

Framework 16.0 Product Conformance Certification Report

Company Name: Huawei

Product Name: Digital CRM

Product Version: R2.1

Report Version: 1.0

Report Date: 28th February 2017

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1 Introduction

1.1 Executive Summary

This document provides details of the Huawei self-assessment and TM Forum's Conformance Assessment of the **Huawei Digital CRM** product, against the following Framework 16.0 components:

- Business Process Framework Version 16.0

The assessment included a review of:

- The methodology approach to process modeling against the TM Forum's Business Process Framework Release 16.0 according to the specific processes submitted in scope for the Assessment.

Note that Conformance to the Information Framework (SID) Aggregate Business Entities (ABEs) was not covered in this Assessment.

For any additional information on this Framework Conformance Certification Report, please contact TM Forum Conformance Certification team at:

conformance@tmforum.org.

2 Product Functionality/Capability Overview

2.1 Huawei Digital CRM Product Overview

Colossal change happens in customer consumption behavior in the current digital era. Traditional telecom operation models no longer satisfies daily growth demands of consumers. Simultaneously, challenges from new internet service providers are becoming more intense. Telecom operators are aggressively seeking transformation to avoid risks of turning into dump pipes.

Huawei Business Enabling System (BES) responds to these changes by helping operators to redefine BSS from supporting business operation to enabling digital operation. Consists of omni-channel collaboration, customer engagement, federated offering catalogue, convergent order, intelligent marketing, business orchestration, revenue management etc. It aims to help operators quickly transform into digital Telcos by improving NPS, boosting business agility, and increasing digital service revenue.

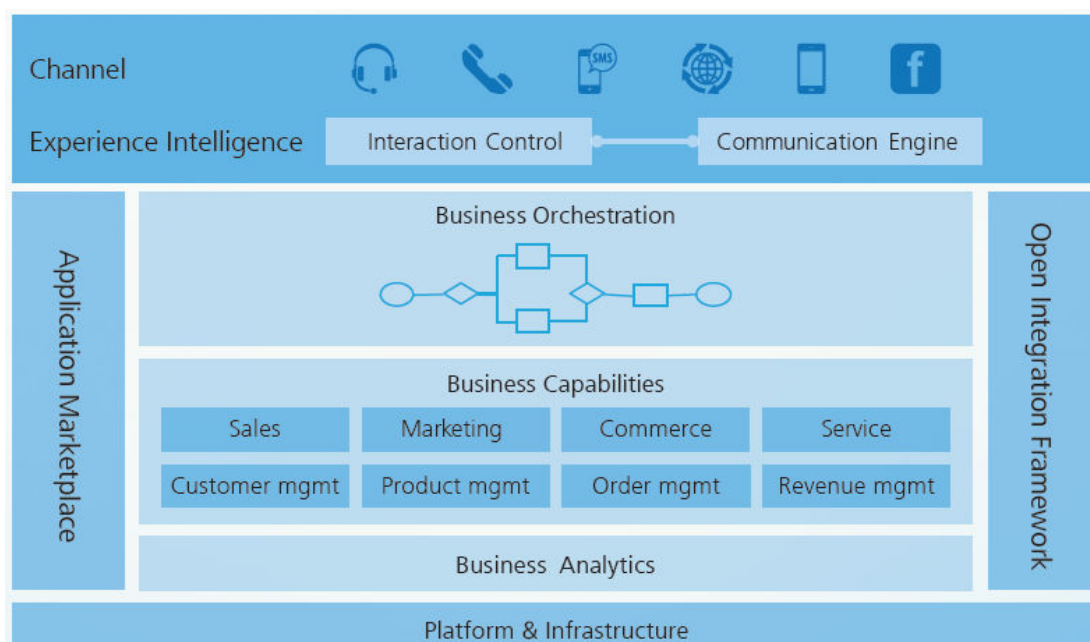


Figure 2-1 Huawei BES Architecture

Huawei Digital CRM, as the third generation BSS solution and basing on digital architecture design, is an excellent tool in helping operators in transformation. It has the following core capabilities to Operators:

- 1) ROADS (Real-time, On-demand, All-online, DIY and Social) Experience
 - Omni-channel collaboration
 - Measurable CX experience metrics
 - Enriched offer category
- 2) Agile Operation
 - Fast offer/promotion TTM by flexible configuration
 - Rapid partner on-boarding
 - Reusable business and IT assets
 - Dynamic business orchestration
- 3) Open Ecosystem
 - Partner aggregation/Open marketplace/IoT
 - API monetization
 - Customization openness
 - Integration openness
- 4) Intelligent Marketing
 - Customer insight
 - Real-time & personalized MKT
 - Dynamic pricing
 - Intelligent offer definition & design
- 5) Cloud-native Architecture
 - Elastic scaling & High performance
 - Auto and intelligent O & M
 - Fully decoupled COTS
 - Service/API based

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 used, the process mappings are in that case provided against the Level 4 Brief/Extended descriptions.*

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 4 process descriptions (Brief & Extended).*

3.2 Business Process Framework Level 2 Process Scope

The following figure represents 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 Framework Conformance Result.

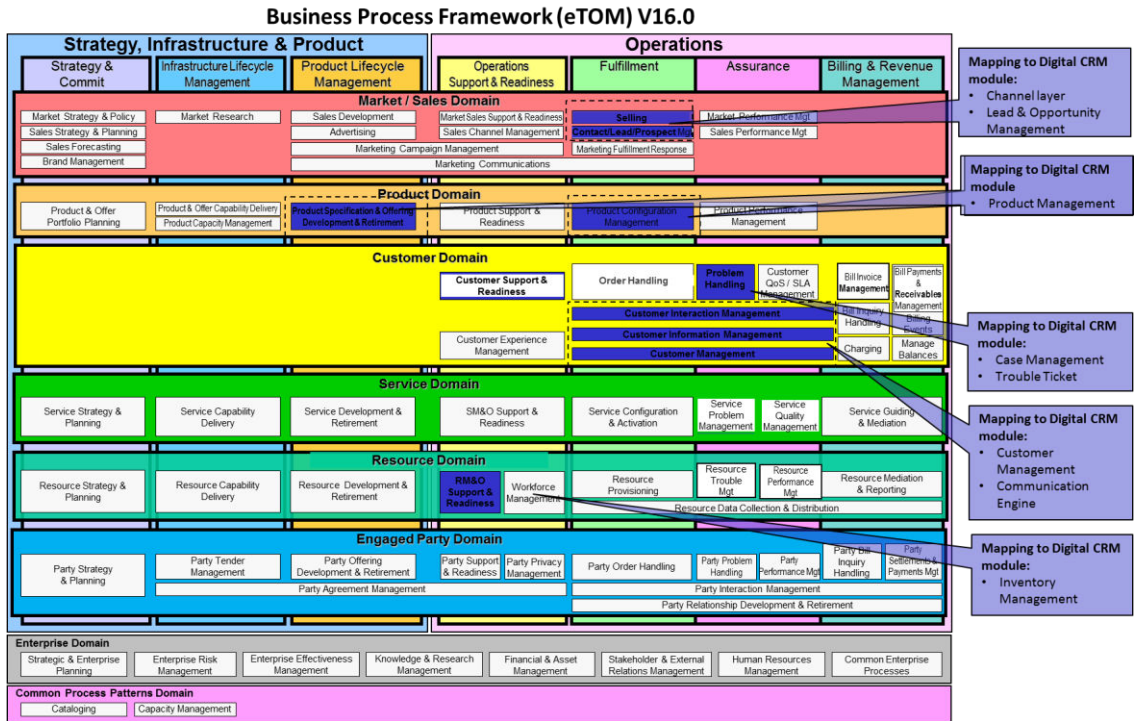


Figure 3-1 Level 2 process coverage for Huawei Digital CRM Assessment

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

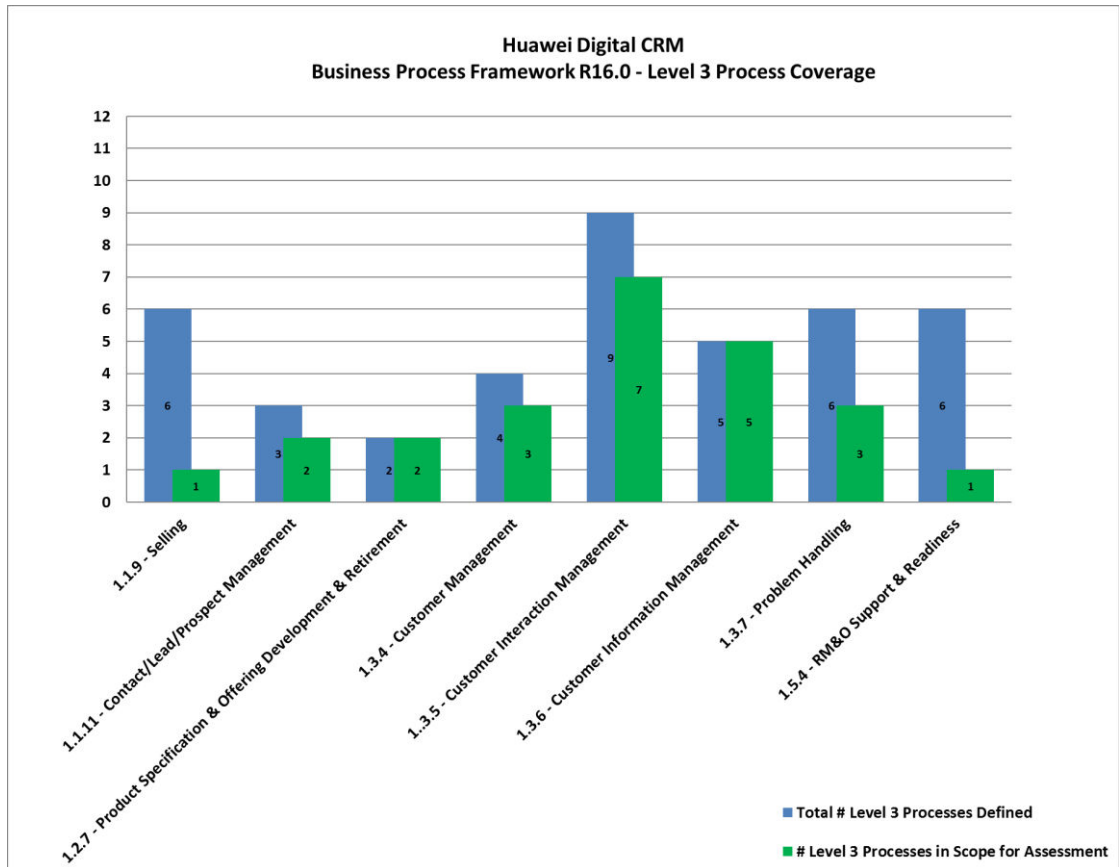


Figure 3-2 Level 3 process coverage for Huawei Digital CRM Assessment

Table 3-1 Business Process Framework Assessment Scope

Huawei Digital CRM Framework 16.0 Business Process Framework (eTOM) Scope for Assessment & Certification	
1.1 Market/Sales Domain	
Level 2: 1.1.9 - Selling	
<i>1.1.9.1 - Qualify Opportunity</i>	<i>Not in Scope</i>
<i>1.1.9.2 - Negotiate Sales/Contract</i>	<i>Not in Scope</i>
<i>1.1.9.3 - Cross/Up Selling</i>	<i>Not in Scope</i>
<i>1.1.9.4 - Develop Sales Proposal</i>	<i>Not in Scope</i>
1.1.9.5 - Manage Sales Accounts	
<i>1.1.9.6 - Acquire Customer Data</i>	<i>Not in Scope</i>
Level 2: 1.1.11 - Contact/Lead/Prospect Management	
1.1.11.1 - Manage Contact	
1.1.11.2 - Track Lead	
<i>1.1.11.3 - Manage Prospect</i>	<i>Not in Scope</i>
1.2 Product Domain	
Level 2: 1.2.7 - Product Specification & Offering Development & Retirement	
1.2.7.1 - Product Specification Development & Retirement	
1.2.7.2 - Product Offering Development & Retirement	
1.3 Customer Domain	
Level 2: 1.3.4 - Customer Management	
<i>1.3.4.1 - Enable Retention & Loyalty</i>	<i>Not in Scope</i>
1.3.4.2 - Establish Customer Relationship	
1.3.4.3 - Re-establish Customer Relationship	
1.3.4.4 - Terminate Customer Relationship	

Level 2: 1.3.5 - Customer Interaction Management	
1.3.5.1 - Create Customer Interaction	
1.3.5.2 - Update Customer Interaction	
1.3.5.3 - Close Customer Interaction	
1.3.5.4 - Log Customer Interaction	
1.3.5.5 - Notify Customer	
1.3.5.6 - Track and Manage Customer Interaction	
1.3.5.7 - Report Customer interaction	
<i>1.3.5.8 - Authenticate User</i>	<i>Not in Scope</i>
<i>1.3.5.9 - Customer Interface Management</i>	<i>Not in Scope</i>
Level 2: 1.3.6 - Customer Information Management	
1.3.6.1 - Create Customer Record	
1.3.6.2 - Update Customer Data	
1.3.6.3 - Notify Customer Data Change	
1.3.6.4 - Archive Customer Data	
1.3.6.5 - Build a unified customer view	
Level 2: 1.3.7 - Problem Handling	
<i>1.3.7.1 - Isolate Customer Problem</i>	<i>Not in Scope</i>
<i>1.3.7.2 - Report Customer Problem</i>	<i>Not in Scope</i>
1.3.7.3 - Track & Manage Customer Problem	
1.3.7.4 - Close Customer Problem Report	
1.3.7.5 - Create Customer Problem Report	
<i>1.3.7.6 - Correct & Recover Customer Problem</i>	<i>Not in Scope</i>
1.5 Resource Domain	
Level 2: 1.5.4 - RM&O Support & Readiness	
<i>1.5.4.1 - Enable Resource Provisioning</i>	<i>Not in Scope</i>
<i>1.5.4.2 - Enable Resource Performance Management</i>	<i>Not in Scope</i>
<i>1.5.4.3 - Support Resource Trouble Management</i>	<i>Not in Scope</i>
<i>1.5.4.4 - Enable Resource Data Collection & Distribution</i>	<i>Not in Scope</i>
1.5.4.5 - Manage Resource Inventory	
<i>1.5.4.6 - Manage Logistics</i>	<i>Not in Scope</i>

3.3 Product Scope

The following diagram represents Huawei Digital CRM architecture, highlighting the modules that were submitted in scope for the Conformance Certification assessment.

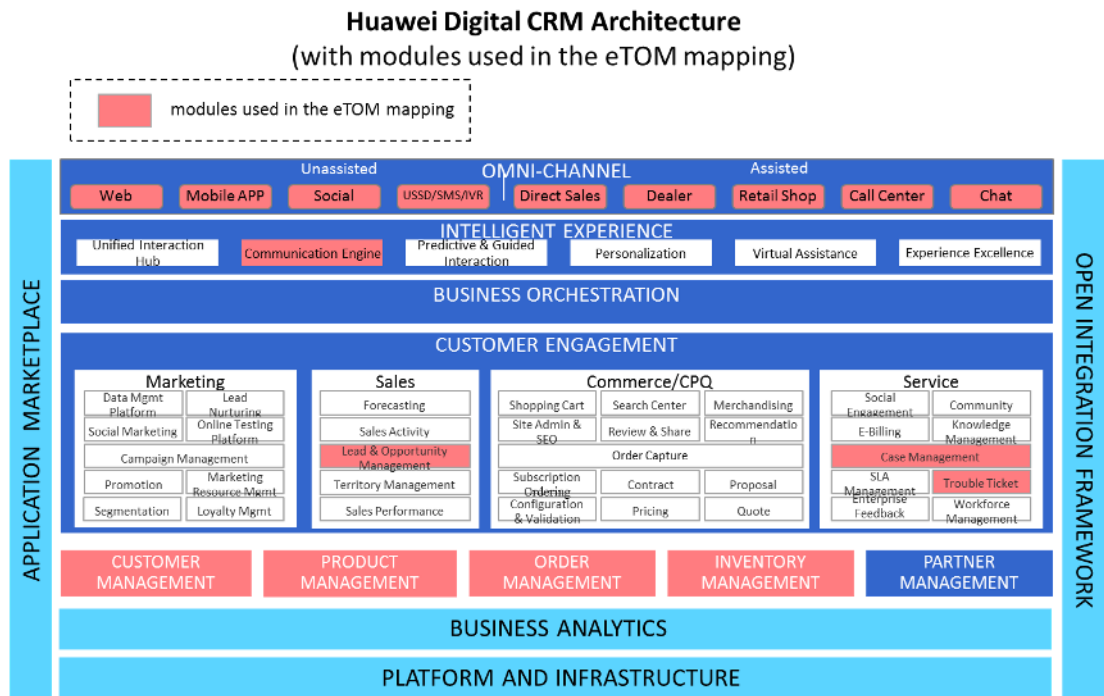


Figure 3-3 Huawei Digital CRM modules in Scope for Conformance Assessment

4 Business Process Framework – Process Mapping Descriptions

This Section provides the Process Mapping output from Huawei self-assessment which was reviewed by TM Forum Subject Matter Experts alongside supporting documentation for the Huawei Digital CRM Product.

4.1 Level 2: 1.1.9 - Selling

4.1.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.1.9 - Selling” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.1.9-Selling.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.1.9.5 - Manage Sales Accounts

4.1.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope for Level 2 process “1.1.9 - Selling”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Huawei chose not to submit some Level 3 and Level 4 processes for Framework conformance assessment.

Note that by not submitting Level 4 processes, this has an impact on the parent Level 3 process Conformance scores.

Table 4-1 1.1.9 - Selling Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.1 Market/Sales Domain	
Level 2: 1.1.9 - Selling	Conformance Scores
<i>1.1.9.1 - Qualify Opportunity</i>	<i>Not in Scope</i>
<i>1.1.9.2 - Negotiate Sales/Contract</i>	<i>Not in Scope</i>
<i>1.1.9.3 - Cross/Up Selling</i>	<i>Not in Scope</i>
<i>1.1.9.4 - Develop Sales Proposal</i>	<i>Not in Scope</i>
1.1.9.5 - Manage Sales Accounts	4.5
1.1.9.5.1 - Contact Customer (on regular basis)	75%
1.1.9.5.2 - Develop Contacts & Leads	100%
1.1.9.5.3 - Update Sales Repository	50%
<i>1.1.9.6 - Acquire Customer Data</i>	<i>Not in Scope</i>

4.2 Level 2: 1.1.11 - Contact/Lead/Prospect Management

4.2.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.1.11 - Contact/Lead/Prospect Management” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1-1-11-ContactLeadProspect-Mgt.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.1.11.1 - Manage Contact
- 1.1.11.2 - Track Lead

4.2.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope for Level 2 process “1.1.11 - Contact/Lead/Prospect Management”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-2 1.1.11 - Contact/Lead/Prospect Management Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.3 Market/Sales Domain	
Level 2: 1.1.11 - Contact/Lead/Prospect Management	Conformance Scores
1.1.11.1 - Manage Contact	4.2
1.1.11.1.1 - Identify Contact	75%
1.1.11.1.2 - Develop Contact	Not mapped
1.1.11.1.3 - Maintain Contact Information	100%
1.1.11.2 - Track Lead	5.0
1.1.11.2.1 - Track Marketing Lead	100%
1.1.11.2.2 - Evaluate Marketing Lead	100%
<i>1.1.11.3 - Manage Prospect</i>	<i>Not in Scope</i>

4.3 Level 2: 1.2.7 - Product Specification & Offering Development & Retirement

4.3.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.2.7 - Product Specification & Offering Development & Retirement” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.2.7-Product-Spec-Offering-Devt-Retirement.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.2.7.1 - Product Specification Development & Retirement
- 1.2.7.2 - Product Offering Development & Retirement

4.3.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 and Level 4 processes submitted in scope for Level 2 process “1.2.7 - Product Specification & Offering Development & Retirement”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-3 1.2.7 - Product Specification & Offering Development & Retirement Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.2 Product Domain	
Level 2: 1.2.7 - Product Specification & Offering Development & Retirement	Conformance Scores
1.2.7.1 - Product Specification Development & Retirement	5.0
1.2.7.1.1 - Gather & Analyze New Product Specification Ideas	100%
1.2.7.1.2 - Develop New Product Specification Business Proposal	100%
1.2.7.1.3 - Develop Detailed Product Specification	100%
1.2.7.1.4 - Manage Product Specification Development	100%
1.2.7.1.5 - Remove Product Specification	100%
1.2.7.2 - Product Offering Development & Retirement	4.3
1.2.7.2.1 - Product Offering Lifecycle Management	100%
1.2.7.2.2 - Product Offering Pricing	100%
1.2.7.2.3 - Product Offering Cataloging	100%
1.2.7.2.4 - Product Offering Agreement Management	100%
1.2.7.2.5 - Product Offering Prototyping	<i>Not mapped</i>
1.2.7.2.6 - Product Offering Promotion Development	<i>Not mapped</i>

4.4 Level 2: 1.3.4 - Customer Management

4.4.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.3.4 - Customer Management” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.3.4-Customer-Management.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.3.4.2 - Establish Customer Relationship
- 1.3.4.3 - Re-establish Customer Relationship
- 1.3.4.4 - Terminate Customer Relationship

4.4.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 processes submitted in scope for Level 2 process “1.3.4 - Customer Management”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-4 1.3.4 - Customer Management Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.3 Customer Domain	
Level 2: 1.3.4 - Customer Management	Conformance Scores
<i>1.3.4.1 - Enable Retention & Loyalty</i>	<i>Not in Scope</i>
1.3.4.2 - Establish Customer Relationship	5.0
1.3.4.2.1 - Verify Customer	100%
1.3.4.2.2 - Establish New Customer Identity	100%
1.3.4.2.3 - Clean-up & Archive Customer Identifying Information	100%
1.3.4.2.4 - De-duplicate Customer Identity	100%
1.3.4.2.5 - Issue Unique Customer ID	100%
1.3.4.2.6 - Gather Authentication Information	100%
1.3.4.3 - Re-establish Customer Relationship	5.0
1.3.4.4 - Terminate Customer Relationship	5.0

4.5 Level 2: 1.3.5 - Customer Interaction Management

4.5.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.3.5 - Customer Interaction Management” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.3.5-Customer-Interaction-Management.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.3.5.1 - Create Customer Interaction
- 1.3.5.2 - Update Customer Interaction
- 1.3.5.3 - Close Customer Interaction
- 1.3.5.4 - Log Customer Interaction
- 1.3.5.5 - Notify Customer
- 1.3.5.6 - Track and Manage Customer Interaction
- 1.3.5.7 - Report Customer interaction

4.5.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 processes submitted in scope for Level 2 process “1.3.5 - Customer Interaction Management”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-5 1.3.5 - Customer Interaction Management Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.3 Customer Domain	
Level 2: 1.3.5 - Customer Interaction Management	Conformance Scores
1.3.5.1 - Create Customer Interaction	5.0
1.3.5.2 - Update Customer Interaction	5.0
1.3.5.3 - Close Customer Interaction	5.0
1.3.5.4 - Log Customer Interaction	5.0
1.3.5.5 - Notify Customer	5.0
1.3.5.6 - Track and Manage Customer Interaction	4.0
1.3.5.7 - Report Customer interaction	5.0
<i>1.3.5.8 - Authenticate User</i>	<i>Not in Scope</i>
<i>1.3.5.9 - Customer Interface Management</i>	<i>Not in Scope</i>

4.6 Level 2: 1.3.6 - Customer Information Management

4.6.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.3.6 - Customer Information Management” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.3.6-Customer-Information-Management.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.3.6.1 - Create Customer Record
- 1.3.6.2 - Update Customer Data
- 1.3.6.3 - Notify Customer Data Change
- 1.3.6.4 - Archive Customer Data
- 1.3.6.5 - Build a unified customer view

4.6.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 processes submitted in scope for Level 2 process “1.3.6 - Customer Information Management”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-6 1.3.6 - Customer Information Management Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.3 Customer Domain	
Level 2: 1.3.6 - Customer Information Management	Conformance Scores
1.3.6.1 - Create Customer Record	5.0
1.3.6.2 - Update Customer Data	5.0
1.3.6.3 - Notify Customer Data Change	5.0
1.3.6.4 - Archive Customer Data	5.0
1.3.6.5 - Build a unified customer view	5.0

4.7 Level 2: 1.3.7 – Problem Handling

4.7.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.3.7 – Problem Handling” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.3.7-Problem-Handling.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.3.7.2 - Report Customer Problem
- 1.3.7.3 - Track & Manage Customer Problem
- 1.3.7.4 - Close Customer Problem Report
- 1.3.7.5 - Create Customer Problem Report

4.7.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 processes submitted in scope for Level 2 process “1.3.7 – Problem Handling”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-7 1.3.7 – Problem Handling Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.3 Customer Domain	
Level 2: 1.3.7 - Problem Handling	Conformance Scores
<i>1.3.7.1 - Isolate Customer Problem</i>	<i>Not in Scope</i>
1.3.7.2 - Report Customer Problem	<i>Not available</i>
1.3.7.2.1 - Monitor Customer Problem	<i>Not available</i>
1.3.7.2.2 - Distribute Customer Problem Notifications	<i>Not available</i>
1.3.7.2.3 - Distribute Customer Problem Management Reports & Summaries	<i>Not available</i>
1.3.7.2.4 - Notify Customer Problem	<i>Not available</i>
1.3.7.2.5 - Issue Customer Problem Management Summaries	<i>Not available</i>
1.3.7.2.6 - Generate Customer Problem Management Reports	<i>Not available</i>
1.3.7.3 - Track & Manage Customer Problem	5.0
1.3.7.3.1 - Coordinate Customer Problem	100%
1.3.7.3.2 - Cancel Customer Problem	100%
1.3.7.3.3 - Escalate/End Customer Problem	100%
1.3.7.3.4 - Monitor Customer Problem Jeopardy Status	100%
1.3.7.3.5 - Prioritize Customer Problem	100%
1.3.7.3.6 - Escalate Customer Problem to support team	100%
1.3.7.4 - Close Customer Problem Report	4.4
1.3.7.4.1 - Contact Customer for Feedback	100%
1.3.7.4.2 - Complete and Validate Customer Problem Report	50%
1.3.7.4.3 - Update Time to Restore Service	100%
1.3.7.4.4 - Finalize Customer Problem Report	100%
1.3.7.4.5 - Communicate Service improvement Opportunity	0%
1.3.7.5 - Create Customer Problem Report	5.0
1.3.7.5.1 - Generate Customer Problem Report	100%
1.3.7.5.2 - Obtain Configuration Information	100%
1.3.7.5.3 - Check for major outage	100%
<i>1.3.7.6 - Correct & Recover Customer Problem</i>	<i>Not in Scope</i>

4.8 Level 2: 1.5.4 - RM&O Support & Readiness

4.8.1 Mapping Details & Supporting Evidence

The documented mapping information for all Level 3/Level 4 processes in scope for the “1.5.4 - RM&O Support & Readiness” business processes are available from the following link:

<https://www.tmforum.org/wp-content/uploads/2017/02/Huawei-Digital-CRM-eTOM-1.5.4-RMO-Support-Readiness.pdf>

Mappings and supporting evidence was presented for the following Level 3 processes:

- 1.5.4.5 - Manage Resource Inventory

4.8.2 Detailed Conformance Scores

The following table details the conformance scores awarded to the Level 3 processes submitted in scope for Level 2 process “1.5.4 - RM&O Support & Readiness”. The scoring guidelines are explained in Figure 6-1 in Section 6.1.

Table 4-8 1.5.4 - RM&O Support & Readiness Conformance Scores

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores	
1.5 Resource Domain	
Level 2: 1.5.4 - RM&O Support & Readiness	Conformance Scores
<i>1.5.4.1 - Enable Resource Provisioning</i>	<i>Not in Scope</i>
<i>1.5.4.2 - Enable Resource Performance Management</i>	<i>Not in Scope</i>
<i>1.5.4.3 - Support Resource Trouble Management</i>	<i>Not in Scope</i>
<i>1.5.4.4 - Enable Resource Data Collection & Distribution</i>	<i>Not in Scope</i>
1.5.4.5 - Manage Resource Inventory	4.3
1.5.4.5.1 - Manage Resource Inventory Database and Processes	100%
1.5.4.5.2 - Track and Monitor Resource Repository Capabilities	100%
1.5.4.5.3 - Identify Repository Issues and Provide Reports and Warnings	Not mapped
<i>1.5.4.6 - Manage Logistics</i>	<i>Not in Scope</i>

5 Information Framework Assessment Overview

5.1 Mapping Technique Employed

Not applicable for this assessment.

5.2 Information Framework Assessment - ABE Scope

Not applicable for this assessment.

5.3 Product Scope

Not applicable for this assessment.

6 Framework Conformance Result

This Section details the Scores awarded to reflect Conformance of the Huawei product to the Business Process Framework & Information Framework components of Framework 16.0.

6.1 Business Process Framework – Scoring Rules

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

Framework 16.0 Conformance Certification (Product/Solution/Implementation)		
Business Process Framework (eTOM) - Conformance Score Methodology		
Process Level	Conformance Score	Qualifier
Level 1 Process	Not applicable	Conformance Assessment shall not be carried out at this process level.
Level 2 Process	Not applicable	A conformance level is not awarded to Level 2 processes in Framework Certification. The Certification Report shall highlight the coverage within a Level 2 process submitted in scope for an Assessment, in terms of number of Level 3 processes submitted for assessment out of the total number defined in the Business Process Framework for the Level 2 process.
Level 3 Process	Conformance Score is awarded between 3.1 & 5.0	The Conformance Score is awarded for each Level 3 process submitted in scope for the Assessment. The Conformance Score awarded can be a value between 3.1* & 5 depending on the level of coverage & conformance to the Level 3 process based on the alignment to the level 3 Implied Tasks as decomposed in the Level 4 process definitions. If a Level 3 process has not been decomposed to Level 4 processes, the Level score is awarded according to alignment to the Level 3 defined Implied Tasks.
Level 4 Process	Level of conformance is calculated as input to parent Level 3 Process Score	Levels of conformance are calculated for Level 4 processes according to alignment to the individual implied tasks. Level 4 scores are summed and averaged to given an overall score for the parent Level 3 process.

* In earlier Conformance Assessments, scores were awarded to Level 1 & Level 2 processes using values 1 through to 3. For this reason, the Level 3 scores start from > 3.

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

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 Framework 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 graph in this Section provides an overview of the conformance levels granted to the Level 3 Processes presented in scope for the Huawei 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.

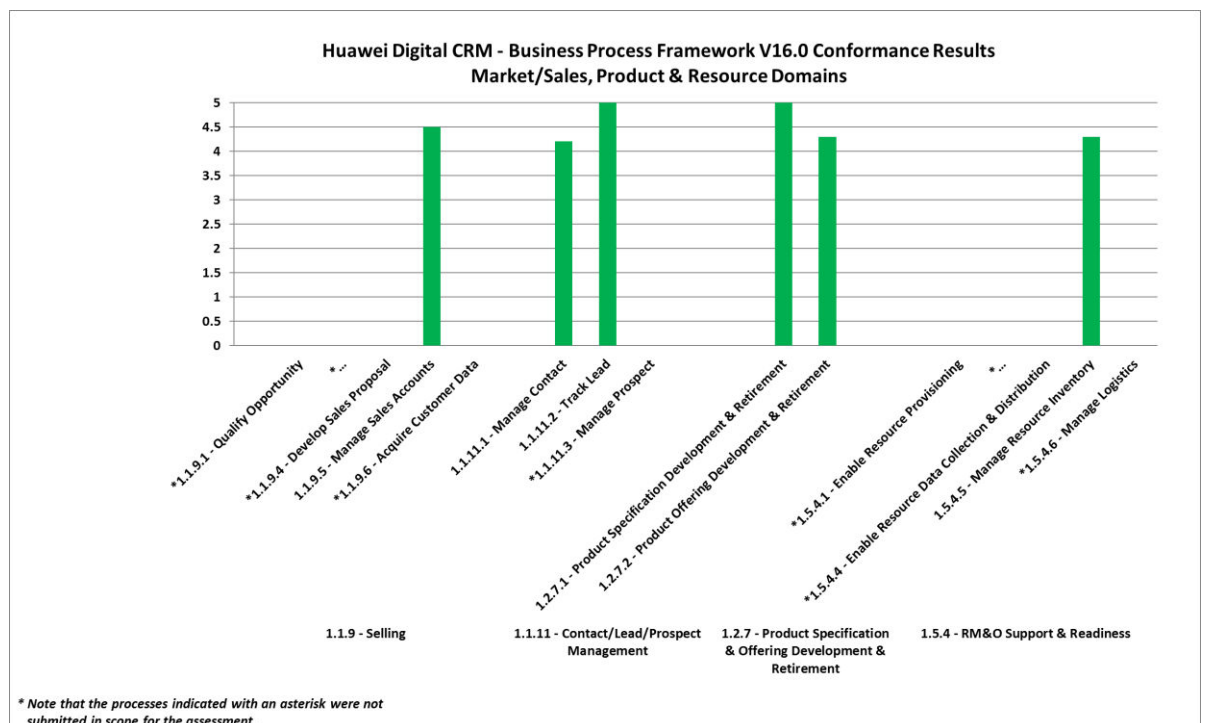


Figure 6-2 Conformance Results (eTOM) Market/Sales, Product & Resource Domains

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

Huawei Digital CRM Framework 16.0 Business Process Framework Conformance Scores		
L1 / L2 / L3 Process	L3 Process Score [L2 Coverage]	Comments
1.1 Market/Sales Domain		
1.1.9 - Selling	[1/6]	Comments
<i>1.1.9.1 - Qualify Opportunity</i>	0	<i>This process was not submitted for assessment.</i>
<i>1.1.9.2 - Negotiate Sales/Contract</i>	0	<i>This process was not submitted for assessment.</i>
<i>1.1.9.3 - Cross/Up Selling</i>	0	<i>This process was not submitted for assessment.</i>
<i>1.1.9.4 - Develop Sales Proposal</i>	0	<i>This process was not submitted for assessment.</i>
1.1.9.5 - Manage Sales Accounts	4.5	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.
<i>1.1.9.6 - Acquire Customer Data</i>	0	<i>This process was not submitted for assessment.</i>

1.1.11 - Contact/Lead/Prospect Management	[2/3]	Comments
1.1.11.1 - Manage Contact	4.2	<p>Partially Conformant</p> <p>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.</p> <p>Level 4 process "1.1.11.1.2 - Develop Contact" was not submitted/mapped. See Level 3/Level 4 results section in Chapter 4.</p>
1.1.11.2 - Track Lead	5.0	<p>Fully Conformant</p> <p>Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</p>
<i>1.1.11.3 - Manage Prospect</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>
1.2 Product Domain		
1.2.7 - Product Specification & Offering Development & Retirement	[2/2]	Comments
1.2.7.1 - Product Specification Development & Retirement	5.0	<p>Fully Conformant</p> <p>Supporting evidence and documentation submitted for the assessment of this level 3 process fulfilled alignment criteria with the standard Business Process Framework (eTOM).</p>

1.2.7.2 - Product Offering Development & Retirement	4.3	<p>Partially Conformant</p> <p>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.</p> <p>Level 4 processes "1.2.7.2.5 - Product Offering Prototyping" and "1.2.7.2.6 - Product Offering Promotion Development" were not submitted/mapped. All other 4 Level processes were assessed to be 100% conformant.</p> <p>See Level 3/Level 4 results section in Chapter 4.</p>
1.5 Resource Domain		
1.5.4 - RM&O Support & Readiness		
<i>1.5.4.1 - Enable Resource Provisioning</i>	<i>Not in Scope</i>	<i>This process was not submitted for assessment.</i>
<i>1.5.4.2 - Enable Resource Performance Management</i>	<i>Not in Scope</i>	<i>This process was not submitted for assessment.</i>
<i>1.5.4.3 - Support Resource Trouble Management</i>	<i>Not in Scope</i>	<i>This process was not submitted for assessment.</i>
<i>1.5.4.4 - Enable Resource Data Collection & Distribution</i>	<i>Not in Scope</i>	<i>This process was not submitted for assessment.</i>
1.5.4.5 - Manage Resource Inventory	4.3	<p>Partially Conformant</p> <p>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.</p> <p>Level 4 processes "1.5.4.5.3 - Identify Repository Issues and Provide Reports and Warnings" was not submitted/mapped.</p> <p>See Level 3/Level 4 results section in Chapter 4.</p>
<i>1.5.4.6 - Manage Logistics</i>	<i>Not in Scope</i>	<i>This process was not submitted for assessment.</i>

1.3 Customer Domain		
1.3.4 - Customer Management		
<i>1.3.4.1 - Enable Retention & Loyalty</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>
1.3.4.2 - Establish Customer Relationship	5.0	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).
1.3.4.3 - Re-establish Customer Relationship	5.0	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).
1.3.4.4 - Terminate Customer Relationship	5.0	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).
1.3.5 - Customer Interaction Management		
1.3.5.1 - Create Customer Interaction	5.0	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).
1.3.5.2 - Update Customer Interaction	5.0	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).

1.3.5.3 - Close Customer Interaction	5.0	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).
1.3.5.4 - Log Customer Interaction	5.0	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).
1.3.5.5 - Notify Customer	5.0	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).
1.3.5.6 - Track and Manage Customer Interaction	4.0	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.
1.3.5.7 - Report Customer interaction	5.0	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).
<i>1.3.5.8 - Authenticate User</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>
<i>1.3.5.9 - Customer Interface Management</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>

1.3.6 - Customer Information Management		
1.3.6.1 - Create Customer Record	5.0	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).
1.3.6.2 - Update Customer Data	5.0	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).
1.3.6.3 - Notify Customer Data Change	5.0	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).
1.3.6.4 - Archive Customer Data	5.0	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).
1.3.6.5 - Build a unified customer view	5.0	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).

1.3.7 - Problem Handling		
<i>1.3.7.1 - Isolate Customer Problem</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>
<i>1.3.7.2 - Report Customer Problem</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>
1.3.7.3 - Track & Manage Customer Problem	5.0	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).
1.3.7.4 - Close Customer Problem Report	4.4	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.
1.3.7.5 - Create Customer Problem Report	5.0	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).
<i>1.3.7.6 - Correct & Recover Customer Problem</i>	<i>0</i>	<i>This process was not submitted for assessment.</i>

6.4 Information Framework – Scoring Rules

Not applicable for this assessment.

6.4.1 Information Framework Maturity Conformance Scoring Methodology

Not applicable for this assessment.

6.4.2 Information Framework Adoption Conformance Scoring Methodology

Not applicable for this assessment.

6.5 Information Framework – Conformance Result Summary

Not applicable for this assessment.

6.5.1 Information Framework - Maturity Conformance Result Summary

Not applicable for this assessment.

6.5.2 Information Framework - Adoption Conformance Result Summary

Not applicable for this assessment.

6.6 Information Framework – Detailed Conformance Result

Not applicable for this assessment.