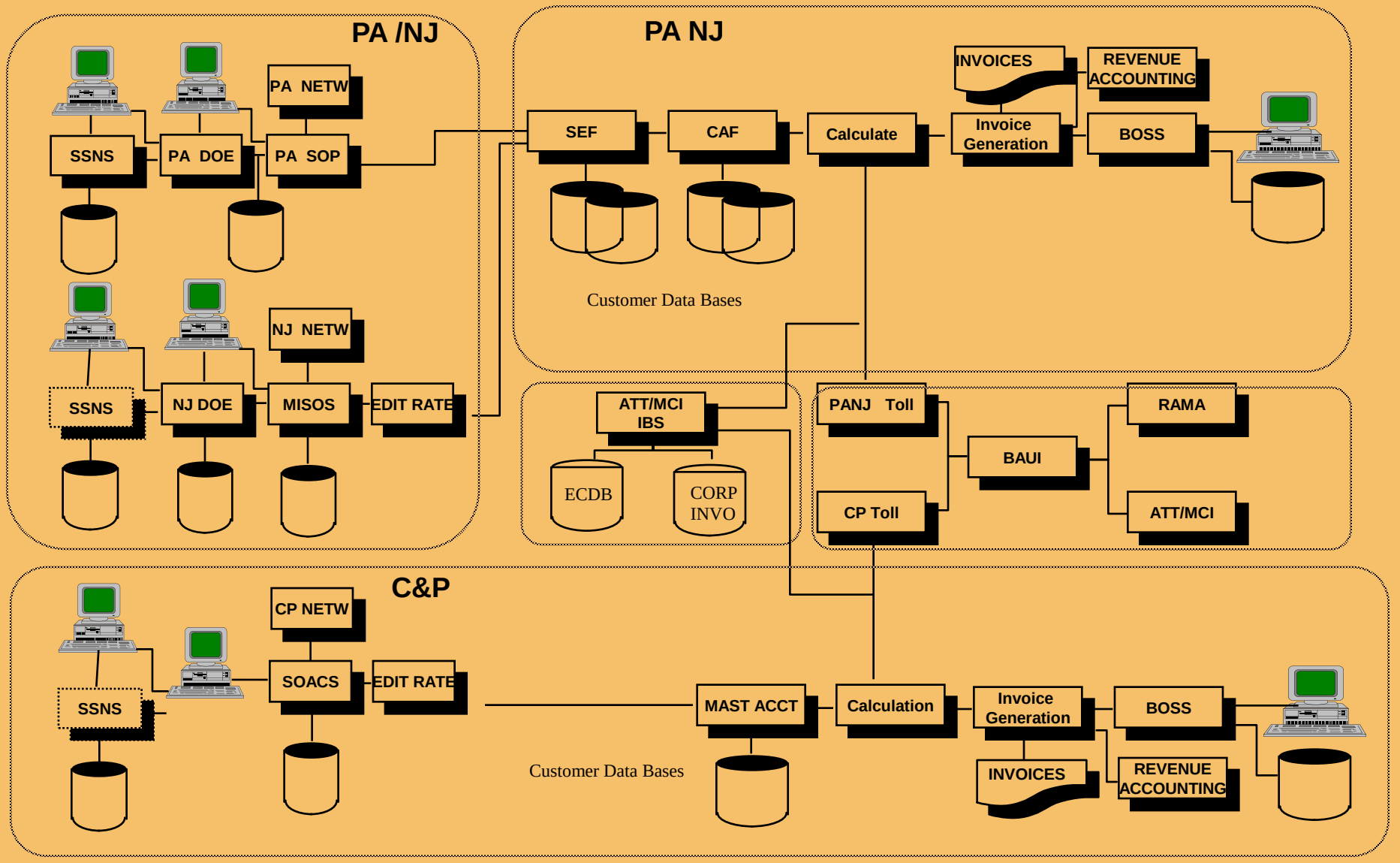
- The Management and Systems Challenge
- Application Development Using an Object Approach
- Overcoming Resistance to the Object World
- Checkpoint and Lessons Learned

The Management and Systems Challenge: The Factors

- ***Bell Atlantic*** is one of the seven Regional Bell Operating Companies (*RBOC*'s).
  - Serves 7 states (DC, DE, MD, NJ, PA, VA and WV)
  - 14 million customers
  - $15 billion in revenue
  - 75,000 employees
- But ***Bell Atlantic*** is <u>not</u> one company.
- ***Bell Atlantic*** is a RBOC.

How to Effect and Control Massive Business Process and Information Systems Change.

Bell Atlantic Current Billing / Customer Contact High-Level Flows

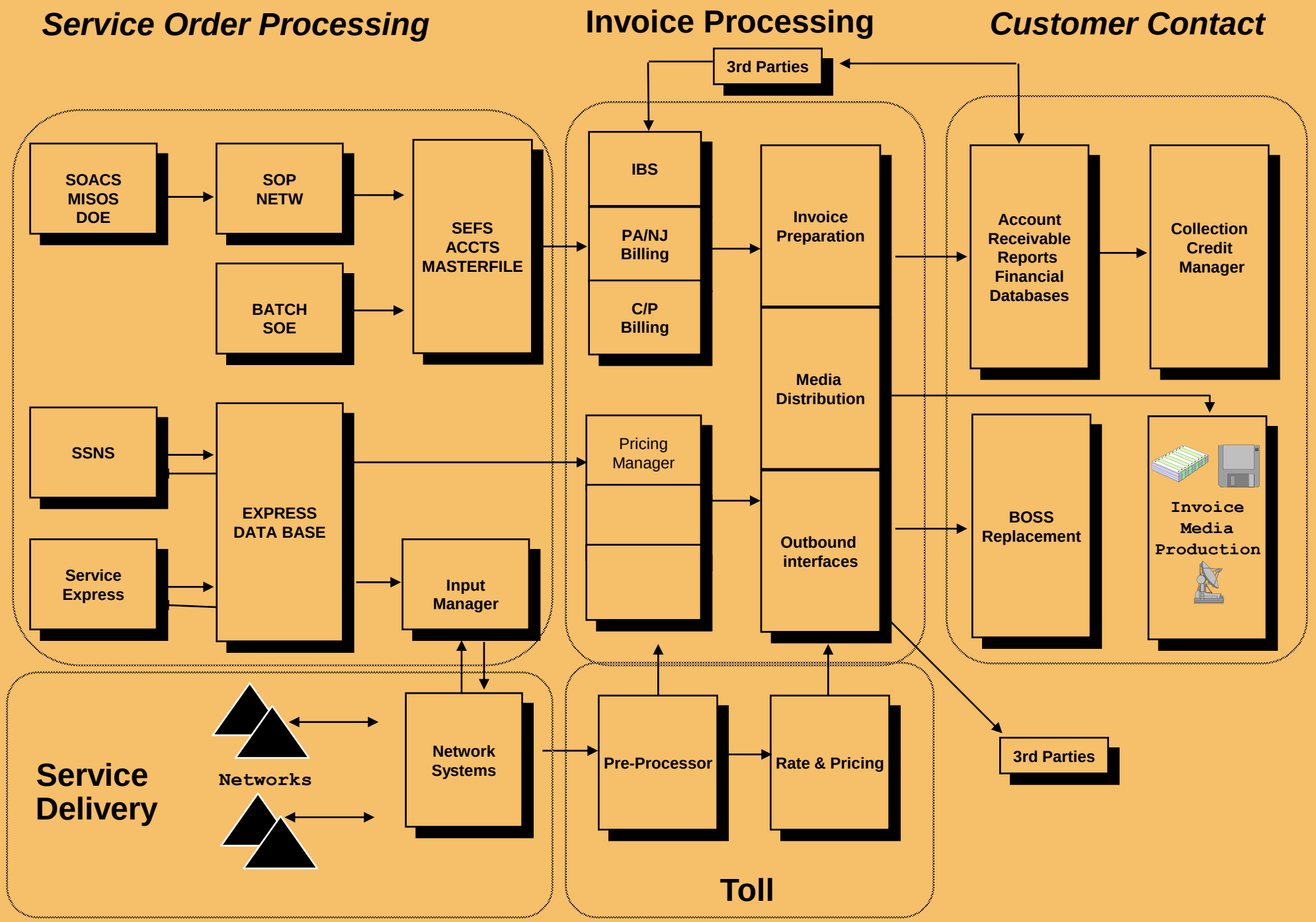


The Management and Systems Challenge: The Objective

- One regional-oriented company:
  - One workforce;
  - One management infrastructure.
- Obliterate the legacy systems (information, management, personnel etc.) and mindset.
- Turn the battleship in four years, or less!

The Demands of the Marketplace Must Drive the Technology and the Business Processes!

Bell Atlantic New Billing / Customer Contact Architecture



The Management and Systems Challenge: The Solution

- For many industries / organizations, change has become a way of life.

- For many industries / organizations, technology has become the business.

- The pace of business and technology change is quickly becoming the responsibility of the CEO and Board.

- Only organizations which merge a business perspective with a technology culture can successfully manage massive, technology-powered change.

The Promise of Object-Oriented Analysis, Design & Development!

- The demands of the marketplace required an aggressive solution.
- But little experience with Objects.
- A somewhat different paradigm is needed:
  - Central oversight and issue management.
  - Project status reporting and metrics.
  - Top-to-bottom client involvement.
  - External constituencies.
  - Bifurcating of the IS Organization.

The Program Office Is the Mechanism to Manage Development and Change!

Office Structure / Organization

o *BPE* - Bennett
o *SBS* - Eisenhart
o *IS* - Naderkhani,
o *FO* - Sherman
o *Carrier* - Swan
o *Fed* - France
o *Pub / OS* - Bautz
o *Dir* - Moore
o *Network* - Guerard
o *Consumer* - Sutter
o *LBS* - Van Tuyle
o *OCS* - Sprehe

Billing Steering Committee
Connor, **Gordon**, McDermott, Stallard, Szygenda, Wolfe

Business Advisors

Process Owner - Billing
McDermott

***Express Release 1* Program Office**

***Overall Express Program Manager*, Robleski**

Client Project Managers:
o *Requirements Management* - TBD
o *User Testing / Customer/ Data Cleanup* - Deering
o *Input manager/Client* - Needhammer
o *Communications* - Whelan
o *Issues Logging / Schedules* - Muscaro
o *Bill Inquiry Methods / BOSS* - Young
o *User Training* - Zemke
o *Regulatory* - Grover
o *Process Compliance* - Gillette
o *Bill Formats & Methods* - Lardy
o *A / R Replacement* - Weiss
o *Admin / Lotus Notes* - Owens

LOB Implementation Mgrs:
o *Pub / OS* - Bautz
o *Fin Ops* - Derderian
o *LBS* - DiLella
o *Consumer* - Sanders
o *SBS* - Talbert
o *Carrier* - Toothman
o *Directory* - Weaver
o *Network* - Needhammer
o *Federal* - Stevenson
o *Toll* - Meyerson
o *OCS* - Quirk

***IS Release Mgmt*, Daniels**
o *Release Management* - Sieber
o *Systems Engineering* - Harvey
o *Release 1.2 Mgmt* - DiBella
o *Release 1.5 Mgmt* - Szuba
o *Conversion* - TBD

Process Management
o *Financial Analysis / Process Costs* - Twillman
o *Billing Planning* - Gupta
o *Payment Processing* - Moore
o *Change Mgmt* - Artz
o *Metrics* - Hardy
o *Administration* - Flowers

IS Project Managers

Software Development:
o DiGiovanni
o Ferri
o Henry
o Dragoni
o Fremont

Release Support:
o *Printers/Inserters* - Cole, Henry
o *Print Center Construction* - Cole
o *Data* - Swift
o *Collection Ctr Methods* - Haderer
o *Integration Testing* - Dunigan
o *Workstations/Servers* - Riley
o *Bill Quality Ctr* - Felter, Hart
o *Operations Interfaces* - Felter, Hart
o *Production Mgmt* - Collazo
o *Product Catalog* - Olson

Overcoming Resistance

- Nothing is easy!
- Not a replacement for understanding the business and the clients.
- Not a solution to all problems.
- Most resistance is found in the technology organization(s)!
- Selection of Legacy to Object migration path is critical.
- Inability to monitor development and project status.

Be Prepared! The Road to Objects Is Bumpy!

- ***expressTrak*** has been a success!
  - New invoice introduced.
  - Cost savings beginning to be realized.
  - EDI and INTERNET payment trials proceeding.
  - Staff being re-deployed.

- Objects do offer advantages:
  - Productivity gains.
  - Easy to explain to clients / business people.

- Objects cause management problems:
  - Time lines are iterative and meaningless.
  - Staffing / Hiring costs skyrocket.
  - Project estimation and management become significantly harder.
  - Impossible to pursue without a heavy client commitment / involvement (i.e., The Program Office).

The Object Wave is Coming!

You Can Either Ride It, or Be Swept Away!