

Reigniting telecoms growth

a Playbook
for CEOs

Authors:

Sangeet Paul Choudary, Platform Thinking Labs
Nik Willetts, CEO, TM Forum
Anthony Rodrigo, CIO, Axiata
Dean Ramsay, Principal Analyst, TM Forum

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The community of companies engaged with TM Forum are actively making these steps today to reignite growth tomorrow

foreword

Nik Willetts
CEO, TM Forum



The next five years in telecoms will see more profound changes than the previous thirty, fuelled by new customer needs, new technologies, and low barriers to entry. Today's connectivity providers stand at a fork in the road, with a genuine opportunity to reignite growth if they can select the right path. The route to success won't be easy, but we believe the strategic choices are now clear. By making a series of confident decisions now, a more prosperous, vibrant future can be unlocked.

The concepts and advice laid out in this Playbook are the culmination of years of work by TM Forum and the telecoms industry's most progressive leaders, validated with outside-in thinking from world renowned business author Sangeet Paul Choudary. We hope they form an instructional and pragmatic guide for navigating the path to growth by looking both outwards beyond the bounds of telecoms to similar, more prosperous digitized industries and by looking inwards, drilling down into the unique challenges connectivity providers face today.

Partnering and co-creation are consistent themes that have been echoed time and again during the creation of the Playbook. Both in navigating challenges and unlocking growth, there is no doubt future growth demands a new mindset. Moreover, navigating these challenges and seizing the opportunities will require courage: courage to unlearn, to take bold choices, to embrace the de-layered operating models needed to unlock the required levels of innovation, agility, and

efficiency. Courage to overcome challenges with tenacity, embracing new partners and industry-level teaming to create businesses ready for the opportunities ahead.

TM Forum is committed to providing the collaboration platform for our industry, co-creating the vision, tools and standards needed to accelerate innovation and growth. As always, we welcome your feedback, questions and comments.

I would like to extend my sincere gratitude to my fellow authors, and all those who have contributed to this playbook directly and in directly, with special thanks to Tech Mahindra for their sponsorship of this work.



TM Forum is committed to providing the collaborative environment in which all of these initiatives can thrive while providing the strategy and tools to make our journey to growth a reality.

Nik Willetts
CEO, TM Forum
CEO@tmforum.org



foreword

Manish Vyas
President,
Communications,
Media and Entertainment
Business, and CEO,
Network Services,
Tech Mahindra



The telecommunications industry is at a critical juncture, poised for transformative changes in the coming years. Influenced by emerging technologies, a more accessible market, and recent global challenges, we face a pivotal choice: embrace the future or remain stagnant.

At Tech Mahindra, our guiding principle of “Simplify, Modernize, Monetize” reflects our forward-thinking approach, emphasizing streamlined processes, contemporary strategies, and converting innovation into revenue. This CEO Playbook serves as our navigational chart amidst these shifting tides.

Drawing upon TM Forum’s extensive insights into the ongoing evolution and inherent challenges of the telecom sector, we recognize that the present moment calls for bold decisions. We envision a future full of promise, vibrant, and abundant with opportunities, for those who have the courage to evolve, embrace new paradigms, and reconstruct when necessary. Collaboration is a fundamental lesson, both in our philosophy and the ethos of this playbook, as we believe it is the power that drives growth. Through unified efforts, we can confidently navigate the road ahead.

This playbook represents a collaborative milestone, capturing the progressive vision of the industry with contributions from esteemed leaders. Their external perspective, derived from successes in digitized sectors, combined with their understanding of our industry’s unique challenges, deeply resonates with us.

TM Forum’s commitment to fostering an environment where collaboration translates into tangible growth and innovation is truly inspiring. At Tech Mahindra, our objectives align harmoniously with this vision: equipping telecom companies with the necessary resources, wisdom, and audacity to navigate the ever-shifting landscapes of opportunity.

Let this playbook serve as our guide, encouraging us to leap into the unknown, to innovate, and to reshape the telecom landscape together. Here’s to embarking on a shared journey towards a brighter, more interconnected tomorrow.



Drawing upon TM Forum’s extensive insights into the ongoing evolution and inherent challenges of the telecom sector, we recognize that the present moment calls for bold decisions.



Manish Vyas
President, Communications,
Media and Entertainment Business,
and CEO, Network Services,
Tech Mahindra

Growth has eluded our industry for more than a decade

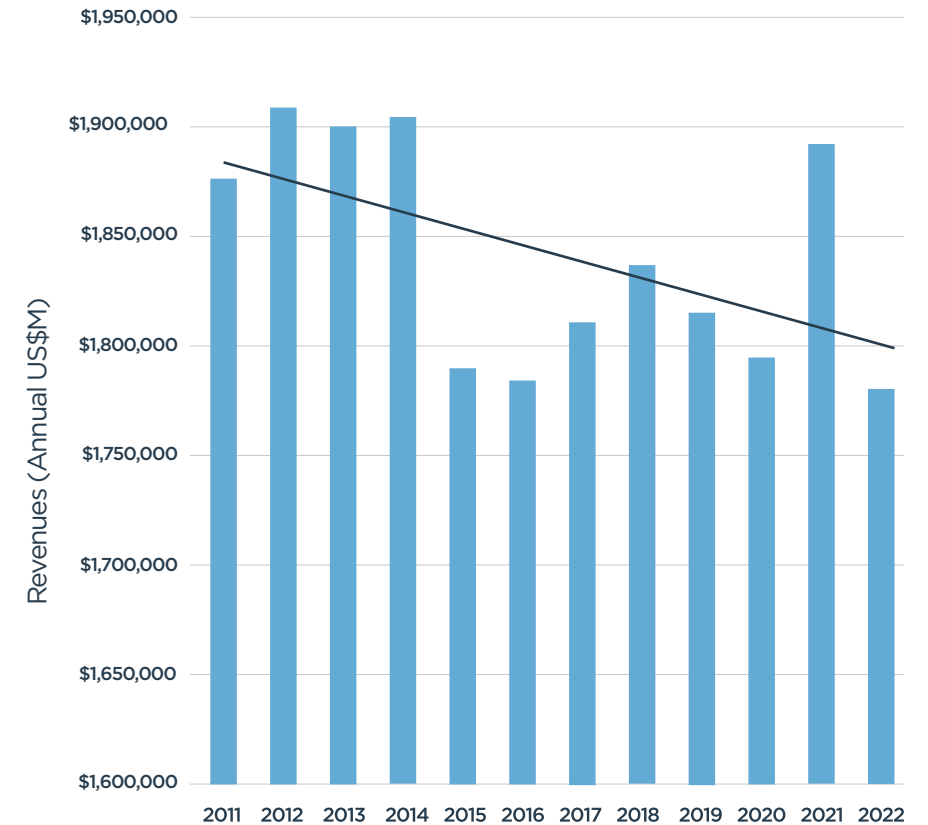
A global revenue boom is happening across almost all technology-related industries, as the digital era reaches maturity. Yet the telecoms sector - a critical enabler of all internet-related business - has successively missed out.

Consumer service revenues have plateaued as fixed and mobile subscription numbers have hit saturation point in many markets and hyper-competition has continuously eroded ARPUs. Communication service providers (CSPs) therefore have shifted focus to chasing B2B opportunities which are showing early signs of being the next wave of genuinely new business.

Forming an overarching plan to seize these opportunities has thus far proved difficult and success has been limited. In this playbook we present a series of approaches for telco senior management to inform their strategy.

By examining the shifting **terrain** of the technology markets - of which telcos are the essential underpinning - looking at the changing **playing field positions** CSPs can adopt, and the **strategies** they need to succeed with the **tools** they have in their arsenal, the CEO Playbook provides a living blueprint from which CSPs can reignite growth.

Global CSP revenues worldwide



TM Forum, 2023

Key takeaways from the CEO Playbook

In the process of creating this playbook we uncovered a fundamental set of truths which our industry must accept to create the critical mindset needed, as we leave the era of the traditional integrated telco. The Playbook includes practical examples and case studies of how to drive growth in the telecoms industry.

Truths – the new reality of the telecoms industry:

1. New business opportunities are not the same as they were in the last decade, the playing field has changed. CSPs must **fundamentally rethink their operating structures** to seize these opportunities
2. CSPs' ability to **partner and deliver a solution-based portfolio** rather than simple technologies as products, will shape the industry's fortunes in the coming decades
3. Reigniting growth is not about new technologies, or a new 'G'. CSPs being perpetually driven to pursue the next technology horizon is reductive, **we must learn to exert much more leverage on current asset investments**
4. CSPs can adopt several key positions in **new value ecosystems** where they can heavily leverage their essential channel to customers via their core capability - connectivity
5. **Delaying of the integrated telco model** is not only essential for CSPs to drive growth, but to stay in business.

Moreover, if these truths cannot be accepted and acted upon in the next three years, the current wave of opportunity will be squandered.

Key takeaways from the CEO Playbook

The CEO Playbook examines the nature of these new truths and provides a blueprint for the evolved CSP to drive growth.

Actions – make it happen:

- 1. Delaying the current operating model** of the traditional integrated telco will drive a series of previously unobtainable efficiencies. Individual CSPs must make big decisions about where they want to play in the ecosystem:
 - The asset-light ServCo component of any future CSP needs to be extremely **flexible and predictive** of market demand
 - The asset-heavy NetCo component of any future CSP needs to be hyper-efficient, which means a strategic laser focus on **automation and simplification**
- 2.** A **new mindset to talent and culture** will drive an organization-wide mindset for growth, improvement and simplification
- 3.** Creating **deep relationships with key strategic partners** such as hyperscale cloud service providers and systems integrators will be at the heart of any successful growth strategy
- 4.** CSPs must carefully **align internal operational structures with external opportunities** – the shape of the new CSP model must exactly fit the market landscape of the coming decades
- 5.** Pursue only strategies which **promote defragmentation**. Consolidation and standardisation are key to creating the telco ecosystem of the next decade

TERRAIN
**Industry shifts
call for action**

TERRAIN

key takeaways

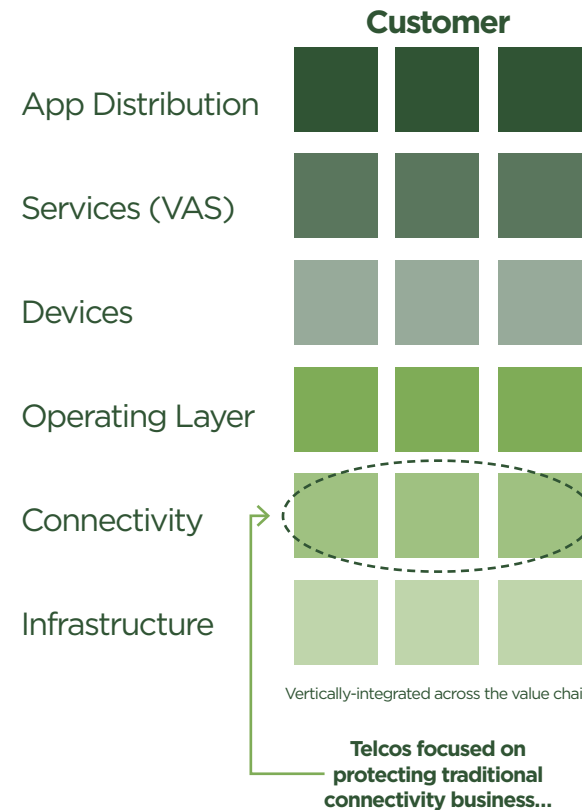


- Traditional integrated telco business models are **no longer fit for purpose** when addressing opportunities in the digital era
- Fundamental shifts in the playing field have already **disconnected telcos** from prosperity and this shift continues to happen
- It is now becoming clear how **telcos need to evolve** to address this disparity
- The simultaneous forces of **delaying** and **defragmentation** are **driving value shifts**
- The playing field of the next **telco era is taking shape**
- Telcos must urgently choose **key positions** to own in this new playing field
- Delaying the operating model is **key to empower** both the asset-light and asset-heavy components of the new telco structure
- Changes in **skilling and mindset** are as important to this growth story as technology options and architectures
- Growth strategies will be **informed by the value pools** they target and the operating models they leverage.

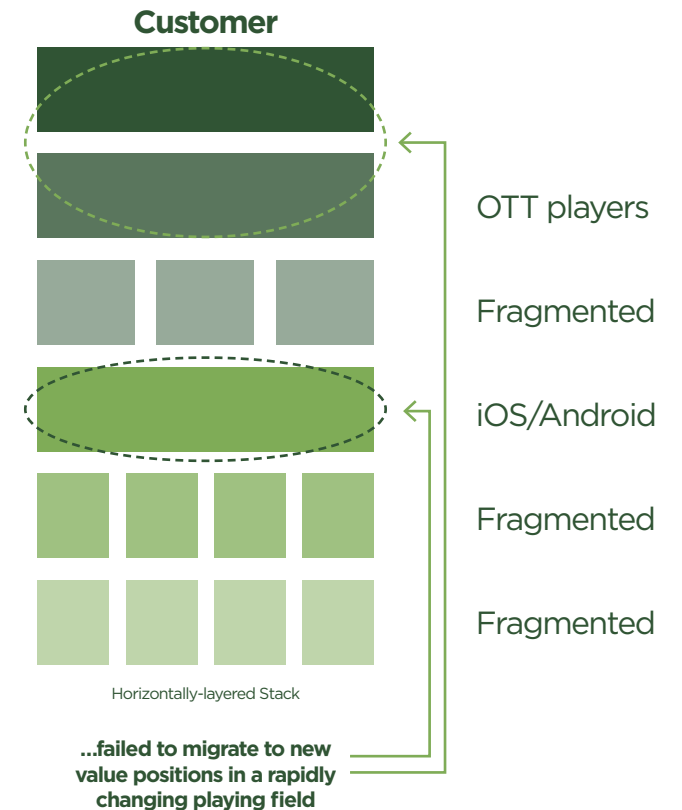
Telcos have been disconnected from growth by their inability to adapt and diversify in response to technological shifts and value migration

The integrated telco model was perfect for delivering and monetising traditional connectivity services. Creating operational silos and custom code made perfect sense at the time, but those structures are what now blocks agility and inhibits CSPs' ability to evolve.

Traditionally, vertically integrated telcos built competitive leverage across the entire value chain



The rise of the smartphone and the shift to 4G and cloud-hosted services led to value migration away from traditional telco strongholds

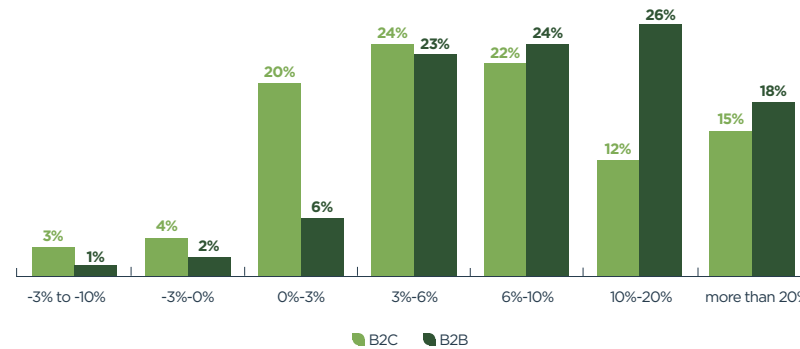


Telcos, disintermediated by OTT players, were relegated to the role of data pipe in the 4G era

The playing field is changing again, particularly in B2B, as enterprises digitise rapidly, changing their needs. Telcos can still position themselves to win in the new reality

Telcos already sense significant growth opportunities in B2B...

what is a reasonable estimate of your company's revenue growth for the next five years (CAGR)

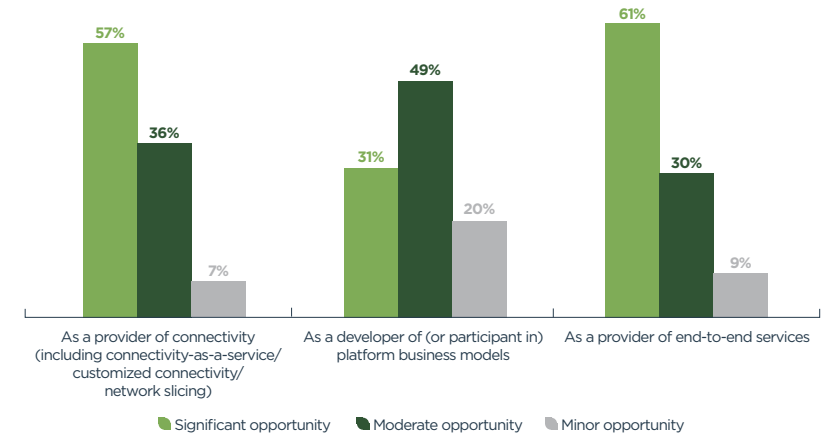


TM Forum, 2022

Telcos are better prepared this time around, buoyed by growing participation in open ecosystems with the IT-centric nature of modern CSP operations (including the move to the cloud)...

... particularly in solving end customer problems, leveraging core capabilities

where are the best opportunities for revenue growth in your organization?



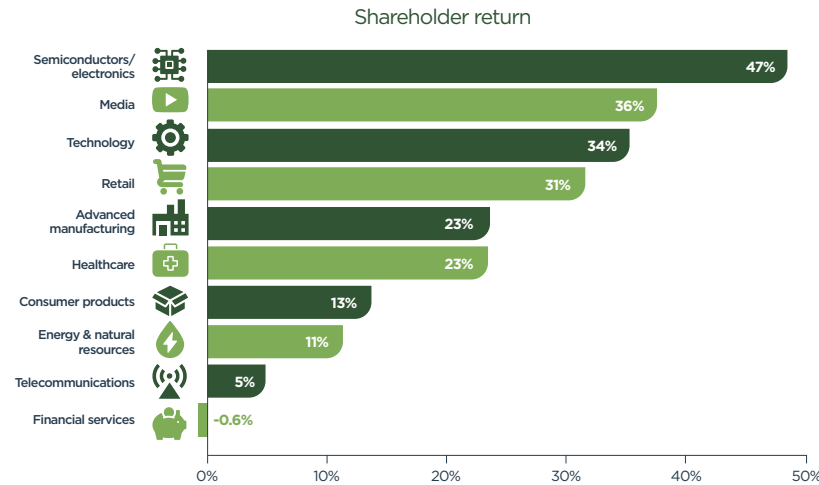
TM Forum, 2022

... but need to navigate new customer expectations and leverage new technologies to avoid disintermediation or getting cornered into price wars, leading to a race to the bottom

A winning strategy needs a careful selection of new value positions backed by a new operating model

CSPs are not currently set up to drive growth, but it is now becoming clear how this can be remedied

Revenue growth cannot be 'bought' with forceful tech investments...



Bain & Co. notes: Total shareholder return represents absolute return from Feb. 17, 2020 to Dec. 15, 2020 based on change in dividend-adjusted share price in original trading currency; market capitalization in US dollars (as of Dec. 15, used for calculating the weighted average total shareholder return of a sectors and ending parentheses here

TM Forum, 2021 (source: Bain & Co.)

Despite more than a trillion dollars in tech investment by telcos, shareholder returns lag most other industries

... it needs to be 'earned' with the right operating culture and ecosystem strategy



Telcos need to navigate across a range of factors, some fixed (e.g. regulation, shareholder risk appetite) and some flexible (e.g. strategy, positions, culture)

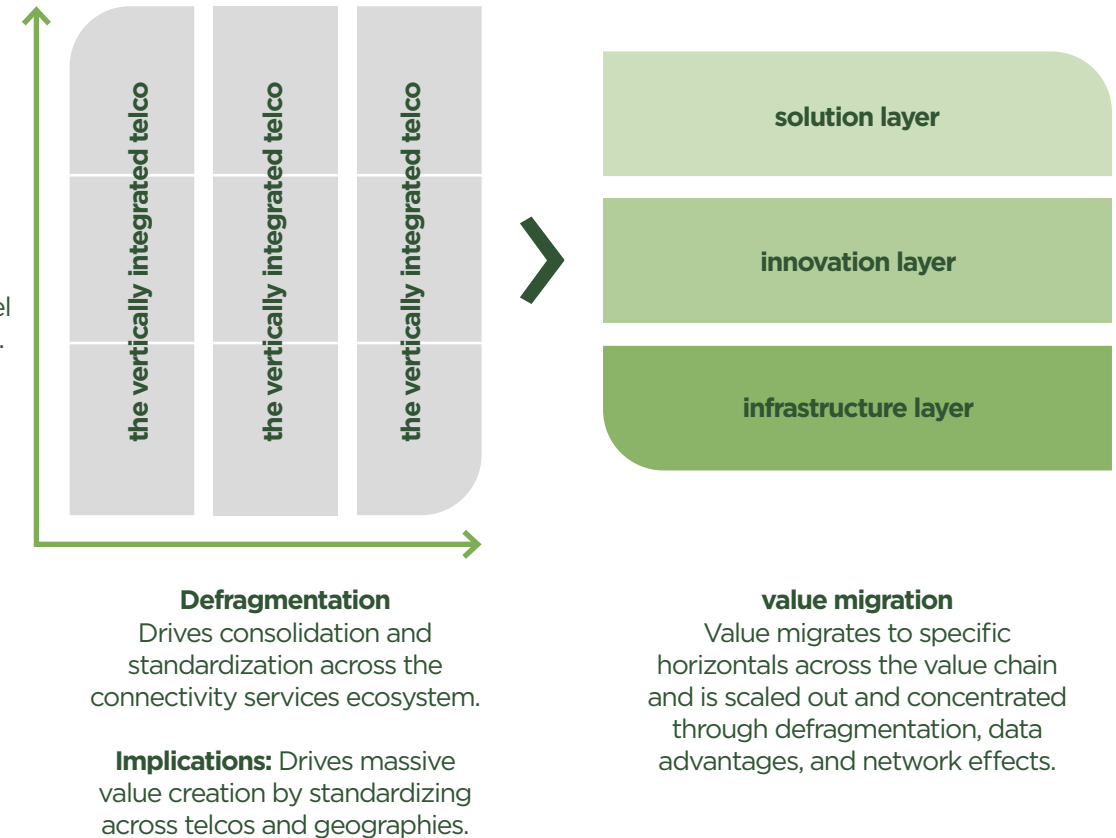
Forces: The simultaneous forces of delayering and defragmentation are driving value shifts

Delayering the integrated telco releases a super-agile, service-centric unit to operate as a digital native, while the focus of network operations can shift to extreme automation and optimisation. Defragmentation removes classical telco problems like interoperability and integration from the equation.

Delayering

Separates asset-light innovation from asset-intensive positions leveraging specialised network connectivity.

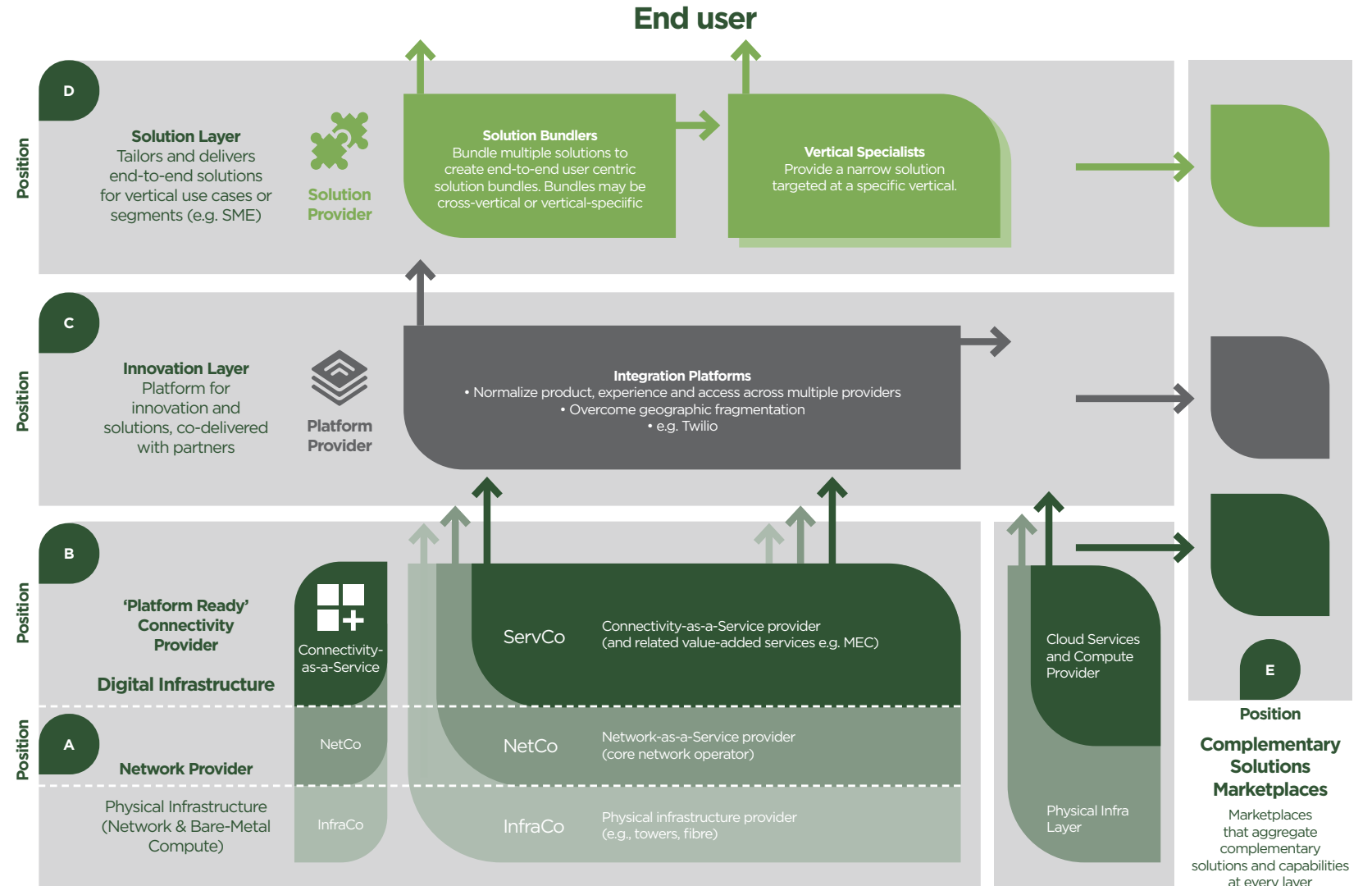
Implications: Presents a new opportunity for telcos to shift their operating model to an agile asset-light model.



A shift from vertically integrated industries to horizontally layered ecosystems creates a fundamentally new playing field

This creates a new playing field with a new set of positions that accumulate value

Participation in this emerging ecosystem requires CSPs to fully embrace deep partnerships. Going it alone is the wrong mindset for the next era of business opportunities. CSPs can establish thousands of ecosystem relationships via the Innovation Layer, Solution Layer and Zero Touch Partnering without the need for manual onboarding and maintenance.



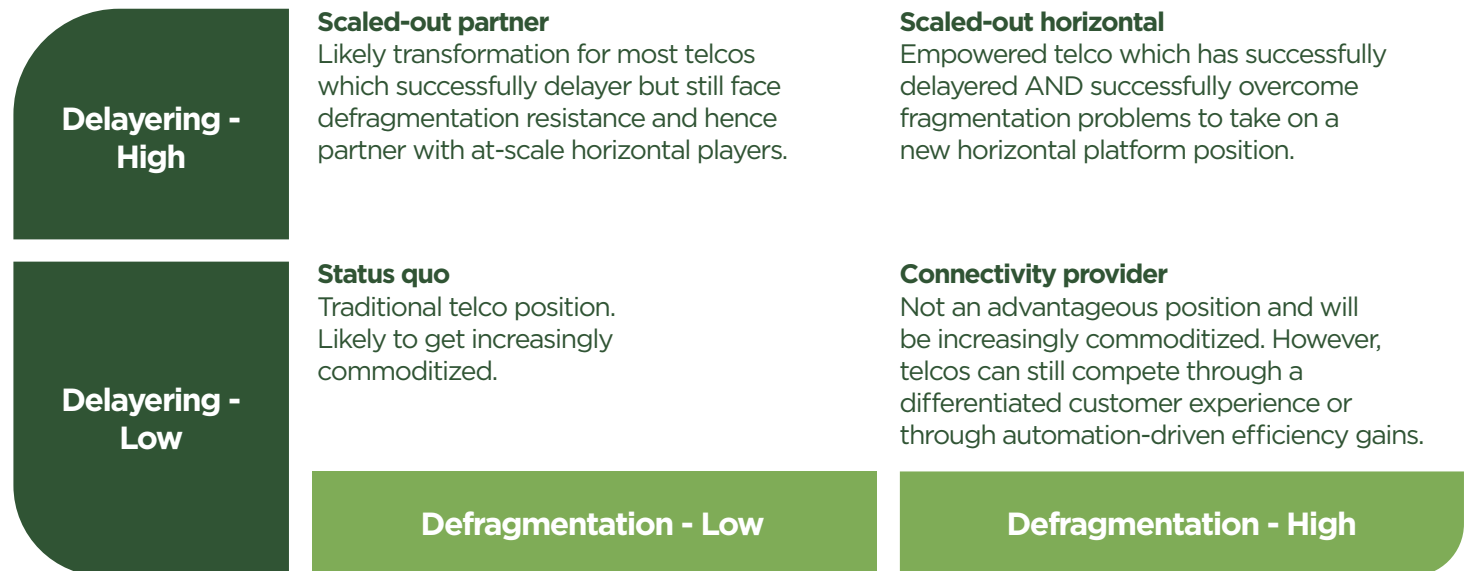
Telcos will need to respond to these simultaneous shifts by selecting positions that set them up for scaled partnerships and/or horizontal leverage

Partner ecosystems are key to growth

Telcos own a local market advantage and need to make it easier for tech players to partner with them.

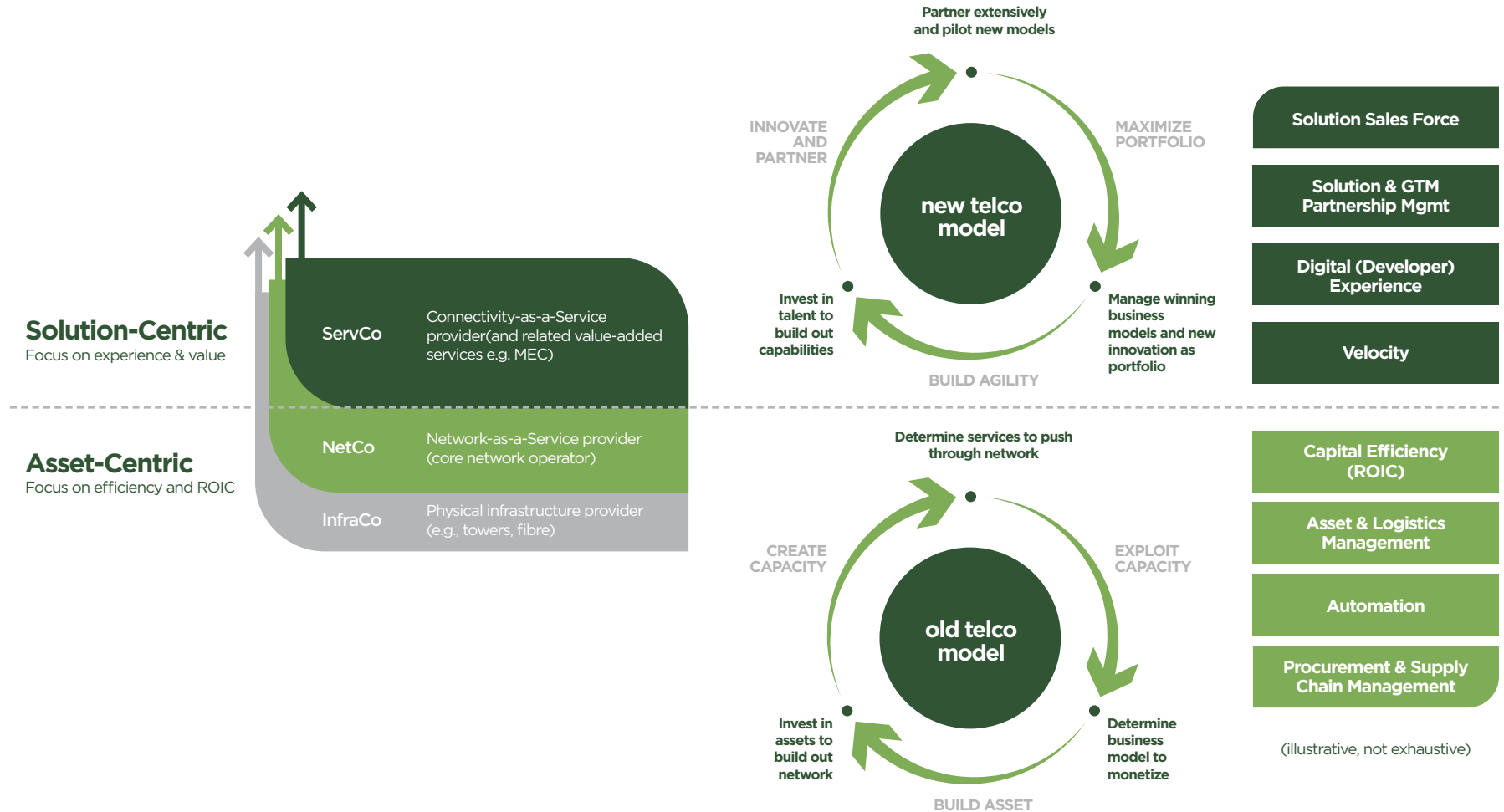
Horizontal integration platforms remain most attractive

Asset-intensive operating models may pose transformation challenges to effectively win horizontally, but advantage may still be built through partnerships with scaled-out players.



Telco short term 'no-regret moves' should focus on opening out capabilities that attract ecosystem partnerships at scale, while investing in longer term org transformation to build horizontal advantages

Delaying provides the opportunity to move to new asset-light operating models, critical to gaining advantage in the new playing field



Changes in skilling and mindset are as important to this growth story as technology options and IT architectures

The 'platform-ready' operator needs a new toolbox - a new arsenal of organizational capabilities

leadership and business case

De-risking execution, aligning on investment horizon, and defining metrics that aid senior leadership buy-in

ecosystem management

Partnerships at ecosystem scale, while fostering trust and managing conflicts of interest. CSPs need to form deep bonds with key partners such as hyperscalers, wholesalers, developer communities and technology partners in the supply chain.

agility

Ability to rapidly respond to a changing field and innovate at scale while leveraging incumbent advantage. The evolved CSP must be able to not only react to changing market, but also predict the opportunities of the future and be able to easily pivot towards them.

talent and culture

The mindset and skillsets to innovate at scale and pivot as needed. Progressive CSPs are positioning themselves as IT companies to shake the stigma of the traditional telco when competing for the best new talent.

technology

Unified data strategy, scalable infrastructure, and security/privacy risk mitigation across an open ecosystem. The move to highly interoperable, composable architectures and Open APIs will ramp up as CSPs pursue a need for extreme automation in their service and network operations.

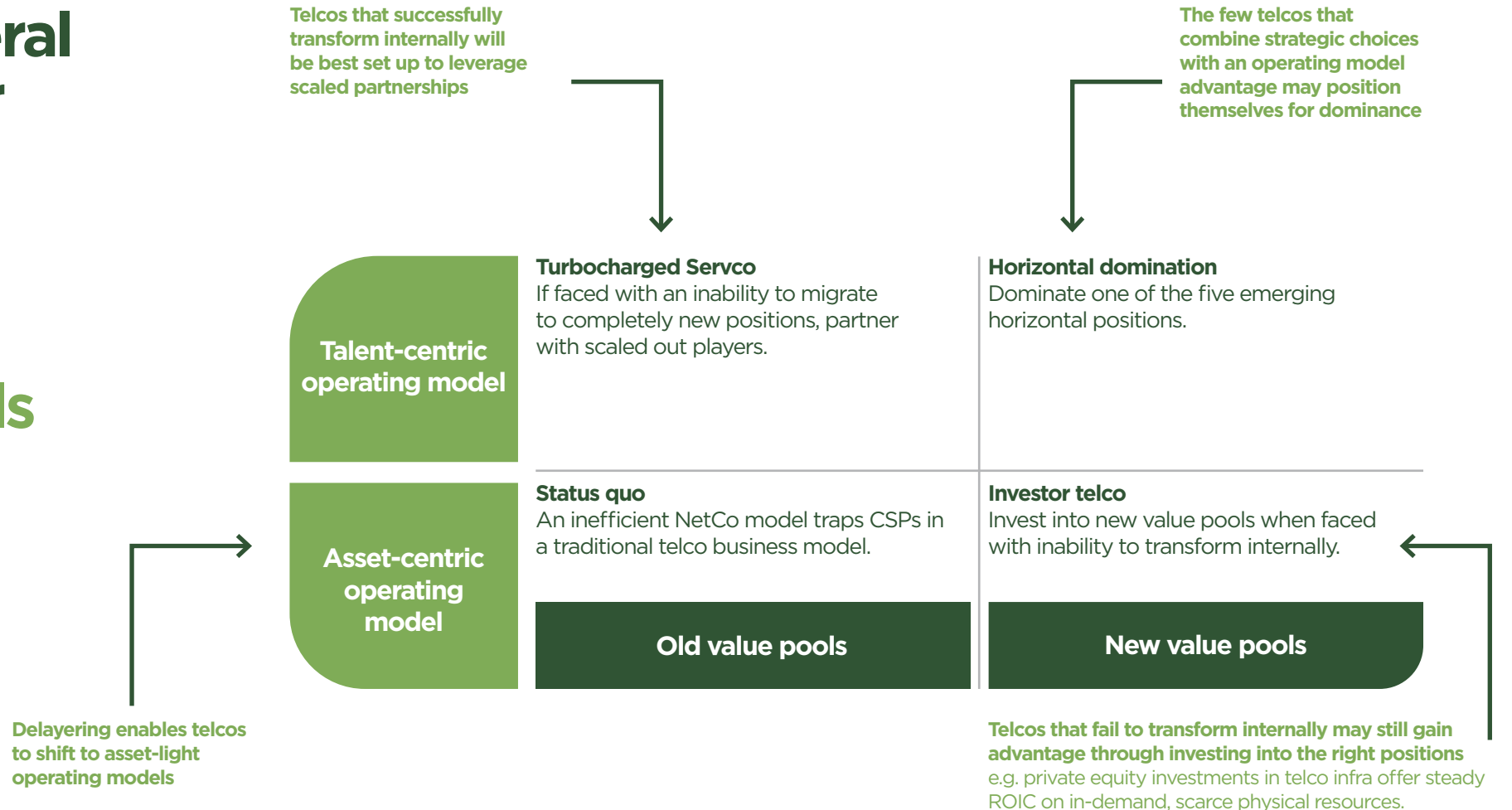
regulatory responsiveness

Piggybacking regulatory tailwinds and actively shaping future regulation. Regulatory pressure can be positive in the delayed model where trust is key to all players from customers to partners and developers.

risk management

Managing transformation risk while reframing incumbent risk appetite

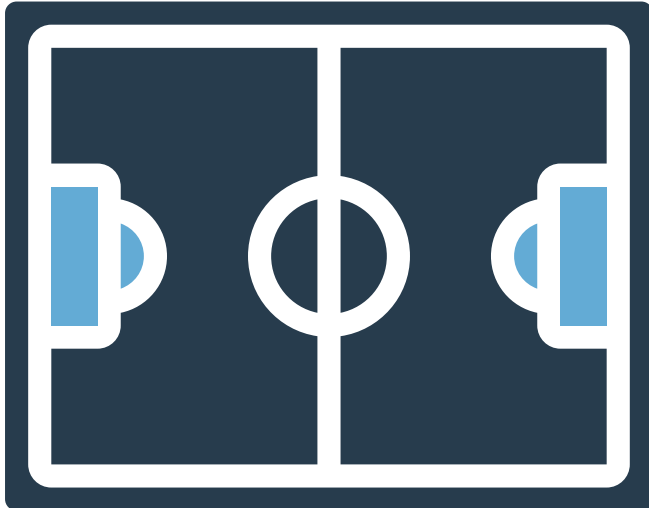
Telcos have several choices but their strategy will be informed by the value pools they target and the operating models they leverage



**PLAYING FIELD
POSITIONS**
**Emerging
advantage**

PLAYING FIELD POSITIONS

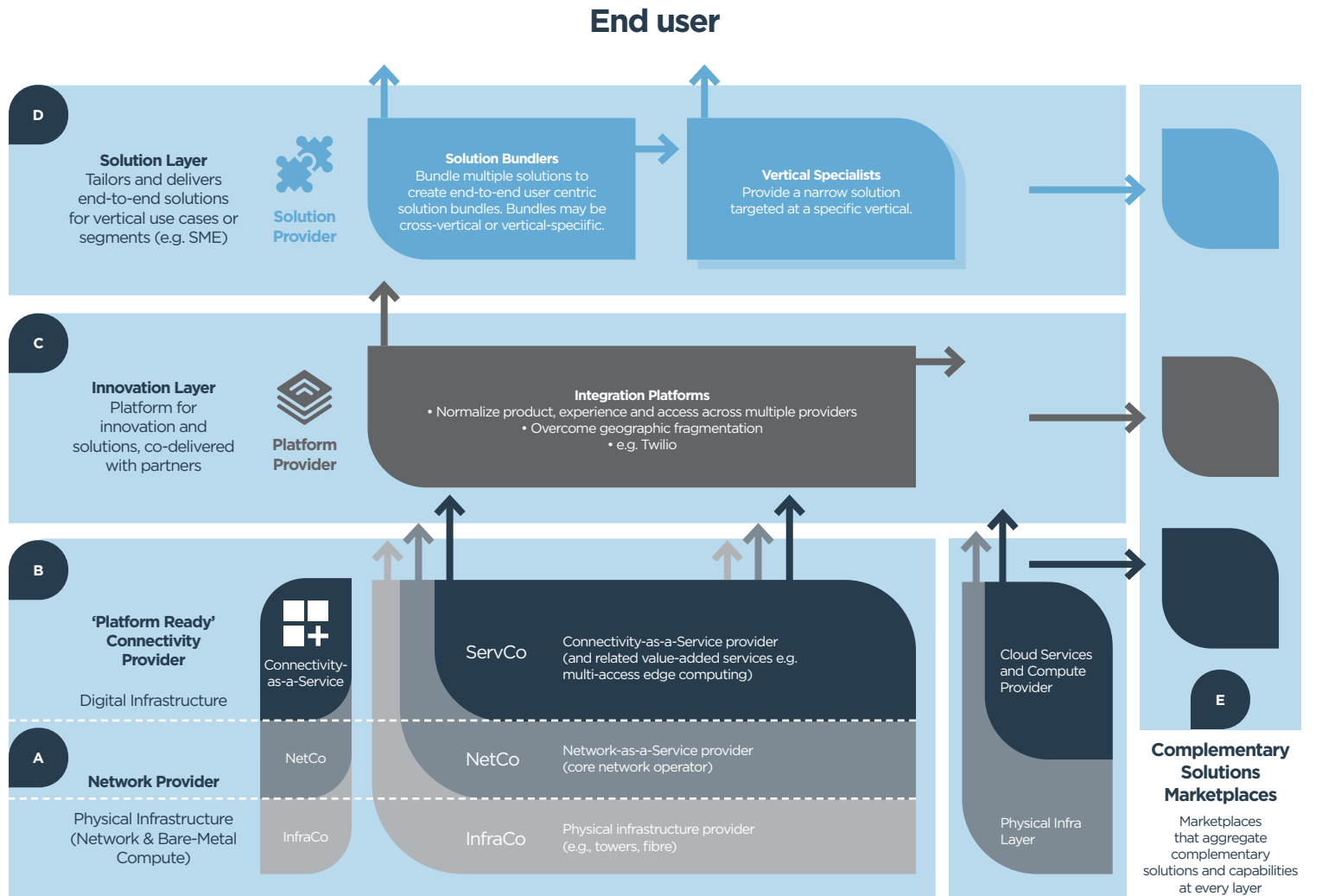
key takeaways



- A new playing field **demands a choice** of position from any telco growth strategy
- **Delaying allows telcos** to address each of these positions with an incredibly capable component, be that asset light or heavy
- This **delayed structure** can only be achieved with Open API-based service operations infrastructure
- Customer-centricity is **key to gaining** the right to serve the customer in an open ecosystem
- Many of the **value pools** are in scaled-out digital services
- If we look at comparative industries we see **successful ecosystem blueprints** which telecoms can follow:
 - Digital retail has **driven scale advantages** to cloud services players and network effect benefits to integration platforms
 - Unbundling the financial services value chain has created **new integration opportunities** across an increasingly fragmented services landscape
- Telcos need a **new playbook to win** in this emerging playing field

A new playing field creates a new set of positions that accumulate value

Operators need to stake a claim to multiple positions in the new playing field. For many, positions A and B are a given, but positions C, D and E are challenging new frontiers where the potential reward matches the risk.



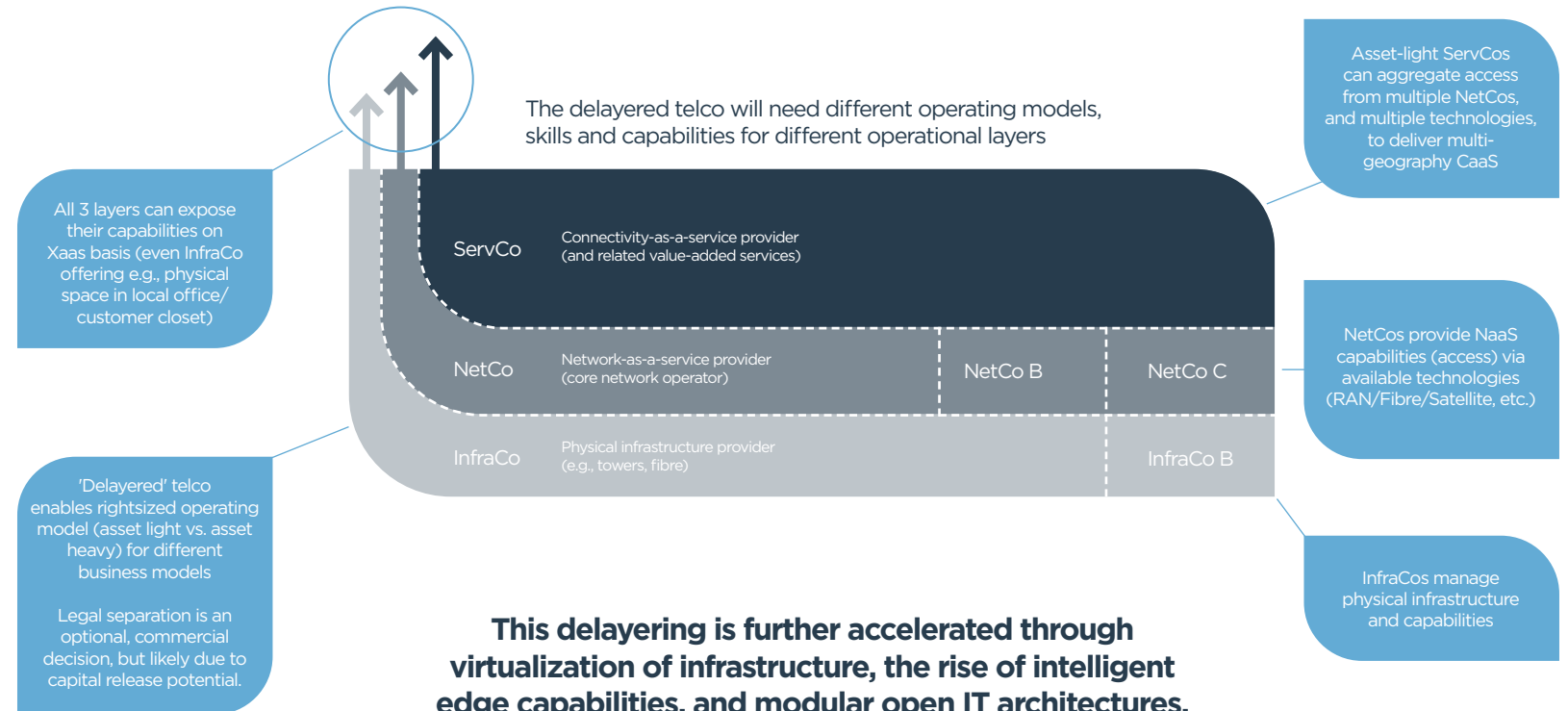
The traditional telco model will increasingly be delayered in the emerging connectivity services landscape, combined with value shifts to cloud services

Telcos are challenged with organization/technical debt in delivering API distribution, automation, and integration with enterprise IT.



Delayering enables a combination of

- the operational footprint of the traditional telco,
- an IT ecosystem that depends entirely on interoperability offered by Open APIs,
- a partner ecosystem that depends on the stratification of roles.



The emergence of API-based service operations makes defragmentation increasingly attractive, creating value across the ecosystem

Integration platforms harness the power of defragmentation

The integration platform acts as a switchboard and defragmentor, aggregating services for product provisioning on one side and integrating across different distribution partners (websites, apps, and other digital services) on the other side.

how integration platforms evolve and build value and competitive advantage



stripe

Example

Stripe, a payments integration platform, enables partners to implement payment gateway functionality and merchants to accept payments & send payouts.

Integrating across partners, Stripe uniquely manages merchant relationships across multiple partners (e.g. Lyft, Shopify). Owning the merchant relationship provides a strong ecosystem position.

twilio

Example

Twilio, a cloud communications integration platform, enables software developers to programmatically perform communication functions using its web service APIs.

Customers can use Twilio's composable capabilities as building blocks to build out custom workflows instead of having to purchase monolithic pre-packaged communications solutions.

Integration platforms occupy a uniquely powerful position in the emerging playing field. Telcos will need to innovate new solutions in partnership, beyond providing commoditized services.

Customer-centricity is key to gaining the right to serve the customer in an open ecosystem

In an open ecosystem, the ability to distribute solutions doesn't automatically provide the right to serve the customer. The old telecoms idiom 'built it and they will come' no longer applies.

The right to serve the customer is gained by:

1. Deep customer empathy to understand customer pain points
2. Ability to craft customer journeys that solve these pain points
3. Ability to partner extensively to string together best-in-class services across partners in a seamless solution bundle.

A telco's right to serve the customer depends on its ability to perform all three functions above better than all other players in the ecosystem. By uniquely understanding end user needs and creating user-centric bundles, a service provider may charge a significant premium over the services included in the bundle.

prime video

Amazon Prime gains the right to serve the user through its one-day delivery proposition and strengthens that relationship by bundling in digital services like movies, music, as well as home security and home automation through its smart home products.

monzo

Monzo, a neobank, bundles services across multiple partners (e.g. Wise, Freetrade etc.) to provide a one-stop solution bundle to its customers.

**Bundling services in itself doesn't provide a right to play.
Deep understanding of user needs and crafting bundles in response is key.**

In the emerging playing field, value is shifting to scaled out digital cloud service plays

Cloud services are poised to grow rapidly over the coming decade on the back of pandemic-fueled digitization.

R&D advantage in cloud services combined with scale advantages in deployment are captured by hyperscalers which take up some of the most lucrative value pools across the ecosystem.

IDC:

Total worldwide spending on cloud services, as well as related professional and managed services, will surpass US\$1.3 trillion in 2025 (CAGR: 16.9%)

GARTNER:

Enterprise IT spending on public cloud computing will surpass spending on traditional IT products and services in 2025.

telecoms operator		2018	2019	2020	2021
AT&T	R&D expenses	\$1194	\$1276	\$1210	\$1522
	Revenues	\$170,756	\$181,993	\$171,760	\$168,864
	As % of revenues	0.70%	0.70%	0.70%	1%
BT	R&D expenses	\$632	\$643	\$662	\$720
	revenues	\$23,723	\$23,428	\$22,905	\$21,331
	As % of revenues	2.70%	2.70%	2.90%	3.40%
T . .	R&D expenses	\$68	\$51	\$38	\$66
	Revenues	\$89,400	\$90,200	\$115,400	\$80,881
	As % of revenues	0.08%	0.06%	0.03%	0.08%
Telefónica	R&D expenses	\$118	\$970	\$1,095	\$988
	Revenues	\$57,507	\$54,239	\$49,202	\$46,472
	As % of revenues	1.90%	1.80%	2.20%	2.10%

Average R&D Spend: 0.8% of Revenue
(Telecom vendors: 16.4%)

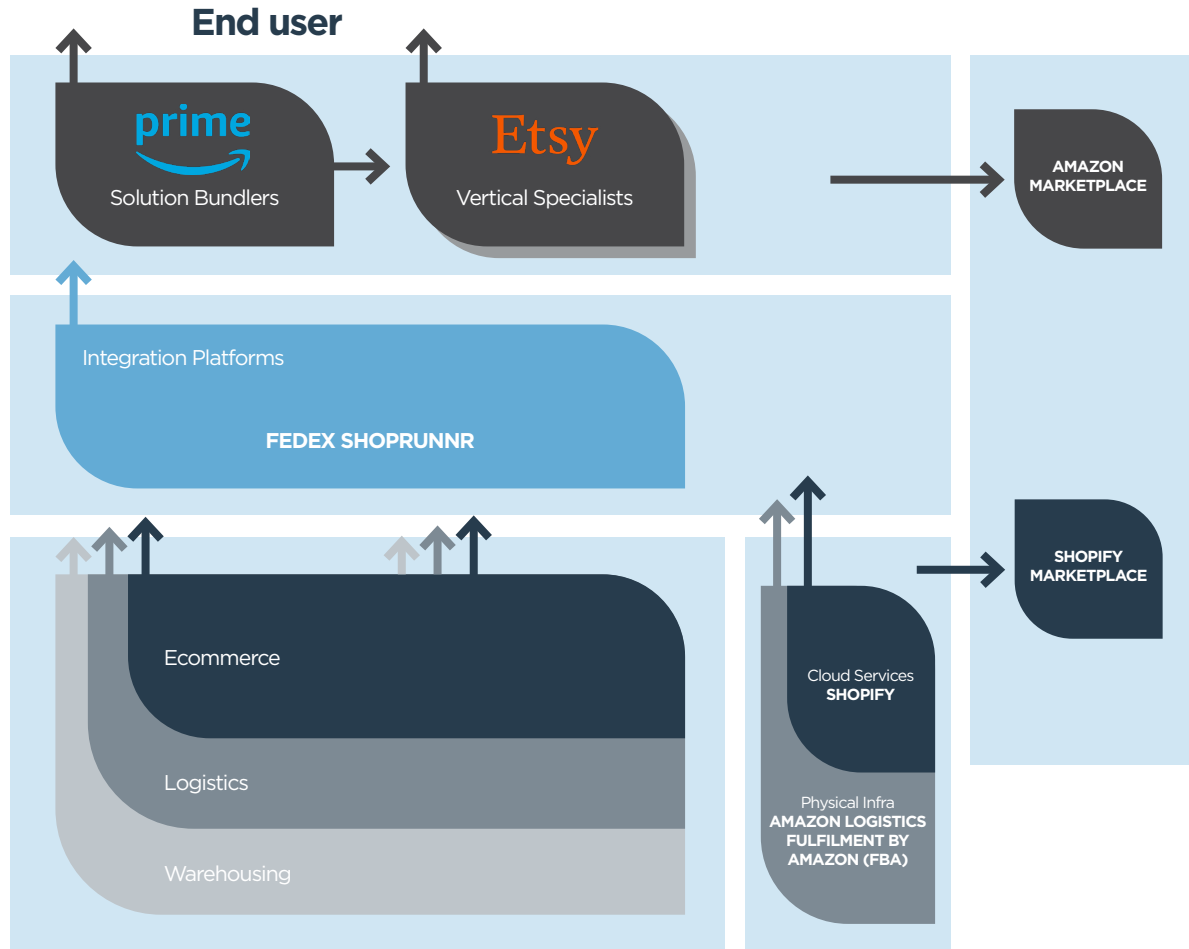
hyperscaler		2018	2019	2020	2021
amazon	R&D expenses	\$28,837	\$35,931	\$42,740	\$56,052
	Revenues	\$141,915	\$160,108	\$215,915	\$241,787
	As % of revenues	20%	22%	20%	23%
f	R&D expenses	\$10,273	\$13,600	\$18,447	\$24,655
	revenues	\$55,838	\$70,697	\$85,965	\$117,929
	As % of revenues	18%	19%	21%	21%
Google	R&D expenses	\$21,419	\$26,018	\$27,573	\$31,562
	Revenues	\$136,819	\$161,857	\$182,527	\$257,637
	As % of revenues	15.70%	16.10%	15.10%	12.30%
IBM	R&D expenses	\$5,379	\$5,910	\$6,262	\$6,488
	Revenues in dollars	\$79,591	\$57,714	\$55,179	\$57,350
	As % of revenues	6.80%	10.20%	11.30%	11.30%
Microsoft	R&D expenses	\$14,726	\$16,876	\$19,269	\$20,716
	Revenues in dollars	\$110,360	\$125,843	\$143,015	\$168,088
	As % of revenues	13%	13%	13%	12%

Average R&D Spend: 15.9% of Revenue

TM Forum, 2022 report. Telco to techco: capex and opex implications

Cloud services allow telcos to use existing connectivity business models to catalyze new growth in additional service types

Similar unbundling of the retail value chain has driven scale advantages to cloud services players and network effect benefits to integration platforms



1. Amazon's physical infrastructure (**Logistics, FBA**) provides strong competitive positioning across the value stack, when vertically integrated with the Amazon Prime solution bundle for end customers.

2. Cross-retailer integration platforms (e.g. **FedEx ShopRunnr**) perform defragmentation of e-commerce fulfilment across retailers and set up a strong central position.

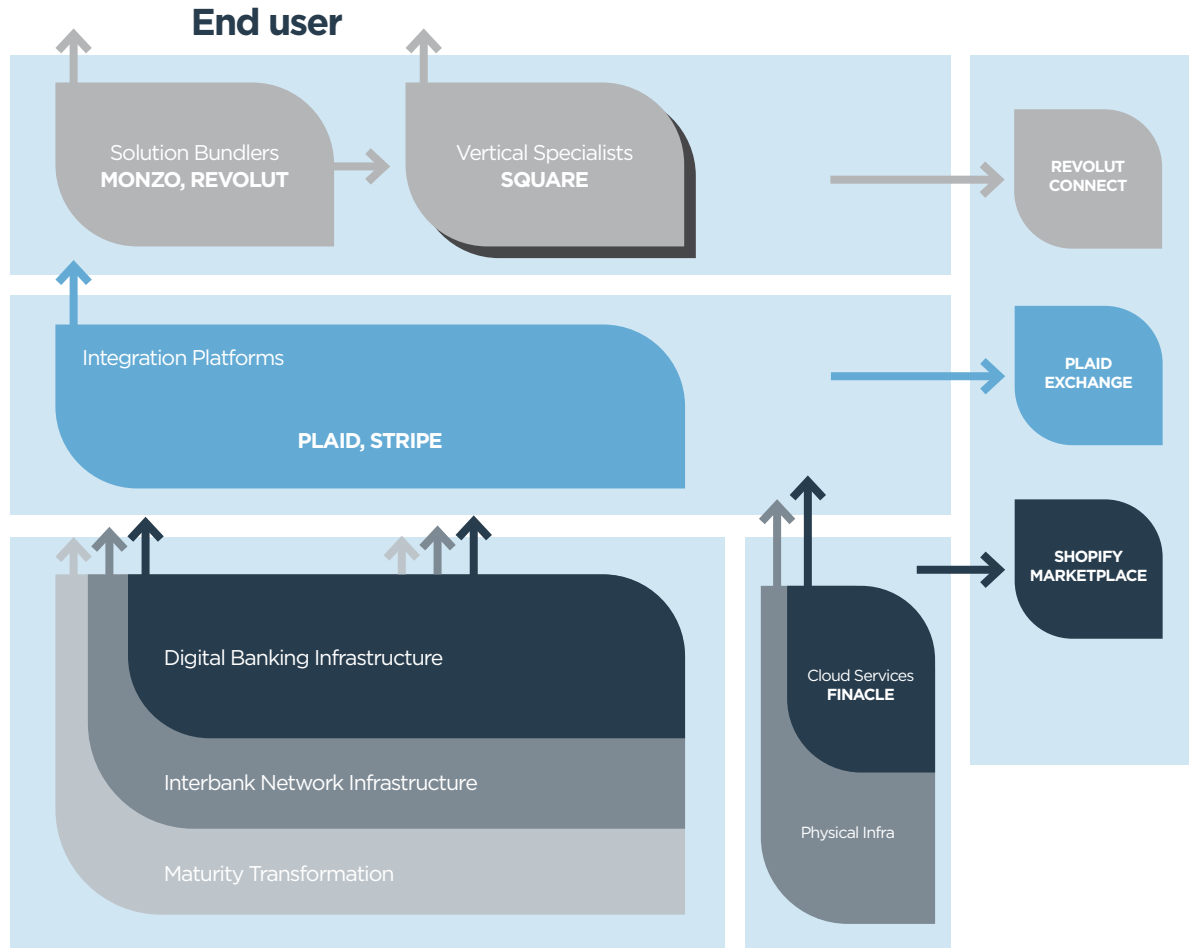
3. Shopify positions itself as a **cloud services provider** for retailers.

4. Gap's recent expansion into **logistics AAS (GPS)** and its partnership with **UPS Ware2Go** to integrate **warehousing AAS** is positioned as an alternative to Amazon's capabilities at the infrastructure layer.

5. Marketplaces emerge at every layer, whether it's Amazon Marketplace **servicing Prime users** or Shopify Marketplace **servicing Shopify merchants**.

Retailers compete in the new value stack by occupying strategic positions across production and consumption

Unbundling of the financial services value chain also creates new integration opportunities across an increasingly fragmented services landscape while delayering the bank



1. Integration platforms (e.g. Plaid, Stripe) play an increasingly important organizing-at-scale function in the increasingly fragmented financial services landscape.

2. Neobanks like Monzo and Revolut have emerged as new solution bundlers in the emerging value stack, but need to gain balance sheet scale rather than consumer engagement alone.

3. Digital financial infrastructure players benefit from cross-industry scale advantages.

4. Marketplaces emerge at every layer, whether it's Revolut Connect **servicing business customers** or Plaid Exchange **servicing as an API marketplace**.

New value pools emerge through the shift to a services-driven landscape

Telcos need a new playbook to win in this emerging playing field



POSITIONS

Identify key positions

A changing playing field requires telcos to:

- (1) **Identify new positions** which will attract and accumulate value and
- (2) **Understand success** factors that drive such value migration and accumulation.



STRATEGY

Build strategy that leverages these tools to win in the new positions

Armed with an understanding of the success factors in these new positions, telcos will need to:

- (1) **Assemble the capabilities** needed to succeed in these new positions and
- (2) **Shift mindsets and measurements** to track and manage execution towards success.



TOOLS

Understand the new tools of the trade and shift mindsets and measurements

With the capabilities in place, telcos will need to strategize to:

- (1) **Maximize leverage in new positions** while building off core advantages and
- (2) **Manage portfolio risk** in migrating to new positions.

STRATEGY

Choosing business models across the playing field

STRATEGY

key takeaways



- In this emerging playing field, telcos will need to **identify core priorities**
- Telcos can **target new value pools** using core connectivity capabilities but need to reimagine their right to serve
- They need to rebundle core capabilities into **customer-centric solution bundles** instead of isolated products
- Telcos can leverage **several possible strategies** to align core capabilities with new value pools
- The emerging landscape provides a **new range** of go-to-market partnership options
- Telcos can create **several advantages** to differentiate themselves while partnering with integration platforms
- Telcos should **pursue defragmentation** at industry scale

In this emerging playing field, telcos will need to strategize across three core priorities

LEVERAGE CORE CAPABILITIES TO TARGET NEW VALUE POOLS

Technology shifts create fundamentally new value pools that telcos can exploit, while leveraging existing capabilities.

PARTNER RELENTLESSLY ACROSS A DIVERSE PARTNER ECOSYSTEM

In connected ecosystems, telcos need to partner with providers of complementary offerings to create end-to-end solution bundles.

SOVLE FOR FRAGMENTATION AT INDUSTRY SCALE

Defragmentation reduces integration and deployment overhead for the customer and delivers the right to serve the customer.

Telcos can target new value pools using core capabilities but need to reimagine their right to serve and their ability to do so with an open architecture

Technology shifts may create fundamentally new value pools

New connectivity and connectivity+ (e.g. IoT, cybersecurity) needs emerge as enterprises increasingly digitize.



Reimagine the right to serve

As new competitors emerge, telcos risk being disintermediated by non-telco competitors that take up the customer relationship. Traditional billing and customer service relationships are not going to be sufficient to win the right to serve the customer. Solution distribution, in itself, doesn't provide a right to play. Deep understanding of user needs and crafting solution bundles in response is key.



Educate the customer

Educate end customers on the capabilities of modern, software-defined networks to drive demand for their services. Shift brand positioning from being a utility or technology provider to being a solution provider/partner. Leverage industry bodies like TM Forum to drive a consolidated story on repositioning of telco capabilities.



Leverage open architectures

Defragmenters like Twilio attract developers through open architecture and APIs. Telcos will need to shift to an open architecture that externalizes their capabilities through APIs and fosters innovation around these capabilities using a partner ecosystem.

Rebundle core capabilities in customer-centric solutions to serve customers more effectively



Telcos are particularly well-positioned to provide end-to-end as-a-service digital infrastructure by rebundling core capabilities

To win with end-to-end as-a-service digital infrastructure, telcos will need to deliver 'stitched-to-fit' customer journeys

SUCCESS FACTORS



Deeply understanding of customer needs



Crafting highly tailored customer journeys to solve those needs



Combining modular components across core capabilities and partner capabilities, to fulfil these journeys



Addressing customer go-to-market preferences on purchase, service and integration



CLOUD-BASED DELIVERY WITH CONSULTATIVE SELLING IS KEY

'Stitched to fit' customer journeys are best delivered on the cloud and through a consultative approach, rather than as traditional IT solutions.

Orange Business Services (OBS) has set up an integration platform called Multi-sourcing Service Integration, enabling digital integration of business automation tools and AI-based data monitoring. It involves a consultative go-to-market approach to deliver highly integrated data science solutions.



SOLUTION BUNDLES REQUIRE ECOSYSTEM PARTNERSHIPS

Tech vendors that want to develop as-a-service routes to market could get more embedded with telcos in the consulting process, rather than setting up their own. This is an opportunity for telcos, particularly those with a local market advantage.

BT's partnership with Ericsson in 5G/IoT private networks and Infobip for rich messaging services, in the transportation and finance sectors.

Telcos can leverage one or more of four possible strategies to align core capabilities with new value pools



Leverage a dominant market position to expand to an adjacent opportunity

Safaricom's M-TIBA is a health financing technology platform that serves an ecosystem of nearly 5 million consumers, insurers, healthcare providers and governments, across Africa.



Specialize to serve a vertical market, while engaging customers and partners for last-mile solution development

Verizon verticalized its BlueJeans video-conferencing platform to create BlueJeans Telehealth, to aid remote health consultations between providers and patients.

Spark New Zealand's integration platform **Kete Waiora** enables healthcare providers to access a range of services across chronic disease management, population health management, remote patient monitoring, and consumer and patient activation.



Specialize to improve advantage in a specific capability

Orange Telecom generates ~2% of revenues from its cybersecurity offerings (€840 million euros).

Swisscom's Digital Trust enables issuing, verification, transmission and storage of documents such as contracts, certificates and register extracts.



Leverage horizontal strategies

Verizon's network-as-a-service (NaaS) approach provides a horizontal integration platform, across connectivity and applications, to offer cross-industry services. Partners leverage the platform to build out specialized solutions for specific industry verticals.

The emerging landscape provides a new range of go-to-market partnership options for telcos

Most individual telcos cannot build dominant positions on their own. But the new playing field offers many opportunities to exploit new value pools in partnership with other players.






		KEY SUCCESS FACTOR	ATTRACTIVENESS	PRICING POWER	EASE OF EXECUTION	
Go-to-market options'	Direct to customer	Own the right to serve the customer directly.	Customer-centricity and superior (fully digital) CX	Ownership of customer relationship	High	Medium
	Integrate into integration platform	Integrate telco product APIs into an integration platform, allowing distribution across a range of workflows and potentially third party applications. Similar to wholesale distribution - no relationship to the end-customer, but also no costs to serve them.	Ease of API integrations, superior developer documentation and support	Relatively commoditized but critical to gain distribution scale	Medium-Low	High
	Solution bundle co-development	Co-innovate with other players that already identify and win right to serve customers, to co-create customer-centric service bundles and distribute in partnership.	Ability to own critical solution components that drive solution bundle adoption	Lock-in customers into telco connectivity product, as part of a larger solution not standalone tech only	Medium	Medium
	Marketplace co-provisioning	Aggregate in-market complementary solutions into a marketplace and co-develop local market marketplace in partnership with global tech firms.	Local market advantage in aggregating solutions from partners	Higher negotiation power than as pure play solution provider only	High	Low
	Infrastructure co-development	Partner with tech hyper-scalers to embed critical business capabilities in their cloud infrastructures	Ownership of unique business capability which is not owned by tech partner	Access to large horizontal customer segments	Medium	Medium

Telcos can build one or more of three advantages to differentiate themselves while partnering with integration platforms

Vertical advantage	<p>Expand in carefully chosen niches and verticals, through partnerships with firms already active in those areas to build vertical advantage through specific market knowledge, relationships and expertise.</p> <p>Differentiating early through specialized vertical capabilities can help telcos negotiate vertical exclusivity, while working with integration platforms.</p>	<p>Telstra has partnered with e-health business Hayylo to utilise a smart communication platform and mobile apps implemented by providers using Telstra Health solutions. This has driven a 60% uplift in operational efficiency for CSRs.</p>
Capability advantage	<p>Partner with BigTech and startups to create new tech capabilities (e.g. AI/ML, cybersecurity etc.) that can be served across different integration platforms.</p>	<p>Vodafone partnered with Google Cloud to build AI Booster, an AI platform to improve customer experience.</p> <p>Airtel partnered with Cisco, Radware, VMware and Forcepoint to launch Airtel Secure - a suite of enterprise cybersecurity solutions.</p>
Market advantage	<p>Local market knowledge can be an extremely monetizable asset both from the point of view of local small businesses and from global enterprises looking to leverage cultural knowledge.</p>	<p>Dialog Axiata's Enterprise Marketplace, launched to speed up the Digitization Journey of the SMEs in the market, has resulted in an increase in the Average Revenue Per Account (ARPA) of customers by 52%. The Revenue contribution from the products on offer continues to grow at 13% month-on-month.</p>

Establish preferential partnership positions on integration platforms as they are scaling out, or entering your specific geography, ideally built around unique capabilities or a vertical or market knowhow, rather than just a traditional regulated (dumb pipe) access to market

Pursue defragmentation at industry scale

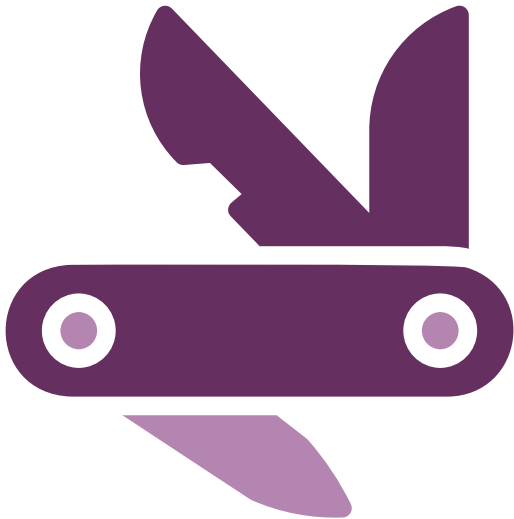
	MOVE	NEGOTIATING POWER	EXAMPLE
FIVE APPROACHES TO DEFRAGMENTATION	 <p>Create an integration platform</p>	VERY HIGH	Platform-ready telcos such as Reliance Jio own direct channels to many ecosystem plays, generating double digit profit growth
	 <p>Partner early with cloud infrastructure providers potentially to co-create integration platforms</p>	HIGH	T-Systems and Google's Sovereign Cloud Platform enables customers to meet digital sovereignty requirements for their data
	 <p>Work in consortium with other telcos to provide a defragmented service</p>	MEDIUM	Deutsche Telekom, Orange, Telefónica and Vodafone Group formed a joint venture to implement privacy-by-design digital marketing technology platform
	 <p>Work in consortium to negotiate superior pricing structures with an emerging defragmenter</p>	MEDIUM-LOW	CSPs forming joint ventures to work collectively with IT security
	 <p>Move late and cede control to a scaled-out defragmentation player</p>	VERY LOW	The classic OTT trap with CSPs being pushed out of the value chain

Defragmentation across connectivity+ products (connectivity + security, IoT etc) will remain key to new value creation, particularly for 'mini solution bundles' at the infra layer, which ladder up to bigger solutions

TOOLS
**Organizational
toolset needed**

TOOLS

key takeaways



- The evolved 'platform- ready' operator needs a new arsenal of organizational capabilities to **enable new service models**
- Organizational **agility and scalable innovation** are the most important tools when playing in a constantly changing playing field
- Ecosystem management **requires trust** management
- Digital capabilities are a **critical tool** to own a place at the table in a connected ecosystem
- A talent-centric operating model requires fundamentally new talent and a **new cultural direction**
- Telcos should proactively manage regulatory risks while ensuring they retain their **competitive advantage**
- New service models will require a **new risk-return assessments** to justify investment and senior leadership buy-in
- The 'platform-ready' operator needs a **new approach to risk** mitigation and a new appetite for risk
- The new toolbox combines an **'asset-right' portfolio** with a fit-for-purpose operating model

Organizational agility and scalable innovation are the most important tools when playing in a constantly changing playing field

Three shifts for the 'platform-ready' operator



1. Drive strong alignment on vision by leveraging a **shared business capabilities stack** to drive standardization and reuse across the organization.



2. Drive strong alignment on vision by **funding reusable shared building blocks** rather than funding product lines.



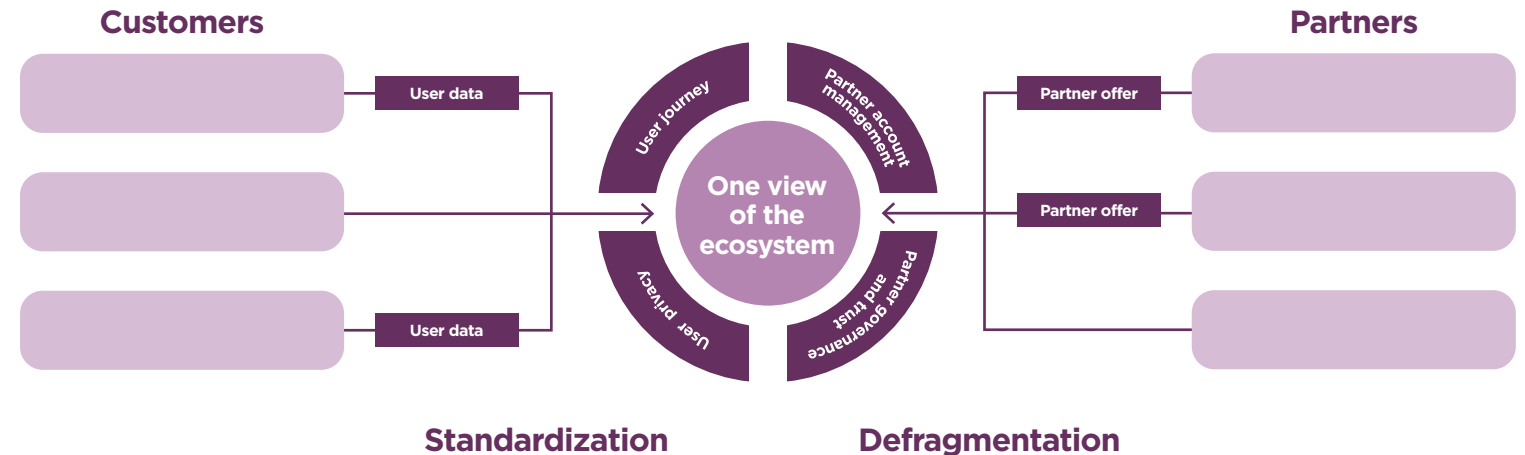
3. Enable loose coupling for innovation by setting up a **consultative governance model**, moving away from 'tollgate' approval systems to drive more distributed autonomy. Decisions are made in a consultative fashion between the individual business units and the central stack sponsor.



4. Drive innovation at scale by **empowering small autonomous teams to solve problems through customer proximity**, while also ensuring that solutions developed are standardized and interoperable through the use of shared, reusable business capabilities.

Ecosystem management towards defragmentation and open innovation requires ecosystem-centricity and trust management

Ecosystem-centricity requires a standardized view to the user, enabled through defragmentation across partners



Build trust to get partners to commit resources towards open innovation

Signal commitment to long-term investment into the platform.

When Microsoft launched the Xbox, it publicly announced its commitment to spend \$500 million promoting the new gaming platform. Along with Microsoft's brand, this commitment helped attract third-party game developers to the emerging platform.

Avoid conflicts of interest with ecosystem partners

Commit to not competing with ecosystem partners, at least for a minimum period.

SAP, for instance, has often made such commitments to attract partners to its platform efforts.

Encourage defragmentation by fostering trust among ecosystem partners

Digital capabilities are a critical tool to coordinate across a connected ecosystem while developing proprietary control points



Identify to-be data inventory needed to achieve the platform business goals

➤ **Determine data gap** between the data available today and the data required to power the business model at various stages of the business roadmap

➤ **Coordinate across individual business units (BUs)** to understand BU roadmaps and determine how much of the data gap gets addressed through BU roadmap initiatives

➤ On an ongoing basis, **inform BUs on data needs of the overall firm** and incentivize individual BUs to capture this data



A scalable architecture helps support higher workloads as ecosystem adoption starts to grow in a non-linear way

Scalable infrastructure requires loosely coupled, modular technical architecture, achieved by employing a **microservices-based architecture** such as TM Forum's Open Digital architecture

Loose coupling and modularity allows targeted modifications of components to be made at scale without increasing system complexity

Leverage existing infrastructure as-a-service and open source tools and frameworks instead of building internally



CYBERSECURITY:
Include as part of partner due diligence.






- Avoid attack points and single points of failure across infrastructure and governance.
- Develop a post-attack response to solve for business continuity, user trust, and legal compliance.

PRIVACY:
Enforce policies across partnerships & interactions.

- Data sharing arrangements which govern downstream secondary use of data.
- Define access, ownership, and transformation rights of various partners with respect to data flows.

A talent-centric operating model requires fundamentally new talent

Telcos taking positions in the solution and innovation layers need staff with very different skillsets to the telco talent of today. The essence of the delayed telco model is that the underlying complexity is abstracted, this should also apply to talent, freeing up innovators and vertical specialists to prosper in the new ecosystem.

OPTIONS	 PRODUCT MANAGER	 SALES CONSULTANT	 PARTNERSHIP MANAGER
<p>Solution Layer Tailors and delivers end-to-end solutions for vertical use cases or segments (e.g. SME)</p>  <p>Solution Provider</p>	<ul style="list-style-type: none"> Industry expertise (challenges, trends) Understanding of value creating solutions in a specific industry Strategic & data-driven decision making Collaborative/ consultative development approach with sales/alliance/care/technology managers and an ecosystem of partners 	<ul style="list-style-type: none"> Industry expertise (challenges, trends) Understanding of value creating solutions in a specific industry Ability to take a strategic or tactical view of a company's total business Works proactively with client executives (CEO, CTO, CSO, CMO, etc) to create, and sustain competitive advantages 	<ul style="list-style-type: none"> Ability to bring together various value chain partners into a cohesive alliance Collaboratively develop business plans and manage their execution Drive continuous enablement around the joint value proposition Orchestrate joint pipeline generation and go-to-market activities
<p>Innovation Layer Platform for innovation and solutions, co-delivered with partners</p>  <p>Platform Provider</p>	<ul style="list-style-type: none"> Understanding of cross-industry technology trends and needs Strategic & data-driven decision making Ability to manage complex technical requirements Ability to collaborate with a variety of internal stakeholders and select partners 	<ul style="list-style-type: none"> Understanding of cross-industry technology needs and platform technical capabilities Ability to take a tactical view of a company's business and its enablement Ability to foster relationships and drive sales with clients (CEO, CTO, CSO, etc) 	<ul style="list-style-type: none"> Collaborate and build relationship with a focused set of partners Collaboratively develop business plans and manage their execution Drive continuous enablement around the joint value proposition
<p>'Platform Ready' Connectivity Provider Digital Infrastructure</p>  <p>Connectivity-as-a-Service</p>	<ul style="list-style-type: none"> Understanding of telecoms trends Data-driven decision making Ability to collaborate closely with select internal stakeholders 	<ul style="list-style-type: none"> Understanding of relevant telecoms products and services Ability to foster relationships and drive sales with clients - especially IT/procurement managers 	<ul style="list-style-type: none"> Build close relationships with select suppliers/vendors Develop and drive execution of supplier/vendor business plans




As competitive advantage shifts to crafting new value propositions and business models, served through ecosystem partnerships, new roles will emerge requiring new talent

Graphic inspired by EY

Telcos should proactively manage regulatory risks while ensuring they retain their competitive advantage

Growing compliance burden around data privacy (e.g. with GDPR) can erode competitive advantage of firms leveraging data-driven business models

Telcos will need to restructure their AI/machine learning efforts to better comply with changing regulation without sacrificing competitive advantage

	Capability	How it addresses GDPR
 FEDERATED LEARNING	An AI model trains locally on each system with local data without requiring personal data to leave the system of residency/storage. This trained model is subsequently merged with the master AI model.	Addresses data residency requirements, when used in combination with other methods here.
 TRANSFER LEARNING	Uses an existing model and retrain it towards a new use case, allowing a well-trained core master model to be extended across multiple use cases without needing new data.	Addresses data residency requirements, when used in combination with other methods here.
 AI AUDITS	AI should be auditable and explainable, not a black box.	Addresses data transparency requirements.

A talent-centric operating model, agile to change in response to new regulations, can maintain its competitive advantage by embracing new technology and governance choices

New service models will require a new risk-return thesis to justify investment and leadership buy-in



Secure senior leadership buy-in

Senior leadership buy-in requires clear articulation of **metrics**, definition of **pilots**, and an iterative approach to constantly inform their **risk** assumptions.



De-risk execution

De-risk the business case by **deploying initial pilots**. De-risk longer horizon investments through phase-wise funding, informed by results from shorter pilots, to unlock subsequent funding.

Align on investment horizon

Validate key hypotheses through **scenario planning, testing, and experimentation**. Align senior leadership on the investment horizon by laying out a phase-wise roadmap, with key hypotheses called out at each stage, and multiple investment and cash flow scenarios based on validating/invalidating these hypotheses.

Incentivize through metrics

Incentivize value creation through **careful selection of metrics**. Poor choice of metrics may encourage poor incentives internally. GE Digital - GE's platform organization - was established as a separate business unit, with a profit and loss and quarterly revenue commitments. Its P&L focus motivated the unit to build unconnected short-term projects rather than a platform.

Experimentation mindset

A shift to an **experimentation culture and speculative business approach** is essential for new service model innovation. CSPs must reject the traditional waterfall process and put new technology capabilities to maximum use.

TM Forum Driving growth

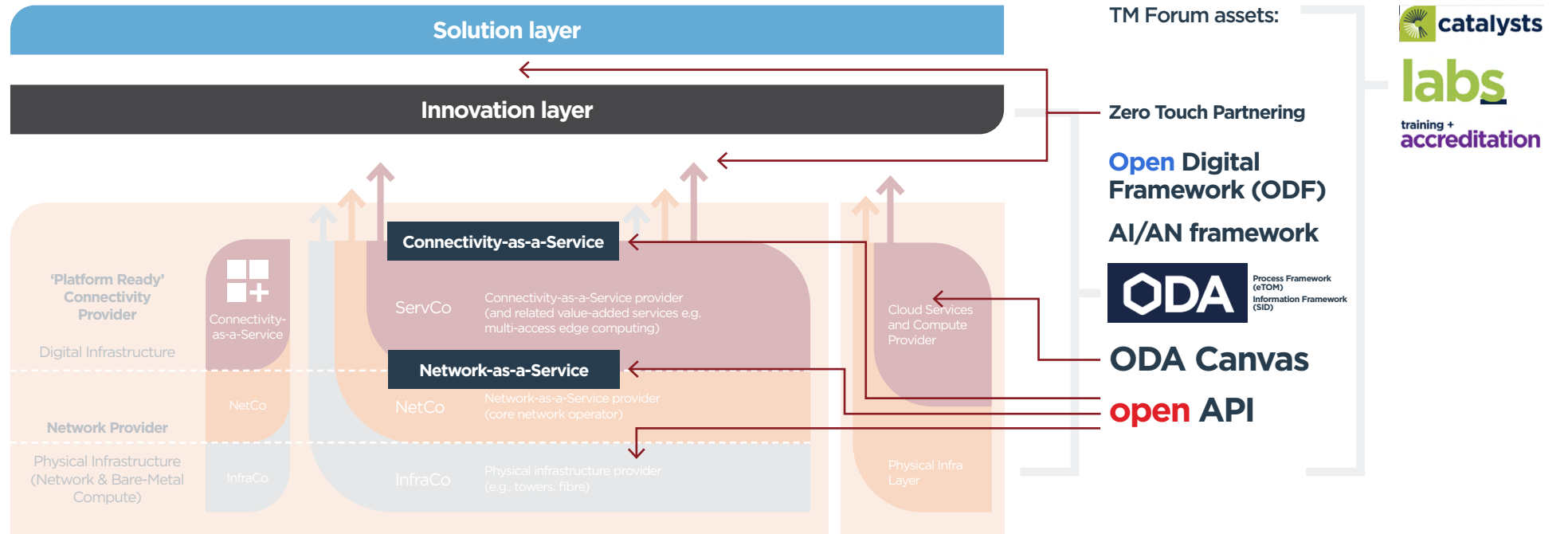
TM FORUM DRIVING GROWTH

key takeaways

- TM Forum's primary activity is **empowering CSPs** to drive telecoms growth
- The Open Digital Architecture is a **proven blueprint for the future** telco model
- Monetizing Open APIs **drives growth**
- TM Forum is **revolutionizing** the telco IT ecosystem to become plug-and-play



TM Forum's portfolio: designed for evolution



TM Forum is empowering CSPs to drive telecoms growth

In all aspects covered in this playbook, TM Forum is at the heart of the transformational drive to reset our industry for growth. In navigating the complexities of technology options, strategic thinking, ecosystem creation and fundamental restructuring, one thing has become clear - going it alone is no longer an option. Working together as a community to take on the biggest challenges of our age is at the core of everything TM Forum does. Discover how **Open Digital Framework (ODF)**, as an industry-led, industry-wide set of open standards and certified software, simplifies the interoperability void between operators and vendors, creating an immensely strong platform on which the next generation of service providers can be built.

ODF provides a standardized approach to:

Forge simpler industry working relationships by creating a common understanding within the industry

Accelerate monetization through a vast array of value-driven use cases and best practices

Adopt industry-leading standards to drive monetization of the telco network through TM Forum universal Open APIs

Revolutionize ecosystem integration with a new industry-led components and canvas initiative

Reap the rewards of industry-focused solutions that cross competitive boundaries through zero-touch partnering, AI and automation.

ODF: Created by our members, used by the industry

37,000+

total training courses completed since Jan 2021



3,500+

attendees to our monthly Global Architecture Forum webinars, hearing real life stories from members

166,000+

downloads of our ODA assets over the past 12 months



2,200+

professionals from 385+ companies contributing to ODF development since 2021



120+

signees to the Level 2 ODA manifesto



40+

Ecosystem catalyst projects that used ODA principles/specs across different use cases/industry vertical scenarios

ODA forges a blueprint for your future

Open Digital Architecture (ODA), as part of the Open Digital Framework (ODF), provides a blueprint for modular, cloud-based, open digital platforms that can be orchestrated using AI.

Designed to support the telco industry into the cloud native era, ODA sets the framework required for CSPs to invest in IT, transforming business agility and operations by creating simpler IT and network solutions that are easier and cheaper to deploy, integrate and upgrade.

Enabling growth, efficiency and a cutting-edge customer experience.

Simplified understanding through a common language:

- Business
- Inter-operations processes & data models
- Framework application definitions
- Governance processes for data, AI, APIs, and Security



ODA is a fundamental component in achieving our vision of using our world-leading technology to bridge digital divides and improve human outcomes globally. By creating a standardized API marketplace, we can build platforms on top of our core communications services and enable TELUS to serve new industry verticals in healthcare, agriculture and consumer goods.



Hesham Fahmy,
Chief Information Officer, TELUS.



Monetizing Open APIs to drive growth

More than 70+ REST-based, event-driven and domain specific Open APIs have been collaboratively developed by TM Forum members working within the Open API project. This team creates a full set of Open API assets for members to implement Open APIs - from guidelines (REST API Design Guidelines), to specification, to usable code, through to the compliance test kits.

TM Forum's Universal Open APIs:

- **Industry-led portfolio** of telco Open APIs
- **Foundation and support** for industry initiatives such as CAMARA and MEF
- **Developer friendly repository** for faster deployments with ease to use specifications, code and test kits
- **Trusted certification** to ensure industry-wide standardization

“

Concepts like open APIs, artificial intelligence, platform business models, cloud-native microservice architectures and digital ecosystems will help drive agility and innovation, but only if CSPs can successfully evolve away from legacy BSS/OSS architectures. Our TM Forum Open Digital Architecture provides a pragmatic way to bring these concepts together and sets the blueprint for the digital transformation essential for CSPs to survive and thrive in a digital world.

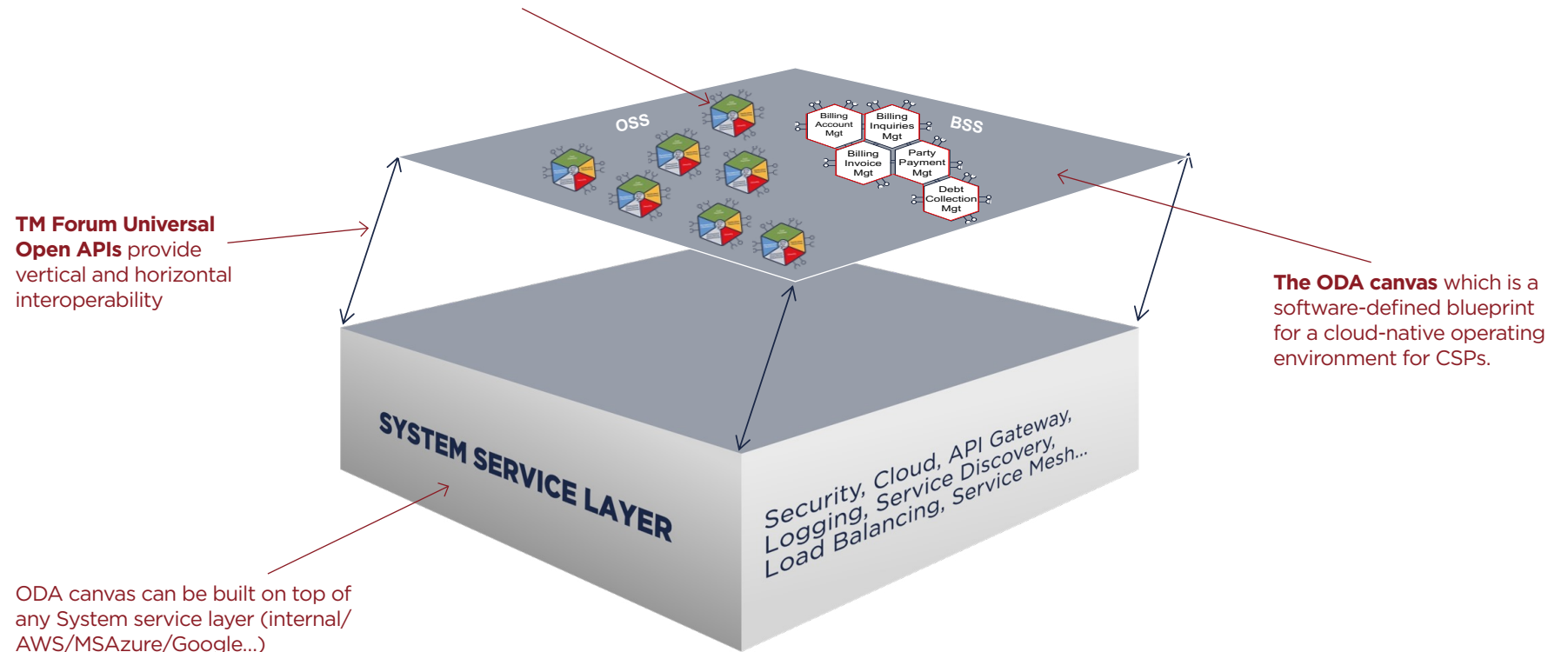
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Dr. Lester Thomas
Head of New Technologies & Innovation,
Vodafone Digital & IT

Revolutionizing the telco ecosystem to become plug and play

The ODA offers a new, catalogue-driven approach to OSS/BSS where the industry defines some of the open interoperability standards through:

ODA components which are independently deployable pieces of software, typically built out of one or more microservices and specify which Open APIs it exposes or depends upon.



'Running on ODA' driving real-world benefits

To recognize CSPs that are successfully using ODA in real-world environments to drive efficiency and growth, TM Forum's Running on ODA award is presented to those CSPs that have passed a joint (TMF and CSP) ODA evaluation of their organization:



Trained and upskilled 170 team members to implement and maintain an ODA-aligned platform-based architecture increasing speed to market by 1/3



Vodafone UK has utilized ODA to speed up product launches and boost digital sales by more than 50%, increasing sales conversions by 30% with its customer experience platform becoming a model for Vodafone worldwide.



ODA and its well-defined APIs allowed Axiata to deliver value even faster to customers by finding new ways to monetize their technology assets. Acceleration of go-to-market strategies from months to days and 40% reduction in IT costs.



With well-defined APIs, ODA has allowed Jio to transform its application landscape making it more agile and enabling it to deliver value to its customers even faster.

Join the rest of the Industry in its commitment to ODA

The world's leading communications service providers (CSPs) and technology partners have signed the Open Digital Architecture Manifesto publicly demonstrating their endorsement of TM Forum's Open Digital Architecture (ODA).



Committed to the design principles and essential standards required to enable a truly 'plug and play' set of technology capabilities



Accelerate growth through defining real business needs and provide value-based use cases



Unlock the possibilities of fast product deployment with the next step in industry integration



Accelerate development of TM Forum industry standards and best practice by leveraging the Open Digital Framework for AI and automation solutions.

About the authors and key contributor



Author:
Sangeet Paul Choudary
Platform Thinking Labs

Sangeet is an advisor, keynote speaker and best-selling author known globally for his work on platform economics and network effects. He is the co-author of the international best-selling book Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You.

His 'outside in' view of the telecommunication industry have been invaluable in both crafting the concepts at work in the CEO Playbook but also validating TM Forum's existing thinking on the transformational journey of our industry. The nuances of executing successful platform business models that we see across many of the industries that he advises were essential to creating a credible vision of an evolutionary path for telecommunications.



Key contributor:
Anthony Rodrigo
CIO, Axiata

Anthony has been with Axiata Group of companies since 2010 as the Group Chief Information Officer and Chief Digital Services Officer of Dialog Axiata. He was appointed Chief Information Officer of Axiata Group in August 2017 is a member of the TM Forum Board of Trustees.

Anthony's contribution to this work has been invaluable as a guiding voice, with key CSP architectural and operating model transformation needed in the journey to techco; and in ensuring that the advice contained in the report is accurate and true to the needs of a CSP C-level audience. His experience in guiding Axiata's technology and business strategy has been especially helpful in validating the creation of this future vision of CSPs.

About the authors and key contributor



Author:
Nik Willetts
CEO, TM Forum

As CEO of TM Forum, Nik is passionate about driving change and the positive impact connectivity can have on business, people, and our planet. Leading the Forum's value delivery for our members and industry, Nik works closely with the world's leading executives, experts, and leadership teams across our 800+ member companies to help transform their businesses, accelerate the pace of industry change and enable growth. An industry Power 100 and 40 under 40 alumni, Nik is a frequent writer, speaker and moderator at industry conferences and events. Appointed CEO in 2017, Nik has led the transformation and growth of the Forum in its ambition to be the industry collaboration platform. Nik previously served as the Deputy CEO and other executive roles, leading the Forum's first moves in the digital era. Prior to joining TM Forum, Nik ran a successful IT consulting business working with multi-national companies spanning financial services, education, and connectivity sectors.



Author:
Dean Ramsay
Principal Analyst, TM Forum

Dean has 24 years' experience in the telecoms software industry, firstly with global operators such as Verizon and now as a trusted analyst. For over a decade he has worked with the world's leading software vendors writing thought leadership content and advising on OSS/BSS and RAN topics. As Practice Head for TM Forum's Research and Media unit he oversees production of some of the industry's most compelling and engaging research content, providing real-world context for the work of TM Forum.

Map your ecosystem, strategize your positions

At Platformation Labs, we have advised more than 50 of the Fortune 500 firms in building out their ecosystem strategy using the approach laid out in this report. Our proprietary ecosystem mapping approach includes the following:

ECOSYSTEM VALUE STACK MAPPING

Define the various value levers and key building blocks within your target industry ecosystem. This includes structuring a detailed digital value stack for the ecosystem, across engagement services, consumer management decision support, data products, infrastructural components, and product innovation building blocks.

BUSINESS MODEL CONFIGURATIONS

Based on these building blocks, frame different business models that firms may leverage, highlighting which ones will win and which ones will lose in the future ecosystem value stack.

BUSINESS MODEL BENCHMARKING

Benchmark competitive business models and players across the stack to identify key value positions they occupy and key control points.

BUSINESS MODEL CHOICES FOR CLIENT

Choice of business models that the client should pursue based on its position and how these models will interact with other possible business model configurations in the ecosystem.

HORIZONTAL VS VERTICAL MODELS

Identifying components where horizontal capabilities may be developed and components where niche vertical strategy must be pursued. Determining boundaries of the platform based on horizontal vs vertical choices.

CONTROL POINTS

Identification of specific control points at each layer of the stack. Identification of combination of control points that can yield strong future business models.

STRATEGIC COMMODITIZATION AND STANDARDS

Identifying potential opportunities to componentize and commoditize specific digital assets and capabilities across verticals.

ECOSYSTEM FLYWHEEL

Identifying opportunities for harnessing network effects through ecosystem activity, data-driven learning, standards and interoperability across the ecosystem.

Join our Ecosystem Leadership Program at the Platform Institute

Our Ecosystem Leadership Program equips business leaders with strategies to map their ecosystem, choose winning positions, and strategize movements from this position. Expanding beyond the concepts covered in this report, this program leverages our core curriculum on platform strategy combined with new modules in ecosystem mapping and competitive positioning.

Our Advanced Corporate program on Ecosystem Leadership also includes case studies and exercises to help drive mapping of specific industry ecosystems that the client firm engages in. Our flagship programs have been delivered at several Fortune 500 firms helping them map ecosystems as diverse as elder care, sports and fitness, vehicle care, automobile sales, energy, travel, mining and drilling, industrial mobility, construction, home purchase/ownership, remote work, connected mobility, petcare, and many others.

About Platform Thinking Labs

Highlights of our Ecosystem Leadership Program include:

1. CORE CURRICULUM ECOSYSTEM FRAMEWORKS

Build core literacy on ecosystem innovation and ecosystem business models by understanding the different business models that emerge in connected ecosystems.

ECOSYSTEM CONTROL POINTS

Identify key positions of leverage within an ecosystem by understanding specific types of control points and ecosystem positions that these control points map to.

ECOSYSTEM FLYWHEEL

Identifying opportunities for harnessing network effects through ecosystem activity, data-driven learning, standards and interoperability across the ecosystem.

2. CASE STUDIES

ECOSYSTEM STRATEGY MODULE - CASE STUDY

A deep-dive case study in ecosystem strategy studying the healthcare ecosystem and the strategies pursued by BigTech firms to enter this ecosystem.

ECOSYSTEM EXECUTION MODULE - CASE STUDY

A deep-dive case study on how to organize internally for pursuing an ecosystem strategy. Taking the example of the failure of a large Fortune 500 business looking to pursue an ecosystem strategy, this identifies the key mindsets needed to succeed with an ecosystem strategy.

3. SPRINTS ECOSYSTEM MAPPING - MAPPING SPRINT

Define value levers within your target industry ecosystem and map out key building blocks of value across the ecosystem.

BUSINESS MODELLING AND BENCHMARKING - MODELLING SPRINT

Frame business models that firms may leverage, highlighting which ones will win and which ones will lose in the future ecosystem value stack.

FLYWHEEL CREATION AND CONTROL POINTS - STRATEGY SPRINT

Mapping out different types of feedback loops and applying these loops to chosen business models across the ecosystem. Mapping key control points to selected business models.

To learn more about our services, request our advisory kit by writing to: liz@platformthinkinglabs.com

About Tech Mahindra

Connected World. Connected Experiences.

Tech Mahindra offers innovative and customer-centric digital experiences, enabling enterprises, associates, and society to Rise for a more equal world, future readiness, and value creation.

It is focused on leveraging next-generation technologies including 5G, Metaverse, Blockchain, Quantum Computing, Cybersecurity, Artificial Intelligence, and more, to enable end-to-end digital transformation for global customers. It is the only Indian company in the world to receive the HRH The Prince of Wales' Terra Carta Seal for its commitment to creating a sustainable future. It is the fastest growing brand globally in 'brand value rank' and among the top 7 IT brands globally in brand strength with AA+ rating.

With its NXT.NOW™ framework, Tech Mahindra aims to enhance 'Human Centric Experience' for its ecosystem and drive collaborative disruption with synergies arising from a robust portfolio of companies. It aims at delivering tomorrow's experiences today and believes that the 'Future is Now'.

Tech Mahindra is the part of the Mahindra Group, founded in 1945, one of the largest and most admired multinational federation of companies with 260,000 employees in over 100 countries. It enjoys a leadership position in farm equipment, utility vehicles, information technology and financial services in India and is the world's largest tractor company by volume. It has a strong presence in renewable energy, agriculture, logistics, hospitality and real estate. The Mahindra Group has a clear focus on leading ESG globally, enabling rural prosperity and enhancing urban living, with a goal to drive positive change in the lives of communities and stakeholders to enable them to Rise.

