

Saudi Telecom Company

CCE_x & DT Conformance Certification

Assessment Name: STC-CEM
Assessment Class: CEM/CE_x/CCI/DI/CJ

Certification Date: 12th January 2023

Statement of Compliance

This is to certify that the CCEx & Digital Transformation (DT) Strategy documents developed by stc is in compliance with Standards and Best Practices as defined in TM Forum Customer Experience Management (CEM) and Customer Centricity assets with respect to improvement supporting Digital Transformation.

Acknowledgement

From the reviews that have been conducted and based on well known and documented best practices across the industry, TM Forum acknowledges that STC is displaying a leading and innovative industry position in the customer experience and digital transformation domains and in its practical implementation.

The TM Forum would welcome any contributions from stc as best practices and would like to create a case study highlighting stc's thought leadership in this area.

Section 1 – Cross-reference to Industry Leaders in CEM

In addition to compliance with TM Forum standards and best practices as outlined in section 2, the following statements provide a cross-reference to identified synergies and correlation between stc's CCEx & DT Strategy documents with respect to recognized Industry Leaders in CEM through official case studies, catalysts and award-winning projects.

The selected references are deemed to be of significant interest to stc's CCEx & DT Strategy, as they are a source of innovative work, which is worth considering for the enrichment and improvement of stc's CCEx & DT capabilities.

CCI Manual –

Case study from a [Group Operator in ME](#)

The TM Forum [Customer Experience Lifecycle Model and Metrics](#) and the [GB921 eTOM Business Process Framework](#) provided Operator A with a basis for designing, mapping, and analyzing customer journeys. This critical context provided Operator A with the basis for troubleshooting customer interactions and customer journey flows while endlessly pursuing its goal of delivering the best CX.

This case Study demonstrates how Operator A took a similar logical and methodical approach as STC with regard to customer centricity by:

- putting data-driven decision-making at the core of CX and corporate culture
- mapping customer journeys using the TM Forum CX lifecycle model
- using big data analytics to identify root cause issues in CX and solve underlying problems
- improving customer communications and interactions to improve key metrics

The results from this project, shown below, show the value of taking this approach:

- 19% fewer bill disputes
- 35% reduction in complaints about service activation
- 25% fewer complaints regarding lack of access to data services
- 73% reduction in calls relating to reconnection after payment
- 50% reduction in time to activate mobile services

[Catalyst Project Customer Centric Service Assurance](#)

[Phase 1:](#)

Companies Involved: Eir, Galileo, Monolith, Liverpool University, MICTA

This phase of the Catalyst showed how service providers who have successfully migrated from a network centric to a service centric operational model can achieve the next step: Customer Centric Service Assurance. The contribution of this project was to develop a best practice around creating a customer centric approach to service assurance based on eTOM and other TM Forum assets. It aimed to prove how TM Forum assets can be used in this environment.

[Phase 2:](#)

Companies Involved: CGI, Smart Liverpool, Cardinality, Galileo Software, Liverpool John Moores University

This Catalyst explores possible solutions to address this increasingly complex service environment which includes virtual services and provides a network and customer-centric visualization of this cross-vendor inter-dependent management of services models. It also provides some candidate KPI's to measure the successful outcome of TM Forum Framework.

[Phase 3:](#)

Companies Involved: Orange, axiata, GCI, Smart Liverpool, Cardinality, Galileo Software, Liverpool John Moores University, Federos

This catalyst also takes a look at providing customer insights, coupled with an understanding of the cost of managing and maintaining the Customer, therefore identifying their profitability, and using this to ensure successful customer experience management.

The three phases of this extended catalyst project demonstrate an iterative approach to achieving “Customer Centricity” culminating with the transition from Network management through Service Management to Customer Centric Service Assurance. This successful proof of concept serves to support the mission identified in STC’s CCI Manual. In the third phase, the catalyst focussed on Customer Insights – one of the main dimensions of STC’s CCI Model.

The catalyst also recognised the roles that other vendors play in delivering a truly customer centric service, something that STC have again developed in the “Partner Engagement” dimension of the model.

CEI Manual –

[Catalyst project: Autonomous customer experience index for zero-touch 5G network](#)

Companies involved: Telefonica, IBM, Ericsson, NTT-Data, Devo, Tutela

This Catalyst project defines a Customer Experience Index and demonstrates how communications service providers (CSPs) can improve customer experience in zero-touch, customer-centric 5G networks, while reducing churn and improving cost efficiency.

The project combines Artificial Intelligence (AI), data insights and automation techniques to help CSPs design, plan, optimize and operate network and IT infrastructure to improve customer experience. A closed-loop network reconfigures as needed using AI algorithms.

A key element of the project is the definition of a Customer Experience Index analytic model that correlates customers' key performance indicators (KPIs) with satisfaction and provides CSPs a way to measure customer experience. Once the Index is defined, CSPs can apply zero-touch actions in the network to assure customer experience.

To continuously deliver the best service quality for customers, CSPs need to predict network performance and its impact on customer experience and implement zero-touch operations. This requires new network analytics tools, real-time service assurance and ultra-fast big data processing.

The approach taken in this catalyst represents a best-practice approach similar to that taken by STC – defining the CEI and using relevant KPIs as the key inputs to the Index

In particular STC's use of KPIs that reflect Customer Satisfaction throughout the customer's engagement lifecycle and the use of machine learning to ensure that all data inputs are efficiently managed - something that STC is using to advantage in Stage 5 of the methodology - is a solid and proven methodology.

[Catalyst project: Experience Journey shaping with Data Analytics](#)

Companies Involved: Orange, KDDI, NCell, Ericsson, Knowesis, Bulb, Subex, Liverpool John Moores University

This Catalyst looked at cross domain action taking for improving a user's experience journey and automating the journey based on analytics insights.

The objective of this Catalyst was to introduce an automated decision taking platform across functional units of a digital service providers' organization so that it can optimize agile action taking across their entire organization. To do this, the project introduced a

decision taking platform for defining decision taking logic based on insights generated in analytics.

[Phase 1](#)

This Catalyst built a dashboard for CRM that shows the journey steps of the user and the real-time analytics results – particular sentiment and satisfaction insights in relation to the user experience is key.

This catalyst underpins the best-practice approach taken by STC in that a holistic cross functional approach is taken and customer journeys are used as the basis for assessing the customer's experience at each touch point throughout the journey.

Key proofs delivered from from this catalyst

- **Demonstration of a central decision engine that orchestrates actions to be taken**
- **Candidate actions are selected based on triggers from the analytics insight**
- **The user journey is changed as a result of the actions. Improving the quality of the customer service and experience**

Endorsing STC's ultimate goal of real-time improvement of the customer's experience.

[Catalyst Project Maximizing Engagement with Predictive Customer Journeys Phase III](#)

Companies Involved: HfTLeipzig, China Telecom, NCell, Orange, NTS, Comarch, Nomensa, Synchronoss, Whale Cloud, STL

This Catalyst projects considers CSPs/DSPs as Digital Experience Providers that use their established presence (networks, shops, workforce) and standing in the community (as a trusted, regulated entity, an institution) to help consumer markets optimize their own digital journeys by:

- Enabling valuable, innovative and integrated consumer-focused experiences leveraging beyond the communications domain (banking, education, gaming, sports, etc.)
- Facilitating the adoption of innovative services and technologies (consumer protection, best value, support for special needs segments, etc.)
- Empowering people to develop their interests and engage in social activities using the CSP's assets (digital and physical) and ecosystem.

This Catalyst project focuses on allowing CSPs to systematically collect and correlate consumer data from any channel (digital or physical) in real time, consistently and according to regulations, to then use this data to build intelligence and automation to:

- Better know and understand consumers' lifestyles, interests, expectations and needs.
- Develop real omni-channel capabilities integrating digital and physical channels to offer real-time, personalized and seamless experiences.
- Provide support for different experiences across digital and physical channels in a consistent and scalable manner.
- Develop a vibrant fabric of social, business and academic players to create value, social interaction and leisure activities, enhancing brand identity

This catalyst supports the STC approach in using customer journeys to understand the customer's experience across a range of interaction points such as those identified in the CEI Manual – Call Centre, Shops, Retail etc.

Like STC, the catalyst team recognised the value of collecting & collating baseline data from as many sources as possible in order to build an as-accurate-as-possible, understanding of what is going on. And consequently taking the most appropriate actions.

By taking this holistic approach, STC is following a best practice as endorsed both within the TM Forum and externally.

CJ Experience Guideline –

[Catalyst Project: Business assurance - listening to your customers' voice](#)

Companies involved: Amdocs, Batelco, Mobileum, Orange, Solvatio, Telefonica

Customer service issues such as network malfunctions, billing errors and fraud - and the time it takes to apply a specific solution to each instance - can result in loss of revenue and customer churn.

By using machine learning technologies (including clustering and classification models) to analyze selected customer interactions, and identify commonalities among service issues, this Catalyst focuses on developing new approaches using 5G and dynamic network slicing to identify and correct them - vastly improving customer service experiences and reducing the incidence of error and fraud.

The RAISE approach – a core part of STC's Corporate Strategy for Customer Experience – promotes a highly-effective approach by leveraging technology and advanced analytics capabilities; this Business assurance catalyst project provides an example of the

approach to leverage such technology capabilities based on 5G and dynamic network slicing amongst others.

[Catalyst Project: Experience Journey Shaping with Data Analytics Phase 1](#)

Companies Involved: Orange, NCell, Comarch, Teavaro, ArtofArc, Nokia, ZTE Soft

The first phase of this Catalyst looked at how companies offering omnichannel (self-service) shopping need to know in what phase the customer stops the user journey so that they can better understand how to motivate the customer to complete the sales process, leveraging and combining unique capabilities of online and offline channels. To do this, companies need to be present in the initial stages of the sales process, identify customers and prospects across touch points and demonstrate that service providers can leverage the knowledge about the customers and utilize customer-process-phase specific metadata

This Catalyst will look at cross domain action taking for improving a user's experience journey and automating the journey based on analytics insights.

The objective of this Catalyst is to introduce an automated decision taking platform across functional units of a digital service providers' organization so that it can optimize agile action taking across their entire organization. To do this, the project will introduce a decision taking platform for defining decision taking logic based on insights generated in analytics.

This catalyst supports the methodology used by STC and documented in the CJ Experience Guidelines in that Customer Journeys are mapped against the customer journey lifecycle and appropriate KPIs are identified at each touchpoint.

It also introduced automated decision making as a means to improve agility. This has been developed in the CJ Experience Guidelines to "ensure a seamless engagement process".

The CJ Design Guidelines defined in the CJ Experience Guideline document are comprehensive and, if possible, it would be a useful contribution from STC to the TM Forum.

Corporate CEx Model –

[Example: Deloitte Digital CX Operating Model](#)

This Customer Experience Operating Model example consists of a real case-study that illustrates the benefits of an effective CEx Operating Model.

“One of our clients, which we’ll call Bank ABC, was not satisfied with its present operating model. Management felt that both the alignment of its capabilities and the agility of its execution was preventing the company from achieving its objectives for 2020. They believed that decision making powers and accountabilities in particular were causing inefficiencies. The goal of becoming the best regional bank by delivering what matters most to their customers seemed at risk.”

In response, Bank ABC reached out to Deloitte for support in developing the right CX Operating Model which included:

- An optimized operational structure to drive collaboration and engagement around the customer
- An appropriate balance between loyalty to the current corporate culture and any behavioral changes that might be required to realize the stated objectives
- Aspiring to achieve an agile and nimble structure while also complying with regulatory requirements

Key Tenets from the Case Study

- It is not the entire organization that needs to change, but the way the organization coordinates its CX efforts and collaboration across functions
- An effective governance style relies on clear incentives and enablement supported by resources and budgets paired with a transparent measurement and reporting culture
- A strong people and talent strategy enables companies to build internal capabilities, work in diverse and agile teams and achieve a high retention rate through continuous development programs

The tenets of such a cross functional approach and culture are already reflected in STC’s corporate experience model.

Corporate CEx and DT Strategy and Guidelines –

[Case study from Vodafone Corporation](#)

The concept of Digital Channel (Touchpoints) is aligned with and extensively covered in TM Forum’s [GB994 the Omnichannel Guidebook](#).

This is also in line with best industry practices from leading CSPs as it shown in this case study from Vodafone, which underwent a customer experience transformation, leveraging TM Forum omnichannel best practices, along with integration capabilities available through Open APIs.

A range of lessons learned:

- **Success in a transformation like this starts with defining clear business objectives. Vodafone UK set out to become number one in customer experience; leaders in cost; to simplify radically; and to increase revenue per 1000 visits to digital channels.**
- **“Culture change was crucial to the success of this effort and it was driven from the top,” says Connolly. “Our leadership’s commitment to digital transformation and adoption of new methods was critical,” he says.**

This case study supports that STC approach of eliminating the silo approach and introducing a single , common digital experience layer.

The lessons learned from the Vodafone experience Clear Business Objectives and changing the culture, have been addressed in STC’s CCEx & DT Strategy

Catalyst project: Measurements of trust in AI environment

Companies involved: Bolgiaten, BrytLyt, Dialog, NCell, Subex

This Catalyst project aims to build a system of trust within the Artificial Intelligence (AI) environment that adheres to the ethics and governance policies of organizations. The system will be based on a comprehensive framework that uses qualitative and quantitative measures to assess trust factors throughout the AI lifecycle (i.e., fairness, privacy, reliability and security).

Establishing a system of trust will ensure any AI system is safe, technically robust, transparent, accountable, non-discriminative and able to mitigate bias. A trusted ecosystem that includes internal and external model development will be able to expose potential risks as early as possible.

With the emergence of Artificial Intelligence (AI) and its rapid influence within the telco sector, AI is supporting the Growth Factor and Sustainability of Customers in this industry. Artificial Intelligence is the driver behind the booming economic value and increased satisfaction along with improved productivity. As AI is a rapid-moving field, it is important that it is supported by the necessary governance that regulates AI-based technologies and addresses the transparency, ethical policies, and data safety standards. This project undertaken is evidently addressing the said objective.

This catalyst is deemed to be of interest to STC from the perspective of the ability to leverage AI technology in a reliable and secure way in order to monitor, measure, analyze and improve overall CEM performance of STC; the catalyst demonstrated a method to using qualitative and quantitative measures to assess trust factors throughout the AI lifecycle—as mentioned in the catalyst description above.

[Catalyst project: Standardized value-evaluation model for digital assets](#)

Companies involved: China Mobile, EaSTCom Software, Huawei, ZZ Node Technologies

The project achieved the business innovation of the digital transformation evolution model, which is a quantitative and visual solution reflecting the effect and value of digital transformation. The evaluation model is based on TMF DMM best practices and contributes more detailed dimensions and indicators to DMM. Our project also constructs a talent + program to realize the digital transformation and evaluation of organization and human resources. We also focus on the implementation of sustainable development strategies

On the basis of TM Forum's digital maturity model, combined with China Mobile's digital transformation strategy, this project on the one hand, identifies and quantitatively evaluates the key capabilities of digital transformation, and provide decision-making suggestions from the perspective of capability planning for managers. On the other hand, at the micro level, build the "1-N" evaluation index for ability providers and the "customer success" evaluation indicator for ability operation promoters, and through the penetration of the indicator, comprehensively form the decision-making suggestions of capability optimization iteration or elimination from the aspects of ability maturity rate, reuse rate and ability customer satisfaction, so as to form the operation drive of ability value closed-loop

This catalyst recognised the importance of training and upskilling, the challenges around silo-thinking and breaking down internal borders between departments that prevent the efficient flow of information.

Importantly the issue of culture change and data driven decision making was also highlighted. All of these lessons learned have been addressed in the stc CCEx & DT strategy.

[Catalyst Project: Digital Organization & Culture Transformation](#)

Companies Involved: HfTLeipzig, Detecon, OrgVue, The GC Index

Detecon, Concentra and The GC Index are working together to deliver a templated solution to achieve major organizational transformation change using a proven methodology to align the organization to the business strategy and the digital roadmap. The Catalyst will focus on delivering major bottom-line business value both in terms of the

organization underpinning the new operating model delivered and within the efficiency of the change process itself through modelling

This catalyst references the Cultural Transformation aspects that are identified in STC's Corporate CEX Strategy. The importance of culture is recognised by STC and this is supported not just in this catalyst but in many other digital transformation examples

[Catalyst project: Enhanced e-channel marketing](#)

Companies involved: China Mobile, SI-Tech, Success Full Telecom, Whale Cloud

China Mobile is exploring new ways to sell personalized offers to customers through electronic channels, such as mobile devices, applications or other online and digital platforms.

At present, less than one tenth of operators' customers interact through electronic channels. In order to encourage more active users and enhance e-channel activities, event marketing provides accurate and efficient solutions.

Electronic channels can filter, analyze and cross reference data (such as user behavior) according to event related marketing models, and provide personalized recommendation services, so as to improve marketing accuracy and success rate. Pushing appropriate personalized marketing content based on trigger events to customers will bring better service and more effective marketing.

The catalyst project aims to provide customers with personalized recommendation services based on event marketing business processes and related technical solutions through electronic channels, so as to enhance marketing services. The purpose is to improve the service quality, marketing accuracy and success rate of electronic channels.

This catalyst focus on one of the issues addressed in the CEX Strategy, that of enhancing marketing offerings to customers via e-channels by offering personalized recommendation services based on event marketing business processes and related technical solutions.

“STC Corporate CCEX & DT strategic themes is aligned with dare 2.0 strategy focusing on ‘Reinvent’ of the STC customer with a holistic view for a seamless, personalized and sustainable experience.”

DI Index –

[Case study from Fujian MCC](#)

The concept of Digitization & Automation stated in this document is in alignment with TM Forum's [IG1141M Onboarding Automation: Metrics Support](#). Likewise, in a case study from Fujian MCC, the operator described how it used artificial intelligence to identify potential dissatisfied users and quickly find and fix the root cause. The operator used TM Forum's Business Process Framework and Autonomous Networks Framework to guide the design and implementation of the strategy.

This case study was initiated to focus on a single product group - broadband. However the approach that included a customer-oriented product operation system, a unified operations platform, and a new operations and maintenance model focused on customer perception, end-to-end quality management and optimized processes and standards very much echoes the approach taken throughout many STC initiatives, including the DI Index

[Case study from Vodafone Turkey](#)

To cover the objectives of the Digital Index as described in slide#4 of the DI slidepack, namely those referring to measuring customer experience capabilities and their impact on the organization, STC leveraged TM Forum's [GB962B - Customer Experience Maturity Model](#), the [GB962A-Customer Experience Management Lifecycle Metrics](#), as well as the [Digital Organizational Transformation toolkit](#). These are all key assets that have been used successfully by Vodafone Turkey to achieve similar objectives to benchmark maturity and define best practices. As part of the transformation, Vodafone Turkey also introduced a new strategic indicator, namely the Customer Experience Index (CEI), which is defined in the Lifecycle Metrics guidebook and aims to reflect the overall experience of each end user. Customers are happier too. By the end of 2021, Vodafone Turkey's call center net promoter score (NPS) had increased by 31 points and its complaint resolution rate improved by 20%. Similarly, ticket handling time decreased by 20% and the capacity for handling analysis of customers' complaints increased sevenfold.

This particular case study focuses in the importance of Employee and Workforce engagement. Points recognised by STC in the Corporate Transformation units of the Digital Index Model.

"Improvement in employees' skills and job satisfaction has turned out to be a major benefit of Vodafone Turkey's ongoing efforts to digitalize customer experience (CX) and democratize data."

Başar Günyel Network Quality Senior Manager

Vodafone Turkey addressed the challenges in several ways:

- **Involving employees in the CX transformation from the outset – led to employees feeling invested and experiencing a sense of accomplishment.**

- Creation of the unified digital platform to collect and store network data – the amount of data the company is collecting has increased by an order of magnitude over the past few years and could no longer be handled manually. The new centralized platform, which runs in Vodafone Turkey’s data centre, automatically detects network faults and supports network planning and optimization with AI applications. These improvements made it possible for employees to connect remotely during the pandemic.
- An enhanced complaint-handling system and user interface that combines all network and customer data and shows it on a single screen – this makes it easier for employees to proactively assist customers.
- Use of robotic process automation (RPA) – digital workers help human employees troubleshoot problems and respond to customers more quickly.
- Reskilling network engineers with skills in RPA and data analytics – continued learning has led to increased job satisfaction

Outcomes:

- Enabled 90% of employees to work from home during pandemic
- Increased new revenue of 9% by an algorithm that determines where to add mobile base station capacity
- ROI in just 4.5 years
- Churn prediction improved by 10%

[Catalyst project: Smart Customer Assistance Platform](#)

Companies involved: Turk Telecom, Etiya, Innova, Openet

The project concentrates on offering personalized products based on customers’ profiles, interactions history, and real-time network data usage. Predictive and prescriptive analysis techniques are used by a recommendation engine to discover best-fit offers. All the Catalyst use cases are aimed at helping operators reduce operational costs and enhance customer experience.

This catalyst presents a number of use cases that demonstrate that STC’s stated objective

“To establish a digital customer experience rating mechanism by understanding customer experiences and usages of digital channels/services and move up the digital customer maturity ladder by enhancing each component of the digital customer experience”.

The success of this catalyst proves that the goals STC are committed to are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

Section 2 - TM Forum Standards and Best Practices in Scope

CCI Manual –

[Customer Centricity Toolkit:](#)

[Delivering “5G” digital customer experience](#)

[Omnichannel & Customer 360 View](#)

[Customer Experience Lifecycle Model and Metrics](#)

[Customer Experience Use Cases](#)

[GB962B - Customer Experience Maturity Model](#)

CEI Manual –

[Customer Experience Management Index \(CEMI\):](#)

[TR193 Customer Experience Management Index v1.3](#)

[TMF066A Customer Experience Management Index KPI Addendum V1.1](#)

[TMF066 Customer Experience Management Index Technical Specification V1.1](#)

[TR193A CEMI Matrix Model Workbook v1.2](#)

[TR193 Customer Experience Management Index v1.3](#)

[GB988 TM Forum Metrics Definitions](#)

[GB935 Metrics Framework](#)

[GB962A-Customer Experience Management Lifecycle Metrics](#)

[GB994 the Omnichannel Guidebook](#)

[GB995 Guidebook on 360 Degree View of a Customer](#)

CJ Experience Guideline –

[Delivering “5G” digital customer experience](#)

[Omnichannel & Customer 360 View](#)

[Customer Experience Lifecycle Model and Metrics](#)

[Customer Centricity Toolkit](#)

[GB995 Guidebook on 360 Degree View of a Customer](#)

[Customer Centricity Toolkit](#)

[GB962C Customer Experience Management Lifecycle Model](#)

Corporate CEx Model –

[GB962C Customer Experience Management Lifecycle Model](#)
[GB995 Guidebook on 360 Degree View of a Customer](#)
[GB994 the Omnichannel Guidebook](#)
[TR274-Digital Services Reference Architecture](#)

Corporate CEx & DT Strategy and Guidelines –

[GB962C Customer Experience Management Lifecycle Model](#)
[AI & Data Insights](#)
[Autonomous Operations](#)
[Customer Centricity Toolkit](#)
[AI Operations \(AIOps\) Toolkit](#)
[GB994 the Omnichannel Guidebook](#)
[Big Data Analytics Solution Suite](#)
[GB997A–Digital Maturity Model \(DMM\)](#)
[GB921 eTOM Business Process Framework](#)
[TMF658 Loyalty Management API REST Specification](#)
[Delivering “5G” digital customer experience](#)
[Customer Experience Lifecycle Model and Metrics](#)
[Customer Experience Use Cases](#)
[Customer Experience Maturity Model](#)
[Intent Oriented Customer Engagement Guide](#)
[Delivering “5G” digital customer experience](#)
[GB995 Guidebook on 360 Degree View of a Customer](#)
[GB962B - Customer Experience Maturity Model](#)
[Operations Center of the Future](#)
[IG1132 Application Note for Digital Service Consumer Workforce Transformation R15.0.0](#)
[GB1036 Inclusion & Diversity Score Toolkit v1.0.0](#)
[GB1006 Customer Experience Management 2025 Guidebook](#)
[GB935 Metrics Framework](#)
[GB988 TM Forum Metrics Definitions](#)
[GB962A-Customer Experience Management Lifecycle Metrics](#)
[TM Forum Published glossary for CEM](#)
[IG1234 Intent Oriented Customer Engagement \(IoCE\) Guide](#)
[IG1205 Gamification and Continuous Communication with Customers](#)
[IG1182 The CSPs Guide to AI-Driven 360 Degree Customer Profiles](#)
[G1158 Operations Center of the Future – Future Competencies, Roles and Culture](#)
[Omnichannel & Customer 360 View Toolkit](#)
[GB962B - Customer Experience Maturity Model](#)
[GB997A–Digital Maturity Model \(DMM\)](#)

DI Index –

[GB997A–Digital Maturity Model \(DMM\)](#)

[GB962B - Customer Experience Maturity Model](#)

[GB1029C Business Capability Map](#)

[Digital Organizational Transformation toolkit](#)

[IG1141M Onboarding Automation: Metrics Support](#)

[TR213 Cyber Security Readiness Dashboard](#)

[IG1137 Joint Agile Delivery Suite](#)

[IG1146 Metrics Framework for Big Data and Policy Driven Operations](#)

[GB1010 Experience Metrics for 5G Use Cases Guidebook](#)

[GB935 Metrics Framework](#)

[GB941A Revenue Assurance Balance Scorecard](#)

[GB962A-Customer Experience Management Lifecycle Metrics](#)

[GB966 CyberOps Metrics Quick Start Guide: Mobile Device Management](#)

[GB972 CyberOps Metrics: Guide for Server Hardening](#)

[GB973 CyberOps Metrics: Guide for DDoS Mitigation](#)