Implementation Conformance Certification Report

Business Process Framework (eTOM) v23.0

For:

Mobile Telecommunications Saudi Company (Zain KSA)

Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments

December 2023

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1 Overview of ZAIN's Business Process Framework Certification

This document provides details of **Zain KSA** self-assessment and TM Forum's Implementation Conformance Assessment for the **Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments.**
The assessment included a review of the methodology approach to process modeling against the following TM Forum frameworks:

- Business Process Framework (eTOM) version 23.0

For more information on **Zain KSA – Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments** please contact:

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2 Introduction to ZAIN KSA

Zain KSA is a leading telecom provider established in Saudi Arabia on August 2008 as a listed company. In due respect to its highly developed infrastructure, the company was successful in establishing itself as a reliable telecom operator and a digital service provider that provides services ranging from telecom, 5G network, digital payment, cloud computing, IoT solutions, fiber services, drones, and many others.

In line with its pioneering strategy, Zain KSA was the first operator in the Middle East to commercially launch the 4G/LTE network in September 2011. Additionally, in October 2019, ZAIN KSA advanced its network through state-of-the-art 5G in first phase to reach 28 cities across the Kingdom, enabled by 2,600 towers and currently covers 64 cities across KSA enabled by more than 5000 towers to be ranked as the fourth largest 5G deployment globally.

Zain KSA is committed to the continuous development of its network and services to achieve the best customer service experience for individuals, the private sector and government institutions, in line with the goals of Saudi Vision 2030 and the digital transformation in the Kingdom which is to provide the services needed for a smart society and a better quality of life.

In October 2021, Zain KSA together with Netcracker, kicked-off the BSS Transformation program to Transform to a 'truly digital' Telco with the help of a New BSS stack that starts and ends with the customer in mind – One day Digital Service.

The transformation scope encompassed a wide variety of domains, including Customer Management, Revenue Management, Product Management and Channel Management, to be hosted on premises with Zain's advanced cloud infrastructure. The solution enables a single platform for transformation and convergence across all payment types and optimize support for B2C and B2B customers.

With the deployment of Netcracker Converged Rating & Charging, Online Charging System (OCS), Product Catalog, Configure, Price, Quote (CPQ), Partner Management, Sales Automation, Self-Service Portal, CSR Desktop, Customer Journey Management, Loyalty Management and other components, the transformation scope also supports the strategic objectives of accelerating Time-to-Market, provide a premium digital experience to our customers while lowering the TCO (total cost of ownership), create new revenue streams & fully leverage 5G.

3 Business Process Implementation Overview

3.1 Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments - Overview

The TM Forum Business Process Framework has been used extensively and has served as a foundation throughout the BSS Transformation Program, such as during the preparation of program RFPs for scoping & RFP responses' evaluation for measuring compliance, in pre-kickoff and program setup, Blueprinting, design, testing etc.

During the Blueprint phase, the standard process flows were used to agree on an exact solution capability to be configured and implemented (Blueprint is a methodology that supports the goal of maximizing the use of OOB – out of the box functionalities and capabilities of Digital BSS Stack). Later, to set the context and identify deviations in "to-be" E2E Business Process and to review System Processes (uses cases) step-by-step & agree on exact steps done within BSS system.

During the Design phase, the end-to-end business flows were used to confirm the design items (consisting of functional capabilities, configuration items, system process steps, system processes (use cases, sequence diagrams) to simulate the 'To-Be' processes and journeys.

Later, in the testing phase the end-to-end business processes were used to identify & develop the end-to-end test cases before entering implementation.
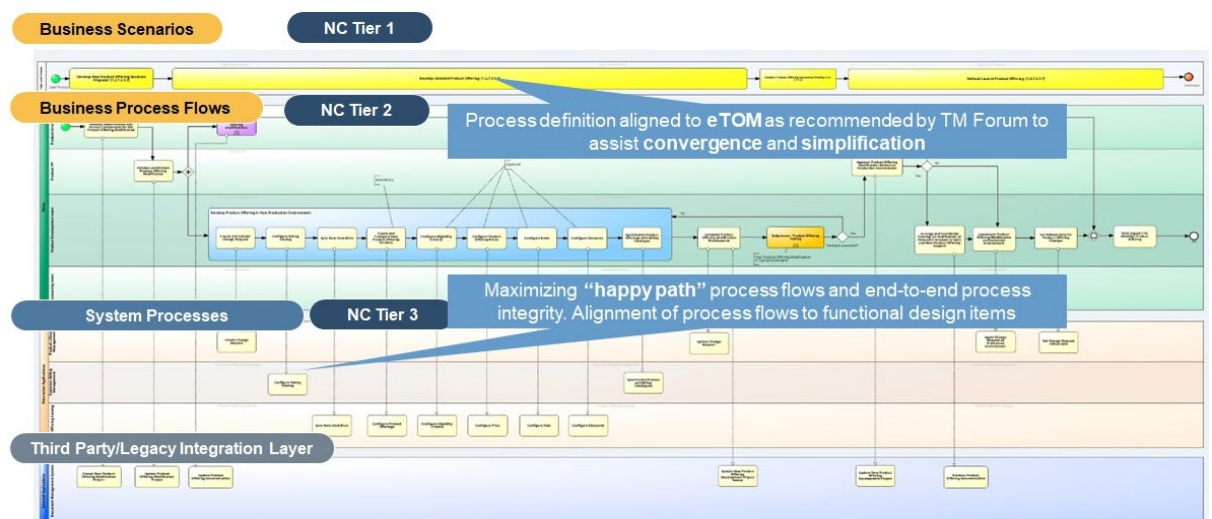
Figure 1: sample end to end business process during Blue Print Phase

The Zain business processes map comprise of end-to-end core business processes that serve the customers throughout their engagement. These processes start with the customer initiating the contact. They end with the fulfilment of their request. Customer Centric processes include activities such as handling information requests, new sales, billing and invoice generation or problem and complaint handling.
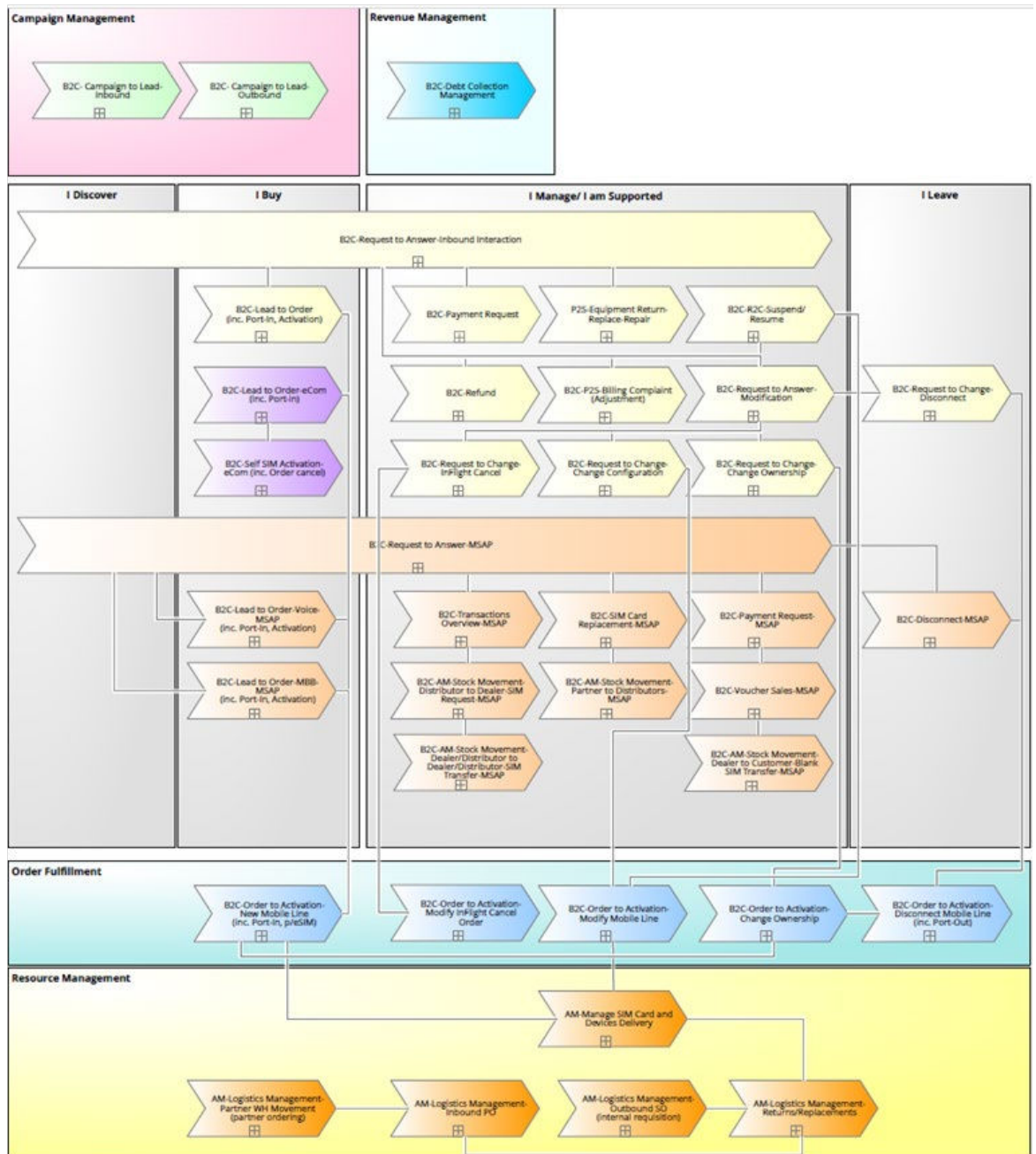
Figure 2: The Zain business processes map

Some of the quick-wins of adopting TM Forum Business process framework are:

- Process Standardization across all products & segments
- High degree of automation in Order execution, payments & online charging
- Zero touch provisioning

3.2 Business Process Framework Level 2 Process Scope

The following figure illustrates the Business Process Framework Level 2 processes that were presented in scope for conformance certification.
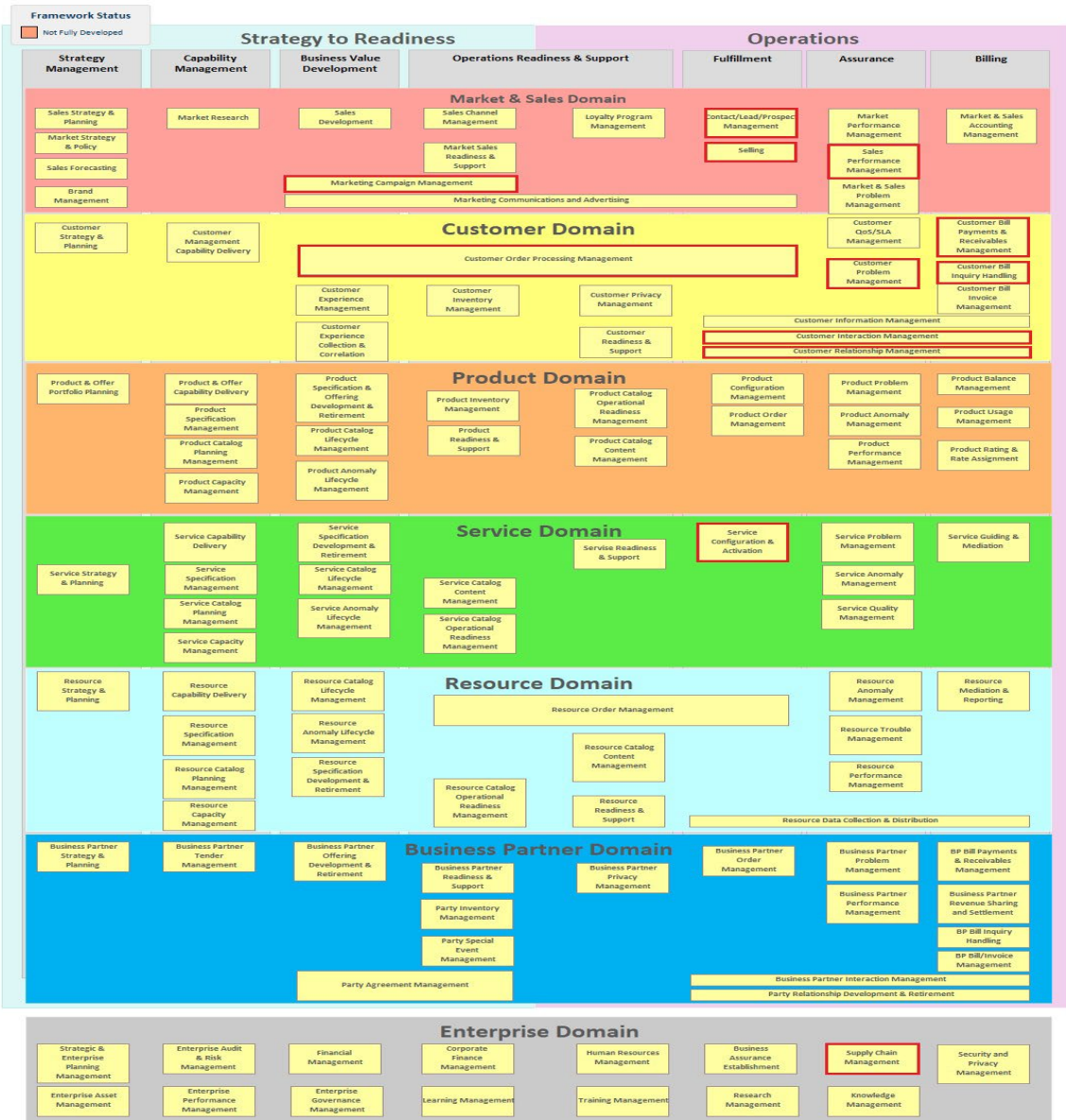
Figure 3 - Level 2 process coverage for E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments - Conformance Assessment

4   Business Process Framework Assessment Overview

4.1   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 similar to how process decomposition can use Semantic Analysis). Each Business Process Framework process is supported by descriptive text. In many cases, each process is aligned and mapped to appropriate company documentation references solution, methodology or modeling material.

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.

4.2 Zain KSA – List of processes in scope for Conformance Certification (eTOM)

TM Forum Processes	B2C & B2B	Pure B2B	Pure B2C	Grand Total
1.1.11.2 - Manage Sales Lead		X		
1.1.13.3 - Analyze Sales Performance		X		
1.1.13.5 - Improve Sales Performance		X		
1.1.13.8 - Manage Sales Performance Dispute		X		
1.1.13.9 - Monitor Sales Performance		X		
1.1.15.3 - Develop Marketing Campaign			X	
1.1.15.4 - Launch Marketing Campaign			X	
1.1.15.5 - Monitor Marketing Campaign Effectiveness			X	
1.1.15.7 - End Marketing Campaign			X	
1.1.15.8 - Undertake Marketing Campaigns Trend Analysis			X	
1.1.9.1 - Qualify Selling Opportunity		X		
1.1.9.2 - Develop Sales Proposal	X			
1.1.9.5 - Negotiate Sales/Contract	X			
1.3.10.1 - Manage Customer Billing Account	X			30
1.3.10.2 - Manage Customer Payments			X	
1.3.10.3 - Manage Customer Debt Collection			X	
1.3.11.3 - Authorize Customer Bill Invoice Adjustment		X		
1.3.3.10 - Manage Customer Order Placement	X			
1.3.3.12 - Manage Customer Order Fulfillment			X	
1.3.3.13 - Manage Customer Order Delivery		X		
1.3.3.15 - Manage Customer Order Completion			X	
1.3.4.2 - Establish Customer Relationship	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			
1.3.7.6 - Correct & Recover Customer Problem			X	
1.4.5.3 - Track & Manage Service Provisioning	X			
1.4.5.8 - Close Service Order	X			
1.7.10.7 - Manage Logistics			X	
Total	10	9	11	

Table 1 – List of eTOM Business Process in scope for certification - Level 3 process scope

4.3   Zain KSA - Coverage against full set of eTOM processes in scope

**Zain KSA - Zain BSS Transformation program for B2C & B2B Segments
Business Process Framework v23.0 - Level 3 Process Coverage**

■ Total # Level 3 Processes Defined in the eTOM = 77   ■ # Level 3 Processes in Scope for Assessment = 30
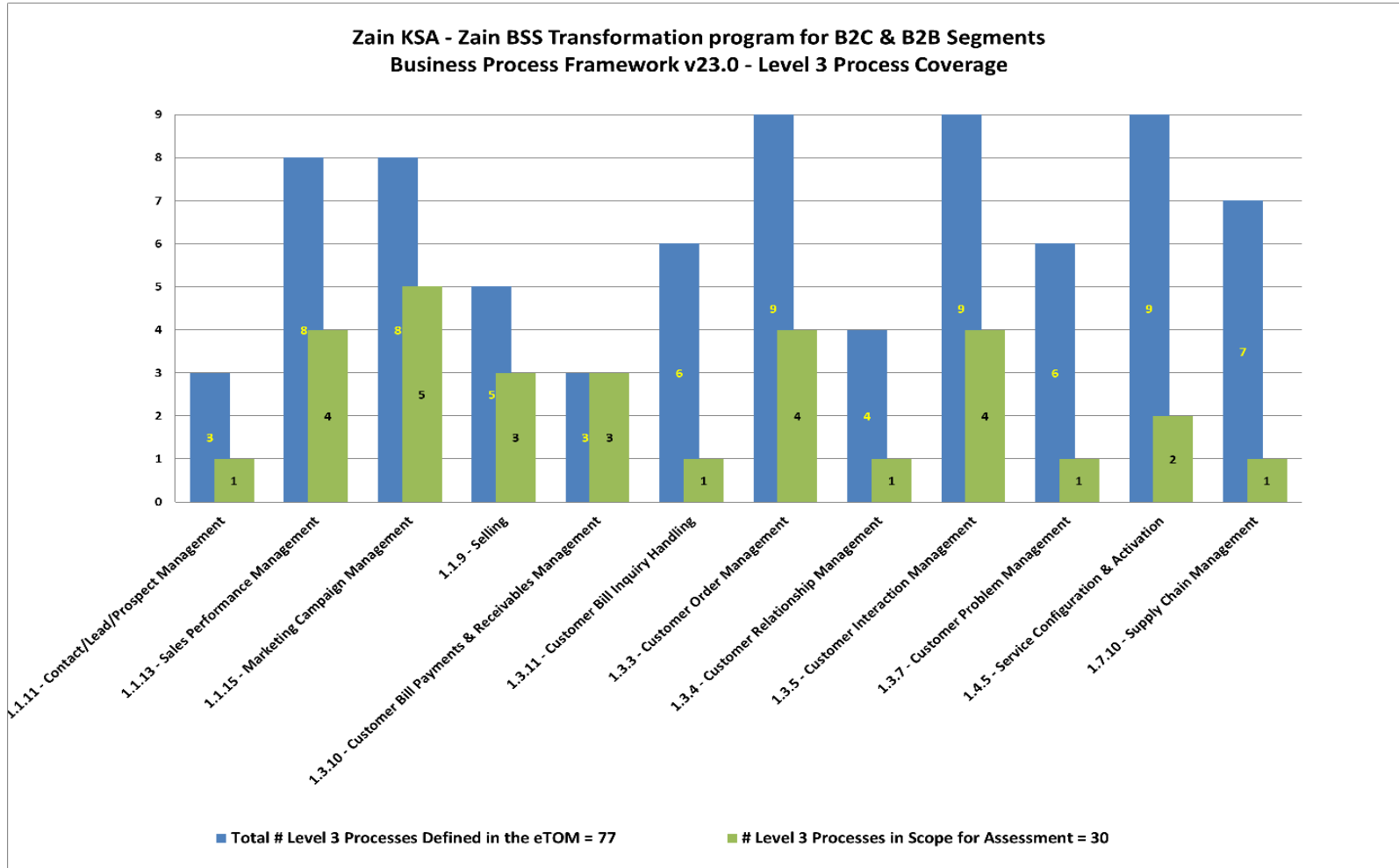
Figure 4 - Business Process Frameworx (eTOM) Assessment Scope - Level 3 process scope

4.4 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 Frameworx 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.		

Table 2- TM Forum Business Process Framework: Conformance Scoring Rules

4.5   Business Process Framework – Process Mapping Descriptions

This Section provides a summary of the solution mappings that were provided in the form of self-assessment.

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

4.5.1.1   *Mapping Details & Supporting Evidence*

The documented mapping information for all Level 3 processes in scope are available from the following links:

1.1.11 - Contact Lead Prospect Management

1.1.13 - Sales Performance Management

1.1.15 - Marketing Campaign Management

1.1.9 - Selling

1.3.10 - Customer Bill Payments & Receivables Management

1.3.11 - Customer Bill Inquiry Handling

1.3.3 - Customer Order Processing Management

1.3.4 - Customer Relationship Management

1.3.5 - Customer Interaction Management

1.3.7 - Customer Problem Management

1.4.5 - Service Configuration & Activation

1.7.10 - Supply Chain Management

4.6   Conformance Result

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

Member:	**Zain KSA**	**Conformance Scores Achieved**
Product:	**Zain BSS Transformation program for B2C & B2B Segments**	
Assessment Type:	**Implementation**	
Business Process Framework Version:	**23.0**	
Number of L3 Processes in Scope:	**30**	
1.1.11.2 - Manage Sales Lead		**5/5**
1.1.13.3 - Analyze Sales Performance		**5/5**
1.1.13.5 - Improve Sales Performance		**5/5**
1.1.13.8 - Manage Sales Performance Dispute		**5/5**
1.1.13.9 - Monitor Sales Performance		**5/5**
1.1.15.3 - Develop Marketing Campaign		**5/5**
1.1.15.4 - Launch Marketing Campaign		**5/5**
1.1.15.5 - Monitor Marketing Campaign Effectiveness		**5/5**
1.1.15.7 - End Marketing Campaign		**5/5**
1.1.15.8 - Undertake Marketing Campaigns Trend Analysis		**5/5**
1.1.9.1 - Qualify Selling Opportunity		**5/5**
1.1.9.2 - Develop Sales Proposal		**5/5**
1.1.9.5 - Negotiate Sales/Contract		**5/5**
1.3.10.1 - Manage Customer Billing Account		**5/5**
1.3.10.2 - Manage Customer Payments		**5/5**
1.3.10.3 - Manage Customer Debt Collection		**5/5**
1.3.11.3 - Authorize Customer Bill Invoice Adjustment		**5/5**
1.3.3.10 - Manage Customer Order Placement		**5/5**
1.3.3.12 - Manage Customer Order Fulfillment		**5/5**
1.3.3.13 - Manage Customer Order Delivery		**5/5**
1.3.3.15 - Manage Customer Order Completion		**5/5**
1.3.4.2 - Establish Customer Relationship		**5/5**
1.3.5.4 - Log Customer Interaction		**5/5**
1.3.5.5 - Notify Customer		**5/5**
1.3.5.8 - Authenticate User		**5/5**
1.3.5.9 - Customer Interface Management		**5/5**
1.3.7.6 - Correct & Recover Customer Problem		**5/5**
1.4.5.3 - Track & Manage Service Provisioning		**5/5**
1.4.5.8 - Close Service Order		**5/5**
1.7.10.7 - Manage Logistics		**5/5**

Figure 5- - eTOM Conformance Scores Summary - Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments

4.7   Business Process Framework – Conformance Result Summary

This Section provides a graphical view of the conformance levels granted to the Level 3 Processes presented in scope for Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments conformance assessment. Each Level 3 process was measured using a Business Process Framework (eTOM) conformance score according to the level of Conformance – Full Conformance (Score = 5) or Partial Conformance (Score below 5)
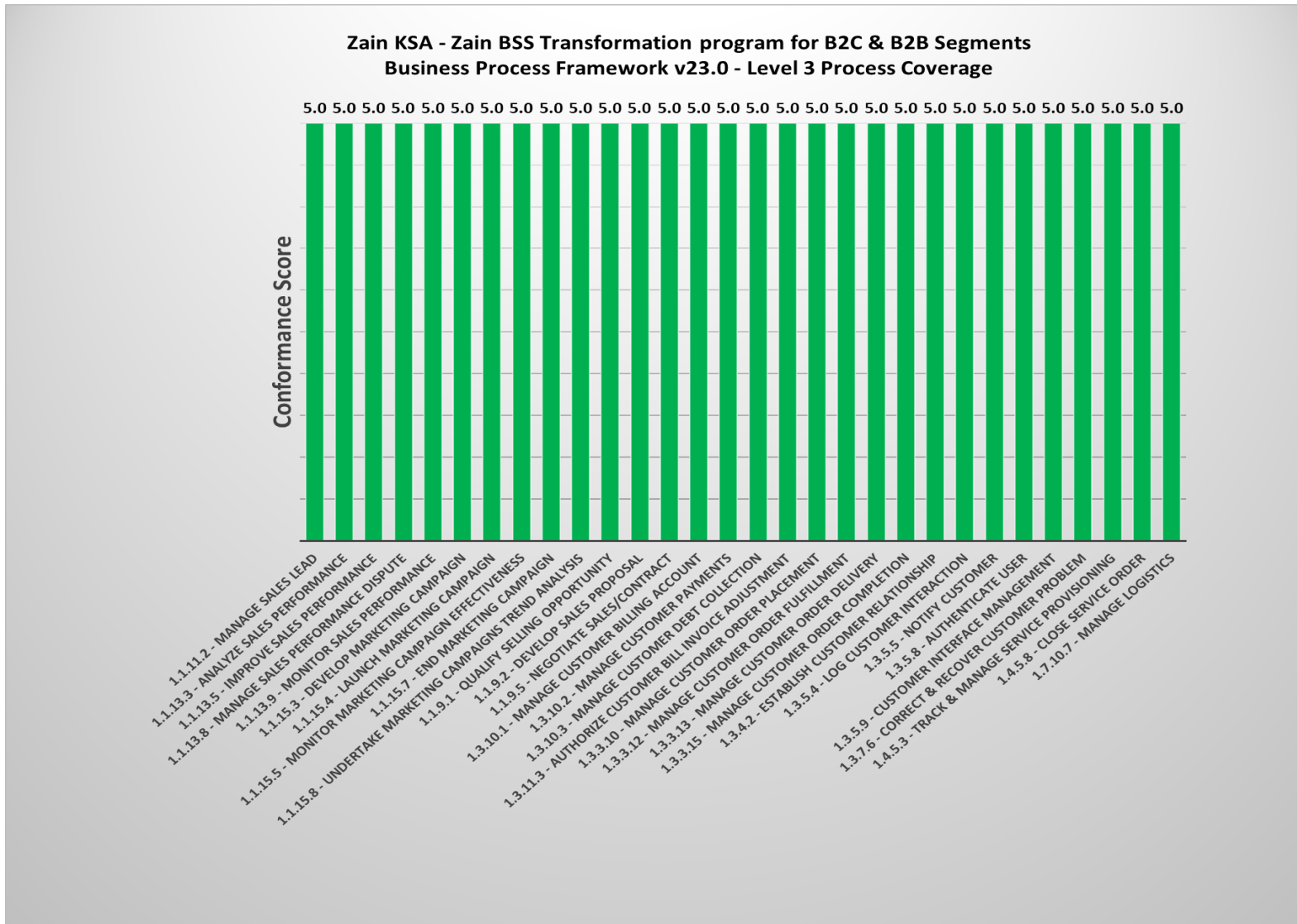
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Figure 6- eTOM Conformance Scores - Implementation of E2E Business Processes under Zain BSS Transformation program for B2C & B2B Segments

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