

The Telecom Expense Management (TEM) Industry Has to Change

Part 6: Building a Center of Excellence

Series Overview

AOTMP® is a 19-year-old company that has both vendor and business customers in the telecom, mobility, and IT management industry. We have been consultants and trusted advisors for all customers in the past. We have collected data from our database of over 100,000 emailable industry professionals. We know what works. We know what doesn't. Today, AOTMP® is an information services company supporting telecom, mobility, and IT professionals across the globe through training, certifications, association memberships, events & programs, best practices, publications, resources, and professional development.

We see the great relationships. We see the churn. We hear about the great buyers and the unreasonable buyers. We hear about the effective and the ineffective vendors. We see the buyers who will never have a successful TEM program until they change internally. We see the sellers who will say anything and go beyond reasonable ethics to get a deal. We hear the vendors who say they have never lost a customer, yet we can easily dispute it. We see the enterprise buyers who put 100% of the blame on their vendor, yet the greatest challenge is within their own organization. We see the many happy relationships and we see the many relationships that just exist because it's too painful to change. And we see the major investor wins along with huge investor losses in the tens of millions of dollars. We see it all.

As we watch many other industries become multi-billion-dollar industries, from the CRM industry to the bill payment industry to ITSM with ServiceNow growing to nearly \$6 billion in 20 years, the TEM segment of our telecom, mobility, and IT management industry just continues to struggle. That's concerning given the significant opportunities on both the buyer and seller side, which in turn drives the investor side. There are so many growth opportunities; however, they are offset by so many inhibitors. It all just says, as buyers and sellers, we just haven't yet figured out how to execute. There is no reason we can't work together and have billion-dollar telecom and mobility management vendors serving world-class telecom and mobility management Centers of Excellence, with both sides making a much more significant contribution to overall business results.

So, the question is how do we move the industry forward? How do we move to a new level? Or can we? If not, what happens to the industry? Does the waste and inefficiency just continue, and we live with it? Do we just continue to make marginal improvement? Do we continue in the very fast-moving hamster wheel we live in? After all, we do have a lot of great vendors and a lot of great buyer environments, but not enough to make an industry out of the huge opportunity sitting in front of our eyes.

Given the multi-billion-dollar industry opportunity, offset by the significant growth inhibitors, we had to do something. We had to start. It will be like moving a mountain, but for the good of the industry, we had to take the first step. We started with two articles, the first focused on [vendor recommendations for buyers](#) followed by [buyers' recommendations for vendors](#). Then, in July, we held our first Industry Solution Showcase where we re-imagined how buyers and sellers connect. It was a great success from both sides. Everyone is looking for something different.

Armed with all the insight and experience, and feedback from the first three initiatives, we decided to author this eight-part article series, not to just point out all the challenges, but to bring awareness to all the growth opportunities right in front of us if we can work together to affect change. It must start somewhere, and it starts with one vendor and one buyer, then two vendors and two buyers, and builds from there.

You can follow along with the eight-part series in our AOTMP® Insights publication. And you can be assured there will be more initiatives to follow. It doesn't stop here. Already in planning are initiatives at our annual AOTMP® Engage conference, potential webinars, and promoting Industry Value Challenge submissions we mention and receive throughout the Series. And there will be plenty more.

Given what we have seen in the industry over the years, along with what we see and hear today, we believe the greatest opportunities for growth for both the vendors and the businesses lie in five core areas. You will see this theme throughout the Series.

- **Improving the buy and sell process.** Agree to open and transparent communications throughout the process, regardless of the issue.
- **Developing stronger vendor - customer partnerships.** Problems are going to happen; commit to focusing on solutions, not penalizing each other.
- **Focusing on value beyond cost savings.** Help each other identify, quantify, and realize value beyond cost savings.
- **Building world class telecom and mobility management Centers of Excellence.** Work together to build environments that contribute to overall strategic business results.
- **Accelerating buyer and seller growth opportunities.** Help each other identify opportunities for growth in their respective businesses.

Articles in the series

Article Title	Publication Date
Part One: The Industry	September 2022
Part Two: Value Beyond Cost Savings	September 2022
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Part 6: Building a Center of Excellence

A Center of Excellence (CoE) is a group or team that collaborates and utilizes best practices around a specific focus area or business practice to drive business results. Telecom, mobility, and IT management becomes a CoE when two fundamental principles of business acceleration are adopted.

First, a singular mission is required. Alignment of technical, financial, and operational objectives within the telecom, mobility, and IT environment must be achieved to reach this goal. This means that telecom, mobility, and IT management practitioners will operate in harmony as a singular center of business excellence. By aligning these objectives, conflict between work groups can be minimized and execution on a single, business-focused telecom management strategy will prevail.

Second, telecom, mobility, and IT management strategy must explicitly address how the environment is utilized to drive bottom line business results. This is achieved through mining telecom, mobility, and IT environment transaction and usage data and then correlating it with business performance data. When this occurs, enterprises gain clear visibility into the business value of the telecom, mobility, and IT environment and the practice of managing it.

A telecom, mobility, and IT management CoE contains 11 components that are equally important to the success and influence of the CoE on business results.

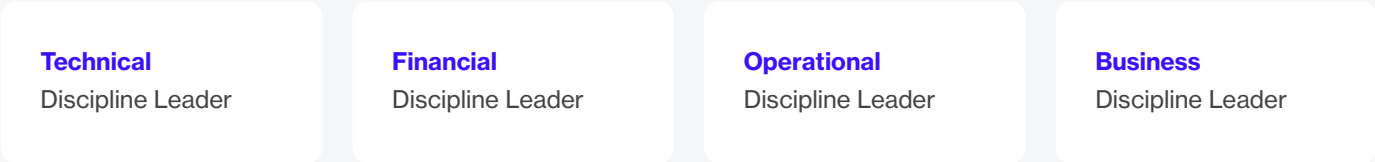
1. Leadership

Establishing a CoE starts with clear ownership. A practice leader responsible for defining success metrics, aligning initiatives with strategy, and guiding the CoE and team through successful execution is paramount. An executive sponsor and steering committee with representatives from various geographic regions, business units, and departments provides the CoE leader with well-rounded input required to establish comprehensive strategy.

2. Roles & Responsibilities

CoE discipline leaders are responsible for technical, financial, operational, and business practice competencies. They lead teams that adopt best practices and perform telecom, mobility, and IT management activities across 30 defined practice areas.

Center of Excellence Practice Leader



30 Core Practice Areas

- Asset Management
- Auditing
- Budgeting & Forecasting
- Business Analysis
- Change Control
- Contract Management
- Data Privacy
- Disaster Recovery
- Endpoint Management
- Exception Management
- Framework Alignment
- Governance
- Help Desk
- Invoice Processing
- License Management
- Network Design
- Order Management
- Performance Management
- Policy
- Portfolio Delivery
- Project Management
- Quality Control & Assurance
- Regulatory Compliance
- Reporting & Analytics
- Risk Management
- Security
- Service Management
- Sourcing & Procurement
- Strategy
- Vendor Management

Roles and responsibilities within each practice area cover all telecom, mobility, and IT management activities as defined by the [Efficiency First® Framework](#). Each role aligns with key activities and key performance points specific to each role. Depending on the size of the organization, one person may cover multiple roles or multiple people may cover a single role. Specific levels of role and responsibility definition provide for better alignment of individual performance management objectives and CoE results.

Across the CoE, individual roles include:

- Managers** → activity management
- Performers** → task execution of day-to-day activities
- Contributors** → provide input and support to task execution
- Beneficiaries** → business leaders who reap the benefit of activity and CoE execution

3. Policy

Policy documentation and policy management are critical functions in a CoE. Policy needs to be reviewed and updated frequently as business requirements and technology change. Refinement of policy attributes by geography and business unit synchronizes the intent of the policy against specific business objectives. The CoE is responsible for policy updates and organizational education to drive adoption.

4. Process & Workflow

A CoE is founded on the principle of continuous process improvement. Documented processes and workflows for the entire telecom, mobility, and IT management practice and the linkage of telecom, mobility, and IT management practices to the business are essential. Like policy, process and workflow need to be continually evaluated and optimized against business changes, technology or service changes, and general organization changes. A CoE takes the lead on driving optimization rather than waiting on changes that force a review.

5. New Technology & Services

A key attribute of an effective CoE is technology innovation that drives business results. A CoE actively seeks new services, new technologies, and new solutions in the market that can positively impact the overall efficiency of telecom, mobility, and IT management practices and the overall business.

6. Reporting

A CoE owns reporting and business analysis of data to determine actionable conclusions that can be gleaned from underlying data used to generate reports. Reporting is driven by business needs with a standard set of reports for each of the seven different stakeholder groups in the organization. Continuous evaluation of reports and the value delivered by reports to each of these stakeholder groups are critical:

Executives →

Corporate and organizational business leaders (e.g., CEO, CIO, CTO, COO).

Finance →

Financial leaders and workgroups (e.g., CFO, Treasurer, Controller, Accounts Payable, Financial Analyst).

Procurement →

Vendor sourcing and selection leaders (e.g., Vendor Management, Procurement Specialist, Legal).

Business Unit Leaders →

P&L owners, line of business owners, and department heads (e.g., Line of Business Department Heads).

Internal Customers →

All internal fixed and mobile telecom service users (e.g., Systems Users).

Network / Telecom / IT Management →

Leadership accountable for network management including fixed & mobile telecom environment strategy and performance (e.g., Vice Presidents, Directors, Senior Managers).

Network / Telecom / IT Operations →

Workgroups responsible for network and fixed & mobile telecom operations (e.g., Analysts, Specialists, Workgroup Team Leads).

7. Performance Measurements

Results underpin the value of a CoE. It is important that a CoE establishes and tracks key performance indicators (KPIs). Each KPI illustrates an area of excellence and identifies areas of opportunity for the CoE to exploit.

Key Performance Indicators (KPIs) – *Leading and trailing performance measures enable the CoE to diagnose performance challenges and identify opportunities across all aspects of telecom, mobility, and IT management practices. See recommended measurements from our Industry Growth Partners.*

8. Continuous Optimization

Continuous improvement of processes, workflow, and performance results are critical attributes of a telecom, mobility, and IT management CoE. Understanding the impact optimization creates for the overall performance of the environment is necessary. Optimization is a perpetual activity that drives out waste and increases technical, financial, and operational efficiency in a CoE. The Efficiency First® Framework defines 10 specific areas of optimization focus:

People →

Resource skills required to achieve peak performance and productivity.

Process →

Workflow and procedures that drive technical, financial, and operational efficiency.

Technology →

Business systems and software used in telecom, mobility, and IT management practices.

Services →

Telecom, mobility, and IT service offerings available to internal customers through the service catalog plus vendor offerings that comprise the network.

Assets →

Equipment and devices available to internal customers through the service catalog plus network infrastructure equipment and endpoints.

Licenses →

Software licenses available to internal customers through the service catalog plus network infrastructure licenses.

Vendors →

Service providers, professional services firms, consultants, carriers, operators, and suppliers of telecom, mobility, and IT goods and services to business customers.

Costs →

Total cost of ownership including asset, license, service, and delivery cost.

Contracts →

Agreements, amendments, and change orders guiding commercial business relationships.

Compliance →

Alignment of business rules and policy with business objectives.

9. Service Delivery Financial Models

Determining the financial model for telecom, mobility, and IT management service delivery is important and impacts the business in a number of ways. Models include:

- Straight charge back of service costs to business units (no loaded overhead)
- Charge back of service costs plus an administrative fee to fund service delivery
- Charge back plus R&D fee plus an administrative fee to fund technology innovation and service delivery

Each model has variations that should be considered based on business requirements. Whatever model is chosen, it should be managed by the CoE and continuously evaluated for improvement opportunities.

10. Strategy

It is important for the CoE to have a strategy that is evaluated annually and communicated with the organization. Strategic plans address technical, operational, and financial goals; continuous education across the business; user adoption; and business value recognition methods, just to name a few.

11. Business Alignment

The greatest impact a telecom, mobility, and IT management CoE can make is on the business itself. The CoE should commit to ongoing dialogue as to how the telecom, mobility, and IT management environment can contribute to the key objectives of the CEO and the CIO. The CoE can contribute to organization objectives, and the CoE should take the initiative to show how they can provide that value. This component can provide much more value to the organization than anything else and can drive additional investment in the CoE to further its value.

See more in our eBook to be published in January 2023, and in the CEO & CIO Blueprint for Extracting More Business Value from Telecom, Mobility & IT Management, also due to publish in 2023.

Summary

A telecom, mobility, and IT management CoE is more than a collection of activities – it's a structure, a philosophy, and a business value accelerator. By adopting CoE principles and practices, technical, financial, and operational efficiency will be optimized, and the CoE will extend its value beyond the telecom, mobility, and IT management environment into the business by increasing business impact that delivers bottom line business results.



Continue reading the article with the thoughts and commitments of the Industry Growth Partners on the following pages. Industry Growth Partners include both the buy side (business customers) and sell side (industry vendors).



The following organizations are committed to industry growth by “moving the needle” in one or more of the following areas. You will see their stated thoughts and commitments below and throughout the article series. Click on any logo to view their web site. They are committed to:

- **Improving the buy and sell process.**
Agree to open and transparent communications throughout the process, regardless of the issue.
- **Developing stronger vendor - customer partnerships.**
Problems are going to happen; commit to focusing on solutions, not penalizing each other.
- **Focusing on creating or realizing value beyond cost savings.**
Help each other identify, quantify, and realize value beyond cost savings.
- **Building world class telecom and mobility management Centers of Excellence.**
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Sakon is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Sakon to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

- 1. It's always about the 3 Ps, People, Process, and Platform. What Sakon brings to the table is all three: expertise through our people, consistency through our processes and automation through our platform.*
- 2. Sakon also has a unique end-to-end lifecycle approach with our Telecom Expense and Mobility Management capabilities. Our customers need the entire gamut of services in a one stop shop. Sakon provides just that from quoting, to ordering, to tracking, to allocating, and finally to paying for the services, and all these steps are managed from and documented right in our platform for visibility and easy spend control.*
- 3. Cost allocation within a company, government agency, or by corporate entity can be very challenging. Sakon can provide chargeback and rebilling of services or different allocations of spend based on defined requirements allowing our customers to buy in bulk and take advantage of volume discounts, while still being able to partition and allocate the costs under protected views for each group.*
- 4. With Sakon's single pane of glass visibility and reporting capability of all ordering, inventory, contract tracking, payment, and vendor spend, we make budget planning, approval of spend, and vendor negotiations as easy as a few clicks on our system.*
- 5. Sakon is a natural fit for an IT Management Center of Excellence because we provide our customers with the tools and the data they need to make informed decisions!*

- Em Bolohan, VP Strategic Account Management

em.bolohan@sakon.com | www.sakon.com

G2, Inc. is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked G2 Inc. to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

- 1. Service Delivery Financial Model – Without a doubt, the most important aspect of G2’s service is ensuring that our clients have the absolute best pricing for their telecom services and unique business needs. It is also necessary for any consultant to conduct the savings audit and ROI validation to ensure the client is gaining the full benefit of the engagement.*
- 2. Strategy – Prior to commencing any contract negotiation, we work with our clients to ensure they have a forward-looking strategy that not only addresses immediate goals/objectives, but also protects and ensures flexibility for whatever the future state of their business may look like.*
- 3. Reporting & Analysis – The inventories and baseline analytics that G2 creates as a by-product of a negotiation event, are the most detailed and accurate inventories available. They are derived directly from the carrier raw billing data and allow us to not only prepare for the negotiations but also conduct the Rate Implementation Audit once the negotiations have been finalized. As a result, we often uncover services/spend our clients did not even realize they were paying for. In addition, these inventories are provided to the clients at the completion of negotiations to reflect the end-state and new pricing. Providing clients all details and insights needed to continue to accurately report and analyze their entire compliment of carrier services moving forward.*
- 4. Documented Processes & Workflows – By single-focusing our business for over 22 years, we have developed and continually perfect the art of telecom contract negotiations. The efficiency in our process and methodology ensures no savings is left on the table, and lost opportunity cost is minimized by finalizing carrier negotiations in the most efficient timeline, getting to the savings sooner. Being former carrier negotiators and special pricing strategists, allows us to know first-hand their strategies and how to efficiently navigate their decision-making process.*

- Justin Fuller, CEO

jfuller@g2inc.com | 910-475-8115 | www.g2inc.com



Motus is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Motus to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *Motus delivers end-to-end visibility with its single source solution- capturing the complete asset life cycle without a disparate system.*
2. *Customers rely on our roster of mobility program experts to help them achieve consistent alignment to business goals.*
3. *A key component of our service delivery model is our complete in-house logistics capability- including all the means for customers to not only deploy tools to the field but also recover, redeploy and recycle those assets.*

- Mitch Black, Executive Vice President - Device Solutions

Info@motus.com | 888-312-0788 | <https://www.motus.com>



Lightyear is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Lightyear to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *Process and workflow documentation and automation. Lightyear's software templatises your circuit configurations for RFPs, consolidates carrier agreements and MSAs, automates workflows such as renewal rebidding or issue ticketing, and much more behind a single, vendor-agnostic pane of glass so that your telecom team can focus on strategic decision making rather than tedious process.*
2. *Reporting and analysis. Lightyear acts as the “system of record” for your network, tracking every nuanced detail of your service inventory (configuration, account IDs, costs, IP space, contact info, service changes, etc.), allowing you to create custom visualizations and reports around any facet of your network.*
3. *Continuous optimization. Lightyear will automatically re-bid services that come up for renewal prior to your contract's notice period so that you can continuously optimize your cost or service profile over time with limited effort.*

- Dennis Thankachan, CEO

dennis@lightyear.ai | 214-717-9518 | Lightyear.ai



CloudAdmin



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We asked CloudAdmin to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *Fully automated onboarding process that takes 5 minutes or less and is delivering value in 36 hours. No painful integration.*
2. *Leveraging CloudAdmin's analytics to track every single dollar of cost optimization Insights, showing where money is being spent on technology across the enterprise.*
3. *Leveraging CloudAdmin's workload optimization capabilities, based upon workload type and sensitivity for public and private clouds.*
4. *CloudAdmin Analytics leveraged as a Source of Truth by TEMs on behalf of customers for Telecom expense management.*
5. *CloudAdmin Analytics bought and leveraged through TEMs and which provides more value.*

- David Shepard, EVP Sales & Marketing

dave@cloudadmin.io | www.cloudadmin.io

Calero-MDSL is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Calero-MDSL to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *Consolidation and Optimization: Simplifying processes and workflows from onboarding and implementation to everyday support in a single solution that provides visibility and continuous optimization across all technology spend.*
2. *Critical Insights: Surfacing action-oriented data in an intuitive, configurable Power BI dashboard that enables efficiencies across multiple touchpoints, including invoice lifecycle, inventory, audit, provisioning and mobility, empowering customers to optimize their technology expense management programs and driving customer value.*
3. *Continuity: Providing true partnership, offering a defined team with clear roles and responsibilities from day one, delivering end-to-end consistency from implementation forward to deliver strategic thinking and results that exceed business goals.*

- Patrick Mulvehill, Executive Vice President of Operations

Claire.McAuliffe@calero.com | www.caleromds.com

Valmont Industries, Inc. is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Valmont to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *Scope: Bring a real-world perspective for multi-national, multi-vendor, multi-platform management.*
2. *Execution: Provide examples of standards and processes used to manage our matrix environment.*
3. *Tracking: Show how Telephony Expense Management is critical to properly maintain inventory, agreements, invoicing, and monitor usage/consumption.*
4. *Strategy/Direction: Show fiscal, business, and technology strategy in work from legacy TDM to UCaaS communication services and products.*
5. *Performance: Demonstrate performance monitoring, reporting, and how tools are engaged for continuous improvement (optimization).*

- **Glenn Leatherwood, IT Manager**

Glenn.Leatherwood@valmont.com | +1.402.359.6960 | www.valmont.com



Asignet is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Asignet to provide three to five of the greatest contributions they can make to a Telecom, Mobility, and IT Management Center of Excellence. Here is what they had to say.

1. *With the first in the industry Operational RPA, Asignet has the ability to contribute to several if not all of the 11 components.*
2. *Asignet 100% utilizes Low Code as a platform allowing the IT Expense Management Center of Excellence process to be streamlined, increase overall efficiencies and cost savings.*
3. *Asignet's International Capability is a game-changer for the industry. Our advanced technology can translate invoices to all languages and all currencies around the world. This capability provides global organizations' a holistic view of their IT expense Management practices.*

- Jason Koenigsberg, EVP Sales and Marketing

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Thanks for reading Part 6 of The TEM Industry has to Change

Don't miss the remaining articles in this 8-part series.

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Part 7: Message to Buyers

- AOTMP®'s top five recommendations to buyers.
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Part 8: Message to Sellers

- AOTMP®'s top five recommendations to sellers.
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Watch for future initiatives related to this series from AOTMP®

- **A New eBook: The CEO & CIO Blueprint for Extracting More Business Value from Telecom, Mobility & IT Management in 2023.** *Expected Publication - January 2023*
- **Building a Business Case Series – Helping organizations make informed decisions with greater confidence for solutions that support more than 25 telecom, mobility, and IT management work streams.**
- **Best Practice Series - Telecom, Mobility & IT Management Best Practices in 2023: Principles, Actions & Results.** *A 25 plus book collection of best practices with peer use cases and recommendations that address more than 25 essential telecom, mobility, and IT management work streams.*

AOTMP® is a global organization, empowering professionals in the dynamic \$4+ trillion telecom, mobility, and IT management industry. AOTMP® delivers value through training, certifications, association memberships, events & programs, best practices, publications, resources, and professional development. Learn more at www.aotmp.com.

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So, the question is how do we move the industry forward? How do we move to a new level? Or can we? If not, what happens to the industry? Does the waste and inefficiency just continue, and we live with it? Do we just continue to make marginal improvement? Do we continue in the very fast-moving hamster wheel we live in? After all, we do have a lot of great vendors and a lot of great buyer environments, but not enough to make an industry out of the huge opportunity sitting in front of our eyes.

Given the multi-billion-dollar industry opportunity, offset by the significant growth inhibitors, we had to do something. We had to start. It will be like moving a mountain, but for the good of the industry, we had to take the first step. We started with two articles, the first focused on [vendor recommendations for buyers](#) followed by [buyers' recommendations for vendors](#). Then, in July, we held our first Industry Solution Showcase where we re-imagined how buyers and sellers connect. Now we are going to take it a step further and explore the industry, the challenges, and the opportunities, all in an eight-part series to be published in [AOTMP® Insights](#).



Tim Lybrook
Chief Executive Officer, AOTMP®



Timothy C. Colwell
Executive Vice President, AOTMP®

Get Involved & Support Industry Growth



Can your business or vendor organization contribute towards industry growth by “moving the needle” in one or more of the following areas?

Improving the buy and sell process

Agree to open and transparent communications throughout the process, regardless of the issue.

Developing stronger vendor - customer partnerships

Problems are going to happen; commit to focusing on solutions, not penalizing each other.

Focus on creating or realizing value beyond cost savings

Help each other identify, quantify, and realize value beyond cost savings.

Building world class telecom and mobility management Centers of Excellence

Work together to build environments that contribute to overall strategic business results.

Accelerating buyer and seller growth opportunities

Help each other identify opportunities for growth in their respective business.

If so, show your commitment to your internal and external stakeholders, and to the industry, by becoming an AOTMP® Industry Growth Partner

Recognition as an AOTMP® Industry Growth Partner

- Be listed and promoted as an AOTMP® Industry Growth Partner of the entire series - the overview document and 8 publications – from the point of your involvement and going forward.
- Each AOTMP® Industry Growth Partner will be recognized as such on stage at the AOTMP® Engage 2023 conference awards and recognition luncheon on May 3, 2023.

Receive a digital credential to display on your web site, in marketing materials or as appropriate

AOTMP® Industry Growth Partner designation.

Article Contributions

- Provide comment in the form of two bullets on each go-forward article topic to be included in a page dedicated to your organization.
- Provide your company “commitment” in the form of a quote for each go-forward article.

Article Recognition

Your logo and link to your web site will be included on each go-forward article.

Distribution Copy

Receive a copy to the final PDF and a link to the online article in AOTMP® Insights to use in your marketing and promotional efforts. Both include your logo linked to your web site. The distribution PDF and article link will include all growth partners.

Promotion

- The Series, including the Overview and all articles, will be promoted in AOTMP® Insights, which is distributed to more than 80,000 industry professionals through a weekly digest and monthly emails. It will also be promoted on social media and in numerous email campaigns.
- The Series is expected to be released over five months and will remain on the AOTMP® Insights web site and in the AOTMP® Member Community through the end of 2023.
- Each publication will have links back to the previously published series articles and the overview.

For more information or to get involved contact your AOTMP® representative or email info@aotmp.com