

**Framework 10**

**Business Process Framework R8.0**

**Product Conformance Certification Report**

**Microsoft**

**Business Analytics Accelerator  
for Telecommunications**

**Release 1.0**

**November 2011**



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# 1 Introduction

## 1.1 Executive Summary

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This document provides details of Microsoft's self-assessment and TM Forum's certification of Microsoft's Business Analytics Accelerator for Telecommunications, Release 1.0 including the methodology approach to product modeling and Product Lifecycle Management (PLM) against the TM Forum's Business Process Framework Release 8.0.

## 1.2 Microsoft Business Analytics Accelerator for Telecommunications Functionality/Capability

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### 1.2.1 Microsoft Business Analytics Accelerator for Telecommunications – Product Overview

The primary objective of the Microsoft Business Analytics Accelerator for Telecommunications (Telco BAA) is to provide a framework that can be readily reused and extended to fast-track the design, development, and deployment of a business analytics solution for the telecommunications industry. The Telco BAA focuses on a few core scenarios and Key Performance Indicators (KPIs) to speed the time to implementation for telecommunications operator. However, the solution can be easily grown to support countless other scenarios.

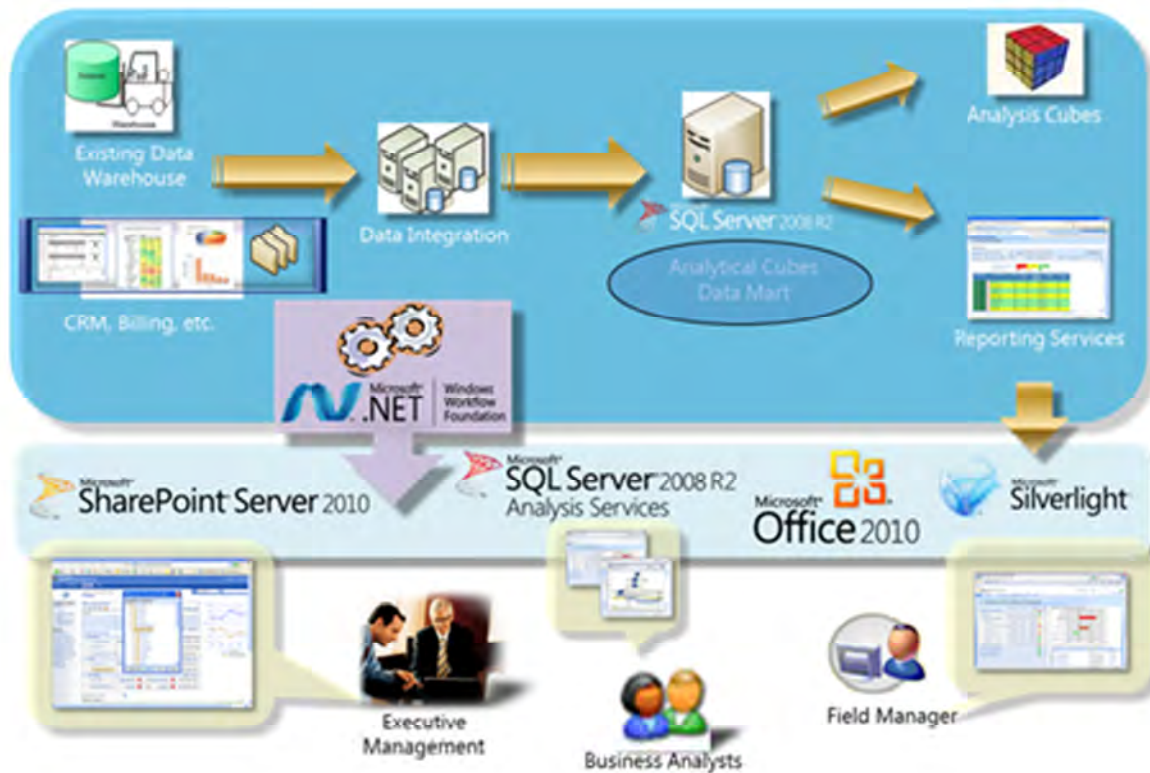
### 1.2.2 Microsoft Business Analytics Accelerator for Telecommunications – Application Overview

Companies in the telecommunications industry have complex internal operations, with the need to track millions of customers and billions of calls and transactions. They are also dealing with an extremely competitive, rapidly evolving external environment. Effective business intelligence (BI) solutions are critical to their future success.

The Telco BAA is an initial business analytics solution for the telecommunications industry that can help manage and exploit the massive amounts of data their operations generate. The solution provides databases, data marts, analysis cubes, reports, dashboards, and other components which can be used to provide insight into the Key Performance Indicators (KPIs) that are imperative to a telecommunications operator.

The components of the Telco BAA provide a pre-built and extensible framework that enables the creation of business analytic dashboards to tackle common business challenges such as churn management, customer profitability, and revenue management.

The diagram below shows a conceptual view of the Telco BAA. Data that is generated from the Business and Operational Support Systems (B/OSS) and an existing data warehouse is pumped into the SQL Server 2008 R2 Telco data marts. Analysis cubes and reports build against the schema provide simple, fast, and efficient access that enable deep insight into subscribers, services, usage, and more. Finally, for visualization of the data, the Telco Demo Image provides dashboards that users can employ to report and analyze the data.



All of the components rely heavily of the analytics capabilities of the Microsoft Business Intelligence platform, which is powered by Microsoft Windows Server 2008 R2, Microsoft SQL Server 2008 R2, and Microsoft SharePoint Server 2010. The data model and business processes that it enables respect the industry standards promoted by the TM Forum.

The Telco BAA has been fine-tuned through the years and received input from leading industry experts. By leveraging the pre-packaged components and industry best practices, the accelerator provides a better time to market and lower costs for implementing business analytics solutions.

## 1.3 Mapping Technique Employed

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Business Process Framework L3 descriptions are analyzed by looking for implied tasks. (This is similar to how process decomposition can use Semantic Analysis). Each eTOM process is supported by descriptive text. In many cases, each process is aligned and mapped to appropriate company documentation references solution, methodology or modeling material.

The eTOM L3 descriptions are analyzed by looking for implied tasks. Color coded text as highlighted below is used as part of the process mapping whereby highlighted text indicates the level of support for a Level 3 process implied task:

- **GREEN** is used to highlight key words or key statements that are fully supported
- **YELLOW** is used to highlight key words/key statements that are partially supported
- **GREY** is used to highlight key words/key statements that are not supported
- No highlighting is used for words/statements that are irrelevant, just for reference or needed to complete the sentence.

### **Manual and Automated Support**

It is important to determine whether the implied task is supported by manual steps, automated steps, or a combination of both. In this document, “A”, “M”, or “AM” is used for each task to indicate that the step or steps is/are automated (A), manual (M), or both (AM).

## 2 Assessment Scope

### 2.1 Business Process Framework Level 2 Scope

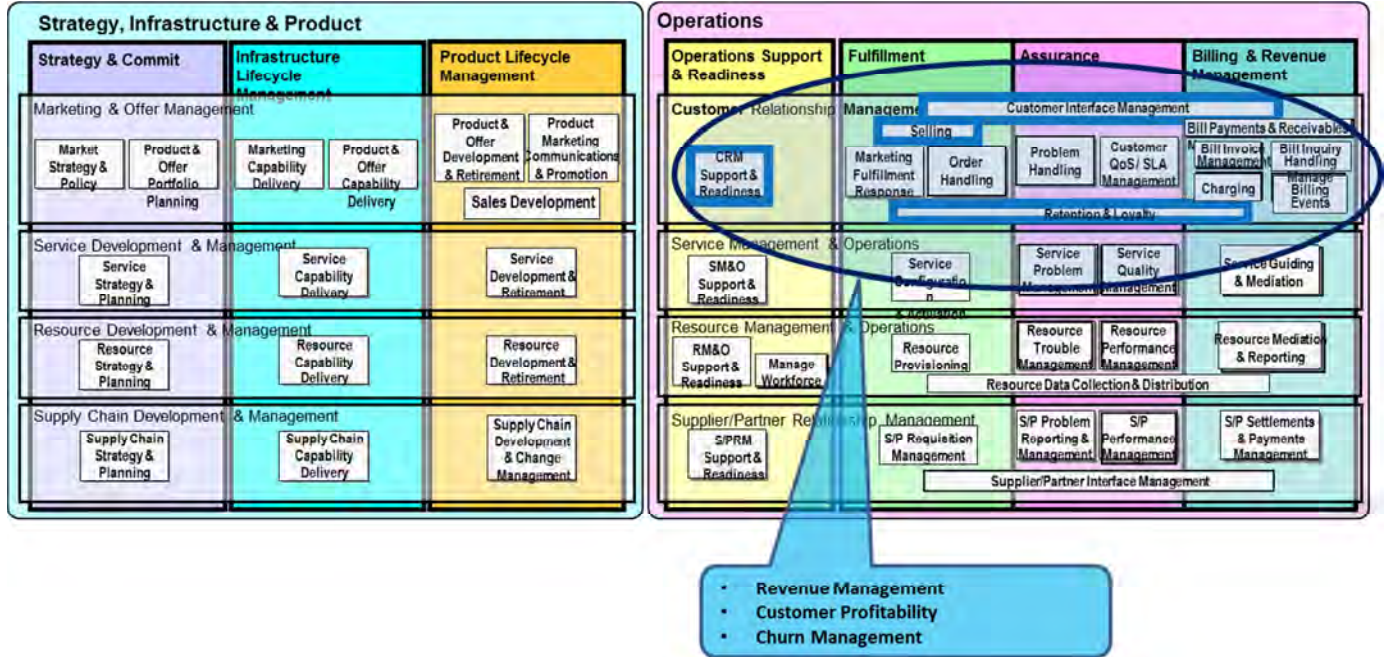


Figure 2.1 represents Business Process Framework Level 2 processes (blue background) that were presented in scope for the assessment, and the textual callouts represent the framework and component solution of the Microsoft Business Analytics Accelerator for Telecommunications Solution that were assessed and support the corresponding eTOM processes according to the results in Chapter 4.

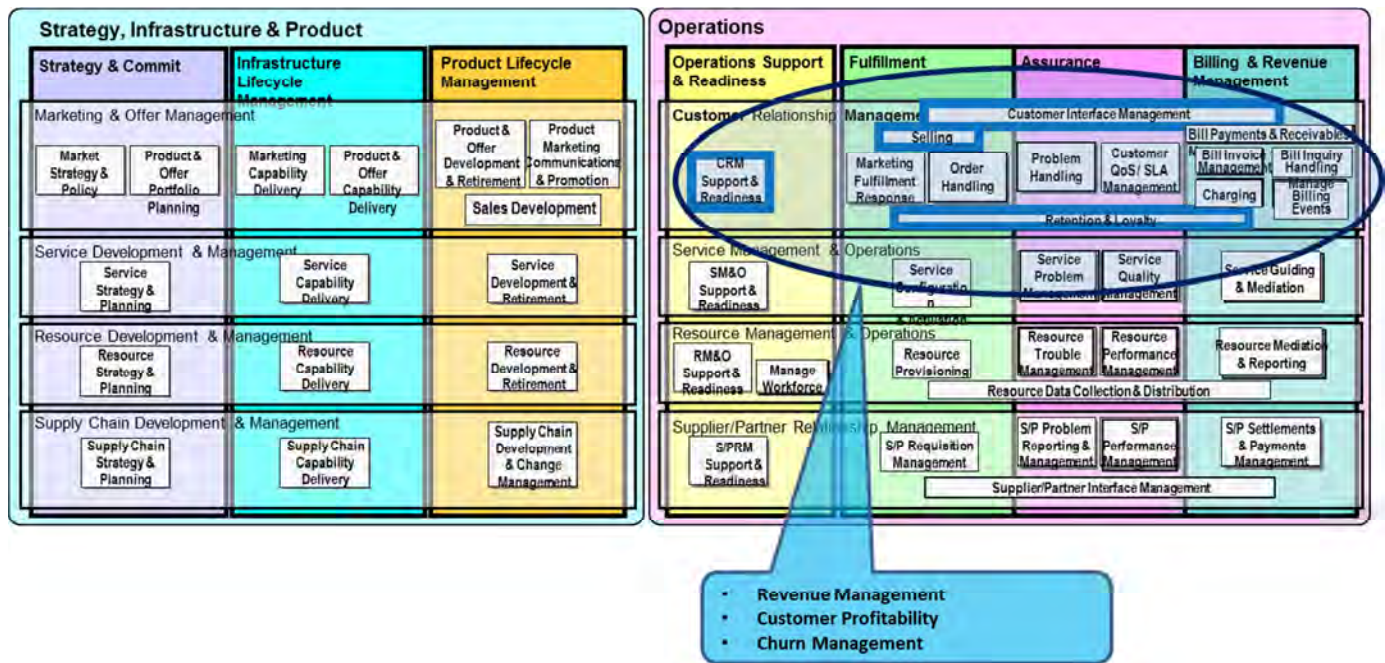


Figure 2.1 Business Process Framework Level 2 Scope



## 2.2 Product Scope

Figure

2-2

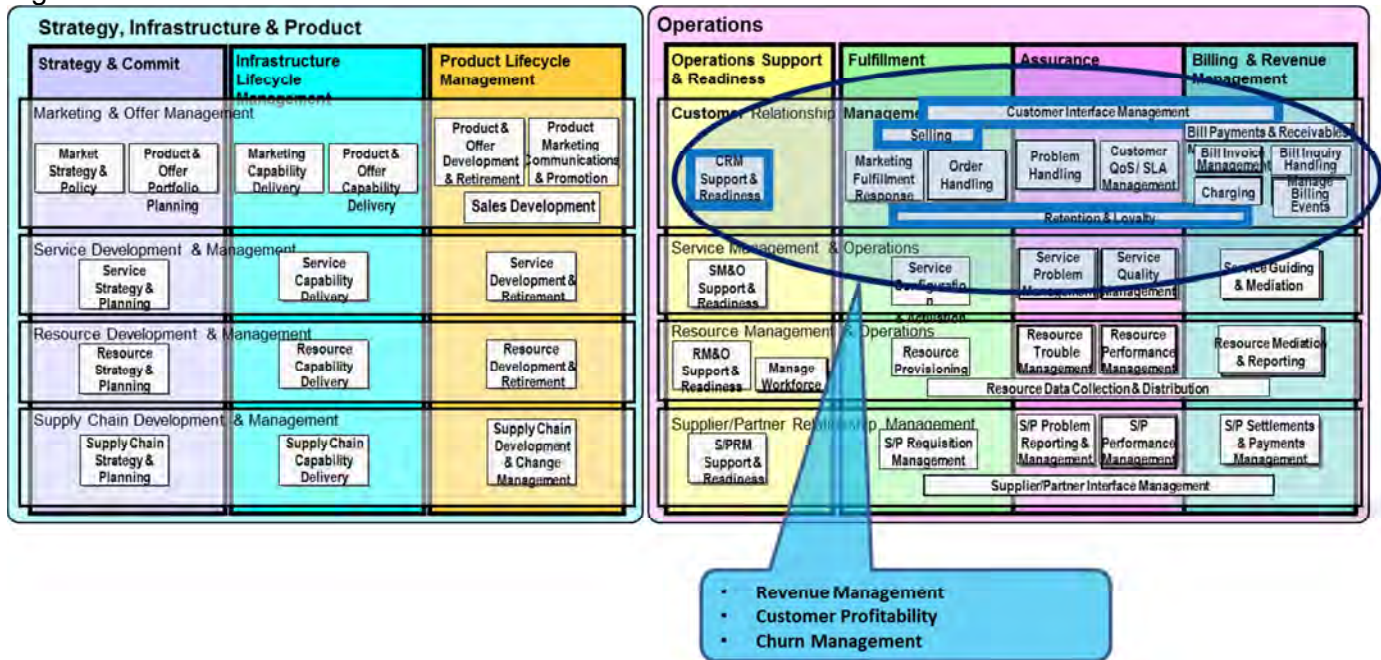


Figure 2.1 represents the Microsoft Business Analytics Accelerator for Telecommunications Product. The aspects of the product that were presented in scope are shown with a blue border. The textual callout represent the TM Forum Business Process Framework Level 2 processes that were assessed and that are supported by the Microsoft Business Analytics Accelerator for Telecommunications product according to the Conformance Results in Chapter 4 Process Conformance.

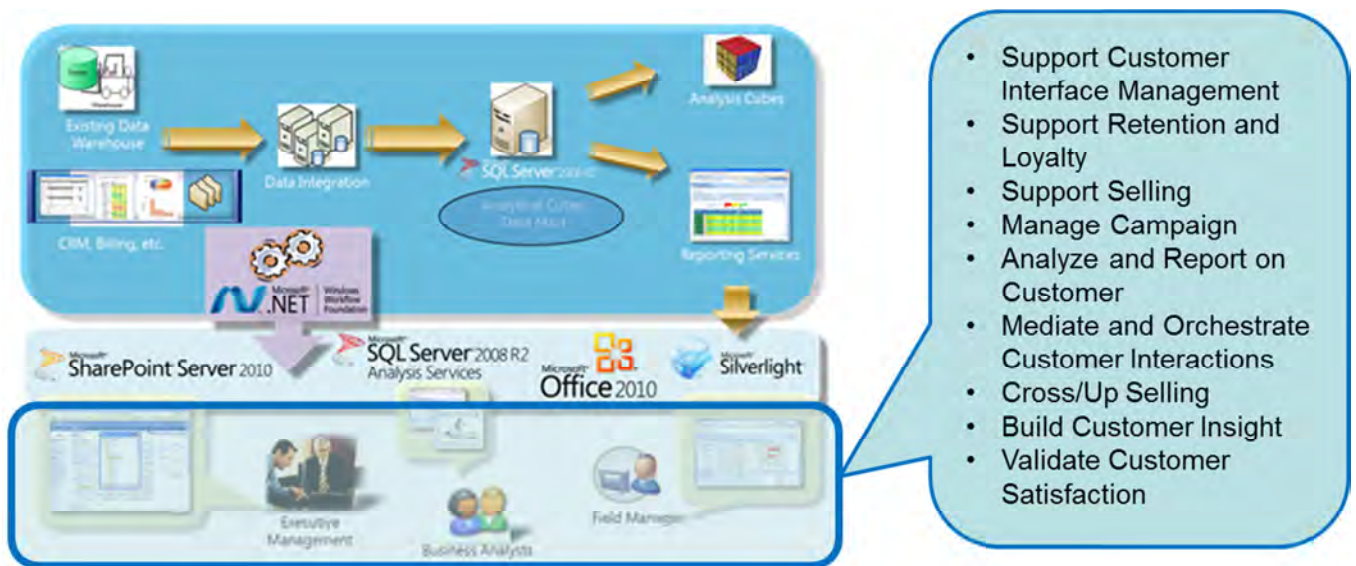


Figure 2.2 Microsoft Business Analytics Accelerator for Telecommunications – Product Scope

### 3 Self-Assessment – Process Mapping Descriptions

#### 3.1 Customer Relationship Management [1.1.1]

##### 3.1.1 CRM - Support & Readiness [1.1.1.1]

Business Process Framework (eTOM) process element		
1.1.1.1 - CRM - Support & Readiness	Alignment	Mapping Comment
1.1.1.1.1 - Support Customer Interface Management	<p><b>Use Case:</b> Revenue Management Use Case</p> <p>Customer Profitability Use Case</p> <p><b>Logical Design:</b> Logical Design Documentation 2.3.2: Customer Segmentation Data Mart - Campaign Response Segmentation</p> <p>Logical Design Documentation 2.3.4: Customer Segmentation Data Mart - Customer Care Segmentation</p> <p>Logical Design Documentation 2.4.1: Customer Experience Data Mart: Customer Care Performance</p>	<p><b>Process Context</b> This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b> Ensure that all information, materials, systems and resources are available so that the Customer Interface Management processes can operate effectively, when a contact with a customer occurs. - AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Extended Description</b> The purpose of the Support Customer Interface Management processes is to ensure that there is capability (for example, information, materials, systems and resource) so that the Customer Interface Management processes can operate effectively when a contact with a customer occurs.</p> <p>Examples are information on how to handle unusual requests based</p>



		<p>on temporary situations, systems needed to accept and track customer contacts, requests for the provisioning of additional resources where it has been identified that current levels will impact on timely contact handling.</p> <p>These processes are responsible for implementing generic and specific changes to customer interfaces. This support could be in updating agent scripts, IVR announcements, Web pages, etc. Customer Interface Support processes keep up to date all information concerning customers.</p> <p>- AM</p> <p><b>Revenue Management Use Case Section 2.1 #6-7 (pg 21-23)</b></p> <p><b>Revenue Management Use Case Section 2.3</b></p> <p><b>Customer Profitability Use Case Section 2.1 #6-30 (pg 23-33)</b></p> <p>These processes undertake trend analysis on customer contacts, e.g. type, frequency, duration, outcome. - AM</p> <p><b>Revenue Management Use Case Section 1.3 #1-3 (pg 8-10)</b></p>
<p>1.1.1.1.5 - Support Retention &amp; Loyalty</p>	<p><b>Use Case:</b> Churn Management Use Case</p> <p><b>Logical Design:</b> Logical Design Documentation 2.3.2: Customer Segmentation Data Mart - Campaign Response Segmentation</p> <p>Logical Design Documentation 2.3.6: Customer Segmentation Data Mart - Customer Invoice Value Segmentation</p>	<p><b>Process Identifier:</b> 1.1.1.1.5 <b>Process Context</b> This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b> Ensure that all information,</p>



	<p>Logical Design Documentation 2.4.3: Customer Experience Data Mart - Campaign Response</p> <p>Logical Design Documentation 2.4.5: Customer Experience Data Mart - Customer Invoice Value (Churn)</p>	<p>materials, systems and resources are available so that the Retention &amp; Loyalty processes can be completed without delay, when a request is received from a customer – AM</p> <p><b>Churn Management Use Case Section 1</b></p> <p><b>Extended Description</b> The purpose of the Support Retention &amp; Loyalty processes is to make sure that there is capability (for example, information, materials, systems and resources) so that the Retention &amp; Loyalty processes can operate effectively.</p> <p>Examples are information on current requests for analysis and collection of customer profile information, materials needed to analyze customer retention and loyalty information, systems needed to analyze customer retention and loyalty information, requests for the provisioning of additional resources where it has been identified that current levels will impact on timely retention and loyalty information collection and delivery. – AM</p> <p><b>Churn Management Use Case Section 2.1 #4-12 (pg 16-18)</b></p> <p>These processes undertake trend analysis on retention and loyalty, including customer acquisitions and churn, and the effectiveness of loyalty schemes. - AM</p> <p><b>Churn Management Use Case Section 2.2 (pg 19-24)</b></p>
<p>1.1.1.1.7 - Support Selling</p>	<p><b>Use Case:</b> Revenue Management Use Case</p>	<p><b>Process Identifier:</b> 1.1.1.1.7 <b>Process Context</b> This process element represents</p>



	<p>Customer Profitability Use Case</p> <p><b>Logical Design:</b>                  Logical Design Documentation                  2.3.4: Customer Segmentation                  Data Mart - Customer Care                  Segmentation</p> <p>Logical Design Documentation                  2.4.1: Customer Experience Data                  Mart - Customer Care                  Performance</p>	<p>part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b>                  Administer and manage the operation of the various sales channels and to ensure that there is capability (for example, information, materials, systems and resources) to support the Selling processes – AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Customer Profitability Use Case Section 2</b></p> <p><b>Extended Description</b>                  The purpose of the Support Selling processes is twofold - to administer and manage the operation of the various sales channels and to ensure that there is capability (for example, information, materials, systems and resources) to support the Selling processes so that they can operate effectively.</p> <p>These processes monitor current selling trends, and are responsible for the optimization and/or redistribution of existing sales channel capability or for enabling new capability (people, facilities, infrastructure). These processes undertake trend analysis on selling, including problems, successes, profit and loss. - AM</p> <p><b>Customer Profitability Use Case Section 1.2 #1-3 (pg 7-10)</b></p>
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		<p>Support Selling processes deal with the administration of the Selling processes and the effectiveness of the channels to support new and existing products, as well as existing and potential customers. - AM</p> <p><b>Customer Profitability Use Case Section 2.1 #6-7 (pg 19-20)</b></p> <p>The processes ensure the effectiveness of the sales staff and channels both in terms of skill sets available, but also in terms of demand forecasting and management of utilization. - AM</p> <p><b>Revenue Management Use Case Section 1.4 #1-10 (pg 15-18)</b></p> <p>These processes are also responsible for the administration and management of sales channel incentive, compensation and reward schemes, and for assessing the performance and effectiveness of sales channels.</p> <p>Other marketing processes, such as Manage Campaign and Product Marketing Communications &amp; Promotion, are responsible for determining the appropriate selling route or channel, and the required selling method and mechanism for specific market segments and channels, by product or product family, e.g., face-to-face contact, telemarketing, etc.</p> <p>Support Selling processes are responsible for ensuring that the sales channels are capable of implementing the required selling method and have the necessary skills and capacity to support the</p>
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		<p>anticipated volumes and type of product in each market segment. -AM</p> <p><b>Revenue Management Use Case Section 1.4 #1-10 (pg 15-18)</b></p> <p>These processes are responsible for providing feedback on the performance and effectiveness information as required to other marketing processes. -AM</p> <p><b>Revenue Management Use Case Section 2.2 313-15 (pg 28-30)</b></p> <p>Sales Channels managed by these processes include retail storefronts, e.g. a third-party retailer or an enterprise's own storefront, various web sites or ISPs, B2B marketplaces or direct relationships with external parties, distributors for that product family, account teams, outbound calling teams, direct sales teams, etc.</p> <p>The Support Selling processes are responsible for the collection and administration of sales leads and the associated probabilities, and for the distribution of leads to the appropriate sales channels. Leads are collected from many processes both customer facing processes and back-end processes.</p> <p>This process is responsible to ensure that processes are operating to collect leads wherever they arise, for the management of leads, and for the matching of the lead to the appropriate sales channel. These processes are responsible for distributing the lead into the appropriate sales channel.</p>
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<p>1.1.1.1.9 - Manage Campaign</p>	<p><b>Use Case:</b>                  Revenue Management Use Case                   Customer Profitability Use Case</p> <p><b>Logical Design:</b>                  Logical Design Documentation                  2.3.2: Customer Segmentation                  Data Mart - Campaign Response                  Segmentation</p> <p>Logical Design Documentation                  2.4.3: Customer Experience Data                  Mart: Campaign Response</p>	<p><b>Process Identifier:</b> 1.1.1.1.9  <b>Process Context</b>                  This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b>                  Manage individual marketing campaigns developed by Product Marketing Communications &amp; Promotion processes - AM</p> <p><i>Revenue Management Use Case Section 1</i></p> <p><i>Customer Profitability Use Case Section 1</i></p> <p><b>Extended Description</b>                  The purpose of the Manage Campaign processes is to manage individual Marketing Campaigns developed by Product Marketing Communications &amp; Promotion processes.</p> <p>These processes monitor and undertake trend analysis on the effectiveness of the campaigns, make modifications and report results. - AM</p> <p><i>Revenue Management Use Case Section 2.2 #3-15 (pg 24-30)</i></p> <p>Manage Campaign processes ensure that Marketing Fulfillment Response is staffed, trained and equipped appropriately to support the specific campaign, whether direct mail, TV ad, etc.</p>
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### 3.1.2 Customer Interface Management [1.1.1.2]

Business Process Framework (eTOM) process element		
1.1.1.2 - Customer Interface Management	Alignment	Mapping Comment
1.1.1.2.3 - Analyze & Report on Customer	<p><b>Use Case:</b>                      Revenue Management Use Case                       Customer Profitability Use Case                       Customer Churn Use Case</p> <p><b>Logical Design:</b>                      Logical Design Documentation                      2.2.1: Customer Profitability Data Mart - Customer Profitability/Margin                       Logical Design Documentation                      2.3.1: Customer Segmentation Data Mart - Demographic Segmentation                       Logical Design Documentation                      2.3.2: Customer Segmentation Data Mart - Campaign Response Segmentation                       Logical Design Documentation                      2.3.3: Customer Segmentation Data Mart - Customer Risk Segmentation                       Logical Design Documentation                      2.3.4: Customer Segmentation Data Mart - Customer Care Segmentation                       Logical Design Documentation                      2.3.5: Customer Segmentation Data Mart - Product and Market Revenue Segmentation                       Logical Design Documentation                      2.3.6: Customer Segmentation</p>	<p><b>Process Identifier:</b> 1.1.1.2.3  <b>Process Context</b>                      This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b>                      Perform all necessary analysis on closed requests and on customer contacts and generate related reports - AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Customer Profitability Use Case Section 1</b></p> <p><b>Customer Churn Use Case Section 1</b></p> <p><b>Extended Description</b>                      The purpose of this process is to perform all necessary analysis on closed (completed or unfulfilled) requests and on customer contacts and it generates related reports, to be utilized for process improvement activities, proactive problems prevention, up-sell opportunities definition, etc. - AM</p> <p><b>Revenue Management Use Case Section 1.3 #1-10 (pg 8-14)</b></p> <p><b>Customer Profitability Use Case</b></p>



	<p>Data Mart - Customer Invoice Value Segmentation</p> <p>Logical Design Documentation 2.4.2: Customer Experience Data Mart - Demographics</p>	<p><b>Section 1.4 #1-9 (pg 10-16)</b></p> <p><b>Customer Churn Use Case Section 1.3 #1-7 (pg 6-12)</b></p>
<p>1.1.1.2.4 - Mediate &amp; Orchestrate Customer Interactions</p>	<p><b>Use Case:</b> Revenue Management Use Case</p> <p>Customer Profitability Use Case</p> <p><b>Logical Design:</b> Logical Design Documentation 2.3.2: Customer Segmentation Data Mart - Campaign Response Segmentation</p> <p>Logical Design Documentation 2.4.1: Customer Experience Data Mart - Customer Care Performance</p> <p>Logical Design Documentation 2.4.3: Customer Experience Data Mart - Campaign Response</p> <p>Logical Design Documentation 2.4.5: Customer Experience Data Mart - Customer Invoice Value (Churn)</p>	<p><b>Process Identifier:</b> 1.1.1.2.4 <b>Process Context</b> This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b> Ensure that transaction message structure and interactions conform to agreed, externally defined standards used by the enterprise and its customers - AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Customer Profitability Use Case Section 1</b></p> <p><b>Extended Description</b> The purpose of the Mediate &amp; Orchestrate Customer Interactions is to ensure that transaction message structure and interactions conform to agreed, externally defined standards used by the enterprise and its customers. - AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Customer Profitability Use Case Section 2</b></p> <p>Increasingly transactions with external parties (e.g. customers</p>



		<p>using Rosetta Net or Web Services standards) will need to conform to message and data formats defined by third parties or third party organizations. Based on the specific transaction type and involved external party, this conformance will require the identification of the necessary data formats to be sent externally, and conversion of externally received messages into the required internal enterprise formats.</p> <p>In addition, interactions with external parties may require that messages and transactions need to be undertaken with defined and agreed orchestration for message exchange. - AM</p> <p>The actual agreement between the parties to use specific interaction standards is part of the Support Customer Interface Management and Support Selling L3s.</p>
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### 3.1.3 Selling [1.1.1.4]

Business Process Framework (eTOM) process element		
1.1.1.4 - Retention & Loyalty	Alignment	Mapping Comment
1.1.1.4.5 - Cross/Up Selling	<p><b>Use Case:</b> Revenue Management Use Case  Customer Profitability Use Case</p> <p><b>Logical Design:</b> Logical Design Documentation 2.2.1: Customer Profitability Data Mart - Customer Profitability/Margin</p> <p>Logical Design Documentation</p>	<p><b>Process Identifier:</b> 1.1.1.4.5 <b>Process Context</b> This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b></p>



	<p>2.3.3: Customer Segmentation Data Mart - Customer Risk Segmentation</p> <p>Logical Design Documentation</p> <p>2.4.5: Customer Experience Data Mart - Customer Invoice Value (Churn)</p>	<p>Ensure that the value of the relationship between the customer and service provider is maximized by selling additional, or more of the existing, products. – AM</p> <p><b>Revenue Management Use Case Section 1</b></p> <p><b>Customer Profitability Use Case Section 1</b></p> <p><b>Extended Description</b> The purpose of this process is to ensure that the value of the relationship between the customer and service provider is maximized by selling additional, or more of the existing, products.</p> <p>The ongoing analysis of customer trends (e.g. usage, problems, complaints) is used to identify when the current offerings may no longer be appropriate for the customer, or when the opportunity for a larger sale arises. Based on the data collected, more appropriate offerings should be recommended to the customer. - AM</p> <p><b>Revenue Management Use Case Section 1.3 #1-9 (pg 7-14)</b></p> <p><b>Customer Profitability Use Case Section 1.4 #1-9 (pg 10-15)</b></p>

### 3.1.4 Retention & Loyalty [1.1.1.9]

Business Process Framework (eTOM) process element		
1.1.1.9 - Retention & Loyalty	Alignment	Mapping Comment
1.1.1.9.2 - Build Customer Insight	Use Case:	Process Identifier: 1.1.1.9.2



	<p>Revenue Management Use Case</p> <p>Customer Profitability Use Case</p> <p>Churn Management Use Case</p> <p><b>Logical Design:</b>                  Logical Design Documentation                  2.2.1: Customer Profitability Data Mart - Customer Profitability/Margin</p> <p>Logical Design Documentation                  2.3.1: Customer Segmentation Data Mart - Demographic Segmentation</p> <p>Logical Design Documentation                  2.3.3: Customer Segmentation Data Mart - Customer Risk Segmentation</p> <p>Logical Design Documentation                  2.3.6: Customer Segmentation Data Mart - Customer Invoice Value Segmentation</p> <p>Logical Design Documentation                  2.4.1: Customer Experience Data Mart - Customer Care Performance</p> <p>Logical Design Documentation                  2.4.2: Customer Experience Data Mart - Demographics</p> <p>Logical Design Documentation                  2.4.4: Customer Experience Data Mart - Product and Market Revenue</p> <p>Logical Design Documentation                  2.4.5: Customer Experience Data Mart - Customer Invoice Value (Churn)</p> <p>Logical Design Documentation                  2.4.6: Customer Experience Data Mart - Network Performance</p>	<p><b>Process Context</b>                  This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b>                  Ensure that Service Provider and the customer feel confident that the relationship is founded on up-to-date, accurate and legally compliant information -AM</p> <p><b>Revenue Management Use Case Section 1, 2</b></p> <p><b>Customer Profitability Use Case Section 1, 2</b></p> <p><b>Churn Management Use Case Section 1, 2</b></p> <p><b>Extended Description</b>                  The purpose of this process is to ensure that Service Provider and the customer feel confident that the relationship is founded on up-to-date, accurate and legally compliant information.</p> <p>The Service Provider will incorporate into the customer profile, all relevant information gathered through all contacts with the customer (usage pattern, demographics, life stage, household, community of interest, business direction). - A</p> <p><b>Customer Profitability Use Case Section 1, 2</b></p> <p>Customer and market information from other sources may be gathered, which will build a better</p>
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	<p>Logical Design Documentation 2.4.7: Customer Experience Data Mart - Aggregated Revenues</p> <p>Logical Design Documentation 2.4.8: Customer Experience Data Mart - Customer Risk</p> <p>Logical Design Documentation 2.4.9: Customer Experience Data Mart Process Performance Overview</p>	<p>understanding of the customer. - A</p> <p><b>Revenue Management Use Case Section 1, 2</b></p> <p>Customer Information must be made available to any process that needs to access it. This customer information will be used to continually refine the means and style of interaction, and the solution sets and customer experience offered. - AM</p> <p><b>Revenue Management Use Case Section 1, 2</b></p> <p><b>Customer Profitability Use Case Section 1, 2</b></p> <p><b>Churn Management Use Case Section 1, 2</b></p>
<p>1.1.1.9.5 - Validate Customer Satisfaction</p>	<p><b>Use Case:</b> Revenue Management Use Case</p> <p><b>Logical Design:</b> Logical Design Documentation 2.4.1: Customer Experience Data Mart - Customer Care Performance</p> <p>Logical Design Documentation 2.4.3: Customer Experience Data Mart - Campaign Response</p> <p>Logical Design Documentation 2.4.6: Customer Experience Data Mart - Network Performance</p> <p>Logical Design Documentation 2.4.9: Customer Experience Data Mart - Process Performance Overview</p>	<p><b>Process Identifier:</b> 1.1.1.9.5 <b>Process Context</b> This process element represents part of the overall enterprise, modeled in business process terms, and can be applied (i.e. “instantiated”) with other similar process elements for application within a specific organization or domain.</p> <p><b>Brief Description</b> Validate that predicted/expected value is delivered by the solution and initialize the after-sales processes (billing and assurance) – AM</p> <p><b>Revenue Management Use Case Section 1, 2</b></p> <p><b>Extended Description</b> The purpose of this process is to validate that predicted/expected value is delivered by the solution and that the after-sales processes</p>



		<p>(billing and assurance) are initialized.</p> <p>It validates that the customer is capable of realizing maximum value from the operation or use of the solution and that intense Provider involvement is no longer needed to manage the solution. - AM</p> <p><b>Revenue Management Use Case Section 1.4 #1-10 (pg 15-18)</b></p> <p>This process ensures that the customer is satisfied that the solution that was actually delivered meets original or updated expectations and agreements and that the solution is operable by the customer. - AM</p> <p><b>Revenue Management Use Case Section 2.1 #1-7 (pg 19-22)</b></p>
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## 4 Process Conformance

### 4.1 Business Process Framework – Process Conformance Summary

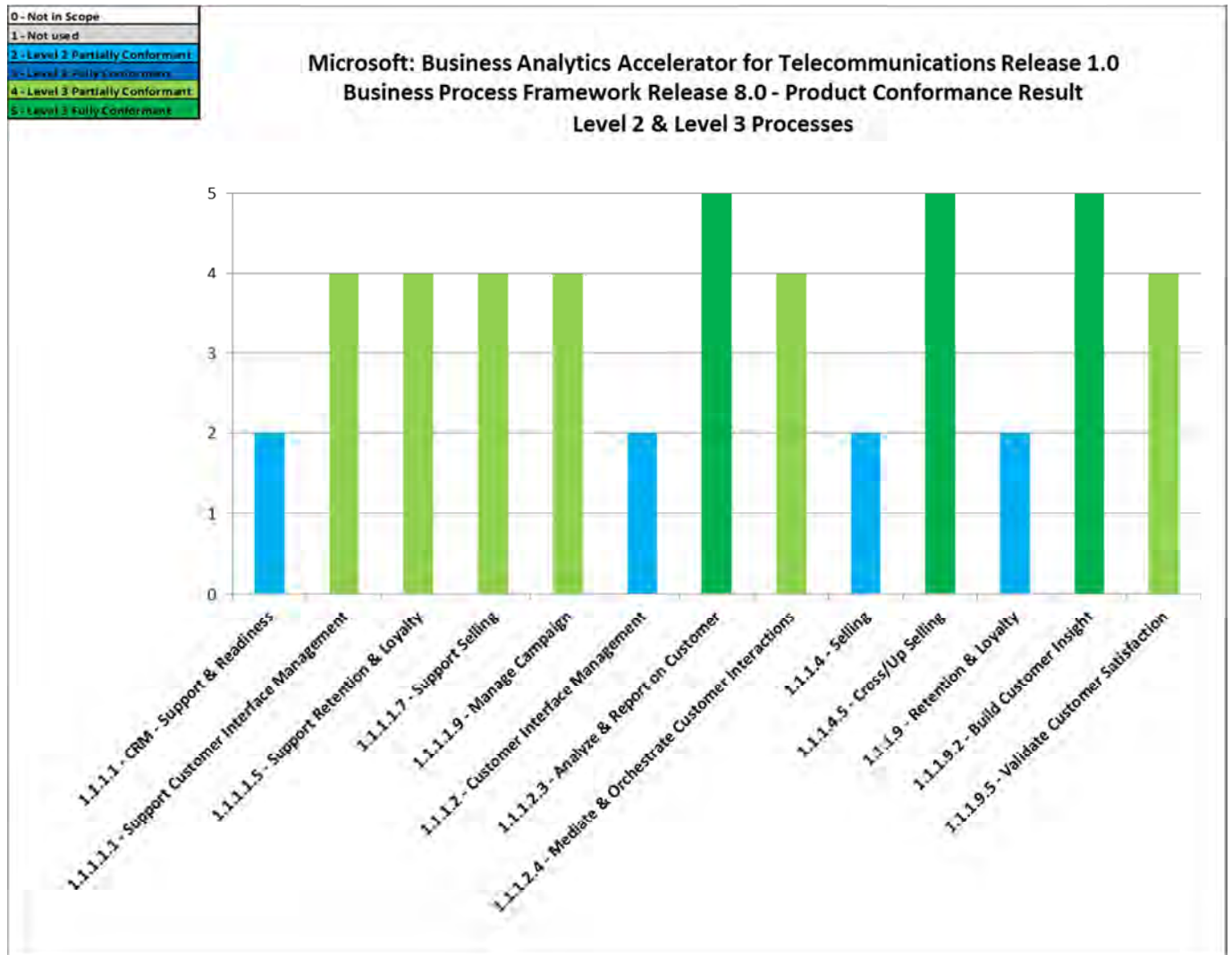


Figure 4.1 Microsoft Business Analytics Accelerator for Telecommunications – Conformance Result Summary



## 4.2 Business Process Framework – Process Conformance Detailed

Table 4.1 Microsoft Business Analytics Accelerator for Telecommunications – Detailed Conformance Result

Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
<p><b>Within Level 1:</b></p> <p><b>1.1.1 – Customer Relationship Management</b></p>	Customer	Not Applicable for Level 1 process	<p>TM Forum does not assess process Level 1 elements. Hence Conformance score is not awarded at this level.</p> <p>See general [Note1] for an explanation of the overall context of the Microsoft Business Analytics Accelerator for Telecoms.</p>
<p><b>Within Level 2:</b></p> <p><b>1.1.1.1– CRM Support &amp; Readiness</b></p>	Customer	Scope Partially Conformant (2)	<p>Four Level 3 eTOM processes have been assessed here for conformance, these are:</p> <p>1.1.1.1.1 - Support Customer Interface Management                      1.1.1.1.5 - Support Retention &amp; Loyalty                      1.1.1.1.7 - Support Selling                      1.1.1.1.9 - Manage Campaign</p> <p>These 4 processes represent a subset out of a total of 14 level 3 processes which make up the 1.1.1.1 – CRM Support &amp; Readiness Level 2 process in the Business Process Framework (eTOM) within the Operations Support &amp; Readiness (OS&amp;R) vertical process grouping in the Operations (Ops) Process Area.</p> <p>The above listed Level 3 processes under 1.1.1.1 – CRM Support &amp; Readiness were assessed against the Microsoft Business Analytics Accelerator for Telecoms; the assigned final scores represent some deviations from the standard Business Process Framework (eTOM) descriptions due to the analytical nature of this Microsoft application.</p>
<p><b>1.1.1.1.1 - Support Customer Interface Management</b></p>	Customer	Partially Conformant (4)	<p><b>Partially Conformant</b></p> <p>Most features and functional requirements for this L3 process as defined in the (eTOM) Business Process Framework were covered by the Microsoft Business Analytics Accelerator for Telecommunications (MS-</p>



Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
			BAAT) application, particularly the availability of relevant information required in support of this process. On the other hand, there are some support gaps due to specific requirements (defined in the eTOM), such as availability of materials, systems and resources; such gaps are due to the analytical nature of the Microsoft Business Analytics Accelerator for Telecommunications.
<b>1.1.1.1.5 - Support Retention &amp; Loyalty</b>	Customer	Partially Conformant  (4)	<b>Partially Conformant</b>  This level 3 process was partially conformant. All analytical information required to support the Retention & Loyalty process as defined in the eTOM is provided and made available by the Microsoft Business Analytics Accelerator for Telecommunications (MS-BAAT) application. Acknowledged limitations are due to the analytical nature of the application which does not provide materials, systems or resources in support of this process.
<b>1.1.1.1.7 - Support Selling</b>	Customer	Partially Conformant  (4)	<b>Partially Conformant</b>  This process is fully supported by the Microsoft application from an analytical perspective, in other words, supporting evidence provided for this process fully satisfies conformance criteria for the Business Process Framework (eTOM) as far as the availability of information is concerned; this is information such as sales trends analysis, sales channel and sales volume statistical information per customer and market segment, etc. Some lack of coverage was identified in terms of management capabilities needed in the execution of this process; the support for the production and analysis of information needed for decision making purposes is quite well covered by the application, but some shortcomings were found as far as administering and managing the operation of the various sales channels and ensuring that there is



Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
			capability other than information i.e. materials, systems and resources available in support of this process. These alignment gaps are due to the analytical nature of this Microsoft (BAAT) application.
<b>1.1.1.1.9 - Manage Campaign</b>	Customer	Partially Conformant  (4)	<b>Partially Conformant</b> Supporting documentation and evidence provided along the conformance assessment for this L3 process was satisfactory as far as the capability to produce and make analytical information available in support of campaign management. Some features or functional requirements which are part of the eTOM process description – e.g. ensuring that Marketing Fulfillment Response is staffed, trained and equipped appropriately to support the specific campaign, whether direct mail, TV ad, etc. – are not applicable to the Microsoft Business Analytics application due to its highly analytical and less operations management centric nature.
Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
<b>Within Level 2: 1.1.1.2– Customer Interface Management</b>	Customer	Scope Partially Conformant  (2)	Two Level 3 eTOM processes have been assessed here for conformance, these are:  1.1.1.2.3 - Analyze & Report on Customer 1.1.1.2.4 - Mediate & Orchestrate Customer Interactions  These 2 processes represent a subset out of a total of 4 level 3 processes which make up the 1.1.1.2 – Customer Interface Management Level 2 process in the Business Process Framework (eTOM) within the Customer Relationship Management (CRM) horizontal process grouping in the Operations (Ops) Process Area.



Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
			The partially conformant score is due to the partial scope coverage of the parent Level 2 process, in combination with final score of the 1.1.1.2.4 - Mediate & Orchestrate Customer Interactions which displayed some deviations against the standard (eTOM).
<b>1.1.1.2.3 - Analyze &amp; Report on Customer</b>	Customer	Fully Conformant  (5)	<b>Conformant</b>  Supporting evidence provided for this level 3 process fully satisfies conformance criteria for the Business Process Framework (eTOM).  <i>See [Note2] for additional explanation on the support for this process.</i>
<b>1.1.1.2.4 - Mediate &amp; Orchestrate Customer Interactions</b>	Customer	Partially Conformant  (4)	<b>Partially Conformant</b>  Supporting documentation and evidence provided for this L3 process demonstrated conformance with the eTOM as far as the capability to produce and make analytical information available in support of customer interactions. Some functional requirements which are part of the eTOM process description are not applicable to the Microsoft Business Analytics application in the context of this particular process due to its highly analytical and less operations management centric nature. For instance transactions with external parties need to conform to specific message and data formats and sometimes may require a previously agreed orchestration for message exchange.



Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
<p><b>Within Level 2:</b></p> <p><b>1.1.1.4– Selling</b></p>	Customer	Scope Partially Conformant (2)	<p>One Level 3 eTOM process has been assessed here for conformance, this is:</p> <p>1.1.1.4.5 - Cross/Up Selling</p> <p>This process represents a subset out of a total of 7 level 3 processes which make up the 1.1.1.4 – Selling Level 2 process in the Business Process Framework (eTOM) within the Fulfillment vertical process grouping in the Operations (Ops) Process Area.</p> <p>The partially conformant score is due to the partial scope coverage of the parent Level 2 process i.e. only one of seven Level 3 processes were included in the scope for assessment.</p>
<p><b>1.1.1.4.5 – Cross/Up Selling</b></p>	Customer	Fully Conformant (5)	<p><b>Conformant</b></p> <p>Supporting evidence provided for this level 3 process fully satisfies conformance criteria for the Business Process Framework (eTOM).</p> <p><i>See [Note3] for additional explanation on the support for this process.</i></p>

Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
<p><b>Within Level 2:</b></p> <p><b>1.1.1.9– Retention &amp; Loyalty</b></p>	Customer	Scope Partially Conformant (2)	<p>Two Level 3 eTOM processes have been assessed here for conformance, these are:</p> <p>1.1.1.9.2 - Build Customer Insight</p> <p>1.1.1.9.5 - Validate Customer Satisfaction</p> <p>These two processes represent a subset out of a total of</p>



Assessed eTOM Conformance			
eTOM process element	Assessed Domain	Conformance Level	Comment
			<p>5 level 3 processes which make up the 1.1.1.9 – Retention &amp; Loyalty Level 2 process in the Business Process Framework (eTOM) within the Customer Relationship Management (CRM) horizontal process grouping in the Operations (Ops) Process Area.</p> <p>The partially conformant score is due to the partial scope coverage of the parent Level 2 process i.e. only one of five Level 3 processes were included in the scope for assessment.</p>
<b>1.1.1.9.2 – Build Customer Insight</b>	Customer	Fully Conformant  (5)	<p><b>Conformant</b></p> <p>Supporting evidence provided for this level 3 process fully satisfies conformance criteria for the Business Process Framework (eTOM).</p> <p><i>See [Note1] for additional explanation on the support for this process.</i></p>
<b>1.1.1.9.5 – Validate Customer Satisfaction</b>	Customer	Partially Conformant  (4)	<p><b>Partially Conformant</b></p> <p>Supporting documentation and evidence provided for this L3 process provides satisfactory evidence as far as the capability to produce and make analytical information available in support of customer satisfaction validation. Some operations management related requirements – e.g. checking and confirming that the solution is operable by the customer – as part of the eTOM process description are not applicable to the Microsoft Business Analytics application in the context of this particular process due to its highly analytical and less operations management centric nature.</p> <p><i>See [Note4Note2] for additional explanation on the support for this process.</i></p>



**Note1:** The Microsoft Business Analytics Accelerator for Telecom automatically collects data from operational systems and presents that information as a series of “drillable”/configurable dashboards/reports. This includes many aspects of the customer experience; for example orders (new orders, cancel orders) and device selection.

Analysts are given the opportunity to use their analytical skills to investigate issues for correction or situations for improvement based on that information manual depending on the particular situation.

**Note2:** 1.1.1.2.3 - Analyze & Report on Customer. In this particular instance, customer behaviors (orders, network usage, customer care contacts) are used to determine attribute decomposition trees for particular issues; device attributes for churn issues; reports of network issues associated with ARPU.

**Note3:** 1.1.1.4.5 - Cross/Up Selling. In this particular situation, the analyst is presented with information necessary to define the appropriate attributes for a particular business case by identifying the attributes of a particular segment that may benefit from a different product offering (i.e. lower cost to carrier, higher revenue/ARPU from customer). Negative margin customer accounts are generally viewed as an inappropriate business arrangement for both carriers and customers.

**Note4:** 1.1.1.9.5 - Validate Customer Satisfaction. In this particular situation, analysts are given the opportunity to analyze to a customer level, attributes that impact customer experience, customer churn, etc. Using this derived "low level" or granular information from the automatically provided "high level" or aggregated information, analysts can assist customer care, marketing, operations and product management teams to determine the proper course of action for improved telecom customer interaction