Partnering in Complex Business Ecosystems

- Tools & best practices
# Table of Contents

- **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**
The Business Scenarios and Ecosystems Partnerships work stream

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
The Business Scenarios and Ecosystems Partnerships work stream

**Interactions**

TR211 – Online Partnering Guide
describes partnership concept and principles

uses partnering guide concepts

Feed Digital Service Toolkit

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

is based on business scenario template concepts

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.

<table>
<thead>
<tr>
<th>Model</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Market Proposition</td>
<td>Uses the industry standard Osterwalder Business Model Canvas analysis method</td>
</tr>
<tr>
<td>Business Model</td>
<td>Including business roles, service interactions and product/service relationships that partners hold within a value chain</td>
</tr>
<tr>
<td>Contractual Model</td>
<td>Including business rules &amp; policies, terms and conditions</td>
</tr>
<tr>
<td>Financial Model</td>
<td>Including revenue principles and flows</td>
</tr>
<tr>
<td>Operating Model</td>
<td>Including both functional and non-functional requirements, e.g. process performance, reliability etc</td>
</tr>
</tbody>
</table>
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
  - The partnering worksheet

### The Online B2B2X Partnering Step by Step Guide

#### Customer Segments

<table>
<thead>
<tr>
<th>Customer Segment</th>
<th>Channel</th>
<th>Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build for partnership</td>
<td>OBP</td>
<td>Dedicated Manual Customer / supplier relations for sales</td>
</tr>
<tr>
<td>Find customer / mass market</td>
<td>Online for customer support</td>
<td>Standards based relationship for customer support</td>
</tr>
</tbody>
</table>

#### Value Proposition

- Improving the partnership opportunities between DBP’s and CSP’s through common APIs, with the expectation that the partnering and onboarding services for a common partner enable
- End user value increases satisfaction due to higher quality / fast provision and satisfaction not to be impacted by poor usage data limitation
- Digital Service Provider Value, able to provide a premium product with a better user experience and increase revenues and get more customer retention through the data from APIs

#### Product Offering

- Communications Service Provider: Value, able to work through the CSP to enable longer term loyalty with the end customer through improved branding

## Partner/Party/Organization

<table>
<thead>
<tr>
<th>Partner Party/Organization</th>
<th>TR211 Contract type</th>
<th>Contract Relationship</th>
<th>TR 211 Role</th>
<th>TR217 Business Model Role</th>
<th>Onboarding Roles (TR211)</th>
<th>Adding Value Roles (TR211)</th>
<th>Delivering Roles (TR211)</th>
<th>SID Party Roles supported</th>
<th>SID Roles ABE</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSP</td>
<td>Supplier</td>
<td>Sell To</td>
<td>Reseller</td>
<td>Configuration: setting</td>
<td>Syndication: deliver in</td>
<td>Direct delivery: deliver</td>
<td>Supplier</td>
<td>Vendor</td>
<td></td>
</tr>
<tr>
<td>CSP</td>
<td>Supplier</td>
<td>Sold To</td>
<td>Service Provider</td>
<td>External: obtained</td>
<td>Packaging/Bundling:</td>
<td></td>
<td>Partner</td>
<td>Service Provider</td>
<td></td>
</tr>
</tbody>
</table>
What is in the online partnering guide?

- The **resources and tools** to build the partnership agreement:
  - The **Type of contractual relationship**
    - **Checklist Item** Evaluation
      - **Partner Contract roles** Contracts agreed between partners at each TouchPoint 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** Global Business Exchange for Telecom (GBET) eContract Standard terms and conditions
  - **Examples of financial models**

- The **activity check list**
  - **Checklist Item** Evaluation
    - **Contract Type TR211**
      - **Role TR217**
        - **Contract Type TR217**
          - **Role TR217**

https://www.tmforum.org/resources/technical-report/tr211-online-b2b2x-partnering-step-by-step-guide-r16-0-0/
The B2B2X business scenario template

What is a business scenario? – Template overview

**Scenario Setting**
- Key Participants
- Problem Statement
- Drivers
- Overall Value

**Scenario Contexts**
- Business Model Canvas
- Partnering Models
- High level Use Case Walkthrough

**Scenario Components**
- Use Cases
- Partner Perspectives
- Frameworx Components Used
- DSRA Mapping
- Metrics
- Privacy
- CEM
- Data Analytics

**Scenario Conclusion**
- Benefits of Using Frameworx Standards and Best Practices
- Lessons Learned

© 2016 TM Forum | 11
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

- 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.
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 – e.g. M-commerce using apps from Google or Apple, or CSP joint ventures
Trend towards consolidation and virtualisation in VAS and mobile generally – e.g. 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

The B2B2X business scenario template

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

© 2016 TM Forum | 14
What are the components of a business scenario?

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

- The business model canvas: the underlying business model

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 an unique actor can have CSP and Solution provider role
The B2B2X business scenario template

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

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.
The B2B2X business scenario template

**What are the components of a business scenario?**

- **API used**
  - Usage API: Insert update details (event-based) / POST /usage
  - Party API: user identity for UI Portal
  - Customer API: Residential Business: registration / creation
  - Product Ordering API: Add an offer to the customer (in other words: place customer order)
  - Catalog API: Import offer configurations

- **Positioning versus DSRA**

- **Metrics**
  - Appointment Acceptance Rate:
  - Chat Acceptance Rate:
  - Offer Acceptance Rate:

- **Data Analytics**
  - Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:

- **API Touchpoints // resource operations: standard vs proprietary**

- **Support Service Name // scope // N/N**

- **Privacy**

- **Frameworx assets: e TOM**

- **Customer experience**

- **API**
  - **Fields**
    - **Usage API:**
      - Insert update details (event-based) / POST /usage
      - Party API:
      - Customer API:
      - Product Ordering API:
      - Catalog API:

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

- **What data that concerns the end customer?**

- **Who is providing the experience?**

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

- **Do you use Authorization, Authentication, and Privacy Management?**

- **Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:

- **API used**

- **Positioning versus DSRA**

- **Metrics**
  - Appointment Acceptance Rate:
  - Chat Acceptance Rate:
  - Offer Acceptance Rate:

- **Data Analytics**
  - Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:

- **Privacy**

- **Frameworx assets: e TOM**

- **Customer experience**

- **API**
  - **Fields**
    - **Usage API:**
      - Insert update details (event-based) / POST /usage
      - Party API:
      - Customer API:
      - Product Ordering API:
      - Catalog API:

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

- **What data that concerns the end customer?**

- **Who is providing the experience?**

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

- **Do you use Authorization, Authentication, and Privacy Management?**

- **Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:

- **API used**

- **Positioning versus DSRA**

- **Metrics**
  - Appointment Acceptance Rate:
  - Chat Acceptance Rate:
  - Offer Acceptance Rate:

- **Data Analytics**
  - Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:

- **Privacy**

- **Frameworx assets: e TOM**

- **Customer experience**

- **API**
  - **Fields**
    - **Usage API:**
      - Insert update details (event-based) / POST /usage
      - Party API:
      - Customer API:
      - Product Ordering API:
      - Catalog API:

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

- **What data that concerns the end customer?**

- **Who is providing the experience?**

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

- **Do you use Authorization, Authentication, and Privacy Management?**

- **Socialiser:
  - Family:
  - Retail Branch Indoor Analytics:
  - Real-time Personalized Offers while Browsing:
What are the business scenario patterns? Some examples

- Multisided platform business scenario pattern
- On demand manufacturing business scenario pattern
The B2B2X business scenario template

**What are the business scenario patterns? Some examples**

- On demand manufacturing platform as a supplier of a distribution platform
The B2B2X business scenario template

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%20Final.mp4?api=v2

- Some examples of business scenarios: http://52.31.166.68/
Roadmap and contributions

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
Roadmap and contributions

*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 (TMF424) 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
What is the Digital Services Toolkit (DST)?

- 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
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
Where can I see the Digital Services Toolkit?

- 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 Frameworx
- In use by 16 member companies and 5 Catalyst Projects
- Full version available in Dec ’16
- Contact kevin@tr3dent.com for access or more information
Get Involved

*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
- Craig Bachmann – cbachmann@tmforum.org
- John Wilmes – jwilmes@tmforum.org
THANK YOU