Scorecard
Systems Inc.

Data Confidence: *the New Frontier*

Frontier Communications needed a way to define and manage the multiple versions of subscriber reports that were being produced as a result recent mergers and acquisitions. Scorecard Systems helped Frontier reach agreement on standard metric definitions and put a system in place to manage business rules consistently, regardless of Frontier's source data system or reporting region.

frontier®
Welcome to the New Frontier

Frontier Communications Corporation (NYSE: FTR) is one of the nation's largest rural local exchange companies, and provides telephone, television, and Internet services, including wireless Internet data access to customers in 24 states.

Business Challenges

- Managing multiple systems after major mergers or acquisitions
- Agreement on common data definitions and business rules
- Creating a single view of customer metrics
- Producing timely and accurate reports

Business Value

- Agreement and use of industry standard metrics
- Consistent and accurate data
- Daily reporting allows faster response
- Scalable solution to grow with the business
- Documented rules and definitions
- Confidence to focus on business instead of data

Frontier, formerly known as Citizens Communications Company, has made acquisitions over the years that expanded its footprint and strengthened its position as a leading full-service communications provider in rural markets. In 2007, Frontier completed the acquisition of Commonwealth Telephone Enterprises, Inc. and Global Valley Networks, Inc. and GVN Services.

Following major acquisitions made in 2000 and 2001, Frontier's IT team wanted a better way to define and manage the multiple versions of subscriber reports resulting from these mergers and acquisitions. Specifically, the company sought a vendor with the skills to rapidly merge reporting systems and create a set of commonly defined metrics that followed industry standards.

Frontier's IT team tasked Scorecard Systems with putting in place standard metric definitions and a system to manage business rules consistently,

regardless of the source data system or reporting region.

"The project was phased because of the complexities resulting from the mergers and acquisitions," says Scott DeLap, Director of Financial Systems & Reporting for Frontier. "The goal of the first phase was to reach common agreement across the company on data definitions and business rules, including the creation of business rules to address which types of activities were counted and which were screened out."

Scorecard facilitated a workshop that helped Frontier's regional reporting teams agree upon metric definitions and worked with the IT team and billing system vendors to design the staging tables for the customer data. Together, the teams went through an extensive reconciliation and validation process to ensure the data extracts accurately reflected what was in the billing systems.

When satisfied the extracts were correct, the Scorecard team created a process to bring the data through Scorecard's Subscriber Analysis Application (SAA). SAA applies complex algorithms that match and organize billing system data to ensure accurate activity and customer metrics. SAA improves data quality by dealing with a number of billing system scenarios including future and past dated transactions and disparate transactions that create false churn.

As data began to flow through SAA, Scorecard performed additional validation routines to confirm 100% accuracy and reviewed the output at both summary and detailed levels to ensure that the data was consistent. Scorecard then implemented a weekly true-up process that took a full snapshot of the billing system and compared it to the subscriber state in SAA to make sure the metrics remained in alignment.
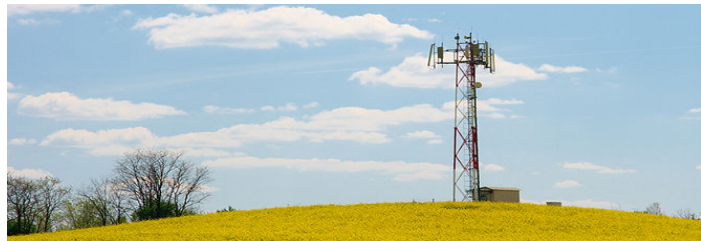
> *"Today, our numbers are only valid if they have come through Scorecard's Subscriber Analysis Application, and our users and execs support that."*
> SCOTT DELAP, DIRECTOR OF BI

Scorecard then integrated SAA into Frontier's reporting environment where it is now a key component of the company's enterprise data warehouse. Frontier uses Hyperion Essbase cubes and Brio Query to access the data, since each draws data through SAA in the data warehouse, Frontier's users are guaranteed the reports will reconcile, no matter what reporting method is used.

Before Scorecard, it was often challenging for Frontier to measure the performance of product launches and promotions in a timely fashion. Scorecard has helped Frontier to consolidate metrics from 17 different regional reporting systems into one common number, enabling it to respond quickly to product and market trends.

DeLap appreciates the technical aspects of SAA, finding the product to be robust with excellent performance, intuitive error-reporting, and auto-correction features. Being database agnostic, SAA easily moved to a new reporting environment when Frontier upgraded.

"Today, our position is that numbers are only valid if they have come through Scorecard's Subscriber Analysis Application, and our users and executives support that," says DeLap. "More than 500 users of the data warehouse rely on accurate metrics produced by this solution."

DeLap's advice for those looking to improve their subscriber reporting? "First, never underestimate the effort it will take to define your products and rules. Second, getting the numbers right is a joint effort between operations and IT, so leave ample time for user acceptance testing." This was so important to the project that Frontier had a dedicated resource to educate end users.

Frontier further enhanced the speed of the SAA by making it a core element of the move to a Teradata data warehouse in 2008. Frontier has also now expanded the reporting view to include pending sales and churn activity in addition to posted orders, allowing the company to have a complete picture of the business. In the New Frontier, all of the company's data will ultimately be managed by Scorecard's solutions.

Hyperion Essbase and Brio Query are registered trademarks of Oracle Corporation

About Scorecard Systems

Scorecard Systems is the leader in reporting and analysis solutions for telecommunications companies, and has been helping telecom companies produce accurate subscriber metrics since 1996. Scorecard supports landline and wireless carriers, cable, satellite, broadband, and internet providers around the globe.