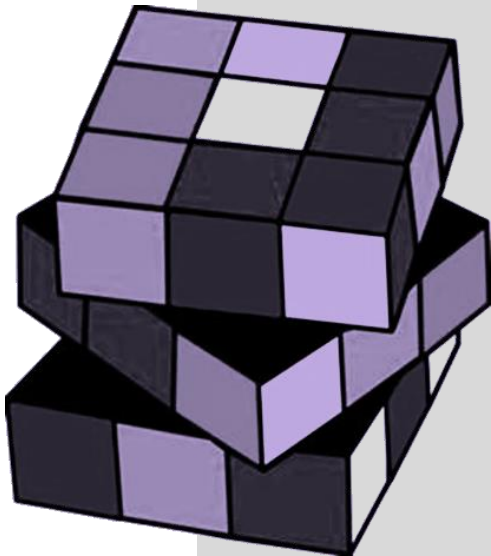


Operations + Business + Technology =  
**OBT Alignment**

Improving CX by Improving the Business.®



# Introduction

---

As digital connected services become more complex, operations become more specialized and technology becomes more fragmented. Every business function executed and every product delivered by today's digital services providers require components of strategy, marketing, engineering, infrastructure, operations, employee engagement and customer management. Every system implements a process and while a system can manage and monitor the execution of workflow – a system can't deconstruct a business process and understand why its execution isn't aligned with business goals or not fulfilling customer expectations.



# Three Moving Parts

---

## Operations

Actual processes and workflow being executed; systems, personnel and work arounds that keep the business running day-to-day

## Business

Business goals and metrics, strategic plans, revenue targets, expense targets, technology roadmaps, defined processes and staffing profiles

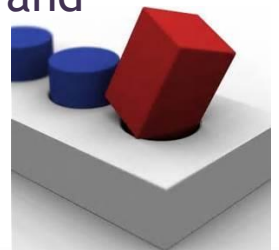
## Technology

Systems, system requirements, project plans, ICT budget allocation, performance monitoring and metrics, staffing, workflow execution, interfaces and maintenance profile

If the parts are out of alignment; the business is less efficient, less responsive and less profitable

# What is OBT Alignment?

- Isolating a business function and evaluating its execution within the larger sphere of business and technology strategies
- Review of business goals and strategies versus previous statements, planning and execution
- Periodic assessment of the tactical execution of business processes and identification of gaps and work arounds that have resulted from implementation of, or changes to, systems and technologies
- Recognizing where the processes and/or systems fail to enable employees to correctly and efficiently meet customer expectations
- Follow-up with vendors and system integrators to understand gaps and determine if fixes are available and/or realistically possible
- Ensuring that technology is solving problems, not creating them



# Why Now?

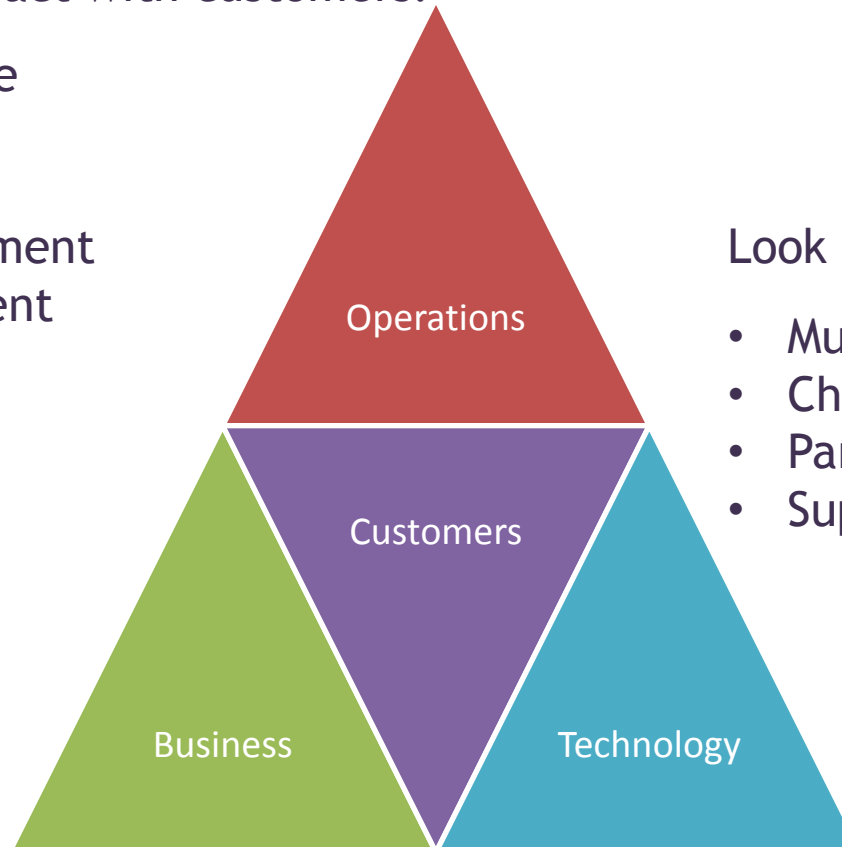
- Nearly every operational process now requires specialized technology and as a result employees become isolated within those areas of specialization and lose their business perspective
- As services scale in volume, variety and complexity; there is a need to periodically evaluate individual functions and workflows in the larger context of the business to ensure consistency and alignment across the business and avoid expensive upgrades or changes that ‘just don’t fit in’
- Network, service and customer operations must be periodically adjusted and aligned to continue running efficiently and effectively
- Evolving existing systems and processes to support next generation connected products and services requires an assessment of what functionality is needed, where it fits relative to existing operations and *then* technology can be evaluated



# Where to Start?

Start with those functions and processes that directly affect and interact with customers:

- Service assurance
- Customer care
- Billing
- Product management
- Order management
- Fulfillment



Look across the business:

- Multiple business units
- Channels
- Partners
- Suppliers

Improving the customer experience by improving the business<sup>SM</sup>

# OBT Audit Options

---

1. QuickLook - For a single, granular function; look for process and system work arounds that are costing time, money or affecting customer experience. Identify tasks that are on life support or pose an immediate threat as well as those that would benefit from further examination and adjustment.
2. OBT Audit - Examine an end-to-end functional thread in the context of existing systems and processes; business strategies and technology solutions. Identify candidate processes, functions and systems for improvement, optimization and triage.
3. Strategic OBT Audit - Take a business-wide look at the interaction of technology and operating processes and provide input to strategic planning, technology roadmaps, procurement requirements/RFX and budget prioritization.
4. Procurement Audit - Examine technology requirements and specifications for each stage of procurement to ensure that interoperability, business and functional criteria are complete and accurate.

# For Operators & Digital Services Providers

---

- ✓ Prepare “as is” OBT description to clarify integration and interoperability requirements
- ✓ Deliver an unbiased assessment of technology requirements based on business and operational strategies
- ✓ Optimize business processes *before* technology solutions dictate operational workflows
- ✓ Prioritization of system requirements to ensure vendor responsiveness and normalize evaluation
- ✓ Establish Program Management Office (PMO)
- ✓ Procurement strategy, RFX support, evaluation criteria and vendor advice (e.g. who should be on the list?)



# For Vendors & System Integrators

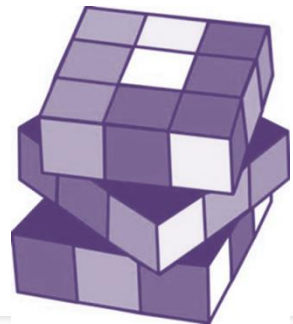
---

- ✓ Assist in understanding customer/prospect “as is” OBT alignment and integration and interoperability requirements
- ✓ Third party resource to validate and understand business, functional and technical requirements relative to existing operations
- ✓ Customer/prospect liaison to clarify business processes, functional and integration requirements which can expedite procurement
- ✓ Proposal response reviews, WBS validation and program management strategy
- ✓ Partnering possibilities and strategies

# Finally

- Maintaining business perspective and ensuring the customer experience becomes more difficult as complex services and systems require increasing levels of specialization
- Once-in-awhile someone needs to take a look at the big picture and ensure that the constantly moving parts remain aligned
- New service models, especially business services, will benefit from a ‘fresh set of eyes’ as they are defined and delivered to the market
- Customers benefit when business processes are more efficient and technology is correctly integrated into day-to-day operations

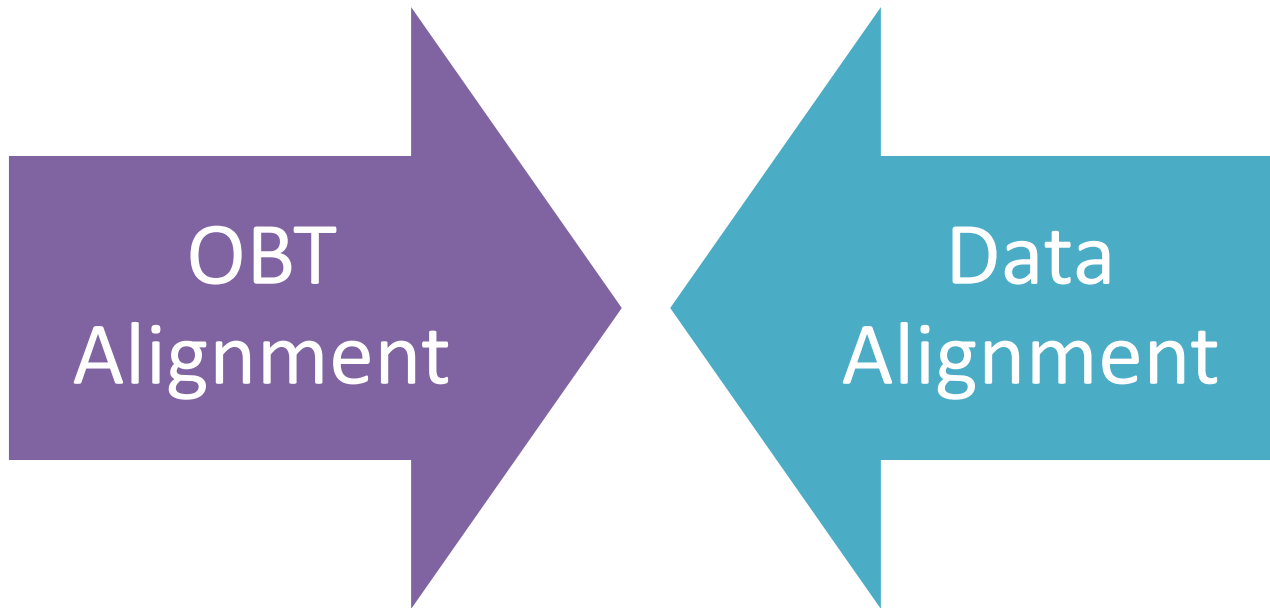
How do you stack up?



# Next Up - Data Alignment

---

Processes and technology are aligned...



...but what about the data?

# ICT Intuition Delivers

## Innovation Scouting

### Thought Leadership

- Operational case studies
- Customer case studies
- Innovation strategies
- Lessons learned
- Service provider surveys

## Consulting

### Strategy

- OBT Alignment
- Executive Summit
- Go-to-market strategy
- Product strategy
- Training

## Tactical Intuition

### Actionable Insight

- Taxonomy studies
- Trend spotting
- Process analysis
- Market analysis
- Research library