

TM Forum
Portfolio and Product Management
Reference Guide: Cable BI Lessons Learned
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Executive Overview

The Cable Initiative Business Intelligence work group recently completed a project related to standard Cable Key Performance Indicators. During this project, we mapped and detailed 50 KPIs that are (or should be, in the opinion of our group members) critically important to any Cable Operator.

This project spanned 5 months, included involvement of over 25 members, including 6 major MSOs from American and Europe. We had dozens of conference calls, as well as face to face meetings in Dublin, Amsterdam, and Baltimore.

During this time, we documented several important lessons learned which are listed here.



Lessons Learned

1. Finding a single place in eTOM for our KPIs was challenging. Depending on the aspect of the KPI, further decomposition is required before connecting the KPI with a specific eTOM process in L2 or below. For instance, work order accuracy could be mapped to order handling or problem handling. If the subscriber is calling to place a new order and the install order is not accurate, that would map to (new) order handling. If the subscriber is calling to place a trouble call and that trouble call is not entered accurately, then that would map to problem handling.
2. Discussions of 'consequences' of poor performance on any given KPI made the team uncomfortable. We all felt that consistent high performance should be rewarded, and consistent poor performance should be discouraged. We all felt that this data collection point should be kept in the guide and be considered when creating/updating KPIs. However, presenting any detail in the final documentation was something the team chose to avoid.
3. The team believed that simply measuring is not enough, and any BI effort should be enhanced with detailed instructions of exactly what can be done to optimize performance on any given KPI. Thus we included the 'optimization techniques' data collector in the Guide, though we did not have the time to detail out these techniques.
4. Virtually all of the KPIs we discussed and approved require some further decomposition before it is possible to present the optimization discussed in number 3 above. This relates to the root causes underlying any given defect type of KPI. For instance, a repeat trouble call can be attributed to a variety of actors, like technician, call center, plant, equipment, etc.
5. Extending item 4 above, root cause must also be decomposed to understand whether a person, process, or tool is the most granular level of failure. Did a person perform a process incorrectly, is the process flawed in some way that makes its use subject to failure, or is there a tool involved in the process that is flawed?

Administrative Appendix

This Appendix provides additional background material about the TM Forum and this document. In general, sections may be included or omitted as desired, however a Document History must always be included.

About this document

This is a TM Forum Guidebook. The guidebook format is used when:

- The document lays out a 'core' part of TM Forum's approach to automating business processes. Such guidebooks would include the Telecom Operations Map and the Technology Integration Map, but not the detailed specifications that are developed in support of the approach.
- Information about TM Forum policy, or goals or programs is provided, such as the Strategic Plan or Operating Plan.
- Information about the marketplace is provided, as in the report on the size of the OSS market.

Document History

Version History

<This section records the changes between this and the previous document version as it is edited by the team concerned. Note: this is an incremental number which does not have to match the release number>

Version	Date Modified	Author	Comments
0.1		Paul Ousterhout/BATMANN	Draft
0.2	25 Oct 2011	Alicja Kawecki	Minor cosmetic and formatting corrections prior to web posting and Member Evaluation
0.3	11 May 2012	Alicja Kawecki	Updated to reflect TM Forum Approved status

Release History

<This section records the changes between this and the previous Official document release>

Release Number	Date Modified	Modified by:	Description of changes
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Jon Anderson, VP of Process Operations at Time Warner Cable, was our executive sponsor. Many thanks, Jon, for your guidance and support.

Paul Ousterhout, CTO at BATMANN Analytics, acted as Chair of the BI Workgroup.

The real stars of the team were the many MSO participants who engaged in the conference calls, travelled for meetings, and contributed their time and energy in a variety of ways.

This document was prepared by the members of the TM Forum Cable Business Intelligence team:

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