Frameworx 15.0

Product Conformance

Certification Report

Etiya
Telaura V7.0

March 2016

Version 1.0

Table of Contents

List of Figures

List of Tables

Version History

0.1   29-March-2016   TM Forum
Draft for review & approval.

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1 Introduction

1.1 Executive Summary

This document provides details of Etiya's self-assessment and TM Forum's Conformance Assessment of the **Telaura Version 7.0 product**, against the following Frameworx 15.0 components:

- Business Process Framework Version 15.0
- Information Framework Version 15.0

The assessment included a review of:

- The methodology approach to process modeling against the TM Forum's Business Process Framework Release 15.0 according to the specific processes submitted in scope for the Assessment.
- Conformance to the Information Framework Release 15.0 Domains/Aggregate Business Entities according to the specific ABEs submitted in scope for the Assessment.

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

2 Product Functionality/Capability Overview

2.1 Etiya Telaura product Overview

Telaura Suite enables Communications and Digital Service Providers to accelerate time-to-market, shorten order-to-cash cycles and increase customer brand loyalty by automating and optimizing complex CSP systems while correcting error-prone manual interactions. CSPs and DSPs are able to implement the right combination of components to create, sell, and monetize new and existing customer services.

Each module in Telaura Suite products are designed to be a part of the complete solution as well as to serve stand-alone. These modules can be replaced or partially integrated with other systems easily.

The award-winning Telaura Suite has been validated in Tier-One operators and recognized for pioneering innovation by the TM Forum. With Telaura Suite, CSPs/DSPs attain a 360-degree view of the customer, products/services, and order life cycle management to maximize profitability and customer satisfaction.
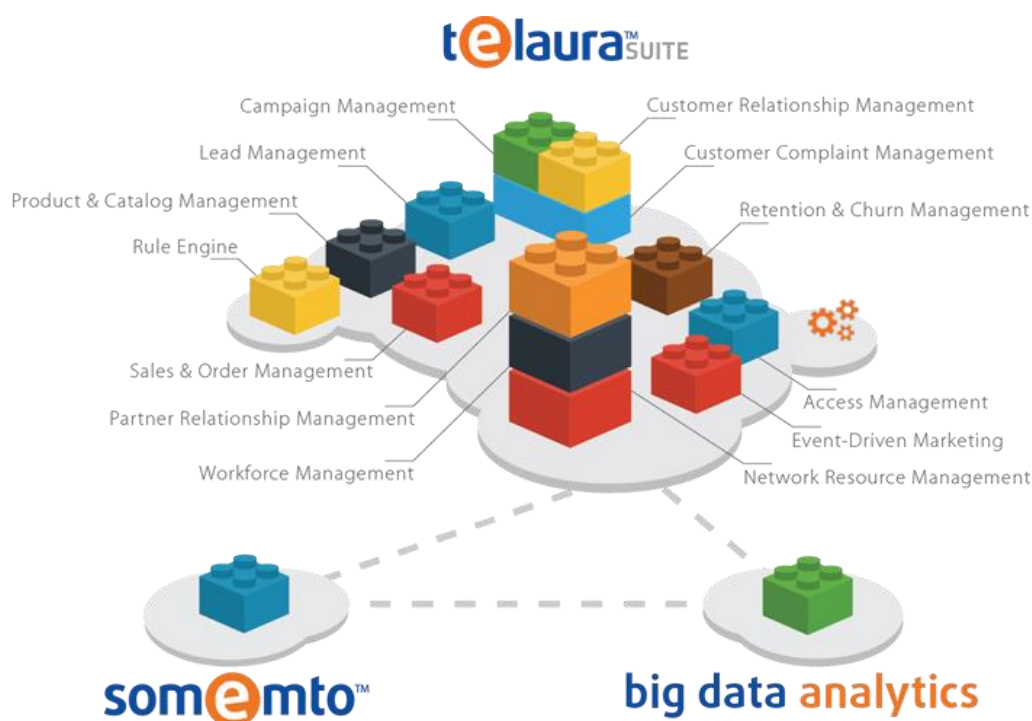
Figure 2-1 Telaura Suite Overview

Further features:
- CPQ
- Omni Channel Order Management
- SDN/ NFV
- Rule Engine
- Event-Driven Marketing

Benefits:
- Development of customer-centric strategies with campaigns and product offerings
- 360-degree view of customers
- Up-selling and cross-selling opportunities
- Increase of customer satisfaction retention
- Increase of sales and revenue
- Decrease in "time-to-market"
- Decrease in implementation and training cost
- Certified with TM Forum standards

Implementations:
- Telaura Suite for Wireless
- Telaura Suite for Integrated Revenues and Customer Management
- Telaura Suite for Digital Services
- Telaura Suite for Omni-Channel Commercial Service

Platforms:
- On-premise
- On-cloud (private)

3 Business Process Framework Assessment Overview

3.1 Mapping Technique Employed

Business Process Framework Level 4 descriptions are analyzed by looking for implied tasks. (This is similar to how process decomposition can use Semantic Analysis). Each Business Process Framework process is supported by descriptive text. In many cases, each process is aligned and mapped to appropriate company documentation references solution, methodology or modeling material.

Note that when a Level 3 process has not been decomposed to Level 4 processes, the implied tasks for the given Level 3 process are analyzed.

The Business Process Framework Level 4 descriptions (or Level 3 if appropriate) are analyzed by looking for implied tasks. Color coded text as highlighted below is used as part of the process mapping whereby highlighted text indicates the level of support for a Level 4 process implied task:

- GREEN is used to highlight key words or key statements that are fully supported
- YELLOW is used to highlight key words/key statements that are partially supported
- GREY is used to highlight key words/key statements that are not supported
- No highlighting is used for words/statements that are irrelevant, just for reference or needed to complete the sentence.

Manual and Automated Support
It is important to determine whether the implied task is supported by manual steps, automated steps, or a combination of both. In this document, "A", "M", or "AM" is used for each task to indicate that the step or steps is/are automated (A), manual (M), or both (AM).

TM Forum Note 1: When process mappings are presented against Level 4 processes, the mappings are provided against the text in the "Mandatory" field for the process. In the event of the Mandatory field not being defined in the eTOM specification, the process mappings are in that case provided against the Level 4 Extended description. If an Extended description is not defined, then the mapping is provided against the Brief description.

TM Forum Note 2: Note that if a Level 3 process has not been decomposed to Level 4 processes in the Business Process Framework, in such cases the process mapping support is provided against the Level 3 process descriptions using the Mandatory/Extended/Brief description as per the guidelines explained for Level 4 based mappings in the previous note.

TM Forum Note 3: For this assessment, based on the assessment being a re-certification, mappings were provided against the Extended & Brief descriptions in line with the previous assessments carried out by Etiya for their Telaura product.

3.2 Business Process Framework Level 2 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 that were assessed and support the corresponding Business Process Framework processes according to the results in Chapter 6.
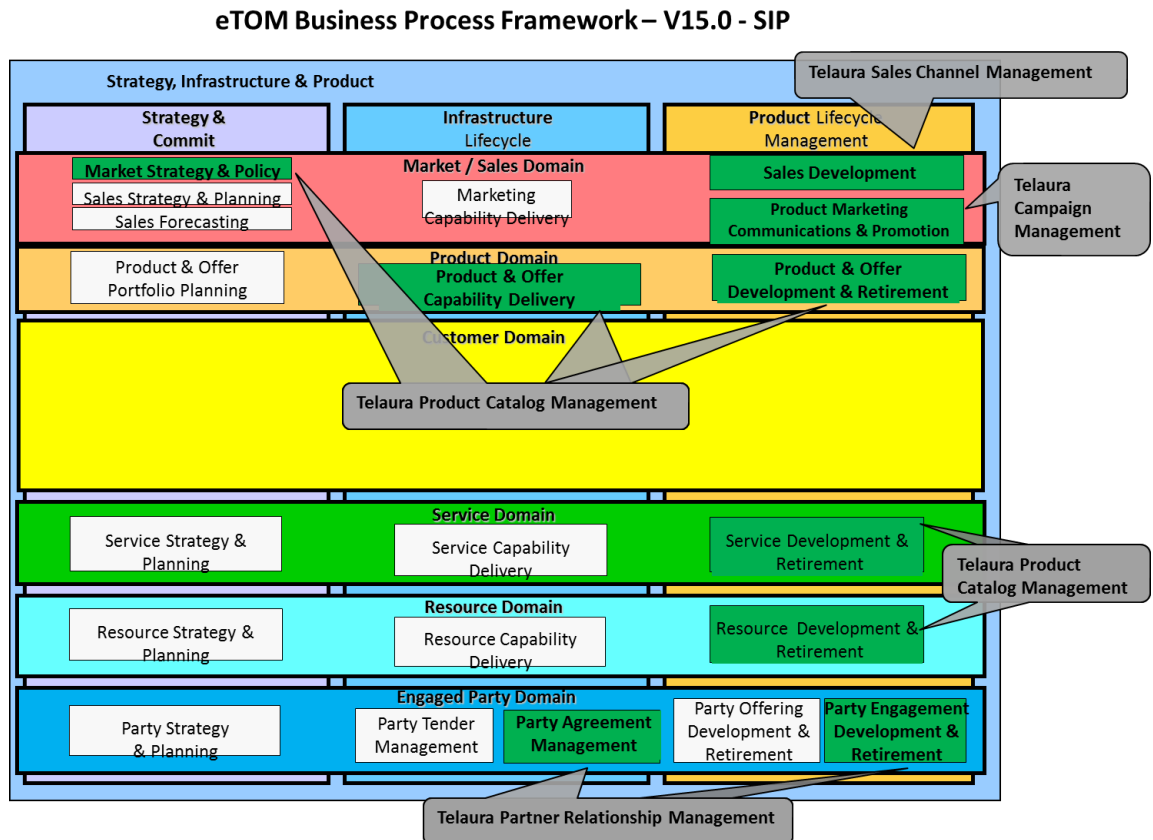
Figure 3-1 Level 2 process coverage for Etiya Telaura Assessment - SIP

eTOM Business Process Framework – V15.0 - Operations
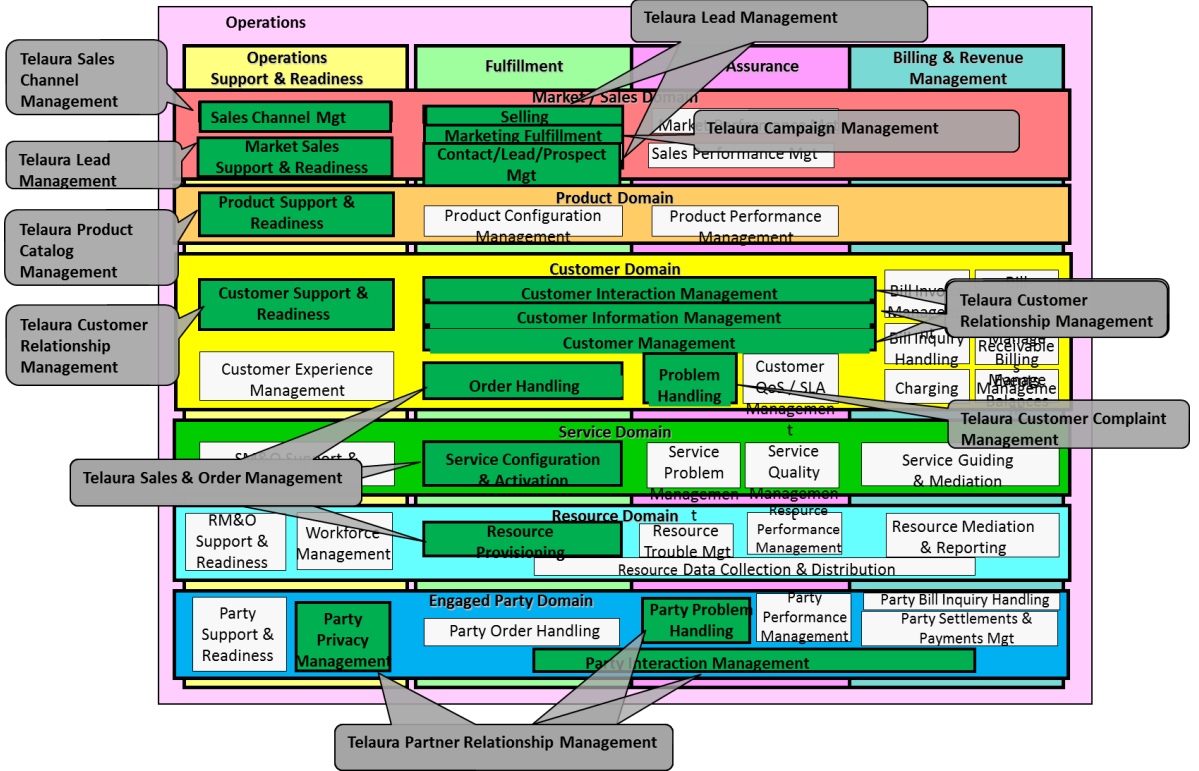
Figure 3-2 Level 2 process coverage for Etiya Telaura Assessment - OPERATIONS

The following diagrams identify the number of Level 3 processes that were submitted for assessment, for each Level 2 process that was submitted in scope for the Assessment.

Etiya Telaura CRM Suite V7.0
Business Process Framework R15.0 - Level 3 Process Coverage
Market/Sales Domain
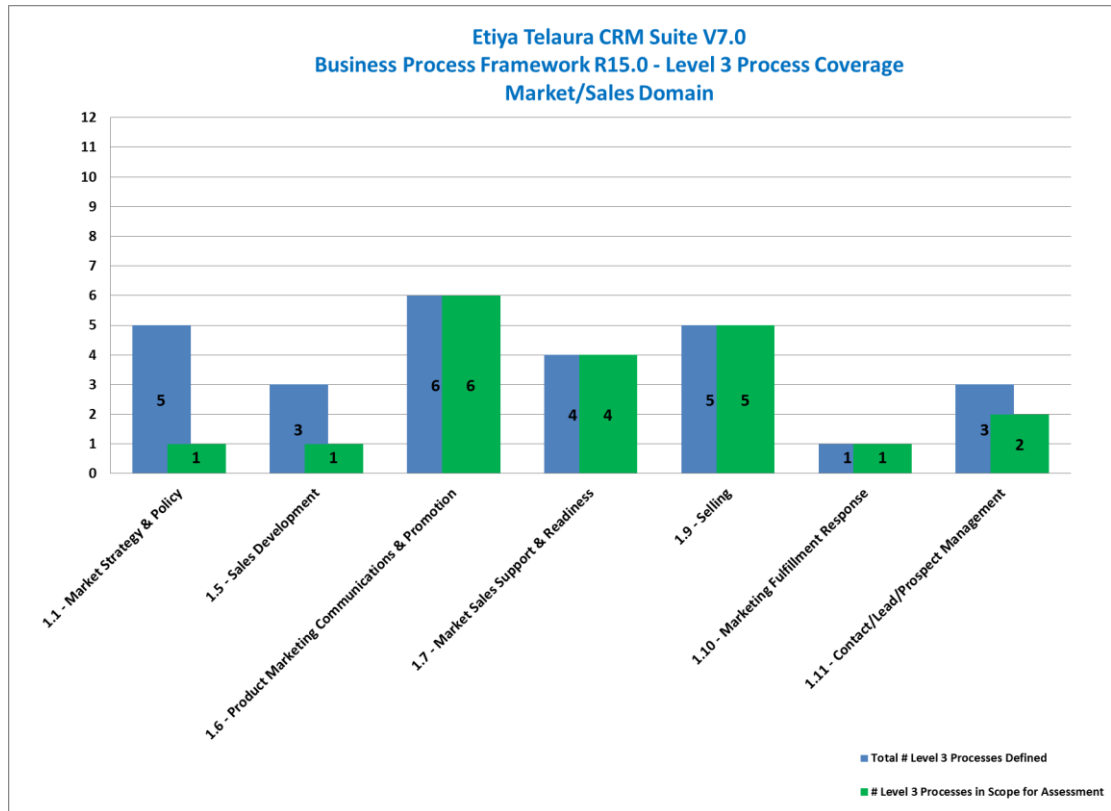
Figure 3-3 Level 3 process coverage – Market/Sales Domain
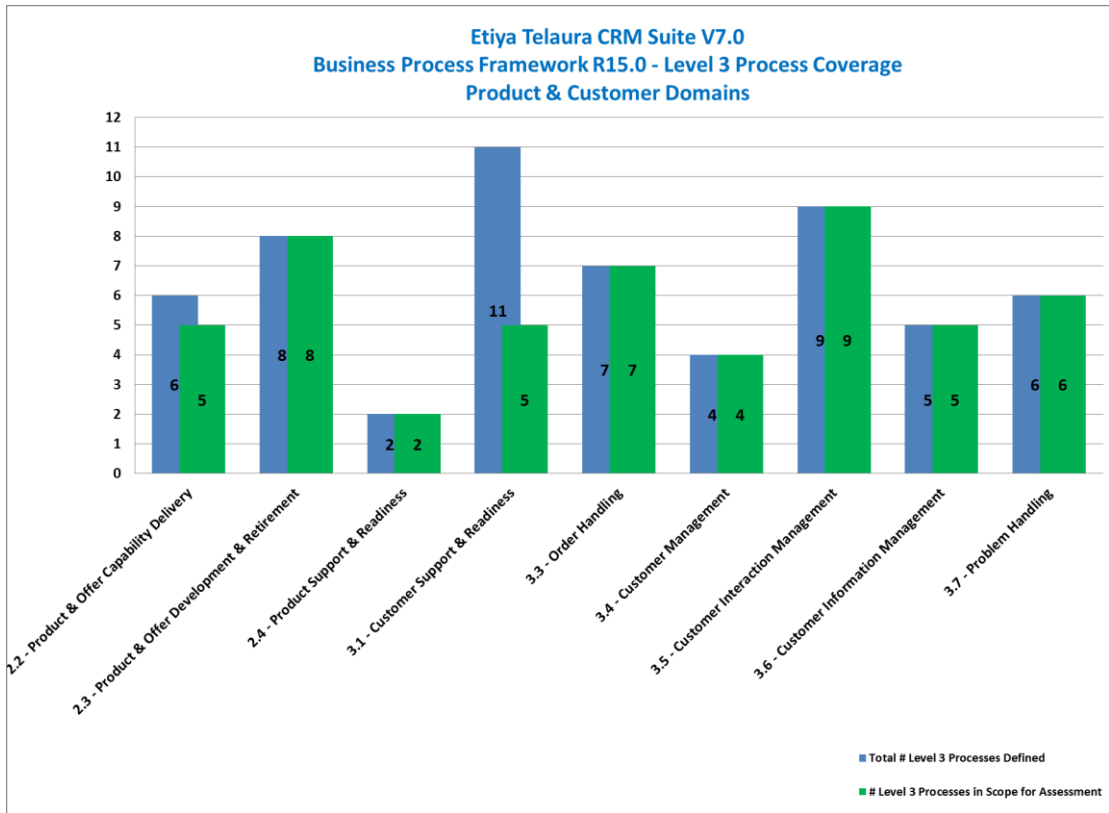
Figure 3-4 Level 3 process coverage – Product & Customer Domains
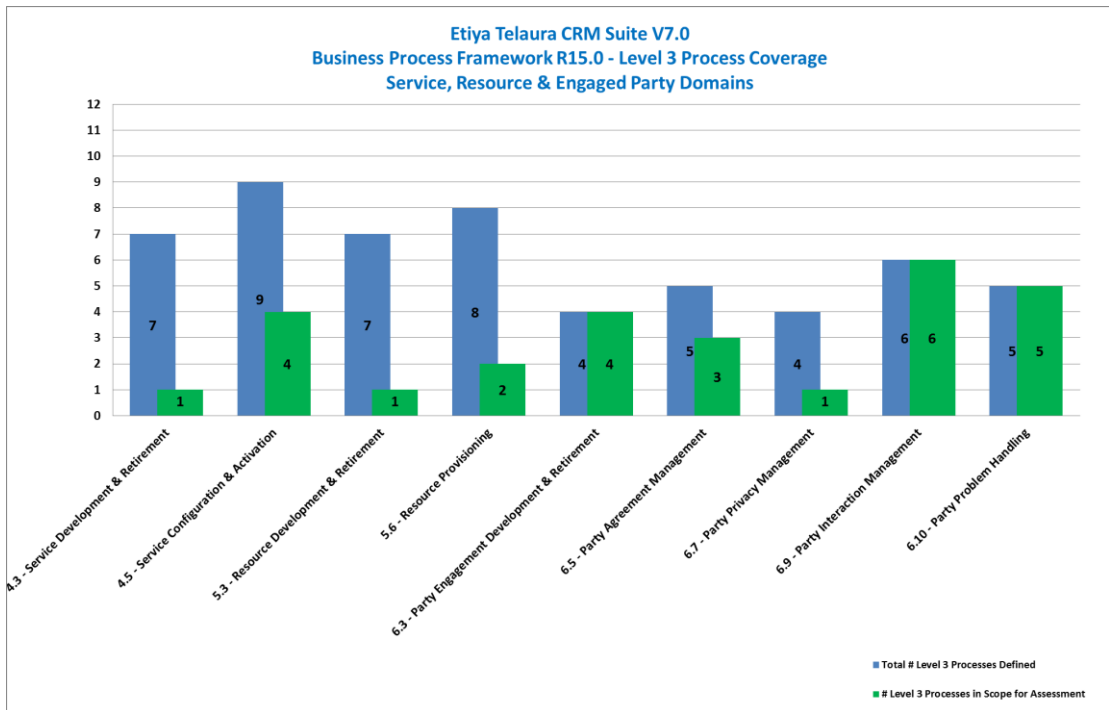
Figure 3-5 Level 3 process coverage – Service, Resource & Engaged Party Domains

Table 3-1 Business Process Frameworx Assessment Scope

Etiya Telaura V7.0 - Assessment & Certification Scope TM Forum Information Framework V15.0		
Level 1	*Level 2*	*Level 3*
1 - Market/Sales Domain		
	1.1 - Market Strategy & Policy	
		1.1.4 - Link Market Segments & Products
	1.5 - Sales Development	
		1.5.3 - Develop New Sales Channels & Processes
	1.6 - Product Marketing Communications & Promotion	
		1.6.1 - Define Product Marketing Promotion Strategy
		1.6.2 - Develop Product & Campaign Message
		1.6.3 - Select Message & Campaign Channels
		1.6.4 - Develop Promotional Collateral
		1.6.5 - Manage Message & Campaign Delivery
		1.6.6 - Monitor Message & Campaign Effectiveness
	1.7 - Market Sales Support & Readiness	
		1.7.1 - Support Marketing Fulfillment
		1.7.2 - Support Selling
		1.7.3 - Manage Campaign
		1.7.4 - Manage Sales Inventory
	1.9 - Selling	
		1.9.1 - Qualify Opportunity
		1.9.2 - Negotiate Sales/Contract
		1.9.3 - Cross/Up Selling
		1.9.4 - Develop Sales Proposal
		1.9.5 - Manage Sales Accounts
	1.10 - Marketing Fulfillment Response	
		1.10.1 - Issue & Distribute Marketing Collaterals
	1.11 - Contact/Lead/Prospect Management	
		1.11.2 - Track Lead
		1.11.3 - Manage Prospect
2 - Product Domain		
	2.2 - Product & Offer Capability Delivery	
		2.2.1 - Define Product Capability Requirements
		2.2.2 - Capture Product Capability Shortfalls
		2.2.4 - Deliver Product Capability
		2.2.5 - Manage Handover to Product Operations
		2.2.6 - Manage Product Capability Delivery Methodology
	2.3 - Product & Offer Development & Retirement	
		2.3.1 - Gather & Analyze New Product Ideas
		2.3.2 - Assess Performance of Existing Products
		2.3.3 - Develop New Product Business Proposal
		2.3.4 - Develop Product Commercialization Strategy

		2.3.5 - Develop Detailed Product Specifications
		2.3.6 - Manage Product Development
		2.3.7 - Launch New Products
		2.3.8 - Manage Product Exit
	2.4 - Product Support & Readiness	
		2.4.1 - Support Customer QoS/SLA
		2.4.2 - Manage Product Offering Inventory

3 - Customer Domain

	3.1 - Customer Support & Readiness	
		3.1.1 - Support Customer Interface Management
		3.1.2 - Support Order Handling
		3.1.3 - Support Problem Handling
		3.1.4 - Support Retention & Loyalty
		3.1.5 - Manage Customer Inventory
	3.3 - Order Handling	
		3.3.1 - Determine Customer Order Feasibility
		3.3.2 - Authorize Credit
		3.3.3 - Track & Manage Customer Order Handling
		3.3.4 - Complete Customer Order
		3.3.5 - Issue Customer Orders
		3.3.6 - Report Customer Order Handling
		3.3.7 - Close Customer Order
	3.4 - Customer Management	
		3.4.1 - Enable Retention & Loyalty
		3.4.2 - Establish Customer Relationship
		3.4.3 - Re-establish Customer Relationship
		3.4.4 - Terminate Customer Relationship
	3.5 - Customer Interaction Management	
		3.5.1 - Create Customer Interaction
		3.5.2 - Update Customer Interaction
		3.5.3 - Close Customer Interaction
		3.5.4 - Log Customer Interaction
		3.5.5 - Notify Customer
		3.5.6 - Track and Manage Customer Interaction
		3.5.7 - Report Customer interaction
		3.5.8 - Authenticate User
		3.5.9 - Customer Interface Management
	3.6 - Customer Information Management	
		3.6.1 - Create Customer Record
		3.6.2 - Update Customer Data
		3.6.3 - Notify Customer Data Change
		3.6.4 - Archive Customer Data
		3.6.5 - Build a unified customer view
	3.7 - Problem Handling	
		3.7.1 - Isolate Customer Problem
		3.7.2 - Report Customer Problem
		3.7.3 - Track & Manage Customer Problem
		3.7.4 - Close Customer Problem Report
		3.7.5 - Create Customer Problem Report

		3.7.6 - Correct & Recover Customer Problem
4 - Service Domain		
	4.3 - Service Development & Retirement	
		4.3.4 - Develop Detailed Service Specifications
	4.5 - Service Configuration & Activation	
		4.5.1 - Design Solution
		4.5.2 - Allocate Specific Service Parameters to Services
		4.5.8 - Close Service Order
		4.5.9 - Recover Service
5 - Resource Domain		
	5.3 - Resource Development & Retirement	
		5.3.4 - Develop Detailed Resource Specifications
	5.6 - Resource Provisioning	
		5.6.1 - Allocate & Install Resource
		5.6.8 - Recover Resource
6 - Engaged Party Domain		
	6.3 - Party Engagement Development & Retirement	
		6.3.1 - Establish Party Engagement
		6.3.2 - Manage Party Engagement
		6.3.3 - Re-establish Party Engagement
		6.3.4 - Terminate Party Engagement
	6.5 - Party Agreement Management	
		6.5.3 - Establish Party Agreement
		6.5.4 - Manage Party Agreement Variation
		6.5.5 - Terminate Party Agreement
	6.7 - Party Privacy Management	
		6.7.3 - Party Privacy Profile Management
	6.9 - Party Interaction Management	
		6.9.1 - Log Party Interaction
		6.9.2 - Notify Party
		6.9.3 - Track and Manage Party Interaction
		6.9.4 - Handle Party Interaction (Including Self Service)
		6.9.5 - Analyze & Report Party Interactions
		6.9.6 - Mediate & Orchestrate Party Interactions
	6.10 - Party Problem Handling	
		6.10.1 - Initiate Party Problem
		6.10.2 - Receive Party Problem
		6.10.3 - Track & Manage Party Problem Resolution
		6.10.4 - Report Party Problem Resolution
		6.10.5 - Close Party Problem

3.3   Product Scope

The diagram in Figure 3-6 represents Etiya's Telaura product with mappings to the Business Process Framework Level 2 processes that were submitted in scope for the Conformance Certification assessment.
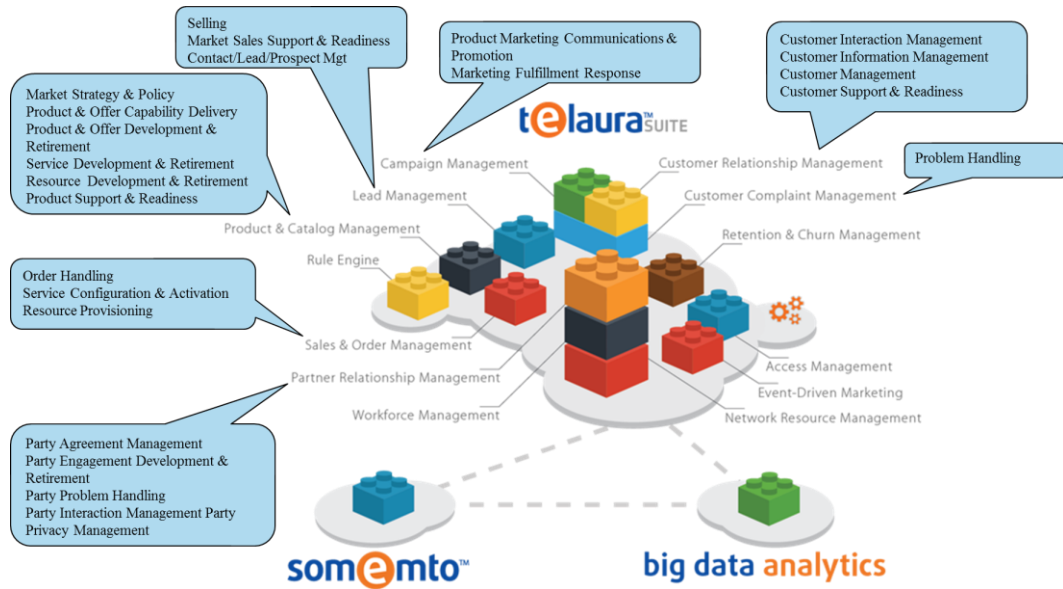
Figure 3-6 Etiya Telaura product mapped to eTOM Level 2 Processes in scope

4 Business Process Framework – Process Mapping Descriptions

This section provides the Process Mapping output from Etiya's self-assessment which was reviewed by TM Forum Subject Matter Experts alongside supporting documentation for Etiya's Telaura product.

4.1 Market/Sales Domain

4.1.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Market/Sales business process domain is available from the following link:
https://www.tmforum.org/wp-content/uploads/2016/04/1-MarketSales-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 1.1 - Market Strategy & Policy [1/5]
- 1.5 - Sales Development [1/3]
- 1.6 - Product Marketing Communications & Promotion [6/6]
- 1.7 - Market Sales Support & Readiness [4/4]
- 1.9 - Selling [5/5]
- 1.10 - Marketing Fulfillment Response [1/1]
- 1.11 - Contact/Lead/Prospect Management [2/3]

4.1.2 Detailed Conformance Scores

Table 4-1 1.1 - Market Strategy & Policy Conformance Scores

Level 2: 1.1 - Market Strategy & Policy		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.1.4 - Link Market Segments & Products		**5.00**
	1.1.4.1 - Link consumption profiles & available product families	100
	1.1.4.2 - Identify potential new product families for market segments	100
	1.1.4.3 - Analyze Market Segment purchase and issues	100

Table 4-2 1.5 - Sales Development Conformance Scores

Level 2: 1.5 - Sales Development		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.5.3 - Develop New Sales Channels & Processes		**4.83**
	1.5.3.1 - Develop External Relationships	100
	1.5.3.2 - Manage Process & Channel Coordination	100
	1.5.3.3 - Define Processes & Channels	75

Table 4-3 1.6 - Product Marketing Communications & Promotion Conformance Scores

Level 2: 1.6 - Product Marketing Communications & Promotion		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.6.1 - Define Product Marketing Promotion Strategy		**5.00**
1.6.2 - Develop Product & Campaign Message		**5.00**
1.6.3 - Select Message & Campaign Channels		**5.00**
1.6.4 - Develop Promotional Collateral		**5.00**
	1.6.4.1 - Manage Collateral Production	100
	1.6.4.2 - Manage Collateral Delivery	100
1.6.5 - Manage Message & Campaign Delivery		**5.00**
	1.6.5.1 - Manage Channel Capability	100
	1.6.5.2 - Manage Channel Resources	100
1.6.6 - Monitor Message & Campaign Effectiveness		**5.00**
	1.6.6.1 - Develop Message & Campaign Metrics	100
	1.6.6.2 - Monitor Message & Campaign Metrics	100
	1.6.6.3 - Analyze Message & Campaign Metrics	100
	1.6.6.4 - Modify Message & Campaign	100

Table 4-4 1.7 - Market Sales Support & Readiness Conformance Scores

Level 2: 1.7 - Market Sales Support & Readiness		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.7.1 - Support Marketing Fulfillment		**4.00**
	1.7.1.1 - Ensure Marketing Fulfillment Capability	75
	1.7.1.2 - Undertake Marketing Fulfillment Trend Analysis	25
1.7.2 - Support Selling		**3.88**
	1.7.2.1 - Ensure Selling Capability	75
	1.7.2.2 - Manage Sales Channels	50
	1.7.2.3 - Manage Sales Leads	25
	1.7.2.4 - Undertake Selling Trend Analysis	25
1.7.3 - Manage Campaign		**4.63**
	1.7.3.1 - Ensure Campaign Support	25
	1.7.3.2 - Undertake Campaign Trend Analysis	100
	1.7.3.3 - Modify Campaign	100
	1.7.3.4 - Report Campaign Effectiveness	100
1.7.4 - Manage Sales Inventory		**5.00**
	1.7.4.1 - Identify Relevant Sales Inventory Information	100
	1.7.4.2 - Maintain Sales Inventory facilities	100
	1.7.4.3 - Manage Sales Inventory Capture	100
	1.7.4.4 - Control Sales Inventory Access	100
	1.7.4.5 - Ensure Sales Inventory Data Quality	100
	1.7.4.6 - Track Sales Inventory Usage	100
	1.7.4.7 - Identify Sales Inventory Shortcomings	100

Table 4-5 1.9 - Selling Conformance Scores

Level 2: 1.9 - Selling		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.9.1 - Qualify Opportunity		**5.00**
	1.9.1.1 - Define Alternative/Customized Solutions	100
	1.9.1.2 - Assess Potential Development & Risk	100
	1.9.1.3 - Assess Strategic Impacts	100
1.9.2 - Negotiate Sales/Contract		**5.00**
	1.9.2.1 - Negotiate Standard Terms & Conditions	100
	1.9.2.2 - Develop & Negotiate Non-standard Terms & Conditions	100
	1.9.2.3 - Obtain Customer Agreement	100
	1.9.2.4 - Create Customer Order	100
1.9.3 - Cross/Up Selling		**5.00**
	1.9.3.1 - Analyze Customer Trends	100
	1.9.3.2 - Recommend Appropriate Offerings	100
1.9.4 - Develop Sales Proposal		**5.00**
	1.9.4.1 - Ascertain Customer Requirements	100
	1.9.4.2 - Determine Support for Customer Requirements	100
	1.9.4.3 - Develop Proposal against Customer Requirements	100
1.9.5 - Manage Sales Accounts		**5.00**
	1.9.5.1 - Contact Customer (on regular basis)	100
	1.9.5.2 - Develop Contacts & Leads	100
	1.9.5.3 - Update Sales Repository	100

Table 4-6 1.10 - Marketing Fulfillment Response Conformance Scores

Level 2: 1.10 - Marketing Fulfillment Response		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.10.1 - Issue & Distribute Marketing Collaterals		**5.00**
	1.10.1.1 - Handle Marketing Collateral Distribution	100
	1.10.1.2 - Customize Marketing Collateral	100

Table 4-7 1.11 - Contact/Lead/Prospect Management Conformance Scores

Level 2: 1.11 - Contact/Lead/Prospect Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
1.11.1 - Manage Contact		*Not in Scope*
1.11.2 - Track Lead		**5.00**
	1.11.2.1 - Track Marketing Lead	100
	1.11.2.2 - Evaluate Marketing Lead	100
1.11.3 - Manage Prospect		**5.00**
	1.11.3.1 - Analyze Prospect Needs	100
	1.11.3.2 - Identify Potential Solutions	100
	1.11.3.3 - Assign Prospect to Sales Channel	100
	1.11.3.4 - Track & Report Prospect	100

4.2 Product Domain

4.2.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Product business process domain is available from the following link:
https://www.tmforum.org/wp-content/uploads/2016/04/2-Product-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 2.2 - Product & Offer Capability Delivery [5/6]
- 2.3 - Product & Offer Development & Retirement [8/8]
- 2.4 - Product Support & Readiness [2/2]

4.2.2 Detailed Conformance Scores

Table 4-8 2.2 - Product & Offer Capability Delivery Conformance Scores

Level 2: 2.2 - Product & Offer Capability Delivery		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
2.2.1 - Define Product Capability Requirements		**5.00**
	2.2.1.1 - Capture Product Infrastructure Requirements	100
	2.2.1.2 - Agree Product Infrastructure Requirements	100
	2.2.1.3 - Report Product Infrastructure Requirements	100
2.2.2 - Capture Product Capability Shortfalls		**4.00**
	2.2.2.1 - Capture Product Capacity Shortfalls	50
	2.2.2.2 - Capture Product Performance Shortfalls	50
	2.2.2.3 - Capture Product Operational Support Shortfalls	50
2.2.3 - Approve Product Business Case		**3.00**
	2.2.3.1 - Develop Product Business Case	0
	2.2.3.2 - Gain Product Business Case Approval	0
2.2.4 - Deliver Product Capability		**4.00**
	2.2.4.1 - Co-ordinate Product Capability Delivery	50
	2.2.4.2 - Track Product Capability Business Case Costs	50
	2.2.4.3 - Ensure Product Capability Benefits & Operational Costs	50
2.2.5 - Manage Handover to Product Operations		**4.00**
	2.2.5.1 - Co-ordinate Product Operational Handover	50
	2.2.5.2 - Validate Product Infrastructure Design	50
	2.2.5.3 - Ensure Product Handover Support	50
2.2.6 - Manage Product Capability Delivery Methodology		**5.00**
	2.2.6.1 - Define Product Capability Delivery Methodology	100
	2.2.6.2 - Maintain Product Capability Delivery Repository	100

Table 4-9 2.3 - Product & Offer Development & Retirement Conformance Scores

Level 3 Process	Level 4 Process	L4/L3 Process Score
2.3.1 - Gather & Analyze New Product Ideas		**3.67**
	2.3.1.1 - Gather Product Ideas	25
	2.3.1.2 - Identify Opportunities and Requirements	50
	2.3.1.3 - Develop New Opportunity Concepts	25
2.3.2 - Assess Performance of Existing Products		**4.00**
2.3.3 - Develop New Product Business Proposal		**3.50**
2.3.4 - Develop Product Commercialization Strategy		**5.00**
	2.3.4.1 - Develop Product Commercialization Case	100
	2.3.4.2 - Gain Product Commercialization Case Approval	100
2.3.5 - Develop Detailed Product Specifications		**4.25**
	2.3.5.1 - Develop Detailed Product Technical Specifications	75
	2.3.5.2 - Develop Detailed Product Performance Specifications	75
	2.3.5.3 - Develop Detailed Product Operational Specifications	75
	2.3.5.4 - Develop Detailed Product Customer Manuals	25
2.3.6 - Manage Product Development		**5.00**
2.3.7 - Launch New Products		**5.00**
	2.3.7.1 - Identify Product Issues	100
	2.3.7.2 - Manage Product Improvements	100
	2.3.7.3 - Manage Product Handover	100
2.3.8 - Manage Product Exit		**4.13**
	2.3.8.1 - Identify Unviable Products	75
	2.3.8.2 - Identify Impacted Product Customers	100
	2.3.8.3 - Develop Product Transition Strategies	25
	2.3.8.4 - Manage Product Exit Process	25

The table header spans: **Level 2: 2.3 - Product & Offer Development & Retirement**

Table 4-10 2.4 - Product Support & Readiness Conformance Scores

Level 2: 2.4 - Product Support & Readiness		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
2.4.1 - Support Customer QoS/SLA		**5.00**
	2.4.1.1 - Ensure Customer QoS/SLA Capability	100
2.4.2 - Manage Product Offering Inventory		**5.00**
	2.4.2.1 - Identify Relevant Product Offering Inventory Information	100
	2.4.2.2 - Maintain Product Offering Inventory facilities	100
	2.4.2.3 - Manage Product Offering Inventory Capture	100
	2.4.2.4 - Control Product Offering Inventory Access	100
	2.4.2.5 - Ensure Product Offering Inventory Data Quality	100
	2.4.2.6 - Track Product Offering Inventory Usage	100
	2.4.2.7 - Identify Product Offering Inventory Shortcomings	100

4.3 Customer Domain

4.3.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Customer business process domain is available from the following link:
https://www.tmforum.org/wp-content/uploads/2016/04/3-Customer-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 3.1 - Customer Support & Readiness [5/11]
- 3.3 - Order Handling [7/7]
- 3.4 - Customer Management [4/4]
- 3.5 - Customer Interaction Management [9/9]
- 3.6 - Customer Information Management [5/5]
- 3.7 - Problem Handling [6/6]

4.3.2 Detailed Conformance Scores

Table 4-11 3.1 - Customer Support & Readiness Conformance Scores

Level 3 Process	Level 4 Process	L4/L3 Process Score
Level 2: 3.1 - Customer Support & Readiness		
3.1.1 - Support Customer Interface Management		**5.00**
	3.1.1.1 - Ensure Customer Interface Capability	100
	3.1.1.2 - Undertake Customer Contacts Trend Analysis	100
3.1.2 - Support Order Handling		**3.82**
	3.1.2.1 - Ensure Order Handling Capability	75
	3.1.2.2 - Forecast Order Handling Requirements	25
	3.1.2.3 - Capacity Plan Order Handling Infrastructure	25
	3.1.2.4 - Manage Order Handling Organizational Changes	25
	3.1.2.5 - Support Order Handling Infrastructure Deployment	100
	3.1.2.6 - Approve Order Handling Procedures	25
	3.1.2.7 - Accept Order Handling Infrastructure	25
	3.1.2.8 - Address Order Handling infrastructure Issues	25
	3.1.2.9 - Roll-out Order Handling Infrastructure	25
	3.1.2.10 - Detect Order Handling infrastructure Shortfalls	25
	3.1.2.11 - Rebalance Order Handling Infrastructure Utilization	25
	3.1.2.12 - Remove Order Handling Infrastructure	25
	3.1.2.13 - Report Order Handling Infrastructure Capacity	25
	3.1.2.14 - Track Third-Party Order Handling Infrastructure Deployment	25
	3.1.2.15 - Report Order Handling Infrastructure Deployment Process Capability	25
	3.1.2.16 - Manage Order Handling Notification	100
	3.1.2.17 - Undertake Order Handling Trend Analysis	100
3.1.3 - Support Problem Handling		**3.65**
	3.1.3.1 - Ensure Product Offering Operation	25
	3.1.3.2 - Undertake Product Offering Trend Analysis	25
	3.1.3.3 - Request Product Offering Data Collection	100
	3.1.3.4 - Request Product Offering Performance Testing	25
	3.1.3.5 - Manage Product Offering Maintenance Programs	25
	3.1.3.6 - Request Provisioning Intervention	25
	3.1.3.7 - Report Product Offering Trend Analysis	25
	3.1.3.8 - Track Problem Handling Process Capability	25
	3.1.3.9 - Manage Problem Handling Notification	25

3.1.3.10 - Undertake Problem Handling Trend Analysis	25
3.1.4 - Support Retention & Loyalty	**4.75**
3.1.4.1 - Ensure Retention & Loyalty Capability	75
3.1.4.2 - Undertake Retention & Loyalty Trend Analysis	100
3.1.5 - Manage Customer Inventory	**4.79**
3.1.5.1 - Identify Relevant Customer Inventory Information	100
3.1.5.2 - Maintain Customer Inventory facilities	100
3.1.5.3 - Manage Customer Inventory Capture	100
3.1.5.4 - Control Customer Inventory Access	100
3.1.5.5 - Ensure Customer Inventory Data Quality	100
3.1.5.6 - Track Customer Inventory Usage	100
3.1.5.7 - Identify Customer Inventory Shortcomings	25
3.1.6 - Support Bill Invoice Management	*Not in scope*
3.1.7 - Support Bill Payments & Receivables Management	*Not in scope*
3.1.8 - Support Bill Inquiry Handling	*Not in scope*
3.1.9 - Support Charging	*Not in scope*
3.1.10 - Support Manage Billing Events	*Not in scope*
3.1.11 - Support Manage Balance	*Not in scope*

Table 4-12 3.3 - Order Handling Conformance Scores

Level 2: 3.3 - Order Handling		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
3.3.1 - Determine Customer Order Feasibility		**5.00**
	3.3.1.1 - Perform Impact Analysis	100
3.3.2 - Authorize Credit		**5.00**
3.3.3 - Track & Manage Customer Order Handling		**5.00**
	3.3.3.1 - Manage Customer Order	100
	3.3.3.2 - Track Customer Order	100
	3.3.3.3 - Update Order Repository	100
3.3.4 - Complete Customer Order		**5.00**
3.3.5 - Issue Customer Orders		**5.00**
	3.3.5.1 - Assess Customer Order	100
	3.3.5.2 - Issue Customer Order	100
3.3.6 - Report Customer Order Handling		**4.67**
	3.3.6.1 - Monitor Customer Order Status	100
	3.3.6.2 - Manage Customer Order Status Notification	50
	3.3.6.3 - Report Customer Order Status	100
3.3.7 - Close Customer Order		**5.00**

Table 4-13 3.4 - Customer Management Conformance Scores

Level 2: 3.4 - Customer Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
3.4.1 - Enable Retention & Loyalty		**4.88**
	3.4.1.1 - Build Customer Insight	100
	3.4.1.2 - Analyze & Manage Customer Risk	100
	3.4.1.3 - Personalize Customer Profile for Retention & Loyalty	100
	3.4.1.4 - Validate Customer Satisfaction	75
3.4.2 - Establish Customer Relationship		**5.00**
	3.4.2.1 - Verify Customer	100
	3.4.2.2 - Establish New Customer Identity	100
	3.4.2.3 - Clean-up & Archive Customer Identifying Information	100
	3.4.2.4 - De-duplicate Customer Identity	100
	3.4.2.5 - Issue Unique Customer ID	100
	3.4.2.6 - Gather Authentication Information	100
	3.4.2.7 - Acquire Customer Data	100
3.4.3 - Re-establish Customer Relationship		**5.00**
3.4.4 - Terminate Customer Relationship		**5.00**

Table 4-14 3.5 - Customer Interaction Management Conformance Scores

Level 2: 3.5 - Customer Interaction Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
3.5.1 - Create Customer Interaction		**5.00**
3.5.2 - Update Customer Interaction		**5.00**
3.5.3 - Close Customer Interaction		**5.00**
3.5.4 - Log Customer Interaction		**5.00**
3.5.5 - Notify Customer		**5.00**
3.5.6 - Track and Manage Customer Interaction		**5.00**
3.5.7 - Report Customer interaction		**5.00**
3.5.8 - Authenticate User		**5.00**
3.5.9 - Customer Interface Management		**5.00**
	3.5.9.1 - Manage Request (Including Self Service)	100
	3.5.9.2 - Analyze & Report on Customer	100
	3.5.9.3 - Mediate & Orchestrate Customer Interactions	100

Table 4-15 3.6 - Customer Information Management Conformance Scores

Level 2: 3.6 - Customer Information Management		
Level 3 Process	Level 4 Process	L4/L3 Process Score
3.6.1 - Create Customer Record		5.00
3.6.2 - Update Customer Data		5.00
3.6.3 - Notify Customer Data Change		5.00
3.6.4 - Archive Customer Data		5.00
3.6.5 - Build a unified customer view		5.00

Table 4-16 3.7 - Problem Handling Conformance Scores

Level 2: 3.7 - Problem Handling		L4/L3 Process Score
Level 3 Process	**Level 4 Process**	
3.7.1 - Isolate Customer Problem		**5.00**
	3.7.1.1 - Verify Product Configuration	100
	3.7.1.2 - Perform Specific Customer Problem Diagnostics	100
	3.7.1.3 - Perform Specific Customer Problem Tests	100
	3.7.1.4 - Notify T&M Root Cause Customer Problem	100
	3.7.1.5 - Categorize Customer Problem	100
	3.7.1.6 - Identify Root Cause / Check for Workarounds	100
	3.7.1.7 - Obtain permanent fix or workarounds	100
	3.7.1.8 - Create customer problem restoration plan	100
	3.7.1.9 - Create Known record	100
3.7.2 - Report Customer Problem		**4.83**
	3.7.2.1 - Monitor Customer Problem	100
	3.7.2.2 - Distribute Customer Problem Notifications	100
	3.7.2.3 - Distribute Customer Problem Management Reports & Summaries	100
	3.7.2.4 - Notify Customer Problem	100
	3.7.2.5 - Issue Customer Problem Management Summaries	100
	3.7.2.6 - Generate Customer Problem Management Reports	50
3.7.3 - Track & Manage Customer Problem		**5.00**
	3.7.3.1 - Coordinate Customer Problem	100
	3.7.3.2 - Cancel Customer Problem	100
	3.7.3.3 - Escalate/End Customer Problem	100
	3.7.3.4 - Monitor Customer Problem Jeopardy Status	100
	3.7.3.5 - Prioritize Customer Problem	100
	3.7.3.6 - Escalate Customer Problem to support team	100
3.7.4 - Close Customer Problem Report		**4.90**
	3.7.4.1 - Contact Customer for Feedback	100
	3.7.4.2 - Complete and Validate Customer Problem Report	100
	3.7.4.3 - Update Time to Restore Service	75
	3.7.4.4 - Finalize Customer Problem Report	100
	3.7.4.5 - Communicate Service improvement Opportunity	100
3.7.5 - Create Customer Problem Report		**5.00**
	3.7.5.1 - Generate Customer Problem Report	100
	3.7.5.2 - Obtain Configuration Information	100
	3.7.5.3 - Check for major outage	100

3.7.6 - Correct & Recover Customer Problem	3.71
3.7.6.1 - Manage Product Restoration	25
3.7.6.2 - Report Product Restoration Results	25
3.7.6.3 - Determine Resolution Feasibility and Justification	25
3.7.6.4 - Implement Customer Problem Workaround	100
3.7.6.5 - Test & Validate Implemented Solution	25
3.7.6.6 - Initiate Change Request	25
3.7.6.7 - Review Major Customer Problem	25

4.4   Service Domain

4.4.1   Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Service business process domain is available from the following link: https://www.tmforum.org/wp-content/uploads/2016/04/4-Service-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 4.3 - Service Development & Retirement [1/7]
- 4.5 - Service Configuration & Activation [4/9]

4.4.2 Detailed Conformance Scores

Table 4-17 4.3 - Service Development & Retirement Conformance Scores

Level 2: 4.3 - Service Development & Retirement		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
4.3.1 - Gather & Analyze New Service Ideas		*Not in scope*
4.3.2 - Assess Performance of Existing Services		*Not in scope*
4.3.3 - Develop New Service Business Proposal		*Not in scope*
4.3.4 - Develop Detailed Service Specifications		*Not in scope*
4.3.4 - Develop Detailed Service Specifications		**5.00**
	4.3.4.1 - Develop Detailed Service Technical Specifications	100
	4.3.4.2 - Develop Detailed Service Support Specifications	100
	4.3.4.3 - Develop Detailed Service Operational Specifications	100
	4.3.4.4 - Develop Detailed Service Customer Manuals	100
4.3.5 - Manage Service Development		*Not in scope*
4.3.6 - Manage Service Deployment		*Not in scope*
4.3.3 - Develop New Service Business Proposal		*Not in scope*

Table 4-18 4.5 - Service Configuration & Activation Conformance Scores

Level 2: 4.5 - Service Configuration & Activation		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
4.5.1 - Design Solution		**5.00**
	4.5.1.1 - Develop Overall Service Design	100
	4.5.1.2 - Develop Service Implementation Plan	100
	4.5.1.3 - Develop Detailed Service Design	100
4.5.2 - Allocate Specific Service Parameters to Services		**5.00**
	4.5.2.1 - Determine Service Parameter Availability	100
	4.5.2.2 - Reserve Service Parameters	100
	4.5.2.3 - Release Service Parameter	100
	4.5.2.4 - Allocate Service Parameters	100
4.5.3 - Track & Manage Service Provisioning		*Not in scope*
4.5.4 - Implement, Configure & Activate Service		*Not in scope*
4.5.5 - Test Service End-to-End		*Not in scope*
4.5.6 - Issue Service Orders		*Not in scope*
4.5.7 - Report Service Provisioning		*Not in scope*
4.5.8 - Close Service Order		**5.00**
4.5.9 - Recover Service		**5.00**
	4.5.9.1 - Develop Service Recovery Plan	100
	4.5.9.2 - Provide Service Recovery Proposal Notification	100
	4.5.9.3 - Request Service Recovery Authorization	100
	4.5.9.4 - Commence Service Recovery	100
	4.5.9.5 - Complete Service Recovery	100

4.5   Resource Domain

4.5.1   Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Resource business process domain is available from the following link:
https://www.tmforum.org/wp-content/uploads/2016/04/5-Resource-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 5.3 - Resource Development & Retirement [1/7]
- 5.6 - Resource Provisioning [2/8]

4.5.2 Detailed Conformance Scores

Table 4-19 5.3 - Resource Development & Retirement Conformance Scores

Level 2: 5.3 - Resource Development & Retirement		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
5.3.1 - Gather & Analyze New Resource Ideas		*Not in scope*
5.3.2 - Assess Performance of Existing Resources		*Not in scope*
5.3.3 - Develop New Resource Business Proposal		*Not in scope*
5.3.4 - Develop Detailed Resource Specifications		**5.00**
	5.3.4.1 - Develop Detailed Resource Technical Specifications	100
	5.3.4.2 - Develop Detailed Resource Support Specifications	100
	5.3.4.3 - Develop Detailed Resource Operational Specifications	100
	5.3.4.4 - Develop Detailed Resource Manuals	100
5.3.5 - Manage Resource Development		*Not in scope*
5.3.6 - Manage Resource Deployment		*Not in scope*
5.3.7 - Manage Resource Exit		*Not in scope*

Table 4-20 5.6 - Resource Provisioning Conformance Scores

Level 3 Process	Level 4 Process	L4/L3 Process Score
Level 2: 5.6 - Resource Provisioning		
5.6.1 - Allocate & Install Resource		**5.00**
	5.6.1.1 - Determine Resource Availability	100
	5.6.1.2 - Reserve Resource	100
	5.6.1.3 - Release Resource	100
	5.6.1.4 - Allocate Resource	100
	5.6.1.5 - Install and Commission Resource	100
5.6.2 - Configure & Activate Resource		*Not in scope*
5.6.3 - Test Resource		*Not in scope*
5.6.4 - Track & Manage Resource Provisioning		*Not in scope*
5.6.5 - Report Resource Provisioning		*Not in scope*
5.6.6 - Close Resource Order		*Not in scope*
5.6.7 - Issue Resource Orders		*Not in scope*
5.6.8 - Recover Resource		**5.00**
	5.6.8.1 - Develop Resource Recovery Plan	100
	5.6.8.2 - Provide Resource Recovery Proposal Notification	100
	5.6.8.3 - Request Resource Recovery Authorization	100
	5.6.8.4 - Commence Resource Recovery	100
	5.6.8.5 - Complete Resource Recovery	100
	5.6.8.6 - Recover Specific Resource	100

4.6 Engaged Party Domain

4.6.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the Engaged Party business process domain is available from the following link:
https://www.tmforum.org/wp-content/uploads/2016/04/6-EngagedParty-Domain-Mapping-Documents.rar

Mappings and supporting evidence was presented for business processes under the following Level 2 processes:
Note: The numbers in brackets relate to the number of Level 3 processes submitted per number of processes defined in TM Forum Business Process Framework (eTOM).

- 6.3 - Party Engagement Development & Retirement [4/4]
- 6.5 - Party Agreement Management [3/5]
- 6.7 - Party Privacy Management [1/4]
- 6.9 - Party Interaction Management [6/6]
- 6.10 - Party Problem Handling [5/5]

4.6.2 Detailed Conformance Scores

Table 4-21 6.3 - Party Engagement Development & Retirement Conformance Scores

Level 2: 6.3 - Party Engagement Development & Retirement		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
6.3.1 - Establish Party Engagement		**5.00**
6.3.2 - Manage Party Engagement		**5.00**
	6.3.2.1 - Monitor party Engagement	100
	6.3.2.2 - Review Party Engagement	100
	6.3.2.3 - Approve Party Engagement	100
6.3.3 - Re-establish Party Engagement		**5.00**
6.3.4 - Terminate Party Engagement		**5.00**

Table 4-22 6.5 - Party Agreement Management Conformance Scores

Level 2: 6.5 - Party Agreement Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
6.5.1 - Negotiate Commercial Arrangements		*Not in scope*
6.5.2 - Gain Approval for Commercial Arrangements		*Not in scope*
6.5.3 - Establish Party Agreement		**5.00**
6.5.4 - Manage Party Agreement Variation		**5.00**
6.5.5 - Terminate Party Agreement		**5.00**

Table 4-23 6.7 - Party Privacy Management Conformance Scores

Level 2: 6.7 - Party Privacy Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
6.7.1 - Party Privacy Management Definition		*Not in scope*
6.7.2 - Party Privacy Profile Type Development		*Not in scope*
6.7.3 - Party Privacy Profile Management		*Not in scope*
6.7.4 - Party Privacy Profile Agreement		**4.00**
	6.7.4.1 - Obtain Privacy Profile Agreement	50

Table 4-24 6.9 - Party Interaction Management Conformance Scores

Level 2: 6.9 - Party Interaction Management		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
6.9.1 - Log Party Interaction		**5.00**
	6.9.1.1 - Create Party Interaction Log	100
	6.9.1.2 - Update Party Interaction	100
6.9.2 - Notify Party		**5.00**
6.9.3 - Track and Manage Party Interaction		**3.50**
6.9.4 - Handle Party Interaction (Including Self Service)		**5.00**
	6.9.4.1 - Handle Interaction	100
	6.9.4.2 - Monitor Interaction Status	100
	6.9.4.3 - Close Interaction	100
6.9.5 - Analyze & Report Party Interactions		**5.00**
	6.9.5.1 - Analyze Party Interactions	100
	6.9.5.2 - Report Party Interaction	100
6.9.6 - Mediate & Orchestrate Party Interactions		**4.67**
	6.9.6.1 - Identify Party Interactions Data Formats	100
	6.9.6.2 - Orchestrate Party Interactions	100
	6.9.6.3 - Mediate Party Interactions	50

Table 4-25 6.10 - Party Problem Handling Conformance Scores

Level 2: 6.10 - Party Problem Handling		
Level 3 Process	**Level 4 Process**	**L4/L3 Process Score**
6.10.1 - Initiate Party Problem		**5.00**
	6.10.1.1 - Generate Party Problem	100
	6.10.1.2 - Communicate Party Problem	100
6.10.2 - Receive Party Problem		**5.00**
	6.10.2.1 - Receive Party Problem Notification	100
	6.10.2.2 - Forward Party Problem Notification	100
6.10.3 - Track & Manage Party Problem Resolution		**4.33**
	6.10.3.1 - Modify Party Problem	100
	6.10.3.2 - Cancel Party Problem	100
	6.10.3.3 - Escalate Party Problem Resolution	25
	6.10.3.4 - Manage Party Problem Resolution	50
	6.10.3.5 - Monitor Party Problem Jeopardy Status	25
	6.10.3.6 - Clear Party Problem	100
6.10.4 - Report Party Problem Resolution		**3.88**
	6.10.4.1 - Monitor Party Problem	100
	6.10.4.2 - Provide Party Problem Management Summaries	25
	6.10.4.3 - Provide Party Problem Management Reports	25
	6.10.4.4 - Provide Party Problem Status Change Notification	25
6.10.5 - Close Party Problem		**5.00**

5 Information Framework Assessment Overview

5.1 Mapping Technique Employed

The certification scope defines the list of Information Framework (SID) ABEs (Aggregate Business Entities) for which mapping support is reviewed during the assessment. For each of the ABEs defined in scope for the assessment, the organisation undergoing the assessment must map their information model to the core entities and dependent entities and the required & optional attributes for each entity, as defined in the SID model, according to what is supported for the product/solution under assessment.

5.2 Information Framework Assessment - ABE Scope

The diagram in Figure 5-1 illustrates the Information Framework Level 1 ABEs (as highlighted in green) that were presented in scope for the Assessment. The full scope for the assessment, including lower level ABEs, is provided in Table 5-1.
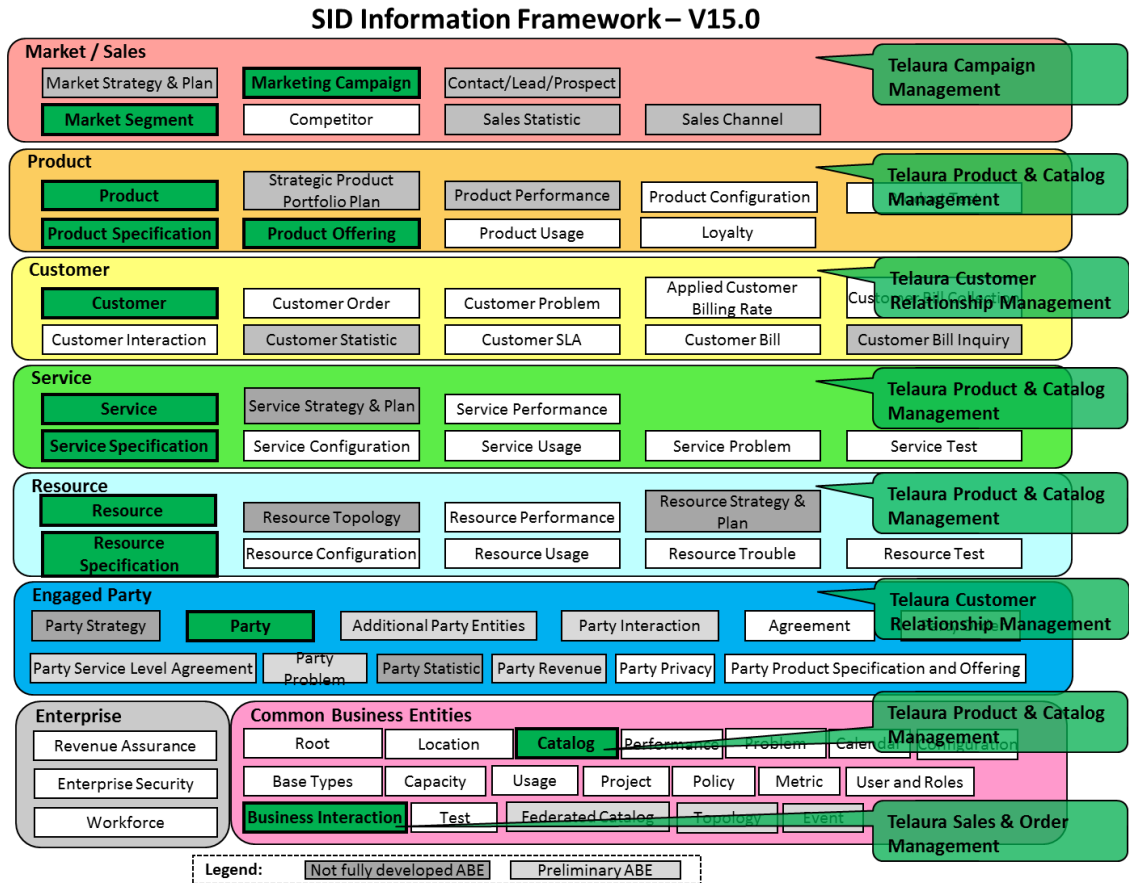
Figure 5-1 Level 1 ABEs in scope for Etiya Telaura Assessment

Table 5-1 Information Framework Assessment Scope

Etiya Telaura V7.0 - Assessment & Certification Scope TM Forum Information Framework V15.0		
Level 1 ABEs	*Level 2 ABEs*	*Level 3 ABEs*
Common Business Entities Domain		
Business Interaction ABE	Business Interaction ABE	
Catalog ABE		
Engaged Party Domain		
Party ABE	Party ABE	
Party ABE	Skill ABE	
Party ABE	Party Profile ABE	
Party ABE	Contact ABE	
Party ABE	Identification ABE	
Market/Sales Domain		
Market Segment ABE	Market Segment ABE	
Marketing Campaign ABE	Marketing Campaign ABE	
Marketing Campaign ABE	Media ABE	
Product Domain		
Product Specification ABE		
Product Offering ABE	Product Offering ABE	
Product Offering ABE	Product Offering Price ABE	
Product Offering ABE	Product Catalog ABE	
Product ABE	Product ABE	
Product ABE	Product Price ABE	
Customer Domain		
Customer ABE		
Service Domain		
Service ABE	Service ABE	
Service ABE	CustomerFacing Service ABE	CustomerFacing Service ABE
Service ABE	ResourceFacing Service ABE	ResourceFacing Service ABE
Service Specification ABE	CustomerFacing ServiceSpec ABE	CustomerFacing ServiceSpec ABE
Service Specification ABE	ResourceFacing ServiceSpec ABE	ResourceFacing ServiceSpec ABE
Resource Domain		
Resource Specification ABE	Resource Specification ABE	
Resource Specification ABE	Resource Catalog ABE	
Resource Specification ABE	PhysicalResource Specification ABE	PhysicalResource Specification ABE
Resource Specification ABE	CompoundResource Specification ABE	
Resource ABE	Resource ABE	

5.3 Product Scope

The diagram in Figure represents the mapping of Etiya Telaura product to the Information Framework ABEs in scope for the assessment.
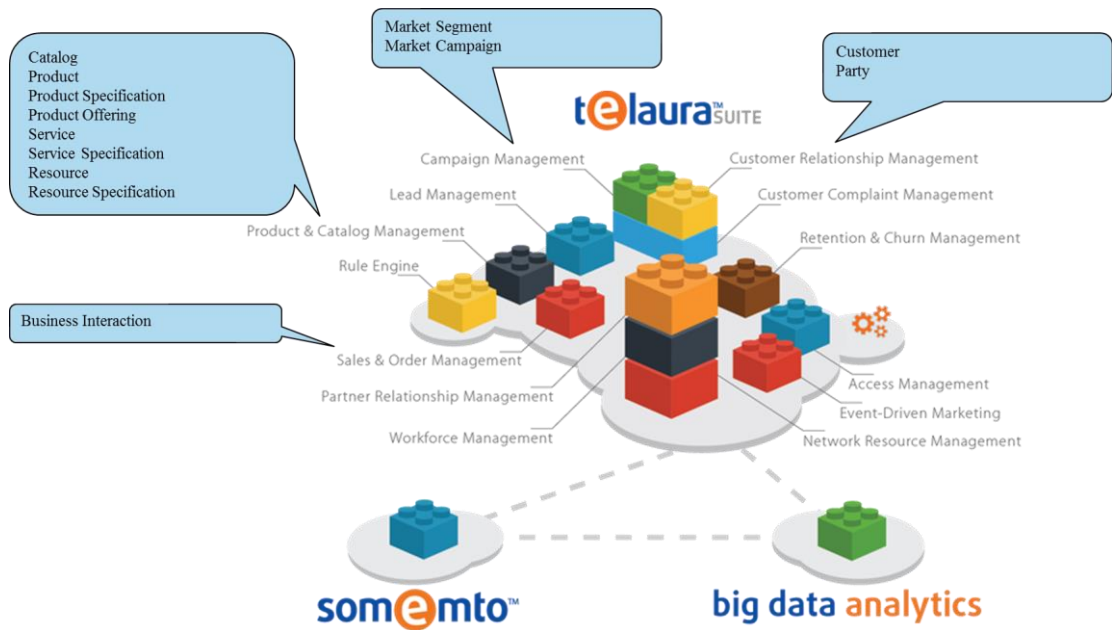
Figure 5-2 Etiya Telaura: Product Scope for SID Assessment

6 Frameworx Conformance Results

This section details the Scores awarded to reflect Conformance of Etiya's Telaura product to the Business Process Framework & Information Framework components of Frameworx 15.0.

6.1 Business Process Framework – Scoring Rules

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

Frameworx 15.0 Conformance Certification (Product/Solution/Implementation)		
Business Process Framework (eTOM) - Conformance Level Descriptions (Level 3 processes)		
Process level	Conformance Score	Qualifier
Level 1	Not applicable	Conformance Assessment shall not be carried out at this process level - hence Confomance Level shall not be awarded at this level.
Level 2	Not applicable	A conformance level is not awarded to Level 2 processes in Frameworx 12.0 Assessments. The Certification Report shall highlight the coverage of 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 for the Level 2 process.
Level 3	Score is awarded between 3.1 & 5.	The Conformance Score is awarded for each Level 3 processes 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. *Any manual implementation of the process support shall be noted in the Conformance Report and Detailed Results Report.*

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

Additional Notes on Business Process Framework Conformance Scoring

1. Level 1 processes shall be presented to define the assessment scope only. i.e. they shall not be assessed as self-contained processes since the level of detail is not considered sufficient.
A conformance level shall not be awarded for Level 1 processes.

2. Level 2 processes shall be presented to define the assessment scope only. i.e. they shall not be assessed as self-contained processes since the level of detail is not considered sufficient.
A conformance level shall not be awarded for Level 2 processes. However, the Certification Report shall provide good indication of the coverage of the Level 2 process in terms of number of contained Level 3 processes submitted in scope for the Assessment.

3. The Conformance Assessment shall be carried out at process level 3. For each Level 3 process, conformance shall be deduced according to the support for the process implied tasks, as decomposed and described in the underlying Level 4 process descriptions. The score awarded for a Level 3 process, is deduced according to the support mapped to the Level 4 processes/Implied Tasks. This provides finer granularity of scoring than in Assessment prior to Frameworx 12.0 based Assessments.

4. In evaluating conformance to the standards, manual intervention shall not impact the conformance score granted. However, any level of manual support shall be noted in the Conformance Report and Detailed Results Report. This note specifically applies to Product & Solution Assessments.

5. Processes that are supported via manual implementation only, are not considered in scope for the Assessment. This note specifically applies to Product & Solution Assessments.

6.2 Business Process Framework – Conformance Result Summary

The graphs in this section provides an overview of the conformance levels granted to the Level 3 Processes presented in scope for the Etiya Telaura 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.
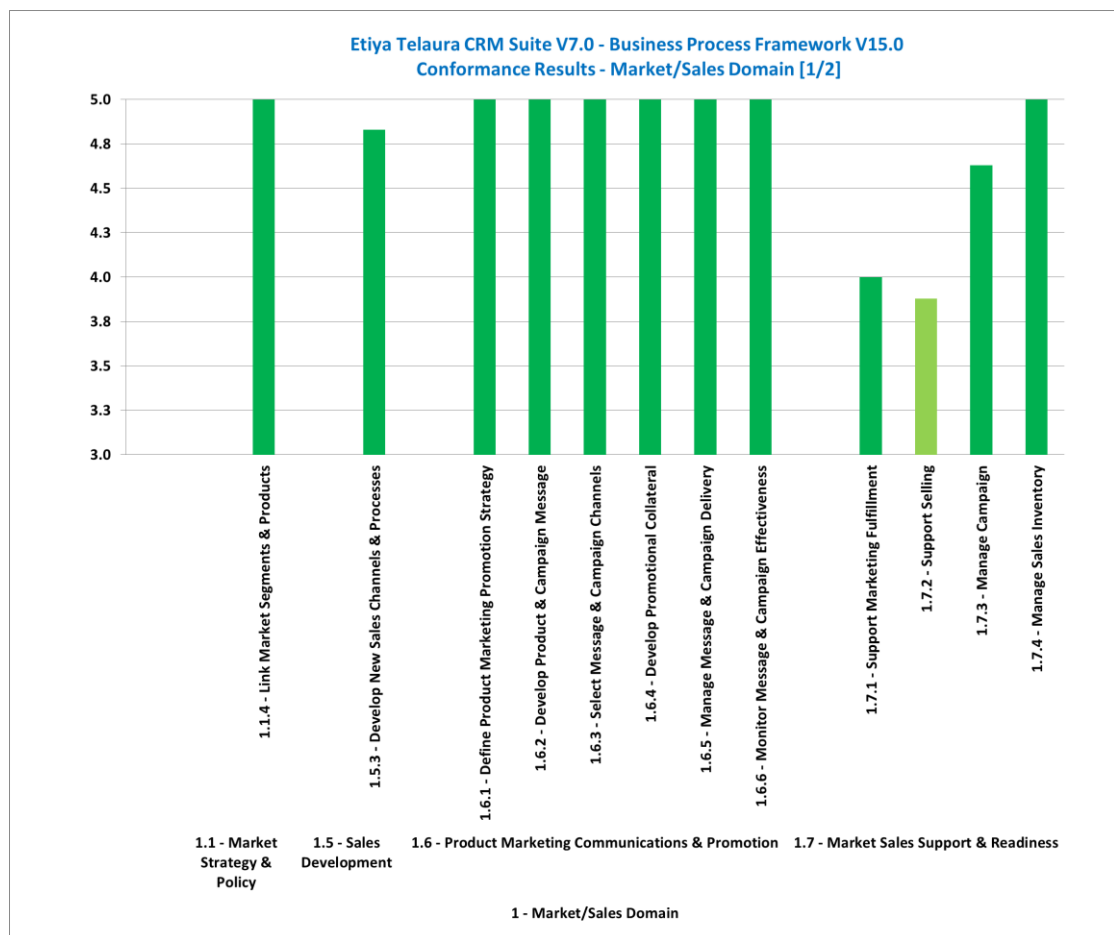
Figure 6-2 Conformance Result Summary Market/Sales Domain [1/2]

50
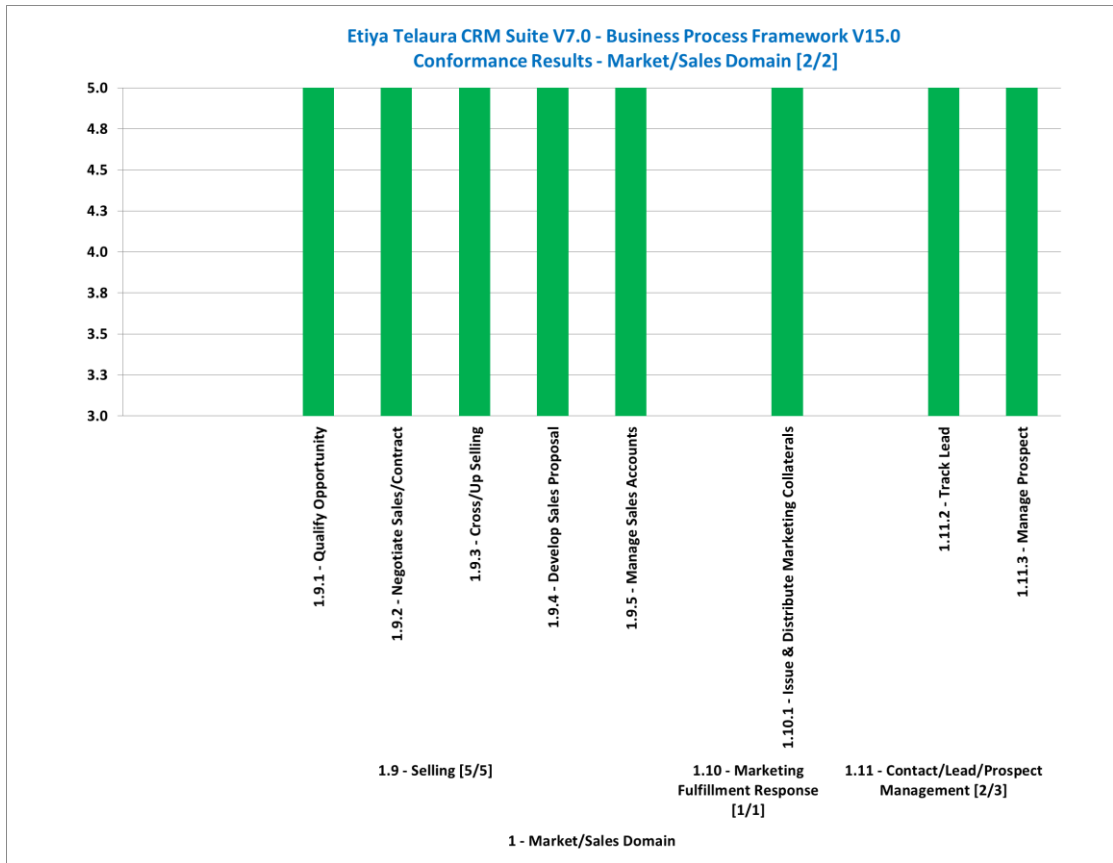
Figure 6-3 Conformance Result Summary Market/Sales Domain [2/2]
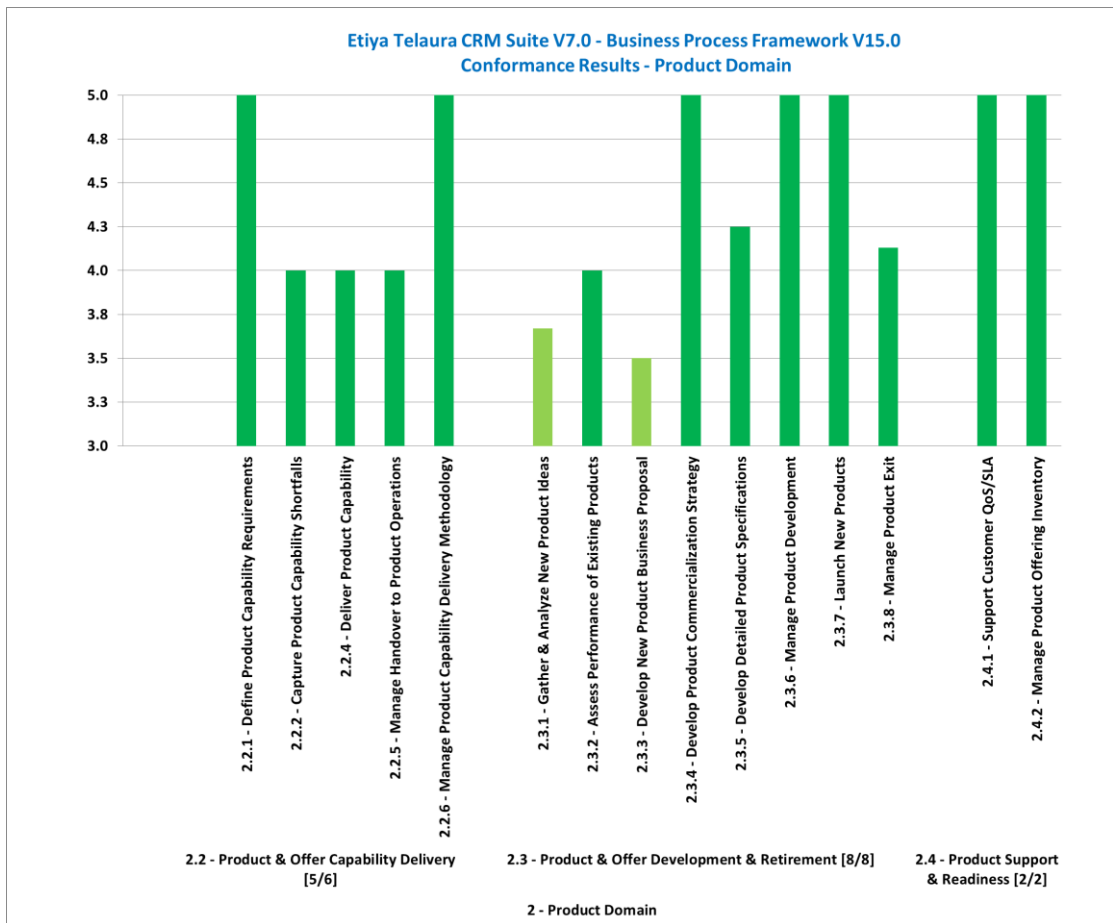
Figure 6-4 Conformance Result Summary Product Domain
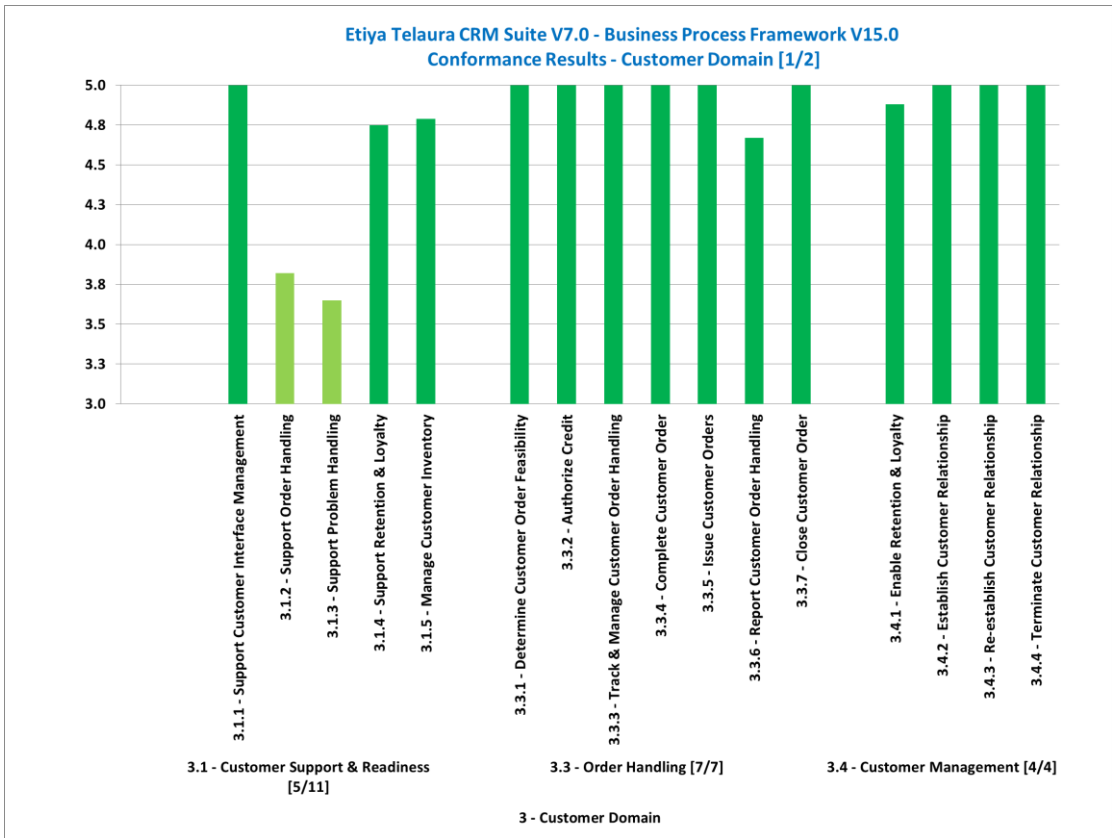
Figure 6-5 Conformance Result Summary Customer Domain [1/2]
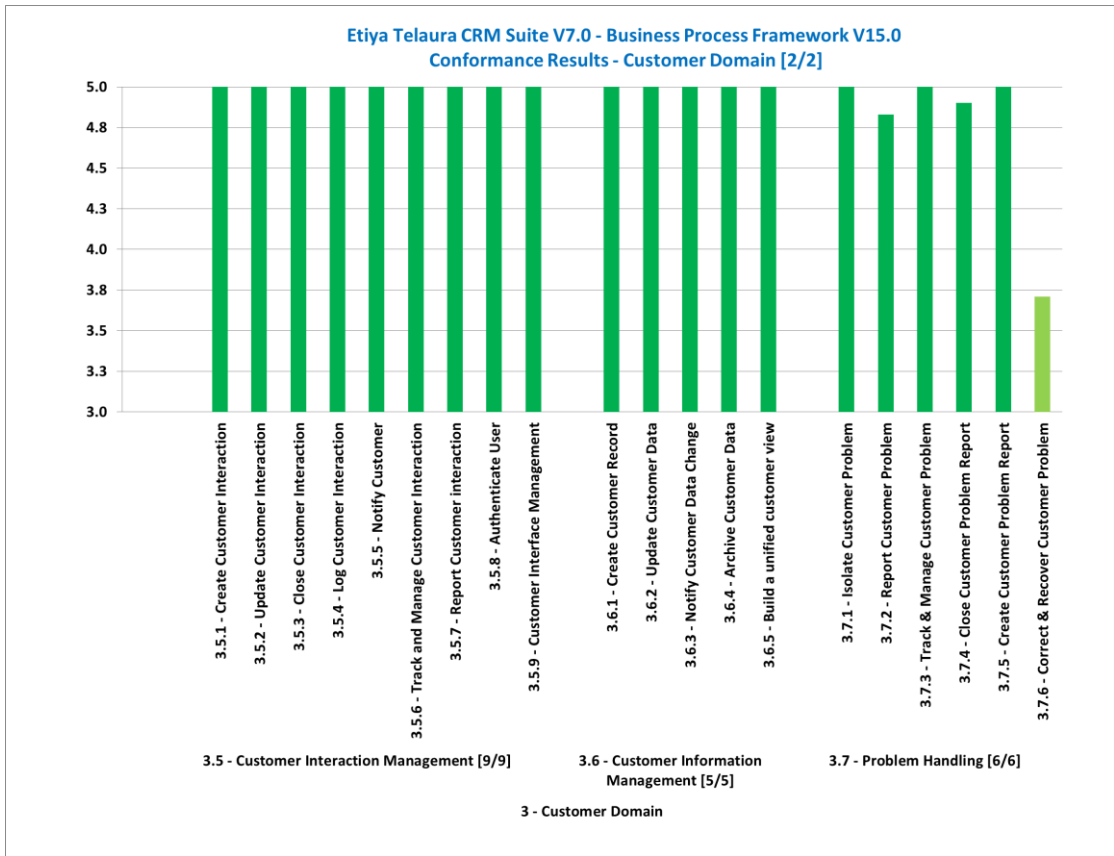
Figure 6-6 Conformance Result Summary Customer Domain [2/2]
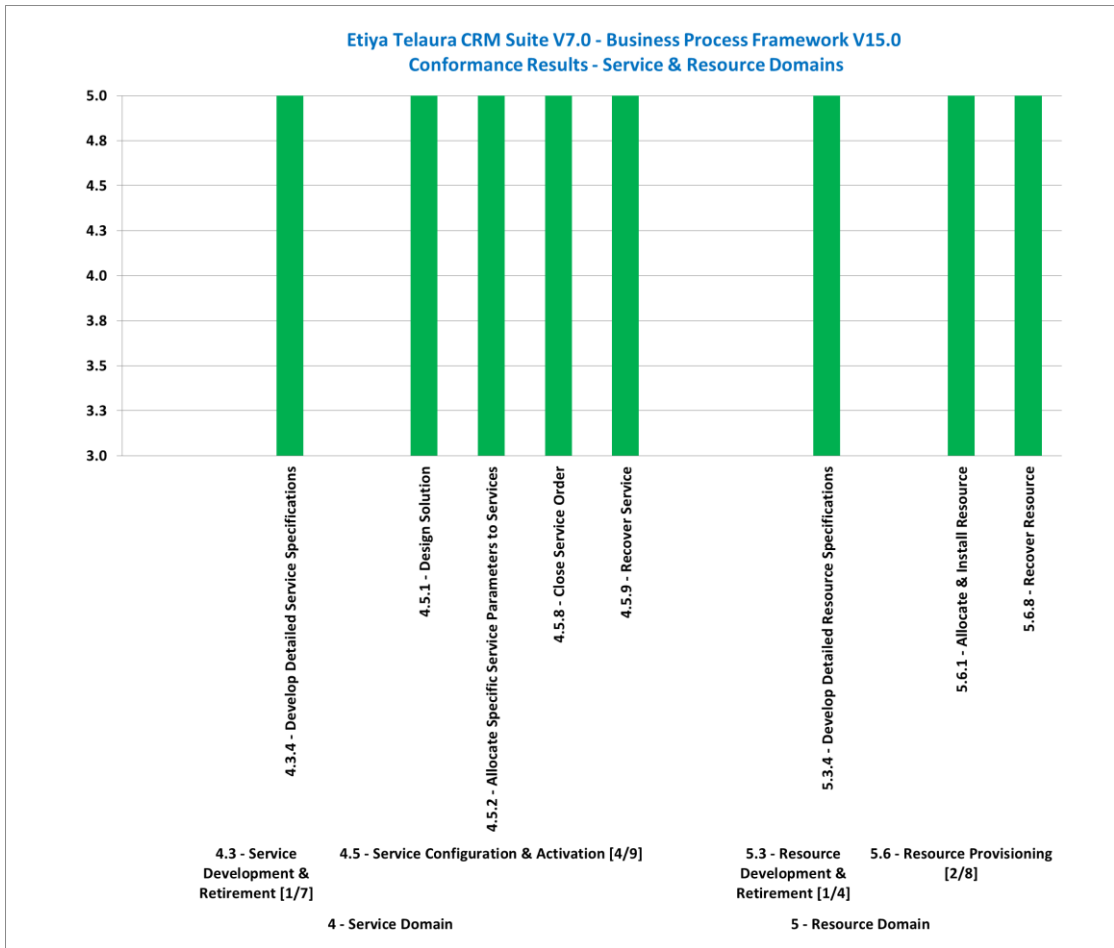
Figure 6-7 Conformance Result Summary - Service & Resource Domains
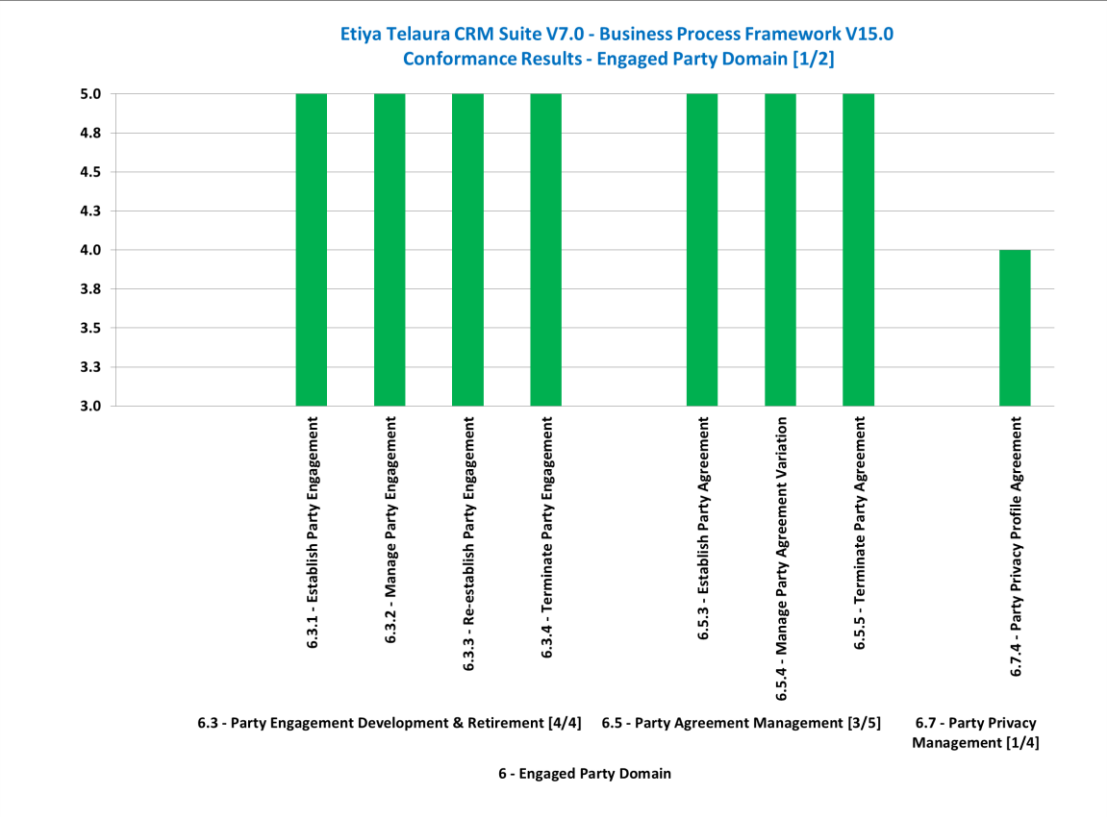
Figure 6-8 Conformance Result Summary - Engaged Party Domain [1/2]

Etiya Telaura CRM Suite V7.0 - Business Process Framework V15.0
Conformance Results - Engaged Party Domain [2/2]

6.9.1 - Log Party Interaction
6.9.2 - Notify Party
6.9.3 - Track and Manage Party Interaction
6.9.4 - Handle Party Interaction (Including Self Service)
6.9.5 - Analyze & Report Party Interactions
6.9.6 - Mediate & Orchestrate Party Interactions
6.10.1 - Initiate Party Problem
6.10.2 - Receive Party Problem
6.10.3 - Track & Manage Party Problem Resolution
6.10.4 - Report Party Problem Resolution
6.10.5 - Close Party Problem

6.9 - Party Interaction Management [6/6]   6.10 - Party Problem Handling [5/5]

6 - Engaged Party Domain

Figure 6-9 Conformance Result Summary - Engaged Party Domain [2/2]

57

6.3 Business Process Framework – Detailed Conformance Results

The following table provides a more detailed breakdown of the scores awarded with some additional commentary

Table 6-1 Business Process Framework: Detailed Conformance Results

Level 2/Level 3 Process	L3 Process Score [L2 Coverage]	Comments
Etiya Telaura V7.0 **Business Process Framework v15.0 - Conformance Results**		
1 - Market/Sales Domain		
Level 2: 1.1 - Market Strategy & Policy	**[1/5]**	
1.1.1 - Gather & Analyze Market Information	*Not in scope*	*This process was not submitted for assessment.*
1.1.2 - Establish Market Strategy	*Not in scope*	*This process was not submitted for assessment.*
1.1.3 - Establish Market Segments	*Not in scope*	*This process was not submitted for assessment.*
1.1.4 - Link Market Segments & Products	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.1.5 - Gain Commitment to Marketing Strategy	*Not in scope*	*This process was not submitted for assessment.*
Level 2: 1.5 - Sales Development	**[1/3]**	
1.5.1 - Monitor Sales & Channel Best Practice	*Not in scope*	*This process was not submitted for assessment.*
1.5.2 - Develop Sales & Channel Proposals	*Not in scope*	*This process was not submitted for assessment.*
1.5.3 - Develop New Sales Channels & Processes	**4.83**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.

Level 2: 1.6 - Product Marketing Communications & Promotion	[6/6]	
1.6.1 - Define Product Marketing Promotion Strategy	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.6.2 - Develop Product & Campaign Message	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.6.3 - Select Message & Campaign Channels	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.6.4 - Develop Promotional Collateral	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.6.5 - Manage Message & Campaign Delivery	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
1.6.6 - Monitor Message & Campaign Effectiveness	**5.00**	**Fully Conformant** 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: 1.7 - Market Sales Support & Readiness		[4/4]	
	1.7.1 - Support Marketing Fulfillment	**4.00**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	1.7.2 - Support Selling	**3.88**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	1.7.3 - Manage Campaign	**4.63**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	1.7.4 - Manage Sales Inventory	**5.00**	**Fully Conformant** 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: 1.9 - Selling		**[5/5]**	
	1.9.1 - Qualify Opportunity	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	1.9.2 - Negotiate Sales/Contract	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	1.9.3 - Cross/Up Selling	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	1.9.4 - Develop Sales Proposal	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	1.9.5 - Manage Sales Accounts	**5.00**	**Fully Conformant** 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: 1.10 - Marketing Fulfillment Response		**[1/1]**	
	1.10.1 - Issue & Distribute Marketing Collaterals	**5.00**	**Fully Conformant** 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: 1.11 - Contact/Lead/Prospect Management		**[2/3]**	
	1.11.1 - Manage Contact	*Not in scope*	*This process was not submitted for assessment.*
	1.11.2 - Track Lead	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	1.11.3 - Manage Prospect	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

2 - Product Domain			
Level 2: 2.2 - Product & Offer Capability Delivery		**[5/6]**	
	2.2.1 - Define Product Capability Requirements	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	2.2.2 - Capture Product Capability Shortfalls	**4.00**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.2.3 - Approve Product Business Case	*Not in scope*	*This process was not submitted for assessment.*
	2.2.4 - Deliver Product Capability	**4.00**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.2.5 - Manage Handover to Product Operations	**4.00**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.2.6 - Manage Product Capability Delivery Methodology	**5.00**	**Fully Conformant** 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: 2.3 - Product & Offer Development & Retirement		[8/8]	
	2.3.1 - Gather & Analyze New Product Ideas	3.67	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.3.2 - Assess Performance of Existing Products	4.00	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.3.3 - Develop New Product Business Proposal	3.50	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.3.4 - Develop Product Commercialization Strategy	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	2.3.5 - Develop Detailed Product Specifications	4.25	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	2.3.6 - Manage Product Development	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	2.3.7 - Launch New Products	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	2.3.8 - Manage Product Exit	**4.13**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
Level 2: 2.4 - Product Support & Readiness		**[2/2]**	
	2.4.1 - Support Customer QoS/SLA	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	2.4.2 - Manage Product Offering Inventory	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
3 - Customer Domain			
Level 2: 3.1 - Customer Support & Readiness		**[5/11]**	
	3.1.1 - Support Customer Interface Management	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.1.2 - Support Order Handling	**3.82**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.

	3.1.3 - Support Problem Handling	**3.65**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.1.4 - Support Retention & Loyalty	**4.75**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.1.5 - Manage Customer Inventory	**4.79**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.1.6 - Support Bill Invoice Management	*Not in scope*	*This process was not submitted for assessment.*
	3.1.7 - Support Bill Payments & Receivables Management	*Not in scope*	*This process was not submitted for assessment.*
	3.1.8 - Support Bill Inquiry Handling	*Not in scope*	*This process was not submitted for assessment.*
	3.1.9 - Support Charging	*Not in scope*	*This process was not submitted for assessment.*
	3.1.10 - Support Manage Billing Events	*Not in scope*	*This process was not submitted for assessment.*
	3.1.11 - Support Manage Balance	*Not in scope*	*This process was not submitted for assessment.*
Level 2: 3.3 - Order Handling		**[7/7]**	
	3.3.1 - Determine Customer Order Feasibility	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.3.2 - Authorize Credit	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	3.3.3 - Track & Manage Customer Order Handling	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.3.4 - Complete Customer Order	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.3.5 - Issue Customer Orders	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.3.6 - Report Customer Order Handling	**4.67**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.3.7 - Close Customer Order	**5.00**	**Fully Conformant** 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: 3.4 - Customer Management		**[4/4]**	
	3.4.1 - Enable Retention & Loyalty	**4.88**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.4.2 - Establish Customer Relationship	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	3.4.3 - Re-establish Customer Relationship	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.4.4 - Terminate Customer Relationship	**5.00**	**Fully Conformant** 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: 3.5 - Customer Interaction Management		**[9/9]**	
	3.5.1 - Create Customer Interaction	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.2 - Update Customer Interaction	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.3 - Close Customer Interaction	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.4 - Log Customer Interaction	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.5 - Notify Customer	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	3.5.6 - Track and Manage Customer Interaction	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.7 - Report Customer interaction	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.8 - Authenticate User	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.5.9 - Customer Interface Management	5.00	Fully Conformant 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: 3.6 - Customer Information Management		[5/5]	
	3.6.1 - Create Customer Record	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.6.2 - Update Customer Data	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.6.3 - Notify Customer Data Change	5.00	Fully Conformant Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	3.6.4 - Archive Customer Data	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.6.5 - Build a unified customer view	**5.00**	**Fully Conformant** 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: 3.7 - Problem Handling		**[6/6]**	
	3.7.1 - Isolate Customer Problem	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.7.2 - Report Customer Problem	**4.83**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations for the following Level 4 processes:
	3.7.3 - Track & Manage Customer Problem	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	3.7.4 - Close Customer Problem Report	**4.90**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	3.7.5 - Create Customer Problem Report	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	3.7.6 - Correct & Recover Customer Problem	**3.71**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
**4 - Service Domain		
	Level 2: 4.3 - Service Development & Retirement**	**[1/7]**	
	4.3.1 - Gather & Analyze New Service Ideas	*Not in scope*	*This process was not submitted for assessment.*
	4.3.2 - Assess Performance of Existing Services	*Not in scope*	*This process was not submitted for assessment.*
	4.3.3 - Develop New Service Business Proposal	*Not in scope*	*This process was not submitted for assessment.*
	4.3.4 - Develop Detailed Service Specifications	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	4.3.5 - Manage Service Development	*Not in scope*	*This process was not submitted for assessment.*
	4.3.6 - Manage Service Deployment	*Not in scope*	*This process was not submitted for assessment.*
	4.3.7 - Manage Service Exit	*Not in scope*	*This process was not submitted for assessment.*
	**Level 2: 4.5 - Service Configuration & Activation**	**[4/9]**	
	4.5.1 - Design Solution	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	4.5.2 - Allocate Specific Service Parameters to Services	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	4.5.3 - Track & Manage Service Provisioning	*Not in scope*	*This process was not submitted for assessment.*
	4.5.4 - Implement, Configure & Activate Service	*Not in scope*	*This process was not submitted for assessment.*
	4.5.5 - Test Service End-to-End	*Not in scope*	*This process was not submitted for assessment.*

	4.5.6 - Issue Service Orders	*Not in scope*	*This process was not submitted for assessment.*
	4.5.7 - Report Service Provisioning	*Not in scope*	*This process was not submitted for assessment.*
	4.5.8 - Close Service Order	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	4.5.9 - Recover Service	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
5 - Resource Domain			
Level 2: 5.3 - Resource Development & Retirement		**[1/4]**	
	5.3.1 - Gather & Analyze New Resource Ideas	*Not in scope*	*This process was not submitted for assessment.*
	5.3.2 - Assess Performance of Existing Resources	*Not in scope*	*This process was not submitted for assessment.*
	5.3.3 - Develop New Resource Business Proposal	*Not in scope*	*This process was not submitted for assessment.*
	5.3.4 - Develop Detailed Resource Specifications	**5.00**	**Fully Conformant** 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: 5.6 - Resource Provisioning		**[2/8]**	
	5.6.1 - Allocate & Install Resource	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	5.6.2 - Configure & Activate Resource	*Not in scope*	*This process was not submitted for assessment.*
	5.6.3 - Test Resource	*Not in scope*	*This process was not submitted for assessment.*
	5.6.4 - Track & Manage Resource Provisioning	*Not in scope*	*This process was not submitted for assessment.*
	5.6.5 - Report Resource Provisioning	*Not in scope*	*This process was not submitted for assessment.*

	5.6.6 - Close Resource Order	*Not in scope*	*This process was not submitted for assessment.*
	5.6.7 - Issue Resource Orders	*Not in scope*	*This process was not submitted for assessment.*
	5.6.8 - Recover Resource	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
**6 - Engaged Party Domain**		
Level 2: 6.3 - Party Engagement Development & Retirement		**[4/4]**	
	6.3.1 - Establish Party Engagement	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.3.2 - Manage Party Engagement	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.3.3 - Re-establish Party Engagement	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.3.4 - Terminate Party Engagement	**5.00**	**Fully Conformant** 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: 6.5 - Party Agreement Management		**[3/5]**	
	6.5.1 - Negotiate Commercial Arrangements	*Not in scope*	*This process was not submitted for assessment.*
	6.5.2 - Gain Approval for Commercial Arrangements	*Not in scope*	*This process was not submitted for assessment.*

	6.5.3 - Establish Party Agreement	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.5.4 - Manage Party Agreement Variation	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.5.5 - Terminate Party Agreement	5.00	**Fully Conformant** 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: 6.7 - Party Privacy Management		**[1/4]**	
	6.7.1 - Party Privacy Management Definition	*Not in scope*	*This process was not submitted for assessment.*
	6.7.2 - Party Privacy Profile Type Development	*Not in scope*	*This process was not submitted for assessment.*
	6.7.3 - Party Privacy Profile Management	*Not in scope*	*This process was not submitted for assessment.*
	6.7.4 - Party Privacy Profile Agreement	4.00	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
Level 2: 6.9 - Party Interaction Management		**[6/6]**	
	6.9.1 - Log Party Interaction	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.9.2 - Notify Party	5.00	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).

	6.9.3 - Track and Manage Party Interaction	**3.50**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	6.9.4 - Handle Party Interaction (Including Self Service)	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.9.5 - Analyze & Report Party Interactions	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.9.6 - Mediate & Orchestrate Party Interactions	**4.67**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
Level 2: 6.10 - Party Problem Handling		**[5/5]**	
	6.10.1 - Initiate Party Problem	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.10.2 - Receive Party Problem	**5.00**	**Fully Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).
	6.10.3 - Track & Manage Party Problem Resolution	**4.33**	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.

	6.10.4 - Report Party Problem Resolution	3.88	**Partially Conformant** Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM) but with some deviations. See Level 3/Level 4 results section in Chapter 4.
	6.10.5 - Close Party Problem	5.00	**Fully Conformant** 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

As of Frameworx 14.0 Conformance Assessments, TM Forum awards two categories of conformance scoring to the Information Framework assessment as follows:
- **Information Framework Maturity** Conformance Levels
- **Information Framework Adoption** Conformance Scores

This section describes the basis of scoring for each of these categories.

6.4.1 Information Framework Maturity Conformance Scoring Methodology

The Information Framework Maturity Conformance scores are granted based on the detailed scoring guidelines outlined in Table 6-2.

Maturity conformance is based on a progressive scoring system - i.e. a lowest level ABE must conform completely to the conformance criteria at one score level before proceeding to the next level.

For example, to achieve a score of 3 there must be equivalence to all the required attributes of the ABE's core entity.

A decimal scoring system is utilized to show the per cent achievement towards the next level.

With the Information Framework Maturity Conformance scoring, no further contribution to the score is made for equivalence to the ABE's remaining dependent entities and other SID components. For example, no further contribution to the score is made even if there is equivalence to 8 of the ABE's 10 dependent entities.

As of Frameworx 14.0 based Conformance Assessments, to recognize the overall adoption of the Information Framework SID Information model, the Information Framework Adoption Scoring system is applied. See 6.4.2 Information Framework Adoption Conformance Scoring Methodology for details of this Conformance category.

Table 6-2 TM Forum Information Framework Maturity Conformance - Scoring Rules

Information Framework R15.0: <u>Maturity Conformance</u> Scoring Guidelines	
Maturity Conformance Level	**Progressive Scoring Qualifiers**
Non Conformance [Score = 1]	The content of the model is compatible with a subset of the Information Framework (SID) ABEs that define its domain coverage. This provides two interacting components/solutions with a common vocabulary and model structure. The subset represents the scope of the model, expressed in Information Framework (SID) domains and ABEs.
Non Conformance [Score = 2]	The model has passed level 1 conformance and the content of the ABE, part of the domain coverage and defined in the model, contains the ABE's core business entity or entities. A core business entity is an entity upon which other entities within the ABE are dependent. E.g. Service in the Service ABE. A core entity is also an entity whose absence in the ABE would make the ABE incomplete.
Very Low Conformance [2.0 < Score <= 3.0]	The model has passed level 2 conformance and *<u>a percentage of the required attributes of the ABE's core entity or entities</u> are defined in the model.
Low Conformance [3.0 < Score <= 4.0]	The model has passed level 3 conformance and *<u>a percentage of the dependent entities</u> within the ABE are defined in the model. A dependent entity is one whose instances are dependent on an instance of a core entity. For example, a ServiceCharacteristic instance within the Service ABE is dependent upon an instance of the Service entity.
Medium Conformance [4.0 < Score <= 5.0]	The model has passed level 4 conformance and <u>*a percentage of the required attributes</u> of the ABE's dependent entities are defined in the model.
High Conformance [5.0 < Score <= 6.0]	The model has passed level 5 conformance and *<u>a percentage of all attributes</u> of the ABE's core entities are defined in the model.
Very High Conformance [6.0 < Score < 7.0]	The model has passed level 6 conformance and *<u>a percentage of all attributes</u> of the ABE's dependent entities are defined in the model.
Full Conformance [Score = 7.0]	The model has achieved Level 7 conformance (Full Conformance) and <u>all</u> attributes of the ABE's core & dependent entities are defined in the model.

Additional Notes on Information Framework Conformance Maturity Level scoring:

1. *For each level, according to what is required, a value is calculated based on the percentage of entities/attributes supported - as appropriate. This will result in a decimal figure (rounded to one decimal place).*

2. *Maturity Level versus Adoption Score: Using the progressive scoring schema for Maturity Level, an assessed ABE for which there is equivalence to 2/3 required core attributes and 8/10 dependent entities would be awarded Maturity Level Score = 2.5 (Very Low Conformance) & Adoption Conformance score = 5.2 (Medium Conformance). For the Maturity Level, because not all required attributes of the Core Entity are supported, the Maturity Level score does not progress to the next level, regardless of conformance to other components of the ABE.*

3. *A **core business entity** is an entity upon which other entities within the ABE are dependent. For example, Service in the Service ABE. A model should strive to attain as high a level of Information Framework (SID) conformance as possible. A core entity is also an entity whose absence in the ABE would make the ABE incomplete.*

4. *A **dependent entity** is one whose instances are dependent on an instance of a core entity. For example, a ServiceCharacteristic instance within the Service ABE is dependent upon an instance of the Service entity.*

6.4.2 Information Framework Adoption Conformance Scoring Methodology

As of Frameworx 14.0 based Conformance Assessments, to recognize the overall adoption of the Information Framework SID Information model, the Information Framework Adoption Scoring system is introduced to complement the Maturity Levels that have been used since the launch of the Frameworx Conformance Programme.

Information Framework Adoption scores are granted based on the detailed scoring guidelines outlined in Table 6-3.

Adoption conformance is based on an accumulative scoring system - i.e. scores are awarded for each element of an ABE to give an overall total Adoption score for the ABE – with elements in this context defined by core & dependent entities and required & optional attributes for both category of entity.

The scores for each element are calibrated according to relative weightings, according to the significance of each element e.g. core entity having higher weighting than dependent entities and required attributes having higher weighting than optional attributes. The relative weightings for each ABE 'element' are indicated in Table 6-3.

Table 6-3 TM Forum Information Framework Adoption Conformance - Scoring Rules

Information Framework R15.0: Adoption Conformance Scoring Guidelines	
SID Component	**Weighted Scoring Calculation**
Lowest Level ABE	Equivalent – 1 score point
Core Entity	Equivalent – 2 score points
Core Entity Required Attribute	% equivalent * 2 [See note 2]
Dependent Entity	% equivalent * 1.5
Dependent Entities – Required Attributes	% equivalent * 1.5
Core Entity – Optional Attributes	% equivalent * 1.2
Dependent Entity – Optional Attributes	% equivalent * 0.8

Adoption Conformance Score Graduation						
Non Conformance [Score=1-3]	**Very Low Conformance [3.0 < Score <= 4.0]**	**Low Conformance [4.0 < Score <= 5.0]**	**Medium Conformance [5.0 < Score <= 6.0]**	**High Conformance [6.0 < Score <= 8.0]**	**Very High Conformance [8.0 < Score < 10.0]**	**Full Conformance [Score = 10.0]**

Additional Notes on Information Framework Conformance Adoption scoring:

1. *The score values for each SID component are added together to get the overall Adoption Conformance score.*
2. *If 50% of the required attributes of Core entities are not supported, scores for following categories are not applied as Adoption Conformance requires conformance to 50% of the required attributes of Core entities.*
3. *Adoption Score versus Maturity Level: Using the scoring category to recognize SID adoption, an assessed ABE for which there is equivalence to 2/3 required core attributes and 8/10 dependent entities would be awarded Maturity Level Score = 2.5 (Very Low Conformance) & Adoption Conformance score = 5.2 (Medium Conformance).*

6.5 Information Framework – Conformance Result Summary

The following sections provide the summary results of the Information Framework Maturity Levels & Information Framework Adoption scores granted to the ABEs presented in scope for the Etiya Telaura Frameworx Assessment.

Each ABE was measured using the Information Framework (SID) conformance scoring guidelines as described in sections 6.4.1 & 6.4.2.

6.5.1 Information Framework - Maturity Conformance Result Summary

Etiya Telaura CRM Suite V7.0 - Information Framework V15.0
Maturity Level Conformance Results [1/2]

Figure 6-10 Information Framework – Maturity Conformance Results Summary [1/2]

Etiya Telaura CRM Suite V7.0 - Information Framework V15.0
Maturity Level Conformance Results [2/2]
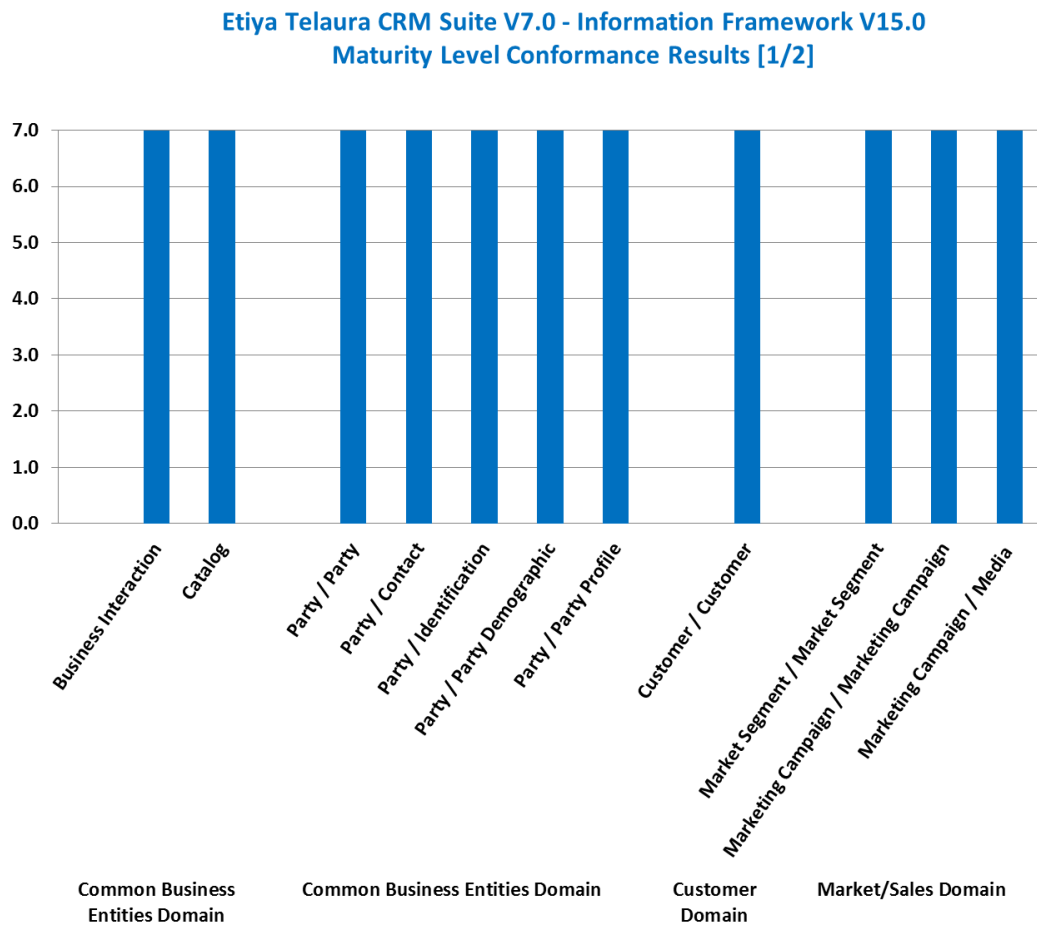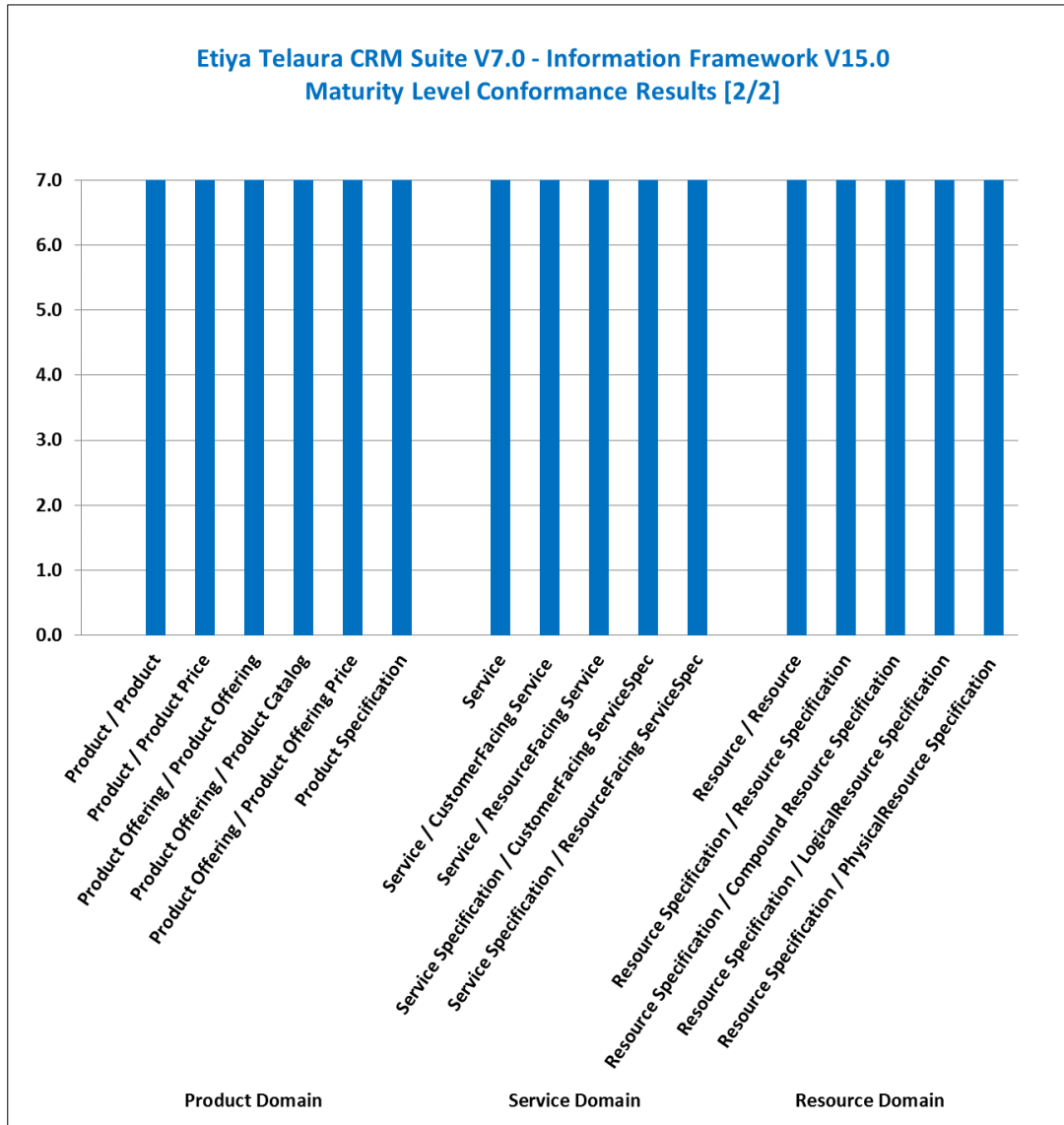
Figure 6-11 Information Framework – Maturity Conformance Results Summary [2/2]

6.5.2 Information Framework - Adoption Conformance Result Summary

**Etiya Telaura CRM Suite V7.0 - Information Framework V15.0
Adoption Level Conformance Results [1/2]**

Figure 6-12 Information Framework – Adoption Conformance Results Summary [1/2]

Etiya Telaura CRM Suite V7.0 - Information Framework V15.0 Adoption Level Conformance Results [2/2]

Product Domain

- Product / Product
- Product / Product Price
- Product Offering / Product Offering
- Product Offering / Product Catalog
- Product Offering / Product Offering Price
- Product Specification

Service Domain

- Service
- Service / CustomerFacing Service
- Service / ResourceFacing Service
- Service Specification / CustomerFacing ServiceSpec
- Service Specification / ResourceFacing ServiceSpec

Resource Domain

- Resource / Resource
- Resource Specification / Resource Specification
- Resource Specification / Compound Resource Specification
- Resource Specification / LogicalResource Specification
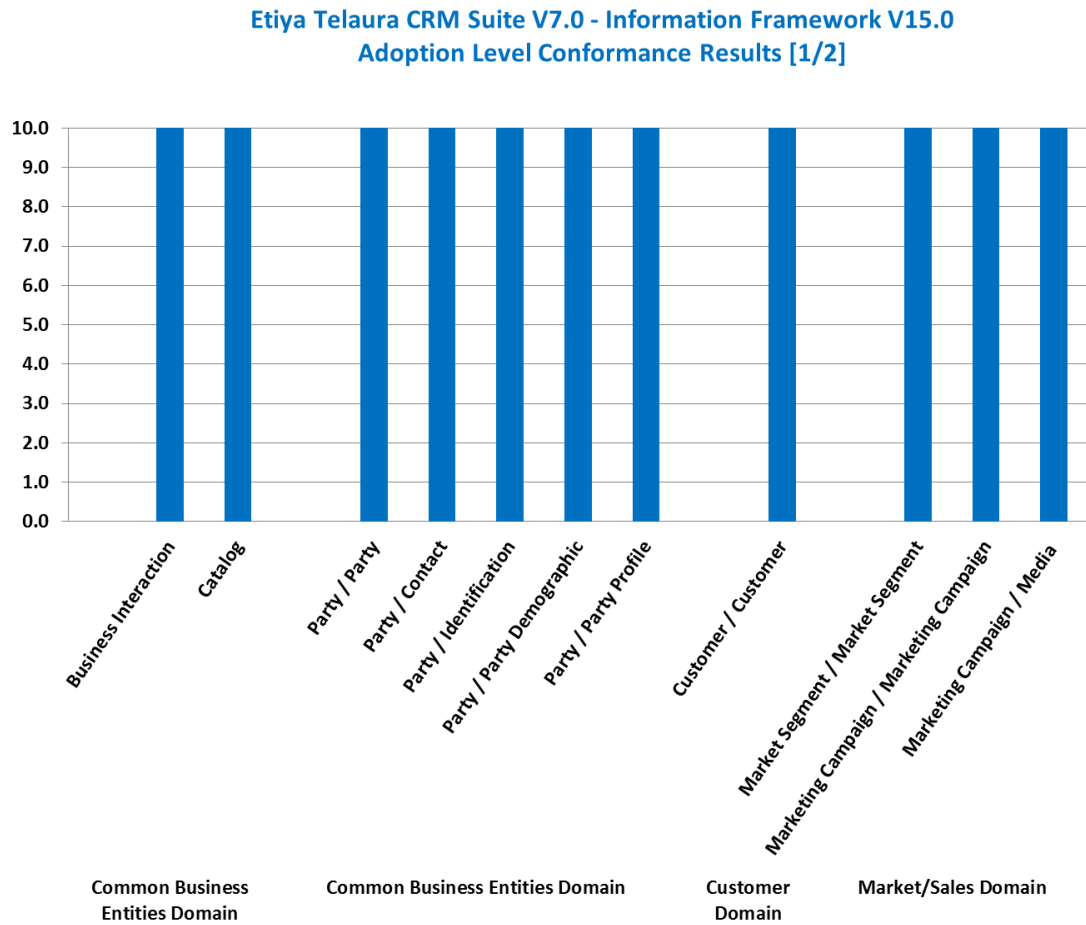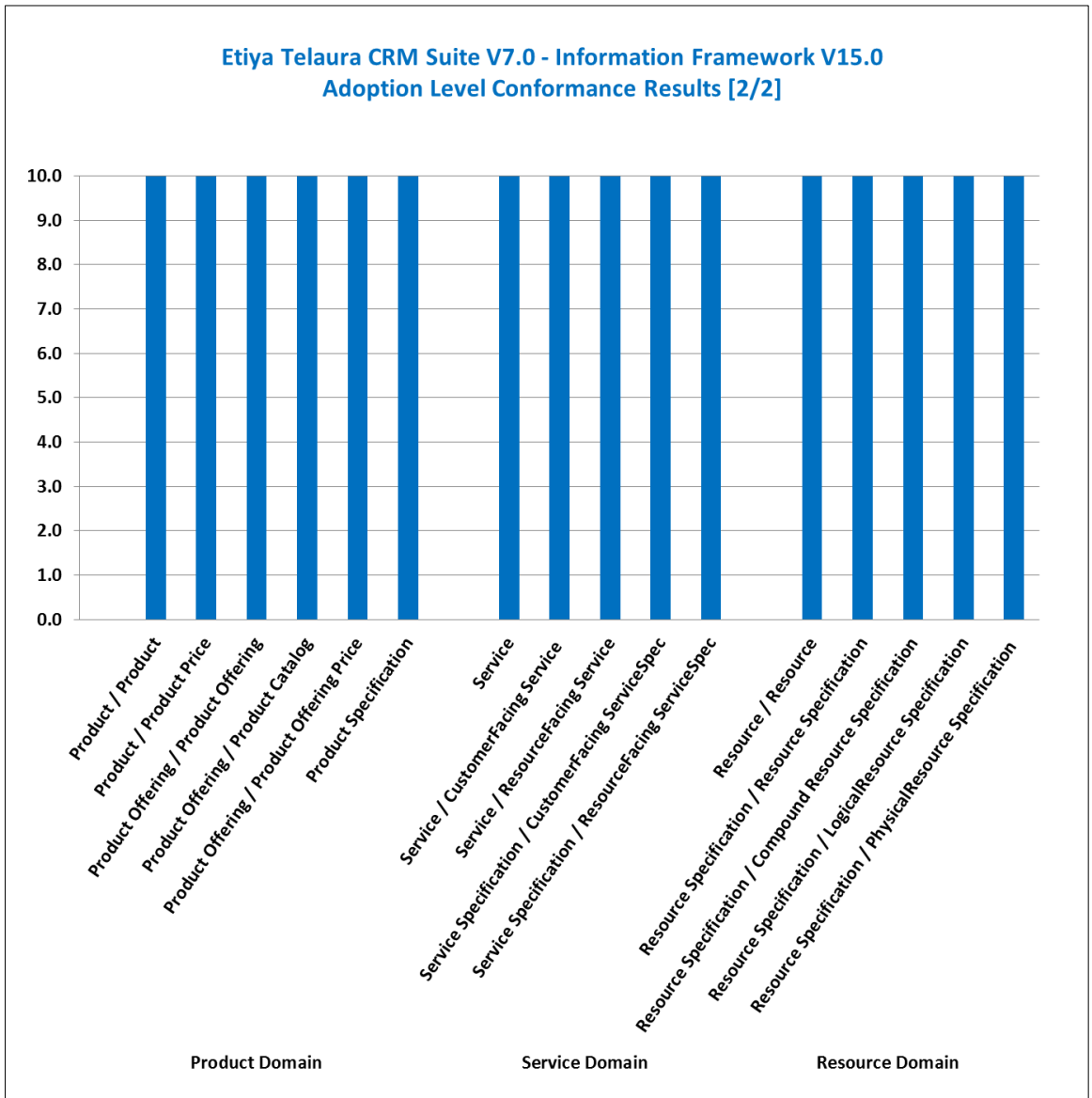- Resource Specification / PhysicalResource Specification

Figure 6-13 Information Framework – Adoption Conformance Results Summary [2/2]

6.6 Information Framework – Detailed Conformance Result

The following table provides a more detailed breakdown of the scores awarded with some additional commentary.

Table 6-4 Information Framework: Detailed Conformance Result

Domain/ABE	Maturity Conformance Level (1-7)	Assessment Comments	Adoption Conformance Score (1-10)	Assessment Comments
Etiya Telaura CRM Suite V7.0 Information Framework (SID) R15.0 - Conformance Scores				
Common Business Entities Domain				
Business Interaction	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Catalog	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Engaged Party Domain				
Party / Party	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Party / Contact	7	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Party / Identification	7	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Party / Party Demographic	7	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Party / Party Profile	7	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	Full Conformance Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Customer Domain				
Customer / Customer	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Market/Sales Domain				
Market Segment / Market Segment	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Marketing Campaign / Marketing Campaign	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Marketing Campaign / Media	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Product Domain					
Product / Product	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Product / Product Price	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Product Offering / Product Offering	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Product Offering / Product Catalog	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Product Offering / Product Offering Price	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Product Specification	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Service Domain				
Service	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Service / CustomerFacing Service	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Service / ResourceFacing Service	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Service Specification / CustomerFacing ServiceSpec	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Service Specification / ResourceFacing ServiceSpec	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Resource Domain				
Resource / Resource	**7**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	**10**	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.

Resource Specification / Resource Specification	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Resource Specification / Compound Resource Specification	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Resource Specification / LogicalResource Specification	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.
Resource Specification / PhysicalResource Specification	7	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.	10	**Full Conformance** Core entity, required attributes, dependent entities, required attributes of dependent entities, all attributes of the core entity, all attributes of dependent entities supported.