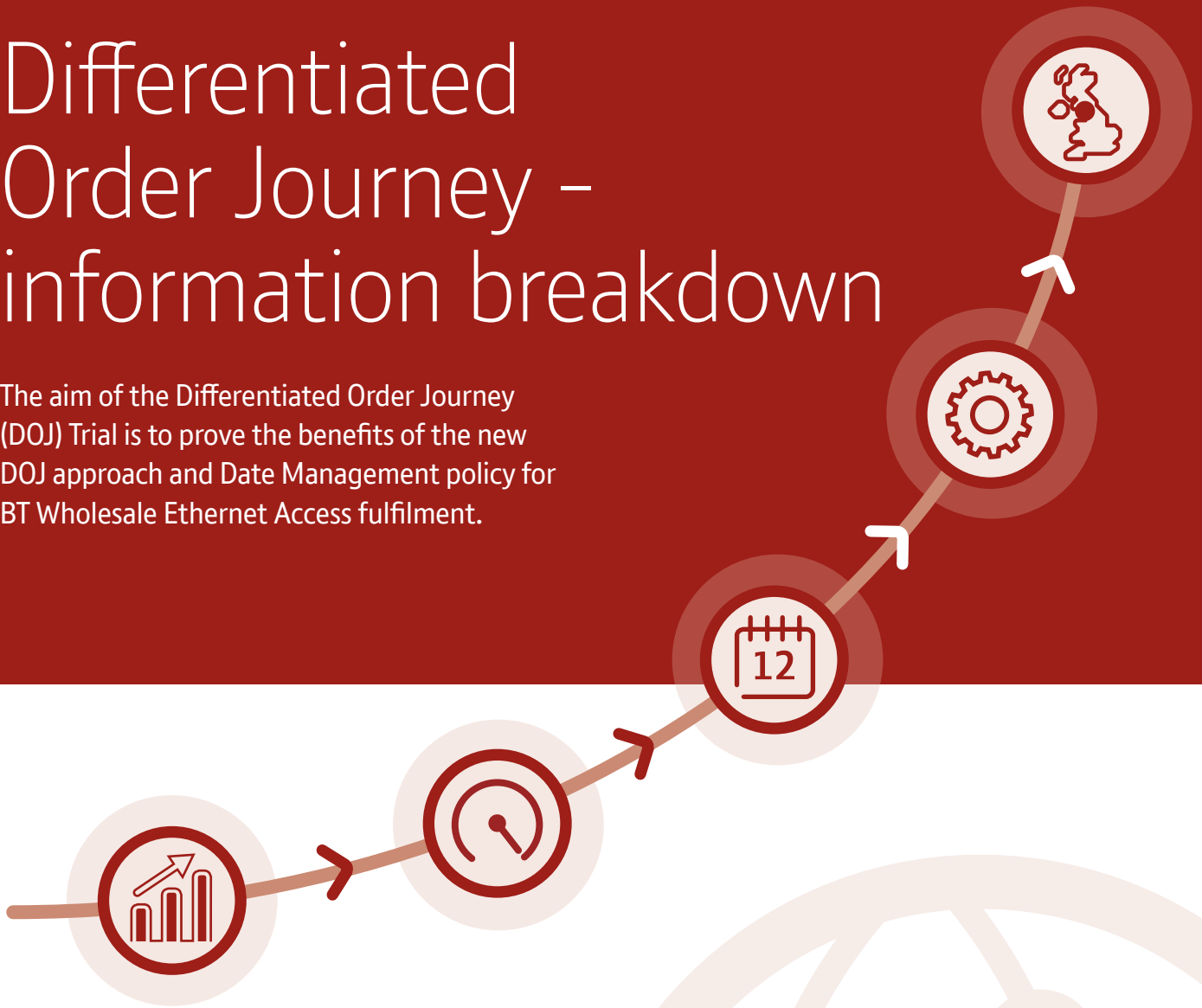


Differentiated Order Journey – information breakdown

The aim of the Differentiated Order Journey (DOJ) Trial is to prove the benefits of the new DOJ approach and Date Management policy for BT Wholesale Ethernet Access fulfilment.



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Differentiated Order Journey (DOJ) Customer Trial Scope

The aim of the Differentiated Order Journey (DOJ) Trial is to prove the benefits of the new DOJ approach and Date Management policy for BT Wholesale Ethernet Access fulfilment.

In 2014, BTW in partnership Openreach developed a solution on the existing order management platform to provide progressive date certainty on the EAD product - this is referred to as Differentiated Order Journey (DOJ). Following industry engagement, solution design and an operational Proof of Concept (POC) trial, a customer trial commenced on 20th April 2015.

This DOJ solution will be tested in a limited geography (the North West of England), to prove the technical and operational changes and benefits that are being deployed as part of the solution.

Aims of the Trial

To test and measure the benefits of:

1. Working 'Left to Right' to fulfil EAD orders.
2. Improved date stability through the use of statistical analysis to inform lead times at KCI2 and setting the order specific Target Completion Date (TCD) at KCI3.
3. A revised date management policy including:
 - 3.1 a more stringent policy for how we manage dates: 'legitimate' (the task driving the change can amend the CCD if it is on the critical path) and 'non-legitimate' (the task driving the change cannot amend the CCD);
 - 3.2 clearer evidence for legitimate date changes, and basis for setting the CCD >30 days will be evidenced through the Event Plan, with KCI and Clarity updates provided to customers in a timely manner;
 - 3.3 progressive limited use of deemed consent through the order journey, e.g. we would not apply DC22 for Infrastructure Build after KCI4.1;
4. To test progressive date certainty through the life of an order with measurement points at each KEY KCI milestone;
5. To test the quality of the categorisation of orders by reviewing the changes to orders against their actual delivery times and the anticipated spread of order types CATs 1, 2.1, 2.2, 3 & 4; and
6. To provide quality data to inform separate discussions on a suitable Service Level Agreement/Service Level Guarantee (SLA/SLG) framework and support any move to take DOJ into a 'Business as Usual' state.

All BTW Ethernet orders which meet the trial criteria in the trial exchange areas will follow the DOJ process, and customers will receive the DOJ KCIs for these orders. BT Wholesale have been working with Openreach & Industry to agree the changes which will apply during the trial period.

The trial KCIs, including the event plan, have been reviewed with Openreach & Industry and are included in this handbook for reference.

The trial will include a revised policy on date management, which will specify the conditions under which BT Wholesale in partnership with its supplier can amend the CCD or TCD. The date management policy for the trial has also been reviewed with Industry.



Trial Scope

Order Types

The Trial will apply to all BT Wholesale Ethernet orders where the customer site is in the trial location, excluding:

- BTW Ethernet orders which include a Project ID
- Upgrades
- Shifts
- Modifies
- Ceases BTW Ethernet orders raised via the Equivalence Management Platform (EMP).

Any in-flight orders at the start of the trial will continue to follow the BAU process.

Location

The trial will take place in the North West of England.

A version of the Local Access Dataset (LAD) file will be created which will include a column to indicate whether the exchange is in the DOJ trial.

BT Wholesale reserves the right to expand the trial area to additional exchanges if the volumes in the selected 3 exchange areas are not likely to achieve a statistically significant number to measure the success of the DOJ process.

Any BT Wholesale Ethernet Order which falls within the Trial area will be considered to be included in the trial.



Trial Entry Criteria and Start Date

The trial began on 20th April 2015.

Entry Criteria

1. Date management policy for the trial agreed with Openreach & Industry, together with a suitable mechanism for the consumption of Clarity updates from Openreach to the BTW Job Controllers.
2. Trial KCIs, event plan and clarity updates agreed with Openreach & Industry.
3. Trial scope (this handbook) and supporting documentation is provided to customers (where needed).
4. BT Wholesale operational readiness sign off for trial start.
5. Trial MIS is documented.
6. BT Wholesale/Openreach & Industry Working Party formed to review the trial data and agree plans for next steps, including any changes to the design and deployment beyond the trial area.

Trial Success Criteria

BT Wholesale expects to complete circa 40 orders (to KCI7) during the trial, which will take a minimum of 3 months, with additional orders completing KCI2, KCI3, KCI4 or KCI5 milestones. We expect the category of trial orders in the trial area to reflect the business as usual split of order categories.

During the trial we will be measuring key metrics on all orders fulfilled via the DOJ process, to provide data for review with our customers/Openreach & Industry Working Party – this will include the:

- Quality of the category assigned at KCI2;
- Delivery of KCI2 by working day 10 (current metric), by working day 8 excluding customer delay, and by working day 10 including customer delay;
- Delivery of KCI2 delay on working day 10, if KCI2 has not been returned;
- Delivery of KCI3 including the event plan by working day 20 (excluding customer delay);
- Delivery of KCI3 delay on working day 20, if KCI3 has not been returned;
- Stability of the initial CCD returned to customers;
- Accuracy of the initial TCD returned to customers; and
- Use of deemed consent.

Any orders which do not achieve the KCI2 or KCI3 milestone expectations will be analysed to understand the root cause.

BT Wholesale & Industry have shared its target figures with Openreach for these key metrics, which we will use as a comparison with actual trial performance:

- Quality of the category assigned at KCI2 >90%
- Delivery of KCI2 by day 8 >95%
- Delivery of KCI3 including the event plan by day 20 100%
- Accuracy of the initial CCD returned to BT Wholesale Customers 80%
- Accuracy of the initial TCD returned to BT Wholesale Customers 80%
- Use of deemed consent <20%

Exchanges part of the Trial

Exchange	1141 code	SAUID	Exchange	1141 code	SAUID	Exchange	1141 code	SAUID
Aintree	LV/AIN	LVAIN	Great Crosby	LV/GRE	LVGRE	Padgate Park	PTP	LVPADPK
Alderley Edge	ACJ	MRALD	Hale	LV/HAL	LVHAL	Pendleton	MR/PEN	MRPEN
Allerton	LV/ALL	LVALL	Hartford	HAR	MRHAR	Penketh	PKH	LVPEN
Altrincham	MR/ALT	MRALT	Heaton Moor	MR/HEA	MRHEA	Pickmere	PMW	MRPIC
Anfield	LV/ANF	LVANF	Helsby	HEL	LVHEL	Poynton	PGE	MRPOY
Ardwick	MR/ARD	MRARD	Heswall	LV/HES	LVHES	Prescot	LV/PRE	LVPRE
Arley	ARY	MRARL	Hightown	LV/HIG	LVHIG	Prestbury	PGK	MRPBY
Arrowebrook	LV/ARR	LVARR	Hooton	LV/HOO	LVHOO	Prestwich	MR/PRE	MRPRE
Ashton	MR/ASH	MRASH	Hoylake	LV/HOY	LVHOY	Radcliffe	MR/RAD	MRRAD
Aughton Green	AUT	LVAUG	Hulme Hall	MR/HUL	MRHUL	Rainford	RAI	LVRAI
Billinge	QXQ	LVBIL	Hunts Cross	LV/HUN	LVHUN	Ringway	MR/RIN	MRRIN
Birkenhead	LV/BIR	LVBIR	Huyton	LV/HUY	LVHUY	Rock Ferry	LV/ROC	LVROC
Blackfriars	MR/BLA	MRBLA	Hyde	MR/HYD	MRHYD	Royal	LV/ROY	LVROY
Bollington	BJU	MRBOL	Irby	LV/IRB	LVIRB	Runcorn East	RZE	LVRNE
Bootle	LV/BOO	LVBOO	Irlam	MR/IRL	MRIRL	Runcorn Main	RZ	LVRNM
Bramhall	MR/BRA	MRBRA	Kingsley	KSJ	LVKIN	Rusholme	MR/RUS	MRRUS
Bromborough	LV/BRO	LVBRO	Knutsford	KU	MRKNU	Rushton Spencer	RUR	MRRSP
Broughton	MR/BRO	MRBRO	Lark Lane	LV/LAR	LVLAR	Saddleworth	XYS	MR SAD
Bucklow Hill	JUC	MRBUC	Longford	MR/LON	MR LON	Saint Helens	SBK	LVSAI
Bury	MR/BUR	MRBUR	Longnor	LMR	MRLNR	Sale	MR/SAL	MRSAL
Buxton	BX	MRBUX	Lower Peover	LPV	MRLOW	Sandiway	SDL	MRSAN
Caldy	LV/CAL	LVCAL	Lymm	LPA	LVLYM	Sefton Park	LV/SEF	LVSEF
Central	LV/CEN	LVCEN	Macclesfield	MC	MRMAC	Simonswood	LV/SIM	LVSIM
Central	MR/CEN	MRCEN	Maghull	LV/MAG	LVMAG	Skelmersdale	SKG	LVSKE
Chapel-En-Le-Frith	CES	MRCHA	Manley	MYX	LVMAN	Stalybridge	MR/STA	MRSTA
Cheetham Hill	MR/CHE	MRCHE	Manor Park	MPR	LVMPK	Stanley	LV/STA	LVSTA
Chelford	CFX	MRCHL	Marple	MR/MAR	MRMAR	Stepping Hill	MR/STE	MRSTE
Childwall	LV/CHI	LVCHI	Marshall's Cross	MSL	LVMSX	Stockport	MR/STO	MRSTO
Chinley	ZNL	MRCHI	Marton Heath	MXO	MRMHE	Stockton Heath	WNT	LVSTK
Chorlton	MR/CHO	MRCHO	Mercury	MR/MER	MRMER	Stoneycroft	LV/STO	LVSTO
Cloughton	LV/CLA	LVCLA	Middleton	MR/MID	MRMID	Sutton	XMF	MRSUT
Collyhurst	MR/COL	MRCOL	Middlewich	MJM	MRMDW	Swinton	MR/SWI	MRSWI
Comberbach	CMH	MRCOM	Mobberley	MLD	MRMOB	Trafford	MR/TRA	MRTRA
Congleton	CLM	MRCON	Moore	MRE	LVMOO	Upholland	UAD	LVUPH
Cressington	LV/CRE	LVCRE	Moss Side	MR/MOS	MRMOS	Urmston	MR/URM	MRURM
Culcheth	NCH	LVCUL	Mossley	MMF	MRMSL	Walkden	MR/WAL	MRWAL
Denton	MR/DEN	MRDEN	Mottram	MXX	MRMOT	Wallasey	LV/WAL	LVWAL
Didsbury	MR/DID	MRDID	Mountwood	LV/MOU	LVMOU	Warrington	WA	LVWAR
Disley	DCW	MRDIS	Neston	LV/NES	LVNES	Waterloo	LV/WAT	LVWAT
Droylsden	MR/DRO	MRDRO	Netherley	LV/NET	LVNET	Weaverham	WDL	MRWEA
East	MR/EAS	MREAS	New Mills	NDD	MRNEW	Westwood	WTF	LVWTF
Eastham	LV/EAS	LVEAS	Newton-Le-Willows	NEG	LVNLW	Whaley Bridge	WGU	MRWHA
Eccles	MR/ECC	MRECC	Norcott Brook	NOK	LVNCB	Whitefield	MR/WHI	MRWHI
Ellesmere Port	LV/ELL	LVELL	North	LV/NOR	LVNOR	Widnes	LV/WID	LVWID
Failsworth	MR/FAI	MRFAI	North Rode	NRQ	MRNRD	Wilmslow	WJF	MRWIL
Frodsham	FEH	LVFRO	Northwich	NO	MRNOR	Windle	WKJ	MRWNC
Gateacre	LV/GAT	LVGAT	Oldham	MR/OLD	MROLD	Winsford	WKK	MRWIN
Gatley	MR/GAT	MRGAT	Ormskirk	OR	LVORM	Woodley	MR/WOO	MRWOO
Glossop	GBB	MRGLO	Padgate	PGT	LVPAD	Wythenshawe	MR/WYT	MRWYT



At the end of the trial BT Wholesale will be able to review:

- The suitability of the new KCI structure and the associated information flow;
- The accuracy of the assumptions in the Required By Date (RBD) calculator used to create the Event Plan and TCD at KCI3;
- The date derived from the Event Plan compared to the final delivery date at KCI7;
- The accuracy of the statistically derived category based lead time compared to the final delivery date at KCI7;
- Date stability during the order journey;
- Mean Time To Provide (MTP); and
- Any lessons learned for the improvement of the underlying processes and task management.

Critical to the success of the trial will be feedback from BTW Customers whether they felt that the DOJ process is more transparent than our business as usual process, and whether they feel that the DOJ date management/deemed consent policy is better than that in use outside the trial.



Trial Exit Criteria

The data from all the orders processed via the DOJ process will be included in a formal review at the end of the trial, which will include a review of the category based default lead times used to set CCD.

During the trial period BT Wholesale will continue to review options to extend the geographic scope of the trial (for example, if trial results were positive/a wider area was needed to generate the optimum number of trial circuits within the allocated time).

Post-trial any plans to extend the geographic scope will be subject to trial results and learning gained through the trial.

Management of in-flight orders post trial, i.e. whether they continue to be managed using the DOJ process or revert to BAU, will be dependent on the outcome of the trial.

Lessons learned checkpoints will be held throughout the life of the trial – not just at an end point – to review progress against success criteria and any issues.

Trial Management

The BT Wholesale trial manager will be Jeff Rawlings, who can be contacted via email at:

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Alternative contact will be Tim Nolan at:

tim.nolan@bt.com



Order categories for the DOJ Trial and key principles for date management

CCD is set at KCI2 based on the category based default lead time:

DOJ Category for Trial	Definition	Lead time (working days) for Trial
Cat 1	Standard delivery	30
Cat 2.1	Local end cabling with no duct work required	55
Cat 2.2	Local end cabling with duct work required	80
Cat 3	Spine cabling required	90
Cat 4	Core cabling required	55
Cat 5 (Resilient)	Ro1 only	90

At KCI3 (by day 20) Openreach will calculate the Target Completion Date (TCD) using the Required By Date (RBD) calculator. BT Wholesale expect 80% of orders to have a TCD within the CCD, and 20% to have a TCD beyond the CCD. The details of the order and the TCD will be communicated to customers via an Event Plan.

At KCI3 we will also assess whether there are any legitimate reasons on the critical path which require an amendment to the CCD e.g. CP taking up to 30 days to approve an ECC charge, Traffic Management (TMA) required etc.

At each KCI we will assess any changes which will impact the TCD (legit or non-legit delays on the critical path) and/or the CCD (legit delays on the critical path) and update customers via an updated Event Plan.



Differentiated Order Journey (DOJ) Trial: KCIs

What are the KCIs?

KCI, or “Keeping Customer Informed” messages are emails that we send at specific points in the order journey, usually when certain pieces of work have completed. These are the key milestone KCIs associated with an BT Wholesale Ethernet circuit provision order:

KCI1:	Order Acknowledged
KCI2:	Survey Complete, Category and ECCs confirmed
KCI3:	Planning Complete, Event Plan available
KCI4.1:	Network Readiness Check Complete
KCI4.2:	Network Build Status Update, Event Plan re-validated
KCI5:	Network Build Complete
KCI7:	Handover Complete

In addition, in between milestones, if we need to formally notify a delay to any particular task, BT Wholesale will issue one of the following:

KCI Delay message:	When BTW are unable to deliver a KCI milestone message on the agreed date of that message, BTW will issue a KCI Delay Message.
Customer/ 3rd Party Delay:	If BTW proactively identify that a task delay has occurred which will drive a change to the contractual delivery date, even if this is for legitimate Openreach infrastructure reasons, during the trial we will use our existing Customer/3rd Party Delay message to tell you about this task delay.
Jeopardy:	If BTW proactively identify that a task delay has occurred which will not change our contractual delivery date with you, for example, if the delay has occurred because of resource shortages within our business, rather than a legitimate circuit build issue, BTW will tell you about this delay in a jeopardy message.

Each of these messages will provide details of the delay: what has caused it, when an estimated complete date is/was for the delayed task, and, in the case of legitimate delays that may cause a move of the contractual delivery date, BTW will provide a deemed consent reason code to confirm the date move.

What are Clarity Notes and how are they different from KCIs?

Clarity notes are task progress/order progression notes that individual task owners within Openreach add to Openreach’s COSMOSS Order Management System to communicate with everyone within Openreach who handles an order.

Clarity notes, for example, are used by BTW Job Control team to provide updates and key pieces of data about orders at each of the KCI milestone points.

A trial is currently in place to share these task owner notes directly with BTW customers so that they can see what is happening on their order as it progresses. For orders that are part of the Differentiated Order Journey trial, any Clarity notes that are added to COSMOSS will be proactively sent by email to BTW customers on a daily basis.

When can I expect the KCIs?

Here are the general rules about when we'll issue each of the milestone KCIs:

KCI1:	You should receive KCI1 by the end of the next working day after you've placed your order, provided that we've been able to validate it and haven't needed to refer the order back to you to clarify or change any of the details. In the event that we need to smooth out order peaks, your KCI1 may be delayed, but should never be more than 5 working days after order placement, so you should contact us if you do not receive it within this time.
KCI2:	- We require 10 working days to complete the work necessary to confirm that we can provide the circuit, when we can provide the circuit and what any excess construction costs will be. - If there is any delay in scheduling the survey or completing this work, we will issue a KCI2 delay message on the 10th working day after we received your order to confirm any delay that has occurred. You may also get an indication of the delay before the 10th working day by referring to the Clarity notes on the order.
KCI2 Delay:	- After the survey appointment, we will provide the KCI2 within 5 working days. You will know the survey has successfully completed when Clarity Note PLN04.01 has been issued. - Sometimes, we require additional information or clarifications after we have visited site. When this happens, the surveyor will have discussed this with the site contact or the CP helpdesk and they will raise PLN04.05 to communicate that the survey completion has been delayed awaiting the relevant clarification or information. If this occurs and is not resolved quickly, the job controller will issue a delay notification.
KCI3:	We aim to deliver KCI3 within 10 working days of issuing you the KCI2 milestone message, if there is no delay in obtaining your approval for any excess construction costs (ECCs) identified at KCI2.
KCI3 Delay:	If by 20 working days after the order validation date, we've delivered the KCI2 milestone but not KCI3, we will send you a KCI3 delay message, for example if we need to wait for your approval of ECCs, we will delay the order after we issue the KCI2 while you obtain the necessary approvals from your customer. After 30 working days from issuing the KCI2, if we still have not received your approval, we will communicate with you about cancelling the order.
KCI4.1 (optional):	- In the event that duct blockages are found that require unblocking or remedial duct build activities to correct, we will notify you of these as part of a KCI4.1 message which we will issue approximately 10 working days after KCI3 has been issued. - We'll issue this KCI when the field team have assessed the circuit route and begun their cabling tasks to identify any duct blockages or routing issues. - We will provide you a date for this check point within the KCI3 Event Plan that we issue you. - If for some reason, the field team have not completed their assessment of the route by the date provided for this milestone, we will issue a KCI 4 milestone delay message.
KCI4.2:	- If at the KCI3+10 milestone date, we have found no blockages or remedial work required, we will issue KCI4.2 to confirm that, in fact, the Cabling task is complete and we have confirmed air all the way through the route. - If we had found blockages and issued a KCI4.1 message, we will follow up with this KCI4.2 to positively confirm when that remedial work and the Cabling task is complete. - The date for this KCI4.2 message will be the end date for the "Cable Duration" activity within the revalidated event plan that we share with you at KCI4.1
KCI5:	This is provided when all the build work is fully complete for your circuit and we have confirmed light, end to end. We will update our expectation for this date in the KCI3 and KCI4.1 and KCI4.2 milestones. You may also receive a revised date in any delay messages that may be issued after KCI3.
KCI7:	The Handover KCI is provided within 3 working days of the circuit being fully delivered and the EAD service commissioned.

It is our intention, during the trial to review the need for a specific, Job Controller issued, fit and test complete milestone KCI, which would be KCI6. During the trial, we expect that you will receive a Clarity note indicating the completion status of the Fit and Test activity (FIT01.01). Where the fit and test has completed successfully, we expect that the circuit commissioning will complete so quickly that it would be redundant for the job controller to issue a specific fit and test complete KCI.



Frequently Asked Questions

Do I have to sign trial Terms & Conditions?

No, there are no trial terms and conditions as we are not making any changes to the conditions under the existing BTW Ethernet Contracts in order to run the trial.

Will there be any changes to the SLG scheme during the trial?

We reviewed options for SLGs with Openreach & Industry and have agreed for simplicity to retain the existing SLG scheme for the DOJ trial. We are still committed to reviewing the SLA/SLG scheme in consultation with Openreach & Industry to best align with the DOJ process.

Where can I find out details of the trial exchange areas, trial KCIs, event plan and date management policy which will be used during the trial?

All trial documentation can be found contained in the Handbook.

I think the category based default lead times are too long

The category based default lead times which will be used to set the CDD at KCI2 during the trial are based on the 80th percentile data for historic orders. We are still committed to delivering Category 1 orders within 30 working days, and we are committed to reviewing the default lead times at the end of the trial, based on the evidence from DOJ left to right working.

What should I do if I don't understand one of the new KCI updates I've received?

Contact your Service Team in the first instance. They will work with you to clarify any questions you have.

What should I do if I don't agree with a KCI I've received?

As this is a trial, the first thing to do is to raise the issue with your service team who are managing your order so that they can note the issue to discuss with the Openreach trial team. The updates are subject to change throughout the trial as we learn and embed improvements.

How will the DOJ affect 'While We Are There' orders/activities?

It won't. We'll still undertake any 'while we are there' work that we'd normally undertake as we do today.

What if CPs are not ready for the Fit & Test appointment?

If you're not ready for the Fit & Test, we recognise that you may suspend the order using the BAU process and/or arrange a Fit & Test appointment date that is later than our earliest available date. You should tell us about this as soon as possible after you receive the KCI5, 'network build complete' message.

