

# Telecoms Business Process Management

12th – 15th May 2008 • Andel's Hotel, Prague

Learn How To Develop, Re-Engineer And Continuously Improve Key Telecoms Business Processes In Order To Minimise Costs And Ensure Corporate Growth And Competitiveness

**Discover** how to achieve business and IT alignment through BPM

**Learn** how to leverage business process modelling

**Understand** how to enable superior Customer Experience Management through BPM

**Identify** the BPM methodologies and tools best suited to improve your critical business processes

**Develop** best practice for business process reengineering projects

## Key Operator Speakers Include:

Christoph Berndt, **Hutchison 3G Austria**  
Andreas Ullmann, **Hutchison 3G Austria**  
Defne Erogul, **Vodafone Turkey**  
Mohammed Dadas, **Orange France Telecom**  
Yasser Hussein Ibrahim, **Mobily**  
Jiří Sívek, **GTS Novera**  
Raya Kanazireva, **vivatel**  
Hezi Rosenberg, **Partner Communications (Orange Israel)**  
Anne-Catherine de Decker, **Orange UK**  
Marco Tavecchio, **Fastweb**  
Martin Kottbusch, **BT Telconsult**

## PRE-CONFERENCE WORKSHOP

Monday 12th May 2008

**Examining How To Successfully Implement BPR In 100 Days**

Led by: **Graham Hill**, Associate, Sophron Partners

Media Partners

# Examining How To Successfully Implement BPR In 100 Days

Led by: **Graham Hill**, Associate, **Sopron Partners**

Registration for the workshop will start at 9.00 and the workshop will run from 9.30 to 15.00 with appropriate breaks for lunch and refreshments.

## Workshop Outline

Mobile operators worldwide are striving to improve their processes through BPR (business process reengineering). However, many projects run into organisational difficulties and fail to deliver the expected results.

There is another way: a growing number of telcos are reengineering their processes using best practices taken from open-source software development, Venture Capital-funded start-ups and Toyota's Kaizen. They are achieving real success with BPR in only 100 days. Based around a new case study from a European mobile operator, this workshop will give delegates the opportunity to learn how they can successfully implement a BPR within 100 days.

### Agenda

- Why do BPR in 100 days?
- Creating a business case for BPR in 100 days
- Understanding how to plan, budget and secure the resource for a 100 day BPR project
- Getting started - building a foundation for BPR in the first 20 days
- Examining how to achieve early results - harvesting benefits in the following 60 days
- Learning how to make the new process stick - consolidating success in the final 20 days
- Understanding how Kaizen continuously improves the reengineered processes day after day

## About Your Workshop Leader

**Graham Hill** is an Associate at Sopron Partners, a specialist Customer Value Management consultancy based in London and Cologne. He has more than 20 years of experience in all aspects of customer-facing business process improvement programs for clients in the aviation, automotive, telecoms and financial services industry, and in the public sector. He has spent the last three years at Toyota, driving the implementation of lean thinking in Toyota's marketing, sales and customer service activities within its private fleet and financial services business. Graham is also the Customer Value Management Guru at [www.CRMGuru.com](http://www.CRMGuru.com) the leading CRM portal and an International Advisor at [www.GCCRM.com](http://www.GCCRM.com), the leading Chinese CRM portal.

## Conference Day One – Tuesday 13th May 2008

09.00 Registration and Coffee

09.30 **Chair's Opening Remarks**

09.40 **Achieving Successful Business Process Management – From Theory To Implementation**

OPERATOR

- Deciding where to position the re-engineering project team – should it be located within the IT or business strategy department or should a special department be created?
- Selecting team members who have the competencies to ensure a successful reengineering project by looking at experience, skills and methodology
- Identifying the optimum ways to develop processes from the heart of operations
- Devising methodologies to explain processes to end users
- Addressing process implementation challenges related to audit based processes
- Understanding quality assurance as a pillar of processes management – understanding the relationship between processes and quality management

**Yasser Hussein Ibrahim**, Manager, Business & Process Enhancement, Mobily

10.20 **Benchmarking Your BPM Practices To Become A Best-In-Class Service Provider**

OPERATOR

- Examining how other companies in and outside telecoms are addressing and overcoming key BPM challenges
- Understanding how to evaluate your own BPM practices and capabilities in comparison to best-in-class performers
- Outlining different approaches to benchmarking and key steps in conducting successful benchmarking projects
- Training your employees to actively use benchmarking tools to maximise the potential of company results
- Examining critical BPM best practices and how they correlate to better business performance

Speaker to be confirmed - for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)

11.00 Morning Refreshments

11.30 **Effectively Linking Process And Performance Management To Increase Employee Motivation And Achieve Sustainable Competitiveness**

OPERATOR

- Understanding the importance of performance measurement when changing business processes
- Defining realistic, measurable and actionable tasks to ensure that employees can determine progress and meet organisational goals
- Implementing a performance measurement system that helps execute the organisation strategies and chart new directions
- Overcoming staff diversity and resistance to change
- Empowering employees and tying performance to rewards to maximising employee performance and motivation
- Reviewing measures on a continuous basis to effectively respond to process changes

**Jiri Sivek**, Process Management Manager, GTS Novera

12.10 **Achieving Business And IT Alignment Through BPM**

OPERATOR

- Understanding the value of business/IT architecture alignment to overall business strategy
- Examining the challenges inherent in adapting systems to business goals – understanding the alignment maturity needed to successfully implement a BPM project
- Leveraging BPM to develop collaborative partnerships between business and IT units
- Identifying and eliminating redundant and incomplete processes, data and systems across organisational stovepipes
- Deploying collaborative process improvement initiatives
- Understanding the implications for systems of strategic transformation

**Hezi Rosenberg**, Head of Business Analysis Department, Partner Communications (Orange Israel)

12.50 Lunch

## 14.10 Organising A Reengineering Team And Project – Developing Best Practice For Business Process Reengineering Projects

- Deciding where to position the reengineering project team – should it be located within the IT or business strategy department or should a special department be created?
- Selecting team members who have the competencies to ensure a successful reengineering project by looking at:
  - experience
  - skills
  - leadership abilities
  - full-time availability
- Defining the scope and boundaries of the project clearly and establishing measurable objectives for the project
- Securing executive management support and sponsorship
- Selecting the appropriate reengineering methodology - deciding whether to use continuous-improvement methodology or business process reengineering (BPR) approach for the project
- Communicating the need for change throughout the organisation
- Developing a repeatable BPM delivery capability

**Martin Kottbusch**, *Global Practice Leader, Business Processes & Organisational Development, BT Telconsult*

## 14.50 Identifying The Tools And Methodologies Best Suited For Specific BPM Projects

- Defining your BPM goals in order to determine the most suitable methodologies for your company
- Using methodologies to define BPM product selection
- Understanding the dangers of selecting and focusing on a single methodology or tool
- Outlining success stories of telcos who have implemented BPM using a specific methodology and/or tool

*Speaker to be confirmed – for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)*

15.30 Afternoon Tea

## 16.00 Leveraging BPM To Optimise Credit Control Management And Maximise Cash Flow

- Understanding the billing-payment phase in CRM to identify and improve key credit control processes
- Examining the challenges involved in optimising credit control – understanding how to improve interdepartmental handovers and ensure effective documentation management across departments
- Developing effective credit control processes to reduce the incidence of bad debts, reduce debt recovery costs and increase company cashflow
- Examining how BPM solutions can help you achieve real time credit-control and accelerate debt collection

**Marco Tavecchio**, *ICT Solutions Corporate Processes, Fastweb*

## 16.40 Roundtable Discussion Sessions:

This session will allow delegates to examine and discuss specific BPM issues in more detail. Delegates are invited to choose between two discussion groups from the following options. Each session will last for 40 minutes and will be moderated by specialists from the field.

- 1 Identifying The Latest Trends And Developments In BPM – Moving BPM Beyond 'Limited Project' Thinking To A Process Culture Of Continuous Improvement
- 2 Identifying Core Telco Processes And Understanding Which Processes To Select For Reengineering In Order To Maximise Operational Efficiency And Decrease Cost

## 17.20 Chair's Closing Remarks

17.30 End of Conference Day One

## Conference Day Two – Wednesday 14th May 2008

09.00 Registration and Coffee

## 09.30 Chair's Opening Remarks

## 09.40 Designing And Implementing A Balanced Scorecard To Align Business Processes With Strategy Objectives

- Understanding how the balanced scorecard helps operators sustain strategic objectives and operational efficiency in a constantly changing business environment by:
  - measuring all activities and intangible assets of the organisation
  - identifying and managing employees, processes and customers
  - capturing knowledge and information
  - aligning operations to strategy

- Outlining the key steps in implementing an organisation-wide balanced scorecard system
- Cascading the scorecard throughout the organisation to build alignment and communicate the strategic objectives and vision
- Reporting balanced scorecard results and feedback to adjust the strategy and sustain balanced scorecard success
- Examining the results achieved by telcos that have introduced the scorecard

**Anne-Catherine de Decker**, *Director, Business Excellence, Orange UK*

## 10.20 Achieving And Maintaining Business Process Excellence Through Efficient And Effective Change Management

- Defining business process change management – what does change management encompass?
- Outlining the primary challenges associated with achieving efficient and effective change management in an organisation
- Understanding the role of good change management programmes to ensure that BPM project teams meet or exceed project objectives and achieve sustainable improvement
- Identifying the key change management activities that need to be implemented across the organisation to achieve and maintain business process excellence:
  - strong communication within and across departments through multiple communication methods
  - training of employees on the new process and systems
  - planning the transition and constantly re-evaluating short-term goals and targets

**Raya Kanazireva**, *Senior Manager Strategic Projects, vivatel*

11.00 Morning Refreshments

## 11.30 Hutchison 3G Austria Case Study: Providing A Practice Report Of A 'Guerilla' BPM Initiative

- Identifying and eliminating key factors which may impact BPM initiatives' failure in order to achieve their promise
  - ambiguities surrounding budgets and ownership
  - absence of key stakeholder commitment and executive sponsorship
  - lack of communication
  - lack of process scope definition
  - inadequate skill sets and training
- Building the extended BPM team
  - deciding where to position it within the company
  - determining roles and responsibilities
  - ensuring right mindset, attitudes and skills
  - deciding size and composition
- Ensuring the effectiveness and success of the BPM initiative through:
  - the visible involvement of senior management in the initiative
  - a clear understanding and vision of the objectives and goals
  - a clear idea of how to kickstart BPM and keep it running

**Christoph Berndt**, *Lead of Business Process Improvement, Hutchison 3G Austria*

**Andreas Ullmann**, *Lead of Business Process Management, Hutchison 3G Austria*

## 12.10 Automating Business Processes In Order To Reduce Cost And Optimise Process Management

- Defining the business process in detail to gain an understanding of your requirements
- Understanding which processes to address with automation
- Deciding whether to 'buy' or 'build' - examining the individual characteristics of the business process chosen for automation
- Quantifying the cost savings from fully automating a business process

*Speaker to be confirmed - for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)*

12.50 Lunch

## 14.10 Developing A Compelling Business Case For BPM Initiatives That Will Secure Funding And Senior Management Sponsorship

- Understanding the importance of 'starting small and simple' and choosing a process for the project that:
  - does not require the buy-in of too many departments across the organisation
  - is not too complex or rigid
  - will deliver demonstrable and quantifiable ROI
- Defining and achieving consensus on the project scope and roles
- Analysing and benchmarking the current state of the process, as well as associated system dependencies and the role of key employees involved in the process

Due to unforeseen circumstances the conference programme may change and IIR reserves the right to alter the venue and/or speakers

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- Learning to speak the 'language' of CEOs and CFOs - getting senior management to prioritise BPM
- Securing commitment and ensuring active involvement of middle management
- Preparing a presentation that will validate the business case and facilitate senior management sponsorship and key stakeholder acceptance – using a venture capital approach instead of an infrastructure-based approach

**Peter Siggins**, Partner, Communications Media & Entertainment Sector, PA Consulting Group

#### 14.50 Understanding How To Ensure The Success Of Your BPM Projects – Identifying The Most Common Pitfalls In Process Improvement Projects

- Identifying and eliminating key factors which may impact BPM project failure, in order to achieve their promise:
  - ambiguities surrounding budgets and ownership
  - absence of key stakeholder commitment and executive sponsorship
  - lack of communication
  - lack of process scope definition
  - inadequate skill sets and training
- Deciding whether to employ outside expertise to help guide your BPM project
- Identifying best practices for achieving BPM project success

Speaker to be confirmed – for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)

15.30 Afternoon Tea

#### 16.00 Examining How To Combine Best Practices From Rapid BPR, Venture Capital Funded Start-Up Business And Toyota's Kaizen To Quickly And Successfully Re-engineer Business Processes

- Making the business case for 100 day BPR
- Laying the foundation for BPR in 100 days
- Planning a 100 day BPR project
- Outlining key activities during the 100 day BPR project:
  - getting started - the first 20 days
  - driving out results - the second 60 days
  - making it daily business - the final 20 days
- Continuously improving your business processes - beyond 100 days
- Understanding how you can adapt and implement the methodology in your own company

**Graham Hill**, Associate, Sophron Partner

16.40 Chair's Closing Remarks

16.50 End of Conference Day Two

### Conference Day Three – Thursday 15th May 2008

09.00 Registration and Coffee

#### 09.30 Chair's Opening Remarks

#### 09.40 Integrating Lean Six Sigma Into A BPM Framework To Transition To A Process-Centric Organisation And Gain Competitive Advantage

- Understanding how BPM and LSS techniques can benefit from each other and ensure process efficiency
- Outlining the specific focus of the improvement methodologies to determine where they fit in to the overall BPM model
- Identifying the challenges of deploying LSS across a company
- Understanding how to identify current gaps and developing a roadmap for integrating BPM and LSS

**Defne Eroglu**, Six Sigma Process Improvement & Control Manager, Vodafone Turkey

#### 10.20 Leveraging BPM To Enable Superior Customer Experience Management

- Examining how BPM can help to manage the customers' entire experience with your company, brand and products
- Identifying the challenges involved in delivering a distinctive customer experience that defines the brand
- Allocating process ownership to ensure an enhanced customer experience
- Understanding how to evaluate the performance of your company's processes
- Incorporating key features of customer value perceptions into your business processes

- Aligning key strategy, systems, people and processes to deliver the optimum service and product for the customer
- Measuring the effectiveness of improvement efforts on a continuous basis to ensure that customer needs are met

Speaker to be confirmed - for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)

11.00 Morning Refreshments

#### 11.20 Setting Key Performance Indicators (KPIs) To Benchmark And Quantify The Performance Of Your BPM Strategy

- Examining the benefits of having clear performance targets and making sure that they are met
- Setting up business process KPIs - what KPIs and metrics should be used to evaluate the company's performance?
- Developing a framework for defining KPIs
  - avoiding focusing on one KPI in isolation
- Benchmarking your BPM strategy through KPIs

**Nitin Bhandari**, Representative, TM Forum

(Principal Consultant & Lead - Telco Consulting, Wipro Technologies)

#### 12.00 Understanding How To Quickly Update Process Maps In Response To Changing Market/Customer Demands And New Strategic Directions

- Understanding how to use process mapping to plan and set goals at both the corporate and team levels:
  - examining the benefits of process mapping
  - identifying waste, bottlenecks and inefficiencies
  - streamlining work processes
  - defining and standardising the key steps and sequences
  - developing better and deeper understanding of processes
  - ensuring employee participation
  - building consensus
- Capturing existing processes and documenting their design in terms of the Process Map
  - reviewing the key stages of mapping core processes
- Deciding which process development tool best meets your process mapping needs taking into consideration:
  - project goals
  - available resources
  - deadlines

**Mohammed Dadas**, Operations Process Owner, Orange France Telecom

12.40 Lunch

#### 14.00 Implementing Data Quality Processes To Enhance Customer Relationships And Improve Overall Business Performance

- Understanding who are the stakeholders for data quality initiatives in a telco
- Quantifying the cost of poor data quality in a telco
- Choosing between quality and non-quality propagation along operational systems and reporting systems
- Deciding where and how to start a data quality initiative
- Understanding that data cleansing is only the start of a data quality initiative, not the solution
- Presenting case studies on how data definition, validation, enrichment, synchronization and presentation could affect business performance

Speaker to be confirmed - for updates please visit [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm)

#### 14.40 Panel Session: Assessing The Pros And Cons Of Business Process Outsourcing For Telcos

- Identifying the key reasons for business process outsourcing among operators:
  - cost savings
  - focus more on core business processes
  - improved customer service
- Deciding which processes are suited for outsourcing
- Finding the right outsourcing partner and managing the relationship
- Setting clear qualitative and quantitative metrics to manage the risks associated with outsourcing
- Assessing whether outsourcing can help operators gain competitive advantage

15.20 Chair's Closing Remarks

15.30 End of Conference & Afternoon Tea

OPERATOR

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# Telecoms Business Process Management

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## Who You Will Meet

Delegates will include telecoms professionals with job titles including:

- Head of Process Management ■ Business Process Manager
  - Quality Manager ■ Quality Assurance Manager
  - Performance Manager ■ Business Process Analyst
- Process Improvement Manager ■ Quality Monitoring Manager
  - Service Quality Manager ■ Customer Experience Director
- Process Improvement Director/Manager ■ Strategic Planning Director/Manager ■ Performance Improvement Manager
  - Business Transformation Director
  - Operational Excellence Director

### NEW! ONLINE NETWORKING TOOL

Benefit from the increased networking opportunities provided by the Online Networking Tool where you will be able to view and contact delegates before and after the event. Simply activate your online account to start networking. Full details will be posted at [www.iir-conferences.com/bpm](http://www.iir-conferences.com/bpm) shortly.

Based on the October 2007 event, we expect the delegate profile to be:

#### By region:

■ Western Europe	44%
■ Middle East	27%
■ Eastern Europe	15%
■ Northern Europe	7%
■ Asia	5%
■ Africa	2%



#### By industry sector:

■ Mobile Operators	39%
■ Fixed Operators	19%
■ Consultants	20%
■ Vendors	20%
■ Other	2%



## What delegates thought about IIR 2nd Telecoms Business Process Management conference in October 2007:

*"Gained valuable insights as to how other operators approach BPM and how they implement, adapt, reap benefit from BPM and how to manage the change associated with BPM"*

Operations Development Manager, Telia Sonera International Carrier

*"Getting some fresh ideas, all in all, a good experience."*

Head of Unit for Business Evaluation, Telekom Srbija

*"Very informative and interesting."*

Specialist Quality Operations, Qatar Telecom

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**Business Process Management** is the latest in a long series of IIR events attracting telecoms professionals from around the globe, providing them with the opportunity to meet, network and exchange views. Why not join them to achieve the exposure your company needs to tap the business opportunities on offer? Whatever your needs, we can develop a tailored solution that will fulfil both your business objectives and your budgetary needs. To discuss your options, please contact **Russell Bacon, tel: +44 (0) 20 7017 7104, [rbacon@iir-conferences.com](mailto:rbacon@iir-conferences.com)**

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To Register Please Call: +44 (0) 20 7017 7483 Fax: +44 (0) 20 7017 7825

## Venue & Accommodation Details

Andel's Hotel Prague, Stroupežnického 21, CZ-150 00 Prague 5, Czech Republic  
 E-mail: info@andelshotel.com Tel.: + 420 296 889 688 Fax: + 420 296 889 999  
 Delegates are responsible for the arrangement and payment of their own travel and accommodation. IIR has arranged a special room rate with the hotel for the IIR delegates. To book your accommodation for Telecoms BPM and take advantage of the IIR discount at the hotel, simply call or email the hotel stating IIR's Telecoms Business Process Management in the subject line.

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✓ Title	Date	Code
<input type="checkbox"/> Pre-Conference Workshop	Monday 12th May 08	CG2452W
<input type="checkbox"/> Conference Day One	Tuesday 13th May 08	CG2452C
<input type="checkbox"/> Conference Day Two	Wednesday 14th May 08	CG2452M
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## Step 2 Work out the price

**Visas: If you need a visa to attend, please book early.**

Please register me for:	BEFORE 14/03/08 (Tick box)	BETWEEN 14/03/08 and 11/04/08 (Tick box)	AFTER 11/04/08 (Tick box)
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Any 3 Days	<input type="checkbox"/> £1790 (+ VAT@ 19% = £2130.10)	<input type="checkbox"/> £1990 (+ VAT@ 19% = £2368.10)	<input type="checkbox"/> £2090 (+ VAT@ 19% = £2487.10)
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(The conference fee includes 3 course lunch, refreshments and full conference documentation. The fee does not include travel or hotel accommodation. Please photocopy this form for multiple bookings.)

Personal details	Mr/Mrs/Ms	First Name	Last Name	Job Title	Department
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2nd delegate					

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**By Fax** – Complete and send this registration form to: +44 (0)20 7017 7825

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