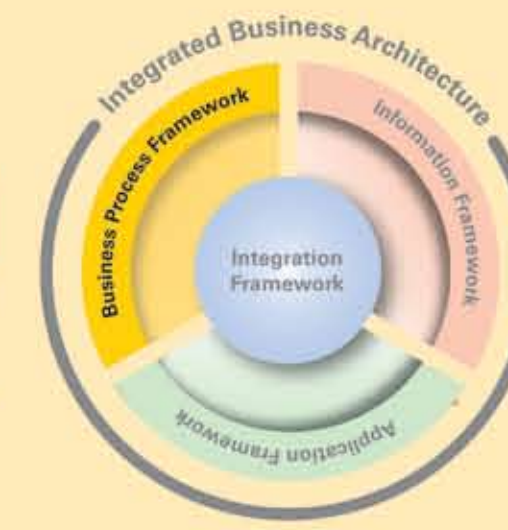


BUSINESS PROCESS FRAMEWORK (eTOM)

RELEASE 9



STRATEGY, INFRASTRUCTURE & PRODUCT			
	STRATEGY & COMMIT	INFRASTRUCTURE LIFECYCLE MANAGEMENT	PRODUCT LIFECYCLE MANAGEMENT
MARKETING & OFFER MANAGEMENT	MARKET STRATEGY & POLICY <ul style="list-style-type: none"> Gather & Analyze Market Information Establish Market Strategy Establish Market Segments Link Market Segments & Products Gain Commitment to Marketing Strategy PRODUCT & OFFER PORTFOLIO PLANNING <ul style="list-style-type: none"> Gather & Analyze Product Information Establish Product Portfolio Strategy Produce Product Portfolio Business Plans Gain Commitment to Product Business Plans 	PRODUCT & OFFER CAPABILITY DELIVERY <ul style="list-style-type: none"> Define Product Capability Requirements Capture Product Capability Shortfalls Approve Product Business Case Deliver Product Capability Manage Handover to Product Operations Manage Product Capability Delivery Methodology MARKETING CAPABILITY DELIVERY <ul style="list-style-type: none"> Define Marketing Capability Requirements Gain Marketing Capability Approval Deliver Marketing Infrastructure Manage Handover to Marketing Operations Manage Marketing Capability Delivery Methodology 	PRODUCT & OFFER DEVELOPMENT & RETIREMENT <ul style="list-style-type: none"> Gather & Analyze New Product Ideas Assess Performance of Existing Products Develop New Product Business Proposal Develop Product Commercialization Strategy Develop Detailed Product Specifications Manage Product Development Launch New Products Manage Product Exit SALES DEVELOPMENT <ul style="list-style-type: none"> Monitor Sales & Channel Best Practice Develop Sales & Channels Proposals Develop New Sales Channels & Processes PRODUCT MARKETING COMMUNICATIONS & PROMOTION <ul style="list-style-type: none"> 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 DEVELOPMENT & MANAGEMENT	SERVICE STRATEGY & PLANNING <ul style="list-style-type: none"> Gather & Analyze Service Information Manage Service Research Establish Service Strategy & Goals Define Service Support Strategies Produce Service Business Plans Develop Service Partnership Requirements Gain Enterprise Commitment to Service Strategies 	SERVICE CAPABILITY DELIVERY <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Gather & Analyze New Service Ideas Assess Performance of Existing Services Develop New Service Business Proposal Design Service Capabilities Manage Service Development Manage Service Deployment Manage Service Exit
RESOURCE DEVELOPMENT & MANAGEMENT (OPERATIONS, COMPANIES AND RESOURCES)	RESOURCE STRATEGY & PLANNING <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Gather & Analyze New Resource Ideas Assess Performance of Existing Resources Develop New Resource Business Proposal Develop Detailed Resource Specifications Manage Resource Development Manage Resource Deployment Manage Resource Exit
SUPPLY CHAIN DEVELOPMENT & MANAGEMENT	SUPPLY CHAIN STRATEGY & PLANNING <ul style="list-style-type: none"> Gather & Analyze Supply Chain Information Establish Supply Chain Strategy & Goals Define Supply Chain Support Strategies Produce Supply Chain Business Plans Gain Enterprise Commitment to Supply Chain Plans 	SUPPLY CHAIN CAPABILITY DELIVERY <ul style="list-style-type: none"> Determine the Sourcing Requirements Determine Potential Suppliers/Partners Manage the Tender Process Gain Tender Decision Approval Negotiate Commercial Arrangements Gain Approval for Commercial Arrangements 	SUPPLY CHAIN DEVELOPMENT & CHANGE MANAGEMENT <ul style="list-style-type: none"> Manage Supplier/Partner Engagement Manage Supply Chain Contract Variation Manage Supplier/Partner Termination

OPERATIONS				
	OPERATIONS SUPPORT & READINESS	FULFILLMENT	ASSURANCE	BILLING & REVENUE MANAGEMENT
CUSTOMER RELATIONSHIP MANAGEMENT	CRM SUPPORT & READINESS <ul style="list-style-type: none"> Support Customer Interface Management Support Order Handling Support Problem Handling Support Bill 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 Support Customer QoS/SLA 	MARKETING FULFILLMENT RESPONSE <ul style="list-style-type: none"> Issue & Distribute Marketing Collaterals Track Leads SELLING <ul style="list-style-type: none"> Manage Prospect Qualify Opportunity Cross/Up Selling Acquire Customer Data Negotiate Sales/Contract ORDER HANDLING <ul style="list-style-type: none"> Determine Customer Order Feasibility Authorize Credit Track & Manage Customer Order Handling Complete Customer Order Rprt Customer Order Handling Issue Customer Orders Close Customer Order 	CUSTOMER INTERFACE MANAGEMENT <ul style="list-style-type: none"> Manage Contact Manage Request (Including Self Service) PROBLEM HANDLING <ul style="list-style-type: none"> Analyze & Report on Customer Interactions 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 <ul style="list-style-type: none"> Assess Customer QoS/SLA 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 	BILL INVOICE MANAGEMENT <ul style="list-style-type: none"> Apply Pricing, Discounting, Adjustments & Rebates Create Customer Bill Invoice Produce & Distribute Bill BILL PAYMENTS & RECEIVABLES MANAGEMENT <ul style="list-style-type: none"> Manage Customer Billing Manage Customer Payments Manage Customer Debt Collection BILL INQUIRY HANDLING <ul style="list-style-type: none"> 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 MANAGE BILLING EVENTS <ul style="list-style-type: none"> Enrich Billing Events Guide Billing Events Mediate Billing Events Report Billing Event Records CHARGING <ul style="list-style-type: none"> Perform Rating Apply Rate Level Discounts Aggregate Items For Charging Manage Customer Charging Hierarchy MANAGE BALANCES <ul style="list-style-type: none"> Manage Balance Containers Manage Balance Operations Manage Balance Policies Authorize Transaction Based on Balance
SERVICE MANAGEMENT & OPERATIONS	SM&O SUPPORT & READINESS <ul style="list-style-type: none"> Manage Service Inventory Enable Service Configuration & Activation Support Service Problem Management Design Service Quality Management Support Service & Specific Instance Rating 	SERVICE CONFIGURATION & ACTIVATION <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Diagnose Service Problem Correct & Resolve Service Problem Track & Manage Service Problem Close Service Trouble Report Survey & Analyze Service Problem Report Service Problem SERVICE QUALITY MANAGEMENT <ul style="list-style-type: none"> Monitor Svc Quality Analyze Svc Quality Improve Svc Quality Report Svc Quality Perf Create Service Perf Degradation Report Track & Manage Svc Quality Perf Resolution Close Service Perf Degradation Report 	SERVICE GUIDING & MEDIATION <ul style="list-style-type: none"> Mediate Service Usage Records Report Service Usage Records Guide Resource Usage Records
RESOURCE MANAGEMENT & OPERATIONS (OPERATIONS, COMPANIES AND RESOURCES)	RM&O SUPPORT & READINESS <ul style="list-style-type: none"> Enable Resource Provisioning Enable Resource Performance Management Support Resource Trouble Management Enable Resource Data Collection & Distribution Manage Resource Inventory Manage Logistics MANAGE WORKFORCE <ul style="list-style-type: none"> Manage Appointment Schedule Assign Work Order Track & Manage Work Order Plan & Forecast Workforce Administer Workforce Report Manage Workforce Close Work Order Issue Work Order 	RESOURCE PROVISIONING <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Survey & Analyze Rsrc Tbl Localize Rsrc Tbl Correct & Recover Rsrc Tbl Track & Manage Rsrc Tbl Report Rsrc Tbl Close Rsrc Tbl Rprt Create Rsrc Tbl Rprt RESOURCE PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> Monitor Rsrc Perf Analyze Rsrc Perf Control Rsrc Perf Report Rsrc Perf Close Rsrc Perf Degradation Rprt Create Rsrc Perf Degradation Rprt Track & Manage Rsrc Perf Resolution Rsrc Perf Resolution 	RESOURCE MEDIATION & REPORTING <ul style="list-style-type: none"> Mediate Resource Usage Records Report Resource Usage Records
SUPPLIER/PARTNER RELATIONSHIP MANAGEMENT	S/PRM SUPPORT & READINESS <ul style="list-style-type: none"> Support S/P Requisition Management Support S/P Problem Reporting & Management Support S/P Performance Management Support S/P Settlements & Payment Management Support S/P Interface Management Manage Supplier/Partner Inventory 	S/P REQUISITION MANAGEMENT <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Monitor & Control S/P Service Performance Track & Manage S/P Performance Resolution Report S/P Performance Initiate S/P Performance Degradation Report Close S/P Performance Degradation Report 	S/P SETTLEMENTS & PAYMENTS MANAGEMENT <ul style="list-style-type: none"> Manage Account Receive & Assess Invoice Negotiate & Approve Invoice Issue Settlements Notice & Payment
	RETENTION & LOYALTY <ul style="list-style-type: none"> Personalize Customer Profile for Retention & Loyalty Establish & Terminate Customer Relationship 	REVENUE ASSURANCE MANAGEMENT <ul style="list-style-type: none"> Manage Revenue Assurance Policy Framework Manage Revenue Assurance Operations Support Revenue Assurance Operations 	REVENUE ASSURANCE OPERATIONS <ul style="list-style-type: none"> Build Customer Insight Analyze and Manage Customer Risk Validate Customer Satisfaction 	REVENUE ASSURANCE OPERATIONS <ul style="list-style-type: none"> Audit Data Collection & Distribution
	RESOURCE DATA COLLECTION & DISTRIBUTION <ul style="list-style-type: none"> Collect Management Information & Data 	PROCESS MANAGEMENT <ul style="list-style-type: none"> Process Management Information & Data 	DISTRIBUTE MANAGEMENT <ul style="list-style-type: none"> Distribute Management Information & Data 	ANALYZE & REPORT S/P INTERACTIONS <ul style="list-style-type: none"> Analyze & Report S/P Interactions
	S/P INTERFACE MANAGEMENT <ul style="list-style-type: none"> Manage S/P Requests (Including Self Service) 	ANALYZE & REPORT S/P INTERACTIONS <ul style="list-style-type: none"> Analyze & Report S/P Interactions 	MEDIATE & ORCHESTRATE SUPPLIER/PARTNER INTERACTIONS <ul style="list-style-type: none"> Mediate & Orchestrate Supplier/Partner Interactions 	

ENTERPRISE MANAGEMENT			ENTERPRISE RISK MANAGEMENT			ENTERPRISE EFFECTIVENESS MANAGEMENT			KNOWLEDGE & RESEARCH MANAGEMENT		
STRATEGIC & ENTERPRISE PLANNING	BUSINESS CONTINUITY MANAGEMENT	SECURITY MANAGEMENT	PROCESS MANAGEMENT AND SUPPORT	ENTERPRISE QUALITY MANAGEMENT	PROGRAM & PROJECT MANAGEMENT	KNOWLEDGE MANAGEMENT	RESEARCH MANAGEMENT	TECHNOLOGY SCANNING			
STRATEGIC BUSINESS PLANNING	AUDIT MANAGEMENT	INSURANCE MANAGEMENT	ENTERPRISE PERFORMANCE ASSESSMENT	FACILITIES MANAGEMENT & SUPPORT	ITIL SERVICE CATALOG MANAGEMENT						
BUSINESS DEVELOPMENT	ITIL IT SERVICE CONTINUITY MANAGEMENT	ITIL PROBLEM MANAGEMENT	ITIL EVENT MANAGEMENT	ITIL SERVICE LEVEL MANAGEMENT	ITIL INCIDENT MANAGEMENT						
ENTERPRISE ARCHITECTURE MANAGEMENT			ITIL CAPACITY MANAGEMENT	ITIL REQUEST FULFILLMENT	ITIL AVAILABILITY MANAGEMENT						
GROUP ENTERPRISE MANAGEMENT			ITIL SERVICE ASSET AND CONFIGURATION MANAGEMENT	ITIL CONTINUAL SERVICE IMPROVEMENT							
ITIL RELEASE & DEPLOYMENT MANAGEMENT											
ITIL CHANGE MANAGEMENT											
FINANCIAL & ASSET MANAGEMENT	STAKEHOLDER & EXTERNAL RELATIONS MANAGEMENT					HUMAN RESOURCES MANAGEMENT					
FINANCIAL MANAGEMENT	CORPORATE COMMUNICATIONS & IMAGE MANAGEMENT	LEGAL MANAGEMENT	REGULATORY MANAGEMENT			HR POLICIES & PRACTICES	ORGANIZATION DEVELOPMENT	WORKFORCE STRATEGY			
ASSET MANAGEMENT	COMMUNITY RELATIONS MANAGEMENT	SHAREHOLDER RELATIONS MANAGEMENT	BOARD & SHARES/SECURITIES MANAGEMENT			WORKFORCE DEVELOPMENT	EMPLOYEE & LABOR RELATIONS MANAGEMENT				
PROCUREMENT MANAGEMENT											

