



- **Introduction**
- **Business Scenarios and Ecosystems Partnerships - workstream presentation**
- **The Online B2B2X Partnering Step by Step Guide**
  - What is the online partnering guide?
  - What is in the online partnering guide?
- **The business scenarios template**
  - What is a Business Scenario? What is it used for?
  - Who has already used it? What are the components of a Business Scenario?
  - What are the business scenario patterns? Where can I access it and other related resources?
- **Roadmap and contributions**
- **Quotes**
- **The Digital Services Toolkit**
- **The Business Scenario Tool**
- **Get Involved**

## *Main goals*

- Develop and evolve repeatable and consistent processes and approaches to setting up partnering arrangements, on-boarding new partners, sharing information about products used between partners, and evolving partner relationships
- Publish best practices for partnerships toolset and guidebooks for digital services and IoT applications

## *Main deliverables*

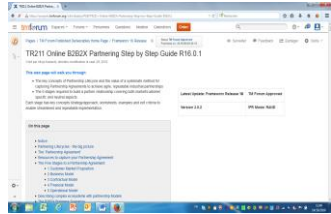
- The Online B2B2X Partnering Step by Step Guide
- The B2B2X business scenario template and the business scenario library

## *The next evolution: the Business Scenario Tool*

- Based on the approach, TR3DENT has developed an online tool managing business scenarios

## Interactions

**TR211 – Online Partnering Guide**  
describes partnership concept and principles



uses partnering guide concepts

**TR424 – Business Scenario Template**  
provides a standardized way to communicate about business scenarios



**B2B2X Business Scenario**

<Presentation Title>  
<Presenter Name>, <Title>, <Company>

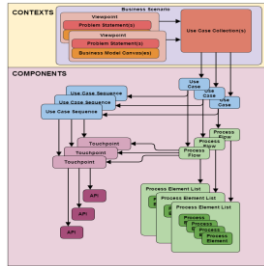
Real-World Business User Stories

Feed Digital Service Toolkit

is based on business scenario template concepts

Feed Digital Service Toolkit

Feed Business Scenario Toolkit



**Digital Service Toolkit** is a collection of TM Forum assets including process and information models, best practices, metrics and more

**Business Scenario Tool** automates creation modification & analysis of business scenarios

## *What is the online partnering guide?*

- Based on TM Forum members experiences and best practices, the online partnering guide presents:
  - The key concepts of Partnership Lifecycle
  - A systematic method for capturing Partnership Agreements to achieve agile, repeatable industrial partnerships
  - The 5 stages required to build a partner relationship covering both market/customer specific and neutral aspects.
- and proposes a set of tools, references and a check list to ease building of a partner relationship

- The **Partnership Agreement** captures in a systematic and repeatable way what has been agreed between the partners

## Customer Market Proposition

- Uses the industry standard Osterwalder Business Model Canvas analysis method

## Business Model

- Including business roles, service interactions and product/service relationships that partners hold within a value chain

## Contractual Model

- Including business rules & policies, terms and conditions

## Financial Model

- Including revenue principles and flows

## Operating Model

- Including both functional and non-functional requirements, e.g. process performance, reliability etc

## *What is in the online partnering guide?*

- The **five stages to a *Partnership Agreement*** description including for each stage:
  - The key goals
  - The key concepts
  - The key outcomes
  - A step by step guide



## What is in the online partnering guide?

- The **resources and tools** to build the partnership agreement:

- The business model canvas

Customer/Market	<b>Customer Segment</b> B2B for partnership: DSP Final customer : mass market	<b>Channel</b> Direct sales? Online for customer support?	<b>Relationship</b> Dedicated Manual Customer / supplier relations for sales? Standardized relation for customer support?
	<b>Value Proposition</b> improving the partnership opportunities between DSPs and CSPs through common APIs, with the expectation that the partnering and on boarding process for a content provider reduces End user value: increases satisfaction due to higher quality content provision and satisfaction not to be bothered by fair usage data limitation Digital Service Provider Value: are able to provide a premium product with a better user experience and increase revenues and get more customers not hindered by the data fair use limit Communications Service Provider Value: are able to work through the DSP to enable longer term loyalty with the end customer through improved branding		
Product Offering	<b>Activities</b> Development (authentication , provisioning 0- Rated data charging) Operations and customer support Sales and partnership negotiation		
	<b>Resources</b> Organization & staffs (integration, development, operation teams) DSP Other CSP if extended		
C2M	<b>Partners</b>		
	<b>Partners</b>		
Enterprise Management	<b>Cost structure</b> Cost driven model - Development cost - Innovation and marketing, production & operation costs		<b>Revenue streams</b> Payas you go, proportional number of subscription and volume subscribed
	<b>Revenue streams</b>		

- The partnering worksheet

Partner Party/Organization	TR211 Contract type	Contract Relationship TR 211 Role	TR217 Business Model Role	Onboarding Roles (TR211)	Adding Value Roles (TR211)	Delivering Roles (TR211)	SID Party Roles supported	SID Roles ABE
DSP	Supplier	Sell To	Reseller		Configuration: setting	Syndication: deliver in	Supplier	Vendor
CSP	Supplier	Sold To	Service Provider	External: obtained	Packaging/Bundling: co	Direct delivery: delive	Partner	Service Provider

## What is in the online partnering guide?

- The **resources and tools** to build the partnership agreement:

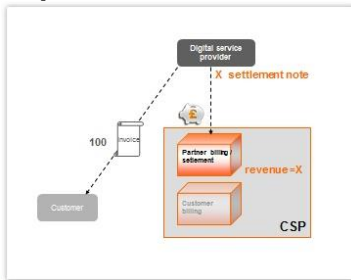
- The Type of contractual relationship

Contract Type TR211	Contract Responsibility aka TR211 Role	TR211 Scenario	Role TR217	Contract type TR217
Integrate	Sell To	I resell a product / service through a customer/partner who repackages it in a global offer proposed to its customers. I have no contractual relationship with their end customers.	Supplier	B2G2C
	Reseller Of	I resell the products / services of a partner to deliver their product / service. I have the contractual relationship with the end customer	Integrator	B2G2C
Distribute	Sell Through	My product / service is distributed by a third party unchanged, I may or may not maintain a contractual relationship with the end customer	Wholesaler Franchisor	B2D2C B2F2C B2K2C

- The activity check list

Checklist Item	Evaluation
Partner Contract roles	Contracts agreed between partners at each Touch-Point in the value chain required to support the Digital Service. Note This may be also part of business model.
Partnership Contractual principles and rules	Contractual roles of all partners defined using standard re-usable contractual model types.
Partnership Management processes and rules	Change management, disputes, reconciliation mechanisms and governance documented.
Click through licensing terms	Sample license terms are publicly available for some contract components.
General Wholesale Business standard Terms and Conditions	<a href="#">Global Business Exchange for Telecom (GBET)</a> eContract Standard <a href="#">terms and conditions</a>

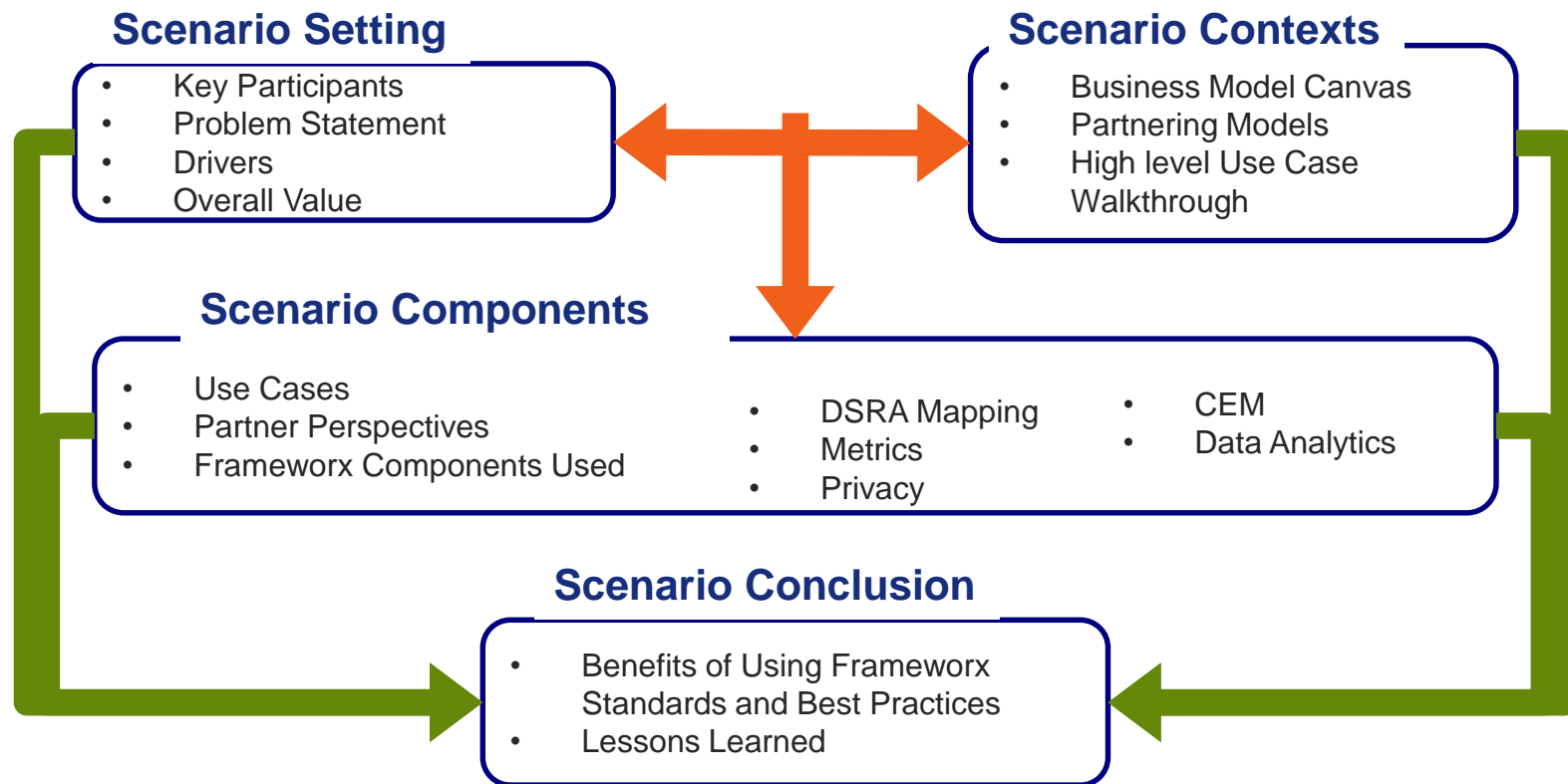
- Examples of financial models



- And much more ...

<https://www.tmforum.org/resources/technical-report/tr211-online-b2b2x-partnering-step-by-step-guide-r16-0-0/>

## What is a business scenario? – Template overview



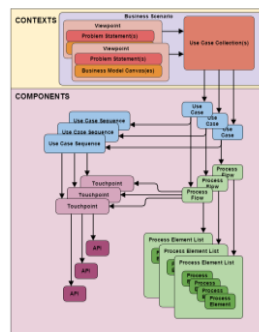
## What is it used for?

- To provide both Catalyst Projects and member contributed scenarios with a consistent structure and content to more effectively communicate to both Business and Technical viewers
- To feed the **Digital Services Toolkit** which will enable business scenarios to be reviewed and refined, and then published for consumption by members

### What does the Digital Services Toolkit provide?

- The ability to trace a path from a business scenario to a specific collection of related TM Forum assets
  - Integrity and continuity in tooling and semantics
  - Smooth handoff across user journeys through deeper levels of detail
    - E.g. line of business manager → architect → developer
- The ability to reason across multiple business scenarios and asset collections
- Eventually, the ability to recommend asset collections based on similarity to other scenarios

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- To build a Business scenario library shared among TM Forum members
- Relying on business scenarios analysis, to identify reusable patterns that would ease and speed up deployment of new business models

## Who has already used it?

### ■ 25 catalysts

- E2E Service Orchestration for Smarter Health
- APPEX Omni Channel
- OPAL smart climate
- Digital Experience Platform
- Zero Touch NaaS Leveraging LSO, SDN and NFV
- Service Level Management for Smart City Ecosystems and Trusted IoT
- Future State: Virtualizing Operations
- Omni Channel Collaboration Experience
- vCPE Service Assurance
- Sponsored data
- Smart Industrial Manufacturing Catalyst
- Smart Life Catalyst
- Smart BPM enabling digital transformation catalyst
- NFV Ecosystem Enablers catalyst
- Model Driven Service Orchestration via FMO
- Data Openness for Application Development
- ABDR
- And other ones ...

### ■ Some contributions from members

- Digital payments
- On demand manufacturing
- The food language (TM Forum Live 2015 hackathon)
- ...

### ■ Various members



- And also Ericsson, BaseN, BT, KDDI, Verizon, Nokia, SevOne, EnterpriseWeb, etc.

## What are the components of a business scenario?

- The problem statement: the business problem you want to solve
- The drivers: the reasons why you want to solve the problem
- The overall value: to benefit you will get if you solve the problem

*As an E-Commerce Service Provider*

*I need to consistently reach my mobile customers*

*So that I can provide advertising and generate revenue through mobile sales*

*To do this I need my CSP to provide assured communications channels, supporting services such as SMS/MMS, and optionally assured hosting for my applications and content*

*I know that I am successful when I achieve or exceed my sales targets for a major promotion*

*Trend towards mobile value added services, growing at over 10% pa, with a projected value of \$700b by 2020 – with adoption of smartphones also reaching over 50% of all mobile users by this time*

*Increased sophistication of mobile VAS applications spurring adoption – eg. M-commerce using apps from Google or Apple, or CSP joint ventures*

*Trend towards consolidation and virtualisation in VAS and mobile generally – eg. VAS consolidation into a virtual multiVAS configuration can reduce complexity and costs*

- Demonstrates and validates IoT ecosystem upon which companies can create new digital services
- Provides new digital revenue by providing high value customer services
- Provides automated services for end users that leverage technology to deliver a safer, simpler, more eco-friendly life
- Reduced carbon footprint on a personal, local and macroscale
- Reduces time-to-market by building ecosystem infrastructure once and then leveraging to introduce new services applications

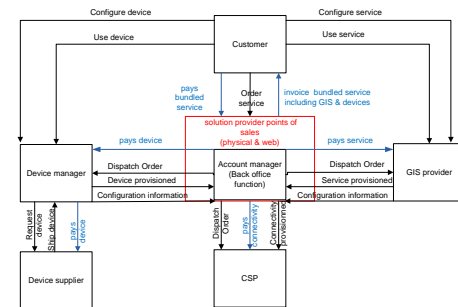
## What are the components of a business scenario?

- The key participants: the actors & roles involved in the business scenario

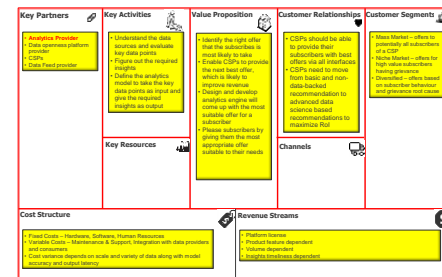
Ecosystem Partner Functions:

- Solution Provider – Designs and bundles services, determines pricing and service offerings, owns customer
- CSPs – provides device, home and network connections and communications
- Account Manager – Account creation, user and partner billing, service subscription and settings
- Device Manager – Provision devices, collects and analyzes data, executes user services at the device level
- GIS Provider – Location analytics, geofencing triggers, access to spatial data
- Point of Sale Provider – Manual interface, access to device/home status
- Device Supplier – Provides sensors, controllers, GPS location

*Note that a unique actor can have CSP and Solution provider role*



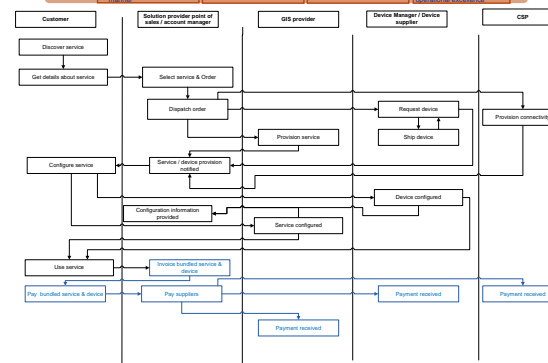
- The business model canvas: the underlying business model



## What are the components of a business scenario?

- The partnering model: the business, contractual, financial and organisational relationship between partners
- The high level use case walkthrough: the sequence of activities and their distribution among actors
- The partners perspective: explains why the Business Scenario is important from partner perspective

B2B2X	Business	Contractual	Financial	Operational
1 DSP to Global CSP (B2B)	<ul style="list-style-type: none"> <li>DSP supplies to Global CSP</li> <li>Digital service product portfolio for resell</li> <li>Integrated services for provisioning usage data</li> </ul>	<ul style="list-style-type: none"> <li>Direct Sale/Resale contract</li> <li>License to use Resources</li> <li>Standard CSP Terms of Use</li> </ul>	<ul style="list-style-type: none"> <li>Depends on service</li> <li>Digital Service - subscription</li> <li>Devices use all</li> </ul>	<ul style="list-style-type: none"> <li>CSP responsible for settlements, revenue, operational performance</li> <li>DSP responsible for operational performance, reporting and analytics</li> </ul>
2 Global CSP to Local CSP (B2B)	<ul style="list-style-type: none"> <li>Global CSP supplies to local CSP</li> <li>Digital service product portfolio for resell</li> <li>Platform as a service</li> <li>Digital service usage insights</li> </ul>	<ul style="list-style-type: none"> <li>Resale contract</li> </ul>	<ul style="list-style-type: none"> <li>Depends on service</li> <li>Digital Service - subscription</li> <li>Devices use all</li> </ul>	<ul style="list-style-type: none"> <li>Local CSP responsible for marketing, sales and operations</li> <li>Global CSP responsible for operational performance, reporting and analytics</li> </ul>
3 CSP to End Customers (B2C)	<ul style="list-style-type: none"> <li>CSP provides sales, service and support channels for end customers</li> </ul>	<ul style="list-style-type: none"> <li>Direct Sale</li> <li>Standard CSP Terms of Use</li> </ul>	<ul style="list-style-type: none"> <li>Digital Service Charging Plan</li> <li>Bundled with other services</li> <li>One off charge for certain services</li> <li>Payment Model</li> <li>Monthly subscription for all services</li> <li>One off payment for certain digital services</li> </ul>	<ul style="list-style-type: none"> <li>CSP responsible for all operational support for sales and first point of contact for support and operation issues</li> </ul>
4 CSP to other DSPs (B2B2X)	<ul style="list-style-type: none"> <li>Global CSP provides customer context as a service to other DSPs and local CSPs using customer insights in anonymous manner</li> </ul>	<ul style="list-style-type: none"> <li>Data as a service contract</li> <li>Specific terms</li> </ul>	<ul style="list-style-type: none"> <li>Volume and Value based charging</li> </ul>	<ul style="list-style-type: none"> <li>Global CSP responsible for all operational support</li> <li>DSPs and local CSP for using insights to improve customer experience and operational performance</li> </ul>



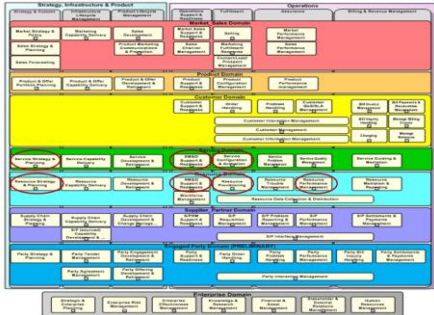
This business scenario is important for CSPs:

CSPs can build a data store to provide data as a product/service to other parties with flexible billing and charging rules.

Exploring the new business capabilities for CSPs to increase their business revenue and re-define new core competitiveness.



## What are the components of a business scenario?



API	Touchpoints // resource operations: standard vs proprietary
Usage API:	Insert usage details (event based) ( POST /usages // POST /usagemanagement/usage ) Get Unbilled Usages ( GET /customers/ids/unbilledusages // GET /usagemanagement/usage/ Get Customer's unbilled usage details ( GET /customers/ids/unbilledusages/offered )
Party API:	user identity for UI/Portal: create user (POST individual // customer/ids/users) update user (PATCH individual // PUT customer/ids/users) Get User details
Customer API	Residential/Business Customer: registration/creation (POST for create) get personalDetails (GET) update personalDetails (PATCH customer/ids) // PUT get customerContactDetails phone/email/addr PATCH customer/ids // PUT update customerContactDetails phone/email/addr PATCH customer/ids // PUT
Product/Ordering API:	Add an offering instance to a customer (in other words: place customer order): POST customers/cid/offers // POST orderManagement/productorder
Catalog API:	Import offer configurations POST /offerconfigurations/ POST /catalogManagement/productOffering Export offer configurations GET /offerconfigurations/ GET /catalogManagement/productOffering Import service configurations POST /serviceconfigurations Export service configurations GET /serviceconfigurations

Support Service Name	In scope (Y/N)	Comment
Identity Mgmt	N	
Profile Mgmt	N	
Analytics	Y	Analytics covering Event Data from Nwk Scaling and Forecast Request
Policy Based Routing	N	API Registry Provides APIs for Endpoint Registration and Query
Configuration & Activation	Y	Catalog Based Configuration of Virtual and Physical Network based on event analysis
Assurance & Traceability	Y	Policy based assurance, change logging and notification
Charging	N	
Invoicing	N	
Catalog Lifecycle Mgmt & Federation	Y	E-E Service catalog federation to network catalogs (NS, VNF)
On-boarding	N	

### Framework assets: eTOM

**Who is providing the experience?**  
The DSP and its service provision eco system partners.

**How will you measure if the customer (at any point in the value fabric) is having a good experience?**  
• CSAT and NPS surveys post interaction  
• Direct contact (call/web chat/email etc) from CC during and after interaction  
• KPIs: re conversion rate, resolution time, channel time and changes,  
• Direct and indirect feedback mechanisms in social media, app web site and apps etc

**For each persona what defines a good experience for them? What would be a bad experience? (this applies for B2B and B2C relationships)**

Persona	Good experience	Bad experience	Status
Business Elite	Good coverage; Good connection everywhere; Effective and excellent customer service; A perceived seamless, holistic, consistent personalized experience; Exceeding customer experience; Regardless of channels being used	Bad coverage; Bad connection; Repeat to report questions	Used in this scenario
Heavy User	Good coverage; Good connection everywhere; Super fast speed of 4G, regardless of channels being used	Disconnected; poor network	Used in this scenario
Head of the Family	All charges in one bill; Good high performance cost ratio; Multi-services; Feels natural to the customer; A perceived seamless, holistic, consistent personalized experience	Cannot meet the requirements for the whole family	Developing
Value-Chaser	Cheap plan; Good promotion	unexpected charge exceed price of plan	Developing
Socialiser	Good connection everywhere; Personalized; Social media is the preferable channel; Quick response; The latest devices/events	Bad connection; unattractive offers	Developing

### API used

**What metrics did you use to measure the delivered value proposition?**

**Customer Acquisition**  
Web-chat Acceptance Rate  
Chat-Offered  
Chat-Accepted/ Web  
Or App Download Success Rate  
App Download from QR/APP  
Download QR Offered  
Call-back Acceptance Rate  
Call-backs Accepted Call-backs Offered  
Appointment Acceptance Rate  
Appointment/Appointments- Offered  
Basket Abandonment Rate  
Baskets-Abandoned/Baskets-Checked  
Basket Recovery Success Rate  
Baskets-Recovered/Baskets- Recovery-Attempts  
Dimensions: Abandoned Channel, Recovery Channel

**Churn to Return**  
Personalized Offer Acceptance Rate  
Personalized Offer- Dimension: Other Source, Prompt Channel, Acceptance Channel  
Non-Personalized Offer Acceptance Rate  
Non-Personalized Offer- Dimension: Other Source, Prompt Channel, Acceptance Channel  
Contact For-Other Success Rate  
Contact For-Other- Dimension: Source Channel, Success Channel, Identity Knowledge  
Persistence Login Persistence Rate  
Persistence Login-Attempts  
Dimensions: Channel  
Identity Persistence Login Failure Rate  
Persistence Login-Attempts  
Dimensions: Channel  
Churn-to-Return Success Rate  
Churn-to-Return/CTR Opportunities

**Churn-to-Return Failure Rate**  
CTR Customer Churn/CTR Opportunities  
Churn-to-Return Failure Rate  
Churn-to-Return Success Rate  
Churn-to-Return Failure Rate

**TM Forum metrics (if any) in orange**  
**New metrics defined in blue**

**How are you using data analytics to deliver the value proposition?**

Sophisticated analytics are applied to touch point analysis, inference and decision making relating to "next best actions".

We also use analytics in our customer behaviour models and churn prediction models.

Finally analytics provide real time proactive dash board capabilities to the operator.

**What existing TM Forum data analytics use cases apply to your business scenario? (if any)**

**What new analytics use cases did you define?**

Based on the analysis project, the project associates with following TM Forum data analytics use cases:  
EN-DM-6: Real-time Intra-Operator Analytics  
EN-DM-8: Increase Forecasts and Improve Sales through Personalized Offers to consumers  
MS-SAM-3: Real-time Personalized Offers while browsing  
MS-SAM-4: Real-time Personalized Offers during Checkout  
MS-SAM-7: Real-time Personalized Offers during a Live Interaction  
MS-SAM-8: Real-time Personalized Offers Based on Location  
MS-SAM-9: Real-time Personalized Offers Based on Usage  
MS-SAM-9: Intelligent Advertising Based on browsing history

New analytics use cases:  
Real-time information like Geolocation, current product categories, touch point analysis results would be sent to Real-time Decision Engine on the User basis including CD, data, Persona analysis, Service Quality history, User profile/behavior data, Churn prediction in the event of no NP/CCAF data available, TMF defined metrics performance, decision tree... This will provide best offer and indicate the channel customer prefers to Vodafone/App partners.

**What data that concerns the end-user are exchanged through partners? (SID)**  
Primary is their log in and authentication via App or Website. Anonymous Real-time Touch point analysis data. Other strategic solutions: GIS data management is also managed.  
Our Zero Knowledge Proof Authentication methodology is a crucial part of the solution in that authentication of the user's personal identifier is not stored, transmitted or exposed during user authentication. Proven that phone ID is kept private and never shared outside the device. This industry new methodology eliminates significant data security (privacy) vulnerabilities such as man-in-the-middle attacks.  
**What treatment is done to this data - usage, storage, retention policy and duration, transmission to other partners, monetization or not.**  
The core methodology utilized is a series of complex isomorphic graphical algorithms to authenticate users without storing or exposing their underlying identifiable information. It involves abstraction of a person's identity attributes such as the person has to be given "knowledge" or "control" of the attribute instead of proving what the attribute is. It is a subtle but very important difference.

**Is there a step where the end-user should have to give consent for data sharing?**  
Yes, this is not necessary as our authentication service doesn't share personal information.

**Are there processes to manage data life cycle, history of usage, etc.?**  
Yes, all advertisements are recorded in a log file which can be used for audit.

**Is there an end-user interface to view data usage?**  
Yes, but it is very basic. Future versions will allow the user to see a full, detailed record of their activity. Additionally, there are operator dashboards to track all aspects of service delivery.

**Do you use Party\_Management\_API, RES1\_Specification?**  
Not currently. However, complying with this specification is very straightforward.

**Do you use Authorization solution such as OpenZ Connect? / OAuth 2**  
Our authentication system currently uses OAuth 2.0 for Single Sign On, OAuth 2 and OpenID Connect are currently in development.

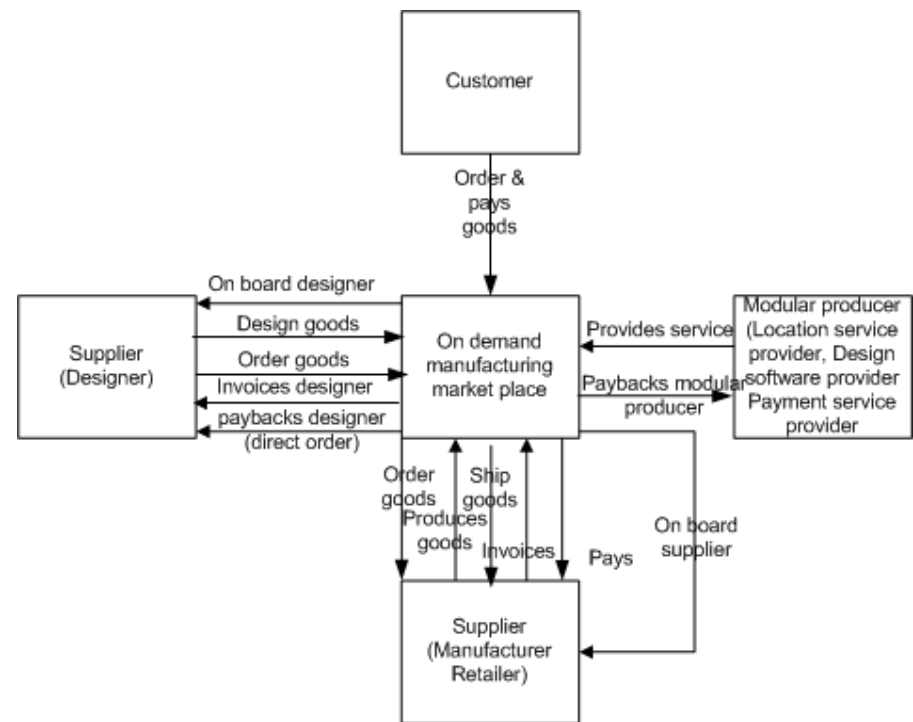
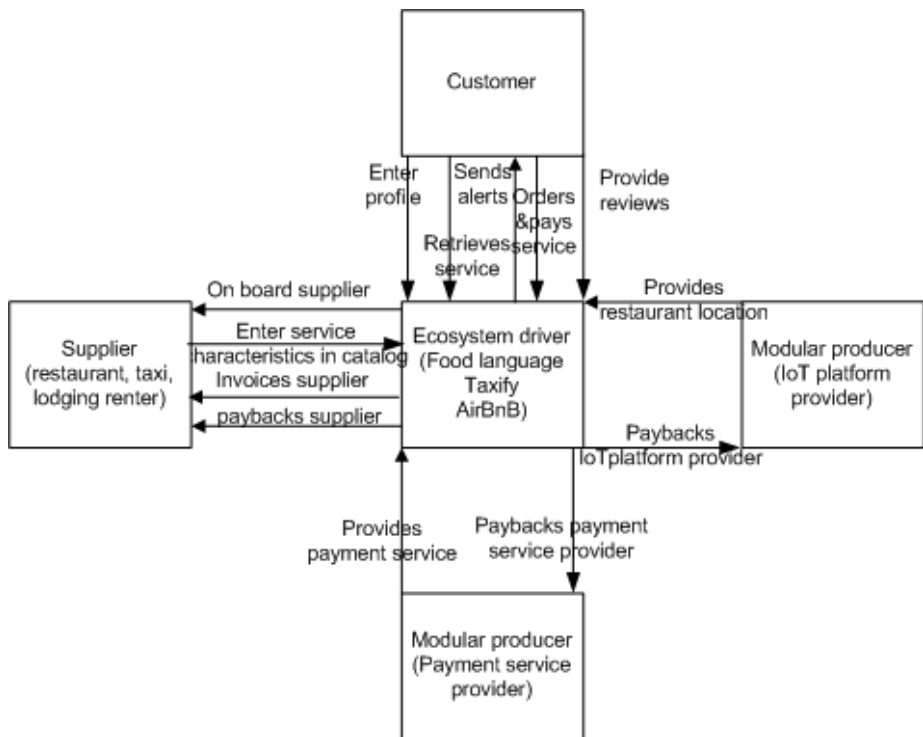
### Customer experience

### Metrics

### Data Analytics

### Privacy

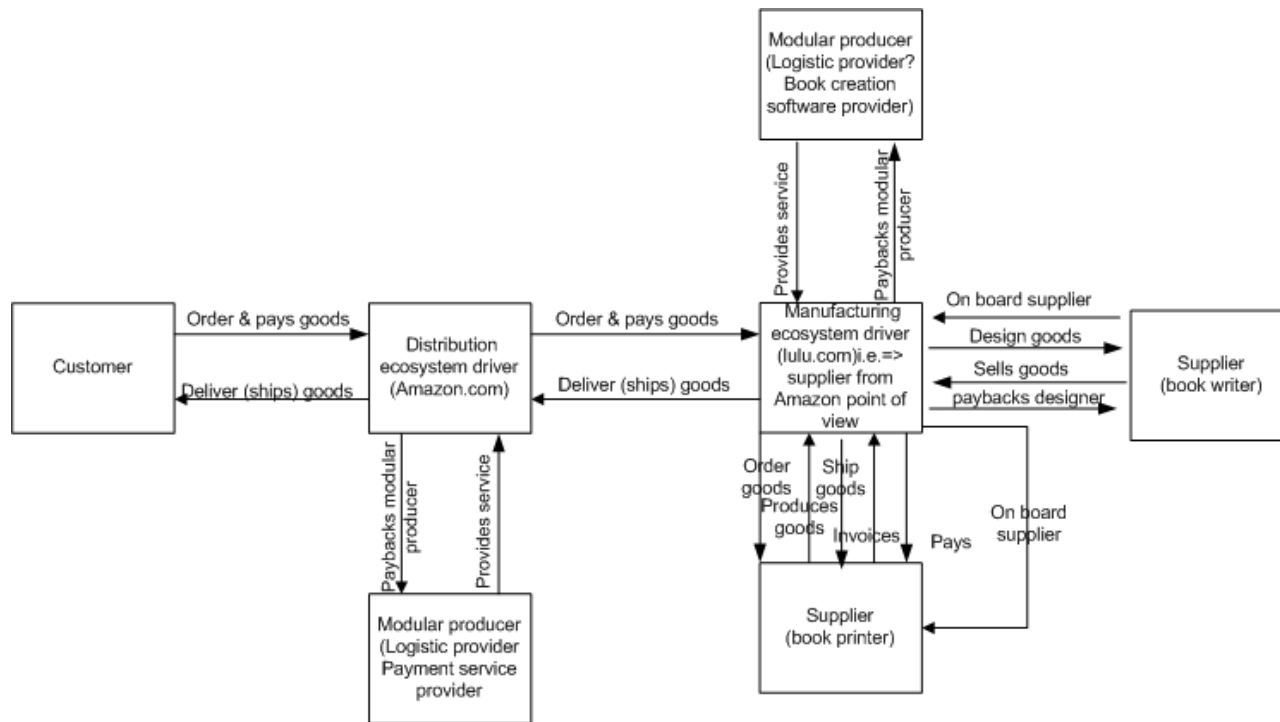
## What are the business scenario patterns? Some examples



- Multisided platform business scenario pattern

- On demand manufacturing business scenario pattern

## What are the business scenario patterns? Some examples



- On demand manufacturing platform as a supplier of a distribution platform

## *How can I access it and other related resources?*

- Business scenario template

<https://www.tmforum.org/resources/standard/tmf424-b2b2x-business-scenario-template-r16-0-1/>

Video – business scenario overview:

<http://projects.tmforum.org/wiki/download/attachments/40178040/Business%20Scenario%20Overview%20-%20Final.mp4?api=v2>

- Some examples of business scenarios: <http://52.31.166.68/>

## *Our Roadmap for releases FX 16.5 and FX 17.0*

- Assess the impacts of **platform models** on our deliverables
  - Take into account Digital Platform Reference Architecture work stream deliverables
  - Test and recommend platform canvases tools
  
- Develop **IoE monetization** related items
  - Identify business model patterns relevant to IoE monetization
  - Develop an IoE monetization Introductory Guide
  
- Update consequently **online partnering guide & Business Scenario Template**

## *Your Possible contributions*

- Provide User Stories, Business scenario or any other relevant material
- Participate in development of the next version of partnering guide and business scenario template
- Review and challenge our draft deliverables

“Although initially a fair bit of work to complete, the disciplined approach in the business scenario template helped to structure our thinking in terms of business objectives, customers, suppliers and how the service would be brought to market. It also helped to surface many considerations that may have been overlooked with a less structured approach”

**Tim Morgan** - Huawei

We used the business scenario template(TM424) and the Online partner guide (TR211) as guidelines to analyze our catalyst business scenarios. These two guidelines provide clear and consistent view which allows participants to state their business problems from different perspective, to analyze their interaction within an ecosystem. These two guidelines also help users to practice TM Forum assets into real business cases and identify gaps to feed new requirement back to TM Forum projects. We would recommend these two guidelines to every TM Forum member.

**Juan Li** ( Applejuan ) Huawei

The Business Scenario Template is an invaluable tool to provide structure in an often confusing time when early ideas needs to take shape to become a proposition. We used it on the OPAL project and it clearly helped us in accelerating our decision making and helping us clarify the dialogues with the many parties involved in the project.

**Nicolas De Cordes** - Orange

Ericsson has participated in the creation of the B2B2X processes, toolkits and business scenarios and finds these tools valuable. They enable creation of our business scenarios and ecosystem partner management guidelines.

**Elaine Haher** - Ericsson

- A collection of Confluence spaces
- Eventually containing or linking all TM Forum assets
- Individually represented as Confluence pages
- Linked and tagged to indicate known relationships
- Linkable and taggable to allow creation of customized views
- Accessible for browsing and contributing
  - Through Confluence GUIs and APIs
  - Through apps that use the APIs

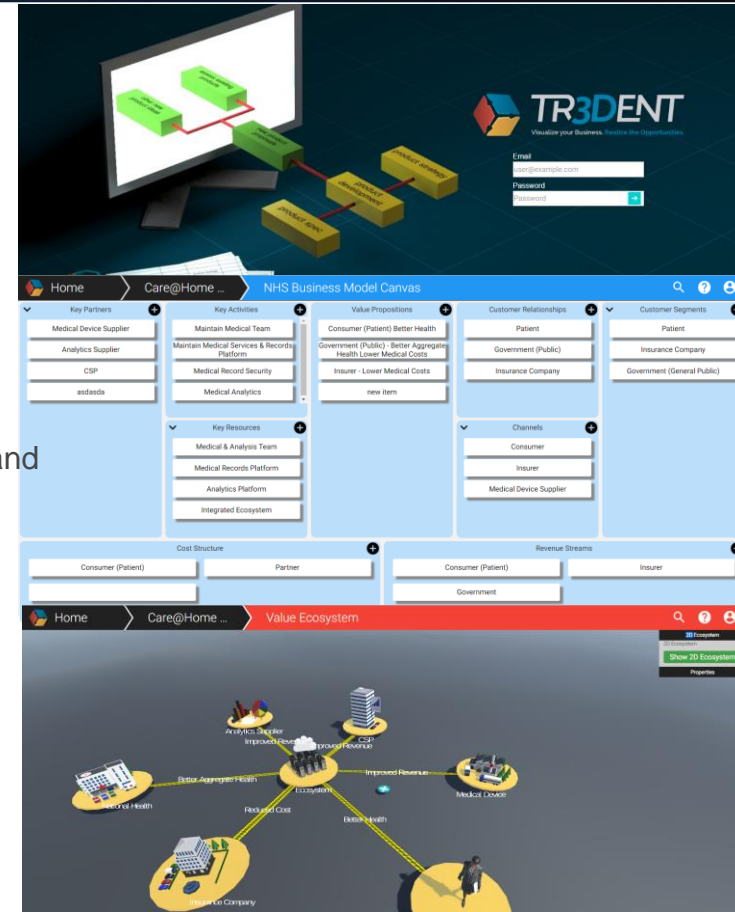


- The ability to trace a path from a business scenario to a specific collection of related TM Forum assets
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- The ability to reason across multiple business scenarios and asset collections
- Eventually, the ability to recommend asset collections based on similarity to other scenarios

- You can see an alpha version at <http://52.31.166.68/>
- You can download a complete presentation at <http://52.31.166.68/download/attachments/1771264/TMForumLive2016-DST-2016-05-05.pdf?api=v2>

# The Business Scenario Tool

- Prototype launched by Tr3Dent at TAW Vancouver
- Cloud Application with secure User logins
- Based on the Business Scenario Template
- Benefits
  - ✓ Speeds up the process of creating a business scenario
  - ✓ Highly intuitive user interface
  - ✓ Simplifies the creation and presentation of complex Business Models and Ecosystems
  - ✓ Contains completed Business Scenarios for reference
  - ✓ Pre-integrated to TM Forum Frameworkx
- In use by 16 member companies and 5 Catalyst Projects
- Full version available in Dec '16
- Contact [kevin@tr3dent.com](mailto:kevin@tr3dent.com) for access or more information



## *How can I participate?*

### **Join the project:**

<http://community.tmforum.org/projects/opendigitalproject/default.aspx>

You will then have access to the B2B2X Workspace on Confluence

### **B2B2X partnering weekly meeting**

- Every Thursday at 3:00 PM CET / 9:00 AM EST

### **TM Forum Contacts:**

- Nancy Lyness – [nlyness@tmforum.org](mailto:nlyness@tmforum.org)
- Craig Bachmann – [cbachmann@tmforum.org](mailto:cbachmann@tmforum.org)
- John Wilmes – [jwilmes@tmforum.org](mailto:jwilmes@tmforum.org)

**THANK YOU**