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– Solution Delivery –

TM Forum Framework 20.5 Certification

Business Process Framework (eTOM) Release 20.5

Self-Assessment Process Mapping Report for:

- **Resource Capability Delivery (1.5.2)**
- **Customer Problem Handling (1.3.7)**

Version 2 Final Review

August 30, 2021

Framework Standard

Business Process Framework (eTOM)

Process Decompositions and Descriptions

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Preface

eTOM Business Process Framework

The eTOM Business Process Framework is a reference framework for categorizing all the business activities used by an enterprise involved in delivering on-line Information, Communications and Entertainment services. This is done through definition of each area of business activity, in the form of process components or Process Elements that can be decomposed to expose progressive detail. These process elements can then be positioned within a model to show organizational, functional and other relationships, and can be combined within process flows that trace activity paths through the business.

The eTOM framework can serve as the blueprint for standardizing and categorizing business activities (or process elements) that will help set direction and the starting point for development and integration of Business and Operations Support Systems (BSS and OSS respectively). An important additional application for the eTOM framework is that it helps to support and guide work by TM Forum members and others to develop NGOSS solutions. It provides an industry-standard reference point, when considering internal process reengineering needs, partnerships, alliances, and general working agreements with other enterprises, and for suppliers into such enterprises, the eTOM framework outlines potential boundaries of process solutions, and the required functions, inputs, and outputs that must be supported by process solutions.

The eTOM Business Process Framework has grown to include a number of components. The overall eTOM document set includes:

A main document (GB921) that provides an overview of the eTOM Business Process Framework, from both Intra-Enterprise and Inter-Enterprise viewpoints, and describes the main structural elements and approach.

An Addendum (GB921D) describing the Service Provider enterprise processes and sub-processes in a form that is top down, customer-centric, and end-to-end focused. Process decompositions are provided for all processes from the highest conceptual view of the eTOM framework to the level of detail agreed for use by the industry.

An Addendum (GB921F) describing selected process flows at several levels of view and detail that provides end-to-end insight into the application of eTOM.

An Addendum (GB921B) describing the implications and impact of e-business for service providers and their business relationships, and how eTOM supports them, including a description of handling of business-to-business Interactions by eTOM. Associated with this is a separate Application Note (GB921C) describing a Business Operations Map for processes involved in business-to-business interaction.

An Addendum (GB921G) providing information and guidance to users in how the eTOM framework can be applied within businesses, and the implications for maintaining alignment with this when extensions and/or adaptations are made in the course of this.

An Addendum (GB921P) providing an “eTOM Primer” to assist new users of eTOM.

An Addendum (GB912R) introducing Real-World Case Studies in applying eTOM.

A separate Application Note (GB921U) that provides some guidelines to assist users of eTOM in applying this within their businesses.

A separate Application Note (GB921V) that shows how eTOM can be used to model the ITIL processes (this supersedes the previous GB912L)

A separate Application Note (GB921T) that shows how eTOM processes relate to the functional view provided by the ITU-T M.3400 Recommendation (this work was developed in conjunction with ITU-T within the joint Telecom Management Collaboration Focus Group)

Note:

Addenda are adjuncts to the main document that are presented separately, to avoid a single document becoming cumbersome due to its size.

Annexes and Appendices both allow material to be removed from a document body, so that the reader is not distracted from the document flow by too much detail. However, these have different statuses within a document: Annexes have equivalent status to the material within the body of the document, i.e., an Annex represents a formal agreement and requirements for the users of the document. Appendices contain material included for information or general guidance. Also, Addenda have the same status as Annexes.

Thus, a document body, together with its Annexes and Addenda (and their Annexes, if any), represents the normative material presented, while any Appendices in the main document or its Addenda represent non-normative material, included for information only.

In addition, Application Notes are a specific document type, used to provide insight into how a specification or other agreed artifact is used in a particular context or area of application. They are non-normative as they provide information and guidance only within the area concerned.

Introduction

This document stands as an Addendum to the "Enhanced Telecom Operations Map® (eTOM) The Business Process Framework for the Information and Communications Services Industry", GB921 Release 6.5. It provides further detail concerning the eTOM through definition of the process elements within the eTOM Business Process Framework, at several levels of detail. It should be read in conjunction with the main GB921 document, and other Addenda (see GB921 for details).

In the main document (GB921), the overall eTOM Business Process Framework was described. In addition, brief descriptions of the Level 1 process groupings of the eTOM Business Process Framework were provided. This Addendum provides the Level 2 decompositions and descriptions for each of these high-level process groupings. Each horizontal and vertical Level 1 process grouping is shown with its constituent Level 2 processes, and brief process descriptions are provided for Level 2 processes in each of the major process areas: Operations (OPS); Strategy, Infrastructure & Product (SIP); and Enterprise Management.

This document is organized using the horizontal functional process groupings as the prime categorization for the SIP and OPS process areas. The Enterprise process groupings are considered individually.

In addition, Level 3 decompositions and descriptions are provided for Level 2 processes within the OPS (Operations) area of eTOM. The processes that have been decomposed are those within the CRM (Customer Relationship Management), the SM&O (Service Management and Operations) RM&O (Resource Management and Operations) and S/PRM (Supplier/Partner Relationship Management) Level 1 process areas.

It is convenient to illustrate all the Level 1 processes within eTOM in a single diagram, as in the main document (GB921). To extend this diagram to show all the Level 2 processes within each Level 1 process grouping is possible, but is too graphically complex a picture to be used directly. Once Level 3 processes are included, a single diagram becomes quite impractical. In this Addendum, each Level 1 process grouping is therefore shown in isolation, with its dependent Level 2 processes, and where available, Level 3 processes. It is to be understood that the aggregation of all these Level 2 processes, within the overall eTOM structure, represents the totality of the Level 2 processes within the eTOM. Similarly, the aggregation of all component Level 3 processes, within their "parent" Level 2 process, represents the totality of that Level 2 process, and this pattern is repeated as further levels of decomposition are exposed.

Note that the process decomposition diagrams used in this Addendum can include black dots within some of the process boxes. These are not a graphical error, but are inserted automatically by a process-modeling tool, to indicate that a further decomposition of that process has been made in the tool.

Process Associations and IDs

To aid understanding, each Level 2 and Level 3 process described here has an associated indication of its positioning within the particular vertical and horizontal Level 1 process with which it is associated. For example, CRM Operations Support & Process Management (shown under Customer Relationship Management Level 2 Process Descriptions, below) has the indication (CRM-OSR) to indicate it is within the horizontal Customer Relationship Management process, and the vertical Operations Support & Readiness process.

Processes have been given a process ID throughout this document. The format of the numbering scheme work as follow:

aaaaa.b.x.c.d.e where

aaaaa: This will represent a company specific number. The eTOM team recognizes the need for a company specific identifier but has not yet decided upon one specific format (this is for further study). This

field is used to prefix the process ID so that individual companies may extend and/or change the processes; and identify the changes with a company specific identifier.

b: This digit is used to identify the originator of the process It is set to 1 if the process is the TMF original one, to 2 otherwise

x: Digit representing Level 0 process

c: Digit representing Level 1 process

d: Digit representing Level 2 process

e: Digit representing Level 3 process

The unique identifier thus associated with individual processes can thus be used to assist in locating individual processes.

1.5.2 Resource Capability Delivery

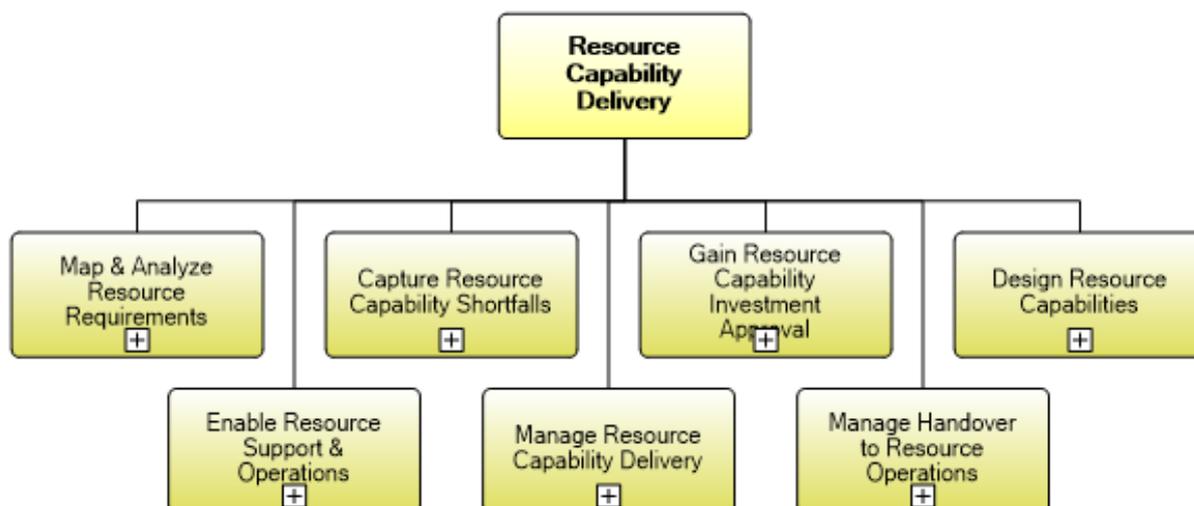


Figure 1 1.5.2 Resource Capability Delivery

Resource Capability Delivery

Process Identifier: 1.5.2

Brief Description

Use the capability definition or requirements to deploy new and/or enhanced technologies and associated resources.

Extended Description

Resource Capability Delivery processes use the capability definition or requirements to deploy new and/or enhanced technologies and associated resources.

The objectives of these processes is to ensure that network, application and computing resources are deployed, according to the plans set by Resource Development. They deliver the physical resource capabilities necessary for the ongoing operations, and long term well-being of the enterprise, and ensure the basis on which all resources and services will be built. Using automation may enhance resource capability delivery.

Responsibilities of the Resource Capability Delivery processes include, but are not limited to:

- Planning resource supply logistics (warehousing, transport, etc.)
- Planning the Resource Installation
- Contracting and Directing the Resource Construction where needed
- Verifying the Resource Installation
- Handover the Resource Capability to Operations through interactions with the Manage Resource Class Configuration

Logical network configurations (such as resource elements integration) are as important to the network resources as the physical aspects. All aspects must be planned and considered in the design and implementation of the network, including infrastructure owned by the enterprise, and by supplier/partners, other physical resources and logical elements. Logical network configuration may be designed digitally in order to make sure all the resources are aligned and planned proactively.

Map & Analyze Resource Requirements (Out of Scope)**Process Identifier:** 1.5.2.1**Brief Description**

Define the detailed resource infrastructure requirements to support the service capabilities required by the enterprise

Extended Description

The Map & Analyze Resource Requirements processes define the detailed resource infrastructure requirements to guide the definition of service capabilities required by the enterprise. The processes provide detailed analysis of new resource requirements linked to relevant geographic distributions which for example in mobile networks may be as small as a cell level. These processes also establish the detailed performance requirements. These processes take the forecast information available from the Produce Resource Business Plans and requirements information from the Map & Analyze Service Requirements processes, as well as resource infrastructure requirements developed by the Develop Detailed Resource Specifications processes, to establish detailed views of anticipated resource demand and performance requirements. These views may be displayed on a console or visual platform and shared by relevant resource owners.

These processes manage the capacity planning for the resource infrastructure, and identify capacity requirements based on service forecasts and appropriate resource related metrics, i.e., transaction volumes, storage requirements, traffic volumes, port availabilities, etc. These forecasts may be based on near real-time information and use AI forecasting techniques.

The processes include any interaction with cross-enterprise and cross-domain coordination and management functions to ensure that the demand distributions capture the needs of relevant stakeholders. Coordination and management function may use automated processes to improve efficiency and shorten TTM.

Capture Resource Capability Shortfalls

Process Identifier: 1.5.2.2

Brief Description

Identify specific or imminent resource capacity, resource performance and/or resource operational support shortfalls AM

- The “Project risk and issues management” process enables the project manager to identify risks, issues, gaps and shortfalls that have direct or indirect impact on the project in alignment with a risk management framework. Also internally, two other processes “supplier performance evaluation” and “employee performance management” processes focus on the assessment of both supplier and employee performances according to clearly defined criteria in order to highlight the gaps and shortfalls present for each.

Extended Description

The Capture Resource Capability Shortfalls processes identify specific or imminent resource capacity, resource performance and/or resource operational support shortfalls. These processes take information available from the Resource Management & Operations processes to establish detailed views of anticipated resource and shortfalls and support process issues. These views may be displayed on a console or visual platform and shared by relevant resource owners.

Resource capability shortfalls may be captured via an automated process. It may process information using advanced technologies such as AI AM

- During the weekly review meetings, the Project Manager will meet with the Project Team and review the Risks & Issues (gaps, shortfalls, etc.) register, conduct a risk assessment to determine potentially impeding risks/issues and accordingly agree on actions to manage them, and assign actions to team members with due dates. The project manager will update the risks/issues register accordingly which will be used to track progress on risks and issues mitigation actions. Access to the risks/issues register can be provided to customers all while EPM is supporting this process. Additionally, within the “supplier performance evaluation process”, the supplier performance will be evaluated according to specific evaluation criteria that are defined and logged in the ERP system. The SCM team will complete the evaluation and in case of shortfalls or poor results, discussions with the supplier will take place to address gaps and improve performance. Also similarly, within the “employee performance evaluation process”, the employee talent assessment will be conducted through an online examination and corresponding status report shared afterwards to present the results capturing skill gaps.

Supporting Material: [Project Risk and Issues Management Process](#), [Supplier Performance Evaluation Process](#), [Employee Performance Management Process](#)

Gain Resource Capability Investment Approval

Process Identifier: 1.5.2.3

Brief Description

Capture all activities required to develop and gain necessary approval for investment proposals to develop and deliver the required resource capabilities AM

- *The “Project Financial Management” process describes the steps the project manager takes to develop and approve the project financial plan that includes all required resource capabilities.*

Extended Description

The Gain Resource Capability Investment Approval processes capture all activities required to develop and gain necessary approval for investment proposals to develop and deliver the required resource capabilities, including identification of potential other parties. These processes take the input from the Map & Analyze Resource Requirements, the Capture Resource Capability Shortfalls and the Map & Analyze Service Requirements processes to develop and gain approval for any business proposals arising. In some cases the business proposal may require the creation and approval of a formal business case, in other cases the business proposal approval may be delegated to local management. In any event the cost estimates for delivering the resource infrastructure, including costs for materials (equipment and tools), labor and training are part of the investment proposal.

The rules and procedures outlining the necessary approval process to be used are also part of these processes.

The processes include any interaction with cross-enterprise and cross-domain coordination and management functions to ensure that the demand distributions capture the needs of relevant stakeholders. Coordination and management function may use automated processes to improve efficiency and shorten TTM. AM

- *The “Project Financial Management” process supports the development of a project financial plan on EPM, whereby all resources needed on the project and their respective associated costs (manpower cost, material cost, 3rd party service cost) will be identified. The financial plan takes into account a base case scenario (business-case-like scenario) in which future revisions of the plan is done by comparing the actual figures to the initial case and accordingly prompt necessary actions. Once the financial plan is developed by the project manager, an automated notification is sent to the “solution delivery planning & control office” for approval. Upon the office approval, the plan is also reviewed by the senior delivery management for approval. The automated approval cycles enable optimized cross-functional interactions leading to faster execution of the process.*

Supporting Material: [Project Financial Management Process](#)

Design Resource Capabilities

Process Identifier: 1.5.2.4

Brief Description

Manage the design of the resource infrastructure to meet the requirements in any approved investment proposals. AM

- *The “Project Scope Development” process describes the activities performed to identify client’s requirements and develop the detailed technical scope of work and the project plan that should be approved by the client.*

Extended Description

The Design Resource Capabilities processes manage the design of the resource infrastructure to meet the requirements in any approved investment proposals. These processes ensure the collation and coordination of requirements from all approved investment proposals, assess the most appropriate resource infrastructure, develop the tactical/solution architecture and design specifications to be used to build or source the necessary resource infrastructure components, and select the most appropriate resource infrastructure other parties to support the resource requirements. A key element of the overall design is the integration approach between the existing legacy resource infrastructure and any proposed new resource infrastructure. This integration design is managed within the architecture and specification processes.

Note that the actual management of the sourcing process is handled within the Party Offering Development & Retirement processes. AM

- *The “Project Scope Development” process delineates the steps taken to develop the project technical scope of work by the project team and the project manager in the pre-kick off stage of the project whereby the PM gathers project actions agreed upon in the pre-engagement phase. The PM conducts also a meeting with the client to align on their requirements and to properly understand the client’s current state and accordingly propose a detailed project scope, led by the technical lead, incorporating all required delivery specifications including inputs, outputs, dependencies, objectives, assumptions, etc. that will enable the client to reach the desired target state and successfully transition to that state. The comprehensive plan is then finalized by the project manager and reviewed by the client to get his approval. Once the technical scope of work is approved by the client, it will be uploaded in Enterprise Performance Management (EPM) system and automatically sent for quality review.*

Supporting material: [Project Scope Development Process](#)

Enable Resource Support & Operations

Process Identifier: 1.5.2.5

Brief Description

Manage the design of any improvements or changes required to the resource operational support processes to support the investment proposals and new resource capabilities and infrastructure AM

- *The processes “Project Stakeholder Identification”, “Develop Project Communication Plan” and “Project Change Control” ensure identifying all relevant stakeholders and building the needed communication plan to ensure capturing all improvements or changes required to support the on-going project.*

Extended Description

The Enable Resource Support & Operations processes manage the design of any improvements or changes required to the resource operational support processes to support the investment proposals and new resource capabilities and infrastructure. The processes ensure the identification of operational support groups, required skill sets, and availability of appropriate training programs. These processes ensure the identification, collation and coordination of support requirements from all approved investment proposals, and from any operational support shortfalls identified in the Capture Resource Capability Shortfalls processes. AM

- *The project manager follows the “project stakeholder identification” process to identify relevant stakeholders and develop a stakeholders register. Then he develops the project communication plan following “the develop project communication plan process” in order to establish a communication mechanism that ensures complete engagement of stakeholders to facilitate process execution as well as to capture all suggestions/improvements/changes raised by project stakeholders (including Solutions, customers, and vendors). Both processes rely on EPM.*
- *The project manager also follows the “Project Change Control” process to identify and design any change or improvement.*

Supporting material: [Project Stakeholder Identification Process](#), [Develop Project Communication Plan Process](#), [Project Change Control Process](#)

Manage Resource Capability Delivery

Process Identifier: 1.5.2.6

Brief Description

Manage the provision, implementation, commissioning and roll-out of the new or enhanced resource capability, and associated operational support processes. AM

- A number of processes (6) support the provision of project delivery management ranging from project execution monitoring to reviewing deliverables & managing project escalations and change requests.

Extended Description

The Manage Resource Capability Delivery processes manage the provision, implementation, commissioning and roll-out of the new or enhanced resource capability and associated operational support processes. These processes are predominantly program/project management process functions, and require the detailed management and co-ordination of the delivery of individual resource infrastructure components to achieve the delivery of the overall resource capability. Within the Manage Resource Capability Delivery processes separate other parties may be responsible for the delivery of the resource capability, and other parties for the installation and construction. The Manage Resource Capability Delivery processes ensure that the roles and responsibilities of all parties are identified, managed and coordinated.

These processes are responsible to ensure that the quality of the implemented resource capability meets the design specifications. These processes manage the commissioning of the new resource infrastructure by ensuring the availability of test programs and specifications against which to test the new resource infrastructure meets the design requirements.

These processes leverage the Party Offering Development & Retirement processes as necessary to establish any new sourcing arrangements for the delivery of resource components. AM

- *“Project Schedule Development”, “Monitor Project Execution”, “RCA for Projects Escalations”, “Project Change Control”, “Project Review and Control”, and “Project Quality Assurance” are project delivery management processes that ensure the coordination of delivery resources including: developing the detailed program/project schedule and assigning the needed delivery resources, developing progress reports, initiating change requests for project deviation requested by customers, managing customer risk escalations, conducting quality assurance on deliverables ahead of sending them to customers, and collecting customer acceptance forms from customers on deliverables reviewed and approved by customers. The processes highlight the required roles, responsibilities, inputs, expected outputs of all involved stakeholders within the project delivery management boundaries. Those processes are supported by EPM.*

Supporting material: [Project Schedule Development Process](#), [Monitor Project Execution Process](#), [RCA for Projects Escalations Process](#), [Project Change Control Process](#), [Project Review and Control Process](#), [Project Quality Assurance Process](#)

Manage Handover to Resource Operations

Process Identifier: 1.5.2.7

Brief Description

Manage the processes involved in handover of deployed resource infrastructure to operational control

AM

- *The “Project handover to operations” process ensures a smooth and timely handover of resources from the delivery team to the operations team*

Extended Description

The Manage Handover to Resource Operations processes manage the processes involved in handover of deployed resource infrastructure to operational control. These processes ensure that all operational and performance design requirements have been met by the installed resource infrastructure, and that all tools, test equipment, operational procedures, support groups, and training is in place to allow for successful operation. These processes include the management and coordination of all stakeholders required to gain approval and acceptance of the handover to operational control. AM

- *During the handover to operations process, a handover checklist is cross-checked against the initially planned design requirements to ensure that they are all met/covered before handing over to operations. The operations team provides all needed operational resources to conduct an operations acceptance test at the customer site. This process is also supported by EPM.*

Supporting Material: [Project Handover to Operations Process](#)

1.3.7 Problem Handling



Figure 2 1.3.7 Problem Handling

Customer Problem Handling

Process Identifier: 1.3.7

Brief Description

Responsible for receiving trouble reports from customers, resolving them to the customer's satisfaction and providing meaningful status on repair and/or restoration activity to the customer.

Extended Description

Customer Problem Handling processes are responsible for the management of problems reported by customers and associated with purchased product offerings. The objective of these processes is to receive reports from customers, resolving them to the customer's satisfaction and providing meaningful status on repair and/or recovery activity to the customer. They are also responsible for customer contact and support in relation to any customer-affecting problems detected by other processes or through analysis, including proactively informing the customer and resolving these specific problems to the customer's satisfaction.

Responsibilities of the Customer Problem Handling processes include, but are not limited to:

- Capturing, analyzing, managing and reporting on customer reported problems associated with purchased product offerings;
- Initiating and managing customer problem reports;
- Correcting customer problems;
- Reporting progress on customer problem reports to customer and other processes;
- Assigning & tracking customer problem recovery activities
- Managing customer problem jeopardy conditions.

Customer Problem Handling processes perform analysis, decide on the appropriate actions/responses and carry them out with the intent of restoring normal operation on specific purchased product offerings.

Isolate Customer Problem

Process Identifier: 1.3.7.1

Brief Description

Identify the root cause of the customer problem. AM

Extended Description

The purpose of the Isolate Customer Problem processes is to identify the root cause of the customer problem. The responsibilities of these processes include, but are not limited to:

- Verifying whether the customer is using the purchased product offering correctly
- Performing diagnostics based on the customer provided information to determine whether the root cause of the customer problem is linked to the underlying services.

The Isolate Customer Problem processes will make the results of the root cause analysis available to other processes. The Isolate Customer Problem processes will update open customer problem report, as required during the assessment, and when the root cause has been identified.

The Isolate Customer Problem processes will notify the Track & Manage Customer Problem processes when the analysis is complete. AM

- *Following the "Customer complaints" process, the customer experience (CX) & success team receives customer complaints through one of the support channels (either via call, email, etc.) and then they analyze the problem to check the product/project it is related to before assigning it to the relevant department for resolution. The relevant department would then conduct a further deep-dive analysis to identify the root cause behind the problem in order to be able to provide the adequate solution or feedback to the customer. The complaints will be logged in EPM.*

Supporting material: [Customer Complaints Process](#)

Report Customer Problem

Process Identifier: 1.3.7.2

Brief Description

Monitor the status of customer problem reports, provide notifications of any changes and provide management reports. This includes customer problems caused by security events. AM

- *A customer dashboard is used to track and monitor customer problems.*

Extended Description

The objective of the Report Customer Problem processes is to monitor the status of customer problem reports, provide notifications of any changes and provide management reports. These processes are responsible for continuously monitoring the status of customer problem reports and managing notifications to processes and other parties registered to receive notifications of any status changes. Notification lists are managed and maintained by the Support Problem Handling processes. These processes record, analyze and assess the customer problem report status changes to provide management reports and any specialized summaries of the efficiency and effectiveness of the overall Problem Handling process. These specialized summaries could be creation of specific reports required by customers and/or other specific audiences. These processes will make the necessary reports about the problem that occurred, the root cause and the activities carried out for recovery of normal operation. AM

- *The customer dashboard provides real time end-to-end information on projects, enabling Solutions as well as customers to monitor and track the performance of the projects, including customer problems. The customer problems are defined within the risks and issue tabs of the dashboard and highlighted within the summary section on a high-level. These details include the problem description, owner, among other parameters. Customers problems status are updated on real time basis.*

Supporting material: [Customer Dashboard "MyDashboard"](#)

Track & Manage Customer Problem

Process Identifier: 1.3.7.3

Brief Description

Ensure that recovery activities are assigned, coordinated and tracked efficiently, and that escalation is invoked as required for any open customer problem reports in jeopardy. AM

Extended Description

The purpose of the Track & Manage Customer Problem processes is to ensure that recovery activities are assigned, coordinated and tracked efficiently, and that escalation is invoked as required for any open customer problem reports in jeopardy. Responsibilities of these processes include, but are not limited to

- Scheduling, assigning and coordinating tracking any recovery activities, and any repair and restoration activities delegated to other processes;
- Generating the respective service trouble report creation request(s) to Create Service Trouble Report based on specific customer problem reports;
- Undertake necessary tracking of the execution progress;
- Modifying information in an existing customer problem report based on assignments;
- Modifying the customer problem report status;
- Canceling a customer problem report when the specific problem was related to an incorrect customer problem report
- Monitoring the jeopardy status of open customer problem reports, and escalating customer problem reports as necessary. AM

Note that some specific product and/or service components may be owned and managed by other Parties. In these cases the Track & Manage Customer Problem process is responsible for initiating requests, through other Party Problem Reporting & Management processes for restoration and recovery by the other Party of the specific service components. These processes will co-ordinate all the actions necessary in order to guarantee that all tasks are finished at the appropriate time and in the appropriate sequence. The Track & Manage Customer Problem processes will also inform the Close Customer Problem processes by modifying the customer problem report status to cleared when the customer problem has been resolved. AM

- *The “customer complaints” process ensures that upon assigning the complaint to the relevant department, the complaint/issue is properly analyzed and validated. In case the customer complaint/issue is a valid one, an attempt to resolve the problem is carried out, however for invalid complaints, proper justification is prepared and shared back with the customer. For instances where the resolution of the customer problem was not successful in its first attempt by the concerned department, the “Customer escalation matrix” defines the required escalations to properly address any situation. From a tracking perspective, “MyDashboard” will allow to track the status of the complaint.*

Supporting Material: [Customer escalation matrix](#), [Customer Dashboard “MyDashboard”](#), [Customer Complaints Process](#)

Close Customer Problem Report

Process Identifier: 1.3.7.4

Brief Description

Ensure that a problem affecting the customer is solved AM

- *The “customer complaints” process ensures getting client approval on the solution provided to address their problem and accordingly proper closure of the complaint.*

Extended Description

The purpose of the Close Customer Problem Report processes is to close a customer problem report when the problem affecting the customer is solved. These processes are also responsible for possibly contacting the customer to inquire about the customer's satisfaction with resolution of the problem. These processes monitor the status of all open customer problem reports and recognize that a customer problem report is ready to be closed when the status is changed to cleared. AM

- *According to the “customer complaints” process, the concerned department provides a solution for customer problems which is then validated by the experience & success department with the customer. In case the customer doesn't approve the solution, there is a feedback loop whereby the concerned department has to revise the provided solution until a mutual agreement is reached between Solutions and the customer after which the problem will be marked closed. The status will be update in the customer dashboard.*

Supporting material: [Customer Complaints Process, Customer Dashboard “MyDashboard”](#)

Create Customer Problem Report

Process Identifier: 1.3.7.5

Brief Description

This process creates a new Customer Problem Report. AM

Extended Description

The objective of the Create Customer Problem Report process is to create a new customer problem report.

A new customer problem report may be created as a result of customer contacts indicating a problem with their purchased product offerings or, at the request of analysis undertaken by other processes in the CRM or SM&O horizontal process layers, which detect a failure or degradation which may be impacting customers.

These processes are responsible for capturing all the necessary customer information to be included in the new Customer Problem Report. AM

- *According to the “Customer Complaint” process, customers can submit a complaint through call, email, survey, or a customer dashboard “Mydashboard”. Once received by Solutions, the complaint is assigned to the relevant department. The necessary information about the customer identification, complaint/problem/issue reported, and the details behind each is captured in order to facilitate tracking, reporting and resolution.*

Supporting material: [Customer Dashboard “MyDashboard”](#), [Customer Complaints Process](#)

Correct & Recover Customer Problem

Process Identifier: 1.3.7.6

Brief Description

Restore the service to a normal operational state as efficiently as possible AM

Extended Description

The objective of the Correct & Recover Customer Problem processes is to restore the purchased product offerings to a normal operational state as efficiently as possible. Depending on the nature of the specific reported failure, or incorrect operation, of the purchased product offering these processes may possibly lead to:

- Educational interaction with the customer to ensure correct usage of the purchased facilities;
- Re-assessment of the customers' needs and withdrawal, upgrade, renewal of the purchased product offerings;
- Requests for activities to be undertaken by other processes in the CRM process layer.
- Identification that restorative activities need to be undertaken in the SM&O processes.

They will also report successful restoration of normal service operation, restoration through temporary work-arounds or an unsuccessful attempt at restoration to Track & Manage Customer Problem through updates to the associated customer problem report. AM

- *The "customer complaints" process ensures resolving the client issue and getting the confirmation that the issue has been fixed. The outcome of the process would guarantee the resolution of the complaint as customer acceptance has to be obtained before closing the reported complaint. The problem status will be update in the customer dashboard.*

Supporting material: [Customer Dashboard "MyDashboard"](#), [Customer Complaints Process](#)

Appendix

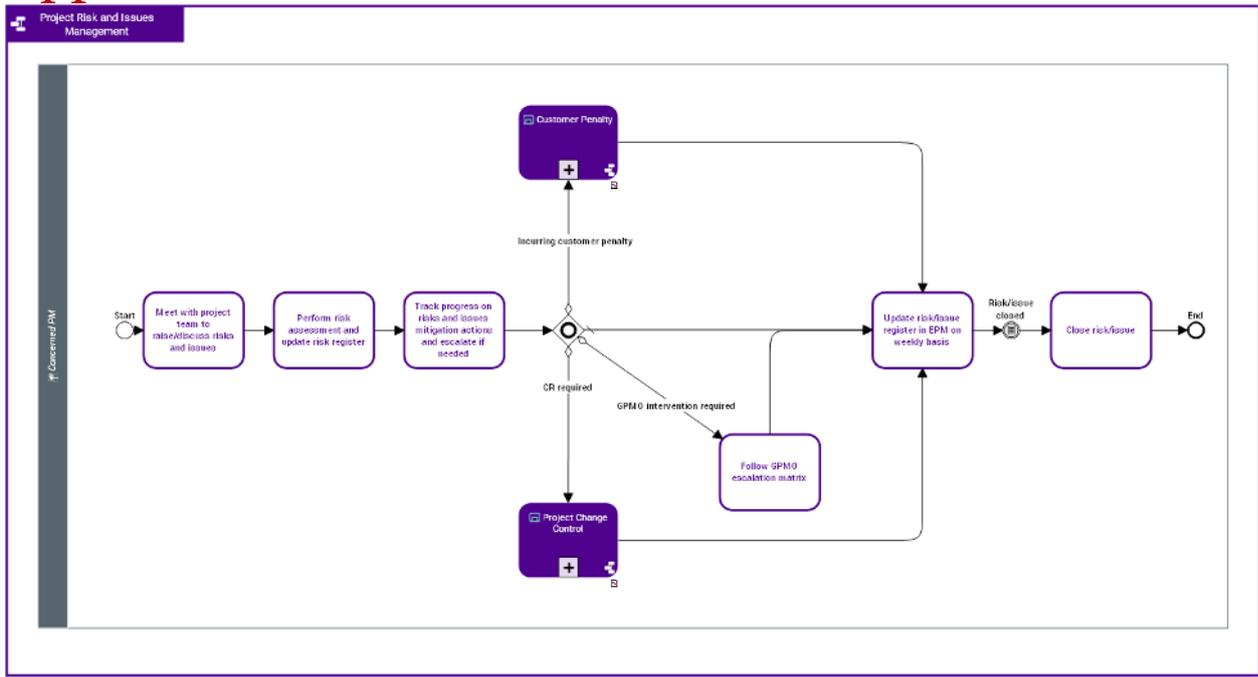


Figure 1 Project Risk and Issues Management Process

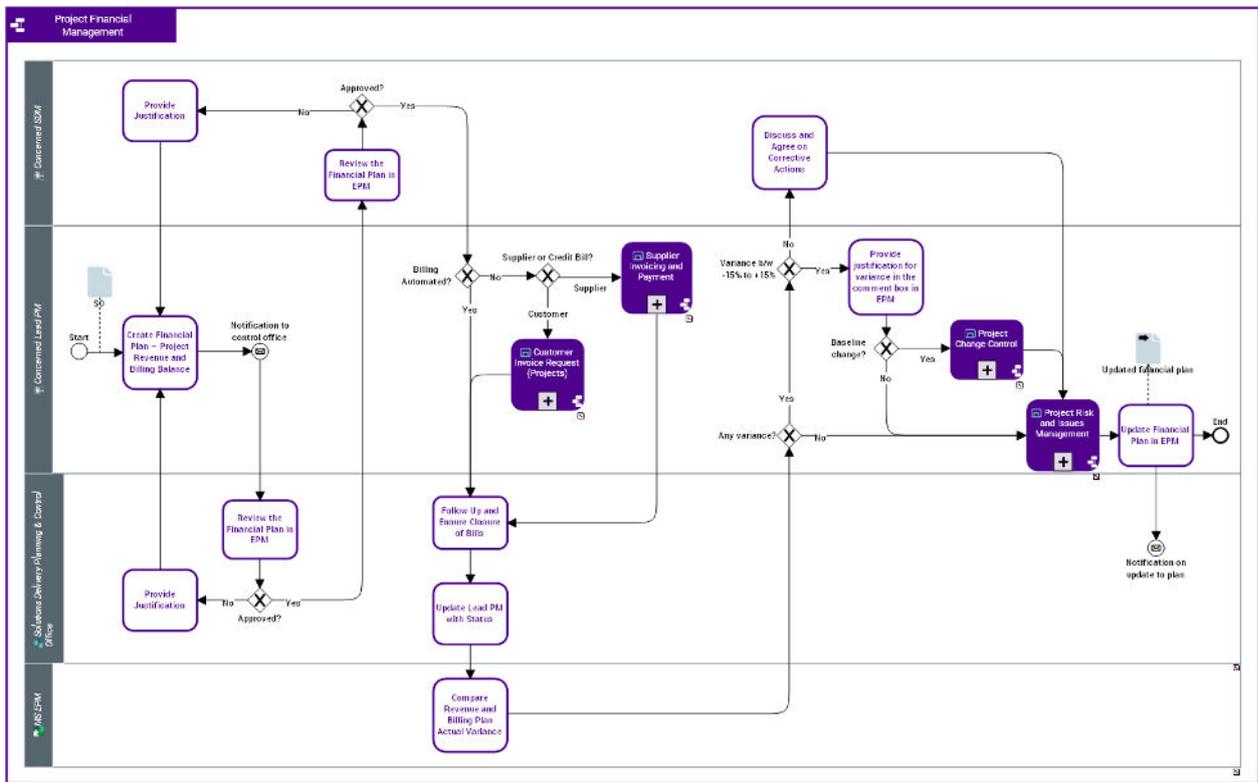


Figure 2 Project Financial Management Process

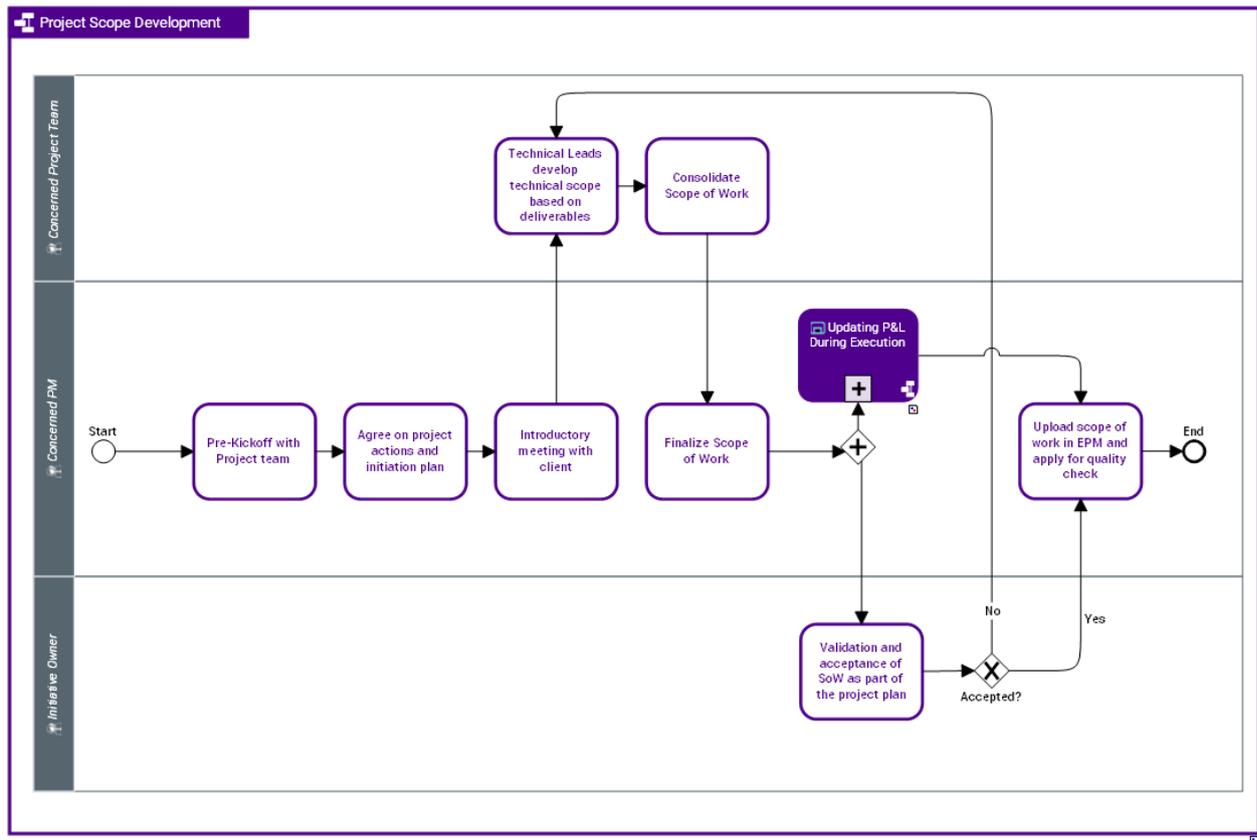


Figure 3 Project Scope Development Process

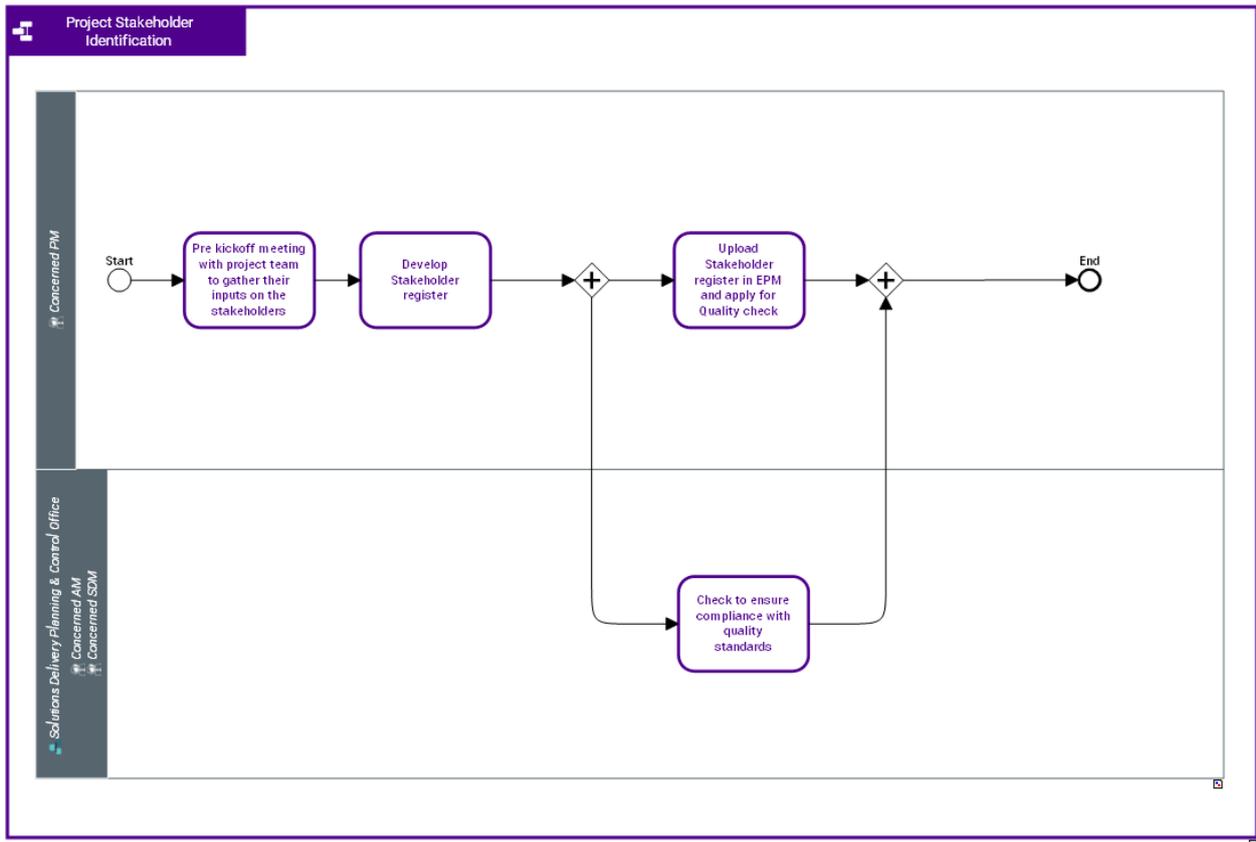
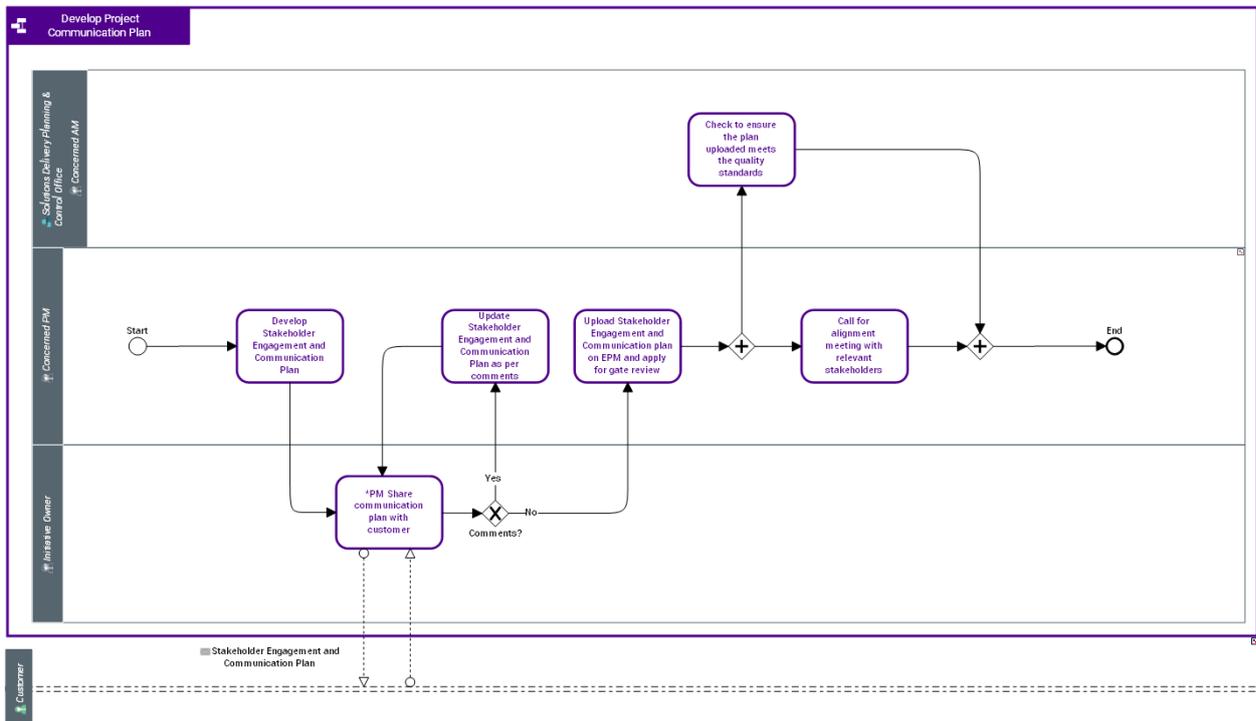


Figure 4 Project Stakeholder Identification Process



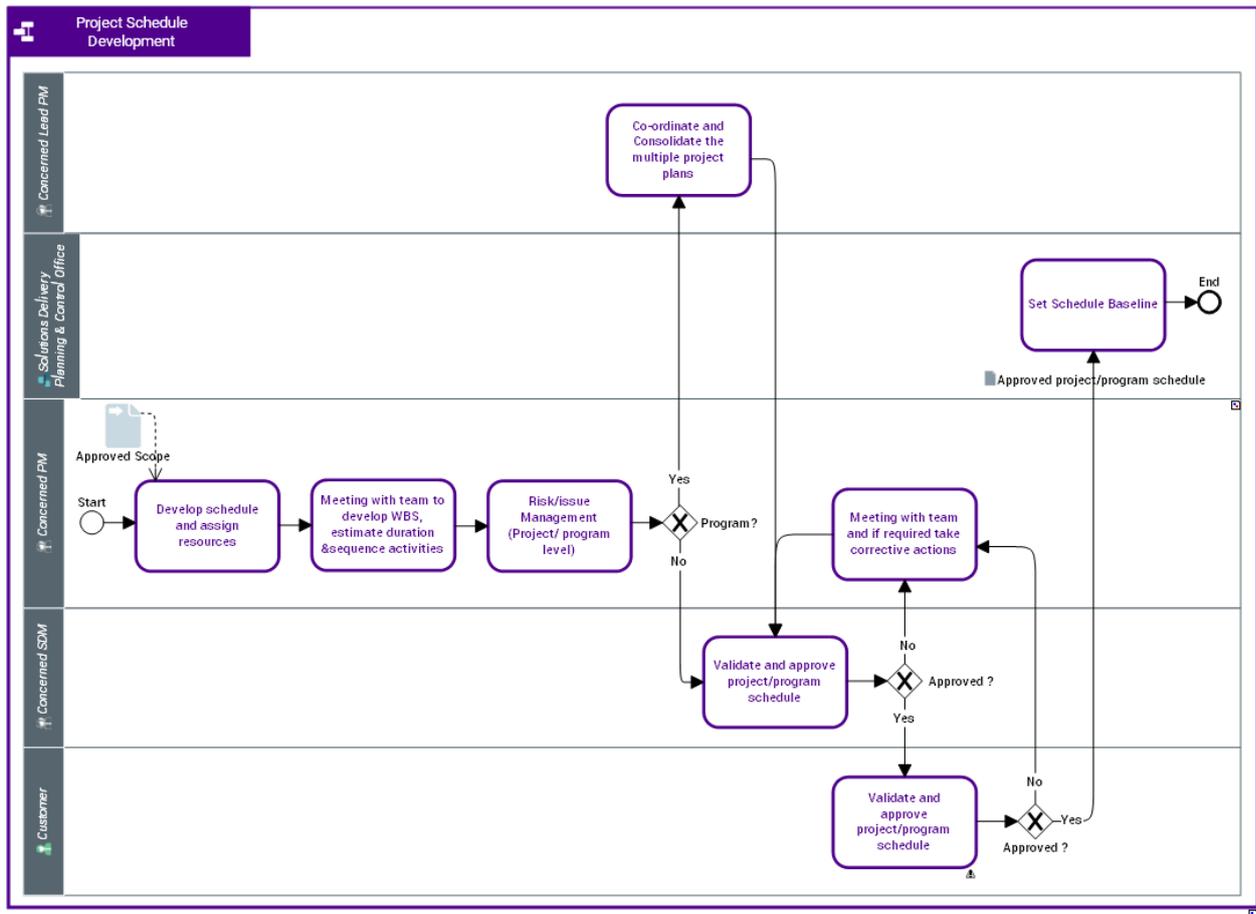


Figure 5 Project Schedule Development Process

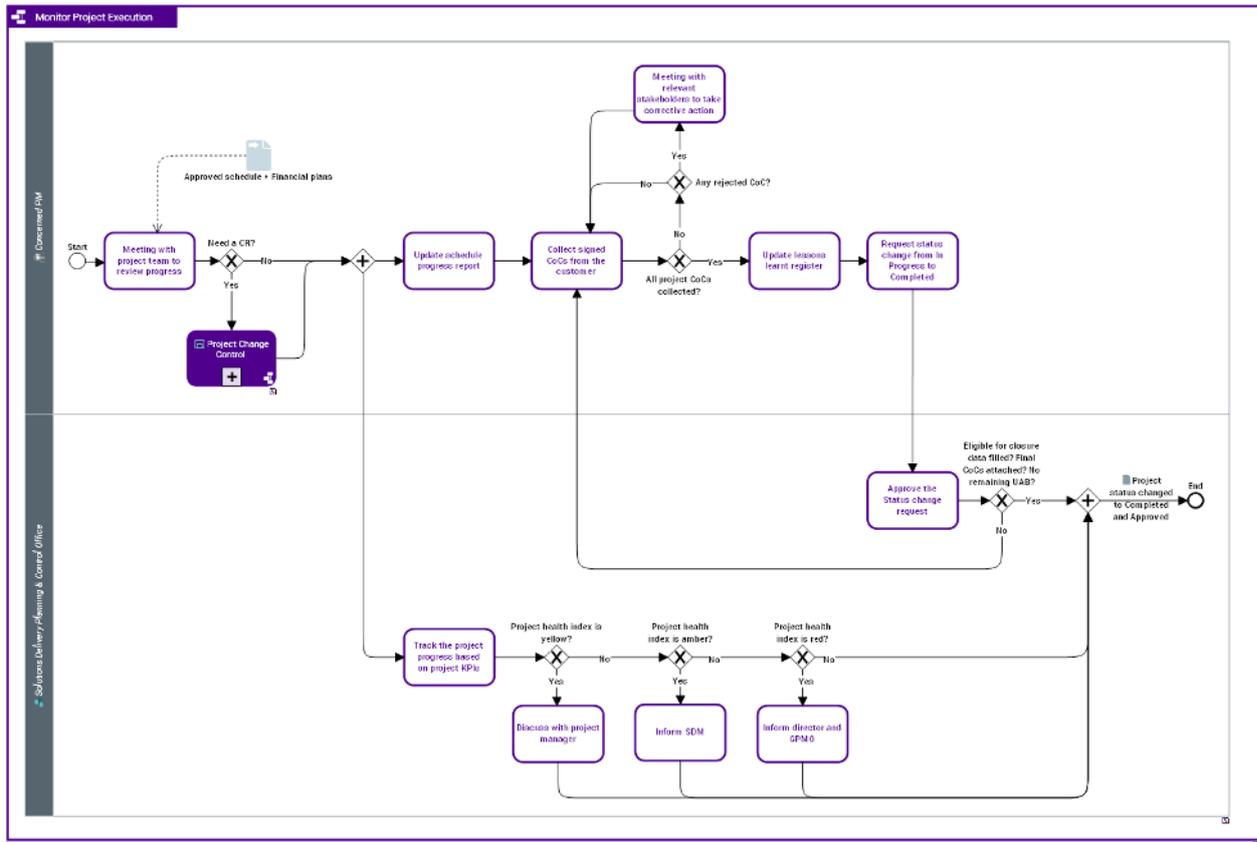


Figure 6 Monitor Project Execution Process

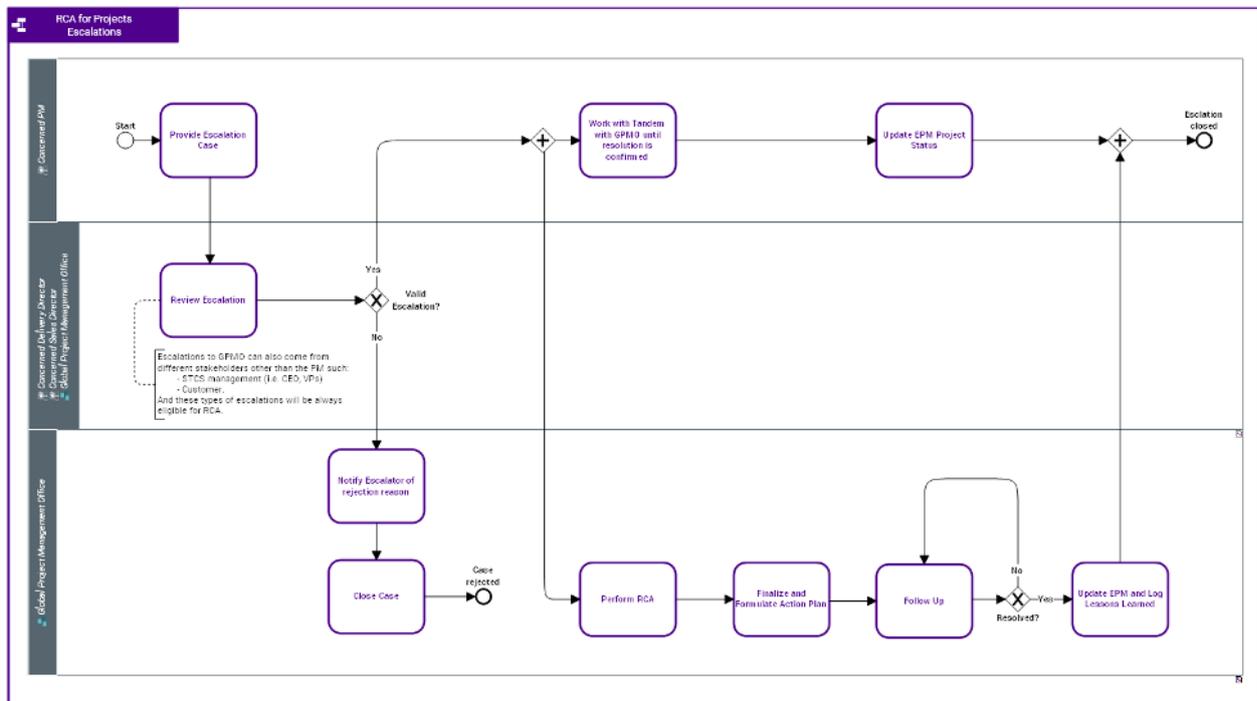


Figure 7 RCA for Projects Escalations Process

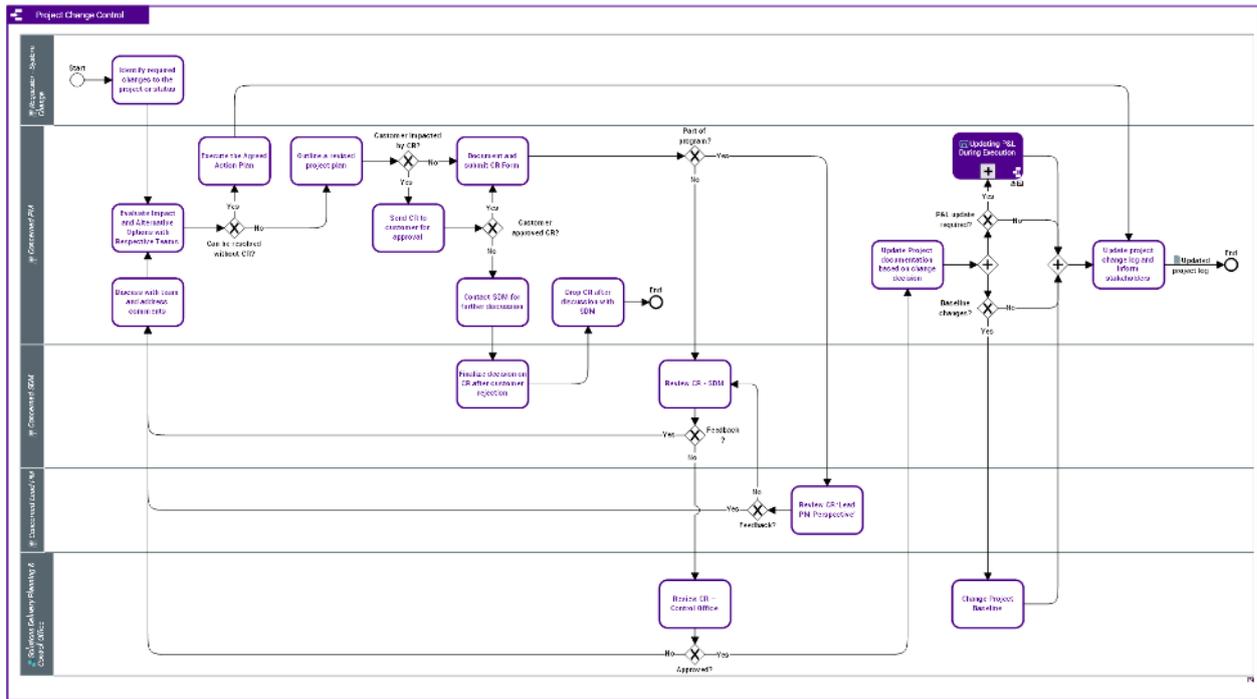


Figure 8 Project Change Control Process

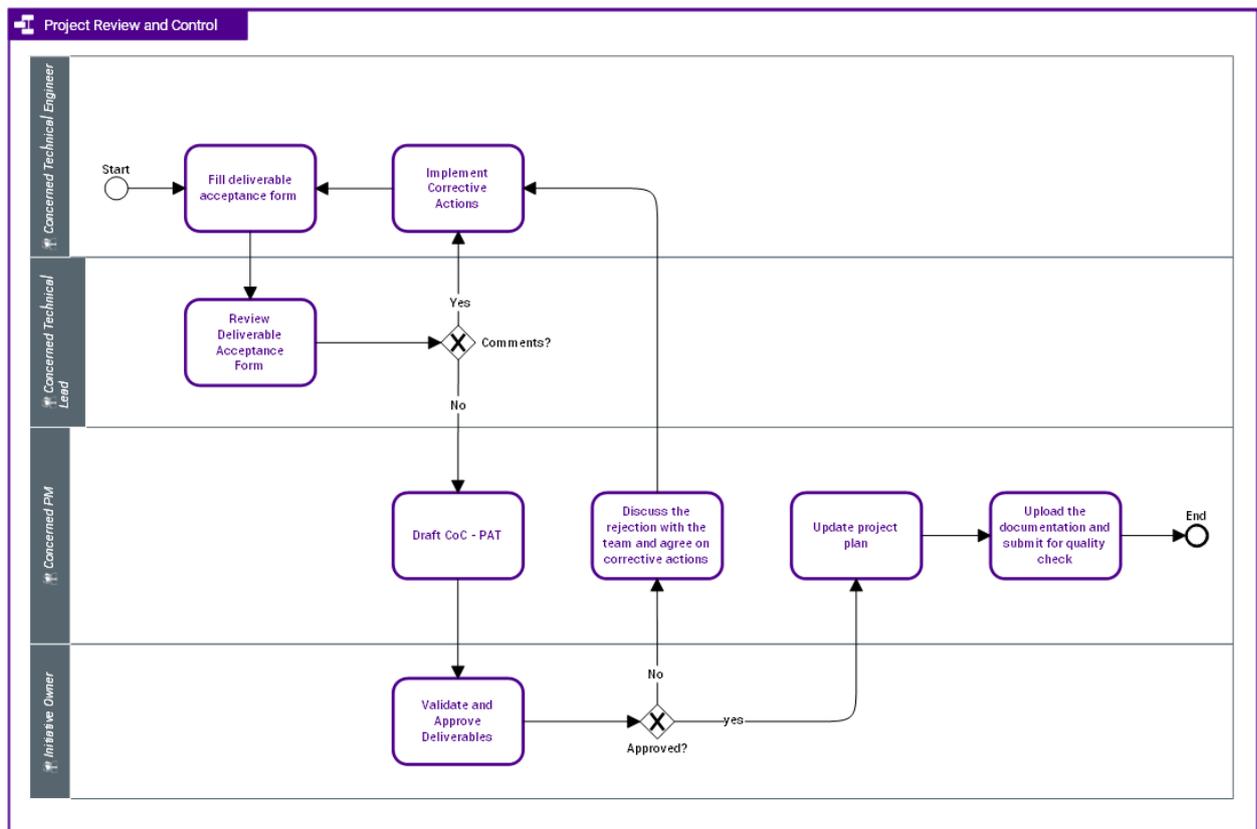


Figure 9 Project Review and Control Process

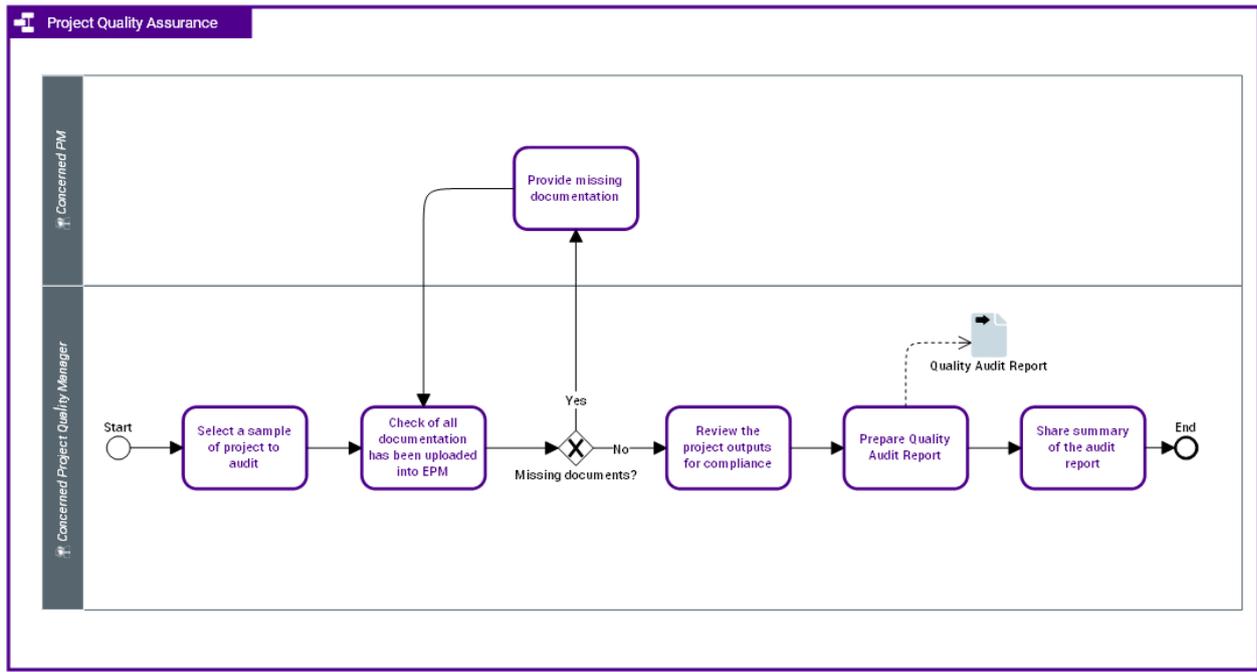


Figure 10 Project Quality Assurance Process

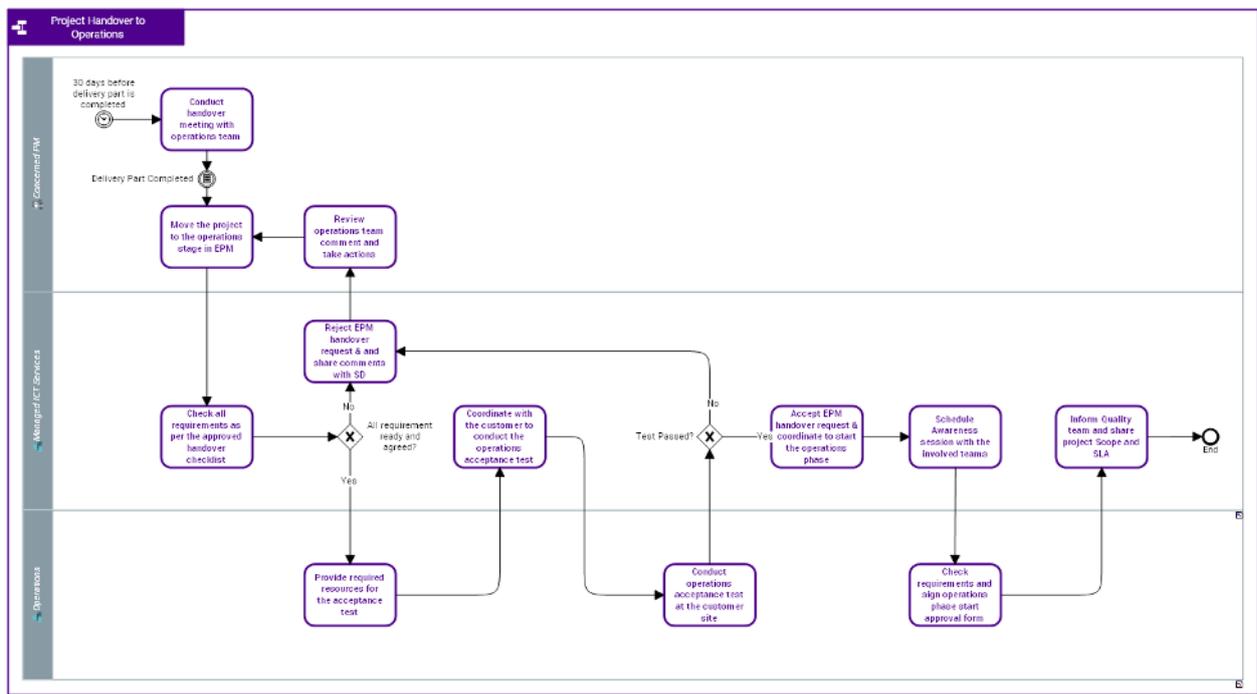


Figure 11 Project Handover to Operations Process

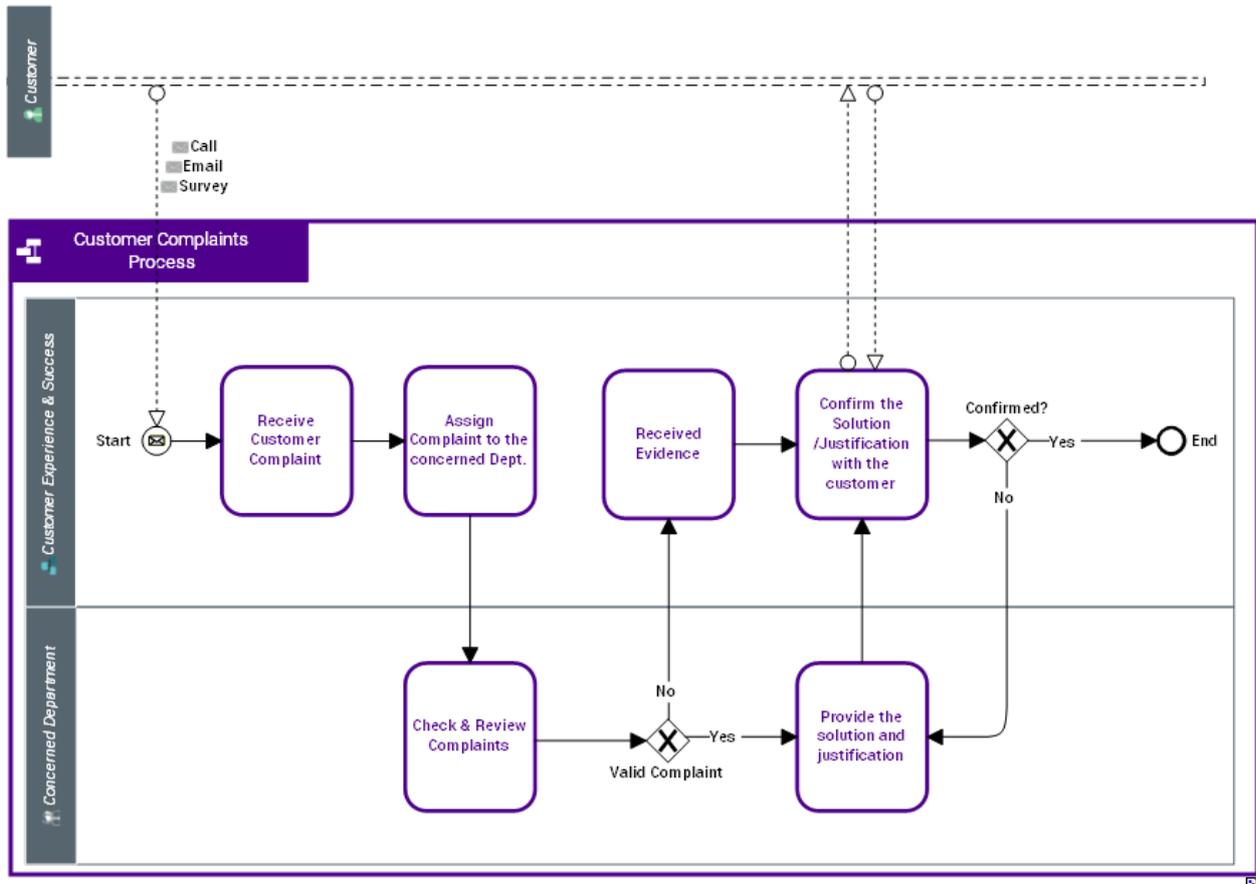


Figure 12 Customer Complaints Process

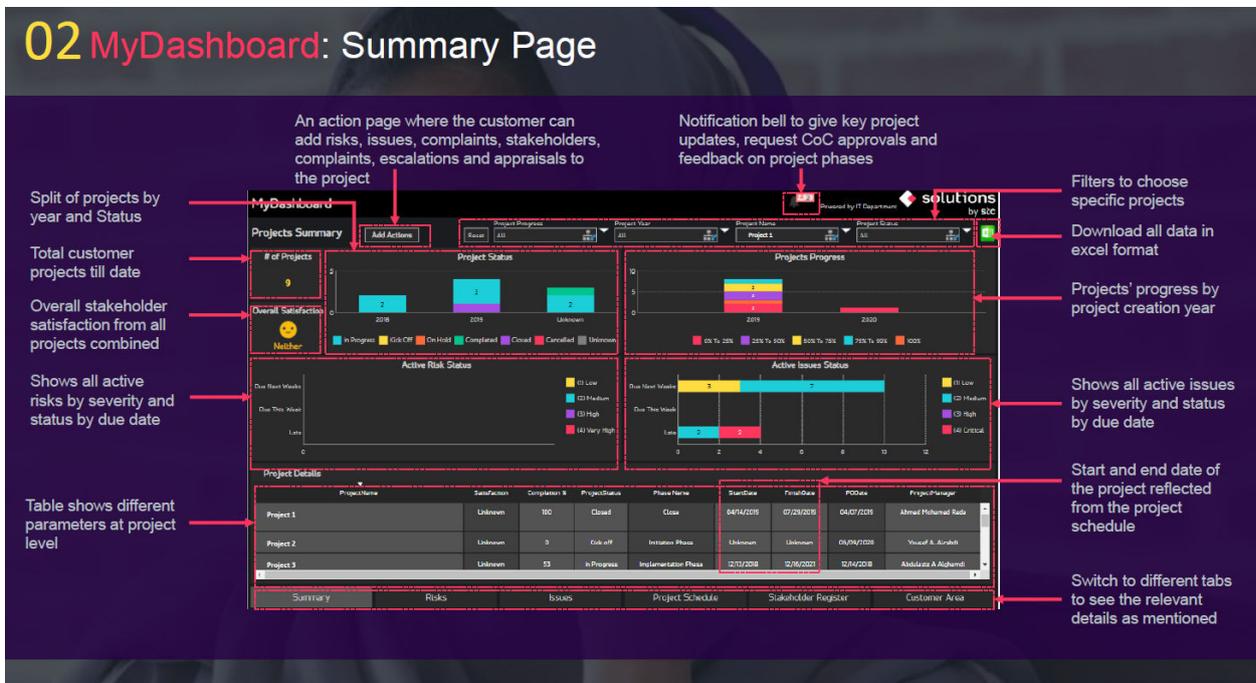


Figure 13 Customer Dashboard "MyDashboard"

Escalation Matrix



Figure 14 Escalation Matrix

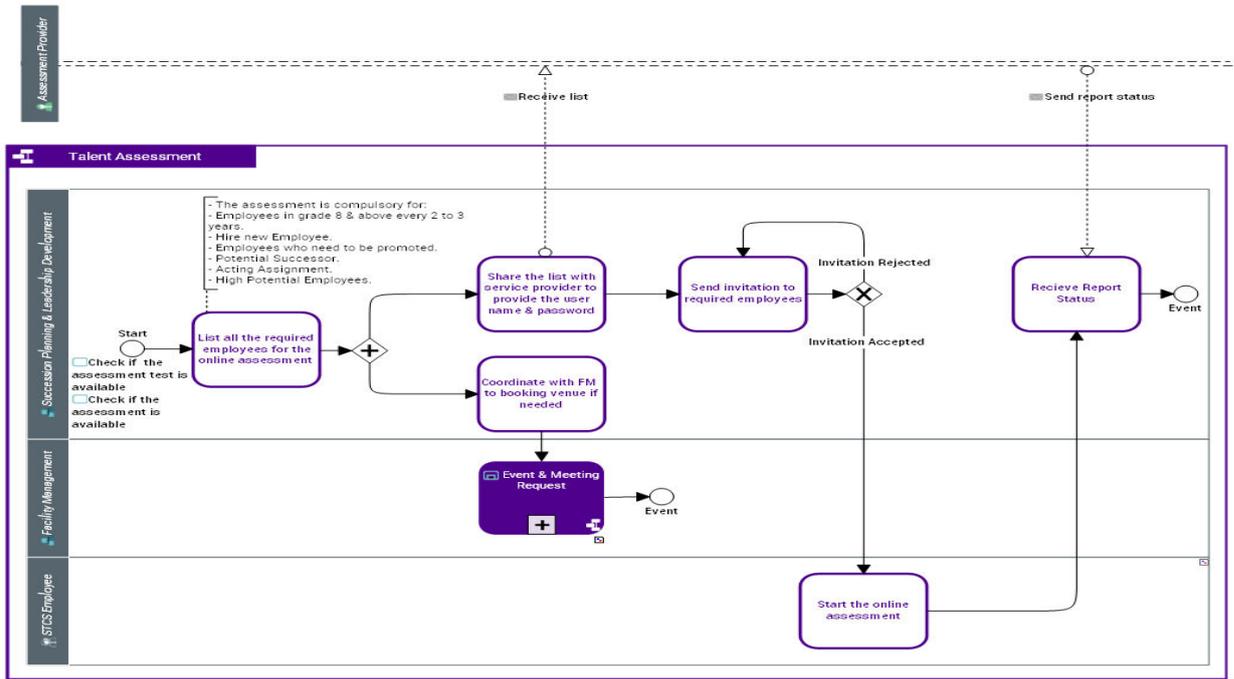


Figure 15 Employee Performance Management Process

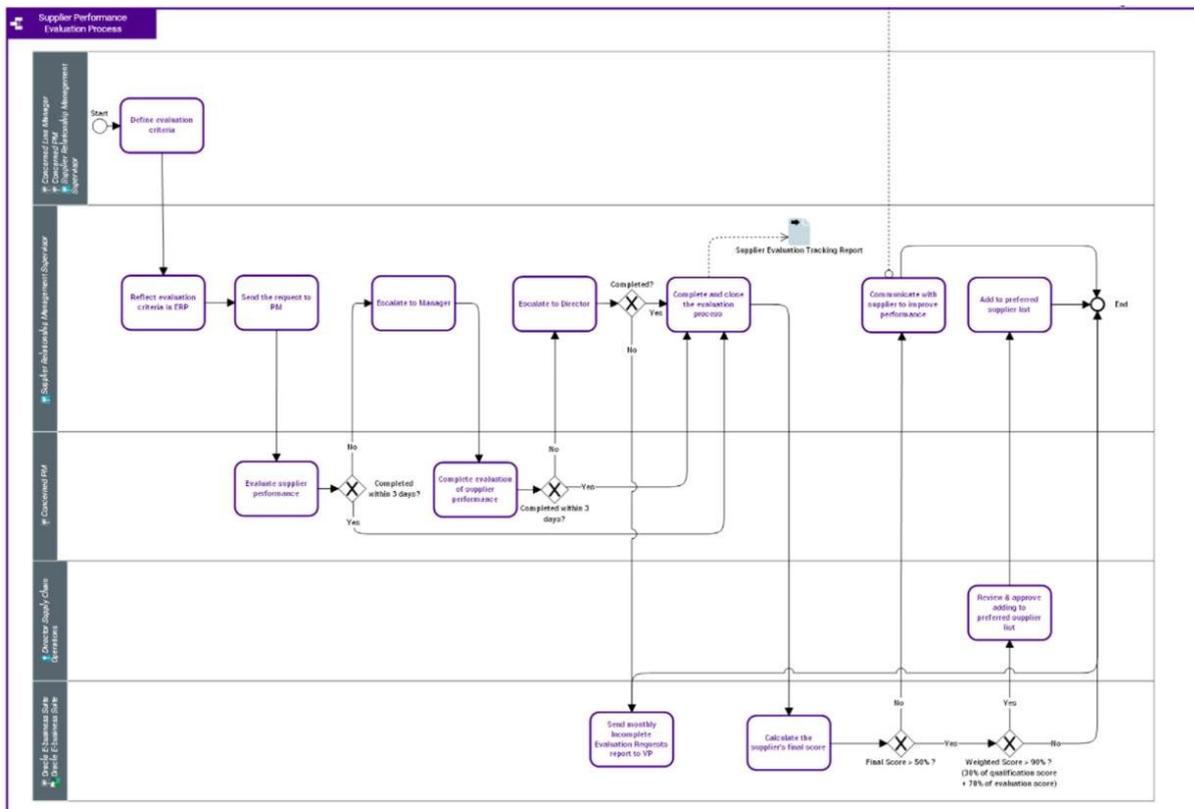


Figure 16 Supplier Performance Evaluation Process