

Framework 17.0

Implementation Conformance Certification

Company Name: Saudi Telecom Company

Area Name: ECEE (Enterprise Customer Experience Excellence)

Report Version: 1.0

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1 Introduction

1.1 Executive Summary

This document provides details of the implementation of the TM Forum Business Process Framework at **Saudi Telecom Company (STC)'s Enterprise Customer Experience Excellence (ECEE)**, along with Conformance Assessment, against the following TM Forum Framework 17.0 components:

- Business Process Framework Version 17.0

The assessment included a review of:

- The methodology approach to process modeling against the TM Forum's Business Process Framework Release 17.0 according to the specific processes submitted in scope for the Assessment.

Note that Conformance to the Information Framework (SID) Aggregate Business Entities (ABEs) was not covered in this Assessment.

For any additional information on this Framework Conformance Certification Report, please contact TM Forum Conformance Certification team at:

conformance@tmforum.org.

2 Functionality/Capability Overview

2.1 STC-EBU-CEE Business Process Blueprint – Implementation Overview

The Enterprise Business Unit (EBU) of Saudi Telecom Company (STC) deals with the enterprise (B2B) customers of STC categorized into segments; Managed accounts (Government, corporate accounts & Large business), Unmanaged accounts (Small and Medium Enterprises- SME), with the aim to deliver ‘A hassle-free, customized customer experience consistently delivered across all channels.’

At STC, ‘Customer Centricity’ has been adopted as a principle across the organization i.e. whether it is strategy, planning or operations, we put customer at the center and build everything around it.

Also, ‘Customer First’ has been defined as a core value and a work principle and we believe that ambitions of delivering Best-in-Class Customer Experience and becoming a ‘truly-digital’ telco cannot be fulfilled (as they are positively correlated) until the objectives around digitization or all aspects of transformation as defined by the TM Forum Digital Maturity Model (DMM) for a 2020 CSP are achieved.

Thus, the factors such as speed (response times), convenience, simplicity (in product offerings), best prices and seamless interaction (Omni channel) are valued most by customers and contribute jointly to deliver the look and feel of good experience but is often hampered by the complexity inherent in legacy telco processes, products and services, particularly the processes at customer touchpoints or channels (customer facing processes).

In this context, the following core business functions of enterprise CEE (Customer Experience Excellence) were identified for the process design simplification and standardization using TM Forum Business Process Framework and best practices such as TM Forum CEM solution suite, ISO 10002 & ISO 10004:

1. Enterprise Customer Experience Measurement & Monitoring
2. Enterprise Complaints Management
3. Enterprise Loyalty Management
4. Enterprise Retention Management

To ensure consistency and promote standardization the following principles, techniques, standards and best practices are observed for processes' design, implementation and improvement:

Design principles

1. Simplification

Reduce non-value adding activities
First time right
Reduce Cycle time
Reduce number of hand-offs
Reduce Human Intervention

2. Standardization

Reduction of process variants
Standardization of processes (in line with GB 921U)

3. Process Excellence

End to End visibility (using tools such as SIPOC)
Reusable components

4. Accountability

Clear accountability for overall process and process activities. (using tools RACI / RASCI matrix)

5. Compliance

Compliance to business process frameworks
Common Governance structure for review conformance and maturity of process design.

6. Customer Experience Management

Outside-In Design
Customer Insightfulness of processes

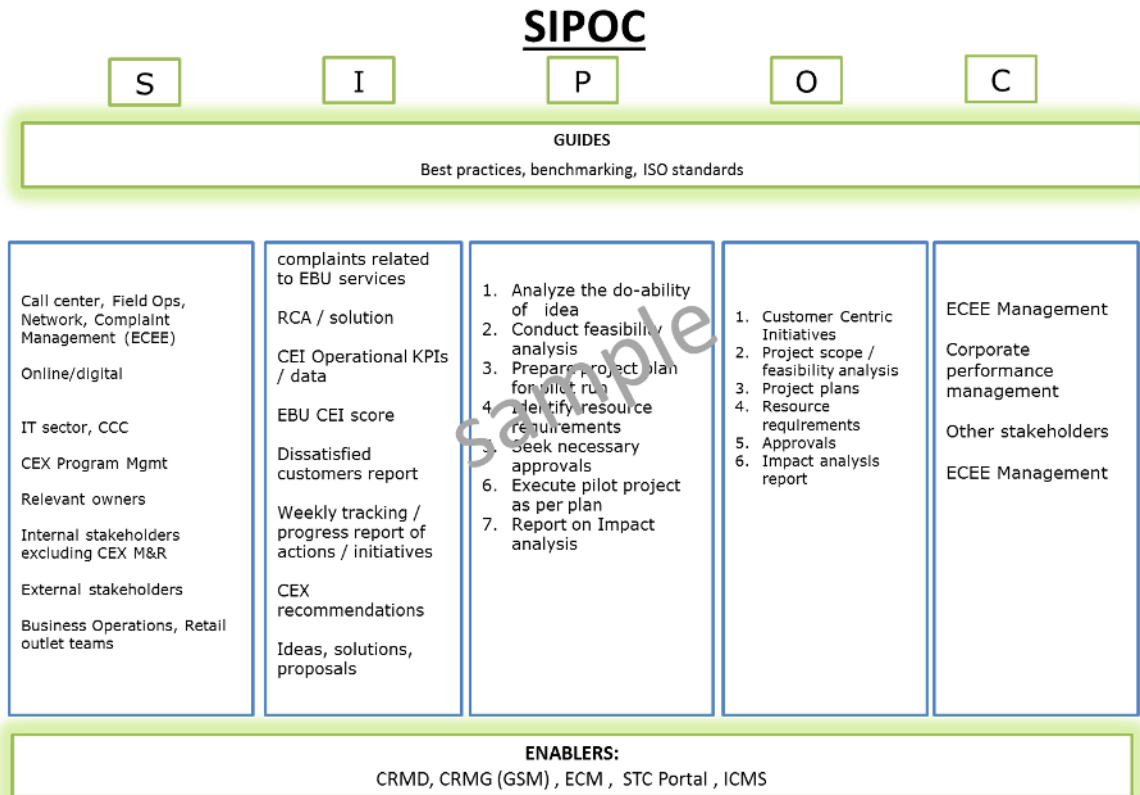


Figure 1 – Sample SIPOC of CEX Program Management, Monitoring & Reporting e2e process

Implementation principles

1. Document what you do, Do what you document
2. Apply conscious automation approach to the processes.

Improvement principles

1. Gauge process efficiency and conformance to established criteria.
2. Reduce variation between actual process and modeled process.

2.2 Structure of 'In-Scope' core business processes blueprint

The processes of 'In scope' core business functions are classified according to their nature in

- Customer Facing
- Core processes
- Enablers
- Support

And this classification scheme is aligned with the TM Forum Business Process Framework.

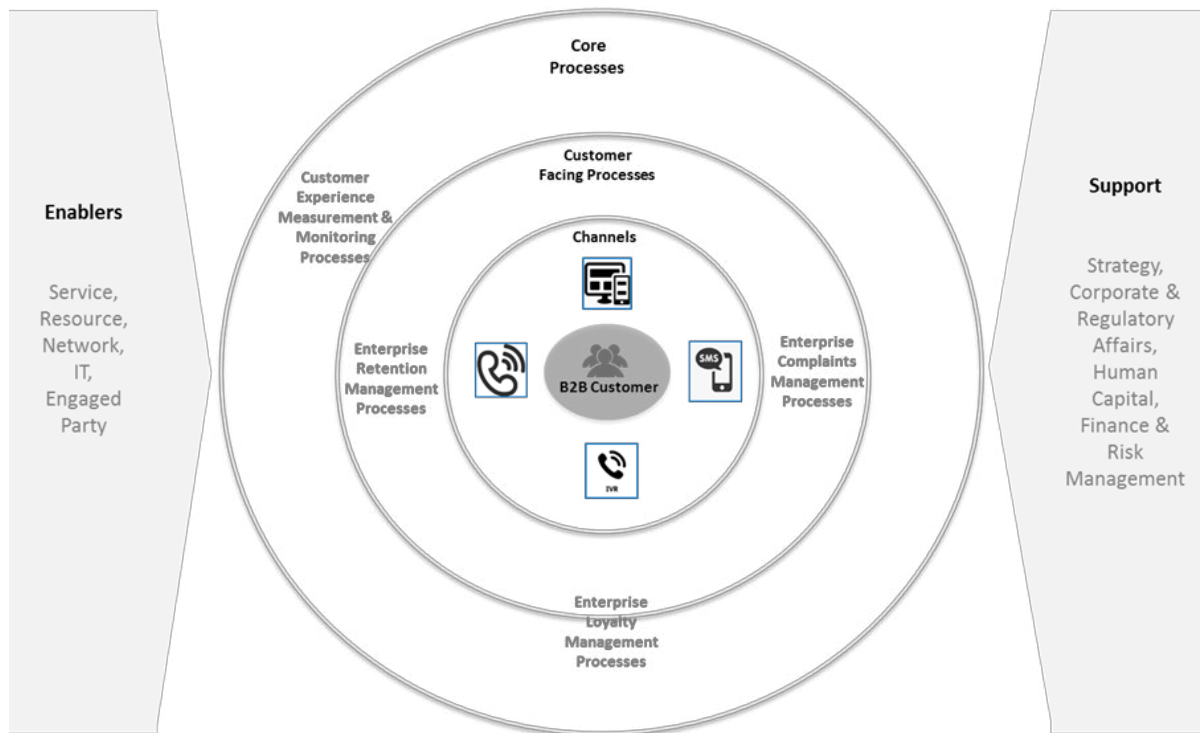


Figure 2- classification of 'In-Scope' core business processes according to their nature

3 STC Enterprise Business Unit – ECEE Business Process Framework Process Scope

The following figures represent the Business Process Framework (eTOM) v.17.0 Level 2 processes (Highlighted in Red) that were presented in scope for the assessment and for which a selection of underlying Level 3 processes was submitted according to scope.

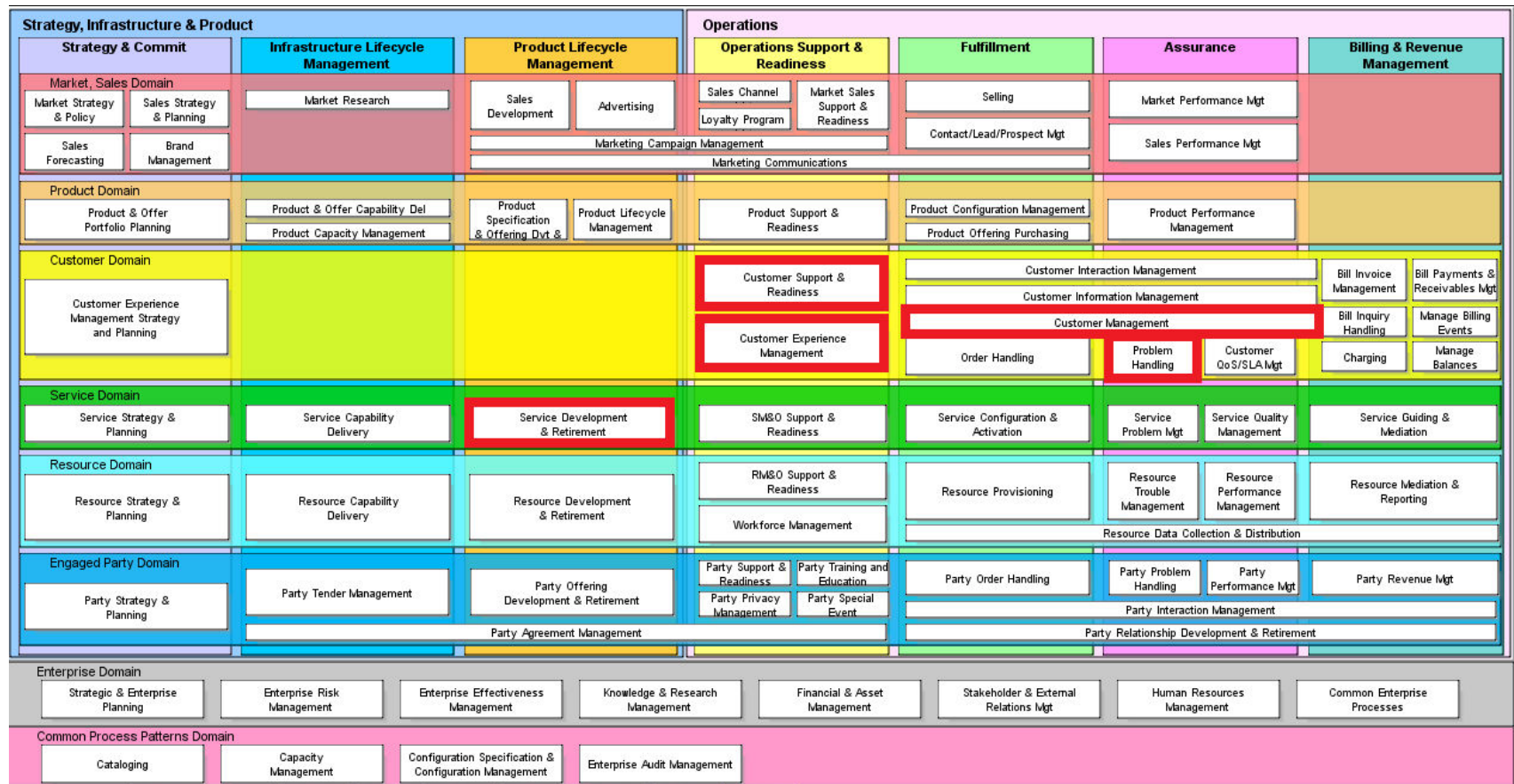


Figure 3 - Level 2 process coverage for STC ECEE Assessment

4 Business Process Framework Assessment Overview

4.1 Mapping Technique Employed

Business Process Framework Level 4 descriptions are analyzed by looking for implied tasks. (This is similar to how process decomposition can use Semantic Analysis). Each Business Process Framework 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.

Note that when a Level 3 process has not been decomposed to Level 4 processes, the implied tasks for the given Level 3 process are analyzed.

The Business Process Framework Level 4 descriptions (or Level 3 if appropriate) 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 4 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).

TM Forum Note 1: *When process mappings are presented against Level 4 processes, the mappings are provided against the text in the “Mandatory” field for the process. In the event of the Mandatory field not being used, the process mappings are in that case provided against the Level 4 Brief/Extended descriptions.*

TM Forum Note 2: *Note that if a Level 3 process has not been decomposed to Level 4 processes in the Business Process Framework, in such cases the process mapping support is provided against the Level 4 process descriptions (Brief & Extended).*

The following diagram identifies the number of Level 3 processes that were submitted for assessment, for each Level 2 process that was submitted in scope for the Assessment.

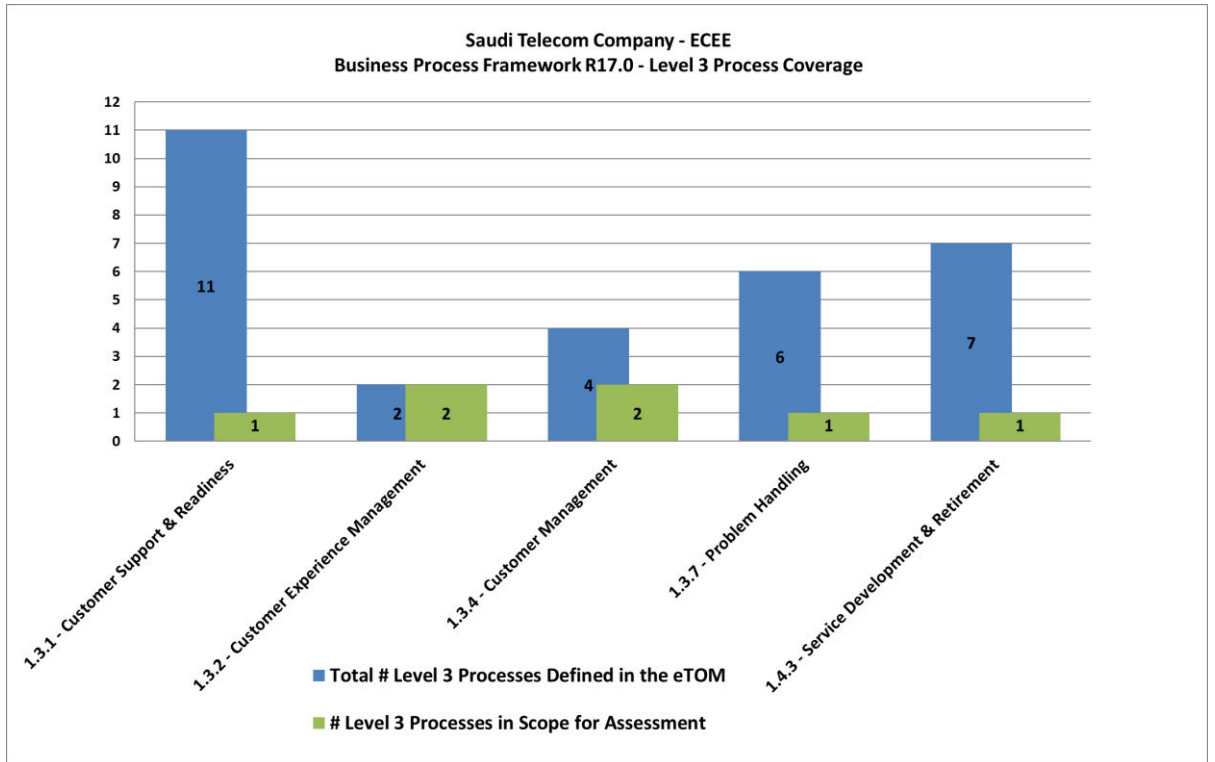


Figure 4 Level 3 process coverage for STC ECEE Assessment

5 Business Process Framework – Process Mapping Descriptions

This Section provides the Process Mapping output from STC ECEE self-assessment which was reviewed by TM Forum Subject Matter Experts alongside supporting documentation for the STC ECEE process implementation.

5.1 Level 2: 1.3.1 - Customer Support & Readiness

5.1.1 Mapping Details & Supporting Evidence

Per request from STC, the documented mapping information for all Level 3/Level 4 processes in scope cannot be made available as part of the published documents.

Mappings and supporting evidence was presented for the following L3/L4 processes:

1.3.1.4 - Support Retention & Loyalty

1.3.1.4.1 - Ensure Retention & Loyalty Capability

1.3.1.4.2 - Undertake Retention & Loyalty Trend Analysis

5.1.2 Detailed Conformance Scores

The following table details the conformance scores awarded. The scoring guidelines are explained in Section 6.1.

STC chose not to submit some Level 3 processes for Framework conformance assessment.

Note that the scope of certified conformance only applies to the Level 3 processes under a given Level 2 that were included in scope; other excluded L3 process under the same L2 process remain out of the scope in the present implementation conformance certification.

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM)					
Member:	Saudi Telecom Company (STC)			Level 4 Process Elements	Overall Scores
Product or Area:	ECEE			Included in the certification scope	Achieved in the certification
Assessment Type:	Implementation Assessment				
Number of L3 Processes In Scope:	7				
Number of L4 Processes In Scope:	18				
	Level 2	Level 3	Level 4		
	1.3 - Customer Domain				
	1.3.1 - Customer Support & Readiness				
		1.3.1.4 - Support Retention & Loyalty		L3	5
			1.3.1.4.1 - Ensure Retention & Loyalty Capability	L4	100%
			1.3.1.4.2 - Undertake Retention & Loyalty Trend	L4	100%

Table 5-1 - 1.3.1 – Customer Support & Readiness Conformance Scores

5.2 Level 2: 1.3.2 - Customer Experience Management

5.2.1 Mapping Details & Supporting Evidence

Per request from STC, the documented mapping information for all Level 3/Level 4 processes in scope cannot be made available as part of the published documents.

Mappings and supporting evidence was presented for the following L3/L4 processes:

1.3.2.1 - Customer Experience Maturity Assessment

1.3.2.4 - Mapping and Analysis of Experience Lifecycles

1.3.2.4.1 - Select Journey

1.3.2.4.2 - Record Journey

1.3.2.4.3 - Analyze Journey

1.3.2.4.4 - Measure Customer Experience Improvements

5.2.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope.

The scoring guidelines are explained in Section 6.1.

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM)					
Member:	Saudi Telecom Company (STC)			Level 4 Process Elements Included in the certification scope	Overall Scores Achieved in the certification
Product or Area:	ECEE				
Assessment Type:	Implementation Assessment				
Number of L3 Processes In Scope:	7				
Number of L4 Processes In Scope:	18				
	Level 2	Level 3	Level 4		
	1.3 - Customer Domain				
	1.3.2 - Customer Experience Management				
		1.3.2.1 - Customer Experience Maturity Assessment		L3	5
		1.3.2.4 - Mapping and Analysis of Experience Lifecycles		L3	5
			1.3.2.4.1 - Select Journey	L4	100%
			1.3.2.4.2 - Record Journey	L4	100%
			1.3.2.4.3 - Analyze Journey	L4	100%
			1.3.2.4.4 - Measure Customer Experience Improvements	L4	100%

Table 5-2 - 1.3.2 – Customer Experience Management Conformance Scores

5.3 Level 2: 1.3.4 - Customer Management

5.3.1 Mapping Details & Supporting Evidence

Per request from STC, the documented mapping information for all Level 3/Level 4 processes in scope cannot be made available as part of the published documents.

Mappings and supporting evidence was presented for the following **L3/L4** processes:

1.3.4.1 - Enable Retention & Loyalty

1.3.4.1.1 - Build Customer Insight

1.3.4.1.2 - Analyze & Manage Customer Risk

1.3.4.1.3 - Personalize Customer Profile for Retention & Loyalty

1.3.4.1.4 - Validate Customer Satisfaction

1.3.4.4 - Terminate Customer Relationship

5.3.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope.

The scoring guidelines are explained in Section 6.1.

STC chose not to submit some Level 3 processes for Framework conformance assessment.

Note that the scope of certified conformance only applies to the Level 3 processes under a given Level 2 that were included in scope; other excluded L3 process under the same L2 process remain out of the scope in the present implementation conformance certification.

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM)					
Member:	Saudi Telecom Company (STC)			Level 4 Process Elements included in the certification scope	Overall Scores Achieved in the certification
Product or Area:	ECEE				
Assessment Type:	Implementation Assessment				
Number of L3 Processes In Scope:	7				
Number of L4 Processes In Scope:	18				
	Level 2	Level 3	Level 4		
1.3 - Customer Domain					
	1.3.4 - Customer Management				
		1.3.4.1 - Enable Retention & Loyalty		L3	5
			1.3.4.1.1 - Build Customer Insight	L4	100%
			1.3.4.1.2 - Analyze & Manage Customer Risk	L4	100%
			1.3.4.1.3 - Personalize Customer Profile for Retention & Loyalty	L4	100%
			1.3.4.1.4 - Validate Customer Satisfaction	L4	100%
		1.3.4.4 - Terminate Customer Relationship		L3	5

Table 5-3 - 1.3.4 - Customer Management Conformance Scores

5.4 Level 2: 1.3.7 - Problem Handling

5.4.1 Mapping Details & Supporting Evidence

Per request from STC, the documented mapping information for all Level 3/Level 4 processes in scope cannot be made available as part of the published documents.

Mappings and supporting evidence was presented for the following **L3/L4** processes:

1.3.7.3 - Track & Manage Customer Problem

- 1.3.7.3.1 - Coordinate Customer Problem
- 1.3.7.3.2 - Cancel Customer Problem
- 1.3.7.3.3 - Escalate/End Customer Problem
- 1.3.7.3.4 - Monitor Customer Problem Jeopardy Status
- 1.3.7.3.5 - Prioritize Customer Problem
- 1.3.7.3.6 - Escalate Customer Problem to support team

5.4.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope.

The scoring guidelines are explained in Section 6.1.

STC chose not to submit some Level 3 processes for Framework conformance assessment.

Note that the scope of certified conformance only applies to the Level 3 processes under a given Level 2 that were included in scope; other excluded L3 process under the same L2 process remain out of the scope in the present implementation conformance certification.

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM)					
Member:	Saudi Telecom Company (STC)			Level 4 Process Elements included in the certification scope	Overall Scores Achieved in the certification
Product or Area:	ECEE				
Assessment Type:	Implementation Assessment				
Number of L3 Processes In Scope:	7				
Number of L4 Processes In Scope:	18				
	Level 2	Level 3	Level 4		
	1.3 - Customer Domain				
	1.3.7 - Problem Handling				
		1.3.7.3 - Track & Manage Customer Problem		L3	5
		1.3.7.3.1 - Coordinate Customer Problem		L4	100%
		1.3.7.3.2 - Cancel Customer Problem		L4	100%
		1.3.7.3.3 - Escalate/End Customer Problem		L4	100%
		1.3.7.3.4 - Monitor Customer Problem Jeopardy Status		L4	100%
		1.3.7.3.5 - Prioritize Customer Problem		L4	100%
		1.3.7.3.6 - Escalate Customer Problem to support team		L4	100%

Table 5-4 - 1.3.7 – Problem Handling Conformance Scores

5.5 Level 2: 1.4.3 - Service Development & Retirement

5.5.1 Mapping Details & Supporting Evidence

Per request from STC, the documented mapping information for all Level 3/Level 4 processes in scope cannot be made available as part of the published documents.

Mappings and supporting evidence was presented for the following **L3/L4** processes:

1.4.3.1 - Gather & Analyze New Service Ideas

1.4.3.1.1 - Analyze Service Classes

1.4.3.1.2 - Develop Service Classes

5.5.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope.

The scoring guidelines are explained in Section 6.1.

STC chose not to submit some Level 3 processes for Frameworkx conformance assessment.

Note that the scope of certified conformance only applies to the Level 3 processes under a given Level 2 that were included in scope; other excluded L3 process under the same L2 process remain out of the scope in the present implementation conformance certification.

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM)						
Member:	Saudi Telecom Company (STC)			Level 4 Process Elements Included in the certification scope	Overall Scores Achieved in the certification	
Product or Area:	ECEE					
Assessment Type:	Implementation Assessment					
Number of L3 Processes In Scope:	7					
Number of L4 Processes In Scope:	18					
	Level 2	Level 3	Level 4			
	1.4 - Service Domain					
	1.4.3 - Service Development & Retirement					
		1.4.3.1 - Gather & Analyze New Service Ideas		L3	5	
			1.4.3.1.1 - Analyze Service Classes	L4	100%	
			1.4.3.1.2 - Develop Service Classes	L4	100%	

Table 5-5 - 1.4.3 – Service Development & Retirement Conformance Scores

6 Framework Conformance Result

This Section details the Scores awarded to reflect Conformance of the STC ECEE implementation to the Business Process Framework components of Framework 17.0.

6.1 Business Process Framework – Scoring Guidelines

Business Process Framework - Conformance Certification Methodology		
Process Level	Conformance Score	Qualifier
Level 1 Process	Not applicable	Conformance Assessment shall not be carried out at this process level.
Level 2 Process	Not applicable	A conformance level is not awarded to Level 2 processes in Framework Certification. The Certification Report shall highlight the coverage within a Level 2 process submitted in scope for an Assessment, in terms of number of Level 3 processes submitted for assessment out of the total number defined in the Business Process Framework for the Level 2 process.
Level 3 Process	Conformance Score is awarded between 3.1 & 5.0	The Conformance Score is awarded for each Level 3 process submitted in scope for the Assessment. The Conformance Score awarded can be a value between 3.1* & 5 depending on the level of coverage & conformance to the Level 3 process based on the alignment to the Level 3 Implied Tasks as decomposed in the Level 4 process definitions. If a Level 3 process has not been decomposed to Level 4 processes, the Level score is awarded according to alignment to the Level 3 defined Implied Tasks.
Level 4 Process	Level of conformance is calculated as input to parent Level 3 Process Score	Levels of conformance are calculated for Level 4 processes according to alignment to the individual implied tasks. Level 4 scores are summed and averaged to given an overall score for the parent Level 3 process.
* In earlier Conformance Assessments, scores were awarded to Level 1 & Level 2 processes using values 1 through to 3. For this reason, the Level 3 scores start from > 3.		
Additional Notes		
Note 1 - Level 1 processes shall be presented to define the assessment scope only. i.e. they shall not be assessed as self-contained processes since the level of detail is not considered sufficient. A conformance level shall not be awarded for Level 1 processes.		
Note 2 - Level 2 processes shall be presented to define the assessment scope only. i.e. they shall not be assessed as self-contained processes since the level of detail is not considered sufficient. A conformance level shall not be awarded for Level 2 processes. However, the Certification Report shall provide good indication of the coverage of the Level 2 process in terms of number of contained Level 3 processes submitted in scope for the Assessment.		
Note 3 - The Conformance Assessment shall be carried out at process level 3 (if there are no level 4 process elements defined for a specific level 3 in scope) or at level 4 (if there are level 4 process elements defined for a specific level 3 in scope). For each Level 3 process (when there are no level 4 processes available), conformance shall be deduced according to the documented support for the process implied tasks. For each Level 4 process (when available), conformance shall be deduced according to the documented support for the process implied tasks, as decomposed and described in the Level 4 process descriptions. The score awarded for a Level 3 process, is deduced according to the support mapped to the Level 4 processes/Implied Tasks.		
Note 4 - In evaluating conformance to the standards, manual intervention shall not impact the conformance score granted. However, any level of manual support shall be noted in the Conformance Report and Detailed Results Report. This note specifically applies to Product & Solution Assessments.		
Note 5 - Processes that are supported via manual implementation only, are not considered in scope for the Assessment. This note specifically applies to Product & Solution Assessments.		

Figure 5 TM Forum Business Process Framework: Conformance Scoring Rules

6.2 Business Process Framework – Conformance Result Summary

The graph in this Section provides an overview of the conformance levels granted to the Level 3 Processes presented in scope for STC ECEE conformance assessment. Each Level 3 process was measured using a Business Process Framework (eTOM) conformance score according to the level of Conformance – Full Conformance or Partial Conformance as described in Section 6.1 Business Process Framework – Scoring

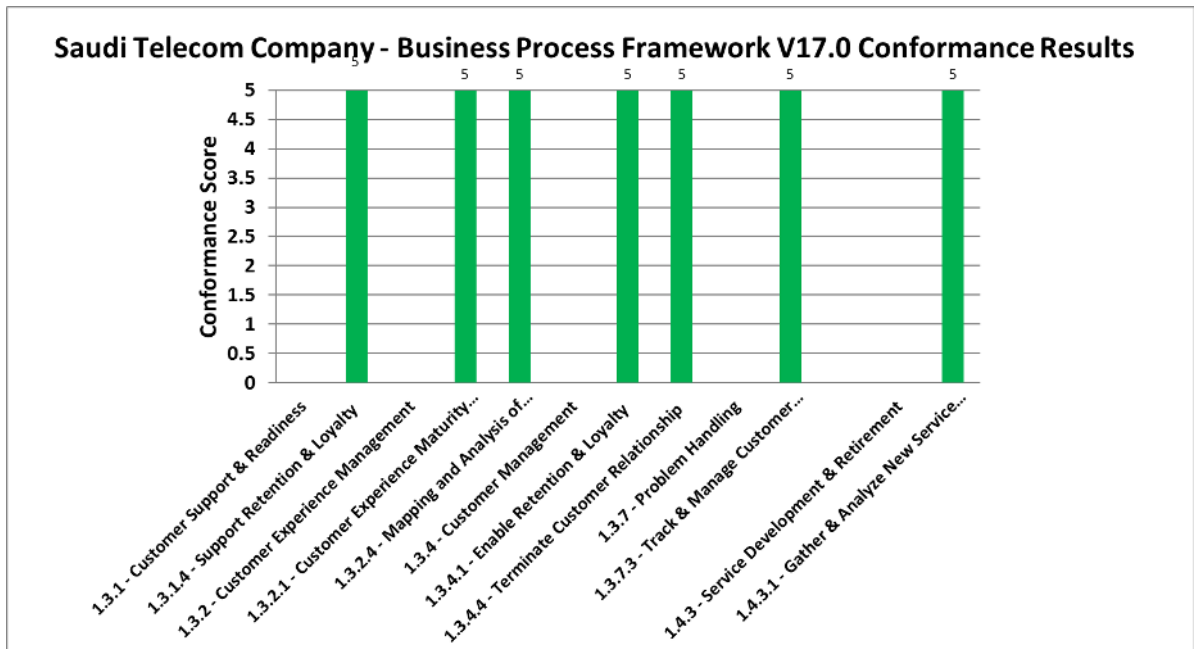


Figure 6 Conformance Results (eTOM) Customer & Service Domains

6.3 Business Process Framework – Detailed Conformance Results

Customer Domain

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM) Level 4 process elements				
Saudi Telecom Company (STC)		Level 4 Process Elements included in the certification scope	Overall Scores Achieved in the certification	Comments About Scores Achieved
ECEE				
Implementation Assessment				
Total Number of L3 processes = 7				
Total Number of L4 processes = 18				
Level 3	Level 4	1.3 - Customer Domain		
1.3.1.4 - Support Retention & Loyalty	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.1.4.1 - Ensure Retention & Loyalty Capability	L4	100%		
1.3.1.4.2 - Undertake Retention & Loyalty Trend Analysis	L4	100%		
1.3.2.1 - Customer Experience Maturity Assessment	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.2.4 - Mapping and Analysis of Experience Lifecycles	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.2.4.1 - Select Journey	L4	100%		
1.3.2.4.2 - Record Journey	L4	100%		
1.3.2.4.3 - Analyze Journey	L4	100%		
1.3.2.4.4 - Measure Customer Experience Improvements	L4	100%		
1.3.4.1 - Enable Retention & Loyalty	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.4.1.1 - Build Customer Insight	L4	100%		
1.3.4.1.2 - Analyze & Manage Customer Risk	L4	100%		
1.3.4.1.3 - Personalize Customer Profile for Retention & Loyalty	L4	100%		
1.3.4.1.4 - Validate Customer Satisfaction	L4	100%		
1.3.4.4 - Terminate Customer Relationship	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.7.3 - Track & Manage Customer Problem	L3	5	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.3.7.3.1 - Coordinate Customer Problem	L4	100%		
1.3.7.3.2 - Cancel Customer Problem	L4	100%		
1.3.7.3.3 - Escalate/End Customer Problem	L4	100%		
1.3.7.3.4 - Monitor Customer Problem Jeopardy Status	L4	100%		
1.3.7.3.5 - Prioritize Customer Problem	L4	100%		
1.3.7.3.6 - Escalate Customer Problem to support team	L4	100%		

Table 6-1 Business Process Framework: Detailed Conformance Results

6.4 Business Process Framework – Detailed Conformance Results

Service Domain

TM Forum Framework 17.0 Assessment Scoping Document - Business Process Framework (eTOM) Level 4 process elements					
Saudi Telecom Company (STC)		Level 4 Process Elements included in the certification scope	Overall Scores Achieved in the certification	Comments About Scores Achieved	
ECEE					
Implementation Assessment					
Total Number of L3 processes = 7					
Total Number of L4 processes = 18					
Level 3	Level 4				
1.4 - Service Domain					
1.4.3.1 - Gather & Analyze New Service Ideas		L3	5	Fully Conformant	Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework
1.4.3.1.1 - Analyze Service Classes		L4	100%		
1.4.3.1.2 - Develop Service Classes		L4	100%		

Table 6-2 Business Process Framework: Detailed Conformance Results

7 Revision History

Version	Date	Authors	Comments
V1.0	27/11/2017	Alfred Anaya-Dubernard	Publication of Final Report