TM Forum Frameworx 14.5 Implementation Conformance (Design Phase) Certification Report

Telefónica
Business Process Blueprint Design

November 2015
Version 1.0.0

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1   Introduction

1.1   Executive Summary

This document provides details of Telefónica's self-assessment and TM Forum's Conformance Assessment of the Telefónica Business Process Blueprint Design, against the following Frameworx 14.5 components:

➢ Business Process Framework Version 14.5

The assessment included a review of:

➢ The methodology approach to process modeling against the TM Forum's Business Process Framework Release 14.5 according to the specific processes submitted in scope for the Assessment.

For any additional information on this Frameworx Conformance Certification Report, please contact TM Forum at conformance@tmforum.org.

2 Implementation Functionality/Capability Overview

2.1 Telefónica Business Process Blueprint – Implementation Design Overview

Telefónica Group is transforming technologies driven by processes across the business support system (BSS) and orchestration systems to enhance customer digital experience and compete in the new digital environment. In this context, Telefónica Business Process Framework has been developed to ensure consistency with transformation strategy and business goals and ease its management and implementations.

The Telefónica Process Framework has been structured in three components:

- **Process Definition Principles**: Common principles to apply for process design and definition across Telefónica Group as a reference guideline

- **Process Blueprint**: Common process structure definitions in 3 different layers:
    - e2e Business Processes: high level definition of the end-to-end processes - using a business oriented language

    - Intermediate Processes: linkage between e2e view and activity flows. Provides a more detailed view on the business logic within the process. These set of processes are used for the definition of the e2e flow processes, according to eTOM level 3. The scope of the certification are these e2e flows of processes at intermediate level
    - Activity Flows: processes detailed at activity level

- **Framework Management**: Covers the following activities
    - **Governance of deviation and Adherence Model**: Measurement of the deviation of processes implemented from the standard Process Blueprint

    - **Methodologies and Tools:** Support for the process design, maintenance and continuous improvement of the Framework

    - **Process blueprint evolution model**: Evolution of the Process and Framework, including the Process Blueprint management

2.2 Process Definition Principles:

There are 10 Process Definition Principles, grouped in Strategic Principles and Design Principles that are taken in consideration in the definition of the processes:

- **Strategic Principles**
  - **Keep it simple:** Define lean processes, leaving out unnecessary complexity**.**
  - **e2e View:** Consider processes with an e2e view, ensuring complete seamless flow
  - **Reuse:** Define standardized processes that can be reused as much as possible among different channels, products, segments and operations.
  - **Real time processes:** Focus on speeding performance and improving customer experience through online and automated processes, over manually operated.
  - **Multichannel & Self assisted processes:** Support Digital Telco by enhancing user self-management and enabling multichannel experience.

- **Design Principles**
  - **Think ahead:** Design processes capable to meet future needs.
  - **Adopt vs. Adapt:** Focus design on the to-be, instead of the as-is, leveraging in best practices and achieving fast designed processes
  - **"Sunny day" scenario:** Start process design with the most common scenarios.
  - **Quantify it:** Design and optimize processes according to the value added to the business and measure KPIs.
  - **First time right:** Design robust processes when business strategy is mature enough

2.3 Structure of the end-to-end Telefonica Business Processes Blueprint

Telefónica Business Process Framework outlines the business process required by an OB along the value chain. End-to-end Business Processes are structured according to their nature in:

- Customer Facing
- Enablers
- Support
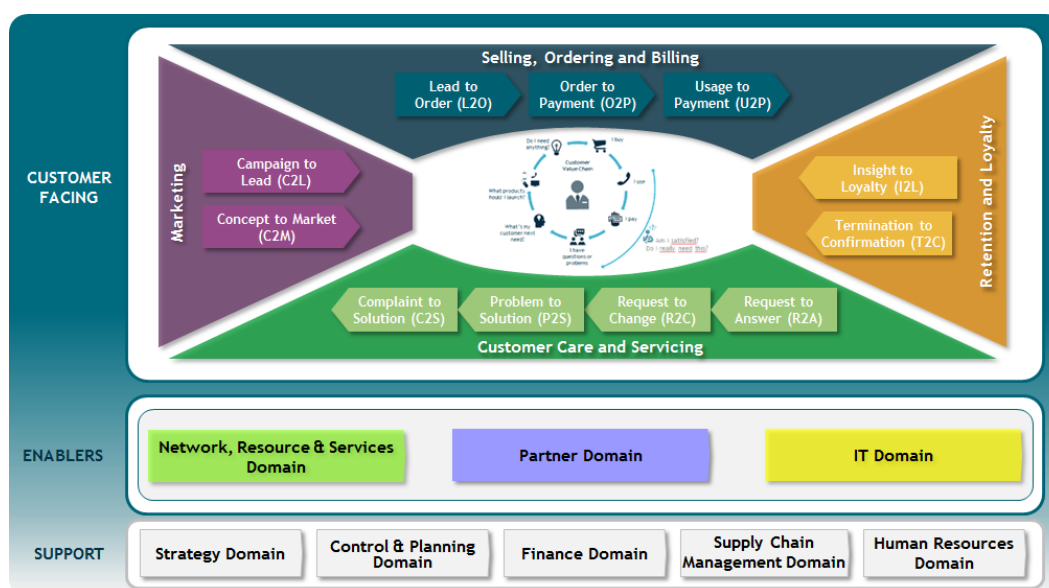
Figure 2-1 Distribution of the end-to-end processes according to their nature

Process categories and domains definition criteria:

- Based on the Business Process Framework defined by eTOM
- Based on the process domains defined by some solution vendors
- Initial focus on the customer facing processes

2.4 Process Blueprint

The Telefónica Business Process Blueprint has three major layers, with different level of detail at each layer, ensuring e2e alignment through a top-down view:
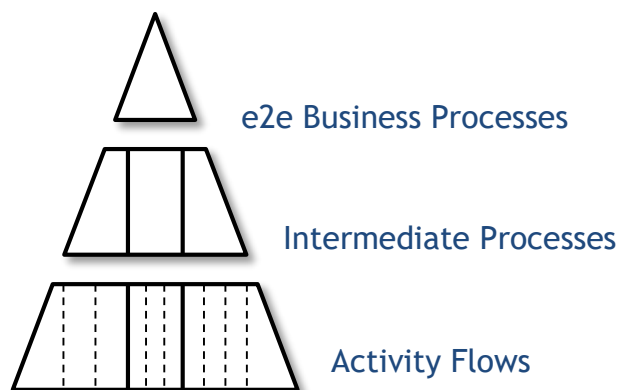
Figure 2-2 Telefónica Process Blueprint - Layers

2.4.1 e2e Business Processes

Common set of high-level processes that provides high level definition of the e2e processes using business oriented language:

- Ensure the e2e process view through the whole value chain

- Outside – In approach; orientation to end-to-end customer-centric processes

- Reflect the management model of the company

- Set up a common structure for all operations

- Have been evolved from those defined by eTOM and are characterized in terms of eTOM level 2 process elements

2.4.2 Intermediate Processes

Set of intermediate level processes that:

- Reflect a decomposition of previous level, providing a linkage between the e2e view and the activities.

- Provide a more detail of e2e business logic within the processes.

- Processes are characterized in terms of eTOM level 3 process elements.

- Provide a process flow definition for each e2e process. Therefore, eTOM level 3 processes are selected and ordered, according to the flow that is executed.

- Enable the mapping with solution of vendors and architecture designs.

Therefore: The scope of the TMForum Certification includes the flows for each e2e process based on intermediate processes (eTOM level 3)

The following figure shows an example of a e2e flow (intermediate processes) based on eTOM level 3:
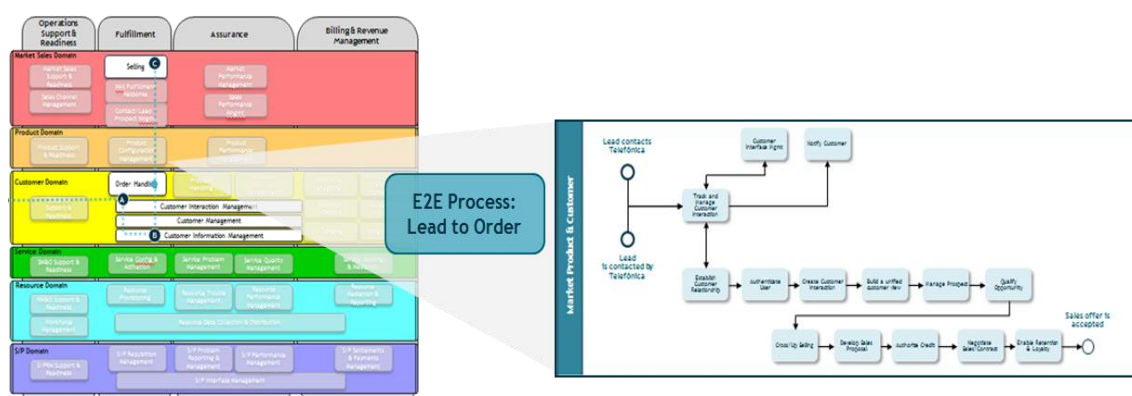
Figure 2-3 End-to-End process characterized in terms of eTOM level 3

2.4.3 Activity Flows

Documentation of detailed processes:
- Includes documented detailed processes at low level (activities and flows), information models and business rules

2.5 Full coverage of Customer Value Chain

The Certification focuses initially on Customer Facing processes, which have a strong impact on the customer experience and fully cover the Customer Value Chain as shown in the next figure:
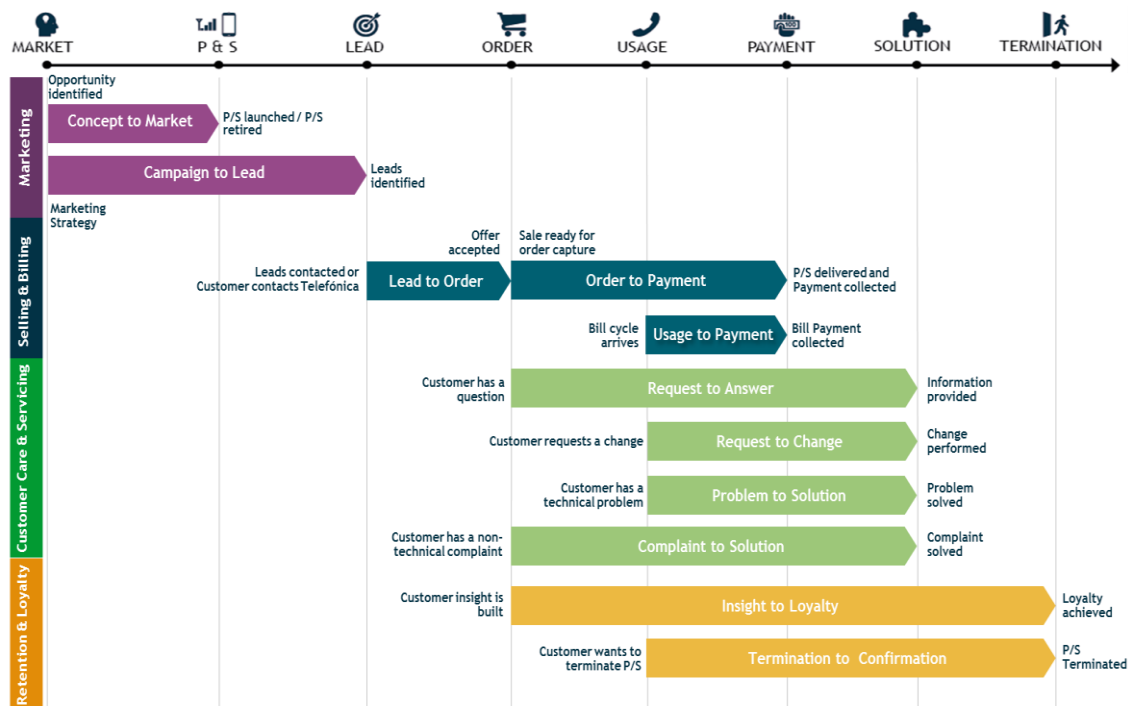
Figure 2-4 Coverage of the Customer Value Chain by the end-to-end processes

2.6 End-to-end Business Process definitions

Customer facing end-to-end Business Processes cover specific customer needs or requests:

Table 2-1 Customer facing end-to-end Business Processes

End-to-End	Acronym	Description
Concept to Market/ Retirement	C2MR	This process deals with all activities for the launch and retirement of a product or service in the market. New products and services require the conversion of an idea or concept into a ready to be sold product and service.
Campaign to Lead	C2L	This process deals with the definition, execution and analysis of marketing campaigns. The outputs of the campaigns are leads, which eventually can be converted into sales in the Lead-to-Order Business Process.
Lead to Order	L2O	This process deals with all activities which translate a lead, from a new or current customer, into an offer accepted (sale).
Order to Payment	O2P	This process deals with all activities which convert the offer accepted by the customer into a fulfillment order, and through its execution into a 'Ready for use' and 'Ready for bill' product/service.
Usage to Payment	U2P	This process deals with all activities related to the handling of the customer billing for the product/service usage.
Request to Answer	R2A	This process comprises of activities relevant to managing customer information requests, or internally identified potential areas of interest for the customer, into the delivery of the relevant information.
Request to Change	R2C	This process deals with all activities which convert the customer's change request into a change performed. Change request can apply to account, billing, or product/service characteristics. Product and Service changes related to new sales, such as upgrade / downgrade / cross sale, are covered within the Lead to Order end-to-end.

Problem to Solution	**P2S**	This process deals with all the activities that allow a technical claim (problem) initiated by the customer to be solved. Additionally, this process also addresses problems proactively identified internally, even before the customer notices the problem.
Complaint to Solution	**C2S**	This process deals with all the activities that allow a non-technical claim (complaint) initiated by the customer to be solved. Technical claims (problems) are supported by the Problem to Solution end-to-end.
Insight to Loyalty	**I2L**	This process deals with all activities that increase customer satisfaction and loyalty to the company. This process involves understanding customers, identifying best solutions and valuating customer satisfaction.
Termination to Confirmation	**T2C**	This process deals with all activities related to the execution of customer's termination request. This process also involves the performance activities to prevent the customer termination.

3 Business Process Framework Assessment Overview

3.1 Mapping Technique Employed

Mappings were provided from perspective of Telefónica's End-to-End business processes. The following Telefónica End-To-End processes were submitted for assessment:

- L2O: Lead to Order
- O2P: Order to Payment
- U2P: Usage to Payment
- R2A: Request to Answer
- R2C: Request to Change
- C2S: Complaint to Solution
- P2S: Problem to Solution
- T2C: Termination to Confirmation
- I2L: Insight to Loyalty
- C2MR: Concept to Market Retirement
- C2L: Campaign to Lead

For each of the above listed end-to-end processes, a mapping document & supporting evidence was submitted with the Telefónica process steps mapped to Business Process Framework Level 3 processes.

Background Processes: For the self-assessment, Telefonica depicted only those flow interactions that were considered relevant for the understanding of the E2E scenario. Therefore, some of level 3 processes do not appear on the graphical view of the process flows provided, but they are included in the explanations and evidence documents, therefore called *Background Process*. For example: Update, Log and Close Customer Interaction processes are not depicted in the E2E flows in order to keep the flow simplicity, but they are represented by the Track and Manage Customer Interaction process. These background processes will be referenced in the following sections, as considered relevant.

Note, as this is an Implementation Design Phase assessment, mappings were submitted against the Level 3 Business Process Framework (eTOM) processes.

3.2 Business Process Framework Process Scope

The following figures represent the Business Process Framework Level 2 processes (high-lighted in green) that were presented in scope for the assessment and for which a selection of underlying Level 3 processes were submitted in scope.

Figure 3-1 Business Process Framework Level 2 process coverage – SIP.

Business Process Framework (eTOM) v. 14.5 – Level 2 View Operations

Operations			
Ops Support & Readiness	**Fulfillment**	**Assurance**	**Billing & Revenue Management**

Market / Sales
- Market Sales Support & Readiness
- Sales Channel Management
- Selling
- Contact (Lead) Prospect Management
- Marketing Fulfillment Response
- Market Performance Management
- Sales Performance Management

Product
- Product Support & Readiness
- Product Configuration Management
- Product Performance Management

Customer
- Customer Support & Readiness
- Order Handling
- Problem Handling
- Customer QoS/ SLA Management
- Bill Payments & Receivables Management
- Bill Invoice Management
- Customer Interaction Management
- Customer Management
- Customer Information Management
- Bill Inquiry Handling
- Manage Billing Events
- Charging
- Manage Balances

Service
- SM&O Support & Readiness
- Service Configuration & Activation
- Service Problem Management
- Service Quality Management
- Service Guiding & Mediation

Resource
- Workforce Management
- RM&O Support & Readiness
- Resource Provisioning
- Resource Trouble Management
- Resource Performance Management
- Resource Mediation & Reporting
- Resource Data Collection & Distribution

Supplier / Partner
- S/PRM Support & Readiness
- S/P Requisition Management
- S/P Problem Reporting & Management
- S/P Performance Management
- S/P Settlements & Payments Management
- Supplier/Partner Interface Management

Engaged Party
- Party Support & Readiness
- Party Order Handling
- Party Problem Handling
- Party Performance Management
- Party Bill Inquiry Handling
- Party Settlements & Payments Management
- Party Interaction Management

Figure 3-2 Business Process Framework Level 2 process coverage – Operations.

The following diagram identifies the number of Level 3 processes that were submitted for assessment, for each Level 2 process that was submitted in scope for the Assessment.
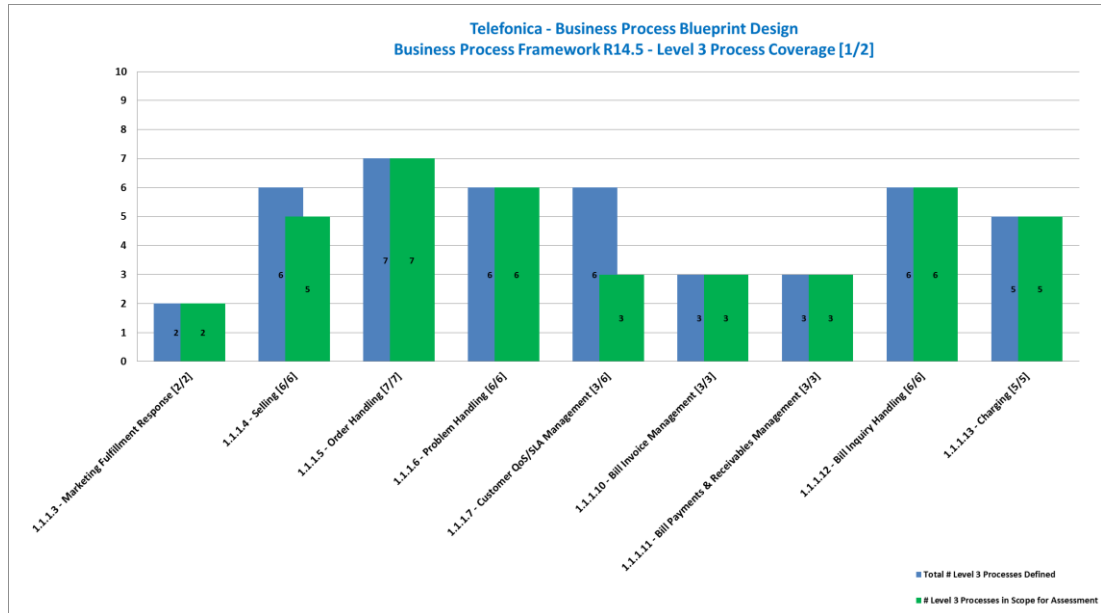
Figure 3-3 Business Process Blueprint Design Assessment - Level 3 process coverage [1/2]
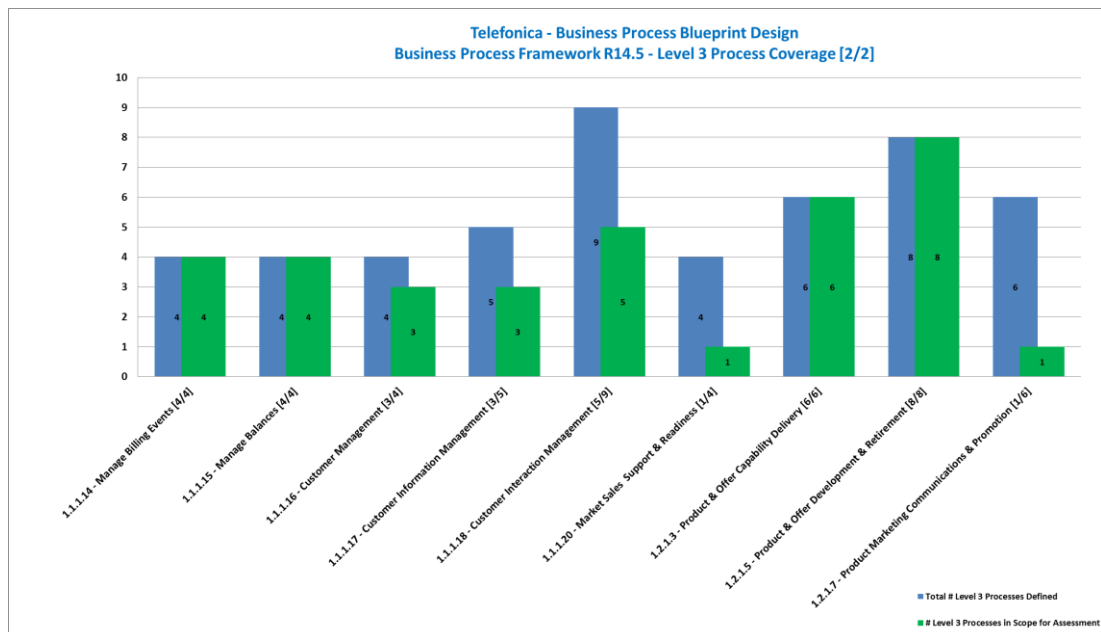
Figure 3-4 Business Process Blueprint Design Assessment - Level 3 process coverage [2/2]

3.3 Implementation Scope

See section 2.1.

4 Business Process Framework – Process Mapping Descriptions

This section provides links to the Process Mapping output from Telefónica's Self-Assessment which was reviewed by a team of TM Forum Subject Matter Experts alongside supporting evidence documentation for Telefónica BSS Transformation Process Framework design.

Details are provided according to the Telefónica end-to-end processes that were submitted for the Frameworx Conformance Assessment:

- ➢ L2O: Lead to Order
- ➢ O2P: Order to Payment
- ➢ U2P: Usage to Payment
- ➢ R2A: Request to Answer
- ➢ R2C: Request to Change
- ➢ C2S: Complaint to Solution
- ➢ P2S: Problem to Solution
- ➢ T2C: Termination to Confirmation
- ➢ I2L: Insight to Loyalty
- ➢ C2MR: Concept to Market Retirement
- ➢ C2L: Campaign to Lead

TM Forum Note:
The detailed mapping information provided by Telefónica for the Frameworx Conformance Assessment is considered confidential information. For access to the detailed mapping information, please contact TM Forum Frameworx Conformance Certification authority (*conformance@tmforum.org*).

Alternatively, please contact Telefónica Team directly:
> **Marta Amo Escobar**
> Head of Business Process Standards Office
> Telefonica Global IT
> Email: marta.amoescobar@telefonica.com

4.1 Telefónica E2E Process: Lead to Order

4.1.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Lead to Order** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28534&team_ID=344

Telefónica's E2E **Lead to Order** process maps to processes under the following Business Process Frameworx Level 2 processes:

- ➢ Level 2: 1.1.1.4 – Selling
- ➢ Level 2: 1.1.1.5 - Order Handling
- ➢ Level 2: 1.1.1.16 - Customer Management
- ➢ Level 2: 1.1.1.17 - Customer Information Management
- ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.1.2   Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Lead to Order** end-to-end process flow were mapped.

Table 4-1 E2E Lead To Order – Business Process Framework Conformance Scores

End-to-End Process: Lead To Order (L2O) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.4 - Selling		
1.1.1.4.1 - Manage Prospect	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.2 - Qualify Opportunity	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.3 - Negotiate Sales/Contract	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.5 - Cross/Up Selling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.6 - Develop Sales Proposal	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.5 - Order Handling		
1.1.1.5.2 - Authorize Credit	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.16.2 - Establish Customer Relationship	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.5 - Notify Customer	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.18.6 - Track and Manage Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.8 - Authenticate User	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.2 Telefónica E2E Process: Order to Payment

4.2.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Order to Payment** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28536&team_ID=344.

Telefónica's E2E **Order to Payment** process maps to processes under the following Business Process Frameworx Level 2 processes:
- ➢ Level 2: 1.1.1.5 - Order Handling
- ➢ Level 2: 1.1.1.10 - Bill Invoice Management
- ➢ Level 2: 1.1.1.11 - Bill Payments & Receivables Management
- ➢ Level 2: 1.1.1.13 – Charging
- ➢ Level 2: 1.1.1.15 - Manage Balances
- ➢ Level 2: 1.1.1.16 - Customer Management
- ➢ Level 2: 1.1.1.17 - Customer Information Management
- ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.2.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Order to Payment** end-to-end process flow were mapped.

Table 4-2 E2E Order to Payment – Business Process Framework Conformance Scores

End-to-End Process: Order To Payment (O2P) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.5 - Order Handling		
1.1.1.5.1 - Determine Customer Order Feasibility	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.2 - Authorize Credit	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.4 - Track & Manage Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.5 - Complete Customer Order	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.6 - Issue Customer Orders	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.5.7 - Report Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.8 - Close Customer Order	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.10 - Bill Invoice Management		
1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.2 - Create Customer Bill Invoice	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.3 - Produce & Distribute Bill	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.11 - Bill Payments & Receivables Management		
1.1.1.11.1 - Manage Customer Billing	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.2 - Manage Customer Payments	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.11.3 - Manage Customer Debt Collection	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.13 - Charging		
1.1.1.13.1 - Perform Rating	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.4 - Authorize Transaction Based on Balance	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.16.2 - Establish Customer Relationship	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.16.3 - Re-establish Customer Relationship	*N/A*	*Referenced as a background process.*
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.1 - Create Customer Record	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.17.2 - Update Customer Data	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.17.3 - Notify Customer Data Change	*N/A*	*Referenced as a background process.*
1.1.1.17.4 - Archive Customer Data	*N/A*	*Referenced as a background process.*
1.1.1.17.5 - Build a unified customer view	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*

1.1.1.18.5 - Notify Customer	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	**N/A**	**Referenced as a background process.**
1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.3 Telefónica E2E Process: Usage to Payment

4.3.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Usage to Payment** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28538&team_ID=344.

Telefónica's E2E **Usage to Payment** process maps to processes under the following Business Process Frameworx Level 2 processes:
- ➢ Level 2: 1.1.1.10 - Bill Invoice Management
- ➢ Level 2: 1.1.1.11 - Bill Payments & Receivables Management
- ➢ Level 2: 1.1.1.13 – Charging
- ➢ Level 2: 1.1.1.14 - Manage Billing Events
- ➢ Level 2: 1.1.1.15 - Manage Balances

4.3.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Usage to Payment** end-to-end process flow were mapped.

Table 4-3 E2E Usage to Payment – Business Process Framework Conformance Scores

eTOM Level 3 Processes	Conformance Score	Commentary
**End-to-End Process: Usage To Payment (U2P)** **Frameworx 14.5 Business Process Framework Conformance Results**		
**Level 2: 1.1.1.10 - Bill Invoice Management**		
1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.2 - Create Customer Bill Invoice	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.3 - Produce & Distribute Bill	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
**Level 2: 1.1.1.11 - Bill Payments & Receivables Management**		
1.1.1.11.1 - Manage Customer Billing	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.2 - Manage Customer Payments	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.3 - Manage Customer Debt Collection	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.13 - Charging		
1.1.1.13.1 - Perform Rating	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.13.2 - Apply Rate Level Discounts	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.13.3 - Aggregate Items For Charging	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.13.4 - Manage Customer Charging Hierarchy	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.14 - Manage Billing Events		
1.1.1.14.1 - Enrich Billing Events	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.14.2 - Guide Billing Events	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.14.3 - Mediate Billing Events	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.15.2 - Manage Balance Policies	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.4 - Authorize Transaction Based on Balance	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.4 Telefónica E2E Process: Request to Answer

4.4.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Request to Answer** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28540&team_ID=344.

Telefónica's E2E **Request to Answer** process maps to processes under the following Business Process Frameworx Level 2 processes:
  ➢ Level 2: 1.1.1.3 - Marketing Fulfillment Response
  ➢ Level 2: 1.1.1.5 - Order Handling
  ➢ Level 2: 1.1.1.6 - Problem Handling
  ➢ Level 2: 1.1.1.7 - Customer QoS/SLA Management
  ➢ Level 2: 1.1.1.12 - Bill Inquiry Handling
  ➢ Level 2: 1.1.1.13 – Charging
  ➢ Level 2: 1.1.1.14 - Manage Billing Events
  ➢ Level 2: 1.1.1.16 - Customer Management
  ➢ Level 2: 1.1.1.17 - Customer Information Management
  ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.4.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Request to Answer** end-to-end process flow were mapped.

Table 4-4 E2E Request to Answer – Business Process Framework Conformance Scores

eTOM Level 3 Processes	Conformance Score	Commentary
End-to-End Process: Request To Answer (R2A) Frameworx 14.5 Business Process Framework Conformance Results		
Level 2: 1.1.1.3 - Marketing Fulfillment Response		
1.1.1.3.1 - Issue & Distribute Marketing Collaterals	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.5 - Order Handling		
1.1.1.5.7 - Report Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.6 - Problem Handling		
1.1.1.6.2 - Report Customer Problem	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.7 - Customer QoS/SLA Management		
1.1.1.7.3 - Report Customer QoS Performance	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.12 - Bill Inquiry Handling		
1.1.1.12.5 - Report Customer Bill Inquiry	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.13 - Charging		
1.1.1.13.5 - Provide Advice of Charge/Rate	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.14 - Manage Billing Events		
1.1.1.14.4 - Report Billing Event Records	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.5 - Notify Customer	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.18.6 - Track and Manage Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	***N/A***	***Referenced as a background process.***
1.1.1.18.8 - Authenticate User	***N/A***	***Referenced as a background process.***
1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.5 Telefónica E2E Process: Request to Change

4.5.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Request to Change** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28542&team_ID=344.

Telefónica's E2E **Request to Change** process maps to processes under the following Business Process Frameworx Level 2 processes:
- ➢ Level 2: 1.1.1.4 – Selling
- ➢ Level 2: 1.1.1.5 - Order Handling
- ➢ Level 2: 1.1.1.10 - Bill Invoice Management
- ➢ Level 2: 1.1.1.11 - Bill Payments & Receivables Management
- ➢ Level 2: 1.1.1.13 – Charging
- ➢ Level 2: 1.1.1.15 - Manage Balances
- ➢ Level 2: 1.1.1.16 - Customer Management
- ➢ Level 2: 1.1.1.17 - Customer Information Management
- ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.5.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Request to Change** end-to-end process flow were mapped.

Table 4-5 E2E Request to Change – Business Process Framework Conformance Scores

End-to-End Process: Request to Change (R2C) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	Conformance Score	Commentary
Level 2: 1.1.1.4 - Selling		
1.1.1.4.2 - Qualify Opportunity	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.3 - Negotiate Sales/Contract	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.6 - Develop Sales Proposal	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.5 - Order Handling		
1.1.1.5.1 - Determine Customer Order Feasibility	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.2 - Authorize Credit	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.4 - Track & Manage Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.5.5 - Complete Customer Order	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.6 - Issue Customer Orders	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.7 - Report Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.8 - Close Customer Order	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.10 - Bill Invoice Management		
1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.2 - Create Customer Bill Invoice	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.3 - Produce & Distribute Bill	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.11 - Bill Payments & Receivables Management		
1.1.1.11.1 - Manage Customer Billing	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.11.2 - Manage Customer Payments	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.3 - Manage Customer Debt Collection	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.13 - Charging		
1.1.1.13.1 - Perform Rating	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.4 - Authorize Transaction Based on Balance	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.2 - Update Customer Data	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.17.3 - Notify Customer Data Change	*N/A*	*Referenced as a background process.*
1.1.1.17.4 - Archive Customer Data	*N/A*	*Referenced as a background process.*
1.1.1.17.5 - Build a unified customer view	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.5 - Notify Customer	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*

1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.6   Telefónica E2E Process: Complaint to Solution

4.6.1   Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Complaint to Solution** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28544&team_ID=344.

Telefónica's E2E **Complaint to Solution** process maps to processes under the following Business Process Frameworx Level 2 processes:
- ➢   Level 2: 1.1.1.12 - Bill Inquiry Handling
- ➢   Level 2: 1.1.1.14 - Manage Billing Events
- ➢   Level 2: 1.1.1.15 - Manage Balances
- ➢   Level 2: 1.1.1.16 - Customer Management
- ➢   Level 2: 1.1.1.17 - Customer Information Management
- ➢   Level 2: 1.1.1.18 - Customer Interaction Management

4.6.2   Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Complaint to Solution** end-to-end process flow were mapped.

Table 4-6 E2E Complaint to Solution – Business Process Framework Conformance Scores

End-to-End Process: Complaint to Solution (C2S) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.12 - Bill Inquiry Handling		
1.1.1.12.1 - Create Customer Bill Inquiry Report	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.2 - Assess Customer Bill Inquiry Report	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.3 - Authorize Customer Bill Invoice Adjustment	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.4 - Track & Manage Customer Bill Inquiry Resolution	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.5 - Report Customer Bill Inquiry	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.6 - Close Customer Bill Inquiry Report	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.14 - Manage Billing Events		
1.1.1.14.4 - Report Billing Event Records	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*

1.1.1.18.5 - Notify Customer	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*
1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.7 Telefónica E2E Process: Problem to Solution

4.7.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Problem to Solution** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28546&team_ID=344.

Telefónica's E2E **Problem to Solution** process maps to processes under the following Business Process Frameworx Level 2 processes:
- ➢ Level 2: 1.1.1.6 - Problem Handling
- ➢ Level 2: 1.1.1.7 - Customer QoS/SLA Management
- ➢ Level 2: 1.1.1.10 - Bill Invoice Management
- ➢ Level 2: 1.1.1.11 - Bill Payments & Receivables Management
- ➢ Level 2: 1.1.1.12 - Bill Inquiry Handling
- ➢ Level 2: 1.1.1.13 – Charging
- ➢ Level 2: 1.1.1.15 - Manage Balances
- ➢ Level 2: 1.1.1.16 - Customer Management
- ➢ Level 2: 1.1.1.17 - Customer Information Management
- ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.7.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Problem to Solution** end-to-end process flow were mapped.

Table 4-7 E2E Problem to Solution – Business Process Framework Conformance Scores

End-to-End Process: Problem to Solution (P2S) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.6 - Problem Handling		
1.1.1.6.1 - Isolate Customer Problem	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.2 - Report Customer Problem	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.3 - Track & Manage Customer Problem	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.4 - Close Customer Problem Report	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.5 - Create Customer Problem Report	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.6 - Correct & Recover Customer Problem	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.7 - Customer QoS/SLA Management		
1.1.1.7.1 - Assess Customer QoS/SLA Performance	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.2 - Manage QoS/SLA Violation	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.3 - Report Customer QoS Performance	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.10 - Bill Invoice Management		
1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.2 - Create Customer Bill Invoice	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.3 - Produce & Distribute Bill	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.11 - Bill Payments & Receivables Management		
1.1.1.11.1 - Manage Customer Billing	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.2 - Manage Customer Payments	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.11.3 - Manage Customer Debt Collection	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.12 - Bill Inquiry Handling		
1.1.1.12.3 - Authorize Customer Bill Invoice Adjustment	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.13 - Charging		
1.1.1.13.1 - Perform Rating	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.5 - Notify Customer	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*
1.1.1.18.9 - Customer Interface Management	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.8 Telefónica E2E Process: Termination to Confirmation

4.8.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Termination to Confirmation** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28548&team_ID=344.

Telefónica's E2E **Termination to Confirmation** process maps to processes under the following Business Process Frameworx Level 2 processes:
  ➢ Level 2: 1.1.1.4 – Selling
  ➢ Level 2: 1.1.1.5 - Order Handling
  ➢ Level 2: 1.1.1.10 - Bill Invoice Management
  ➢ Level 2: 1.1.1.11 - Bill Payments & Receivables Management
  ➢ Level 2: 1.1.1.13 – Charging
  ➢ Level 2: 1.1.1.15 - Manage Balances
  ➢ Level 2: 1.1.1.16 - Customer Management
  ➢ Level 2: 1.1.1.17 - Customer Information Management
  ➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.8.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Termination to Confirmation** end-to-end process flow were mapped.

Table 4-8 E2E Termination to Confirmation – Business Process Framework Conformance Scores

End-to-End Process: Termination To Confirmation (T2C) Frameworx 14.5 Business Process Framework Conformance Results

eTOM Level 3 Processes	Conformance Score	Commentary
Level 2: 1.1.1.4 - Selling		
1.1.1.4.1 - Manage Prospect	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.2 - Qualify Opportunity	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.3 - Negotiate Sales/Contract	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.4.5 - Cross/Up Selling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.5 - Order Handling		
1.1.1.5.1 - Determine Customer Order Feasibility	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.4 - Track & Manage Customer Order Handling	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.5.5 - Complete Customer Order	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.6 - Issue Customer Orders	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.7 - Report Customer Order Handling	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.8 - Close Customer Order	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.10 - Bill Invoice Management		
1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.2 - Create Customer Bill Invoice	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.10.3 - Produce & Distribute Bill	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.11 - Bill Payments & Receivables Management		
1.1.1.11.1 - Manage Customer Billing	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.11.2 - Manage Customer Payments	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.3 - Manage Customer Debt Collection	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.13 - Charging		
1.1.1.13.1 - Perform Rating	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.15 - Manage Balances		
1.1.1.15.1 - Manage Balance Containers	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.16.4 - Terminate Customer Relationship	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.2 - Update Customer Data	*N/A*	*Referenced as a background process.*
1.1.1.17.3 - Notify Customer Data Change	*N/A*	*Referenced as a background process.*
1.1.1.17.4 - Archive Customer Data	*N/A*	*Referenced as a background process.*
1.1.1.17.5 - Build a unified customer view	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.5 - Notify Customer	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*

1.1.1.18.9 - Customer Interface Management	5	Full Conformance
		Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.9 Telefónica E2E Process: Insight to Loyalty

4.9.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Insight to Loyalty** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28550&team_ID=344.

Telefónica's E2E **Insight to Loyalty** process maps to processes under the following Business Process Frameworx Level 2 processes:

➢ Level 2: 1.1.1.7 - Customer QoS/SLA Management
➢ Level 2: 1.1.1.16 - Customer Management
➢ Level 2: 1.1.1.17 - Customer Information Management
➢ Level 2: 1.1.1.18 - Customer Interaction Management

4.9.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Insight to Loyalty** end-to-end process flow were mapped.

Table 4-9 E2E Insight to Loyalty – Business Process Framework Conformance Scores

End-to-End Process: Insight To Loyalty (I2L) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.7 - Customer QoS/SLA Management		
1.1.1.7.1 - Assess Customer QoS/SLA Performance	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.3 - Report Customer QoS Performance	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.16 - Customer Management		
1.1.1.16.1 - Enable Retention & Loyalty	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*

1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.5 - Notify Customer	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*
1.1.1.18.9 - Customer Interface Management	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.10 Telefónica E2E Process: Concept to Market Retirement

4.10.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Concept to Market Retirement** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28552&team_ID=344.

Telefónica's E2E **Concept to Market Retirement** process maps to processes under the following Business Process Frameworx Level 2 processes:
  ➢ Level 2: 1.2.1.3 - Product & Offer Capability Delivery
  ➢ Level 2: 1.2.1.5 - Product & Offer Development & Retirement

4.10.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Concept to Market Retirement** end-to-end process flow were mapped.

<div align="center">

Table 4-10 E2E Concept to Market Retirement – Business Process Framework Conformance Scores

</div>

End-to-End Process: Concept to Market Retirement (C2MR) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 2/Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.2.1.3 - Product & Offer Capability Delivery		
1.2.1.3.1 - Define Product Capability Requirements	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.2 - Capture Product Capability Shortfalls	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.3 - Approve Product Business Case	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.4 - Deliver Product Capability	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.5 - Manage Handover to Product Operations	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.6 - Manage Product Capability Delivery Methodology	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Level 2: 1.2.1.5 - Product & Offer Development & Retirement		
1.2.1.5.1 - Gather & Analyze New Product Ideas	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.2 - Assess Performance of Existing Products	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.3 - Develop New Product Business Proposal	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.4 - Develop Product Commercialization Strategy	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.5 - Develop Detailed Product Specifications	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.6 - Manage Product Development	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.7 - Launch New Products	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.8 - Manage Product Exit	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

4.11 Telefónica E2E Process: Campaign to Lead

4.11.1 Mapping to Business Process Framework Processes

The following is the link to the document that provides details of the mapping of the Telefónica **Campaign to Lead** processes to the Business Process Framework (eTOM) processes:
http://www2.tmforum.org/cws/helper_controls/download.aspx?ID=28554&team_ID=344.

Telefónica's E2E **Campaign to Lead** process maps to processes under the following Business Process Frameworx Level 2 processes:
- Level 2: 1.1.1.3 - Marketing Fulfillment Response
- Level 2: 1.1.1.17 - Customer Information Management
- Level 2: 1.1.1.18 - Customer Interaction Management
- Level 2: 1.1.1.20 - Market Sales Support & Readiness
- Level 2: 1.2.1.7 - Product Marketing Communications & Promotion

4.11.2 Detailed Conformance Scores

The following table provides the detailed level of Conformance for the Business Process Framework (eTOM) Level 3 processes against which the Telefónica Process Framework processes (design phase) for **Campaign to Lead** end-to-end process flow were mapped.

Table 4-11 E2E Campaign to Lead – Business Process Framework Conformance Scores

End-to-End Process: Campaign To Lead (C2L) Frameworx 14.5 Business Process Framework Conformance Results		
eTOM Level 3 Processes	**Conformance Score**	**Commentary**
Level 2: 1.1.1.3 - Marketing Fulfillment Response		
1.1.1.3.1 - Issue & Distribute Marketing Collaterals	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.3.2 - Track Leads	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.17 - Customer Information Management		
1.1.1.17.5 - Build a unified customer view	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.18 - Customer Interaction Management		
1.1.1.18.1 - Create Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.2 - Update Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.3 - Close Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.4 - Log Customer Interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.6 - Track and Manage Customer Interaction	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.18.7 - Report Customer interaction	*N/A*	*Referenced as a background process.*
1.1.1.18.8 - Authenticate User	*N/A*	*Referenced as a background process.*
1.1.1.18.9 - Customer Interface Management	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.1.1.20 - Market Sales Support & Readiness		
1.1.1.20.9 Manage Campaign	*5*	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
Level 2: 1.2.1.7 - Product Marketing Communications & Promotion		
1.2.1.7.6 - Monitor Message & Campaign Effectiveness	*5*	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

5 Information Framework Assessment Overview

5.1 Mapping Technique Employed

Not applicable for this phase of the assessment.

5.2 Information Framework Assessment - ABE Scope

Not applicable for this phase of the assessment.

5.3 Implementation Scope

Not applicable for this phase of the assessment.

6   Frameworx Conformance Result

This section details the Scores awarded to reflect Conformance of Telefónica Business Process Blueprint Implementation design to the Business Process Framework component of Frameworx 14.5.

6.1   Business Process Framework – Scoring Rules

The conformance scores granted were based on the following TM Forum scoring rules:

Frameworx 13.5 Conformance Certification (Product/Solution/Implementation)		
Business Process Framework (eTOM) - Conformance Score Methodology		
Process Level	**Conformance Sco**	**Qualifier**
Level 1 Process	*Not applicable*	*Conformance Assessment shall not be carried out at this process level.*
Level 2 Process	*Not applicable*	*A conformance level is not awarded to Level 2 processes in Frameworx Certification.* *The Certification Report shall highlight the coverage within a Level 2 process submitted in scope for an Assessment, in terms of number of Level 3 processes submitted for assessment out of the total number defined in the Business Process Framework for the Level 2 process.*
Level 3 Process	Conformance Score is awarded between 3.1 & 5.0	The Conformance Score is awarded for each Level 3 process submitted in scope for the Assessment. The Conformance Score awarded can be a value between 3.1* & 5 depending on the level of coverage & conformance to the Level 3 process based on the alignment to the level 3 Implied Tasks as decomposed in the Level 4 process definitions. If a Level 3 process has not been decomposed to Level 4 processes, the Level score is awarded according to alignment to the Level 3 defined Implied Tasks.
Level 4 Process	*Level of conformance is calculated as input to parent Level 3 Process Score*	*Levels of conformance are calculated for Level 4 processes according to alignment to the individual implied tasks. Level 4 scores are summed and averaged to given an overall score for the parent Level 3 process.*
* In earlier Conformance Assessments, scores were awarded to Level 1 & Level 2 processes using values 1 through to 3. For this reason, the Level 3 scores start from > 3.		

Figure 6-1 TM Forum Business Process Framework: Conformance Scoring Rules

6.2   Business Process Framework – Conformance Result Summary

The graphs in this section provide an overview of the conformance levels granted to the Level 3 Processes presented in scope for the Telefónica Business Process Blueprint Design Assessment. Each Level 3 process was measured using a Business Process Framework (eTOM) conformance score according to level of Conformance – Full Conformance or Partial Conformance as described in section 6.1 Business Process Framework – Scoring Rules.

The Conformance scores are grouped according to the Telefónica End-To-End processes against which the process mapping was submitted.
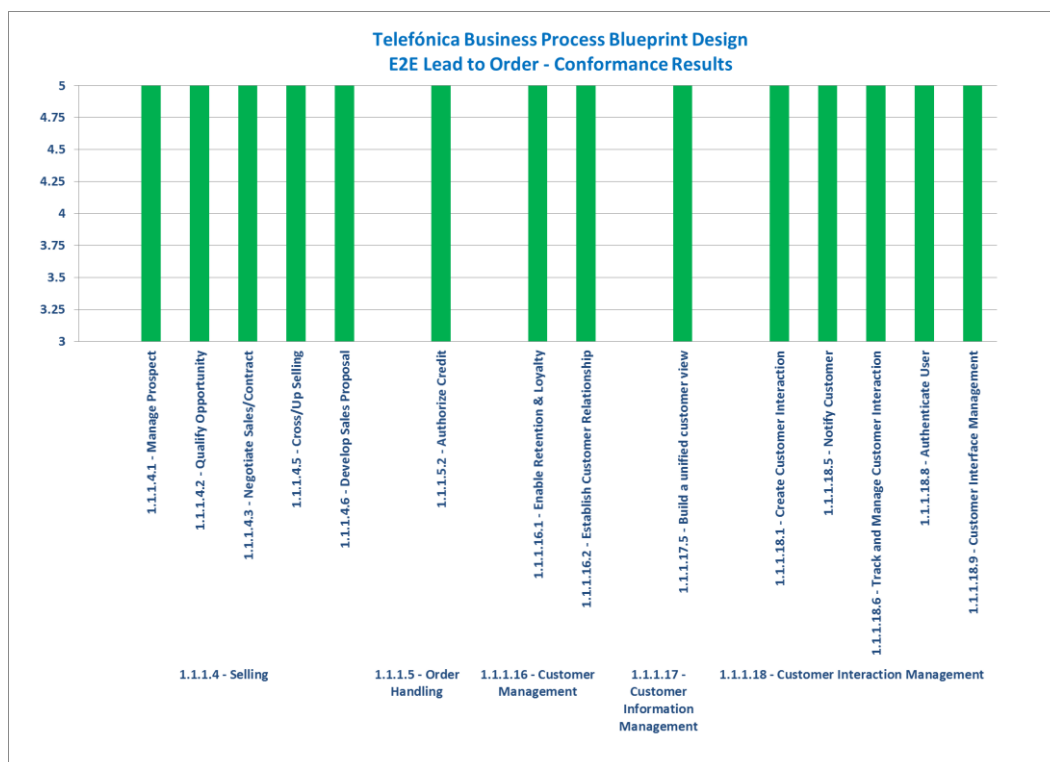
Figure 6-2 E2E Lead to Order - Conformance Result Summary

71
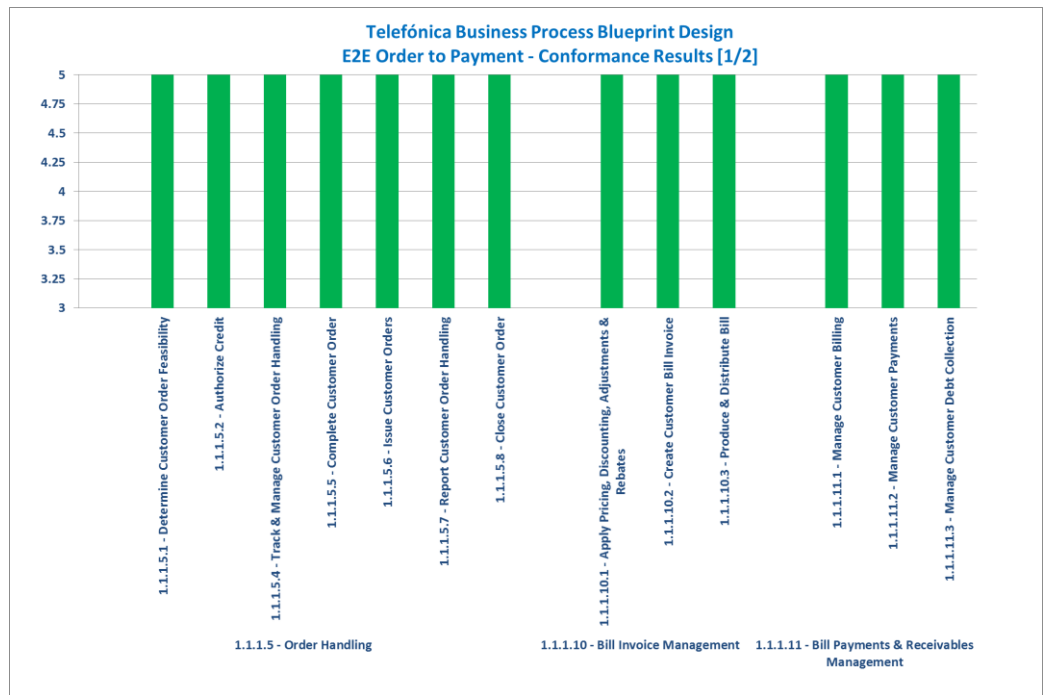
Figure 6-3 E2E Order to Payment - Conformance Result Summary [1/2]
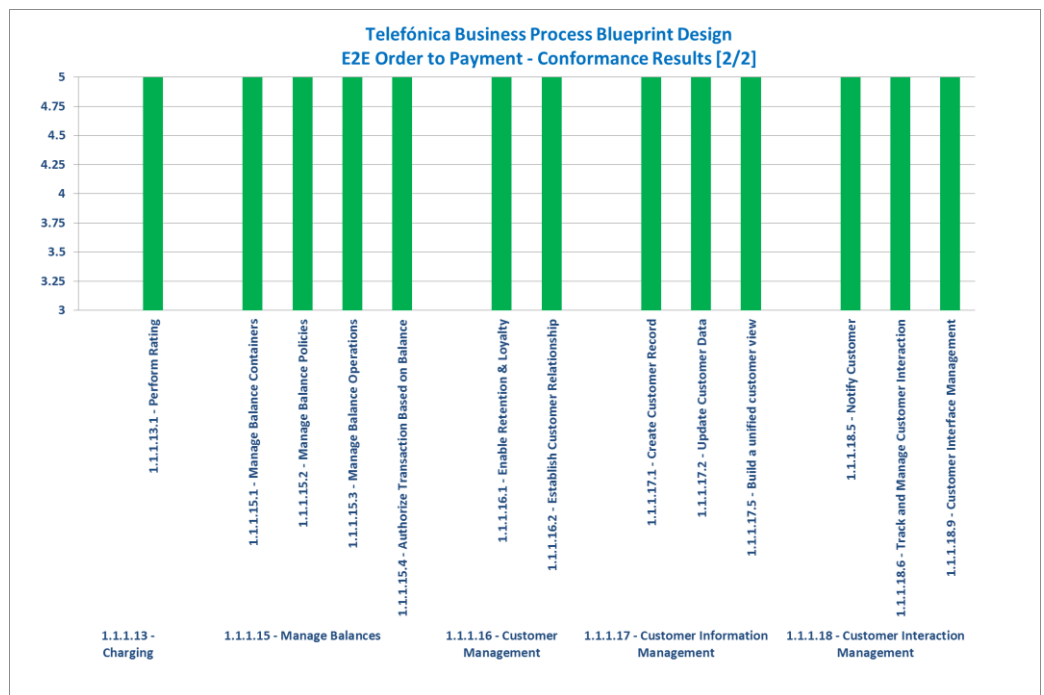
Figure 6-4 E2E Order to Payment - Conformance Result Summary [2/2]
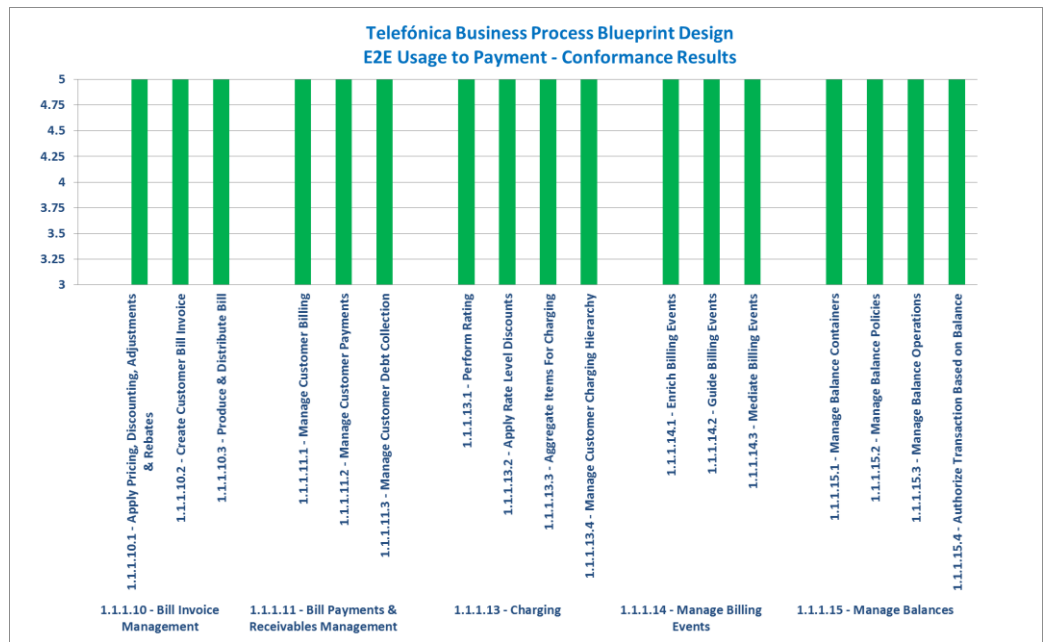
Figure 6-5 E2E Usage to Payment - Conformance Result Summary
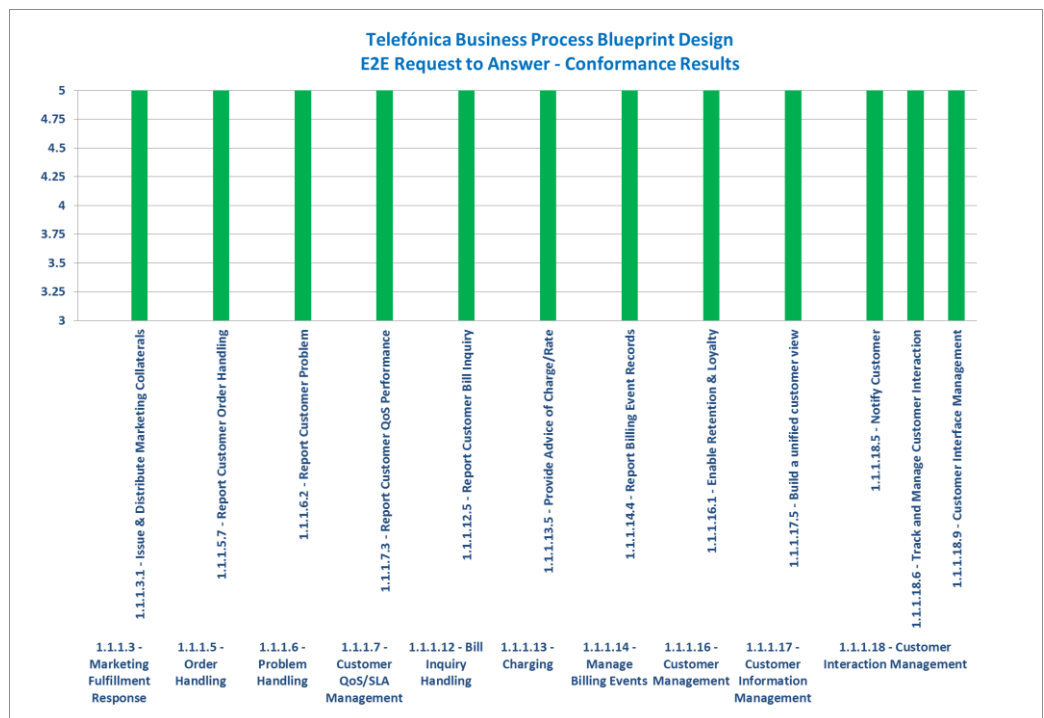
Figure 6-6 E2E Request to Answer - Conformance Result Summary
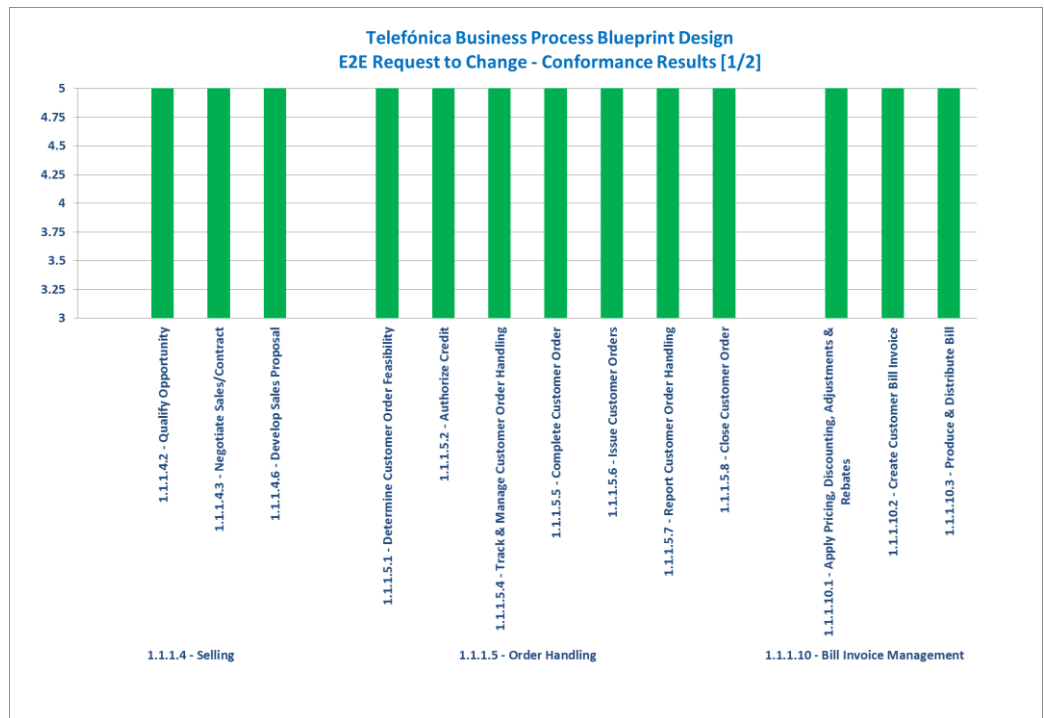
Figure 6-7 E2E Request to Change - Conformance Result Summary [1/2]
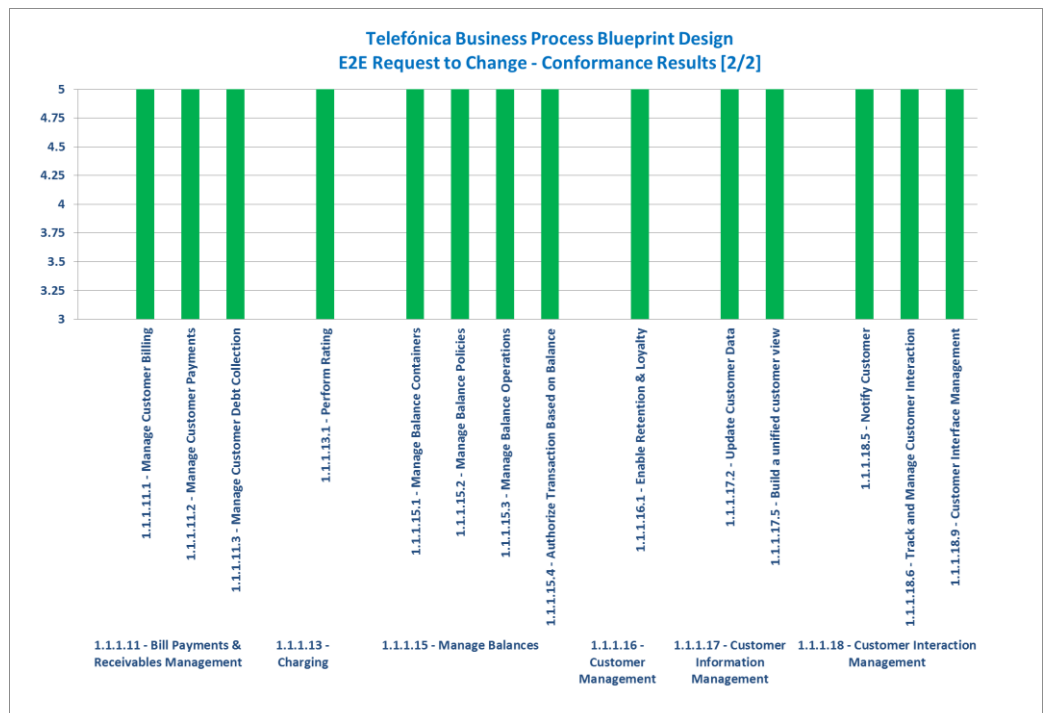
Figure 6-8 E2E Request to Change - Conformance Result Summary [2/2]
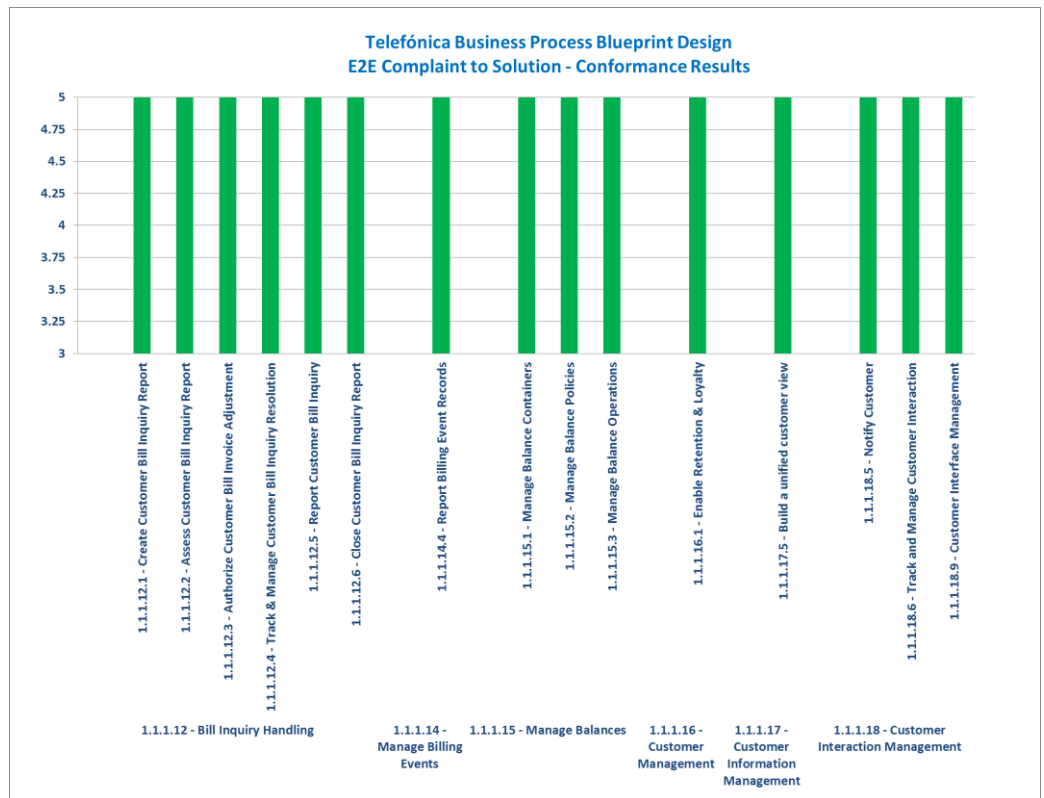
Figure 6-9 E2E Complaint to Solution - Conformance Result Summary
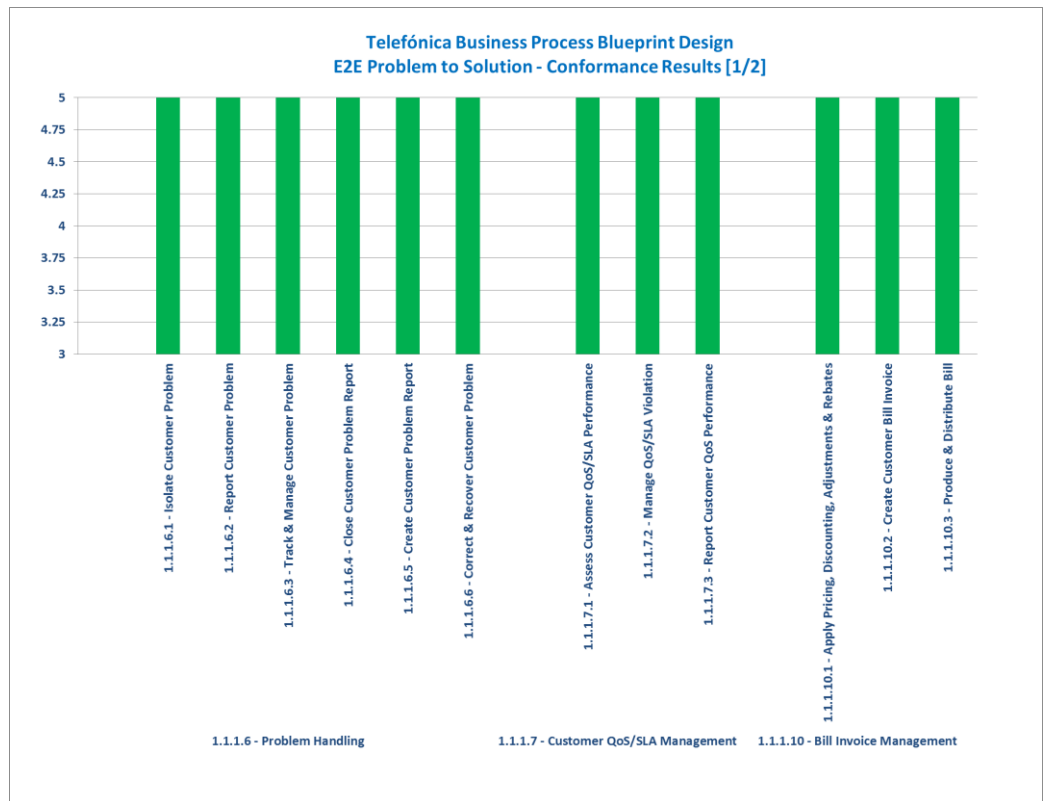
Figure 6-10 E2E Problem to Solution - Conformance Result Summary [1/2]
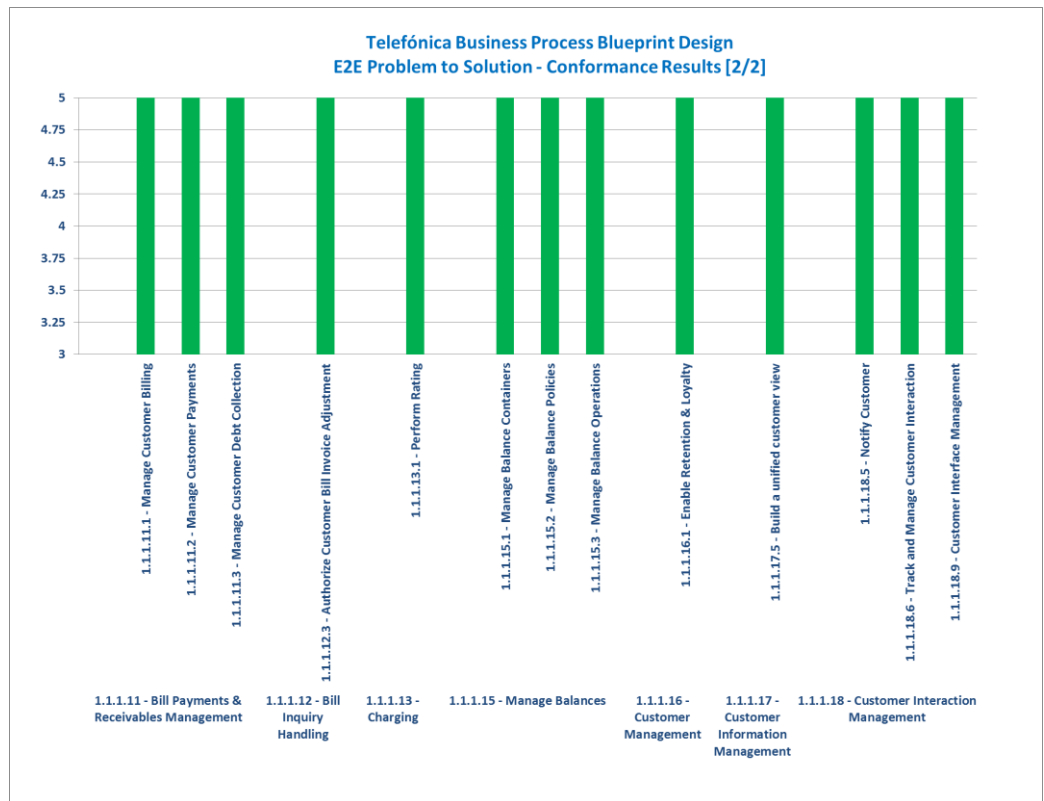
Figure 6-11 E2E Problem to Solution - Conformance Result Summary [2/2]
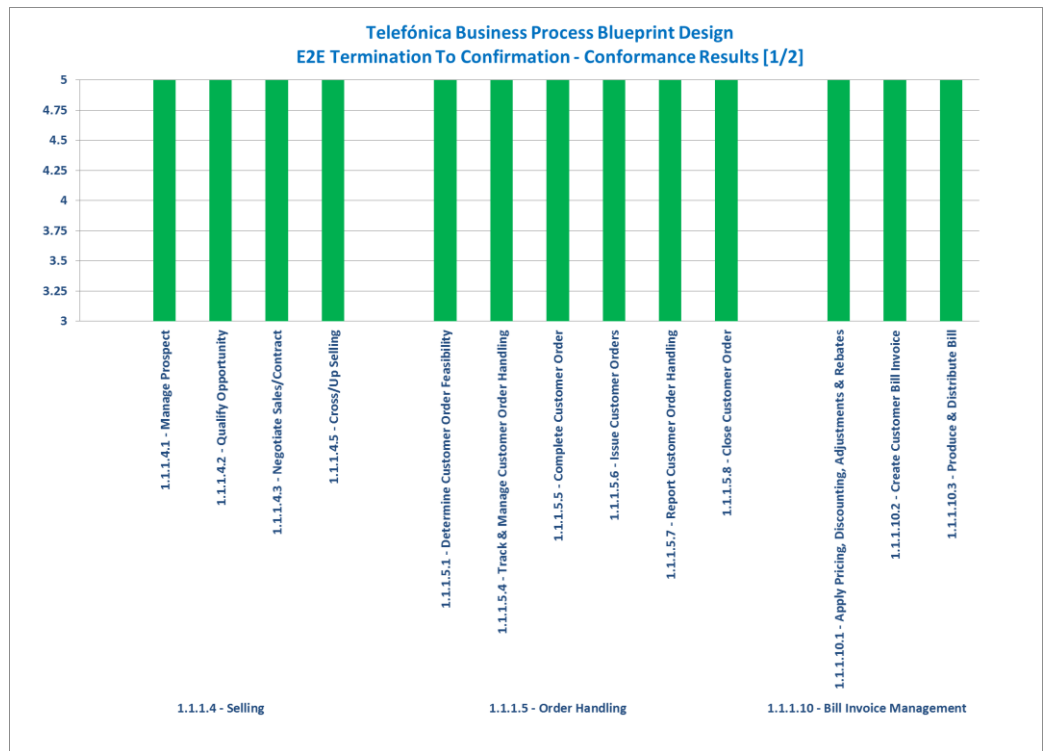
Figure 6-12 E2E Termination to Confirmation - Conformance Result Summary [1/2]
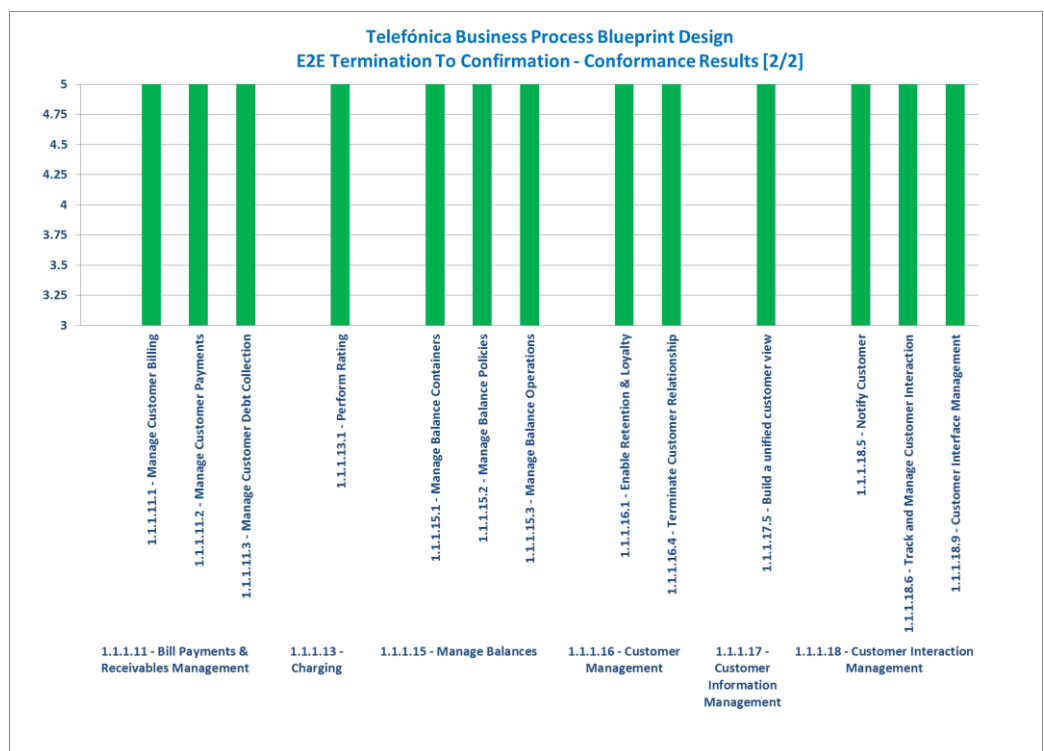
Figure 6-13 E2E Termination to Confirmation - Conformance Result Summary [2/2]
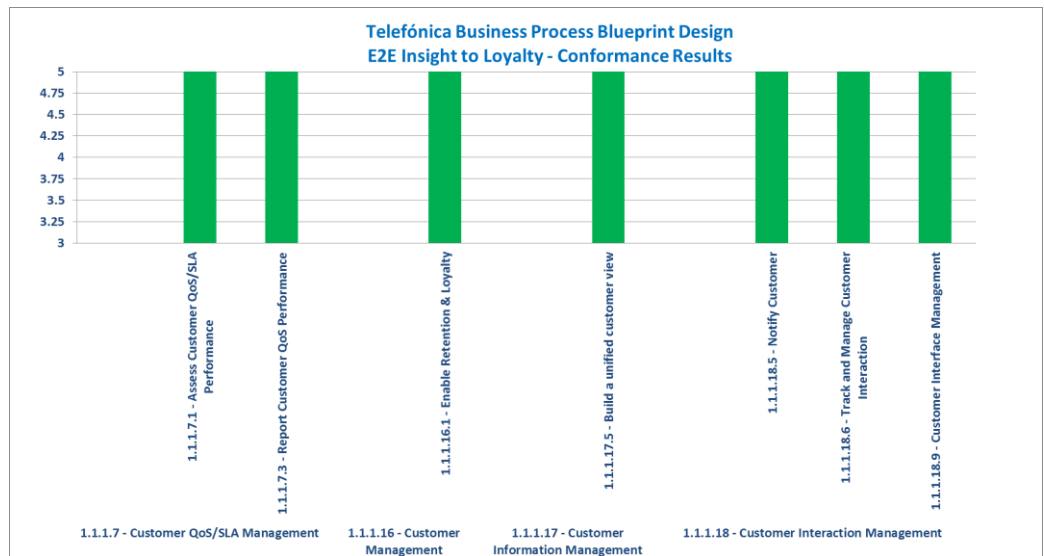
Figure 6-14 E2E Insight to Loyalty - Conformance Result Summary
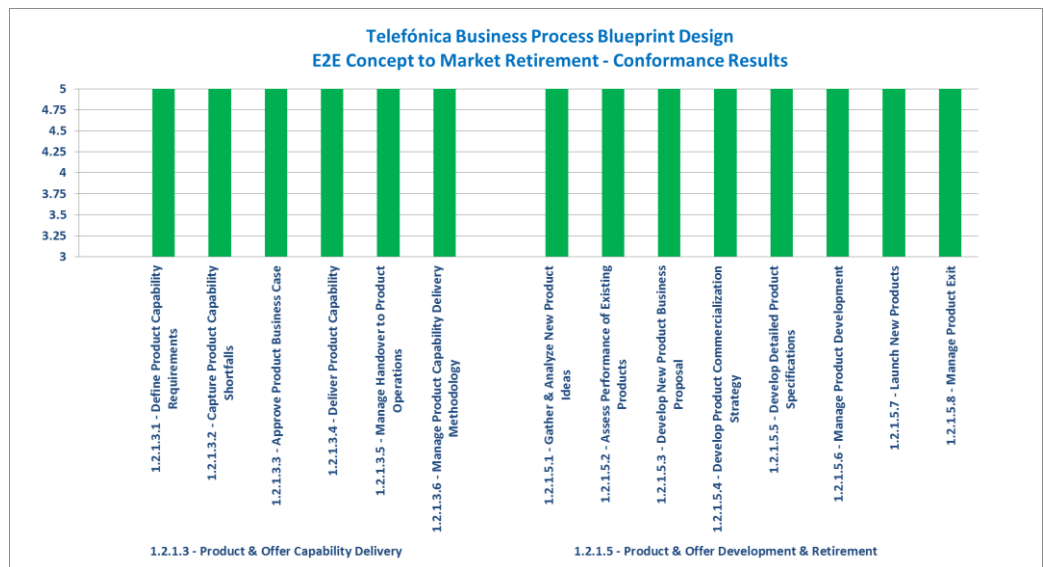
Figure 6-15 E2E Concept to Market Retirement - Conformance Result Summary

Telefónica Business Process Blueprint Design
E2E Campaign to Lead - Conformance Results
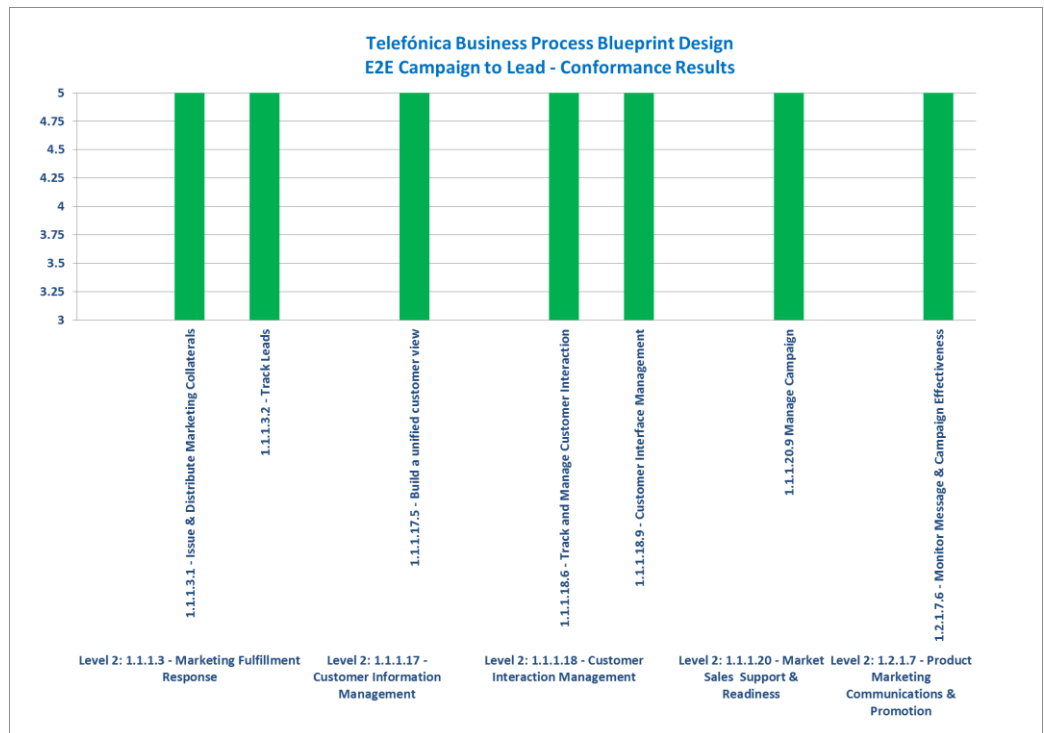
Figure 6-16 E2E Campaign to Lead - Conformance Result Summary

6.3 Business Process Framework – Detailed Conformance Results

The following tables provide a more detailed breakdown of the conformance scores awarded to the Business Process Framework processes submitted for assessment with some additional commentary.

Table 6-1 Level 2: 1.1.1.3 - Marketing Fulfillment Response

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Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results			
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**
Level 2: 1.1.1.3 - Marketing Fulfillment Response			
1.1.1.3.1 - Issue & Distribute Marketing Collaterals	R2A, C2L.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.3.2 - Track Leads	C2L	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-2 Level 2: 1.1.1.4 - Selling

<table>
<tr><th colspan="4">Telefonica Business Process Blueprint Design
Frameworx 14.5 Business Process Framework Conformance Results</th></tr>
<tr><th>eTOM Level 3 Processes</th><th>Telefonica E2E Process</th><th>Conformance Score</th><th>Commentary</th></tr>
<tr><td colspan="4">Level 2: 1.1.1.4 - Selling</td></tr>
<tr><td>1.1.1.4.1 - Manage Prospect</td><td>L2O, T2C.</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.4.2 - Qualify Opportunity</td><td>L2O, R2C, T2C.</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.4.3 - Negotiate Sales/Contract</td><td>L2O, R2C, T2C.</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.4.5 - Cross/Up Selling</td><td>L2O, T2C.</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.4.6 - Develop Sales Proposal</td><td>L2O, R2C.</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>*1.1.1.4.7 - Manage Sales Accounts*</td><td>*Not in Scope*</td><td>*Not in Scope*</td><td>*Not in Scope*</td></tr>
</table>

Table 6-3 Level 2: 1.1.1.5 - Order Handling

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.5 - Order Handling			
1.1.1.5.1 - Determine Customer Order Feasibility	O2P, R2C, T2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.2 - Authorize Credit	L2O, O2P, R2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.4 - Track & Manage Customer Order Handling	O2P, R2C, T2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.5 - Complete Customer Order	O2P, R2C, T2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.6 - Issue Customer Orders	O2P, R2C, T2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.5.7 - Report Customer Order Handling	O2P, R2A, R2C, T2C.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.1.1.5.8 - Close Customer Order	O2P, R2C, T2C.	5	Full Conformance Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-4 Level 2: 1.1.1.6 - Problem Handling

Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Level 2: 1.1.1.6 - Problem Handling
1.1.1.6.1 - Isolate Customer Problem	P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.2 - Report Customer Problem	R2A, P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.3 - Track & Manage Customer Problem	P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.4 - Close Customer Problem Report	P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.5 - Create Customer Problem Report	P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.6.6 - Correct & Recover Customer Problem	P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-5 Level 2: 1.1.1.7 - Customer QoS/SLA Management

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.7 - Customer QoS/SLA Management			
1.1.1.7.1 - Assess Customer QoS/SLA Performance	P2S, I2L.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.2 - Manage QoS/SLA Violation	P2S	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.3 - Report Customer QoS Performance	R2A, P2S, I2L.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.7.4 - Create Customer QoS Performance Degradation Report	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.7.5 - Track & Manage Customer QoS Performance Resolution	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.7.6 - Close Customer QoS Performance Degradation Report	*Not in Scope*	*Not in Scope*	*Not in Scope*

Table 6-6 Level 2: 1.1.1.10 - Bill Invoice Management

<table>
<tr><td colspan="4" align="center">Telefonica Business Process Blueprint Design
Frameworx 14.5 Business Process Framework Conformance Results</td></tr>
<tr><td>eTOM Level 3 Processes</td><td>Telefonica E2E Process</td><td>Conformance Score</td><td>Commentary</td></tr>
<tr><td colspan="4" align="center">Level 2: 1.1.1.10 - Bill Invoice Management</td></tr>
<tr><td>1.1.1.10.1 - Apply Pricing, Discounting, Adjustments & Rebates</td><td>O2P, U2P, R2C, P2S, T2C</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.10.2 - Create Customer Bill Invoice</td><td>O2P, U2P, R2C, P2S, T2C</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
<tr><td>1.1.1.10.3 - Produce & Distribute Bill</td><td>O2P, U2P, R2C, P2S, T2C</td><td>5</td><td>Full Conformance
Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</td></tr>
</table>

Table 6-7 Level 2: 1.1.1.11 - Bill Payments & Receivables Management

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.11 - Bill Payments & Receivables Management			
1.1.1.11.1 - Manage Customer Billing	**O2P, U2P, R2C, P2S, T2C**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.2 - Manage Customer Payments	**O2P, U2P, R2C, P2S, T2C**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.11.3 - Manage Customer Debt Collection	**O2P, U2P, R2C, P2S, T2C**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-8 Level 2: 1.1.1.12 - Bill Inquiry Handling

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.12 - Bill Inquiry Handling			
1.1.1.12.1 - Create Customer Bill Inquiry Report	C2S	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.2 - Assess Customer Bill Inquiry Report	C2S	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.3 - Authorize Customer Bill Invoice Adjustment	C2S, P2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.4 - Track & Manage Customer Bill Inquiry Resolution	C2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.5 - Report Customer Bill Inquiry	R2A, C2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.12.6 - Close Customer Bill Inquiry Report	C2S.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-9 Level 2: 1.1.1.13 - Charging

	Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results			
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**	
Level 2: 1.1.1.13 - Charging				
1.1.1.13.1 - Perform Rating	**O2P, U2P, R2C, P2S, T2C.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.1.1.13.2 - Apply Rate Level Discounts	**U2P.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.1.1.13.3 - Aggregate Items For Charging	**U2P.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.1.1.13.4 - Manage Customer Charging Hierarchy	**U2P.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	
1.1.1.13.5 - Provide Advice of Charge/Rate	**R2A.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).	

Table 6-10 Level 2: 1.1.1.14 - Manage Billing Events

Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results			
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**
Level 2: 1.1.1.14 - Manage Billing Events			
1.1.1.14.1 - Enrich Billing Events	**U2P.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.14.2 - Guide Billing Events	**U2P.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.14.3 - Mediate Billing Events	**U2P.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.14.4 - Report Billing Event Records	**R2A, C2S.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-11 Level 2: 1.1.1.15 - Manage Balances

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.15 - Manage Balances			
1.1.1.15.1 - Manage Balance Containers	**O2P, U2P, R2C, C2S, P2S, T2C.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.2 - Manage Balance Policies	**O2P, U2P, R2C, C2S, P2S, T2C.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.3 - Manage Balance Operations	**O2P, U2P, R2C, C2S, P2S, T2C.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.15.4 - Authorize Transaction Based on Balance	**O2P, U2P, R2C.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-12 Level 2: 1.1.1.16 - Customer Management

Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**
Level 2: 1.1.1.16 - Customer Management			
1.1.1.16.1 - Enable Retention & Loyalty	**L2O, O2P, R2A, R2C, C2S, P2S, T2C, I2L.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.16.2 - Establish Customer Relationship	**L2O, O2P.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.16.3 - Re-establish Customer Relationship	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.16.4 - Terminate Customer Relationship	**T2C.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-13 Level 2: 1.1.1.17 - Customer Information Management

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.1.1.17 - Customer Information Management			
1.1.1.17.1 - Create Customer Record	O2P	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.17.2 - Update Customer Data	O2P, R2C. *Background: T2C.*	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.17.3 - Notify Customer Data Change	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.17.4 - Archive Customer Data	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.17.5 - Build a unified customer view	L2O, O2P, R2A, R2C, C2S, P2S, T2C, I2L, C2L.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-14 Level 2: 1.1.1.18 - Customer Interaction Management

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results			
Level 2: 1.1.1.18 - Customer Interaction Management			
1.1.1.18.1 - Create Customer Interaction	**L2O.** *Background: O2P, R2A, R2C, C2S, P2S, T2C, I2L, C2L.*	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.2 - Update Customer Interaction	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.18.3 - Close Customer Interaction	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.18.4 - Log Customer Interaction	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.18.5 - Notify Customer	**L2O, O2P, R2A, R2C, C2S, P2S, T2C, I2L.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.6 - Track and Manage Customer Interaction	**L2O, O2P, R2A, R2C, C2S, P2S, T2C, I2L, C2L.**	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.18.7 - Report Customer interaction	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.18.8 - Authenticate User	**L2O.** *Background: O2P, R2A, R2C, C2S, P2S, T2C, I2L, C2L.*	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

| 1.1.1.18.9 - Customer Interface Management | L2O, O2P, R2A, R2C, C2S, P2S, T2C, I2L, C2L. | 5 | **Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM). |

Table 6-15 Level 2: 1.1.1.20 - Market Sales Support & Readiness

Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**
Level 2: 1.1.1.20 - Market Sales Support & Readiness
1.1.1.20.6 - Support Marketing Fulfillment	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.20.7 - Support Selling	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.1.1.20.9 - Manage Campaign	**C2L.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.1.20.12 - Manage Sales Inventory	*Not in Scope*	*Not in Scope*	*Not in Scope*

Table 6-16 Level 2: 1.2.1.3 - Product & Offer Capability Delivery

eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
Level 2: 1.2.1.3 - Product & Offer Capability Delivery			
1.2.1.3.1 - Define Product Capability Requirements	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.2 - Capture Product Capability Shortfalls	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.3 - Approve Product Business Case	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.4 - Deliver Product Capability	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.5 - Manage Handover to Product Operations	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.3.6 - Manage Product Capability Delivery Methodology	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-17 Level 2: 1.2.1.5 - Product & Offer Development & Retirement

Telefonica Business Process Blueprint Design Frameworx 14.5 Business Process Framework Conformance Results			
eTOM Level 3 Processes	Telefonica E2E Process	Conformance Score	Commentary
Level 2: 1.2.1.5 - Product & Offer Development & Retirement			
1.2.1.5.1 - Gather & Analyze New Product Ideas	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.2 - Assess Performance of Existing Products	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.3 - Develop New Product Business Proposal	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.4 - Develop Product Commercialization Strategy	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.5 - Develop Detailed Product Specifications	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.6 - Manage Product Development	C2MR.	5	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

1.2.1.5.7 - Launch New Products	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.2.1.5.8 - Manage Product Exit	**C2MR.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

Table 6-18 Level 2: 1.2.1.7 - Product Marketing Communications & Promotion

Telefonica Business Process Blueprint Design **Frameworx 14.5 Business Process Framework Conformance Results**			
eTOM Level 3 Processes	**Telefonica E2E Process**	**Conformance Score**	**Commentary**
Level 2: 1.2.1.7 - Product Marketing Communications & Promotion			
1.2.1.7.1 - Define Product Marketing Promotion Strategy	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.2.1.7.2 - Develop Product & Campaign Message	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.2.1.7.3 - Select Message & Campaign Channels	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.2.1.7.4 - Develop Promotional Collateral	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.2.1.7.5 - Manage Message & Campaign Delivery	*Not in Scope*	*Not in Scope*	*Not in Scope*
1.2.1.7.6 - Monitor Message & Campaign Effectiveness	**C2L.**	**5**	**Full Conformance** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

6.4   Information Framework – Scoring Rules

Not applicable for this phase of the assessment.

6.5   Information Framework – Conformance Result Summary

Not applicable for this phase of the assessment.

6.6   Information Framework – Detailed Conformance Result

Not applicable for this phase of the assessment.