
Business Process Framework (eTOM)

For The Information and Communications Services Industry

Addendum F:
Process Flow Examples

Release 8.0

GB921 Addendum F

Version 7.6



July, 2008

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1. Preface - eTOM Business Process Framework

The eTOM Business Process Framework is a reference framework for categorizing all the business activities that a service provider will use. This is done through definition of each area of business activity, in the form of process components or Process Elements that can be decomposed to expose progressive detail. These process elements can then be positioned within a model to show organizational, functional and other relationships, and can be combined within process flows that trace activity paths through the business.

The eTOM can serve as the blueprint for standardizing and categorizing business activities (or process elements) that will help set direction and the starting point for development and integration of Business and Operations Support Systems (BSS and OSS respectively). An important additional application for eTOM is that it helps to support and guide work by TM Forum members and others to develop NGOSS solutions. For service providers, it provides a Telco industry-standard reference point, when considering internal process reengineering needs, partnerships, alliances, and general working agreements with other providers. For suppliers, the eTOM framework outlines potential boundaries of process solutions, and the required functions, inputs, and outputs that must be supported by process solutions.

The eTOM Business Process Framework has grown to include a number of components. The overall eTOM document set includes:

- A main document (GB921) that provides an overview of the eTOM Business Process Framework, from both Intra-Enterprise and Inter-Enterprise viewpoints, and describes the main structural elements and approach
- An Addendum (GB921D) describing the Service Provider enterprise processes and sub-processes in a form that is top down, customer-centric, and end-to-end focused. Process decompositions are provided for all processes from the highest conceptual view of the eTOM framework to the level of detail agreed for use by the industry.
- An Addendum (GB921F) describing selected process flows at several levels of view and detail that provides end-to-end insight into the application of eTOM.
- An Addendum (GB921B) describing the implications and impact of ebusiness for service providers and their business relationships, and how eTOM supports them, including a description of handling of business to business Interactions by eTOM. Associated with this is a separate Application Note (GB921C) describing a Business Operations Map for processes involved in business to business interaction
- An Addendum (GB921P), not included at time of release in the GB921 v4.0 document set, providing an “eTOM Primer” to assist new users of eTOM
- A separate Application Note (GB921T), not included at time of release in the GB921 v4.0 document set, that shows how eTOM processes relate to the functional view provided by the ITU-T M.3400 Recommendation (this work was developed in conjunction with ITU-T within the joint Telecom Management Collaboration Focus Group)
- A separate Application Note (GB921V) that shows how eTOM can be used to model the ITIL processes

Note:

Addenda are adjuncts to the main document that are presented separately, to avoid a single document becoming cumbersome due to its size.

Annexes and Appendices both allow material to be removed from a document body, so that the reader is not distracted from the document flow by too much detail. However, these have different statuses within a document: Annexes have equivalent status to the material within the body of the document, i.e. an Annex represents a formal agreement and requirements for the users of the document. Appendices contain material included for information or general guidance. Also, Addenda have the same status as Annexes.

Thus, a document body, together with its Annexes and Addenda (and their Annexes, if any), represents the normative material presented, while any Appendices in the main document or its Addenda represent non-normative material, included for information only.

In addition, Application Notes are a specific document type, used to provide insight into how a specification or other agreed artifact is used in a particular context or area of application. They are non-normative as they provide information and guidance only within the area concerned.

2. Introduction

This document stands as an Addendum to GB921 Version 8.0. It provides additional insight into the eTOM framework and its application through the description of some example business scenarios, or applications, in which the eTOM framework is applied, and shows process flows and related information that demonstrate how the eTOM processes interact in these situations. It should be read in conjunction with the main GB921 document and other Addenda (see GB921 for details).

A number of example scenarios are described in this document. These can be considered as "Use Cases", if this terminology assists, with a business, rather than an implementation, perspective since the eTOM framework and these scenarios seek to define the business requirements rather than a particular solution that addresses these requirements. Nevertheless, since these scenarios are examples, certain assumptions have been made about the nature of the business problem concerned, and it should be stressed that these assumptions do not imply that the eTOM framework can only be applied in the context described. Instead, these are intended to provide insight for the cases considered, but many other scenarios and examples can be addressed, and it is hoped that as the work on the eTOM framework progresses, a growing library can be assembled on these.

It should be emphasized that the example scenarios shown here are not to be viewed as normative in the sense that the recommendations embodied in the main eTOM document are normative – these scenarios are examples to illustrate how to apply the eTOM framework.

The value of information is confirmed when it is put to use. The eTOM framework has many possible applications, but the most obvious way to use a framework of Process Elements is to use it to guide the design of actual Process Flows that deliver value for the Enterprise.

To appreciate this, it is important here to differentiate between Process Flows and Process Elements, especially from the point of view of how they relate to standardizing processes.

The **Process Elements** in the eTOM framework are intended as an exhaustive list, i.e. an enterprise uses only the eTOM process elements when categorizing business activities within process implementations. Should an exception arise where some activity is identified as not being supported by (i.e. able to fit within) any existing process element, then a new process element would be created and added to the eTOM framework in order to maintain its role as a comprehensive process framework.

The **Process Flows** represent the way that the business activities (in the form of the process elements) can work together to satisfy a particular need. An exhaustive list of process flows will never be completed because needs are continually changing, but this is not an issue as the individual scenarios, and the process flows developed around them, provide insight that contributes to an enhanced understanding of how the eTOM framework can be used. What is important for an enterprise that is trying to improve its efficiency by re-using its process and IT capabilities, is that it must ensure that process flows are built using business activities that are categorized using only the eTOM process elements.

The example scenarios described in this Addendum make use of a tried and proven method intended to ensure that process flows can be built using the eTOM process elements in order to address the actual business needs identified in each case.

For the scenarios included here, some description is included with each explaining the scenario concerned and its scope of application.

A number of diagrams have been developed to assist in fleshing-out these scenarios. The scenario on Fulfillment explains the use of these.

Many of the diagrams are produced with the aid of a process analysis tool, and some of the conventions involved may not be obvious. The flow diagrams are organized into "swim lanes" or horizontal tracks that follow the layers visible in the eTOM framework (e.g. CRM, SM&O, etc). This is done to assist readers by positioning processes in their familiar relative orientation as seen in the eTOM structure. Within each swim lane, individual processes are then shown with interactions that link the processes within and between the swim lanes. Note that these interactions are primarily concerned with event transitions, i.e. the interaction is labeled to identify the event that causes the transition from the originating to the destination process. This transition may imply transfer of information, but it is not the primary purpose of the labeling to highlight the information that may be involved. This reflects the reality that other mechanisms for information sharing (e.g. access to common databases) may be involved and are documented separately. Also, the binding of information with process has implementation implications and therefore needs to be done in recognition of potential implementation choices. Further work on these information aspects is underway in conjunction with other work and activities within TM Forum, and will be documented in due course.

Process flows are initiated and terminated in the diagrams by boxes that may be shown outside of the swim lane area. Arrowed boxes pointing right-wards indicate Events (initiating a flow), while arrowed boxes pointing left-wards indicate results (terminating a flow). As flow diagrams can become very extended, in some cases these have been broken into sub-flows for convenience. These can then be linked together via Events and Results, as indicated.

It should be noted that the example flows shown here have been created at various stages in the evolution of eTOM, and effort has not been available to rework all of these in line with later eTOM updates.

3. Service Delivery and other Flows

The flows in this section have been added as part of the Release 8.0 eTOM package.

They cover a range of topics, that all have flavors of what is often termed “service delivery” (although “product delivery” might be more appropriate).

Firstly, In conjunction with the Service Delivery Framework (SDF) activity within TM Forum, several process flows were developed as examples of how the existing eTOM process elements can support new situations emerging from this work.

This also led to interest in examining “horizontal” flows in eTOM, that show how the overall lifecycle of products, services, etc, can be modeled using process flows that span SIP and OPS.

Finally, some flows that look at particular cases around order handling are included.

3.1. SDF: New Product Delivery

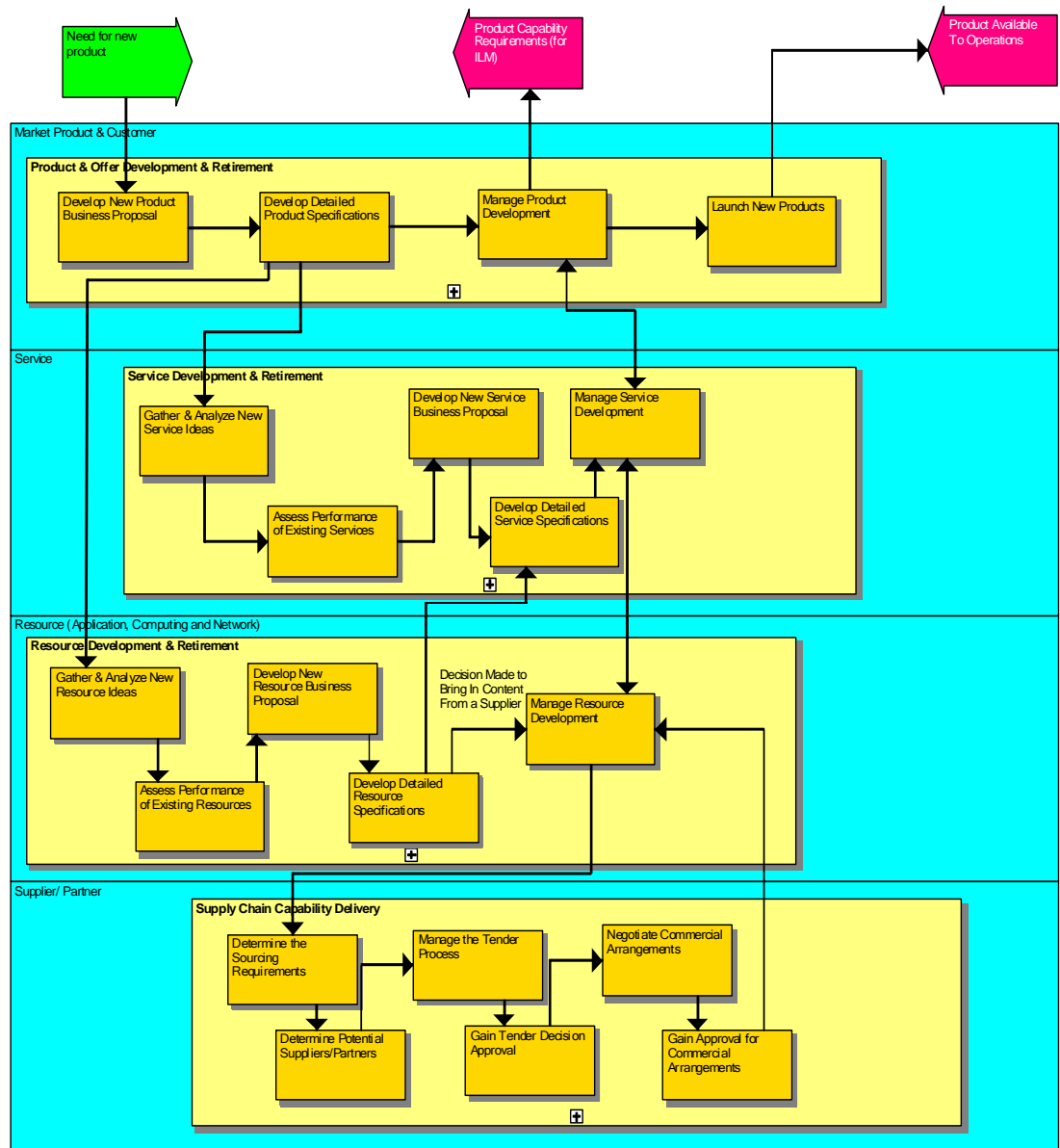


Figure 3.1: New Product Delivery Flow (for SDF)

This process flow shows how a new product is identified, defined and delivered in support of an SDF environment.

3.2. SDF: Populate Content Library

Another scenario identified by the SDF work concerns content-based services, and the creation of a content library.

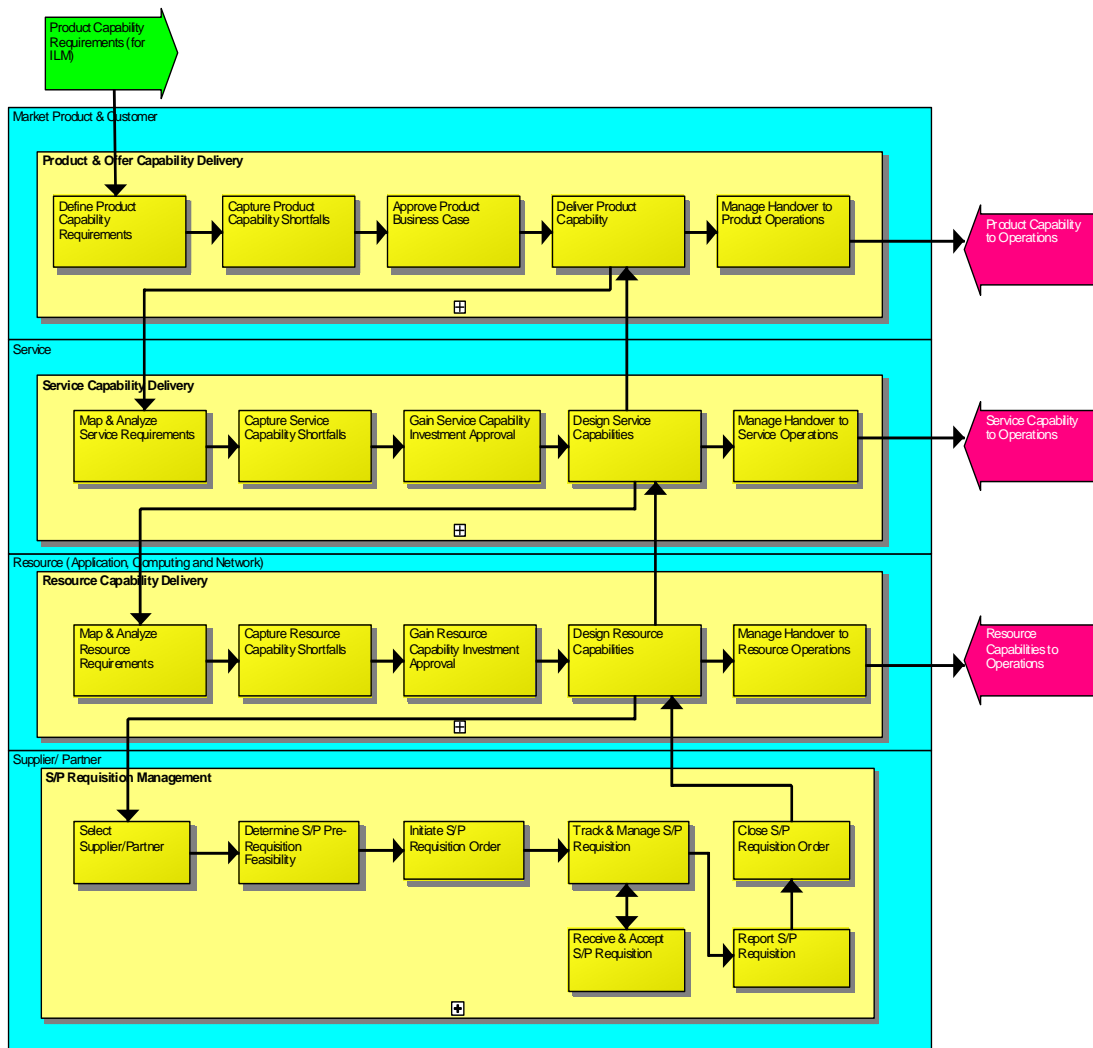


Figure 3.2: Populate Content Library Flow (for SDF)

3.3. New Product & Offer Development Flow

The previous flows looked at scenarios identified through the SDF work. A similar kind of analysis can be applied for “horizontal” flows that address how the SIP area of eTOM can be used to deliver products and services into use within OPS.

This process flows looks at the general issue of developing new products and bringing these into use.

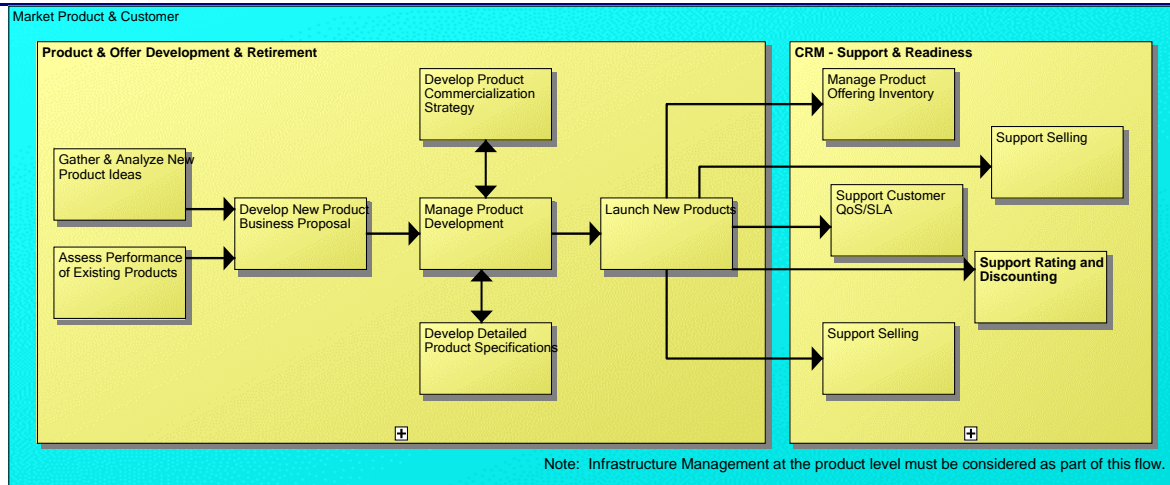


Figure 3.3: New Product & Offer Development Flow

3.4. New Resource Development Flow

In a similar fashion to the product example above, a “resource layer” flow can be developed.

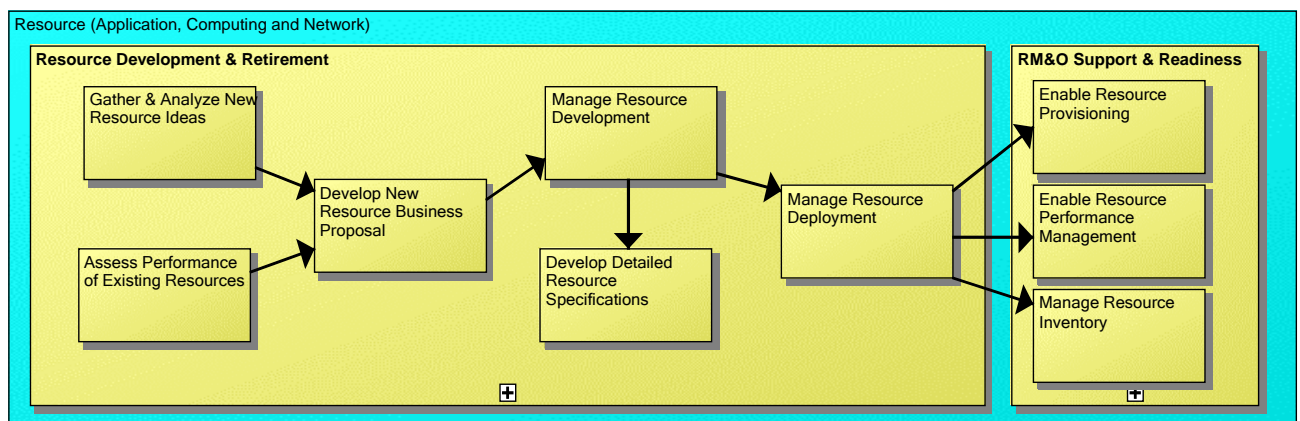


Figure 3.4: New Resource Development Flow

3.5. Plan and Build Flow

In the Infrastructure area, this is an example of a Plan and Build flow, that shows how infrastructure is readied for use in Operations.

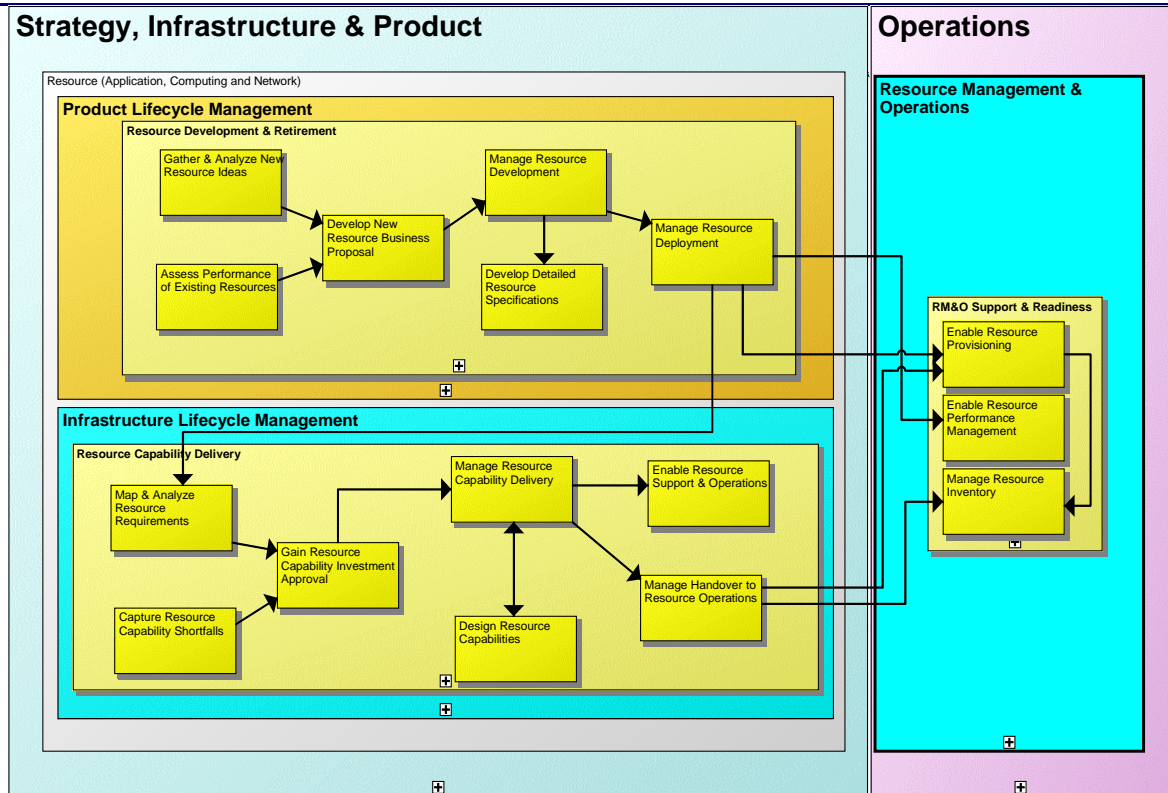


Figure 3.5: Plan and Build Flow

3.6. Order Handling: End-End Fulfillment flows

We can look at how flows might be applied in individual organizations. The next two flows show examples around Order Handling; for a Customer Order and for Quadruple Play, that an individual company might use.

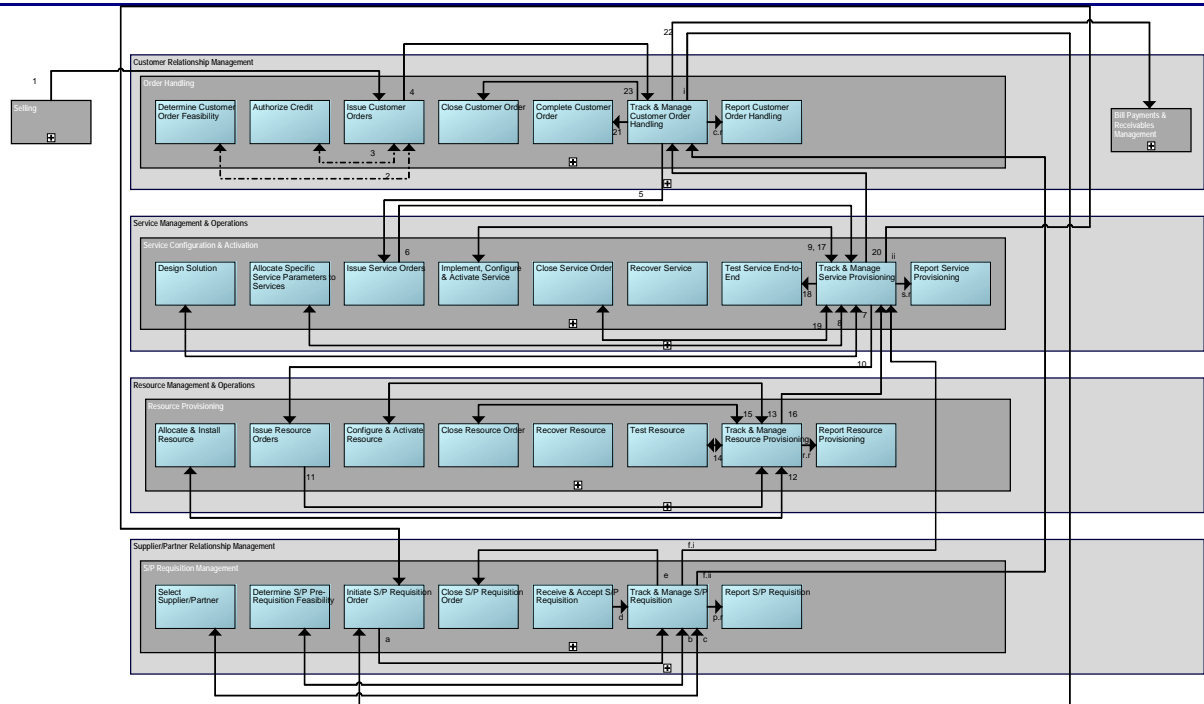


Figure 3.6: Order Handling - Customer Order Flow

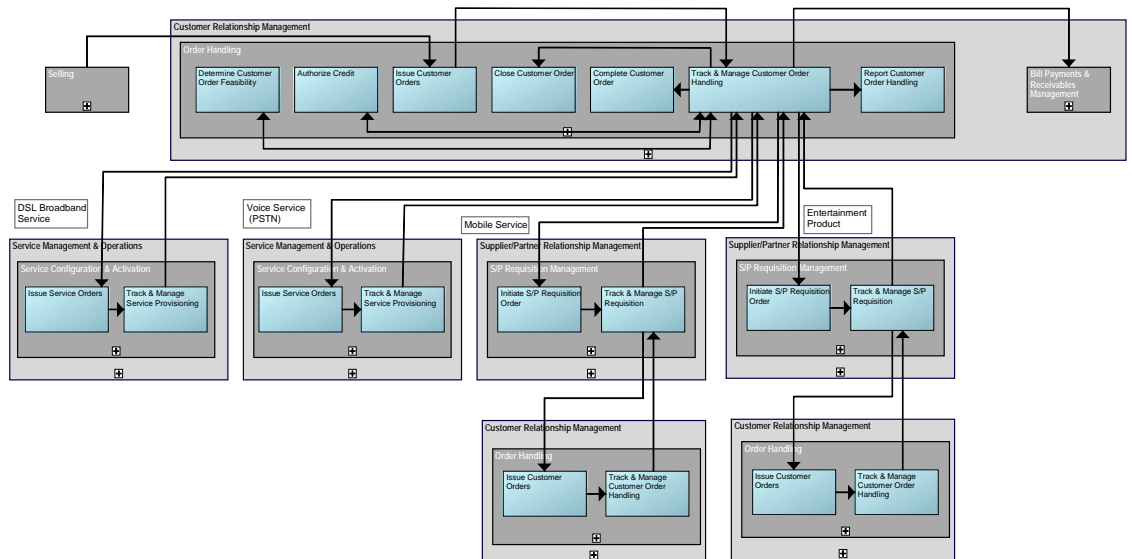


Figure 3.7: Order Handling - Sample Quadruple Play Flow

4. Billing-Related Flows: Prepaid Billing

4.1. Context

A customer is using his prepaid mobile device to make a voice phone call that does not involve roaming.

During this call, events are being generated by network equipment. Those events are sent to a real time system that will identify the customer account, check the balance, authorize (or not) the call and decrease the balance accordingly.

Note: The scenario described below only focus on the billing aspects of a larger scenario that would be the “setting and rating of prepaid voice call”. The network aspects are not discussed here.

Scenario 1: “Authorization Request/Balance reservation” (enough balance) description

The end user places a call using a prepaid account. Events being generated are authorization request for the call with balance reservation. There is enough balance for the duration implied by the reservation request.

The flow below (see Figure 4.1) is repeated for the duration of the call.

Pre Conditions

The end user uses a prepaid account

The end user places a voice call

There is a sufficient balance for the duration of the call implied by the reservation request

Post Conditions

There is a balance reservation

The end user is still talking on his voice call

Process Flow (eTOM Level 3 processes)

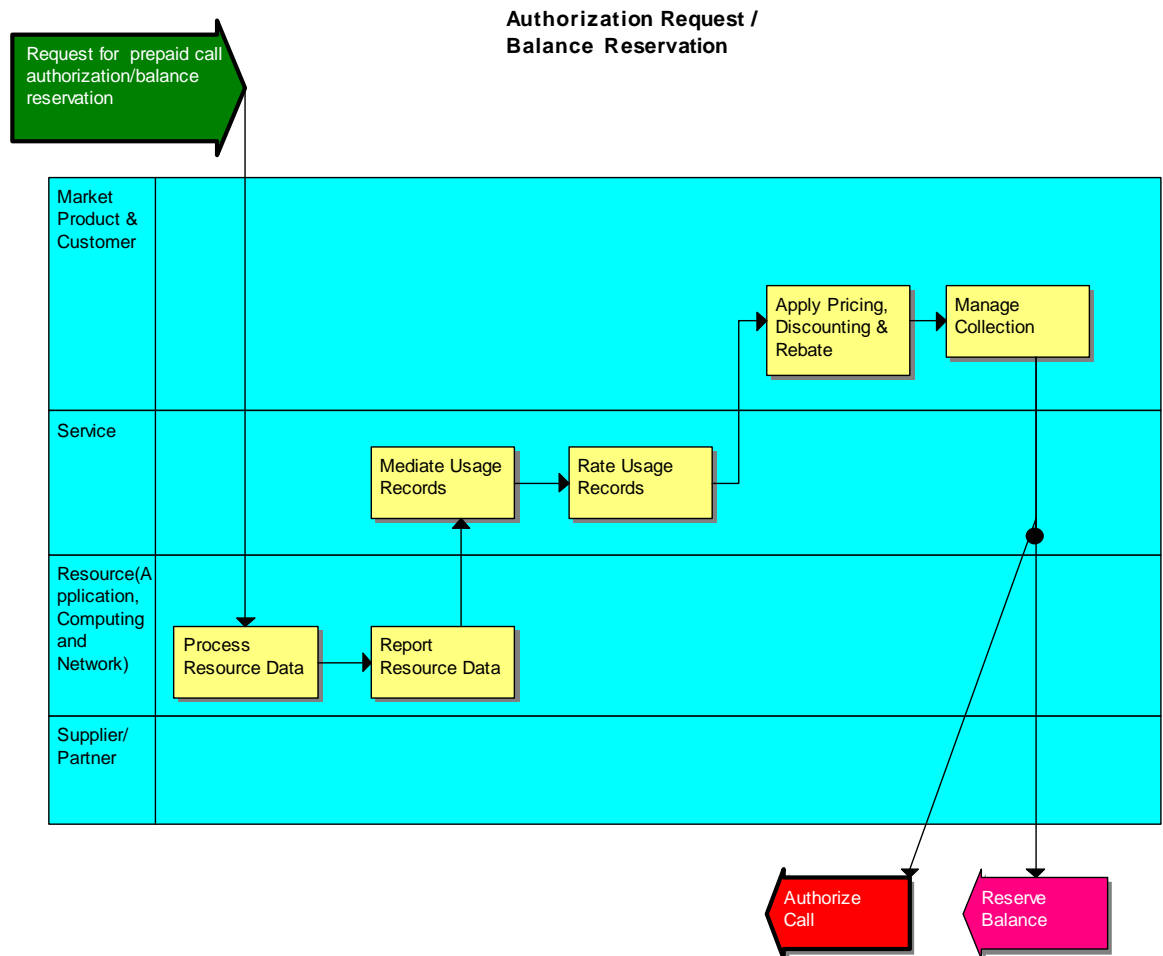


Figure 4.1: Billing flow prepaid: Authorization request /balance reservation (enough balance)

Scenario 1a: “Authorization Request/Balance reservation” (not enough balance) description

The end user places a call using a prepaid account, or the end user has placed a call already. Events being generated are authorization request for the call with balance reservation. The balance of the prepaid account has reached zero or a negative value, therefore the call cannot be authorized anymore. A non authorization event will be generated.

Pre Conditions

The end user has a prepaid account

The end user places a voice call

There is no sufficient balance for the duration of the reservation requested (according to policy of the SP).

Post Conditions

The call was rated correctly

The balance has been decreased for the correct amount and reached 0 or less.

The call is cut because of a zero or negative balance

Process Flow (eTOM level 3 processes)

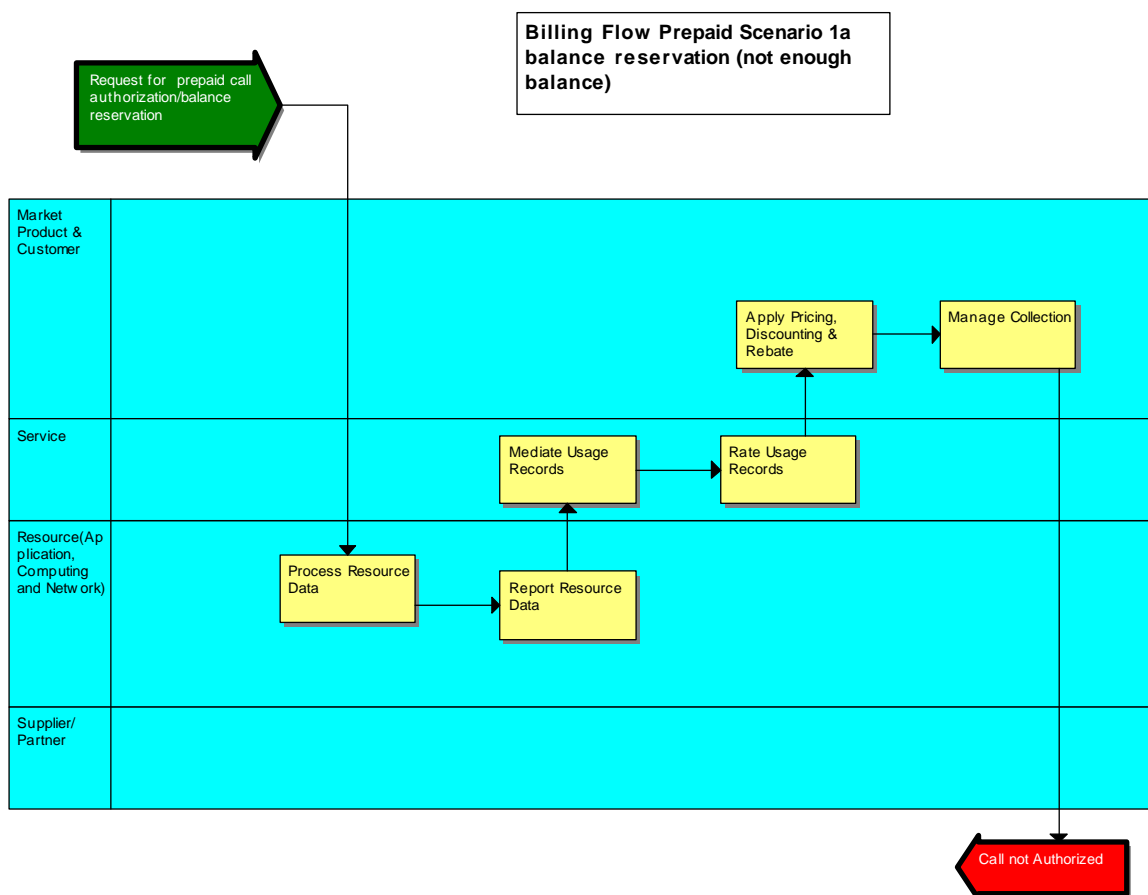


Figure 4.2: Billing flow Authorization Request/Balance reservation” (not enough balance)

Scenario 2: “Debit Request” description

The end user is finishing a call using a prepaid account. A debit request events was generated for charging the call, i.e; decreasing the balance. (see Figure 4.3). Balance has been previously reserved, the call is rated correctly and the balance is decreased, the reservation is released. There is enough balance for the duration of the call.

Pre Conditions

- The end user uses a prepaid account
- The end user has ended a voice call
- There was sufficient balance for the duration of the call.

Post Conditions

- The call has terminated normally
- The call was rated correctly
- The balance has been decreased for the correct amount
- The balance reservation made for this call is released

Process Flow (eTOM Level 3 processes)

Debit Request

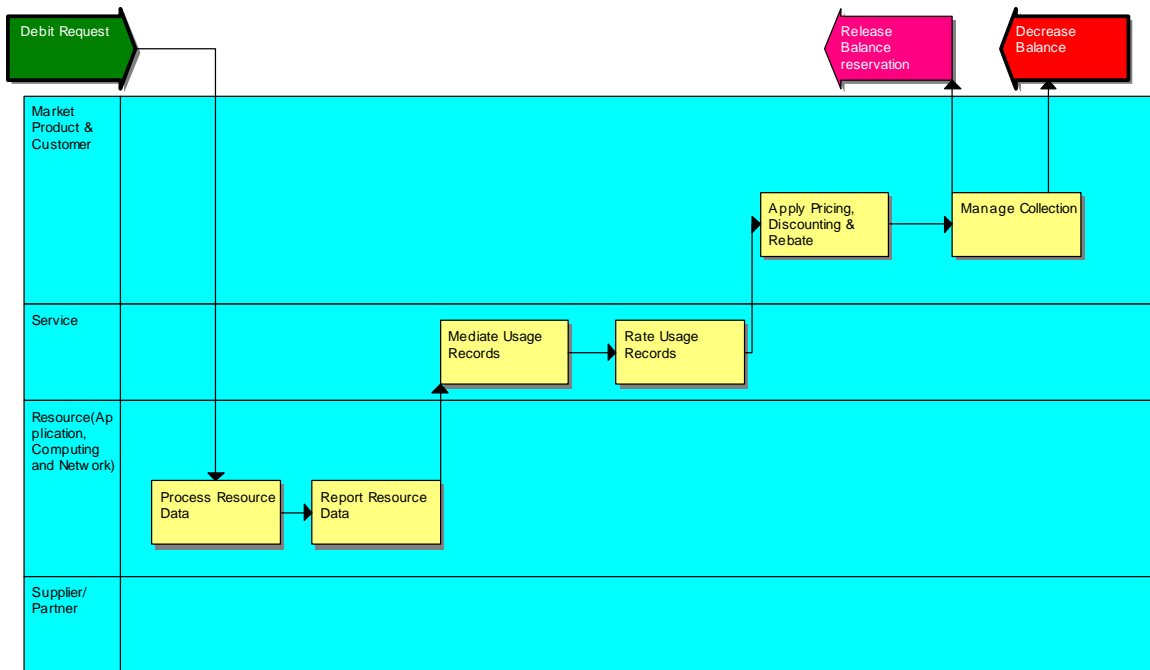


Figure 4.3: Billing flow prepaid: Debit request

5. Billing-Related Flows: Federated Billing

5.1. Context

The business relationship model of this scenario is that of a Mobile Portal Service Provider providing services to customers, some of which are provided by third party service providers. As a service aggregator, the Mobile Portal Service Provider undertakes order handling and subscription, customer care, QoS monitoring, and billing functionality associated not only with the services of the Mobile Portal Service Provider but also with the services from third party service providers that it offers via its portal. Customers can access their services wherever they are located as a subscription with the Mobile Portal Service Provider includes network access (see Figure 5.1). The customers have postpaid accounts and receive a regular, for example monthly, bill.

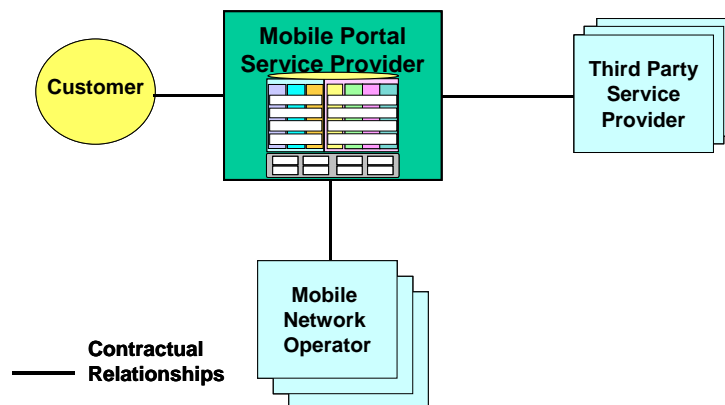


Figure 5.1 Business Relationship Context for Federated Billing

In order to bill customers for the services they use, the charging model for each of the services has to be known. If service usage is charged for, the usage data needs to be collected and processed so that the usage records can be used for rating and charging purposes. As the Mobile Portal Service Provider is the service provider issuing the individual bills to customers for their usage of all the services they are subscribed to, it requires charging data to be sent to it by the third party service providers and mobile network operators that can be aggregated into a single bill for each customer.

It is anticipated that further work will be done on the Federated Billing scenario to give it a more generic use. A new role of “Billing Aggregator” may need to be defined to cover the functionality currently contained in the Mobile Portal Service Provider and a clearer understanding of the relationship between the Billing Aggregator, the Service Content and Network Providers and the Customer established

5.1.1. Scenario description

The customer uses services that have been subscribed to. After the services have been used the required usage and charging data is sent from third party service providers / mobile network operators to the Mobile Portal Service Provider for incorporation into a single bill for the customer.

5.1.2. Pre Conditions

- The contracts between the Mobile Portal Service Provider and the third party service providers / network operators have been signed and are in place
- The customer has subscribed to services offered via the Mobile Portal Service Provider and has concluded an appropriate contract with the Mobile Portal Service Provider
- The customer has a postpaid account
- The customer uses the services subscribed to

5.1.3. Post Conditions

- There was normal operation of the services supplied and no SLA violation occurred
- Each service provider / network operator involved in providing a service rated the service usage correctly and provided the Mobile Portal Service Provider with the appropriate usage and charging data
- The Mobile Service Provider aggregated the external data with its internal usage and charging data
- The customer's account was updated by the correct amount for the service usage
- The billing information encompassing all the individual services used by the customer via the Mobile Portal Service Provider was provided to the customer for payment

5.1.4. Process Flow (eTOM Level 3 processes)

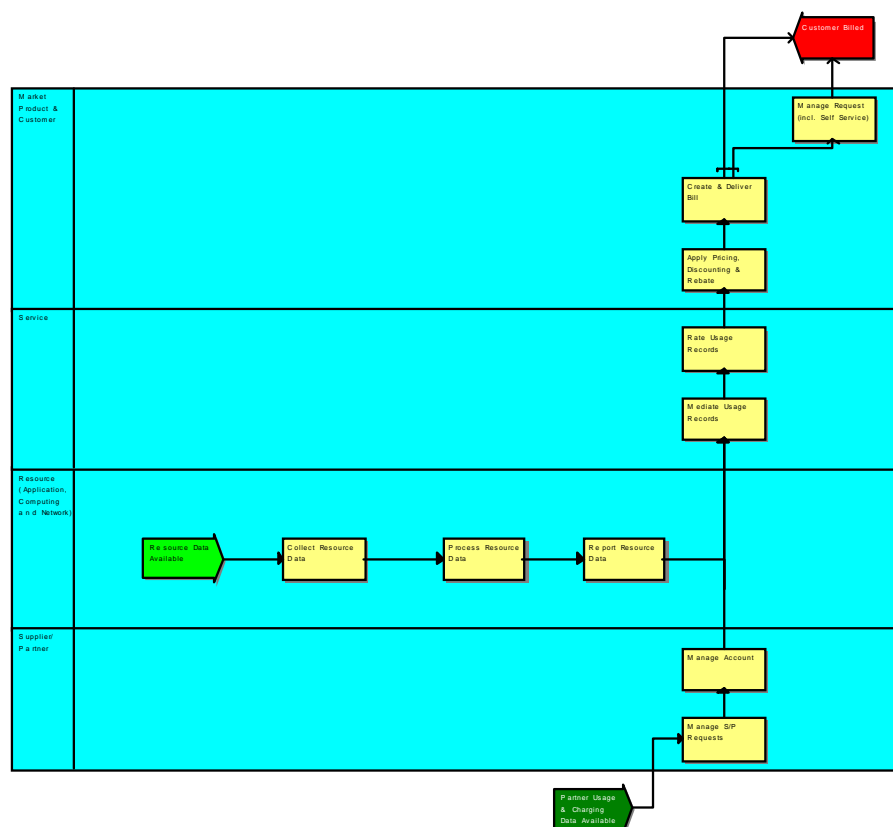


Figure 5.2 Federated Billing Flow

6. Billing-Related Flows: Advice of charge

6.1. Context

The end user, using a device (phone, mobile or fixed / PDA/ PC / etc), accesses a specific, value added product, ie. a product, which is not included in the customer's subscription, or which has different pricing rules from the norm. This product may carry dynamic charging. The customer will not buy this product until an indication of the cost of the product or a rate for the product has been presented to her/him.

6.1.1. Scenario description

The end user indicates an interest in buying a product, a charge or rate for this product is displayed to the customer. The end user is presented with this information, aka Advice of Charge (AoC) via a screen display, voice message, text message, etc. This may also involve presenting relevant (to that user) alternative charges.

Example.1: A video clip of a goal scored may be more expensive in the first ½ hour after the match is played and/or follow 'normal' time related charging rules, eg cheaper after 18.00 hours. The AoC would display the current cost of the video clip download, plus may display the reduced cost of the video clip if the user is prepared to wait until a later time. (NB. this is down to the business rules/policy of the company concerned).

Example.2: The download of a music CD may take 3 hours via a 500k Broadband line and cost \$5 for the video and nothing for transport (covered by normal flat rate subscription), or it may take 5 minutes to download via the 500 BB line temporarily boosted to 10M and cost \$5 for the video and \$3 for the extra temporary bandwidth. (NB. The charges displayed here would be decided by the company involved, but best practice would suggest both charges are displayed.)

6.1.2. Pre Conditions

The user must be using a valid/authorized device,

The end user must be a valid/authorized user of that network

The user must be permitted to buy that product (eg. End user of corporate intranet often have restrictions on value-add services)

The Network/Service Provider (which ever is responsible for the billing for this product) has dynamic access to the charging and rating rules for the specific service required

or*

The Network/Service Provider has dynamic access to the charging and rating rules for the specific service required plus the charging /discount rules for the individual end customer*.

* This will depend on whether the customer is a subscriber of the Network/Service Provider and/or whether that Network/Service Provider wishes to offer such an individualized AoC service.

6.1.3. Post Conditions

The customer is presented with the charge or rate that will be applied to that user if they buy this product, (and if applicable any alternative charging options), so the user can continue or otherwise with buying this product

There has been no change made to the customer's account records

No call records have been established

MIS data may have been recorded for that query – dependant on business /marketing policy of that Network/Service Provider.

6.1.4. Process Flow (eTOM Level 3 processes)

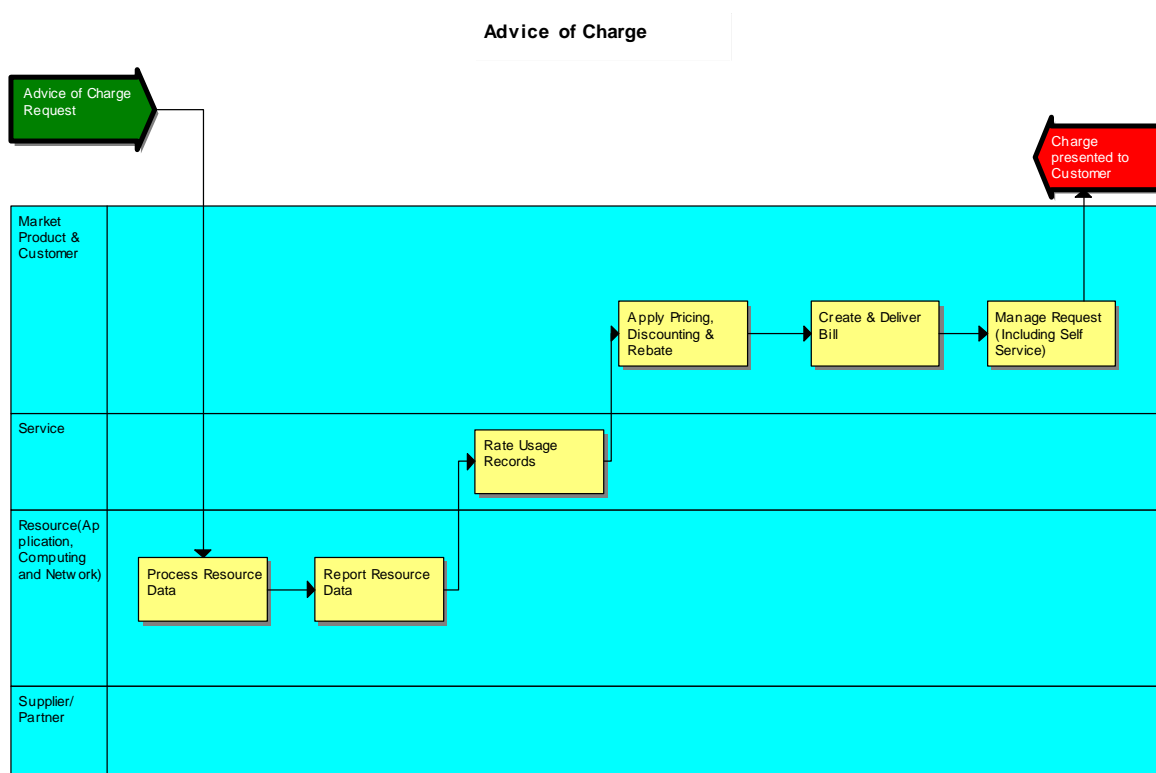


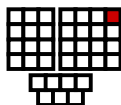
Figure 6.1 Level 3 Process Flow Advice of Charge

7. eTOM Level 3 Processes involved in Billing Flows

The following processes are used in the different scenarios described above. Their definitions will need adjustment to encompass these scenarios.

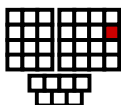
7.1. Manage Collection

Manage Collection needs to encompass balance management processes in its description (increase/decrease/:reserve and release reserved balance)



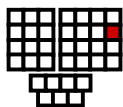
Process Name	Manage Collection
Process Identifier	1.B.1.8.5
Brief Description	Collect payments for service consumed by the customer and match to invoices if needed
Extended Description	The purpose of this process is to collect payments made by the customer. For prepaid customer this process will handle the customer balance management processes. Furthermore this process matches these payments with the services/invoices delivered to this customer. This process is also meant to manage the amount due from the customer, i.e. check whether the payments are made in time. If not so, this might result in putting the customer on hold.

7.2. Mediate Usage Records



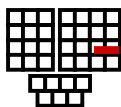
Process Name	Mediate Usage Records
Process Identifier	1.B.2.5.1
Brief Description	Validate, normalize, convert and correlate usage records collected from the resource layer
Extended Description	The purpose of the Mediate Usage Records processes is to validate, normalize, convert and correlate usage records collected from the resource layer. These processes also group usage records that relate to a specific service usage.

7.3. Rate Usage Records



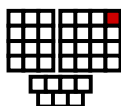
Process Name	Rate Usage Records
Process Identifier	1.B.2.5.2
Brief Description	Identify and apply tariffs and charging algorithms to specific parameters encapsulated in usage records
Extended Description	The purpose of the Rate Usage Records processes is to identify and apply tariffs and charging algorithms to specific parameters encapsulated in usage records in order to produce a charge that is then inserted in the usage record.

7.4. Process Resource Data (RM&O – AB)



Process Name	Process Resource Data
Process Identifier	1.AB.3.5.2
Brief Description	Process the raw data collected from the resources
Extended Description	<p>The Process Resource Data processes are responsible for processing the raw data collected from the resources. This includes the filtering of Resource Data based on well-defined criteria, as well as providing summaries of the Resource Data through aggregation.</p> <p>These processes are also responsible for formatting the Resource Data before distributing it to other processes within the enterprise</p>

7.5. Apply Pricing, Discounting & Rebate



Process Name	Apply Pricing, Discounting & Rebate
Process Identifier	1.B.1.8.2
Brief Description	Ensure that the customer receives an invoice that is reflective of all the billable events delivered by the Service Provider as per the business relationship between the customer and the Service Provider
Extended Description	<p>The purpose of this process is to ensure that the customer receives an invoice that is reflective of all the billable events delivered by the Service Provider as per the business relationship between the customer and the Service Provider. In addition, it ensures that the appropriate taxes, rebates (i.e. missed customer commitments) and credits are applied to the customer's invoice(s). This process contains the account and customer specific pricing, charges, discounting, credits and taxation for services delivered to the customer by the Service Provider. It accepts events that have been collected, translated, correlated, assembled, guided and service rated. It takes these events and determines the</p>

Business Process Framework (eTOM) – Process Flow Examples

	account or customer specific pricing, charges, discounts, and taxation that should be delivered to the invoice(s) for the customer. This process can occur in real-time as events are service rated, or can be on a scheduled on a periodic basis at the Service Provider's discretion.
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8. DSL Fulfillment process flows

8.1. DSL Fulfillment Assumptions

The Fulfillment process to be documented here is only one scenario out of many possible ways of delivering a Fulfillment process.

To scope a typical generic Fulfillment process, here are the assumptions used

- There is limited pre-provisioning of infrastructure to end users (perhaps more typical of HDSL than ADSL).
- Part of the resource needed will be provided internally and part externally using supplier-partner processes e.g. the ISP is the retailer and is buying the Local Loop from the incumbent carrier.
- At Level 2 only the dominant process flow is shown - exception cases (e.g. no resource available) may be detailed in Level 3 Flows.
- Multiple external suppliers will be considered for external supply of resources.
- The service has moderate complexity and after negotiations with the customer's purchasing staff are completed, the SP's technical contacts will interact with the customer's engineering staff.

8.2. DSL Fulfillment Process Interactions

The first step in documenting the end-to-end (E2E) flows is positioning the Fulfillment flows in their context within the overall eTOM model.

Figure 8.1 shows this context for Fulfillment. As would be expected, the majority of the high-level process linkages are within the Level 1 Fulfillment process grouping, but a number of significant interactions are identified outside of this vertical process area.

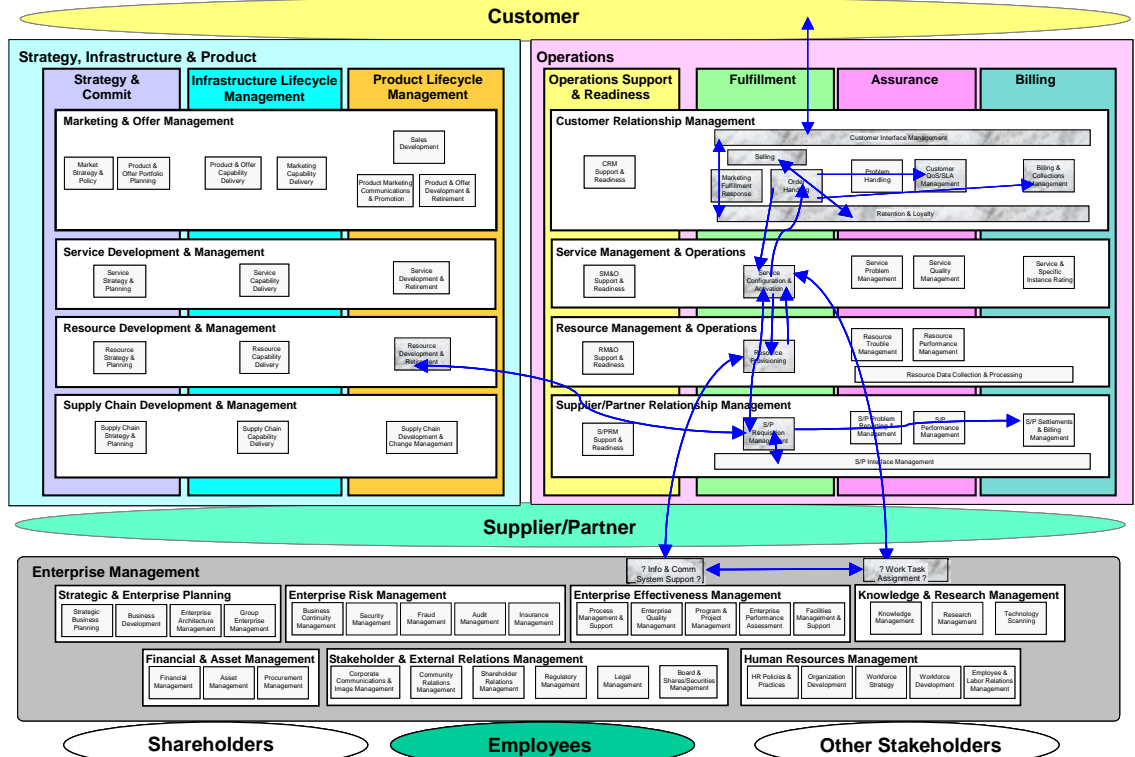


Figure 8.1: Fulfillment Process Interactions

8.3. DSL Fulfillment Process Flows

Further insight is developed through a more detailed illustration of the process interactions among the major Level 2 processes involved.

Flow diagrams for the DSL Fulfillment example are divided into three flows representing three phases within Fulfillment: pre-sales, ordering and post-ordering. This is shown in the three Level 2 Process Flow diagrams (Figures 8.2a, 8.3a and 8.4a) below.

Here the Level 2 processes are shown with relative positioning similar to that in the eTOM framework, to assist understanding and to make the diagrams more intuitive.

Start points for the Fulfillment process are shown, and the interconnecting arrows indicate events or information linking the Level 2 processes.

This view can be developed further to indicate sequencing, and to imply involvement by different Level 3 processes within the indicated Level 2 process, as shown in Process Dynamics diagrams (e.g. Figure 8.2b). Here, a given Level 2 process may be shown several times to allow the sequencing of its involvement in the flow to be more clearly seen. Typically, different functionality is involved at each point for a given Level 2 process, so this is a step towards identification of the specific Level 3 process or processes within the Level 2 process which will support the interactions.

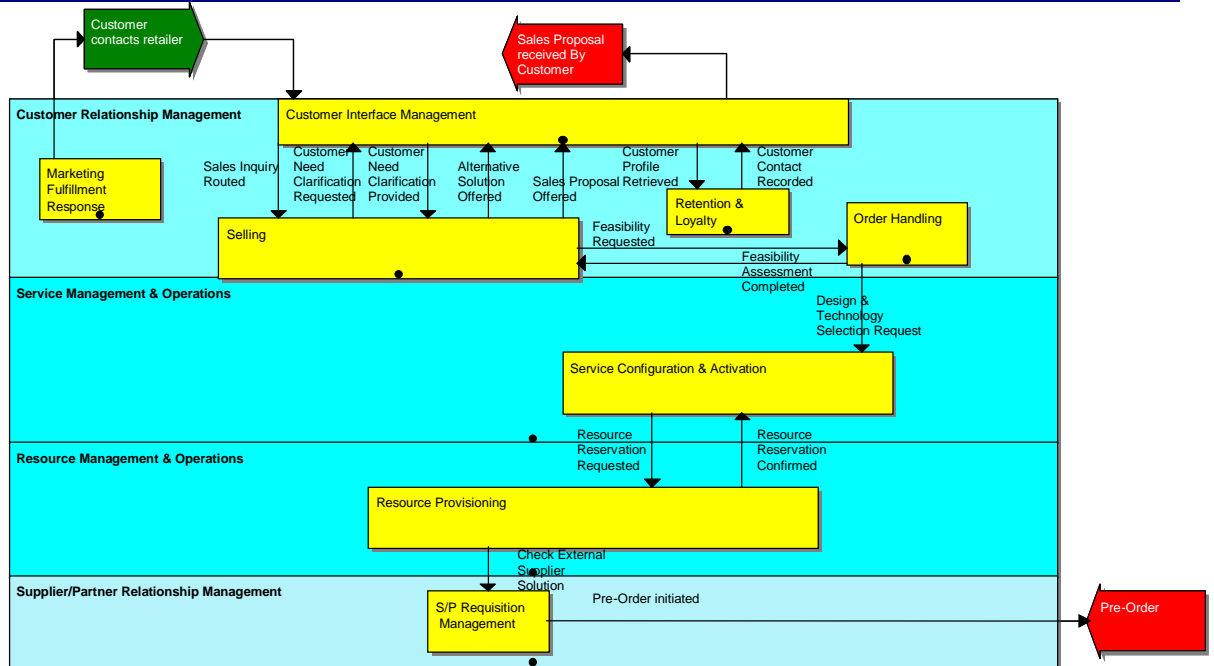


Figure 8.2a: Pre-Sales Level 2 Process Flow

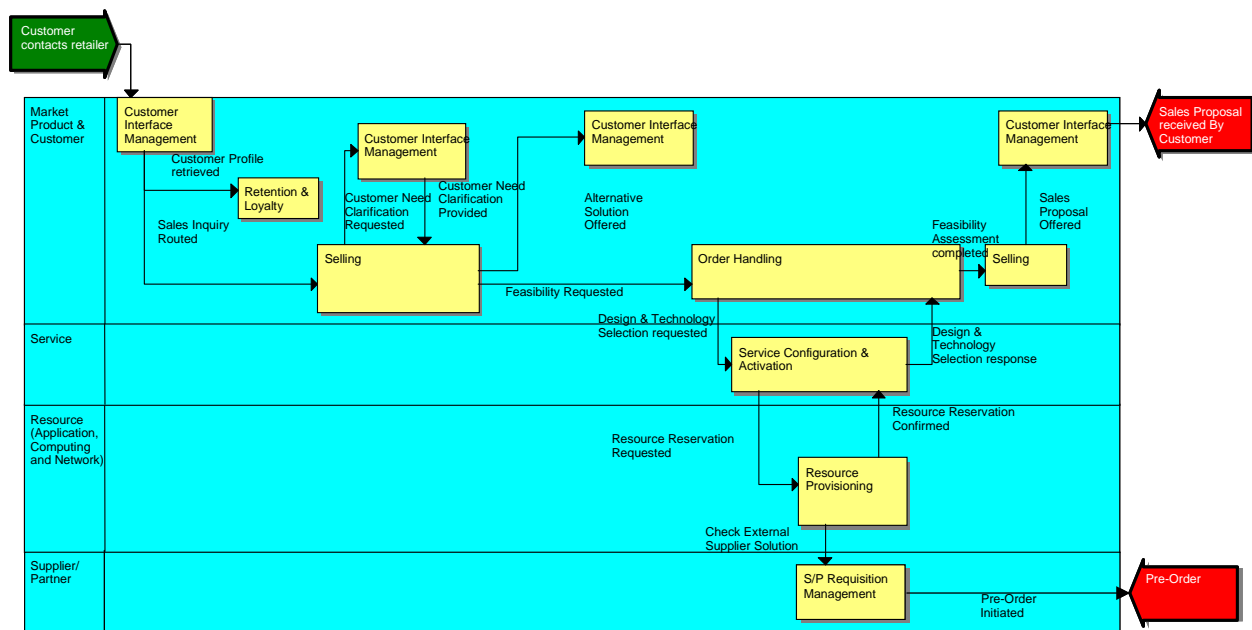


Figure 8.2b: Pre-Sales Process Dynamics Flow

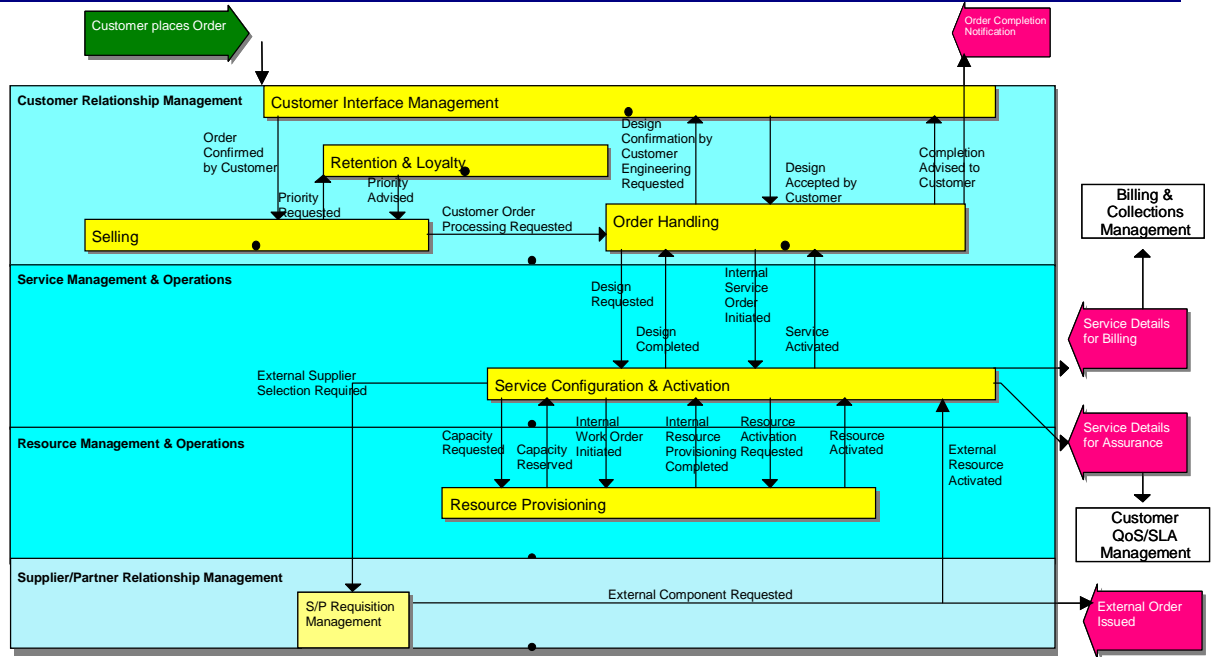


Figure 8.3a: Ordering Level 2 Process Flow

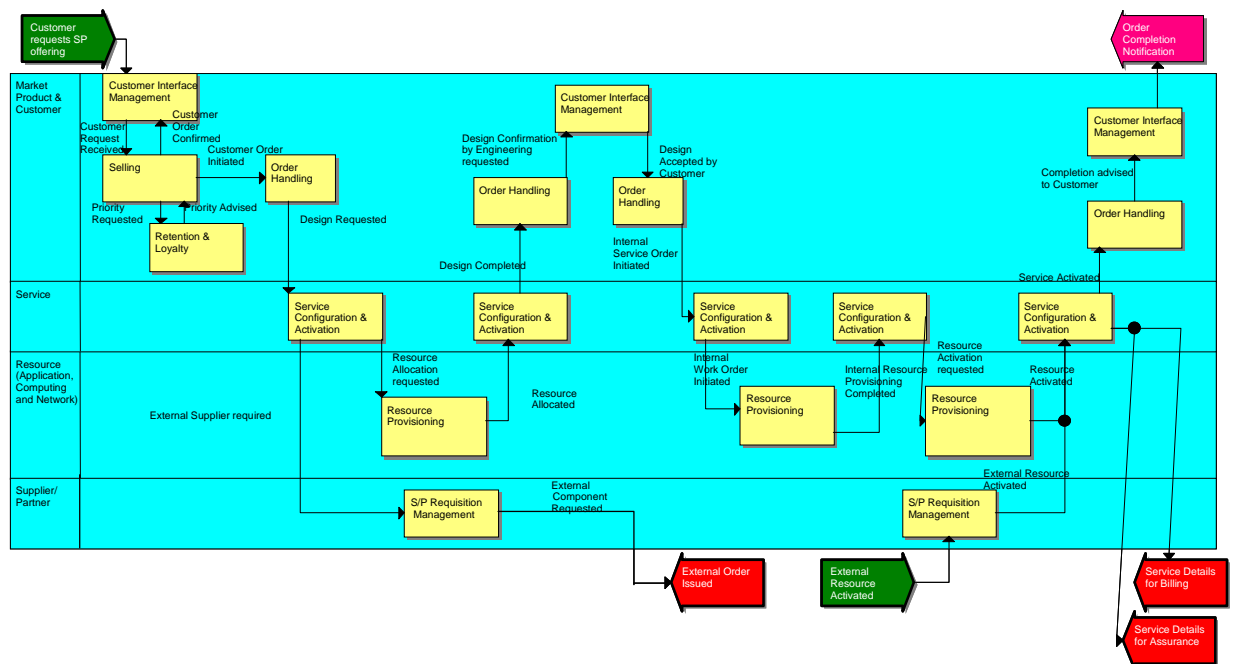


Figure 8.3b: Ordering Process Dynamics Flow

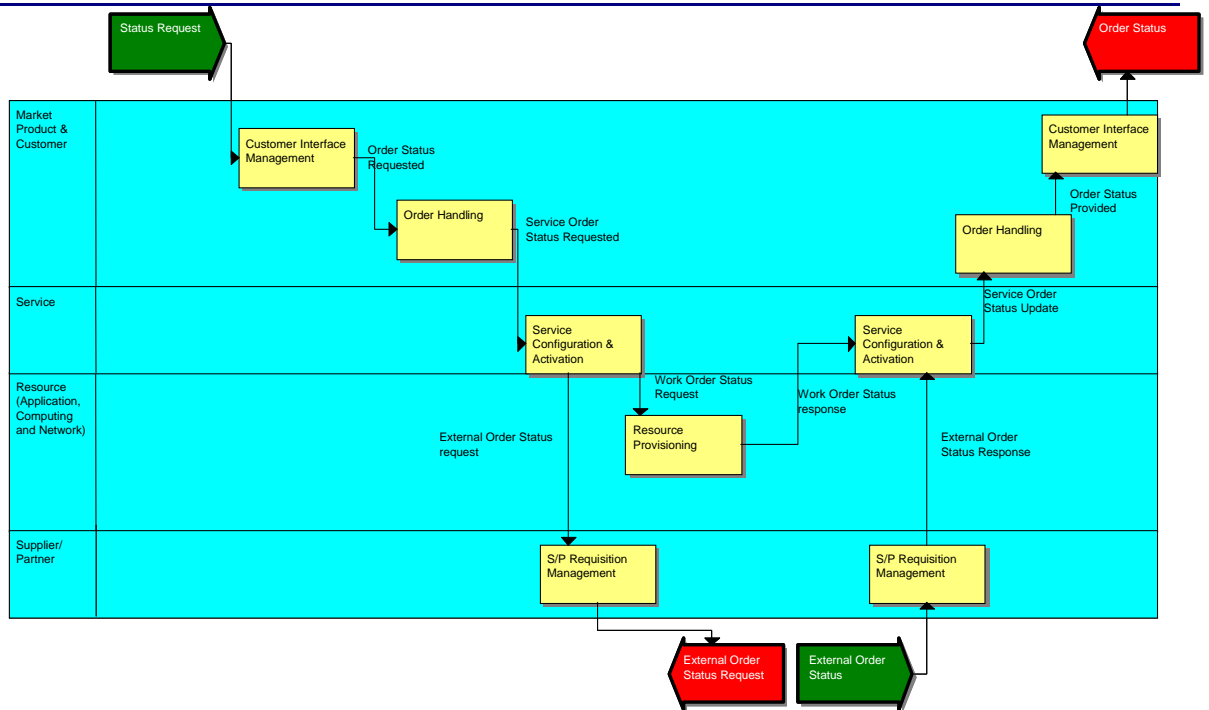


Figure 8.3c: Ordering Process Dynamics Flow: Status Updates

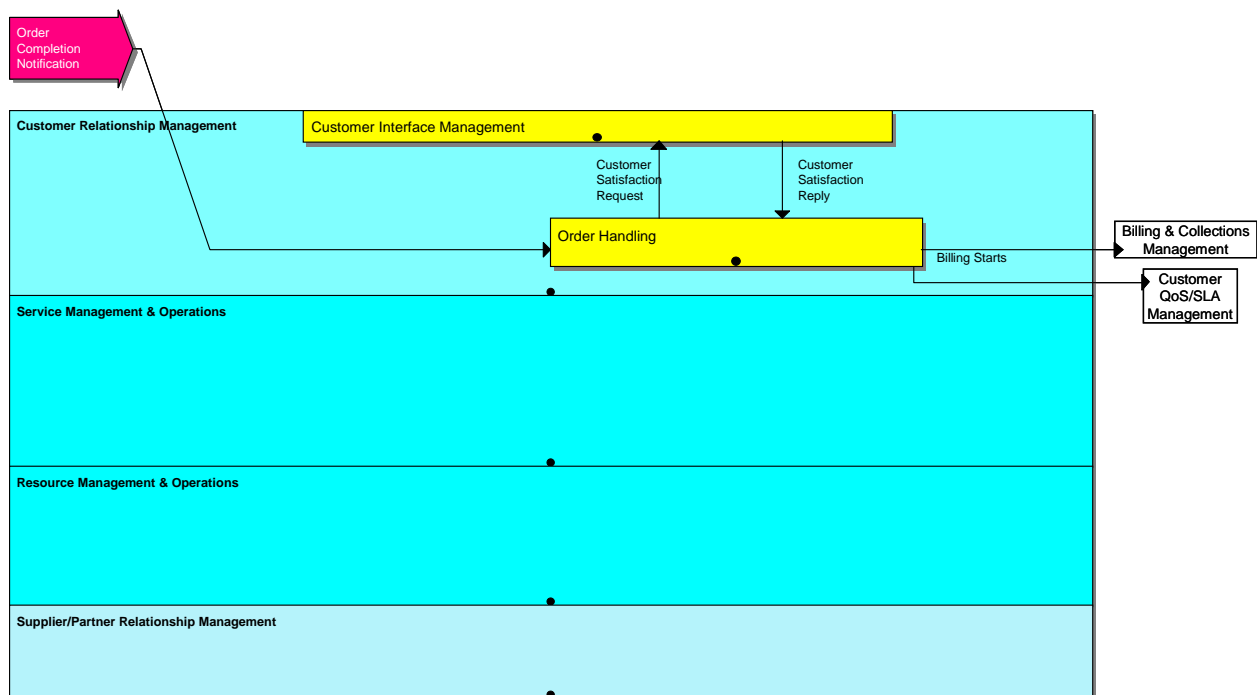


Figure 8.4a: Post-Ordering Level 2 Process Flow

9. PLM process flows

9.1. PLM Assumptions

Product Lifecycle Management encompasses the processes required for the definition, planning, design, build, delivery, maintenance, revision and retirement of all products in the enterprise's portfolio. They enable a Service Provider to manage products in relation to profit and loss margins, customer satisfaction and quality commitments.

PLM processes are end-to-end oriented processes that enable the enterprise strategic and business vision; they drive the core operations and customer processes to meet market demand and customer expectations.

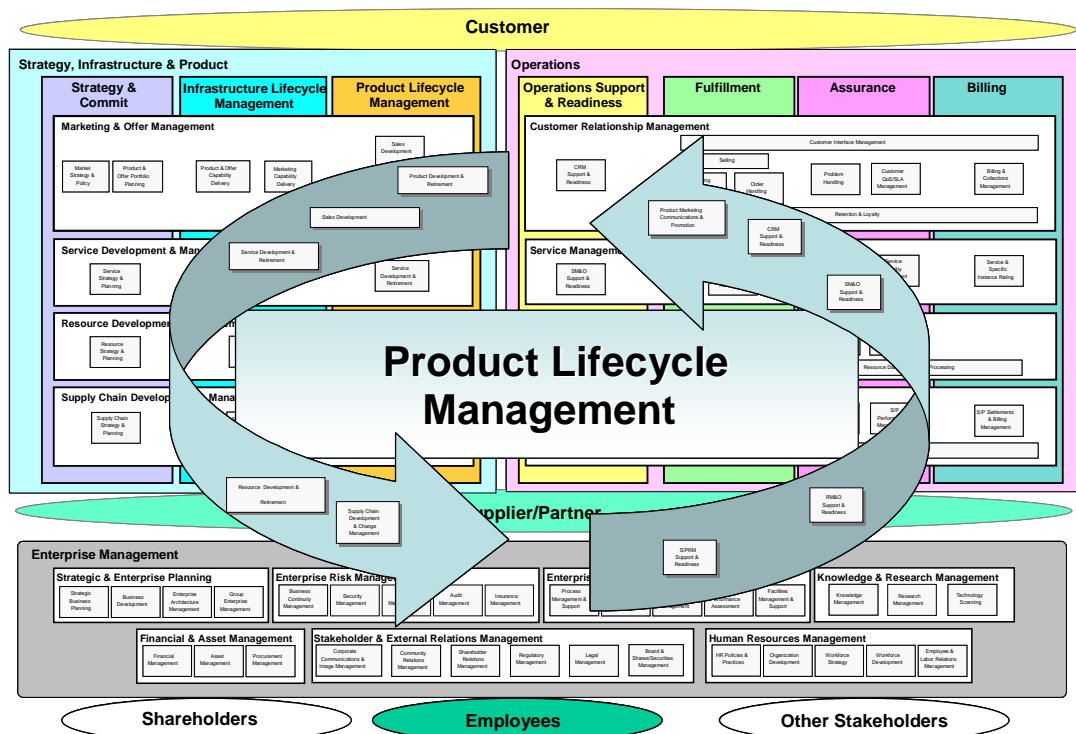


Figure 9.1: Scope of Product Lifecycle Management

PLM spreads across the whole enterprise; Figure 9.1 shows the scope of Product Lifecycle Management across the eTOM framework.

9.2. PLM Process Interactions

PLM processes are end-to-end processes that affect and have interactions with most entities in the enterprise. PLM process flows can be represented in many different ways depending on the use and the scope of application, and such interactions could become so dense that

they could simply confuse. To simplify, Figure 9.2 selects an example of such process interactions in PLM; and the diagram depicts an extract of all the possible process flows from PLM. It should be noted that depicting the entire set of process interactions for PLM would require a significantly more complex diagram.

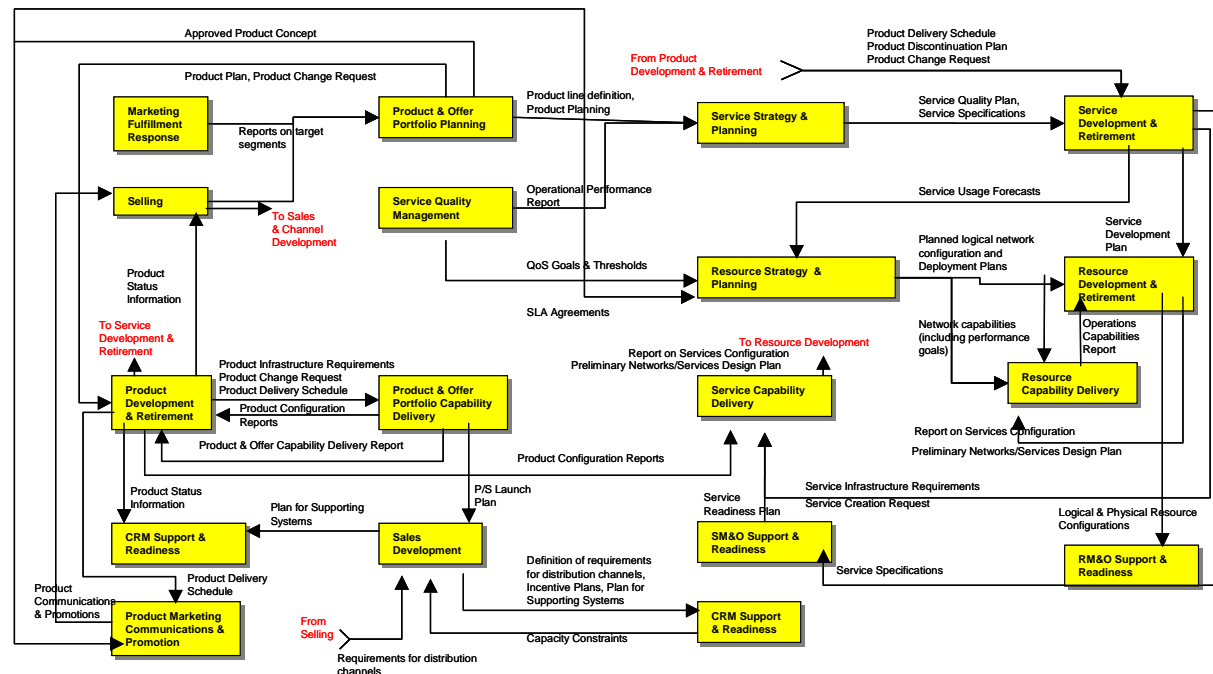


Figure 9.2: Example of PLM Process Interactions

To address this complexity, in the more general case, PLM processes could be organized according to different scope levels, for example, in terms of Core PLM, Strategic PLM, Operational PLM, E2E PLM, etc. as depicted in Figure 9.3.

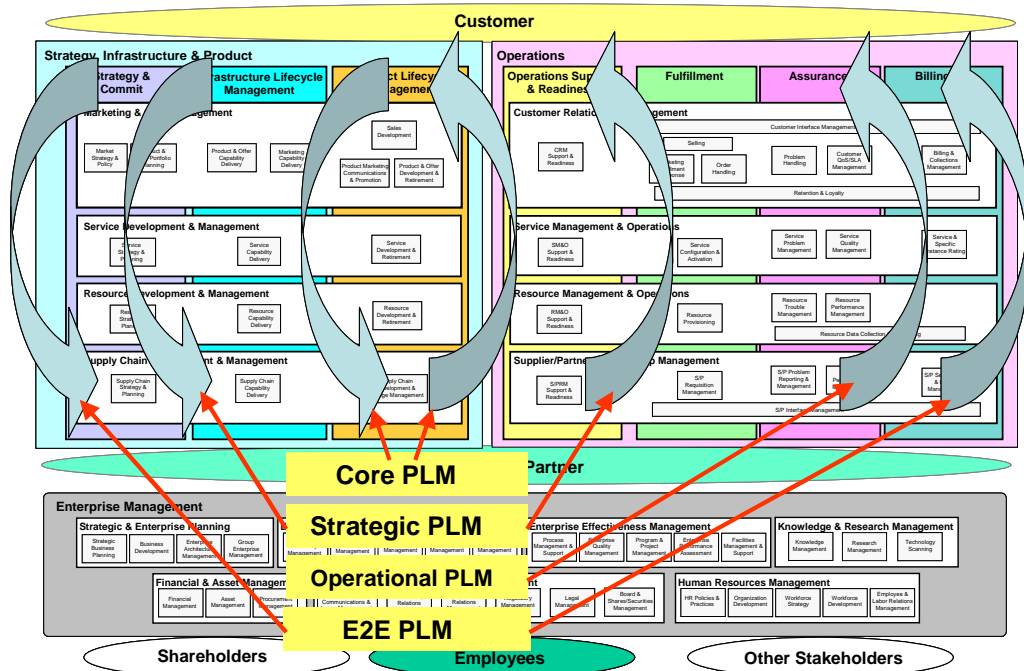


Figure 9.3: Different Scopes for PLM

9.3. Application of SIP Business Processes

In order to describe how the SIP (Strategy, Infrastructure and Product) business processes from the eTOM framework can be used in an actual environment, this example draws on the work of the Product Lifecycle Management (PLM) Catalyst project within the TM Forum's Catalyst program. This project illustrated how TM Forum NGOSS concepts and framework could be leveraged to dramatically improve the processes and systems for building and releasing new products, through the automatic linkage of appropriate product information to the right operations systems and information catalogs on the network side. It demonstrated integrated Product Lifecycle Management with established flow-through order processes, showing how product managers can effectively manage the product lifecycle from beginning to end, with a real-time capability to create, approve, release, distribute, order, fulfill, and bill for new services.

In support of this, the process flows included here show eTOM level 2 processes involved in PLM, with some aspects of relevant level 3 processes also included.

9.3.1. Approach

Based on a selected business scenario for PLM (see later), the relevant eTOM business processes have been identified. Additionally, business process KPIs and triggers have been defined to illustrate how these PLM scenario processes can be measured against their performance indicators.

In PLM a product can have one or more services and each service is supported by one or more resources. These and other rules were identified and mapped to corresponding eTOM business processes based on a commonality that determines the way business actions are executed whilst covering at the same time specific business requirements.

The results illustrate the effectiveness of the eTOM and related NGOSS work, such as SID, across all activities involved with the scope of the project, such as product, service, resource and supply chain planning, specification, development, test and delivery to the operations environment, using product and service bundle concepts. The insights gained on the SIP (Strategy, Infrastructure and Product) area of the eTOM framework have been used to feedback into the ongoing eTOM work.

9.4. PLM Process Flows

In order to define the business process flows across the SIP and Operations areas, a scenario with the following issues has been considered:

There are products and service bundles made of components that can be accessed at any time and reused to further define and build new products and services. A product manager can then generate ideas from the analysis of current product and service bundles. These aspects are covered by SM&O Readiness processes that also support Manage Service Inventory processes.

The new product proposal is then submitted for approval by the product manager. Once approved, the development project for the new product and related services and resources starts. The primary processes that support this project are: Product & Offer Portfolio Planning, Product Marketing Communications & Promotion, Product & Offer Development & Retirement, Service Strategy & Planning, Service Development & Retirement, Resource Development & Retirement, Product & Offer Capability Delivery, Service Capability Delivery and Resource Capability Delivery.

Once the new product with its associated services and resources is developed, tested and accepted, all of its configuration information including pricing rules and promotions are transferred to the Operations area through the Product Development & Retirement, Service Development & Retirement, and Resource Development & Retirement processes respectively. The configuration information is then transferred to the Manage Service Inventory and Manage Resource Inventory processes, which are part of the SM&O Support & Readiness and RM&O Support & Readiness processes respectively. Additionally, CRM Support & Readiness processes provide all of the necessary updates to support the new product as well as its marketing campaign and billing.

Customer Interface Management, Selling, Service & Specific Instance Rating and Billing & Collections Management processes create or update the necessary information to offer the new product and services to the market. This includes price, billing, discount and other parameters and rules.

The customer requests the new product through a call center, sales channel or self-provisioning via the Customer Interface Management and Selling processes. In order to fulfill the order and deliver the requested product, the following business processes are involved: Order Handling, Billing & Collections Management, SM&O Support & Readiness, Service Configuration & Activation, Service & Specific Instance Rating, RM&O Support & Readiness, and Resource Provisioning.

The customer invoice related to the new product and services is generated; the processes that support the business flows here are: Customer Interface Management, Billing & Collections Management, CRM Support & Readiness, Service & Specific Instance Rating, and Resource Data Collection & Processing.

If the customer later on requests a change in the new product, the following business processes will be involved: Customer Interface Management, Selling, Order Handling, Billing & Collections Management, SM&O Support & Readiness, Service Configuration & Activation, RM&O Support & Readiness, and Resource Provisioning.

The business process flows that support the above-described scenario are shown in Figures 9.4 and 9.5 below. Figure 9.4 describes the product manager accessing the product and service bundles inventory when envisioning a new product and/or service based on the components of existing ones; then further actions are described in order to obtain approval for a new product development project. Figure 9.5 depicts the process flows involved with product development after approval has been granted from the product manager or a higher executive committee. The business process flows described represent a change request received from a customer requiring the new product and/or service.

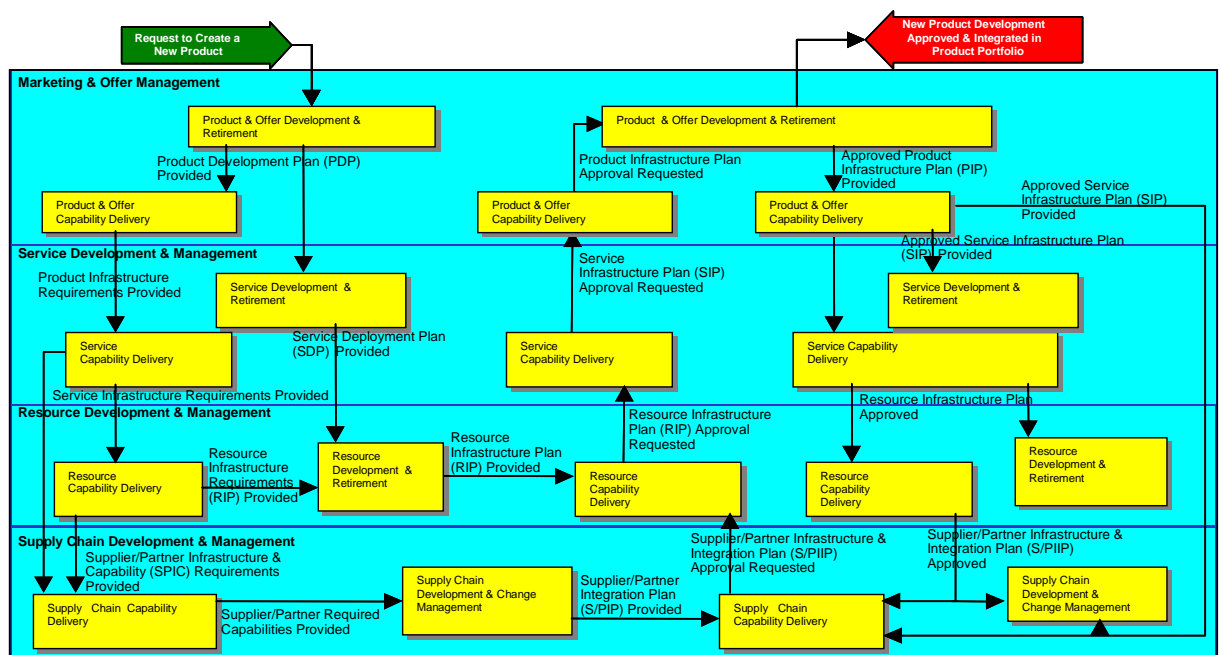


Figure 9.4: Approve the Development of a New Product (pre-approval)

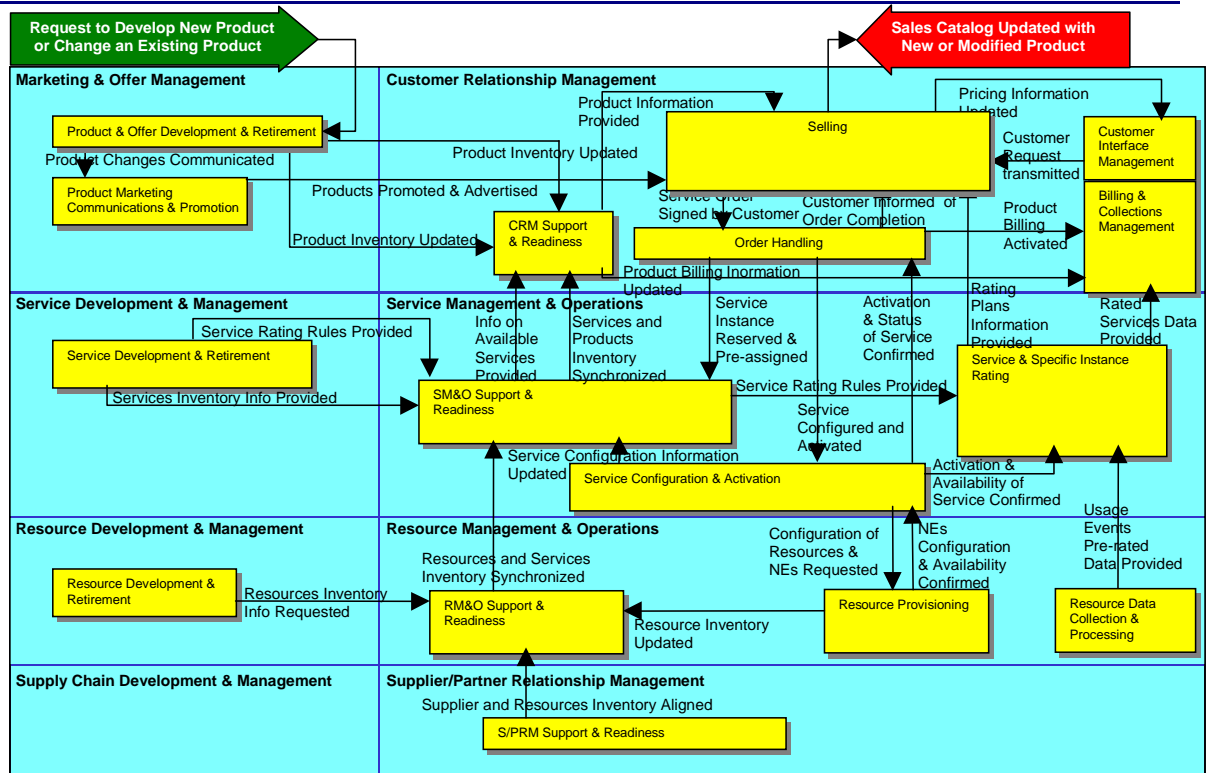


Figure 9.5: Develop New Product or Modify an Existing One (post-approval)

10. SLA process flows

10.1. SLA Assumptions

The SLA process flows depicted here have their origins in the *SLA Management Handbook* [ref F1] where a set of use case scenarios and TOM process flows were depicted in order to illustrate the interactions between the TOM processes involved in SLA management. In a liaison between the SLA Management Team and the eTOM Team, the TOM flows have been updated to eTOM process flows for version 2.0 of the SLA Management Handbook. A subset of these flows is provided in this chapter.

The lifecycle of an SLA is analyzed in the following five phases as shown in Figure 10.1.

- Product/Service Development
- Negotiation and Sales
- Implementation
- Execution
- Assessment

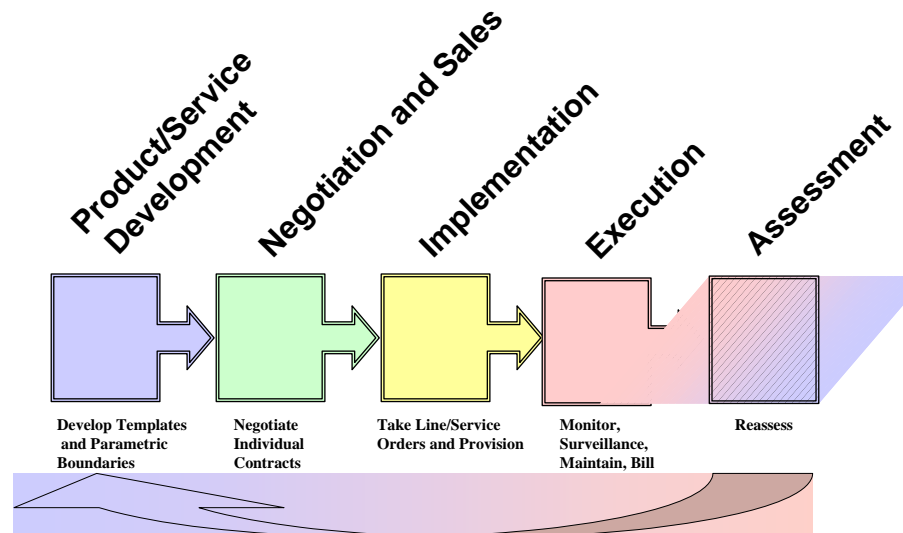


Figure 10.1: Product/Service and Associated SLA Lifecycle

Scenarios were selected to illustrate the process flows required to support the above SLA lifecycle phases. They were not intended to be prescriptive but were provided as one possible approach to the process flows involved in SLA management. The scenarios originally selected have not been changed for the eTOM flows except where it was thought necessary or desirable in the light of experience with the original flows and with the different scope of eTOM compared to TOM. This is evident, for example, in the fact that there were no processes for supplier/partner relationships in TOM, and so the original scenarios did not include such processes. In one of the flows depicted here, a relationship with a third party service provider has been included in order to show how supplier/partner processes can be used. Clearly, such relationships can be included in other flows, but the first step was to adapt

the TOM flows to eTOM flows and then to exploit the wider scope of the eTOM framework as required.

Another point on which work within the TM Forum has progressed is in the clarification of the relationship between product and service, and the greater emphasis on marketing processes in the Service Provider enterprise. Although a product can consist of several services, the scenarios here retain the approach of the original flows in that a product consists of one service. In further work in this area, it would be desirable to coordinate the performance of several services comprising a product and to examine the flows required for the management of SLAs for such products, as well as between several service providers in a value chain.

The original TOM flows were designed to be generic as the focus was on SLA management and not on any specific implementation of a service, and this is also the case in the eTOM flows. Again, it would be desirable to examine this approach given the different kinds of service now available, particularly in the mobile environment, and the work being undertaken in this area by the TM Forum.

The process flows selected here are those for Stages 4 and 5 of the SLA lifecycle, i.e. the Execution and Assessment phases. The scenarios originally selected for these two phases are shown here, first as interaction diagrams and then as eTOM process flows. As with the TOM process flows, these flows are provided as examples depicting illustrative approaches to aspects of SLA management in the two lifecycle phases.

10.2. SLA Process Interactions

The process interactions are first shown as high-level linkages in the eTOM model. They are categorized as Normal Execution, Execution with SLA Violation, and Assessment.

10.2.1. Normal Execution

The Execution phase covers all normal operations of the service instances covered by the SLA.

Figure 10.2 presents normal in-service execution and monitoring where performance data is collected from resources and analyzed for resource performance, then for overall service quality, and finally checked against the customer SLA. In this case, a third party service provider is involved and performance data from the external service components is included in the service quality analysis. In addition, a billing flow was added to show how both internal usage data as well as data from the third party service provider is incorporated into the customer bill. All of these interactions occur in the Assurance process grouping for the resource performance and service quality analysis interactions and in the Billing process grouping for the billing interactions.

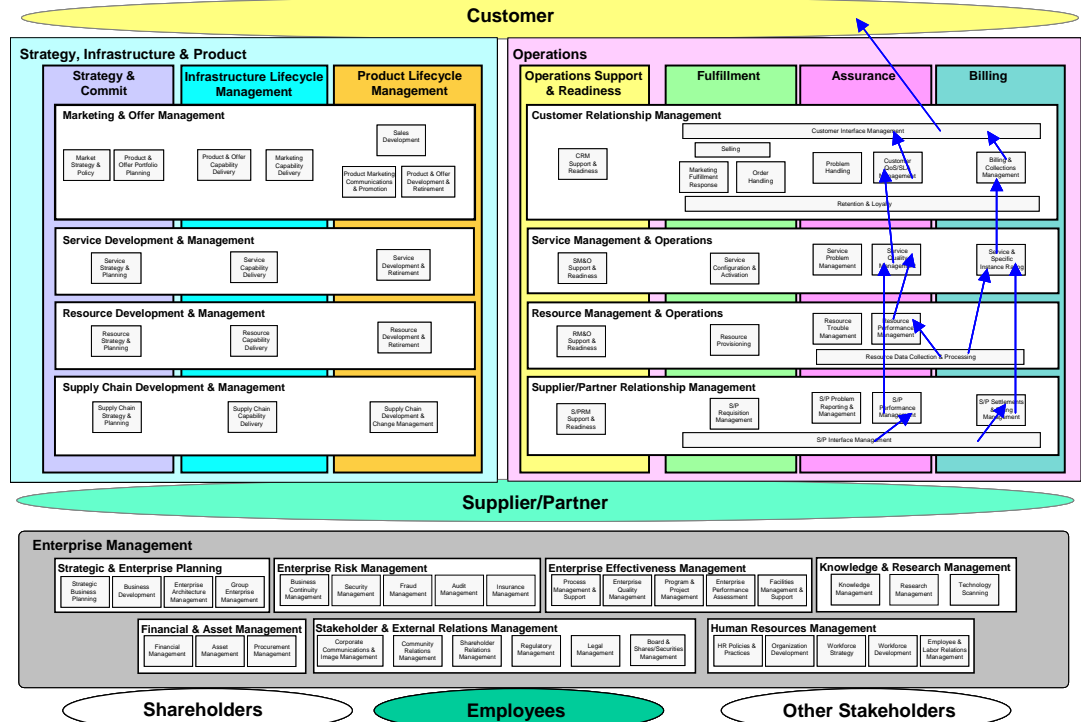


Figure 10.2: Normal Execution of SLA Service
Case A: Performance Data during Normal Operation

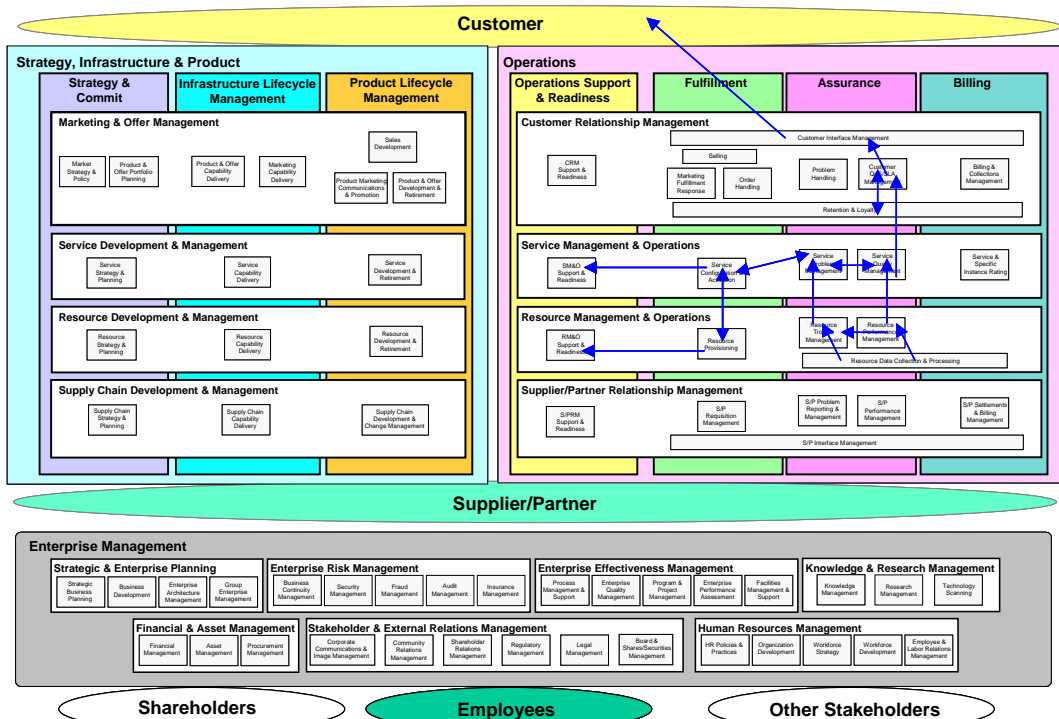


Figure 10.3: Normal Execution of SLA Service
Cases B and C: Threshold Crossing Alerts and Resource Failure Alarms

Figure 10.3 illustrates the case where threshold crossing alerts and resource failure alarms are reported and have to be rectified. However, after checking against the customer SLA it is established that no SLA violation has occurred. Most of these interactions occur in the Assurance process grouping, but interactions also take place with the Fulfillment and OSR process groupings.

10.2.2. Execution with SLA Violation

Figure 10.4 shows the operation of the service where real-time SLA violation handling is required. In this case, the customer reports a problem that is rectified but which leads to a violation of the customer SLA so that a Billing rebate is given. In this case, there is interaction between the Assurance and Billing process groupings, but interactions also take place with the Fulfillment and OSR process groupings.

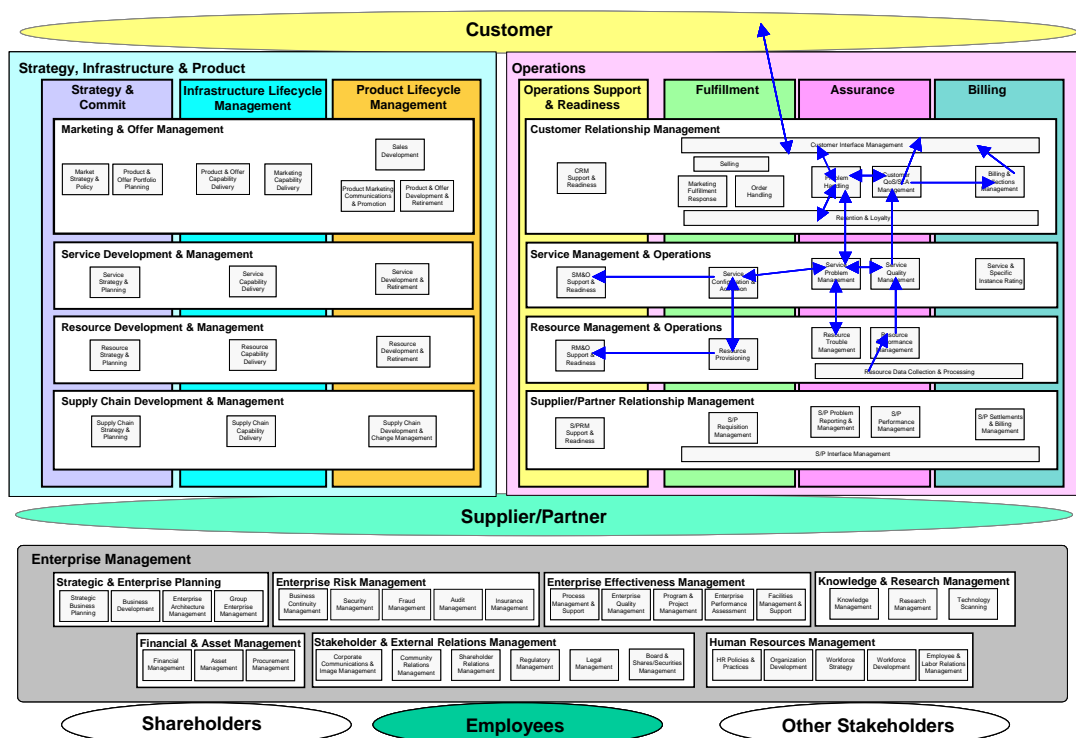


Figure 10.4: Customer Detected SLA Violation

10.2.3. Assessment

The Assessment phase can relate to a single customer SLA and the QoS required, or it can be related to the Service Provider's overall quality goals, objectives and risk management.

Figure 4.5 represents the case where the customer needs have changed and there is no SLA to meet these needs. The interactions occur in the Market, Product and Customer layer and involve not just Operations process groupings but also Product Lifecycle Management process groupings.

Figure 4.6 depicts the process interactions relating to the internal business review concerning the overall SLA performance across all customers as well as a realignment of service operations and service goals to improve overall service class performance. The process interactions here occur among the Assurance process groupings as well as among the OSR process groupings.

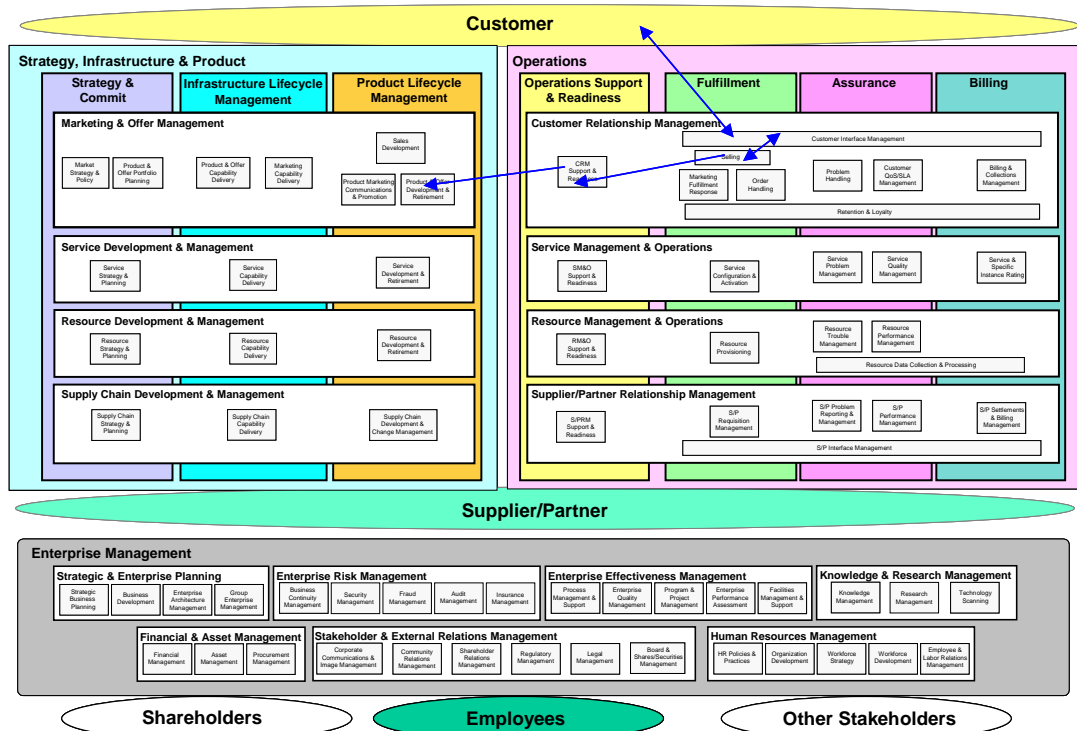


Figure 10.5 Assessment Initiation
Case A: Customer Needs Have Changed

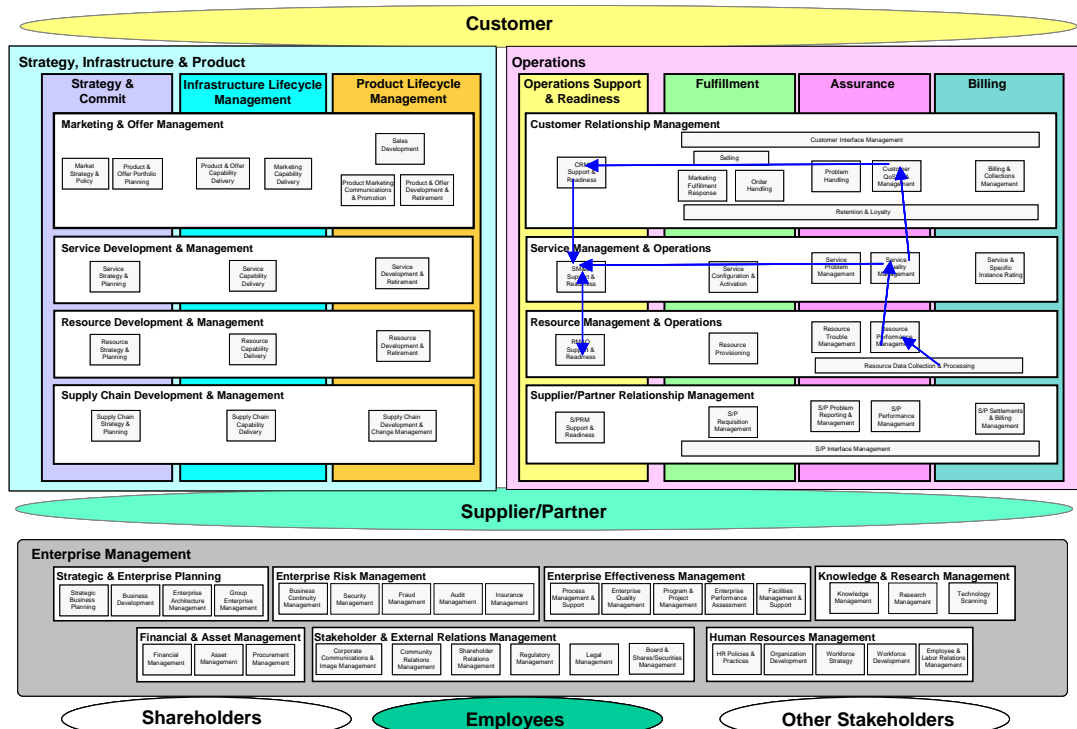


Figure 10.6 Assessment Initiation
Cases B and C: Internal Assessments at the Customer and Service Layers

10.3. SLA Process Flows

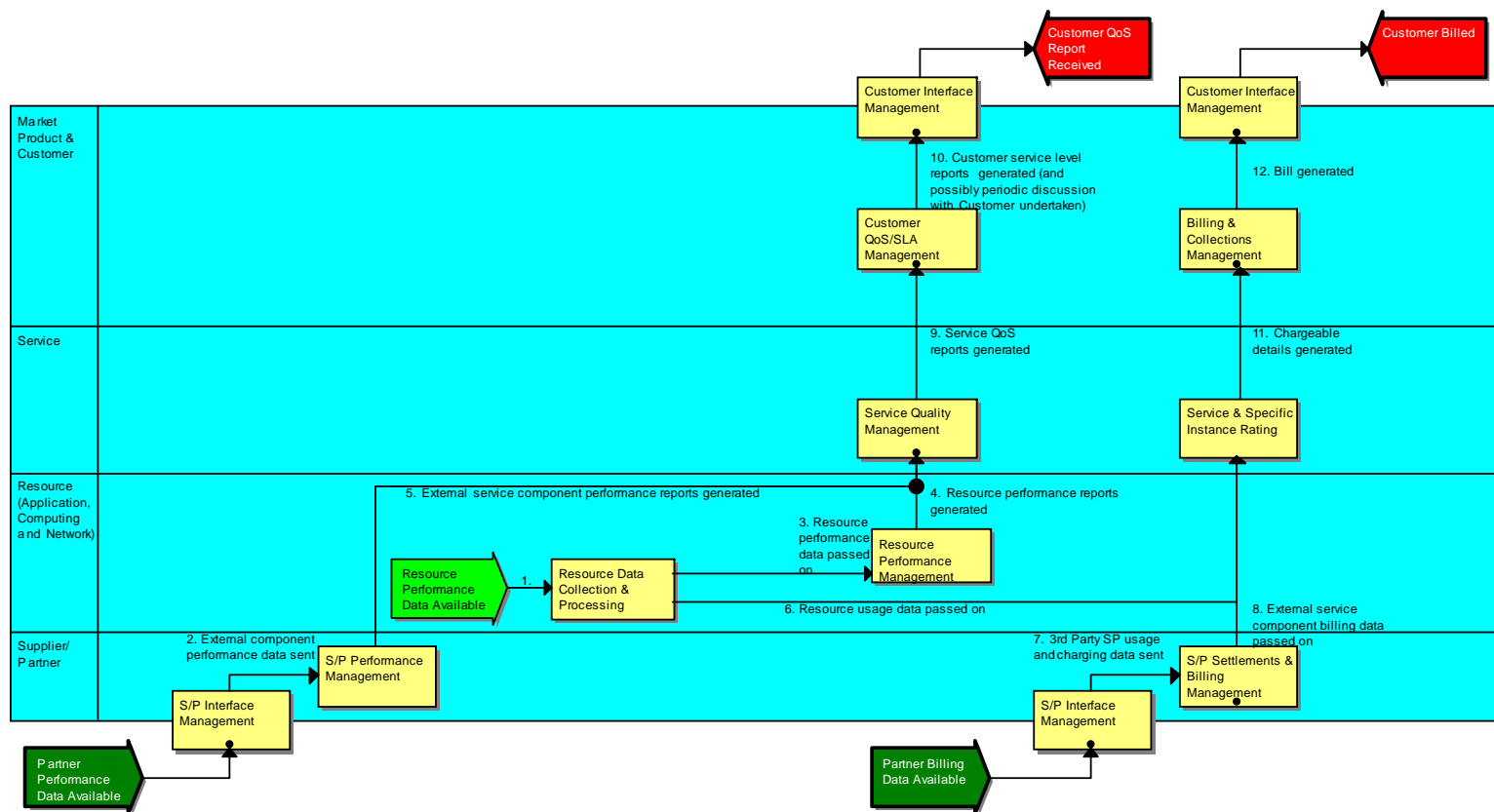
The process flows presented here are based on the process interactions between the Level 2 processes shown in the interaction diagrams and provide more detail of the processes involved and the actions undertaken for each of the scenarios depicted.

10.3.1. Normal Execution

Normal execution, also known as steady state, is the phase where the customer receives service on all the contracted and instantiated service instances. This section first analyzes in Case A a situation where no outages or other alerts occur and the customer is billed for the service used (Figure 10.7). It then analyzes in Cases B and C the situation where, although outages occur, no outage exceeds either the individual or aggregated parameters set in the SLA (Figures 10.8 and 10.9). In the first case of normal operation, a supplier/partner is also involved; in the second case the outages are within the Service Provider enterprise and so do not involve a supplier/partner.

The steps shown in Figure 10.7 for Case A are as follows:

1. During normal operation, performance data that is used for general monitoring of service levels as well as for longer-term capacity prediction is collected on an ongoing basis from the service-providing infrastructure by *Resource Data Collection & Processing*.
2. During normal operation, performance data from external service components of third party service providers is sent on an ongoing basis to *S/P Performance Management* for general monitoring of service levels, as well as for longer-term supplier/partner capacity prediction.
3. *Resource Data Collection & Processing* sends performance data to *Resource Performance Management* for further analysis.
4. *Resource Performance Management* sends resource performance reports to *Service Quality Management* for QoS calculations and averaging to maintain statistical data on the supplied service instances.
5. *S/P Performance Management* sends external service component performance reports to *Service Quality Management* for QoS calculations and averaging to maintain statistical data on the supplied service instances.



**Figure 10.7: Normal Execution of SLA Service
Case A: Performance Data during Normal Operation**

6. *Resource Data Collection & Processing* sends resource usage data to *Service & Specific Instance Rating* for rating service usage.
7. Third party service providers send their usage and charging data to *S/P Settlements & Billing Management*.
8. *S/P Settlements & Billing Management* analyzes the data and passes it on to *Service & Specific Instance Rating* for rating service usage.
9. *Service Quality Management* analyzes the performance reports received and sends overall service quality reports to *Customer QoS/SLA Management* so that it can monitor and report aggregate technology and service performance.

10. *Customer QoS/SLA Management* checks the service quality reports it receives against the individual customer SLA and establishes that no SLA violation has occurred. *Customer QoS/SLA Management* sends periodic service level reports to the customer on either a requested or agreed basis.
11. *Service & Specific Instance Rating* sends charging details to *Billing & Collections Management*.
12. *Billing & Collections Management* generates bills for the customer on either a requested or agreed basis.

The steps shown in Figure 10.8 and 10.9 for Cases B and C are as follows:

1. Notifications are collected from the service-providing infrastructure by *Resource Data Collection & Processing* on an ongoing basis. In Cases B and C these notifications are in the form of:
 - 2B. Threshold Crossing Alerts that represent congestion or performance degradation in a congestable resource that leads to slowed or diminished capacity to support customer services. *Resource Data Collection & Processing* sends all performance data to *Resource Performance Management*, which identifies a resource performance problem and requests *Resource Trouble Management* to discover the cause of the alert and possible impact on service performance.
 - 2C. Alarms that represent the failure of a component that affects the service of one or more customers. *Resource Data Collection & Processing* sends data on alarms to *Resource Trouble Management* for further action.
3. *Resource Performance Management* sends details of the Threshold Crossing Alerts to *Service Quality Management* so that various notifications and other steps may be taken to ensure that required service KQI levels are maintained.
- 4/5. Depending on the nature of the problem, *Resource Trouble Management* either triggers automatic resource restoration procedures itself and informs *Service Problem Management* of its actions, or it raises alarm reports to *Service Problem Management*, indicating the time and potential duration of any outage to allow *Service Problem Management* to determine potential alternate actions to minimize service impact.
6. *Service Problem Management* and *Service Quality Management* correlate their information about the problem.
7. *Service Quality Management* sends details of the service impact of Threshold Crossing Alerts and Alarms to *Customer QoS/SLA Management*.
8. *Customer QoS/SLA Management* checks the customer SLA and obtains information on the significance of the customer from *Retention & Loyalty*. It undertakes various notifications and other steps in order to prevent customer SLAs from being violated, e.g. clocks started, tracking initiated.

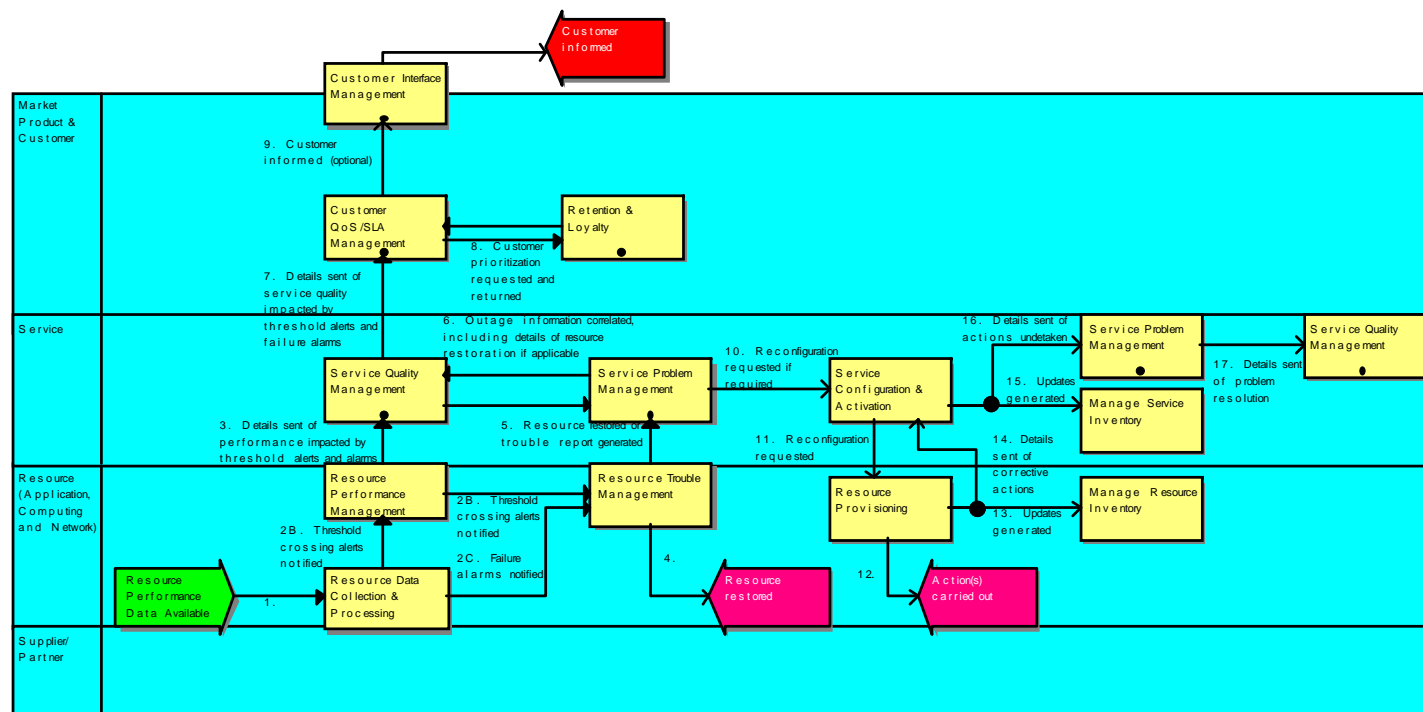
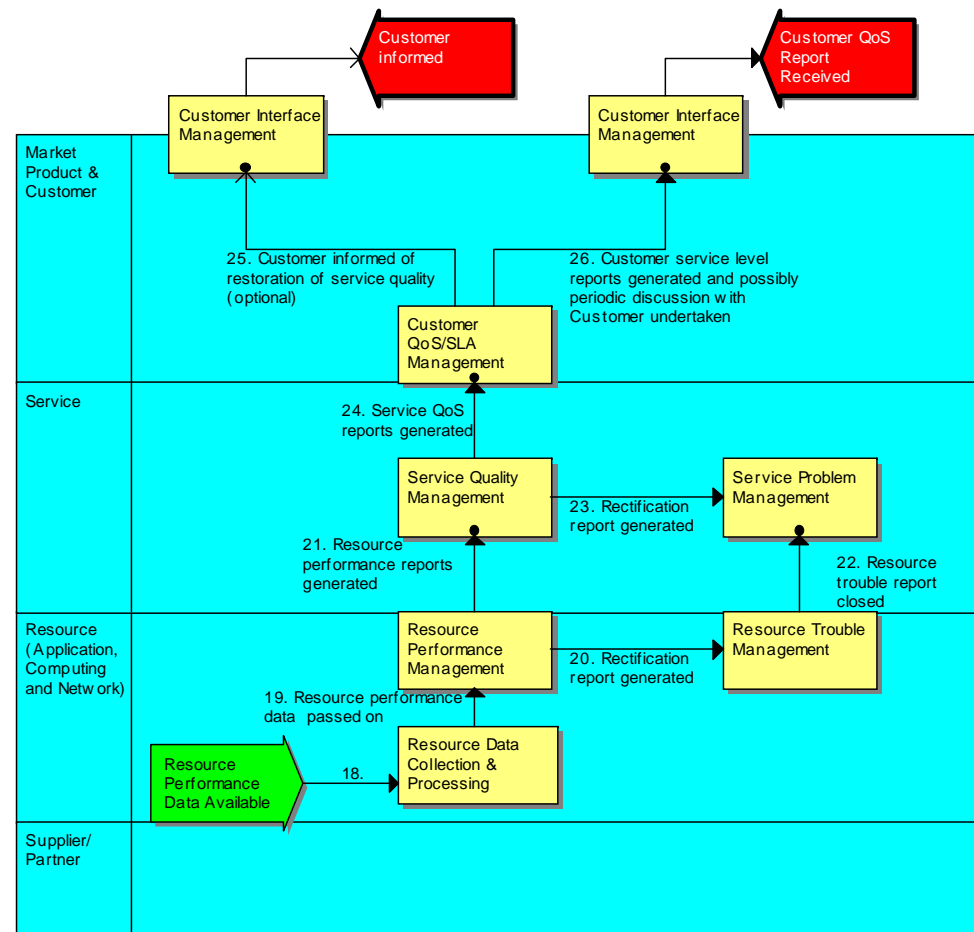


Figure 10.8: Normal Execution of SLA Service
Cases B and C: Threshold Crossing Alerts and Resource Failure Alarms. Steps 1 to 17

9. *Customer QoS/SLA Management* may inform the customer of the QoS degradation, depending on the significance of the customer and the extent of the degradation.
10. If *Resource Trouble Management* has not been able to trigger automatic resource restoration, *Service Problem Management* requests *Service Configuration & Activation* to undertake the required corrective actions. (Steps 10 to 17 are therefore only carried out if automatic resource restoration did not take place).
11. As the problems have been notified in the resource layer, *Service Configuration & Activation* will require changes to be made to the underlying infrastructure per contractual agreements. This requirement is sent to *Resource Provisioning* for activation.
12. *Resource Provisioning* undertakes the required resource configuration changes to ensure that resources meet service KQIs.
13. *Resource Provisioning* generates updates for *Manage Resource Inventory*.

14. *Resource Provisioning* reports the results of the changes as well as the time taken and all other infrastructure and operational parameters to *Service Configuration & Activation*.
15. *Service Configuration & Activation* generates updates for *Manage Service Inventory*.
16. *Service Configuration & Activation* reports on the actions undertaken to *Service Problem Management*.



**Figure 10.9: Normal Execution of SLA Service:
Cases B and C: Threshold Crossing Alerts and Resource Failure Alarms. Steps 18 to 26**

17. *Service Problem Management* sends details of the corrective actions to *Service Quality Management* for incorporation into ongoing service quality monitoring and management.
18. Notifications and performance data are collected from the service-providing infrastructure by *Resource Data Collection & Processing*.
19. *Resource Data Collection & Processing* sends performance data to *Resource Performance Management* for further analysis.
20. *Resource Performance Management* establishes that the resources are meeting their KPIs and informs *Resource Trouble Management* that the trouble has been rectified.
21. *Resource Performance Management* sends resource performance reports to *Service Quality Management* for QoS calculations and averaging to maintain statistical data on the supplied service.
22. *Resource Trouble Management* informs *Service Problem Management* of the closed resource trouble report.
23. *Service Quality Management* analyzes the resource performance reports and sends a rectification report to *Service Problem Management* when it is established that the troubles causing the Threshold Crossing Alerts or Alarms have been resolved and that the service is meeting its KQIs.
24. *Service Quality Management* sends overall service quality reports to *Customer QoS/SLA Management* so that it can monitor and report aggregate technology and service performance.
25. *Customer QoS/SLA Management* checks the service quality reports it receives against the customer SLA and establishes that no SLA violation has occurred. It may inform the customer of the quality restoration, depending on the significance of the customer and the extent of the degradation.
26. *Customer QoS/SLA Management* sends periodic Service Performance reports to the customer on either a requested or agreed basis.

10.3.2. Execution with SLA Violation

From time to time, service conditions will exceed the parameters specified in the SLA. At least two cases need to be examined, one where the Service Provider detects the outage first, and one where the customer detects and reports it first. The second case is depicted in Figures 10.10 and 10.11.

The steps shown in Figures 10.10 and 10.11 are as follows:

1. The customer perceives service degradation and reports the visible parameters to *Problem Handling*.

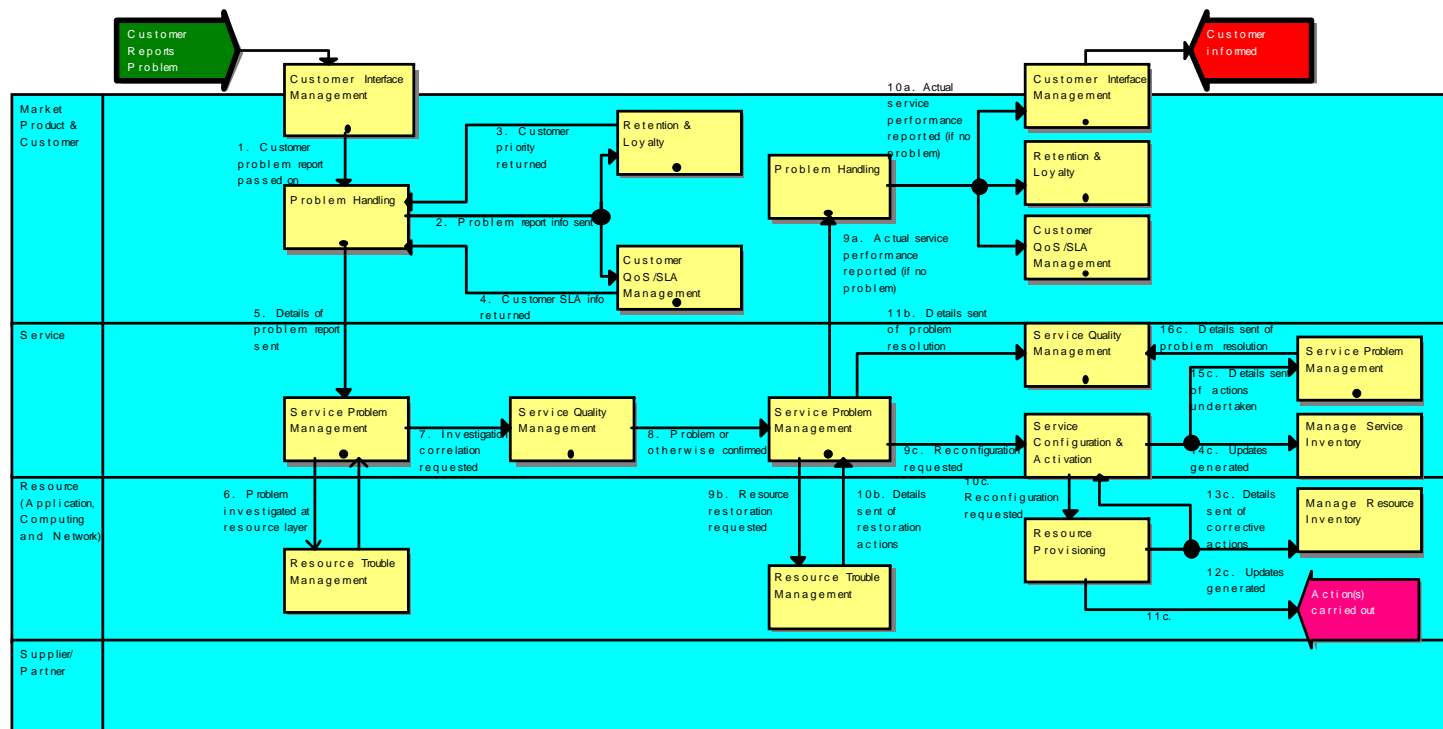


Figure 10.10: Customer Detected SLA Violation. Steps 1 to 16d

2. *Problem Handling* sends details of the problem as reported by the customer to *Customer QoS/SLA Management* and *Retention & Loyalty*.
3. *Retention & Loyalty* returns information to *Problem Handling* on the significance of the customer.
4. *Customer QoS/SLA Management* checks the customer SLA and undertakes various steps for tracking the problem in order to prevent the customer SLA from being violated, e.g. clocks started, tracking initiated. It determines potential priorities or other actions depending on the type of customer SLA and informs *Problem Handling*.
5. *Problem Handling* sends a detailed problem report with contract commitment data and request prioritization to *Service Problem Management* for normal flow handling.
- 6/7. *Service Problem Management* investigates whether there is a problem, possibly engaging *Resource Trouble Management* for further investigation, and then requests *Service Quality Management* to correlate its findings. *Service Quality Management*

either confirms the trouble report or, if no problem is noted, returns the actual service performance to *Service Problem Management*.

Service Problem Management then carries out one of the three following alternatives:

Alternative a

9a. If there is no problem, *Service Problem Management* sends the actual service performance to *Problem Handling*.

10a. *Problem Handling* informs the customer of the actual service performance as well as *Retention & Loyalty* for future reference and *Customer QoS/SLA Management* so that any steps initiated can be terminated.

This flow alternative then terminates.

Alternative b

9b. In some cases, *Service Problem Management* requests automatic resource restoration procedures from *Resource Trouble Management*.

10b. *Resource Trouble Management* undertakes the required procedures and sends details of the actions to *Service Problem Management*.

11b. *Service Problem Management* informs *Service Quality Management* of the corrective actions.

The flow continues at step 17.

Alternative c

9c. In other cases, *Service Problem Management* requests *Service Configuration & Activation* to undertake the required corrective actions.

10c. *Service Configuration & Activation* will require changes to be made to the underlying infrastructure per contractual agreements. This requirement will be sent to *Resource Provisioning* for activation.

11c. *Resource Provisioning* undertakes the required resource configuration changes to ensure that resources meet service KQIs.

12c. *Resource Provisioning* generates updates for *Manage Resource Inventory*.

13c. *Resource Provisioning* reports the results of the changes as well as the time taken and all other infrastructure and operational parameters to *Service Configuration & Activation*.

14c. *Service Configuration & Activation* generates updates for *Manage Service Inventory*.

15c. *Service Configuration & Activation* reports on the actions undertaken to *Service Problem Management*.

16c. *Service Problem Management* sends details of the corrective actions to *Service Quality Management* for incorporation into ongoing service quality monitoring and management.

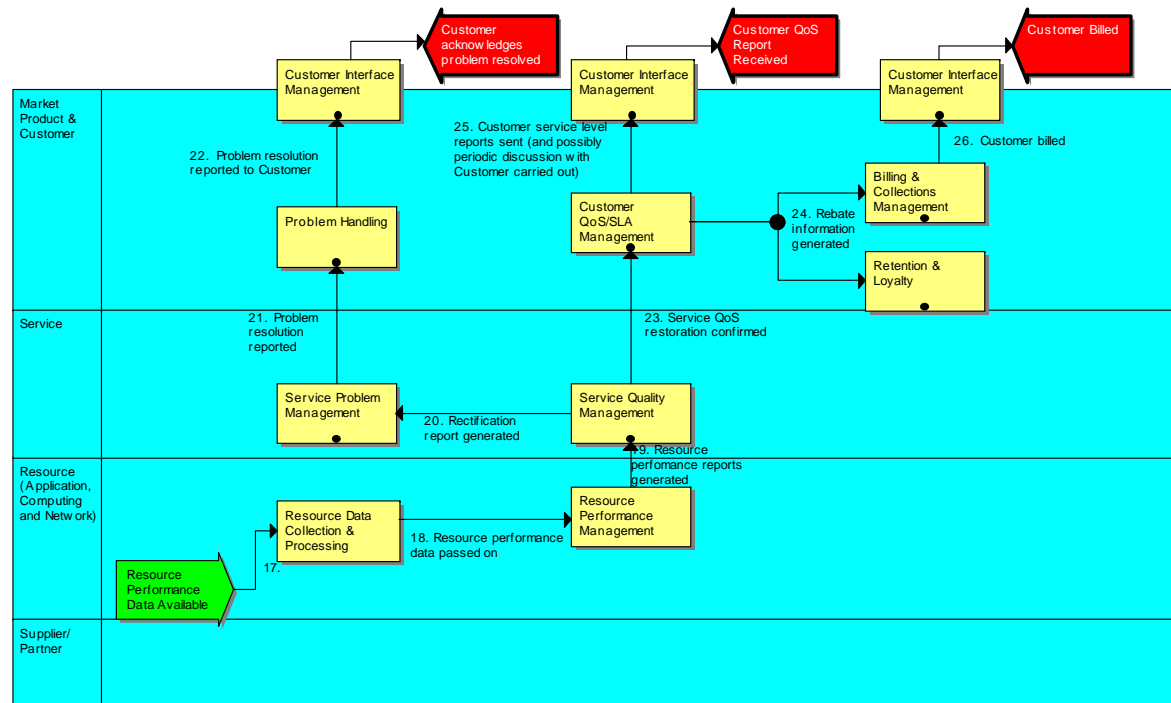


Figure 10.11: Customer Detected SLA Violation. Steps 17 to 26

17. Notifications and performance data are collected from the service-providing infrastructure by *Resource Data Collection & Processing*.

18. *Resource Data Collection & Processing* sends performance data to *Resource Performance Management* for further analysis.

19. *Resource Performance Management* sends resource performance reports to *Service Quality Management* for QoS calculations and averaging to maintain statistical data on the supplied service.

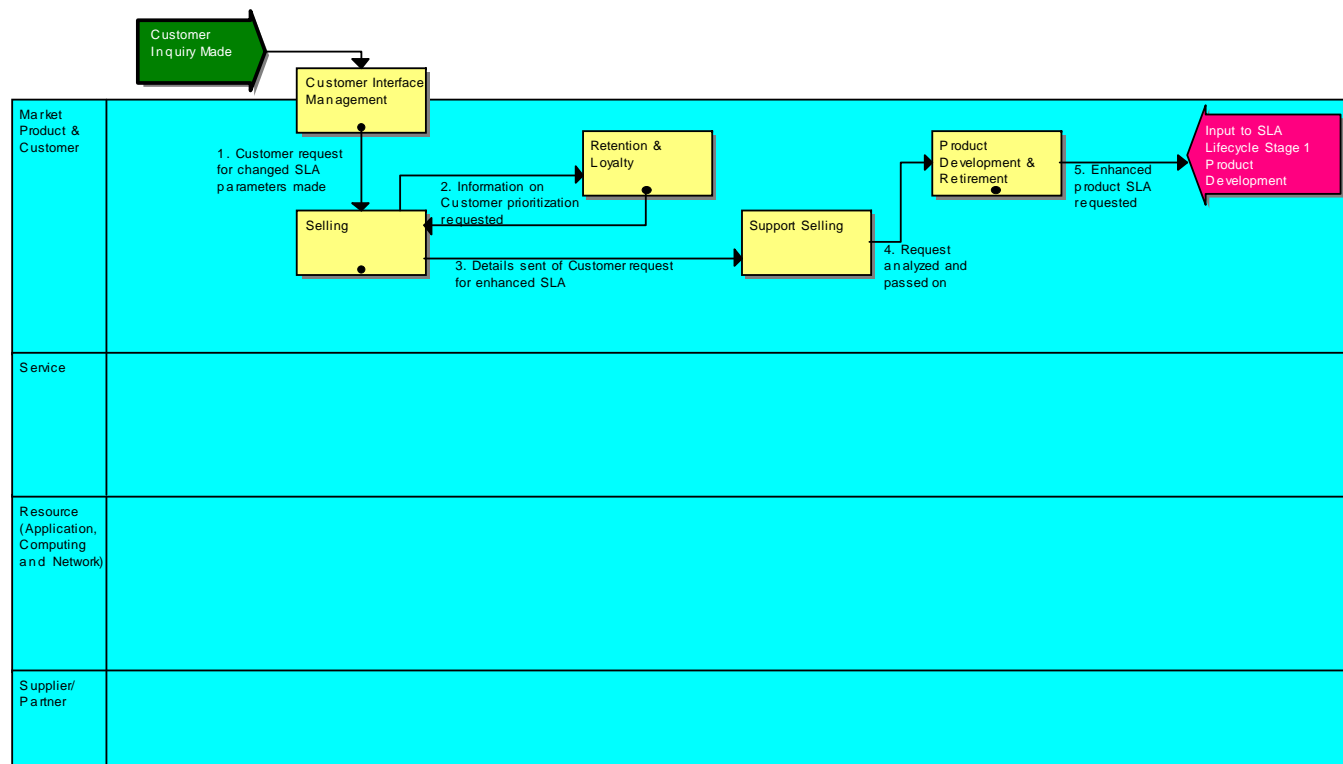
20. *Service Quality Management* analyzes the resource performance reports and sends a rectification report to *Service Problem Management* when it establishes that the problem has been resolved and that the service is meeting its KQIs.
21. *Service Problem Management* reports that the problem has been resolved to *Problem Handling*.
22. *Problem Handling* informs the customer and receives acknowledgement from the customer that the problem is resolved.
23. *Service Quality Management* reports the problem resolution to *Customer QoS/SLA Management*. *Customer QoS/SLA Management* checks the details against the customer SLA and establishes that an SLA violation has occurred.
24. *Customer QoS/SLA Management* reports the violation rebate to *Billing & Collections Management* for billing adjustment and to *Retention & Loyalty* for future reference.
25. The customer is notified in semi real-time about the actions taken on their behalf.
26. *Billing & Collections Management* bills the customer at the end of the billing cycle with the SLA agreed treatment included.

10.3.3. Assessment

During the assessment phase, SLAs are examined to determine if they still fit the business needs. There are several triggers for the assessment, including periodic either per service or overall, customer-triggered reevaluation, customer exit, etc. Figure 4.12 shows Case A where customer SLA needs have changed because the customer's business needs have changed and there is no SLA meeting these needs, leading to an assessment of the potential for an enhanced product SLA. Figure 4.13 shows Cases B and C where internal assessments at the Customer and Service layers lead to a realignment of infrastructure support for SLA parameters and service KQIs respectively. In these flows, Level 3 processes from the Operations Support & Readiness vertical are included for increased clarity.

The steps shown in Figure 10.12 for Case A are as follows:

1. The customer discusses changed requirements with *Selling*.
2. *Selling* checks the significance of the customer with *Retention & Loyalty*.



**Figure 10.12: Assessment Initiation
Case A: Customer needs have changed**

3. *Selling* is unable to meet the customer's requirements with existing product SLA(s). It sends details of the customer request to *Support Selling* for analysis.
4. After analyzing the request, *Support Selling* passes it on to *Product Development & Retirement* for a reassessment of the existing product SLA(s).
5. *Product Development & Retirement* reassesses the SLA parameters and sends a request for development of an enhanced product SLA to the product planning processes.

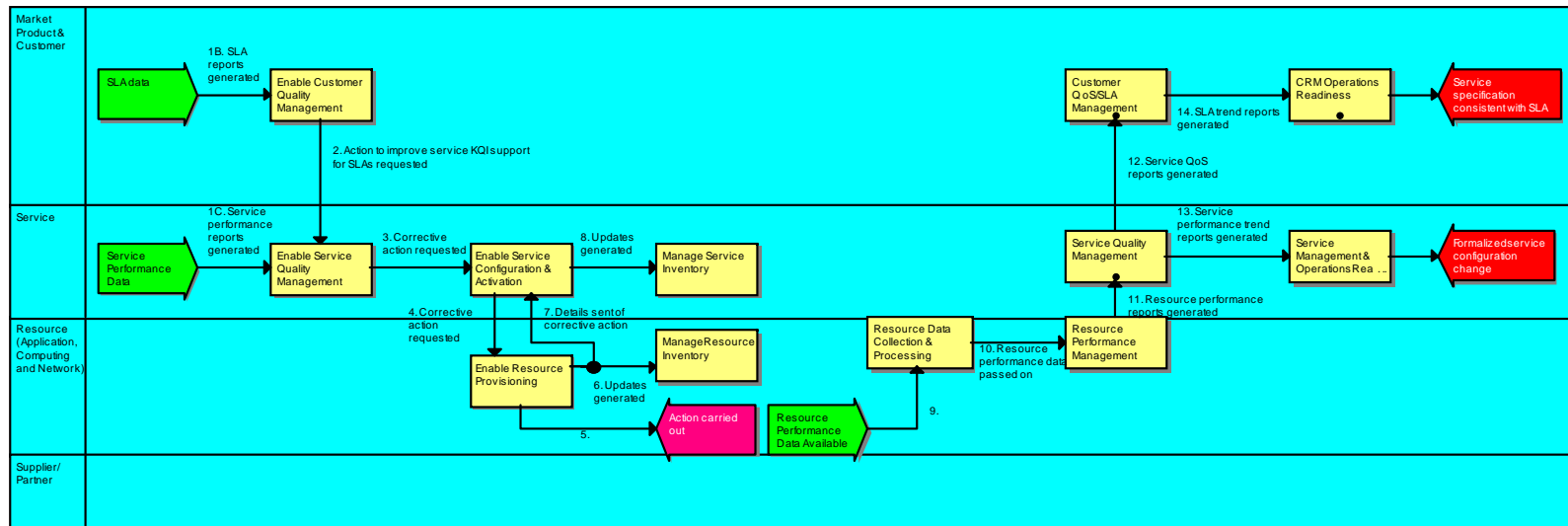


Figure 10.13: Assessment Initiation
Cases B and C: Internal Assessments at the Customer and Service Layers

The steps shown in Figure 10.13 for Cases B and C are as follows:

- 1B. *Enable Customer Quality Management* receives SLA reports for trend analysis (mainly from *Customer QoS/SLA Management*). *Enable Customer Quality Management* establishes that given SLAs are being violated too often, require excessive rebates, and that the service KQIs are not supporting the product KQIs.
- 1C. *Enable Service Quality Management* receives service quality reports for trend analysis (mainly from *Service Quality Management*). *Enable Service Quality Management* establishes that the service being provided is not meeting the required levels on an average basis.
2. *Enable Customer Quality Management* requests *Enable Service Quality Management* to undertake the required service class KQI improvements so that they will support the SLAs more adequately.
3. *Enable Service Quality Management* analyses the problems and requests *Enable Service Configuration & Activation* to undertake the required corrective actions to improve the service class KQIs.
4. *Enable Service Configuration & Activation* requests changes in the infrastructure from *Enable Resource Provisioning*.
5. *Enable Resource Provisioning* takes corrective action to ensure that resources meet the service class KQIs.

6. *Enable Resource Provisioning* generates updates for *Manage Resource Inventory*.
7. *Enable Resource Provisioning* reports details of its actions to *Enable Service Configuration & Activation*.
8. *Enable Service Configuration & Activation* generates updates for *Manage Service Inventory*.
9. Notifications and performance data are collected from the service-providing infrastructure by *Resource Data Collection & Processing*.
10. *Resource Data Collection & Processing* sends performance data to *Resource Performance Management* for further analysis.
11. *Resource Performance Management* sends resource performance reports to *Service Quality Management* for QoS calculations and averaging to maintain statistical data on the supplied service instances.
12. *Service Quality Management* analyzes the resource performance reports received and sends overall service quality reports to *Customer QoS/SLA Management* so that it can monitor and report aggregate technology and service performance.
13. *Service Quality Management* sends service quality reports to *Enable Service Quality Management* for trend analysis where it is established that the service being provided is now meeting the required levels on an average basis.
14. *Customer QoS/SLA Management* sends SLA reports to *Enable Customer Quality Management* for trend analysis where it is established that given SLAs are now consistent with SLA requirements.

11. 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..

11.1. 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.

11.2. Document History

11.2.1. 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 Number	Date Modified	Modified by:	Description of changes
Version 7.5.1	April 2008	Mike Kelly	Inclusion of new SDF and other flows as Section 3, document format updated to current standard
Version 7.5.2	May 2008	Mike Kelly	Updated section headings in Section 3
Version 7.5.3	July 2008	Mike Kelly	Release number adjusted to 7.5
Version 7.6	July 2008	Tina O'Sullivan	Minor corrections prior to posting.

11.2.2. Release History

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

Release Number	Date Modified	Modified by:	Description of changes
eTOM Addendum F Release 4.5	08/04	eTOM Team	Updated to include new process flows concerning billing, and also to update some existing material
Release 4.6	11/04	eTOM Team	Updates prior to Release 4.5 Member Evaluation
Release 7.5	May 2008	Mike Kelly	Inclusion of new SDF and other flows as Section 3, document format updated to current standard

11.3. About TM Forum

TM Forum is an international consortium of communications service providers and their suppliers. Its mission is to help service providers and network operators automate their business processes in a cost- and time-effective way. Specifically, the work of the TM Forum includes:

- Establishing operational guidance on the shape of business processes.
- Agreeing on information that needs to flow from one process activity to another.
- Identifying a realistic systems environment to support the interconnection of operational support systems.
- Enabling the development of a market and real products for integrating and automating telecom operations processes.

The members of TM Forum include service providers, network operators and suppliers of equipment and software to the communications industry. With that combination of buyers and suppliers of operational support systems, TM Forum is able to achieve results in a pragmatic way that leads to product offerings (from member companies) as well as paper specifications.