

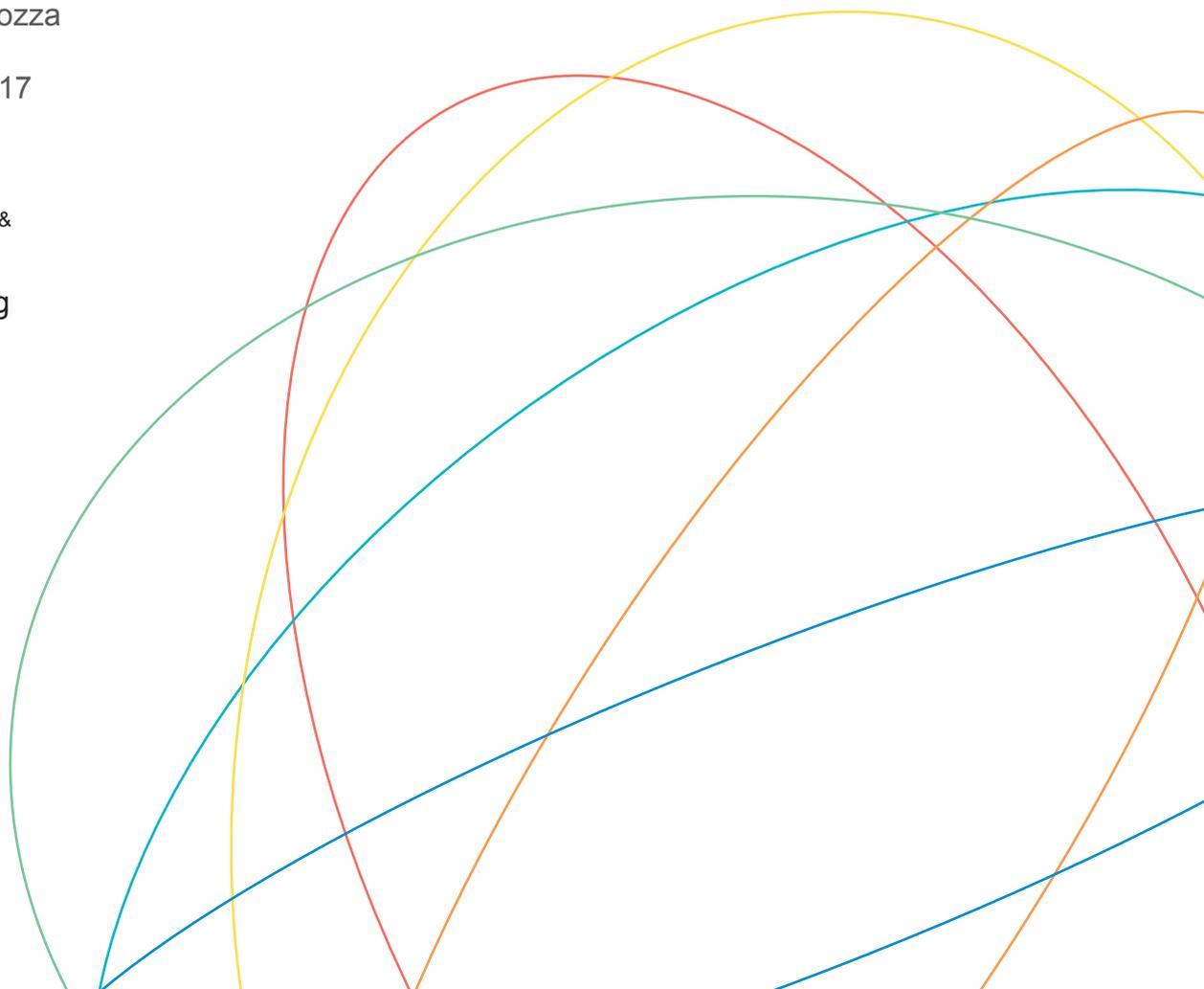


# “ A digital operating model transformation, catalogue driven ”

A Huawei Thought Leadership White Paper  
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March, 2017

Business &  
Network  
Consulting



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*“Lowering operational costs for marketing and IT to launch new ideas it helps ultimately to transform Telco operators from product-centric company to service-centric company”*

# 1 Executive Summary

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The adoption of a precise product catalogue transformation approach helps to improve 30% more TTM on top of the TTM improvement already provided by adopting agile system tools.

As Telco providers move towards open digital ecosystems such as OTT services, IoT type of services, it is apparent that more emphasis is being put on the industry best practices which enable the business to be more innovative at the idea stage, more consistent as standards improve, making better the product designs and increasing the reuse.

This document looks at the part product marketing leaders can play and thrive by enhancing their people’s effectiveness, introducing lean processes and adopting agile tools to handle their product catalogue. Regardless the industry, always we hear about the importance to reduce the time to market (TTM) “length of time it takes from a product being conceived until its being available for sale” [1]. The adoption of a precise product catalogue transformation approach helps to improve 30% more TTM on top of the TTM improvement already provided by adopting agile system tools.

Within a CMO organization structure, the audience for this document are the product marketing managers and its department with the role of product innovation, forecasting, product design and testing, and product lifecycle management. This methodology is not meant to be used for departments such as marketing strategic communications, sales marketing, branding management, customer value management (campaign), advertisement, public relations. Challenges for product marketing are: what if marketing can exploit product build blocks more effectively? What if product marketing is better coordinated with other organization functions? Improving their success on innovation, forecasting and pricing of new offerings? Is the product launch governance, roles and responsibili-



ties of who and when actors like technology, service creation and management, are engaged well defined?

In industries such as the Automotive Industry, the methodologies to reach target TTM, to monitor product launch phases with specific product launch KPI and ad hoc governance model, is a must to keep them competitive; automation of the product launch process is also enabled by using auto parts and components from different suppliers.

In Telco Industry more recently the digital disruption is leading all operators to adopt similar methodologies and best practices accelerating their time to market and making their organization and solution more agile. The dynamism of this sector actually is contributing to reduce the complexities of the products to units and reusable parts (such as micro-services), parts frequently reused during the launch of new products and services or parts obtained from partners.

There is more than one reason why operators which did not feel the pressure before to institutionalize PLM, when limited product complexity and features were there, homogenous network/provider landscape was there, now suddenly in today's digital world, where the environment is not simple and static like before, suddenly a controlled and coordinated Product Lifecycle Management becomes a must! Service Provider (SP) needs to support a richer catalogue of product and services. This variety increases the number of stakeholders involved in the process to innovate the product set and requires the "product manager" to track the full product lifecycle from conception through to retirement.

Marketing is keen to configure product catalogue on its own and optimize the go to market by enhancing the reusability of past configurations. On the other side, telecommunication IT departments (to be more prompt and agile on marketing demand) is orienting its effort on adopting solutions will ensure to have reusable product parts (commonly called building blocks or product template) in order to hand over parts of product catalogue configurations to the business departments.

Product Catalogue building blocks and iPLM E2E processes can be easily adopted by the Telco Operator for different market segment (from

The platform implementing the "digital product catalogue" must support integrations with partner's product catalogue.

B2C to B2B, from IoT to M2M). Ultimately making Telco operators a factory such as in automotive industry, from cars here we have services: a service-centric company.

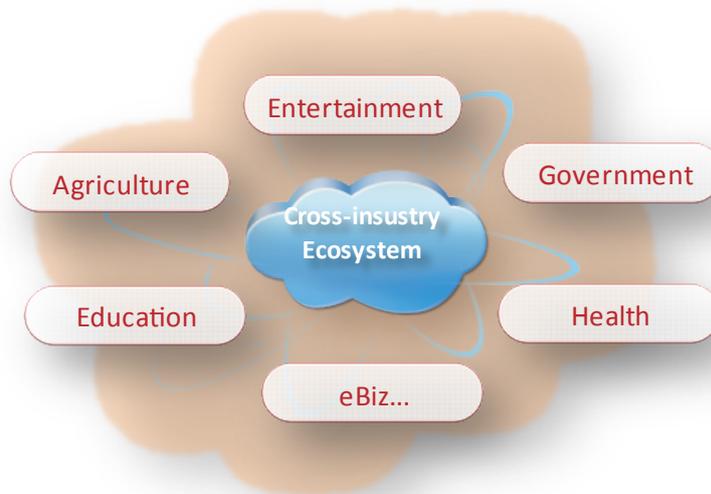


Figure 1 - Open Digital ecosystem

Agility without Innovation is not enough. Telco providers need to move towards open digital ecosystems, to develop products and services not only for customer but for ‘partners’ becoming more evident that is not just important but a necessity. The platform implementing the “digital product catalogue” must support integrations with partner’s product catalogue. This document aim the reader to follow a systematic approach on transforming a list of products and service, commonly called product catalogue (PC), leveraging Huawei ‘s Telco OS solutions.

Product Catalogue Transformation (PCT) is also itself composed by reusable parts, so extending the reusability concept from the product to the methodology itself. Telco operators can decide to adopt all PCT methodology components or parts of it based on marketing and solution priorities. Even if you are thinking to transform your product catalogue within a wider business transformation or more simply you are updating part of the IT solutions impacting your commercial/technical product catalogue, then elements or the entire methodology described below can be adopted.



## 2 Product Catalogue Transformation (PCT)

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The Telco product catalogue (PC) is normally distributed to three levels:

- **Commercial PC** – this the top level type of configuration needed for end user subscription of the product and services, normally including business rules such as customer eligibility to subscribe certain product offer or relationship rules between different offer subscriptions.
- **Technical PC** – from the CRM and through a middleware, IT systems such as Billing are configured to associate commercial product and services to plans, discounting based on accumulators of the usage.
- **Service PC** – ownership of this list of product and services is below infrastructure operations support layer (OSS) which act as provisioning of the configurations towards network elements, SDN and NFV.

We do believe that a catalogue driven business transformation merging these three levels in a unique product catalogue (TelcoOS centralized product catalogue), which becomes master of the product configurations can save costs and reduce time to market for the product managers. Unfortunately for different reasons Telco operators might not be able to reach this target due to previous IT investments and impacts on the organizations.

In case of a BSS transformation, replacing for instance multiple vendor solutions with single platform like Huawei BES (Business Enablement System), the commercial and technical product catalogue is moved to a new stack. The introduction of a single platform solution will impact the go-to-market business process. At this point of time becomes a “must” to adopt methodologies to support the organization (including all depart-

Business transformation has the target not only to improve Customer Experience but also must make the enterprise more agile to reduce the go-to-market and then the TTM

ments from marketing to IT) during this journey.

The maturity and awareness of this journey from executives perspective in the organization is not always obvious, here is the value provided by the Huawei consulting service, to make people conscious of the necessary activities, people to be engaged, time and risks, to benefit as much as possible of product catalogue change enabling the creation of a clean, simplified and lean business processes on top of a new digital product catalogue.

First step for executives is to extend the focus from being customer centric to product centric, understanding that business transformation is not only how to improve customer experience, but also how customer needs are satisfied in short time, launching attractive product and services. Business transformation has the target not only to improve Customer Experience (CE) but also must make the enterprise more agile to reduce the go-to-market and then the TTM. Telco industry needs to take Product-Centric into account when moving to be Customer-Centric (see Figure 2).

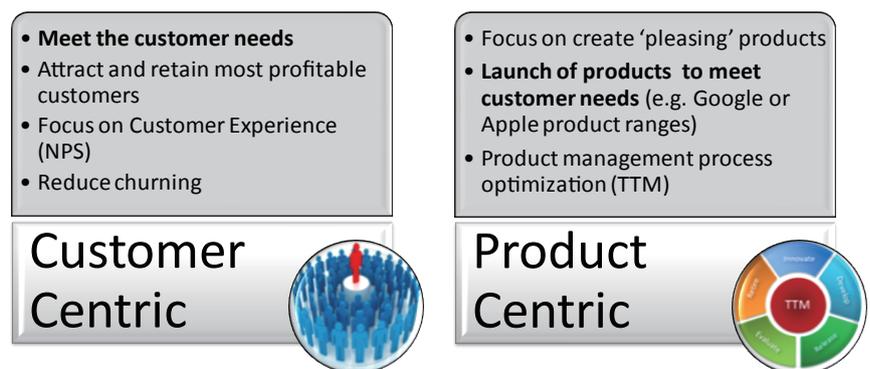


Figure 2 - Focus on the product

On one side the organization focus is on finding the best UX (user interface) which meet the customer needs, attracting new prospects or retaining most profitable customers, on providing the best Customer Experience via the call centres (Net Promoter Score). On the other side focus is on improving marketing performance to create 'charming' products and services, optimizing the overall processes for the product management and launching of product and services which meet customer needs.

Product Catalogue Transformation (PCT) is a framework-driven approach to a new way to implement products

Senior management team in the organization focusing on Product&Service creation, the product lifecycle, related KPIs, governance of the product management, are recommended to read following paragraphs which outline the ways to increase enterprise business performance and achieve target business revenues from products and services launched in the market.

**Product Catalogue Transformation (PCT)** is a framework-driven approach to a new way to implement products leveraging on Product Catalogue system capabilities (like Huawei BES PC):

- **PCC – PC consolidation**, to reduce lines of customer product’ s portfolio, reducing the number of products to invest more in the products that make the most profits
- **PCS – PC simplification**, Make product simpler reducing it to its basic elements, common factors, a new way to implement products and services. It is a change of mindset from legacy products to a new concept of products leveraging on system product building blocks
- **iPLM** - From a thick to a thin integrated Product Lifecycle Management
- **Product and Service KPIs** - to enable measurement of success product development

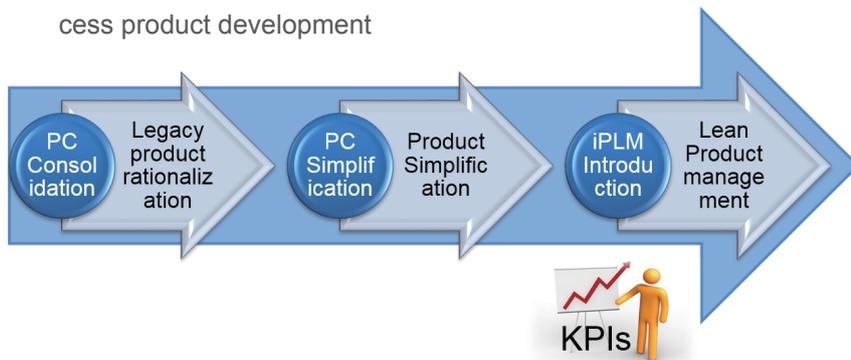


Figure 3 - Product Catalogue Transformation (PCT)

PCT approach means adopting standard tools and processes, building a delivery value across analysis, design and release of the new market propositions (products and services); introduce best practices on reusing building blocks; provide to the product manager a clear governance model to measure the Time to Market (TTM). From a real customer ex-

PCT approach means adoption of standard tools and processes, building a delivery value; introduce best practices on reusing building blocks; provide to the product manager a clear governance model to measure the Time to Market (TTM).

perience, have been stated that the adoption of the **PCT approach helps to improve 30% more TTM** on top of the TTM improvement already provided by adopting Huawei solutions.

### **Product Catalogue Consolidation – PCC**

Product catalogue consolidation can be defined as a business activity performed by product marketing department of identifying and eliminating obsolete products and services, streamline product catalogue lines, product features and variants, thereby significantly reducing the overall enterprise product catalogue. Product catalogue consolidation includes and extends what is commonly also called product catalogue rationalization. This activity implies decisions to either keep or remove an active or suspended product from the product catalogue and due to the effects might be propagated to end users; usually this activity is performed with the collaboration of marketing group. Indeed removing those products that either has low number of customers and/or yield less revenue it' s usually a decision need to be taken by marketing team. For some specific case might be also necessary to engage legal departments due to legal obligations from the operator included into the “terms and conditions”, which need to be reviewed before an end user can be moved to another offer.

As part of the business transformation to new BES PC (or other software modules mastering the PC), a product consolidation is executed meanwhile the product data are migrated from several legacy systems into a single product catalogue, it can be used as an opportunity to clean and simplify existing product portfolio <sup>[4]</sup>, new products (primary offerings, and supplementary offerings and more) will be defined in BES PC (Product Catalogue). During this process customers are migrated to newer products, older products with high costs and low profit margin can be phased out. As immediate targets of the adoption of the PCC we have among others:

- Streamline the PC reducing the amount of products and offers exposed to the human assisted, and not, sales channels.
- Reduce the OPEX (application management) required to main-



tain existing offers but also on creating new products.

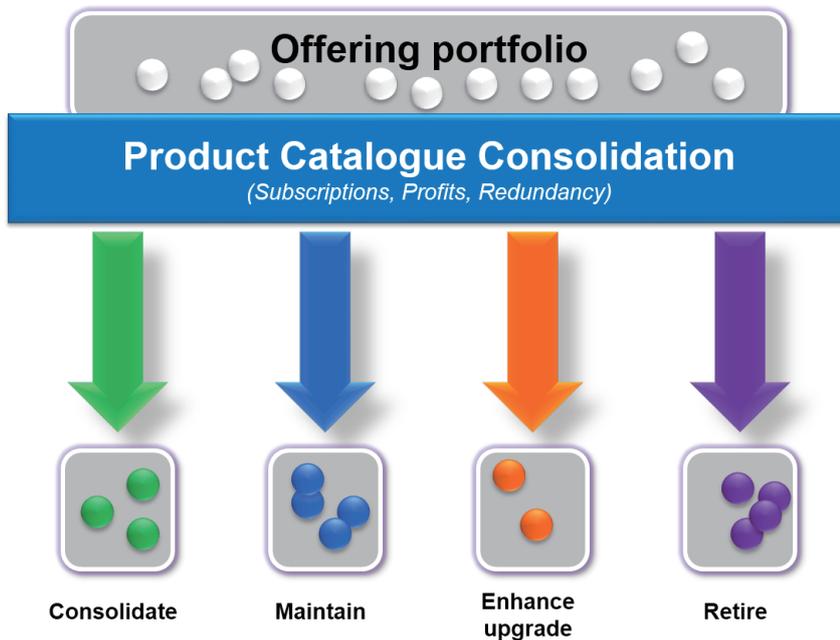


Figure 4 - Product Catalogue Consolidation

## Product Catalogue Simplification – PCS

50% reduction of Time to Market for new propositions it's what usually our CxO clients requires to Huawei as part of the business transformation to Huawei BES. How it can be done? From consulting perspective how to get started and carry out PC simplification, leveraging on PC system templates, policies and patterns?

Product catalogue simplification approach aims the product manager "to make things simpler". It results into a change of mindset from a legacy to a new concept of products.

One definition of "Simplification" is [5]:

- (mathematics) the **process of reducing** (an equation, fraction, etc) to a simpler form **by cancellation of common factors...**(greatest common divisor, GCD)

Why to adopt a methodology for the Product Simplification after consolidating it? Within the Product Catalogue Transformation, the Simplification stage has the objective to build offerings with the fewest number of

Product Catalogue Simplification to build offerings with the fewest number of parts using the most suitable and cost-effective product configurations

parts using the most suitable and cost-effective product configurations:

- Make product simpler reducing it to its basic elements, **to common factors**, to reusable building blocks
- Huawei BES PC provides templates or building-blocks to enhance the ability of the operator to launch new offers or implement the legacy Product Catalogue.
- The more existing building blocks can be used, easier and faster it is for the Product Marketing team to launch the offerings in the new marketing propositions.

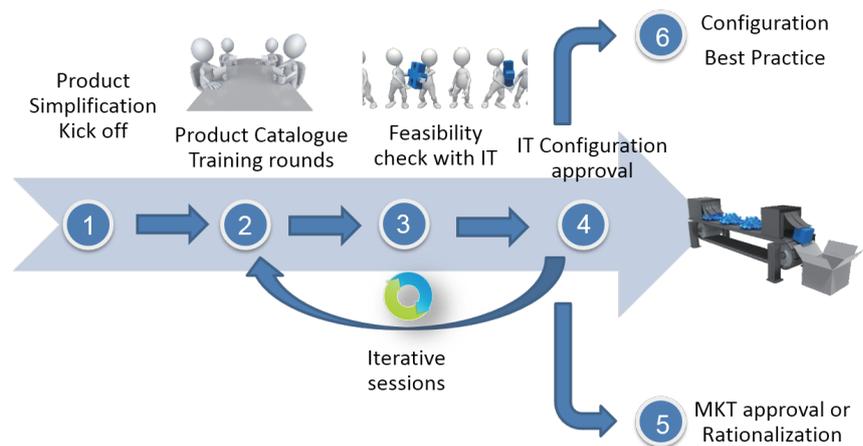


Figure 5 - Product Catalogue Simplification factory - PCS

- This aspect enable the modelling of the offerings making the difference between simple and more complex offerings, basis of the development of the 1-1-1 model (1 day-Fast, 1 week-Medium, 1 month-Slow lane products).

A factory producing building blocks must be in place since the initial phases of the migration of the legacy PC, soon after its consolidation. For the launch of new offerings, certified building blocks, collected in the “PC configuration Best Practice” or “book of PC guidelines”, is produced by the assembly line of the Product Catalogue Simplification factory, as illustrated in the Figure 5. In details:

1. The first kick off meeting is necessary to agree on the magnitude of the PC simplification
2. Operator then provides documentation or quick training on the legacy offering

3. New configurations are checked from IT department first to review the new modelling, understand the building blocks used.
4. IT department validate the creation of new building blocks
5. Marketing accept the new modelling of the offer. This approval is very important especially if the new modelling has impact on end user experience.
6. Approved building block are added into Building Block (BB) Gallery

This joint work between operator and Huawei is generating the following deliverables:

- Building Block (BB) Gallery
- Product Catalogue glossary and terminology mapping
- List of the use case of the product changes with mapping against the Building Blocks (library of most frequent scenarios of PC changes)
- Classification of the PC changes based on different complexities (Fast, Medium, Slow lane)

In terms of people and skills, the adoption of the PCS, at the same time that BB Gallery is produced, marketing and IT engineering departments are enabled to use new BES PC tools and capabilities.

During PCS, besides the business consulting or analysts selected based on project base, is best practice the engagement of resources from:

- BES PC Solution team – to support the Business Analysts in validating PC template configurations
- BES PC Product Management team – to support the definition of PC functionality roadmap – in case of new business requirements are captured from Marketing Service Creation team.

## **Integrated Product Lifecycle Management – iPLM**

Huawei have solid experience on launch of new offerings, since more than 5 years have created a friendly user interface to help operators to translate marketing requirements into system configurations. The use of

The adoption of the Product Catalogue Simplification, at the same time that Building Blocks gallery is produced, marketing and IT engineering departments are enabled to use bottom tools and systems capabilities

new tools brings the operator to a transformation of the business as usual (BAU). To transform business we need to transform People, Process & Platform (it's called the 3 P's rule of any Business Transformation). Business Transformation is about change and achieving certain results, key results are delivered by people, people run businesses processes. Business processes are run on platforms, so the platform is executing business processes which are managed by people.

iPLM main focus is on business processes and related stages of the transformation impacting the organization during the Go to Market (GTM) of new product and services, but never less providing concrete touch points within the BES PC solution which as Huawei we deliver to our customers.

*"In a digitalized business, transforming means to be very AGILE and INNOVATIVE"* [6], agility and innovation are two key words driving Huawei iPLM.

Some background to introduce the iPLM framework:

1. Embracing the new direction tracked by TM Forum [2], a reference framework is introduced for categorizing all the business activities used by any service provider. '5' domains of business processes are usually introduced to also group all Business Process delivered.



Figure 6 - '5' domains of business processes

2. New business processes are grouped within those domains to strength Provider' s competitive differentiation in the Digital market through the introduction of best practice in Customer and Product centrality.
3. End-to-end in this context means that the E2E business processes which covers the entire business flows initiated by the Idea all the way through until the idea is realised in a product launched



and subsequently retired. **The E2E processes are the way of working through the PLM stages.**

4. Leveraging on the new BES PC solution and BPs which we as Huawei normally deploy to our customers, together with the deployment of E2E processes, Huawei has a unique value to help its customers to improve their business agility, then to transform their way of working. This is the main reason Huawei PLM as added **“i” as integrated with solution.**

Innovation and PLM goes hand in hand, because PLM is initiated mainly by the ideas and concepts generated by the marketing. To change the Service Providers (SPs) or Partner way of work a structured process design must be performed around the PLM, a new operating model around the product domain is necessary. But what PLM means?

As the name implies, product lifecycle management (PLM) is the process whereby the whole lifecycle of a product or service is overseen and managed from beginning to end. PLM ranges from product concept through design, development, pricing, from marketing to the product roll-out and publishing, activation, maintenance and modification then upgrade, through to retirement and product decommissioning. Not all this stages are system bound, not all business processes (or all process elements in the business processes) can be automated or directly supported by applications or the technology implementation. Each stage have a contribution on the improvement of the TTM, each stage have important targets and questions to be answered and which will be seen. Product Life Cycle stages are: **Innovate, Develop, Release, Evaluate and Retire.**

An integrated PLM brings below main benefits:

- Facilitates communication by using a common terminology
- Operational efficiency is enabled by introducing product process responsibility matrix, so enhancing intradepartmental interactions and performance
- iPLM Enables the deployment of an innovative Product DATA Management (PDM) and related E2E processes, so also specific KPIs to measure & enable continuous improvement is enabled

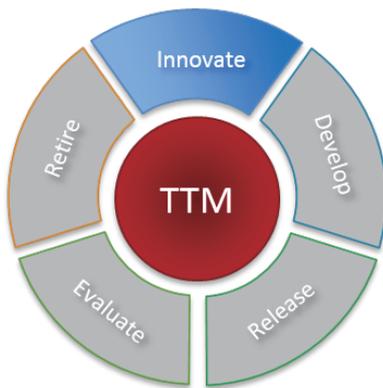


Figure 7 - iPLM stages

- iPLM Supports SPs or Partner' s executives to take the best decision at the right time

The adoption of the PLM as cyclical journey contributes to **Reduce Time to Market (TTM)**.

It is important to note the lifecycle is in a linear format although the reality is that the product lifecycle follows a more cyclical journey as illustrated in more detail in Figure 7 - iPLM stages..



### Innovate

The PLM starts with the conception of the product. New product is designed and shaped based on customers' requirements (inputs from Customer Experience management might be used), business environment, technology (new devices, solution roadmap from the vendors) and market trends.

It is the most strategic process for any enterprise which aims to achieve profitable and innovative products to their customers. As SP essential questions need to be answered. How fast the business can get new, quality products into the hands of the next stage, to develop it? Huawei have to help with predefined BUCs (Business Use Cases).

The flexibility of the IT infrastructure directly affects the development of new products, but also the prompt changes in the organization to cope with the new product in important at this stage.

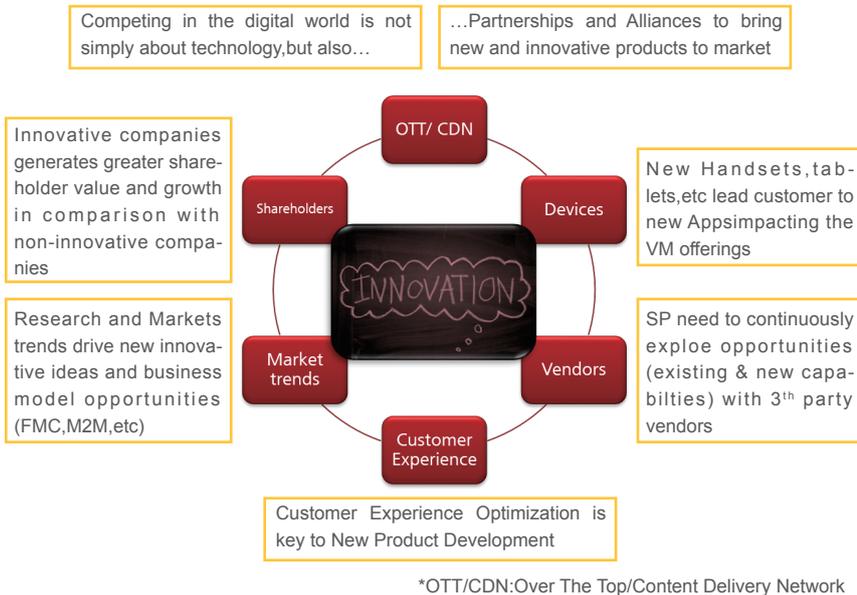
The development of a sort of gallery of Business Use Cases (BUCs) is performed at this stage and each of them are selected to build related profitable offerings and business case by analyzing business drivers, expected business benefits, time plan, costs. An enabler at this stage can be considered the identification of new BUCs supported by system capabilities, within a joint innovation path with the customer.

Often too late key departments are involved into the analysis of the idea or business case, so with the E2E process flows we deliver in Huawei iPLM process framework you will see we also support our clients to talk internally at this stage.

Who is contributing to the Innovation of the product portfolio within the



## SP organization? How we deliver against *Innovate stage?*



On Digital product & Services, Innovation Ecosystem... is complex and therefore specific processes/operating model responsibilities must be in place to fully exploit the opportunities

Figure 8 - iPLM, how we deliver against Innovation stage

Reading clockwise Figure 8:

1. A source of innovation are the Over-the-top (**OTT**) or Content Delivery Network (**CDN**) players referring to those players are delivering audio, video, and other media over the Internet without an operator being involved in the control or distribution of the content. Making partnership with them will enable the creation of new ideas for product and services. This ecosystem is recently evolving, extend to surveillance agencies for the Home products or to banks for the use applications (MBA, mobile business application)
2. New Handsets, tablets, etc lead customer to new APPs impacting the SP offerings
3. SP need to continuously explore opportunities (existing & new capabilities) by analyzing the solution roadmap of all its vendors. Vendors with business consulting capabilities could also share with SP a gallery of predefined Business Use Cases, BUCs, which can boost marketing propositions.
4. To serve the customer, products need inputs from the Customer

Experience reports.

5. Research and Markets trends drive new innovative ideas and the definition of new business model (FMC, B2B, etc)

6. Innovative companies generates greater shareholder value and growth in comparison with non-innovative companies, so always shareholder are putting high attention on the generation of new ideas

## Develop

Once the new offering idea has been prepared, the relevant information is conveyed to the next stage. At this stage a definition of a marketing proposition template is recommended, to make sure or relevant information are collected in one document. But also particular attention need to be taken in keeping the transition from product concept development to product realization acceptable for the business, in order to avoid constraining the creativity of the team involved into the product conception. For this reason the development of the idea into a concept at this stage need to take a lean and simple way: lack of speed and agility could affect the planned profits of the new marketing proposition.

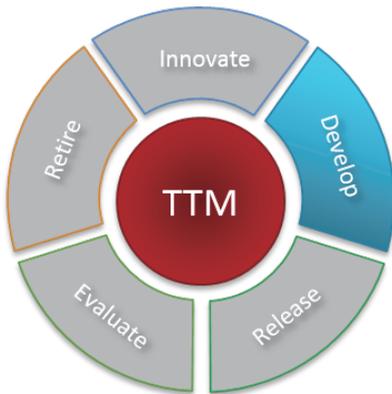
During this iPLM stage of the development of the concept based on an innovative idea:

1. We help our customer to define a concept template (New Market Proposition (NMP) or Proposition Brief (PB) document), highly recommended to enable right communications with all key departments involved.
2. The feasibility check of this concept need to be quite fast and relevant concept design agile
3. To boost this phase Huawei shares predefined Business Use Cases (BUCs) with related BUC Design document.

This stage like the previous is still pure human work and limited system bound.

## Release

When the development of the concept is over, it is time to implement



the new market proposition and position it in the market. It is time for the product catalogue team to transform the concept of new products in system configurations or new code to be designed, tested and released in production.

Keeping the implementation to “system level configurations” may reduce the time for launching the new propositions in the market: late product launches often have a negative effect on profitability. It is necessary at this stage is to classify products depending on their complexity, then enhance the reusability of building blocks in the product catalogue: more existing building blocks can be used, and then easier and faster it is to launch the new offering. If new business rules are somehow supported OOTB by the system, if system rule engine can implement easily product compatibility and eligibility rules by adopting simple configurations, then we can keep the implementation to system level configuration and reduce the time for launching the product in the market ensure an **agile product release**.

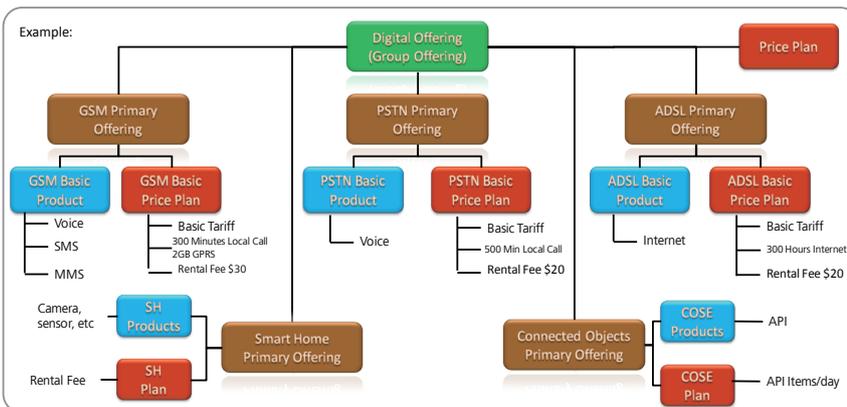
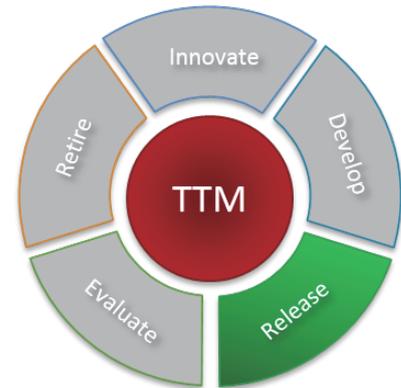


Figure 9 - Multi-play offering, how to handle a multi-product Release

The Huawei BES PC solution is enabling the agility during PLM Release stage by reusing building blocks, templates, policies.

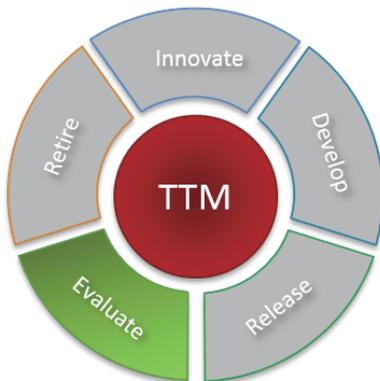
Let take an example of a traditional (even if not traditional for all incumbent operator yet) of FMC bundling and then add offerings for a home life and partner offerings, in order to ultimately define a digital offering, see Figure 9. Is possible to realize that the new market proposition will be definitely more complex in the digital product catalogue; it will pro-

When a visionary approach is sought by a SP, then a solution which “unifies” the product data management under one Master Product Catalogue (MPC) is welcome to make more agile a product release.

duce a spreading of changes required on several IT systems. Multi-play offering is the result. How we can handle a release of this offering?

When a visionary approach is sought by a SP, then a solution which “unify” the product data management under one master Product Catalogue is welcome to make more agile a product release, then the BES PC, will be an agility enabler. Having a **Unified Data Model** means:

- no data duplication between multiple components
- No redundancy in the order management
- Provide a single, controlled blueprint for product data.
- Manage complex Product Model configurations. <sup>[3]</sup>
- Agile release by using the same data model synchronized with all other applications (Unified Contact Management, CRM, Billing, Online Charging Solution); to release a product currently on both CRM and Billing it's enough to apply for changes from the same GUI provided by BES PC. With 3rd party product catalogue specific APIs will be used.



## Evaluate

After launched a product or offering, it for several reasons might be suspended, no longer being available for sales channels to be sold, not available to be subscribed by any customer for a specific timeframe (week-end or specific day). It happens as result of the evaluation of the market trend, post implementation review, in order to allow product maintenance (fixing existing data from the production environment). A this stage the change of the state of the product from Release to Suspend need to be controlled by relevant department and approval process need to be well defined. Once this change happen, it is immediately synchronized to the downstream systems linked with the product catalogue. In this case the solution needs to support also these operations.

Besides the operations how Huawei solution may help operators to trigger this stage, to help marketing and relevant departments to take decisions to update or even retire a product based on statistics carried out from the post launch. Expected Input are mainly from the analytics to

evaluate the product or service launched.

Proactive “In life product performance” management may drive marketing and developing team to improve the performance of the product or service launched. To support this iPLM stage, Huawei provides software capabilities to get in REAL-Time number of Subs are using certain product or service, the usage percentages, margins, complaints, NPS, Revenue. Pre-Integrated with our BES, we have the Big Analytics Platform.

## Retire

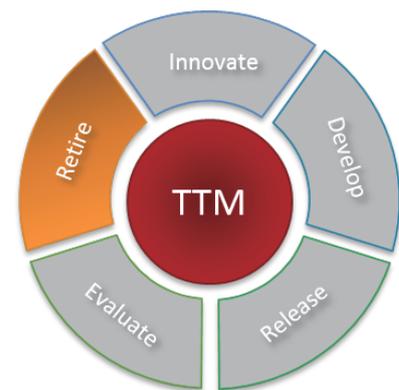
The PLM also involves removing products from the market when they are no longer making money. In that case a specific department within the organization need to analyze product performance which indicates that it should not be active in the product catalogue, a key requirement is that the product must no longer have any customers subscribed to it. Exit criterias need to be defined in advance for all products might be retired and exit strategy is required for the customer using that specific product. Huawei helps :

- To define Exit criteria in advance for all products might be retired. Customers still owning the product can be contacted or informed that special benefits and additional discounts are provided if they are willing to upgrade their subscriptions to new product versions.
- From operations perspective product retirement is a complicated process. It may be simplified if the system owning the product catalogue provides also the functionality to support this process with level of automations.

Main benefit will be to keep Product catalogue simple, to reduce product inventory, for customer care to easier interrogate and review the product catalogue.

## iPLM E2E business processes

The Product domain (in eTOM appendix E called as Market domain) consists of End to End Processes, which represent Product & Offer Portfolio development life cycle and the Marketing Campaigns.



Business activities such as Enterprise Strategies, Market Research, and Market Analysis are important for making decision as to which Product types the enterprise wants or needs to offer, and how it plans to enter or grow in these sectors.

Six (6) processes under these activities are described in the subsequent sections, namely:

1. Campaign to Customer (C2C)
2. Churn to Loyalty (C2L)
3. Idea to Concept (I2C)
4. Concept to Market (C2M)
5. Go to Re-launch (G2R)
6. Go to Terminate (G2T)

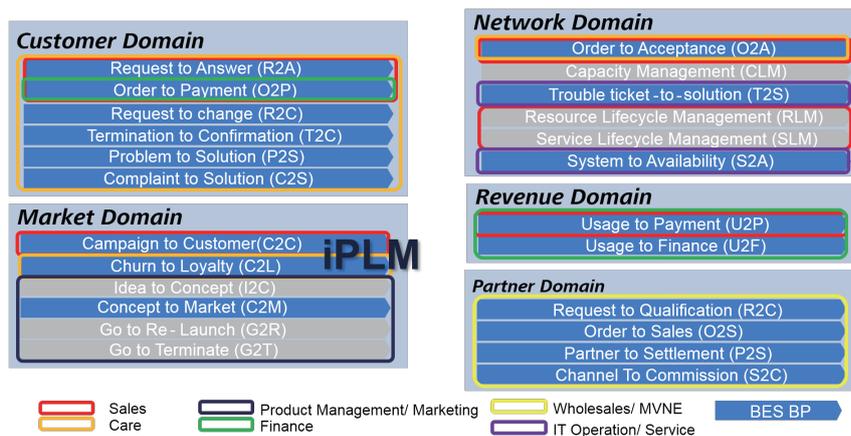


Figure 10 - iPLM positioning into Huawei E2E BP framework

These processes are used to define the sought Product & Services standards, develop new key Service and Resources capabilities, define Product & Services support levels and approaches, design Product & Services elements, as well as Product & Services cost parameters and targets. These processes also define the policies relating to technical services, their implementation and retirement.

Incorporate the iPLM on customer journeys is quite natural, see Figure 11, product and customer journey are quite naturally in symbiosis. Customer in-Life management has as objective to improve the Customer Experience through the 6 stages of the customer lifecycle.

Time to Market (TTM) is enabled within 5 stages of the Product Lifecycle-

cle. iPLM cover all Product Journeys and have the goal to enhance the business agility of the company and introduce innovative products serving the customer.

E2E process flows have been mapped to relevant Product lifecycle phases. Product domains process flows have been used to enable related product operations. E2E processes may cover multiple phases of the product lifecycle.

The adoption of the process decomposition of the E2E process flows has been required to address the main sources of delays and cost, to improve project coordination. E2E processes to improve automation of iPLM activities including approvals and sign - offs and the exchange of product data by using the solution which as Huawei we provide. Detailed E2E process flows (L4), is provided within Huawei business readiness services as per request by our customers.

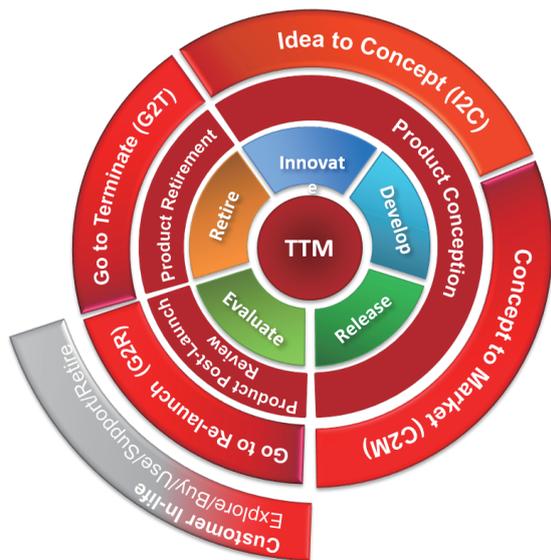


Figure 11 - E2E Process framework enable and boost the business

### KPIs related to Product Domain

Product domain related KPIs is necessary to be introduced during the business transformation to enable product manager performance evaluation of processes though PLM stages, in order to measure organization performance, to provide basis for continuous improvement, to enable measurement of success product development.

### 3 References

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### 4 Contributors

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Daniele has a consolidated International experience on Telco & ICT technology architectures, processes and market with 16+ years professional work. Worked for a top tier management consulting firm, as a Project Manager and SME on BSS solutions, have been integral in many Telco Transformation’s programs. More recently Daniele’s main focus is on consulting (for the introduction of traditional BSS Solutions and new BES for digital products), marketing and sales initiatives (M2L&L2C), building methodologies for internal Huawei use to lead generation of customer interest into Huawei products and services.





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