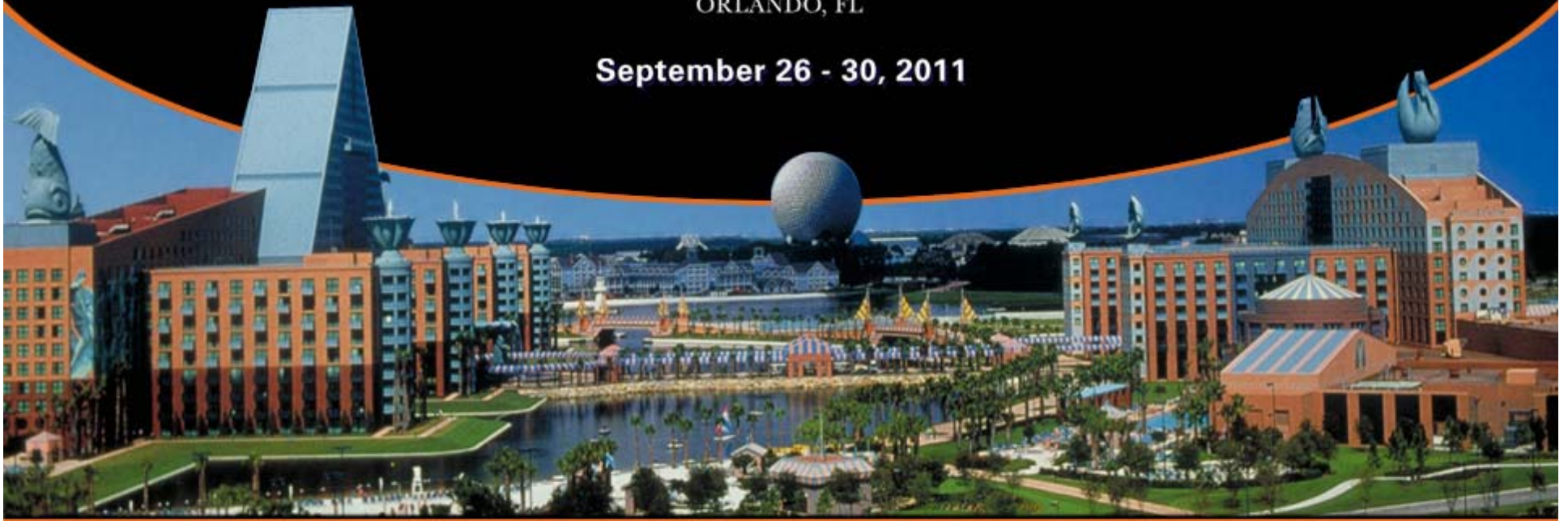


2011 FTTH Conference and Expo "Lighting the Economy"

WALT DISNEY WORLD
SWAN AND DOLPHIN
ORLANDO, FL

September 26 - 30, 2011



2011 FTTH Conference and Expo
"Lighting the Economy"

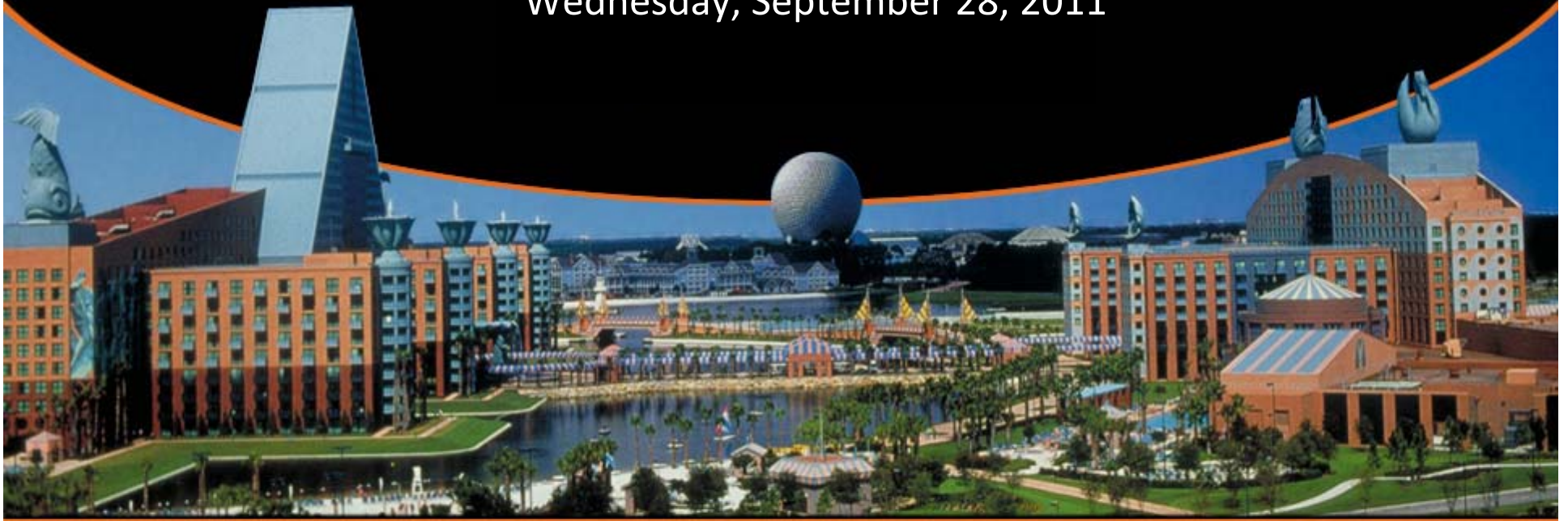
Becoming an FTTH Organization Lessons Learned

T-302-G

Kenny Edison, P. Eng, PMP®

Director, Bell Aliant FibreOP™ Program

Wednesday, September 28, 2011

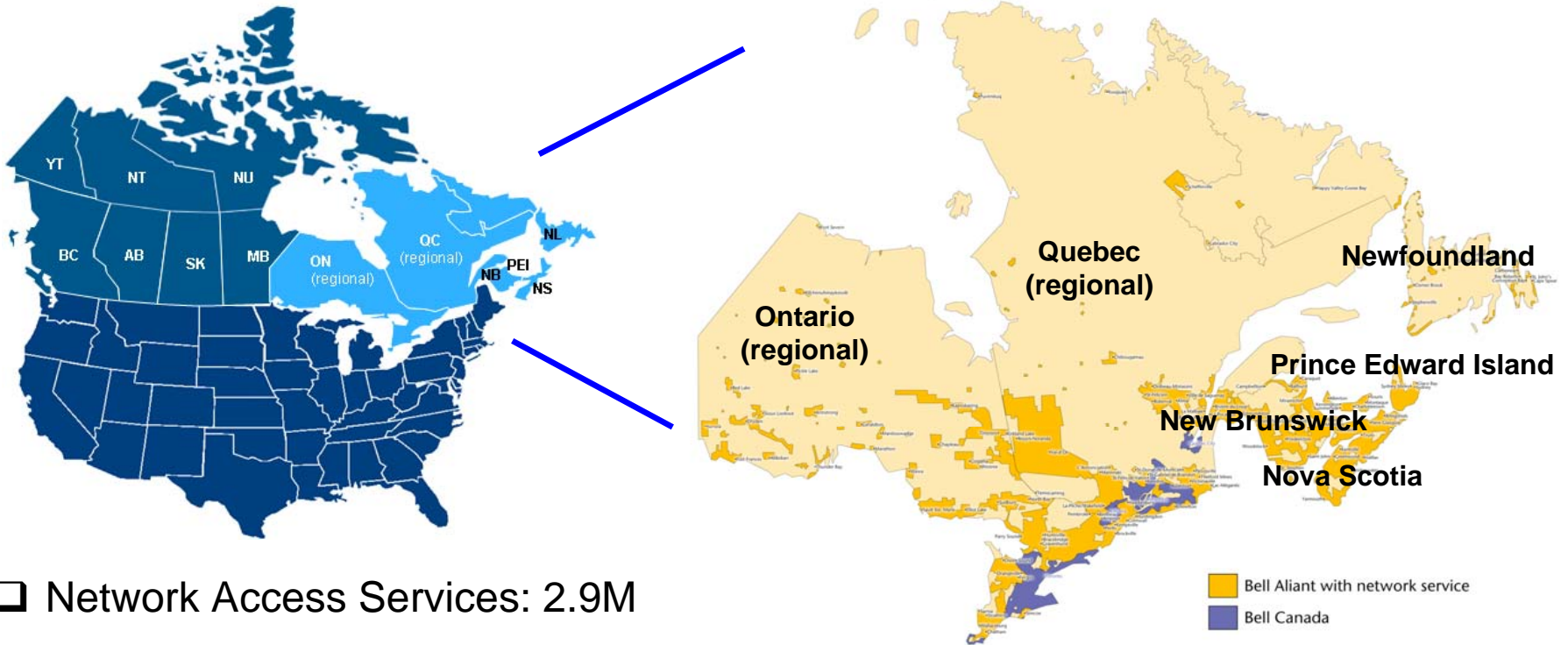


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About Bell Aliant

3rd largest Telco in Canada serving 5.3 million Canadians in 6 provinces



- Network Access Services: 2.9M
- Employees: 7,000
- 2010 Revenue: CDN \$2.8B
- Triple Play services on FTTH



Bell Aliant Broadband Evolution

Deployed IPTV in 2005 on FTTN. 1st FTTH deployment fall 2009



- FTTN evolution strategy
- FTTH Business Case
- Vendor evaluation, negotiations

- Approval
- FibreOP™ brand
- Internet and TV
- 25k premises passed - 1 city

- 115k premises passed - 3 cities
- Residential voice on fibre development
- Greenfield and MDU strategy

- **320k premises passed -10 cities**
- **Enhanced Internet and TV**
- **Residential voice on fibre**
- **FibreOP™ to MDU and Greenfield**

- Continue Footprint expansion
- Business voice on fibre development
- Service evolution
- Customer Experience enhancements



Bell Aliant Lessons Learned

*Many pieces need to come together to be successful.
Some are more important than others.*

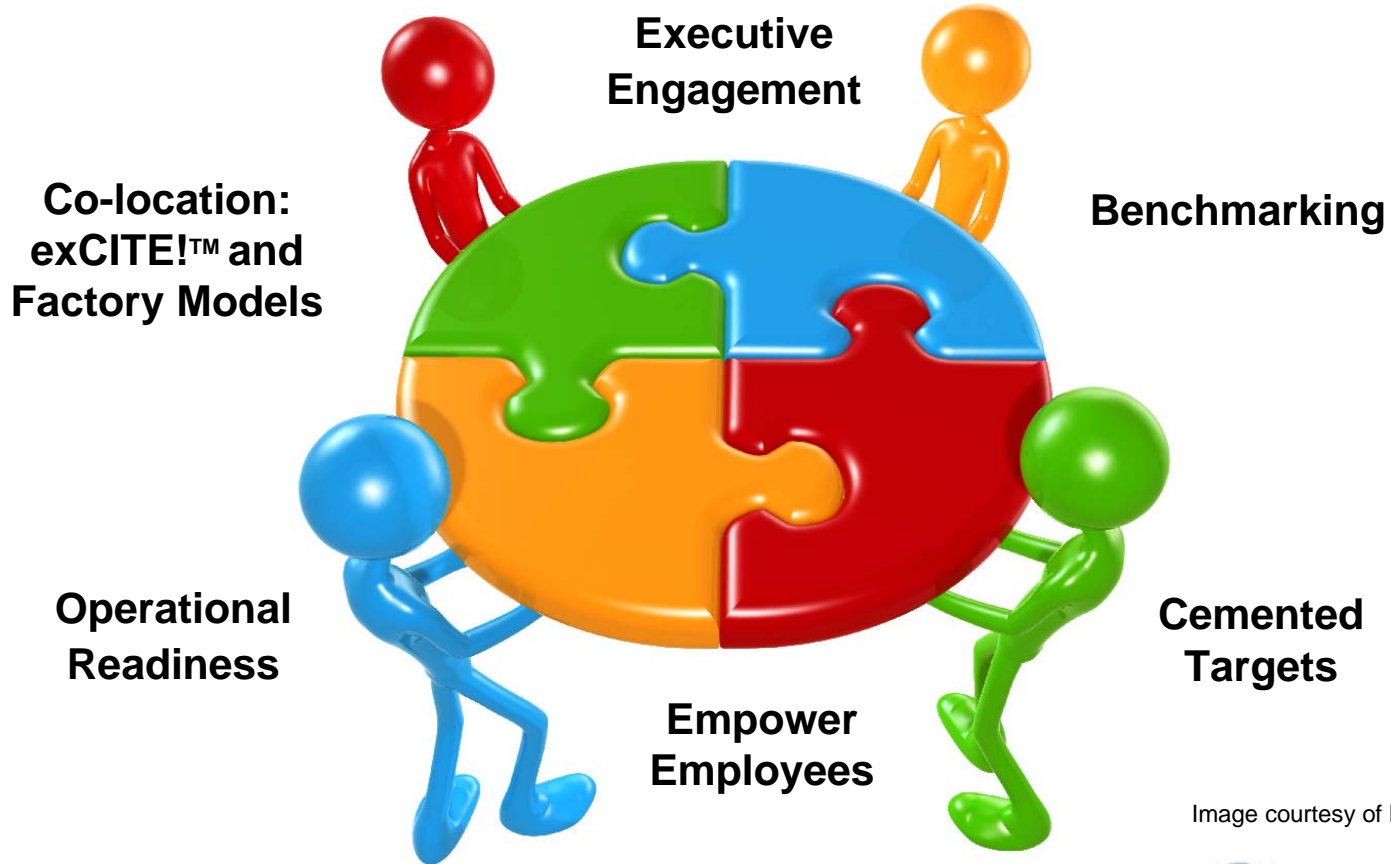


Image courtesy of lumaxart.com

Bell Aliant Lessons Learned

Co-location

- **Team members hand-picked**
- **Network Design and Build Factory model**
- **Service Development teams together in one center**

Cemented Targets

- **Stay focused on original Business Case goals and scope**
- **Clear ownership and accountability with employees**
- **Validate your strategy and adjust only when necessary**

Executive Engagement

- **Empowered employees and teams**
- **Weekly dashboard, daily progress reporting**
- **Weekly formal Program reviews**

Operational Readiness

- **Plan for growth and timely investment – you can't be late**
- **The old way is likely not good enough – challenge norms**
- **Design Customer Experience in**

Celebrate milestones and successes



Delivery Team

Taking time to select the right team will improve your deployment

- Hand-pick core team members. Select your best. Empower.
- Cross-functional: Marketing, Engineering, Operations, IS/IT, supported by best Project Management practices
- Establish a Business Prime team to shelter 'noise' from delivery teams
- Develop guiding principles; team mode of operations
- Co-locate where possible – use video links as plan 'B'
- Ensure Senior Leaders are visible and hold frequent reviews



FTTH Factory Model

Establish a model that enables a successful FTTH build

- Access Engineering, construction, material management, Project Management - dedicated and co-located
 - Instilled ownership
 - Timely decision making
 - Reduced costs
 - Empowered team
- Single management model for all factory resources
- Team vs individual goals and objectives
- Coordination with core network build team



Program Scope

Scope extends well beyond the design and build of your FTTH network but needs to be managed

- Scope Change Management plan is essential
- Service Description, Service Definition, and value proposition
- Operations – sales, activation, support – process, people, tools
- Customer Experience – design it in
- Leverage existing IS/IT - avoid cost and improve time to market
- Trials – include in your plan: technical, operations and market
- Take-to-market; internal and external launch events; advertising

Performance management dashboards and daily monitoring of key metrics



Employee (Business) Change

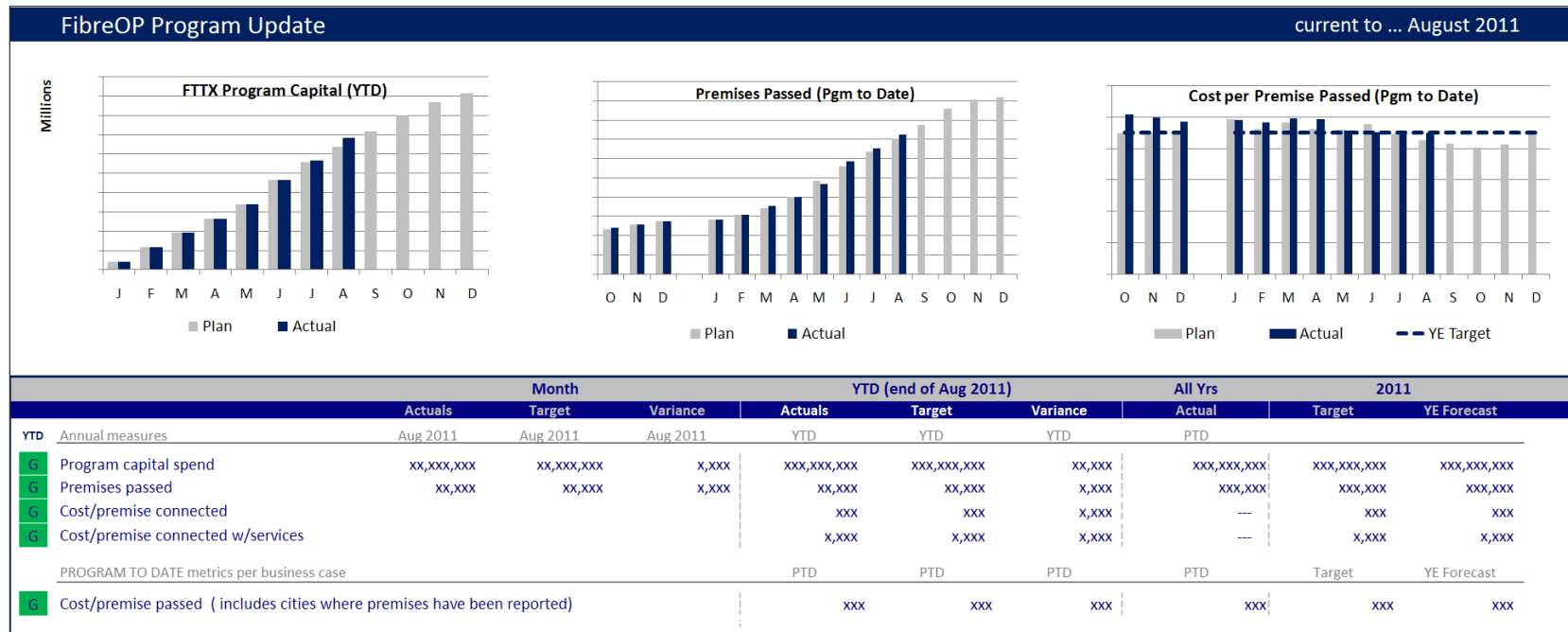
Leverage your FTTH deployment to re-energize your workforce

- Use FTTH as a catalyst for improving corporate culture
- Develop a Business Change Management that extends well after initial deployment or launch
- All employees have a voice that needs to be heard – this is your new business
- Manage expectations – rapid, exciting deployments will cause you to trip from time-to-time
- Celebrate successes and milestones at all levels



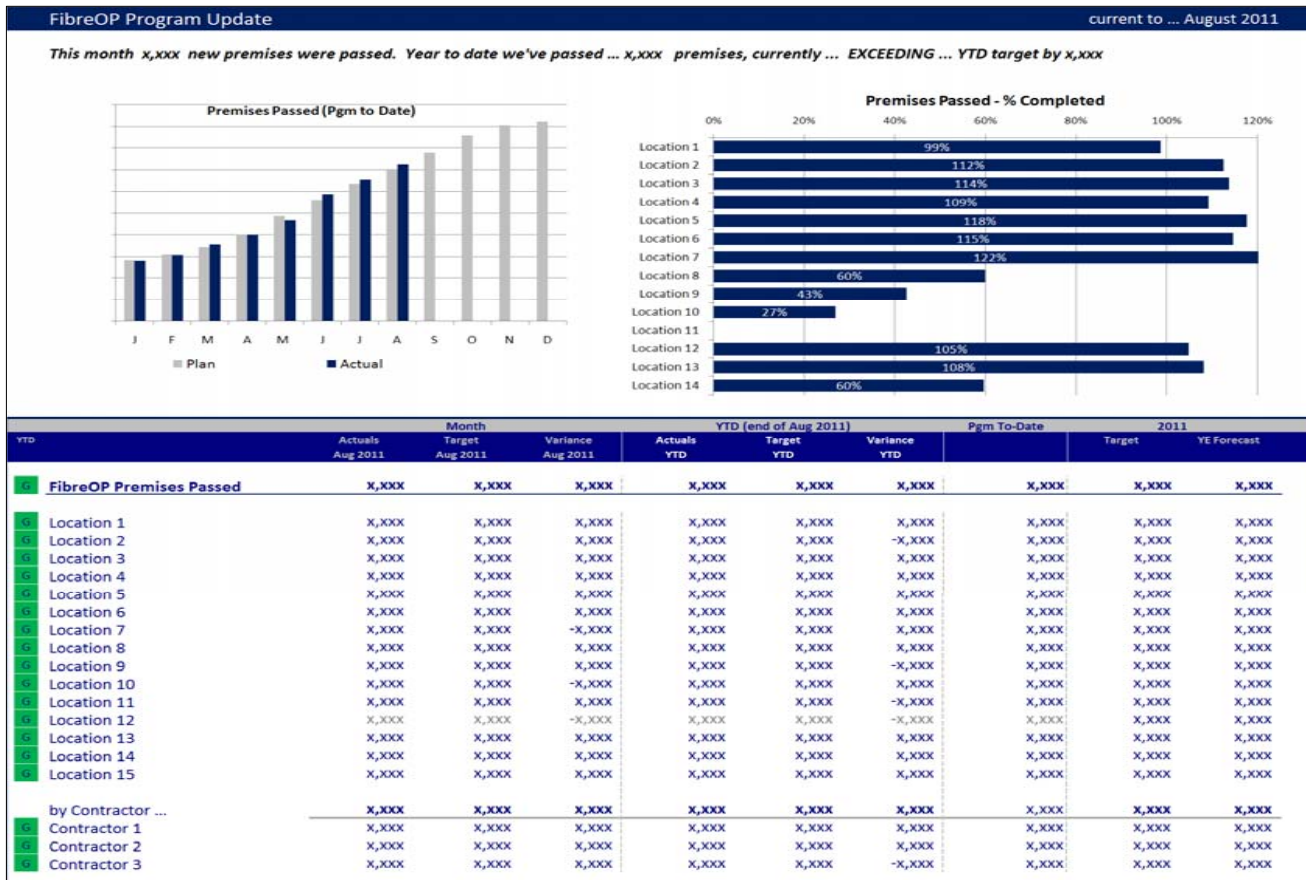
Performance Reporting

Close monitoring of key indicators will enable a successful deployment



Performance Reporting

Close monitoring of key indicators will enable a successful deployment



Project Status Report

Closely monitor and report status on all projects within your Program



Overall Project Health

Project Description							

Major Deliverables	2011						
	Jul	Aug	Sept	Oct	Nov	Dec	Jan
	████████████████████						
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Key Accomplishments last week

Planned Activity next week

Risks/Issues & Mitigation

Deployment Challenges

Timely decision making is needed to remove roadblocks during deployment

- Maintaining confidentiality within the organization (and externally)
- Scope change impacts to the critical path – IS/IT
- Changing responsibilities within Operational groups (pre-FTTH)
- Timing and accuracy of footprint data – FSA timing, civic addressing, pre-selling
- Introducing tools or new processes during the build – short term impacts but right decision for long term
- Making the transition from an incubator Operations model to expanded operational support



Continuous Improvement

Embed continuous improvement into your FTTH deployment



- Optimize opportunities with existing customers on copper/FTTN
- Shift the organization from copper to fibre – people, processes, tools
- Evolve the factory model to enable builds in smaller communities
- Measure operational performance and take action when necessary
- Refresh product road maps and service definitions
- Monitor and refresh Customer Experience



Thank You!



Please complete the evaluation



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