



LEADING DIGITAL TRANSFORMATION

tmforum

How would you describe your organization's enterprise-wide digital transformation strategy?

Our strategy is focused on how we can enable communication service providers to become digital service providers and move towards open, partnership-powered business models that will generate sustainable, long-term value. The four pillars of our strategy are:

- Enabling personalization, together with an optimal experience
- Supporting the creation of digital partnership ecosystems
- Powering revenue stream diversification as well as cost base optimization through 5G, cloud, micro-services, IoT, analytics, SDN/NFV, BPA, open source and blockchain
- Emphasizing agility and rapid time to market

What's the biggest 'win' you've achieved so far?

We are very happy to see the benefits that MegaFon – an operator with more than 76 million subscribers - has had from the deployment of our BSS. The complexity of this project has resulted in a deliverable that is quite unique in our industry.

In our recent research, we asked CSPs to rank the challenges to converging networks and operations. They cited culture first. Why is it such a challenge, what are the cultural challenges, and what can operators do to address this change?

Traditionally, networks and IT operations have had different skillsets, leadership styles, and decision-making approaches. With the emergence of SDN and virtualization, 'networks' are now software-based IP networks, inevitably blurring the lines between networks and IT operations. There are certain things that any operator can do:

- Define the target culture required for the new organization.

- Identify the right executive, from inside or outside the existing organization, that can lead this convergence in a fair and objective manner. This executive should be supported by existing professionals that can collaborate across 'cultural silos.'
- Embed cultural ownership into transformation management initiatives.
- Focus culture discussions and actions on tangible points.
- Ensure transparency and fairness, in all matters, across both networks and operations.
- Communicate consistently and frequently.

How is the convergence of networks and IT affecting the relationship between CSPs and suppliers?

We see CSPs expecting their suppliers to assume responsibilities beyond their specific area. They expect them to become real partners by being able to provide, and own, end-to-end, future-proof value solutions that support the convergence of networks and operations. With the emergence of 5G, B2B2X platform business models, the establishment of digital partnership ecosystems and the business transformation of service providers, the relationship between suppliers and CSPs will continue evolving towards a partnership and collaboration-based model, where value will be co-created and shared.

How does TM Forum help you to achieve your digital transformation objectives?

The combination of frameworks, toolkits, certification and training programs, together with the emphasis on partnerships and collaboration, provide an ideal, end-to-end, holistic approach for companies such as Nexign to participate in creating the future of our industry.

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