



*Tata Communications Transformation Services  
Recognized for*

**2021**

**Customer Value Leadership**

Global Telecommunications

Digital Transformation Industry

*Excellence in Best Practices*

## Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Tata Communications Transformation Services excels in many of the criteria in the telecommunications digital transformation space.

AWARD CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

### *Financial Performance*

The COVID-19 pandemic has accelerated remote working trends, with businesses from all major industry verticals increasing investments in digital solutions to enable and support a distributed, virtual workforce. The telecommunications industry carries the burden of keeping other businesses running with superfast and ubiquitous internet connectivity and next-generation (next-gen) collaboration solutions. Simultaneously, communications service providers (CSPs) advance their own digital

*“By providing superior customer experience, agile delivery, and consultation-led solutions, TCTS empowers customers to deliver secure, connected digital experiences to their end customers.”*

*- Vikrant Gandhi, Senior Industry Director*

transformation journeys to transform their networks and enable a virtual workforce that can keep customers’ mission-critical services up and running. To achieve successful digital transformation, CSPs need to partner with innovative telecommunication transformation solutions providers with the right experience to help them implement network and service

evolution strategies while preserving investments in legacy systems.

Tata Communications Transformation Services (TCTS), a 100% subsidiary of Tata Communications Ltd, provides leading business transformation, managed network operations, network outsourcing, and consultancy services to telecommunication companies (telcos) worldwide. By providing superior

customer experience; agile delivery; and consultation-led next-gen network, field services, and business transformation solutions, TCTS empowers its customers to deliver a secure, connected digital experience to their end customers. Despite the pandemic-caused challenges, TCTS seamlessly managed the transition to virtual delivery to help business operations running under difficult circumstances. This resilience in business operations has resulted in sustained revenue and margin growth for the company.

Highlights of TCTS's financial performance include 70% growth in one of the biggest accounts in FY21; successfully moving customers in Europe, the Middle East, and Africa (EMEA) and Australia to higher revenue bands; multi-year, multimillion-dollar engagements to deliver next-gen services through a global, hybrid delivery model; and key engagements from new geographies such as Africa. In the past year, TCTS has added multiple large logos to its revenue streams, including managed services for one of the largest original equipment manufacturers (OEMs); security assessment services for a European telco; 5G security services for an Australian telco; and software-defined wide area network (SDWAN) services for a middle-eastern operator.

### **Customer Acquisition**

Unlike competitors that cater to multiple customers within specific verticals or horizontals, TCTS structures its delivery organization to interact with and serve customer stakeholders at all levels. TCTS' marketing team works with various customer practice and solutions teams on account-specific initiatives to have consistent dialogue, enhancing its customer-facing abilities.

The pillars of TCTS's successful strategy for customer acquisition and retention are: reimagining delivery functions for operational and customer experience excellence; restructuring product portfolios to help customers address changing market needs through agile, customizable, and extensible implementations; renewed focus and investment in Neo Automata™ Tools and Automation Platform to allow CSPs to automate networks and eliminate operational inefficiencies.

TCTS leverages its deep telecom lineage as well as experience from global operations and best practices in network management, agile service delivery, cloud-enabled governance, and digital collaboration tools to deliver high-quality services with improved service level agreement (SLA)/key performance indices (KPIs) and productivity. The company ensures a consistently error-free delivery by facilitating intelligent service assurance, continuous service improvement programs, and agile and expedited order management. This enables customers to improve network performance and enhances customer service experience and lifetime value.

CSPs increasingly invest in software-defined platforms and frameworks to manage the ever-changing connectivity needs of intelligent endpoints. TCTS develops various products and services based on next-gen technologies, such as artificial intelligence (AI)/machine learning (ML), analytics, 5G, and edge computing, with cost-effective models to meet these needs. It offers a broad portfolio of innovative solutions such as drone-based services, transport transformation, infrastructure digitization, network function virtualization (NFV) solutions, networks-as-a-service (NaaS) platforms, and SD-WAN consulting. The company formed three new strategic business units (SBUs) to focus on wireless, enterprise digital solutions and system integration solutions. This allows TCTS to position itself as a one-stop provider of 5G, Open Radio Access Network (ORAN), enterprise digital infrastructure transformation, and system

integration solutions.

TCTS' Neo Automata™ is a comprehensive suite of tools and automation solutions across the network lifecycle that enables CSPs to address preventable inefficiencies. It allows TCTS to deliver proven, customer-centric transformation solutions that help CSPs simplify, automate, and innovate to provide a superior customer experience across all digital channels and services.

### *Operational Efficiency*

TCTS focuses on financial fitness through customer engagement, delivery transformation, and robust governance to sustain revenue growth. The company has successfully maintained the desired SLA and KPI levels and shifted nearly 100% of its workforce to work from home (WFH) during the pandemic, resulting in strong gross margin performance. Notably, TCTS managed critical deliveries via seamless onshore to offshore transition of workloads to India. The team also generated month-on-month productivity enhancements in 2020 through resource cost optimization and the extensive use of automation/robotic process automation (RPA) and analytics.

TCTS shapes its values and employee engagement to drive a customer-centric culture. As the company builds new solutions, it focuses on employee skill development to align with the future business pipeline roadmap. The roadmap includes mobility, cloud, open-source SDN/NFV, unified communications and collaboration (UCC) and security, Internet of Things (IoT)/smart city, SD-WAN, AI/ML, digital transformation, and analytics. It conducts mandatory courses that include modules on business process framework (eTOM) fundamentals, operations support systems (OSS) fundamentals, and data sciences with Python/Blockchain to align employees with the larger organizational focus on network virtualization. TCTS achieved about 10 training days per employee in FY21.

### *Human Capital*

TCTS encourages innovation at the grass-root level and motivates employees to find solutions for their customer issues. The company measures customer focus annually as part of its engagement surveys. TCTS also partners with customers to develop learning programs to meet their specific goals. It offers employees job rotation opportunities to improve their knowledge base and learn new skills in emerging technologies. The positive impact of all these initiatives is evident in the rising employee satisfaction (ESAT) engagement scores, improving from 80% in FY19 to 83% in FY20 and FY21. The voluntary and regrettable attrition rates for TCTS have fallen by almost 50% in 2021.

Highlights of TCTS' human capital development initiatives include inculcating the Daring, Responsive, Inclusive, Venturing, and Ethical (DRIVE) principle to support customer-centric behavior; creating benchmarks for superior customer experience for employees; using a global recognition framework to reward behaviors that deliver customer value; deploying an industry-leading HR platform for learning; developing a structured and proactive program to build future capability for leadership and critical roles; and establishing appropriate interfaces and platforms to allow customers to interact directly with TCTS associates.

### *Price/Performance Value*

TCTS' agile delivery model uses the optimal mix of onshore and offshore delivery resources. Coupled with automation and technological capabilities through cross-functional employee training, it brings economies of scale into the business mix. This reflects in the company's competitive pricing, offering price/performance value to end customers.

Tata Communications<sup>1</sup>, TCTS' parent organization, is a leading digital ecosystem enabler that operates in more than 200 countries and territories. TCTS also has sister companies in information and communications technology (ICT), a clear advantage to TCTS in quickly scaling up and providing customers customized end-to-end offerings. With CSPs worldwide facing considerable cost pressures and looking for operational excellence, TCTS formed Operational Assurance and Excellence Function in Delivery that supports transformation projects and ongoing service improvement projects for all customers. These projects delivered over \$200 million annual cost savings or penalty avoidance to TCTS customers.

### *Customer Purchase Experience*

TCTS' continuous service improvement programs ensure consistent network quality, improved mean time to repair (MTTR), and network availability through multiple interventions in network topology, signal quality, and network health. The Operational Delivery Excellence function plays a pivotal role in ensuring a superior customer experience, measured across the customer lifecycle through periodical reviews at all levels. It measures customer experience through an annual customer satisfaction survey (NPS), which confirmed customer satisfaction to be in the top quartile.

Engagement across multiple functions/levels and customer workshops ensures TCTS understands customer business requirements, empathizes with their pain points, and evaluates potential blind spots effectively. Multiple structural enablers, including advanced AI/ML-based automation tools, flexible pricing models based on customer requirements, and strong ecosystem partnerships, enable TCTS to deliver exceptional value. Continuous engagement allows TCTS to develop technology-driven solutions that it can deploy easily and address important customer requirements. Examples of innovative solutions that TCTS developed are fiber fault prediction and automated network operations center (NOC), private 5G networks, and system integration. One more addition to it is its recently patented solution Virtual Cloud Exchange (VCX) to make enterprise hybrid-cloud connectivity easy.

TCTS is building an automated service assurance platform to future-proof service assurance. Fiber fault prediction and fully automated NOC are major components of the automated service assurance platform. The company also builds use cases for private 5G networks that allow its customers to obtain high cost efficiency and total control over network deployments as well as ensure high availability, security, and agility in their connected initiatives. TCTS supports OSS transformation to help CSPs manage physical and virtual networks. TCTS provides support during the solution design, implementation, and management phases with its system integration services.

### *Customer Ownership Experience*

---

<sup>1</sup> <https://www.tatacommunications.com/about/>

With operations in five regions globally [India and Association of Southeast Asian Nations (ASEAN), North America, Australia and New Zealand, Africa and EMEA], TCTS works with over 50 CSPs and OEMs. It has a dedicated delivery team for each customer that engages with customers' operations and leadership team. Cloud-enabled governance processes provide a real-time view of customers' network and service health. This enables customer-facing teams to be proactive during issue resolution, enabling them to consistently meet customer expectations. TCTS also offers these insights to its product development teams to develop tailored solutions that match industry demands.

Clients acknowledge and appreciate its strong SLA performance for their digital transformation projects. Owing to the consistent customer experience, they have remained with TCTS for years together. TCTS teams have received special mentions from marquee clients and executives, including chief technical officers (CTOs) and chief executive officers (CEOs) of global and regional CSPs, for successful deliveries, collaboration, and customer support. This is a clear testament to TCTS' first-rate customer service and support capabilities.

*"TCTS is a global leader in the next-gen telecommunications digital transformation industry. Constant evaluation and augmentation of its product portfolio to support developing customer needs is instrumental to TCTS' success."*

**- Vikrant Gandhi, Senior Industry Director**

Focusing on product innovation helps TCTS address customers' emerging transformation needs. Examples of innovative CSP solutions developed are automation and AI-driven network transformation, real-time predictive and unified service assurances, tool-based network automation, 5G and IoT solutions, Open

RAN, and digital enterprise infrastructure transformation.

## Conclusion

---

TCTS emerges as the leading provider in the global telecommunications digital transformation industry by delivering proven, holistic solutions that enable operational efficiency, cost reduction, and revenue generation for all carrier process lifecycle stages. The company offers one of the broadest portfolios of digital transformation solutions and services designed to allow CSPs to achieve specific outcomes and improve business performance. Supported by continuous innovation to serve individual customers, TCTS expects to reach new heights in the industry and constant growth each year.

For its strong overall performance, Tata Communications Transformation Services is recognized with Frost & Sullivan's 2021 Customer Value Leadership Award in the Global telecommunications digital transformation industry.

## What You Need to Know about the Customer Value Leadership Recognition

---

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

### Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### *Business Impact*

**Financial Performance:** Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

**Customer Acquisition:** Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

**Operational Efficiency:** Company staff performs assigned tasks productively, quickly, and to a high-quality standard

**Growth Potential:** Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

**Human Capital:** Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

#### *Customer Impact*

**Price/Performance Value:** Products or services provide the best value for the price compared to similar market offerings

**Customer Purchase Experience:** Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

**Customer Ownership Experience:** Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

**Customer Service Experience:** Customer service is accessible, fast, stress-free, and high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty

