

Open Digital Architecture-eTOM 21.0 Implementation Conformance Certification Report

Vodafone Ziggo
**End-to-End processes Lead-to-Order and Order-to-
Use – Phase 1**

March 2022
Version 1.0

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1 Overview of Vodafone Ziggo's eTOM certification

This document provides details of Vodafone Ziggo self-assessment and TM Forum's Conformance Assessment of Phase 1 of the **VodafoneZiggo End-to-End processes Lead-to-Order and Order-to-Use - eTOM Certification** against the following ODA-eTOM 21.0 components:

- Business Process Framework (eTOM) Version 21.0

The assessment included a review of the methodology approach to process modeling against the TM Forum's Business Process Framework (eTOM) Release 21.0 according to the specific processes submitted in scope for the Assessment.

For any additional information on this Framework Conformance Certification Report, please contact TM Forum at: conformance@tmforum.org.

1.1 Introduction to VodafoneZiggo

VodafoneZiggo is one of the 3 biggest Telecommunication companies in the Netherlands.

Parent Companies:



Connections:



Brands:



Yearly Revenue (figures 2020):

Turnover



€ 4
billion

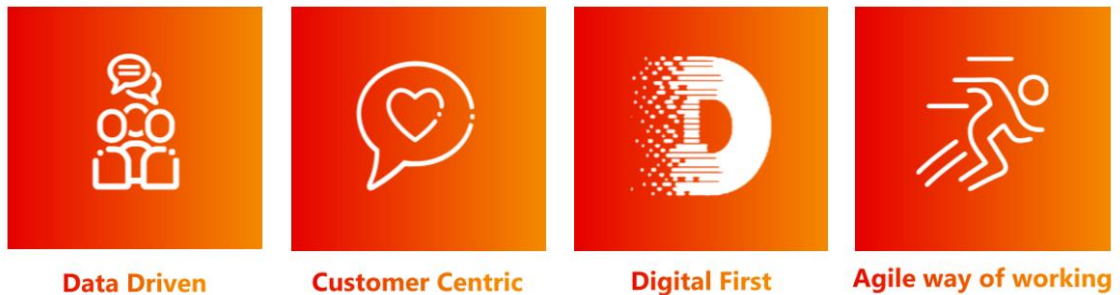
Operating profit (OCF)



€ 1.9
billion

1.2 Transformation in VodafoneZiggo

The world around us is changing drastically with the digital revolution. New technologies and huge amounts of data are changing products, processes, and business models. VodafoneZiggo is therefore in the middle of a transition to shape these developments and has defined four pillars on which to shape this transition.



In today's even faster moving business and consumer needs, the future of business processes is determined by mobility, speed, flexibility, integration of information (data-driven) and independence of systems. From a telecom business perspective, new services must bring to the market faster and faster in a cost-effective manner and digital way, controlled by optimal customer processes. Business processes will therefore have to be highly automated based on international standards and have a modular design. It needs to evolve from process improvement to value chain optimisation to maximise customer NPS and operational excellence

Business (Process) architecture is leading the conceptualisation of the entire organisation as a system of interacting processes. Executive changing from worrying about a specific process to all processes in the organisation urged for an enterprise model that shows how all the business processes fits together.

This transition has impact on our Business Process way of working. This means that there is a transition from static to dynamic architecture. Looking at the 4 pillars of the VZ transition this has the following strategy for business processes:



Data Driven

Data driven, processes are information, from input to output the information in a process is changing, managing the processes through KPI setting and measuring, using Lean6Sigma to further optimise the performance.



Customer Centric

Customer Centric: E2E processes linked to Customer Journeys, Thinking from customer perspective, Processes based on simplicity, both customer centric as business efficiency so re-useability, process agnostic



Digital First

Digital first: changing from focus on assisted to un-assisted first, E2E processes drive from manual to online, from un-assisted first and only assisted by exception, Automation is key in processes, Challenging business to make Happy process flows and avoid exception flows.



Agile way of working

Agile Way of Working: impact analysis on functional EPICS, design on solution EPICS, delivery on release train, E2E processes drive for improvements, E2E processes are known and documentation about current processes, as a start, is available, E2E processes ability to work out variances, uniform way-of-working based on L6S

Basic Principles for Business Process Architecture:

1. Aiming for **simplicity** resulting in readily understood processes with less (manual) activities, less waste and maximum of automation.
2. Build End-to-End processes on **reusable** (modular) process blocks from a process library (TM Forum eTOM) and that adherence to these frameworks providing a common language.
3. Leading the change means accepting **fewer deviations** of the process standards already in the handbook and used to indicate, manage, and secure without rewriting the processes with every project.

2 End to End Process Architecture

In the last years, we took best practices based on standards (TM Forum eTOM) to create one Architecture and documenting processes in one tool (Signavio) including a drastic reduction of number of processes by removing redundant processes and merge overlapping processes.

2.1 Process Layered Architecture

E2E architecture: End-to-end characteristics of a process comprises all of the work done to achieve the process goal within the boundaries of a value stream.

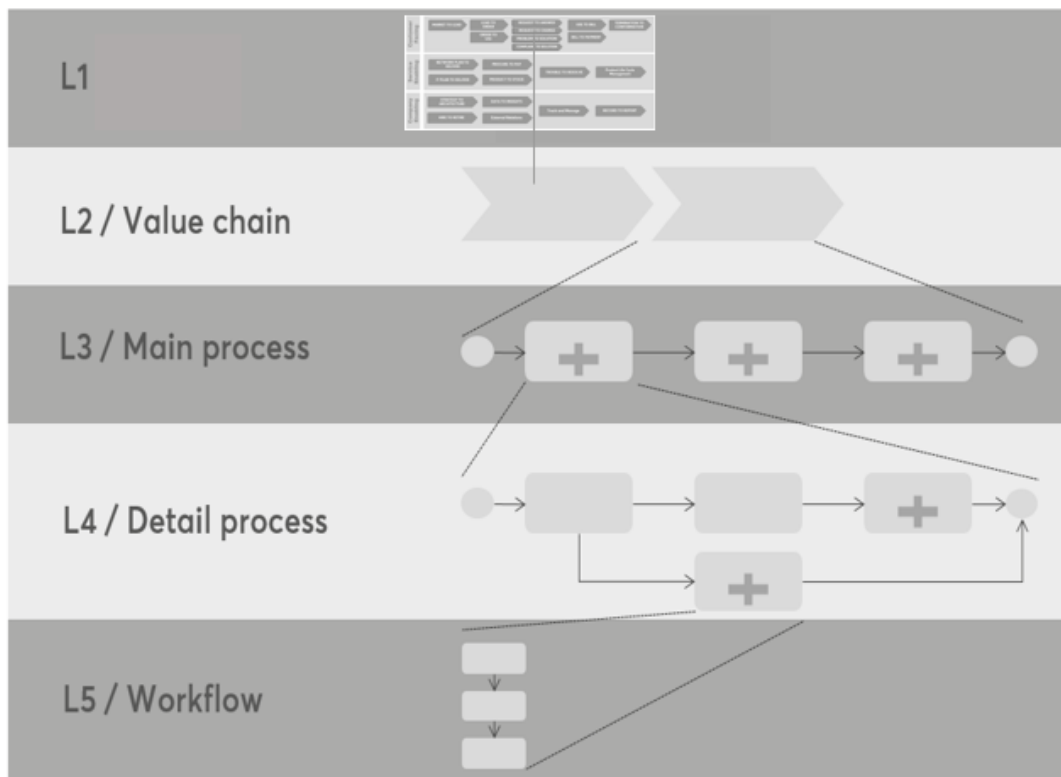


Figure 2-1: Process levels

The VZ Business Process Blueprint has five layers, with different level of detail at each level, ensuring E2E alignment through a top-down view.

L1 E2E Framework

The E2E Framework provides a complete overview of all business value chains of the whole company.

L2 Value Chains

A value chain provides insight into the chain of process tasks that jointly create business value. Value Chains are High Level business process providing a high-level definition of the E2E processes using business-oriented language to ensure the E2E process view through the whole value chain and setting up a common structure for all operations. Process ownership of a value chain is delegated to a SLT member.

L3 Business Processes

A Business process represent the main business functions to fill in 1 value chain and an E2E process (serves a particular business goal) of a (variant of) value stream.

L4 Work processes

A work process is a decomposed and (reusable) sub-process of a business process and modelling down to manual and automated (IT) activities including actors (role), responsibilities and systems.

L5 Workflow

A workflow is an uninterrupted flow of all activities that carried out by a single actor in a work process, in a single timeframe, and without changing location or application. This layer is not part of the PDI department but executed by operational departments. Within a change (innovation or improvement), the PDI will guide the processes to business readiness.

2.2 Domain Architecture



Within the E2E Process Architecture Framework, three domains are distinguished:

Processes, which interacts directly with the customer - either directly via an employee, via a self-service system or via letter/mail/SMS - during purchase, payment, and usage. These processes are mainly customer focused operational processes and primarily contribute to the company's operating result.

Service Enabling Processes perform to maintain integrity of the product or service developed by customer facing processes. It also ensures that products and processes comply with predefined provisions and plans and do not typically result in final products of the organization, but indirectly contributes to the benefits.

The processes that cover corporate or business support management, including corporate governance, budgetary oversight in full compliance with necessary legal regulations, guidelines, and shareholder expectations. This is where the strategic decisions taken and the rules and guidelines for business success are set up.

2.3 E2E Process Architecture VZ

2.3.1 Business Process Overview

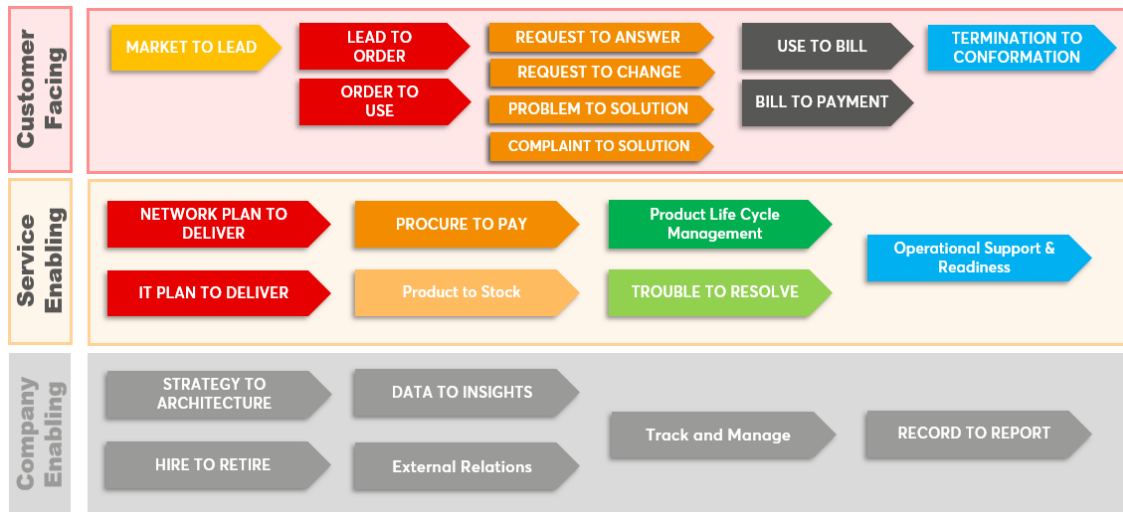


Figure 2-2: Overview of value chain in E2E architecture

This architecture is the base of the BPM tooling used in VodafoneZiggo for B2C as well as B2B. In Signavio displayed as a clickable version, ensuring E2E alignment through a top-down view. All shown diagrams including description in this document are copies and therefore **the actual versions** found in Signavio.

2.3.2 Relation E2E and eTOM

In comparison between eTOM model and the E2E model, the eTOM model can be seen as a bookcase (L1) with functional books (L2) on shelves (displaying the different Domains) while the E2E model represent and E2E (chain), view of processes and cross-connects different books. Within the E2E model, the eTOM books can be used, more specific the paragraphs (L3) within the books have a similarity with the activities/sub-processes within the E2E level L3.

Within VZ Business Process Design the aim is use more and more eTOM processes to increase interchangeability with external suppliers including IT.

The relation between Level 2 and 3 of eTOM in relation to the E2E model can be seen as follows:

- eTOM level 2 (core processes) in relation with the E2E Value chains
- eTOM level 3 (Tasks and/or L3 core processes) in relation with the E2E level 3 processes

eTOM Business Process Framework – v21.0 – VodafoneZiggo - E2E Lead-to-Order – Conformance Footprint

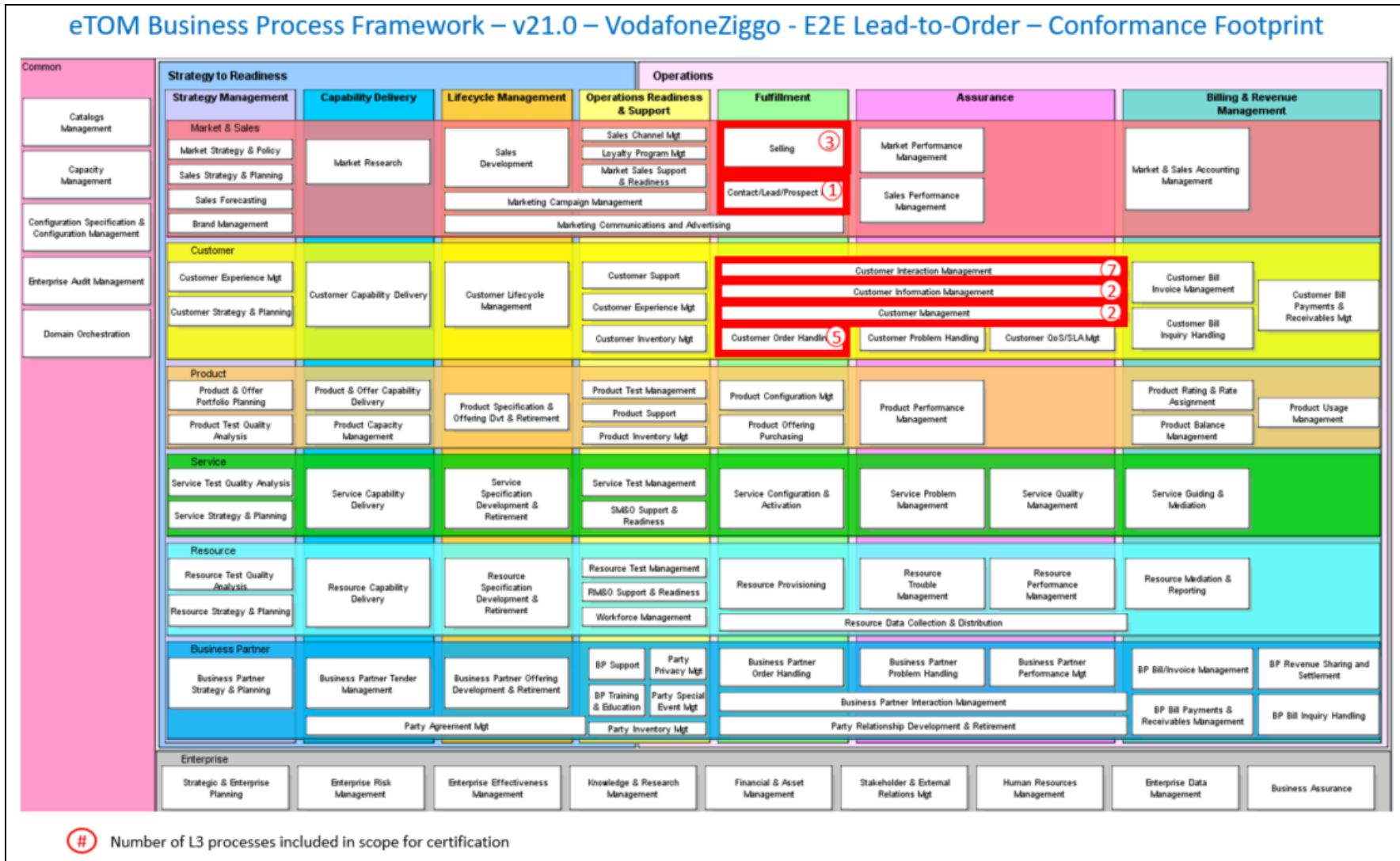


Figure 2-3 eTOM VF-Ziggo E2E Lead to Order Scope

3 Business Process Framework Assessment Overview

3.1 Mapping Technique Employed

Business Process Framework Level 3 descriptions are analyzed by focusing on implied tasks also referred to as implied functional requirements. (This is like 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.

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.

As of February 2018, TM Forum allows mappings to be provided against Level-3 process elements when:

- L3s have relevant, consistent full detailed descriptions reflecting all L4 process elements in their decomposition (usually implied tasks identified and separated by bullet points)
- No decomposition to Level 4 processes was available for a particular L3 process, but the Level-3 mappings fulfil the condition described above, therefore the score awarded hereafter is for the Level 3 process in its entirety.

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 most often provided against the text in the “Mandatory” field for the process. In the event of the Mandatory field not being defined in the eTOM specification, the process mappings are in that case provided

against the Level 4 Extended description. If an Extended description is not defined, then the mapping is provided against the Brief description.

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 3 process descriptions using the Mandatory/Extended/Brief description as per the guidelines explained for Level 4 based mappings in the previous note.

3.2 Scope of Conformance Certification (eTOM)

The following table depicts the scope of VodafoneZiggo’s End-to-End processes Lead-to-Order and Order-to-Use - eTOM Certification Phase 1, in accordance to the TM Forum Frameworks Version 21.0. It also maps the processes with the Level 2 and Level 3 process elements.

3.3 List View of Certified Processes- Chart (eTOM Scope)

TM Forum Assessment Scoping Document - Business Process Framework (eTOM) v21.0		
Member:		Vodafone Ziggo
Product:		E2E Lead to Order
Assessment Type		Implementation
Number of L3 Processes in Scope:		20
Level 2	Level 3 Processes	Scope for certification
1.1 - Market / Sales Domain		
1.1.9 - Selling		
	1.1.9.2 - Develop Sales Proposal	X
	1.1.9.4 - Cross/Up Sell	X
	1.1.9.5 - Negotiate Sales/Contract	X
1.1.11 - Contact/Lead/Prospect Management		
	1.1.11.3 - Manage Sales Prospect	X
1.3 - Customer Domain		
1.3.3 - Customer Order Handling		
	1.3.3.1 - Determine Customer Order Feasibility	X
	1.3.3.2 - Authorize Credit	X
	1.3.3.5 - Issue Customer Orders	X
	1.3.3.6 - Report Customer Order Handling	X
	1.3.3.8 - Manage Order Fallout	X
1.3.4 - Customer Management		
	1.3.4.1. Enable Retention & Loyalty	X
	1.3.4.2. Establish Customer Relationship	X
1.3.5 - Customer Interaction Management		
	1.3.5.1 - Create Customer Interaction	X
	1.3.5.2 - Update Customer Interaction	X
	1.3.5.4 - Log Customer Interaction	X
	1.3.5.5 - Notify Customer	X
	1.3.5.8 - Authenticate User	X
	1.3.5.9 - Customer Interface Management	X
1.3.6 - Customer Information Management		
	1.3.6.1 - Create Customer Record	X
	1.3.6.2 - Update Customer Data	X
	1.3.6.5 - Build a Unified Customer View	X

Figure 3-1- List of certified processes in scope

3.4 Chart View of Certified Processes- Chart (eTOM Scope)

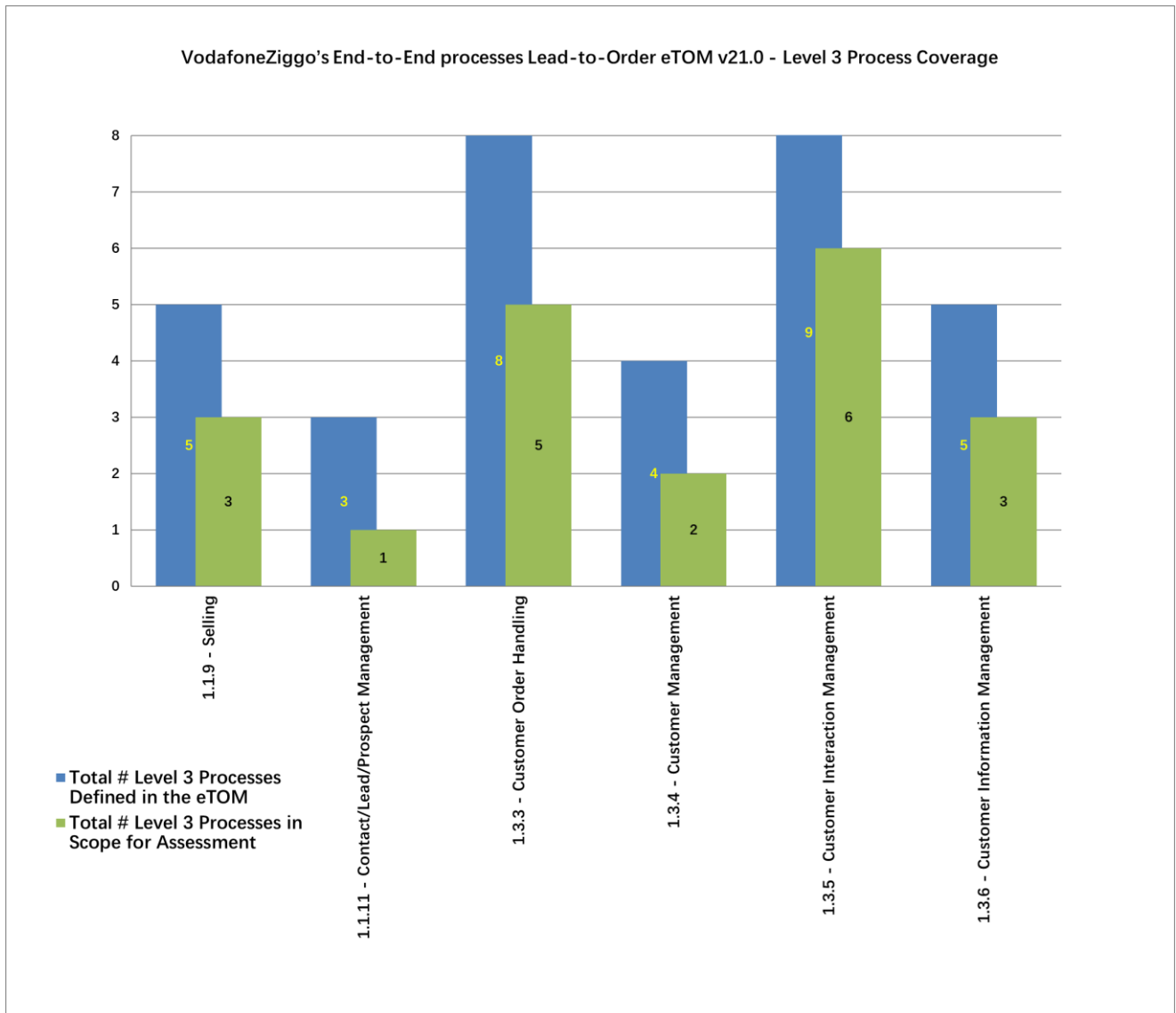


Figure 3-2- Chart of certified processes in scope

3.5 Business Process Framework – Scoring Guidelines

This section provides the Process Mapping output from the self-assessment carried out by TM Forum Subject Matter Experts alongside supporting documentation made available for this purpose.

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 3-3- TM Forum Business Process Framework: Conformance Scoring Rules

3.6 Business Process Framework – Process Mapping Descriptions

This section provides the mapping of Business Process Framework v21.0 against the processes performed by Vodafone Ziggo's End-to-End processes Lead-to-Order and Order-to-Use eTOM Certification Phase 1.

The self-assessment was reviewed by TM Forum Subject Matter Experts alongside supporting documentation provided.

3.6.1.1 *Mapping Details & Supporting Evidence*

The documented mapping information for all Level 3 processes in scope for certification is available from [this link](#).

Mappings and supporting evidence were presented for all **L3** processes in scope.

3.7 Conformance Result Summary

This Section details the Scores awarded to reflect Conformance to the Business Process Framework components of eTOM v21.0.

TM Forum Assessment Scoping Document - Business Process Framework (eTOM) v21.0			Certification Final Scores for Level-3 Process Elements
Member:		Vodafone Ziggo	
Product:		E2E Lead to Order	
Assessment Type:		Implementation	
Number of L3 Processes in Scope:		20	
Level 2	Level 3 Processes	Scope for certification	
1.1 - Market / Sales Domain			
1.1.9 - Selling			
	1.1.9.2 - Develop Sales Proposal	X	5
	1.1.9.4 - Cross/Up Sell	X	5
	1.1.9.5 - Negotiate Sales/Contract	X	5
1.1.11 - Contact/Lead/Prospect Management			
	1.1.11.3 - Manage Sales Prospect	X	5
1.3 - Customer Domain			
1.3.3 - Customer Order Handling			
	1.3.3.1 - Determine Customer Order Feasibility	X	5
	1.3.3.2 - Authorize Credit	X	5
	1.3.3.5 - Issue Customer Orders	X	5
	1.3.3.6 - Report Customer Order Handling	X	5
	1.3.3.8 - Manage Order Fallout	X	5
1.3.4 - Customer Management			
	1.3.4.1. Enable Retention & Loyalty	X	5
	1.3.4.2. Establish Customer Relationship	X	5
1.3.5 - Customer Interaction Management			
	1.3.5.1 - Create Customer Interaction	X	5
	1.3.5.2 - Update Customer Interaction	X	5
	1.3.5.4 - Log Customer Interaction	X	5
	1.3.5.5 - Notify Customer	X	5
	1.3.5.8 - Authenticate User	X	5
	1.3.5.9 - Customer Interface Management	X	5
1.3.6 - Customer Information Management			
	1.3.6.1 - Create Customer Record	X	5
	1.3.6.2 - Update Customer Data	X	5
	1.3.6.5 - Build a Unified Customer View	X	5

Figure 3-4- eTOM Conformance Scores Summary

3.8 Business Process Framework – Conformance Results Chart View

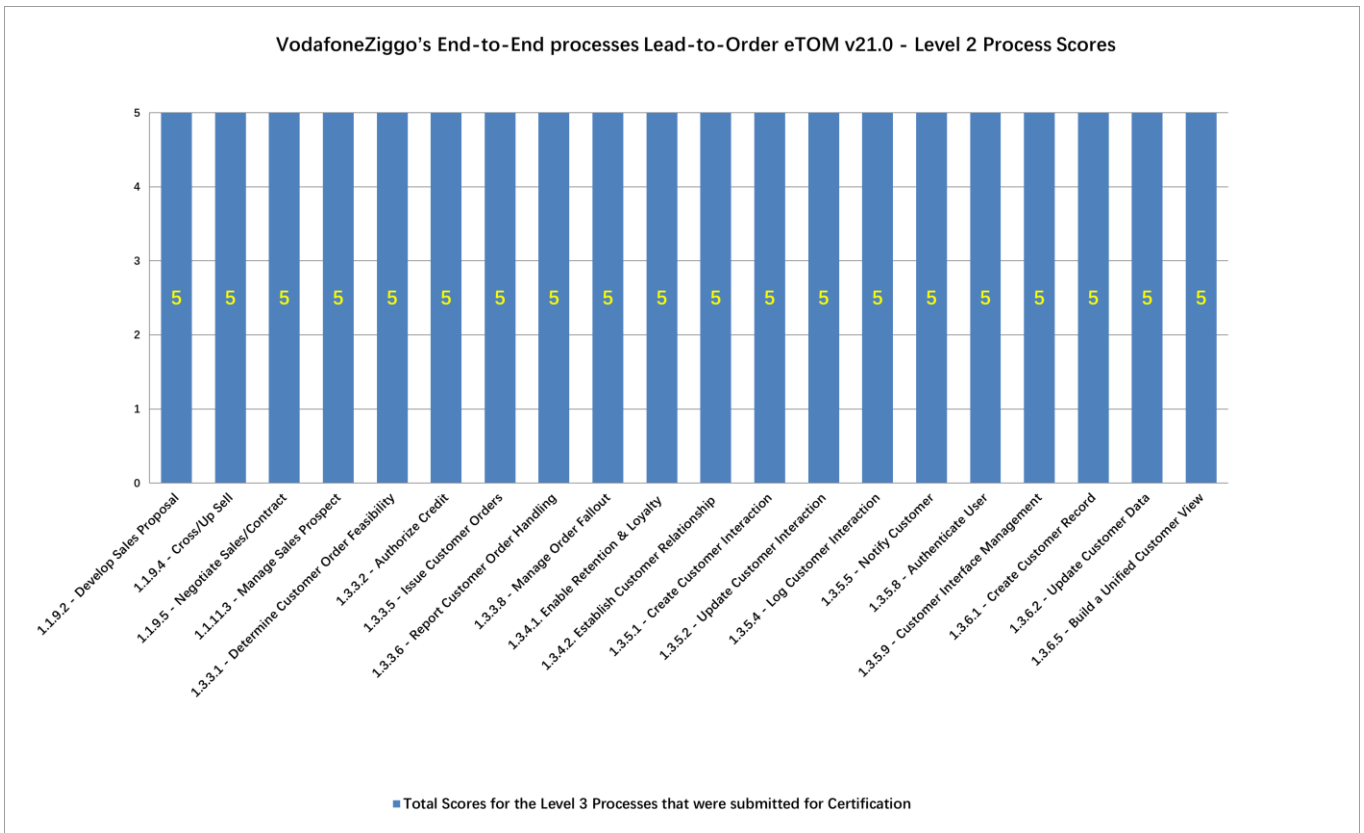


Figure 3-5- eTOM Conformance Scores