Business Assurance Dimension Framework – An Excerpt from GB1004

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Business Assurance is defined as a framework aggregating traditional and new risk and assurance disciplines

- Some CSPs have already identified the need to evolve their assurance approach and have extended their traditional risk management and assurance roles to a wider Business Assurance responsibility across the organization, not just the remit of a single team. Therefore, in 2018 the Business Assurance Manifesto was signed as a clear way forward across the industry:

https://inform.tmforum.org/news/2018/02/action-week-participants-support-manifesto-business-assurance/

- Based on this experience as well as on the ongoing activity of different working groups, the following definition of BA has been agreed upon within the BA project team:

"Business assurance integrates assurance and risk management disciplines into an overall proactive data-centric assurance framework, with the goal of continuously protecting and improving financial integrity, while also enhancing business value and customer experience."

References:

- https://inform.tmforum.org/insights/2019/01/evolving-business-assurance-2020-digital-operator/
- https://inform.tmforum.org/insights/2019/01/will-next-generation-business-assurance-look-like/
- https://inform.tmforum.org/insights/2019/02/good-business-assurance-strategy-can-deliver-real-time-benefits

Purpose of the Business Assurance Dimension Framework

The Business Assurance Dimension Framework is a guidebook that should help the DSP in establishing a Business Assurance function in the organizations and should provide answers to the questions:

- Why Business Assurance needs to be established?
- What are the activities that Business Assurance needs to cover?
- How to execute an effective and efficient Business Assurance process?

Objectives to be fulfilled by the Framework:

- Define Business Assurance dimensions and their goals.
- State the purpose, goals and scope of Business Assurance as an industry standard.
- Support in identification of the risks and mitigation measures for the risks in each dimension
- Support in identification of the respective processes in the organization that are related to each domain and identify the stakeholders

The Framework is the basis for:

- Identifying accountabilities and responsibilities for BA activities.
- Defining common quality standards to assure, assess and improve BA compliance of processes.
- Providing guidelines for improving efficiency and effectiveness of BA functions.
- Assessing and coordinating the improvement of BA coverage and maturity levels.

Business Assurance Dimension Framework Content

Why? The chapter defines the reasons why Business Assurance exists in the organization, what are the strategic goals and objectives, capabilities and principles.

What? The chapter defines the scope of the Business Assurance function, activities, inputs and output of the process. The general mapping between Business Assurance dimensions and eTOM is presented to better identify the stakeholders and the affected processes.

How? The chapter defines the enablers of the Business Assurance function in order to deliver successfully on the defined objectives and goals. The enablers are related to the process, RACI, resources, business capabilities and best practices.

Business Assurance Dimensions

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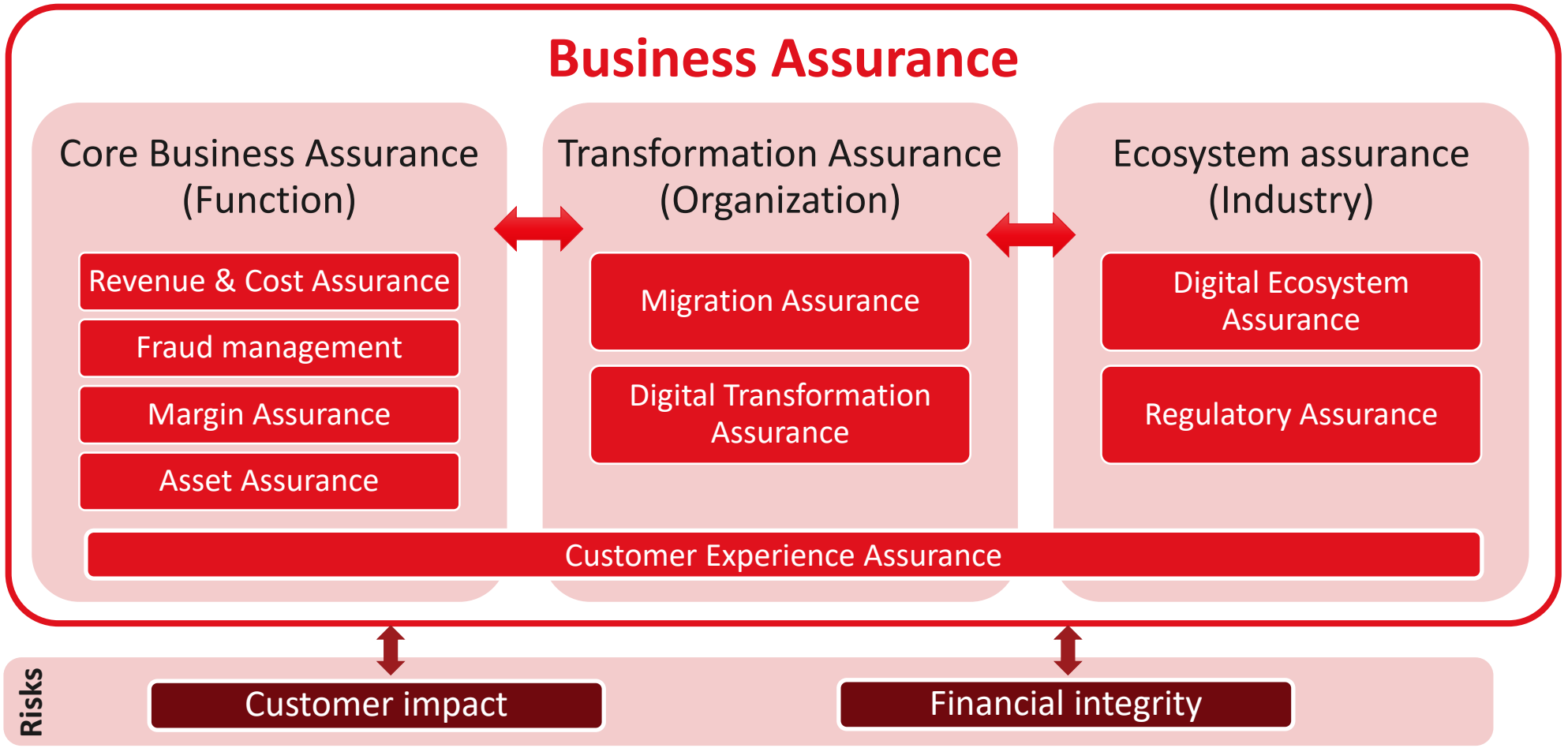
View from operations to organization to industry



Business Assurance Dimensions

Business Assurance integrates assurance and risk management disciplines, into data-centric, pro-active assurance umbrella framework with the goal to continuously protect and improve financial integrity, enhance business value and customer experience.

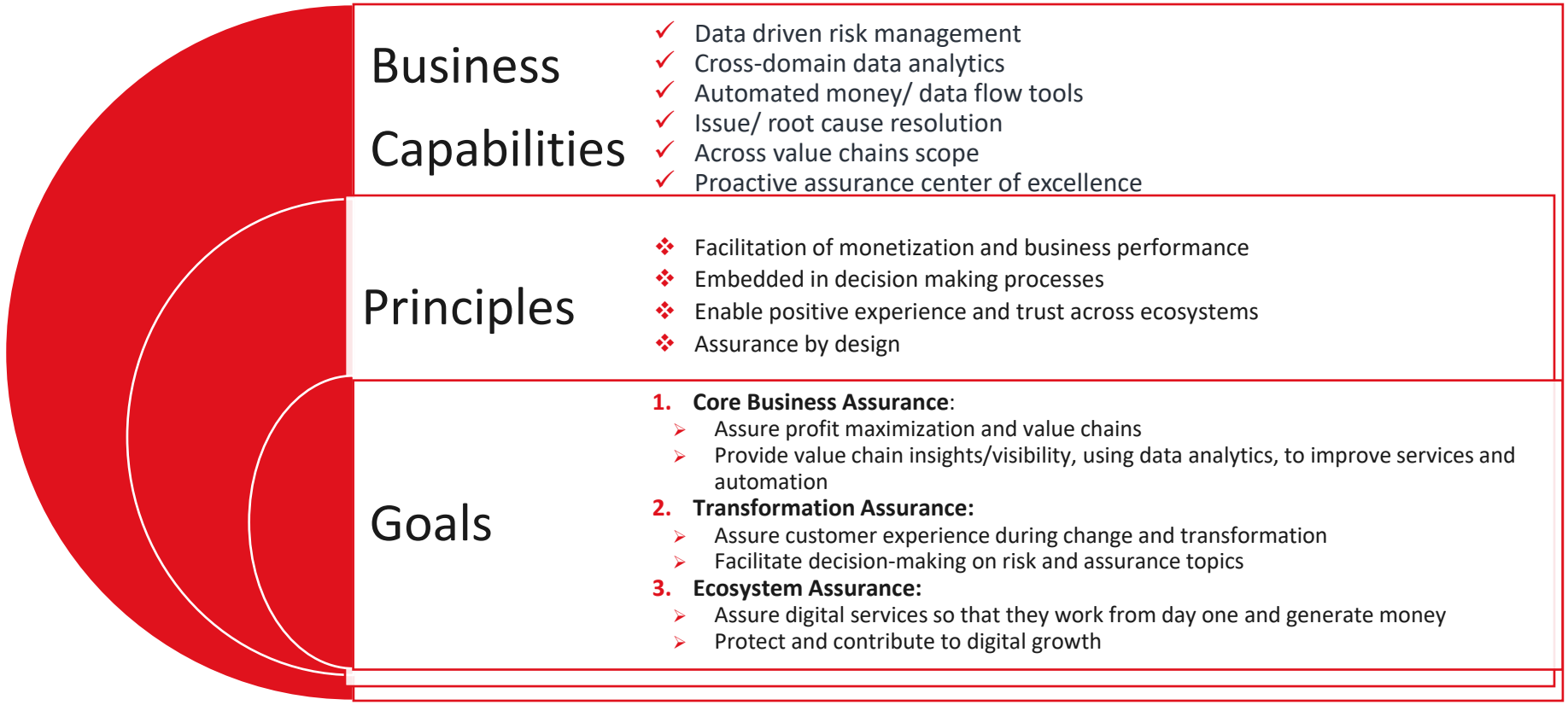
Core business assurance (Function)	Transformation assurance (Organization)	Ecosystem assurance (Industry)
Ensure product margins, end-to-end money-, value chain- and data visibility through continual, data centric risk management and data analytics capabilities.	Ensure risks along change and transformation are recognized, owned, understood and actively managed to minimize customer impact and achieve business objectives.	Ensure continual trust for customers and ecosystem partners through application of “assurance by design” principles ensuring that new and digital services work from day one and create value.

Customer Experience assurance

Ensure that the internal and customer facing processes and E2E customer journey are monitored with instant identification and correction of any negative deviations to deliver positive CX and E2E customer journey that contribute to positive business results.

Business Assurance Goals, Principles and Business Capabilities

How we do business?

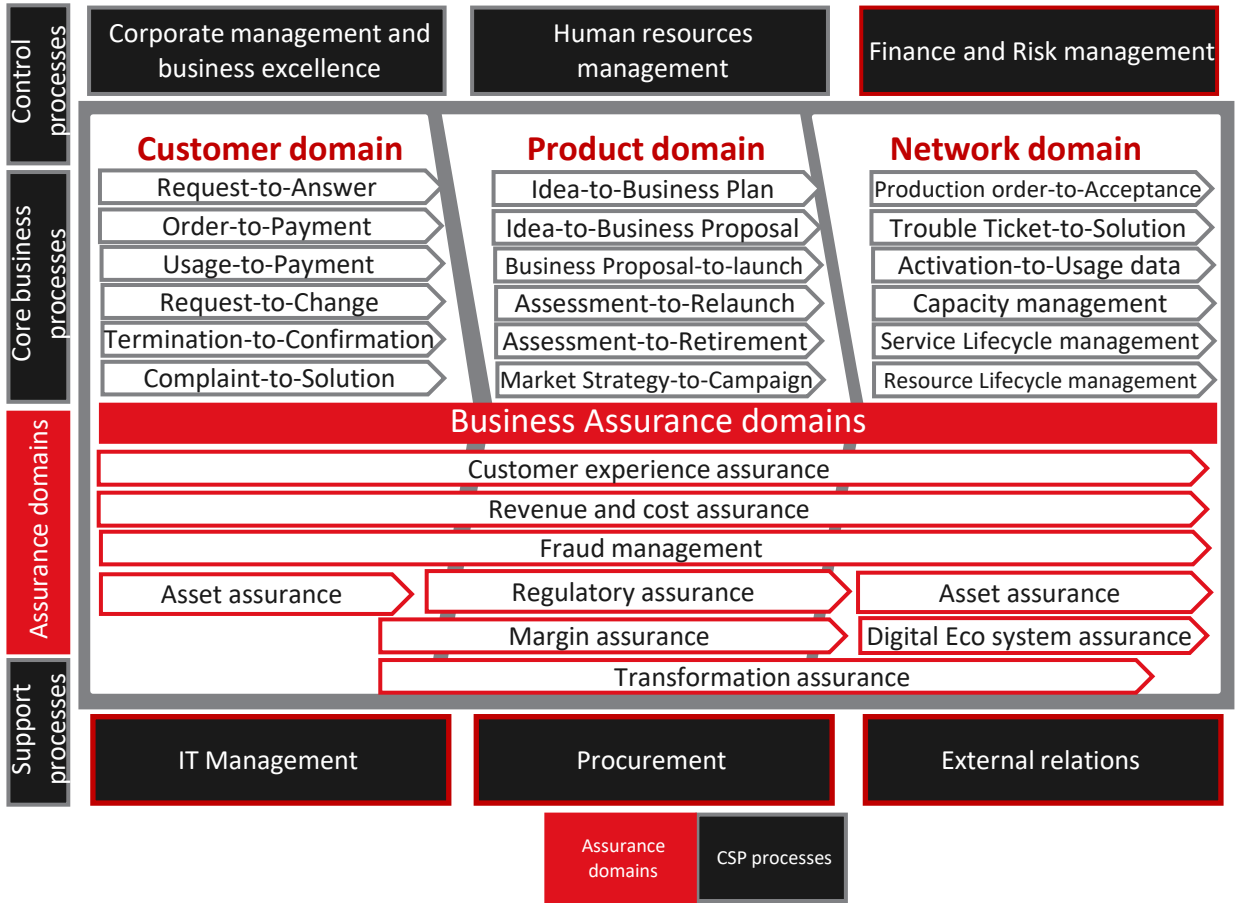


Business Assurance Risks
Mitigation of customer and financial risks

Risks Customer view	Risks internal view	Activities	Measures
▪ Overcharging ▪ Wrongly activated/deactivated service ▪ Inappropriate service quality ▪ Incomplete/unclear bill ▪ Fraud victim ▪ Misused profile ▪ Poor received engagements ▪ Non outcome satisfaction	▪ Revenue leakage ▪ Accurate, complete and on time charging to customers/ partners not fulfilled ▪ Data inconsistency across all systems in value chains (network, provisioning, CRM, billing, etc.) ▪ Unidentified leakages with negative EBITDA impact ▪ Regulatory, compliance and CX unmitigated risks ▪ Negative/low margin on customer level ▪ Wrong product configuration ▪ Wrong migration to new/modified systems ▪ Cost leakage due to overpayment to third parties	▪ Data/systems reconciliation -> mismatch corrections ▪ Assurance by design ▪ Traffic assurance ▪ Provisioning assurance ▪ Rating&Billing assurance ▪ Customer experience assurance ▪ Transformation/migration assurance ▪ Margin assurance ▪ Cost assurance ▪ Ecosystem assurance	KPIs: • Financial impact • Fraud losses • % of erroneous invoices • Data inconsistency incidents • Timely charging/ invoicing • Customer journey outcomes • Ineffective customer engagements

eTOM E2E processes* and Business Assurance Domains

Generic mapping

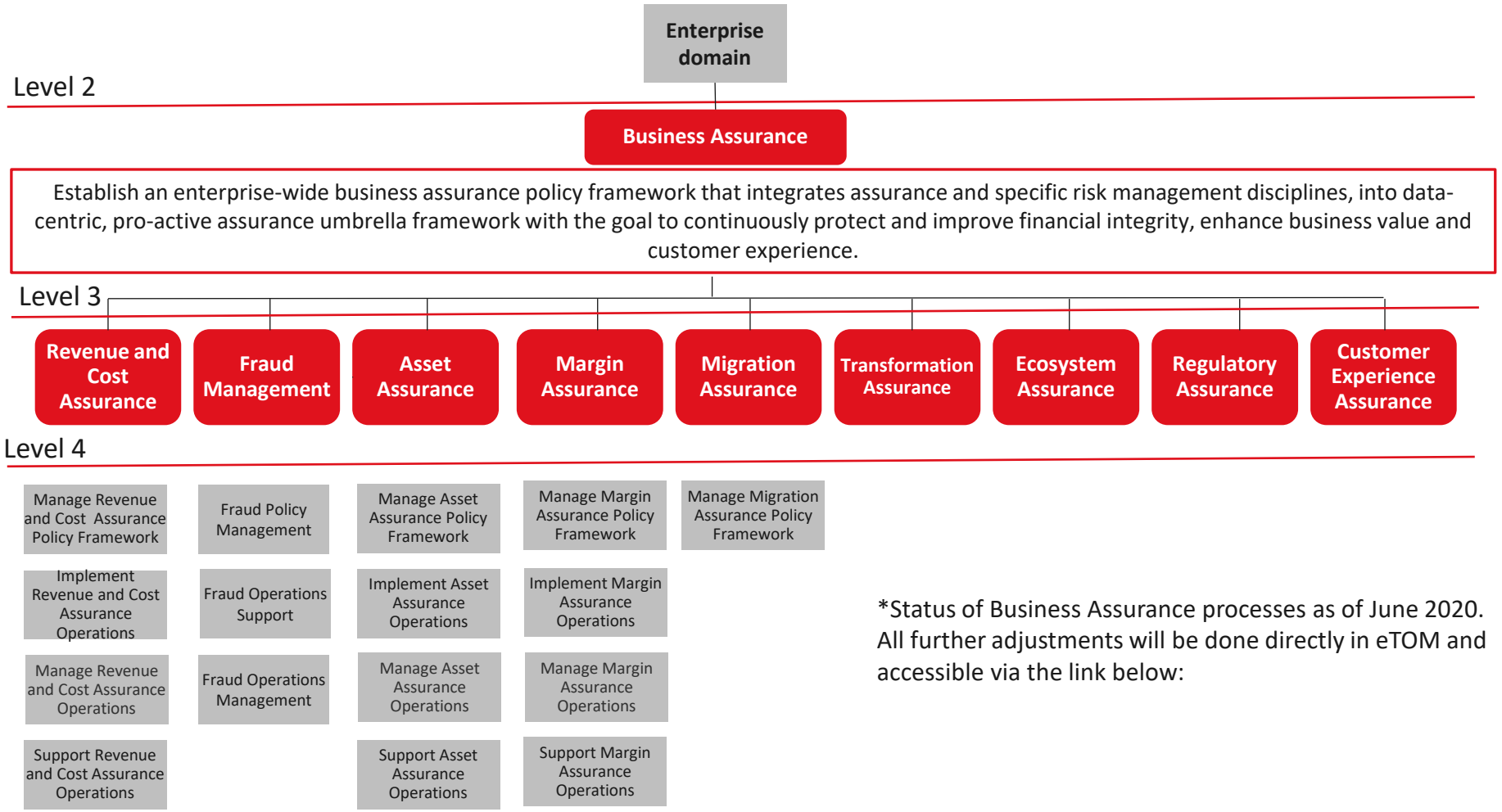


Business Assurance domains

- Business Assurance domains are E2E monitoring and therefore spin over different E2E core processes.
- The generic eTOM business process model is applicable for all revenue/ cost streams independently of organizational characteristics in the CSPs. (TM Forum link)
- Business Assurance is positioned as second level of defense while the primary ownership for process quality is with business process owners.
- The digital transformation will embrace new risks that need to be allocated across the organization creating also an opportunity for Business Assurance to be in a position of primary risk owner.

*eTOM GB921E v.17.5.1

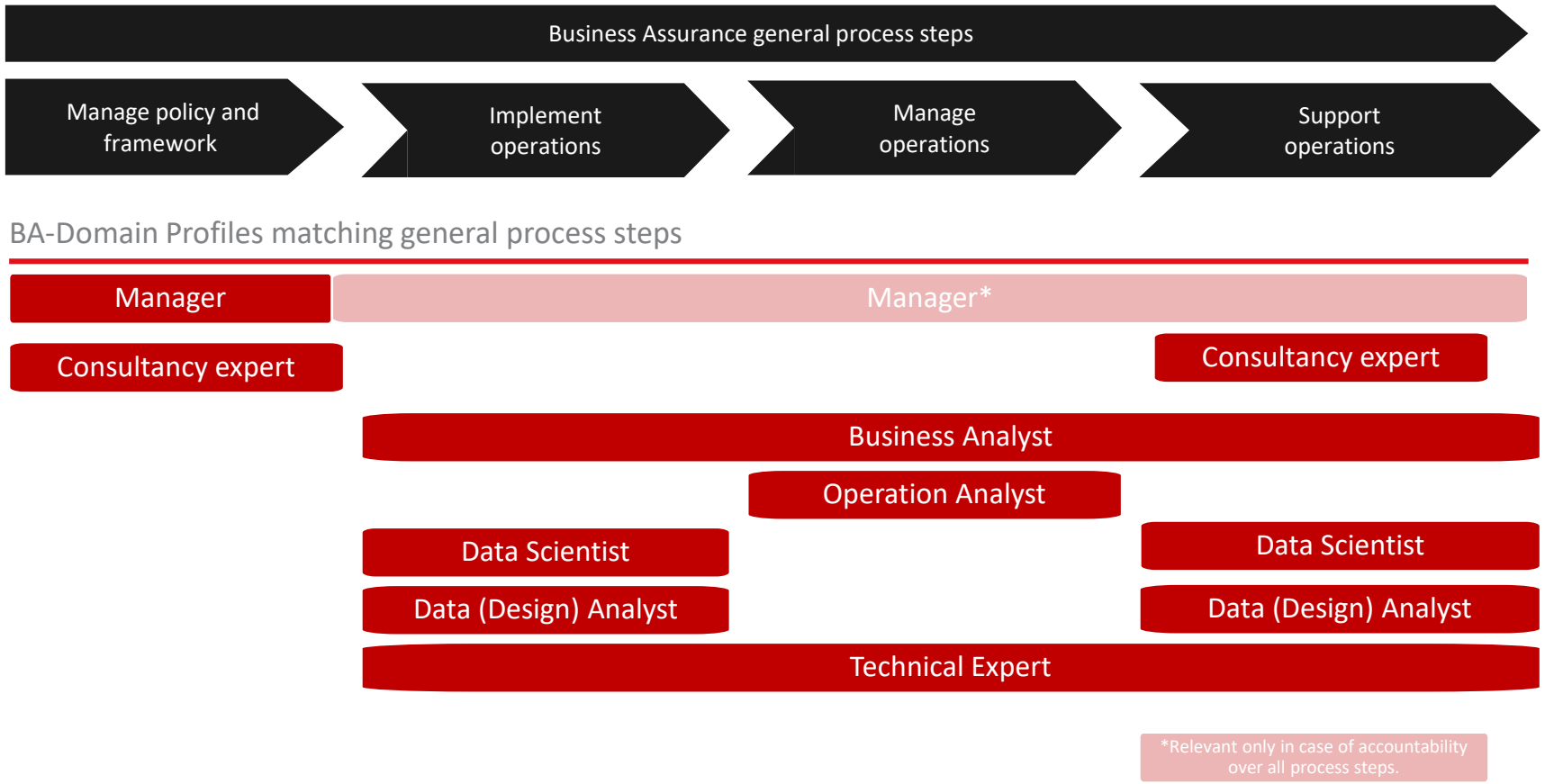
BUSINESS ASSURANCE IN eTOM



*Status of Business Assurance processes as of June 2020. All further adjustments will be done directly in eTOM and accessible via the link below:

http://casewise.tmforum.org/evolve/statics/frameworx/index.html#cwtype=index&cwview=index_diagrams_etom_start

BA HUMAN RESOURCES PROFILES AND ROLES



Appendix

List of References

Resource	Content
Business Assurance Program	The Business Assurance project revisits well established functions such as revenue assurance, fraud management, charging, billing and settlement, etc., as well as new areas such as transformation assurance and ecosystem assurance for the IoE & digital business context.
Business Assurance Manifesto (Link)	To promote recognition of BA among the leadership of communications service providers (CSPs) and across divisions and departments within the companies, 15 members of the TM Forum Open Innovate Initiative on Business Assurance in the context of IoE and digital ecosystems signed a Business Assurance Manifesto
Catalyst Open AI Business Assurance Market Place	Traditional business assurance solutions for revenue assurance and fraud management are not able to support the dynamism and complexity of the digital eco-business. Business Assurance has to adopt Artificial Intelligence (AI), machine learning and open API's in order to support the digital service provider's business goals in terms of revenue and customer experience.
TM Forum Revenue Assurance Fundamentals	Training & Certification
TM Forum Revenue Assurance project Project Initiatives	TM Forum Revenue Management/Revenue Assurance – Projects & Initiatives
TM Forum Inform	Industry analysis, publications, events and training (search term "Business Assurance")
TM Forum Revenue Assurance (LinkedIn group)	RA practitioner discussion forum with a wide assortment of RA practitioner blogs

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