TM Forum
Portfolio and Product Management
Quick Start Pack:
Concept-to-Market (C2M)
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1. Introduction to Quick Start Packs

With the complexities of the enterprise architecture, service providers are looking for packaged solutions to meet the following business needs:

- The ability to expand through innovation and new services.
- The ability to reduce the "time to market" for existing and new services.
- The ability to reduce both operational and integration costs.
- The ability to increase and maintain revenues, through market share, reduction in fraud and customer retention.
- The ability to support "end to end" service management.
- The ability to improve customer experience.

To address these business needs the TM Forum has created the Quick Start Packs. These packs are intended to provide packaged solutions for members and the industry by delivering a "commercial off the shelf" (COTS) capability focused around specific market drivers.

The intended focal points for the Quick Start packs are the major business activities for an enterprise and their means of support. This requires each pack to be scoped around one or more specific use cases which are a priority for many enterprises. This will translate into a business view of activities and flows that represent how an enterprise or set of enterprises interworking in a value chain, handles the scenarios. While it is recognized that there may be variation in detail for how companies may handle each scenario, the objective is to agree a common baseline, from which tailored amendments can be made.

2. Introduction to Quick Start Pack: Concept-to-Market

This guidebook is written for multiple audiences, including business analysts, architects, and interface developers. A basic knowledge of Frameworx, particularly the Business Process Framework, is assumed.

This concept-to-market QSP:

1. Defines concept-to-market scope in terms of:
   - TM Forum Business Process Framework (eTOM)
   - TM Forum Information Framework (SID)
   - TM Forum Business Process Measurement System (BPMS)
2. Provides end-to-end process flows that are relevant for launching cloud products to the market
3. Provides the definition of the key business entities that are relevant in the context of the business process flows

3. Scope of this Quick Start Pack

This section defines the scope of the concept-to-market QSP version 1.

eTOM High Level Scope

In terms of the Business Process Framework (eTOM) Level 1, the scope of this Quick Start Pack is the "strategy, infrastructure and product" domain and the "Operations Support & Readiness" vertical within the "Operations" domain of eTOM, as shown in Figure 1.
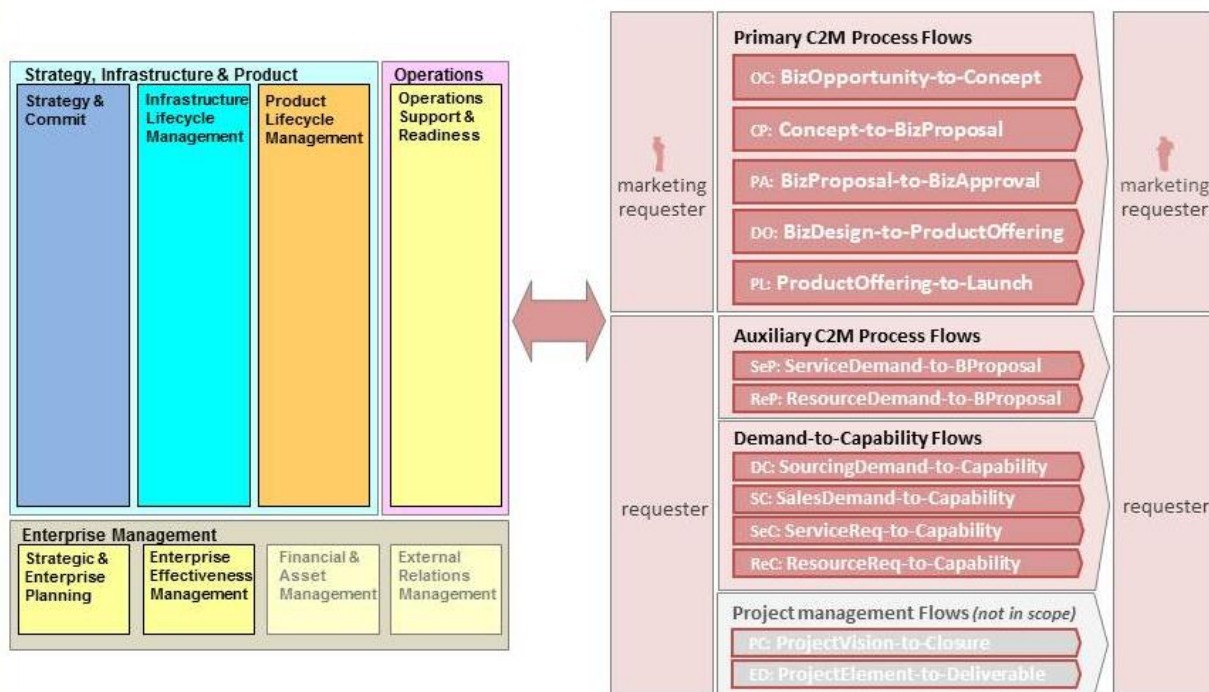
Figure 1 – Level 1 eTOM scope of this Quick Start Pack

eTOM Level 2 Scope

In terms of the Business Process Framework (eTOM) Level 2, the scope of this Quick Start Pack is a subset of the Level 2 processes in the "Strategy, Infrastructure and Product" domain and some support & readiness processes from "Operations" domain, as shown in Figure 2:
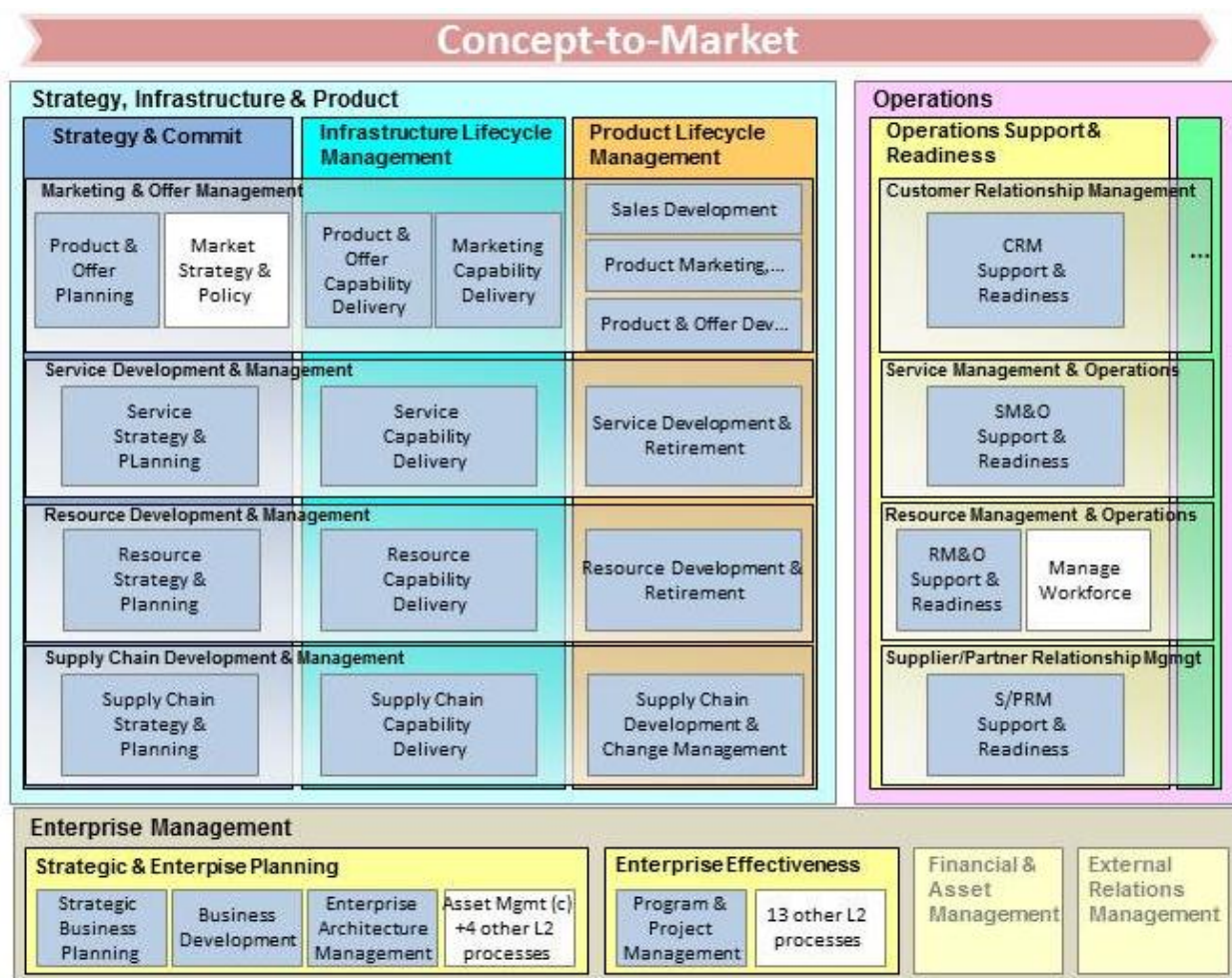
Figure 2 – Level 2 eTOM scope in Operations of this Quick Start Pack (shaded)

4. Primary C2M Process Flows

This section discusses QSP scope in terms of the widely known GB921-E collection of end-to-end level 3 process flows. All concept-to-market process flows have twofold user journeys – one towards an actor, acting in the role of a product manager, being responsible for the business concerns of the product. On the other side within all C2M process flows there is an interaction with an actor acting in a role of a project manager, being responsible for the delivery of the product and all required infrastructure and capabilities.

eTOM Level 3 Scope: BusinessOpportunity-to-Concept

The BusinessOpportunity to Concept scenario is shown below in the form of a Level 3 process flow. All of the Level 3 process elements, included in the diagram, are in scope of this QSP. The process starts with an idea that is considered being a business opportunity. All activities before, such as finding an idea, are not in scope of this QSP.

Figure 3 – Level 3 process elements in BusinessOpportunity-to-Concept

The starting point of the process is an idea for a new business model or product offering. Such an idea may address the development of new revenue stream or to broaden the customer base of the enterprise.

Such an idea will be translated into an actionable strategy (i.e. BusinessOpportunity) – the product manager has to ensure that this aligns with the overall strategy of the enterprise.
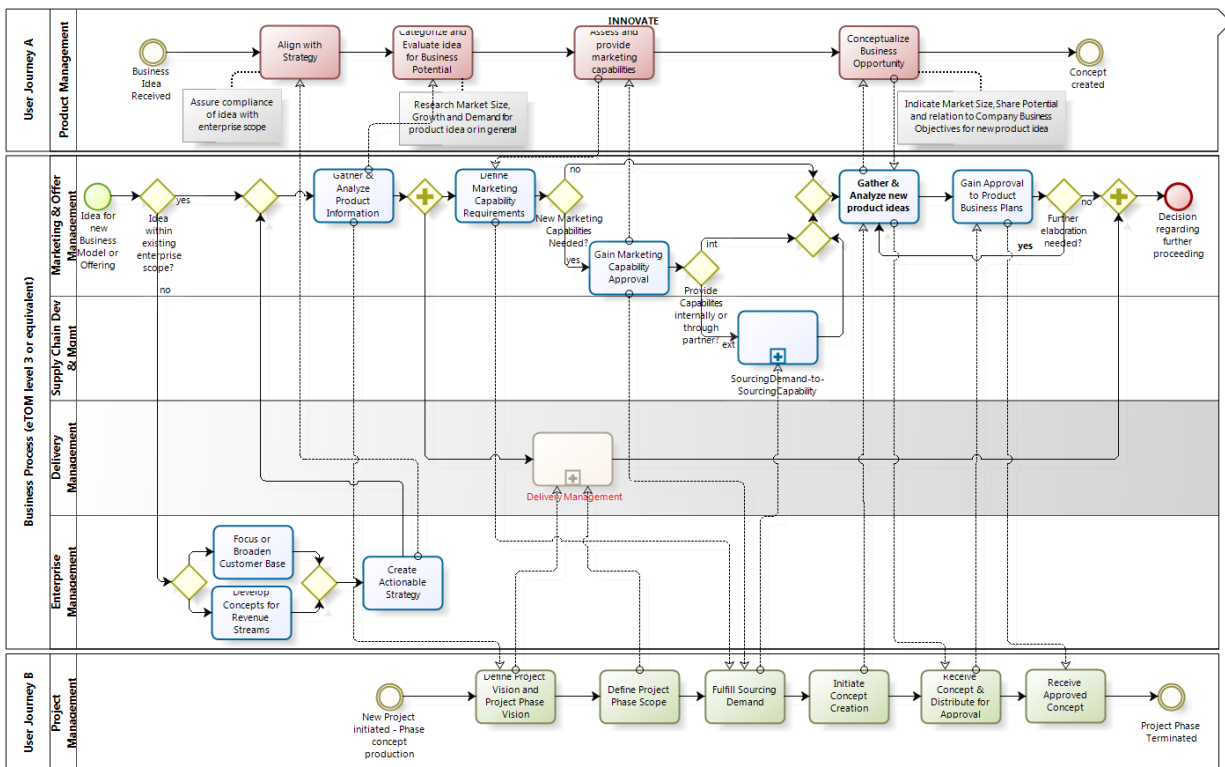
To define the key characteristics of the BusinessOpportunity the product manager and project manager jointly analyze and gather detailed information to elaborate on this. The product manager focusses the commercial aspects; the project manager investigates general feasibility and delivery options. Key results of this phase are the BusinessProposal, owned by the product manager and the ProjectVision for the concept phase, owned by the project manager – the first iteration of the overall project vision for the C2M project is a deliverable of these activities, too. Additionally the project manager is responsible for defining a proper scope of the project (for delivering the concept) that addresses the product manager's needs, in alignment with the project vision.

A key decision the product manager need to take is, whether marketing capabilities needed to materialize the BusinessOpportunity are already in place, need to be provided internally or need to be sourced from third parties.

In case such capabilities need to be source from third parties, the respective sourcing capabilities must be provided.

Based on the information gathered so far, the BusinessOpportunity needs to be conceptualizes as a joint effort by the product manager and the project manager roles. A key deliverable of this phase is the product business plan.

Finally the product business plan will be approved.

eTOM Level 3 Scope: Concept-to-BusinessProposal

The Concept to BusinessProposal scenario is shown below in the form of a Level 3 process flow. All of the Level 3 process elements, included in the diagram, are in scope of this QSP. The process starts with an approved concept. It contains all activities for developing a business proposal for that concept.
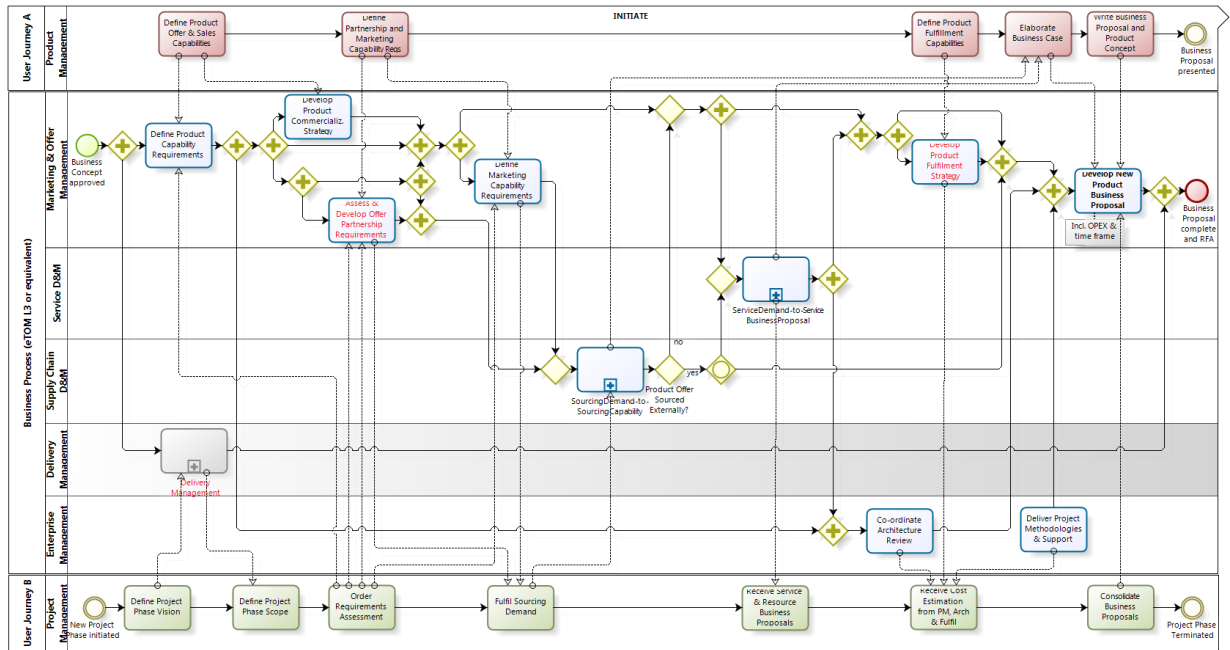
Figure 4 – Level 3 process elements in Concept-to-BusinessProposal

Once a concept is approved the two main activities are the definition of the key requirements for the product capabilities, owned by the product manager, and the definition of the project vision for that phase, owned by the project manager.

Besides developing the product commercialization strategy, offer partnership requirements need to be assessed. The project manager needs to make sure, to get all information required to define the detailed sourcing demand to fulfill marketing and product capabilities. For this demand the respective sourcing capabilities need to be established.

At this stage the fulfillment strategy of the new product is essential, as this depends on addressed market segment (mass market vs. premium markets), channels and others. These activities are supported by the project manager.

All these information is contained in the business proposal for the concept that needs to be approved.

eTOM Level 3 Scope: Business Proposal-to-BusinessApproval

The BusinessProposal to BusinessApproval scenario is shown below in the form of a Level 3 process flow. All of the Level 3 process elements, included in the diagram, are in scope of this QSP. The process starts with a BusinessProposal. It contains all activities for approving that BusinessProposal.
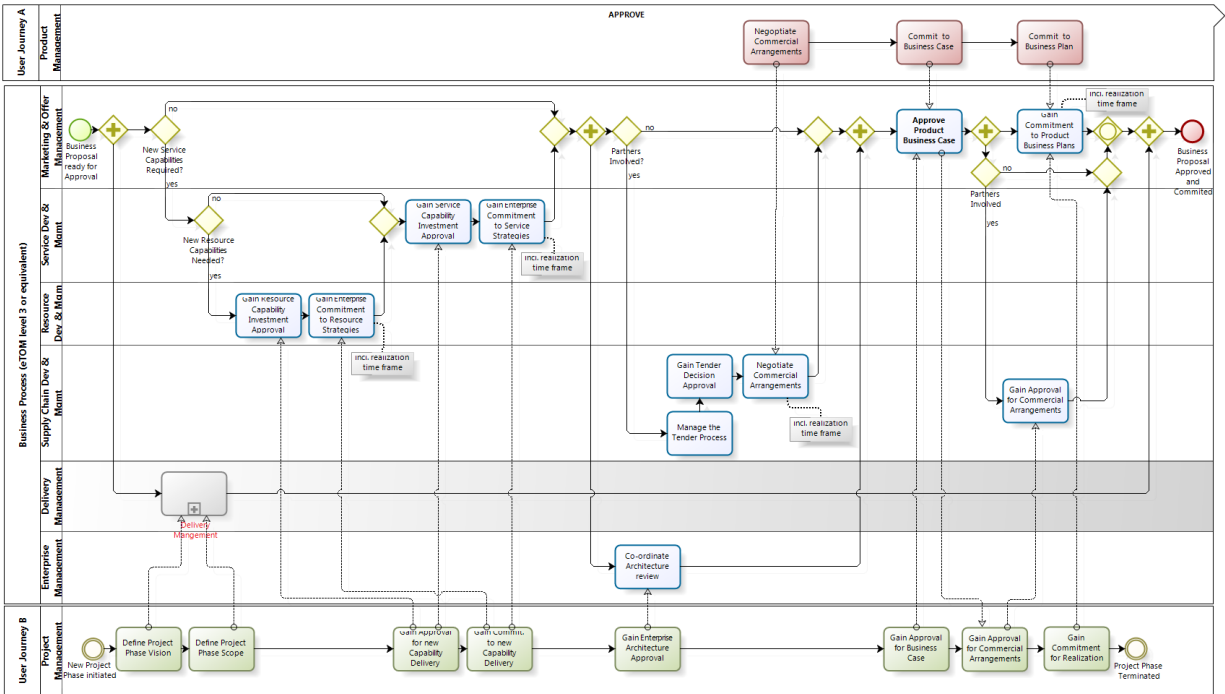
Figure 5 – Level 3 process elements in BusinessProposal-to-BusinessApproval

Main actor of this process is the project manager, who will define a project vision for this particular phase of the project.

The approval process is split on different levels: in case service and/or resource capability investments are required, these investments need to be approved.

If partners are involved in the BusinessProposal (any capabilities need to be sourced from external parties) the respective tender process must be performed incl. negotiation of commercial conditions that is done by the product manager.

Once the business case is approved, the product business plans and the commercial agreements with third parties need to be committed, to gain the overall business approval.

eTOM Level 3 Scope: BusinessDesign-to-ProductOffering

The BusinessDesign to ProductOffering scenario is shown below in the form of a Level 3 process flow. All of the Level 3 process elements, included in the diagram, are in scope of this QSP. The process starts with an approved BusinessProposal. It contains all activities for implementing the respective ProductOfferings of that BusinessProposal.
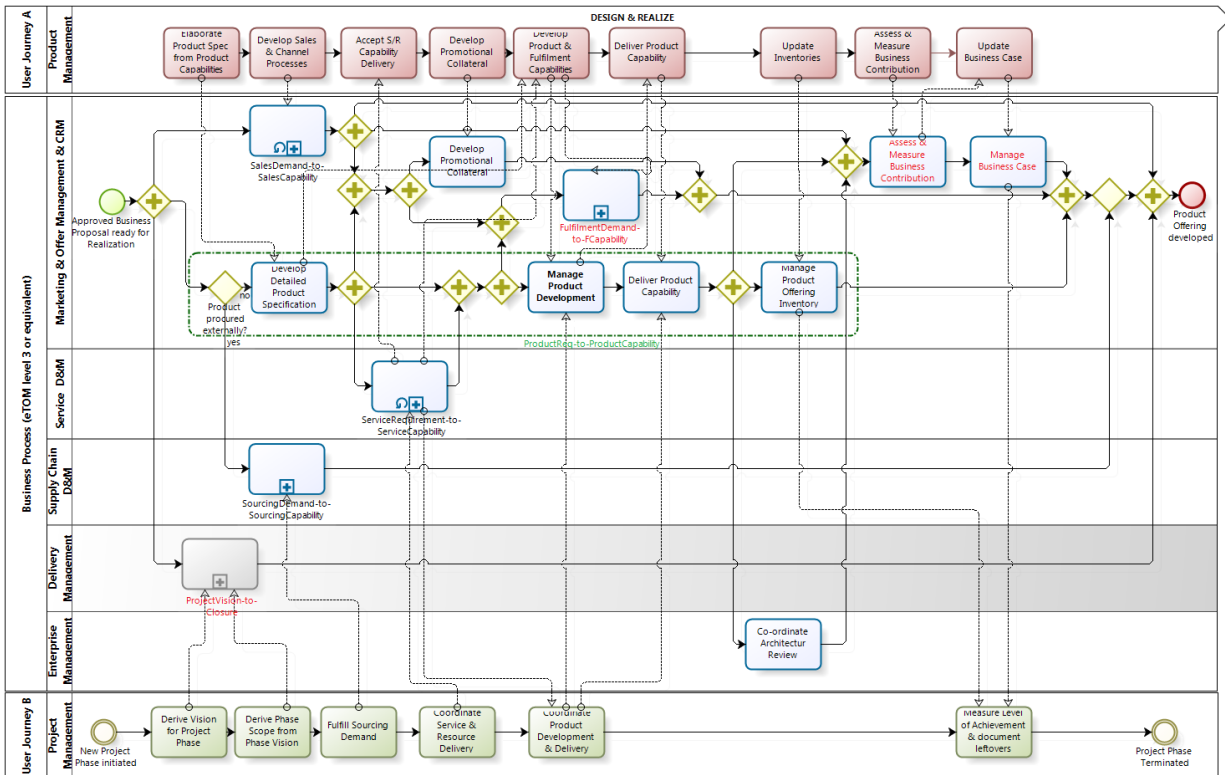

Figure 6 – Level 3 process elements in BusinessDesign-to-ProductOffering

This process deals with both, the implementation on a "commercial" level as well as with the technical implementation of ProductOfferings – i.e. all capabilities to sell, support, fulfill and to operate services and resources, associated with the ProductOfferings are available.

Again, the project manager is responsible for defining the project vision for that phase of the project.

As the eTOM does not provide the required process elements for a FulfillmentDemand-to-FulfillmentCapability process flow, this sub-process is not refined in this version of the QSP. It will be provided by later versions.

The product manager takes responsibility for providing sales capabilities and the required marketing collaterals, to market the product offering (marketing activities may start prior to the actual technical launch of the product offering).

The project manager steers the processes to implement service and resource capabilities according to the respective demand – these capabilities need to be accepted by the product manager.

The actual product is developed based on the detailed product specification – the management of the development process is within the responsibility of the project manager.

The ProductManager has to ensure that project deliverables are addressing the business objective and are contributing to the business case.

eTOM Level 3 Scope: ProductOffering-to-Launch

The ProductOffering to Launch scenario is shown below in the form of a Level 3 process flow. All of the Level 3 process elements, included in the diagram, are in scope of this QSP. The process starts with a new developed ProductOffering including all capabilities to sell, fulfill and maintain instances of the respective ProductSpecifications, Service Specifications and ResourceSpecifications. It contains all activities for implementing the respective ProductOfferings of that BusinessProposal.
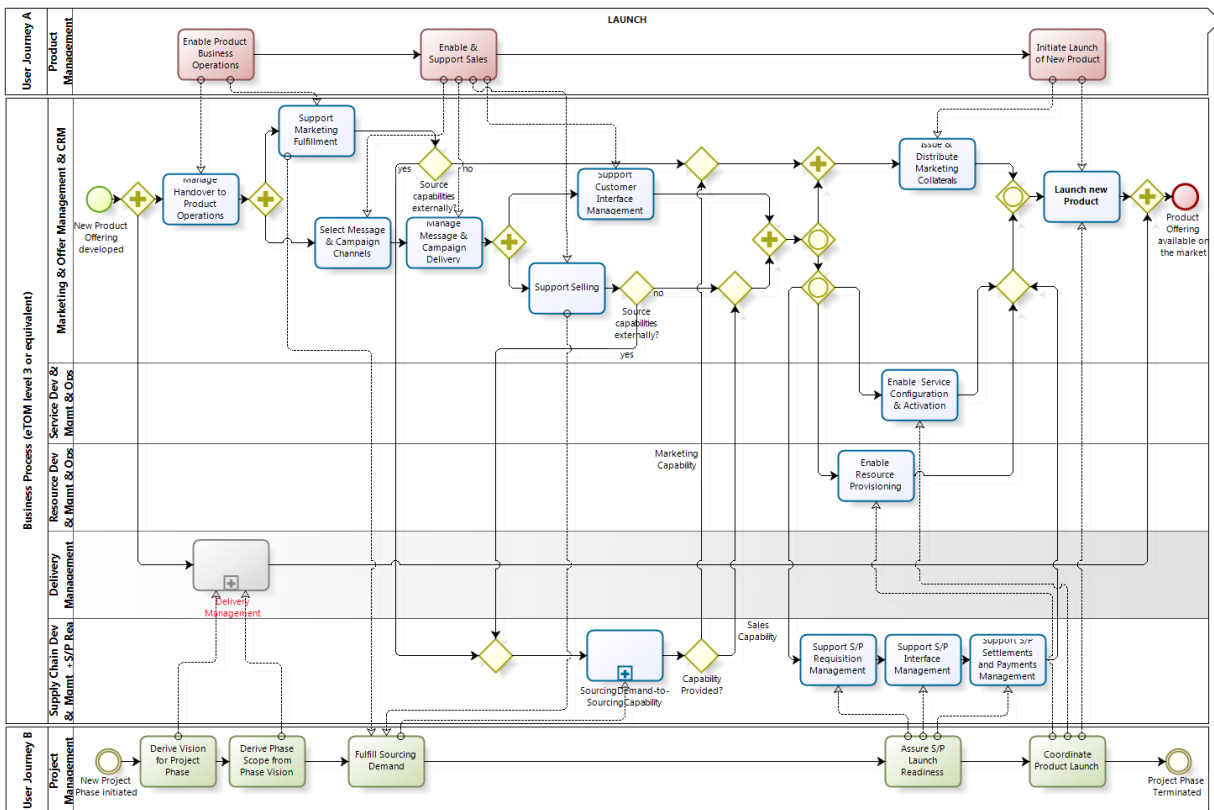
Figure 7 – Level 3 process elements in BusinessOffering-to-Launch

First step is to manage the handover of the respective ProductOffering to product operations – i.e. to make the ProductOffering and the associated ProductSpecifications, ServiceSpecifications and ResourceSpecifications available for the relevant business processes within the operations domain (in particular for fulfillment, assurance and billing vertical process groupings).
The ProductManager is responsible to enable & support the relevant sales and marketing organizations such as sales and campaign channels and customer interaction management.
In parallel the ProjectManager ensures that sourced capabilities are delivered in time and according to the demands.

As a last step "operative" marketing activities, such as issuing marketing collaterals, are performed and the actual ProductOffering is launched on the market – these activities are coordinated by the ProjectManager, too.

5. Auxiliary C2M Process Flows

eTOM Level 3 Scope: ServiceDemand-to-ServiceBusinessProposal

This process flow deals with the handling of a service demand within a project. The objective is to either develop a business proposal or, in the case of full externalization to a S/P, a commercial arrangement for the supply of the service.

The business proposal contains an indication (tolerance levels) on delivery time and costs, delivery model and potentially sourcing model/ partners as well as the description of the desired service depicted by functional- and nonfunctional requirements.

Since the process flow is invoked within the primary C2M process flow of Concept-to-BusinessOpportunity, the service business proposal (or respectively the commercial information from the S/P) is provided to be part of the product business proposal.

During the process flow, the requirements are analyzed. In the case of new functional requirements, new service ideas are gathered & analyzed in addition. In all cases the ResourceDemand-to-ResourceBusinessProposal end-to-end auxiliary process flow is triggered, since a new functional or non-functional service requirement will lead to new functional or non-functional resource requirements. The SourcingDemand-to-SourcingCapability end-to-end flow is triggered to identify the level and mechanisms of sourcing capabilities for the delivery and operations of the service. Within the triggered process, it is also decided whether additional capabilities which cannot be provided ad-hoc are being sourced externally or internally.
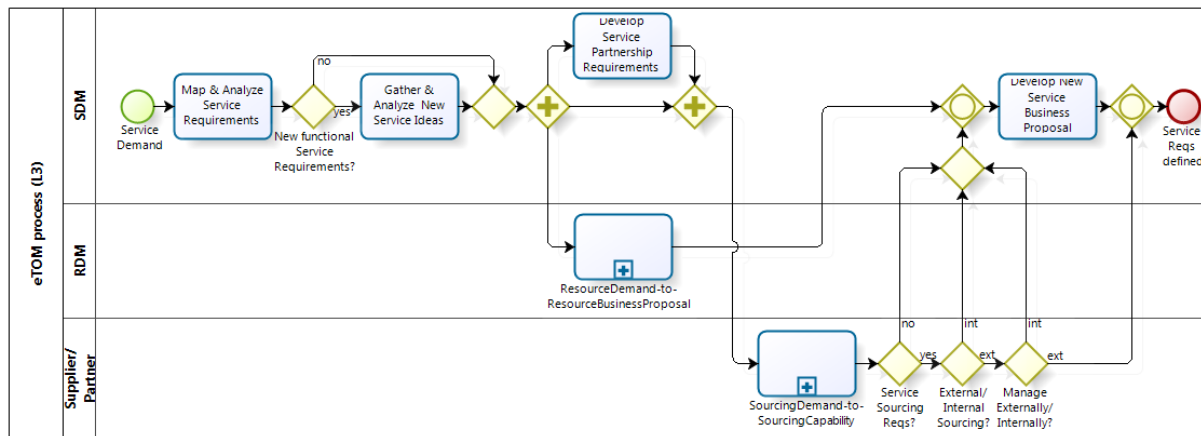

Figure 8 – Level 3 process elements in ServiceDemand-to-ServiceBusinessProposal

eTOM Level 3 Scope: ResourceDemand-to-ResourceBusinessProposal

This process flow deals with the handling of a service demand within a project. The objective is to either develop a business proposal or, in the case of full externalization to a S/P, a commercial arrangement for the supply of the resource.

The business proposal contains an indication (tolerance levels) on delivery time and costs, delivery model and potentially sourcing model/ partners as well as the description of the desired resources depicted by functional- and nonfunctional requirements....

Figure 9 – Level 3 process elements in ResourceDemand-to-ResourceBusinessProposal

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6. Demand-to-Capability Process Flows

These E2E process flows are dealing with providing capabilities to address demands. Capabilities can be provided internally (by organizations within the enterprise) or are sourced from external parties. This QSP is focusing on the latter ones.

eTOM Level 3 Scope: SourcingDemand-to-SourcingCapability

This process flow is dealing with addressing the demand of being able to source capabilities from external parties – after the decision not to provide the respective capabilities internally has been made.

The first step is to determine the exact sourcing requirements that are needed to make a cost analysis of potential sourcing models. After all relevant supply chain information has been analyzed and potential partners have been determined, the decision has to be made if a suitable sourcing solution is available or not.

In case a suitable sourcing solution has been found, a tender process is started including negotiation and approval processes. After a commercial arrangement with the partner has been made and approved, the respective partner inventory is updated.
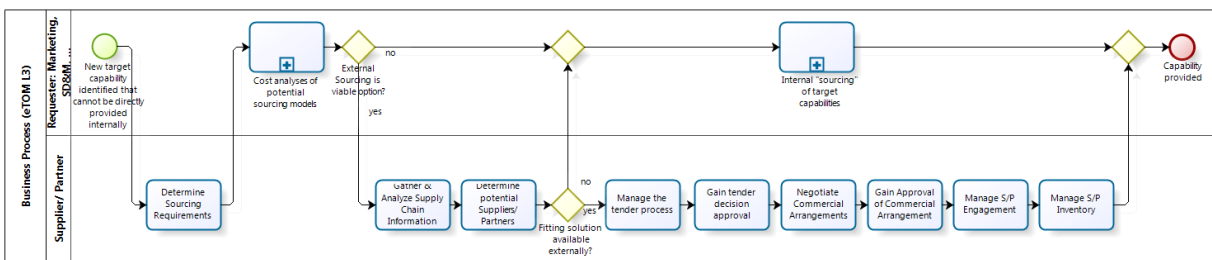

Figure 10 – Level 3 process elements in SourcingDemand-to-SourcingCapability

eTOM Level 3 Scope: SalesDemand-to-SalesCapability

This process flow deals with providing a sales capability according to the demand detected within a C2M process.

After developing a sales & channel proposal it must be decided if existing sales and channel processes are sufficient for the new product offering and in case new processes (and sales capabilities) are needed, if they can be provided internally or not.

In case of external sourcing the respective SourcingDemand to SourcingCapabilities process is triggered, to provide appropriate sourcing capabilities.

To operationalize the new processes the sales inventory needs to be updated.
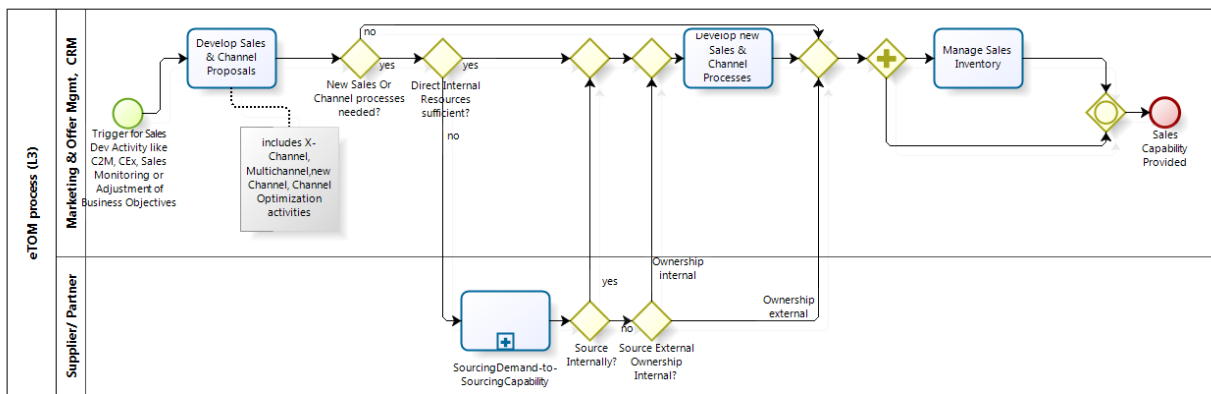

Figure 11 – Level 3 process elements in SalesDemand-to-SalesCapability

eTOM Level 3 Scope: ServiceRequirement-to-ServiceCapability

The process flow deals with providing service capabilities based on service requirements. As a first step a sourcing capability (ability to source the service capability from external parties) has to be provided, based on the sourcing demand. At this stage the level of vertical integration must be determined – depending on that level, the phases for providing a service are performed internally within the Service Development & Maintenance processes of the enterprise, or by the external partner. However, in case of external sourcing the required capabilities sourced from external parties need to be on-boarded to be operationally available for the enterprise.

The ResourceDemand-to-ResourceCapability process is triggered by this process flow since the delivery of new service capabilities will most likely lead to a need for new resource capabilities.
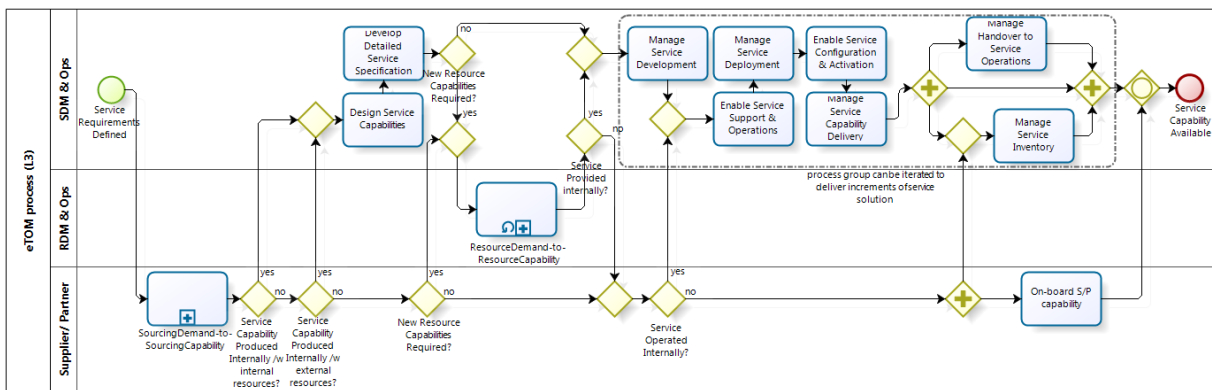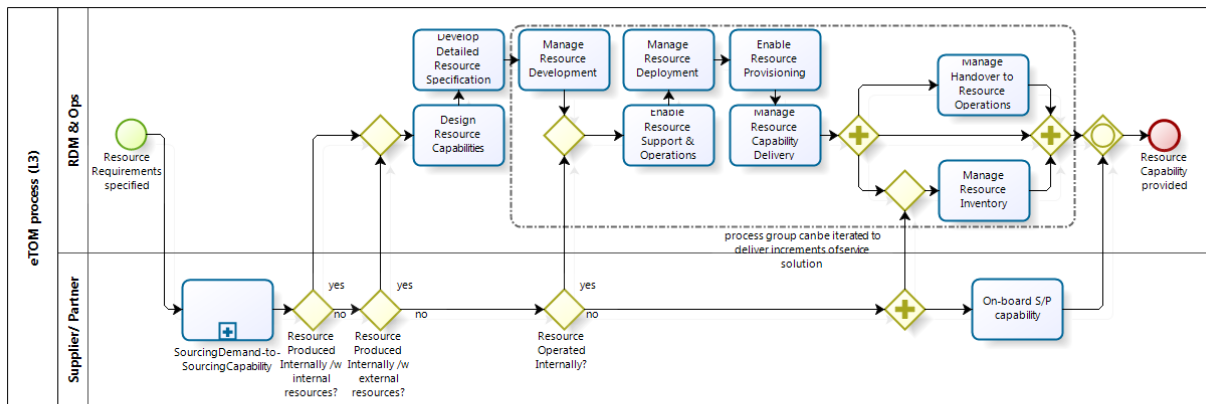

Figure 12 – Level 3 process elements in ServiceRequirement-to-ServiceCapability

eTOM Level 3 Scope: ResourceRequirement-to-ResourceCapability

The process flow deals with providing resource capabilities based on resource requirements. As a first step a sourcing capability (ability to source the resource capability from external parties) has to be provided based on the sourcing demand. At this stage the level of vertical integration must be determined – depending on that level, the phases for providing a resource are performed internally within the Resource Development & Maintenance processes of the enterprise, or by the external partner. However in case of external sourcing the required capabilities, source from external parties need to be on-boarded to be operationally available for the enterprise.

Figure 13 – Level 3 process elements in ResourceRequirement-to-ResourceCapability

7. Administrative Appendix

This Appendix provides additional background material about the TM Forum and this document.

Document History

This section records changes to versions of the document as well as the release history.

Version History

Version Number	Date Modified	Modified by:	Description of changes
0.1	19-JUL -2012	Dirk Rejahl (Mediaan)	Initial draft for baseline document
0.11	15-Aug-2012	Dirk Rejahl	Additional narratives for process flows
0.2	21-Sep-2012	Dirk Rejahl Christian Kämmerer	Adoptions to align with other contributions. Baselining for publication.
0.3	9-Oct-2012	Alicja Kawecki	Minor cosmetic corrections prior to web posting and Member Evaluation

Release History

Release Number	Date Modified	Modified by:	Description of changes
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