Business Process Framework (eTOM)

Addendum P: A Business Process Framework Primer

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Table of Contents

List of Figures

Executive Summary

This document is an Addendum to the Business Process Framework, (GB921) It assists new readers and users of Business Process Framework by providing an introductory view of some of the concepts, goals and structure of the Business Process Framework work.

It should be read in conjunction with the main GB921 document, and other Addenda (see GB921 Concepts and Principles for details).

1. What is Business Process Framework?

The Information, Communications and Entertainment services industry is facing unprecedented churn and the struggle to remain profitable in the face of more competition, higher customer expectations, falling market share and growing price pressures. The industry has a need to clearly define and understand the business processes involved in order to tackle these issues. It also needs to reach a consensus on the common process view for equipment suppliers, applications builders and integrators to build management systems by combining third party and in-house developments.

The Business Process Framework (also known as the eTOM) is an ongoing TM Forum initiative to deliver a business process model or framework for use by Information, Communications and Entertainment services industry. The goal is to set a vision for the industry to enable it to compete successfully through the implementation of business process-driven approaches to managing the enterprise. This includes ensuring integration among all vital enterprise support systems concerned with service delivery and support.

The focus of the Business Process Framework is on the business processes used by service providers, the linkages between these processes, the identification of interfaces, and the use of customer, service, resource, supplier/partner and other information by multiple processes. The TM Forum Business Process Framework is a reference framework for categorizing all the business activities that a service provider will use, in a structured manner that allows these to be addressed at various levels of detail.. For such companies, it serves as the blueprint for process direction and provides a neutral reference point for internal process reengineering needs, partnerships, alliances, and general working agreements with other providers. For suppliers, the Business Process Framework outlines potential boundaries of software components to align with the customers' needs and highlights the required functions, inputs, and outputs that must be supported by products.

A particular strength of the Business Process Framework is that it is part of the TM Forum Frameworx program and links with other work underway in the program.

So, the Business Process Framework defines a business-oriented view of the enterprise. This view is useful for planners, managers, strategists, etc, who need to view the enterprise in business terms, without immediate concern for the nature of the way that these business needs are organized or automated within the business. Therefore, the Business Process Framework emphasizes issues such as process structure, process components, process interactivity and the business roles and responsibilities to which these relate. In defining these aspects, the Business Process Framework also provides a basis for setting requirements for system solutions, technical architectures, technology

choices and implementation paths, but it is neutral towards the particular way that these requirements are met.

Thus, the Business Process Framework can be considered to have two faces: one oriented towards the business, customer, products, etc, and one towards solutions, systems and implementations supporting the business.

It should be recognized that through the TM Forum work, the Business Process Framework represents an industry-consensus on the Service Provider processes, which has been harmonized across the global scene and is based on Member contributions. It is allowable, and indeed expected, that this will mean that the Business Process Framework must be tailored and/or extended for use within an individual company. In particular, the Business Process Framework does not seek to constrain the way that the processes fit into a specific organization. An advantage of this positioning of the Business Process Framework as a framework, rather than a directly-implemented specification, is that differentiation amongst the Business Process Framework users is not restricted, which is vital to allow specialization and competition. In addition, as already mentioned, the Business Process Framework does not fix upon particular routes to implementation and is thus valid in many different environments with varying levels of automation, technology, etc.

So, the Business Process Framework is a framework, not a final implementation specification. It will typically be customized and extended by users for their own business needs, but provides a vital common reference that is industry recognized and represents a *de-facto*, and now through ITU-T an official standard within and between companies on business process definition.

2. Where did the Business Process Framework come from?

Work on business process modeling by the TeleManagement Forum (formerly the Network Management Forum) began in the early 1990's with the Service Management Automation and Reengineering Team (SMART) that gathered worldwide Service Provider views and distilled an initial Business Process Model. This work grew in the Telecom Operations Map (TOM) during the mid-90's leading to the stabilization and publication of TOM in its final form towards the end of that decade.

The TOM work gained wide industry support, but the scope of the TOM model did not cover the whole of the SP enterprise and only focused on the main Operations processes embodying the traditional telecoms activities around Fulfillment, Assurance and Billing (FAB). Increasingly, the complexities of interworking in the deregulated, competitive telecoms market required a complete enterprise view, and new business demands triggered by the internet and electronic commerce generally, led to a move to expand TOM to address this wider perspective.

Thus, eTOM – for enhanced TOM – was initiated as a work program led by TM Forum as we entered the new Millennium. Initial releases of eTOM were provided to TM Forum members during 2001, and then a TM Forum Approved version of eTOM – GB921 v3.0 – was released in mid-2002. This was welcomed and adopted widely, and so further work to cement agreements, incorporate industry feedback, and extend the level of detail described resulted in further intermediate versions and then a new TM Forum Approved version early in 2004. This version – GB921 v4.0 – was also submitted under a liaison agreement to the ITU-T, which acts as the premier world-wide body with a remit under the United Nations for setting international Recommendations in the telecommunications sphere. This eTOM version was adopted by ITU-T *in toto* and has been published in parallel as their formal Recommendation M.3050, with exact alignment on the content with TM Forum's GB921 v4.0.

In 2009 due to the converging of the Information, Communications and Digital Media industries and the widening use of the eTOM, the TM Forum decided to rebrand the eTOM to the Business Process Framework. It was felt this would remove any artificial concerns about using the eTOM in non-telecommunications environments and broaden the uptake and adoption of the Business Process Framework (eTOM).

Throughout this history, the Business Process Framework work has benefited from wide involvement from the global telecommunications industry, as well as academia, government agencies, etc. As it has evolved, the core has shown it can stand the test of time, and it is now regarded as the pre-eminent vehicle for expressing and discussing business processes in and around the Service Provider domain. The work continues, with an increasing emphasis now that the Business Process Framework has established a clear and agreed view of the business process framework itself, on applications of the Business Process

Framework and guidance to prospective and existing users on how to gain maximum benefit from the Business Process Framework in their own businesses.

3. How does the Business Process Framework work?

3.1 Process Decompositions

Process decomposition is a structured approach to analysis of a business through consideration of the enterprise's business processes and their internal structure. The basis of the concept is illustrated in Figure 0. Here we see a representative process element, Process X, which might provide a specific area of capability within an enterprise – say, handling of customer orders, for example. When analyzed, it is decided that the contained functionality, behavior, etc associated with that process can/should be sub-divided into three lower-level process elements. Note that typically such a "decomposition" is partly evident from the analysis of the detail captured within the process concerned, and partly is the result of design decisions, where judgment is used to make the most appropriate partitioning for the situation under consideration.
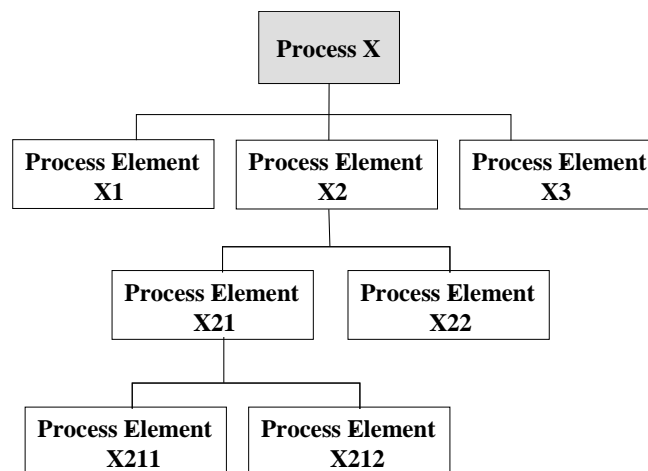
Figure 0: Process Decomposition

Each of the decomposed processes, X1, X2 and X3 can be further decomposed – X2 is shown as decomposed into X21 and X22 – and this can be continued – X21 is shown as decomposed into X211 and X212. Note that not all "branches" of the decomposition "tree" necessarily lead to "leaves" (i.e. final process elements) at the same level of decomposition. This will depend on the scope and content of the processes involved.

The process decomposition approach has these general characteristics:

- It defines components of a process that perform part of that process
- It provides insight into the structure and content of process areas (or groupings)

- It reveals finer detail at lower levels, as decomposition proceeds
- It can be continued to as many sub-levels as are needed
- The aim is to provide a <u>complete</u> analysis of the process under decomposition - i.e. the sum of the components equals the totality of the original process
- It represents a <u>static</u> perspective of process
- It does not mandate any flow relationship between the process elements

Note that the process elements derived through process decomposition may be applied in various ways within process flows. There may be many process flows (representing, say, enterprise-specific applications) that can be built using the common set of process elements specified within the Business Process Framework. There is further discussion on process flows later in this section, including the process flow diagrams that arise and are used in this work.

The process decomposition for the Business Process Framework (see Figure 1) begins at the Enterprise level and defines business processes in a series of groupings. The Business Process Framework uses hierarchical decomposition to structure the business processes according to which all of the processes of the enterprise are successively decomposed. Process descriptions, inputs and outputs, as well as other key elements are defined. The Business Process Framework represents the whole of a service provider's enterprise environment. The Framework is defined as generically as possible so that it is organization, technology and service independent. At the overall conceptual level, the Business Process Framework can be viewed as having the following three major process areas:

Strategy, Infrastructure & Product covering planning and lifecycle management

Operations covering the core of operational management

Enterprise Management covering corporate or business support management

Strategy, Infrastructure & Product

Strategy & Commit	Infrastructure Lifecycle Management	Product Lifecycle Management

Marketing & Offer Management

Service Development & Management

Resource Development & Management (Application, Computing and Network)

Supply Chain Development & Management

Operations

Operations Support & Readiness	Fulfillment	Assurance	Billing & Revenue Management

Customer Relationship Management

Service Management & Operations

Resource Management & Operations (Application, Computing and Network)

Supplier/Partner Relationship Management

Enterprise Management

Strategic & Enterprise Planning	Enterprise Risk Management	Enterprise Effectiveness Management	Knowledge & Research Management

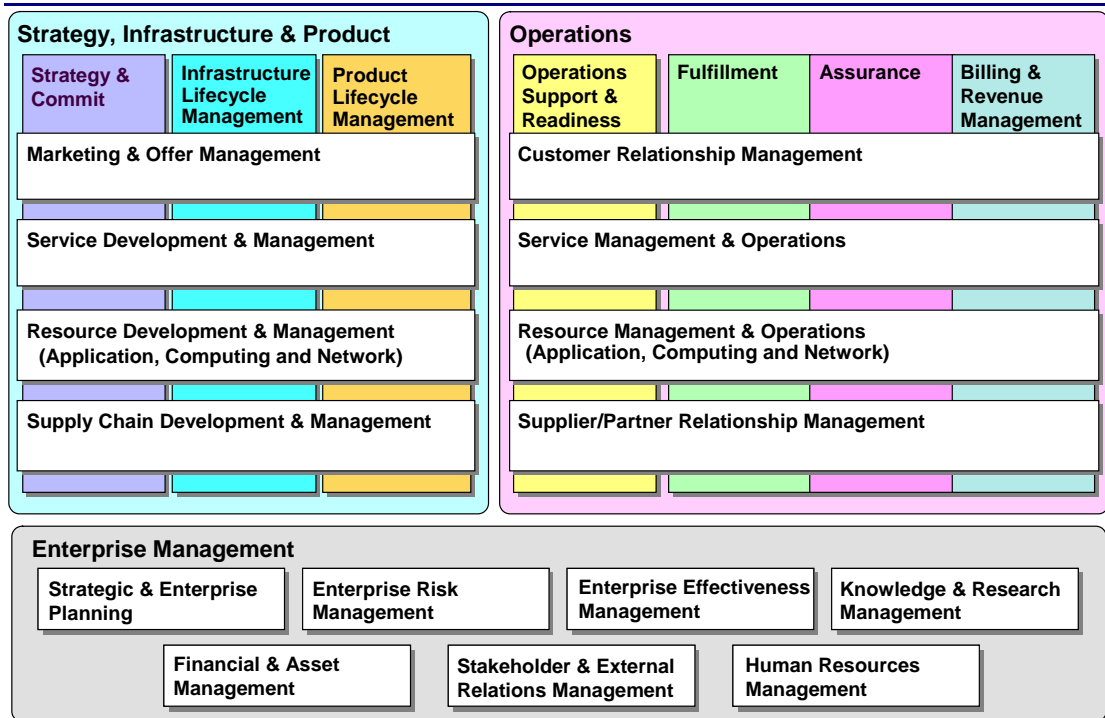| Financial & Asset Management	Stakeholder & External Relations Management	Human Resources Management

Figure 1: Business Process Framework (eTOM)

The Business Process Framework (see Figure 1) shows seven end-end vertical process groupings, that are the end-to-end processes that are required to support customers and to manage the business. Amongst these End-end Vertical Process Groupings, the focal point of the Business Process Framework is on the core customer operations processes of Fulfillment, Assurance and Billing & Revenue Management (FAB). Operations Support & Readiness (OSR) is differentiated from FAB real-time processes to highlight the focus on enabling support and automation in FAB, i.e. on-line and immediate support of customers, with OSR ensuring that the operational environment is in place to let the FAB processes do their job. Outside of the Operations process area - in the Strategy, Infrastructure & Product (SIP) process area - the Strategy & Commit vertical, as well as the two Lifecycle Management verticals, are differentiated. These are distinct because, unlike Operations, they do not directly support the customer, are intrinsically different from the Operations processes and work on different business time cycles.

The Framework also includes views of functionality as they span horizontally across an enterprise's internal organizations. The horizontal functional process groupings in Figure 1 distinguish functional operations processes and other types of business functional processes, e.g., Marketing versus Selling, Service Development versus Service Configuration, etc. Amongst these Horizontal Functional Process Groupings, those on the left (that cross the Strategy & Commit, Infrastructure Lifecycle Management and Product Lifecycle Management vertical process groupings) enable, support and direct the work in the Operations process area.

The Business Process Framework Model graphically illustrates the business processes required for operating service provider enterprises. It lays out these processes first from a high level perspective, and then drills down to increasingly detailed levels of understanding. The Business

Process Framework describes in text what the model describes graphically.

So, the Business Process Framework is structured in three main areas (known as Level 0 processes): Operations (OPS), Strategy Infrastructure and Product (SIP) and Enterprise Management (EM). Each contains more detailed process components at Level 1, Level 2, etc as the processes are decomposed. This hierarchical decomposition enables detail to be defined in a structured way and also allows the Business Process Framework to be adopted at varying levels and/or for different processes. The Level number is an indication of the degree of detail revealed at that level - the higher the number, the more detailed are the process elements described there.
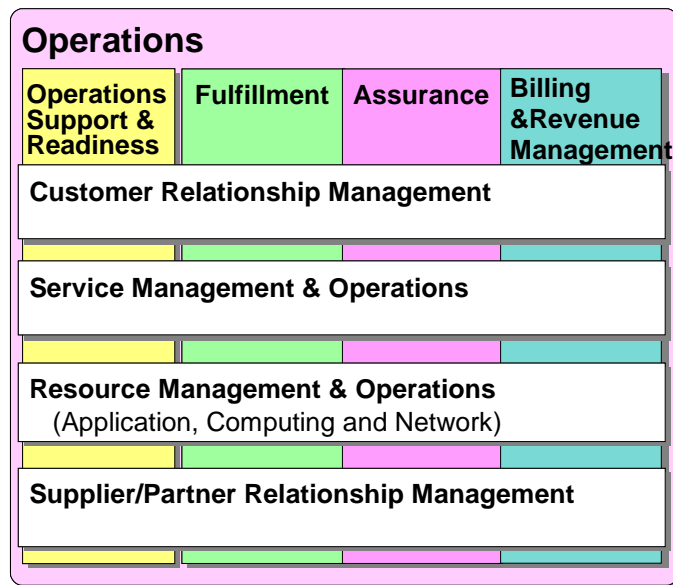

Figure 2: The Business Process Framework Operations (OPS) Processes

Operations (OPS - see Figure 2) is the heart of the Business Process Framework and much of the original TOM work has carried through into OPS (the GB921 documentation contains an explanation of the mapping from TOM to eTOM). The "FAB" processes (Fulfillment, Assurance, Billing & Revenue Management) provide the core of the Operations area, The vertical Level 1 processes in FAB represent a view of flow-through of activity, whereas the horizontal Level 1 processes (CRM, SM&O, RM&O, S/PRM) represent functionally-related activity, Both views are valid and the model supports both to accommodate different uses made of the processes. As a separate issue, OSR (Operations Support & Readiness) has been separated from FAB to reflect the separation between "front-office" real-time operations (in FAB) from "back-office" near real-time or even off-line support processes. This split may not apply in all organizations (in which case, the OSR and FAB processes can be merged) but is necessary to allow for the important situation where they are handled separately.
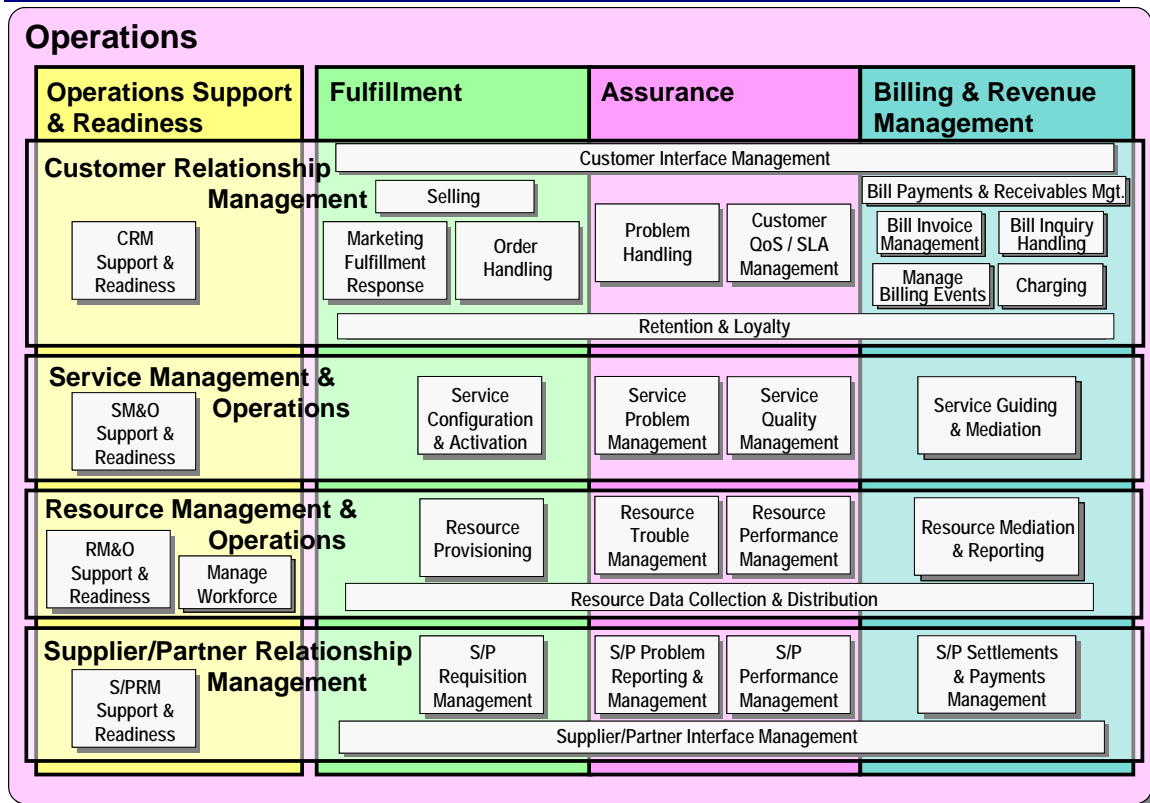
Figure 3: Level 2 Operations (OPS) Processes

In Figure 3, the OPS area is shown with Level 2 processes visible. Note, in general, a Level 2 process is part of a vertical, and also a horizontal, Level 1 process. Hence, Level 2 processes can be reached in the process hierarchy by either path (to reflect the different interests and concerns of users). However, whichever path is used, as shown here, there is a single, common set of Level 2 processes. In some cases, a Level 2 process is "stretched" across several vertical Level 1s (e.g. Resource Data Collection, Analysis and Control in RM&O). This is because the process concerned is needed in several vertical Level 1s (e.g. for Resource Data Collection, Analysis and Control, the data collected from the network (say) can represent usage data for Billing & Revenue Management but can also support fault handling or performance assessment in Assurance).
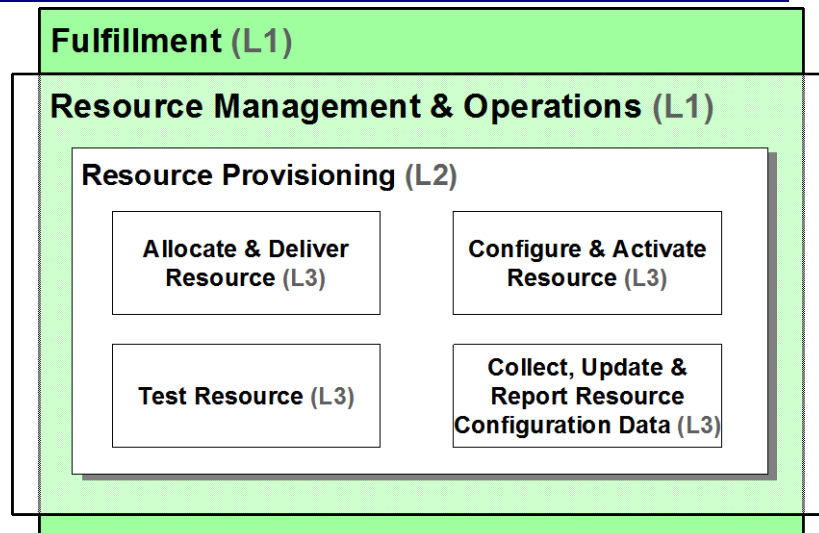
Figure 4: An example of Level 3 Operations (OPS) Processes

This mechanism of decomposition can be extended as required. In Figure 4, we see an example of the Level 3 process elements within a single Level 2 process element – Resource Provisioning. Full descriptions of decompositions to Level 3 for this and other processes are included in the GB921 documentation.
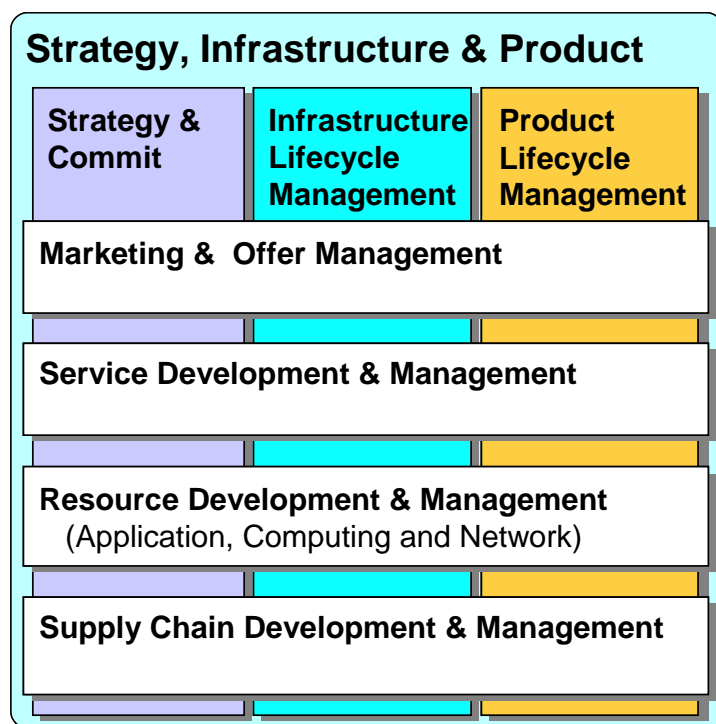

Figure 5: The Business Process Framework Strategy, Infrastructure & Product (SIP) Processes

Strategy, Infrastructure & Product (SIP – see Figure 5) has a similar structure to OPS with corresponding vertical and horizontal Level 1 processes. In the verticals, Strategy & Commit covers the processes involved in forming and deciding company strategy and gaining commitment from the business for this. Infrastructure Lifecycle Management covers control of the infrastructures used in the business – the network is the most obvious, but also IT infrastructure and even the

human resources of the company. Product Lifecycle Management covers the products themselves – note that the Business Process Framework distinguishes Product (as sold to Customers) from Service (used internally to represent the "technical" part of the product, i.e. excluding commercial aspects such as tariffing, T&Cs, support, etc) and Resource (physical and non-physical components used to support Service).

The horizontal functional groupings in SIP are aligned with those in OPS, so that if desired the processes included can be considered to link across smoothly from the SIP domain to the OPS domain, if this is relevant to some aspects of business behavior in enterprises.
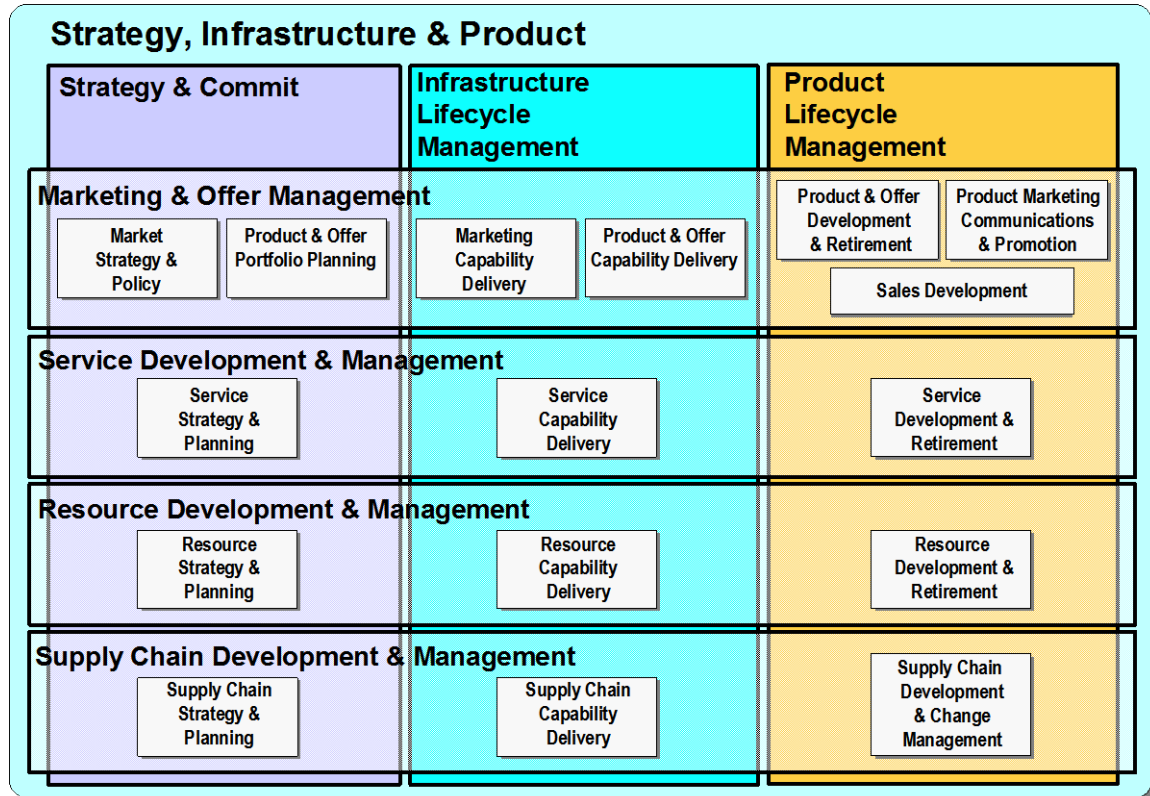

Figure 6: Level 2 Strategy, Infrastructure & Product (SIP) Processes

In Figure 6, the SIP area is shown with Level 2 processes visible. As with OPS, a Level 2 process is part of a vertical, and also a horizontal, Level 1 process (but note that all SIP processes fit this pattern, and there are not exceptions as in OPS).
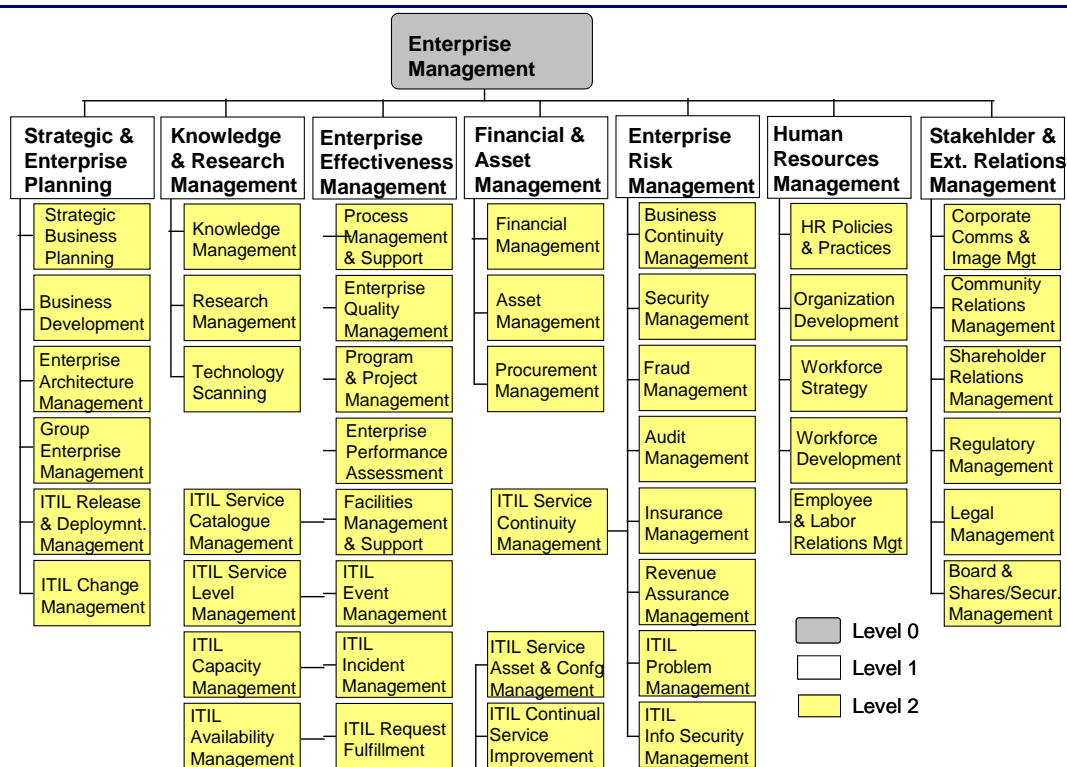
Figure 7: The Business Process Framework Enterprise Management (EM) Processes

Enterprise Management (EM – see Figure 7) is shown in a different view – this is a typical hierarchy diagram as provided from process analysis and modeling tools used for the Business Process Framework. The top box is EM itself (Level 0), the next horizontal row shows the Level 1 processes in EM, and the columns below each Level 1 box shows Level 2 processes within that Level 1 process.

Now, with this overall view of the process structure to Level 2 (and descriptions for all these process elements, as well as for Level 3 process elements, are in the GB921 documentation), it is important, however, to note that this view of the processes provides very little insight into how the processes interact. To gain this valuable additional perspective, we must look to process flows.

3.2 Process Flows

Process decompositions provide an essential insight into the process definition and content. To understand further how the processes behave, process flows can be developed that examine how some or all of the processes support some larger, "end-to-end" or "through" process view across the enterprise. Such process flows are not constrained to bridge across the entire enterprise – they can have any scope that is considered meaningful and helpful to analyze - but typically such process flows involve a broad area of the enterprise processes, and thus of the Business Process Framework. Thus, process flows examine some specific scenario in which the processes achieve an overall business purpose.

To begin with, though, Figure 8 shows only a fragment of a process flow, where several Business Process Framework Level 2 OPS processes can be recognized, and labeled linkages between these indicate the nature of the transfer that arises in operation. Note that here, and in later diagrams in this section, the flows are examples from previous work that links with an older version of the Business Process Framework, but it is the principles rather than the specifics of the flows illustrated that are the focus here.

In this case, we can see that part of handling a customer order is shown.
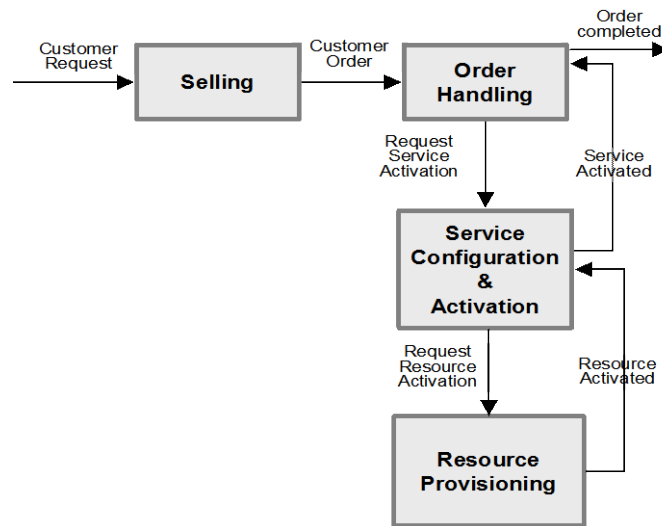

Figure 8: Process Flow (partial example only)

The process flow approach has these general characteristics:

- It analyzes a typical (specific) scenario
- It provides insight into the behavior and interaction amongst processes
- It chooses to model the flow at an appropriate level of process detail
- It can use process decompositions (and vice versa) to enhance/refine detail
- The aim is to provide only an <u>example</u> of the process flows - i.e. only some of the possible interactions are described in each scenario
- Thus, it typically provides a <u>partial</u> view of process behavior (because flows are based on specific scenarios)
- It represents a <u>dynamic</u> perspective of process

In applying this approach for Business Process Framework process flows, it has been found that a number of different flow-related diagram types have proved useful, considering the variety of interest (business and technical, high level and detailed design) that need to be addressed.

First is a general positioning type of diagram that provides only limited insight into the flow, but helps focus attention on the general area of the Business Process Framework involved.
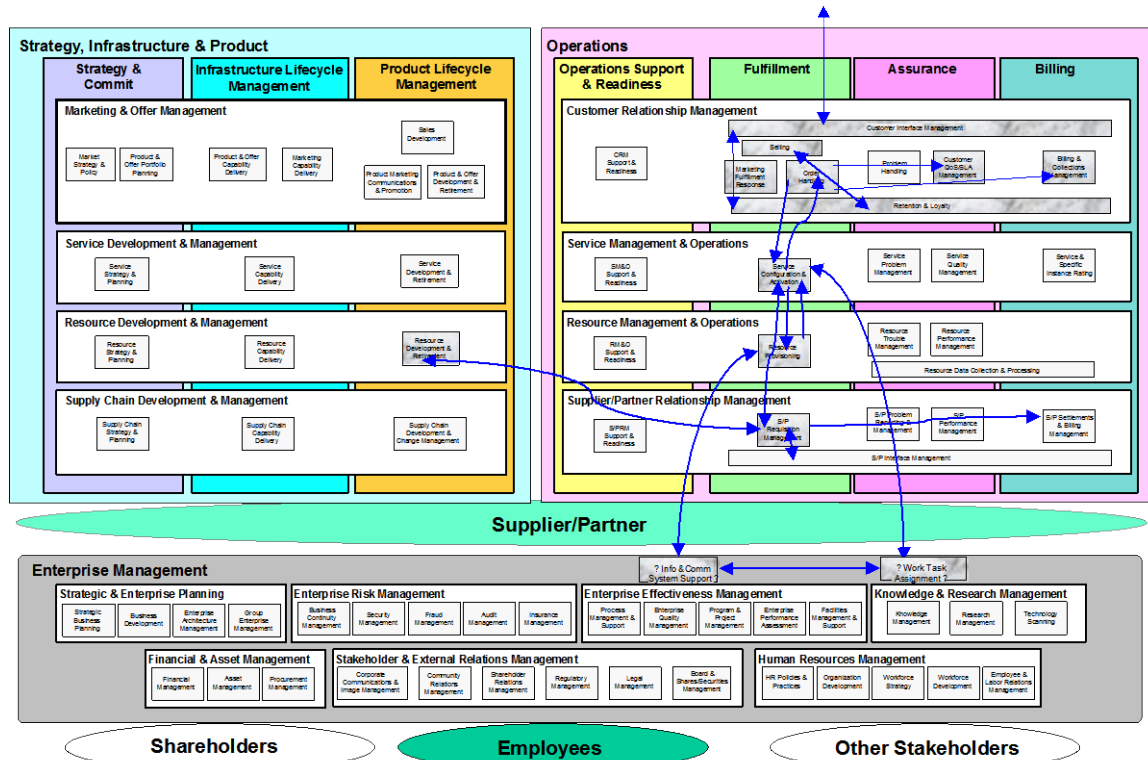
Figure 9: General Interaction Diagram for DSL Fulfillment

Figure 9 shows an example of this diagram - a general process interaction diagram – for a scenario based around DSL Fulfillment that is covered in the GB921 documentation. This shows some of the process interactions that arise for this scenario, but does not give any detailed insight at this level into the behavior. It is still useful for a high-level view, though.
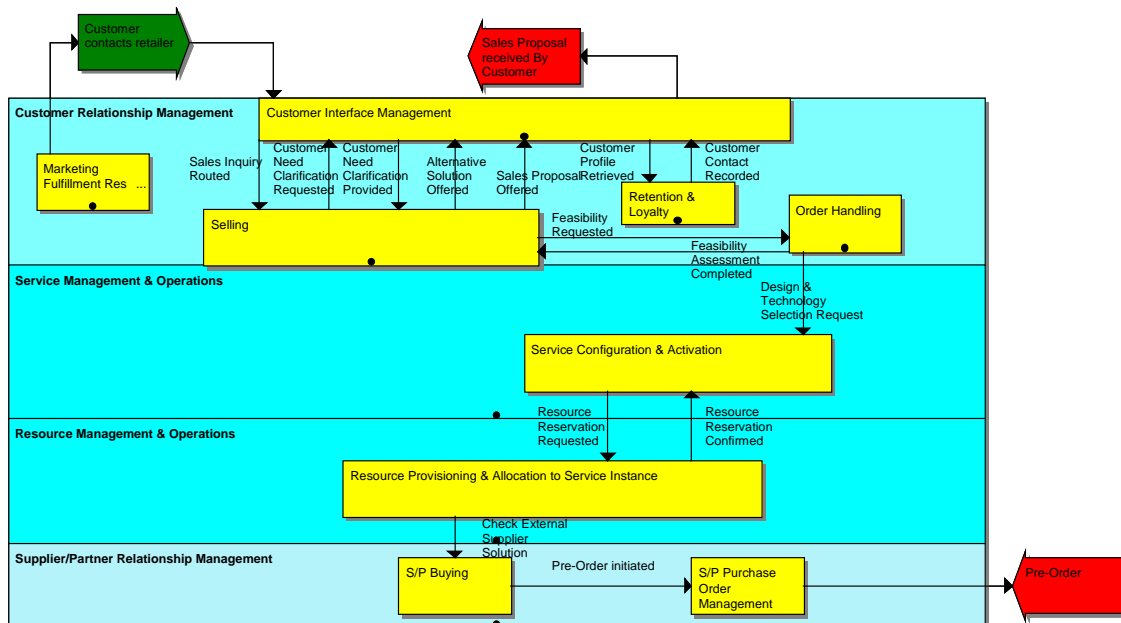

Figure 10: Process Interaction Flow Diagram for DSL Fulfillment (Pre-Sales)

The next diagram type, shown in Figure 10, is developed directly from a process analysis and modeling tool (rather than a general drawing software). Here we are working with Level 2 process elements but other

Levels can be used depending on the detail required. This diagram type positions the Business Process Framework processes in relatively the same way that they can be seen on the Business Process Framework model diagrams (see, for example, Figure 3 earlier), which assists with recognition and avoids confusion. Each process only appears once, and so sequencing of the interactions is not explicit in this diagram (it is on the process dynamics diagrams later).

An important element in flow diagrams of this kind is that of "swimlanes". These are areas in the process flow diagram, containing typically several process elements that contribute to the overall process flow, which scope a useful area of attention to assist the user. In this example, the swimlanes have been drawn to represent the four horizontal functional process groupings of the Operations area of the Business Process Framework, since the scenario involved is focused in the Operations domain. In thi sarrangement, all the process elements in a specific swimlane in the diagram (e.g. in the loweset swimlane for Supplier/Partner Management & Operations) are components of that horizontal functional process grouping. It should be noted that swimlanes (despite their name) need not be only horizontal, although this is a common choice for clarity, and is the approach used in the Business Process Framework process flow diagrams.

The process flow in Figure 10 addresses the pre-sales stage of Fulfillment (other phases are documented in separate diagrams, for convenience). It kicks-off from the Marketing Fulfillment Response process stimulating a customer to make a service enquiry (in fact, in Business Process Framework terms the customer buys a product, as service is reserved for the internal technical capability that supports a product). The Customer then contacts the retailer (external event) and the enquiry is routed through Customer Interface Management to Selling (sales enquiry routed). Note that interactions between processes (like sales enquiry routed) are events, and are not intrinsically information transfers. Thus they can be considered to represent transfer of control.

After any necessary clarification with the customer, Selling requests Order Handling to check on the feasibility of satisfying the product request, and this leads to a design being developed for the product instance required, and checks through Service Configuration & Activation, and then Resource Provisioning & Allocation to Service Instance, that this can be done. This may also involve interaction with a supplier via S/P Requisition Management, etc. Eventually, if all is well, a sales proposal is offered or an alternative solution offered.
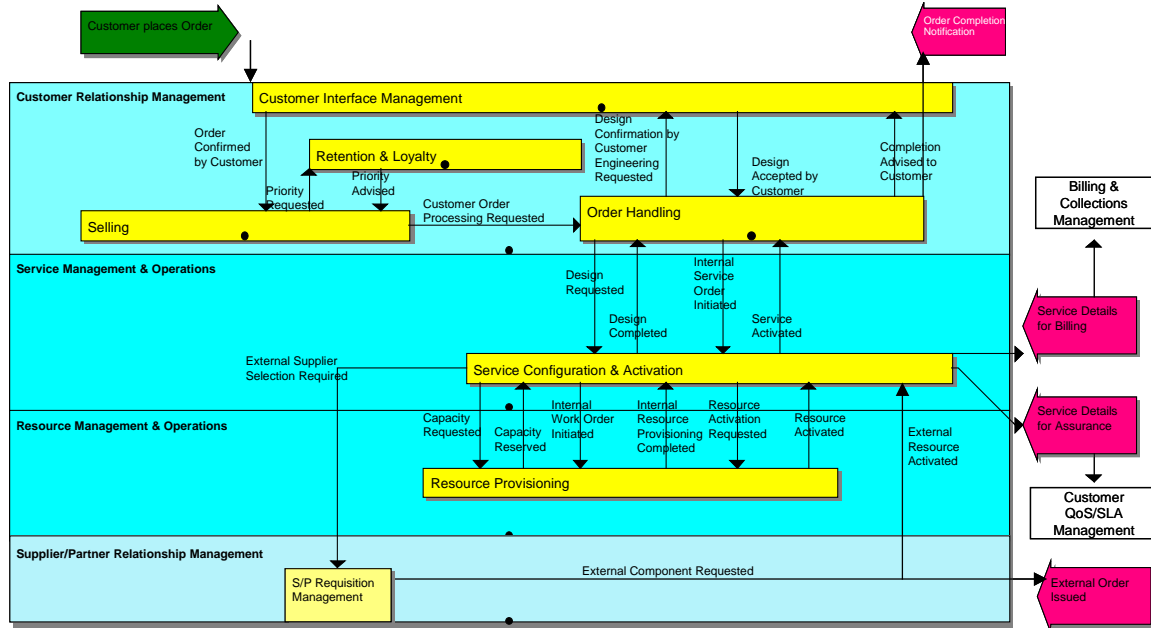
Figure 11: Process Interaction Flow Diagram for DSL Fulfillment (Ordering)

Figure 11 is also another example of this diagram type, for the main Ordering phase of Fulfillment. It kicks-off with the Customer placing an order, and then tracks through Selling, Order handling, and the service and resource layer processes that actually configure the product instance. As the product instance is brought into service, there are external interactions with Billing (now, Billing & Revenue Management)) to set up charging for this.

However, even though interactions are labeled in these diagrams, sequencing and dependencies in the flow are still not explicit. For this, we need to generate another kind of diagram.
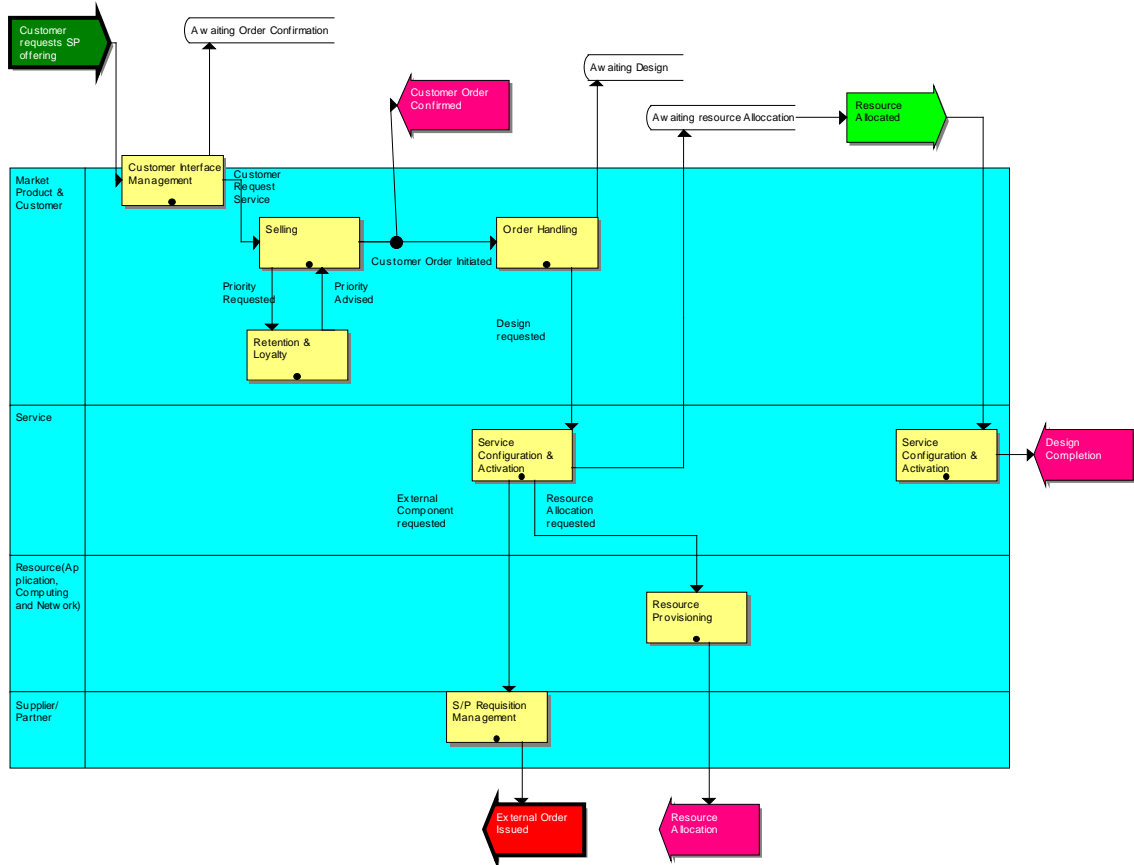
Figure 12: Process Dynamics Flow Diagram for DSL Fulfillment (Ordering)

Figure 12 represents a process dynamics flow diagram, showing the process dynamics explicitly. Each process typically appears several times, on each occasion providing a specific step in the process flow sequence. As there is therefore typically different functionality employed on each appearance, this diagram can provide insight into the decomposition of the Level 2 process into Level 3 processes. It shows equivalent information to the Ordering process interaction diagram of Figure 11, but is more technically complete and is a better basis for further design.

Developing process flows in this way is a valuable source of insight and additional detail to validate process decompositions, and to address specific areas of business priority for Business Process Framework application.

4. Why use the Business Process Framework?

The Framework makes available a standard structure, terminology and classification scheme for describing business processes and their constituent building blocks

The Framework supplies a foundation for applying enterprise-wide discipline to the development of business processes

The Framework provides a basis for understanding and managing portfolios of IT applications in terms of business process requirements

The Framework enables creation of consistent and high-quality end-to-end process flows, with opportunities for cost and performance improvement, and for re-use of existing processes and systems

The Framework use across the industry will increase the likelihood that off-the-shelf applications will be readily integrated into the enterprise, at a lower cost than custom-built applications

5. When can the Business Process Framework help?

The Business Process Framework can be used as a tool for analyzing your organization's existing processes and for developing new processes. Different processes delivering the same business functionality can be identified, duplication eliminated, gaps revealed, new process design speeded up, and variance reduced. Using the Business Process Framework, you can assess the value, cost and performance of individual processes within your organization.

You can facilitate your relationships with suppliers and partners by identifying and categorizing the processes you use in interactions with them. In a similar manner, you can identify the all-important customer relationship processes and evaluate whether they are functioning as required to meet your customers' expectations.

6. Who is using the Business Process Framework?

A natural question that arises is to be aware of where the Business Process Framework is being used in the industry and how it is benefiting those involved. This is a difficult issue to address due to commercial confidentiality and sensitivity on strategic information about company directions. However, a number of organizations have declared a position on this publicly, and the general interest and support for the Business Process Framework is now very high and so we would hope to see increasing public information available on this. The two main groups of Business Process Framework users are (1) Service Providers and (2) Vendors, System Integrators, etc. It is worth noting that there is private information on a much larger number of organizations applying the Business Process Framework in their businesses, and a much larger number again of organizations that are using the Business Process Framework but who have not yet made contact with TM Forum about this (and which are therefore discovered by chance).

A vital source of insight on users and projects linked with the TM Forum work, is the extensive series of case Studies (now more than 200) setting out how individual companies have applied the work. Many of these relate to the Business Process Framework (often using the "eTOM" label) and these can be viewed at:

http://www.tmforum.org/CaseStudies

Another important source is the presentations made at conference events such as Management World (see http://www.tmforum.org/Conferences)

Another aspect of Business Process Framework usage is through other industry bodies that are operating in, or have influence on, the area. For example, the Business Process Framework has been endorsed by ITU-T. This represents a major achievement and establishes the Business Process Framework (eTOM), which has grown already to become a *de facto* standard, as a formal standard Recommendation (identified as M.3050) through ITU-T with its mandate under the United Nations.

7. Some Ideas on Using the Business Process Framework

Service Providers

1. Assign your technical personnel to review the Business Process Framework and Model, and to present recommendations on it for your enterprise (see www.tmforum.org for download advice).

2. Encourage your vendors to understand the Business Process Framework, and. to describe their software applications in relation to the Business Process Framework.

3. If you want your company's view incorporated in future versions of the Business Process Framework, send a representative to participate actively in its ongoing development.

Vendors

1. Provide materials on your software products for customers using the Business Process Framework structure and concepts.

2. Assist your customers' understanding of your software products by explaining your software products in relation to the Business Process Framework.

3. Use the Business Process Framework as a guide to help generate product gap analysis, market analysis, competitive analysis, etc.

4. Establish and build partnerships to produce more complete solutions for service providers.

5. To ensure the Business Process Framework accurately reflects how the telecom business operates, send a representative to participate in its ongoing development.

Note: Vendors, System Integrators and related companies are generally comprised of common roles. The common roles are shown below with a brief description of each role. These common roles are not prescriptive. Rather, they are provided to illustrate the breadth of the Business Process Framework impact on vendor and system integrator organizational roles.

- Senior Management:
    - Mission & strategy

- Business:
    - Customer, market needs & issues
    - Portfolio generation & management
    - Value proposition
    - Business case development
    - Partnerships

- Marketing:
    - Market & competitive analysis

- o Branding, advertising, promotions, etc.
- o Public relations

- Sales:
  - o RFQs, RFIs, RFPs, contracts, etc.

- Finance :
  - o Revenue & cost forecasting
  - o Order to cash, billing, etc.

- Systems Engineering:
  - o Research and Design
  - o System design: architecture, interfaces, etc.
  - o Technology, etc. roadmaps

- Development Engineering:
  - o Hardware, software, services products and solutions

- Test:
  - o System, product, field, compliance, "X-ility" (Availability, Operability, …), etc. testing & certification

- Manufacturing:
  - o Supply chain (in)
  - o Warranty, etc.

- Deployment:
  - o Supply chain (out)
  - o Delivery & installation
  - o Acceptance test
  - o Field trials, Field problem resolution, MOL

Bringing the Business Process Framework into your Business – Some hints and Suggestions

To begin to evaluate and use the Business Process Framework for your own business, it is essential that the ground is prepared so that the goals are clear and it is possible to assess the impact of this.

As a first step, it is important to gain internal commitment to the introduction of the Business Process Framework, since the sort of business process analysis, and possible changes that will result, need buy-in and active participation from those affected. From experience, a vital element in success is to obtain senior management recognition and support.

It is also critical to identify and assess the area where the Business Process Framework may bring benefit , and to define success criteria for any trial or application of the Business Process Framework, so that results can be used to build confidence and then to justify further work.

In using the Business Process Framework, it is important to recognize that it provides a ready-made generic business process framework, which may need adjustment for your business., and that it is progressively being further developed to lower-level detail.

So, the Business Process Framework can be used directly:

> - to assist your business partitioning (Business Process Framework process groupings and definitions to define roles and responsibilities within your organization)
> - to seek supply of system and solutions from vendors that identify which processes within the Business Process Framework are being automated, so as to:
> - brings economies of scale across industry
> - accelerates availability of products
> - allows customization and extension

In addition, the Business Process Framework can be adapted and extended to accommodate specific needs in your own area:

> - use Business Process Framework as baseline
> - define additional detail and modifications in areas specific to your business
> - extend the Business Process Framework for use within your company
> - influence ongoing Business Process Framework development through direct participation
>   - o share ideas and gain insight
>   - o ensure the Business Process Framework evolves in line with your needs
>   - o maximize the relevance of industry products

In extending and customizing the Business Process Framework, a number of strategies can be used:

Bottom-up

> - Start with your enterprise existing Business Processes definitions
> - Map existing Business Process flows back to the Business Process Framework
> - Construct your own decomposition of the Business Process Framework published Business Processes

Top down

> - Decompose the Business Process Framework processes into component processes, to expose more detail
> - Define process flows, to link processes together
> - Combine decompositions and flows, to describe fully the behavior of each process area

Continue (as required) to lower levels of detail

The approach used can be adjusted as convenient in each case. Experience shows there is value in firming up agreement at a given level of decomposition and analysis, before proceeding to develop fully the next level of detail (of course, it may be helpful to "look ahead" a little to ensure that the current level of detail is resilient).

An important message is:

Stop when you wish!

You have reached an end-point when you have sufficient detail to use within your business, or when you consider the added value gained of developing further detail is not in proportion of the extra work needed.

8. Administrative Appendix

8.1 Acknowledgements

This release of the Business Process Framework is the result of the combined efforts of a large group of individuals from companies all over the world. Most noteworthy is the participation of numerous service providers. The knowledge and commitment in providing contributions and participating in discussions are greatly appreciated. Contributors over the program leading to previous Business Process Framework/eTOM releases were acknowledged in those documents

The team looks forward to continued input and involvement for ongoing work on the Business Process Framework. Thank you for making this the acknowledged, best framework for Telecom and Information Services business processes.

See main document (GB921 Concepts and Principles) for other acknowledgements.

8.2 Document History

8.2.1   Version History

Version Number	Date Modified	Modified by:	Description of changes
eTOM Addendum P NGOSS Version 4.5	05/04		Launch of this Addendum, packaged as GB921P for this release. Provides an introduction to eTOM and can be used as a primer for the rest of the GB921 documents
Version 4.6	11/04		Minor updates prior to Member Evaluation.
Version 4.7	06/09		Minor updates to reflect TM Forum Approved status
Version 4.8	Jan 2010	Mike Kelly (with some updates by Ken	Small terminology changes to use

		Dilbeck)	"Business Process Framework" and to update diagrams; incorporation of member review comments
Version 4.9	March 2010	Alicja Kawecki	Minor cosmetic corrections for web posting
Version 4.10	April 2011	Alicja Kawecki	Updated to reflect TM Forum Approved status

8.2.2 Release History

Release Number	Date Modified	Modified by:	Description of changes
8.1	Jan 2010	Mike Kelly (with some updates by Ken Dilbeck)	Small terminology changes to use "Business Process Framework" and to update diagrams; incorporation of member review comments