

B2C Roadmap - CSC assists its partner Belgacom on the way to e-Business



CSC's incremental approach proves successful

The road to full e-deployment opens up



Every healthy corporation, including Belgacom, the Belgian telecom giant, must work continuously to meet customer requirements. That means increasing efficiency, while keeping a close eye on the bottom line. Belgacom's method for achieving this is centered on a strategy, which e-enables all business processes. CSC has played a vital supporting role in this vast project. Together they established a Business-to-Customer (B2C) Roadmap. This comprehensive overview of prioritized projects for all customer divisions paves the way for true e-business throughout Belgacom. CSC's pragmatic approach, based on a realistic view of the project, as well as their enthusiastic participation in listening, assisting and advising made all the difference.

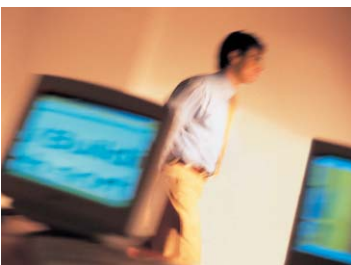
BENEFITS AT A GLANCE

*PROGRAM FINISHED WITHIN
TIMESCALE AND BUDGET*

PRAGMATIC APPROACH

*DYNAMIC, COLLABORATIVE
WORKING ENVIRONMENT*

*INSTANT ACCESS TO PROJECT
STATUS AND PROGRESS*



BECOME THE BELGIAN e-BUSINESS LEADER

Belgacom is the incumbent Belgian telecom operator. It manages and develops a myriad of telecom solutions for voice and data transmission, including wired telephone, mobile phone and Internet. In 2001, Belgacom chose to follow a strategic path to become the Belgian leader in e-business. E-enabling processes and communication with internal and external customers should increase efficiency and flexibility, raise customer satisfaction and keep costs in check within the complete business value chain. The department responsible for the e-enabling program at Belgacom is e-Program Management, led by director M.C. Chew. "Our task is to assist all Belgacom teams with their e-projects. We initially worked on first come, first served basis. If one division had a need, we addressed that first and then went on to the next from a different

division. It was all very ad hoc and it became unwieldy for the e-Program Management team to keep an eye on all aspects and check whether these initiatives complied with the company's overall e-business strategy."

STRATEGIC APPROACH

"We realized that this wasn't a very effective work method. That is why we decided to call upon CSC to help us plot out a more structured approach." Belgacom gave CSC a rather short time frame of about three months. M.C. Chew: "CSC's proposal met both timing and budget parameters. Previous experience showed that CSC is very reliable and would keep to these constraints. Moreover, they were familiar with Belgacom and knew our ways of working. This knowledge was an insurance policy for us with regards to their ability to handle this complex situation. So we decided to take the plunge with CSC."



PLANNING A CONTINUOUSLY EVOLVING ENVIRONMENT

Belgacom already had substantial e-experience when CSC entered the project. There were, of course, the Internet and intranet Web sites for the various product lines for customers, and e-applications for employees. "We wanted to have a Business to Customer (B2C) Roadmap", explains M.C. Chew. "A clear overview of what projects were necessary to drive an e-enterprise, and their priorities. The Roadmap may also influence organizational changes: 'What processes have to be adapted? Must new processes be created?'"

Given its enormous breadth across the entire Belgacom marketing and sales organization, this complex project would be felt in all parts of the Business Units. The project team had to deal with an evolving environment and different requests from the various divisions. For example, two major projects were running with a significant influence on the e-Program project. On the one hand there was a CRM project, CI², and on the other hand an Order Management System (OMS) project, both with e-business implications.

M.C. Chew: "CSC's holistic work method saw to it that both were seamlessly integrated. They consistently looked at the complete picture of the e-program, taking all the continuous changes into account."

GOOD LISTENER

"CSC had the role of both facilitator and advisor", says M.C. Chew. "Our internal customers were always in the driver's seat, whether they were from our HR, Financial or Mobile division.

Thanks to this work method, our customers were closely involved with the decisions. This was a key to the success." A core team was assembled with representatives from the e-Program Management, CSC and all divisions concerned. They incorporated Belgacom's vision, objectives and strategy on e-business into the project plan. Interviews at different levels helped clarify the requirements set by the divisions and accommodated the various wants and needs. They assimilated all this information and assisted e-project initiators, representing the divisions, with their projects so as to conform to the overall Belgacom e-business strategy. In several feedback loops they worked towards the Roadmap.

The project started early in June 2002 and a complete B2C Roadmap was delivered in September 2002, on time and within budget. "The fact that the CSC project leader was permanently based in our offices greatly helped. She was constantly available for us and coordinated the complete project, organized workshops and planned every step. She made weekly progress reports, and we had a B2C Steering Committee meeting every fortnight. The project was constantly under control, and we were appraised of the exact status with a simple query."

PLAN TO THE PARTICULARITIES OF THE COMPANY

The B2C Roadmap is a plan that consists of about 20 projects, prioritized according to effort-result ratio. Projects where little investment yields a lot of results get priority one. CSC made sure the Roadmap included quick wins for each division involved, such as the introduction of e-ordering ADSL through the web and the link to the Order Management System. "These quick wins have a positive effect on the mindset of our people. They see that their efforts aren't in vain."

The B2C Roadmap is a multi-year plan. All projects will be finished by end of 2005. M.C. Chew concludes: "This might seem long term, but it is the only way to get things done. That is what I appreciate so much about CSC. Instead of putting forward flashy proposals that are impossible to implement, they are realistic. They familiarize themselves with our situation and the plan we have drawn up together is feasible. It is that pragmatic approach that did the thing for us. And there is no doubt I value the contribution of CSC in this project."

"The B2C Roadmap was fully endorsed, thanks to CSC's methodology of interviewing the different organizational levels, organizing several feedback loops and realizing quick wins."

M.C. Chew,
Director e-Program Management at Belgacom



Computer Sciences Corporation

Belgium/Luxembourg

Hippokratessaan 14
1932 Sint-Stevens-Woluwe
Belgium
+32 (0)2 714.71.11

Worldwide CSC Headquarters

The Americas

2100 East Grand Avenue
El Segundo, California 90245
United States
+1.310.615.0311

European Group

Royal Pavilion
Wellesley Road
Aldershot, Hampshire GU11 1PZ
United Kingdom
+44(0)1252.534000

Australia

460 Pacific Highway
St. Leonards NSW 2065
Australia
+61(0)2.9901.1111

Asia

139 Cecil Street
#08-00 Cecil House
Singapore 069539
Republic of Singapore
+65.221.9095

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