Customer Centricity Program

Customer Experience Management
Big Data Analytics
Metrics

Project and Workstream Leaders
June 20, 2016
Agenda

- Introduction to TM Forum’s Customer Centricity Program
- What do we have now and what are we working on?
  - Customer Experience Management
  - Data Analytics
  - Metrics
- Collaboration and Catalyst projects in each project
Customer Centricity Program

Customer Experience Management
Big Data Analytics
Metrics

Using Customer Experience as a differentiator

Propelling Business Success with Analytics and Metrics

Customer Centricity in the Hyper Connected and Virtual World
Common Language
What is Collaboration?

A unique virtual and physical meeting place for curious minds to share ideas and define solutions

- Driven by real world challenges to create common languages
  - Guides, Best Practices
  - Reference Models
  - Processes
  - Data architectures
- Tackling the hard challenges together
  - In the age of Open Digital Environments
  - For SmartX applications
  - To move to DevOps & virtualization
Collaboration Projects vs. Catalyst Projects

**Collaboration:**
- Creating best practices and standards
- Publish 2+ times per year
- Working groups open to all members
- Free to participate with membership

**Catalysts:**
- Short term proof of concept demos
- Teams include end user champions and solutions providers
- Pay to participate (Solution providers)
- Results in a demo at 2+ events per year
Challenges


2. How can I monitor and track customer sentiment to truly create a market differentiator for my products & services?

3. I know I should be using data analytics more broadly to get value out of my data but how do I do that faster, better, cheaper?

4. I want to create a metrics/data-driven driven culture, how do I do that?

5. I want to be more citizen centric in my smart city. How can I do that in a systematic fashion?
Hierarchy of Needs

- Adaptive Business Strategy
- Open Innovation & Product/Service Design
- Brand & Community
- Customer (and Data) Centricity
- Legal, Privacy, Security, Regulation
- Digital Infrastructure & Enablement Platform

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Developing our Best Practices

Frameworx 16.0
Release date: June 2016

Member collaboration, best practice development
Catalyst Projects

Frameworx 16.5
Release date: December 2016

Action Week
July 11-15
Vancouver
Action Week Vancouver

July 11-15; Meetings Monday through Friday midday

- Action Week is interactive, inspiring, intellectually stimulating!
  - Spend a few days or a week with some of the brightest minds in the industry setting a course for the future
  - Be a part of defining the common language for the industry. Meetings are roundtable style working sessions where you think, share and learn

- What the week looks like
  - First half of the week focus on Collaboration projects for developing best practices
  - Second half of the week we will focus on Catalyst projects
  - Collaboration Projects will continue to meet during the second half of the week as well

WE LOVE NEWCOMERS!
Customer Experience Management
Best Practices

Guidebook

CEM Return on Investment Calculator

Lifecycle Model + 360 Degree View

Use Case Library
New Guidebook GB955: Experience Lifecycle Model, Journey Analytics

- Updated Model covers more general use cases: Smart City, IoT, digital service providers, …

- Journey Details and Insights/Knowledge Layers:
  - Rich set of journey related data, such as metrics.
  - Location to collect all that is known and learned about the user.

- Journey Analytics:
  - How to derive actionable insights from the experience journey
  - Interrelation of journeys from different users

Joerg Niemoeller, Ericsson
360 Degree View of the Customer

Ongoing Work started in IG1134

- **Customer Sentiment**
  The moods, feelings, behaviors, ... of a user and how to measure and utilize the knowledge of them

- **Experience Integrator**
  What if a user has a single point of contact with consistent presentation for all services?
  What entity would be needed to provide this?

- **CEM scores**
  What CEM scores are needed to be used directly in decision processes on business level
  How can these missing scores be obtained

- **Yearning**
  How does the customer become a customer?
  What are the decision taking mechanisms in the early phases of the lifecycle?

Joerg Niemoeller, Ericsson
Geoanalytics with Sentimental Tinge

Catalyst Customer Journey

- Event Arrival
- Event Start
- Event Interaction
- Event End

- WIFI sign up
  - Undefined attendees
- Network usage
  - Social media feeds
- Customer insight
  - Real time analytics
- Identified groups
- Enriched profile

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Vision

- Combining location with emotion to bring value and engagement
- Getting connected to customer sentiment… in real-time
- Focus on discrete locations as a micro-segment to respond to transient events with an emotional impact
- Improve business by providing the right insight at the right time with advanced analytics
Challenges - SMC Challenge during an incident is balancing following activities:

- Provision of impact assessment of an incident to Market Units, Wholesale Customers and end customers in real time.
- While also working on key activities to restore service.

Objectives

- Improve time taken to identify and collate impact assessment during a fault
- Improve time taken to inform customers of service interruption
- Improve communications provided to customers prior to and during a service interruption
- Improve speed of Restoration
- Effective use of resources within SMC, Field teams and Market Units

Dave Cunningham, Galileo Software
Catalyst Deliverables

- **Zero Touch Customer Service Impact Assessment**
  - Utilised Weather Feeds to Provide Predictive Fault Analysis (Rain Fade and Flooding)
  - Prioritised Faults based on Customer Impact not Device Severity
  - Improving Customer Satisfaction, Where it Matters

- **Provided Real Time and Regular Customer Communications**
  - Individualised to Suit Customer Type and Service Profile
  - Updated throughout Incident Management Process up to Closure, Reducing the Need for Customer Calls, Freeing Up Resources Whilst Improving Customer Satisfaction

- **Automated Intelligent Fault Responses, Reducing MTTR**
  - Integrated with Run Book Automation solutions to attempt ‘Known Fixes’
  - Integrated with Work Force Management solution to Despatch Appropriate Field Staff based on Suitability, Availability and Time to Site

- **Catalyst Unified Service Provider Data Domains To Improve Incident Visibility and Manageability**
  - Customer Services
  - Network Operations
  - Workforce and Inventory Management

- **Catalyst Solution Can be Easily Applied to Smart Cities**

_Dave Cunningham, Galileo Software_
Omni Channel

Accomplishments to date (v16.0)

- Omni Channel Imperatives
- Functional Capabilities
- Omni Channel Maturity Model v2
- POV on Channels and Touch Points
- Requirements v2
- Architecture and Patterns
- Reference Architecture

Planned in coming releases

- Reference Architecture V2
- Maturity Model V3
- Single View of Customer - POV
- Using Data to plan Omni Channel
- Requirements v3
- Analytics for Omni
APPEX Omnichannel Summary

- Objective is creation of an Omnichannel solution creation framework for Service Providers for rapid implementation of Omnichannel Use Cases
- Part of Customer Experience improvement initiative in Vodafone focused on Customer Experience (NPS) as a key differentiator
- APPEX Omnichannel Catalyst addresses end to end customer journey, including Engage, Use and Evaluate phases
- APPEX Omnichannel optimizes Customer Experience and puts customers in control of their interactions with the Service Provider to maximize CSAT, services uptake, improve revenues and loyalty and reduce churn.
- APPEX Omnichannel customers receive a consistent experience regardless of channel utilized, with near real time personalized responses that meet and exceed customer expectations.
- Use of policy driven intelligent systems (inference and analytics) enables greater automation of communication with the customer without losing the personal touch when appropriate. This reduces response times and operational costs as well as improving first call resolutions and customer satisfaction.
- Data persistence across channels enables customers to choose their preferred channel and then change channel as they wish, and to be able to interrupt and resume a transaction at any point.
- Omnichannel capabilities will be applied to many transaction types such as purchase of new product or service, getting help and customer retention
Omnichannel next steps

- Revisit and refine Business objectives, business and operational requirements and perform value chain analysis
- Perform Capabilities analysis
- Target business operation models definition
- New Use Cases for end to end customer journey and new customer segments, NPS focus
- Solution framework design
- Contributions to TMF e.g. Personas, APIs, eTOM updates, Metrics and Processes
- Maturity level assessment tool contribution
Balance the needs of exceptional experience against complex digital ecosystem

Focus on Exceptional Customer Experience

- Flawless Hopping across channels CSP or 3rd party managed
- Considering the customer’s context, behaviour and lifecycle stage
- Simple & easy, hiding backend complexity from customers

Memorable shopping moments

- Relevant & Contextual
- Simplified & convenient

Stay Agile in a Complex the Digital Ecosystem

- Multiple complex services
- Cost efficiently reuse a brownfield landscape of different IT stacks residing from M&As
- Work with evolving partnership business ownership models & functional overlaps

Omnishop Catalyst – Business Problem

- Memorable shopping moments
- Connected digital world
- Seamless

- Relevant & Contextual
- Simplified & convenient
- Flawless Hopping across channels CSP or 3rd party managed
- Cost efficiently reuse a brownfield landscape of different IT stacks residing from M&As
Omnishop Catalyst – Solution Approach

Plug and Play Digital Services Shopping Framework

Customer Omnichannel Experience Touchpoints
- social
- tablet
- home PC
- app
- call center
- email
- sms

Omnishop Plug & Play Digital Services Shopping Framework

- Channel Integration
- Central Rules Management
- Federated Order Management
- Basket & Context Hub
- Location & IP Services

- Channel Process Handling
- Catalogue Publishing
- Product Catalog Hub
- 360 Customer View
- Recommendation & Campaign

Traditional Services CSP Stack
- Customer Mgmt
- Product Catalogue
- Order Mgmt

IoT Services 3rd Party Stack
- Customer Mgmt
- Product Catalogue
- Order Mgmt

seamless
any channel
Legacy systems
Multiple stacks
3rd parties
Service offerings
simplified convenient
contextual
journey
memorable shopping moments
connected digital world
40 CEM Use Cases

Fx 16.0

CEM Business Value Roadmap

- As-is Assessment
  - Identify/establish main business goals
  - Maturity model-level
  - Refer to eTOM for assessment processes

- Assess performance against benchmark
  - Business performance vs. defined goals

- Initiate to-be state
  - Identify gaps
  - Prioritize journeys most impact on business goals
  - Identify the UC that best meet business goals
  - Journey design vs. UCs
  - Establish mature process

- Prioritize Business outcomes
  - ROI calculation set of use cases
  - Investment decision

- Implement UC
  - Execute UC
  - Evaluate business results
  - Lessons learnt

Tags for UCs
- Customer care
- Personalization
- Interaction
- Revenue
- Understanding
- Business optimization
- Retention
- Cost reduction

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Tasks proposal

1) **New Use Cases**
   - CEM Catalyst
   - Smart Cities / IoT
   - Action weeks Vancouver / Lisbon
   - Action days / Local Workshops
   - Project meetings (Mondays at 10 AM ET/ 4PM CET)

2) **CEM Implementation guide**
   - Self-contained Guide Book
   - Interactive Interactive TMF CEM Maturity Model
Objective of Project: To develop/enhance all the processes in the ETOM that are related to CEM so that any organization can carry out these processes to become more customer centric.

CEM Business Processes

What we did for 16.0

- Enhancement of:
  - Maturity assessment processes
  - Mapping and Analysis of experience lifecycle processes

CEM Process
Future Planned Work

- Developing the Customer Experience Management Strategy and Planning Process
- Incorporate 16.0 CEM Processes into CEM Guidebook – Business Value Roadmap
- Further Enhancing the CEM Processes inline with CEM Streams/concepts
The Concept:

Current Use Cases:
• Propensity-to-Call Reduction
• 2G>3G>4G Migration
• eCommerce Conversion Rate
• Churn Reduction

Next Steps (Frameworx 16.5):
• Critique and improve existing cases
• Add new use cases

Jonathan Hopkinson, Huawei
A reference book of customer experience (outside-in) metrics

- Latest version has 572 metrics
- Covers the entire CE lifecycle
- Next Steps (Frameworx 16.5)
  - Add metrics to assess omni-channel performance
    - Leveraging Catalyst activity
  - Improve selected definitions to support inter-operator benchmarking

Jonathan Hopkinson, Huawei
Example: Enabling Telcos to become the Smart City Experience Integrator

- The instrumentation in Smart Cities allows unprecedented views of each citizen’s experience.
- Telco’s are well positioned to capture and create value for all stakeholders from this data.
- This new project will seek to create the frameworks and collateral to enable Telco’s to exploit this opportunity.

Jonathan Hopkinson, Huawei
Metrics Definitions

- The Metrics team manages a repository of 2100+ metric definitions, many published in the Balanced Scorecard Poster at TM Forum events.
- Metrics are submitted from TM Forum members, working groups, and catalysts, and cover CRM, Billing, Ordering, and newer areas like NFV.
- The Metrics team then shepherds the metric through 5 maturity levels: 1-Proposed, 2-Defined, 3-Validated, 4-Normalized, and 5-Benchmarked.
- Help grow our metrics by contributing what your team measures!

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Sample Metric Definition

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### In FX16, Added Over 400 New Metrics

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Data Analytics - Demonstrating Business Value

**Data Analytics**

- It started 3 years ago
- New deliverables each semester
- eTOM added business processes related to data
- Standards for procurement, for definition of use cases (75 already defined) and methodology, for reference architecture model, for data taxonomy (standardized data containers, data dictionary of data entities)

**Business Benefits**

- The right collaborative platform to bring business value with data – the new goldmine
- Best practices sharing amongst a network of CSP, DSP, technology providers, partners
- Enabling digital transformation in the open economy
- To leverage on standards for procurement, for definition of use cases (75 already defined), for reference architecture model, for data taxonomy

Sophie Nachman, Orange
You are welcome to participate in the data analytics working group and to contribute to Frameworx 16.5

A catalyst proof-of-concept that demonstrates real life use cases

Let’s go analytics!

Sophie Nachman, Orange
We define a 6-step data governance implementation roadmap as a best practice on how to leverage data governance to achieve business objectives.

- It is a guideline for organizations to execute data governance procedures. Each step, we defined sub-steps which can be decomposed to fit customized data governance requirements.
Big Data Openness for Application Development Ecosystem

Data Openness Framework

Data Openness Platform

Data Lake

Data normalization & Refining

Location – Service - Subs data
Ingestion and intelligence
(Metrics/KPIs, RF Perf, LIS, LBS)

Catalog Non-Network data
(Provisioning, Fault Alarms, Sub Info)

SERVICE PROVIDER DATA SOURCE – Network & Non-network Data

Data should be shared in & out to leverage value by multiple usage.

- Data Analyzer
- Data Enricher
- Data Enabler
- Data Owner/Sponsor
Analytics Big Data Repository (ABDR)

The ABDR is a unified layer that provides standard data definitions in order to support multiple use cases and multiple analytics systems (defined in GB979-D)

- Boosts innovation by ensuring that the data is highly available
- Faster time to implement new use cases and test new concepts
- Avoiding data replication by organizing data in a way that you can reuse it efficiently
- Saving in ETL costs & time
- Savings in hardware costs (storage & processing power)
Plans and needs for Fx16.5

- Enrich the ABDR data dictionary with more data entities
- Request all the Big Data Analytics related Catalysts to contribute data entities to the ABDR
- We need help of data modelers, and subject experts to enlarge and improve the data entities in the ABDR
Upcoming Catalysts: Dallas, Singapore

- **B2B Sales & CPQ Experience**: How operators provide B2B Buying experience for SME customers

- **Digitally Connected World**: The digital world has fundamentally transformed the way we communicate, and behave in the society. Consumer’s expectations have changed. This calls for a customer experience designed to offer digital customer experience proactively.

- **Experience Journey Shaping**: Build a dashboard for CRM that is showing the momentary journey of the user and the real-time analytics results. In particular sentiment and satisfaction in sights in relation to the user experience is key.

- **Cognitive Digital Agent**: Creating the next generation of customer care services through artificial intelligence.

- **APPEX Omnichannel**: To promote APPEX Omnichannel adoption in the telecoms sector and enhance Customer Experience incorporating new digital channels and product offerings.

- **Offline Channel Customer Experience Enhancement and Retailer Efficiency**: An integrated solution for enhanced in-store customer experience intelligently help consumer to decide the best product based on his/her usage as well as simplifies owned/third-party retail store simpler.

- **Cognitive Analytics for Omni-channel Commerce**: To explore the application of Cognitive computing in Omni channel commerce to improve the customer experience.

- **Machine Learning Optimized Omnichannel (MLOOc)**: Explore the possibilities of optimizing engagement of Customers and Others Users (IoT) through a Machine Learning/AI approach to Knowledge Base asset use.
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Thank you!

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