

Las Empresas de Telecomunicaciones y sus Estándares para Gestión por Procesos

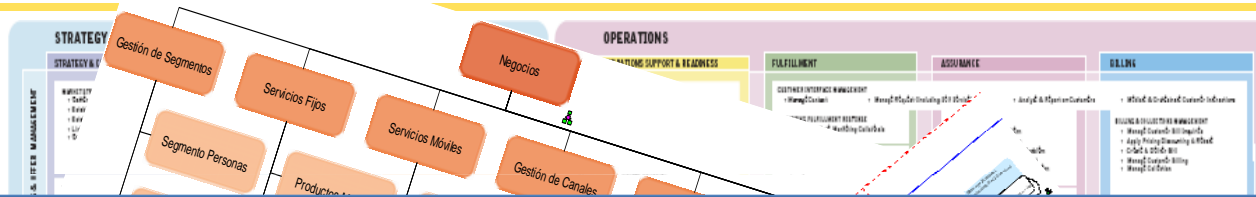
Ing. Mario Piaggio
Octubre de 2013



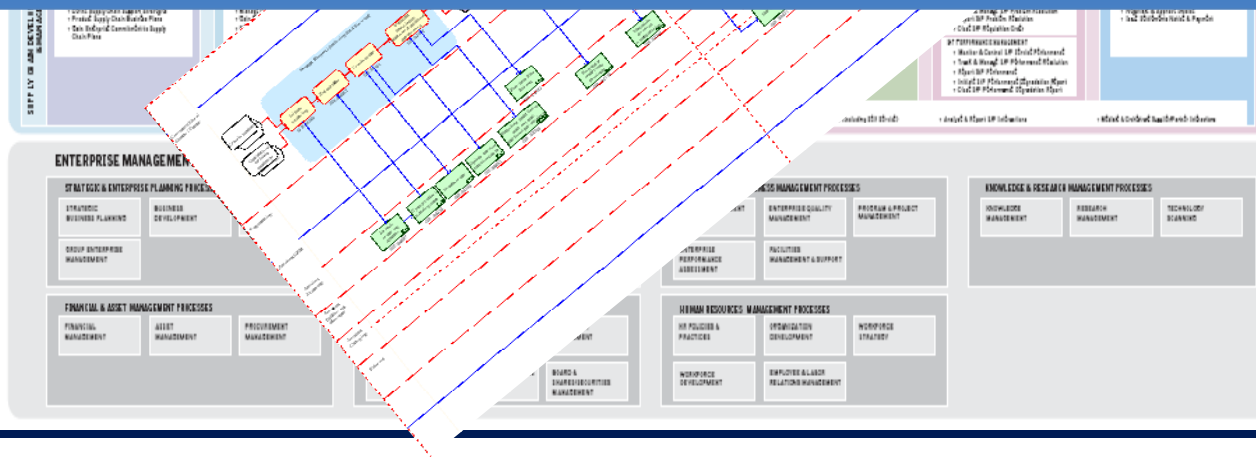
“Denme una palanca, un punto de apoyo y moveré el mundo”

Arquímedes de Siracusa (c. 287 a.C. - c. 212 a.C.) matemático, físico, ingeniero, inventor y astrónomo griego



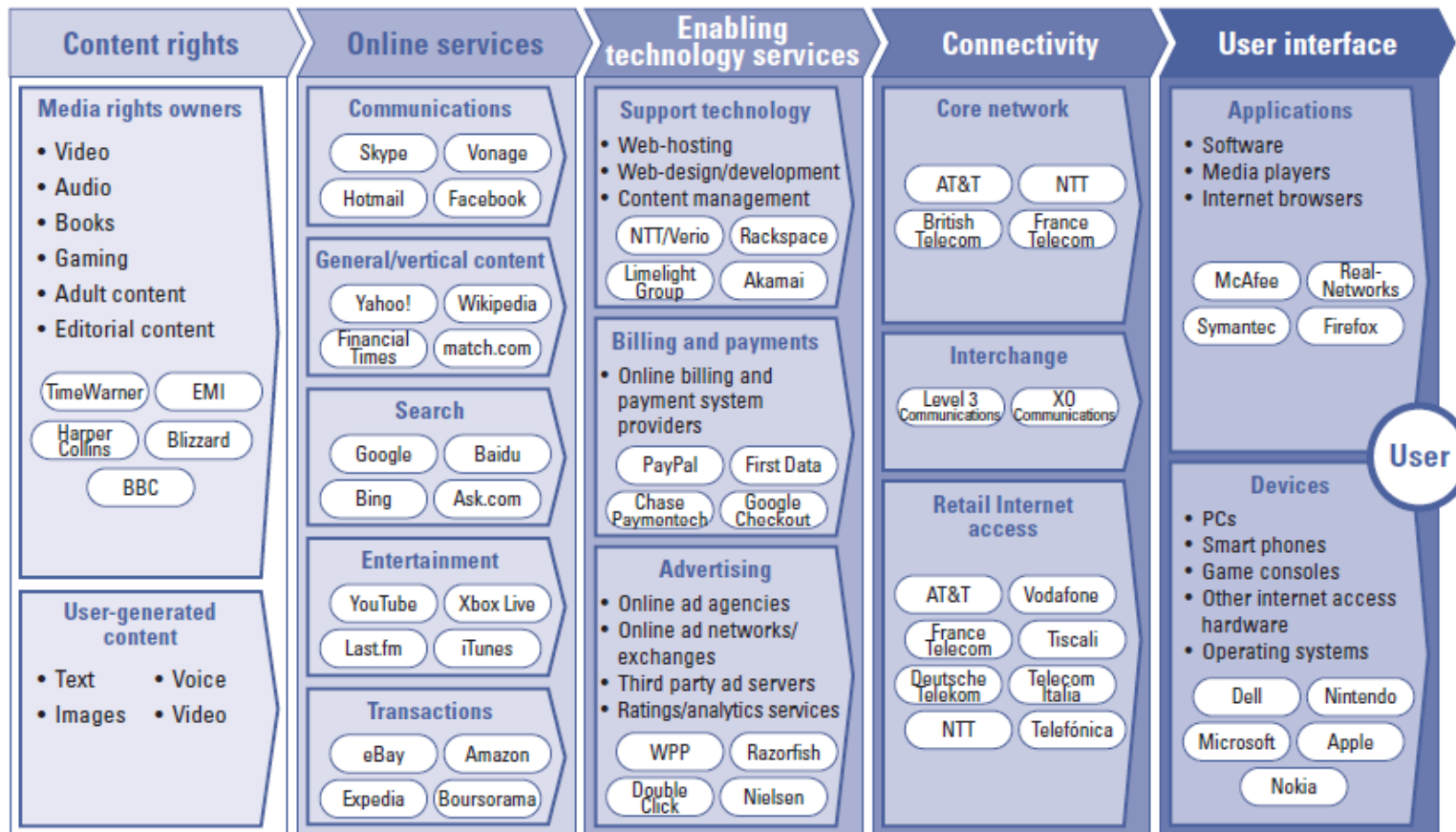


Proceso de transformación de las Telecomunicaciones





Cadena de Valor de Internet



Source: A.T. Kearney analysis

a Orientaciones estratégicas

Orientaciones principales para el desarrollo de el negocio:

- **Retener y fidelizar** a los clientes, haciendo foco en brindar una adecuada calidad de la experiencia.
- **Desarrollar** nuevos e innovadores servicios que hagan más rentables las inversiones en infraestructura para banda ancha y en el caso de Antel particularmente de inclusión digital.
- **Racionalizar** inteligentemente los gastos. Optimizando los procesos operativos, reutilizando capacidades y simplificando los procesos.



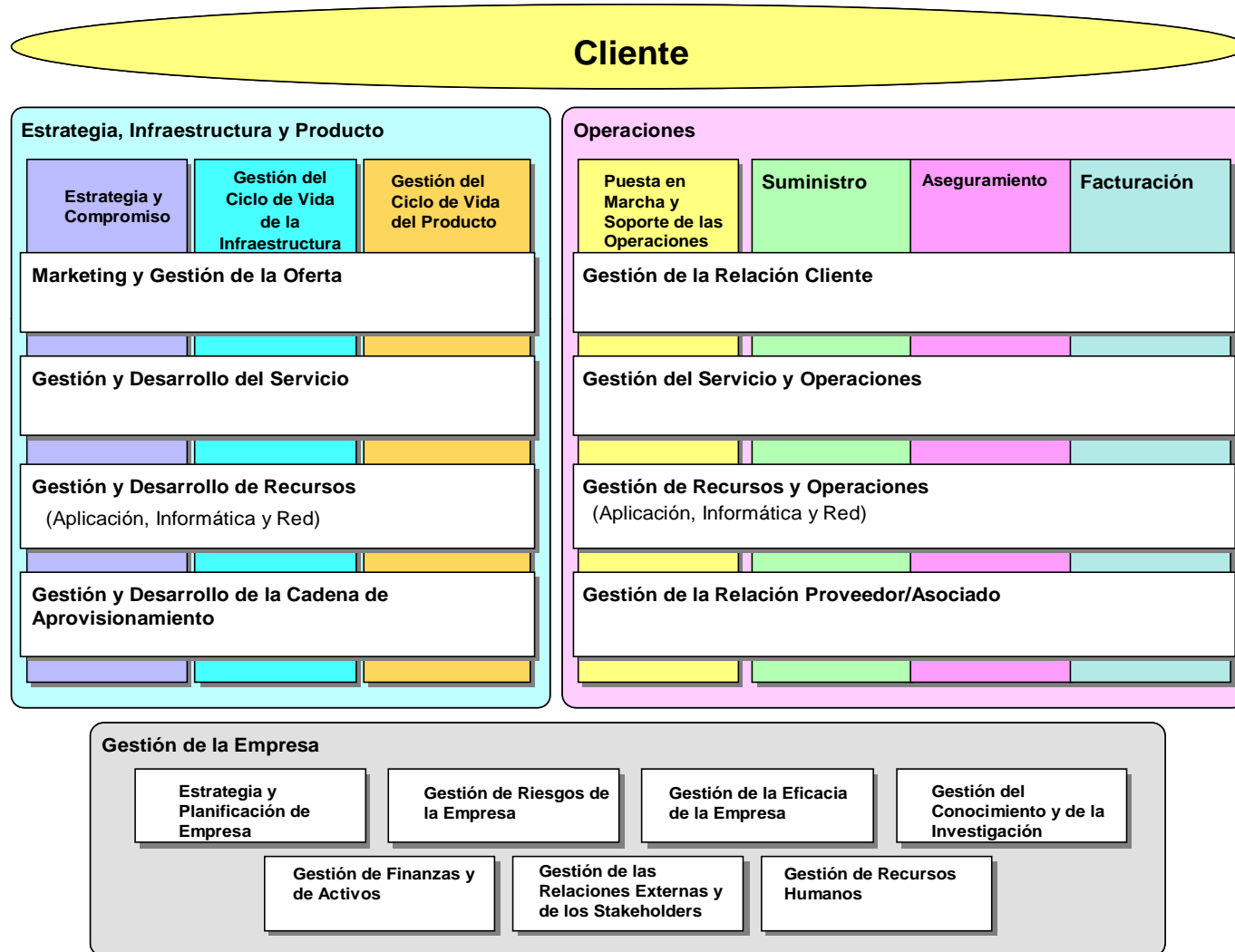
La organización como un sistema



Marcos de referencia

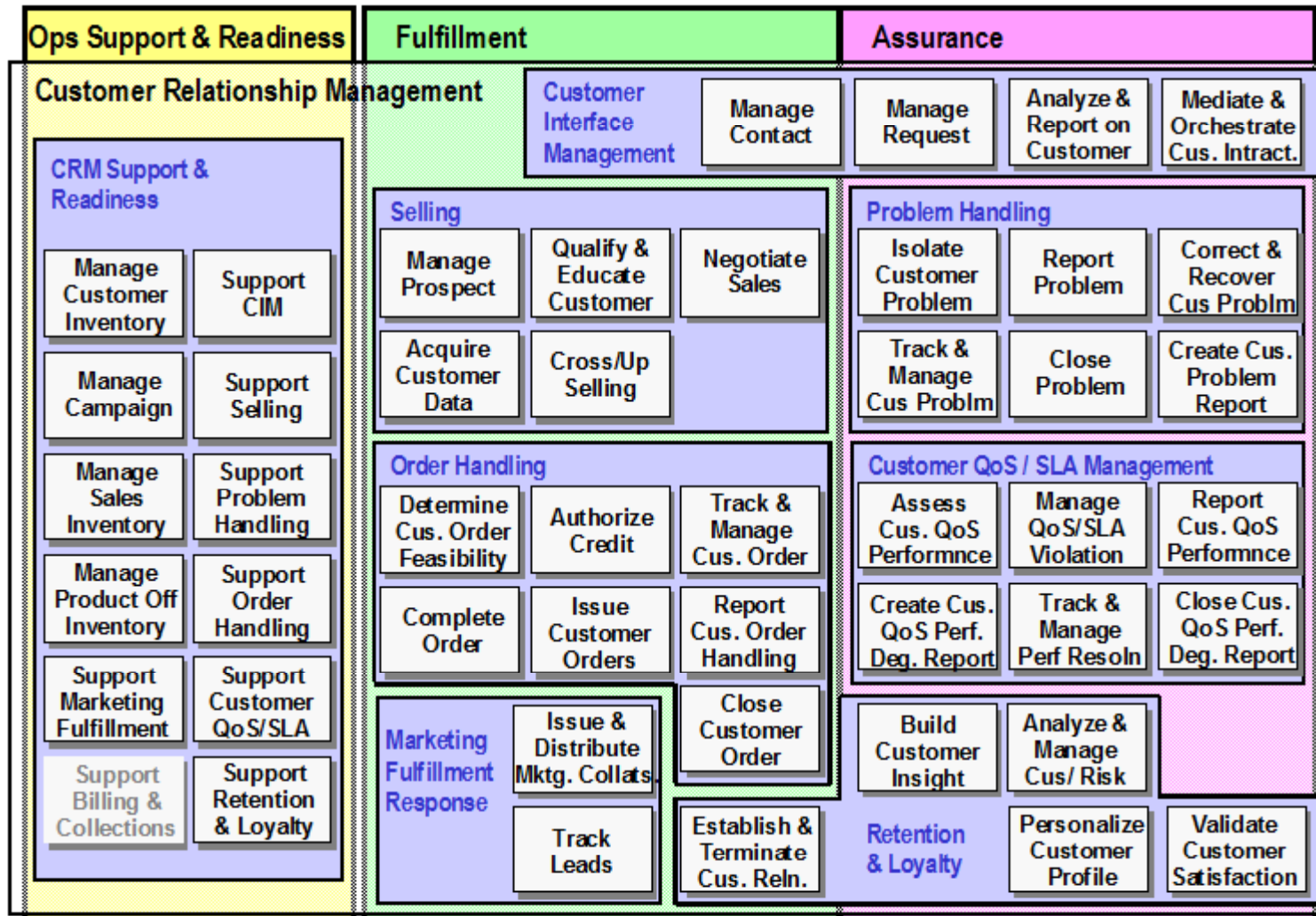


Marco de Procesos de Negocios eTOM Procesos de Nivel 1





Procesos de Nivel 2





STRATEGY, INFRASTRUCTURE & PRODUCT

	STRATEGY & COMMIT	INFRASTRUCTURE LIFECYCLE MANAGEMENT	PRODUCT LIFECYCLE MANAGEMENT
MARKETING & OPERATIONS MANAGEMENT	MARKET STRATEGY & POLICY <ul style="list-style-type: none"> Gather & Analyze Market Information Establish Market Strategy Establish Market Segments Link Market Segments & Products Gain Commitment to Marketing Strategy 	PRODUCT & OFFER CAPABILITY DELIVERY <ul style="list-style-type: none"> Define Product Capability Requirements Capture Product Capability Shortfalls Approve Product Business Case Deliver Product Capability Manage Handover to Product Operations Manage Product Capability Delivery Mechanology 	PRODUCT & OFFER DEVELOPMENT & RETIREMENT <ul style="list-style-type: none"> Gather & Analyze New Product Ideas Assess Performance of Existing Products Develop New Product Business Proposal Develop Product Commercialization Strategy Develop Detailed Product Specifications Manage Product Development Launch New Products Manage Retirement Cycle
SERVICE DELIVERY & MANAGEMENT	SERVICE STRATEGY & PLANNING <ul style="list-style-type: none"> Gather & Analyze Service Information Manage Service Research Establish Service Strategy & Goals Define Service Support Strategies Define Service Business Plans Describe Service Partnership Requirements Gain Enterprise Commitment to Service Strategy 	SERVICE CAPABILITY DELIVERY <ul style="list-style-type: none"> Map & Analyze Service Requirements Capture Service Capability Shortfalls Gain Service Capability Investment Approval Design Service Support Strategies Enable Service Support & Operations Manage Service Capability Delivery Manage Handover to Service Operations 	SERVICE DEVELOPMENT & RETIREMENT <ul style="list-style-type: none"> Gather & Analyze New Service Ideas Assess Performance of Existing Services Develop New Service Business Proposal Develop Detailed Service Specifications Manage Service Development Manage Service Deployment Manage Service Exit
RESOURCE ACQUISITION & MANAGEMENT	RESOURCE STRATEGY & PLANNING <ul style="list-style-type: none"> Gather & Analyze Resource Information Manage Resource Research Establish Resource Strategy & Architecture Define Resource Support Strategies Define Resource Business Plans Describe Resource Partnership Requirements Gain Enterprise Commitment to Resource Plans 	RESOURCE CAPABILITY DELIVERY <ul style="list-style-type: none"> Map & Analyze Resource Requirements Capture Resource Capability Shortfalls Gain Resource Capability Investment Approval Design Resource Support & Operations Enable Resource Support & Operations Manage Resource Capability Delivery Manage Handover to Resource Operations 	RESOURCE DEVELOPMENT & RETIREMENT <ul style="list-style-type: none"> Gather & Analyze New Resource Ideas Assess Performance of Existing Resources Develop New Resource Business Proposal Develop Detailed Resource Specifications Manage Resource Development Manage Resource Deployment Manage Resource Exit
SUPPLY CHAIN DEVELOPMENT & MANAGEMENT	SUPPLY CHAIN STRATEGY & PLANNING <ul style="list-style-type: none"> Gather & Analyze Supply Chain Information Establish Supply Chain Strategy & Goals Define Supply Chain Support Strategies Define Supply Chain Business Plans Gain Enterprise Commitment to Supply Chain Plans 	SUPPLY CHAIN CAPABILITY DELIVERY <ul style="list-style-type: none"> Determine the Sourcing Requirements Determine Potential Suppliers/Partners Manage the Tender Process Gain Tender Decision Approval Negotiate Commercial Arrangements Gain Approval for Commercial Arrangements 	SUPPLY CHAIN DEVELOPMENT & ONGOING MANAGEMENT <ul style="list-style-type: none"> Manage Supplier/Partner Engagement Manage Supply Chain Contract Variation Manage Supplier/Partner Termination Establish Supplier/Partner Agreements Terminate Supplier/Partner Agreements
		SP ONBOARDING CAPABILITY DEVELOPMENT & ACTIVATION <ul style="list-style-type: none"> On-board Supplier/Partner Capability 	

OPERATIONS

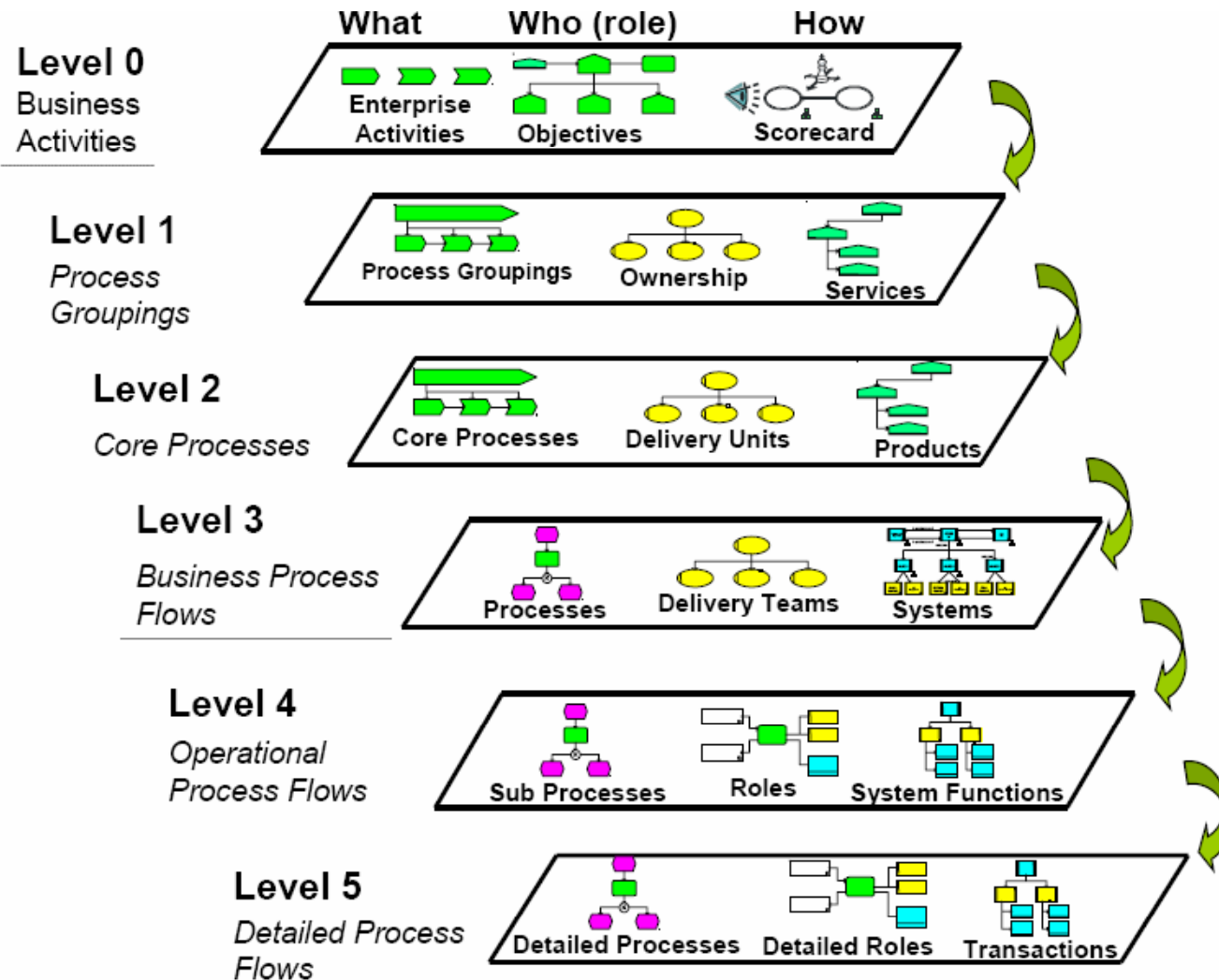
	OPERATIONS SUPPORT & READINESS	FULFILLMENT	ASSURANCE	BILLING & REVENUE MANAGEMENT	
CUSTOMER RELATIONSHIP MANAGEMENT	CRM SUPPORT & READINESS <ul style="list-style-type: none"> Support Customer Interface Management Support Order Handling Support Problem Handling Support Bill Invoicing Management Support Billing Payments & Distributions Management Support Retention & Loyalty Support Marketing Fulfillment Support CRM Manage Campaign Support Bill Inquiry Handling Manage Customer Inventory Manage Product Offering Inventory Manage Sales Inventory Support Customer QoS/SLA 	MARKETING FULFILLMENT RESPONSE <ul style="list-style-type: none"> Issue & Distribute Marketing Collaterals Track Leads 	CUSTOMER INTERFACED MANAGEMENT <ul style="list-style-type: none"> Manage Contact Manage Request (Including Self Service) 	PROBLEM HANDLING <ul style="list-style-type: none"> Analyze & Report on Customer Metrics & Orchestrate Customer Interactions Isolate Customer Problem Support Customer Problem Track & Manage Customer Problem Class Customer Problem Report Create Customer Problem Report Correct & Reorder Customer Problem 	BILL INVOICING MANAGEMENT <ul style="list-style-type: none"> Apply Pricing, Discounting, Adjustments & Rebates Create Customer Bill Invoice Produce & Distribute Bill
SERVICE MANAGEMENT & OPERATIONS	SMO SUPPORT & READINESS <ul style="list-style-type: none"> Manage Service Inventory Enable Service Configuration & Activation Support Service Platform Management Enable Service Configuration & Activation Support Service & Specific Instance Rating 	SELLING <ul style="list-style-type: none"> Manage Proposal Develop Sales Proposal Qualify Opportunity Manage Sales Accounts Create/Update Selling Analyze Customer Data Negotiate Sales/Contract 	ORDER HANDLING <ul style="list-style-type: none"> Describe Customer Order Feasibility Authorize Credit Track & Manage Customer Order Handling Complete Customer Order Report Customer Order Handling Issue Customer Order Class Customer Order 	CUSTOMER DATA MANAGEMENT <ul style="list-style-type: none"> Assess Customer QoS/SLA Performance Manage QoS/SLA Violation Support Customer QoS Perf Create Customer QoS Perf Degradation Report Track & Manage Customer QoS Perf Production Class Customer QoS Perf Degradation Report 	BILL PAYMENTS & RECEIVABLES MANAGEMENT <ul style="list-style-type: none"> Manage Customer Billing Manage Customer Payments Debit Collection Class Customer Billing Inquiry Report Authorize Customer Bill Invoice Adjustment Track & Manage Customer Bill Inquiry Resolution Report Customer Bill Inquiry Class Customer Bill Inquiry Report
RESOURCE MANAGEMENT & OPERATIONS	RMO SUPPORT & READINESS <ul style="list-style-type: none"> Enable Resource Provisioning Enable Resource Performance Management Support Resource Trouble Management Enable Resource Data Collection & Distribution Manage Resource Inventory Manage Logistics 	ORDER HANDLING <ul style="list-style-type: none"> Describe Customer Order Feasibility Authorize Credit Track & Manage Customer Order Handling Complete Customer Order Report Customer Order Handling Issue Customer Order Class Customer Order 	RETENTION & LOYALTY <ul style="list-style-type: none"> Personalize Customer Profile for Retention & Loyalty Establish & Terminate Customer Relationship Build Customer Insight Analyze and Manage Customer Risk Validate Customer Satisfaction 	PROBLEM HANDLING <ul style="list-style-type: none"> Analyze & Report on Customer Metrics & Orchestrate Customer Interactions Isolate Customer Problem Support Customer Problem Track & Manage Customer Problem Class Customer Problem Report Create Customer Problem Report Correct & Reorder Customer Problem 	BILL INVOICING MANAGEMENT <ul style="list-style-type: none"> Apply Pricing, Discounting, Adjustments & Rebates Create Customer Bill Invoice Produce & Distribute Bill
SUPPLIER/PARTNER RELATIONSHIP MANAGEMENT	WORKFORCE MANAGEMENT <ul style="list-style-type: none"> Administer and Configure Workforce Management Manage Work Order Lifecycle Manage Shifts and Assignments Plan and Forecast Workforce Management Report Workforce Management 	RESOURCE PROVISIONING <ul style="list-style-type: none"> Allocate & Install Resource Configure & Activate Resource Test Resource Track & Manage Resource Provisioning Support Resource Provisioning Class Resource Order Issue Resource Order Reorder Resource 	RESOURCE TRUBLE MANAGEMENT <ul style="list-style-type: none"> Survey & Analyze Resc Tbl Locate Resc Tbl Correct & Reorder Resc Tbl Track & Manage Resc Tbl Report Resc Tbl Class Resc Tbl Report Create Resc Tbl Report 	RESOURCE PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Monitor Resc Perf Analyze Resc Perf Control Resc Perf Report Resc Perf Class Resc Perf Degradation Rpt 	RESOURCE MEDIATION & REPORTING <ul style="list-style-type: none"> Mediate Service Usage Records Report Resource Usage Records Report Resource Usage Records
	RESOURCE DATA COLLECTION & DISTRIBUTION <ul style="list-style-type: none"> Collect Management and Security Information & Data 	RESOURCE MANAGEMENT & OPERATIONS <ul style="list-style-type: none"> Process Management and Security Information & Data Distribute Management and Security Information & Data 	RESOURCE PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Monitor & Control S/P Service Performance Track & Manage S/P Performance Resolution Report S/P Performance Initiate S/P Performance Degradation Report Class S/P Performance Degradation Report 	SP SETTLEMENTS & PAYMENTS MANAGEMENT <ul style="list-style-type: none"> Manage Account Reconcile & Assess Invoicing Reconcile & Assess Invoicing Issue Settlements Matrix & Payments 	
	SP SUPPORT & READINESS <ul style="list-style-type: none"> Manage S/P Requisition Management Support S/P Problem Reporting & Management Support S/P Performance Management Support S/P Settlements & Payment Management Support S/P Interface Management Manage Supplier/Partner Inventory 	SP REQUISITION MANAGEMENT <ul style="list-style-type: none"> Select Supplier/Partner Determine S/P Pre-Requisition Feasibility Track & Manage S/P Requisition Reconcile & Accept S/P Requisition Initiate S/P Requisition Order Report S/P Requisition Class S/P Requisition Order Reorder S/P Pre-fact (Service/Resource) 	SP PROBLEM REPORTING & MANAGEMENT <ul style="list-style-type: none"> Initiate S/P Problem Report Reorder S/P Problem Report Track & Manage S/P Problem Resolution Reconcile & Accept S/P Problem Resolution Report S/P Problem Report Class S/P Problem Report 	SP INTERFACE MANAGEMENT <ul style="list-style-type: none"> Manage S/P Requests (Including Self Service) 	SP PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Monitor & Control S/P Service Performance Track & Manage S/P Performance Resolution Report S/P Performance Initiate S/P Performance Degradation Report Class S/P Performance Degradation Report
		SP INTERFACE MANAGEMENT <ul style="list-style-type: none"> Manage S/P Requests (Including Self Service) 	SP PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Monitor & Control S/P Service Performance Track & Manage S/P Performance Resolution Report S/P Performance Initiate S/P Performance Degradation Report Class S/P Performance Degradation Report 	SP SETTLEMENTS & PAYMENTS MANAGEMENT <ul style="list-style-type: none"> Manage Account Reconcile & Assess Invoicing Reconcile & Assess Invoicing Issue Settlements Matrix & Payments 	

ENTERPRISE MANAGEMENT

STRATEGIC & ENTERPRISE PLANNING			ENTERPRISE RISK MANAGEMENT			ENTERPRISE EFFECTIVENESS MANAGEMENT			KNOWLEDGE & RESEARCH MANAGEMENT		
STRATEGIC BUSINESS PLANNING	BUSINESS DEVELOPMENT	ENTERPRISE ARCHITECTURE MANAGEMENT	BUSINESS CONTINUITY MANAGEMENT	SECURITY MANAGEMENT	REVENUE ASSURANCE MANAGEMENT	PROCESS MANAGEMENT AND SUPPORT	ENTERPRISE QUALITY MANAGEMENT	PROGRAM & PROJECT MANAGEMENT	KNOWLEDGE MANAGEMENT	RESEARCH MANAGEMENT	TECHNOLOGY SCANNING
IT/BI S/P F&S			AUDIT MANAGEMENT	INSURANCE MANAGEMENT		ENTERPRISE	FACILITIES	IT/BI S/P F&S P&M D&S			

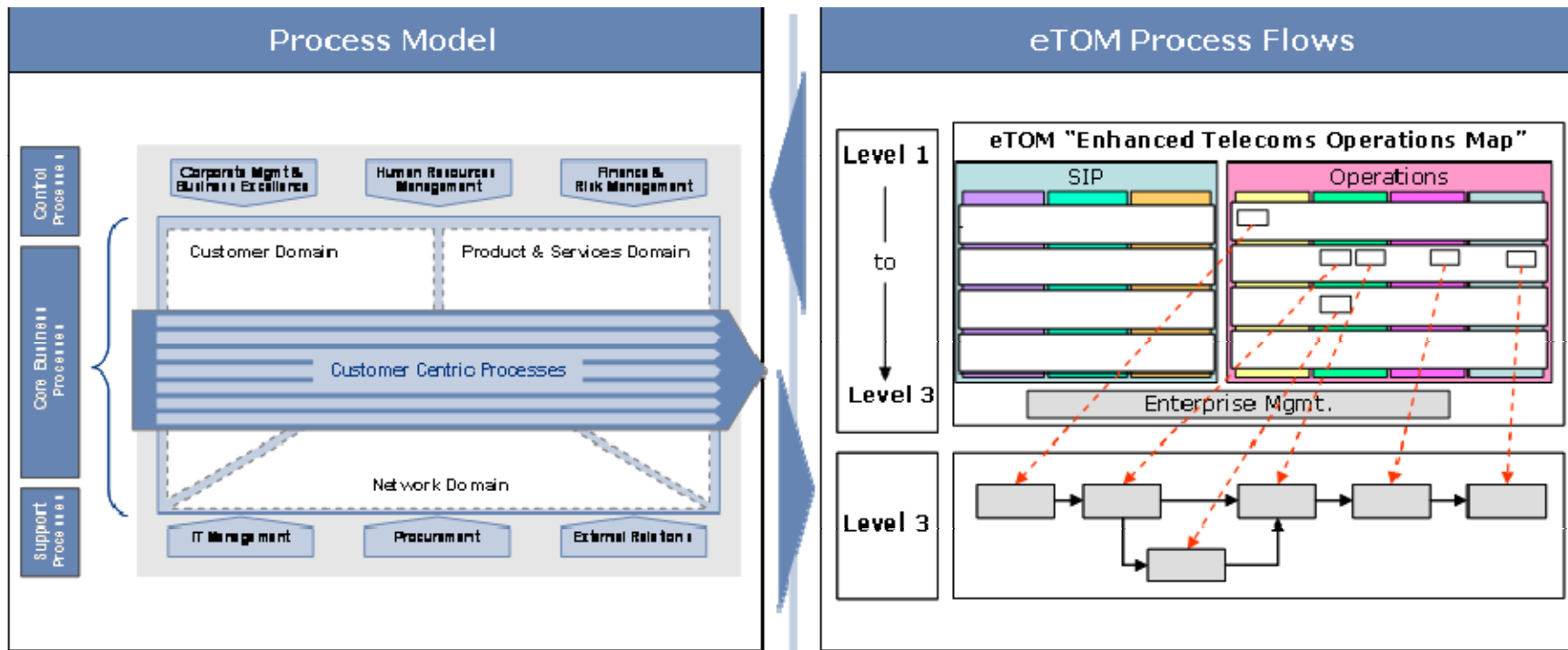


Niveles de Descripción de Procesos



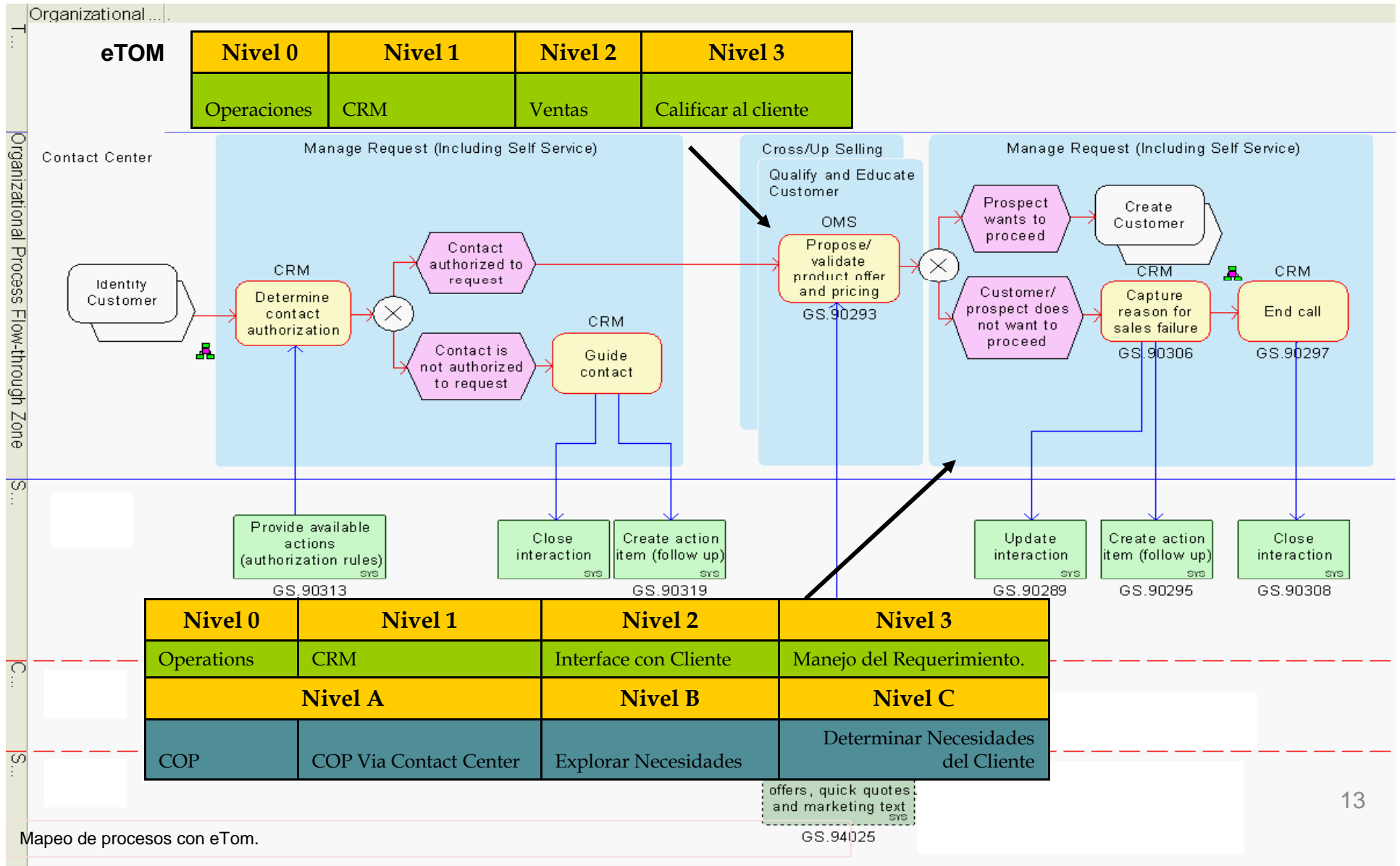


e-TOM para el modelado de procesos



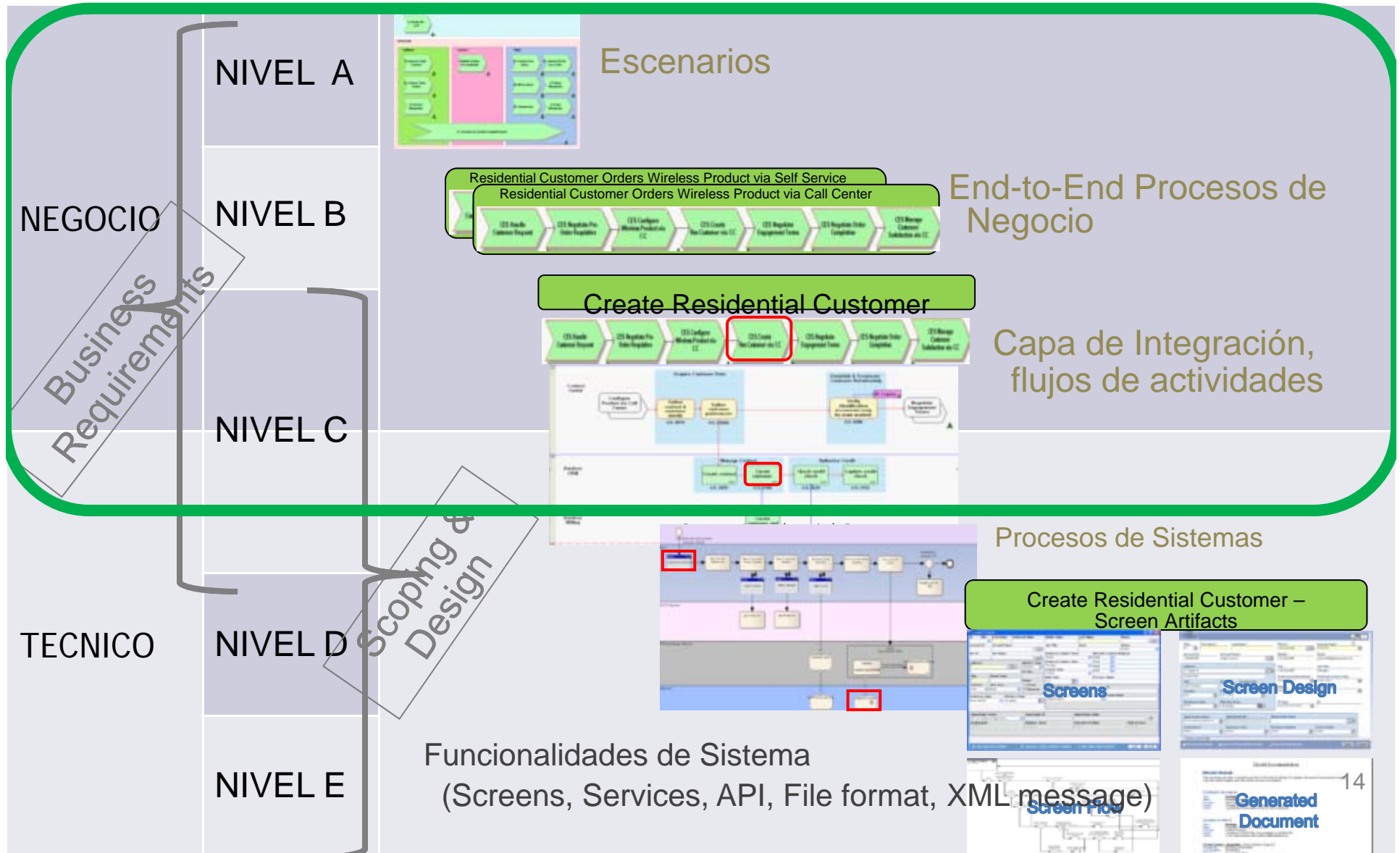


Ejemplo de Nivel C modelado en Aris





Niveles de Modelado



Estándar de Métricas de Negocio

(BMS)



Business Metrics

- Estandariza las métricas para procesos estandarizados (Business Process Framework).
- Estandariza vocabulario - Benchmarking
 - Identificar problemas, focalizar mejoras
 - Decisiones de inversiones
 - Seguimiento de desempeño de los negocios





Dominios (categorías de métricas)





5 Áreas de Procesos claves

1 Process focus representing measures relevant to the overall line of business.

4 Process Foci from eTOM



Customer Management
Fulfillment
Assurance
Billing




General

A Metric will be specific to a Domain, a Process Focus, and a Topic





Cumplimiento




Meta Blocks

- #1 Commercial
- #2 Technical
- #3 Develop Required Service Configuration (if not pre-configured)
- #4 e.g: allocating equipment in rack, sending out DSL modem
- #5 e.g. Turning on modem, start of billing cycle

Triggers

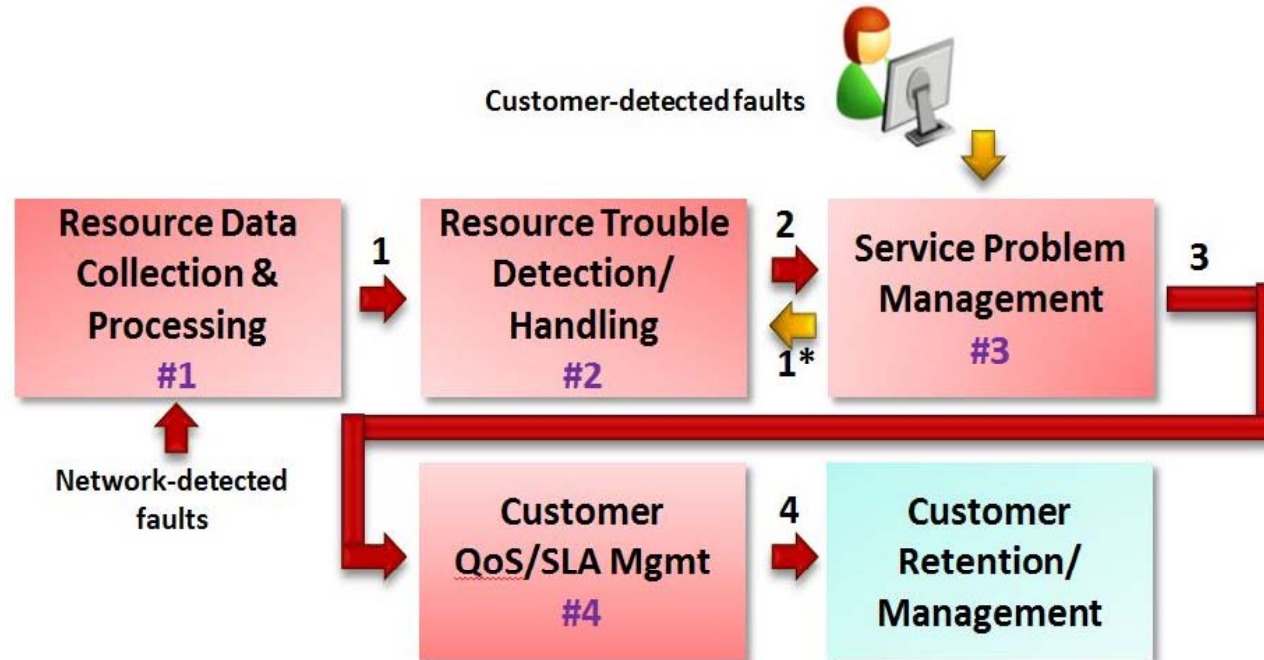
- 1 PO Received & Customer Order Issued
- 2 Service Order(s) issued to satisfy Customer Order
- 3 Work order issued and resource provisioning requested
- 4 Resources provisioned and tested to support Service Orders)
- 5 Integrate Resources, Test Services end to end & Activate

 Prior to fulfillment process





Aseguramiento



Meta Blocks

- #1 From CSP's management systems
- #2 First pass fault resolution
- #3 Problem passed to TT system
- #4 If problem has an impact on service

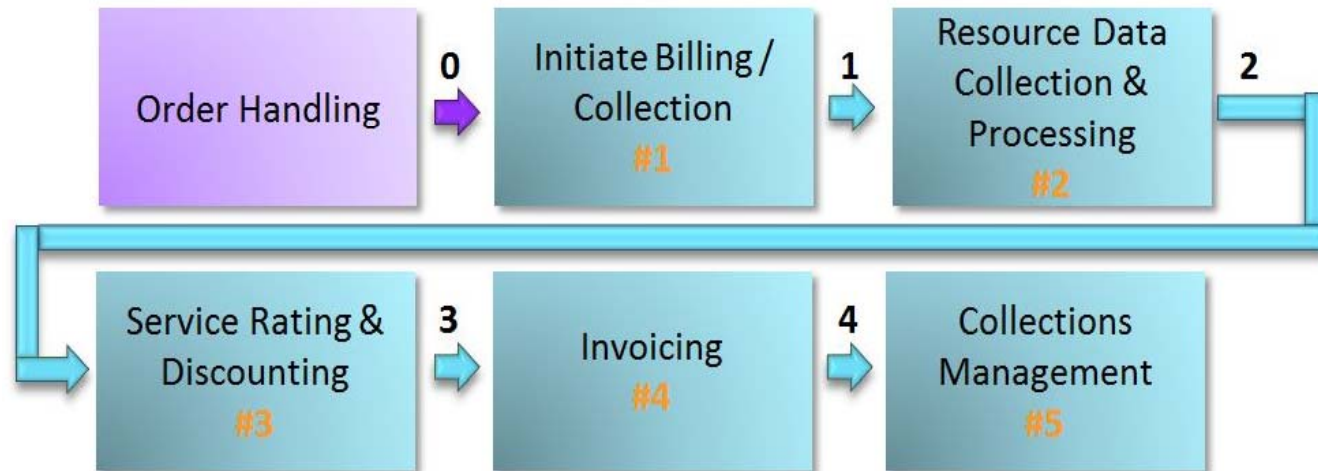
Triggers

- 1 Network / resource trouble reported
- 2 Assess Services and Customer affected
- 1* Assess Resource root cause for customer / service problem
- 3 Assess customer QoS impact and any SLA violations
- 4 Close & report, follow-up with customer





Facturación




Meta Blocks

- #1 Initiate billing / collection
- #2 Resource data collection and processing
- #3 Service rating and discounting
- #4 Invoicing
- #5 Collections management

Triggers

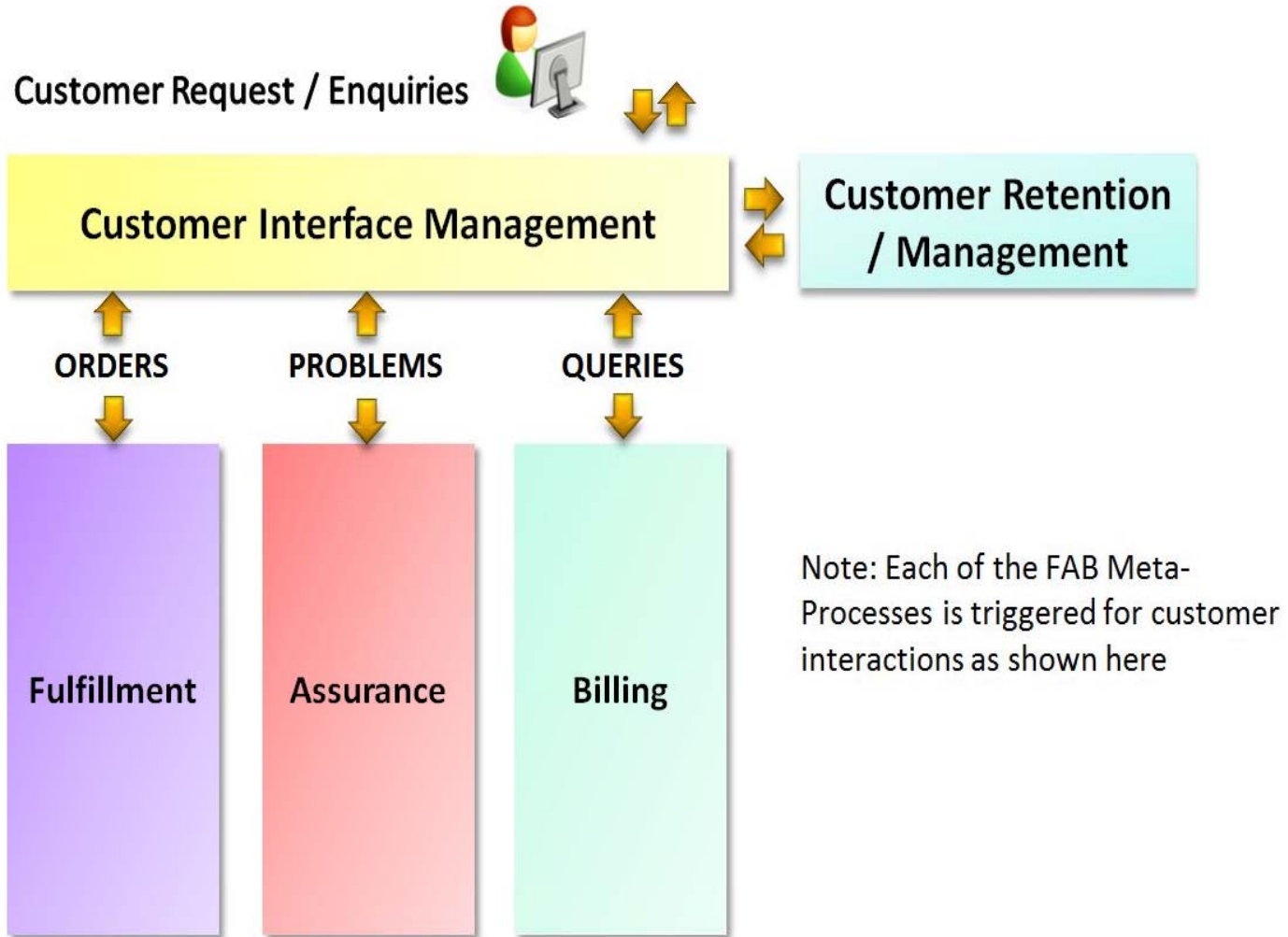
- 1 Customer Service / Product activated
- 2 Data records received from network / resources
- 3 Mediated usage records generated
- 4 Call / Service Charge(s) for billing calculated
- 5 Charges accumulated in bill

 Part of the fulfillment process





Gestión de Clientes





Temas (Tópicos)

De Experiencia de Cliente

- Acceso
- Tiempo transcurrido Cliente
- Usabilidad
- Precisión
- Disponibilidad de Contacto
- Facilidad para hacer Negocios
- Flexibilidad Precios
- seguridad





TM FORUM BUSINESS METRICS RELEASE 5

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Revenue & Margin

Revenue	C-RM-1: ARPU C-RM-4: Revenue Breakdown: Revenue Source Service And Applications	Revenue
Profitability Margin, Revenue Assurance	C-RM-1: Profitability C-RM-BA-DQ: % Data Validated C-RM-BA-RQ: % Customers Reconciled C-RM-BA-PE: % Recovered Revenue Total C-RM-BA-PEC: % Recoverable Revenue Value C-RM-BA-PE: % KPIs Successfully Recovered And Error After Rectifying C-RM-BA-PE: % Recovered And Recoverable Revenue Total C-RM-BA-RL: % Revenue That Could Not Be Solved C-RM-BA-RL: Cost Of Standed Asset C-RM-BA-RL: % Settlements Reported Accepted	Profitability Margin, Revenue Assurance
Cost OpEx, CapEx	C-RM-2: OpEx/CapEx C-RM-3: OpEx/Revenue	Cost OpEx, CapEx
Churn	C-RM-5: Customers Acquired C-RM-5c: Customers Lost	Churn

Customer Experience

Operational Efficiency

		Customer Experience			Operational Efficiency					
		Access	Time	Quality <small>Usability, Accuracy, Availability</small>	Cost	Time	Quality <small>Deliver, Consistently</small>	Effectiveness <small>Process, Flexibility & Automation, Utilization</small>		
Shopping	Awareness								Acquisition	Marketing & Selling
	Interaction	CM-CE-1: Distribution Of Contact Handling Across Channels	CM-CE-2a: Mean Customer Call Waiting Time CM-CE-2b: Contact Time To Complete Handling Customer Request CM-CE-2c: % First Call Resolution	CM-CE-3a: Volume Of Customer Requests CM-CE-3b: Distribution Of Customer Requests CM-CE-3c: % Calls Abandoned	CM-CE-4a: Cost Of Customer Management Process CM-CE-4b: Customer Management Process Costs As % OpEx CM-CE-4c: Unit Cost Of Customer Management				CRM	
	Agreement		F-DE-2a: Mean Duration To Fulfill Service Order F-DE-2b: Difference Between Requested Delivery Date And Planned Date F-DE-2c: % Orders Delivered By Committed Date	F-CE-3: % Service Usability Queries F-CE-4: % Of Service Activation Failures	F-DE-2a: Mean Time Order To Activation F-DE-2b: Order To Activation Time By Major Process F-DE-2c: % Orders Requesting Rework	F-DE-3a: % Orders Requesting Rework By Cause Type F-DE-3b: Mean Time To Handle Defect Or Rework From Order To Activation F-DE-3c: % Orders Requesting Rework	F-DE-4: % Service Offerings Investments For Repeat Interactions	Fulfillment		
Using	Support Need	A-CE-2a: Tickets Resolution Time A-CE-2b: Mean Time To Resolve Customer Inquiries A-CE-2c: % Of Problems Reached By Due Date	A-CE-4a: % Of Tickets That Are Reported More Than One Day Old A-CE-4b: % Of Customers Who S.A. A-CE-4c: % Of Problems Reported By Customers	A-CE-5: Availability Of Service To Customers % Of SLA Violations % Of Problems That Are Solved Within SLA Time Requirements	A-DE-3a: Cost Of Assurance Process A-DE-3b: Customer Problem Cases As % OpEx A-DE-3c: Cost Of SLA	A-DE-2a: Unit Cost Of Assurance A-DE-2b: Service Problem Resolution Time A-DE-2c: Mean Time to Resolve Service Problems	A-DE-3a: % Of Problems By Cause Type A-DE-3b: % Maintenance Time Used For Repair A-DE-3c: Mean Time Between Failures	A-DE-4: % Service Offerings Investments For Repeat Interactions NOC/FTE Efficiency	Assurance	Operating
	Payment	B-CE-1a: Distribution Of Bills By Delivery Method B-CE-1b: % Payment Transactions By Payment Method B-CE-1c: % To Bill Local	B-CE-2a: Mean Transaction Posting Time B-CE-4a: % Of Bills Delivered Post-Process Cycle B-CE-4b: Mean Time Of Payment And Debit To Bill B-CE-4c: % Bills Incomplete	B-CE-5a: % Of Bills Adjusted B-CE-5b: % Billing Correct B-CE-5c: % Bills Adjusted Internally	B-DE-3a: % Cost Of Billing B-DE-3b: Unit Cost Of Bill B-DE-3c: Billing Incomplete B-DE-3d: % Cost Of Collection	B-DE-2a: Time To Process Billing Or Billing Incomplete B-DE-2b: Billing Incomplete B-DE-2c: Mean Time From Service Request To Bill Creation B-DE-2d: Mean Duration From Bill Request To Call Answered	B-DE-3a: % Cost Of Billing B-DE-3b: Mean Age of Billing Invoiced B-DE-3c: % Billing Incomplete B-DE-3d: % Cost Of Billing Invoiced B-DE-3e: % Billing Incomplete B-DE-3f: % Billing Incomplete B-DE-3g: % Billing Incomplete B-DE-3h: % Billing Incomplete B-DE-3i: % Billing Incomplete B-DE-3j: % Billing Incomplete B-DE-3k: % Billing Incomplete B-DE-3l: % Billing Incomplete B-DE-3m: % Billing Incomplete B-DE-3n: % Billing Incomplete B-DE-3o: % Billing Incomplete B-DE-3p: % Billing Incomplete B-DE-3q: % Billing Incomplete B-DE-3r: % Billing Incomplete B-DE-3s: % Billing Incomplete B-DE-3t: % Billing Incomplete B-DE-3u: % Billing Incomplete B-DE-3v: % Billing Incomplete B-DE-3w: % Billing Incomplete B-DE-3x: % Billing Incomplete B-DE-3y: % Billing Incomplete B-DE-3z: % Billing Incomplete	B-DE-4: % Cost Of Billing B-DE-4a: % Cost Of Billing B-DE-4b: % Cost Of Billing B-DE-4c: % Cost Of Billing B-DE-4d: % Cost Of Billing B-DE-4e: % Cost Of Billing B-DE-4f: % Cost Of Billing B-DE-4g: % Cost Of Billing B-DE-4h: % Cost Of Billing B-DE-4i: % Cost Of Billing B-DE-4j: % Cost Of Billing B-DE-4k: % Cost Of Billing B-DE-4l: % Cost Of Billing B-DE-4m: % Cost Of Billing B-DE-4n: % Cost Of Billing B-DE-4o: % Cost Of Billing B-DE-4p: % Cost Of Billing B-DE-4q: % Cost Of Billing B-DE-4r: % Cost Of Billing B-DE-4s: % Cost Of Billing B-DE-4t: % Cost Of Billing B-DE-4u: % Cost Of Billing B-DE-4v: % Cost Of Billing B-DE-4w: % Cost Of Billing B-DE-4x: % Cost Of Billing B-DE-4y: % Cost Of Billing B-DE-4z: % Cost Of Billing	Billing	
Preferring	Loyalty								Retention	Satisfying
	Disengagement								Attrition	

For the Business Metrics definitions, please refer to TM Forum document GB935 VS. Additional information about the TM Forum Business Benchmarking Program is available at www.tmforum.org. An electronic copy of this poster is available at <http://www.amdocs.com/Sign/Insight/Posters.htm> | Business Metrics 5 Poster design © Amdocs, Business Metrics content © TM Forum 2010.

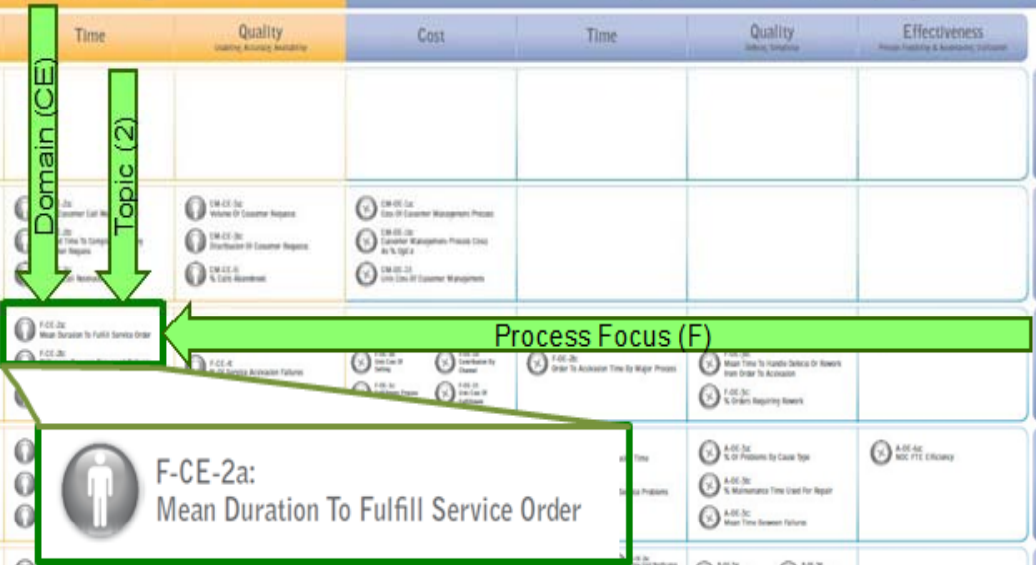


TM FORUM BUSINESS METRICS RELEASE 5

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Revenue & Margin										
Revenue	C-EM-36 ARPU	C-EM-4 Service Activation Success Rate Service And Approvals								Revenue
Profitability	C-EM-1 Profitability	C-EM-33-2 % Total Revenue	C-EM-33-1 Customer Retention	C-EM-34-1 % Network Revenue Share	C-EM-34-2 % Revenue Revenue Share	C-EM-34-3 % Revenue Revenue Share	C-EM-34-4 % Revenue Revenue Share	C-EM-34-5 % Revenue Revenue Share	C-EM-34-6 % Revenue Revenue Share	Profitability
Cost	C-EM-2 OpEx CapEx	C-EM-3 OpEx/Revenue								Cost
Churn	C-EM-35 Customer Retention	C-EM-37 Customer Loss								Churn

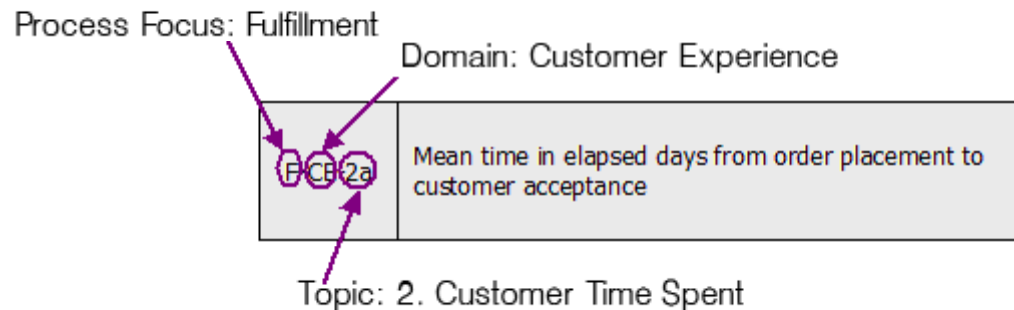
Customer Experience				Operational Efficiency				
Access		Time		Quality		Effectiveness		
Availability		Speed		Accuracy		Efficiency		
Shopping	Awareness							Acquisition
	Interaction	EM-CE-1 % of Requests Or Contact Handling Access Channels	EM-CE-2 Customer Wait Time % of Time To Complete Requests	EM-CE-3 Volume Of Customer Requests	EM-CE-4 Distribution Of Customer Requests	EM-CE-5 % CSAT	EM-CE-6 User Churn Of Customer Management	CRM
	Agreement	F-CE-2a Mean Duration To Fulfill Service Order	F-CE-2b % of Service Activation Failures	F-CE-7 % of Service Activation Failures	F-CE-8 % of Service Activation Failures	F-CE-9 % of Service Activation Failures	F-CE-10 % of Service Activation Failures	Fulfillment
Using	Support Need							Assurance
	Payment	F-CE-11 % of Transactions With Errors	F-CE-12 Mean Transaction Posting Time	F-CE-13 % of Transactions With Errors	F-CE-14 % of Transactions With Errors	F-CE-15 % of Transactions With Errors	F-CE-16 % of Transactions With Errors	Billing
Preferring	Loyalty							Retention
	Disengagement							Attrition



For the Business Metrics Definition, please refer to TM Forum document SBT55 V5. Additional information about the TM Forum Business Benchmarking Program is available at www.tmforum.org. An electronic copy of this paper is available at <http://www.amdocs.com/Docs/ThoughtLeaders/Bus/BusinessMetrics5PowerPoint.pptx> © Amdocs, Business Metrics content © TM Forum 2015.



Cada métrica tiene
un proceso en el cual focaliza
un dominio
un tópico o tema





Consideraciones finales

Necesidades del Negocio

Visión Sistémica

Uso de Estándares

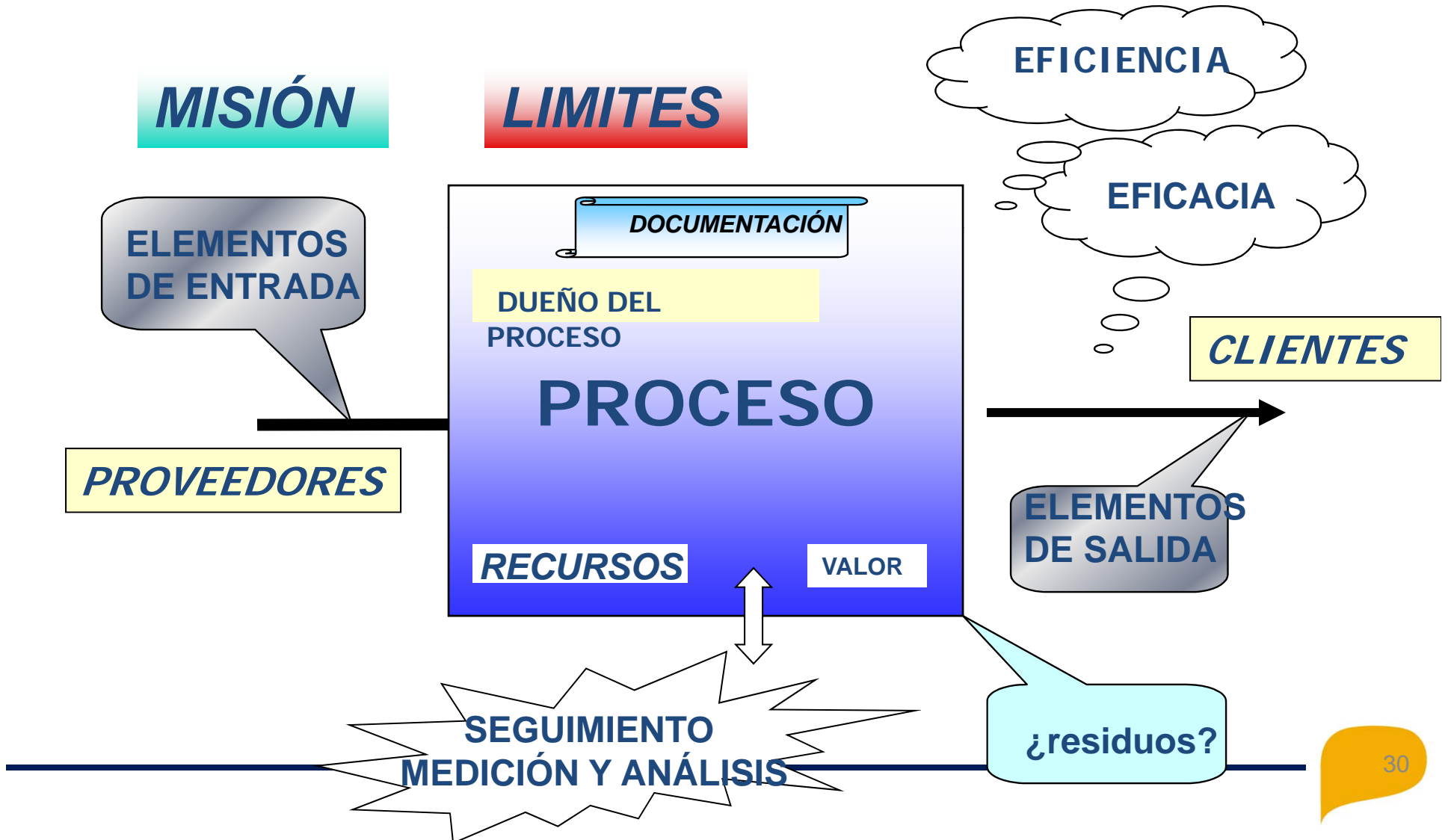


Muchas Gracias

SLIDES COMPLEMENTARIAS



Enfoque de «PROCESO» desde la perspectiva de CALIDAD



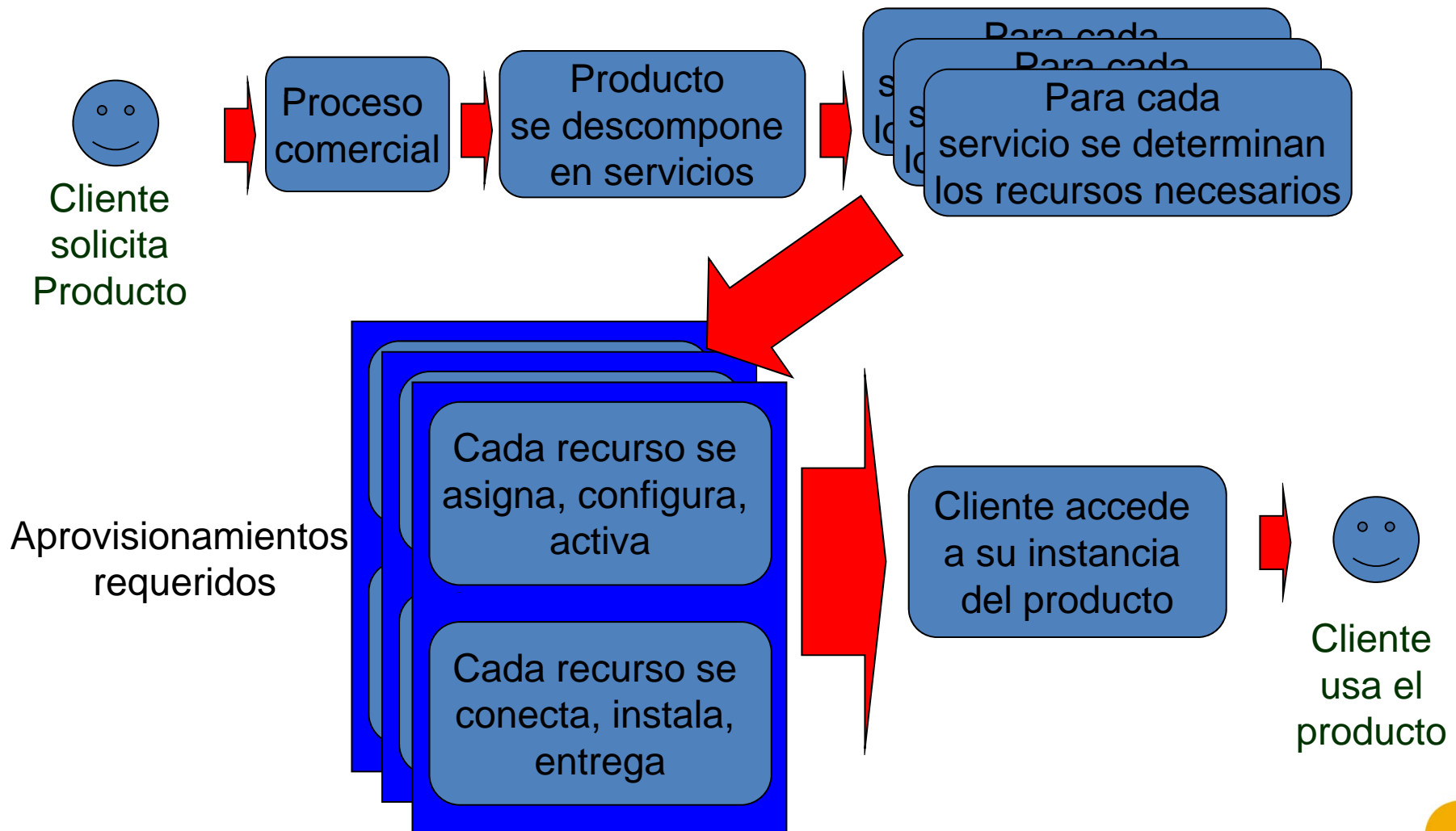


Aprovisionamiento

- El aprovisionamiento consiste en selección, vinculación y configuración de servicios, de modo de instanciarlos para brindar un determinado producto a un cliente.
- Puede requerir acciones lógicas o físicas.
- Las acciones lógicas son de configuración, activación, asignación.
- Las acciones físicas son de conexión, instalación, entrega física en el caso del CPE.



Ciclo de Aprovisionamiento



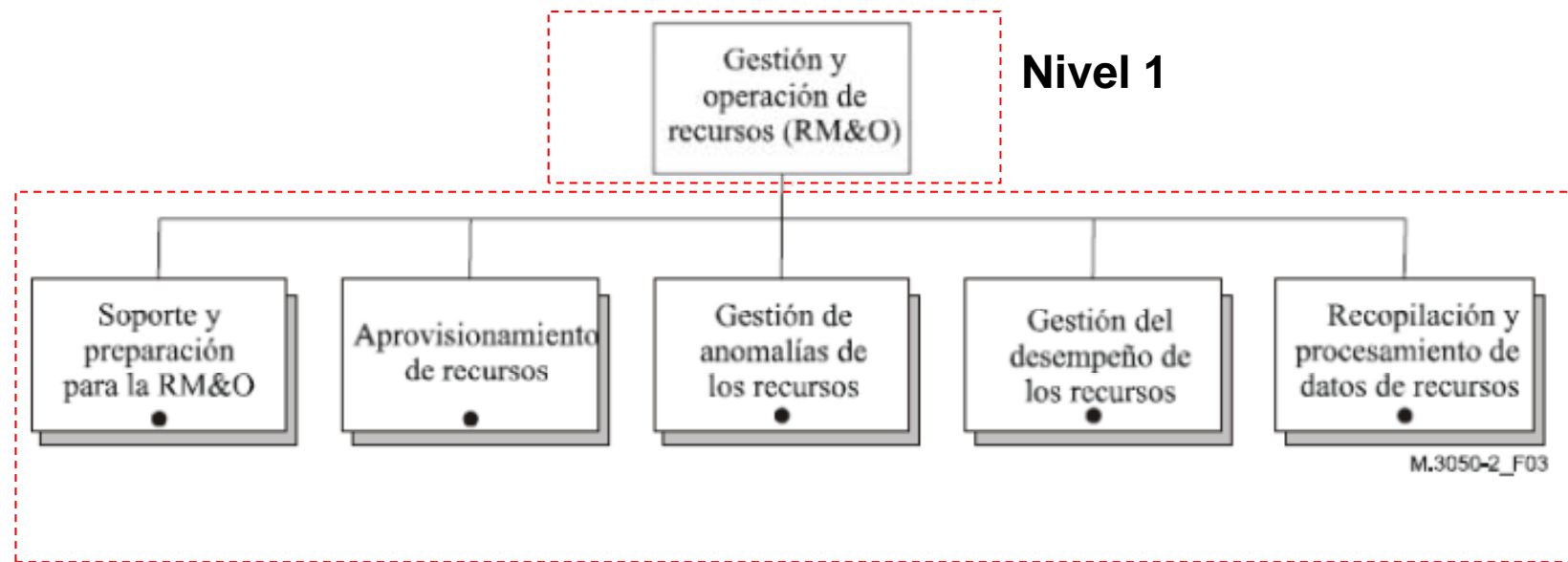


Aseguramiento

- El aseguramiento tiene como propósito asegurar el correcto funcionamiento de las funcionalidades del producto.
- Son acciones de aseguramiento
 - El mantenimiento de la calidad acordada con el cliente (acuerdo de nivel de servicio si existe)
 - La resolución de fallas de funcionamiento ante contingencias en la infraestructura y componentes lógicos que soportan el producto en los plazos del reglamento de servicios o acuerdos específicos.



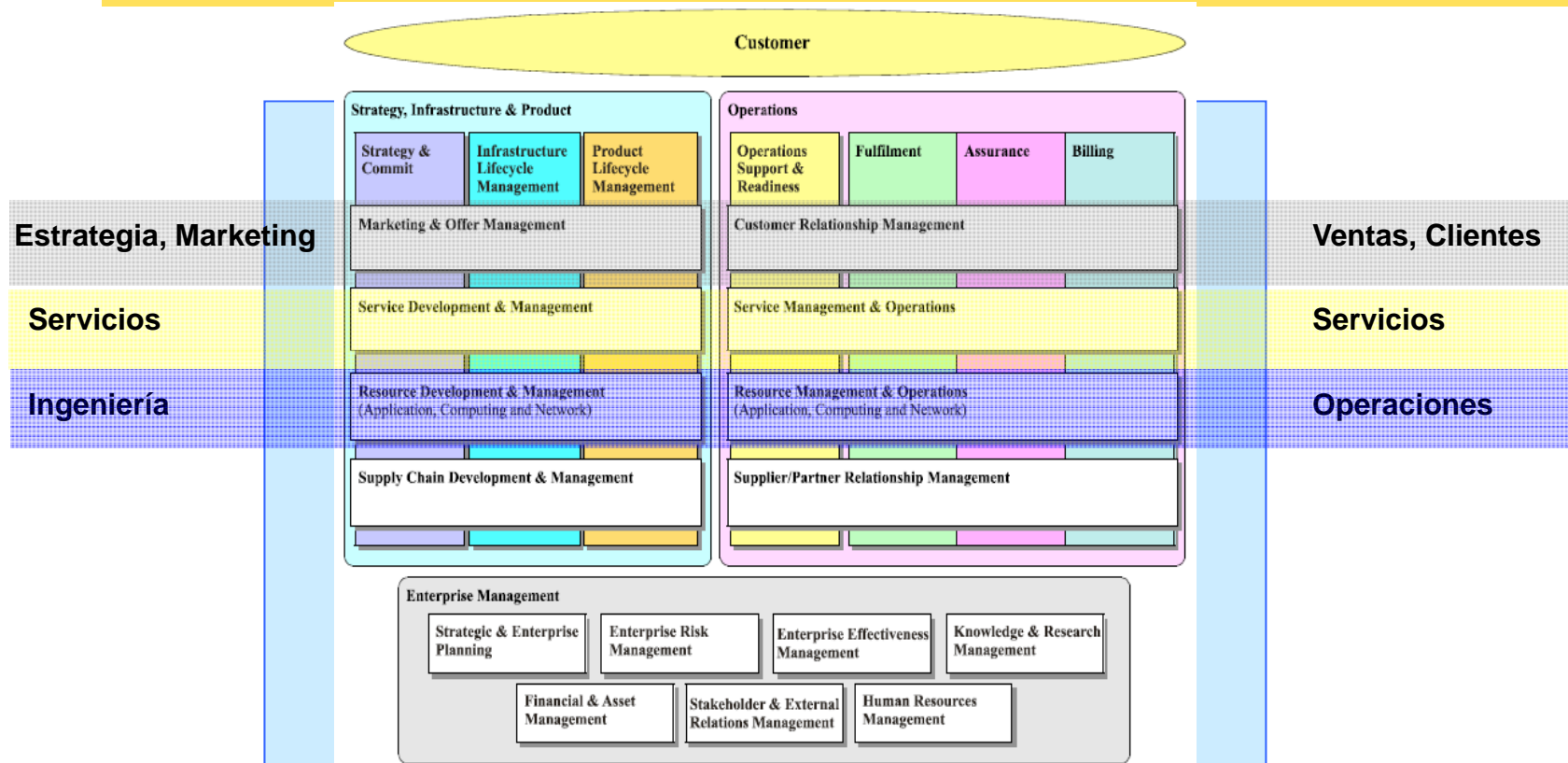
Ejemplo de descomposición de procesos Niveles 1 y 2 Gestión y operación de recursos.



Nivel 2



Antel: Funciones organizativas mapeadas con eTOM



Estructura organizacional centrada en el cliente subordinada a los objetivos del negocio