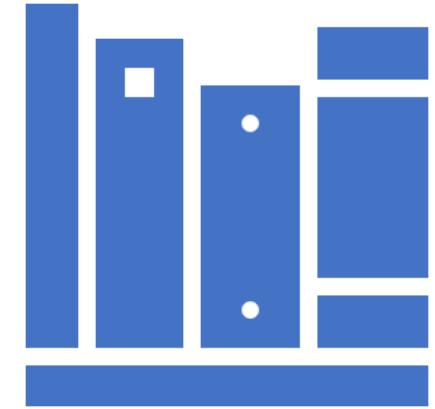


Асистент - преподавател: д-р Христиан Даскалов
Лекции № 12: Отворени бизнес модели

Курсов ръководител: проф. д-р инж. Огнян Андреев



Collaborative Business Context

ТЕМА II, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»



The Sharing Economy

“A social and economic system driven by network technologies and peer communities that enables the sharing of underutilised assets from space to skills to objects and money, transforming how we produce, consume, finance and learn”.



PRODUCTION

Design, production and distribution of goods through collaborative networks.



CONSUMPTION

Maximum utilization of assets through efficient models of redistribution and shared access.



FINANCE

Person-to-person banking and crowd-driven investment models that decentralize finance.



EDUCATION

Open education and person-to-person learning models that democratize education.

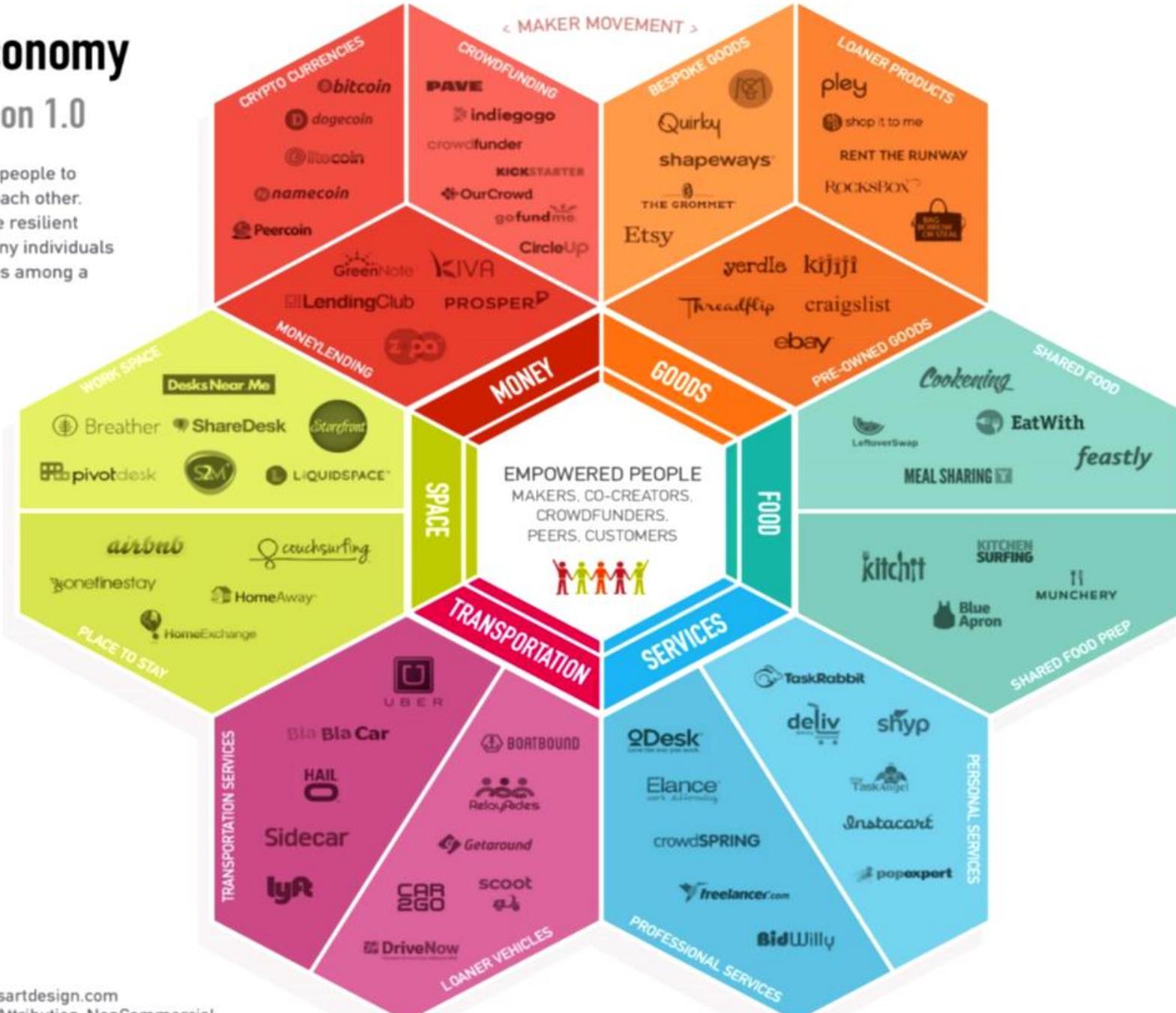
Collaborative Economy Honeycomb Version 1.0

The Collaborative Economy enables people to efficiently get what they need from each other. Similarly, in nature, honeycombs are resilient structures that efficiently enable many individuals to access, share, and grow resources among a common group.

In this visual representation, this economy is organized into discrete families, sub-classes, and example companies. To access the full directory of 9000+ companies visit the Mesh Index, at meshing.it/companies managed by Mesh Labs.

By Jeremiah Owyang
@Jowyang

With input from:
Neal Gorenflo (@gorenlo).
Lisa Gansky (@instigating).
Shervin Pishervar (@sherpa).
Mike Walsh (@mwalsh).
Brian Solis (@briansolis).
Alexandra Samuel (@awsamuel).
and Vision Critical (@visioncritical).



KEY MARKET FORCES



SOCIETAL DRIVERS

- DESIRE TO CONNECT
- SUSTAINABLE MINDSET
- POPULATION INCREASE



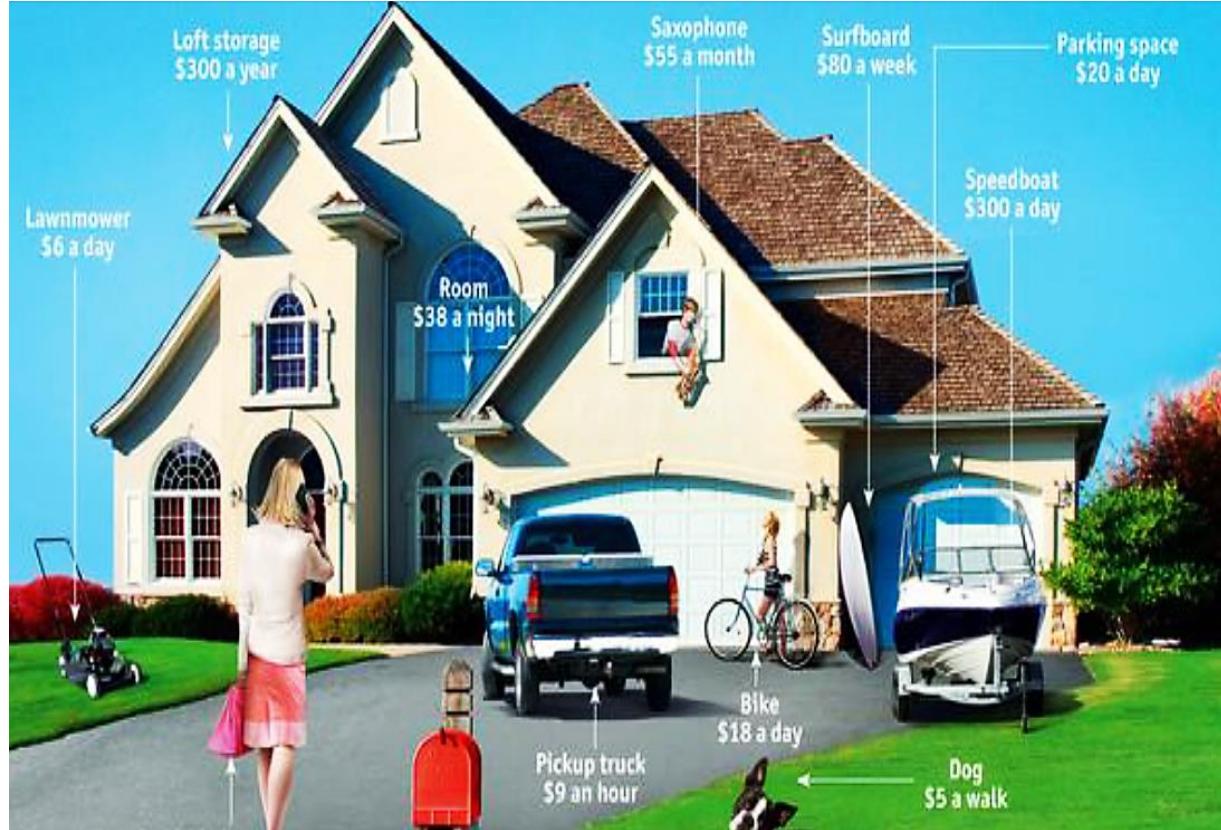
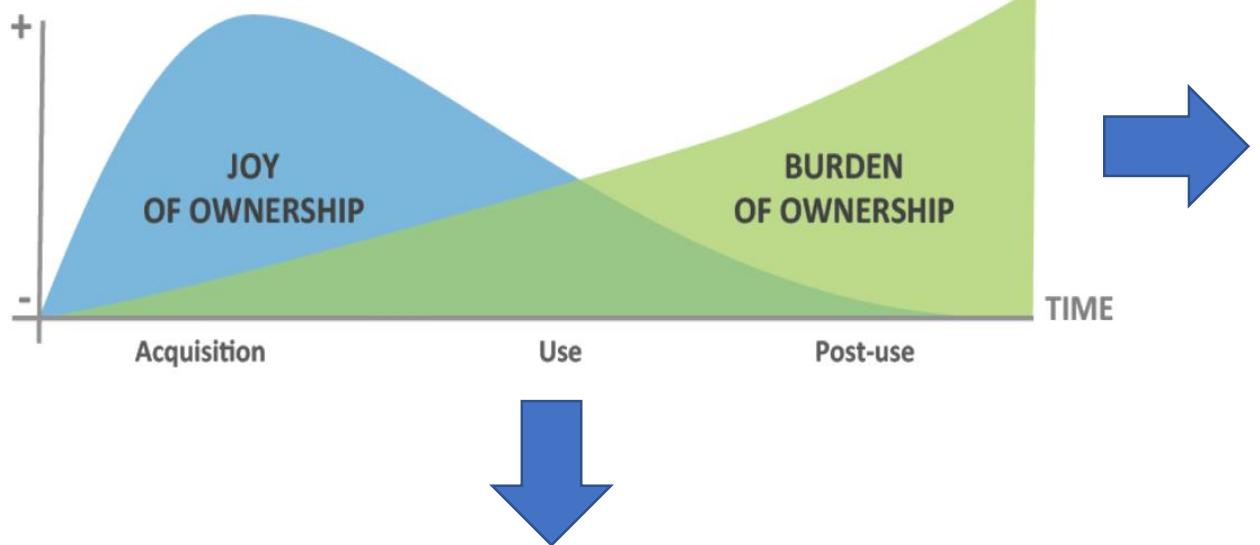
ECONOMIC DRIVERS

- FINANCIAL CLIMATE
- UNTAPPED IDLE RESOURCES
- STARTUPS HEAVILY FUNDED



TECHNOLOGY ENABLERS

- INTERNET OF EVERYTHING
- MOBILE TECHNOLOGIES
- SOCIAL NETWORKS



The Sharing Economy Consequences

- More efficient allocation of underutilized resources
- Favourable effects on competition, forcing traditional suppliers to innovate and reduce their prices
- Greater consumer choice with lower transaction costs
- New distribution lines to support multi-user product life cycles
- Increases happiness and contentment due to positive social interactions

The Sharing Economy Drivers (Economic)

- Monetise excess and the idling capacity of assets
- Need to reduce carbon footprint by sharing assets, stretching the life cycle of a product and reducing waste
- Rising costs of production and of living, e.g. energy, food prices
- Influx of VC Funding
- Economic disparities and shifting of resources

The Sharing Economy Drivers (Social)

- Renewed belief in the importance of the community (virtual and real) with sense of togetherness, intimacy, trust
- Population growth: more people - smaller spaces - less stuff
- Shift in power balance from centralised organisations to distributed networks of people
- Global recession that has shocked consumers behaviours
- Independent lifestyle trend above all among young, IT savvy and urban people

The Sharing Economy Drivers (Technological)

- Peer to peer social networks
- Mobile and real time technologies
- Peer to peer payments
- Internet of things

Overarching Drivers

- Convenience
- Costs saving
- Desire for authentic experiences
- Desire for quality goods and services

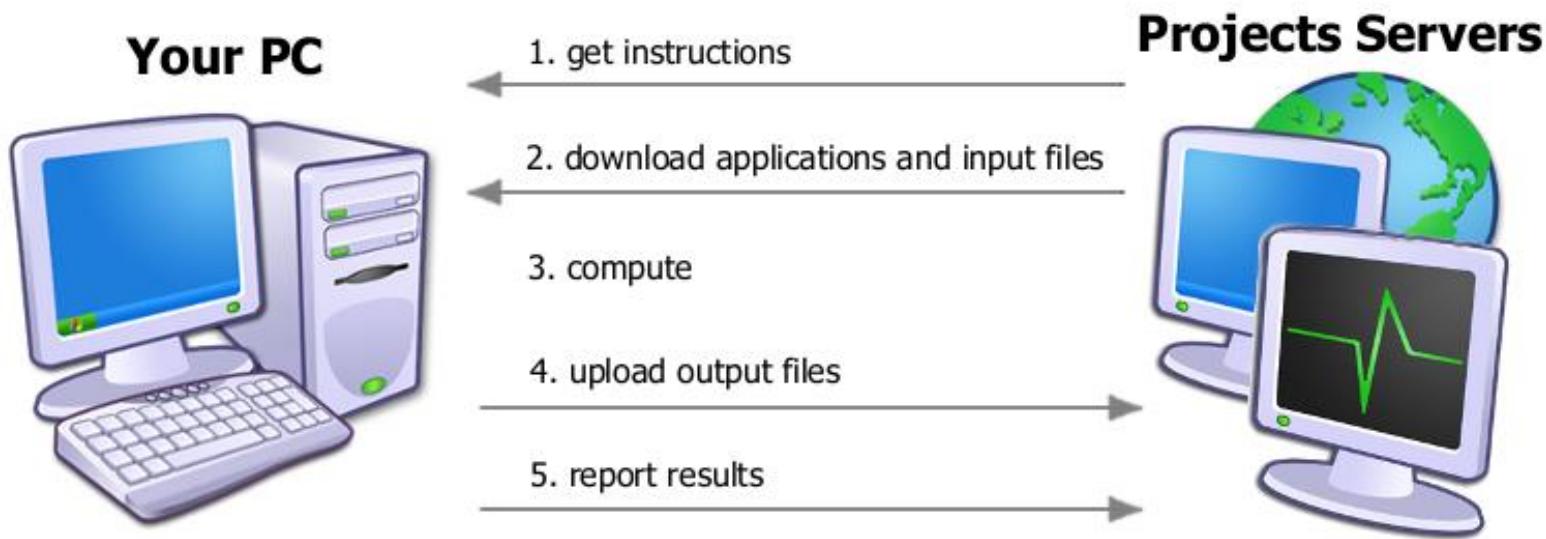
What if...?



- ...the idle time of each of the world's estimated **2** billion PCs could be linked to focus on humanity's most pressing issues?
- ...scientists could access this extraordinary computational power and dramatically accelerate the pace of research from years to months?



BOINC: A SYSTEM FOR PUBLIC-RESOURCE COMPUTING AND STORAGE



- **Berkeley Open Infrastructure for Network Computing**
 - Developed at UCB Space Science Laboratory by the SETI@home group
 - SETI@home started in 1999 and still runs today

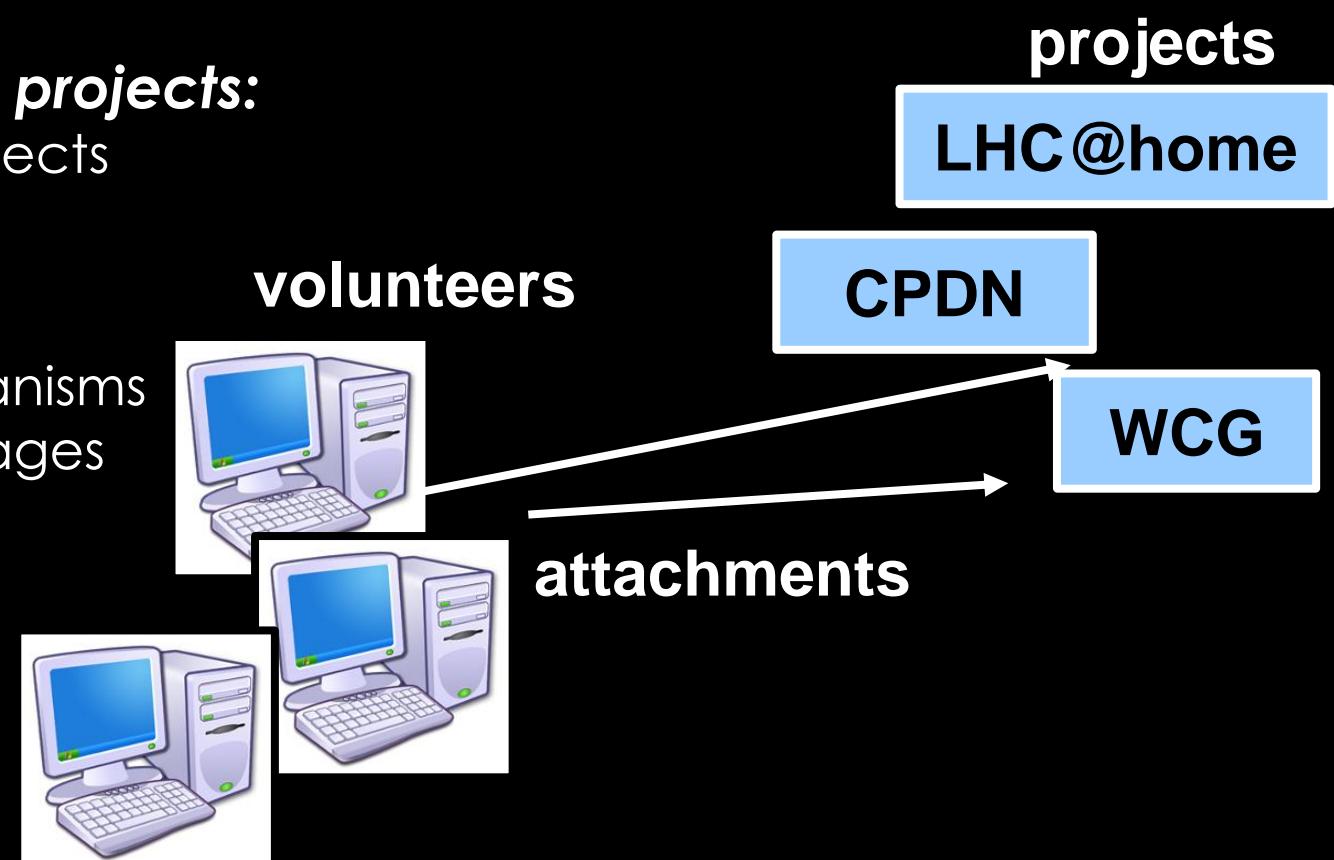
<http://boinc.berkeley.edu/>

PUBLIC-RESOURCE COMPUTING VS. GRID COMPUTING

- AKA ***global computing*** or **P2P computing**
- Combines the resources of personal computers and game consoles belonging to the general public to perform scientific computations
- Started with
 - Great Internet Mersenne Prime Search (GIMPS) (1996)
 - Distributed.net (1997)
- Grid computing involves "organizationally-owned resources"
 - Centrally managed by IT professionals
 - Powered on most of the time
 - Connected by high-speed links
 - Malicious behavior handled by organization
- None of that is true for public-resource computing.

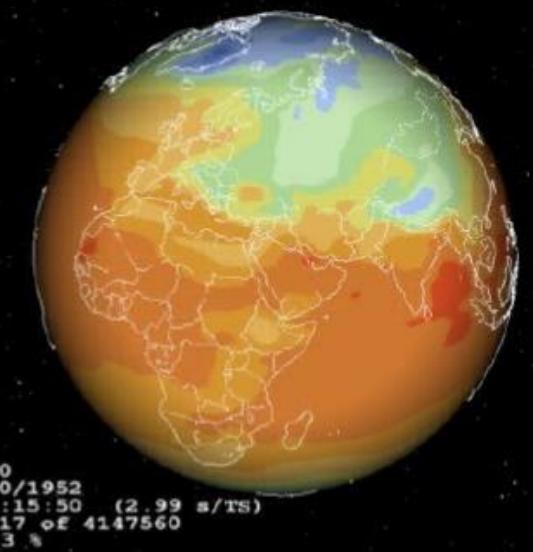
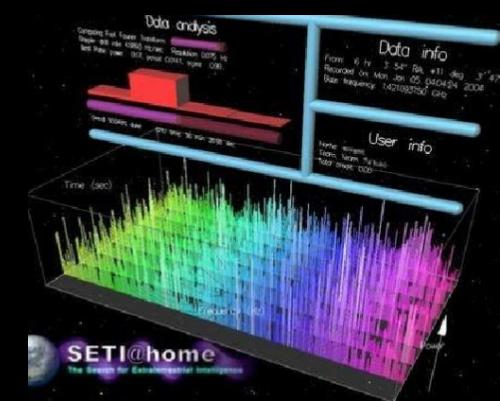
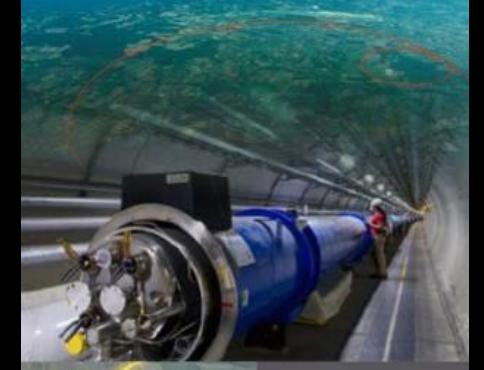
GOALS OF BOINC

- **Reduce the barriers of entry to public-resource computing:**
 - A project can be run from a single computer running standard open-source software
- **Share resources among autonomous projects:**
 - Each PC owner can join multiple projects
 - Results in better resource utilization
- **Support diverse applications:**
 - Offer various data distribution mechanisms
 - Support various programming languages
 - ...
- **Reward participants:**
 - Mostly by giving them **credits**
 - System must be cheating-resistant
 - Also by offering nice graphics
 - Great screensavers!



PROJECTS USING BOINC

- **SETI@home:**
search for intelligent extra-terrestrial life
- **Predictor@home:**
protein behavior
- **Folding@home:**
protein folding, misfolding, aggregation and related diseases
- **Climateprediction.net:**
long term-climate prediction
- **Climate@home.net:**
long term-climate prediction
- **CERN projects:**
were to use in-house PCs
- **Einstein@home:**
gravitational waves



- **ATLAS@Home** is a research project that uses volunteer computing to run simulations of the [ATLAS](#) experiment at [CERN](#).
- Everyone can participate by downloading and running a free program on any computer.
- [ATLAS](#) is a particle physics experiment taking place at the [Large Hadron Collider](#) at CERN, that searches for new particles and processes using head-on collisions of protons of extraordinary high energy.
- Petabytes of data were recorded, processed and analyzed during the first three years of data taking, leading to up to 300 publications covering all the aspects of the [Standard Model](#) of particle physics, including the discovery of the [Higgs boson](#) in 2012.
- Large scale simulation campaigns are a key ingredient for physicists, who permanently compare their data with both "known" physics and "new" phenomena predicted by alternative models of the universe, particles and interactions.
- This simulation runs on the [WLCG Computing Grid](#) and at any one point there are around 150,000 tasks running. Everyone can help us run even more simulation by using your computer's idle time to run these same tasks.



<http://atlasathome.cern.ch>

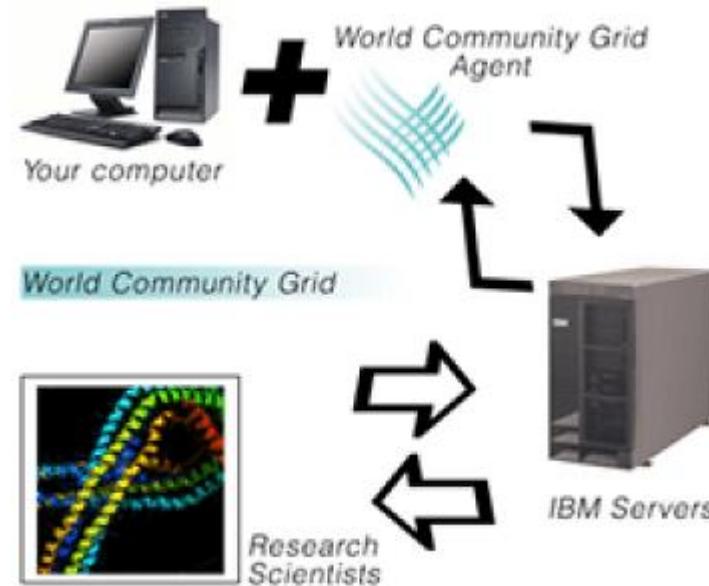


- Grid technology creates a large system with massive computational power that far surpasses the power of a supercomputer.
- Only research conducted by public and not-for-profit organizations is accepted by World Community Grid.
- With more than 590,000 members, 2+ million registered computers and 600,000+ years of run time – and growing, World Community Grid is enabling research to be completed faster than ever before.



<https://worldcommunitygrid.org/>

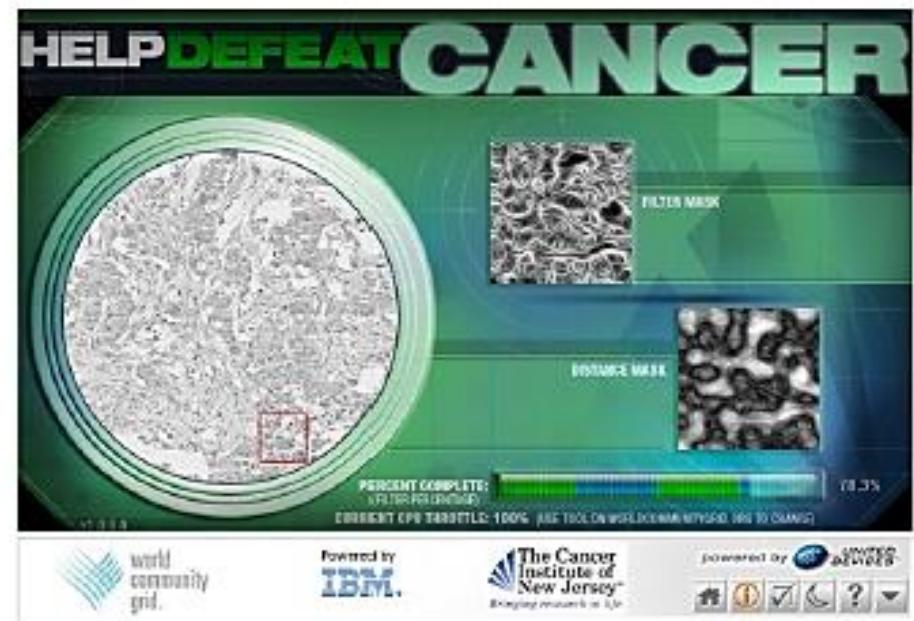
In November 2004, IBM launched World Community Grid with the goal of creating the world's largest public computing grid to benefit humanity.



Help Cure Muscular Dystrophy
Fiocruz Genome Comparison
Help Defeat Cancer
Human Proteome Folding
FightAIDS@Home
...

Help Defeat Cancer

- Launched July 2006 and completed June 2007
- Sponsored by The Cancer Institute of New Jersey, Rutgers University and UMDNJ – Robert Wood Johnson Medical School
- Long-term goal: Improve understanding of the underlying mechanisms of cancer to improve treatment and therapy planning for cancer patients.
- World Community Grid helped accelerate research to detect and track subtle changes in measurable parameters that could facilitate the discovery of prognosis clues, which are not apparent by human inspection or traditional analysis alone.
 - Researchers have created a web-based, robotic prototype to automatically image, analyze, archive and share tissue microarrays.
 - Initial focus: breast cancer, followed by head and neck cancers



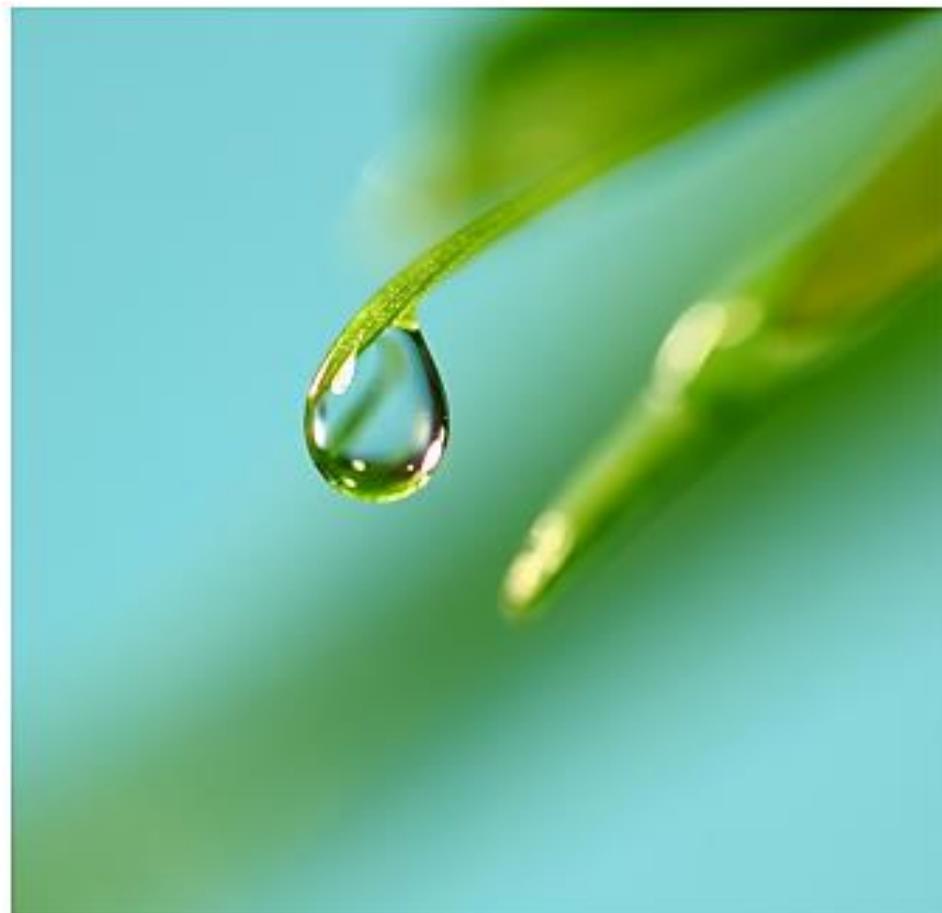
Genome Comparison Project

- Launched November 2006 and completed in July 2007
- Sponsored by Fiocruz (Brazil)
- Performing pair-wise comparisons among and between all genes for all sequenced organisms (from human beings to fruit flies to yeast)
- Database of the results has been built and is available to the research community
 - Provides a huge head start in understanding what these proteins do, how they play a role in disease processes, and ultimately in understanding how to devise a drug to combat a disease involved with the particular protein in question.
- Paper announcing the database available on [News & Updates](#).

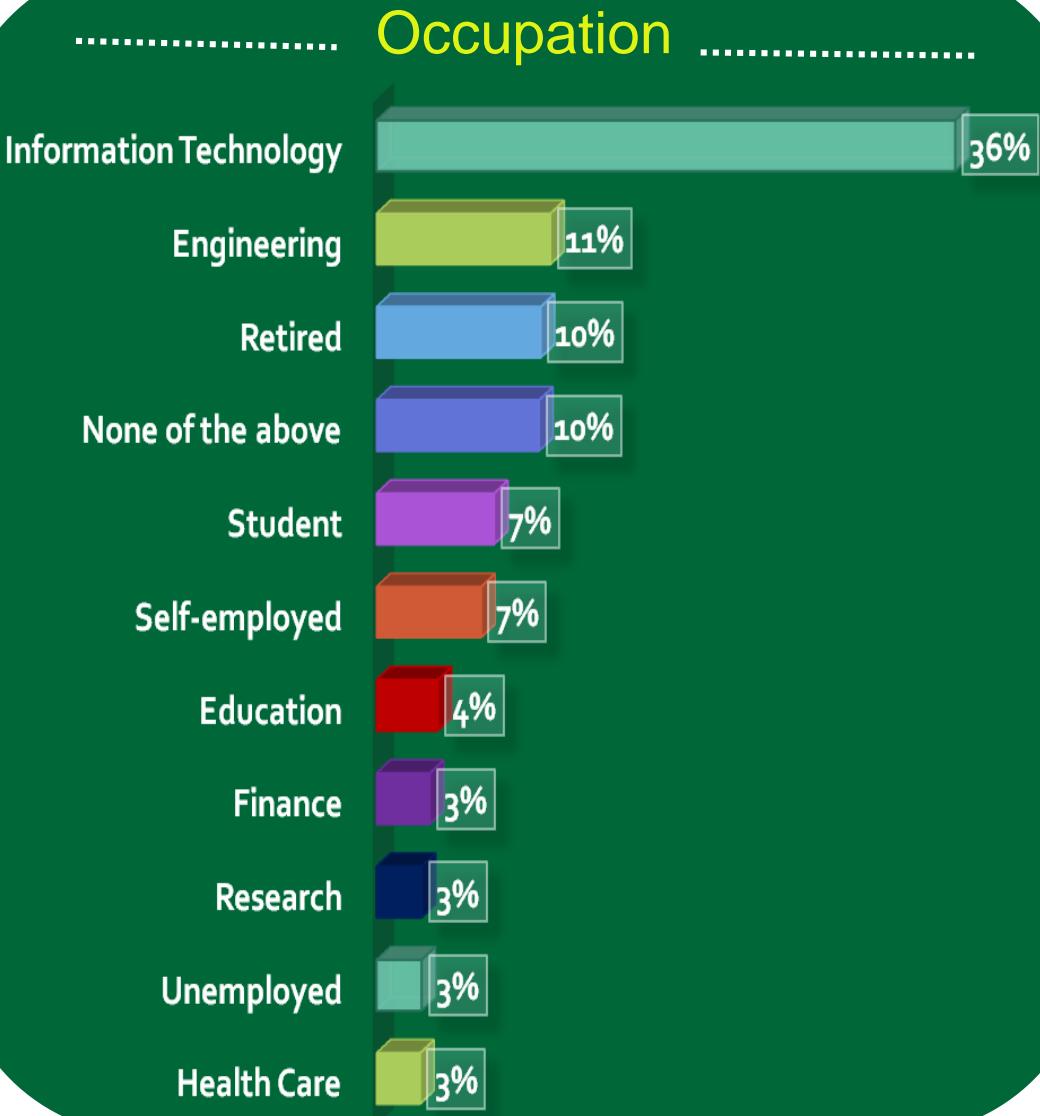
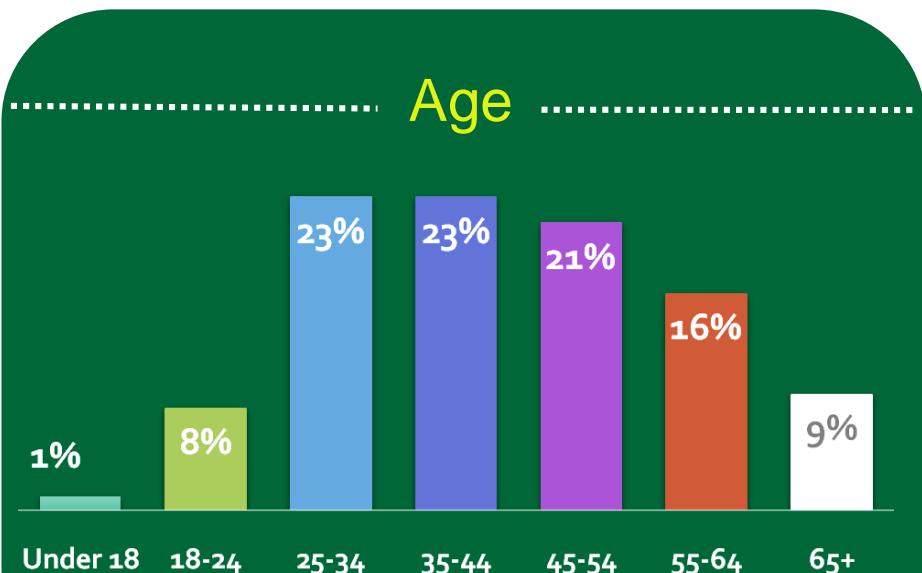


Computing for Clean Water

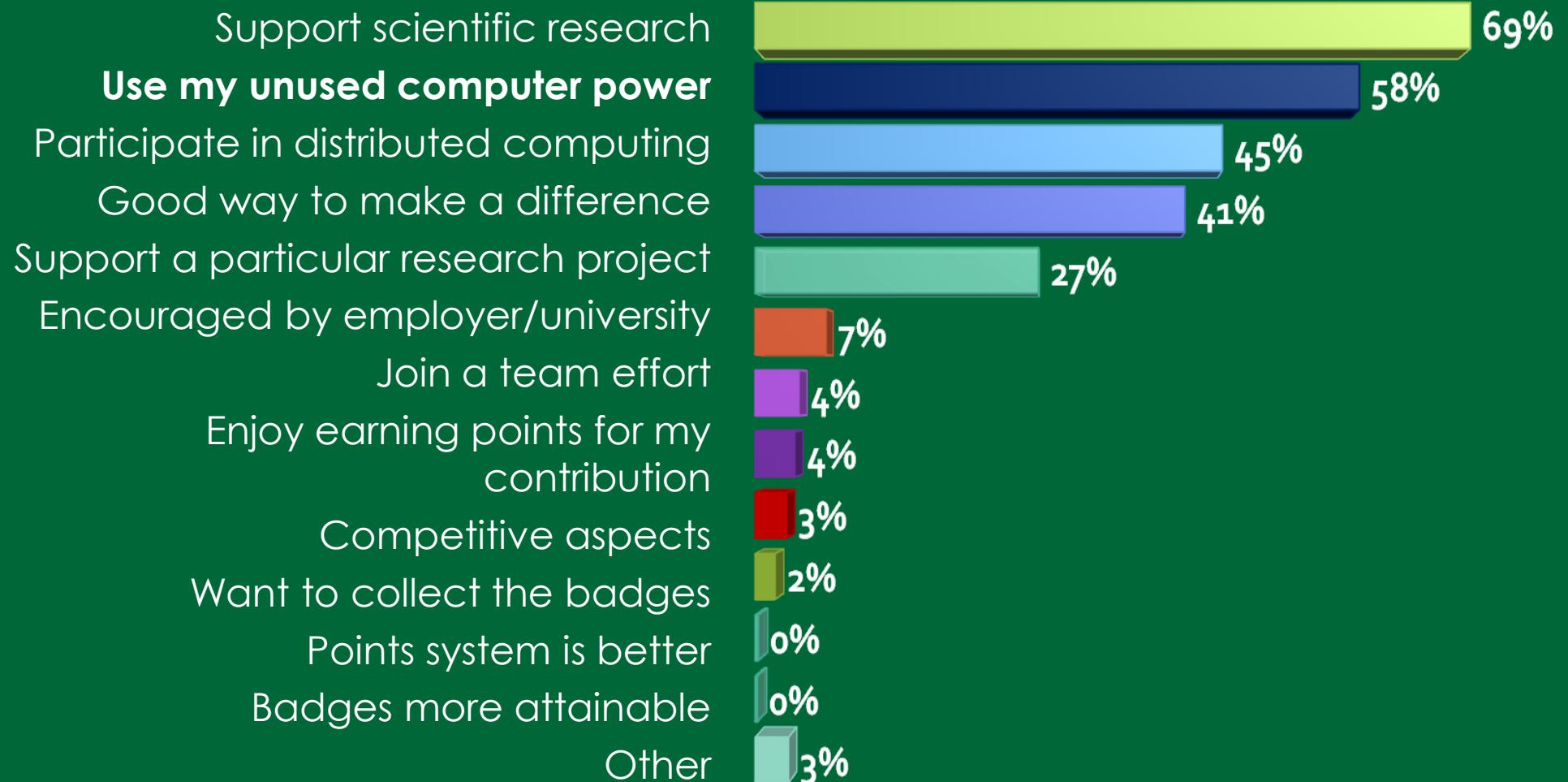
- Launched September 20, 2010
- Sponsored by CNMM, at Tsinghua University in Beijing
- The mission of Computing for Clean Water is to provide deeper insight on the molecular scale into the origins of the efficient flow of water through a novel class of filter materials. This insight will in turn guide future development of low-cost and more efficient water filters.
- This project uses large-scale molecular dynamics calculations - where the motions of individual water molecules through the nanotubes are simulated - in order to get a deeper understanding of the mechanism of water flow in the nanotubes.



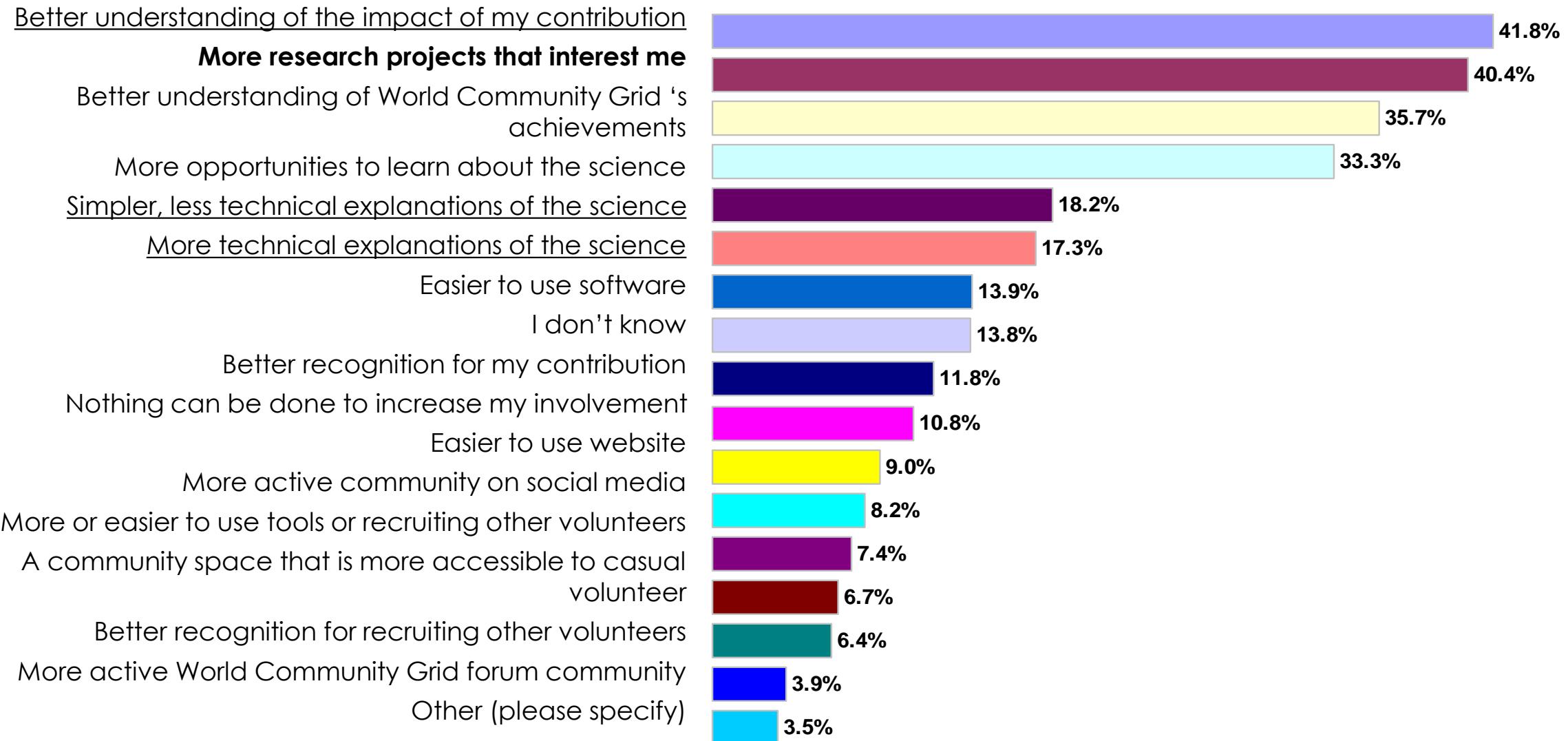
DEMOGRAPHICS



WHY JOIN WORLD COMMUNITY GRID?



WHAT WOULD INCREASE YOUR INTEREST? - UNDERSTANDING IMPACT OF VOLUNTEER'S CONTRIBUTION



MOST PROMOTE THE WORLD COMMUNITY GRID ON BOINC

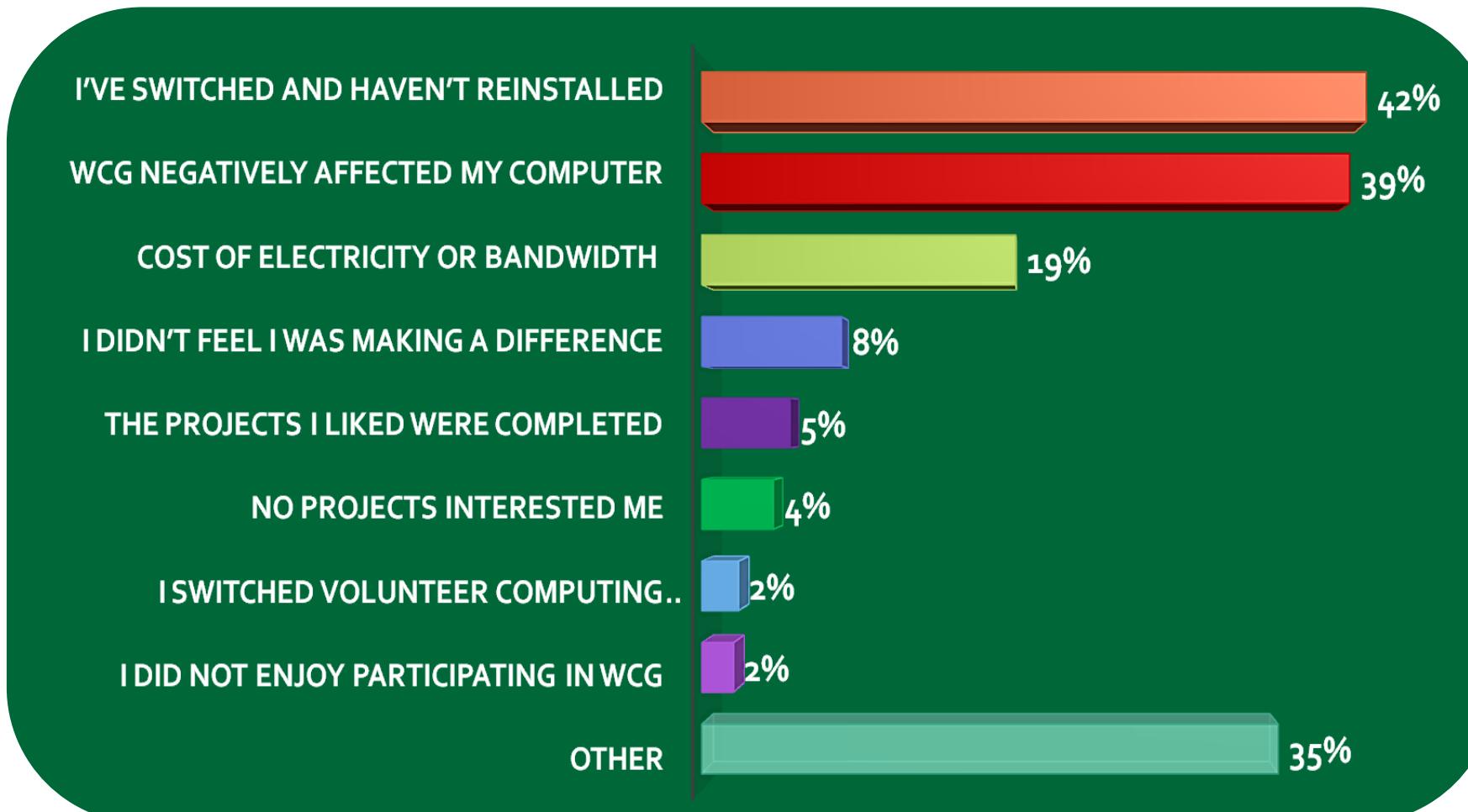


- When asked why they haven't promoted World Community Grid:
- 48% did not think family/friends would be interested.
 - 31% just hadn't thought about it.

Finding
Security and performance questions are obstacles to gaining new members

"Downloading programs is very easy nowadays, not a problem for anyone. It's just the security issues, what will the program do when I'm not there?"

WHY STOP CONTRIBUTING? MOSTLY DUE TO IMPACT ON COMPUTER



PERFORMANCE

500K people, **1M computers**

6.5 PetaFLOPS (3 from GPUs, 1.4 from PS3s)

Potential of 2 billion PCs

GPU: passing high above 1 TFLOPS

How to get 1 ExaFLOPS:

4M GPUs * 0.25 availability

How to get 1 Exabyte:

10M PC disks * 100 GB

COST OF 1 TFLOPS/YEAR

- **Cluster:** \$145K
 - Computing hardware; power/AC infrastructure; network hardware; storage; power; sysadmin
- **Cloud:** \$1.75M
- **Volunteer:** \$1K - \$10K
 - Server hardware; sysadmin; web development

Computer state (24 hrs/day)	Typical power usage	Energy per month	Cost per month (USA)	Cost per month (Europe)
Off	0 watts	0 kWh	\$0	€0
Idle	100 watts	73 kWh	\$5.84	€14,60
Active	150 watts	110 kWh	\$8.80	€22,00

Under these assumptions, **running BOINC costs about \$3/month** more than leaving your computer on but idle, and about \$8.80/month more than leaving it off all the time. Running BOINC in Europe costs more than running BOINC in the USA, but that's true for running any computer, not just BOINC.

HOW A COMPANY CAN JOIN THE CO-PARTY?



BENEFITS FOR COMPANIES

- More efficient, as the crowd helps you to create, distribute and sell your products
- Sell same product multiple times
- Show durability of products, commitment to sustainability, a thriving community
- A long-term extended relationship with customers
- Serve new market segments
- Drive trial among prospective customers
- New value created between people, means new revenues
- Tap into repeated business transactions
- Additional cost of producing other units is very low if redistribution markets are in place
- Strengthen brand and competitive service
- Collect more users feedback and improve service
- If you act now, you will have first mover advantage
- Own no inventory, warehouses, distribution centers or other ancillary overhead required for most traditional business models to operate

HOW COMPANIES CAN EMBRACE THE SHARING ECONOMY AND STAY PROFITABLE

- Adapt business model to become a service: sell access to goods instead of ownership of those goods e.g. renting, subscribing, premium memberships, loyalty programs etc.
 - Connect buyers and sellers by encouraging and motivating a **virtual marketplace**
 - Enable **customers** to give feedback and **build value to company brands** via online platform

RECIPE FOR DISRUPTION

- Follow an approach that makes it more accessible, more affordable, faster and with higher quality for a large group of people to do what matters to them.
 - Develop a way of offering a product or service that is difficult for others to replicate, keeping costs radically lower than competitors.
 - Tackle markets that existing companies are motivated to exit or ignore because they are unprofitable or seemingly too small to matter.

Underlining Principles

- Optimisation of underutilised assets (tangible and intangible) with idle capacity
- Shift from individual ownership to shared access
- Disaggregated physical assets consumed as services
- Horizontal value chains
- Collaborative digital technologies
- Trust between strangers
- More convenience, choices and empowerment

CONSUMERS SHIFT:

- Customers are becoming:
 - Sellers
 - Producers
 - Distributors
 - Lenders
 - Teachers
- Customers are beginning to act like:
 - Hotels
 - Restaurants
 - Transport operators
 - Manufacturers
 - Banks
 - Universities

MARKETPLACE EXAMPLES:

Industry	Platform	Providers	Partakers
Goods	eBay	Merchants	Buyers
Goods	Etsy	Makers	Buyers
Food	Feastly	Cooks	Feasters
Food	Cookening	Host	Guest
Services	Taskrabbit	Tasker	Customer
Services	eLance	Freelancer	Client
Transportation	Uber	Driver	Rider
Transportation	Lyft	Driver/Friend	Rider/Friend
Space	Peerspace	Venue Host	Guest
Space	Airbnb	Host/SuperHost	Guest
Money	LendingClub	Investor	Borrower
Money	Kickstarter	Campaigner	Backer
Money	Coinbase	Merchants	Users

How to Turn Businesses into Platforms

- Identify an idle asset
- Allow customisation
- Prolong product life-cycle
- Allow multi-user interaction
- Let users and providers rate each other

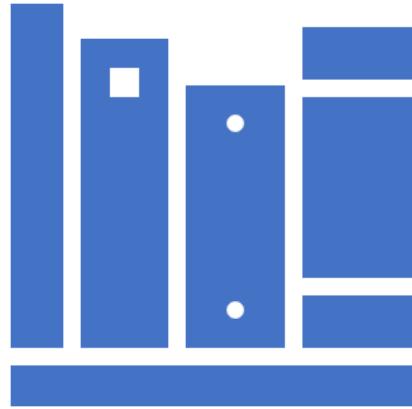
Business Models

Traditional selling for consumption is no longer the only viable business model. New models of access over traditional ownership include:

- Rental
- On-demand
- Freemium
- Subscription
- Membership usage
- Try-and-buy

REASONS FOR FAILURE

- **Difficulty in building a critical mass of supply and demand**
- Difficulty in creating the inventory (especially with geographical dispersion)
- Higher-than-expected operating costs (customer service, insurance, lobbying, customer acquisition, security, etc)
- Competition from free alternatives
- Customers sidestepping the middleman platform
- Too much revenue going back to suppliers
- Mounting opposition from conventional industry groups
- Neglecting advocacy for regulatory change



OPEN SOFTWARE БИЗНЕС МОДЕЛИ

ТЕМА II, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

Overview: Key Characteristics of an Open Source Economy

- **Service rather than commodity oriented**
- Promotes the open sharing of information
- Stresses human relationships and social networks over financial transactions
- A complete ecosystem approach that includes community empowerment around appropriate technologies
- Puts a high value on sharing revolving around social network development



OPEN SOURCE UNIVERSITY

Web platform for discovery, acquisition and verification of
educational & professional achievements

What does OSU offer?

Distribution of educational content

- ✓ Global, searchable catalog of courses and learning programs
- ✓ Multi-sided marketplace for educational and professional content

Acquisition of knowledge & skills

- ✓ Remote & self-paced learning management infrastructure
- ✓ On-demand testing and assessment functionality

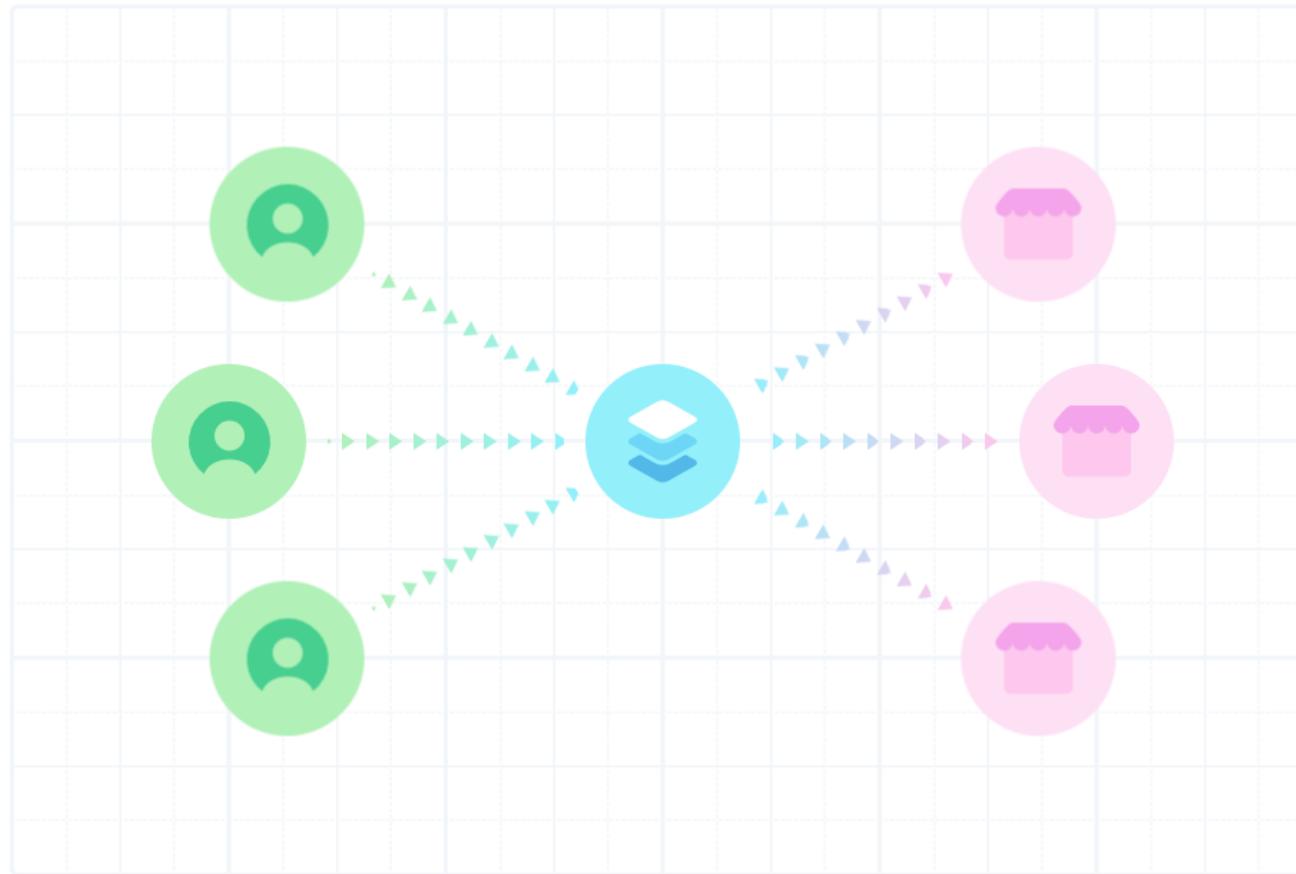
Verification of credentials

- ✓ Issue & verify digital credentials
- ✓ Secure blockchain verifications
- ✓ Immutable storage of records

Transactional revenue model. We charge commission on every for-profit transaction.

CUSTOMER PLATFORM

RECIPIENT



Payments

**What is available within
the marketplace**

- Courses
- Assessments
- Verifications

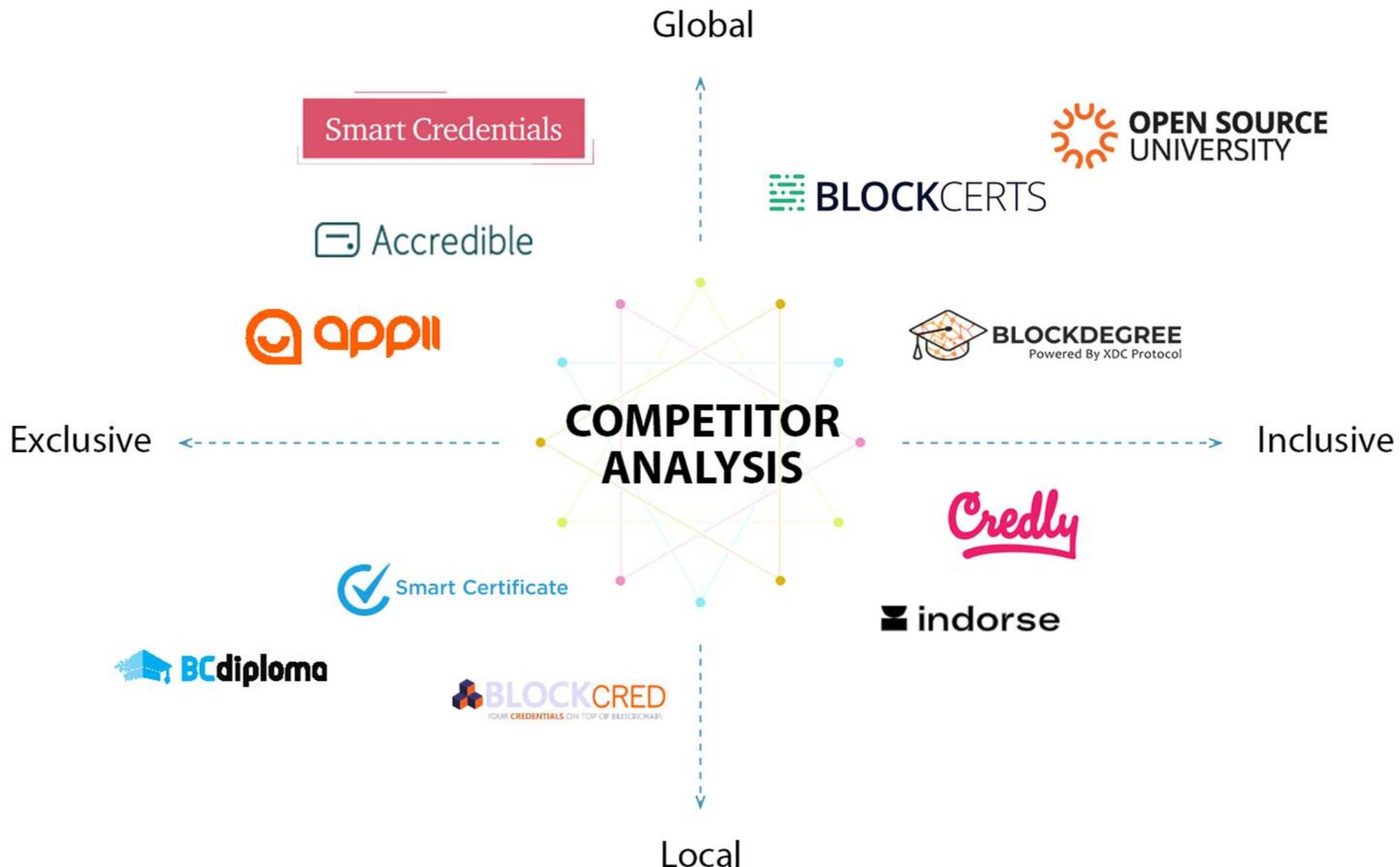
stripe

OSU Early Adopters

				
Verifications	✓	✓	✓	✓
Credentials	✓	✓	✓	✓
Courses & Programs	✓		✓	✓
Assessments				✓

Integrations & Partnerships

SaaS	On-premise
<ul style="list-style-type: none">• GDPR/Data Security (EU Cloud)• Unlimited users• Transaction costs from \$0.50 USD• Free API access• No setup fee• Email/Community support	<ul style="list-style-type: none">• Data Security (Self-hosted kubernetes infrastructure)• Unlimited users• Free API access• \$7,000 USD setup fee (includes custom logo and color scheme, staging and production environment and 15h of training)• \$8,000 USD annual license• Email/Phone/Community support• Included maintenance (infrastructure monitoring, software upgrades, disaster recovery)• App customizations, development of custom features and extended support is available upon signing SLA





Smart Credentials

A product powered by PwC, which allows credentials to be issued, carried and shared globally, transforming how organisations manage credentials



Copia Certificada • Beglaubigte Abschrift • Certified Copy
Copie Certifiée • Copia Autenticata

Smart Credentials

 **Rechained Ltd.**

Por el presente se certifica que el documento que se adjunta es una copia conforme de la solicitud de marca de la Unión Europea cuyo número y fecha de presentación aparecen a continuación.

Hiermit wird bestätigt, dass die Abschrift der Anmeldung, die diesem Beleg beigeheftet ist, eine genaue Abschrift der Anmeldung der Unionsmarke ist, dessen Nummer und Anmelddatum nachstehend aufgeführt sind.

This is to certify that the attached document is an exact copy of the application for a European Union trade mark bearing the number and date of filing indicated below.

Par la présente, il est certifié que le document annexé est une copie conforme de la demande de marque de l'Union Européenne portant le numéro et la date de dépôt qui figurent ci-après.

Con la presente si certifica che l'allegato documento è una copia conforme della domanda di marchio dell'Unione Europea contrassegnata dal numero e dalla data di deposito riportati sotto.

Núm./Nr./ No/n°/n.	Fecha/Datum/ Date/Date/Data
018161734	05/12/2019

Alicante. 10/06/2020

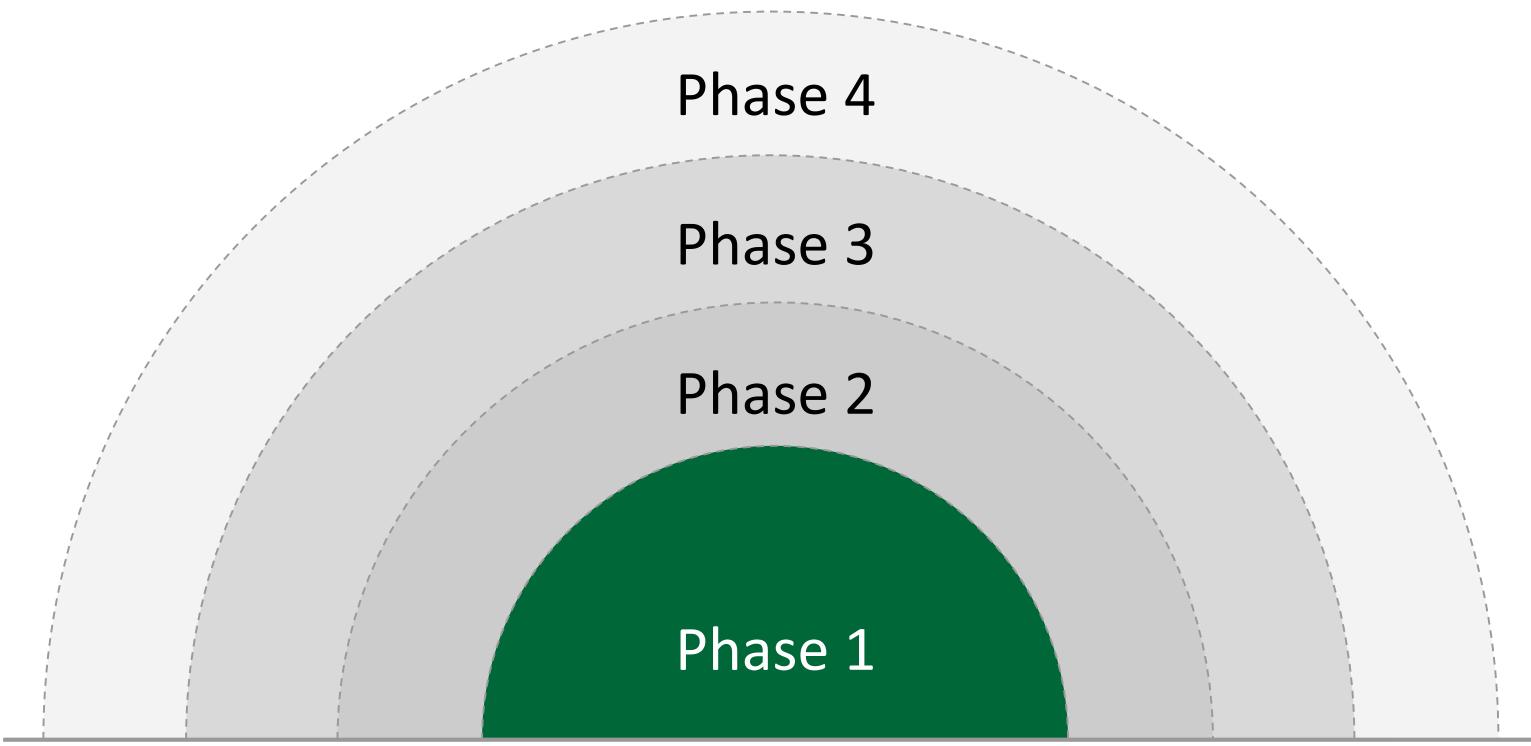


Karin KUHL

Departamento de Operaciones
Hauptabteilung Kerngeschäft
Operations Department
Département «Opérations»
Dipartimento Operazioni



Strategy & Planning



Phase 1 - Finding product-market fit

Phase 2 - Managing localization, licensing and regional distribution

Phase 3 - Building up partnership network

Phase 4 - Extending modular capability



Product Roadmap

Q3 2020 – Product-Market Fit Validation

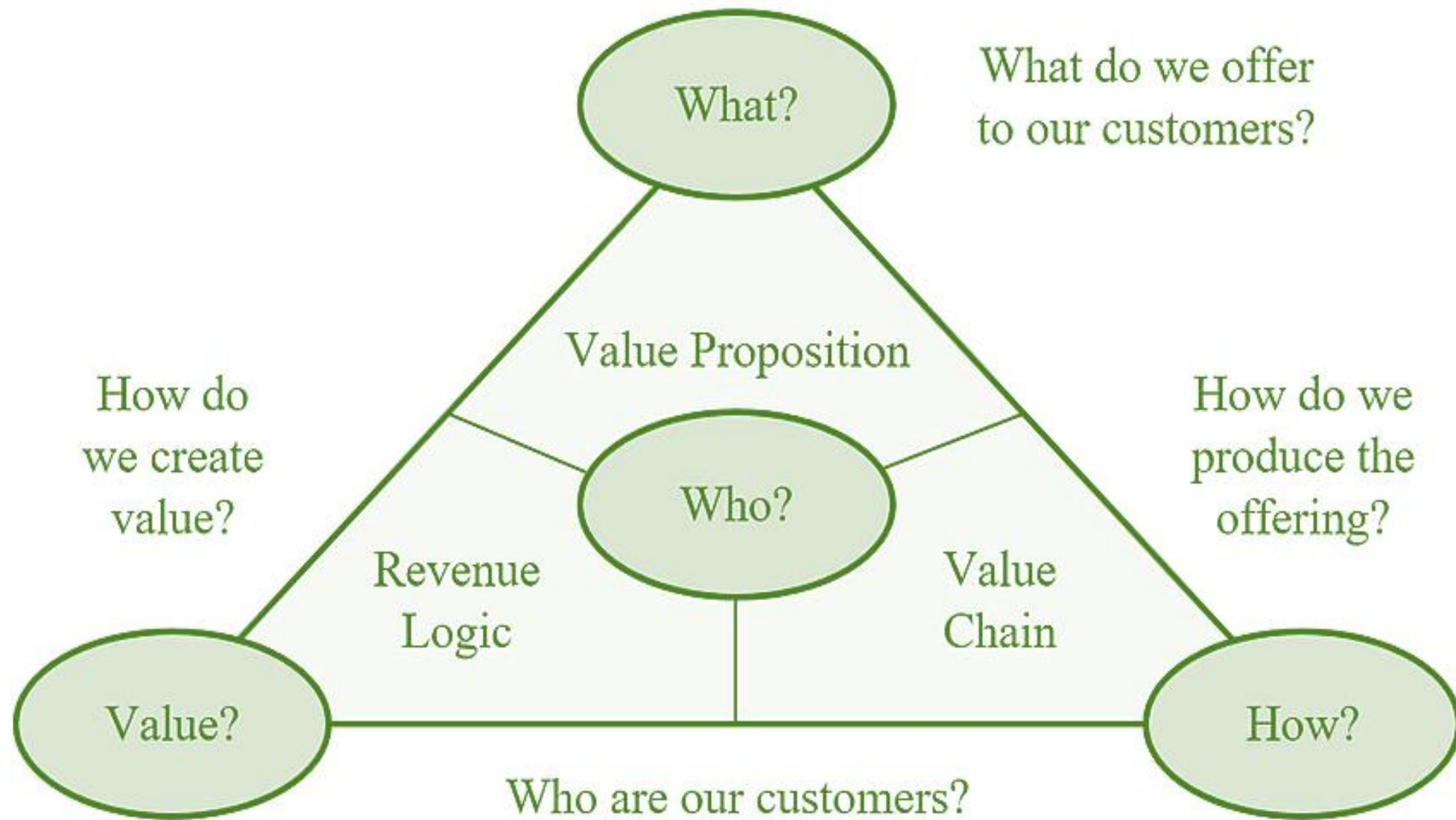
Finalize initiated integrations, onboard organizations who have sent LOIs, invite newsletter subscribers and grow user base.

Q4 2020 – CX Improvements

Proactively collect customer feedback and react to it.

Q1 2021 – Internationalization

Growth strategy targeting emerging markets



Emerging 7: the top emerging markets



China
GDP
\$15.5tn



India
GDP
\$3.2tn



Brasil
GDP
\$2.3tn



Russia
GDP
\$1.8tn



Mexico
GDP
\$1.3tn



Indonesia
GDP
\$1.2tn



Turkey
GDP
\$961bn

Infrastructure migration



Google Cloud



DigitalOcean



Hatch
by DigitalOcean

Scale up – on us.

Hatch is our global startup program that helps you grow your business. Spend less time worrying about cloud infrastructure and more time building great things.



In May 2020, Rechained joined the Hatch incubator and received \$100K USD infrastructure grant

Infrastructure



odoo



Prometheus



kubernetes



LINKERD



PostgreSQL

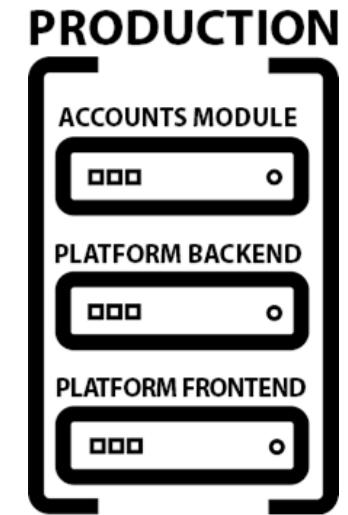
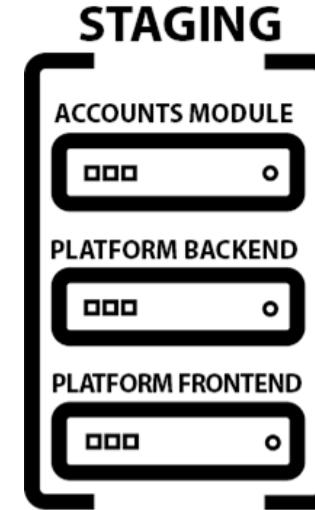


redis

Rendertron



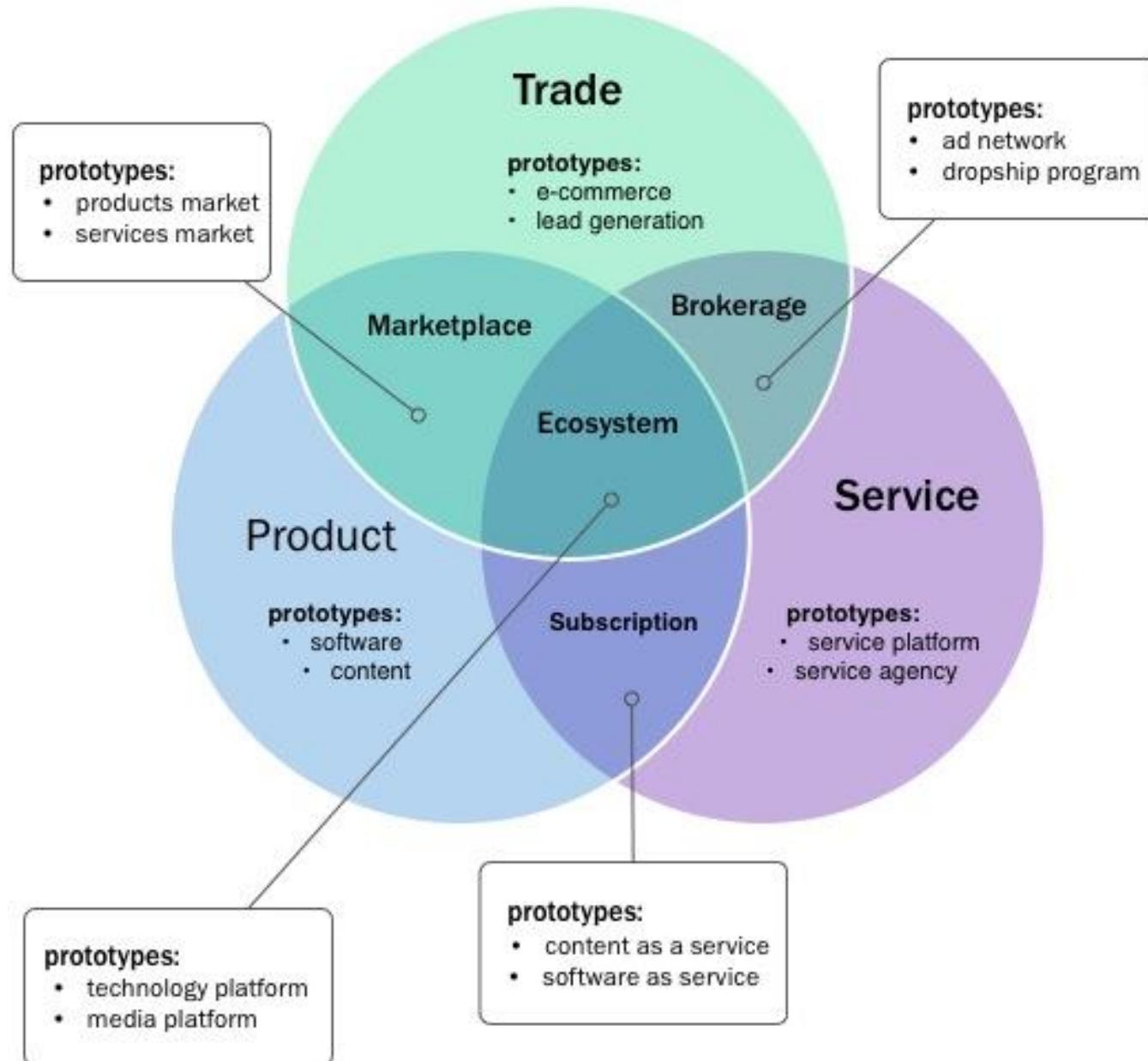
kibana



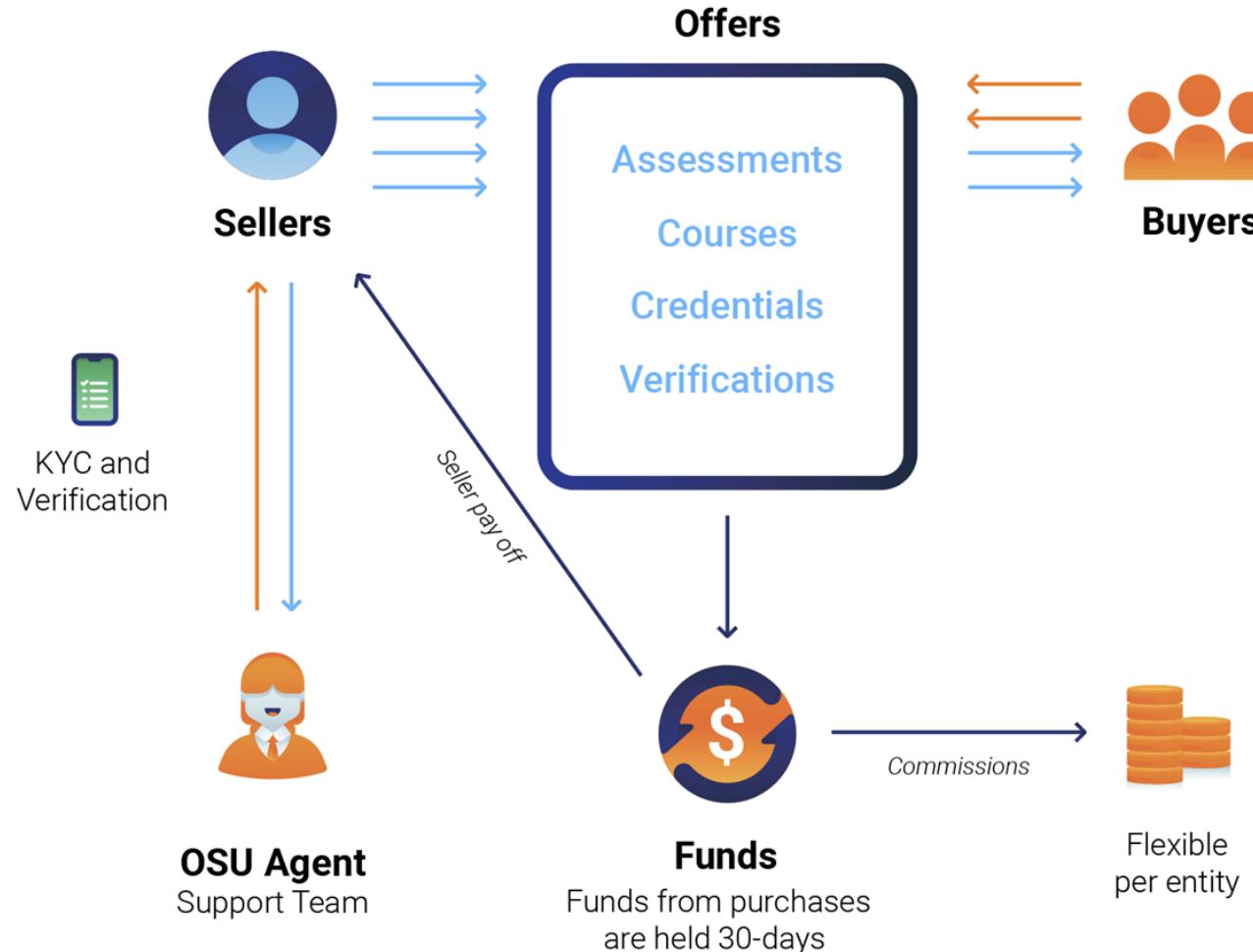
Next to develop

- Account settings
- Assessments in courses
- Automated verifications
- Billing component
- Dashboard
- Permissions
- i18n
- Notifications
- Referrals & Affiliates
- Account security

Business Model Archetypes



Revenue streams: MSM



Functional requirements:

- Customer Service/Helpdesk
- Top up / Withdraws
- Follow/unfollow
- Messaging
- User tags/Interests
- Wishlist / Save items
- Reporting module

(fake profiles/organizations, false verifications, copyright violations)

Revenue streams: Subscriptions

Find a plan that's right for you.

Basic

\$1.99 Month

- ✓ 25 Transactions
- ✓ 28 Days Validity
- ✓ Custom Templates

Login

Standard

\$4.99 Month

- ✓ 50 Transactions
- ✓ 28 days of validity
- ✓ Custom Templates

Login

Premium

\$9.99 Month

- ✓ Unlimited Transactions
- ✓ 50 days of validity
- ✓ Custom Templates

Login

Try it Free

- ✓ For the first 60 days
- ✓ 200 Transactions
- ✓ Custom Templates

Login

Functional requirements:

- Upgrade/Downgrade functionality
- Dynamic pricing
- Limit free functionality

Subscriptions Pricing

Organizations	Users
Free	\$15 USD monthly + \$3 USD / user per month
<ul style="list-style-type: none">• Up to 3 users• Up to 25 verification transactions• Up to 10 free public courses• Up to 3 job listings	<ul style="list-style-type: none">• Unlimited users• Unlimited verification transactions• Unlimited free public and private courses• Unlimited job listings• Access to Assessments

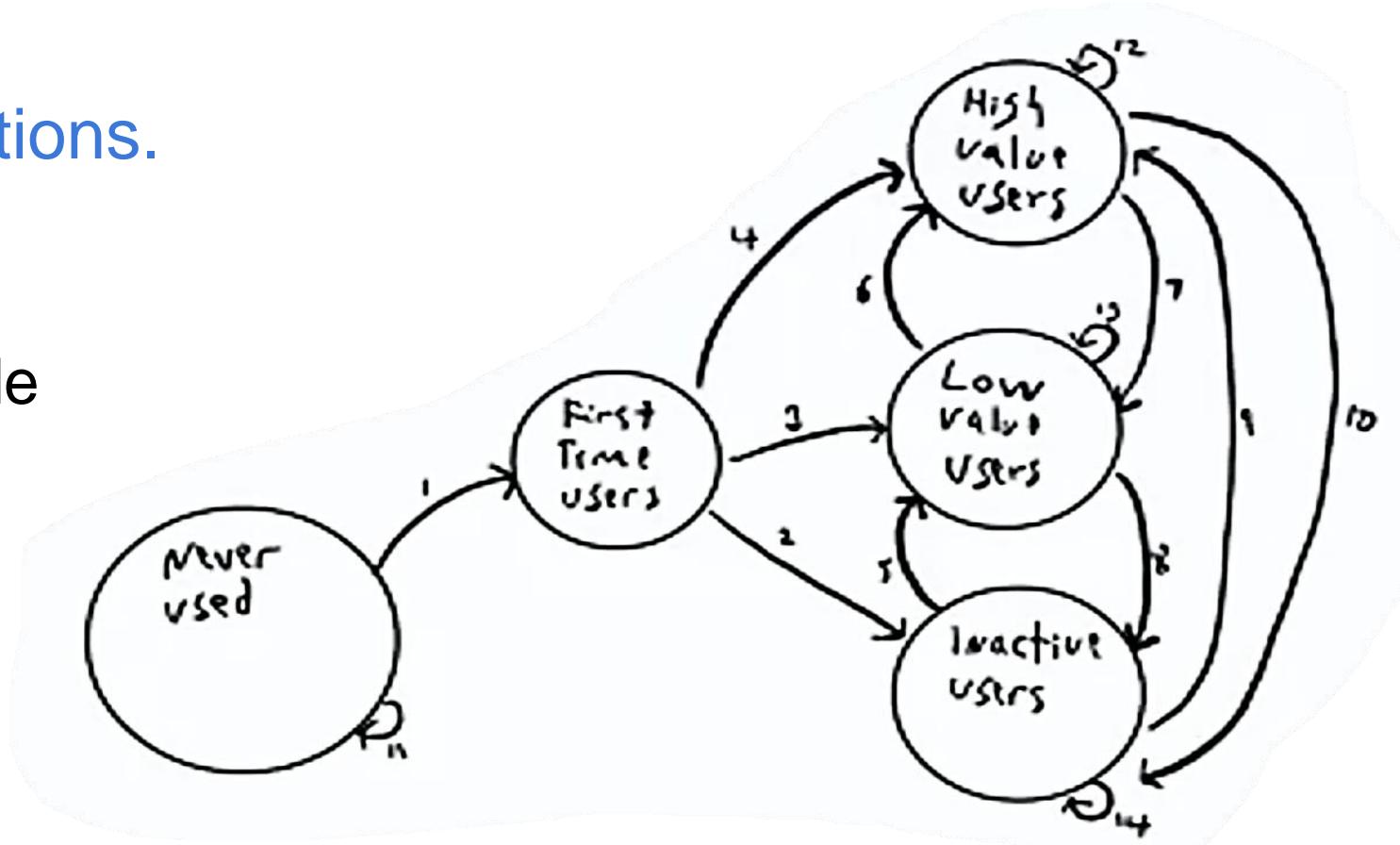
*Pricing strategy takes into account purchasing power parity (PPP)

Event Taxonomy

Data exists to answer questions.

What triggers users to upgrade or downgrade?

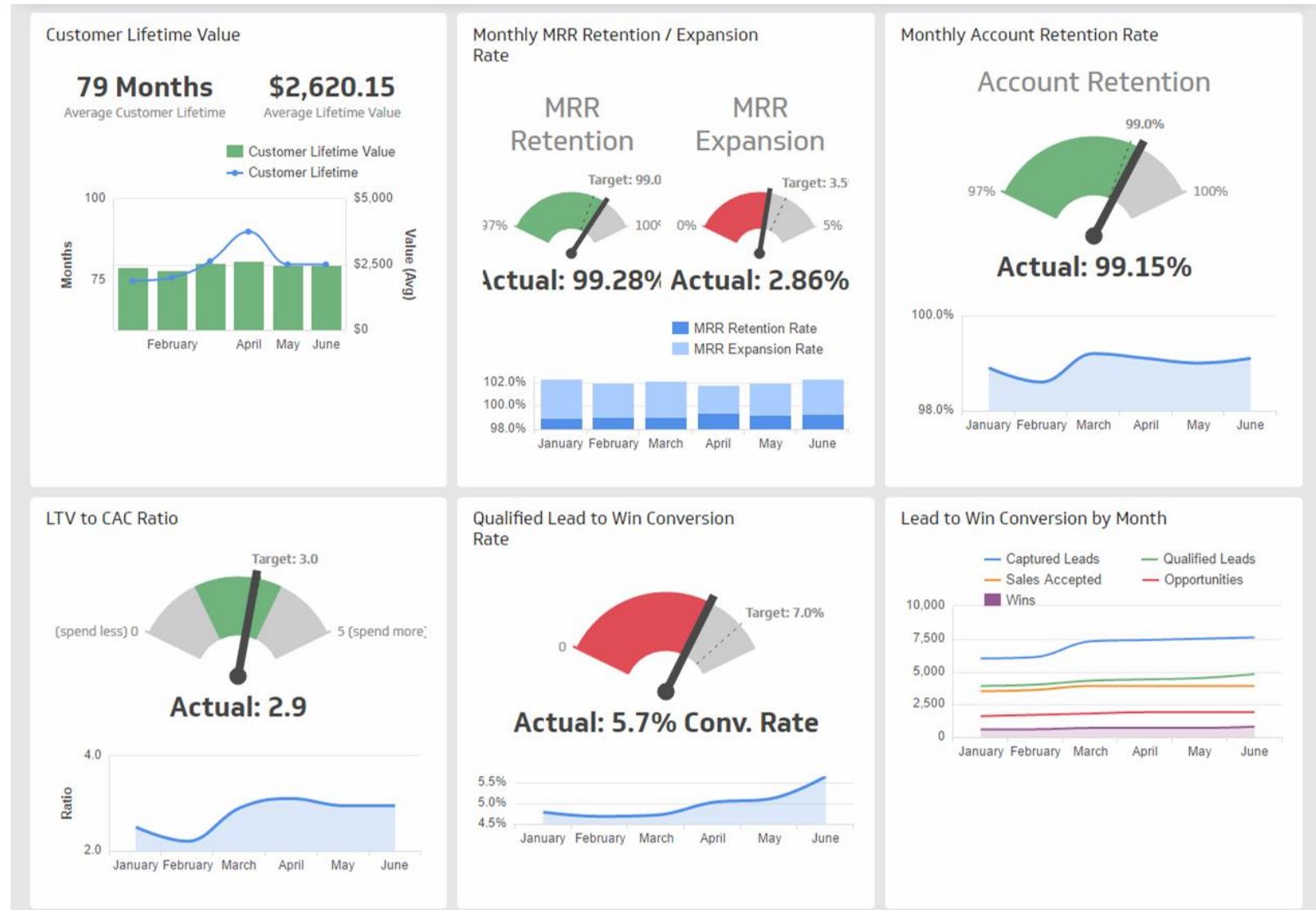
Is the user base growing or shrinking? Why?



Example flows: 1, 4, 12; 1, 2, 5, 6, 7; etc.

Product KPIs

1. Net MRR Growth Rate
2. Net MRR Churn Rate
3. Gross MRR Churn Rate
4. Expansion MRR Rate
5. Average Revenue Per Account (ARPA)
6. Lead Velocity Rate
7. CAC Payback Period



Target KPIs

Stage 1

1. Increase number of active users on the platform (a.k.a. have clear value proposition and retain low-value users)
1. Increase # of high-value users/organizations, customers with active subscriptions

Stage 2



2021 STRATEGY

Stakeholders alignment, company's vision, structure, and business model review

2020-2021

2021 FOCUS AREAS

The 4 things that are top priority throughout the year, teamwide

1

BUILDING CUSTOMER LOYALTY

Improve on OSU's platform UI/UX and deliver feature-complete user flows with delightful customer experience.

2

GROWING REVENUE

At this point OSU is only an investment project, the goal for 2021 is the product to become self-sustainable.

3

INCREASING LEADS

Improvement of sales processes and increasing quality traffic, are priority after the product-market fit validation.

4

SCALING THE TEAM

Recruit top talent and double the team velocity by the end of the year.

OUR VISION

Our vision is to enable self-sovereign educational and career identity for learners and professionals worldwide.

We are building a trustless ecosystem enhanced by distributed technologies, aiming to become the defacto standard for the knowledge-based economy.

We can think of OSU as a SaaS version of Moodle, – better, faster, more secure.



Software-as-a-Service

SaaS is more cost-efficient compared to in-house software development, maintenance and ongoing infrastructure costs.



SaaS Enabled Marketplace

The marketplace is a unique opportunity to monetize content on multiple verticals. Integrating more processes & payments through the OSU system reduces administration costs in the long run.



Partner portal

Growth through affiliate marketers, brand ambassadors, and word-of-mouth referrals as the best way to promote great Customer Experience (CX).

OUR MISSION

We are here to organize and authenticate information about credentials of individuals and organizations, and make it universally accessible without compromising privacy.



Digital transformation

Help universities, companies and educators streamline their document issuance & verification processes, distribution of content and managing user data.



Identity management

Enable users to own their academic and professional identity, and easily apply for educational and career opportunities.

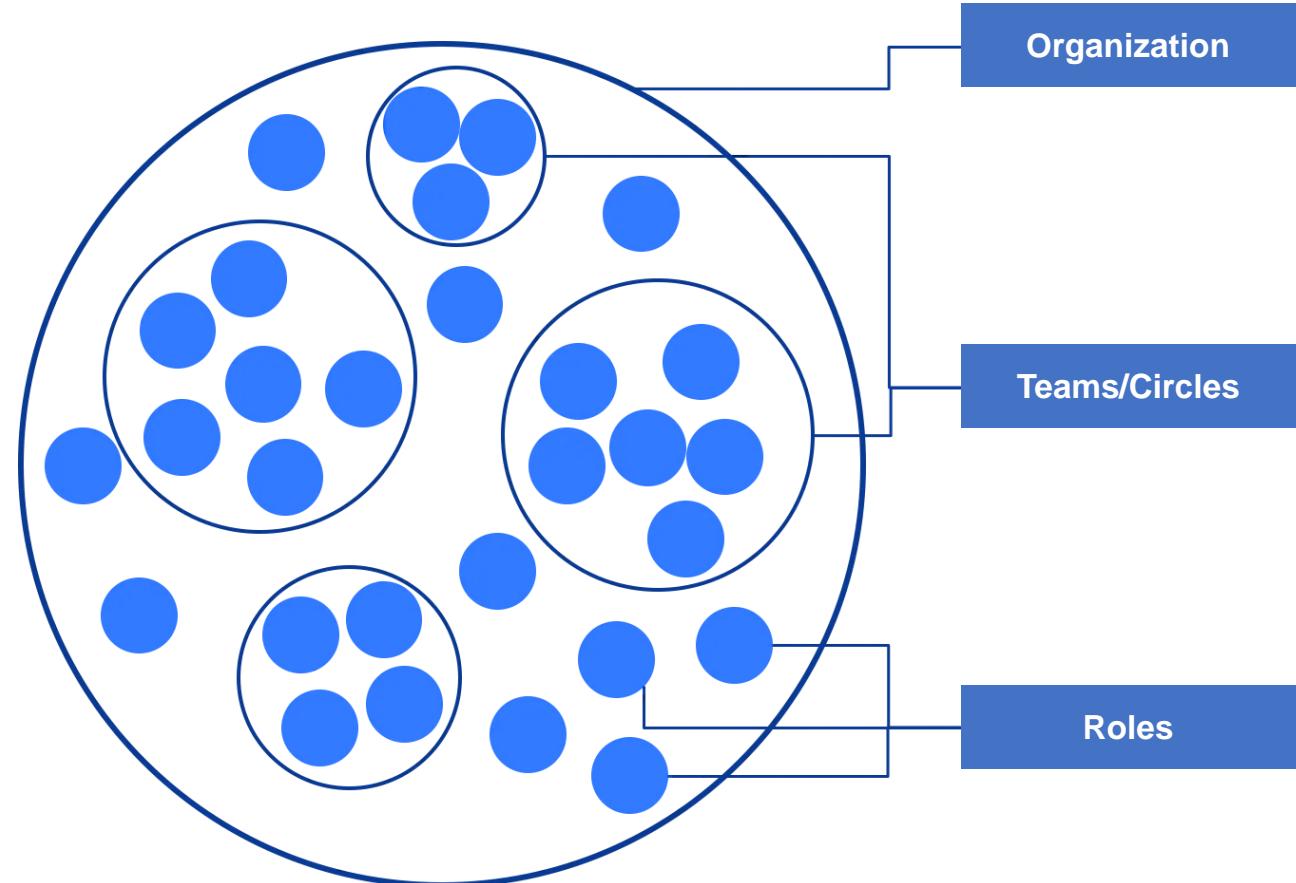


CULTURE

The governance ideology at Rechained is Holocratic. Instead of hierarchical structure we have self-managing teams.

Leadership is one of the key characteristics we are looking for in new team members. Here are some of the key principles we follow:

- Keep authentic and honest internal and external communication
- Maintain egoless environment
- Empower individuals
- Embrace failures



The 14
Leadership
Principles at
amazon

WHY HOLOCRACY?



Flexible Organizational Structure

With clear roles and accountabilities



New Meeting Format

Geared toward action and eliminating over-analysis



More Autonomy to Teams and Individuals

For individuals to solve issues themselves and cut through bureaucracy



Unique Decision-making Process

To continuously evolve the organization's structure.

Preparation

- Business case & funding
- Stakeholder & BA alignment
- Initial Product Backlog
- Initial Release plan
- Stakeholder buy-in
- Assemble team
- Vision

Sprint 1, 2, 3 ... N

Sprint Planning Meeting

Daily Scrum/ Daily Work

Update Product Backlog

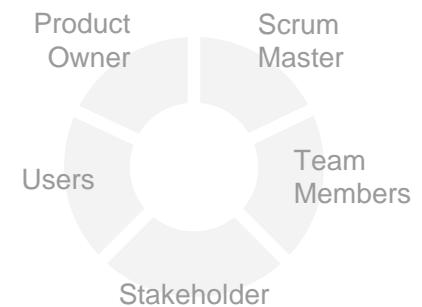
Product Increment

Sprint Retrospective

Sprint Review

Scrum Process

Sprint Cycle



PROCESS

- Assessment
- Self-analysis
- Recognition
- Improvement

- Product Increment
- Product merging

- Allocation of workstations
- Construction of Product Backlog
- Configuration of development atmosphere

Introductory Phase

Sprint Review & Retrospective

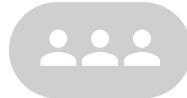
Agile Coach

Sprint
2 Weeks

24H

Development &
Tests

Scrum
Master



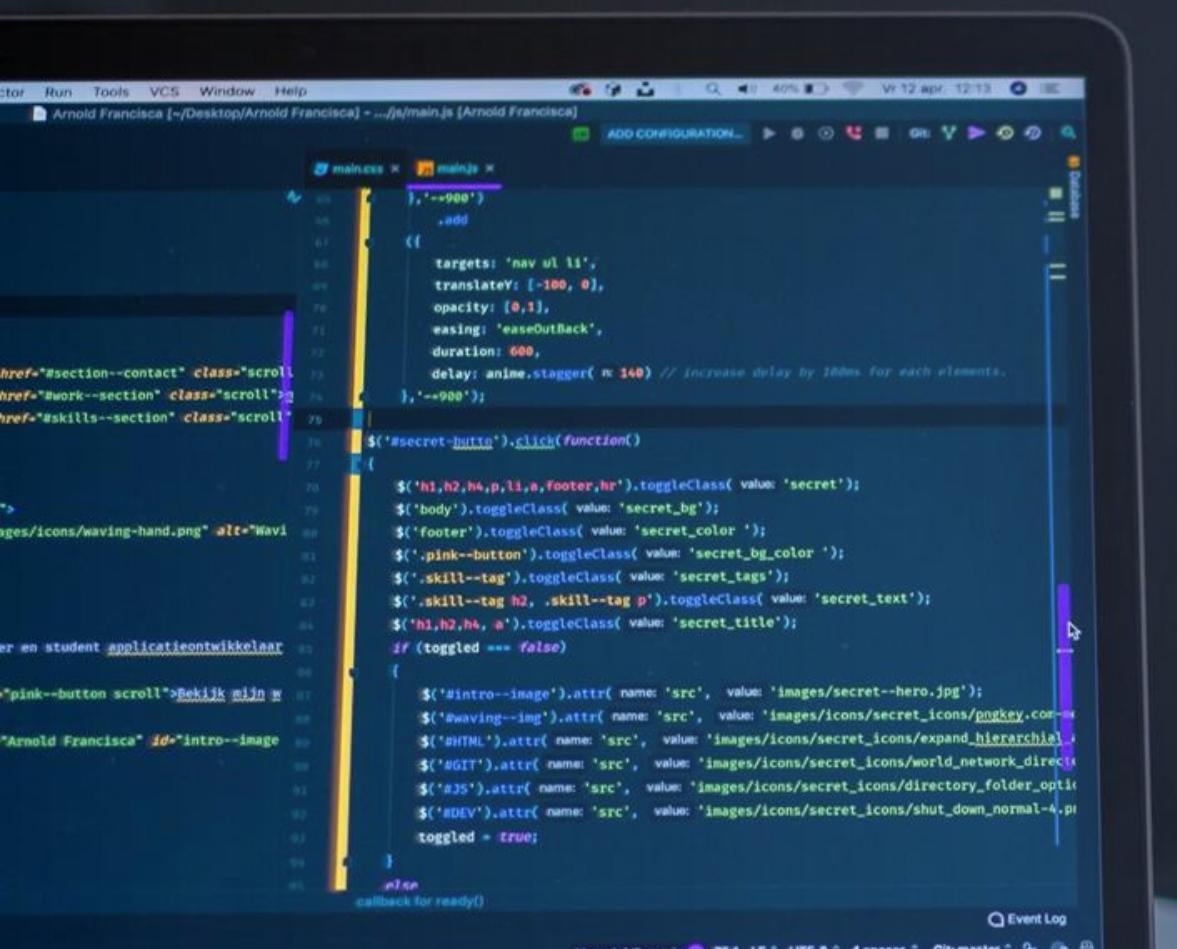
Scrum Team

Product Owner

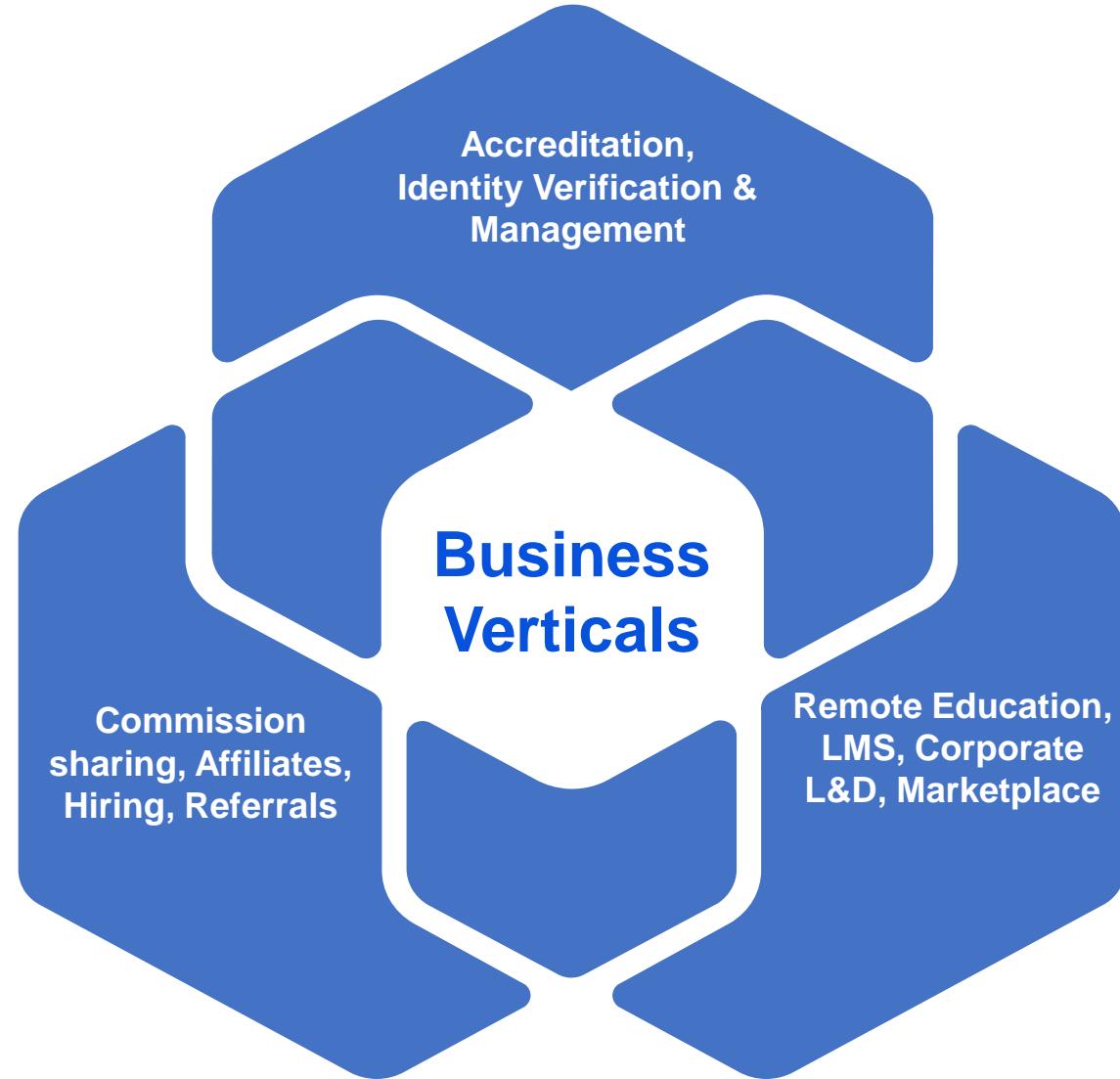
- Planning
- Sprint Backlog

Working Increment

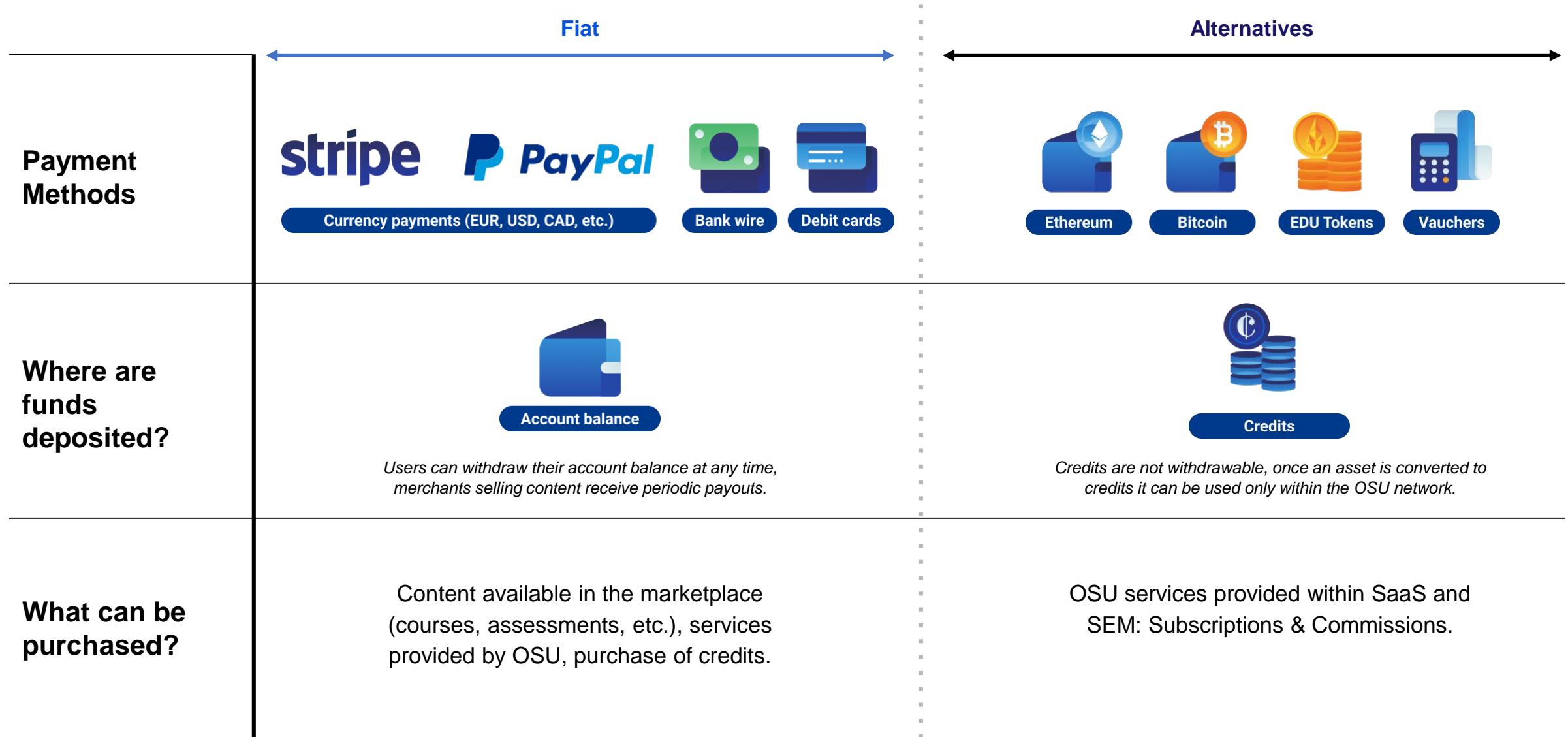
OSU Platform 2021







Platform economy



THE SOFTWARE



Software-as-a-Service

Core functionality of the OSU platform will be offered on a subscription basis. Users can start using the platform for free, yet to use premium features or a specific threshold is passed users will be asked to upgrade.

Users have access to the following features:

- Courses
- Learning programs
- Assessments
- Credentials
- Organizations
- Jobs

THE NETWORK



SaaS Enabled Marketplace

A multi-sided marketplace where merchants offer content for acquiring and validation of knowledge and skills.

- Merchants will be selling courses and online educational content, a fee ranging 10-25% will be transferred to OSU for each sale.
- Merchants will be selling assessments and training materials, a fee ranging 20-35% will be transferred to OSU for each sale.
- Advertising and promoting content is another method for monetization that will be taken into account once the network has significant amount of users.

Partner network

The growth stage will be based on a revenue sharing model, where users who bring paying customers and generate successful transactions will earn a commission of the profit or a fixed reward.

Examples of partner agent transactions:

- User A invites other user B via referral link, as soon as user B converts to a paying customer user A receives X% of the revenue user B generates for OSU during the first year
- HR agent referring an applicant to a job position, applicant gets hired and stays with the company X months.

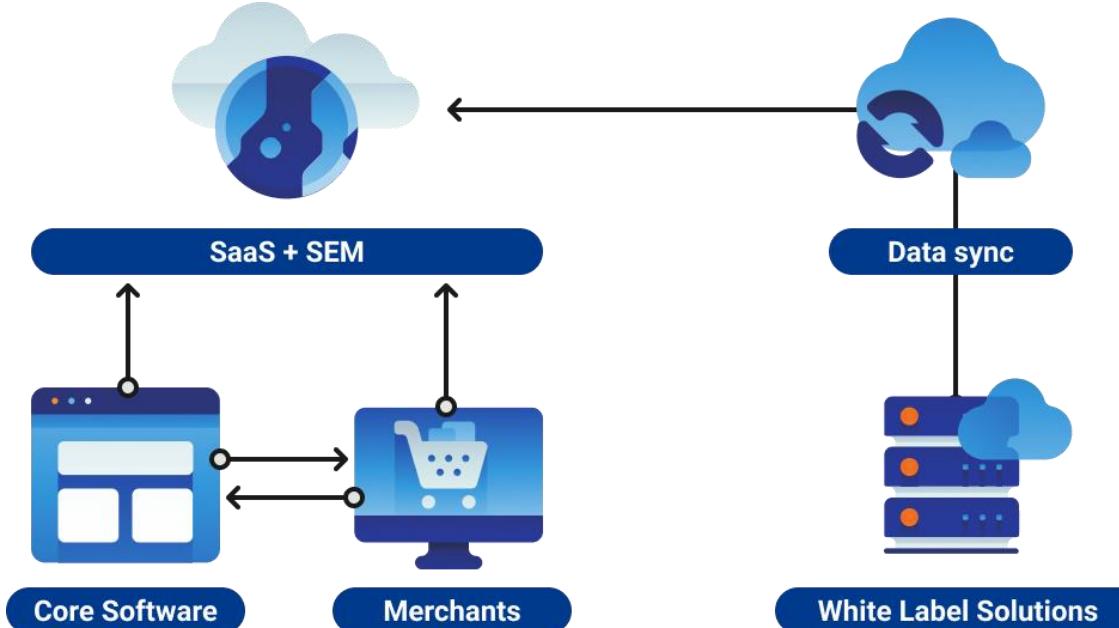
Monetization strategy

SUBSCRIPTIONS

Under the SaaS part of the business, we have a subscription business model, that provides access to the core features of the OSU platform. Pricing strategy is value based, once a customer hits a specific limit they need to upgrade their plan.

TRANSACTIONS

The SEM part of the system suggests large-enough user base. Here we have a transactional business model, where OSU receives a fee from each transaction on the marketplace.



WHITE LABEL SOLUTIONS

White label solutions are negotiated on a deal-by-deal basis. Each customer is unique and pricing is determined by the organization's size and the value delivered.

For each on-premise solution there are typically 2-3 monetization verticals:

- Initial setup fees
- Annual license fees
- Maintenance and support fees

Buyers profile

SUBSCRIPTIONS

Education centers, SMEs, NGOs, Individual Educators, Online Course Providers.

The small and medium clients are estimated to bring \$95/m and \$289/m correspondingly. If we assume a customer lifetime of 2 years, the customer lifetime values would be \$2,280 and \$6,936.

Enterprise clients are hard to be estimated and have longer lead times in the sales cycle, however once onboarded their customer life span is also significantly longer.

TRANSACTIONS

YouTubers, B2B Certifications, B2C Certifications, MOOCs.

If we take the [average and median online course prices](#) as \$182.59 and \$76.50, with modest commission of 15% per sale OSU will receive \$27.39 and \$11.48 for each course sold.

For the assessments prices (exam costs) we take into consideration [IT certification programs](#) (or [Scrum certification](#)) and [language proficiency exams](#) on average these vary between \$200 and \$500, for assessments OSU charges a minimum commission of 20%, hence averaging the transaction value with cheaper certifications OSU will receive ~\$40 USD per assessment.

LICENSES

Government Institutions, Corporations, Universities.

On-premise and white label solutions are similar to the enterprise clients in SaaS. These are high-value customers that once adopted the OSU product will usually stay for 5+ years.

Fundraising

Stage	Schedule	Raising	Equity	Valuation
Seed round	Q4 2021	€1.6M	10%	€16M
Series A	Q4 2022	€9.6 M	15%	€64M

SaaS

~5,000 SME organizations and individuals using the OSU platform

OR

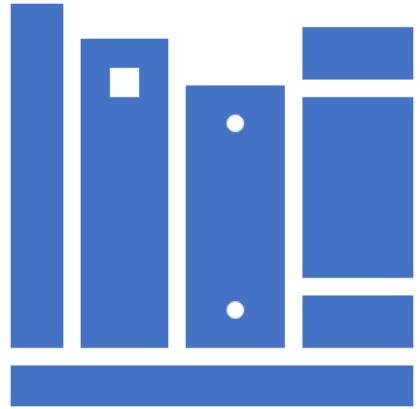
Marketplace

~500,000 transactions

OR

Enterprise clients

~300 clients using high volume SaaS on-premise solutions



OPEN HARDWARE БИЗНЕС МОДЕЛИ

ТЕМА II, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

Understanding the Success of Open Source

To develop OSH successfully we need to understand how OSS rose as a sustainable biz model:

1. Stressing **reputation** and fulfillment in **solving problems** over purely financial gain.
2. Developed biz models focusing on **Premium services** that are offered on top of free services.
3. **Documentation** and **open sharing of information** and innovations for others to improve upon.

THINGS PEOPLE WILL SHARE



DISRUPTION AREAS:

1. Infrastructures	2. Intermediaries
Complex Dictating Distributions Non interactive Enticing control Monopolistic	Redundant Diffused Unwanted Inappropriate Expensive
3. Inventories	4. Institutionalisations
Centralised Enclosed Burdensome Locked in Proprietary	Pervasive Hierarchical Broken trust Unempowering Inaccessible Undemocratised

Examples of Extension of OSS Biz Model into OSH

Here are some Best Practices We Discussed at OSHDJ in NY:

- [Ifixit.com](http://ifixit.com) has a Web-based OS documentation system ([Dozuki](#)) - if you share information openly its free to use
- AllPowerLabs.org - Gasifer Experimenters Kits (GEK) for experimentation and development of using biomass as energy source
- [SparkFun.com Sensors](http://SparkFun.com) - makes sensors available to experimenters and hobbyist in OSH
- OpenSourceEcology.org - Their **Global Village Construction Sets** seeks to open source key components for building sustainable communities

Ifixit.com & Dozuki

Dozuki is the platform Ifixit.com uses to share information about closed hardware freely on the web.

They make money to sustain their Open Knowledge Mission by selling their Dozuki Software to Closed Source Companies.



ifixit

Dozuki

Dozuki is a Wiki-like environment for documentation and how-tos:

1. Dozuki is free if you want to develop **Open Platforms** for sharing information
2. Form fields makes posting core explanation, learning, reference and demo modules including video less cumbersome.
3. Modules are designed to make it easier to get relevant information in the training process

Open Source Ecology (OSE)

- 1.** **Global Village Construction Set (GVCS)** is a set of plans developed by Marcin Jakubowski
- 2.** As an **Open Source** approach to appropriate technology it extends OSS and OSH into the fields of human habitat construction.
- 3.** Goal: "open source" closed technologies vital for **Sustainable Community Development**
- 4.** Factor E Farm is a Center putting together these technologies & ideas in a **Synergistic** way.

Sample List of GVCS machines & Taxonomy

1. **Building Materials Fabrication** - Build projects sources local materials when possible and with minimal fossil fuel energy use: CEB Press for making build blocks from sub-soil Cement Mixer/Earth Moving Equip/Sawmills, etc
2. **Manufacturing Welding & Fabrication** - Fabricate with Low cost and efficient fabrication systems: CNC Multimachine/Bioplastic Extruder/3D Printer/Plasma Cutter
3. **Modular Power Systems** - such as Hydraulic Motors that are easily moved from job to job.
4. **Renewable Energy Production** - Develop local tech appropriate to resources available. Ex. incl: Gasifier/Solar Concentrator/Pelletizer/Modern Steam or Stirling Engine
5. **Sustainable Food Production** - Passive solar SolaRoof greenhouses/Dairy Milker/Microtractor/etc.
6. **Renewable Energy Powered Vehicles** - Develop alternative fuel powered vehicles using methodologies similar to the HyperCar.



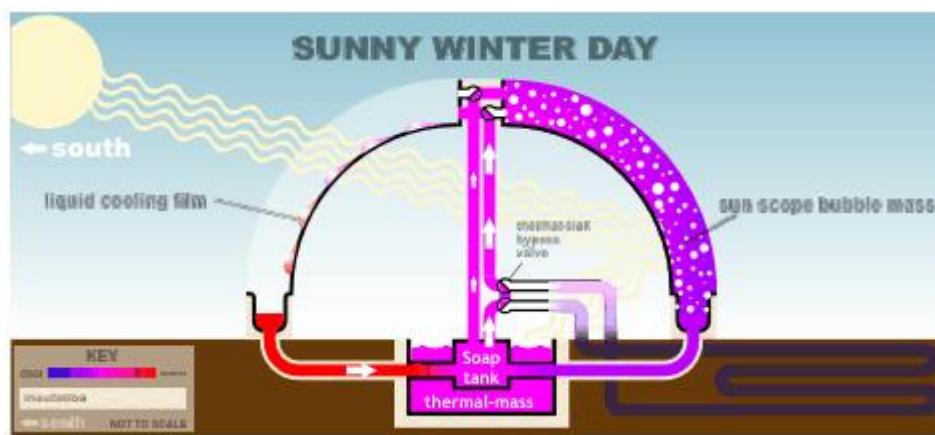
All Power Labs Gasification Experimenters Kit (GEK)

- Based in Berkeley it employs 15 people with revenues of over \$500k USD
- The GEK is a replication of successful OSH Biz Models: focus on experimentation and Development rather than mass sales
- GEK has a global network of 250 clients who also contribute to a social network dedicated to the innovation of the technology
- GEK makes all knowledge publicaly available on its GEK Wiki with different layers of involvement from DIY to Kits to turn key systems
- <http://www.gekgasifier.com/products/product-overview>



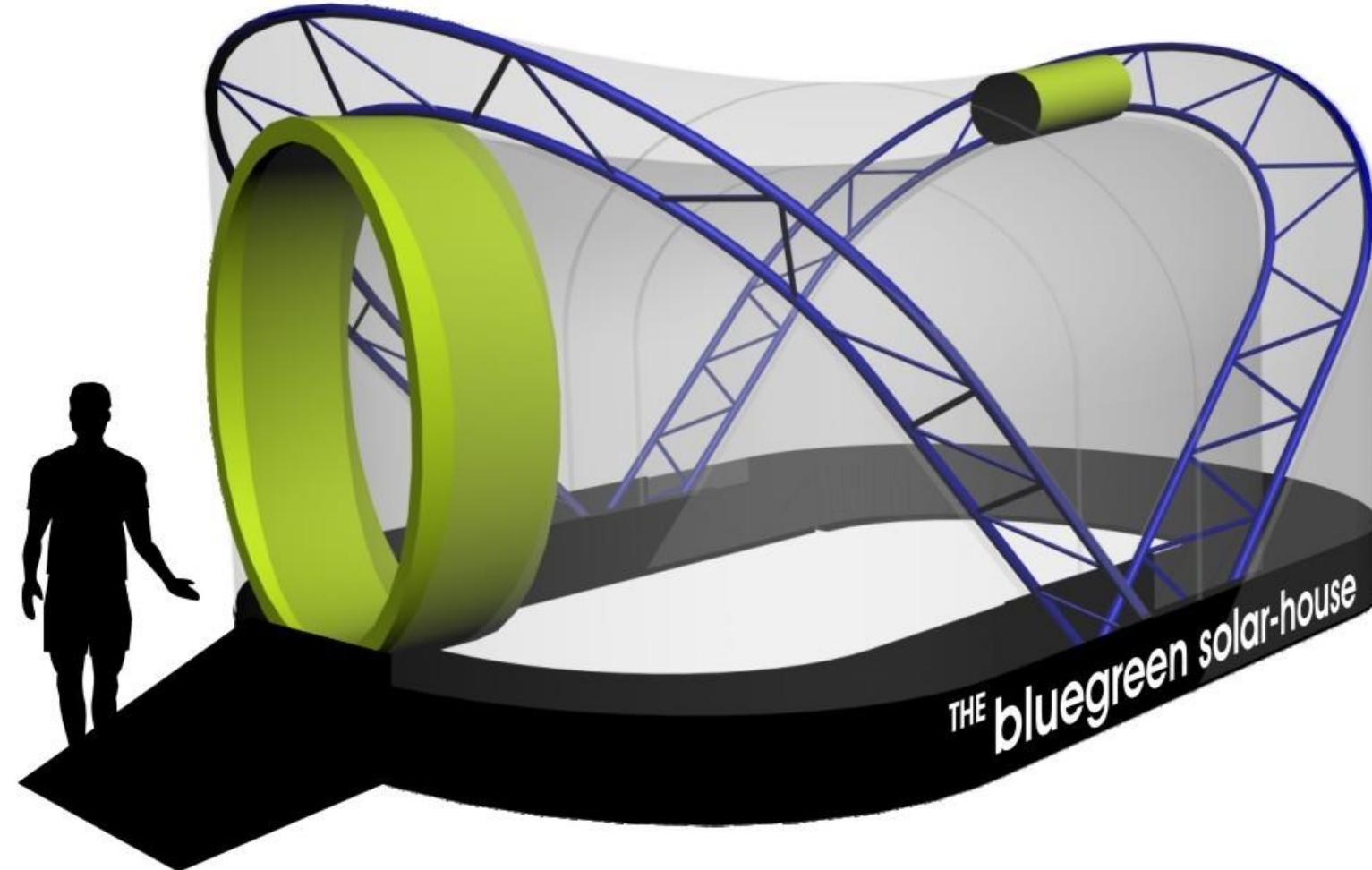
SolaRoof

- SolaRoof is a project that seeks to use soap bubbles to keep a building insulated at night.
- Focus is on reducing the use of Fossil Fuels to keep greenhouses warm but could have implications on all aspects of the human habitat/built environment.
- Soap Bubbles provide insulation at night in the winter when it is cool and...
- During the summer when it is too hot enabling more efficient food production.
- We are looking at how to create a prototype of this system for further testing and development as OSH test case, building on some of the successful case studies mentioned here.



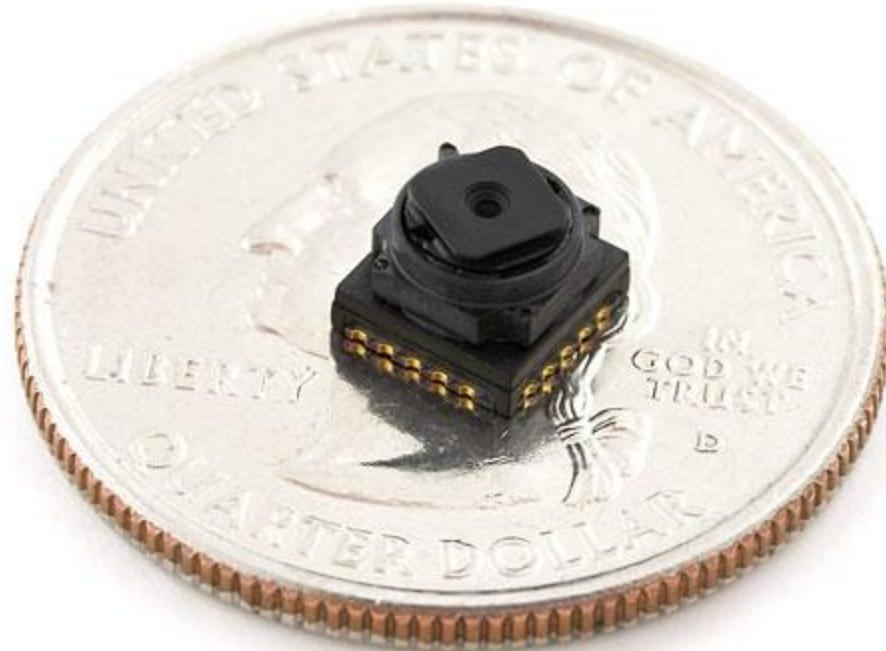


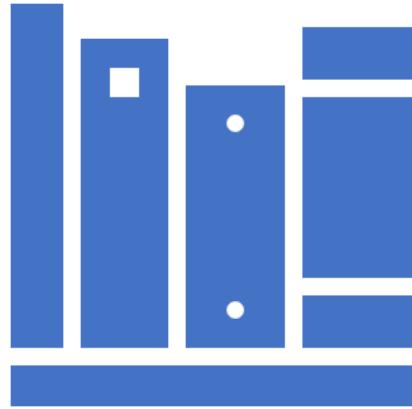
Solaroof
Sustainable building
TECHNOLOGY



SparkFun.com

- **Sparkfun.com Mission:** Educate individuals in the wonderful world of embedded electronics
- **Business model:** Producing sensors for hobbyist/researchers who don't need the most expensive documentation & education
- **Goals:** Make electronics and information about cutting edge electronics more accessible & support the Open sharing of Knowledge.





OPEN GOVERNMENT BUSINESS MODELS

ТЕМА II, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

What is co-production?

Co-production is defined as “a way of planning, designing and delivering public services which draws directly on input from citizens, service users and CSOs”



≠ from simple citizen involvement
≠ from contractual arrangements

OECD study on co-production: Together for Better Public Services

- **Focus:** map & analyse the current position and direction of policy & practice
 - *Type of coproduction:* addition or substitution
 - *Stages:* planning, delivery, review / evaluation
 - *Degree of change:* incremental or radical / new initiative or embedded practice
 - *Tools:* ICT (web 2.0), training of citizens and professionals
 - *Impacts:* service quality, vfm, better outcomes, innovation, gov capacities
 - *Risks:* accountability, probity
- **Methodology:** desk research + survey of 26 OECD countries (national level) + collection of 58 country examples
- **Areas covered:** General public services; Defence; Public Order and Safety; Economic Affairs; Environmental Protection; Housing and community amenities; Health; Recreation, culture and religion; Education; Social Protection

Understanding co-production

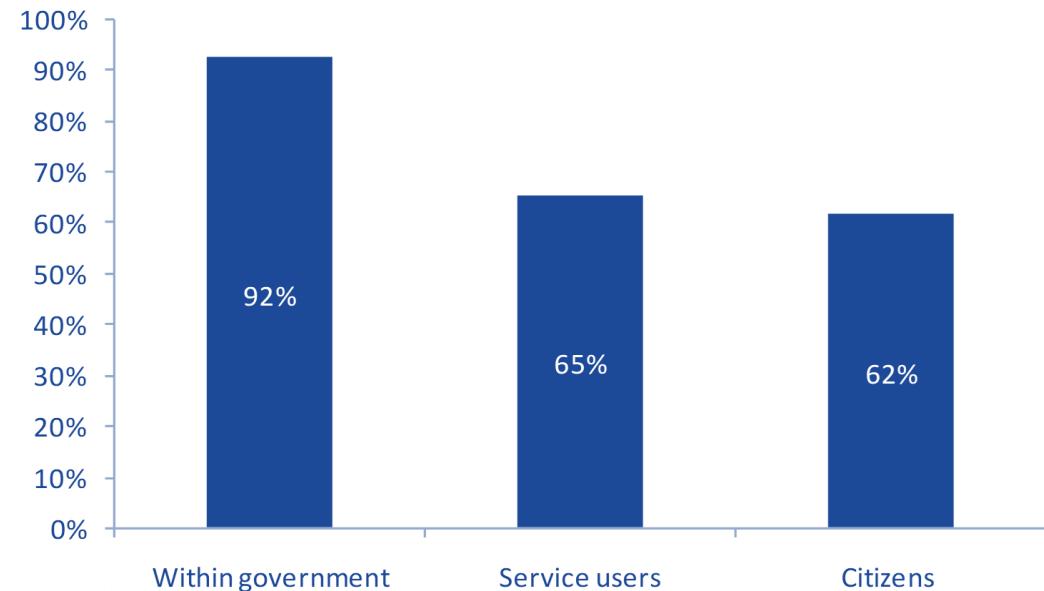
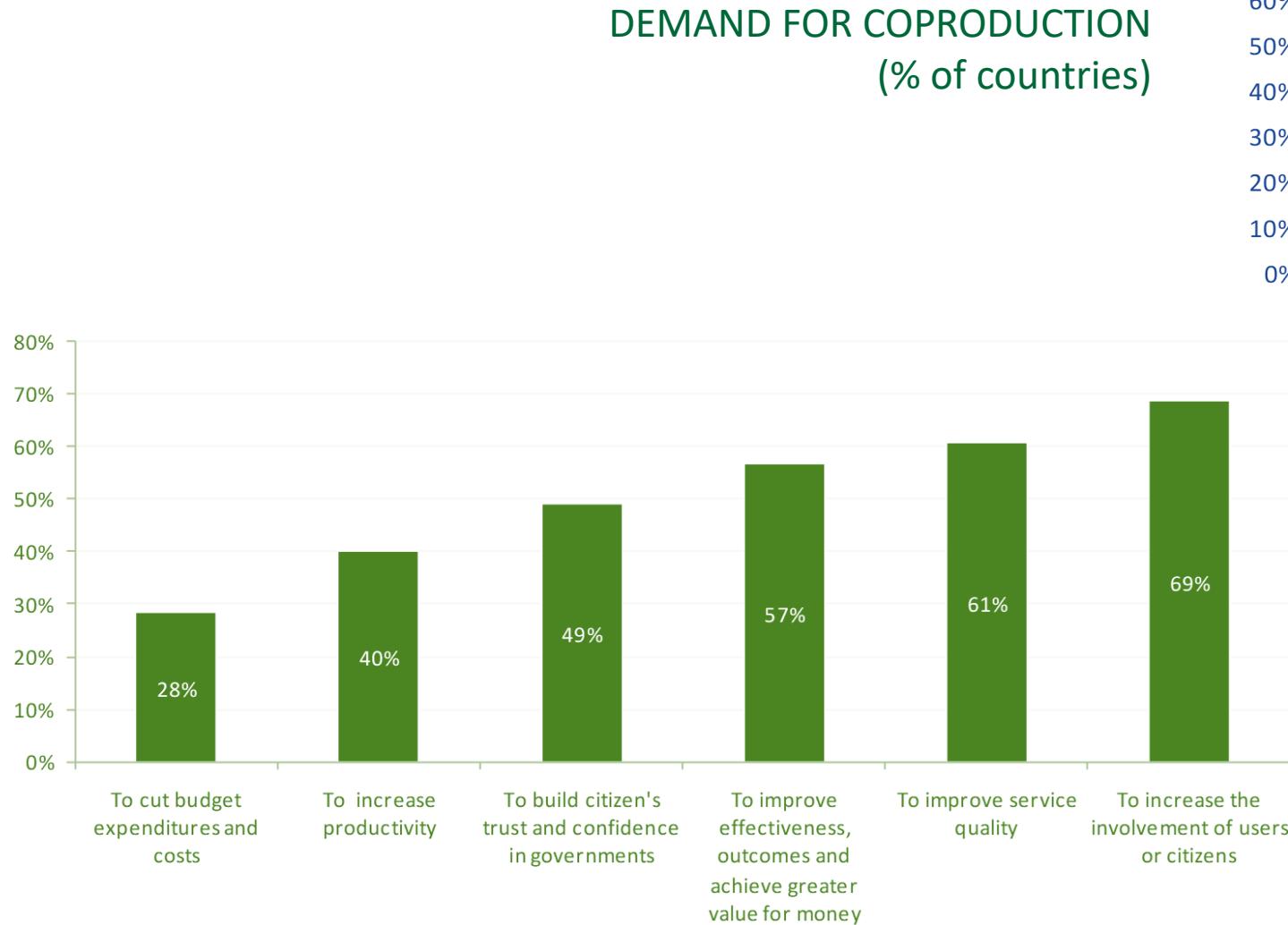
IMPACT OF COPRODUCTION (based on the analysis of selected country examples)

Type of Impact						Notes
		Outcomes				
	Effective Involvement	Cost reduction	User satisfaction	Service quality	Overall Efficiency / Value for Money	
General Services	√	no	no	no	no	
Defence	√	√	no	no	no	<ul style="list-style-type: none"> • Cost reduction through volunteer work
Public Order and Safety	√	√	√	√		<ul style="list-style-type: none"> • Cost reduction in cases of substitutive co-production (Time Dolla Youth Court, US)
Health Services	√	√	√	√	√	<ul style="list-style-type: none"> • Cost reduction e.g. reduced hospital admissions, emergency visits and nurse home treatment (Health Buddy Scheme, the Netherlands; Telecare, US;) • High level of user satisfaction (Expert Patient, UK) • Improved outcomes and cost effectiveness e.g. mental health, less pain (CPSMP, Canada; Expert Patient, UK)
Social Protection	√	√	√	√	√	<ul style="list-style-type: none"> • Cost reduction (Self directed Social Care Services, UK; Self Managed Budgets for people with mental illness, US; Disability Services Commission, Australia) • Increased service availability (Netari, Finland)
Economic Affairs	√	no	no	√	no	
Housing and Community Amenities	√	no	no	no	no	<ul style="list-style-type: none"> • Cost reduction through volunteer work
Environmental Protection	√	no	no	√	no	<ul style="list-style-type: none"> • Cost reduction through volunteer work
Recreation, Culture and Religion	√	no	no	no	no	
Education	√	no	√	no	no	<ul style="list-style-type: none"> • Improved educational attainment (Community Conversation, US) and changed behaviour (National Peer Mentoring Program, UK)

Understanding co-production

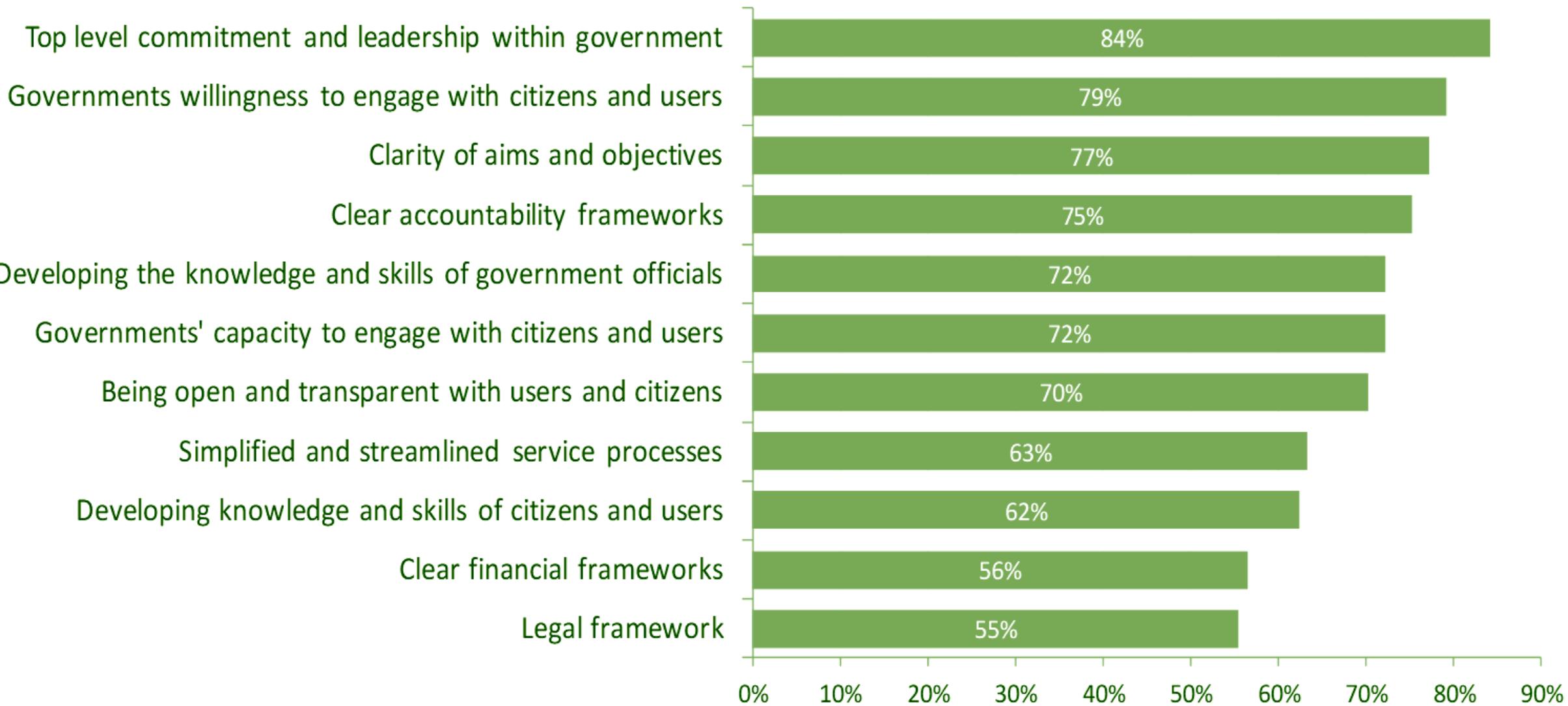
	Type of Co-production		Co-producers				Stages			Type of change	Depth of change		
	additive	substitutive	Citizen	User	CSO	PSO	Planning	Delivery	Monitoring / reviewing	Incremental	Radical	Early stages	Mainstreamed
General Services	√		√				√	√	√	√	√	√	√
Defense	√		√		√		√	√		√			√
Public Order and Safety	√		√	√	√		√			√	√	√	√
Health Services	√	√	√	√	√	√		√		√	√	√	√
Social Protection	√	√	√	√	√	√	√	√		√	√	√	√
Economic Affairs	√		√	√	√	√	√		√	√		√	
Housing and Community Amenities	√	√	√	√	√		√	√	√	√	√	√	√
Environmental Protection	√	√	√		√	√	√		√	√	√	√	√
Recreation, Culture and Religion	√		√					√		√		√	
Education	√		√	√		√			√	√		√	√

Understanding co-production

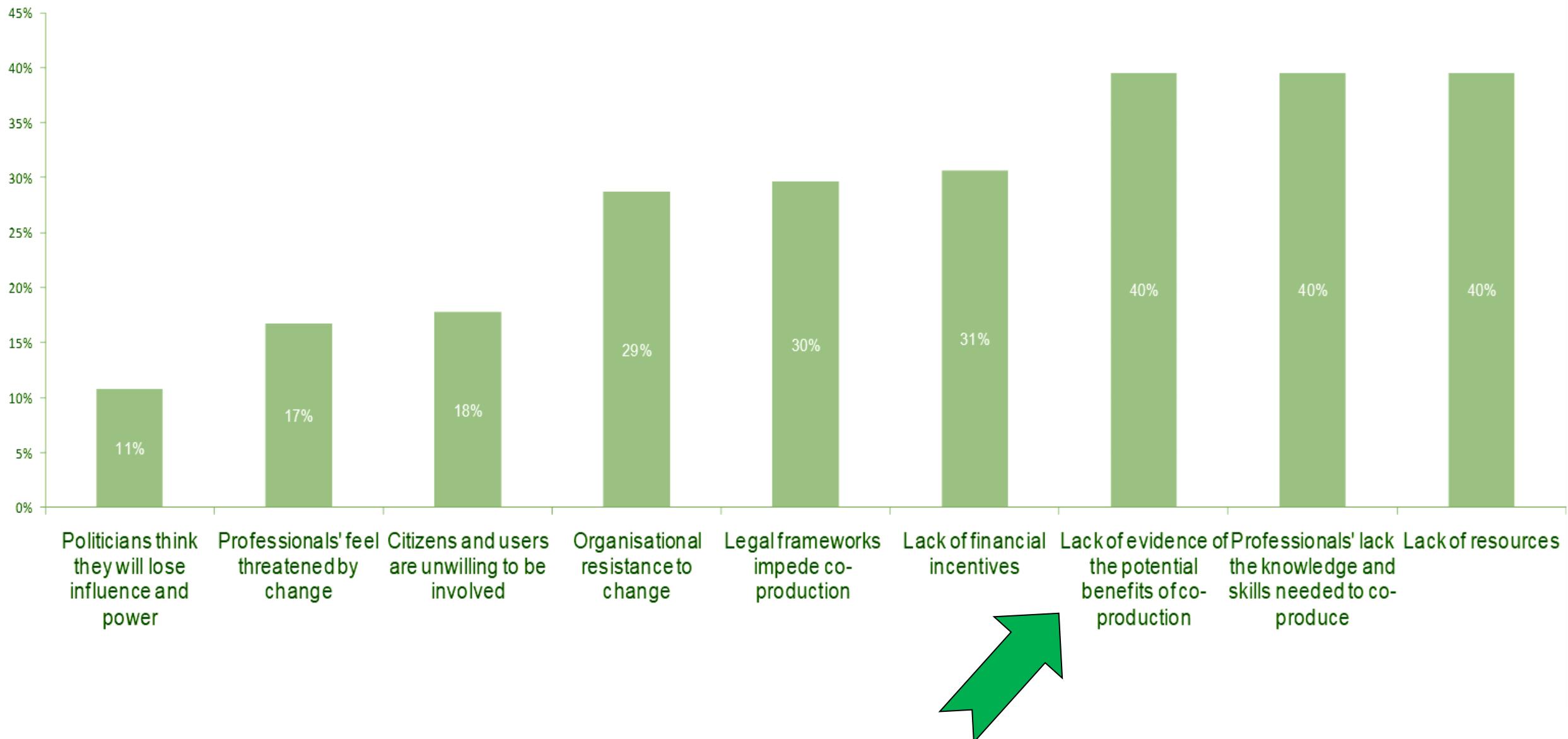


**REASONS FOR USING
COPRODUCTION
(% of cases reported by
countries across all services)**

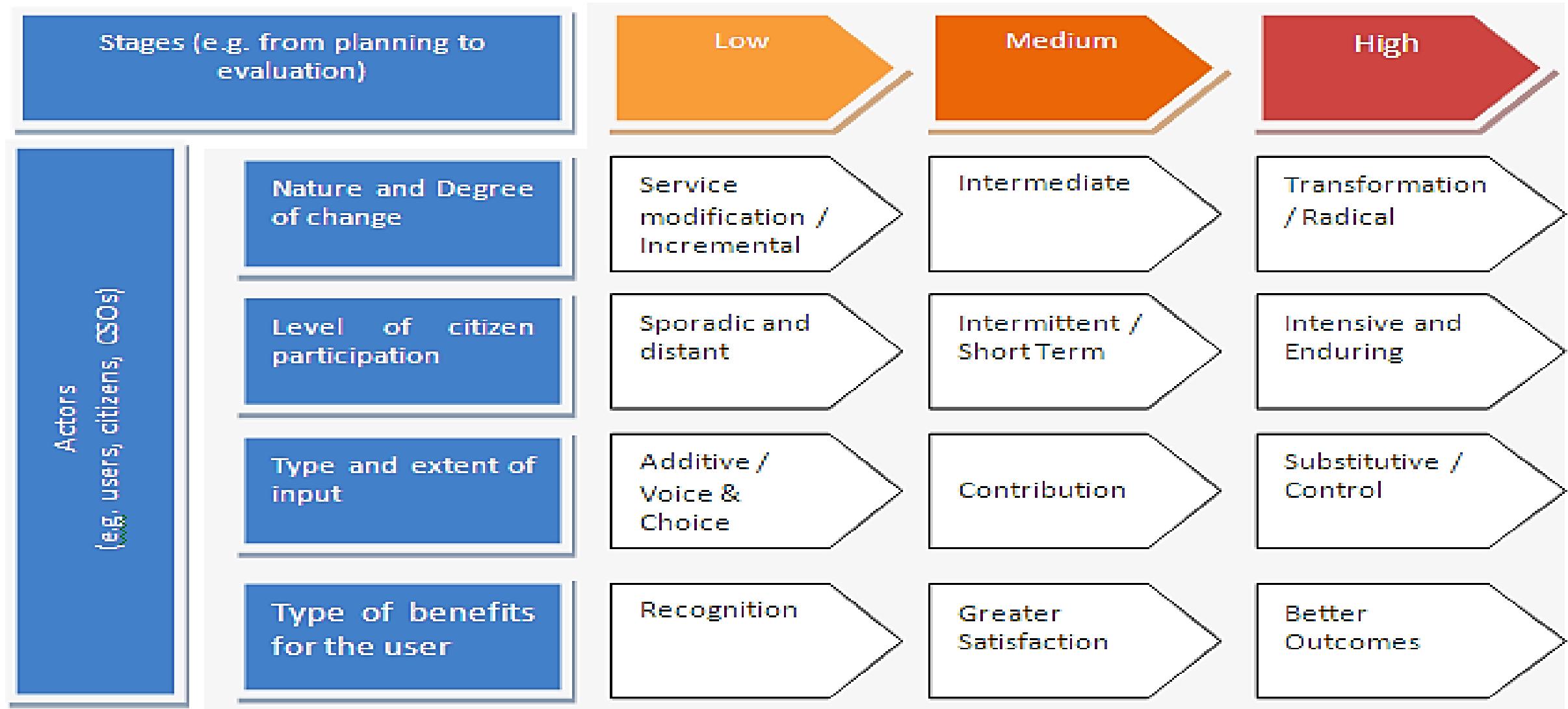
Understanding co-production



Understanding co-production



Type and level of change involved in co-production



SUCCESS FACTORS FOR CO-PRODUCTION



CHECKLIST FOR CO-PRODUCTION

Objectives	What are the needs, problems and outcomes?
Degree of change	What level of service change is desired?
Type of change	What type of co-production in terms of cost/benefits?
Risk Factors	What are the barriers and risks to be managed?
Choice of partners	Who should be the co-producers?
Management of partnership	What are the government relations with co-producers?
Choice of instruments	What tools will be developed to co-produce (ICT, Web 2,0)?
Change Management	What changes in front and back office?
Resources	How will co-production schemes be funded?
Evaluation	How and from whom will services be monitored?



ЗАДАЧА ЗА САМОСТОЯТЕЛНА РАБОТА

Анализирайте различните методи за оценка на въздействието (икономическите и социални ефекти) при проекти с отворен код, които не са непременно комерсиално-ориентирани.

Оценка на нетното въздействие

Общ преглед

Нетно въздействие

- ▶ Метод от групата на оценките на **ефективността** (степен на постигане на целите).
- ▶ Оценките на нетното въздействие са сравнителни, определят дали даден проект или opensource програма постига планираните ефекти;
- ▶ Определят промяната в положението на целевата група в резултат от конкретно действие;
- ▶ Основна характеристика: сравнение на състоянието на една и съща целева група в различни времеви периоди.

Приложение

- ▶ Оценката на нетното въздействие може да бъде осъществена в различни фази на проектния цикъл, но най - често се извършва след приключване на действието;
- ▶ Най-честото приложение: като последваща оценка.
- ▶ Използва се и като предшестваща оценка.
- ▶ При политики и проекти със по-скоро социален ефект.

Предимства и недостатъци

- ▶ Позволява да се изследва промяната в дадена целева група в различни времеви периоди;
- ▶ Трудно отчита влиянието на външните ефекти. Не може да разграничи ефектите на външните фактори от ефектите на интервенцията;

Брутен ефект

- Всички ползи за целевата група;
- Тест “преди – сега”.

Нетен ефект

- Ползите за дадена целева група, които са резултат от проекта без влиянието на странични фактори.
- Тест “преди – сега” е експериментална група.

Ефект на изместване

- Публичното действие може да се насочи към сфери или групи, които могат да реализират ползите и без него.

“Мъртво тегло”

- Резултатите от дадена програма или технологичен проект са същите каквито биха били и без нейното реализиране;

Оценка на допълнителни положителни ефекти

Оценки за ефикасност / ефективност

Общ преглед

Типове оценки

- Анализ “цена – полза” (ефикасност на проекта)
- Анализ “цена – цели” (ефективност на разходите)

Анализ “цена – ползи”

Цел:

- Анализът “цена – ползи” представлява сравняване на разходите, които се правят за една дейност и ползите, получени от нея като се отчита ефектът на времето, в който се правят разходите и се получават ползите.
- Ефективността на публичния проект се разбира като съотношение между разходи и ползи.
- Когато се използва като предшестваща оценка, това означава, че се дава приоритет на икономическия подход.

Съдържание на анализа:

- Дали ползите от едно действие са по-големи от разходите?
- Ако имаме две алтернативни действия A и B кое от тях е по-рентабилно, т.е. при кое от тях разликата между ползите и разходите е по-голяма;
- На тази база може да се вземе решение, кое от двете алтернативни действия да се финансира.

Измерване

$$НС = (\text{Ползи} - \text{Разходи})_1 / (1+r) + \dots + (\text{Ползи} - \text{Разходи})_n / (1+r)_n - K_0$$

НС – нетна настояща стойност

Ко – първоначални разходи

r – минимална изискуема алтернативна възвращаемост

n - периоди

Анализ на настояща и бъдеща стойност (дисконтиране)

- Дисконтираните суми включват очакваните загуби или нереализираните постъпления.
- Очакваните ползи от проекта се дисконтират, като по този начин се оценява нетната полза;
- Избира се този проект, при който сумарният дисконтиран паричен поток е най-голям.

Анализ “цена – цели”

Ефективност на разходите

- Ефективността на разходите е сравнителен подход.
- При него проекти със сходни цели или ефекти се сравняват от гледна точка на разходите.
- Основни въпроси:
 - Какъв е най-ефективния начин за постигане на дадена цел?
 - При дадено равнище на разходите коя от алтернативните програми води до постигане на максимален ефект?
- Използва се когато е много трудно да бъдат оценени в парично изражение ползите от даден проект.

Претеглена ефективност на разходите

- Прилага се, в случаите, когато ползите са множествени.
- В тези случаи се определят тегла на целите.

Анализ на средните пределни разходи

- Използва се за сравнение на алтернативни проекти, които постигат различни цели.
- Особено важно при предварителна оценка на програми, по които се кандидатства за финансиране с проекти.
- Пример: технологичен проект в две държави-членки на ЕС или две общини и т.н.

Анализ на способността за плащане (допустима цена)

- Измерва се като съотношение между средногодишните разходи за услугата на глава от населението и средногодишните доходи на човек от населението.
- Използва се, за да се установи доколко проектът отговоря на възможностите на населението (ЕС пределни разходи: до 5% от доходите за битови услуги и 1-1,5% за услуги, свързани с отпадъците);
- Дори ако проектът е финансиран изцяло, допустимата цена влияе на резултата от проекта в дългосрочен план.

Социална оценка

Общ преглед

Социална оценка

- Процес, който определя рамката за приоритизиране, събиране, анализ и включване на социална информация в разработването и изпълнението на програми и проекти с отворен код
- Елементи
 - Социален анализ
 - Участие на заинтересованите страни

Значение на социалната оценка

- Идентифициране на заинтересованите страни и отчитане на взаимодействията между тях
- Идентифициране и приоритизиране на основните социални въпроси, които влияят върху програмата / проекта
- Установяване на процес на широко участие

Основни въпроси

- Какви ще бъдат последиците за заинтересованите страни по проекта?
- Какви са мерките за неутрализиране на отрицателните последици от проекта?
- Има ли социални рискове, които заплашват успеха на проекта?
- Какво е разпределението на положителните резултати от проекта?
- Налице ли са институционалните механизми, които осигуряват широко участие в различните фази на проектния цикъл?

Социален анализ

Систематично изследване на

- Демографски фактори
- Социално икономически условия
- Социална организация
- Социално политически контекст
- Нужди и ценности
- Институции

За

- Отчитане на социалните различия
- Оценка на въздействието и рисковете
- Преодоляване на негативните въздействия
- Изграждане на капацитет в институциите и индивидите

Процес на социална оценка

- Отчитане на социалния контекст
- Анализ на заинтересованите страни
- Определяне на основните социални фактори, набиране на информация
- Анализ на информацията и оценка на приоритетите
- План за действие, консултиран със заинтересованите страни
- Въвеждане на изводите от оценката в проекта/програмата

Използване

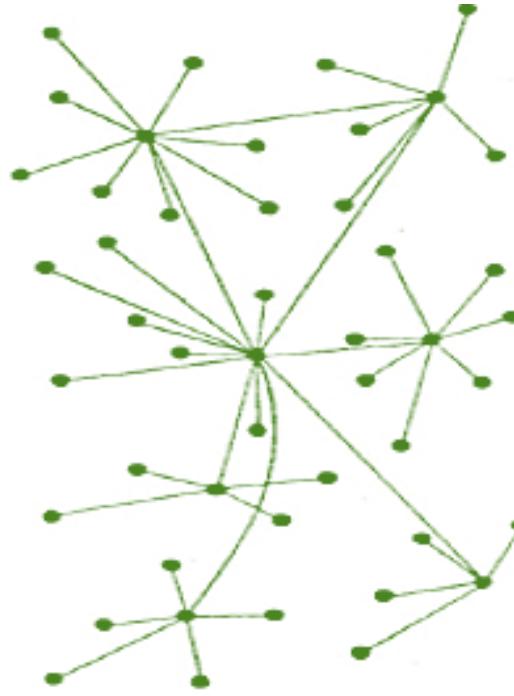
- Наличие на непреки социални ползи и преки социални разходи
- Висока степен на несигурност и риск
- Голям брой преки бенефициенти
- Целева подкрепа
- Дългосрочни проекти
- Наличие на странични ефекти

Методи на социална оценка

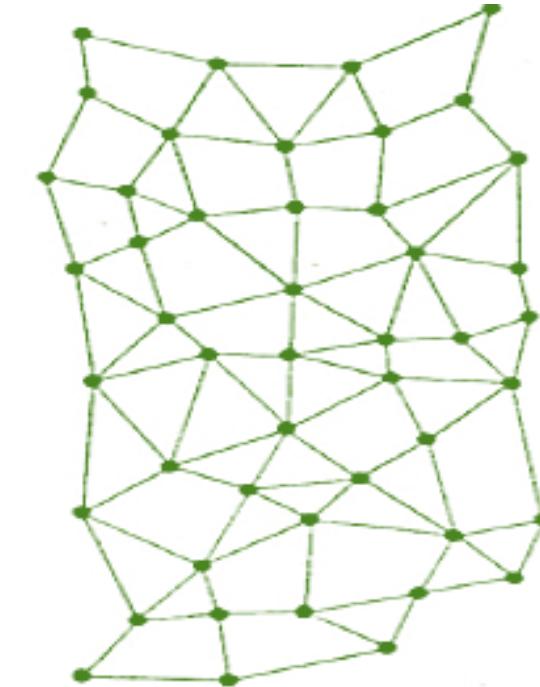
- Методи основани на провеждането на семинари и дискусии
- Методи за оценка на участието и включването



CENTRALIZED
(A)



DECENTRALIZED
(B)



DISTRIBUTED
(C)

Building an Opensource Business Case

ТЕМА II, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

Why to Use a Business Modeling Tool?



1. Business Idea



3. Value Proposition

2. Business Model



INNOVATION INGREDIENTS

1. **Small focused teams** with appropriate skills and mindsets
2. Substantial investment in primary research to generate **customer empathy**
3. Exploration of **analogous developments** in other industries and countries
4. Clear definition of **first customer path** and **path** for reaching others
5. Idea fits identified **strategic opportunity areas**
6. Detailed **business model**
7. Believable **hypothesis** on how to **make money**
8. Comprehensive **assumption lists**
9. Rigorous plan to **test uncertainties**
10. **Low fixed cost**
11. Bias to action demonstrated **rapid prototyping**



CONTINUOUS INNOVATION AT EVERY STAGE



Research and ideate

- Ways to produce
- Value propositions
- Delivery models
- customers and experiences
- Business models

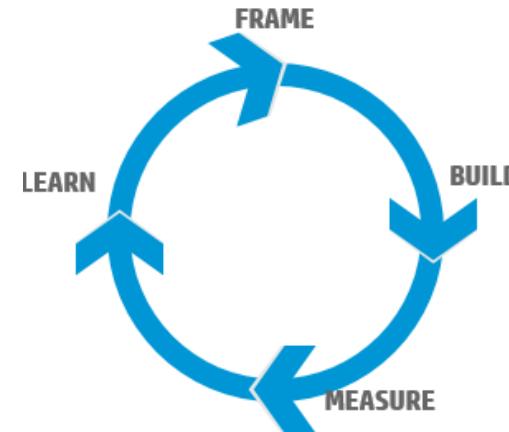
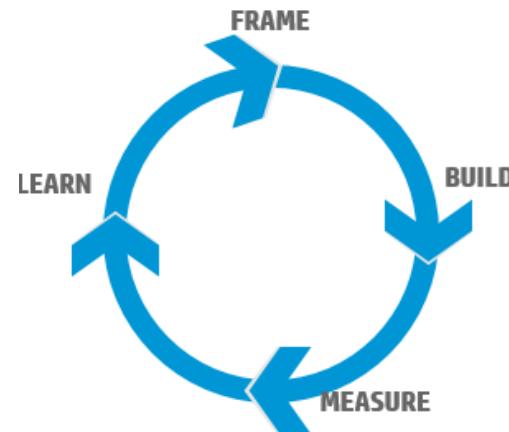
Develop/validate

Innovation pipeline



Transition and impact

Measure impact



Execution

Kaizen

Definition

Design thinking

Lean Startup

Foundation

Open innovation process

Innovation Strategy/Agile organizations

THE BUSINESS MODEL CANVAS



You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the ...

Business Model Generation

WRITTEN BY

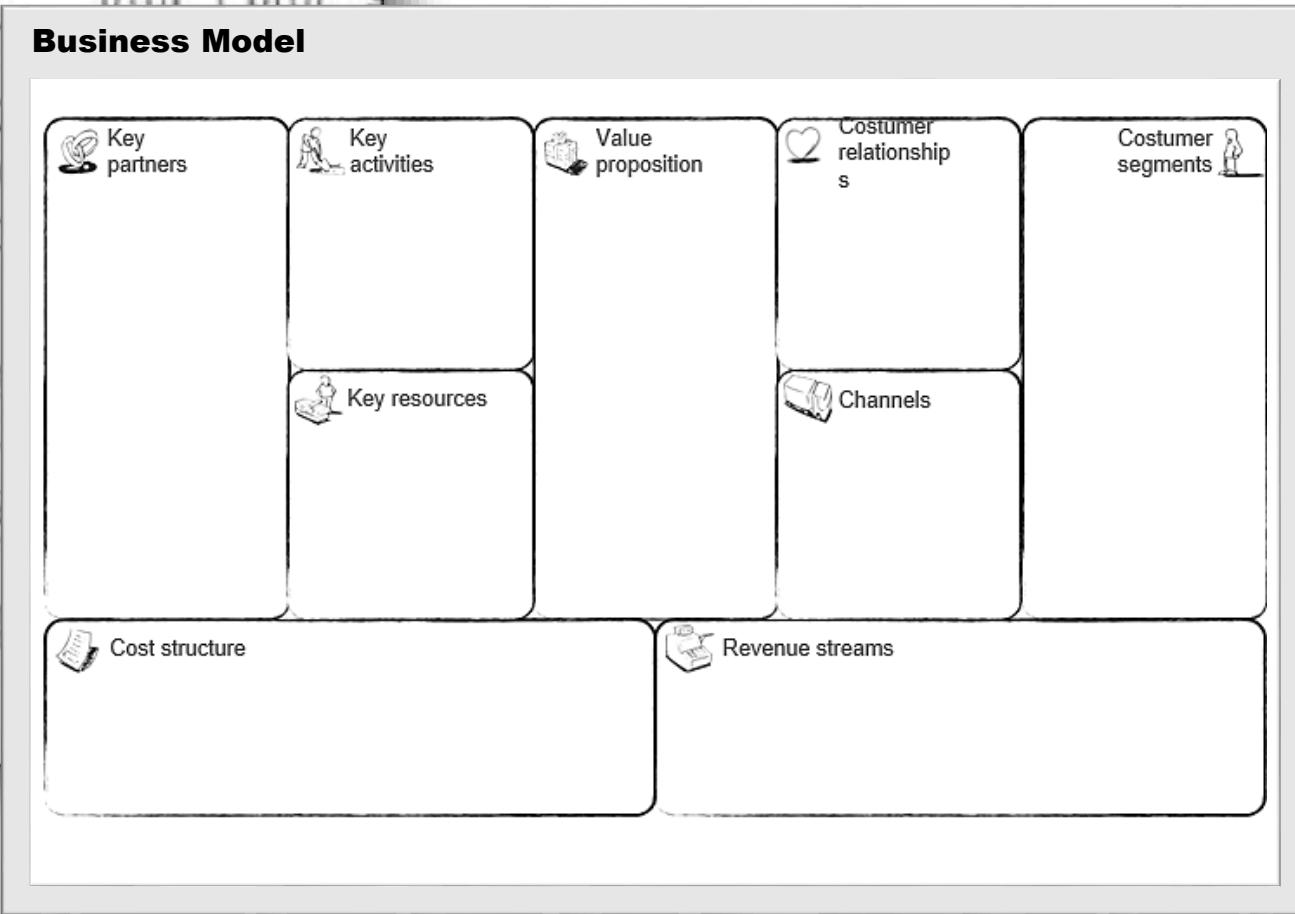
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY

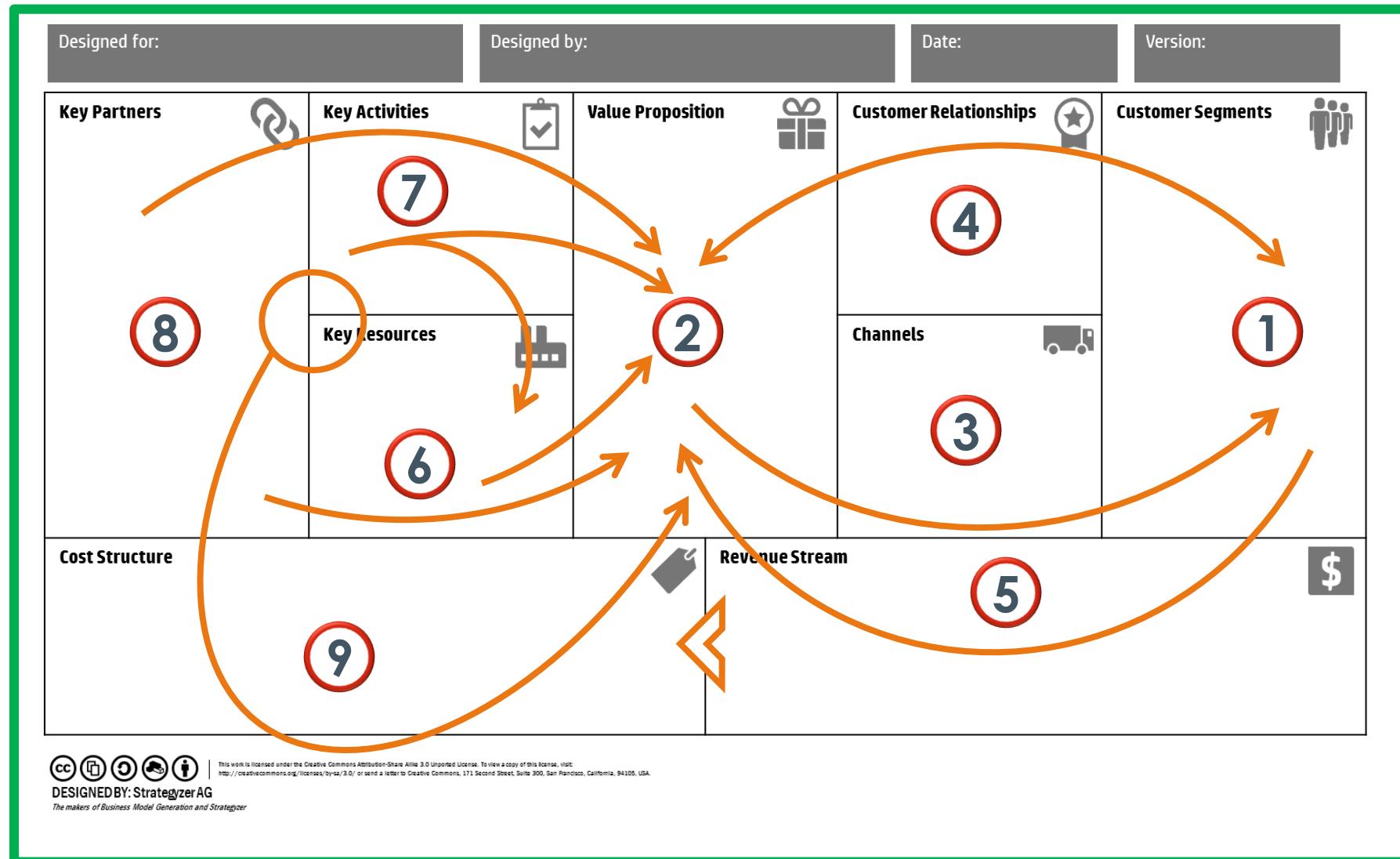
An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY

Alan Smith, The Movement



BUSINESS MODEL CANVAS



WHAT?



Value Proposition
Customer Segments
Customer Relationship
Channels



Key Activities
Key resources
Key Partners



Revenue Streams
Cost Structure

WHY?

*"The Business Model Canvas, is a **strategic management** and **entrepreneurial tool**. It allows you to describe, design, challenge, invent, and pivot **your business model**."* – Strategyzer

LinkedIn – World's Largest Professional Network

Key Partners	Key Activities	Value Propositions	Relationships	Customer Segments
	Key Resources			
<ul style="list-style-type: none"> <li data-bbox="291 501 634 635">Equinix (for data center facilities) <li data-bbox="291 688 634 779">Content Providers 	<ul style="list-style-type: none"> <li data-bbox="701 264 967 347">Platform Development <li data-bbox="701 616 1008 779">LinkedIn Platform 	<ul style="list-style-type: none"> <li data-bbox="1095 342 1438 457">Manage Professional Identity and Build Professional Network <li data-bbox="1095 544 1438 620">Identify and Reach the Right Talent <li data-bbox="1095 702 1438 779">Reach the Target Audience <li data-bbox="1095 846 1438 961">Access to LinkedIn Database Content via APIs and Widgets 	<ul style="list-style-type: none"> <li data-bbox="1556 241 1827 318">Same-side Network Effects <li data-bbox="1556 375 1827 452">Cross-side Network Effects 	<ul style="list-style-type: none"> <li data-bbox="1930 419 2232 495">Internet Users <li data-bbox="1930 577 2232 653">Recruiters <li data-bbox="1930 721 2232 812">Advertisers and Marketers <li data-bbox="1930 865 2232 941">Developers
Cost Structure			Revenue Streams	
<ul style="list-style-type: none"> <li data-bbox="343 1139 547 1215">Web Hosting costs <li data-bbox="650 1139 880 1215">Marketing and Sales <li data-bbox="983 1139 1213 1215">Product Development <li data-bbox="343 1268 547 1344">General and Administrative 			<ul style="list-style-type: none"> <li data-bbox="1326 1134 1571 1239">Free Offerings and Premium Subscriptions <li data-bbox="1648 1167 1904 1244">Hiring Solutions 	<ul style="list-style-type: none"> <li data-bbox="2007 1153 2186 1229">Marketing Solutions

Customer Segments

For whom are we creating value?
Who are our most important customers?

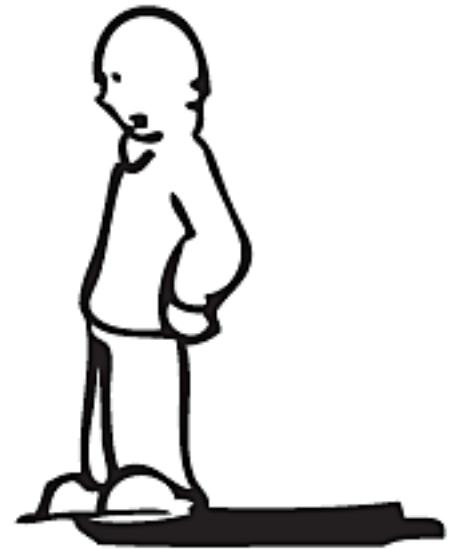
Mass Market

Niche Market

Segmented

Diversified

Multi-sided Platform



Value Propositions

What value do we deliver to the customer?

Which one of our customer's problems are we helping to solve?

What bundles of products and services are we offering to each Customer Segment?

Which customer needs are we satisfying?

CHARACTERISTICS

Newness

Performance

Customization

"Getting the Job Done"

Design

Brand/Status

Price

Cost Reduction

Risk Reduction

Accessibility

Convenience/Usability



Channels

Through which Channels do our Customer Segments want to be reached?

How are we reaching them now?

How are our Channels integrated?

Which ones work best?

Which ones are most cost-efficient?

How are we integrating them with customer routines?

CHANNEL PHASES:

1. Awareness

How do we raise awareness about our company's products and services?

2. Evaluation

How do we help customers evaluate our organization's Value Proposition?

3. Purchase

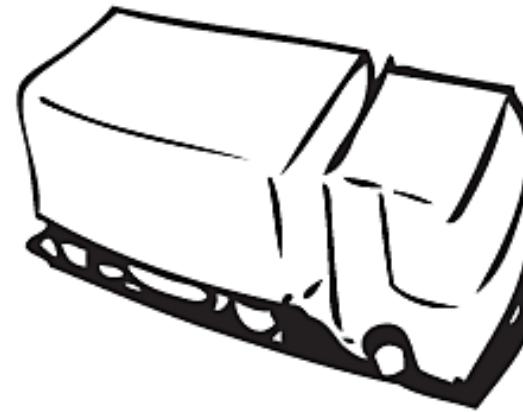
How do we allow customers to purchase specific products and services?

4. Delivery

How do we deliver a Value Proposition to customers?

5. After sales

How do we provide post-purchase customer support?



Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES

Personal assistance

Dedicated Personal Assistance

Self-Service

Automated Services

Communities

Co-creation

Revenue Streams

For what value are our customers really willing to pay?

For what do they currently pay?

How are they currently paying?

How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

TYPES:

Asset sale

Usage fee

Subscription Fees

Lending/Renting/Leasing

Licensing

Brokerage fees

Advertising

FIXED PRICING

List Price

Product feature dependent

Customer segment dependent

Volume dependent

DYNAMIC PRICING

Negotiation(bargaining)

Yield Management

Real-time-Market

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES

Physical

Intellectual (brand patents, copyrights, data)

Human

Financial



Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES

*Production
Problem Solving
Platform/Network*



Key Partners



Who are our Key Partners?

Who are our key suppliers?

Which Key Resources are we acquiring from partners?

Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS:

Optimization and economy

Reduction of risk and uncertainty

Acquisition of particular resources and activities

Cost Structure

What are the most important costs inherent in our business model?

Which Key Resources are most expensive?

Which Key Activities are most expensive?

IS YOUR BUSINESS MORE:

Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)

Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS:

Fixed Costs (salaries, rents, utilities)

Variable costs

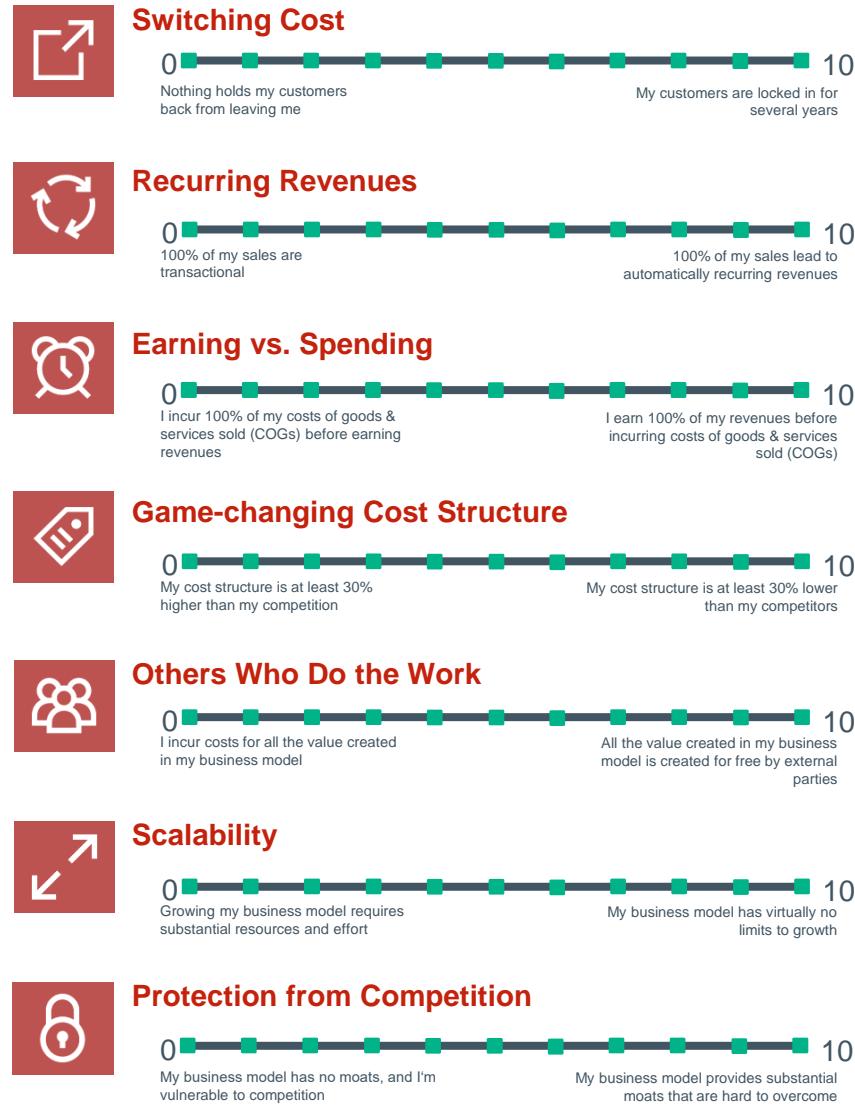
Economies of scale

Economies of scope

BUSINESS MODEL ASSESSMENT



Business Model Assessment





1 

Switching Costs

2 

Recurring Revenues

3 

Earning vs. Spending

4 

Game-changing Cost Structure

5 

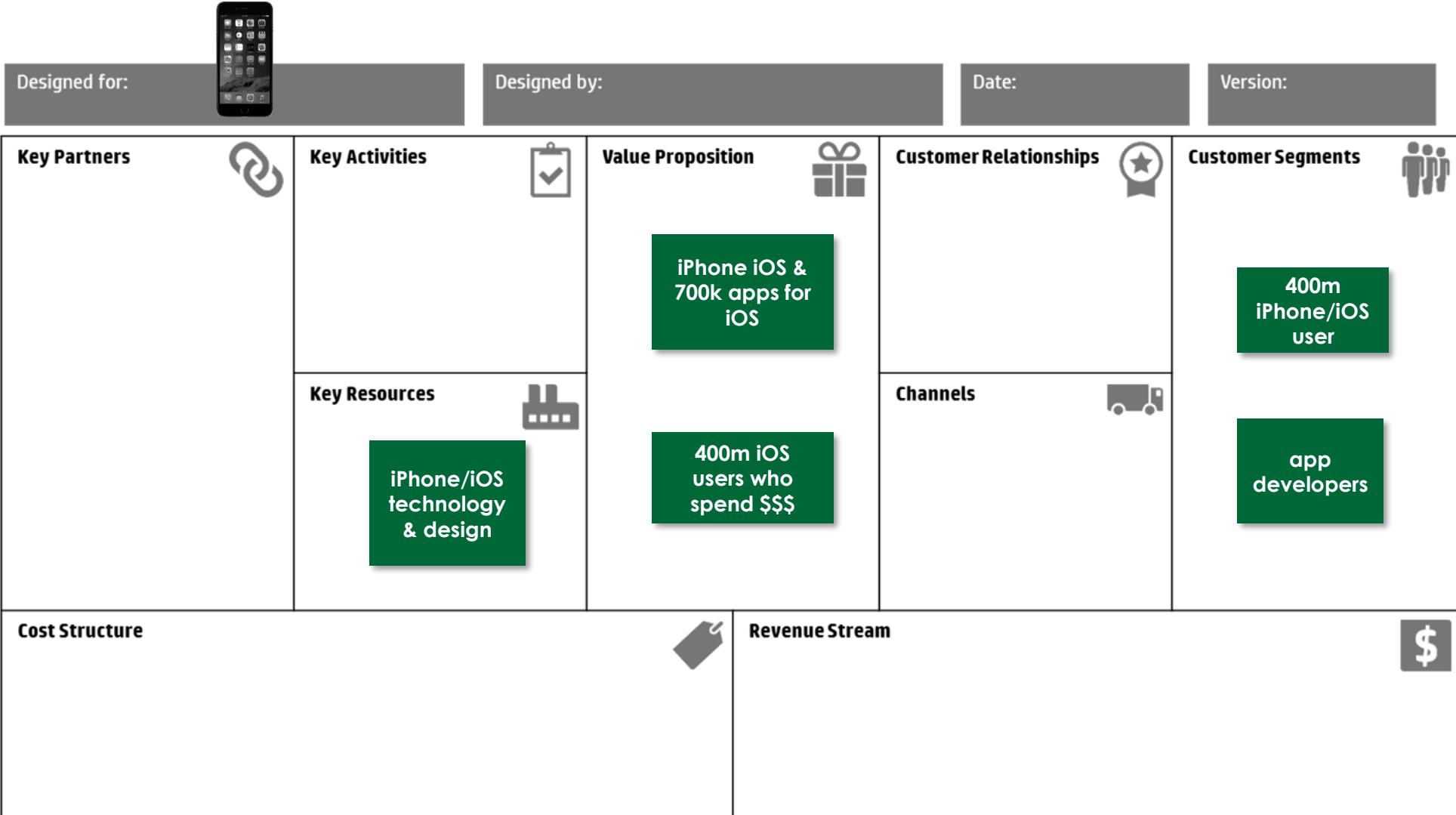
Others Who Do the Work

6 

Scalability

7 

Protection from Competition





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Switching Costs

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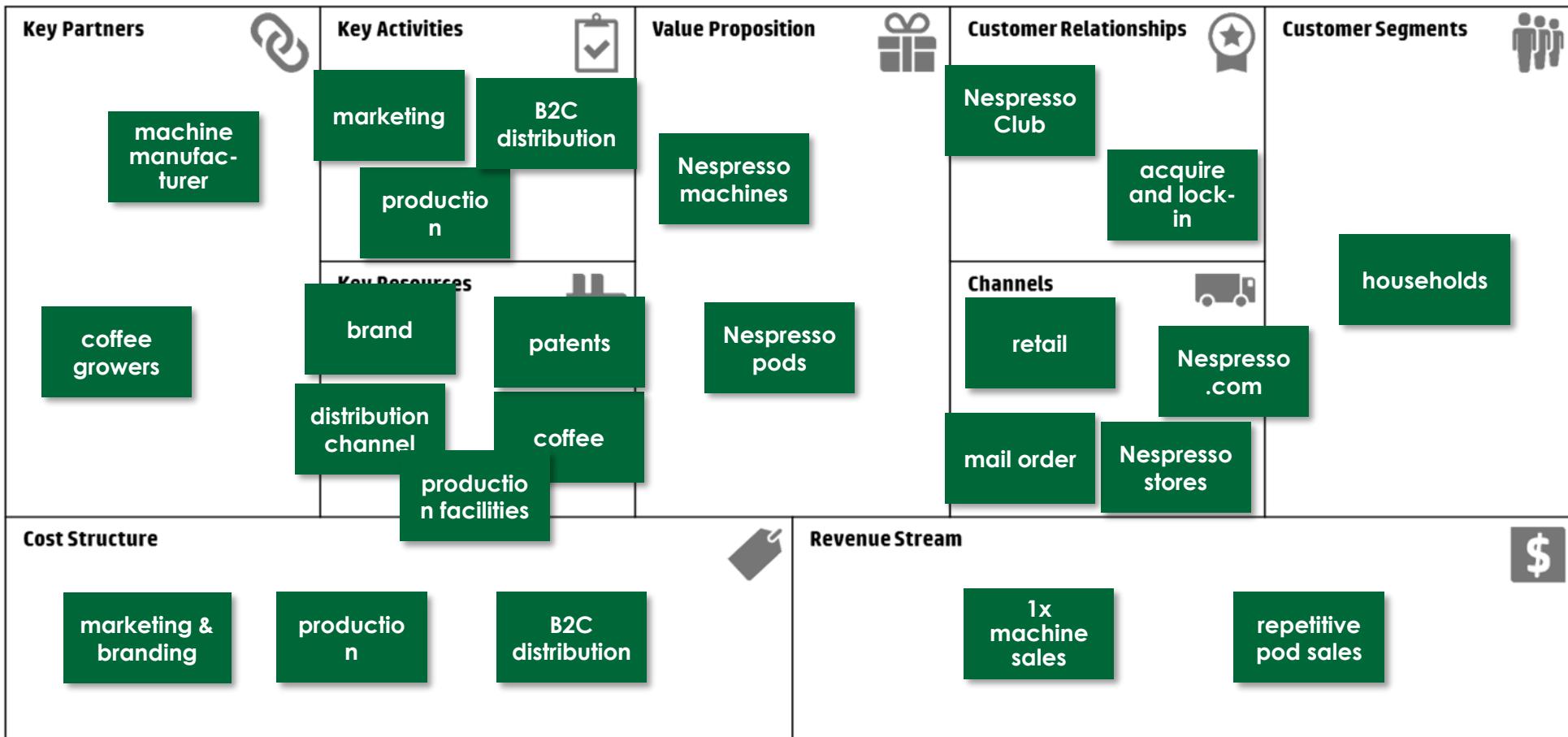
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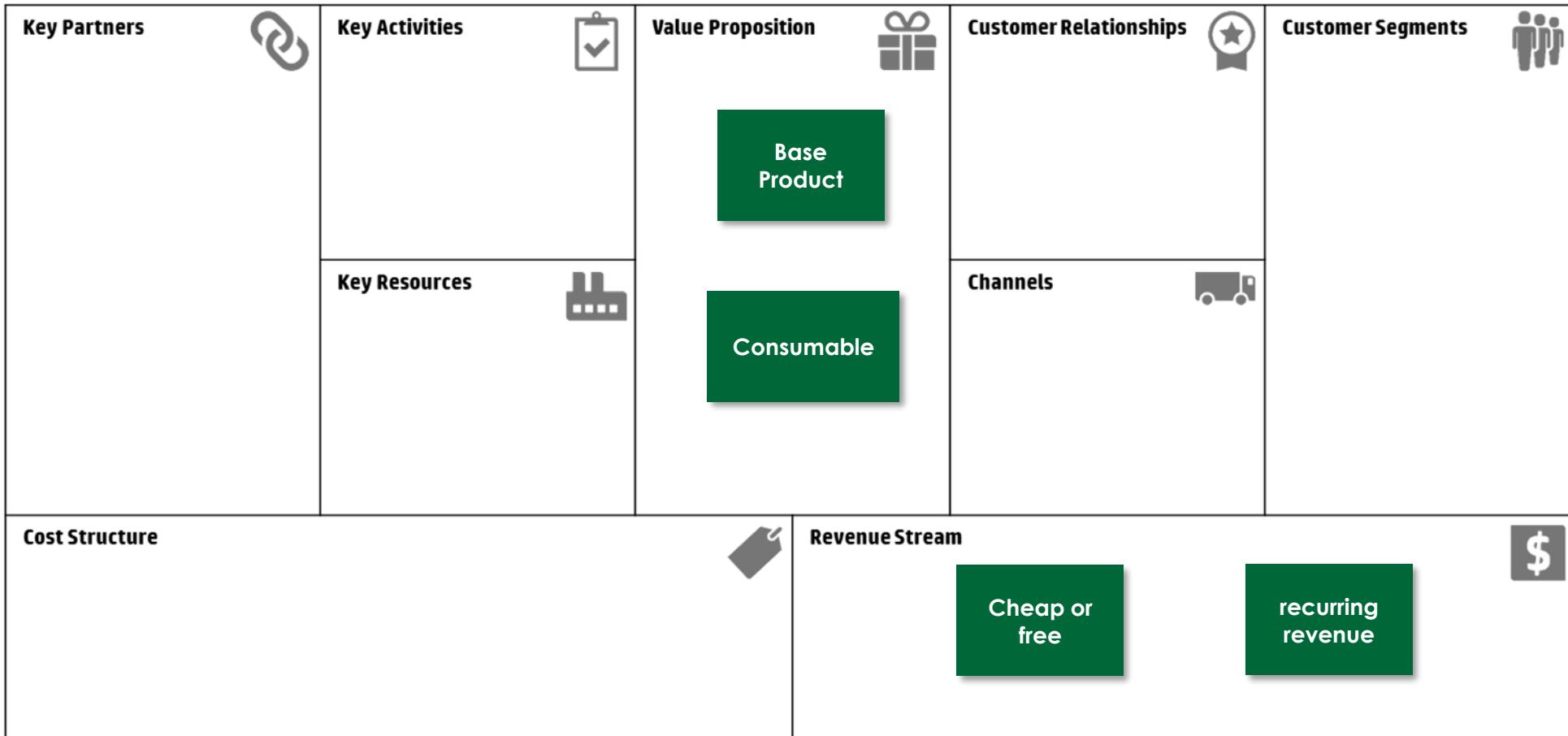
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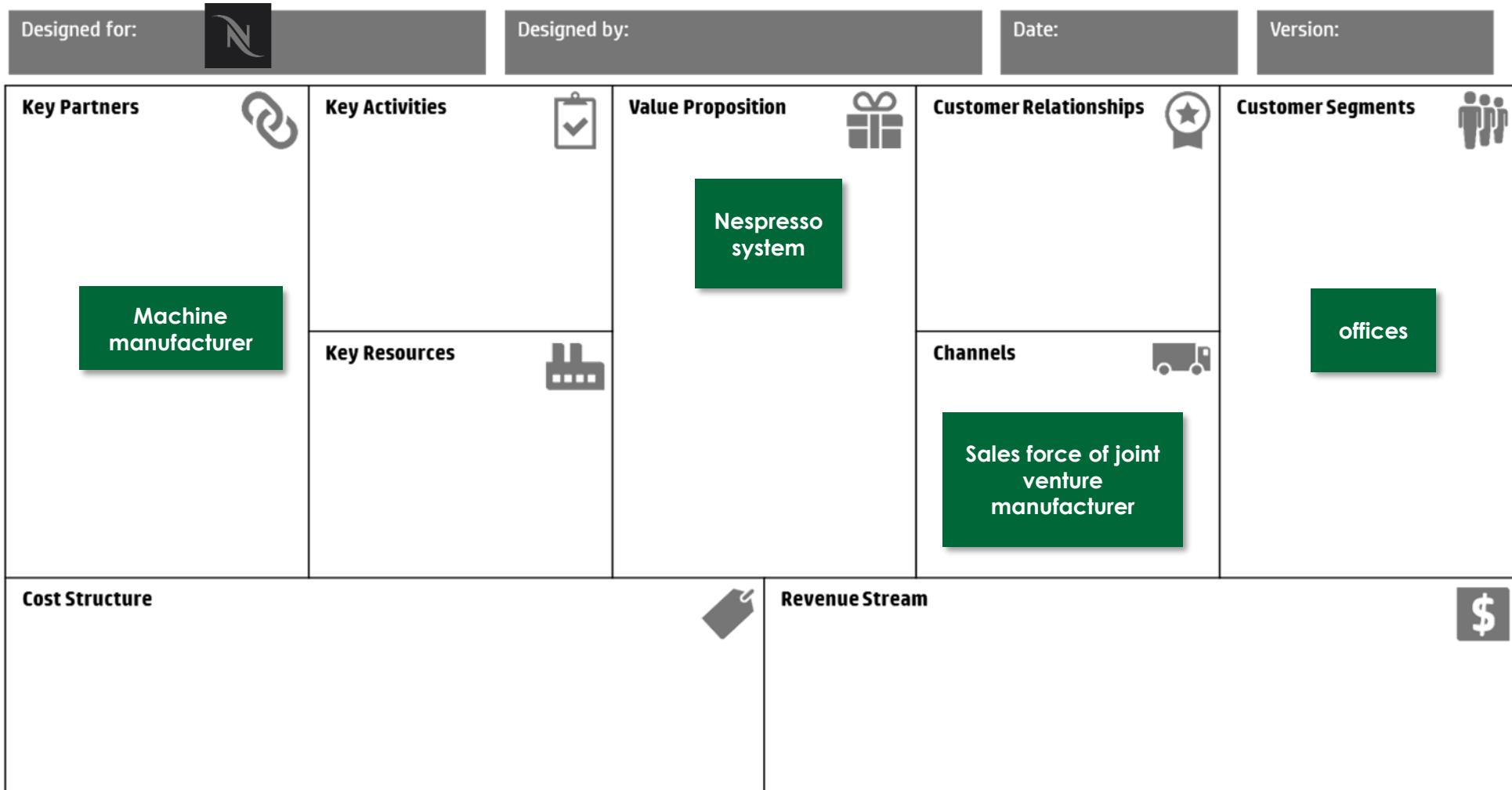
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WHY DID SIMILAR NESPRESSO APPROACHES DIDN'T SUCCEED?



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1 Switching Costs

2 Recurring Revenues

3 Earning vs. Spending

4 Game-changing Cost Structure

5 Others Who Do the Work

6 Scalability

7 Protection from Competition

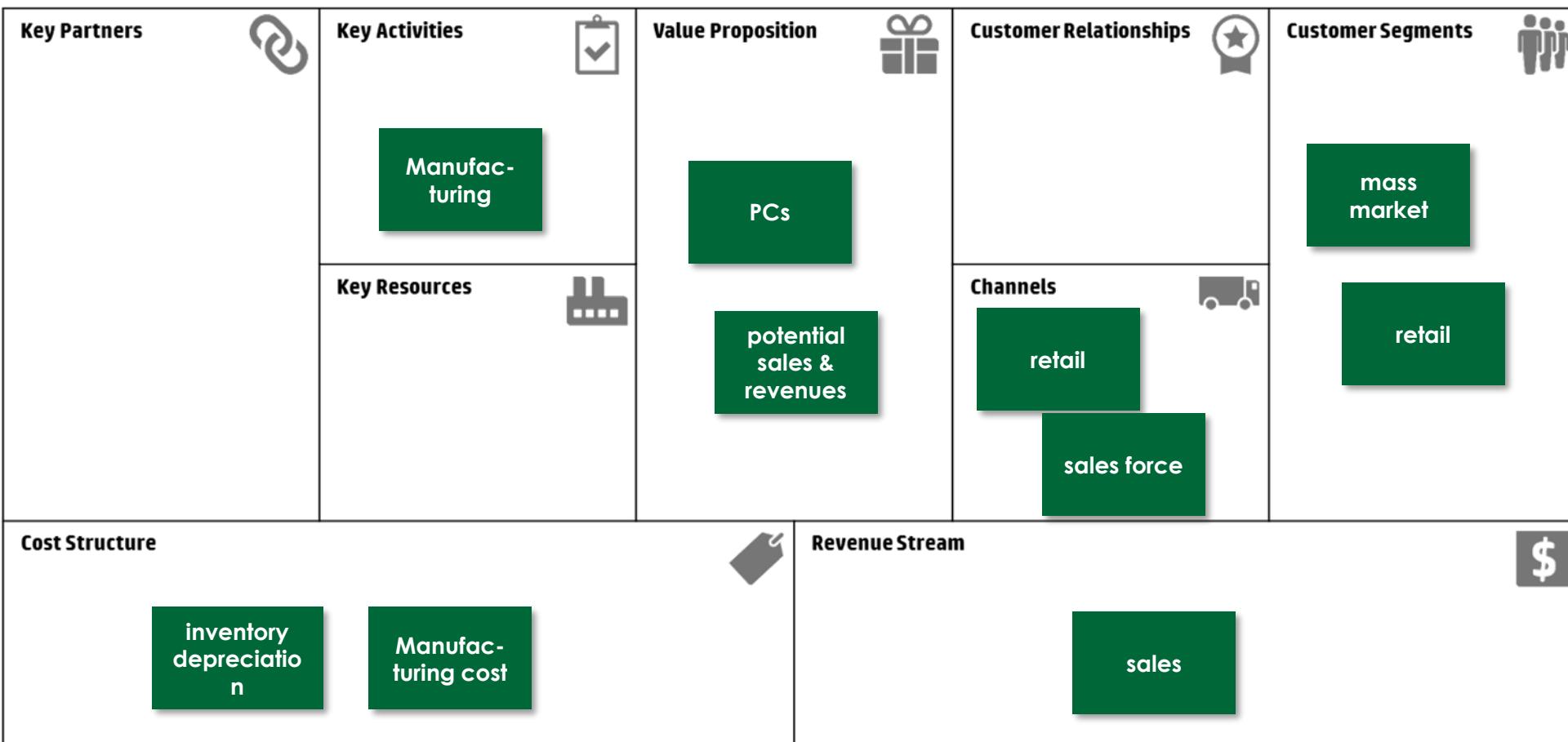
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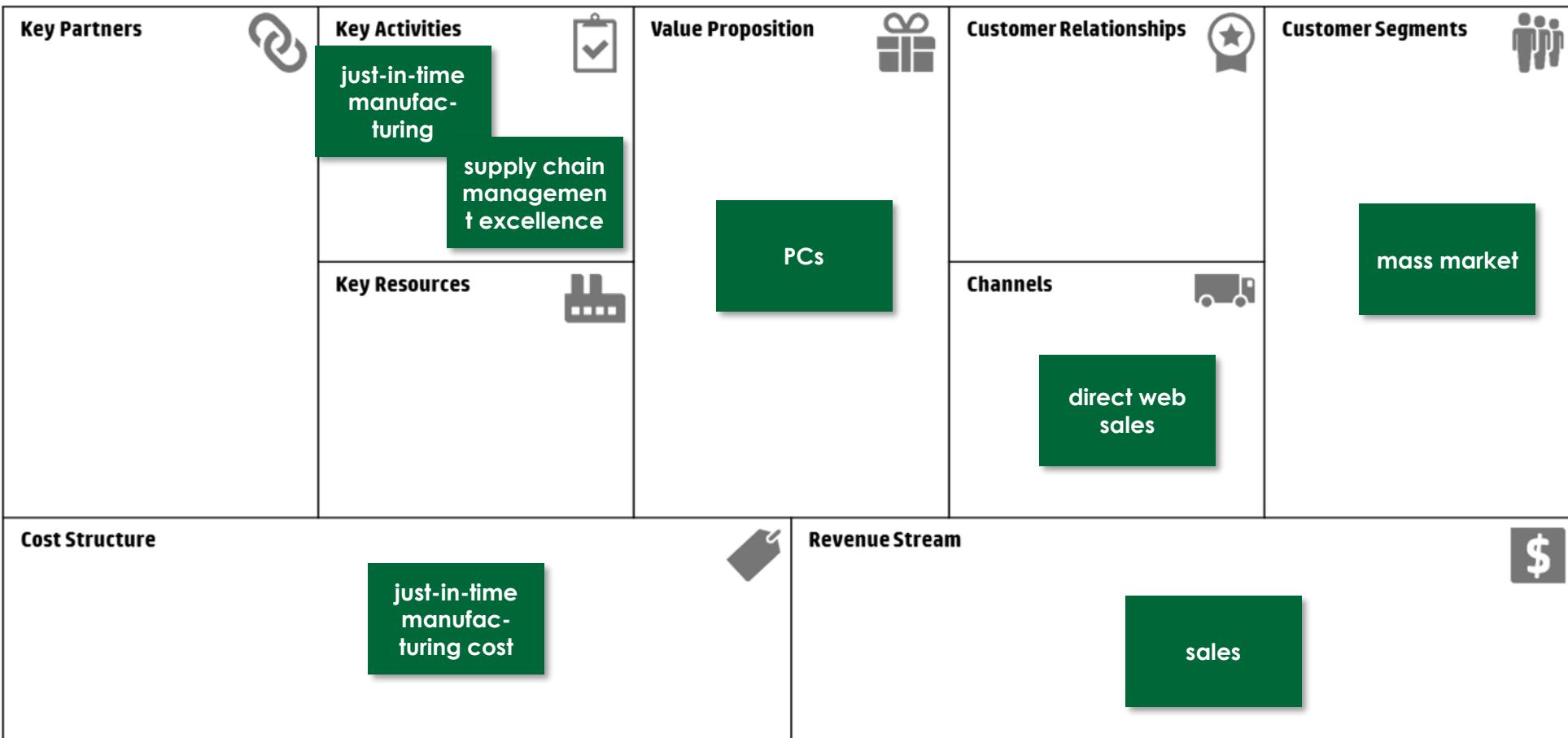


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- 1 

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Earning vs.
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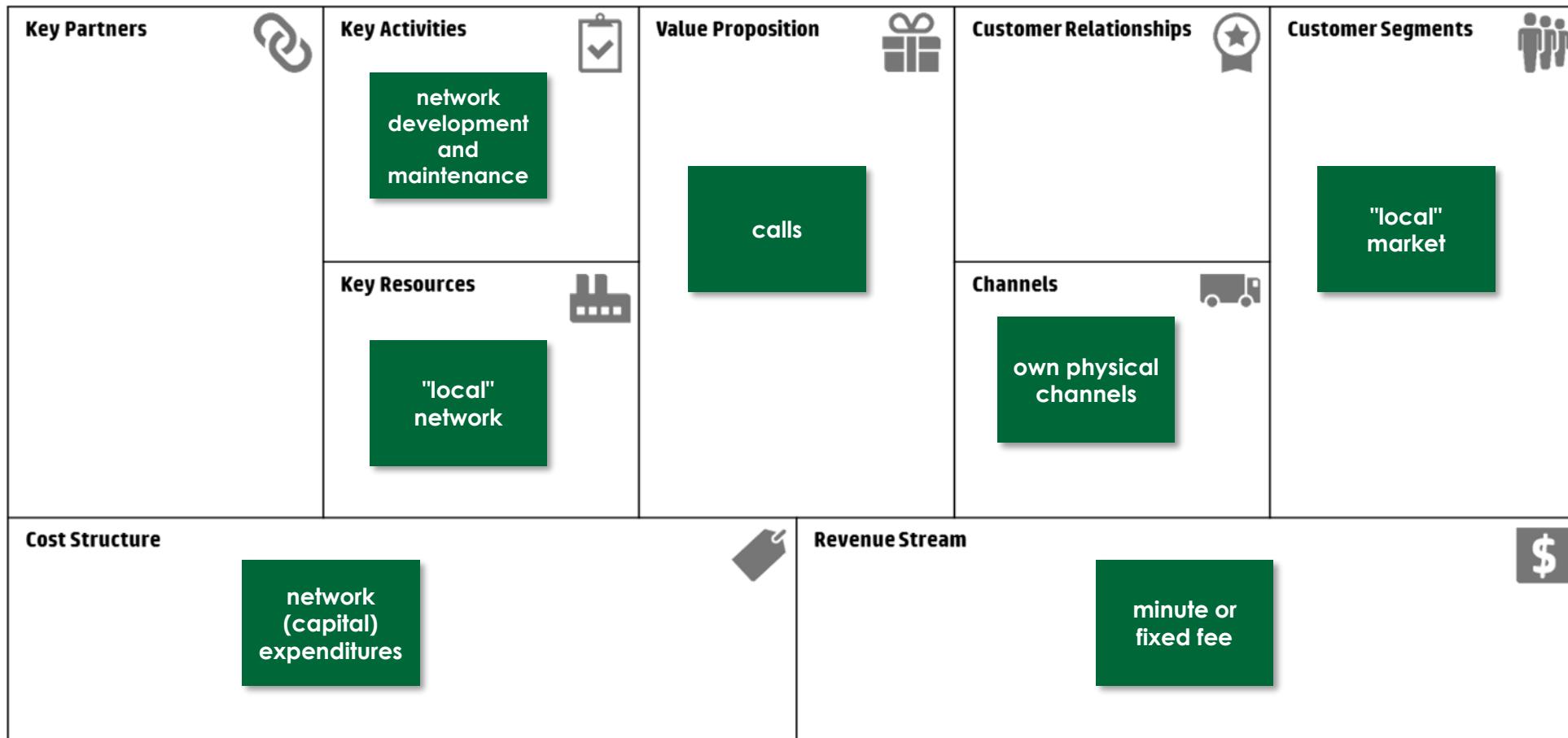
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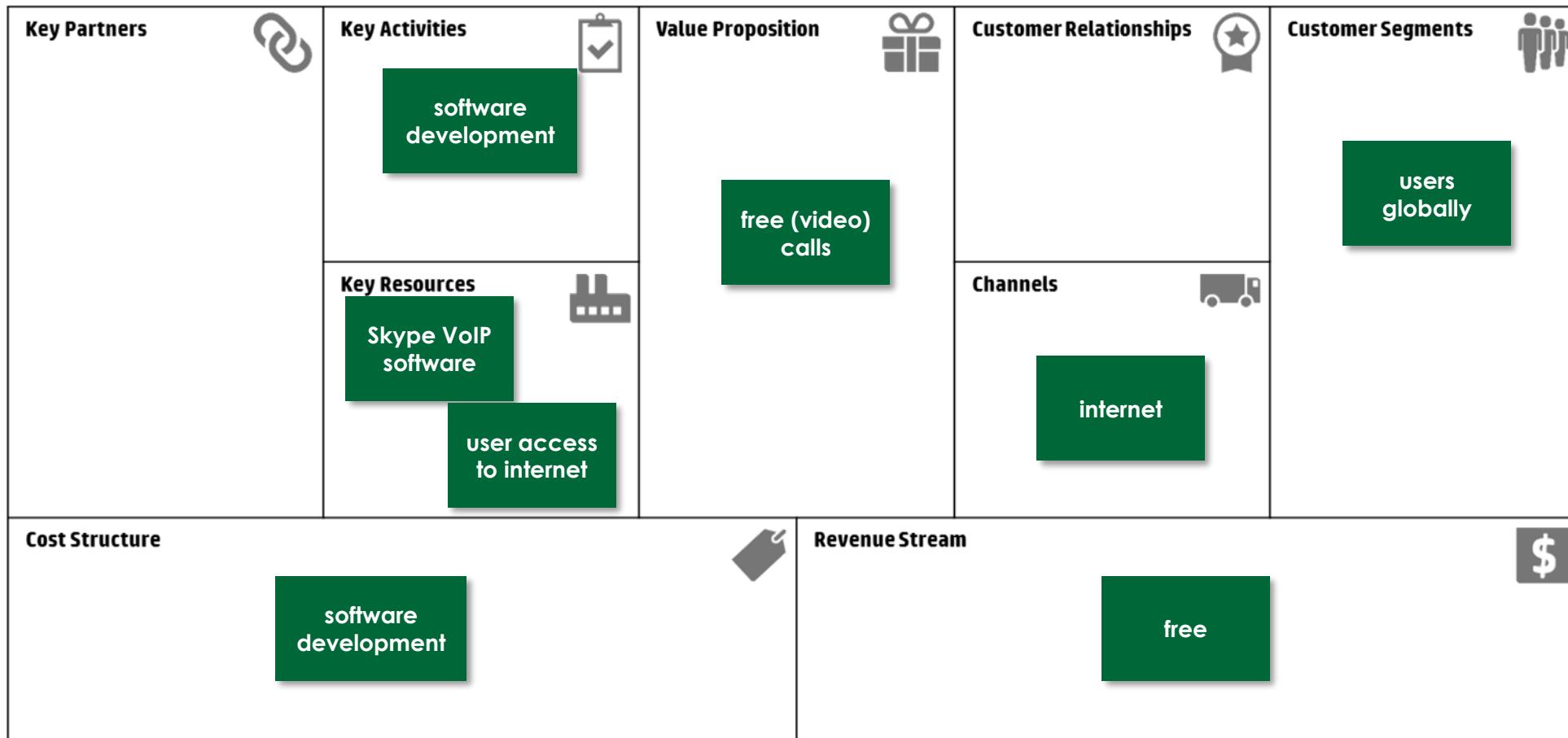


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1



Switching
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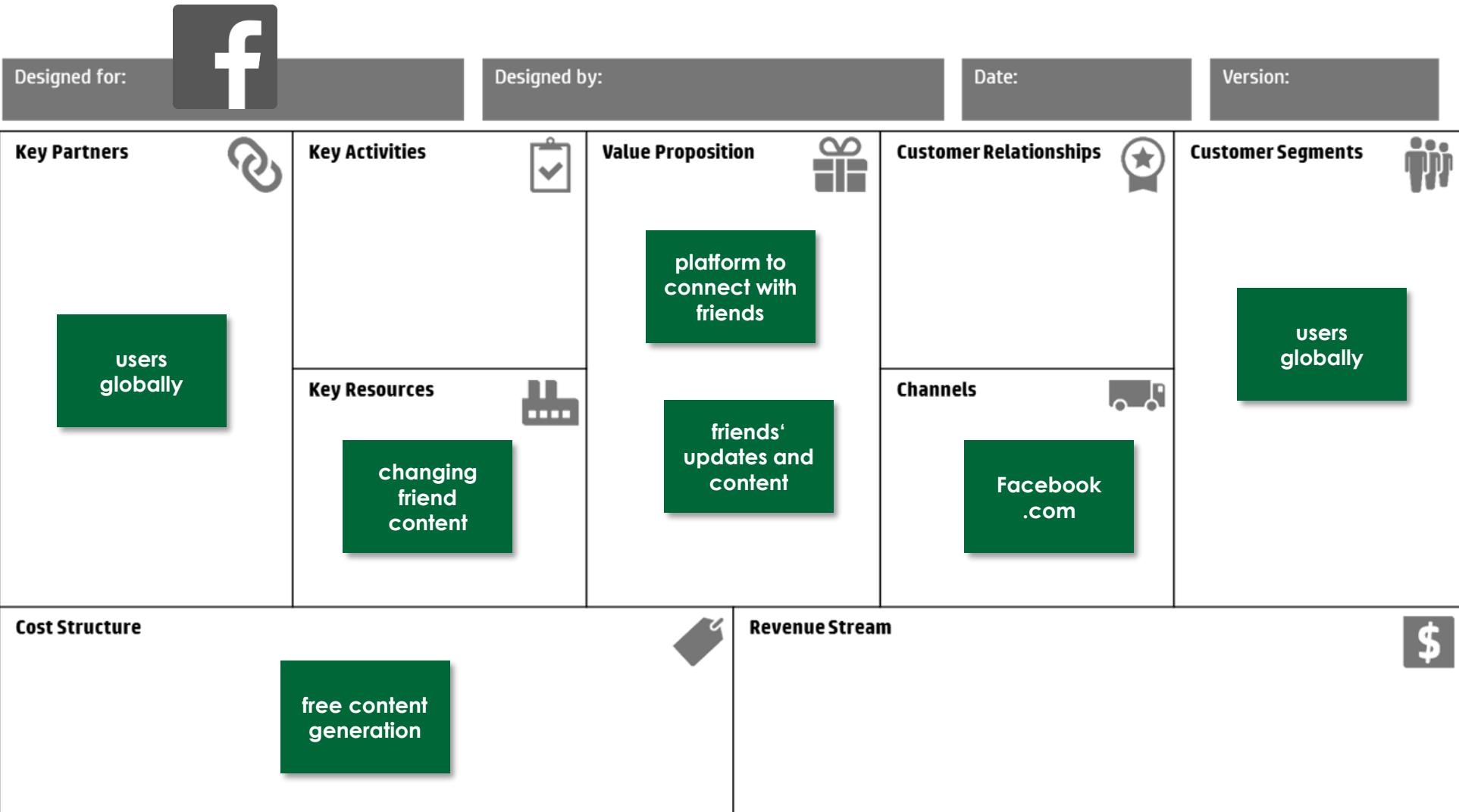


Scalability

7



Protection from
Competition



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- 1  Switching Costs
- 2  Recurring Revenues
- 3  Earning vs. Spending
- 4  Game-changing Cost Structure
- 5  Others Who Do the Work
- 6  Scalability
- 7  Protection from Competition

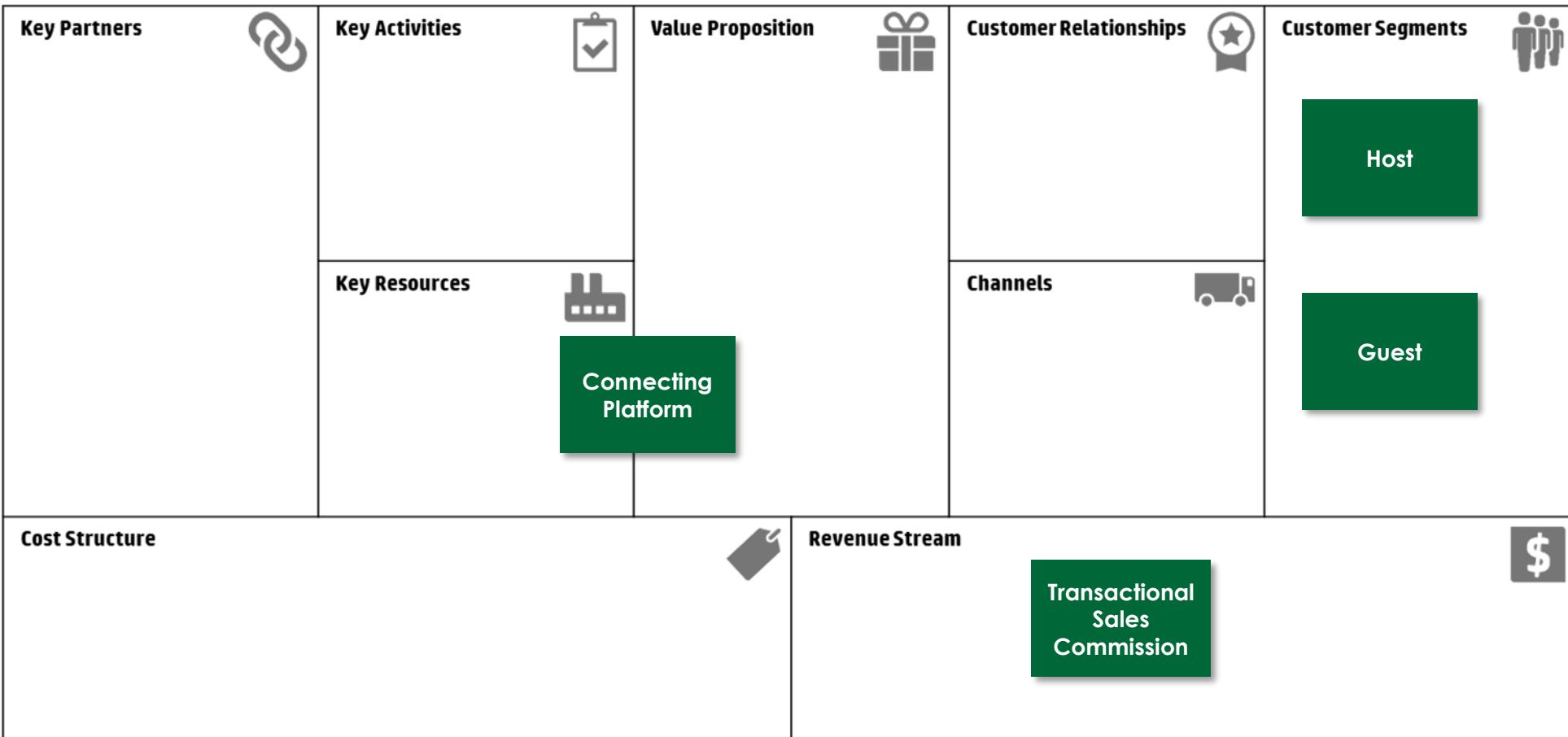
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sky

1



Switching
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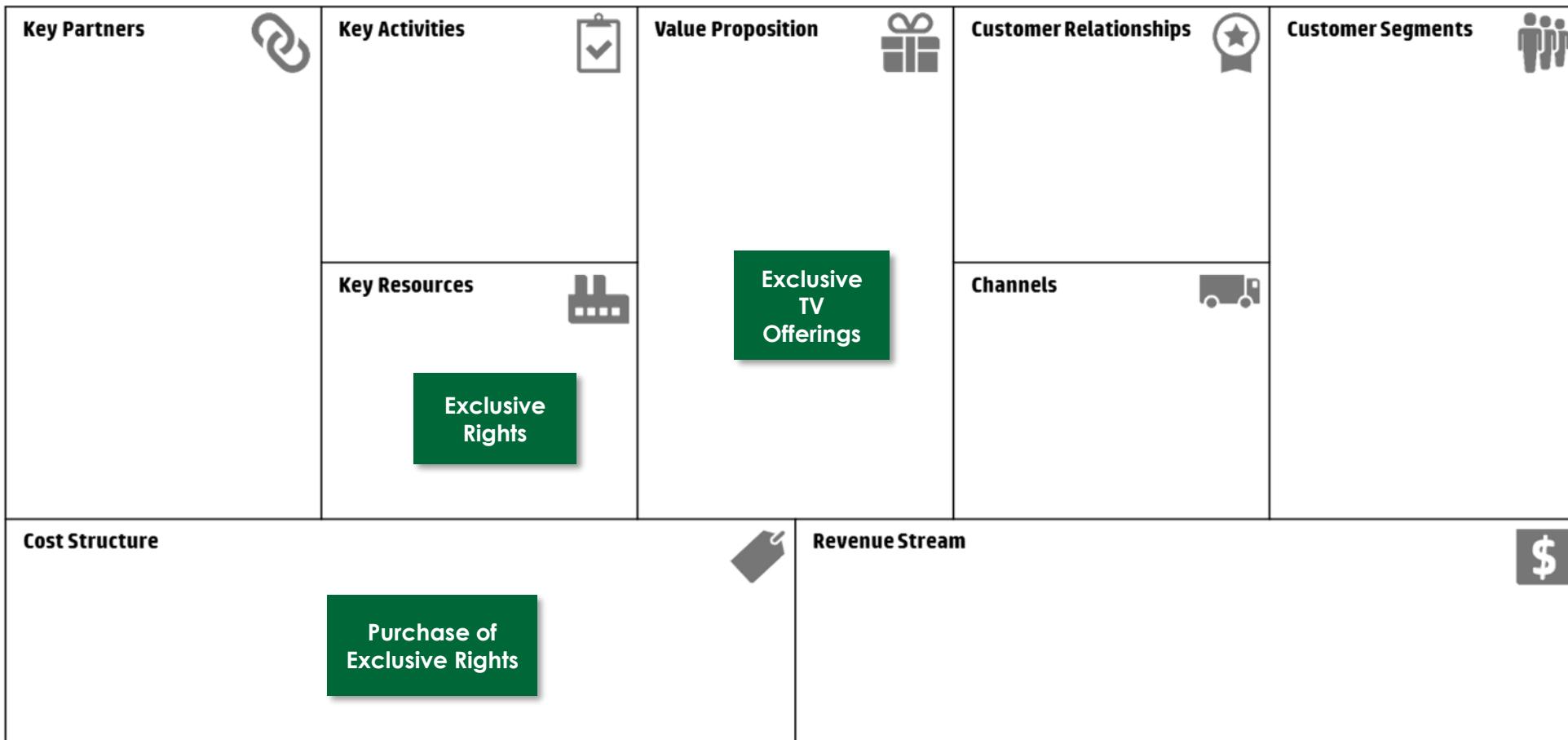
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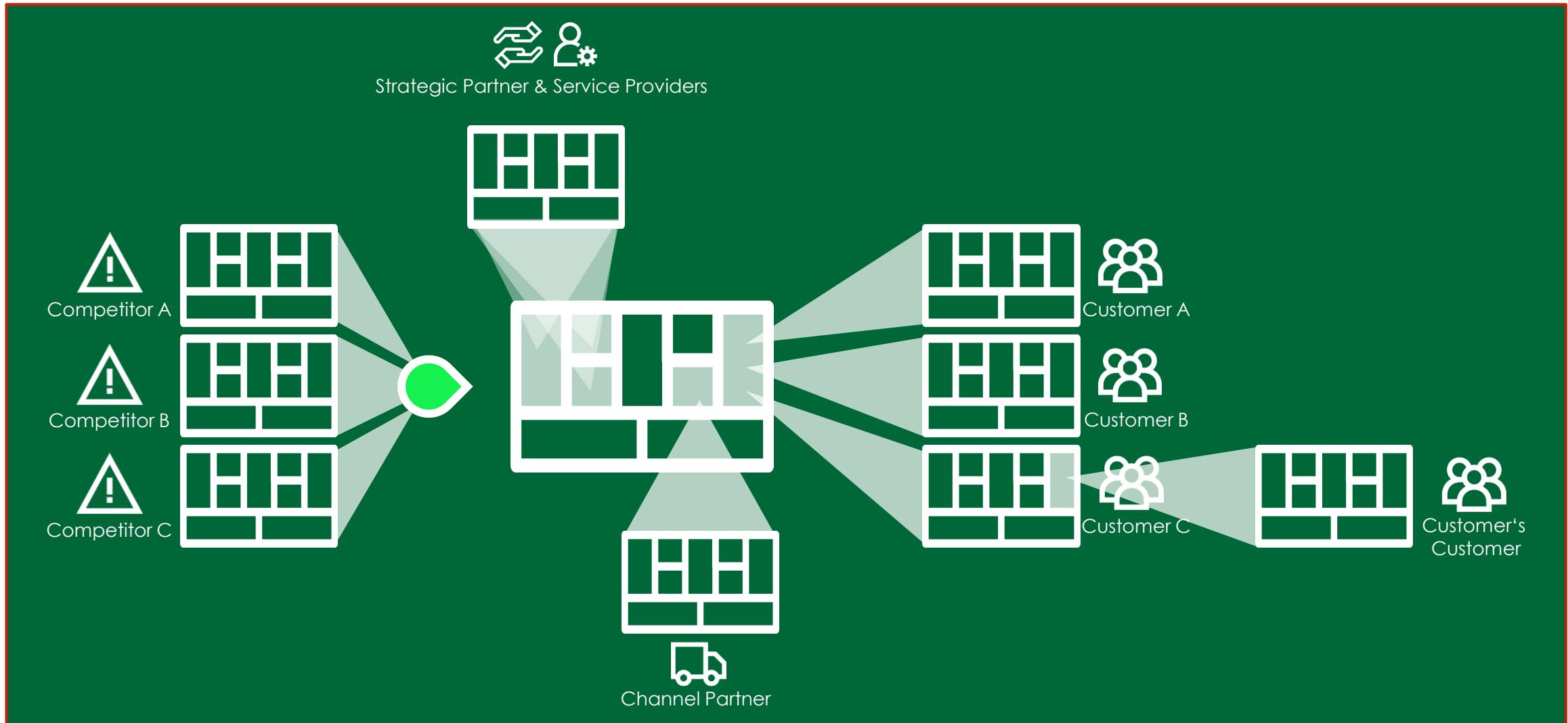
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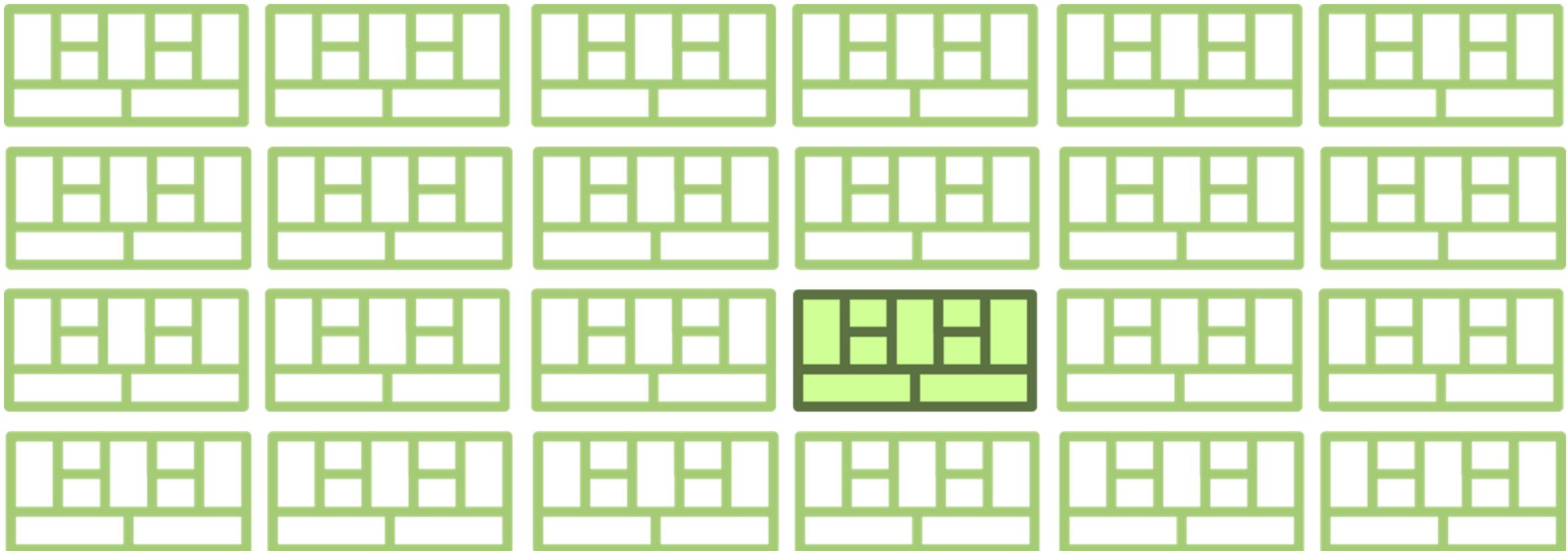
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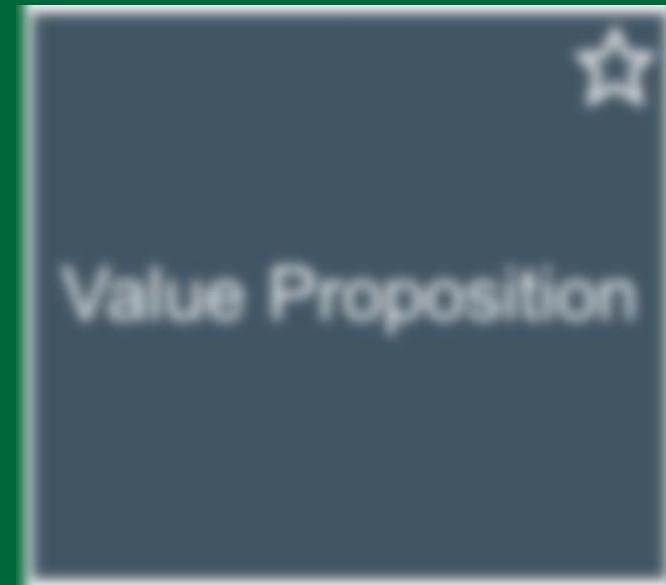
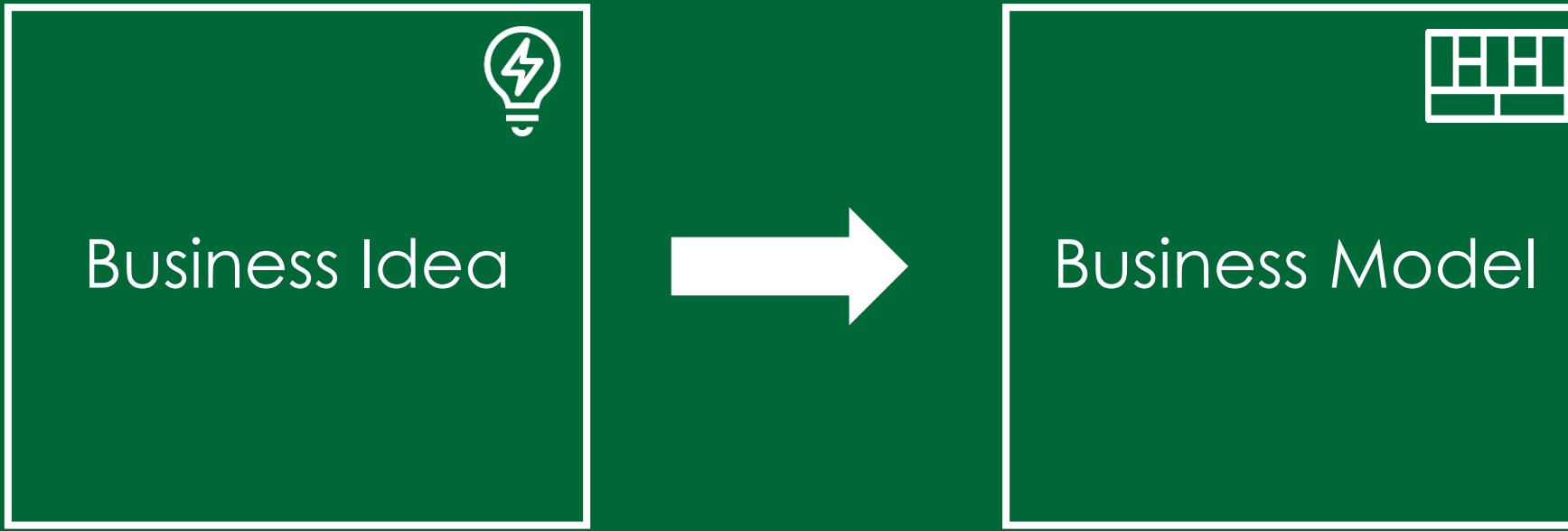
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MAP YOUR BUSINESS MODEL NETWORK



DON'T STICK TO YOUR FIRST BUSINESS MODEL – CREATE OPTIONS!





?

THE VALUE PROPOSITION CANVAS



How to create products and services customers want.
Get started with...

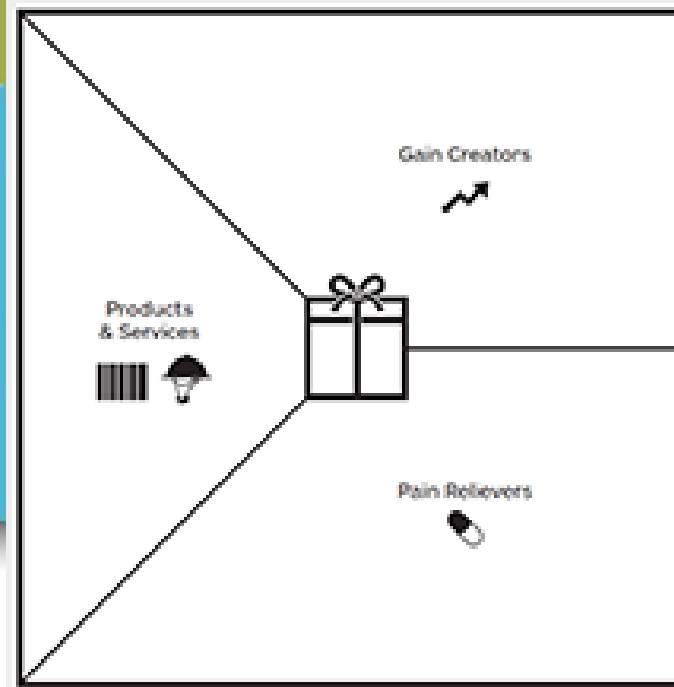
Value Proposition Design

strategyzer.com/vpd

Written by
Alex Osterwalder
Yves Pigneur
Greg Bernarda
Alan Smith

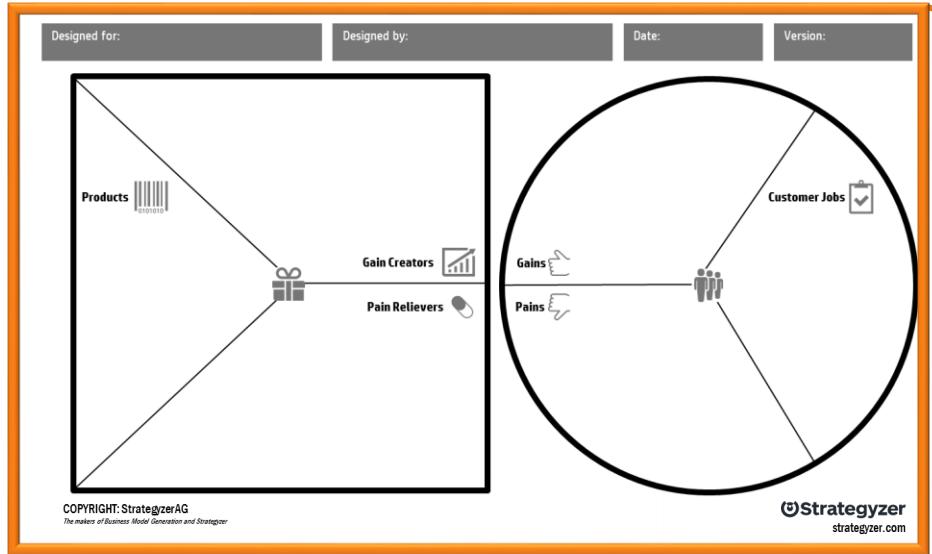
Designed by
Trish Papadakos

WILEY

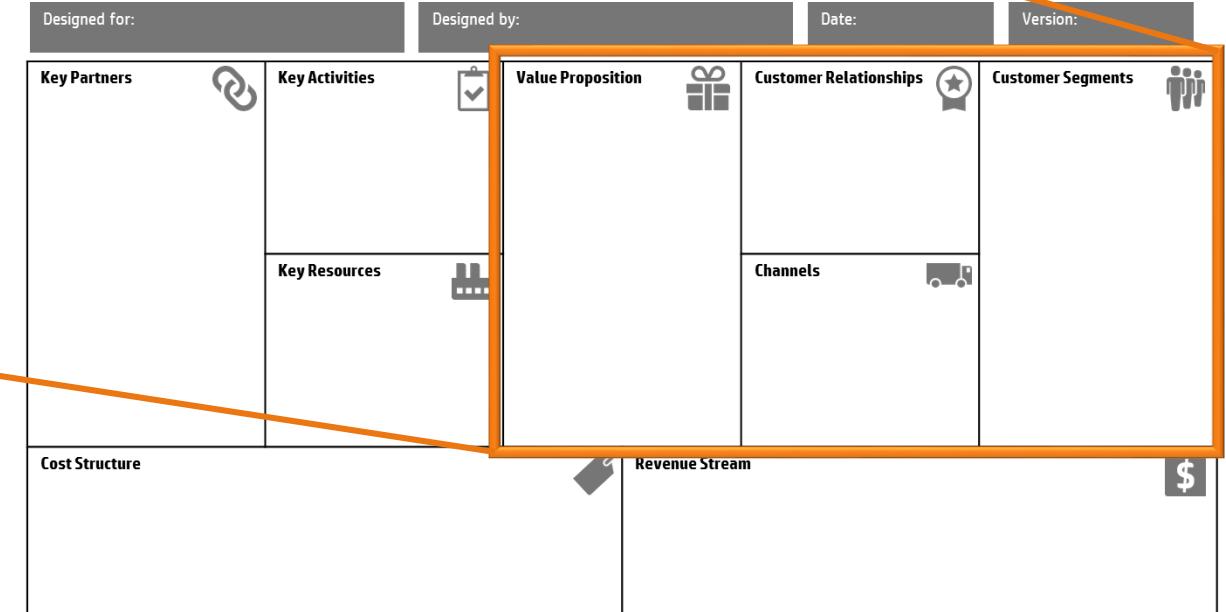


MODELING CONTEXT

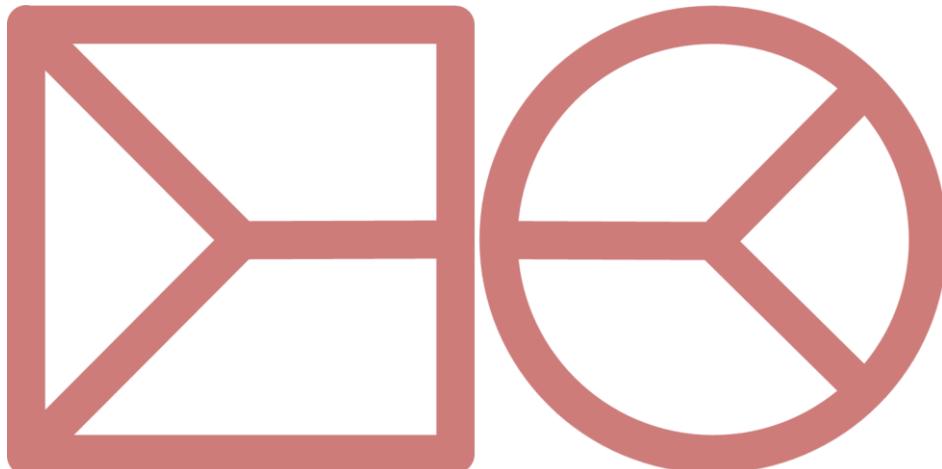
VALUE Proposition Canvas



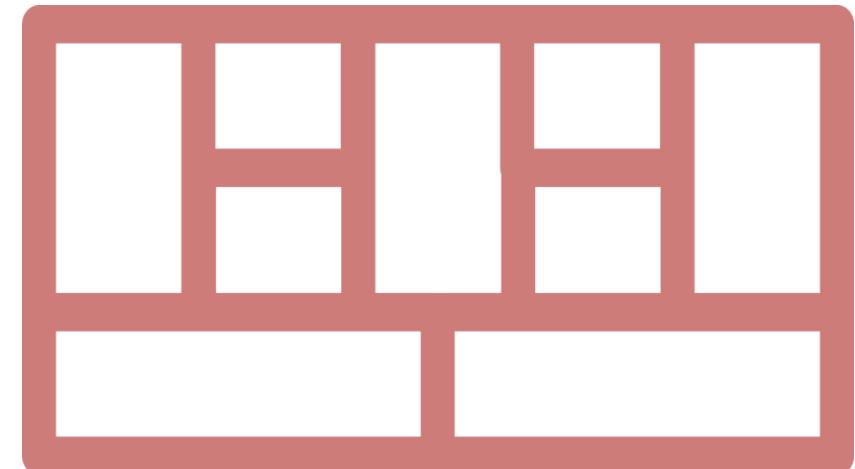
BUSINESS Model Canvas



HOW TO APPLY THE METHODS?



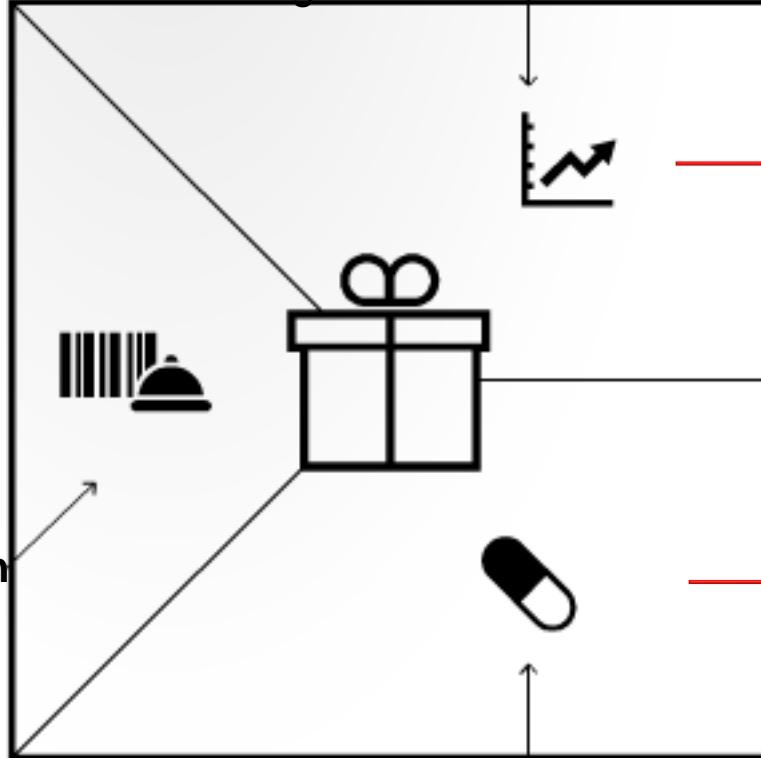
- 1 Value Proposition Clarification
- 2 Idea Generation



- 1 Customer Business Model Assessment
- 2 Idea Testing and Implementation

The Value proposition canvas

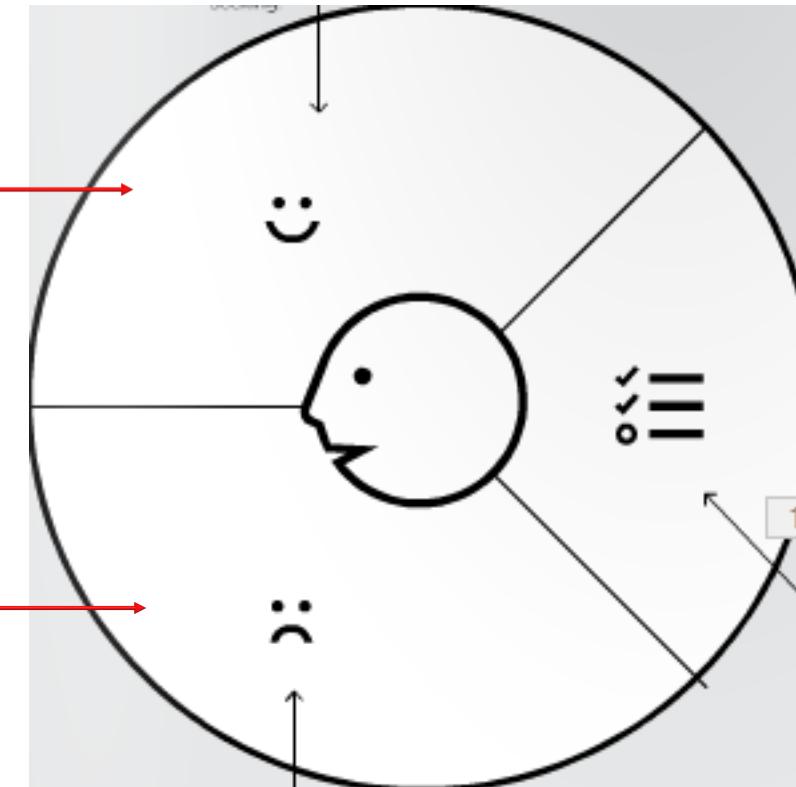
Gain creators how your products and services create customer gains



A list of the product and services a **Value proposition** is built around

Pain relievers how your products and services alleviate customer pains

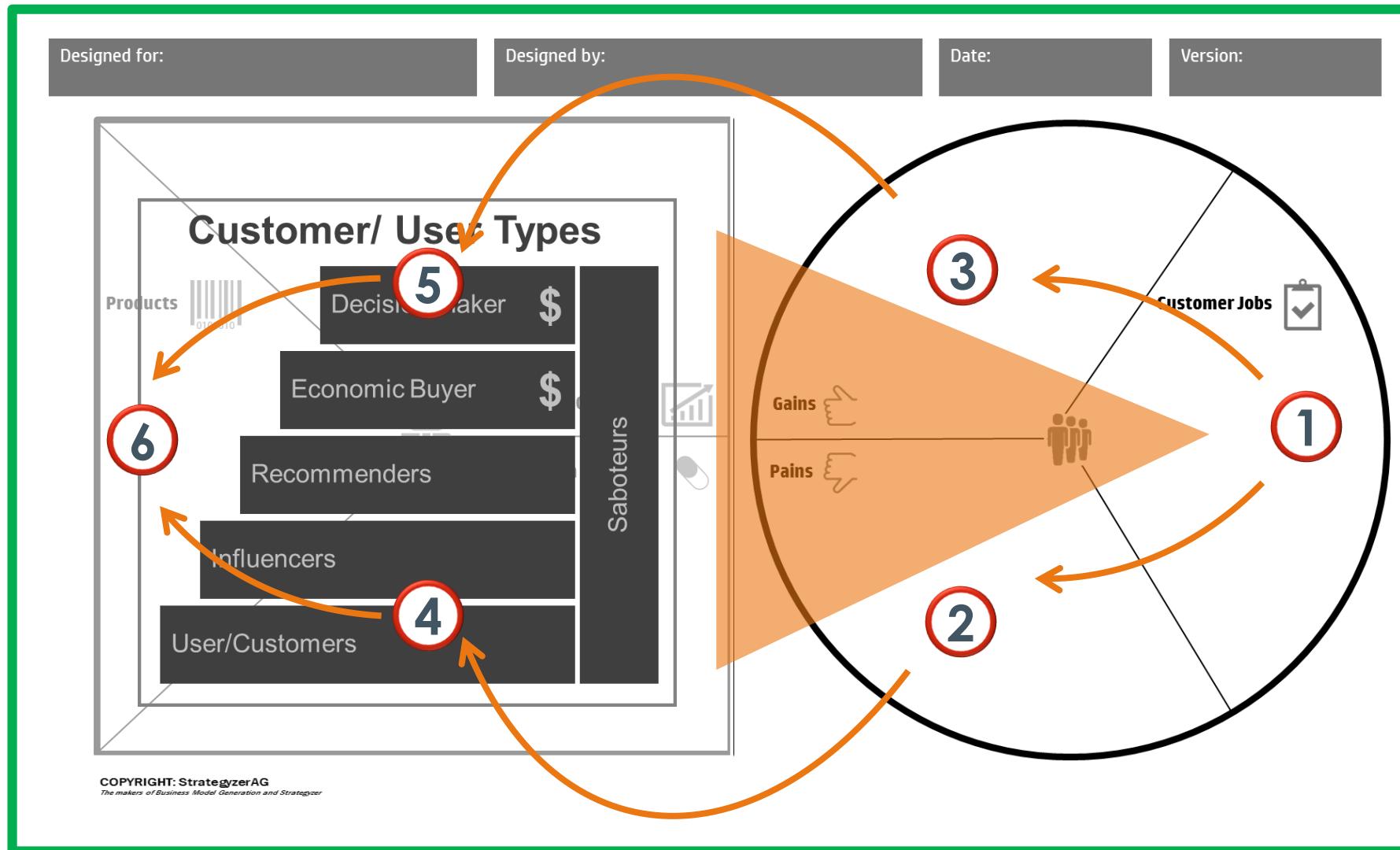
Gains describe the outcomes the customer wants to achieve or the concrete benefits they are seeking



Customer jobs what customers are trying to get done in their work and lives expressed in their own words

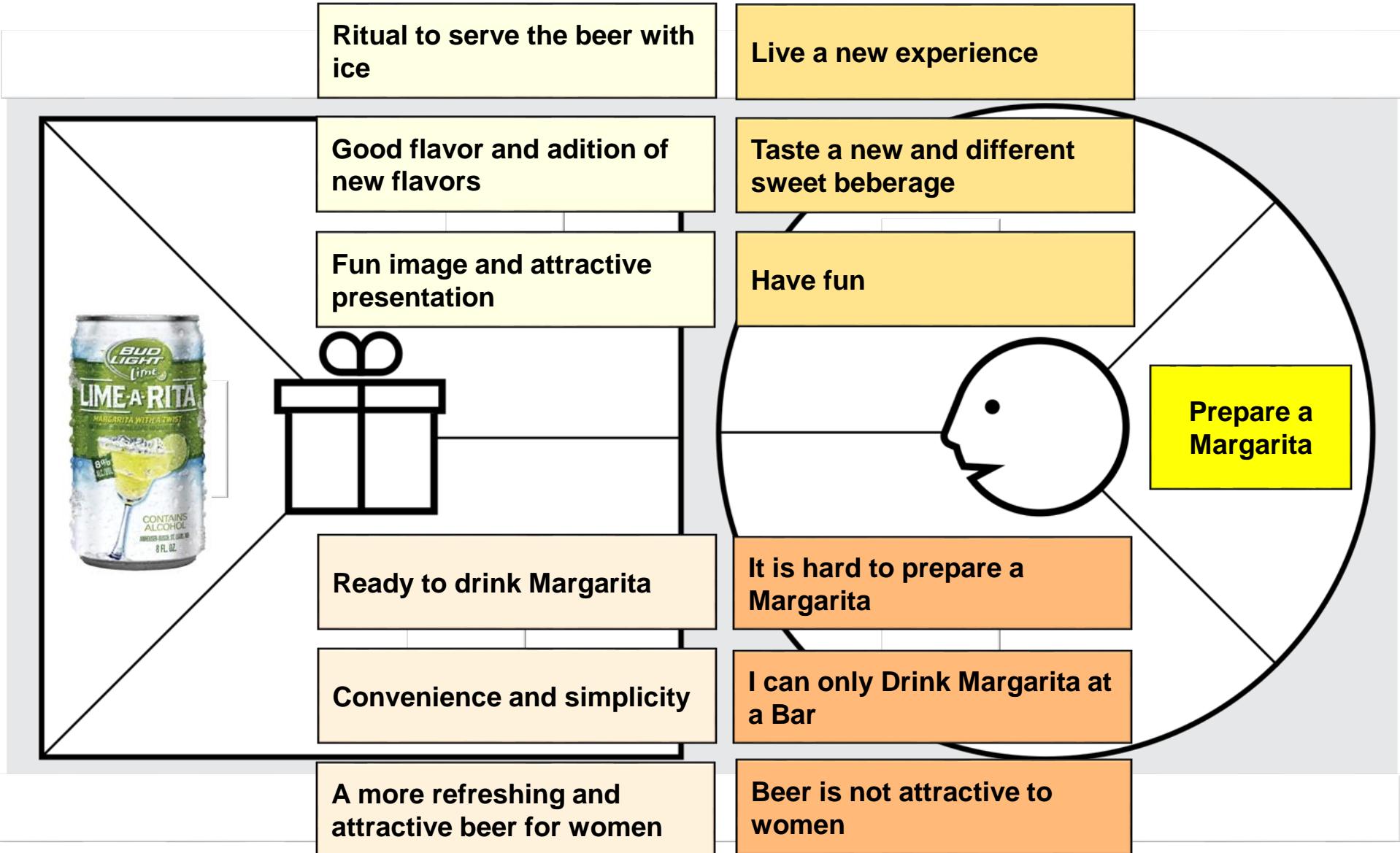
Pains bad outcomes, risks and obstacles related to customer jobs

VALUE PROPOSITION CANVAS



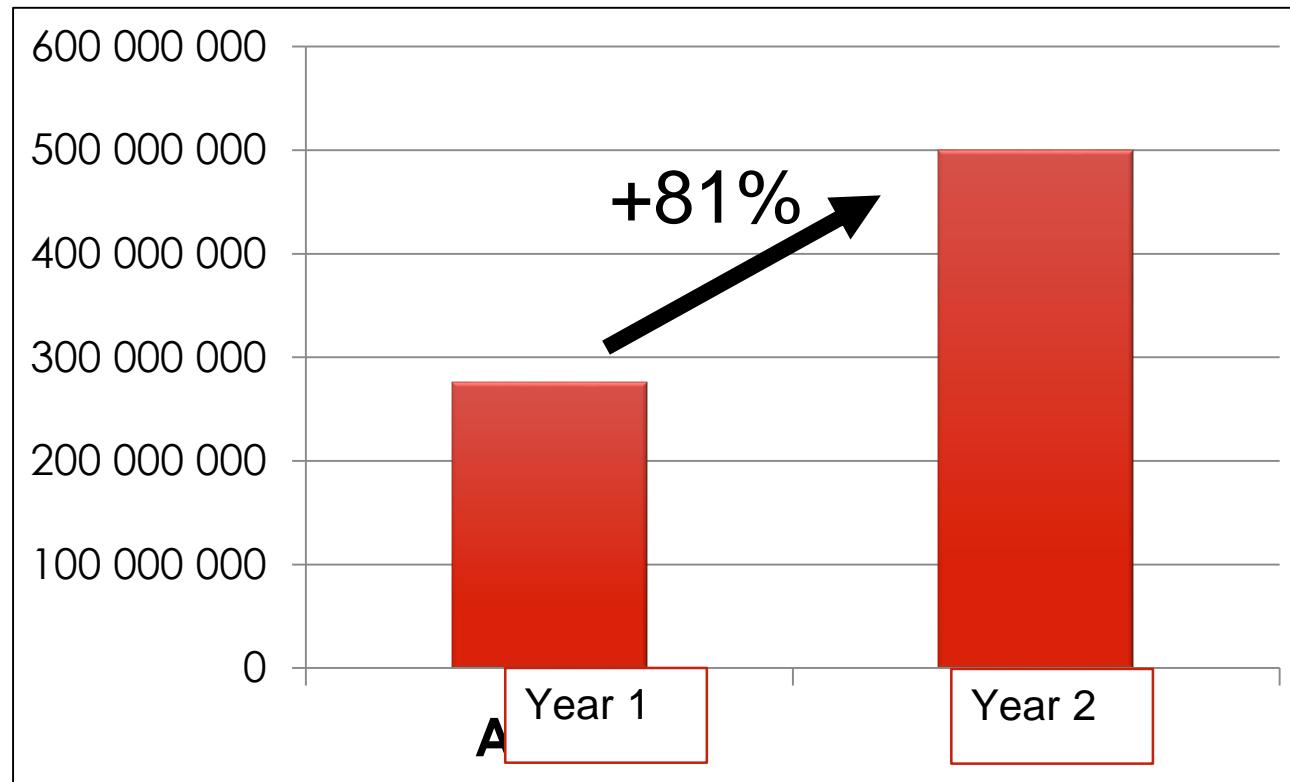








Sales in Millions of Dollars



70% for category expansion



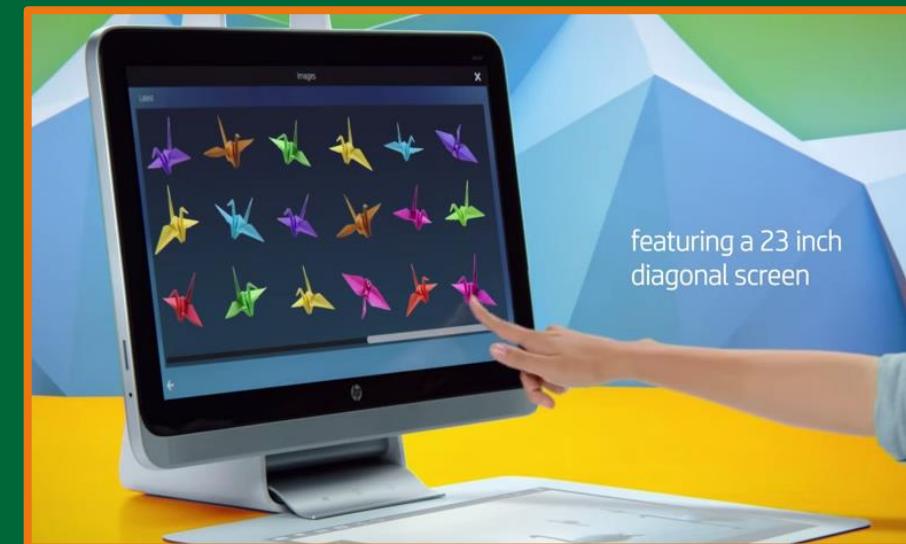
30%

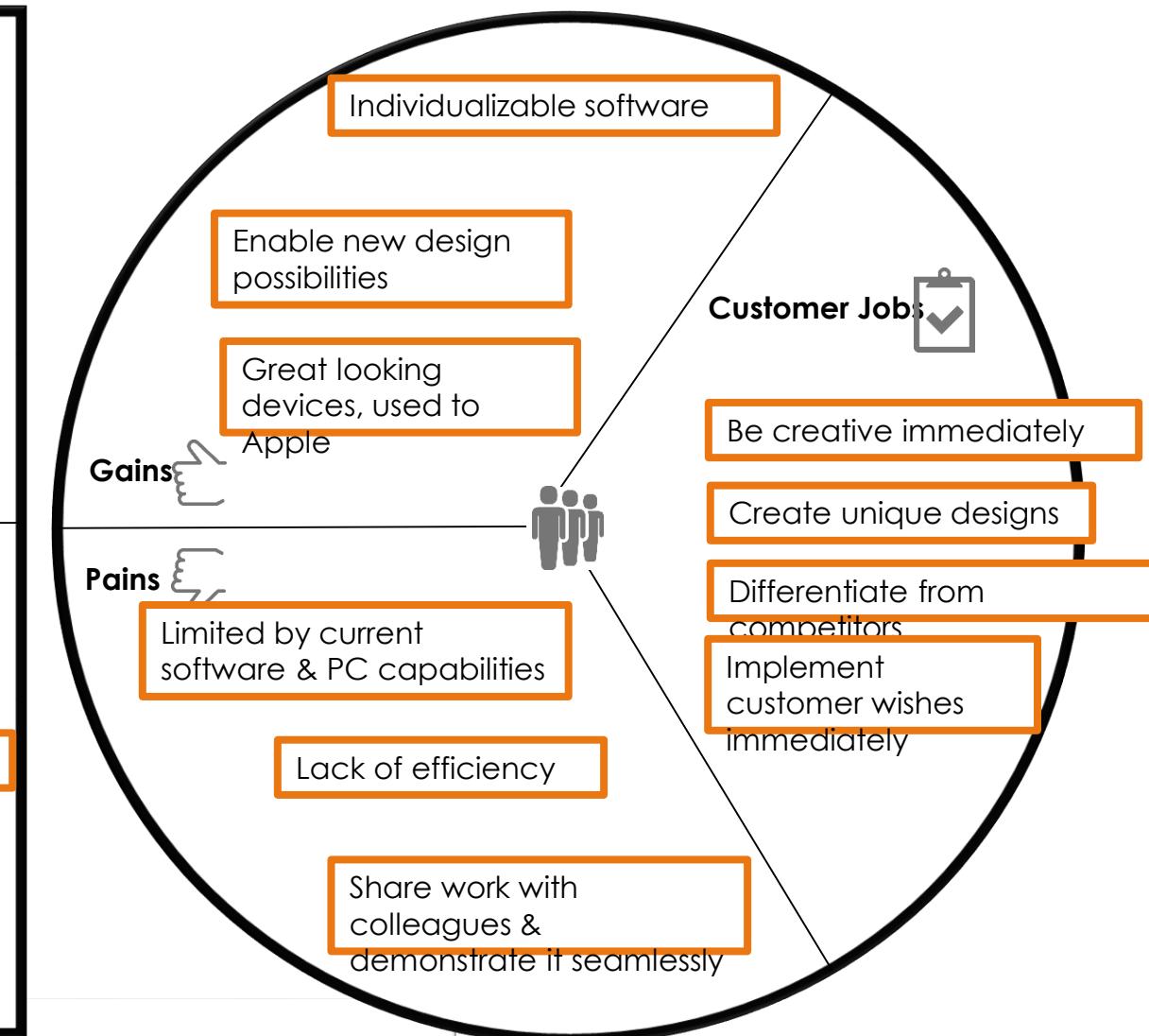
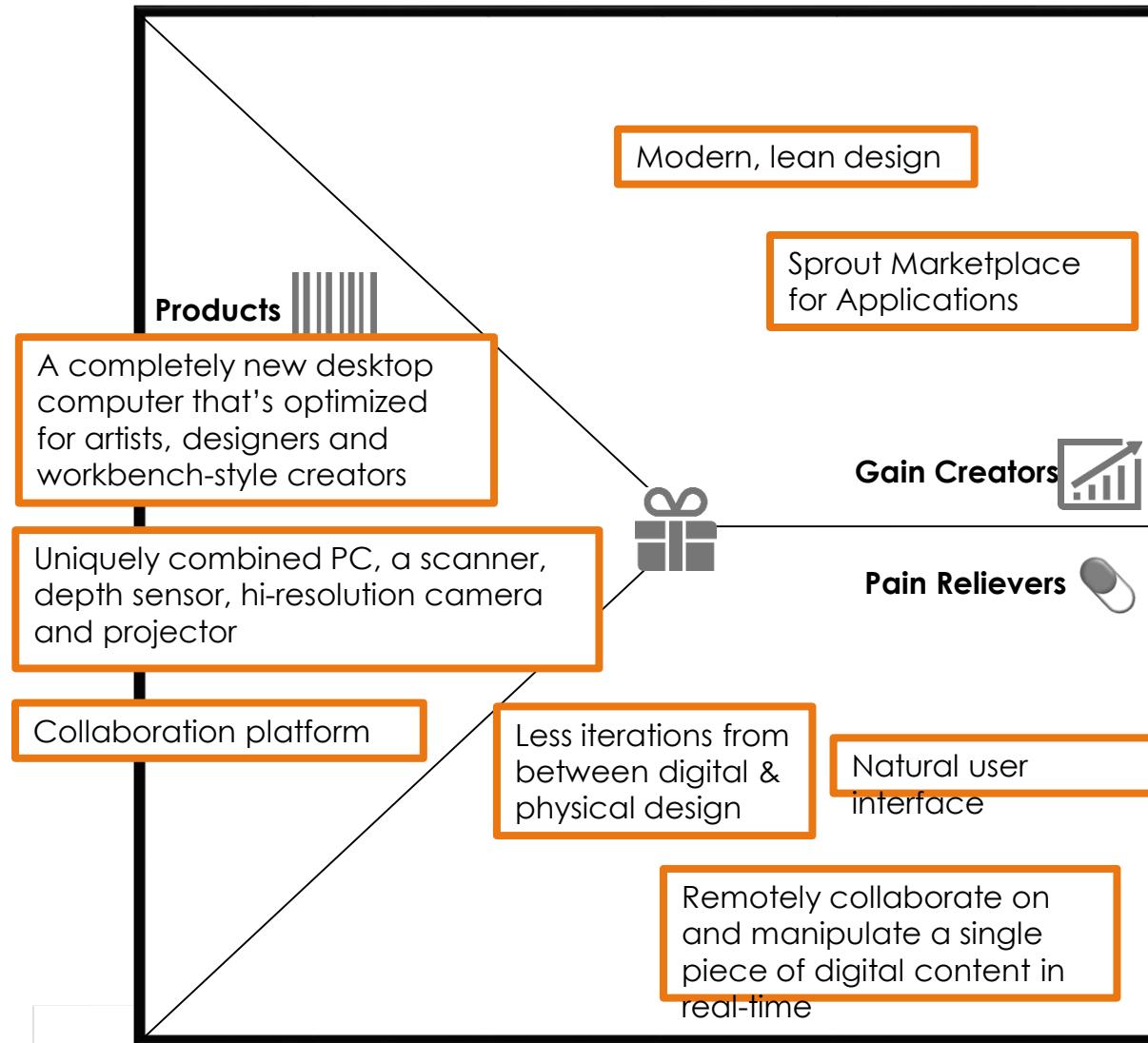


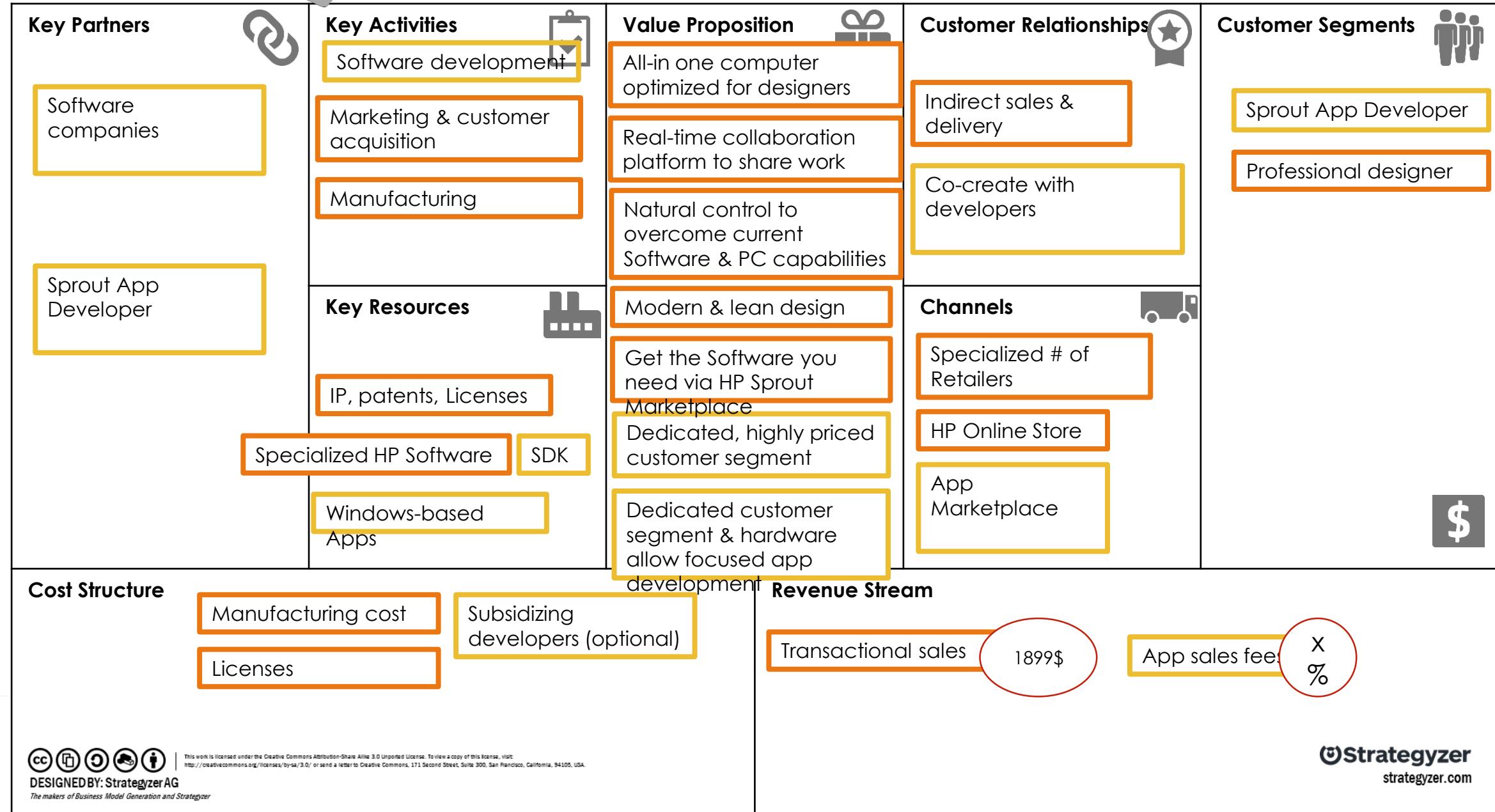
65%



FAILURE EXAMPLE CASE – “HP SPROUT”









SOLAR ENERGY FOR THE THIRD WORLD



SOLAR ENERGY FOR THE THIRD WORLD

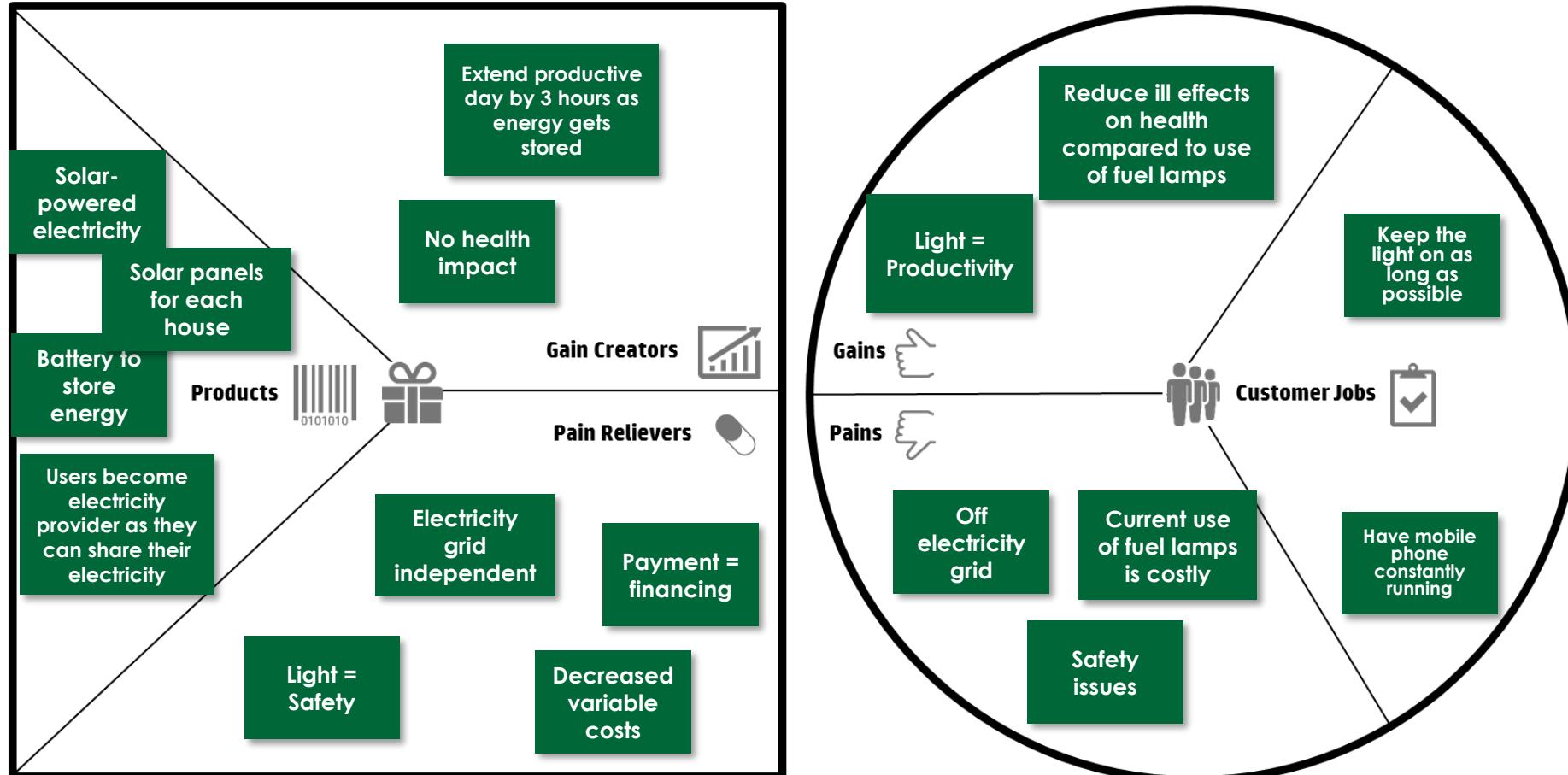
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Designed by:

Date:

Version:



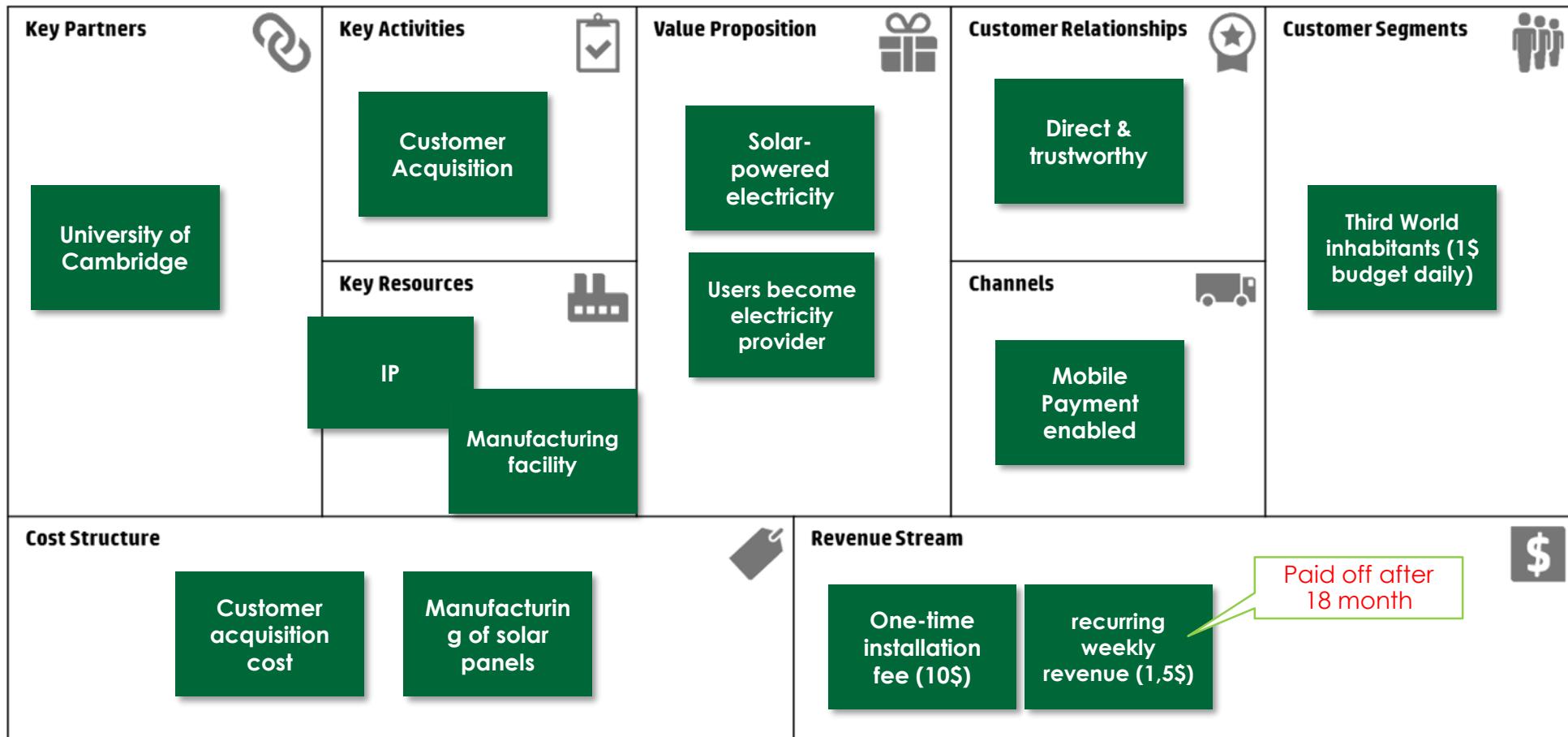
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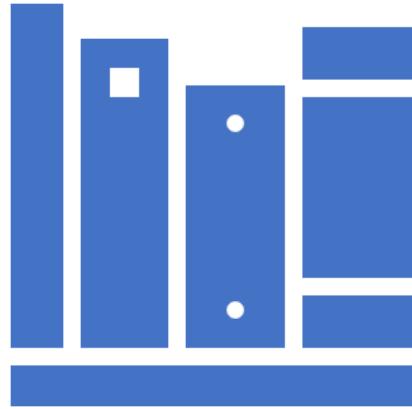
DESIGNED BY: Strategyzer AG

The makers of Business Model Generation and Strategyzer



ЗАДАЧА ЗА САМОСТОЯТЕЛНА РАБОТА

Анализирайте възможностите за привличане на venture инвестиции в старт-ъп проекти, базирани на продукти с отворени технологии.



Привличане на инвестиции

ТЕМА IV, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

Инвестиционната вселена

Инвестиции

- Кеш (и еквиваленти)
- Акции
- Облигации
- Алтернативни активи
 - производни (derivatives) – опции, фючърси и др.
 - недвижими имоти
 - стоки (злато, петрол, кафе)
 - валути
 - дялово инвестиране и **рисков капитал**



Инвеститори

- Пенсионни фондове
- Застрахователни компании
- Фондации
- Банки
- Богати индивиди

Дялови инвестиции и рисков капитал

■ Дялово инвестиране

- инвестиции в частни фирми (нелиствани на борси) срещу дялово участие в дружеството - % от собствеността

■ Рисков капитал

- вид дялово инвестиране
- на ранен етап / в млади компании
- с цел развитието и комерциализацията на нови продукти и услуги
- важен източник на финансиране за млади (start-up) компании



История

- Начало в САЩ в 50-те и 60-те

богати бизнесмени/индивидуални инвеститори (ангели)

- Растеж през 80-те

профессионални организации

- Бум в 90-те

- Интернационализация

– Европа, Израел, Индия, Китай

US Venture Capital

- 1980 – \$2.1 bn
- 1990 – \$3.4 bn
- 2000 – \$104.8 bn
- 2008 – \$28.3 bn

Структура



Мениджъри (GPs)

- Предприемачи
- Бивши Изпълнителни директори (CEOs)
- Инвестиционни банкери
- Консултанти
- Финансисти
- Учени, експерти



Инвеститори (LPs)

- Пенсионни фондове (50 %)
- Фондации
- Университети
- Банки
- Застрахователни компании
- Богати индивиди / family offices
- Fund of Funds

Видове / фокус

▪ Общи

- Диверсифицирани:
- различни етапи
- различни сектори
- различни региони



▪ Специализирани

- (етап,сектор,география)
- seed
- start-up
- expansion
- later stage
- IT & software
- ТМТ
- Cleantech
- Biotech

▪ Според мениджърското дружество

- **независими** – Sequoia Capital, Neveq
- **на финансови институции** – банки, инвестиционни банки и компании, застрахователи - AIG
- **корпоративни** – Intel Capital, Cisco
- **правителствени** - Русия

Жизнен цикъл

■ Набиране на капитал / Fundraising

- формиране на фонда – стратегия, география, размер
- финансови ангажименти (commitments) от инвеститори
- от няколко месеца до няколко години

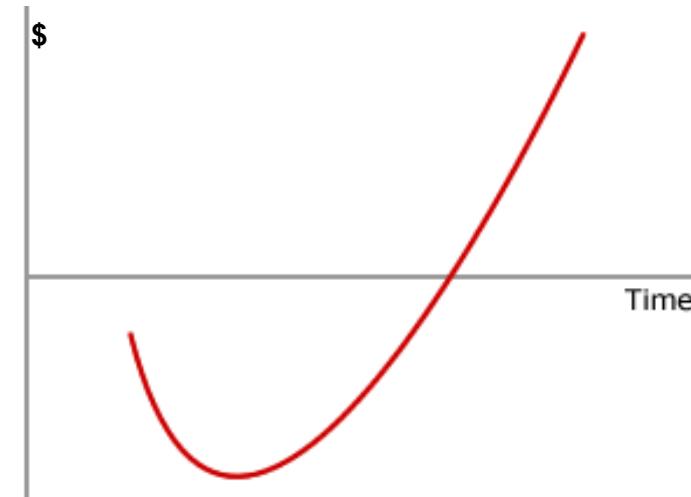
■ Теглене на капитала – Capital calls/Drawdowns

- серия траншове
- когато е нужно

■ Инвестиране

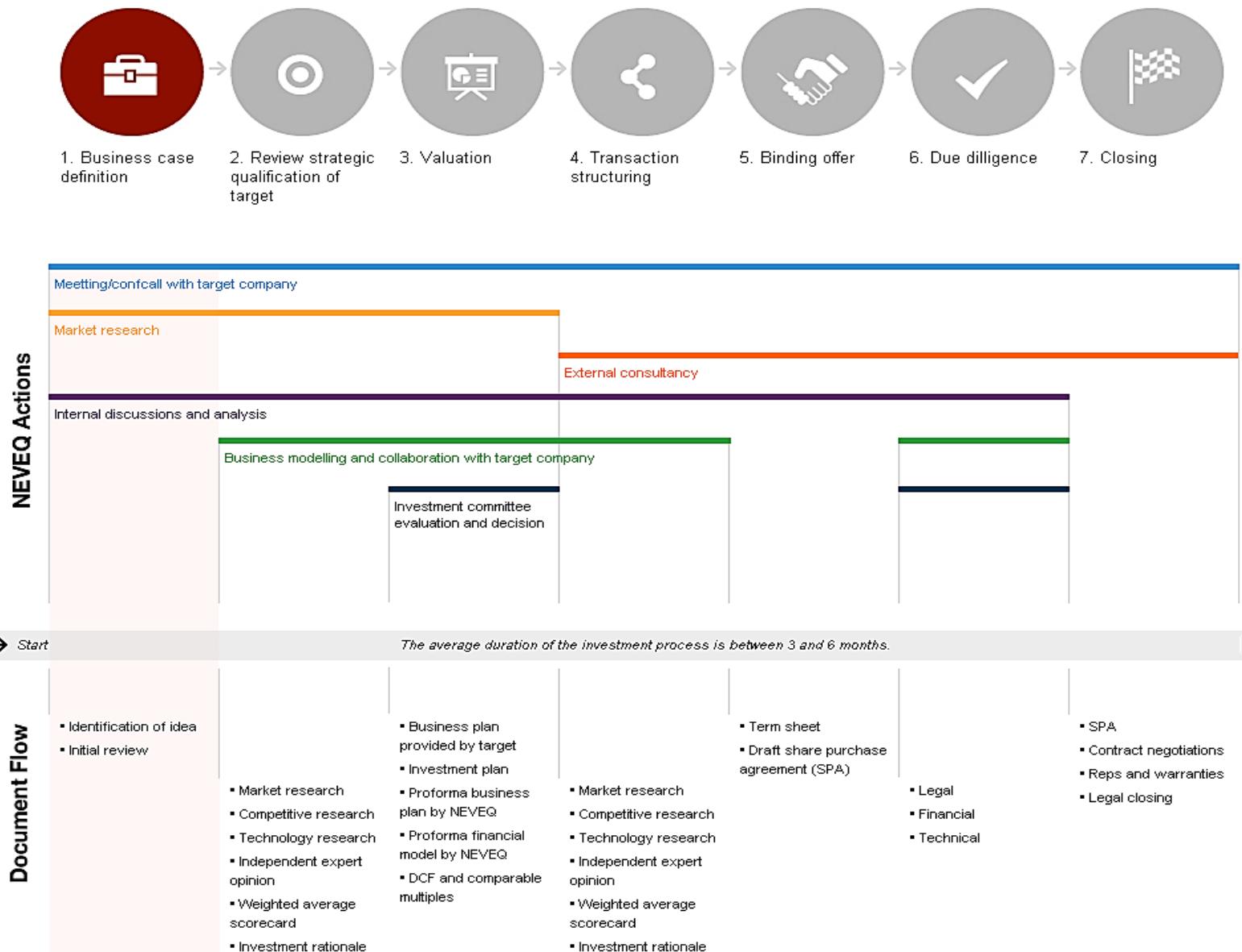
- инвестиционен период
- няколко рунда, резерви
- ко-инвестиции

■ Излизане / Exit



Инвестиционен процес

- Преглед на много проекти
- Идентификация на няколко най-добри
- Срещи, презентации
- Пазарно проучване, независими експерти
- Бизнес план
- Договаряне на сделката
- Дилиджънс
 - технически
 - Търговски
 - правен и финансов



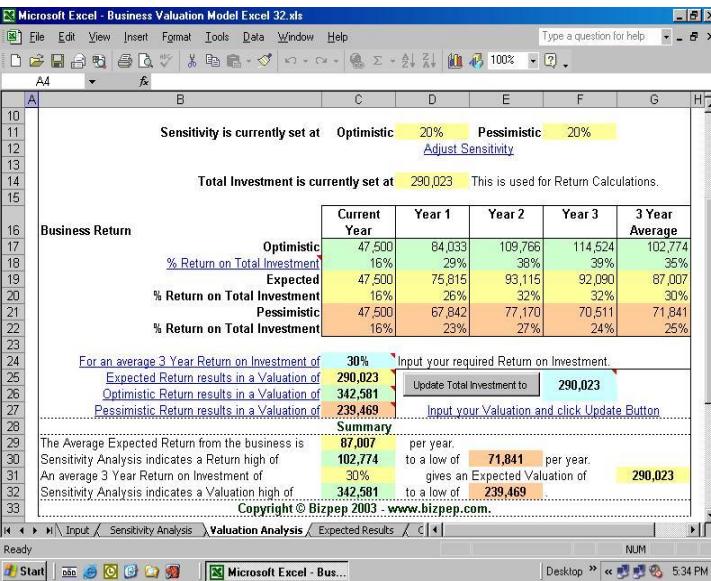
Критерии за подбор

- Силен **екип** с дълбоки познания за пазара и подходящ опит
- Бързо растящ **пазар** и/или потенциал за продажби в чужбина
- Собствена **технология** или други отличителни черти
- Атрактивен и скалируем **бизнес модел**
- Доказан **продукт/услуга** или ангажирани първи клиенти (при стартиращи компании)
- Подход към клиента и лоялна **клиентска база** (при по-късни етапи)
- Атрактивна **оценка** на компанията



Оценка на проект

- трудна при стартиращи компании
- повече изкуство отколкото наука
- подлежи на договаряне
- зависи от:
 - етапа на развитие
 - инвестираните пари и време
 - опита на предприемача/екипа
 - потенциала
 - активи / интелектуална собственост
 - наличие на продажби, видове клиенти
 - оборот, печалба, темпове на растеж, рисък
 - оценките на конкурентни компании
 - брой на потенциалните инвеститори
- опростено правило/груба сметка
 - $2 \times$ нужната инвестиция



Добавена стойност

- Подобряване на корпоративното управление и вземането на стратегически решения – *участие в Борд на Директорите, стратегия, най-добри практики*
- Подсилване на управленския екип – *мониторинг на представянето на мениджмънта и участие в наемането на ключови служители, членове на борда, съветници*
- Стимулиране на екипа чрез споделяне на дял под формата на опции – *съгласуване на интересите на различни заинтересувани страни*
- Достъп до глобална мрежа от контакти – *допълнителни знания и отваряне на врати към потенциални партньори, клиенти или мениджъри*
- Допълнителни възможности за пазарни проучвания, консултанти
- Подобряване на финансовите и административни процеси
- Организиране на следващи финансирания и привличане на други инвеститори
- Помощ при сливания и придобивания – *използвайки опита на екипа на фонда*
- Подготовка и постигане на оптimalно излизане от инвестицията

Правни аспекти

- Предварителен договор / Term Sheet
- Договор за продажба на дял
 - цена, суми и график
 - инструмент(и): видове акции, други
 - употреба на парите
 - ликвидационни преференции
 - варанти
 - опции за ключови мениджъри и служители
 - управление, борд, гласуване, контрол, информация
 - защитни клаузи – RFOR, Tag Along, Drag Along
- Юрисдикция



Възвръщаемост

- IRR – вътрешна норма на възвръщаемост
 - цели 30% - 50%
- дивиденти
- exit
 - сливания и придобивания (M & A)
 - IPO
 - продажба на активи, технология
 - ликвидация



Thomson Reuters' US Private Equity Performance Index (PEPI)
Investment Horizon Performance through 6/30/2008

Fund Type	1 Yr	3 Yr	5 Yr	10 Yr	20 Yr
Early/Seed VC	2.1	4.9	5.0	32.9	21.4
Balanced VC	2.5	10.8	11.9	14.4	14.7
Later Stage VC	15.3	12.4	11.1	8.5	14.5
All Venture	5.1	8.5	8.8	16.6	16.9
NASDAQ	-11.1	3.6	7.0	1.9	9.2
S&P 500	-13.8	2.4	5.5	1.2	8.0
All Venture (through 3/31/2008)	13.3	9.6	9.0	17.2	16.8
All Venture (through 6/30/2007)	25.5	11.3	5.1	19.3	16.4

Source: Thomson Reuters/National Venture Capital Association

Рисков капитал в България

- Местни и регионални фондове
 - NEVEQ
 - 3TS
 - Intel Capital
 - MCI Management
 - Advance Equity
 - други видове рисков капитал
 - JEREMIE
- Чуждестранни фондове
 - Summit Partners
 - Други
- Проблеми и решения



Привличане на рисков капитал

■ какъв трябва да е проектът

- иновативна идея
- голям потенциал
- скалируем модел
- опитен екип
- пазар
- стратегия
- прототип/продукт
- клиент(и)

■ какъв трябва да е фондът

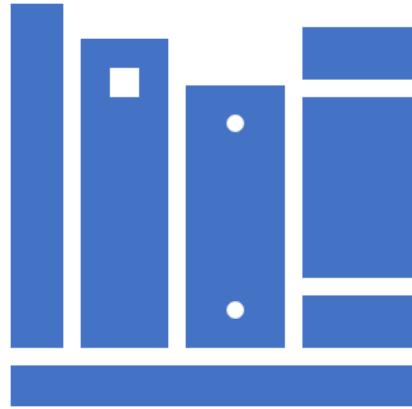
- секторен фокус
- етапи (seed, early, growth)
- суми
- портфолио
- география
- опит
- жизнен цикъл

■ какво е нужно:

Презентация -кратка, ясна, силна:

- проблема
- решението
- размер на пазара
- бизнес модел
- технология
- конкуренция
- маркетинг план
- екип
- пари, цели





SERVICE MANAGEMENT

ТЕМА III, МОДУЛ III «БИЗНЕС ПРЕДИМСТВА НА ПРОДУКТИТЕ С ОТВОРЕНИЯ КОД»

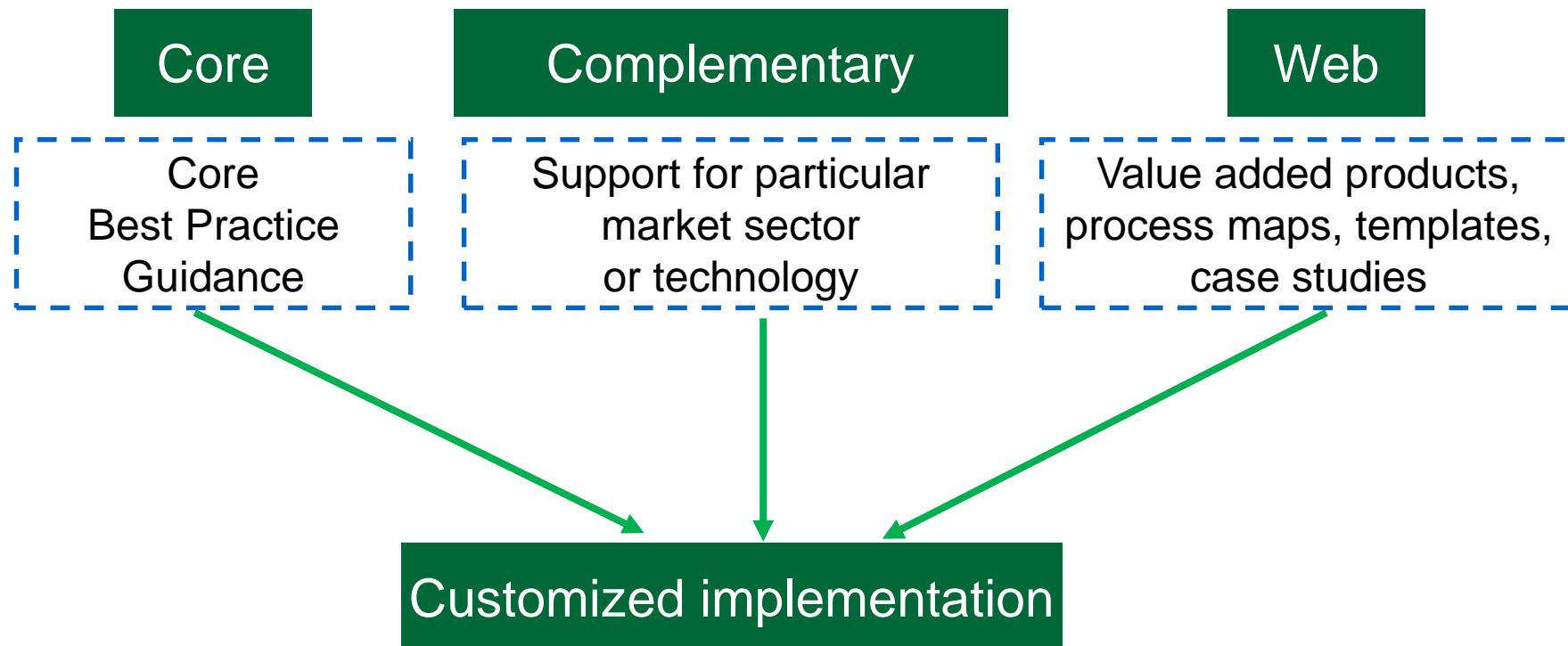
What is a ‘Service’?

- V2
 - Providing something of value to a customer that is not goods (physical things with material value).
- V3
 - A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.
- V4
 - *Съпоставете сами.*

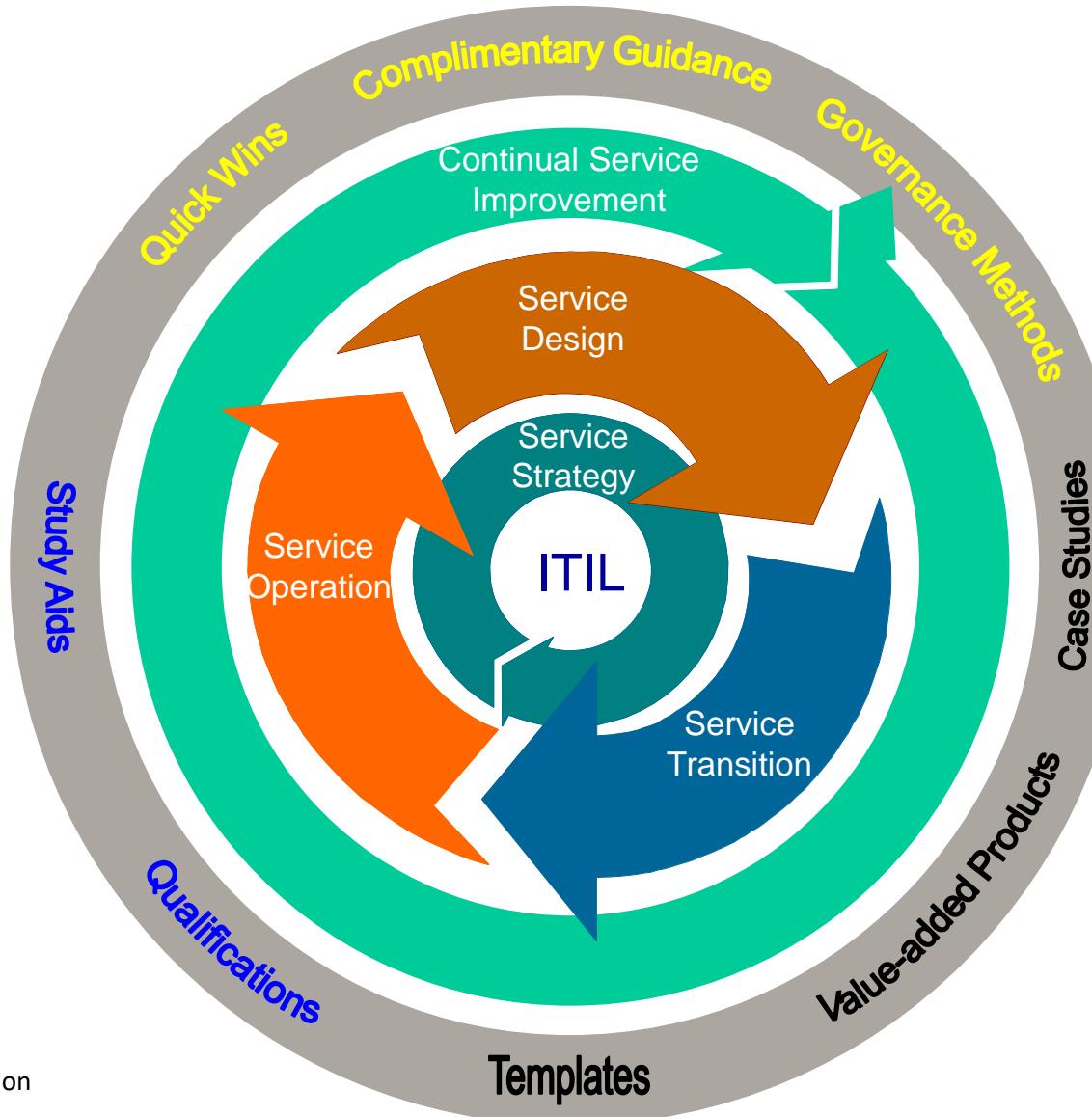
What is ‘Service Management’?

- V2
 - The implementation and management of quality IT Services that meet the needs of the Business.
- V3
 - a set of specialized organizational capabilities for providing value to customers in the form of services.
- V4
 - *Съпоставете сами.*

ITILv4 – The Structure



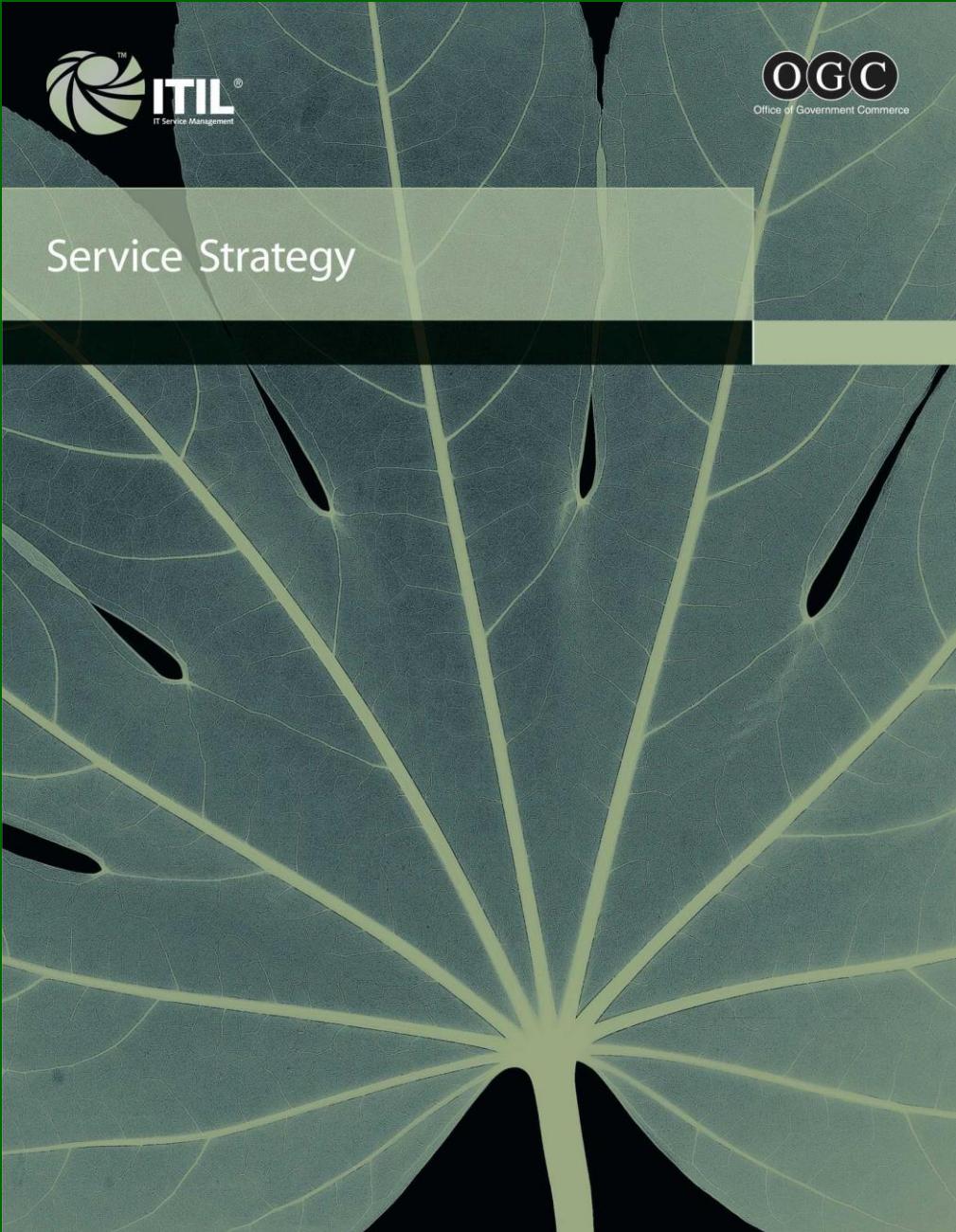
ITIL v3



Created on the basis of
publicly available information

What's in the books





- Aimed at the CIO
- Much new material not covered in V2
- Many methods and ideas as well as processes

Service Strategy

- Shows organizations how to transform Service Management into a strategic asset and how to think and act in a strategic manner
- Helps clarify the relationships between various services, systems or processes and the business models, strategies or objectives they support

Service Strategy - Key Concepts

- Assets, Resources and Capabilities
- Utility and Warranty
- Value Creation
- Service Provider
- Service Portfolio

Assets, Resources and Capabilities

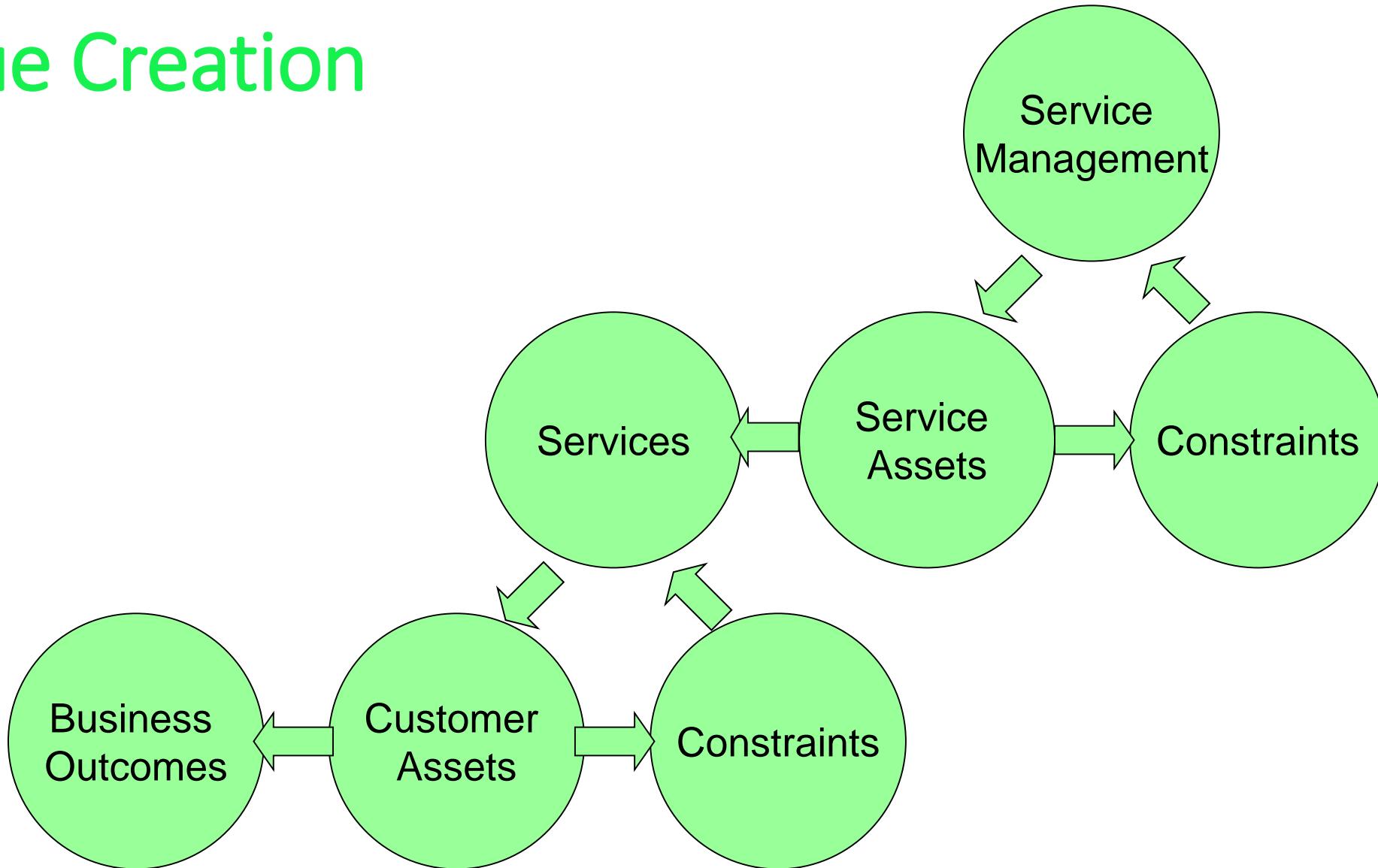
Asset	Any resource or capability. Assets of a Service Provider include anything that could contribute to the delivery of a Service
Resource	A generic term that includes infrastructure, people, money or anything else that might help to deliver a Service
Capability	The ability of an organization, person, process, application, configuration item or IT Service to carry out an activity

Utility and Warranty

- Utility and Warranty work together to create value

Utility	Warranty
What does the service do?	How well does the service do it?
Functional Requirements	Non Functional Requirements
Features, inputs, outputs...	Capacity, performance, availability...
“fit for purpose”	“fit for use”

Value Creation

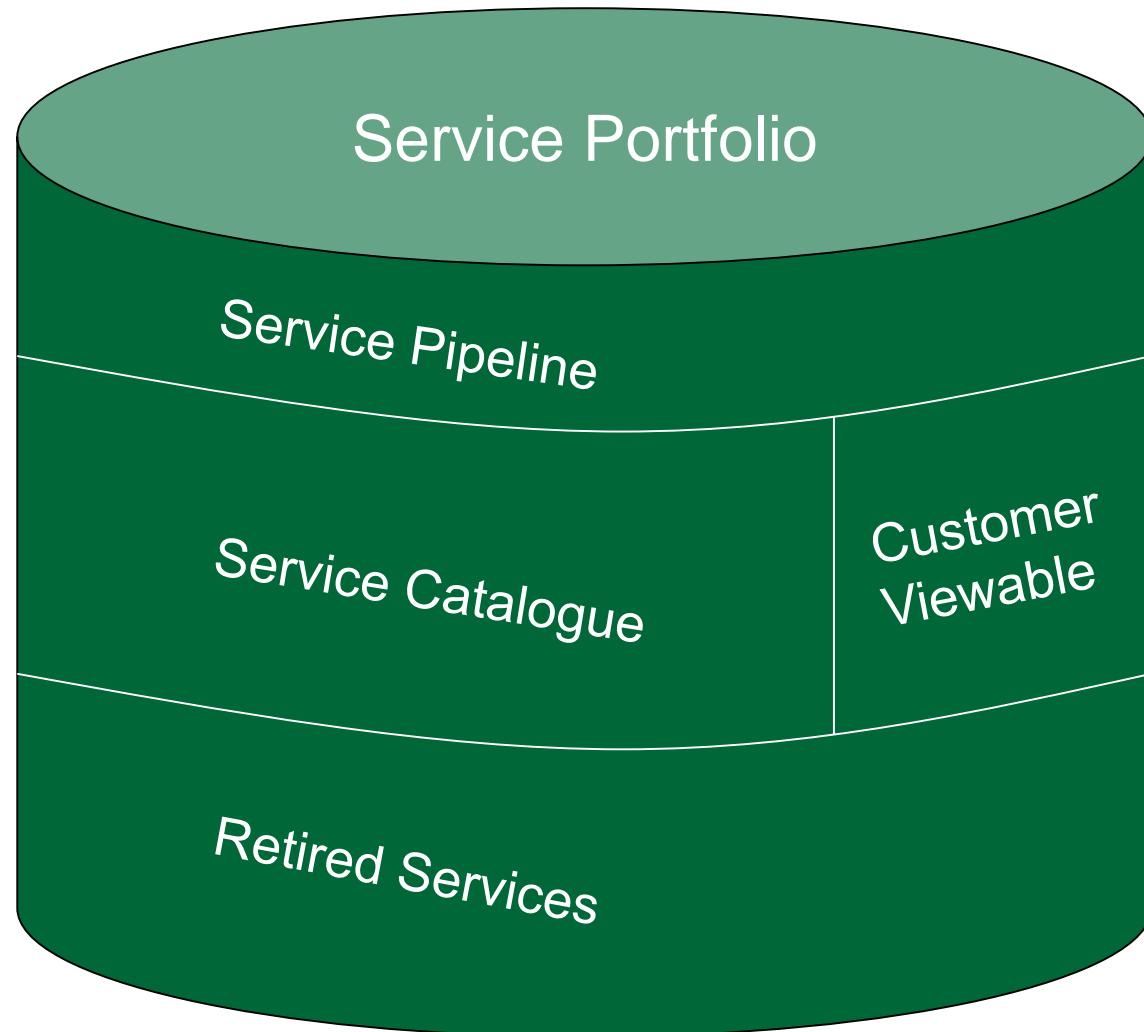


Service Provider

- An organization supplying services to one or more internal customers or external customers

Type 1	<ul style="list-style-type: none">• Internal• Embedded in the business unit it serves
Type 2	<ul style="list-style-type: none">• Shared• Provide services to multiple business units
Type 3	<ul style="list-style-type: none">• External• Provide services to many customers

Service Portfolio



Service Strategy – Activities

- **Define the market**
 - Evaluate the services you could potentially offer, and who you may be able to offer them to
- **Develop the offerings**
 - Continue to formulate the services you think it will be worthwhile pursuing
- **Develop strategic assets**
 - Look for opportunities to exploit your services and capabilities
- **Prepare for execution**
 - Ensure that we are ready to go ahead and it is worthwhile doing so

Service Strategy – Processes

- **Financial management**
 - Understand the value of IT Services and assets
 - Provide support for forecasting and decision making
- **Return on Investment**
 - Quantify the value of investments
- **Service Portfolio Management**
 - Provide direction to Service Design so they can manage and fully exploit the services into the future
- **Demand Management**
 - Understand and influence Customer demand for services and provision of capacity to meet these demands



- Aimed at development AND operations
- Much new material not covered in V2
- Includes many of the V2 Service Design Processes

Service Design

- Aims to design IT services, together with governing practices, processes and policies, to realize the organization's strategy
- To ensure quality service delivery, customer satisfaction and cost-effective service provision

Service Design - Aspects

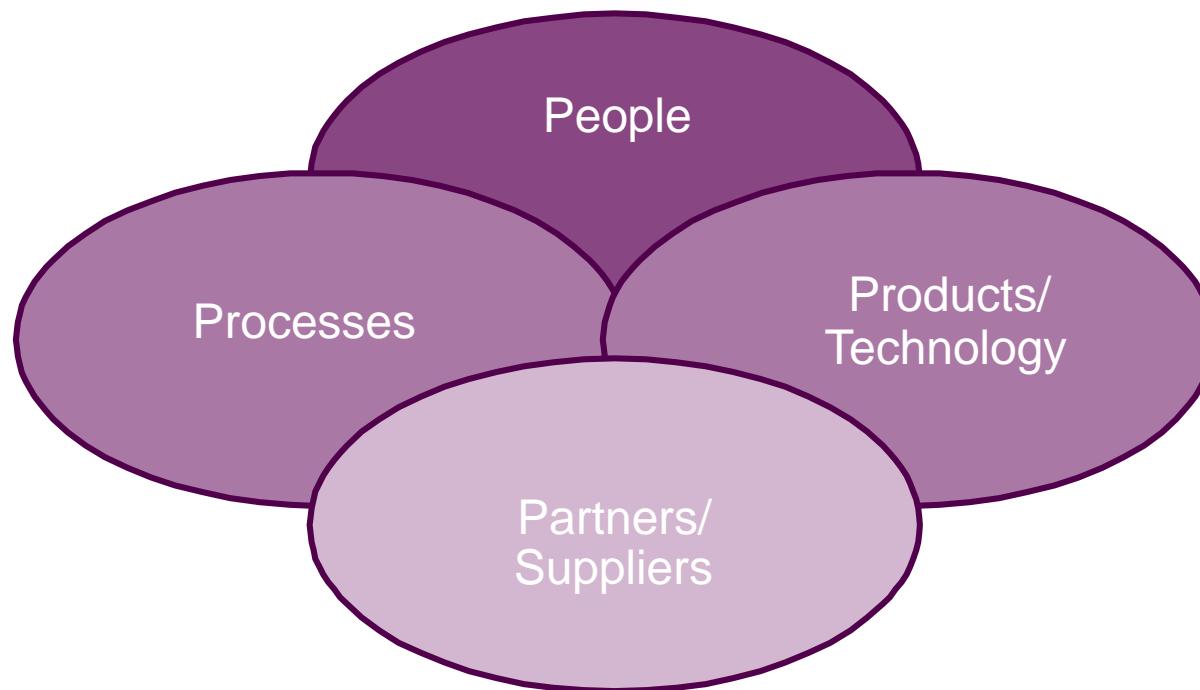
- Service solutions
- Service management systems and tools
- Technical and management architectures
- Service management processes
- Measurement systems and metrics

Service Design Key Concepts

- **Service Design Package**

- Defines the service through all stages of its lifecycle
- Passed to Service Transition for implementation

- **Four P's**



Service Design – New Processes

- **Service Catalogue Management**

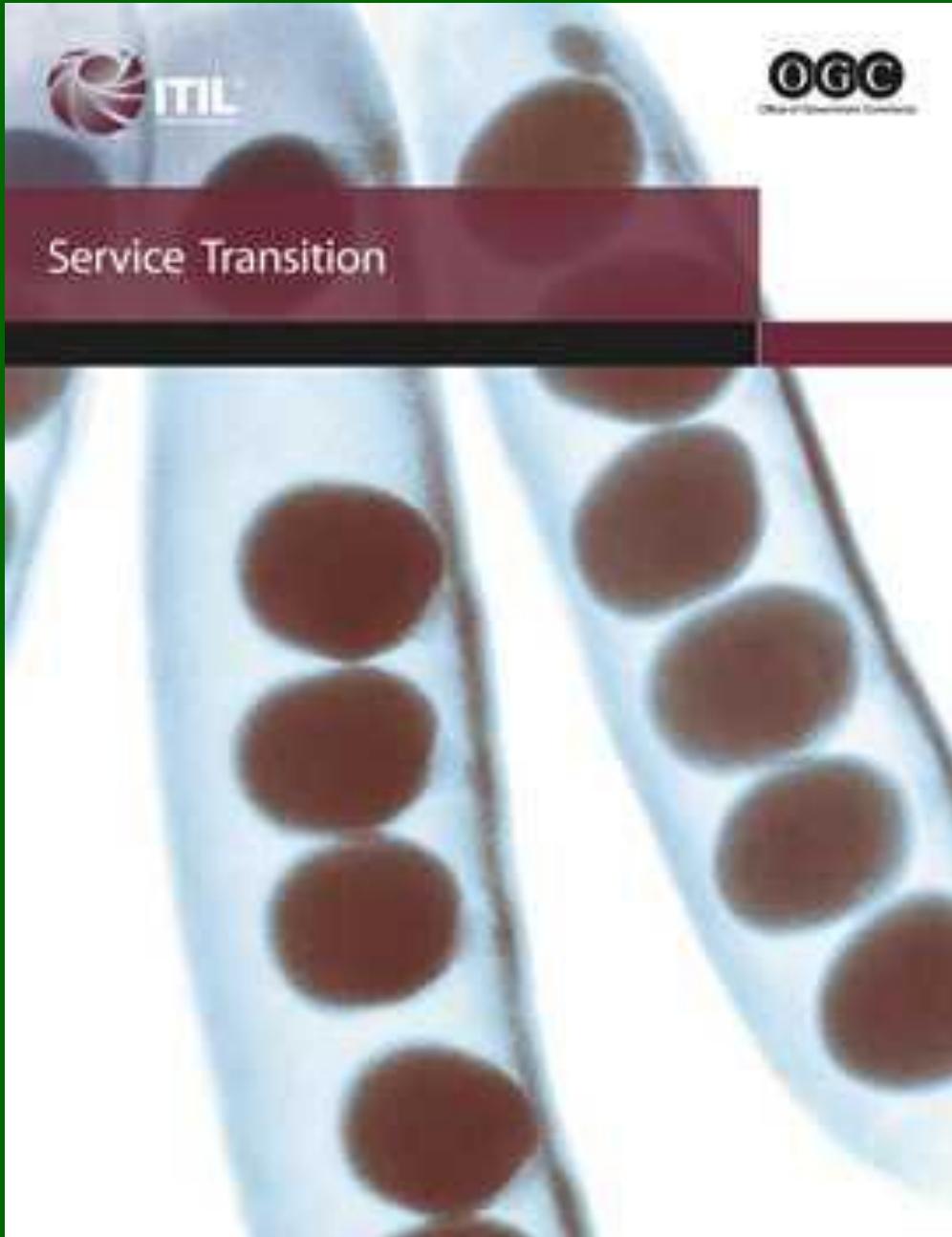
- Overall management of the service catalogue
- Single source of information on all agreed services
- Ensure it is available to those approved to access it

- **Supplier Management**

- Manage supplier relationships and performance
- Negotiate and agree contracts
- Manage contracts throughout lifecycle
- Maintain a supplier policy and a supporting Supplier and Contract Database (SCD)

Service Design – updated processes

- **Information Security Management**
 - V2 process was a separate book, otherwise very similar
- **Service Level Management**
 - No longer responsible for service catalogue
- **Availability Management**
 - MTRS as well as MTTR
 - Availability Management Information System (AMIS)
- **Capacity Management**
 - Component Capacity Management (not Resource)
 - Capacity Management Information System (CMIS)



- Updated change, release and configuration management
- Knowledge Management

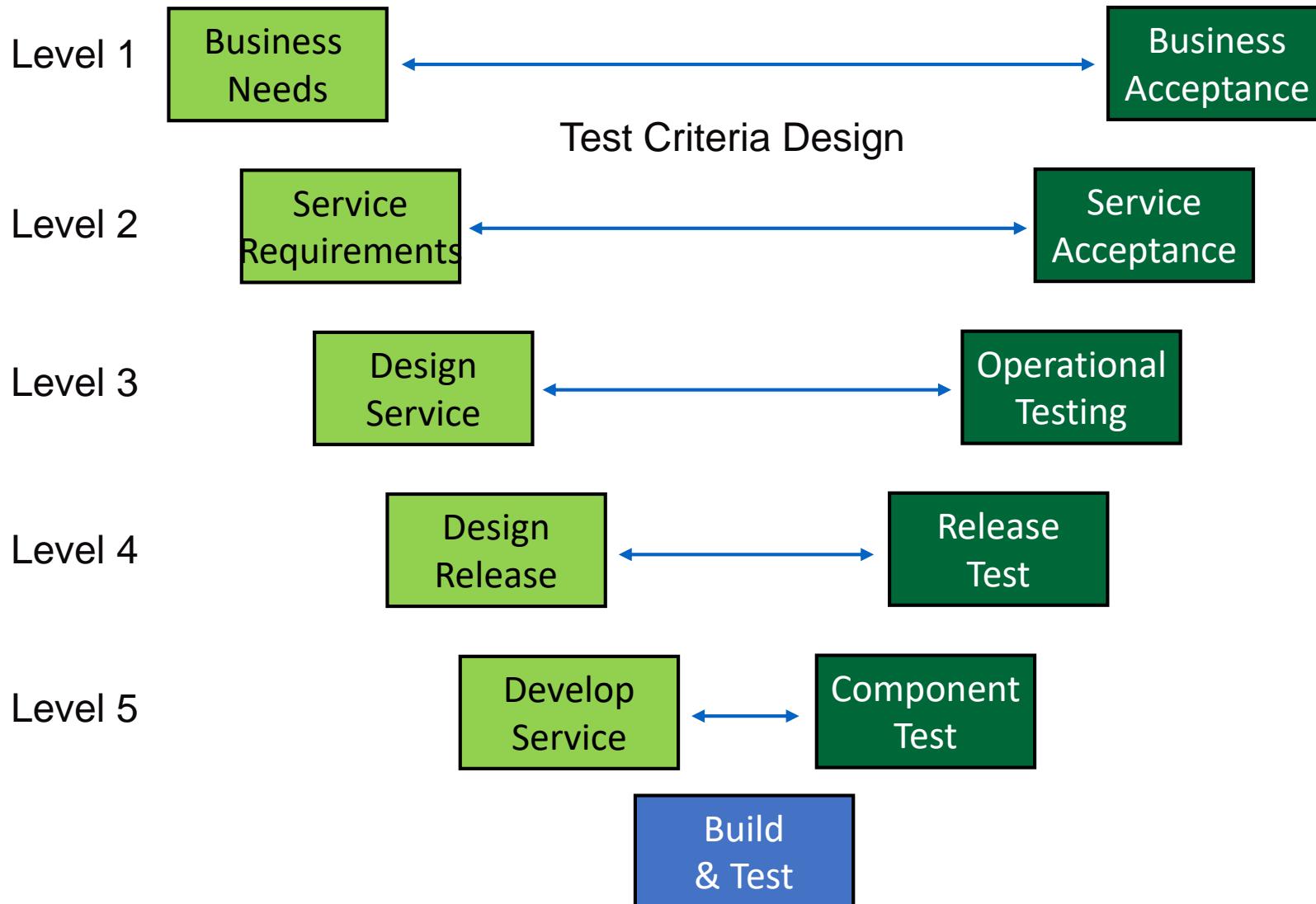
Service Transition

- Plans and implements the deployment of all releases to create a new service or improve an existing service
- Assure that the proposed changes in the Service Design Package are realized
- Successfully steer releases through testing and into the live environment
- Transition services to/from other organizations
- Decommission or terminate services

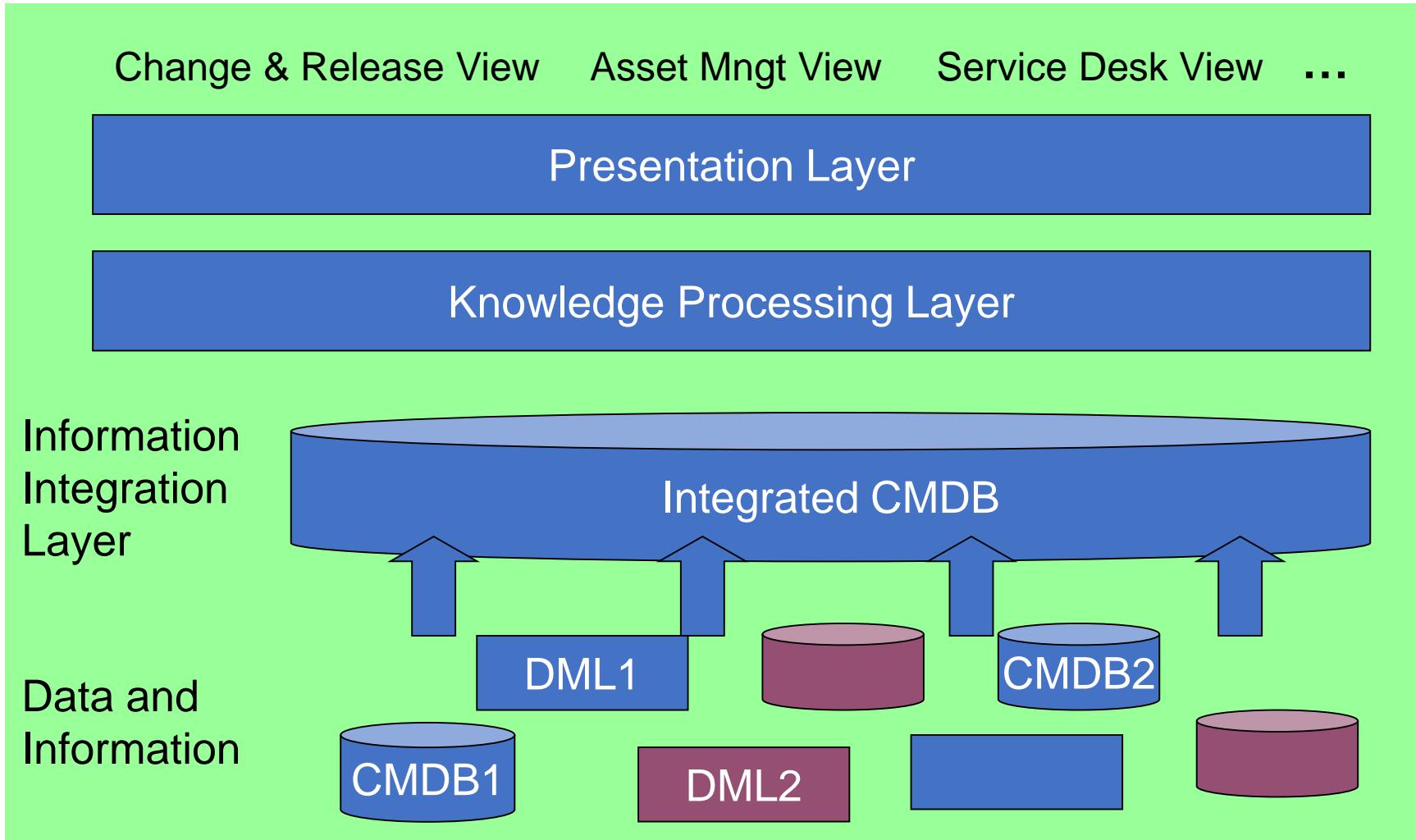
Service Transition – Key Concepts

- Service V Model
- Configuration Management System (CMS)
- Service Knowledge Management System
- Data Information Knowledge Wisdom (DIKW)

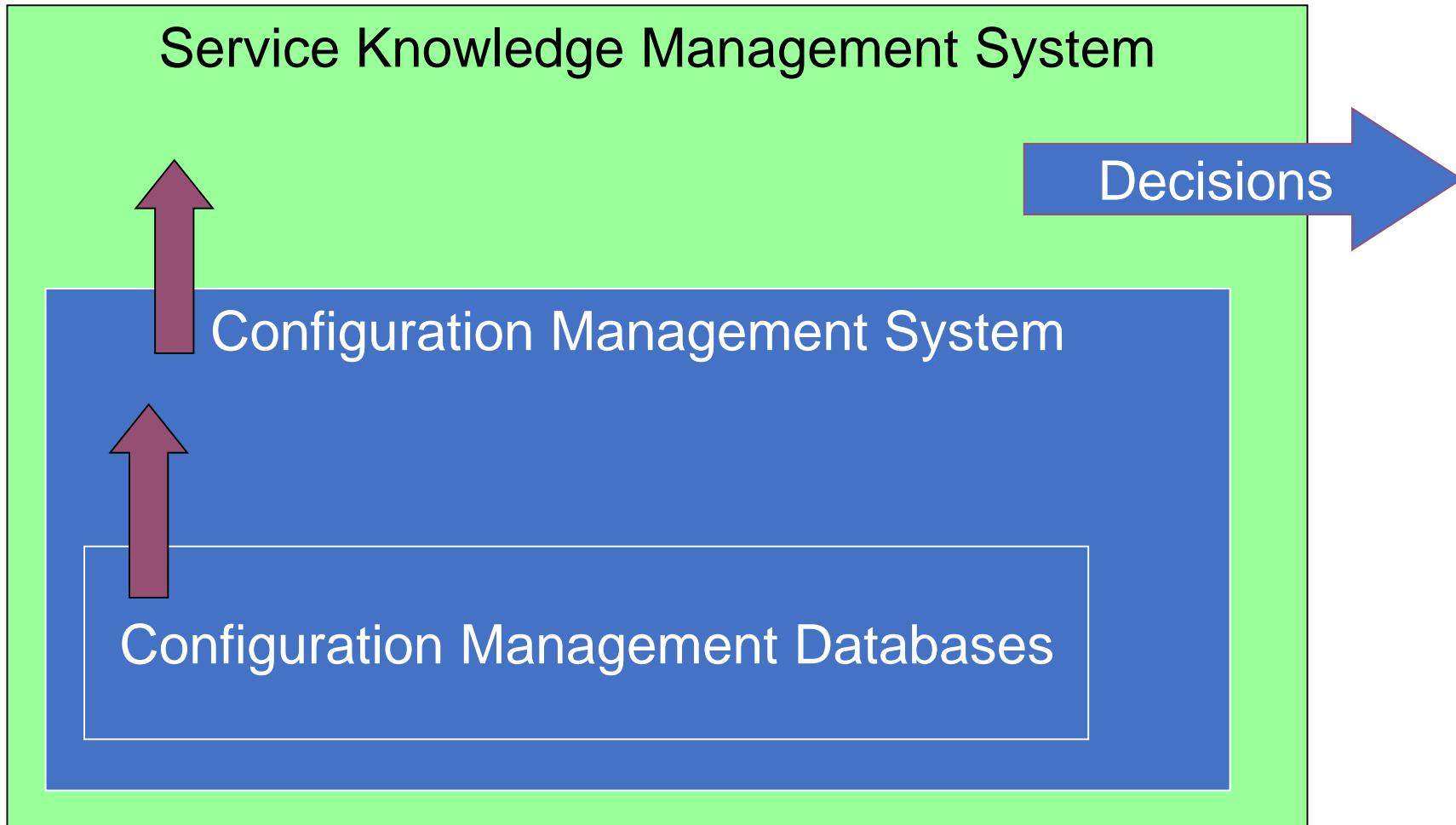
Service V Model



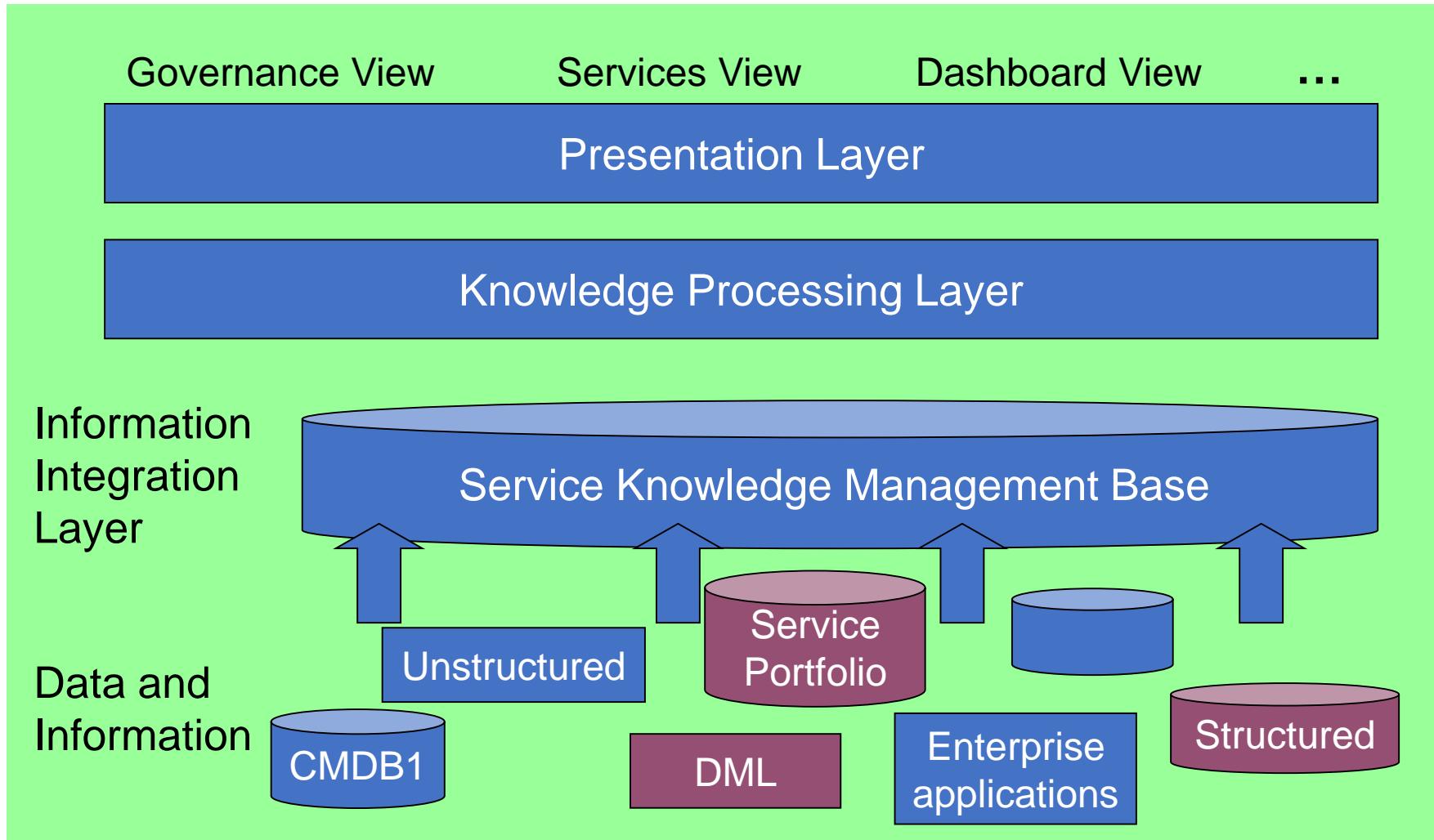
Configuration Management System



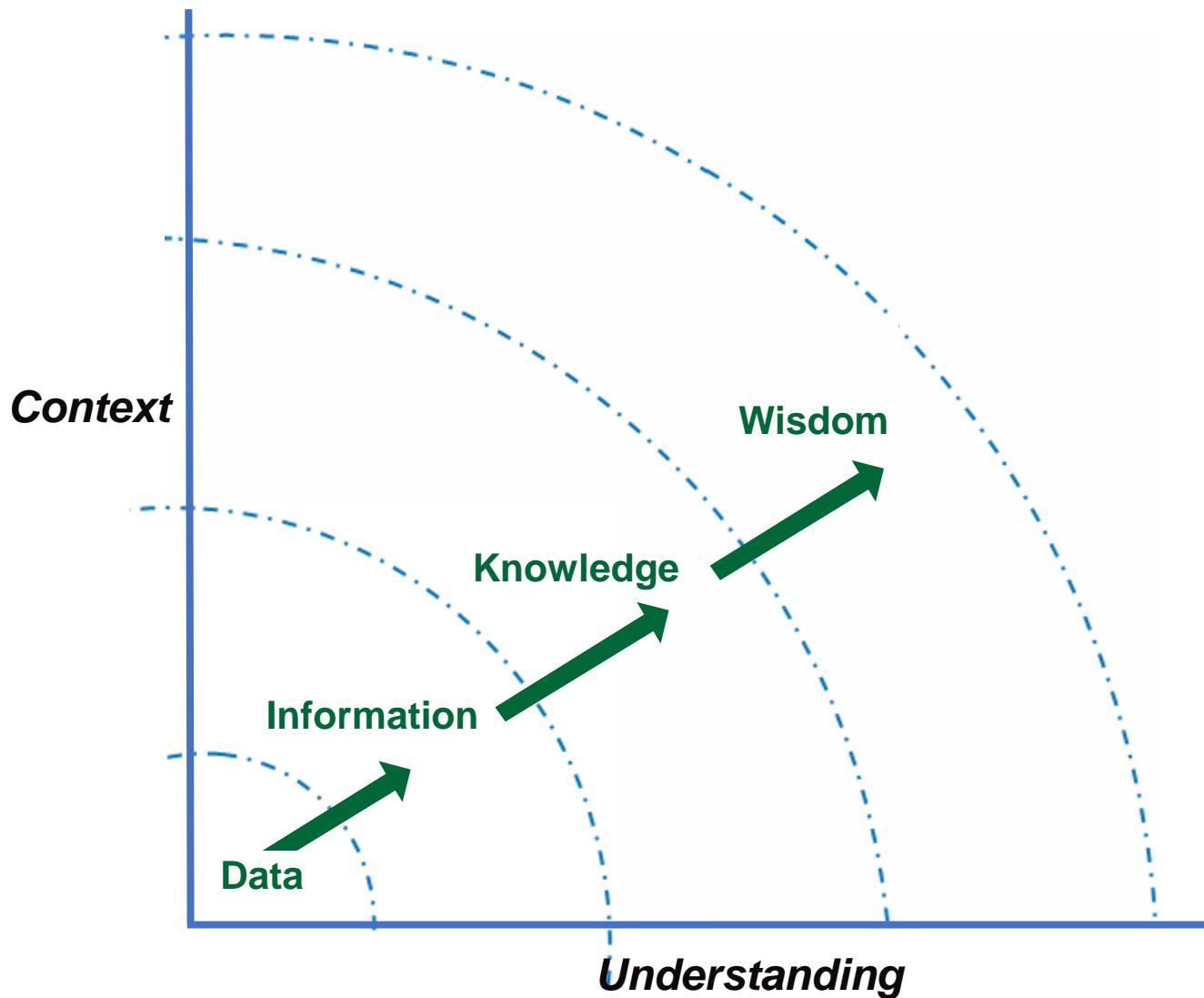
Service Knowledge Management System



Service Knowledge Management System (SKMS)



Data Information Knowledge Wisdom



Change, Configuration and Release

- **Change Management**

- Added Strategic / Tactical / Operational changes
- Added Change Proposals
- CAB/EC ⇒ ECAB
- Forward Schedule of Change ⇒ Change Schedule

- **Service Asset and Configuration Management**

- Asset Management added to configuration management

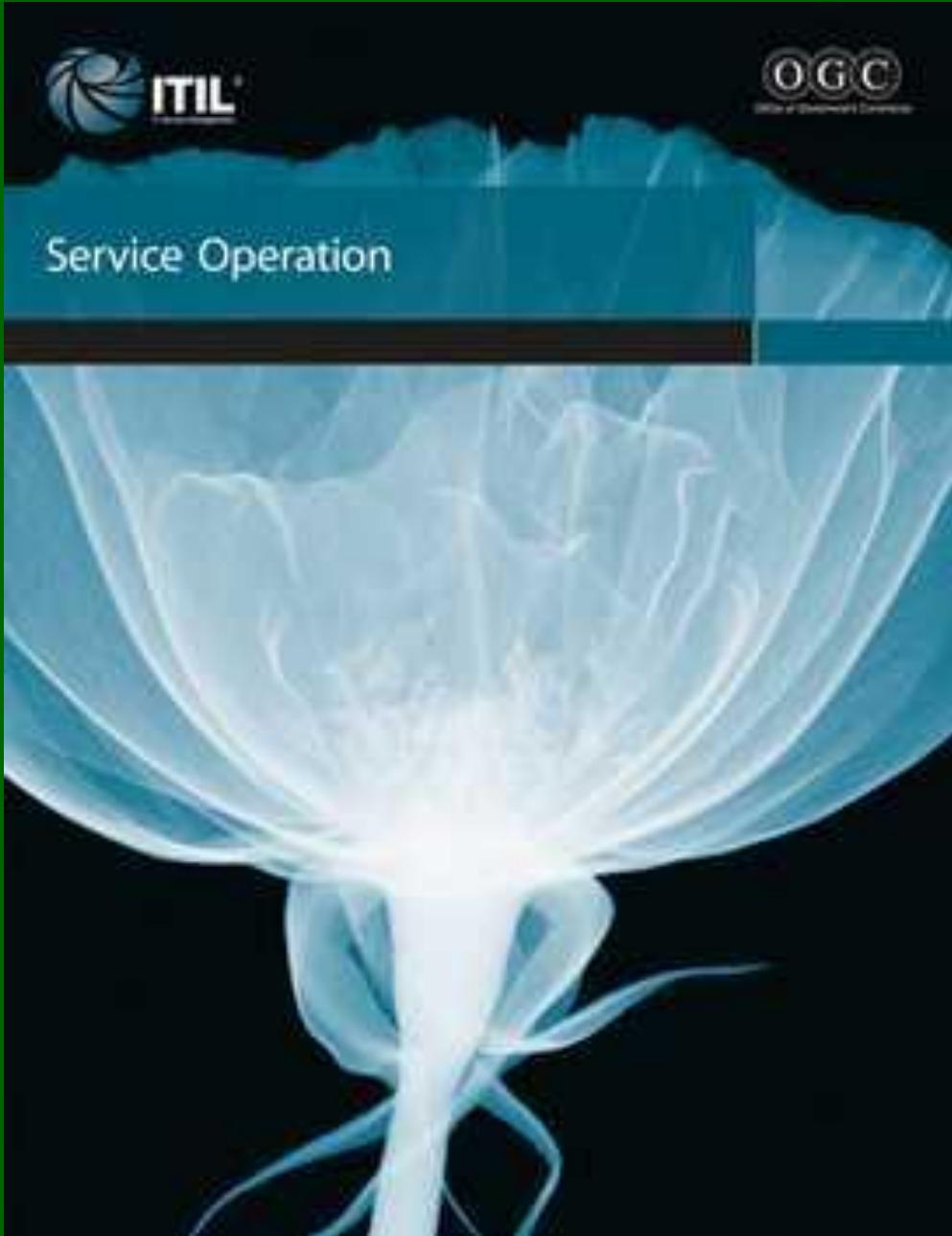
Change, Configuration and Release

- **Release and Deployment Management**

- Similar to V2 release management
- Testing and Validation moved to a separate process
- Removed terms like full / delta / partial
- Added a number of roles
 - e.g. Package and Build Manager

New Service Transition Processes

- **Transition Planning and Support**
 - Overall management of Service Transition
- **Knowledge Management**
 - Ensure the right information is delivered to the appropriate place or person at the right time to enable informed decision
- **Service Testing and Validation**
 - Assure that a service will provide value to customers and their business
- **Evaluation**
 - Considers whether the performance of something is acceptable, value for money etc. – and whether it will be proceeded with, accepted into use, paid for, etc



- Incident and Problem Management
- Infrastructure Management and Application Management
- New processes and functions

Service Operation

- Coordinate and carry-out day-to-day activities & processes to deliver and manage services at agreed levels
- Ongoing management of the technology that is used to deliver & support services
- Where the plans, designs and optimizations are executed and measured
- Where value is actually delivered to the business

Service Operation – Key Concepts

Event	An alert or notification created by any IT Service, Configuration Item or monitoring tool. e.g. a batch job has completed. Events typically require IT Operations personnel to take actions, and often lead to incidents being logged
Service Request	A request from a user for information or advice, or for a standard change. For example to reset a password, or to provide standard IT Services for a new user
Self-Help	Technology, such as a web interface, that allows users to find information for themselves and allow Service Requests and Incidents to be submitted on-line

Service Operation Processes and Functions

- **Processes**

- Event Management
- Incident Management
- Request Fulfillment
- Problem Management
- Access Management

- **Functions**

- Service Desk
- Technical Management
- IT Operations Management
- Applications Management

SO – areas with little change

- **Incident Management**

- Incident models added
- Separate Event Management Process

- **Problem Management**

- Error control removed
- Known errors can be raised at any time
- Problem models added
- Proactive Problem Management is in CSI

- **Service Desk**

- New Request Fulfilment processes
- Supports new Access Management process

Service Operation new processes

- **Request Fulfillment**

- Provide a channel for users to request and receive standard services
- Source and deliver the components of requested standard services (e.g. licenses and software media)
- Provide information to users and customers about the availability of services and the procedure for obtaining them
- Assist with general information, complaints or comments

...Continued

Service Operation new processes

- **Event Management**

- Detect Events, make sense of them, and determine the appropriate control action
- Manage events throughout their Lifecycle

- **Access Management**

- Grant authorized users the right to use a service
- Prevent access from non-authorized users

Service Operation new Functions

- **IT Operations Management**

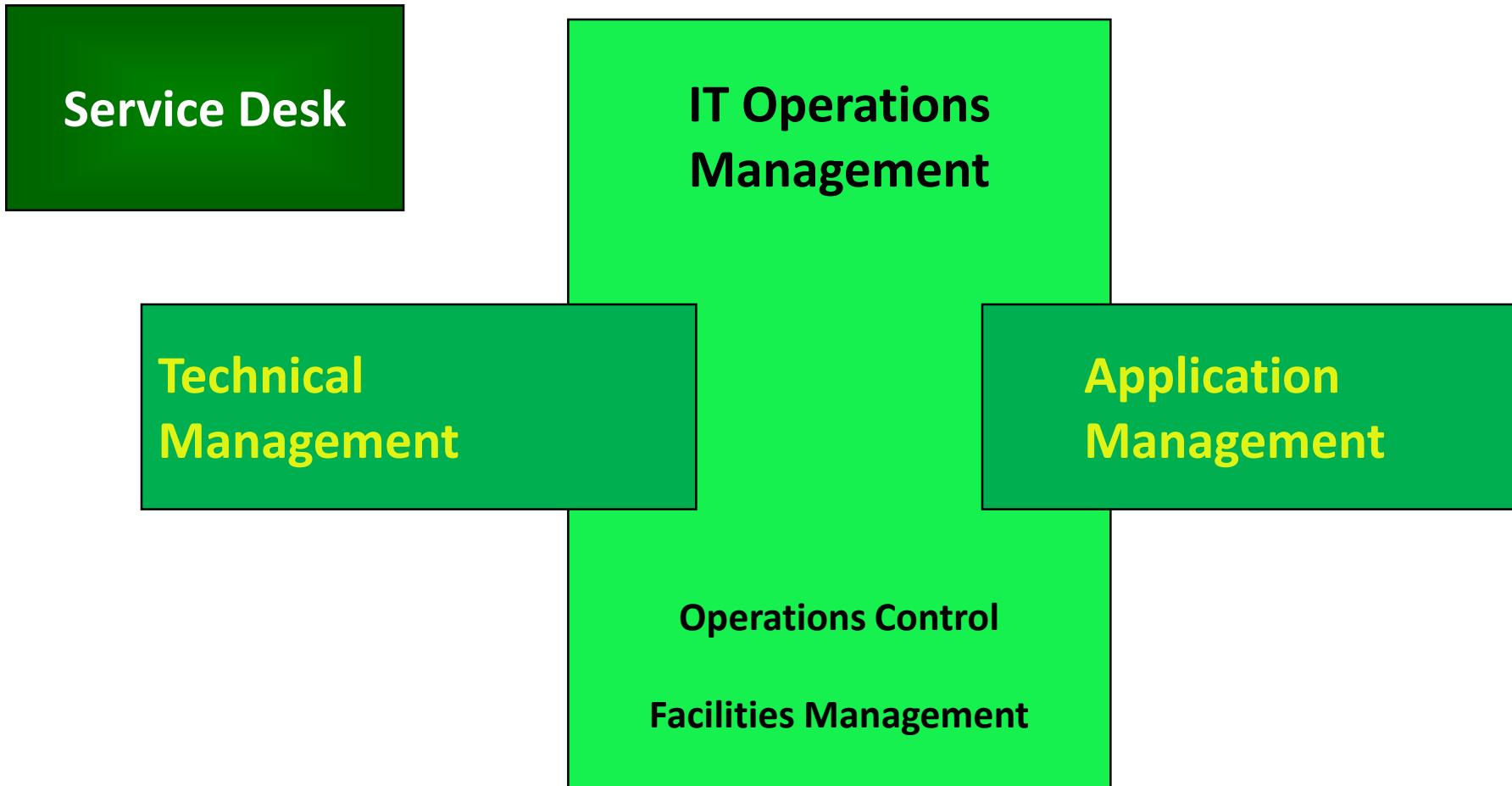
- responsible for performing the organisation's day-to-day operational activities, such as:
 - Console Management
 - Job Scheduling
 - Backup and Restore
 - Print and Output management
 - Performance of maintenance activities
 - Facilities Management

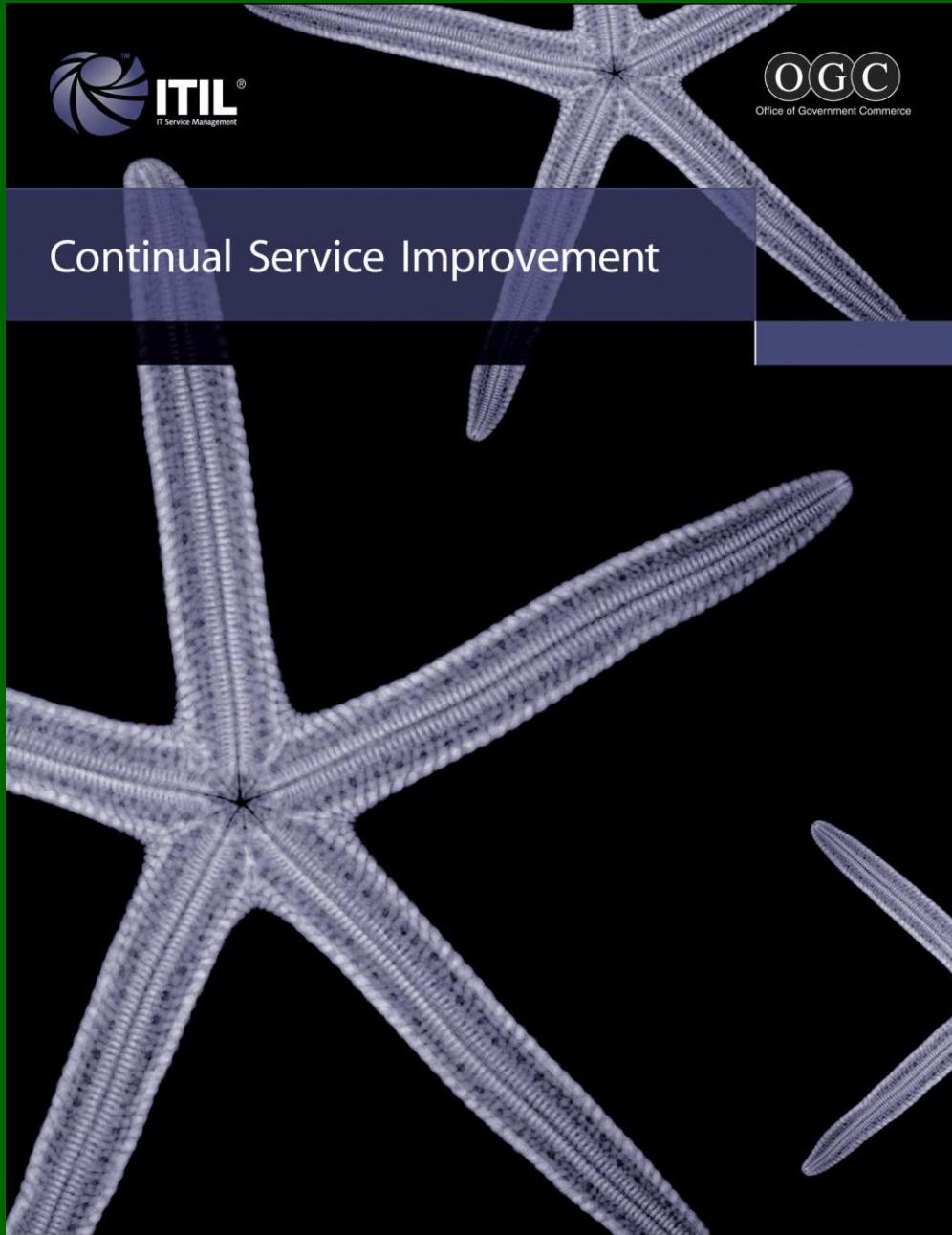
...Continued

Service Operation new Functions

- **Technical Management**
 - Custodian of technical knowledge and expertise related to managing the IT Infrastructure
 - Provides the actual resources to support the infrastructure throughout the Service Management Lifecycle
- **Applications Management**
 - Manages applications throughout their Lifecycle
 - Plays an important role in the design, testing and improvement of applications
 - Involved in development projects, but not usually the same as the application development teams

Overlap of Service Operation Functions





- Measurement and improvement
- Lots of new content
- Some things from v2 Planning to Implement

Continual Service Improvement (CSI)

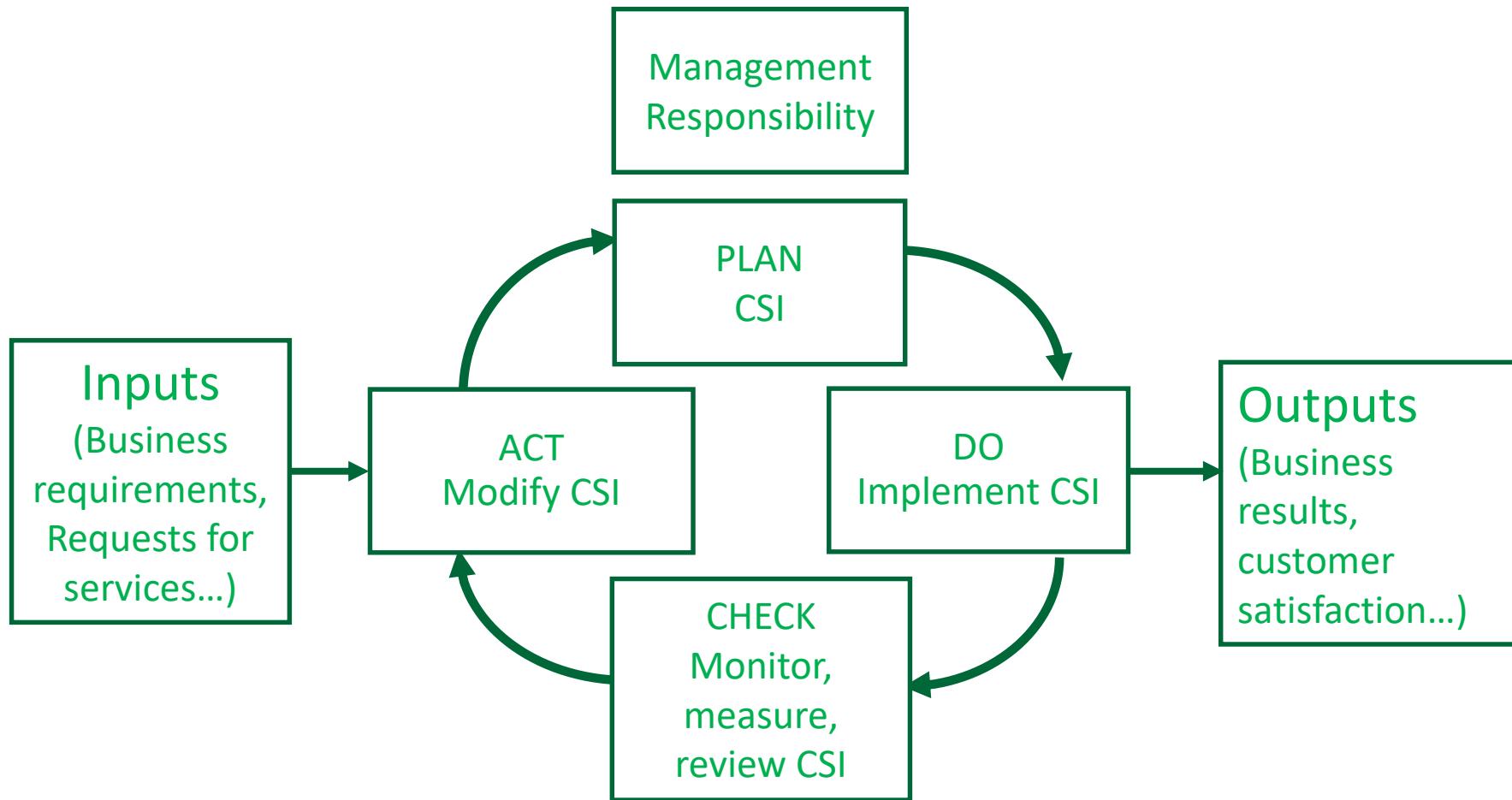
- Aims to continually align IT services to changing business needs by identifying and implementing improvements
- Continually looking for ways to improve process efficiency and effectiveness and well as cost effectiveness
- Works to improve each stage in the lifecycle
 - not just the current services, people and processes

CSI Key Concepts

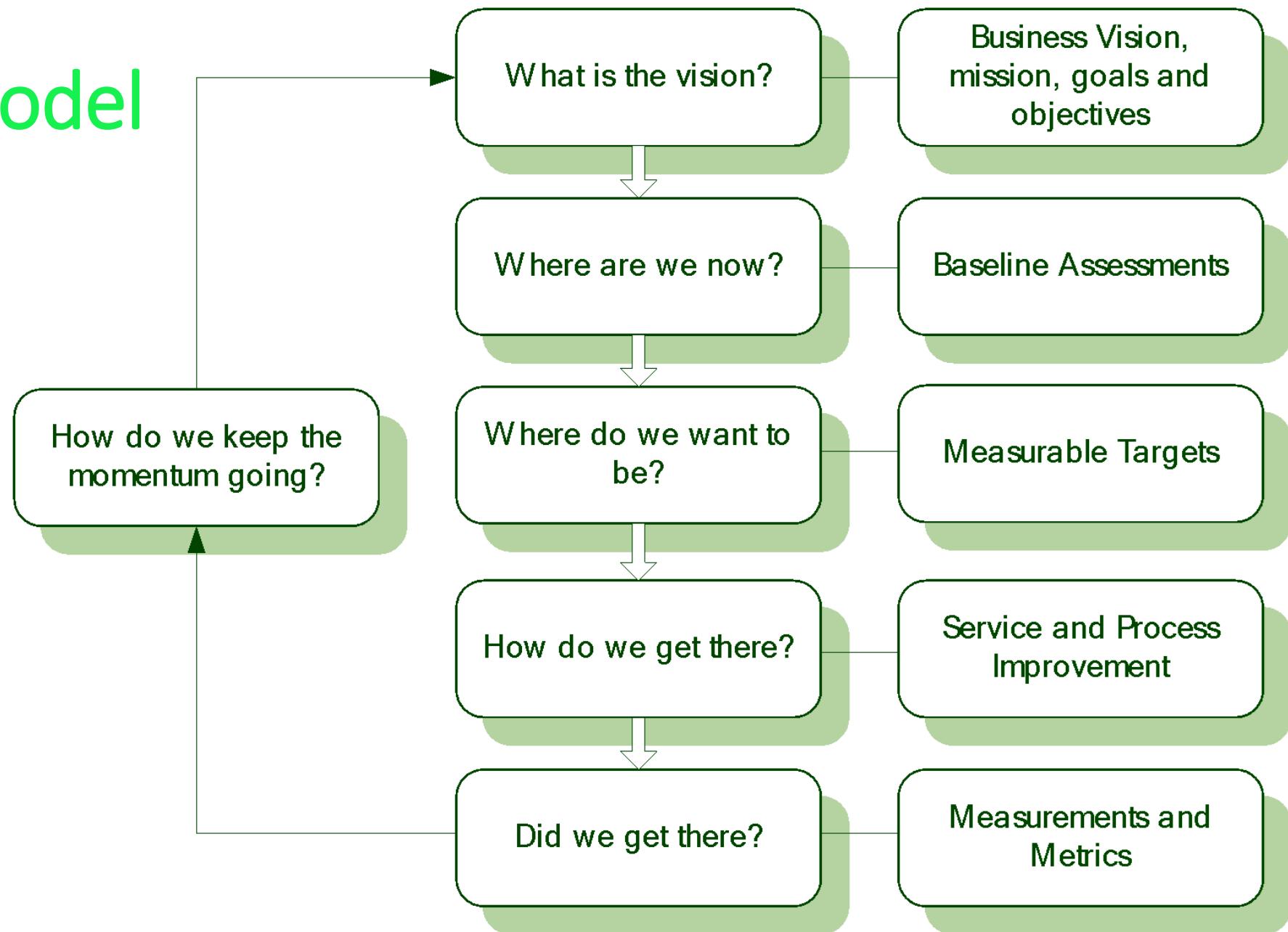
- Plan-Do-Check-Act
- CSI model
- Business value of service measurement
- Types of metric

Plan-Do-Check-Act – Implementing CSI

Continual Service Improvement



The CSI Model



Business Value of Service Measurement

- **Why Measure?**

- To validate
 - Strategy and vision can define measurable goals
- To direct
 - Targets and metrics to drive behaviour
- To Justify
 - Factual evidence to support a business case
- To Intervene
 - Measuring the effect of changes and improvements

Types of Metric

Service Metrics	The results of the end-to-end service
Process Metrics	CSFs, KPIs and activity metrics for the service management processes
Technology Metrics	Component and application based metrics such as utilisation, performance, availability

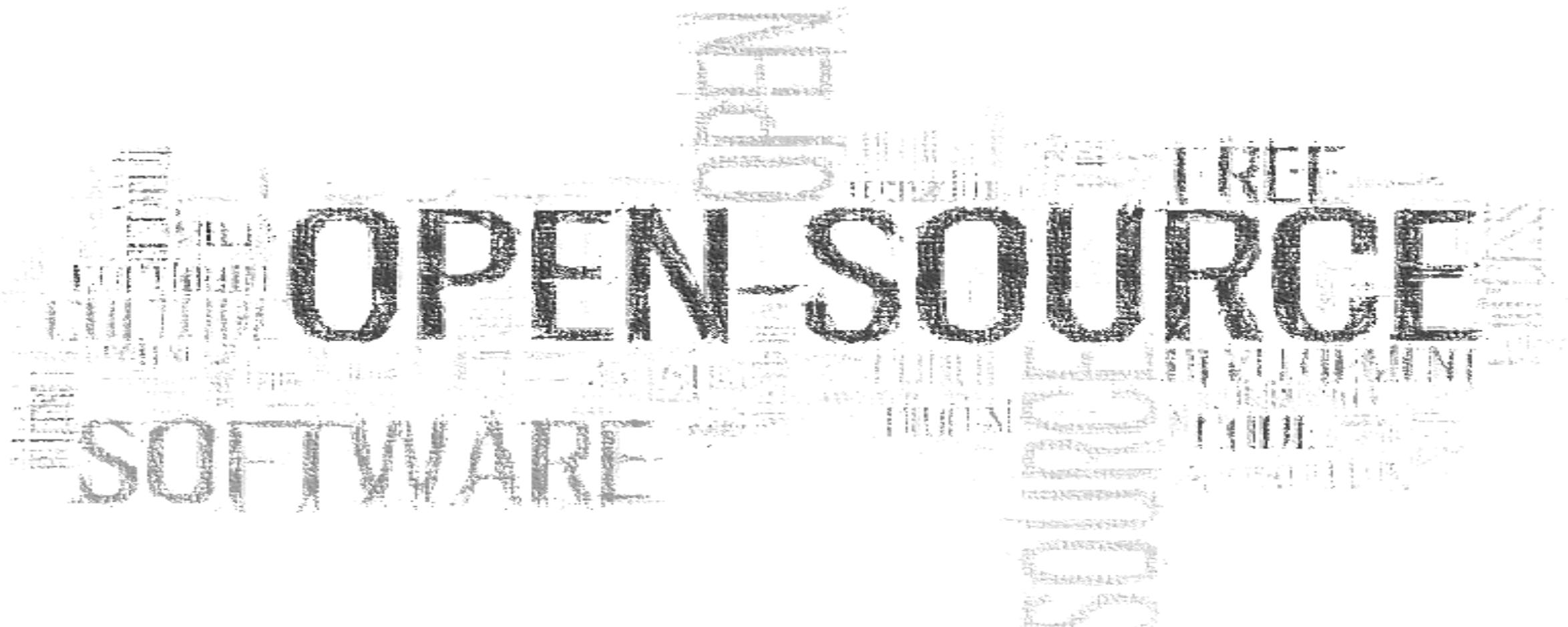
The 7-Step Improvement Process

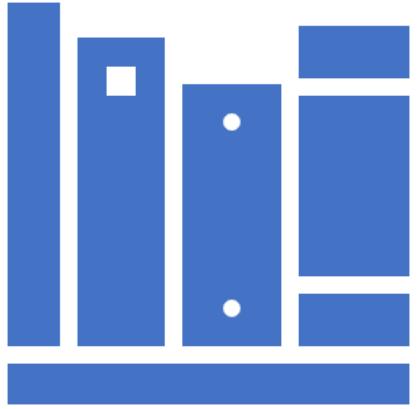


Следващи теми:

Тема № 13: *Open Source* отвъд IT

Модул 3: „Бизнес развитие по отворен модел“





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