

LEVERAGING IT TO CREATE OPERATIONAL EFFICIENCIES AND DRIVE BUSINESS VALUE

By focusing on the ‘underlying factory,’ Global Crossing’s Information Technology function has helped it become a more agile and customer-focused company that is directly aligned to our customer needs. We have a very clean infrastructure now and have spent a lot of time consolidating applications and we’ve gained efficiencies internally that we can share externally with our customers.

Everything we’ve done as an IT and security function is to line up behind our vision to be the recognized leader in next generation communications building off our global IP network, and our mission to grow our business using our direct and indirect strategy. We have a very clean infrastructure now and have spent a lot of time consolidating applications and we’ve gained efficiencies internally that we can share externally with our customers.

Global Crossing has progressed from a legacy IT environment, or what I would describe as a “spaghetti platform” of disparate systems, to a converged offer platform to support the delivery of next-generation services, which are real-time in nature and transaction-oriented. These next-generation services include Real-time Transactional Services, such as advanced multimedia and on-demand services, and Intelligent Service Capability, which provides a window into network intelligence for application-centric service creation. Service Customization and Management allow users to set up their own profiles and do self-provisioning. Ecosystems and federations will become increasingly important as they represent a “sticky” connection with the business systems of our customers.

Global Crossing’s Intelligent Front Office (IFO) is one example of how the company’s open ecosystem and foundation help deliver pertinent information out to our sales force and customers. The company’s industry-leading, collaborative service platform anchors our automated factory for next-generation services delivery, empowering customers and partners to manage their network resources through the direct, automated interaction of their proprietary systems with Global Crossing’s. We’ve got to continue to focus on customer needs, focus on our TSSC (Technology, Security, Support and Control) model, and if we do those things effectively, we will grow that revenue, which will drive good financial results.

We have to grow our revenue lines, provide new services and add value. By focusing on the needs of the “underlying factory,” our IT function has helped Global Crossing become an agile and customer-focused company that is directly aligned to our customer needs. My team has directly participated in companywide initiatives to reduce costs and put the company on a path to support our EBITDA- and cash flow-positive objectives.

The active partnership between IT and other corporate functions has enhanced operational efficiencies, produced business value, and achieved tangible results. Our IT systems have been consolidated by almost half since 2001, while our best-in-class core system availability has improved. We’ve also seen a spike in the use of uCommand®, a portal technology as customers increasingly migrate to an automated service platform.

About the author: Dan Wagner was named Chief Information Officer in March 2002. Mr. Wagner oversees Global Crossing’s global information technology function, including operations, telecommunications, development, security, and technology integration. Most recently, Mr. Wagner served as Senior Vice President of our global Real Estate and Vendor Management functions where he led an aggressive plan to restructure Global Crossing’s cost models, yielding a much stronger recurring business model.