Case Study

Case Study : 99.9% Network Uptime Drive for Telecom Operators in North East and Assam Telecom Circles

GTL
INFRASTRUCTURE

GLOBAL Group Enterprise

Case Study

Company profile

GTL Infrastructure Ltd. (GTL Infra) is part of the Global Group that has a Revenue of USD 600 Mn. and Asset base of USD 2.5 Bn.

GTL Infra is a pioneer in the Shared Passive Telecom Infrastructure in India. It deploys, owns and manages telecom towers and communication structures that are shared by the Wireless Telecom Operators.

With a portfolio of about 28,000 Towers located across all the 22 Telecom Circles in India, GTL Infra has emerged as **India's largest independent and neutral Telecom Tower company.**
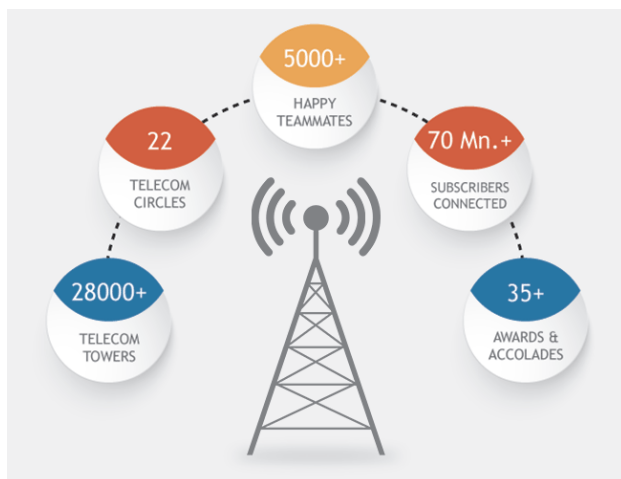
Business situation

GTL Infra enjoys long term business relationships with its Customers (Telecom Operators). During regular business interactions, our Operations Teams assessed the need to deliver maximum network uptime during the Operator's peak business hours of 6:00AM to 11:00PM.

Meeting such an expectation was a challenge as the Performance Indicators reduce the Measurement Matrix for Uptime from a base of 24 hours to 17 hours.

GTL Infra conceptualized and initiated a project titled "6-11 Uptime Drive" and selected North East and Assam Telecom Circles with a Goal to achieve Zero outages during the Operators' peak business hours.

Internal Branding and Campaign

Ground situation

Operationally Assam and North East are the toughest Telecom Circles in India to operate given their tough terrain and other socio political issues. Delivering maximum uptime during 6 AM to 11 PM would mean realignment of ongoing operations;

- Assessing and fixing Operational Gaps
- Remote Monitoring, Data Generation and Analytics
- Capex Infusion for strengthening the infrastructure

Case Study

Why Assam and North East Telecom Circles?

After careful evaluations of options, Telecom Circles of North East and Assam were selected with a Goal to achieve Zero Outages during 6AM – 11PM, as these Circles present higher operating challenges.

Success of the initiative in North East and Assam would enable GTL Infra create an Operating Model that can be replicated in other Telecom Circles. The learning acquired would augment our operational capabilities, demonstrate commitment to customers' success and boost the winning moral of our Operations Team at the Circles.

Our Approach

A special Task Force comprising of all the functional heads was formed to oversee and drive the project. The Circle Operations Teams along with the Command Center were aligned with the Task Force and Project Management was initiated.

Key Operational Gaps were identified, baseline performance with historic data was documented and strategy to reduce and close these gaps was devised.

Base line Performance Indicators prior to the launch of 6-11 Project

Circle	24 Hours Uptime	Uptime between 6AM – 11PM
Assam	96.0%	97.4%
North East	93.5%	94.5%

Project Launch

6-11 Project was launched on the 20th of December 2016, with a presentation to the Chief Technical Officers of Telecom Operators in the Circles.

Employee Engagement Program "CONNECT WITH LAST MILE" was initiated for Management to meet and understand the challenges faced by Technical Staff in the Circles.

Key Action Points were gathered and sub programs in the areas of Preventive Maintenance, Service Commitment, Safety, Integrity and Team Spirit were initiated.

Project Monitoring

6-11 Project Progress, Performance and Review is being monitored at multiple levels.

Performance Indicator	Frequency	Responsibility
Project Progress	Daily	Circle Office and Project Office
Uptime Trend & RCA	Daily	Cluster Team & Command Center
Uptime Trends, RCA & Improvements	Weekly	Special Task Force

Case Study

Benefits

The 6-11 initiative has resulted in considerable improvement in the overall network uptime in all the 7 Clusters of North East and Assam Circles.

9 out of 13 Clusters in North East and Assam Telecom Circles have shown on an average 4% improvement, with 3 Clusters of North East Circle touching the magic figure of 99.9% uptime by the end of the 50th day from launch.

6-11 is a renewed approach towards network hygiene and commitment from GTL Infra, a program of transformation leading to not just the uptime improvement from 6 AM to 11 PM but enabling the team to re-establish the confidence within our esteemed customers and improve on committed SLAs.

Ravikant Parvati,
National Network Head – GTL Infrastructure Ltd.