TELECOMMUNICATIONS PROCESS CLASSIFICATION FRAMEWORK℠

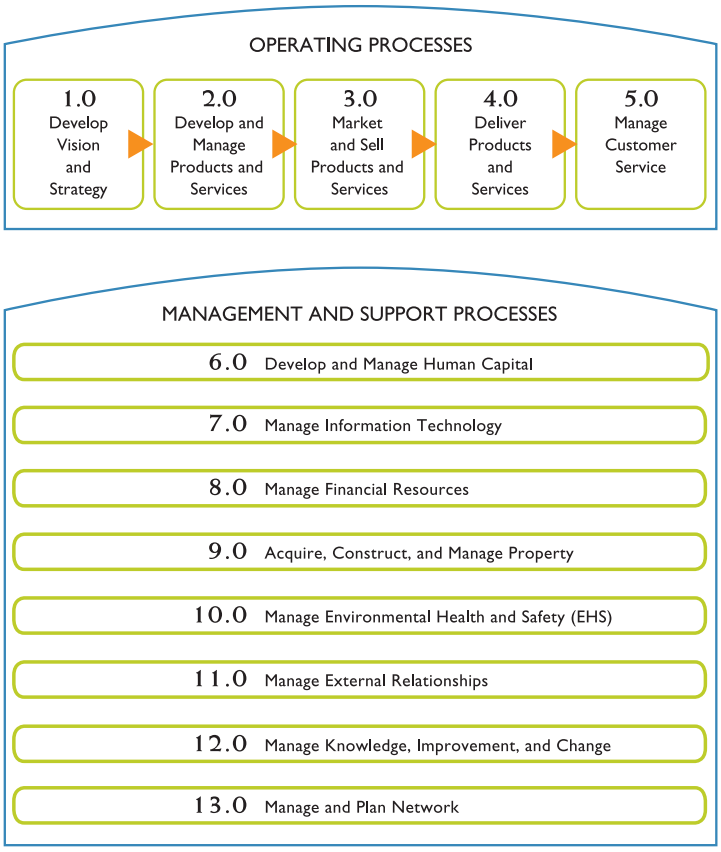
THE TELECOMMUNICATIONS PROCESS CLASSIFICATION FRAMEWORK

Based on the renowned Process Classification Framework℠ (PCF), a taxonomy of cross-functional business processes intended to allow objective comparison of performance within and among organizations, and the support of IBM, this industry PCF enables more industry applicable content by outlining and defining processes and activities specific to the Telecommunications industry. This allows organizations to choose the framework most relevant to the specific process improvement need, whether it be benchmarking within or across industries, business process management/re-engineering, or content management. The cross-industry PCF and industry PCFs are available on the APQC website at no charge. IBM provided the subject matter expertise and intellectual property to create the industry specific business process classification frameworks, as part of the IBM's continuing leadership in the promotion of open standards to help organizations evaluate and measure business processes at an industry level.

THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification Framework℠ (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint.

The cross-industry framework has experienced more than 15 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for APQC's Open Standards Benchmarking℠ database of performance metrics, the largest of its kind in the world. The PCF will continue to be enhanced as the database further develops definitions, processes, and measures. The PCF, associated measures, and definitions are available for download at no charge at www.apqc.org/osb. An online benchmarking portal for individual assessments is also available.



HISTORY

The cross-industry Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2008, APQC and IBM worked together to enhance the cross-industry PCF and to develop a number of industry-specific process classification frameworks.

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LOOKING FORWARD

The cross industry and industry Process Classification Frameworks are evolving models, which APQC will continue to enhance and improve regularly. Thus, APQC encourages comments, suggestions, and more importantly, the sharing of insights from having applied the PCF within your organization. Share your suggestions and experiences with the PCF by e-mailing pcf_feedback@apqc.org.

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based nonprofit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003 and 2004 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European based research firm, and the KNOW network.

The PCF is written in United States English language format.

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ABOUT IBM

IBM works with its clients to develop new business designs and technical architectures that allow their businesses the flexibility required to compete in a global business landscape. The business is also adjusting its footprint toward emerging geographies, tapping into IBM's double-digit growth, providing the technology infrastructure they need, and taking advantage of the talent pools provided to better service IBM's clients. IBM's major operations comprise a Global Technology Services segment; a Global Business Services segment; a Systems and Technology segment; a Software segment; and a Global Financing segment. For more information, visit: www.ibm.com/soa

THE TELECOMMUNICATIONS PROCESS CLASSIFICATION FRAMEWORK℠

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UNDERSTANDING THE NUMBERING SCHEME

Beginning with Version 5.0.0, the PCF uses a numbering scheme that differs from previous versions. The cross-industry framework and the industry-specific frameworks collectively form a library of process

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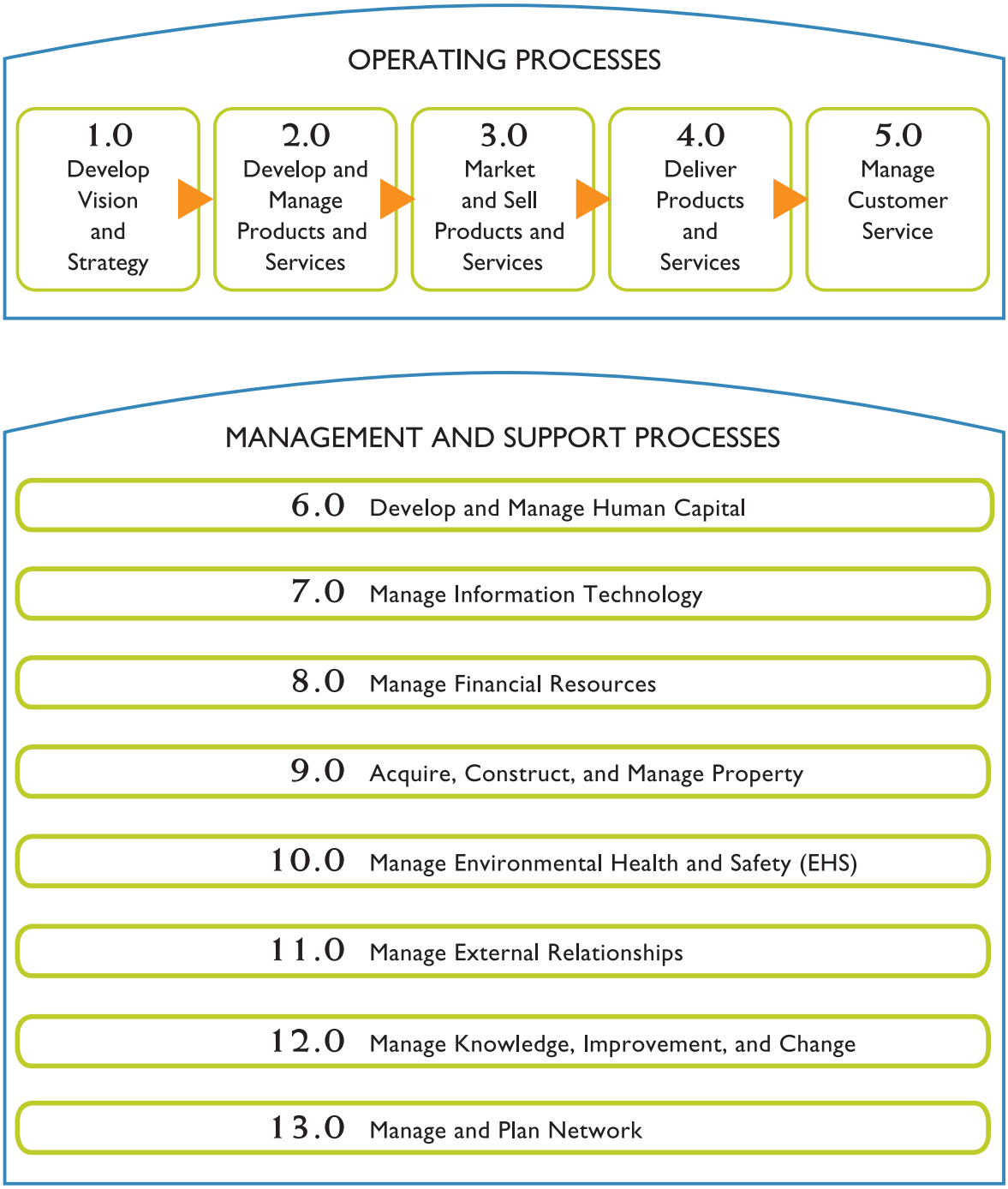

elements used in APQC's Open Standards Benchmarking database. Each process element is referred to by two numbers: a number used to locate the content within that particular framework (in the format 1.2.3.4) and a serial number used to uniquely identify the process element across all of the various Open Standards Benchmarking frameworks (beginning with 10000).

For example, the process element "1.2 Develop business strategy (10015)" is uniquely identified by the serial number "10015" and the hierarchical reference number "1.2." In industry-specific PCFs, any process element identified as "10015" will have the same scope and definition as a process element of the same number elsewhere, but may be labeled differently.

INTERPRETING THE PCF

Category: The highest level within the PCF is indicated by whole numbers (e.g., 8.0 and 9.0)

Process Group: Items with one decimal numbering (e.g., 8.1 and 9.1) are considered a process group.

Process: Items with two decimal numberings (e.g., 8.1.1 and 9.1.2) are considered processes.

Activity: Items with three decimal numbering (e.g. 8.3.1.1 and 9.1.1.1) are considered activities within a process.

The Telecommunications PCF is based on the cross-industry PCF Version 5.0.0 released in April 2008.

1.0 Develop Vision and Strategy (10002)

1.1 Define the business concept and long-term vision (10014)

- 1.1.1 Assess the external environment (10017)
  - 1.1.1.1 Analyze and evaluate competition (10021)
  - 1.1.1.2 Identify economic trends (10022)
  - 1.1.1.3 Identify political and regulatory issues (10023)
  - 1.1.1.4 Assess new technology innovations (10024)
  - 1.1.1.5 Analyze demographics (10025)
  - 1.1.1.6 Identify social and cultural changes (10026)
  - 1.1.1.7 Identify ecological concerns (10027)
- 1.1.2 Survey market and determine customer needs and wants (10018)
  - 1.1.2.1 Conduct qualitative/quantitative assessments (10028)
  - 1.1.2.2 Capture and assess customer needs (10029)
- 1.1.3 Perform internal analysis (10019)
  - 1.1.3.1 Analyze organizational characteristics (10030)
  - 1.1.3.2 Create baselines for current processes (10031)
  - 1.1.3.3 Analyze systems and technology (10032)
  - 1.1.3.4 Analyze financial positions (10033)
  - 1.1.3.5 Identify enterprise core competencies (10034)
- 1.1.4 Establish strategic vision (10020)
  - 1.1.4.1 Align stakeholders around strategic vision (10035)
  - 1.1.4.2 Communicate strategic vision to stakeholders (10036)

1.2 Develop business strategy (10015)

- 1.2.1 Develop overall mission statement (10037)
  - 1.2.1.1 Define current business (10044)
  - 1.2.1.2 Formulate mission (10045)
  - 1.2.1.3 Communicate mission (10046)
- 1.2.2 Evaluate strategic options to achieve the objectives (10038)
  - 1.2.2.1 Define strategic options (10047)
  - 1.2.2.2 Assess and analyze impact of each option (10048)
- 1.2.3 Select long-term business strategy (10039)
  - 1.2.3.1 Define strategic mission, objectives and goals to reflect the revised business design (13285)
  - 1.2.3.2 Define key components for the target vision and business design (13286)
  - 1.2.3.3 Identify interdependencies in business (13287)
- 1.2.4 Create organizational design (structure, governance, reporting, etc.) (10041)
  - 1.2.4.1 Evaluate breadth and depth of organizational structure (10049)
  - 1.2.4.2 Perform job specific roles mapping and value-add analyses (10050)
  - 1.2.4.3 Develop role activity diagrams to assess hand-off activity (10051)
  - 1.2.4.4 Perform organization redesign workshops (10052)
  - 1.2.4.5 Design the relationships between organizational units (10053)
  - 1.2.4.6 Develop role analysis and activity diagrams for key processes (10054)
  - 1.2.4.7 Assess organizational implication of feasible alternatives (10055)
  - 1.2.4.8 Migrate to new organization (10056)
- 1.2.5 Develop and set organizational goals (10042)
- 1.2.6 Formulate business unit strategies (10043)
- 1.2.7 Define operating model (13288)
  - 1.2.7.1 Identify implications on key operating model business elements that require change (13289)
  - 1.2.7.2 Identify implications on key technology aspects (13290)
  - 1.2.7.3 Design the operating model business elements (13291)
  - 1.2.7.4 Design technology models (13292)

1.3 Manage strategic initiatives (10016)

- 1.3.1 Develop strategic initiatives (10057)
- 1.3.2 Evaluate strategic initiatives (10058)
- 1.3.3 Select strategic initiatives (10059)
- 1.3.4 Establish high-level measures (10060)

1.4 Perform strategic planning (13293)

- 1.4.1 Define strategy planning framework and policies (13298)
- 1.4.2 Develop and manage strategy business models (13299)
  - 1.4.2.1 Develop strategy business models (13302)
  - 1.4.2.2 Value business model (13303)
- 1.4.3 Manage strategic planning (13300)
  - 1.4.3.1 Manage strategic planning reporting (13304)
  - 1.4.3.2 Develop capital investment targets and plans (13305)
  - 1.4.3.3 Develop financial statement targets and plans (13306)
  - 1.4.3.4 Develop strategic portfolio targets and plans (13307)
  - 1.4.3.5 Develop free cash flow targets and plans (13308)
- 1.4.4 Develop and manage strategic and operational plans (13301)
  - 1.4.4.1 Develop organization plans (13309)
  - 1.4.4.2 Develop sales plan (13310)
  - 1.4.4.3 Develop resource plan (13311)
  - 1.4.4.4 Develop profitability plan (13312)
  - 1.4.4.5 Develop enterprise infrastructure plan (13313)

1.5 Perform strategic management (13294)

- 1.5.1 Define and manage enterprise strategy (13314)
  - 1.5.1.1 Assess current strategy (13316)
- 1.5.2 Transform strategy into measurable goals (13315)
  - 1.5.2.1 Identify key value drivers for strategy (13317)
  - 1.5.2.2 Map strategy to key measures of performance drivers (13318)
  - 1.5.2.3 Assess and prioritize key performance drivers (13319)
  - 1.5.2.4 Define, review and agree on business goals (13320)

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1.6 Develop business (13295)

- 1.6.1 Develop, manage and realize business goals (13321)
  - 1.6.1.1 Identify enterprise risk indicators (13322)
  - 1.6.1.2 Track and manage enterprise risks (13323)
  - 1.6.1.3 Agree on Key Performance Indicators (KPIs) and identify measures to cascade measure through organization (13324)
  - 1.6.1.4 Define potential KPI's for key performance drivers (13325)
  - 1.6.1.5 Plan and launch business goals (13326)
  - 1.6.1.6 Communicate business goals (13327)

1.7 Manage enterprise architecture (13296)

- 1.7.1 Manage product enterprise architecture (13328)
- 1.7.2 Manage business functional enterprise architecture (13329)

1.8 Manage group enterprise (13297)

- 1.8.1 Plan and manage co-ordinate across business units/organization (13330)

2.0 Develop and Manage Products and Services (10003)

2.1 Manage product and service portfolio (10061)

- 2.1.1 Evaluate performance of existing products/services against market opportunities (10063)
- 2.1.2 Define product/service development requirements (10064)
  - 2.1.2.1 Identify potential improvements to existing products and services (10068)
  - 2.1.2.2 Identify potential new products and services (10069)
  - 2.1.2.3 Gather and analyze new service ideas (13331)
  - 2.1.2.4 Gather and analyze service information (13332)
  - 2.1.2.5 Develop new service business proposal (13333)
  - 2.1.2.6 Gather and analyze new resource ideas (13334)
  - 2.1.2.7 Develop new resource business proposal (13335)
  - 2.1.2.8 Establish service strategy and goals (13336)
  - 2.1.2.9 Produce service business plans (13337)
  - 2.1.2.10 Gain enterprise commitment to service (13338)
  - 2.1.2.11 Manage service research (13339)
  - 2.1.2.12 Define service support strategies (13340)
  - 2.1.2.13 Develop service partnership requirements (13341)
- 2.1.3 Perform discovery research (10065)
  - 2.1.3.1 Identify new technologies (10070)
  - 2.1.3.2 Develop new technologies (10071)
  - 2.1.3.3 Assess feasibility of integrating new leading technologies into product/service concepts (10072)
- 2.1.4 Confirm alignment of product/service concepts with business strategy (10066)
  - 2.1.4.1 Plan and develop cost and quality targets (10073)
  - 2.1.4.2 Prioritize and select new product/service concepts (10074)
  - 2.1.4.3 Specify development timing targets (10075)
  - 2.1.4.4 Plan for product/service offering modifications (10076)
- 2.1.5 Manage product and service life cycle (10067)
  - 2.1.5.1 Introduce new products/services (10077)
  - 2.1.5.2 Retire outdated products/services (10078)
  - 2.1.5.3 Identify and refine performance indicators (10079)

2.2 Develop products and services (10062)

- 2.2.1 Design, build, and evaluate products and services (10080)
  - 2.2.1.1 Assign resources to product/service project (10083)
  - 2.2.1.2 Prepare high-level business case and technical assessment (10084)
  - 2.2.1.3 Develop product/service design specifications (10085)
  - 2.2.1.4 Document design specifications (10086)
  - 2.2.1.5 Conduct mandatory and elective external reviews (legal, regulatory, standards, internal) (10087)
  - 2.2.1.6 Build prototypes (10088)
  - 2.2.1.7 Eliminate quality and reliability problems (10089)
  - 2.2.1.8 Conduct in-house product/service testing and evaluate feasibility (10090)
  - 2.2.1.9 Identify design/development performance indicators (10091)
  - 2.2.1.10 Collaborate design with suppliers and contract manufacturers (10092)
  - 2.2.1.11 Design solution (13342)
  - 2.2.1.12 Finalize design (13343)
  - 2.2.1.13 Allocate specific service parameters to services (13344)
  - 2.2.1.14 Gather and analyze resource information (13345)
  - 2.2.1.15 Develop network and technology resource strategy and policy (13346)
  - 2.2.1.16 Establish resource strategy and administration (13347)
  - 2.2.1.17 Produce resource business plans (13348)
  - 2.2.1.18 Gain enterprise commitment to resource plans (13349)
  - 2.2.1.19 Manage resource research (13350)
  - 2.2.1.20 Define resource support strategies (13351)
  - 2.2.1.21 Develop resource partnership requirements (13352)
  - 2.2.1.22 Assess performance of new services against existing services (13353)
  - 2.2.1.23 Develop detailed service specifications (13354)

2.2.1.24 Assess new network and technology resources (13355)
2.2.1.25 Develop detailed resource specifications (13356)
2.2.1.26 Assess performance of existing resources (13357)

2.2.2 Qualify product proposal capability (13358)
2.2.2.1 Determine technical feasibility (13361)
2.2.2.2 Determine resource availability (13362)
2.2.2.3 Assess potential for market adoption (13363)

2.2.3 Calculate and verify business case (13359)

2.2.4 Hand-over to release planning or development (13360)

2.2.5 Test market for new or revised products and services (10081)
2.2.5.1 Prepare detailed market study (10093)
2.2.5.2 Conduct customer tests and interviews (10094)
2.2.5.3 Finalize product/service characteristics and business cases (10095)
2.2.5.4 Finalize technical requirements (10096)
2.2.5.5 Identify requirements for changes to manufacturing/delivery processes (10097)

2.2.6 Prepare for production (10082)
2.2.6.1 Develop and test prototype production and/or service delivery process (10098)
2.2.6.2 Design and obtain necessary materials and equipment (10099)
2.2.6.3 Install and validate production process or methodology (10100)
2.2.6.4 Manage service development (13364)
2.2.6.5 Manage service deployment (13365)
2.2.6.6 Manage service exit (13366)
2.2.6.7 Manage resource development (13367)
2.2.6.8 Manage resource exit (13368)
2.2.6.9 Define network and technology resource retirement plans (13369)
2.2.6.10 Define new network and technology resource development plan (13370)
2.2.6.11 Manage network and technology resources development and retirement plans (13371)
2.2.6.12 Manage resources deployment (13372)

2.2.7 Measure success (13373)
2.2.7.1 Collect and analyze data to assess performance (13374)
2.2.7.2 Benchmark against proxies (13375)
2.2.7.3 Assess product success (13376)

2.3 Service capability delivery (13377)

2.3.1 Map and analyze service requirements (13379)
2.3.1.1 Identify service class (13386)
2.3.1.2 Identify product / service capability (13387)

2.3.2 Gain service capability investment approval (13380)

2.3.3 Enable Service support and operations (13381)
2.3.3.1 Update quoting and configuration tools (13388)
2.3.3.2 Identify and develop order fulfillment processes (13389)
2.3.3.3 Identify and develop provisioning processes (13390)
2.3.3.4 Update billing tables (13391)
2.3.3.5 Train on new processes (13392)

2.3.4 Manage handover to service operations (13382)

2.3.5 Capture service capability shortfalls (13383)

2.3.6 Design service capabilities (13384)
2.3.6.1 Define service class capabilities (13393)
2.3.6.2 Define service forwarding treatment and QoS capabilities (13394)
2.3.6.3 Define service application to service class mapping capabilities (13395)
2.3.6.4 Define service provisioning and deployment capabilities (13396)
2.3.6.5 Define service capacity capabilities (13397)

2.3.7 Manage service capability delivery (13385)

2.4 Resource capability delivery (13378)

2.4.1 Map and analyze resource requirements (13398)
2.4.1.1 Collate network and technology resource demands (13408)
2.4.1.2 Manage network and technology resource installation (13409)
2.4.1.3 Develop network and technology resource distribution plan to meet demand (13410)

2.4.2 Gain resource capability investment approval (13399)

2.4.3 Enable resource support and operations (13400)

2.4.4 Manage deployment and distribution of network and technology resources (13401)

2.4.5 Manage network and technology resources supply logistics (13402)

2.4.6 Manage network and technology resources operational enablement (13403)

2.4.7 Manage handover to resource operations (13404)

2.4.8 Capture resource capability shortfalls (13405)

2.4.9 Design resource capabilities (13406)

2.4.10 Manage resource capability delivery (13407)

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3.1 Understand markets, customers and capabilities (10101)

- 3.1.1 Perform customer and market intelligence analysis (10106)
  - 3.1.1.1 Conduct customer and market research (10108)
  - 3.1.1.2 Identify market segments (10109)
  - 3.1.1.3 Analyze market and industry trends (10110)
  - 3.1.1.4 Analyze competing organizations, competitive/substitute products (10111)
  - 3.1.1.5 Evaluate existing products/brands (10112)
  - 3.1.1.6 Assess internal and external business environment (10113)
  - 3.1.1.7 Record usage of services (13411)
  - 3.1.1.8 Record customer experience (13412)
- 3.1.2 Evaluate and prioritize market opportunities (10107)
  - 3.1.2.1 Quantify market opportunities (10116)
  - 3.1.2.2 Determine target segments (10117)
  - 3.1.2.3 Prioritize opportunities consistent with capabilities and overall business strategy (10118)
  - 3.1.2.4 Validate opportunities (10119)

3.2 Develop marketing strategy (10102)

- 3.2.1 Define offering and customer's value proposition (11168)
  - 3.2.1.1 Define offering and positioning (11169)
  - 3.2.1.2 Develop value proposition including brand positioning for target segments (11170)
  - 3.2.1.3 Validate value proposition and shape offering to optimize with target segments (11171)
  - 3.2.1.4 Develop new branding (11172)
- 3.2.2 Define pricing strategy to align to value proposition (10123)
  - 3.2.2.1 Establish guidelines for applying pricing of products/services (10124)
  - 3.2.2.2 Approve pricing strategies/policies (10125)
- 3.2.3 Define and manage channel strategy (10122)
  - 3.2.3.1 Evaluate channel attributes and partners (10126)
  - 3.2.3.2 Determine channel fit with target segments (10127)
  - 3.2.3.3 Select channels for target segments (10128)

3.3 Develop sales strategy (10103)

- 3.3.1 Develop sales forecast (10129)
  - 3.3.1.1 Gather current and historic order information (10134)
  - 3.3.1.2 Analyze sales trends and patterns (10135)
  - 3.3.1.3 Generate sales forecast (10136)
  - 3.3.1.4 Analyze historical and planned promotions and events (10137)
- 3.3.2 Develop sales partner/alliance relationships (10130)
  - 3.3.2.1 Identify alliance opportunities (10138)
  - 3.3.2.2 Design alliance programs and methods for selecting and managing relationships (10139)
  - 3.3.2.3 Select alliances (10140)
  - 3.3.2.4 Develop partner and alliance management strategies (10141)
  - 3.3.2.5 Establish partner and alliance management goals (10142)
- 3.3.3 Establish overall sales budgets (10131)
  - 3.3.3.1 Calculate product revenue (10143)
  - 3.3.3.2 Determine variable costs (10144)
  - 3.3.3.3 Determine overhead and fixed costs (10145)
  - 3.3.3.4 Calculate net profit (10146)
  - 3.3.3.5 Create budget (10147)
- 3.3.4 Establish sales goals and measures (10132)
- 3.3.5 Establish customer management measures (10133)
- 3.3.6 Set service levels and standards (13413)
- 3.3.7 Develop channel strategy (13414)
  - 3.3.7.1 Assess revenue models (13416)
  - 3.3.7.2 Analyze profit impact based on channel structures (13417)
  - 3.3.7.3 Plan scenarios (13418)
- 3.3.8 Establish revenue/coverage plan (13415)
  - 3.3.8.1 Develop revenue targets in order to meet revenue objectives
  - 3.3.8.2 Plan finances to support revenue objectives (13420)
  - 3.3.8.3 Develop operational planning to support revenue objectives (13421)
  - 3.3.8.4 Define account coverage plans to cascade company targets to sales managers (13422)
  - 3.3.8.5 Leverage all channels in order to cascade company targets to sales managers (13423)

3.4 Market and manage offer (13424)

- 3.4.1 Develop market strategy and policy (13425)
  - 3.4.1.1 Gather and analyze market information (13430)
  - 3.4.1.2 Establish market strategy (13431)
  - 3.4.1.3 Establish market segments (13432)
  - 3.4.1.4 Link market segments and products (13433)
  - 3.4.1.5 Gain commitment for market strategy (13434)
- 3.4.2 Plan product and offer portfolio (13426)
  - 3.4.2.1 Gather and analyze product information (13435)
  - 3.4.2.2 Establish product portfolio strategy (13436)
  - 3.4.2.3 Produce product portfolio business plans (13438)
  - 3.4.2.4 Gain commitment to product business plans (13439)
- 3.4.3 Deliver product and offer capability (13427)
  - 3.4.3.1 Define product capability requirements (13440)
  - 3.4.3.2 Capture product capability shortfalls (13441)
  - 3.4.3.3 Approve product business case (13442)
  - 3.4.3.4 Deliver product capability (13443)
  - 3.4.3.5 Manage handover to product operations (13445)
  - 3.4.3.6 Manage product capability delivery methodology (13446)
- 3.4.4 Deliver marketing capability (13428)
  - 3.4.4.1 Define marketing capability requirements (13447)

3.4.4.2 Gain marketing capability approval (13448)
3.4.4.3 Deliver marketing infrastructure (13449)
3.4.4.4 Manage handover to marketing operations (13450)
3.4.4.5 Manage marketing capability delivery methodology (13451)

3.4.5 Develop and retire product and offer (13429)
3.4.5.1 Gather and analyze new product ideas (13452)
3.4.5.2 Assess performance of existing products (13453)
3.4.5.3 Develop new product business proposals (13454)
3.4.5.4 Develop product commercialization strategy (13455)
3.4.5.5 Develop detailed product specifications (13456)
3.4.5.6 Manage product development (13457)

4.0 Deliver Products and Services (10005)

4.1 Plan for and acquire necessary resources (Supply Chain Planning) (10215)

4.1.1 Develop production and materials strategies (10221)
4.1.1.1 Define manufacturing goals (10229)
4.1.1.2 Define labor and materials policies (10230)
4.1.1.3 Define outsourcing policies (10231)
4.1.1.4 Define manufacturing capital expense policies (10232)
4.1.1.5 Define capacities (10233)
4.1.1.6 Define production network and supply constraints (10234)

4.1.2 Manage demand for products and services (10222)
4.1.2.1 Develop baseline forecasts (10235)
4.1.2.2 Collaborate with customers (10236)
4.1.2.3 Develop consensus forecast (10237)
4.1.2.4 Allocate available to promise (10238)
4.1.2.5 Monitor activity against forecast and revise forecast (10239)
4.1.2.6 Evaluate and revise forecasting approach (10240)
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- 4.2.2.8 Negotiate contracts (10290)
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- 4.2.3.6 Monitor/Report on suppliers (13472)

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- 4.2.4.1 Segment or identify products conducive to collaboration with suppliers (13473)
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4.2.7 Appraise and develop suppliers (10280)
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- 4.2.7.3 Support inventory and production processes (10301)
- 4.2.7.4 Monitor delivery performance of suppliers (check against contractually agreed SLAs) (13929)
- 4.2.7.5 Monitor quality of product delivered (10302)

4.3 Produce/Manufacture/Deliver product (10217)

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- 4.3.1.1 Generate line level plan (10306)
- 4.3.1.2 Generate detailed schedule (10307)
- 4.3.1.3 Schedule production orders and create lots (10308)
- 4.3.1.4 Release production orders and release create lots (10309)

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4.3.4 Perform quality testing (10369)
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- 4.4.1.3 Generate service order (10326)

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- 4.4.12.6 Track and manage resource performance degradation resolution (13845)
- 4.4.12.7 Close resource performance degradation report (13846)

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- 4.5.1.2 Design logistics network (10344)
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- 4.5.1.4 Develop and maintain delivery service policy (10346)
- 4.5.1.5 Optimize transportation schedules and costs (10347)
- 4.5.1.6 Define key performance measures (10348)

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- 4.5.2.1 Plan inbound material receipts (10349)
- 4.5.2.2 Manage inbound material flow (10350)
- 4.5.2.3 Monitor inbound delivery performance (10351)
- 4.5.2.4 Manage flow of returned products (10352)

4.5.3 Operate warehousing (10340)
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- 4.5.3.4 Pick, pack, and ship product for delivery (10356)
- 4.5.3.5 Track third-party logistics storage and shipping performance (10358)
- 4.5.3.6 Manage physical finished goods inventory (10359)

4.5.4 Operate outbound transportation (10341)
- 4.5.4.1 Plan, transport, and deliver outbound product (10360)
- 4.5.4.2 Track carrier delivery performance (10361)
- 4.5.4.3 Manage transportation fleet (10362)
- 4.5.4.4 Process and audit carrier invoices and documents (10363)

4.5.5 Manage returns; manage reverse logistics (10342)
- 4.5.5.1 Authorize and process returns (10364)
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- 4.5.5.3 Perform salvage activities (10366)
- 4.5.5.4 Manage and process warranty claims (10367)

4.5.6 Manage warehouse (13787)
- 4.5.6.1 Manage warehouse strategy and policy (13847)

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4.5.6.3 Manage warehouse inventory (13849)
4.5.6.4 Track and manage physical warehouse inventory (13850)

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4.5.7.3 Manage receipt of goods and services (13853)
4.5.7.4 Manage goods issue (13854)
4.5.7.5 Manage inventory strategy and policy (13855)

4.6 Manage service, support operation and readiness (13856)

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4.6.3 Support service problem management (13862)
4.6.4 Enable service quality management (13863)
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4.7 Manage resource, support operation and readiness (13857)

4.7.1 Support resource trouble management (13865)
4.7.2 Manage resource inventory (13866)
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4.8 Develop and manage supply chain (13858)

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4.8.1.1 Gather and analyze supply chain information (13884)
4.8.1.2 Establish supply chain strategy and goals (13885)
4.8.1.3 Define supply chain support strategies (13886)
4.8.1.4 Produce supply chain business plans (13887)
4.8.1.5 Gain enterprise commitment to supply chain plans (13888)

4.8.2 Deliver supply chain capability (13868)
4.8.2.1 Determine sourcing requirements (13889)
4.8.2.2 Manage the tender process (13890)
4.8.2.3 Gain tender decision approval (13891)
4.8.2.4 Gain approval for commercial arrangements (13892)
4.8.2.5 Determine potential supplier/partners (13893)
4.8.2.6 Negotiate commercial arrangements (13894)

4.8.3 Develop supply chain and manage change (13869)
4.8.3.1 Manage supplier/partner engagement (13895)
4.8.3.2 Manage supply chain contract variation (13896)
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4.9 Manage supplier/partner relationship (13859)

4.9.1 Perform supplier/partner relationship management support and readiness (13870)
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4.9.1.2 Support supplier/partner reporting and management (13900)
4.9.1.3 Support supplier/partner performance management (13901)
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4.9.1.6 Manage supplier/partner inventory (13904)
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4.9.1.6 Manage supplier/partner inventory (13904)
4.9.2 Manage supplier/partner requisition (13871)

5.0 Manage Customer Service (10006)

5.1 Develop customer care/customer service strategy (10378)

- 5.1.1 Develop customer service segmentation/ prioritization (e.g., tiers) (10381)
  - 5.1.1.1 Analyze existing customers (10384)
  - 5.1.1.2 Analyze feedback of customer's needs (10385)
- 5.1.2 Define customer service policies and procedures (10382)
- 5.1.3 Establish service levels for customers (10383)

5.2 Plan and manage customer service operations (10379)

- 5.2.1 Plan and manage customer service work force (10387)
  - 5.2.1.1 Forecast volume of customer service contacts (10390)
  - 5.2.1.2 Monitor and evaluate quality of customer interactions with customer service representatives (10393)
- 5.2.2 Manage customer service requests/inquiries (10388)
  - 5.2.2.1 Receive customer requests/inquiries (10394)
  - 5.2.2.2 Analyze problem/request (13482)
  - 5.2.2.3 Resolve problem/request or hand over to responsible areas (13483)
  - 5.2.2.4 Receive solution (13484)
  - 5.2.2.5 Route customer requests/inquiries (10395)
  - 5.2.2.6 Respond to customer requests/inquiries (10396)
- 5.2.3 Manage customer complaints (10389)
  - 5.2.3.1 Receive customer complaints (10397)
  - 5.2.3.2 Route customer complaints (10398)
  - 5.2.3.3 Resolve customer complaints (10399)
  - 5.2.3.4 Respond to customer complaints (10400)
- 5.2.4 Perform customer relationship management (CRM) support and readiness (13485)
  - 5.2.4.1 Support customer interface management (13487)
  - 5.2.4.2 Support order handling (13488)
  - 5.2.4.3 Support problem handling (13489)
  - 5.2.4.4 Support billing and collections (13490)
  - 5.2.4.5 Support retention and loyalty (13491)
  - 5.2.4.6 Support marketing fulfillment (13492)
  - 5.2.4.7 Support selling (13493)
  - 5.2.4.8 Manage campaigns (13494)
  - 5.2.4.9 Manage customer inventory (13495)
  - 5.2.4.10 Manage product offering inventory (13496)
  - 5.2.4.11 Manage sales inventory (13497)
- 5.2.5 Manage customer interface (13486)
  - 5.2.5.1 Manage request (13498)
  - 5.2.5.2 Manage contact (13499)
  - 5.2.5.3 Analyze and report on customer (13500)
  - 5.2.5.4 Mediate and orchestrate customer interactions (13501)
- 5.2.6 Obtain marketing fulfillment response (13502)
  - 5.2.6.1 Issue and distribute marketing collateral (13508)
  - 5.2.6.2 Track marketing leads (13509)
- 5.2.7 Segment customers (13503)
  - 5.2.7.1 Identify customer groups (13510)
  - 5.2.7.2 Determine content requirements based on individual customer groups (13511)
  - 5.2.7.3 Analyze device capabilities of individual customer groups (13512)
  - 5.2.7.4 Map device against target segments (13513)
- 5.2.8 Handle orders (13504)
  - 5.2.8.1 Establish order (13514)
  - 5.2.8.2 Close customer order (13515)
  - 5.2.8.3 Complete order (13516)
  - 5.2.8.4 Report customer order handling (13517)
- 5.2.9 Manage customer quality of service (QoS)/ service level agreement (SLA) (13505)
  - 5.2.9.1 Access customer QoS/SLA management (13536)
  - 5.2.9.2 Manage QoS violation (13537)
  - 5.2.9.3 Report customer quality of service (QoS) performance (13538)
  - 5.2.9.4 Create customer QoS performance degradation report (13539)
  - 5.2.9.5 Track and manage customer QoS performance resolution (13540)
  - 5.2.9.6 Close customer QoS performance degradation report (13541)
- 5.2.10 Handle problems (13506)
  - 5.2.10.1 Create customer problem report (13542)
  - 5.2.10.2 Isolate customer problem (13543)
  - 5.2.10.3 Report customer problem (13544)
  - 5.2.10.4 Track and manage customer problem (13545)
  - 5.2.10.5 Close customer problem report (13546)
  - 5.2.10.6 Correct and recover customer problem (13547)
- 5.2.11 Retain customers and promote loyalty (13507)
  - 5.2.11.1 Establish and terminate customer relationship (13548)
  - 5.2.11.2 Build customer insight (13549)
  - 5.2.11.3 Personalize customer profile for retention and loyalty (13550)
  - 5.2.11.4 Analyze and manage customer risk (13551)
  - 5.2.11.5 Validate customer satisfaction (13552)

5.3 Assure service (13553)

- 5.3.1 Detect problem (13554)
  - 5.3.1.1 Monitor continuously/analyze service (13560)
  - 5.3.1.2 Perform regular/preventative maintenance cycles (13561)
  - 5.3.1.3 Take proactive control (13562)
  - 5.3.1.4 Receive customer complaints on service assurance related problems (e.g. service outage, QoS Problems) (13563)
- 5.3.2 Correlate problems (13555)
  - 5.3.2.1 Collect problems (13564)
  - 5.3.2.2 Conduct fault analysis/diagnostic (13565)

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5.3.2.3 Correlate problems to find problem hot spots (performance and fault data correlation) (13566)

5.3.3 Analyze impact (13556)
- 5.3.3.1 Analyze impact of service problems (violation of SLAs, network outage, etc) (13567)
- 5.3.3.2 Define severity status of problems (13568)
- 5.3.3.3 Notify customer (service) on impact of problems and expected resolution times respectively out-of-service times (13569)

5.3.4 Prioritize problems (13557)
- 5.3.4.1 Examine quality of service (QoS) (13570)
- 5.3.4.2 Determine number of customers affected by problem (13571)
- 5.3.4.3 Determine type of customer affected by problem (13572)
- 5.3.4.4 Identify severity status (13573)
- 5.3.4.5 Prioritize problem (13574)
- 5.3.4.6 Schedule repair/restoration technicians to do work (13575)

5.3.5 Resolve problems/ restore service (13558)
- 5.3.5.1 Resolve problems/ restore service (13576)
- 5.3.5.2 Document cause of problem and problem resolution (13577)
- 5.3.5.3 Update knowledge database, if available (13578)

5.3.6 Maintain customer service information (13559)
- 5.3.6.1 Inform the customer/customer service on "service restored" status (13579)
- 5.3.6.2 Renegotiate/optimize existing contracts based on supplier performance (13480)
- 5.3.6.3 Close trouble ticket (13581)

5.4 Measure and evaluate customer service operations (10380)

5.4.1 Measure customer satisfaction with customer requests/inquiries handling (10401)
- 5.4.1.1 Gather and solicit post-sale customer feedback on products and services (10404)
- 5.4.1.2 Solicit post-sale customer feedback on ad effectiveness (10405)
- 5.4.1.3 Analyze product and service satisfaction data and identify improvement opportunities (10406)
- 5.4.1.4 Provide customer feedback to product management on products and services (10407)

5.4.2 Measure customer satisfaction with customer-complaint handling and resolution (10402)
- 5.4.2.1 Solicit customer feedback on complaint handling and resolution (11236)
- 5.4.2.2 Analyze customer complaint data and identify improvement opportunities (11237)

5.4.3 Measure customer satisfaction with products and services (10403)
- 5.4.3.1 Gather and solicit post-sale customer feedback on products and services (11238)
- 5.4.3.2 Solicit post-sale customer feedback on ad effectiveness (11239)
- 5.4.3.3 Analyze product and service satisfaction data and identify improvement opportunities (11240)
- 5.4.3.4 Provide customer feedback to product management on products and services (11241)

6.0 Develop and Manage Human Capital (10007)

6.1 Develop and manage human resources (HR) planning, policies, and strategies (10409)

6.1.1 Develop human resources strategy (10415)
- 6.1.1.1 Manage organization structure (13582)
- 6.1.1.2 Manage and co-ordinate organizational change (13583)
- 6.1.1.3 Identify strategic HR needs (10418)
- 6.1.1.4 Define HR and business function roles and accountability (10419)
- 6.1.1.5 Determine HR costs (10420)
- 6.1.1.6 Manage headcount planning (13584)
- 6.1.1.7 Map cost structure to organizational unit (13585)
- 6.1.1.8 Define employee development guidelines (13586)
- 6.1.1.9 Establish HR measures (10421)
- 6.1.1.10 Communicate HR strategies (10422)

6.1.2 Develop and implement human resources plans (10416)
- 6.1.2.1 Gather skill requirements according to corporate strategy and market environment (13587)
- 6.1.2.2 Plan employee requirements per unit/ organization (13588)
- 6.1.2.3 Gather skill requirements according to corporate strategy and market environment (10423)
- 6.1.2.4 Plan employee resourcing requirements per unit/organization (10424)
- 6.1.2.5 Develop compensation plan (10425)
- 6.1.2.6 Develop succession plan (10426)
- 6.1.2.7 Develop employee diversity plan (10427)
- 6.1.2.8 Develop other HR programs (10428)
- 6.1.2.9 Develop HR policies (10429)
- 6.1.2.10 Administer HR policies (10430)
- 6.1.2.11 Plan employee benefits (10431)

6.1.2.12 Plan training and development programs (13589)
6.1.2.13 Create and maintain position and job (13590)
6.1.2.14 Identify workforce competency and skills (13591)
6.1.2.15 Define workforce competency and skill needs (13592)
6.1.2.16 Develop strategy for HR systems/ technologies/tools (10432)
6.1.2.17 Develop workforce strategy models (10433)
6.1.2.18 Define costs of workforce strategy models (13593)

6.1.3 Monitor and update plans (10417)
6.1.3.1 Monitor existing skill profiles of employees (13594)
6.1.3.2 Measure realization of objectives (10434)
6.1.3.3 Measure contribution to business strategy (10435)
6.1.3.4 Communicate plans and provide updates to stakeholders (10436)
6.1.3.5 Determine value added from HR function (10437)
6.1.3.6 Review and revise HR plans (10438)

6.2 Recruit, source, and select employees (10410)

6.2.1 Create and develop employee requisitions (10439)
6.2.1.1 Analyze corporate job (13595)
6.2.1.2 Define job/skill profiles (13596)
6.2.1.3 Align staffing plan to workforce plan and business unit strategies/resource needs (10445)
6.2.1.4 Develop and open job requisition (10446)
6.2.1.5 Develop a job description (10447)
6.2.1.6 Post requisition (10448)
6.2.1.7 Manage internal/external job posting Web sites (10449)
6.2.1.8 Change/Update requisition (10450)
6.2.1.9 Notify hiring manager (10451)
6.2.1.10 Manage requisition date (10452)

6.2.2 Recruit/Source candidates (10440)
6.2.2.1 Determine recruitment methods (10453)
6.2.2.2 Perform recruiting activities/events (10454)
6.2.2.3 Manage recruitment vendors (10455)

6.2.3 Screen and select candidates (10441)
6.2.3.1 Identify and deploy candidate selection tools (10456)
6.2.3.2 Interview candidates (10457)
6.2.3.3 Test candidates (10458)
6.2.3.4 Select and reject candidates (10459)

6.2.4 Manage pre-placement verification (10442)
6.2.4.1 Complete candidate background information (10460)
6.2.4.2 Conduct pre-employment screening (10461)
6.2.4.3 Recommend/not recommend candidate (10462)

6.2.5 Manage new hire/re-hire (10443)
6.2.5.1 Draw up and make offer (10463)
6.2.5.2 Negotiate offer (10464)
6.2.5.3 Hire candidate (10465)

6.2.6 Track candidates (10444)
6.2.6.1 Create applicant record (10466)
6.2.6.2 Manage/track applicant data (10467)
6.2.6.3 Archive and retain records of non-hires (10468)

6.3 Develop and counsel employees (10411)

6.3.1 Manage employee orientation and deployment (10469)
6.3.1.1 Create/maintain employee on-boarding program (10474)
6.3.1.2 Introduce new employees to managers (10475)
6.3.1.3 Introduce workplace (10476)
6.3.1.4 Evaluate the effectiveness of the employee on-boarding program (11243)

6.3.2 Manage employee performance (10470)
6.3.2.1 Define performance objectives (10479)
6.3.2.2 Review, appraise, and manage employee performance (10480)
6.3.2.3 Evaluate and review performance program (10481)

6.3.3 Manage employee relations (10471)
6.3.3.1 Manage health and safety (10482)
6.3.3.2 Manage labor relations (10483)
6.3.3.3 Manage collective bargaining process (10484)
6.3.3.4 Manage labor management partnerships (10485)

6.3.4 Manage employee development (10472)
6.3.4.1 Develop competency management plans (10486)
6.3.4.2 Define employee development guidelines (10487)
6.3.4.3 Develop employee career plans (10488)
6.3.4.4 Manage employee skills development (10489)
6.3.4.5 Administer training and events (13597)

6.3.5 Develop and train employees (10473)
6.3.5.1 Align employee and organization development needs (10490)
6.3.5.2 Develop competencies (10491)
6.3.5.3 Establish training needs by analysis of required and available skills (10492)
6.3.5.4 Develop, conduct, and manage employee and/ or management training programs (10493)
6.3.5.5 Manage personnel development (13598)

6.3.6 Establish employee communities (13599)

6.4 Reward and retain employees (10412)

6.4.1 Develop and manage reward, recognition, and motivation programs (10494)
6.4.1.1 Develop salary/compensation structure and plan (10498)
6.4.1.2 Develop benefits and reward plan (10499)
6.4.1.3 Perform competitive analysis of benefit and rewards (10500)
6.4.1.4 Identify compensation requirements based on financial, benefits, and HR policies (10501)
6.4.1.5 Administer compensation and rewards to employees (10502)

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6.4.1.6 Reward and motivate employees (10503)

6.4.2 Manage and administer benefits (10495)
- 6.4.2.1 Deliver employee benefits program (10504)
- 6.4.2.2 Administer benefit enrollment (10505)
- 6.4.2.3 Process claims (10506)
- 6.4.2.4 Perform benefit reconciliation (10507)

6.4.3 Manage employee assistance and retention (10496)
- 6.4.3.1 Deliver programs to support work/life balance for employees (10508)
- 6.4.3.2 Develop family support systems (10509)
- 6.4.3.3 Review retention and motivation indicators (10510)
- 6.4.3.4 Review compensation plan (10511)

6.4.4 Payroll administration (10497)

6.5 Re-deploy and retire employees (10413)

6.5.1 Manage promotion and demotion process (10512)

6.5.2 Manage separation (10513)

6.5.3 Manage retirement (10514)

6.5.4 Manage leave of absence (10515)

6.5.5 Develop and implement employee outplacement (10516)

6.5.6 Manage deployment of personnel (10517)

6.5.7 Relocate employees and manage assignments (10518)

6.5.8 Manage employment reduction and retirement (10519)

6.5.9 Manage expatriates (10520)

6.5.10 Manage employee relocation process (10521)

6.6 Manage employee information (10414)

6.6.1 Manage reporting processes (10522)

6.6.2 Manage employee inquiry process (10523)

6.6.3 Manage and maintain employee data (10524)

6.6.4 Manage human resource information systems (HRIS) (10525)

6.6.5 Develop and manage employee metrics (10526)

6.6.6 Develop and manage time and attendance (10527)

6.6.7 Manage employee communication (10528)
- 6.6.7.1 Develop employee communication plan (10529)
- 6.6.7.2 Manage/collect employee suggestions and perform employee research (10530)
- 6.6.7.3 Manage employee grievances (10531)
- 6.6.7.4 Publish employee communications (10532)

6.6.8 Manage employee compensation (13600)
- 6.6.8.1 Manage personnel cost planning (13601)

6.7 Manage employee and labor relations (13602)

6.7.1 Manage employee relations (13605)
- 6.7.1.1 Manage terms of employment (13615)
- 6.7.1.2 Manage union contact agreements (13616)
- 6.7.1.3 Manage employee arbitration (13617)
- 6.7.1.4 Manage labor contract development (13618)
- 6.7.1.5 Manage employee counseling (13619)

6.8 Manage occupational health and safety (13603)

6.8.1 Manage health and safety planning (13606)

6.8.2 Track and report health and safety incidents (13607)

6.9 Perform workforce administration (13604)

6.9.1 Manage personnel profile (13608)

6.9.2 Manage personnel time management (13609)

6.9.3 Manage personnel benefit administration (13610)

6.9.4 Manage organization structure (13611)

6.9.5 Manage recruitment (13612)

6.9.6 Manage compensation (13613)

6.9.7 Manage leave (13614)

7.0 Manage Information Technology (10008)

7.1 Manage the business of information technology (10563)

7.1.1 Develop the enterprise IT strategy (10570)
- 7.1.1.1 Build strategic intelligence (10603)
- 7.1.1.2 Identify long-term IT needs of the enterprise in collaboration with stakeholders (10604)
- 7.1.1.3 Define strategic standards, guidelines and principles (10605)
- 7.1.1.4 Define and establish IT architecture and development standards (10606)
- 7.1.1.5 Define strategic vendors for IT components (10607)
- 7.1.1.6 Establish IT governance organization and processes (10608)
- 7.1.1.7 Build strategic plan to support business objectives (10609)

7.1.2 Define the enterprise architecture (10571)
- 7.1.2.1 Establish the enterprise architecture definition (10611)
- 7.1.2.2 Confirm enterprise architecture maintenance approach (10612)
- 7.1.2.3 Maintain the relevance of the enterprise architecture (10613)
- 7.1.2.4 Act as clearinghouse for IT research and innovation (10614)
- 7.1.2.5 Govern the enterprise architecture (10615)
- 7.1.2.6 Gather internal and external requirements (13620)
- 7.1.2.7 Define master plan for IT architecture enhancements according to business requirements (13621)
- 7.1.2.8 Incorporate technology development (13622)

- 7.1.3 Manage the IT portfolio (10572)
  - 7.1.3.1 Establish the IT portfolio (10616)
  - 7.1.3.2 Analyze and evaluate the value of the IT portfolio for the enterprise (10617)
  - 7.1.3.3 Provision resources in accordance with strategic priorities (10618)
- 7.1.4 Perform IT research and innovation (10573)
  - 7.1.4.1 Research technologies to innovate IT services and solutions (10620)
  - 7.1.4.2 Transition viable technologies for IT services and solutions development (10621)
- 7.1.5 Perform IT financial management (10574)
  - 7.1.5.1 Develop and maintain IT services and solutions cost transparency (10622)
  - 7.1.5.2 Establish and maintain accounting process (10623)
  - 7.1.5.3 Tie project funding to business case decision checkpoints (10624)
- 7.1.6 Evaluate and communicate IT business value and performance (10575)
  - 7.1.6.1 Establish and monitor key performance indicators (10625)
  - 7.1.6.2 Evaluate IT plan performance (10626)
  - 7.1.6.3 Communicate IT value (10627)
- 7.1.7 Perform IT staff management (10576)
  - 7.1.7.1 Develop IT leadership and staff (10628)
  - 7.1.7.2 Manage IT staff performance (10629)
- 7.1.8 Manage IT suppliers and contracts (10577)
  - 7.1.8.1 Develop IT (development and delivery) sourcing strategies (10630)
  - 7.1.8.2 Negotiate with suppliers (10631)
  - 7.1.8.3 Establish and maintain supplier relationships (10632)
  - 7.1.8.4 Evaluate supplier performance (10633)
  - 7.1.8.5 Assess contract performance (10634)

7.2 Develop and manage IT customer relationships (10564)

- 7.2.1 Develop IT services and solutions strategy (10578)
  - 7.2.1.1 Research IT services and solutions to address business and user requirements (11244)
  - 7.2.1.2 Translate business and user requirements into IT services and solutions requirements (11245)
  - 7.2.1.3 Formulate IT services and solutions strategic initiatives (11246)
  - 7.2.1.4 Coordinate strategies with internal stake-holders to ensure alignment (11247)
  - 7.2.1.5 Evaluate and select IT services and solutions strategic initiatives (11248)
- 7.2.2 Develop and manage IT service levels (10579)
  - 7.2.2.1 Create and maintain the IT services and solutions catalog (10640)
  - 7.2.2.2 Establish and maintain business and IT service level agreements (10641)
  - 7.2.2.3 Evaluate and report service level attainment results (10642)
  - 7.2.2.4 Communicate business and IT service level improvement opportunities (10643)
- 7.2.3 Perform demand side management (DSM) for IT services (10580)
  - 7.2.3.1 Analyze IT services and solutions consumption and usage (10644)
  - 7.2.3.2 Develop and implement incentive programs that improve consumption efficiency (10645)
  - 7.2.3.3 Develop volume/unit forecast for IT services and solutions (10646)
- 7.2.4 Manage IT customer satisfaction (10581)
  - 7.2.4.1 Capture and analyze customer satisfaction (10647)
  - 7.2.4.2 Assess and communicate customer satisfaction patterns (10648)
  - 7.2.4.3 Initiate improvements based on customer satisfaction patterns (10649)
- 7.2.5 Market IT services and solutions (10582)
  - 7.2.5.1 Develop IT services and solutions marketing strategy (10650)
  - 7.2.5.2 Develop and manage IT customer strategy (10651)
  - 7.2.5.3 Manage IT services and solutions advertising and promotional campaigns (10652)
  - 7.2.5.4 Process and track IT services and solutions orders (10653)

7.3 Manage business resiliency and risk (11216)

- 7.3.1 Develop and manage business resilience (11217)
  - 7.3.1.1 Develop the business resilience strategy (11221)
  - 7.3.1.2 Perform continuous business operations planning (11222)
  - 7.3.1.3 Test continuous business operations (11223)
  - 7.3.1.4 Maintain continuous business operations (11224)
- 7.3.2 Develop and manage regulatory compliance (11218)
  - 7.3.2.1 Develop the regulatory compliance strategy (11225)
  - 7.3.2.2 Establish regulatory compliance controls (11226)
  - 7.3.2.3 Manage regulatory compliance remediation (11227)
- 7.3.3 Perform integrated risk management (11219)
  - 7.3.3.1 Develop an integrated risk strategy and approach (11228)
  - 7.3.3.2 Manage integrated risks (11229)
- 7.3.4 Develop and implement security, privacy, and data protection controls (11220)
  - 7.3.4.1 Establish information security, privacy, and data protection strategies and levels (11230)
  - 7.3.4.2 Test, evaluate, and implement information security, and privacy and data protection controls (11231)

7.4 Manage enterprise information (10565)

- 7.4.1 Develop information and content management strategies (10583)
  - 7.4.1.1 Understand information and content management needs and the role of IT services for executing the business strategy (10654)

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7.4.1.2 Assess the information and content management implications of new technologies (10655)
7.4.1.3 Identify and prioritize information and content management actions (10656)

7.4.2 Define the enterprise information architecture (10584)
7.4.2.1 Define information elements, composite structure, logical relationships and constraints, taxonomy, and derivation rules (10657)
7.4.2.2 Define information access requirements (10658)
7.4.2.3 Establish data custodianship (10659)
7.4.2.4 Manage changes to content data architecture requirements (10660)

7.4.3 Manage information resources (10585)
7.4.3.1 Define the enterprise information/data policies and standards (10661)
7.4.3.2 Develop and implement data and content administration (10662)

7.4.4 Perform enterprise data and content management (10586)
7.4.4.1 Define sources and destinations of content data (10663)
7.4.4.2 Manage technical interfaces to users of content (10664)
7.4.4.3 Manage retention, revision, and retirement of enterprise information (10665)

7.5 Develop and maintain information technology solutions (10566)

7.5.1 Develop the IT development strategy (10587)
7.5.1.1 Establish sourcing strategy for IT development (10666)
7.5.1.2 Define development processes, methodologies, and tools standards (10667)
7.5.1.3 Select development methodologies and tools (10668)

7.5.2 Perform IT services and solutions life cycle planning (10588)
7.5.2.1 Plan development of new requirements (10669)
7.5.2.2 Plan development of feature and functionality enhancement (10670)
7.5.2.3 Develop life cycle plan for IT services and solutions (10671)

7.5.3 Develop and maintain IT services and solutions architecture (10589)
7.5.3.1 Create IT services and solutions architecture (10672)
7.5.3.2 Revise IT services and solutions architecture (10673)
7.5.3.3 Retire IT services and solutions architecture (10674)

7.5.4 Develop project plans for particular IT projects including rough timetables, project budgets (13623)

7.5.5 Allocate resources for projects (13624)

7.5.6 Create IT services and solutions (10590)
7.5.6.1 Understand confirmed requirements (10675)
7.5.6.2 Design IT services and solutions (10676)
7.5.6.3 Acquire/Develop IT service/solution components (10677)
7.5.6.4 Train services and solutions resources (10678)
7.5.6.5 Test IT services/solutions (10679)
7.5.6.6 Confirm customer acceptance (10680)

7.5.7 Test IT architecture and build-up (13928)
7.5.7.1 Define testing and acceptance criteria (13625)
7.5.7.2 Conduct acceptance test (13626)
7.5.7.3 Implement architecture enhancements (13627)
7.5.7.4 Transfer to operations (13628)

7.5.8 Maintain IT services and solutions (10591)
7.5.8.1 Understand upkeep/enhance requirements and defect analysis (10681)
7.5.8.2 Design change to existing IT service/solution (10682)
7.5.8.3 Acquire/develop changed IT service/solution component (10683)
7.5.8.4 Test IT service/solution change (10684)
7.5.8.5 Retire solutions and services (10685)

7.6 Deploy information technology solutions (10567)

7.6.1 Develop the IT deployment strategy (10592)
7.6.1.1 Establish IT services and solutions change policies (10686)
7.6.1.2 Define deployment process, procedures, and tools standards (10687)
7.6.1.3 Select deployment methodologies and tools (10688)

7.6.2 Plan and implement changes (10593)
7.6.2.1 Plan change deployment (10689)
7.6.2.2 Communicate changes to stakeholders (10690)
7.6.2.3 Administer change schedule (10691)
7.6.2.4 Train impacted users (10692)
7.6.2.5 Distribute and install change (10693)
7.6.2.6 Verify change (10694)

7.6.3 Plan and manage releases (10594)
7.6.3.1 Understand and coordinate release design and acceptance (10695)
7.6.3.2 Plan release rollout (10696)
7.6.3.3 Distribute and install release (10697)
7.6.3.4 Verify release (10698)

7.7 Deliver and support information technology services (10568)

7.7.1 Develop IT services and solution delivery strategy (10595)
7.7.1.1 Establish sourcing strategy for IT delivery (10699)
7.7.1.2 Define delivery processes, procedures, and tools standards (10700)
7.7.1.3 Select delivery methodologies and tools (10701)

7.7.2 Develop IT support strategy (10596)
7.7.2.1 Establish sourcing strategy for IT support (10702)
7.7.2.2 Define IT support services (10703)

7.7.3 Manage IT infrastructure resources (10597)
- 7.7.3.1 Manage IT inventory and assets (10704)
- 7.7.3.2 Manage IT resource capacity (10705)

7.7.4 Manage IT infrastructure operations (10598)
- 7.7.4.1 Deliver IT services and solutions (10706)
- 7.7.4.2 Perform IT operations support services (10707)

7.7.5 Support IT services and solutions (10599)
- 7.7.5.1 Manage availability (10708)
- 7.7.5.2 Manage facilities (10709)
- 7.7.5.3 Manage backup/recovery (10710)
- 7.7.5.4 Manage performance and capacity (10711)
- 7.7.5.5 Manage incidents (10712)
- 7.7.5.6 Manage problems (10713)
- 7.7.5.7 Manage inquiries (10714)

7.8 Manage IT knowledge (10569)

7.8.1 Develop IT knowledge management strategy (10600)
- 7.8.1.1 Understand IT knowledge needs (10715)
- 7.8.1.2 Understand current IT knowledge flow (10716)
- 7.8.1.3 Coordinate strategy and roles with the enterprise KM function (10717)
- 7.8.1.4 Plan IT knowledge management actions and priorities (10718)

7.8.2 Develop and maintain IT knowledge map (10601)
- 7.8.2.1 Define knowledge elements, logical relationships and constraints, and currency rules (10719)
- 7.8.2.2 Identify IT knowledge sources and repositories (10720)
- 7.8.2.3 Identify IT knowledge-sharing opportunities (10721)
- 7.8.2.4 Define IT knowledge processes and approaches (10722)
- 7.8.2.5 Maintain documentation of changes (13629)
- 7.8.2.6 Gather requirements for further developments (13630)
- 7.8.2.7 Improve performance (13631)

7.8.3 Manage IT knowledge life cycle (10602)
- 7.8.3.1 Gather knowledge elements from IT knowledge sources (10723)
- 7.8.3.2 Evaluate, create, and codify knowledge elements (10724)
- 7.8.3.3 Deploy codified IT knowledge (10725)
- 7.8.3.4 Update and retire IT knowledge (10726)
- 7.8.3.5 Evaluate and improve IT knowledge strategies and processes (10727)

8.0 Manage Financial Resources (10009)

8.1 Perform planning and management accounting (10728)

8.1.1 Perform planning/budgeting/forecasting (10738)
- 8.1.1.1 Develop and maintain budget policies and procedures (10771)
- 8.1.1.2 Prepare periodic budgets and plans (10772)
- 8.1.1.3 Prepare periodic financial forecasts (10773)

8.1.2 Perform cost accounting and control (10739)
- 8.1.2.1 Perform inventory accounting (10774)
- 8.1.2.2 Perform cost of sales analysis (10775)
- 8.1.2.3 Perform product costing (10776)
- 8.1.2.4 Perform variance analysis (10777)
- 8.1.2.5 Report on profitability (11175)

8.1.3 Perform cost management (10740)
- 8.1.3.1 Determine key cost drivers (10778)
- 8.1.3.2 Measure cost drivers (10779)
- 8.1.3.3 Determine critical activities (10780)
- 8.1.3.4 Manage asset resource deployment and utilization (10781)

8.1.4 Evaluate and manage financial performance (10741)
- 8.1.4.1 Assess customer and product profitability (10782)
- 8.1.4.2 Evaluate new products (10783)
- 8.1.4.3 Perform life cycle costing (10784)
- 8.1.4.4 Optimize customer and product mix (10785)
- 8.1.4.5 Track performance of new customer and product strategies (10786)
- 8.1.4.6 Prepare activity-based performance measures (10787)
- 8.1.4.7 Manage continuous cost improvement (10788)

8.2 Perform revenue accounting (10729)

8.2.1 Process customer credit (10742)
- 8.2.1.1 Establish credit policies (10789)
- 8.2.1.2 Analyze/Approve new account applications (10790)
- 8.2.1.3 Review existing accounts (10791)
- 8.2.1.4 Produce credit/collection reports (10792)
- 8.2.1.5 Reinstate or suspend accounts based on credit policies (10793)

8.2.2 Invoice customer (10743)
- 8.2.2.1 Maintain customer/product master files (10794)
- 8.2.2.2 Generate customer billing data (10795)
- 8.2.2.3 Transmit billing data to customers (10796)
- 8.2.2.4 Post receivable entries (10797)
- 8.2.2.5 Resolve customer billing inquires (10798)

8.2.3 Collect and mediate External Data Representation (xDR's) (13632)
- 8.2.3.1 Collect invoice relevant data (13638)
- 8.2.3.2 Pre-process collected data (13639)

8.2.4 Apply rating and discounts (13633)
- 8.2.4.1 Assess individual call detail records (CDR's) (13640)

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8.2.4.2 Apply rates and discounts as applicable to customers and to customer specific conditions (13641)
8.2.4.3 Apply discounting rules and tariffs (13642)

8.2.5 Produce and distribute invoices (13634)
8.2.5.1 Format invoices (13643)
8.2.5.2 Apply invoice layouts and customization according to customer specific requests (13644)
8.2.5.3 Produce and distribute invoices (13645)
8.2.5.4 Transfer to accounts receivable (13646)

8.2.6 Collect payments (13635)
8.2.6.1 Check customer accounts (13647)
8.2.6.2 Transfer overdue payments to Dunning (13648)

8.2.7 Trigger dunning (13636)
8.2.7.1 Send reminder invoices (13649)
8.2.7.2 Notify network services in order to deactivate service for customers with overdue periods (13650)

8.2.8 Generate invoices for interconnection and roaming (13637)
8.2.8.1 Identify interconnection and roaming charges (13651)
8.2.8.2 Issue interconnection and roaming invoices (13652)

8.2.9 Process accounts receivable (AR) (10744)
8.2.9.1 Establish AR policies (10799)
8.2.9.2 Receive/Deposit customer payments (10800)
8.2.9.3 Apply cash remittances (10801)
8.2.9.4 Prepare AR reports (10802)
8.2.9.5 Post AR activity to the general ledger (10803)

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9.1.3.1 Design facility (10958)
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9.1.4 Provide workspace and assets (10944)
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9.2.2 Repair workplace and assets (10946)

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9.2.5 Manage facilities operations (10949)

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9.4.2 Perform sale or trade (10953)

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9.5 Manage physical risk (11207)

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10.2 Develop and execute health, safety, and environmental program (11181)
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- 10.2.2 Assess future risks and opportunities (11189)
- 10.2.3 Create EHS policy (11190)
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- 10.5.1 Monitor compliance (11198)
- 10.5.2 Perform compliance audit (11199)
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- 10.6.1 Create remediation plans (11201)
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  - 11.4.4.1 Plan and initiate compliance program (11053)
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  - 11.4.5.2 Engage/retain outside counsel if necessary (11057)
  - 11.4.5.3 Receive strategy/budget (11058)
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- 11.5.2 Manage media relations (11067)
- 11.5.3 Promote political stability (11068)
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  - 12.1.1.3 Set performance targets (11082)
- 12.1.2 Measure process productivity (11076)
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- 12.1.4 Measure staff efficiency (11078)
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- 12.2.2 Develop benchmarking capabilities (11084)
- 12.2.3 Conduct process benchmarking (11085)
  - 12.2.3.1 Compile & update list of processes & organizations to benchmark (11089)
  - 12.2.3.2 Establish benchmarks (11090)
  - 12.2.3.3 Measure performance against benchmarks (11091)
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  - 12.3.2.3 Identify gaps and needs (11112)
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  - 12.3.4.4 Create training and communication plans (11125)
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  - 12.4.1.10 Assess cultural issues (11147)

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12.4.1.11 Establish accountability for change management (11148)
12.4.1.12 Identify barriers to change (11149)
12.4.1.13 Determine change enablers (11150)
12.4.1.14 Identify resources and develop measures (11151)

12.4.2 Design the change (11135)
12.4.2.1 Assess connection to other initiatives (11152)
12.4.2.2 Develop change management plans (11153)
12.4.2.3 Develop training plan (11154)
12.4.2.4 Develop communication plan (11155)
12.4.2.5 Develop rewards/incentives plan (11156)
12.4.2.6 Establish metrics (11157)
12.4.2.7 Establish/Clarify new roles (11158)
12.4.2.8 Identify budget/roles (11159)

12.4.3 Implement change (11136)
12.4.3.1 Create commitment for improvement/change (11160)
12.4.3.2 Reengineer business processes and systems (11161)
12.4.3.3 Support transition to new roles or exit strategies for incumbents (11162)
12.4.3.4 Monitor change (11163)

12.4.4 Sustain improvement (11137)
12.4.4.1 Monitor improved process performance (11164)
12.4.4.2 Capture and reuse lessons learned from change process (11165)
12.4.4.3 Take corrective action as necessary (11166)

13.0 Manage and Plan Network (13733)

13.1 Perform strategy and logical planning (13734)
13.1.1 Perform market sizing and consumer analysis (13740)
13.1.2 Forecast demand (13741)
13.1.3 Assess technology need (13742)
13.1.4 Plan capacity and coverage (13743)
13.1.5 Design network architecture and fundamental technical guidelines (13744)
13.1.6 Establish overall expectation and budget (13745)
13.1.7 Complete development of strategic plan (13746)

13.2 Plan network structure (13735)
13.2.1 Perform aggregation and analysis of key planning: subscriber base, technology, suppliers, and test results (13747)
13.2.2 Perform regulatory compliance (13748)
13.2.2.1 Identify spectrum and right of way regulatory requirements (13750)
13.2.2.2 Apply for rights of way and spectrum license (13751)
13.2.2.3 Define procedures to ensure regulatory license compliance (13752)
13.2.2.4 Outline plan to monitor license compliance (13753)
13.2.2.5 Outline plan to handle license disputes (13754)
13.2.3 Develop master plan (13749)
13.2.3.1 Short-list vendor selection (13755)
13.2.3.2 List general project goals and objectives (13756)

13.3 Carry out operational planning (13736)
13.3.1 Team selection, vendor selection, project definition (13757)
13.3.2 Agreement about particular project modules (13758)
13.3.3 Rough timetables (13759)
13.3.4 Project budgets (13760)
13.3.5 Development of plan of operations (13761)

13.4 Plan and monitor of projects (13737)
13.4.1 Detail work packages (13762)
13.4.2 Detail time schedules (13763)
13.4.3 Develop project plans (13764)
13.4.3.1 Issue purchase order (13765)
13.4.3.2 Reconcile purchase order (13766)
13.4.3.3 Manage settlement and billing (13767)

13.5 Carry out network testing and buildup (13738)
13.5.1 Receive order to build-up network (13768)
13.5.2 Send order to procurement equipment and locations (13769)
13.5.3 Coordinate build-up (13770)
13.5.4 Carry out build-up (13771)
13.5.4.1 Install equipment (13774)
13.5.4.2 Coordinate network starting dates (13775)
13.5.5 Install equipment (13772)
13.5.6 Perform readiness test (ORT) (13773)

13.6 Perform start-up network operation (13739)
13.6.1 Release network sections (13776)
13.6.2 Perform continuous monitoring (13777)
13.6.3 Announce availability (13778)

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