At a time of unprecedented social disruption, CSP CIOs are being called on to provide critical networking infrastructure and fundamental communications capabilities for society. COVID-19 has brought communication capabilities to the forefront, and placed cost management pressures on all providers.

The effective delivery, availability and quality of connectivity and messaging services are critical to the resilience of all emergency and other essential services (e.g., utilities, healthcare). Enterprises and consumers are dependent on communication services for remote working, distance learning and entertainment. But the surge in demand for bandwidth, and the increased operational challenges associated with it, come at a significant cost to CSPs, a cost that must be managed to ensure continued current and future services.

The immediate steps taken by CSPs in response to COVID-19 have led to an increasing need to manage costs. The need to deliver resilience for emergency and essential services, augment enterprise solutions to enable remote working, and manage capacity increases have led to unexpected, yet necessary, cost increases.

Beyond cost reduction, this presents opportunities for CSPs to deepen their engagement in a number of areas:

- Government postcrisis response and management
- Enterprise economic survival and recovery
- Consumer well-being, learning and entertainment

Resilience is the ability to adapt, survive, and thrive despite acute shocks or chronic stresses. For CSPs, this begins now, and involves not only optimizing the core business, but also taking proactive steps to accelerate opportunities by anticipating and delivering must-have services.

The slides were prepared for use by communications service providers in evaluating and assessing the cost challenges they face in the COVID-19 environment. They provide guidance on the cost management challenge and how to approach it.

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