THE EVOLUTION OF X-CAPABILITY MODEL (XCM)

SCM (STRATEGIC CAPABILITY MODEL), BCM (BUSINESS CAPABILITY MODEL), ECM (ENTERPRISE CAPABILITY MODEL), CCM (CHANGE CAPABILITY MODEL)
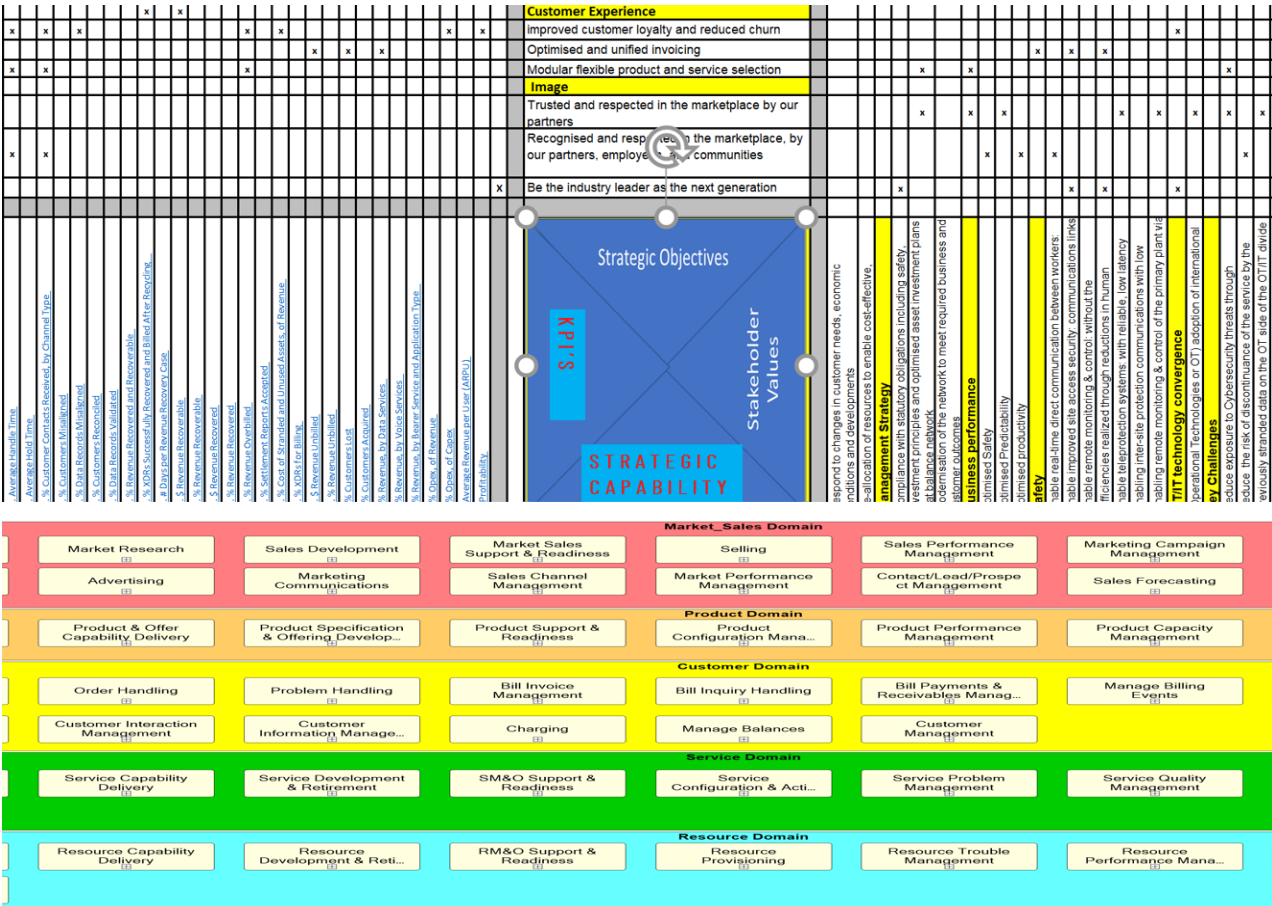
ENTERPRISE DIGITAL TRANSFORMATION
WITH EPERSPECTIVES

ARSALAN N. RAD
DISTINGUISHED ENTERPRISE &
*BUSINESS ARCHITECT*
(THE OPEN GROUP)

1. **SCM- Strategic Capability Model: WHAT does the business want to do and achieve, how to monitor and measure, and what high level capabilities and services are envisaged to provide the key products and services?**

3. **ECM- Enterprise Capability Model: How will the established and optimized business strategy and Design be IMPLEMENTED by a supporting enterprise (People, Technology, Plans, …) optimise how it provides the key products and services?**
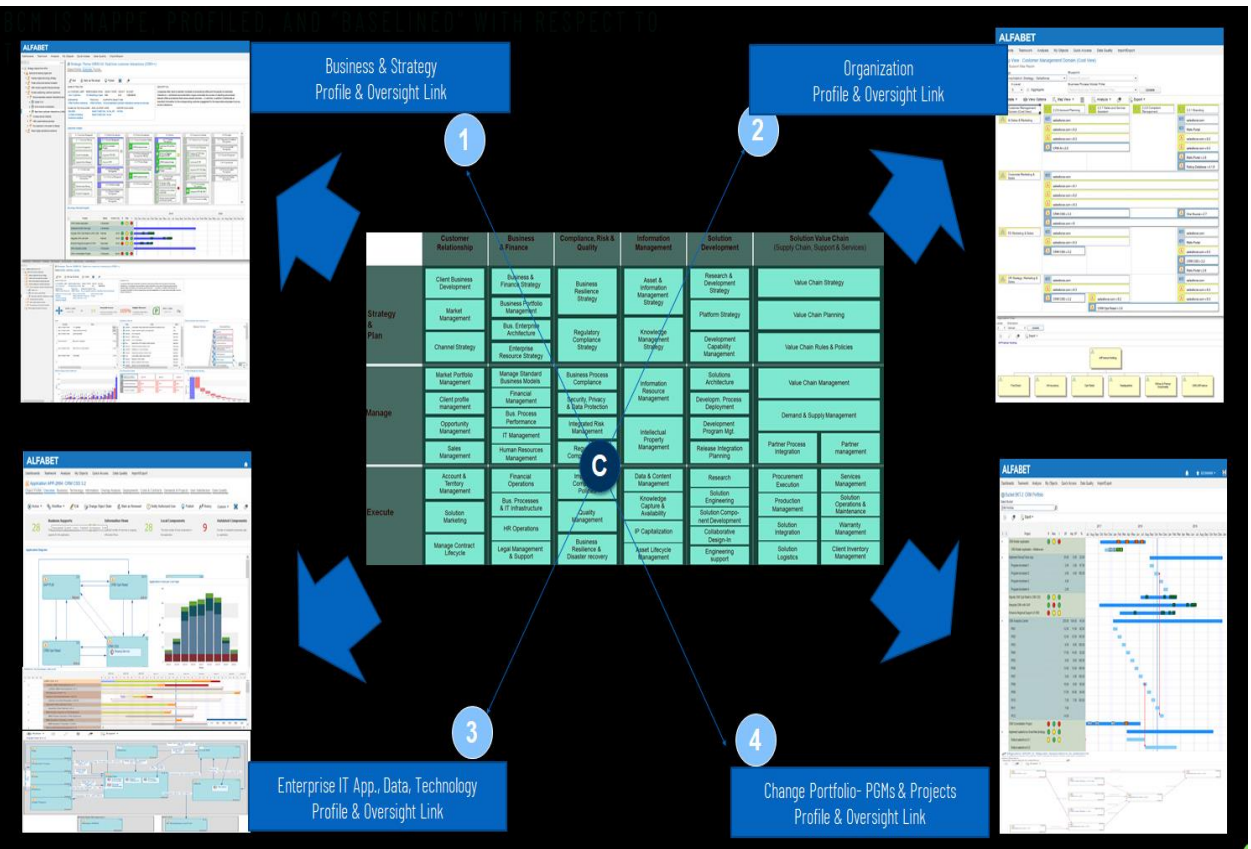
2. **BCM- Business Capability Model: HOW can the business and operate to optimise how it provides the key products and services? want to do and achieve, in a manner that is AGNOSTIC TO FUTURE IMPLERMENTATION.**

4. **CCM- Change Capability Model: What specific areas need to be implemented or changed and transformed in order to ensure that the business has the agility and speed to improve redefine how it provides the key products and services, ,**

1-STRATEGIC CAPABILITY MODEL (SCM)

STRATEGIC CAPABILITY MODEL (SCM): ETOM (1)

Market_Sales Domain

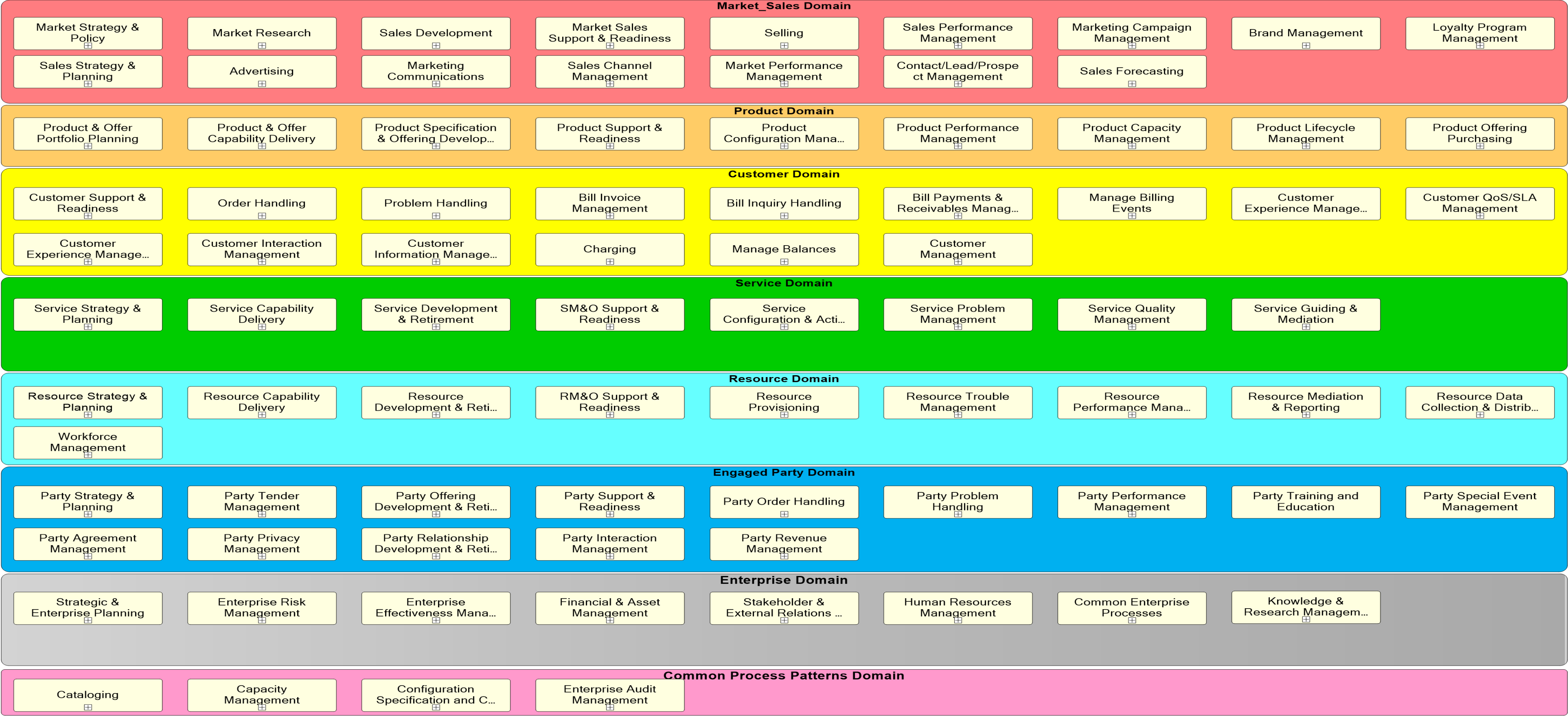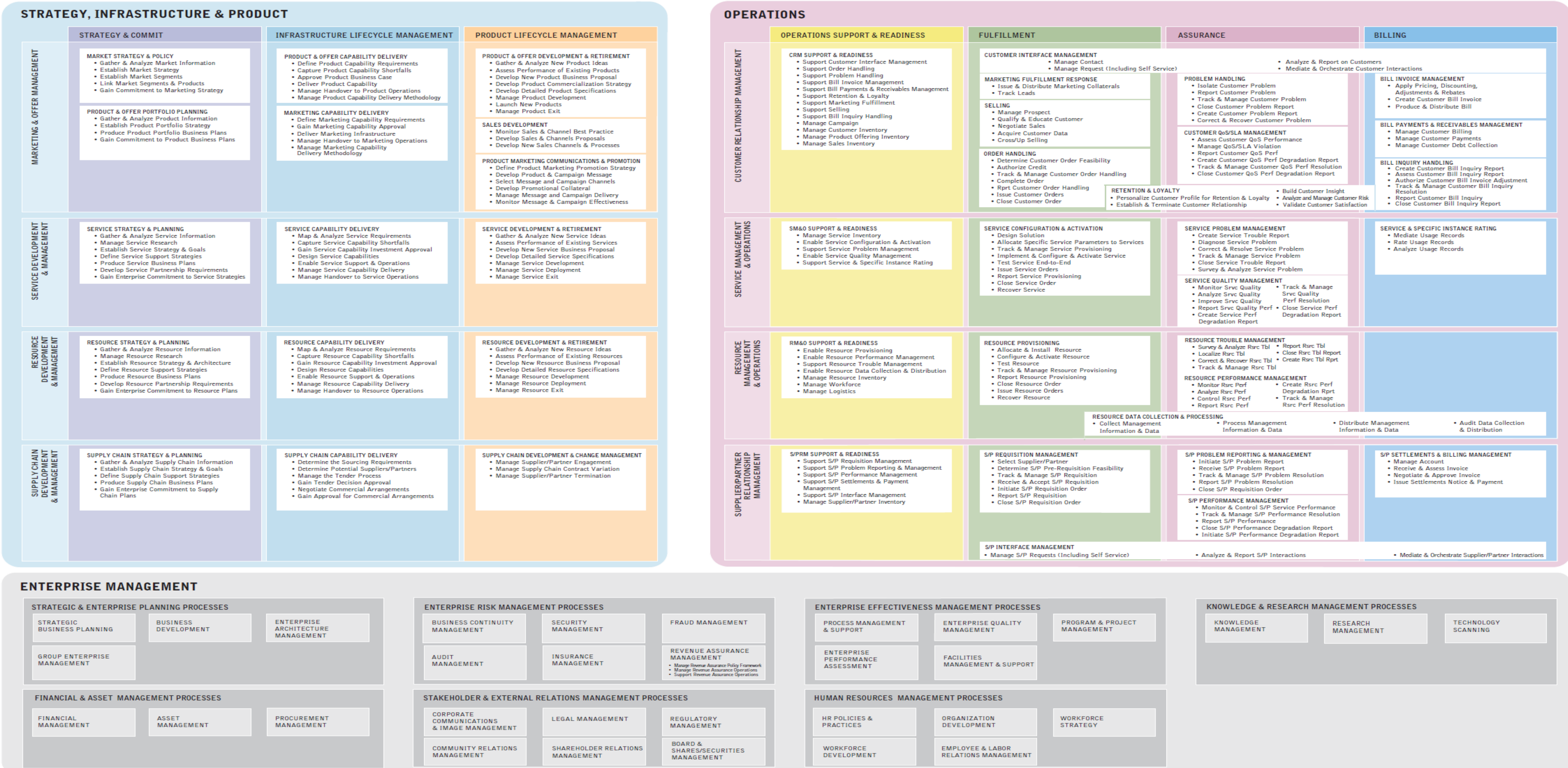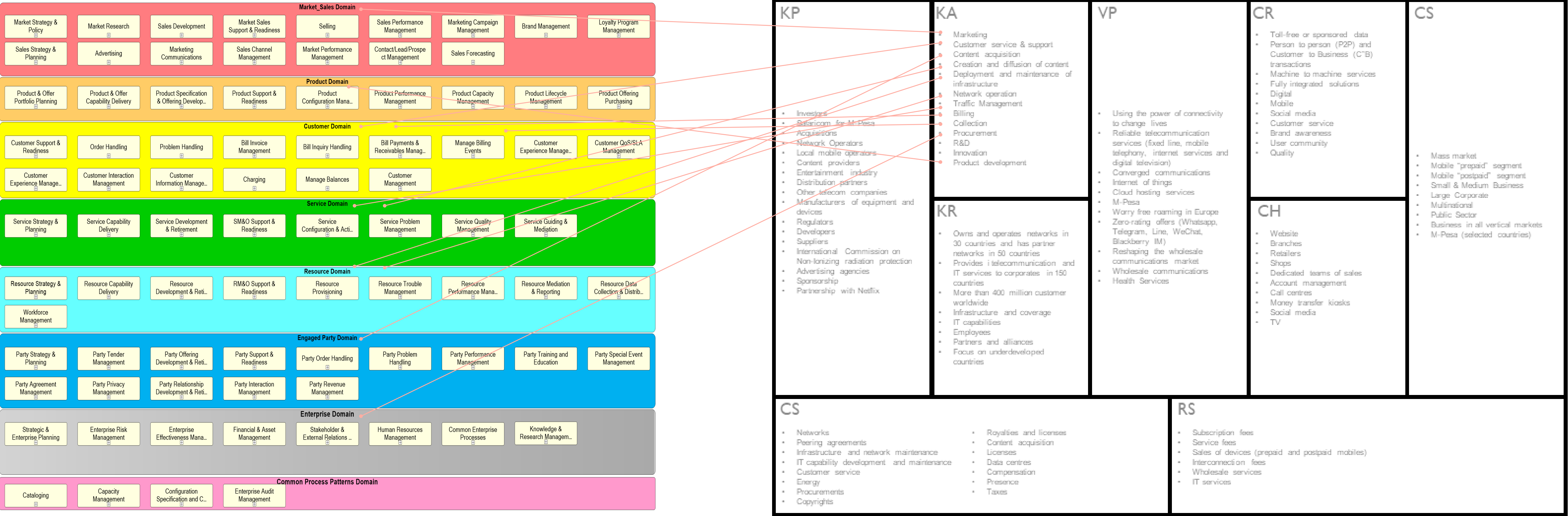|								
Market Strategy & Policy	Market Research	Sales Development	Market Sales Support & Readiness	Selling	Sales Performance Management	Marketing Campaign Management	Brand Management	Loyalty Program Management
Sales Strategy & Planning	Advertising	Marketing Communications	Sales Channel Management	Market Performance Management	Contact/Lead/Prospect Management	Sales Forecasting		

Product Domain

Product & Offer Portfolio Planning	Product & Offer Capability Delivery	Product Specification & Offering Develop...	Product Support & Readiness	Product Configuration Mana...	Product Performance Management	Product Capacity Management	Product Lifecycle Management	Product Offering Purchasing

Customer Domain

Customer Support & Readiness	Order Handling	Problem Handling	Bill Invoice Management	Bill Inquiry Handling	Bill Payments & Receivables Manag...	Manage Billing Events	Customer Experience Manage...	Customer QoS/SLA Management
Customer Experience Manage...	Customer Interaction Management	Customer Information Manage...	Charging	Manage Balances	Customer Management		

Service Domain

Service Strategy & Planning	Service Capability Delivery	Service Development & Retirement	SM&O Support & Readiness	Service Configuration & Acti...	Service Problem Management	Service Quality Management	Service Guiding & Mediation

Resource Domain

Resource Strategy & Planning	Resource Capability Delivery	Resource Development & Reti...	RM&O Support & Readiness	Resource Provisioning	Resource Trouble Management	Resource Performance Mana...	Resource Mediation & Reporting	Resource Data Collection & Distrib...
Workforce Management							

Engaged Party Domain

Party Strategy & Planning	Party Tender Management	Party Offering Development & Reti...	Party Support & Readiness	Party Order Handling	Party Problem Handling	Party Performance Management	Party Training and Education	Party Special Event Management
Party Agreement Management	Party Privacy Management	Party Relationship Development & Reti...	Party Interaction Management	Party Revenue Management			

Enterprise Domain

Strategic & Enterprise Planning	Enterprise Risk Management	Enterprise Effectiveness Mana...	Financial & Asset Management	Stakeholder & External Relations ...	Human Resources Management	Common Enterprise Processes	Knowledge & Research Managem...

Common Process Patterns Domain

Cataloging	Capacity Management	Configuration Specification and C...	Enterprise Audit Management

STRATEGIC CAPABILITY MODEL (SCM): ETOM (2)

STRATEGY, INFRASTRUCTURE & PRODUCT

STRATEGY & COMMIT

MARKET STRATEGY & POLICY
- Gather & Analyze Market Information
- Establish Market Strategy
- Establish Market Segments
- Link Market Segments & Products
- Gain Commitment to Marketing Strategy

PRODUCT & OFFER PORTFOLIO PLANNING
- Gather & Analyze Product Information
- Establish Product Portfolio Strategy
- Produce Product Portfolio Business Plans
- Gain Commitment to Product Business Plans

INFRASTRUCTURE LIFECYCLE MANAGEMENT

PRODUCT & OFFER CAPABILITY DELIVERY
- Define Product Capability Requirements
- Capture Product Capability Shortfalls
- Approve Product Business Case
- Deliver Product Capability
- Manage Handover to Product Operations
- Manage Product Capability Delivery Methodology

MARKETING CAPABILITY DELIVERY
- Define Marketing Capability Requirements
- Gain Marketing Capability Approval
- Deliver Marketing Infrastructure
- Manage Handover to Marketing Operations
- Manage Marketing Capability Delivery Methodology

PRODUCT LIFECYCLE MANAGEMENT

PRODUCT & OFFER DEVELOPMENT & RETIREMENT
- 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 Product Exit

SALES DEVELOPMENT
- Monitor Sales & Channel Best Practice
- Develop Sales & Channels Proposals
- Develop New Sales Channels & Processes

PRODUCT MARKETING COMMUNICATIONS & PROMOTION
- Define Product Marketing Promotion Strategy
- Develop Product & Campaign Message
- Select Message and Campaign Channels
- Develop Promotional Collateral
- Manage Message and Campaign Delivery
- Monitor Message & Campaign Effectiveness

SERVICE STRATEGY & PLANNING
- Gather & Analyze Service Information
- Manage Service Research
- Establish Service Strategy & Goals
- Define Service Support Strategies
- Produce Service Business Plans
- Develop Service Partnership Requirements
- Gain Enterprise Commitment to Service Strategies

SERVICE CAPABILITY DELIVERY
- Map & Analyze Service Requirements
- Capture Service Capability Shortfalls
- Gain Service Capability Investment Approval
- Design Service Capabilities
- Enable Service Support & Operations
- Manage Service Capability Delivery
- Manage Handover to Service Operations

SERVICE DEVELOPMENT & RETIREMENT
- 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 STRATEGY & PLANNING
- Gather & Analyze Resource Information
- Manage Resource Research
- Establish Resource Strategy & Architecture
- Define Resource Support Strategies
- Produce Resource Business Plans
- Develop Resource Partnership Requirements
- Gain Enterprise Commitment to Resource Plans

RESOURCE CAPABILITY DELIVERY
- Map & Analyze Resource Requirements
- Capture Resource Capability Shortfalls
- Gain Resource Capability Investment Approval
- Design Resource Capabilities
- Enable Resource Support & Operations
- Manage Resource Capability Delivery
- Manage Handover to Resource Operations

RESOURCE DEVELOPMENT & RETIREMENT
- 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 STRATEGY & PLANNING
- Gather & Analyze Supply Chain Information
- Establish Supply Chain Strategy & Goals
- Define Supply Chain Support Strategies
- Produce Supply Chain Business Plans
- Gain Enterprise Commitment to Supply Chain Plans

SUPPLY CHAIN CAPABILITY DELIVERY
- 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 & CHANGE MANAGEMENT
- Manage Supplier/Partner Engagement
- Manage Supply Chain Contract Variation
- Manage Supplier/Partner Termination

Left-column vertical labels: MARKETING & OFFER MANAGEMENT; SERVICE DEVELOPMENT & MANAGEMENT; RESOURCE DEVELOPMENT & MANAGEMENT; SUPPLY CHAIN DEVELOPMENT & MANAGEMENT

OPERATIONS

OPERATIONS SUPPORT & READINESS

CRM SUPPORT & READINESS
- Support Customer Interface Management
- Support Order Handling
- Support Problem Handling
- Support Bill Invoice Management
- Support Bill Payments & Receivables Management
- Support Retention & Loyalty
- Support Marketing Fulfillment
- Support Selling
- Support Bill Inquiry Handling
- Manage Campaign
- Manage Customer Inventory
- Manage Product Offering Inventory
- Manage Sales Inventory

FULFILLMENT

CUSTOMER INTERFACE MANAGEMENT
- Manage Contact
- Manage Request (Including Self Service)

MARKETING FULFILLMENT RESPONSE
- Issue & Distribute Marketing Collaterals
- Track Leads

SELLING
- Manage Prospect
- Qualify & Educate Customer
- Negotiate Sales
- Acquire Customer Data
- Cross/Up Selling

ORDER HANDLING
- Determine Customer Order Feasibility
- Authorize Credit
- Track & Manage Customer Order Handling
- Complete Order
- Rprt Customer Order Handling
- Issue Customer Orders
- Close Customer Order

RETENTION & LOYALTY
- Personalize Customer Profile for Retention & Loyalty
- Establish & Terminate Customer Relationship
- Build Customer Insight
- Analyze and Manage Customer Risk
- Validate Customer Satisfaction

ASSURANCE

- Analyze & Report on Customers
- Mediate & Orchestrate Customer Interactions

PROBLEM HANDLING
- Isolate Customer Problem
- Report Customer Problem
- Track & Manage Customer Problem
- Close Customer Problem Report
- Create Customer Problem Report
- Correct & Recover Customer Problem

CUSTOMER QoS/SLA MANAGEMENT
- Assess Customer QoS Performance
- Manage QoS/SLA Violation
- Report Customer QoS Perf
- Create Customer QoS Perf Degradation Report
- Track & Manage Customer QoS Perf Resolution
- Close Customer QoS Perf Degradation Report

BILLING

BILL INVOICE MANAGEMENT
- Apply Pricing, Discounting, Adjustments & Rebates
- Create Customer Bill Invoice
- Produce & Distribute Bill

BILL PAYMENTS & RECEIVABLES MANAGEMENT
- Manage Customer Billing
- Manage Customer Payments
- Manage Customer Debt Collection

BILL INQUIRY HANDLING
- Create Customer Bill Inquiry Report
- Assess Customer Bill Inquiry Report
- Authorize Customer Bill Invoice Adjustment
- Track & Manage Customer Bill Inquiry Resolution
- Report Customer Bill Inquiry
- Close Customer Bill Inquiry Report

SM&O SUPPORT & READINESS
- Manage Service Inventory
- Enable Service Configuration & Activation
- Support Service Problem Management
- Enable Service Quality Management
- Support Service & Specific Instance Rating

SERVICE CONFIGURATION & ACTIVATION
- Design Solution
- Allocate Specific Service Parameters to Services
- Track & Manage Service Provisioning
- Implement & Configure & Activate Service
- Test Service End-to-End
- Issue Service Orders
- Report Service Provisioning
- Close Service Order
- Recover Service

SERVICE PROBLEM MANAGEMENT
- Create Service Trouble Report
- Diagnose Service Problem
- Correct & Resolve Service Problem
- Track & Manage Service Problem
- Close Service Trouble Report
- Survey & Analyze Service Problem

SERVICE QUALITY MANAGEMENT
- Monitor Srvc Quality
- Analyze Srvc Quality
- Improve Srvc Quality
- Report Srvc Quality Perf
- Create Service Perf Degradation Report
- Track & Manage Srvc Quality Perf Resolution
- Close Service Perf Degradation Report

SERVICE & SPECIFIC INSTANCE RATING
- Mediate Usage Records
- Rate Usage Records
- Analyze Usage Records

RM&O SUPPORT & READINESS
- Enable Resource Provisioning
- Enable Resource Performance Management
- Support Resource Trouble Management
- Enable Resource Data Collection & Distribution
- Manage Resource Inventory
- Manage Workforce
- Manage Logistics

RESOURCE PROVISIONING
- Allocate & Install Resource
- Configure & Activate Resource
- Test Resource
- Track & Manage Resource Provisioning
- Report Resource Provisioning
- Close Resource Order
- Issue Resource Orders
- Recover Resource

RESOURCE TROUBLE MANAGEMENT
- Survey & Analyze Rsrc Tbl
- Localize Rsrc Tbl
- Correct & Recover Rsrc Tbl
- Track & Manage Rsrc Tbl
- Report Rsrc Tbl
- Close Rsrc Tbl Report
- Track & Manage Rsrc Tbl Rprt

RESOURCE PERFORMANCE MANAGEMENT
- Monitor Rsrc Perf
- Analyze Rsrc Perf
- Control Rsrc Perf
- Report Rsrc Perf
- Create Rsrc Perf Degradation Rprt
- Track & Manage Rsrc Perf Resolution

RESOURCE DATA COLLECTION & PROCESSING
- Collect Management Information & Data
- Process Management Information & Data
- Distribute Management Information & Data
- Audit Data Collection & Distribution

S/PRM SUPPORT & READINESS
- Support S/P Requisition Management
- Support S/P Problem Reporting & Management
- Support S/P Performance Management
- Support S/P Settlements & Payment
- Support S/P Interface Management
- Manage Supplier/Partner Inventory

S/P REQUISITION MANAGEMENT
- Select Supplier/Partner
- Determine S/P Pre-Requisition Feasibility
- Track & Manage S/P Requisition
- Receive & Accept S/P Requisition
- Initiate S/P Requisition Order
- Report S/P Requisition
- Close S/P Requisition Order

S/P PROBLEM REPORTING & MANAGEMENT
- Initiate S/P Problem Report
- Receive S/P Problem Report
- Track & Manage S/P Problem Resolution
- Report S/P Problem Resolution
- Close S/P Problem Report

S/P PERFORMANCE MANAGEMENT
- Monitor & Control S/P Service Performance
- Track & Manage S/P Performance Resolution
- Report S/P Performance
- Close S/P Performance Degradation Report
- Initiate S/P Performance Degradation Report

S/P SETTLEMENTS & BILLING MANAGEMENT
- Manage Account
- Receive & Assess Invoice
- Negotiate & Approve Invoice
- Issue Settlements Notice & Payment

S/P INTERFACE MANAGEMENT
- Manage S/P Requests (Including Self Service)
- Analyze & Report S/P Interactions
- Mediate & Orchestrate Supplier/Partner Interactions

Left-column vertical labels: CUSTOMER RELATIONSHIP MANAGEMENT; SERVICE MANAGEMENT & OPERATIONS; RESOURCE MANAGEMENT & OPERATIONS; SUPPLIER/PARTNER RELATIONSHIP MANAGEMENT

ENTERPRISE MANAGEMENT

STRATEGIC & ENTERPRISE PLANNING PROCESSES
- STRATEGIC BUSINESS PLANNING
- BUSINESS DEVELOPMENT
- ENTERPRISE ARCHITECTURE MANAGEMENT
- GROUP ENTERPRISE MANAGEMENT

ENTERPRISE RISK MANAGEMENT PROCESSES
- BUSINESS CONTINUITY MANAGEMENT
- SECURITY MANAGEMENT
- FRAUD MANAGEMENT
- AUDIT MANAGEMENT
- INSurance MANAGEMENT
- REVENUE ASSURANCE MANAGEMENT
  - Manage Revenue Assurance Policy Framework
  - Manage Revenue Assurance Operations
  - Support Revenue Assurance Operations

ENTERPRISE EFFECTIVENESS MANAGEMENT PROCESSES
- PROCESS MANAGEMENT & SUPPORT
- ENTERPRISE QUALITY MANAGEMENT
- PROGRAM & PROJECT MANAGEMENT
- ENTERPRISE PERFORMANCE ASSESSMENT
- FACILITIES MANAGEMENT & SUPPORT

KNOWLEDGE & RESEARCH MANAGEMENT PROCESSES
- KNOWLEDGE MANAGEMENT
- RESEARCH MANAGEMENT
- TECHNOLOGY SCANNING

FINANCIAL & ASSET MANAGEMENT PROCESSES
- FINANCIAL MANAGEMENT
- ASSET MANAGEMENT
- PROCUREMENT MANAGEMENT

STAKEHOLDER & EXTERNAL RELATIONS MANAGEMENT PROCESSES
- CORPORATE COMMUNICATIONS & IMAGE MANAGEMENT
- LEGAL MANAGEMENT
- REGULATORY MANAGEMENT
- COMMUNITY RELATIONS MANAGEMENT
- SHAREHOLDER RELATIONS MANAGEMENT
- BOARD & SHARES/SECURITIES MANAGEMENT

HUMAN RESOURCES MANAGEMENT PROCESSES
- HR POLICIES & PRACTICES
- ORGANIZATION DEVELOPMENT
- WORKFORCE STRATEGY
- WORKFORCE DEVELOPMENT
- EMPLOYEE & LABOR RELATIONS MANAGEMENT

STRATEGIC CAPABILITY MODEL (SCM): ETOM MAPPED TO BUSINESS CANVAS

Market_Sales Domain

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Enterprise Domain

Strategic & Enterprise Planning	Enterprise Risk Management	Enterprise Effectiveness Mana...	Financial & Asset Management	Stakeholder & External Relations ...	Human Resources Management	Common Enterprise Processes	Knowledge & Research Managem...

Common Process Patterns Domain

Cataloging	Capacity Management	Configuration Specification and C...	Enterprise Audit Management

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KP

- Investors
- Safaricom for M-Pesa
- Acquisitions
- Network Operators
- Local mobile operators
- Content providers
- Entertainment industry
- Distribution partners
- Other telecom companies
- Manufacturers of equipment and devices
- Regulators
- Developers
- Suppliers
- International Commission on Non-Ionizing radiation protection
- Advertising agencies
- Sponsorship
- Partnership with Netflix

KA

- Marketing
- Customer service & support
- Content acquisition
- Creation and diffusion of content
- Deployment and maintenance of infrastructure
- Network operation
- Traffic Management
- Billing
- Collection
- Procurement
- R&D
- Innovation
- Product development

KR

- Owns and operates networks in 30 countries and has partner networks in 50 countries
- Provides i telecommunication and IT services to corporates in 150 countries
- More than 400 million customer worldwide
- Infrastructure and coverage
- IT capabilities
- Employees
- Partners and alliances
- Focus on underdeveloped countries

VP

- Using the power of connectivity to change lives
- Reliable telecommunication services (fixed line, mobile telephony, internet services and digital television)
- Converged communications
- Internet of things
- Cloud hosting services
- M-Pesa
- Worry free roaming in Europe
- Zero-rating offers (Whatsapp, Telegram, Line, WeChat, Blackberry IM)
- Reshaping the wholesale communications market
- Wholesale communications
- Health Services

CR

- Toll-free or sponsored data
- Person to person (P2P) and Customer to Business (C*B) transactions
- Machine to machine services
- Fully integrated solutions
- Digital
- Mobile
- Social media
- Customer service
- Brand awareness
- User community
- Quality

CH

- Website
- Branches
- Retailers
- Shops
- Dedicated teams of sales
- Account management
- Call centres
- Money transfer kiosks
- Social media
- TV

CS

- Mass market
- Mobile "prepaid" segment
- Mobile "postpaid" segment
- Small & Medium Business
- Large Corporate
- Multinational
- Public Sector
- Business in all vertical markets
- M-Pesa (selected countries)

CS

- Networks
- Peering agreements
- Infrastructure and network maintenance
- IT capability development and maintenance
- Customer service
- Energy
- Procurements
- Copyrights
- Royalties and licenses
- Content acquisition
- Licenses
- Data centres
- Compensation
- Presence
- Taxes

RS

- Subscription fees
- Service fees
- Sales of devices (prepaid and postpaid mobiles)
- Interconnection fees
- Wholesale services
- IT services

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Customer Experience
- improved customer loyalty and reduced churn
- Optimised and unified invoicing
- Modular flexible product and service selection

Image
- Trusted and respected in the marketplace by our partners
- Recognised and respected in the marketplace, by our partners, employees and communities
- Be the industry leader as the next generation

Strategic Objectives

KPI'S — STRATEGIC CAPABILITY — Stakeholder Values

KPI column labels:
- Customers Reconciled
- Data Records Validated
- Revenue Recovered and Recoverable
- xDRs Successfully Recovered and Billed After Recycling
- Days per Revenue Recovery Case
- Revenue Recoverable
- Revenue Recoverable
- Revenue Recovered
- Revenue Overbilled
- Settlement Reports Accepted
- Cost of Stranded and Unused Assets, of Revenue
- xDRs for Billing
- Revenue Unbilled
- Revenue Unbilled
- Customers Lost
- Customers Acquired
- Revenue, by Data Services
- Revenue, by Voice Services
- Revenue, by Bearer Service and Application Type
- Opex, of Revenue
- Capex, of Revenue
- Average Revenue per User (ARPU)
- Profitability

Right side (Stakeholder Values / Strategy):
- respond to changes in customer needs, economic conditions and developments
- allocation of resources to enable cost-effective...
- **Management Strategy**
- compliance with statutory obligations including safety...
- investment principles and optimised asset investment plans
- balance network
- modernisation of the network to meet required business and customer outcomes
- **Business performance**
- improved Safety
- improved Predictability
- improved productivity
- **Safety**
- enable real-time direct communication between workers
- enable improved site access security: communications links
- enable remote monitoring & control: without the...
- efficiencies realized through reductions in human...
- enable teleprotection systems: with reliable, low latency
- enabling inter-site protection communications with low...
- enabling remote monitoring & control of the primary plant via...
- **IT technology convergence**
- operational Technologies or OT) adoption of International...
- **Challenges**
- reduce exposure to Cybersecurity threats through...
- reduce the risk of discontinuance of the service by the...
- previously stranded data on the OT side of the OT/IT divide
- systems and products based on older circuit switched

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| Workforce Management | | | | | | | | |

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Enterprise Domain
| Strategic & Enterprise Planning | Enterprise Risk Management | Enterprise Effectiveness Mana... | Financial & Asset Management | Stakeholder & External Relations ... | Human Resources Management | Common Enterprise Processes | Knowledge & Research Managem... |

Common Process Patterns Domain
| Cataloging | Capacity Management | Configuration Specification and C... | Enterprise Audit Management |

Customer Experience
- improved customer loyalty and reduced churn
- Optimised and unified invoicing
- Modular flexible product and service selection

Image
- Trusted and respected in the marketplace by our partners
- Recognised and respected in the marketplace, by our partners, employees and communities
- Be the industry leader as the next generation

Strategic Objectives

KPI'S

Stakeholder Values

STRATEGIC CAPABILITY

KPI

STRATEGIC CAPABILITIY

STRATEGIC CAPABILITIES (OR SERVICES) ARE MAPPED TO KPI'S, AND THERETHROUGH TO STAKEHOLDER VALUES AND STRATEGIC OBJECTIVES HENCE BUSINESS-MEASURABLE HEREAFTER

KPI list (vertical labels):
- 41. % Activations Failed
- 40. # Customer Contacts About Usability of Installed Service per
- 39. % Orders Delivered by Committed Date
- 38. # Hours per Installation Committed, Between Customer Required
- 37. # Hours per Order, from Ordering to Acceptance
- 36. $ Cost of Customer Management per Customer Request
- 35. $ Cost of Customer Management, of Opex
- 34. $ Cost of Customer Management, of Revenue
- 33. % Customer Calls Abandoned
- 32. % Customer Requests Received, by Request Type
- 31. # Customer Requests (x1000) per Customer
- 30. First Call Resolution (FCR)
- 29. Average Handle Time
- 28. Average Hold Time
- 27. % Customer Contacts Received, by Channel Type
- 26. % Customers Misaligned
- 25. % Data Records Misaligned
- 24. % Customers Reconciled
- 23. % Data Records Validated
- 22. % Revenue Recovered and Recoverable
- 21. % XDRs Successfully Recovered and Billed After Recycling
- 20. # Days per Revenue Recovery Case
- 19. $ Revenue Recoverable
- 18. % Revenue Recoverable
- 17. $ Revenue Recovered
- 16. % Revenue Overbilled
- 15. % Revenue Unbilled
- 14. $ Settlement Reports Accepted
- 13. % Cost of Stranded and Unused Assets, of Revenue
- 12. % XDRs for Billing
- 11. $ Revenue Unbilled
- 10. % Revenue Unbilled
- 9. % Customers Lost
- 8. % Customers Acquired
- 7. % Revenue, by Data Services
- 6. % Revenue, by Voice Services
- 5. % Revenue, by Bearer Service and Application Type
- 4. % Opex, of Revenue
- 3. % Opex, of Capex
- 2. Average Revenue per User (ARPU)
- 1. Profitability

Stakeholder Values / strategic objectives columns:
- Respond to changes in customer needs, economic conditions and developments
- Re-allocation of resources to enable cost-effective,

Management Strategy
- Compliance with statutory obligations including safety
- Investment principles and optimised asset investment plans that balance network
- Modernisation of the network to meet required business and customer outcomes

Business performance
- Optimised Safety
- Optimised Predictability
- Optimised productivity

Safety
- Enable real-time direct communication between workers;
- Enable improved site access security; communications links
- Enable remote monitoring & control; without the
- Efficiencies realized through reductions in human
- Enable teleprotection systems; with reliable, low latency
- Enabling inter-site protection communications with low
- Enabling remote monitoring & control of the primary plant via

OT/IT technology convergence
- Operational Technologies or OT) adoption of international

Key Challenges
- Reduce exposure to Cybersecurity threats through
- Reduce the risk of discontinuance of the service by the
- Previously stranded data on the OT side of the OT/IT divide
- Old systems and products based on older circuit switched

Bottom section rows:
- PRODUCT MARKETING COMMUNICATIONS & PROMOTION
- **SERVICE DEVELOPMENT & MANAGEMENT**
- SERVICE STRATEGY & PLANNING
- SERVICE CAPABILITY DELIVERY
- SERVICE DEVELOPMENT & RETIREMENT
- **RESOURCE DEVELOPMENT & MANAGEMENT**
- RESOURCE STRATEGY & PLANNING
- RESOURCE CAPABILITY DELIVERY

2-BUSINESS CAPABILITY MODEL (BCM)

BUSINESS CAPABILITY MODEL (BCM): TELECOMS

	Customer Relationship	Business & Finance	Compliance, Risk & Quality	Information Management	Solution Development	Solution Value Chain (Supply Chain, Support & Services)	
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy	
	Market Management	Business Portfolio Management			Platform Strategy	Value Chain Planning	
	Channel Strategy	Bus. Enterprise Architecture	Regulatory Compliance Strategy	Knowledge Management Strategy	Development Capability Management	Value Chain Rules & Policies	
		Enterprise Resource Strategy					
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management	
	Client profile management	Financial Management	Security, Privacy & Data Protection		Developm. Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.	Partner Process Integration	Partner management
	Sales Management	IT Management	Regulatory Compliance Mgt.		Release Integration Planning		
		Human Resources Management					
Execute	Account & Territory Management	Financial Operations	Implement Compliance Policies	Data & Content Management	Research	Procurement Execution	Services Management
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Engineering	Production Management	Solution Operations & Maintenance
		HR Operations		IP Capitalization	Solution Component Development	Solution Integration	Warranty Management
	Manage Contract Lifecycle	Legal Management & Support	Business Resilience & Disaster recovery	Asset Lifecycle Management	Collaborative Design-In	Solution Logistics	Client Inventory Management
					Engineering support		

TRACEABILITY FROM KPI'S TO CAPABILITIES/PROCESSES/SERVICES/IT

Traceability from system functionality → Capability → Process Step → e2e process → business KPI, creating a premise to base all application rationalization/modernization initiatives on KPI impact.

Key Performance Indicators (KPI's)

% First Call Resolution	Average Wait Time	Average Time to Fulfil Order	Distribution across Channels	% Repeat Problems	%e-Bills Issued
% Problems Resolved by Due Date	Incident Resolution Time	% Orders Delivered by Commit Date	% Problems Reported by Customer	% Bills Inaccurate	Payments by Channel

End-to-End Business Scenarios

Trouble to Resolve	Trouble to Resolve	Billing

Supported by:

Capabilities Supporting Business Processes

Customer Management	Order Management	Customer Incident Management	Bill Calculation and Presentment	Payments and recharging

Realized through:

IT Systems that implement the Capabilities

CRM Functionalities	Ticketing Functionalities	Billing Functionalities

Traceability from system functionality → Capability → Process Step → e2e process → business KPI, creating a premise to base all application rationalization/modernization initiatives on KPI impact.

KPI View

| Average Wait Time | Average Time to Fulfil Order | % Orders Delivered by Commit Date |

Business Process View

Customer Initiates Contact → Customer Interface Management → Authenticate Customer → (×) → Customer Authenticated → (∧) → Manage Request → Customer Request Managed

Customer Not Authenticated

Log Customer Interaction → Interaction Logged

Capability View

Customer Interface Management

Inbound Call Routing | Store Token/Queue Management | Manual Customer Interaction

App Functionality View

Inbound Call Routing

Communication Gateway | eVoice

BCM USED FOR BUSINESS ANALYSIS & OPTIMIZATION (1)

	Business Administration	New Business Development	Relationship Management	Servicing & Sales	Product Fulfilment	Financial Control and Accounting
Strategy	Business Planning	Sector Planning	Account Planning	Sales Planning	Fulfilment Planning	Portfolio Planning
Manage	Business Unit Tracking / Staff Appraisals	Sector Management / Product Management	Relationship Management / Credit Assessment	Sales Management	Fulfilment Monitoring	Compliance / Reconciliation
Execute	Staff Administration / Production Administration L	Product Directory / Marketing Campaigns	Credit Administration	Sales / Customer Dialogue / Contact Routing	Product Fulfillment / Document Management	Customer Accounts / General Ledger

Target Competency

- Base
- Competitive
- Differentiated

BCM USED FOR BUSINESS ANALYSIS & OPTIMIZATION (2)

	Business Administration	New Business Development	Relationship Management	Servicing & Sales	Product Fulfilment	Financial Control and Accounting
Strategy	Business Planning — M / L	Sector Planning — M / L	Account Planning — M / L	Sales Planning — M / L	Fulfilment Planning	Portfolio Planning — L / M
Manage	Business Unit Tracking — M / L	Sector Management — M / L	Relationship Management — M / L	Sales Management — H / L	Fulfilment Planning — M / L	Compliance — L / M
Manage	Staff Appraisals	Product Management	Credit Assessment — M / L			Reconciliation — M / L
Execute	Staff Administration — M / L	Product Directory — L / L	Credit Administration — M / L	Sales — M / L	Product Fulfillment — M / L	Customer Accou... — M / L
Execute	Production Administration — L / L	Marketing Campaigns — M / L		Customer Dialogue — M / L	Document Management — L / H	Ge... Ledger — L / M
Execute				Contact Routing — M / L		

Target Competency
- Base
- Competitive
- Differentiated

Revenue / Cost
- Revenue
- Cost (H, M, or L)
- ★ "Hot" Component

Revenue/Profit improvement opportunity

Cost control opportunity

3-ENTERPRISE CAPABILITY MODEL (ECM)

ENTERPRISE CAPABILITY MODEL (ECM): TELECOMS

BCM IS MAPPE, PROFILED, AND "BASELINED" WITH RESPECT TO

Business & Strategy
Profile & Oversight Link

1

Organization
Profile & Oversight Link

2

	Customer Relationship	Business & Finance	Compliance, Risk & Quality	Information Management	Solution Development	Solution Value Chain (Supply Chain, Support & Services)	
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy	
	Market Management	Business Portfolio Management	Regulatory Compliance Strategy	Knowledge Management Strategy	Platform Strategy	Value Chain Planning	
	Channel Strategy	Bus. Enterprise Architecture			Development Capability Management	Value Chain Rules & Policies	
		Enterprise Resource Strategy					
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management	
	Client profile management	Financial Management	Security, Privacy & Data Protection		Developm. Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.		
	Sales Management	IT Management	Regul. Compl.		Release Integration Planning	Partner Process Integration	Partner management
		Human Resources Management					
Execute	Account & Territory Management	Financial Operations	Implem. Compl. Policies	Data & Content Management	Research	Procurement Execution	Services Management
					Solution Engineering		
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Component Development	Production Management	Solution Operations & Maintenance
		HR Operations		IP Capitalization	Collaborative Design-In	Solution Integration	Warranty Management
	Manage Contract Lifecycle	Legal Management & Support	Business Resilience & Disaster recovery	Asset Lifecycle Management	Engineering support	Solution Logistics	Client Inventory Management

C

3

4

Enterprise IT App., Data, Technology
Profile & Oversight Link

Change Portfolio- PGMs & Projects
Profile & Oversight Link

Business Value Lens (SCM relation)

Organisation Lens

IT & Technology Lens

Business Capability Model (BCM)

Portfolio Lens

- **Fact based analysis made with 4+1 mapping**
- **Business capabilities are assessed in relation to the 4 aspects**
- **Optimised roadmap and change (implementation) planning made based on uptodate valid enterprise insight and data**

ENTERPRISE CAPABILITY MODEL (ECM): USED AS BASELINE TO ASSESS CURRENT ENTERPRISE AND OPTIMISE PROGRESSION TO TARGET OPERATING MODEL (TOM)

		MARKETING & CUSTOMER MANAGEMENT	MERCHANDISING	CHANNEL (DIGITAL)	SUPPLY CHAIN
BUSINESS STRATEGY	Strategy & Plan	CUSTOMER RELATIONSHIP STRATEGY	PRODUCT STRATEGY	CHANNEL AND CROSS CHANNEL STRATEGY	DISTRIBUTION, WAREHOUSE, SUPPLY CHAIN STRATEGY
			PRICING STRATEGY		
		MARKETING STRATEGY & PLANNING	SOURCING STRATEGY	CHANNEL DESIGN & LAYOUT	SUPPLIER RELATIONSHIP PLANNING (LOGISTICS)
OPERATING CAPABILITIES	MANAGE	CUSTOMER SEGMENTATION & INSIGHTS MANAGEMENT	MERCHANDISE / ASSORTMENT PLANNING & MANAGEMENT	CHANNEL CUSTOMER EXPERIENCE & INTERACTION MANAGEMENT	SUPPLIER PERFORMANCE MANAGEMENT
			PRICE / PROMOTIONS MANAGEMENT		IN-BOUND, INTRA-COMPANY, OUTBOUND LOGISTICS
		CUSTOMER SERVICE MGMT	SOURCING & VENDOR MANAGEMENT	CHANNEL BACK OFFICE OPERATIONS MANAGEMENT	REPLENISHMENT
		MARKETING PERFORMANCE MEASUREMENT & MANAGEMENT	PRODUCT LIFECYCLE MANAGEMENT (PLM)		CUSTOMER ORDER MANAGEMENT
		CAMPAIGN MANAGEMENT & OPERATIONS	MERCHANDISE PERFORMANCE MANAGEMENT	CHANNEL AND CROSS CHANNEL PERFORMANCE MANAGEMENT	INVENTORY VISIBILITY
	EXECUTE	LOYALTY PROGRAM	FORECASTING	STOREFRONT MAINTENANCE	DISTRIBUTION CENTER OPERATIONS & MANAGEMENT
		MASS MARKETING & ADVERTISING	ALLOCATION	SALES AND CUSTOMER TRANSACTIONS	
		TARGET MARKETING			
		SEARCH MARKETING	PURCHASE ORDERS	BACK OFFICE / INVENTORY OPERATIONS	
		SOCIAL MEDIA MARKETING	PRODUCT MASTER DATA MANAGEMENT	LABOR AND WORKFORCE	TRANSPORTATION/ FLEET OPERATIONS / SHIPMENT
		CUSTOMER DATA		SERVICE DELIVERY	

- FOCUS ON EVALUATING OPERATING CAPABILITIES
- BUSINESS STRATEGY ELEMENTS NOT EVALUATED
- EVALUATION FOCUSED ON ENTERPRISE WIDE MARKETING, MERCHANDISING AND SCM AND DIGITAL CHANNEL FRONT END

LEGEND

- CRITICAL AREA LACKING CAPABILITY
- SIGNIFICANT POTENTIAL TO IMPROVE FOR SCALABILITY
- CAN CONTINUE IN CURRENT MODE WITH INCREMENTAL IMPROVEMENTS

OPTIMISATION OF THE IT FUNCTION WITH CAPABILITY OWNERSHIP (ILLUSTRATIVE)

	IT Customer Relationship Management	IT Business Management	Business Resilience	Information and Knowledge	Service and Solution Development	Service and Solution Deployment	Service Delivery and Support
Strategy	Business Enablement Service & Solution Strategy	Business Technology Strategy / Enterprise Architecture / Portfolio Management / Technology Innovation	Business Resilience Strategy / Regulatory Compliance Strategy / Integrated Risk Strategy	Information Management Strategy / Knowledge Management Strategy	Development Strategy	Deployment Strategy	Services Delivery Strategy / IT Support Strategy
Manage	Business Performance Planning / Demand Management / Communications Planning	Financial Management / Business Technology Performance & Value / Human Resources Management	Continuous Business Operations / Regulatory Compliance / Integrated Risk Management / Security, Privacy And Data Protection	Information Architecture / Information Resource Management / Knowledge Resource Management	Services and Solutions Lifecycle Planning / Services and Solutions Architecture	Change Planning / Release Planning	Operations Planning / Infrastructure Resource Planning / Support Services Planning
Execute	Business Performance Mgmt / IT Service and Solution Marketing	IT Financial Management / Staff Administration & Development / Supplier and Contract Administration	Business Resilience / Regulatory Compliance Remediation	Data and Content Management / Knowledge Capture And Availability	Service and Solution Creation / Service and Solution Maintenance	Change Implementation / Release Implementation	Support Services Management / Infrastructure Resource Management / Infrastructure Operations

Legend:
- Centralize
- Optimize
- Partner
- Co Source
- Out Source
- In Source

4-CHANGE CAPABILITY MODEL (CCM)

THE 4-STAGE EVOLUTION OF THE CAPABILITY MODEL (XCM)

1. SCM- Strategic Capability Model: WHAT does the business want to do and achieve, and what high level capabilities and services are envisaged to provide the key products and services?
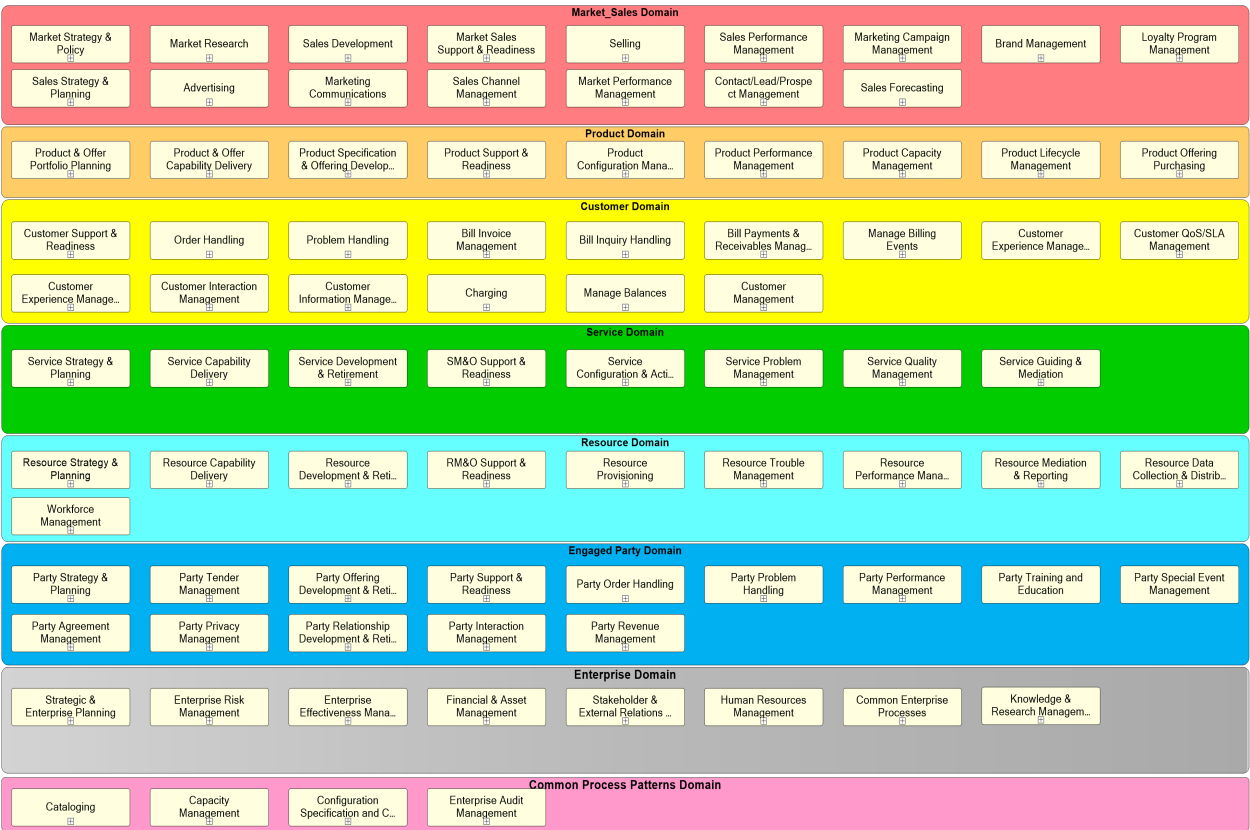
3. ECM- Enterprise Capability Model: How will the established and optimized business strategy and Design be IMPLEMENTED by a supporting enterprise (People, Technology, Plans, …) optimise how it provides the key products and services?
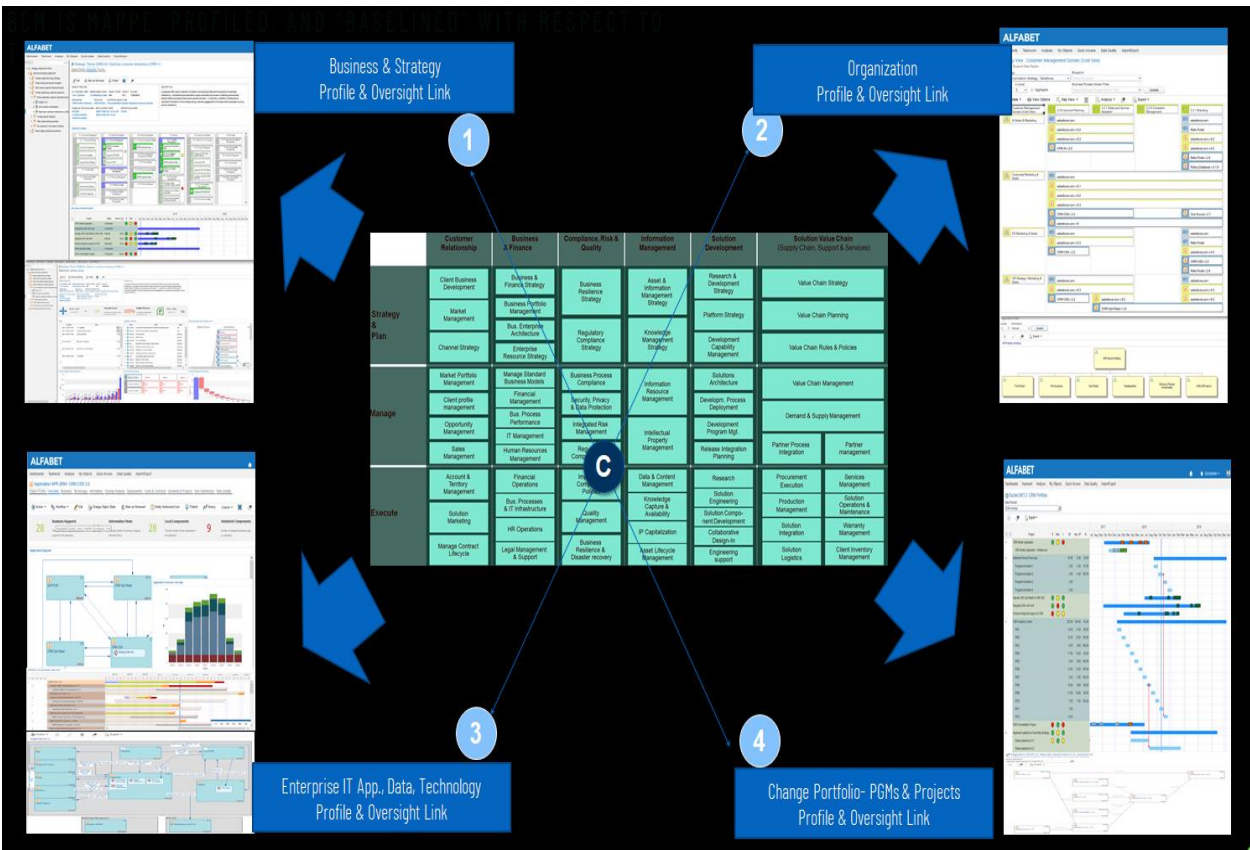
2. BCM- Business Capability Model: HOW can the business be established and operate to optimise how it provides the key products and services? want to do and achieve, in a manner that is AGNOSTIC TO FUTURE IMPLERMENTATION.

4. CCM- Change Capability Model: What specific areas need to be implemented or changed and transformed in order to ensure that the business has the agility and speed to improve redefine how it provides the key products and services, ,