



Enabling Operational Integration on a Global Scale

ciena

OVERVIEW

Once one of the largest multinational telecommunications and data networking equipment manufacturers in the world, Nortel Networks ceased operations in 2009 and sold its optical networking and carrier Ethernet business to Ciena in 2010. The acquisition virtually doubled Ciena's size overnight, bringing with it top notch talent and numerous established vendor relationships. It also brought a myriad of challenges inherent in integrating Nortel's business into Ciena's portfolio without impacting existing customers.

At the time of the acquisition, OnProcess Technology was providing small scale asset recovery services for Ciena but was one of Nortel's most trusted vendors, supporting its portfolio across several lines of business. Nortel had increasingly entrusted OnProcess with additional operational responsibilities, giving them an expansive view into Nortel's processes, procedures and systems.

While Ciena traditionally had maintained most business operations in-house, it quickly became clear that the most efficient way to transition the newly acquired business into Ciena's portfolio was to leverage a partnership that could provide deep knowledge and insight into Nortel's operations. Bruce Torre, Ciena's Senior Director of Global Logistics and Service Operations, found OnProcess to be that trusted partner.

"I had over 60 vendors doing work for us, but I chose OnProcess to take the lead based on them being nimble, eager to tackle new areas of responsibility and having the ability to scale quickly. We had no time to plan, so the situation was essentially an emergency. OnProcess was able to take on significant new business in short order and immediately add value."

THE ONPROCESS APPROACH

Leveraging its experience in asset recovery for both companies, as well as schedule and dispatch for Nortel, OnProcess consolidated these functions and integrated the Nortel product line into Ciena's existing portfolio while simultaneously transitioning over all IT systems – all without losing visibility or negatively impacting customers.

Concurrently, OnProcess migrated Nortel's European call center volume and order management function into its North American operation, accounting for 80 percent of total Ciena transaction volume immediately following the acquisition.

Post integration, Ciena further expanded the scope of work handled by OnProcess to include 24x7 dispatch for North America and EMEA, including parts, labor, return for repair, welcome call pre-technical support, asset recovery and inventory control. According to Torre, "The fact that OnProcess was resilient enough to be able to take on that volume and scope of work and execute flawlessly in such a short timeframe was clear validation of our decision."



The most recent project being pursued by Ciena and OnProcess is the integration of the OnProcess D360 logistics platform with Ciena's worldwide 3PL provider. The project went live in spring 2014, and for Torre significant future value will come as D360 enables a variable cost transaction-based pricing model. In addition, D360 will enable calls to be normalized, driving greater levels of customer satisfaction while reducing the need for technicians to be trained in multiple specific areas.

THE ONPROCESS IMPACT

The depth of understanding and insight that OnProcess brought to Nortel's business, coupled with its partnership with Ciena, enabled a successful and scalable integration of the companies and continues to result in the awarding of new initiatives to OnProcess. According to Torre and his staff, the value derived from the company's relationship with OnProcess includes:

- **Seamless integration.** With no learning curve, OnProcess maintained consistent customer service levels throughout the transition. The only change to the customer was the company name.
- **Knowledge transfer.** OnProcess was able to educate Ciena's staff on how processes worked at Nortel between systems and product lines, reducing transition time.
- **Scale and scope.** Through its partnership with OnProcess, Ciena was able to integrate the Nortel portfolio into its business, scale rapidly and create flexibility in its processes and systems in year one.
- **Vendor consolidation.** OnProcess worked with Ciena to accomplish its initiative to consolidate and reduce the number of vendors to one per line of business.
- **Technology.** The D360 system allows Ciena to determine which vendors are best in specific geographies and dispatch orders via EDI, reducing transaction time and processing errors due to manual data entry. OnProcess facilitates vendor changes behind the scenes, freeing up client resources for higher value tasks.
- **Cost reduction.** OnProcess understood Ciena's intent to lower costs year over year and presented a three-year plan in accordance with strategic and financial goals. With the initial phases of infrastructure optimization and D360 implementation now complete, OnProcess is on track to reduce fixed costs and transition to a transaction-based cost structure.
- **Accessibility.** OnProcess staff is available and accessible at every level, from the CEO to the call center. According to Torre, there's tremendous power and comfort in being able to pick up the phone and directly connect with any member of the OnProcess executive team.

Torre sums up OnProcess's value to Ciena, **"Their performance has been nothing short of excellent. They care about my business like I care about it, always asking how they can help. They enable us to deliver the customer experience that we've always strived to achieve, and they're genuinely concerned with our growth, efficiencies and capabilities. They're a cohesive part of our operation that I couldn't imagine ever being without."**

OnProcess Technology drives efficiency, profitability and scale in complex, global service supply chain operations through process expertise, advanced analytics and passion for customer experience.

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