

## **TELUS NSF (National Service Fulfillment) Business Enablement Team – Quick Win Program Review**

This is an Executive Summary of a review performed on the TELUS Quick Win program as created by the NSF Business Enablement Team. As a result of the success of this program, TELUS has established a number of additional, rapid response or “Quick Win” teams. These teams are similar in design to the original NSF Quick Win team originally deployed within the TELUS business units. This review was commissioned by the NSF Enablement Team, but included the entire Quick Win program that has spread across the TELUS enterprise and user base.

This review involved performing roughly 150 interviews with NSF Business Enablement personnel, TELUS frontline users, managers and executives across business units and regions. It additionally involved examining a variety of documentation, viewing tool demonstrations and presentations, visiting regional offices and sitting in on a candidate interview.

It was found during the course of this review that the Quick Win program collectively has delivered tangible and significant business value. Quick Win:

- Has deployed well over 100 operational applications
- Accounted for more than \$17 million in quantifiable business value in 2005 alone
- Enabled reallocation of several hundred workers among other tangible benefits
- Supports thousands of users across every TELUS business unit
- Represents roughly 65 team members and managers, growing to 80 in 2006

Quick Win applications have been deployed across Voice, Data, Data/IP, VoIP, Centrex, ADSL, Mobility, TELUS TV and customer facing units. TELUS users employ Quick Win tools to enter, track and fulfill orders; enable sales and marketing; support HR, legal and security; and perform a variety of other functions. Quick Win provides streamlined access and updates to legacy applications such as CRIS, CRIS SS, FMS, SOECS, ITED, Switch, STARS and EDW.

Notable business user quotes regarding Quick Win tools and support are as follows.

- “Quick Win is easy to work with and is very responsive to change requests.”
- “Allowed us to reduce our overall team from 300 to 200 people.”
- “Reduced bid approval time from 48 hours to 2 hours.”
- “Quick Win provides excellent support for an ever changing business area.”
- “Working with Quick Win has been an amazing experience.”

There were constructive comments as well. Users requested more planning participation and communication during tool rollout as well as less Quick Win staff turnover. Users were also concerned over conflicts with the “new stack” IS architecture. These issues are being addressed by Quick Win or included as recommendations resulting from this review. Recommendations include increasing business analyst involvement in planning

and rollout, more cross-training and continuing Quick Win alignment with the new stack.

### **Quick Win Development & Support**

When the Business Enablement Team employs a Quick Win response to a user request, it uses a 3-dimensional evaluation model that weights ROI, strategic visibility and time to market. This model ensures that requests are objectively assessed and prioritized. Quick Win teams also employ steering committees. They typically respond to user requests for new capabilities in under a week.

Should a request be accepted, Quick Win employs an agile development approach. Based on the situation, Quick Win delivers a prototype to users within 2 days, 2 weeks or 2 months. Iterative prototyping produces mature tools that are then rolled out across the user community.

Over time, second and third generation Quick Win applications have replaced previously deployed tools while expanding usage beyond the original user base. This is exemplified by tools like “Q”, which is now used by CSD, NSF, P&E, NSS, Consumer Solutions, Business Solutions, Partner Solutions, BT and Escalation Management. Other Quick Win tools will be absorbed by Q, which has been integrated into the new stack through 2011.

Support and sustainability demands for Quick Win applications are directly proportional to the maturity of a Quick Win team. TNO Quick Win, the most established team, created a support approach that provides rapid response to users as issues arise. This includes a support website, the ability to request an enhancement through the tools themselves, registration of applications with SPOC, 24-hour team access, a rapid response model and a priority repair strategy.

Where a given Quick Win team has a proven, mature approach to assessing, developing, deploying or supporting Quick Win tools, it is recommended that other teams consider and adopt that process.

### **Quick Win – An Agent of Change**

The NSF Business Enablement Team with the addition of the Quick Win program has become an agent of change within TELUS through the power of collaboration. Interviews with business users, business analysts, financial teams and the IS organization found that the Quick Win team collaborates very effectively on a variety of issues, across business units, projects, and regions. Through these collaborative efforts, Quick Win has become a change agent within TELUS.

The Quick Win program, coupled with traditional Business Support roles in the NSF Business Enablement team, has enabled business process alignment and delivered technology-based solutions that have allowed business users and executives to envision how they can deliver more effective, efficient products and services. This includes internal operational teams as well as customer facing business units. As Quick Win solutions proliferate, business units continue to see new ways in which Quick Win can further automate or integrate solutions across business lines.

Business Analysts in the NSF Enablement Team have leveraged their relationships with the Quick Win teams to better serve as a liaison to the business in a variety of matters. BAs work as a team with the Quick Win teams to understand requirements, help with tool rollout, develop user documentation and deliver user training. The TNO BA / Quick Win relationship was found to be both productive and symbiotic in delivering the best technology solutions to user teams.

The BA / Quick Win relationship is characterized by the BA's helping with identifying business requirements and Quick Win opportunities, collaborating on project requirements, communicating upstream or downstream business impacts to other user areas and BAs, building and refining user documentation and training materials, delivering user training for Quick Win tools and assisting with the solution rollout process. This collaboration has magnified the ability of Quick Win as an agent of change within the TELUS business community.

Quick Win has also served as an agent of change from an overall systems architecture perspective. As Quick Win architectures expand across user areas and business lines, and frontline users and management embraces and validates these solutions, Quick Win has concurrently collaborated with IS to ensure that these applications are aligned with the strategic IS architecture.

Achieving real business and information architecture transformation is contingent on the Quick Win team continuing to work closely with IS because IS owns the back-end applications and the new stack architecture. To do this, the Quick Win team and IS must continue to expand their collaborative partnership. This will allow Quick Win and IS to leverage their respective strengths; a rapid response capabilities on the one hand and a support and deployment infrastructure on the other.

For example, Quick Win worked on a long-term initiative to incorporate a Quick Win tool, Q, into the strategic Horizon architecture under development within the IS organization. Quick Win collaborated with frontline users, enhanced Q as required and worked with IS to deliver an interface to the new Horizon environment and existing back-end architecture. This is an excellent example of how Quick Win collaborated with multiple players to enable business change on the one hand and information architecture changes on the other.

One of the prime areas where Quick Win has delivered real and lasting value is in the ability to be an agent of change through the power of collaboration. Continuing these collaborative efforts going forward will ensure that the benefits delivered to date by Quick Win will extend well into the future.

### **Leadership Development**

One of the real strengths of the Quick Win program is its people. This is true across all of the teams, in all of the regions and for all of the individuals interviewed during this review. These individuals are not coders or developers; they are skilled Quick Win

business analysts with strong technical skills. The leadership program is essential to attracting and retaining individuals of this calibre.

It is important for all Quick Win teams to continue their respective leadership programs. The leadership program commonalities among Quick Win teams include the hiring of unique individuals with business and technical skills, the 12-24 month rotational plan, the building of experience through frontline user exposure and the ability to work on all aspects of a project – from requirements to delivery and support.

### **Summary**

The Quick Win program's value as a business and technology change agent, combined with the fact that Quick Win delivers and sustains business solutions within the NSF Business Enablement Team, has led to significant ROI and user satisfaction. Quick Win teams are successfully collaborating with a variety of business units, with BT/IS and with each other. As a result, TELUS is in a good position to leverage the Quick Win program going forward across other TELUS business units.

Quick Win has and should continue to deliver business value while facilitating business and IS architecture alignment across a variety of business units and regions. It is apparent from this review that TELUS has and continues to benefit from the Quick Win concept and that Quick Win can continue to provide TELUS a competitive edge in a variety of business areas for years to come.