""Competition Readiness" – When Did You Last Put The Customer First ?

Leaders Inspire : Managers Control

IRAQNA
AN ORASCOM TELECOM COMPANY

(BPM) Business Program Mgmt – 2006/7/8 Business Plan

BPM Team Vision

Vision: Zero Defects in Operational Performance

Mission: Business Improvement
via
Strategy, Standards, Programs, Facilitation, Support & Compliance
to
Prevent Inefficiency, Failure, Leakage & Loss
and
Enhance Productivity, Quality of Service, Customer Satisfaction & Growth

Values:
- Empowerment & Accountability
- Facing Reality & Feedback Openly
- Integrity – Do What We Say
- Innovation & Flexibility
- Respect for Culture & Individual

About Us:
- We will act with urgency, be focussed and pro-actively deliver solutions and results to our customers to agreed service levels.
- We will deliver results as a team, be winners on our terms and be known and judged by what we do.
- We won't be afraid to challenge assumptions constructively.
- We will develop and mentor our people.
- We are friendly and have fun!

In Return:
- Understand that our purpose is to assist you to be successful.
- Appreciate we need a broad view of operations to successfully function, create initiatives, address issues and seek win/win.
- Accept we are fostering a "No Blame" culture, but this entails identifying the business root cause of problems; not individuals.
- Understand that customer demands may have to be balanced with strategic outcomes and financial accountability.

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BPM – Key Result Areas (Business) "Area of Issues" to Address
Creating Shareholder Value

KRA_1	**Zero Defects in External Customer Satisfaction**	Identify new or improve cross functional processes, procedures and projects that impact key outputs affecting the 'Customer".
KRA_2	**Customer Service - Internal Services & Support**	Delivering services, support, advice and defining two-way agreed Service level Agreements (SLA's).
KRA_3	**Quality - Better & Faster**	Implement quality and knowledge initiatives and monitor performance of processes, procedures and projects to achieve best practice.
KRA_4	**Low Cost - Efficiency & Smarter**	Seeking smarter and more cost effective ways of doing things whilst maintaining quality of deliverables and highlighting commercial impacts by monitoring activities.
KRA_5	**Develop Our People**	Mentor and develop our staff to realise their full potential to contribute to business and share this knowledge with others.

BPM – 2006/7/8 Key High-Level Objectives

1.	Communicate BPM Business Improvement Vision, Raising Awareness & Focus on Customer Impact & Quality of Service & Transform from a Reactive (Damage Control) to Proactive (Prevention) Culture.
2.	Implement a Project Culture Based PMO & Supporting Framework.
3.	Implement Initial Framework for Best Practice Total Quality Measures Based on Corporate Quality Policy.
4.	Enhance Existing Process & Reporting Activities & Implement Know How.
5.	Improve & Maintain Superior Customer Service for Internal BPM Customers.
6.	Develop BPM Staff to Realise Their Full Potential.

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BPM - Key Action Plans & KPI Summary

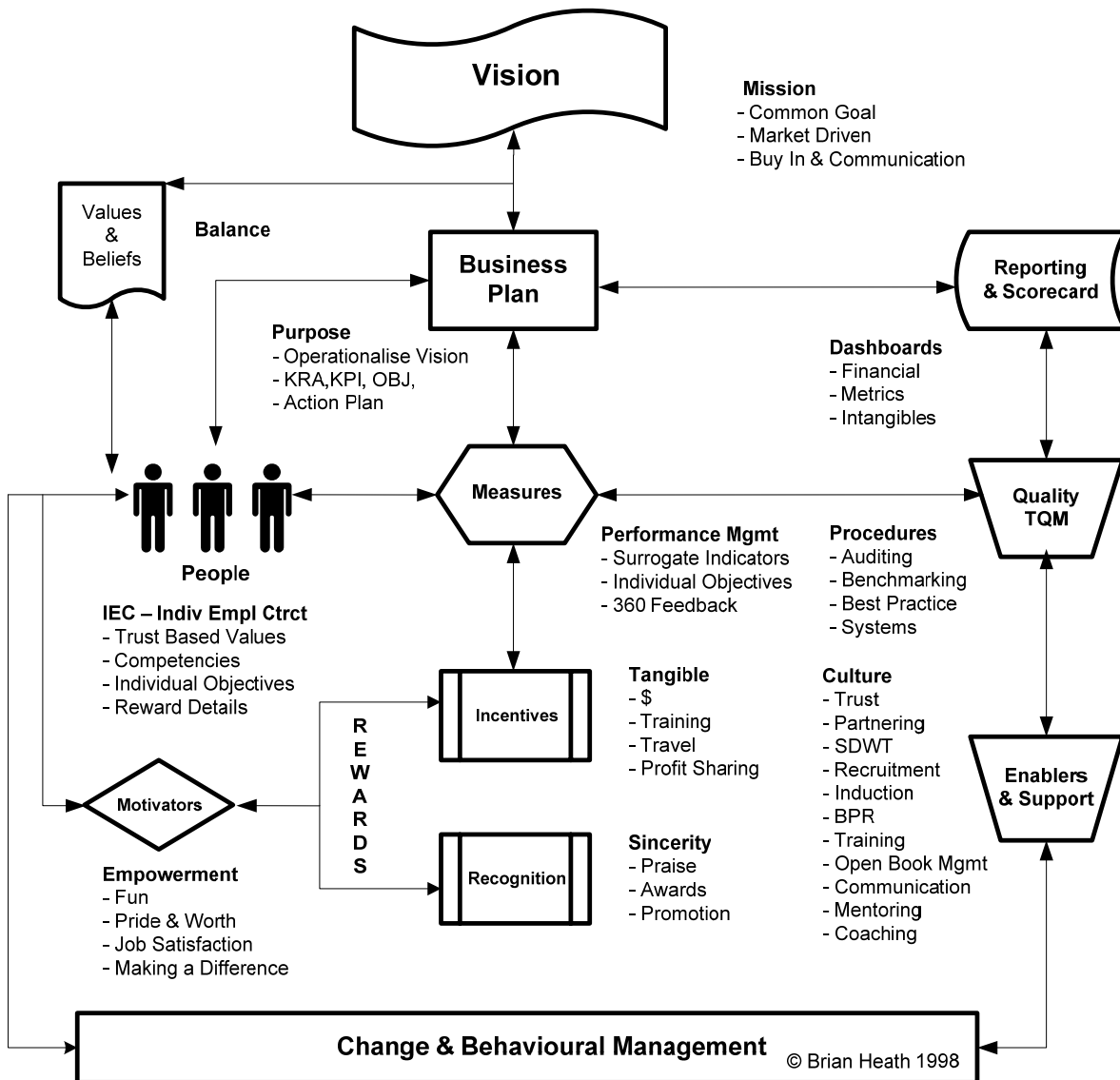| Action Area	Key Outputs	KPI
PMO **Project Based Culture Program**	Enterprise Project Visibility Tool Project Standards & Best Practice Mgmt Reporting (Status & Financial) Knowledge Networks Support, Mentoring & Training of Departmental Project Staff on Principles & Certification Ongoing Running of PMO	• Ent PM Appl Implemented • Standard Templates • Pilot Rollout / General Rollout • Uncontrolled Projects Loaded • Steering Committees Formed • PMO / Other Staff Trained • Increase in Projects on Time, Quality & Cost
TQM Program	**Process** Operational Cross-Functional Processes Identified, Created, Validated & Applied GSM Process Gap Analysis Escalation & Reporting Key Business Processes Documented Version Control Applied **Reporting** Executive Balanced Scorecard Quality Compliance **Quality (1-2 year plan)** Implement Corporate Policy Auditing & Compliance Corrective Action Requests Best Practice & Benchmarking Information Releases **Knowledge Strategies (1-2 year plan)** Early Initiatives with HR Knowledge Analysis & Application to Operational Processes & Projects Create OTI Know How Program with HR	• Identified Gaps Filled • Cycle Times Met / SLA • Outages (Technical or Process) Within Our Control Reduced • Enhancements to Customer Service at Implementation by Better Process • Dashboards on Time & Metric Targets Met or Exceeded • Intranet Content • Audit Initiative/s • Benchmark Stretch Targets Published • Savings reported (direct or indirect) & leakages reduced • Productivity initiatives measured (tangible & intangible) • Knowledge Gap Analysis & Map for Key Processes
BPM – Service Delivery	SLA (Service Level Agreements) Root Cause Analysis Feedback Facilitation Communication Workshops Internal Dashboard	• SLA's Agreed • Effective Meetings • BPM Roadshow • Survey Follow Up • Workshops Held • Newsletter
BPM – Staff Development	SDWT (Self Directed Work Team) Mentoring / Multi-skilling Self Learning Formal Training Creating Opportunities	• Books Read • Courses Completed • Team Leader Rotations • Team 360 Feedback • Competency Analysis

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Delivering Strategic Results & Value

Leadership Responsibility: Leadership has a responsibility to provide a clear vision and the framework, tools and support to employees to enable them to succeed, monitor performance and give feedback to address deficiencies and devise action plans to improve competencies.

Employee Responsibility: Business is the activity of creating value. Creating value is your business. Employees think about their jobs. Business people think about creating value for their customers. [1]

Framework for Delivering Strategic Results by Linking Individual Rewards

© Brian Heath 1998

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[1] Second to None - Dr. Ian Brooks ©1997 ISBN 0 9583506 20

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BPM - Business Program Mgmt Strategic Positioning

Business Improvement
via
Strategy, Standards, Programs, Facilitation, Support & Compliance
to
Prevent – Inefficiency, Failure, Leakage & Loss

Strategic Workshop

Same Tune

DRG Mobile Review

EXCOM

Tools Communication Internal Intranet

Same Tune

Strategy

Bus Plan

Program Charter

Policy

Quality

Quality Co-Ord Each Dept

Tools MS Ent Proj

Project

PMO

Core

Focus

TQM

Process

Reporting

Standardisation & Visibility

Tools Quality & Control Doc Mgmt

Bus Continuity

Doc & Version Ctrl / Workflow

Quality of Service Customer Satisfaction Growth

Learning Knowledge Mgmt

Direct Resp

Input Reqd

Tools Ticketing C.A.R.

Team Development

HR

Embed in All

Audit & Visibility

Mentoring

IRAQNA ... For a Better Future

PMO Role

Strategic

Stakeholder Mgmt

| Business Analysis & Cases | Portfolio Mgmt | Business Change Request |

Project Based Culture

| Standards & Methodologies | Project Forum | Mentoring | Training |

- Project Culture
- Templates
- Standards
- Responsibilities
- Methodology
- Accountability

Operational

Project Management

Systems

Effective Project Admin

- PM Charter
- PM Workshop
- BA Workshop
- EPM Training
- MS Project
- External Training

EPM or I: \\project

Dedicated, Cross-Functional & Buddy System

Metrics & Reporting

| Master Project Plan | Project Status Reports | Dashboard Metrics |

BPM Business Plan

Roadshow

Posters

Governance

Roadmaps

DRG Report

SLA

Knowledge Transfer

HR & Training

- Intranet
- Induction
- Training

TQM Role

Strategic

Stakeholder Mgmt

Quality Charter	Process Mgmt	Level	Quality Mgmt
Quality Charter	Core Business	ETOM / TL9000	Intl Standard
Best Practice	Application	Re-engineer / CAR	Operational
Benchmarking	Operational	Document / Audit	Basic / RCA

TQM Based Culture

| Training & Mentoring | Quality Forum | Process Forum | Standards & Methodologies |

- Quality Charter
- QC Workshop
- Process Workshop
- QMS Training
- Audit Training
- External Training

Operational

| Compliance Auditing | Analyse Metrics |

| Effective Mtgs & Pres | Corrective Action | Continuous Improvement | Systems |

- ETOM
- TL9000
- Templates
- Standards
- Compliance
- Methodology

QMS / DB or J: \\process

Metrics & Reporting

| Process Statistics | TQM Statistics | External Reports | Dashboard Metrics |

Organisational & Cultural Change – Self Direction – Empowerment – Proactive - Paradigm Shift