AT&T Network Transformation Services: Governance

To best meet our customers' needs, we've built governance policies as foundational components of AT&T Network Transformation Services capabilities.

> "Governance" specifies this set of policies and processes designed to create and maintain a successful working relationship between AT&T Business and you, our customer.

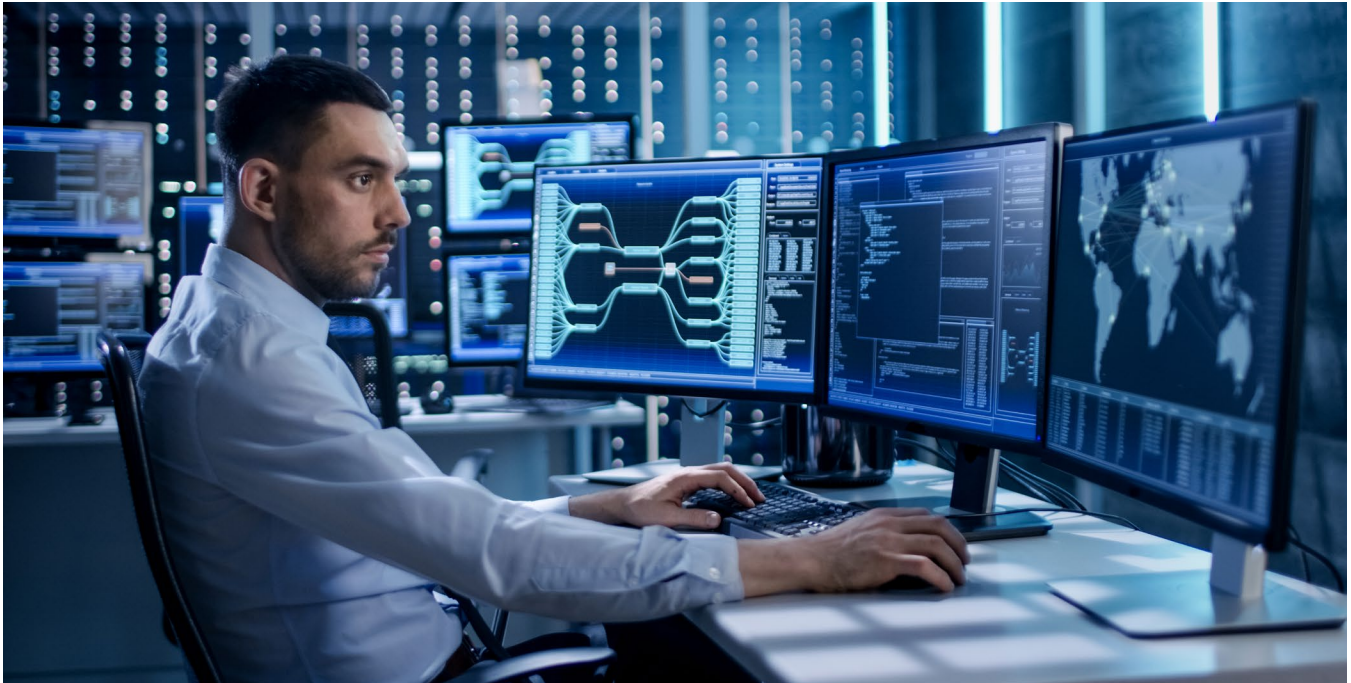## What is AT&T Network Transformation Services?

AT&T Network Transformation Services is a holistic set of lifecycle management services that integrate an enterprise's overall compute and network infrastructure (cloud, mobility, etc.). Transformation Services involves consulting, professional services, and tight teaming between the customer and AT&T Business, aimed to meet specific business goals through the strategic use of IT and communications networks. The combined team maps out detailed business goals and service requirements, executes on them, and then continually reviews and adjusts them as needed when conditions shift.

In the context of Network Transformation Services, "governance" describes the management and oversight of this integral working relationship. Governance includes regular evaluations on how well we at AT&T Business are helping meet your IT and business goals.

Comparison with traditional governance

This definition is similar in spirit to traditional uses of governance, which when generally applied to business refers to a set of rules and policies under which companies operate. Traditional governance policies are in place for many reasons: to mitigate conflicts of interest between stakeholders; to comply with industry-specific government regulations (often pertaining to privacy and security); to track and audit business processes; and to assign and enforce accountability, for example. In short, the more general application of governance is to align with business policies.

When applied specifically to Network Transformation Services, governance has similar goals, particularly as they pertain to accountability. However, the goals are more focused on the working relationship than on any outside requirements.

Network Transformation Services governance rules specify, for example, how the AT&T Business responsibilities will be integrated into your existing business processes and structure. They also lay out how the unified team will work collectively to bring ideas to the table, measure results, and modify processes as required.

Regular benchmarking

Network Transformation Services governance also defines a process and frequency for examining how well we are delivering and executing against agreed -upon service levels that have been spelled out in the Network Transformation Services contract. This includes measuring the value that AT&T Business brings to the table in terms of improvements in network availability, performance, response time, and other metrics, as well as the degree to which we are contributing to overall business success.

If measurements don't meet expectations, changes might be required to address business goals, new technologies, and industry influences among other reasons. The frequent monitoring of goals, execution alignment, and dynamic follow- through are all part of our Network Transformation Services governance protocol.
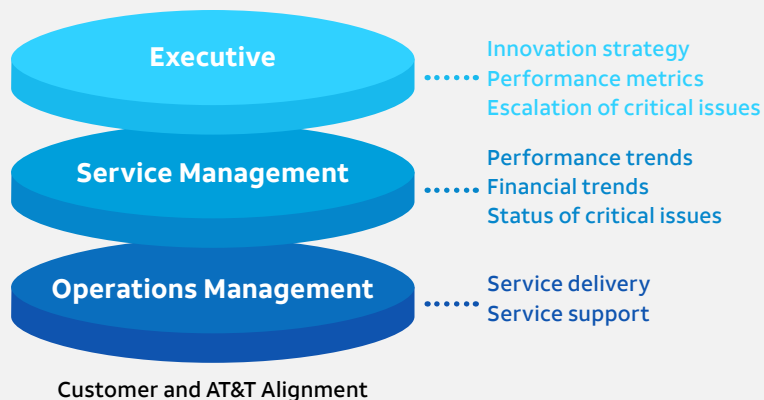
We make necessary modifications to our services, processes, and overall relationship to keep the business closely on course.

Relationship management

Our Network Transformation Services governance applies from operations up through management and to executive levels. We have a lifecycle management team led by a service director who works with you, our customer, and coordinates with the AT&T Business operational and sales account team to establish governance policies.

Let's look at a few details as to how this relationship works on the next page.

Governance structure

Executive
- - - - - Innovation strategy
Performance metrics
Escalation of critical issues

Service Management
- - - - - Performance trends
Financial trends
Status of critical issues

Operations Management
- - - - - Service delivery
Service support

Customer and AT&T Alignment

Best practices
- Continuous auditing
- Continuous improvement
- Performance capacity services
- Quality management

Focus on business improvement
- Cost efficiencies
- Increased productivity
- Standardization
- Best of breed services

At the operational level

In a Network Transformation Services arrangement, we work closely with your IT staff. As such, AT&T Business expects to participate in regular operational meetings that the business conducts, including routine daily outage calls (for example), and can attend regular IT meetings to discuss issues such as:

- How quickly any service outages were restored
- New projects on the horizon
- Requirements for moves, adds, and changes

At the management level

The AT&T Network Transformation Services group also engages in enterprise planning and discussions that are at more strategic levels than reviews of daily operations metrics. We participate in discussions about the satisfaction levels of our customers – both internal and external – and their perceptions, for example. Status of critical issues are discussed, as well as financial trends and business cases for specific projects.

At the executive level

At the executive level, governance often involves engaging the CIO to make collective decisions, offer guidance, provide a more holistic lifecycle plan.

Topics can include:

- How well the overall Network Transformation Services relationship is working

- Where your business wants to go, and how we can help get you there

- What IT is being asked to do

- How we should work with your company to evolve service deployment

- Innovation strategies. Innovation continues to be of primary importance to include as part of ongoing governance.

We are here for you!

Our Network Transformation Services governance works to manage the many aspects of a joint AT&T Business/customer relationship in ways that enable the delivery of an infrastructure and service set that are flexible, dynamic, and aligned with your business goals in measurable ways.

We're ready to help your business do more. For more information, visit business.att.com/products/network -transformation-services.html