Optiva

ALL-IN-ONE BROCHURE

Optiva

SIMPLIFY. UNIFY. MONETIZE.

POWERING THE INNOVATORS

Optiva is a leading cloud-native billing, charging, and partner monetization software provider. Our products are available as SaaS solutions and deployable on private and public clouds, including a strategic partnership with Google Cloud. Optiva powers telecom operators and new market entrants, including device manufacturers, MVNOs, MVNEs, and more, spanning over 50 countries.

OPTIVA SOLUTIONS INCLUDE:

Optiva BSS Platform™

A best-in-suite solution built for MNO, MVNE, and MVNO business operations, integrated into a convergent platform with modules, including billing, campaign and order management, product catalog, provisioning, settlement, and more.

Optiva Charging Engine™

A best-of-breed convergent charging and billing solution for any type of service (e.g., mobile, fixed line, OTT, BB, IoT, 5G) with modules, including charging and rating, policy control, payment management, and service control.

Optiva Partner Monetization™

A platform-as-service (PaaS) cloud-native offering for telcos to extend multiple partner-driven, value-added bundled services to B2C, B2B, and B2B2X customers. The platform handles onboarding, bundling, partner fulfillment, taxation, and settlement.

Optiva MNVO Hubs™

A unified and multi-tenant BSS-as-a-service for MVNO/Es, leveraging Optiva BSS Platform hosted on Google Cloud infrastructure. Optiva MVNO Hubs support integration with payment gateways, taxation services, and a range of value-added services and can be migrated to a customer's own Google infrastructure.

WHAT MAKES OPTIVA DIFFERENT?

- Fully integrated and digitally optimized solutions built for speed, agility, and improved customer experience.
- Cloud-native architecture on public and private clouds.
- AI-driven automated operations reduced testing time enabled by 4K+ test cases, golden disk, and more.
- Integrated out-of-the-box templates, enabling faster rollout of new propositions in hours.
- Strategic partnerships with Google Cloud, Microsoft Azure, Red Hat, and VMware, including the availability of Optiva BSS Platform and Optiva Charging Engine on Google Cloud Marketplace, allowing customers to leverage committed contract spend.
- SaaS to control costs plus managed services as needed.

100% **Digital customer experience**

3 MONTHS **To launch new telco operations**

360° **Customer lifecycle management**

Just hours to roll out a new proposition

BSS IN A BOX AS A FULL SAAS

Infrastructure
- Pay as you go
- Available on Google Cloud markeplace
- Scalability and flexibility
- Low TCO

Software
- Always updated no end-of-life software
- Out-of-the-box functionalities
- Multi-tenant
- Future ready (AI, blockchain, etc.)

Managed Services
- 24/7 support
- Automation enabled
- Monitoring, alarm and fault management
- Business configration support

Connectivity
- Pre-integrated to MNO* network
- Well-defined deployment process
- Faster time to market

*(in selected geographies)**

Exclusive benefits for telcos with pre-committed deals with Google Cloud:
- Draw from GCP customer commit via Marketplace transaction
- Unified invoicing
- BSS modernization
- Easy procurement

Telecom innovators worldwide partner with Optiva to achieve their business goals and accelerate their path to monetization. Our worldwide deployments are for telecom operators of all sizes and new market entrants, MNOs, MVNOs, MVNEs, digital brands, and embedded connectivity devices, reflecting the flexibility of our products and people.

2023 Tmforum Excellence Awards **WINNER**

2023 MNVOs World Congress Awards **FINALIST**

2023 Leading Lights Award **FINALIST**

2023 Glotel Awards **FINALIST**

hu.ma.ne · Claro · Omantel · m:tel · Digicel · Hrvatski Telekom · Koodo Choose Happy · TRUPHONE · KDDI · COGECO · mobily · salam mobile · BT · CELLONE · TELE2 · TELUS · vodafone · éxito · lifecell · OPTUS · TSTT · vodacom · DIGITEL · celcom · CUY móvil · ooredoo · bh

Optiva
www.optiva.com

Ready to accelerate your speed, agility, and partner monetization? Let's talk — and we'll share a demo, too! **SCHEDULE A MEETING**

Optiva

PRODUCTS

Optiva
BSS Platform™

Optiva
Charging Engine™

Optiva
Partner Monetization™

Optiva
MVNO Hubs™

Optiva BSS Platform™

Full revenue and customer management suite built for digital telcos, MVNOs, MVNEs, and digital brands that are delighting their customers with innovation and speed.

Key characteristics of Optiva BSS Platform:

- Full BSS suite with revenue and customer management
- Digital BSS with automation, digital processes, and user interfaces built-in
- Supports end-to-end digital customer journey and experience
- Mission-critical and proven technology
- Highly scalable with cloud-native, available on private and public cloud

OPTIVA VALUE

Optiva three-layered approach to delivering value ensures that our customers enjoy a world-class product backed by modern technology and delivery options to suit our customers' requirements. We satisfy all your monetization needs.

PRODUCT
Full BSS suite for simplified and innovative monetization

TECHNOLOGY
Cloud-native, open API gateway, centrally managed product

DELIVERY
BSS in a box - Fully managed on private or public, multi-tenant MVNE, MVNO Hubs

Our Customers

Kcell · TELUS · CUY móvil · DIGITEL · salam mobile · lifecell · hu.ma.ne · TSTT · éxito · celcom · Digicel · nova energy · CELLONE

Optiva BSS Platform™

Full revenue and customer management suite built for digital telcos, MVNOs, MVNEs, and digital brands that are delighting their customers with innovation and speed.

Key characteristics of Optiva BSS Platform:

- Full BSS suite with revenue and customer management
- Digital BSS with automation, digital processes, and user interfaces built-in
- Supports end-to-end digital customer journey and experience
- Mission-critical and proven technology
- Highly scalable with cloud-native, available on private and public cloud

OPTIVA VALUE

Optiva three-layered approach to delivering value ensures that our customers enjoy a world-class product backed by modern technology and delivery options to suit our customers' requirements. We satisfy all your monetization needs.

PRODUCT
Full BSS suite for simplified and innovative monetization

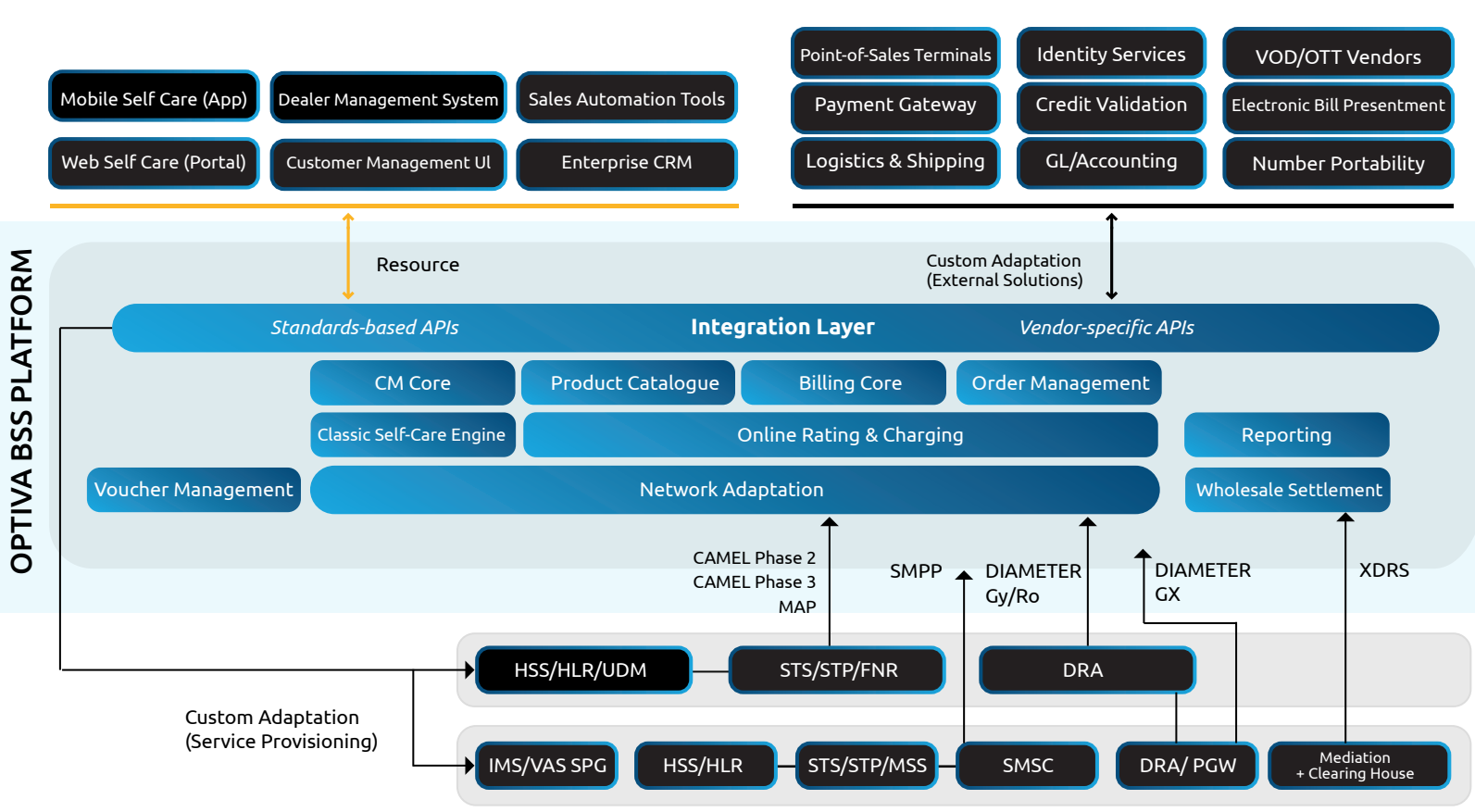
TECHNOLOGY
Cloud-native, open API gateway, centrally managed product

DELIVERY
BSS in a box - Fully managed on private or public, multi-tenant MVNE, MVNO Hubs

Our Customers

Kcell · TELUS · CUY móvil · DIGITEL · salam mobile · lifecell · hu.ma.ne · TSTT · éxito · celcom · Digicel · nova energy · CELLONE

Product Architecture Overview



Product Features

- Real-time online rating, charging, and billing that support multiple billing models out-of-the-box, such as up-front fees, one-time fees, subscriptions, usage-based, recurring, and more.
- Revenue recognition, dunning and collections, and tax management abilities are built into revenue management.
- Digital and fully configurable product catalog and order management with a modern user interface provides speed and agility for new product launches.
- Wholesale management combined with a reporting module fulfills all needs for MVNO/Es.
- Complete customer management, including full life cycle management of customers, dealers, and self-care.

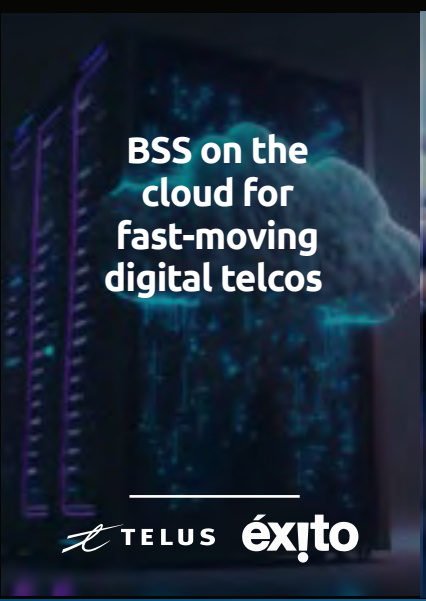
Technology Stack

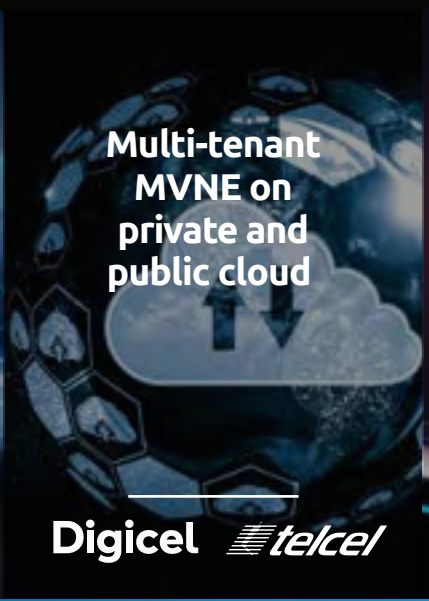
- Fully cloud-native software available on private and public clouds with CI/CD upgrades and updates.
- Integration layer that supports standard-based APIs and vendor-specific APIs.
- Multi-tenancy at core for maximum TCO and efficiency gains.
- Centrally managed product focusing on productization versus customizations, SDLC best practices, site reliability engineering (SRE) approach for software delivery and maintenance, use of software automation, such as auto-healing, dashboards, alarms, 24x7 monitoring, etc.

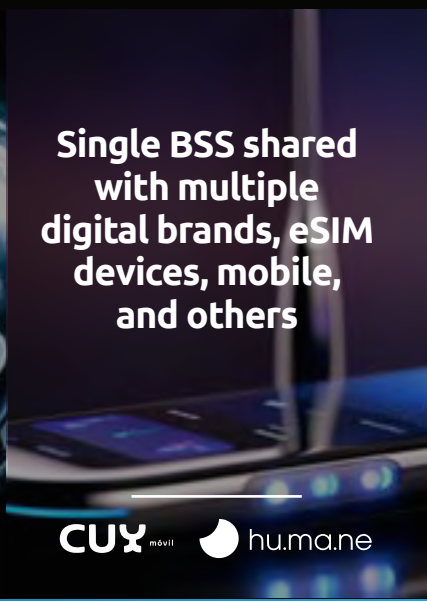
Delivery Models

- BSS in a box - Fully managed software with managed hosting on private or public cloud, managed application customizations, updates, and upgrades, and managed business operations for daily application management and upkeep.
- Strategic partnerships with Google Cloud, Microsoft Azure, Openshift, and VMWare.
- Complete SaaS offering on the public cloud of your choice.
- Optiva MVNO Hubs - Multi-tenant MVNO BSS hubs on Google Cloud with pre-integrated network APIs, wholesale billing, and additional payment services.

Example use cases of Optiva BSS Platform







Optiva
www.optiva.com

Ready to accelerate your speed, agility, and partner monetization?
Let's talk — and we'll share a demo, too! **SCHEDULE A MEETING**

Optiva Charging Engine™

5G ready, real-time, converged, cloud-native charging solution optimized for the world's largest and fastest-moving telecom innovators.

Key characteristics of Optiva Charging Engine:

- Fully converged charging for telecom and beyond.
- Mission-critical and proven technology.
- Highly scalable with cloud-native, available on private and public cloud.
- Embedded rating and policy control function.

OPTIVA VALUE

Optiva three-layered approach to delivering value ensures that our customers enjoy a world-class product backed by modern technology and delivery options to suit our customers' requirements. We satisfy all your monetization needs.

PRODUCT
Best-in-class product features for simplified and innovative monetization

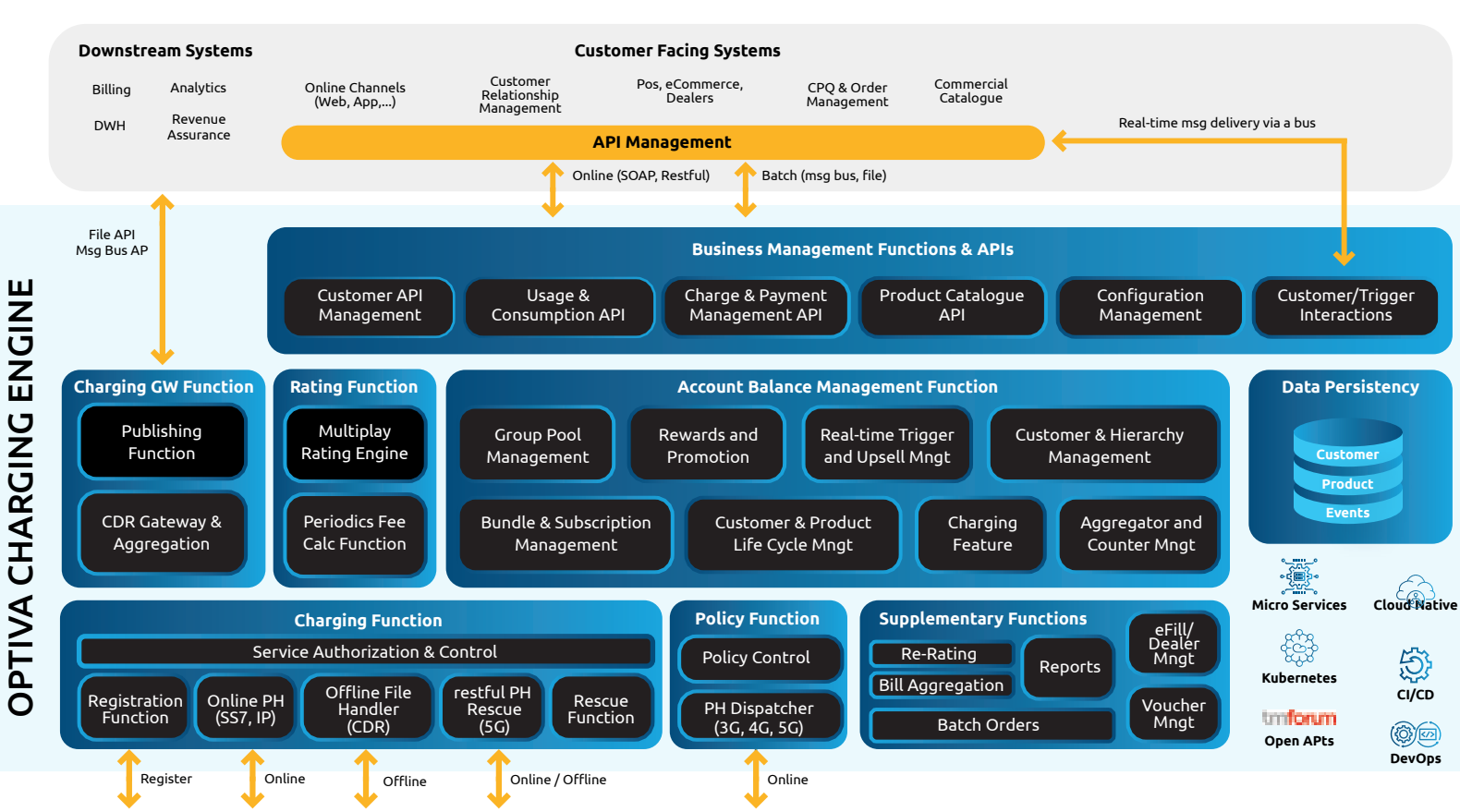
TECHNOLOGY
Cloud-native, open API gateway, centrally managed product

DELIVERY
BSS in a box - Fully managed on private or public, golden disk, MVNO Hubs, partnerships

Our Customers

Claro, KDDI, m:tel, TELE2, TRUPHONE, VI, cogeco, vodacom, A1, BT Group, AFGHAN WIRELESS, Omantel

Product Architecture Overview



Product Features

- Real-time multi-play charging backed by a universal data model to charge any attribute (SLA, bandwidth), any charging model (subscriptions, bundles, hierarchies), and any business type (mobile, TV, IoT, fixed, etc.)
- Extensive northbound (CRM, partner, wholesale, catalog, billing, payments, etc.) and southbound (EPC, IMS, 5G, IoT, CS, etc.) integrations and protocol support.
- Innovative out-of-the-box monetization capabilities with differentiated rating and charging for use cases, such as shared rating, promotions, periodics, roaming, intelligent upsell, multi-layer hierarchies, multi-service bundles, loyalty programs, and more.
- Business management functions and APIs for end-to-end customer management, product catalog, payments, and usage information.
- Payment management with paper voucher management, electronic vouchers, distributor management, and the payment gateway.
- Policy control function and other functions like re-rating, mediation, aggregation, batch orders, and more.

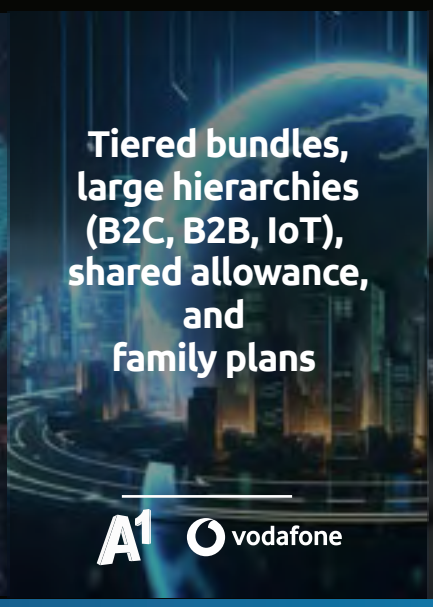
Technology Stack

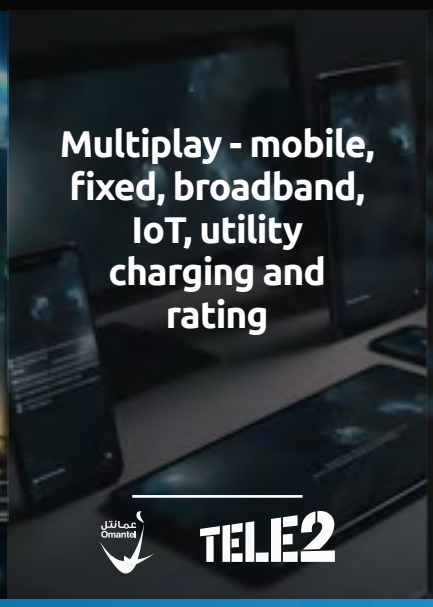
- Fully cloud-native software available on private and public clouds with CI/CD upgrades and updates
- API Gateway and real-time, closed-loop feedback with pre-integrated policy for new-age use cases, such as AI, ML, real-time analytics, and customer experience
- Centrally managed product focusing on productization versus customizations, SDLC best practices, site reliability engineering (SRE) approach for software delivery and maintenance, use of software automation, such as auto-healing, dashboards, alarms, 24x7 monitoring, etc.

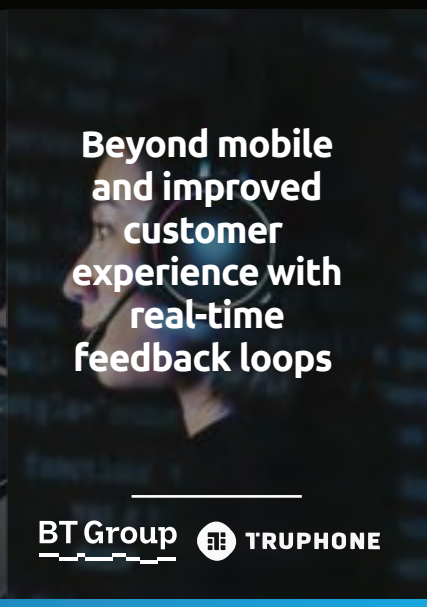
Delivery Models

- BSS in a box - Fully managed software with managed hosting on private or public cloud, managed application customizations, updates, and upgrades, and managed business operations for daily application management and upkeep
- Golden disk - Minimal viable product available for new greenfield entrants with OOTB and fully configurable plans and integrations, ready to launch in 90 days
- Strategic partnerships with Google Cloud, Microsoft Azure, Openshift, and VMWare
- Complete SaaS offering on the public cloud of your choice
- Optiva MVNO Hubs - Multi-tenant MVNO BSS hubs on Google Cloud with pre-integrated network APIs, wholesale billing, and additional payment services

Example use cases of Optiva Charging Engine







Optiva
www.optiva.com

Ready to accelerate your speed, agility, and partner monetization?
Let's talk — and we'll share a demo, too! **SCHEDULE A MEETING**

Optiva Partner Monetization™

Unified monetization platform, delivering end-to-end partner lifecycle management and a scalable cloud-native solution for telco-driven B2B2X partner ecosystems.

Key characteristics of Optiva Partner Monetization:

- End-to-end partner lifecycle management platform for a multi-tier B2B2X ecosystem.
- Bring any partner across industries, use cases, and business types.
- Monetize any and everything with real-time billing, rating, and charging.
- Build a complete and catalog-driven digital marketplace with up-sells, promotions, campaigns, partner, tax, and payment management.

OPTIVA VALUE

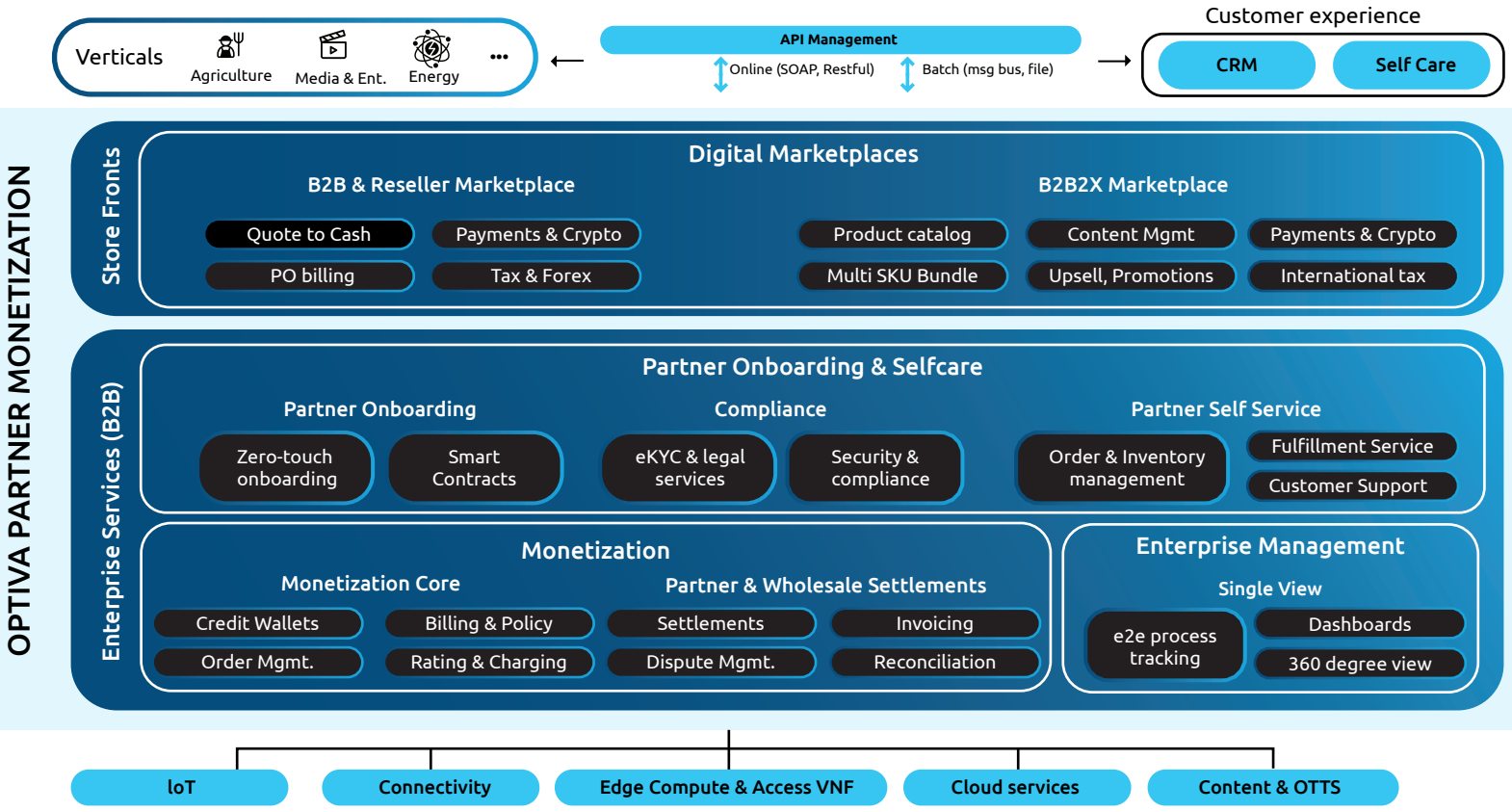
Optiva three-layered approach to delivering value ensures that our customers enjoy a world-class product backed by modern technology and delivery options to suit our customers' requirements. We satisfy all your monetization needs.

PRODUCT
Innovative and simplified partner ecosystem monetization

TECHNOLOGY
Cloud-native, marketplace, centrally managed, and digital product

DELIVERY
Fully managed on private or public, B2B & B2B2X, pre-integrated modules

Product Architecture Overview



Product Features

- The four core elements of Optiva Partner Monetization are - digital partner management, digital catalog manager, billing and multi-partner settlement, and marketplace.
- Develop and monetize a complete partner ecosystem with billing and multi-party settlement, partner onboarding and integration, service management and bundling, and self-serve.
- Simplified and automated onboarding supported by digital and real-time processes.
- Monetize anything and everything ranging from any industry, any connectivity type, any software, any technology, or any device.
- Single dashboards to provide a centralized view across the ecosystem to all players.

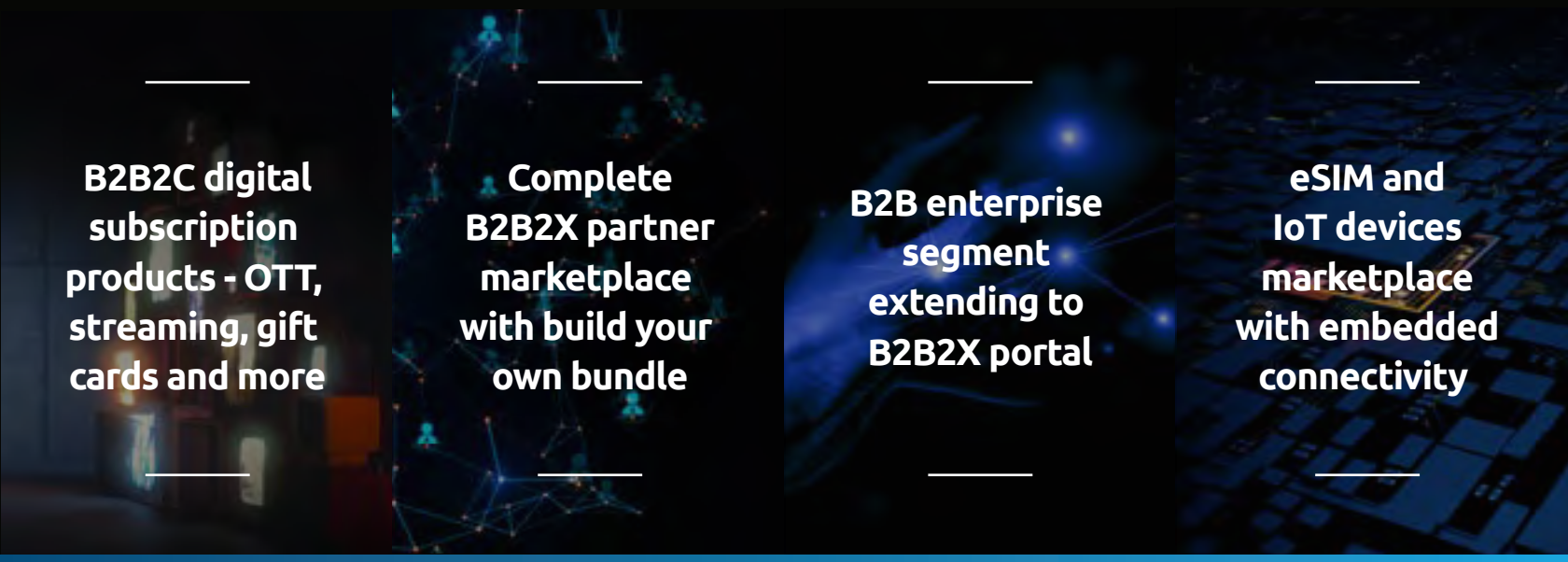
Technology Stack

- Fully cloud-native software available on private and public clouds with CI/CD upgrades and updates.
- Digital and automation at core with pre-integrated value-added services, such as tax, foreign exchange, payment services, and more.
- Centrally managed product focusing on productization versus customizations, SDLC best practices, site reliability engineering (SRE) approach for software delivery and maintenance, use of software automation, such as auto-healing, dashboards, alarms, 24x7 monitoring, etc.

Delivery Models

- Fully managed software with managed hosting on private or public cloud, managed application customizations, updates, and upgrades, and managed business operations for daily application management and upkeep.
- Strategic partnerships with Google Cloud, Microsoft Azure, Openshift, and VMWare.
- Complete SaaS offering on the public cloud of your choice.

Example use cases of Optiva Partner Monetization



Optiva
www.optiva.com

Ready to accelerate your speed, agility, and partner monetization? Let's talk — and we'll share a demo, too! **SCHEDULE A MEETING**

Optiva MVNO Hubs

FAST TRACK YOUR BUSINESS WITH MVNO AS A SERVICE

Today, digital customers are searching for service providers who can provide personalized service with an exceptional digital experience — tailored to their needs and lifestyles. The mobile virtual network operator (MVNO) is becomingincreasingly appealing across the globe as it offers opportunities tocapture new revenue by addressing the needs of specific customer segments. These include innovative offers for students, homemakers, youth, millennials, health providers, loyalty, and more.
However, many new MVNOs find themselves trapped by the legacyBSS platforms provided by the underlying MNO or dealing with thecomplexities of implementing billing, charging, payment, andtaxation functionalities, among many other services. It makeslaunching and operating a successful new MVNO very challenging.

MVNO CHALLENGES INCLUDE:

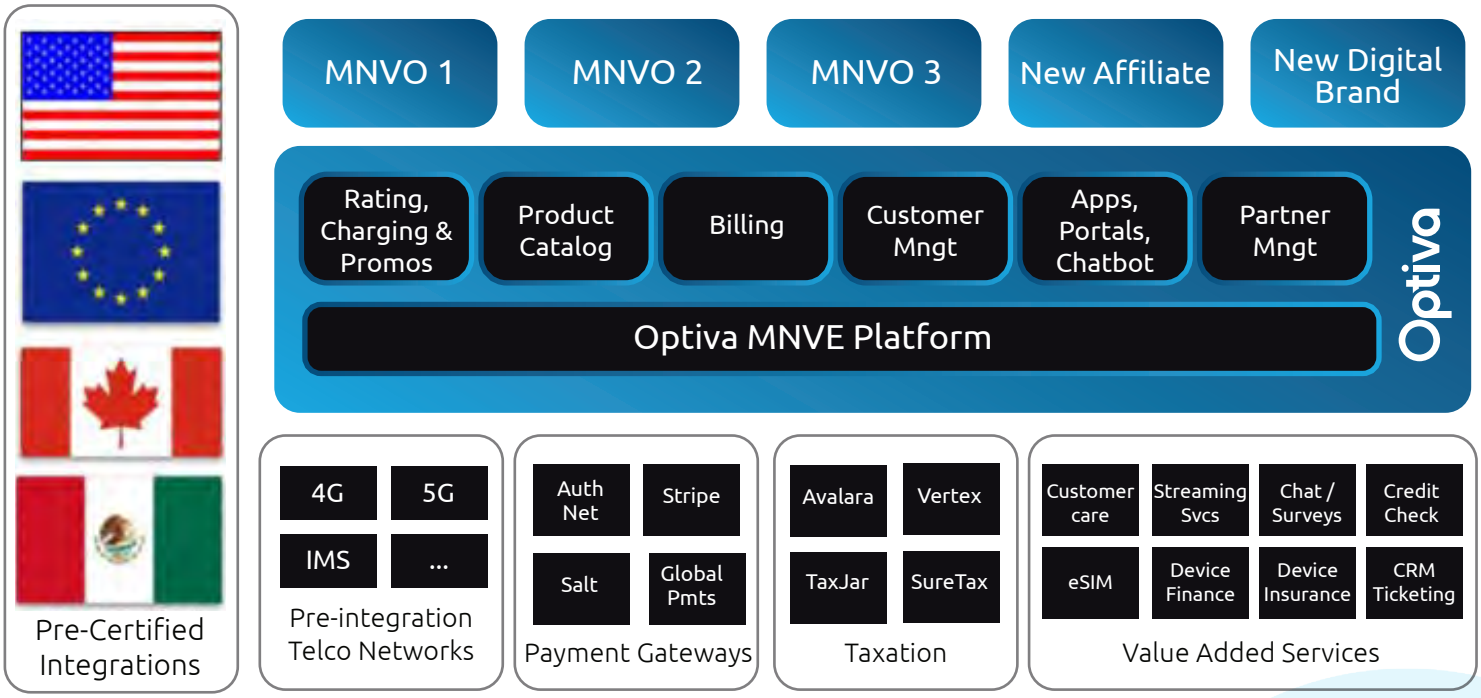
- Managing complicated MVNObusiness support systems andoperations withouttelecom expertise
- Scaling MVNO operations with agilityas subscriber base grows
- Providing an exceptional digitalcustomer experience
- Creating personalized promotionsbased on real-time customer behavior

INTRODUCING OPTIVA MVNO HUBS POWERED BY GOOGLE CLOUD

With 20 years of experience serving CSPs, MVNO/Es, and digital brands spanning more than 50countries, Optiva is now accelerating the time to market for the innovators in the telecom market.Optiva MVNO Hubs powered by Google Cloud elevates BSS as a service to a simplified and unifiedplatform that will help you build and sustain a successful MVNO operation without any of thecomplexities, delays, and costs of traditional platforms. With Optiva's BSS solution, combined withpre-integrated payment gateways, taxation modules, value-added services, and more, OptivaMVNO Hubs minimize the complexity and early-stage costs. Optiva MVNO Hubs is MNO agnostic,enabling integration with the network of your choice.

Optiva | Digital MVNO and MVNE Reimagined

Optiva MVNO Hubs - Share in MNVO Global Expansion



Optiva MVNO Hubs advantages

- Full suite of BSS as a service (including customer management, order management,BSS, self-care, and dealer care)
- Multi-tenant deployment on Google Cloud Open integration supporting all MNOs can becustomized in all aspects (MSDIDN/IMSI ranges,currency, GL codes, product catalog, ratingrules, promotions, etc.)
- Pre-integrated into major payment gateways,taxation, value-added, and streaming services.
- Integration with Google Cloud's BigQuery forBSS-data-based, AI-powered insights Low upfront costs and a pay-as-you-grow-consumption model.

Optiva BSS key features

- Proven experience with 20+ years supporting MVNOs, MVNEs, and digital brands, providing BSS services to millions of end users.
- Modular multi-tenant, future-proof, feature-rich modular offering, including flexible real-time charging and triggering, customermanagement, billing and invoicing, payment,and unified policy control.
- Automation enabled embedded to support-customer service operations, softwaremanagement, and test automation.
- 120+ market-proven and ready-to-use OOTBproduct templates to configure and launch newinnovative and competitive offers in minutes.

Optiva
www.optiva.com

Ready to accelerate your speed, agility, and partner monetization?
Let's talk — and we'll share a demo, too! **SCHEDULE A MEETING**

Optiva

CASE STUDIES

LIFECELL AND OPTIVA ENABLED CONTINUOUS CONNECTIVITY FOR UKRAINE IN DANGEROUS TIMES

Customer Background

As the geo-political situation in Ukraine worsened, the top priority for lifecell was to ensure the continuity of its telecom services to citizens, military, and medical workers. It urgently needed a reliable and flexible solution to quickly and securely implement a self-managed disaster recovery strategy to drive its operations.

Customer Opportunity

As the geo-political situation in Ukraine worsened, the top priority for lifecell was to ensure the continuity of its telecom services to citizens, military, and medical workers. It urgently needed a reliable and flexible solution to quickly and securely implement a self-managed disaster recovery strategy to drive its operations.

The existing disaster recovery site was near the frontline, and a new safe disaster recovery site was a critical requirement. In addition, because 60% of lifecell employees were unable to work in their local offices, the ability to operate and maintain these systems remotely was mandatory. Without this, the citizens of Ukraine were at risk of losing critical connectivity services.

Despite the war, lifecell was also determined to expand its BSS and charging systems to keep pace with current and future customer needs, including opportunities presented by 5G connectivity and beyond. It had plans to introduce new capabilities via functional enhancements of its existing revenue monetization technology stack, and it aimed to provide expanded support for

Solution

Optiva's flexible and modern charging and billing platform enabled lifecell's mission-critical telco operations. Optiva's modularity, automation capabilities, and architectural flexibility supported lifecell in setting up new disaster recovery sites in six weeks (45% faster than the competition) at a new and safer location in Ukraine far away from the frontline. Optiva's BSS experts supported full replication of the application and customer data, ensuring reliable and continuous connectivity services critical for citizens of Ukraine during life-threatening and difficult times.

Optiva's team worked hand in hand with the lifecell team. It provided 24/7 remote support for developing and testing disaster recovery applications and data instances, including many non-standard changes, while working closely with other functions as one team. By leveraging AI-driven contextual insights of Optiva's solution and insights from a specialized vendor, lifecell could also implement immediate service suspension for illegitimate service users in less than one minute, preventing nefarious and dangerous activities.

24/7
remote support to lifecell team

45%
Faster setting of disaster recovery sites than competition

Optiva has deployed the latest version of its revenue monetization platform, including online charging, billing, product catalog, and voucher management and more. The platform also includes a new interface for 5G core network integration support and will enable lifecell to quickly support 5G charging when the time is right to deploy 5G in Ukraine.

With the new system in place, lifecell can now meet customer needs faster and offer international roaming and the types of plans needed by citizens, medical workers, and the military. By leveraging 100+ built-in, out-of-the-box templates and automated testing frameworks, including thousands of pre-defined test cases, lifecell has decreased the testing period and manual resource requirements, accelerating operational velocity. Optiva has also enabled end-to-end digital customer lifecycle management from service ordering and onboarding to provisioning, change management, and care.

When the war began, our top priority was to protect our customers and their connectivity. Optiva's modern and reliable platform enabled us to deploy a critical new disaster recovery site in just six weeks. Configuration flexibility allows us to configure non-standard products and functionalities.

Optiva also empowered us to implement billing for new services in just several hours. It was critical for keeping Ukrainians connected when so many people were forced to leave their homes and the country.

Despite the crisis, we have undergone a digital transformation and will continue to upgrade and expand our mission-critical systems by working closely with Optiva's professional and highly experienced team and leveraging its BSS solutions to launch 5G services to rebuild our nation.

- **Volodymyr Rusanovych**, Manager, Applications Operations

Optiva

lifecell

Benefits

Six weeks
To launch new disaster recovery site by leveraging Optiva's modern, modular, and low code monetization platform, ensuring continuous connectivity

One minute
to digitally register a new subscriber (via bank-id, e-signature, government channel integration Diya, and bank partners) and activation of an eSIM from home

One day
to launch international roaming services to help people who were forced to leave the country to stay connected to their loved ones

Seven days
to launch a completely new national roaming service leveraging

Less than five minutes
for remote mobile number porting (MNP) process, allowing subscribers to make port requests, check status, select tariffs, and set SIMcard or eSIM

100% continuity
of the telecom operations by enabling connectivity for Ukrainians

ABOUT OPTIVA

Optiva Inc. is a leading provider of mission-critical, cloud-native revenue management software for the telecommunications industry. Our products are delivered globally on the private and public cloud. Optiva solutions help service providers maximize digital, 5G, IoT, and emerging market opportunities to achieve business success. Established in 1999, Optiva Inc. is on the Toronto Stock Exchange (TSX:OPT).

For more information, visit our website at www.optiva.com.

Optiva

OPTIVA CHARGING ENGINE ON GOOGLE CLOUD TRANSFORMS TRUPHONE'S BUSINESS INSIDE AND OUT

The Customer

Truphone, a global mobile network operator, provides mobile connectivity to consumer and enterprise segments and IoT devices to over 3,500 multinational enterprises. It is renowned for its technological breakthrough products offered worldwide. Headquartered in London, it has 15 offices across four continents and continues to expand globally.

The company, a global network of MVNOs united via a dedicated IP mobile core network to create a single international roaming "zone," was an early adopter of OTT software to compete against traditional mobile operators.

Truphone is riding the waves of digital transformation and IoT and exponentially growing its embedded eSIM business globally while putting customer experience at the forefront.

The Challenge

Truphone wanted to plan well for the future in pursuit of its growth strategy. It knew its BSS could be its growth engine or biggest bottleneck. It needed real-time BSS to support flexible multiplay commercial models for existing and new business lines. It also required the agile rollout of new functionalities and features from a complete end-to-end continuous integration/continuous delivery (CI/CD) pipeline and autoscale capabilities to respond quickly to market needs.

Further, it required **agile rollout of new functionalities and features** derived from a complete end-to-end continuous integration/continuous delivery (CI/CD) pipeline to react quickly to market needs and **autoscale capabilities**. Further, Truphone wanted to ensure a **robust and resilient "always-on" environment** and a dynamic commercial model with minimal upfront investment and **"pay-as-you-grow"** method, offwering ensured and efficient cloud economics.

For highly competitive markets like 5G and IoT, it needed fast speed to market and an experimental approach to fail or succeed with minimal cost, time, and effort. In addition to rolling out new and innovative products at speed, Truphone wanted to always keep offerings relevant and up-to-date for its global audience.

The Solution

Truphone's on-premise online charging system (OCS) and testing and disaster recovery systems were replaced with one OCS on Google Cloud.

Optiva delivered Optiva Charging Engine, a real-time converged charging solution that is 5G ready and updated every 3-6 months through a CI/CD pipeline. Truphone's upgrade to the public cloud also included a multi-year support agreement with Optiva that will further help Truphone maximize its value, monetization, and results. It estimates that the total cost of ownership (TCO) savings from the move to the public cloud will be approximately 60%.

Total time from kickoff to production was just five months – one-fourth the industry standard.

Optiva

TRUPHONE

Ralph Steffens
CEO of Truphone

"With Optiva Charging Engine built on Google Cloud, Truphone can accelerate our digital transformation and technological innovation journey. We needed our online charging system (OCS) to be agile and robust, support rapid expansion, and scale easily — all without diverting our IT operation's focus.

CI/CD is a new approach in the traditional telecom industry, so it was important that Truphone gain trust in the new technology, adopt these tools and approach, and complete it on their side to ensure a fully automated acceptance process," said Ralph Steffens, CEO of Truphone."

The Benefits

With its new OCS firmly in place, Truphone has more dynamic capabilities to launch new digital services quicker, cheaper, and with lower risk. Truphone's new automated CI/CD pipeline has enabled a more rapid time to market with OOTB product templates and reduced the number of tests from over 5,000 to around 190 automated and end-to-end.

Test Automation - Optiva Testing Framework (OTF) simplified verification

Quality Check - Project & Operational rollouts

Massive Tarif Testing - 7 million rate combinations

OPEX Reduction - Test system spin up on demand in **2 hours** utilizing current **live backups**

Automated Daily Checks - 5 min to complete

Automated Trouble Tickets - Creation & Escalation

50% Reduction in number of maintenance windows

Non-critical activities can be done live at anytime

Software Installations - Achieved 9 rollouts in 1 year

100% System Integrity as workloads are elastic, self balancing & self healing

TCO savings of approximately 60%

Platform **resilience** compared to bare metal improved by **10X**

Implementation in
5 months
Optiva starter pack delivers go live in 90 days

Optiva's CI/CD capabilities accelerated the delivery of the live implementation. The "starter pack" solution was deployed four weeks from kickoff, followed by continuous bi-weekly delivery cycles introducing new functionalities. Truphone had full visibility of the project's progress, which went live in only five months.