

TIVIT – ECOSYSTEM CREATION PROCESS

TIVIT

The logo consists of the word 'TIVIT' in a bold, black, sans-serif font. The letters 'I' and 'I' have small white circles above them, resembling light bulbs. Below the letters, a white circuit-like structure is drawn, with lines connecting the base of each letter to a central vertical line that extends downwards.

Reijo Paajanen

INTRODUCTION

T i V i T

The logo consists of the letters T, i, V, i, T in a monospace font. The lowercase 'i's have white circular dots above them. Below the letters, a white circuit-like structure is drawn: a horizontal line connects the bottom of the first 'T', the first 'i', the 'V', the second 'i', and the final 'T'. From the junction between the first 'i' and 'V', a vertical line goes down to the bottom edge of the page. From the junction between the 'V' and the second 'i', another vertical line goes down to the bottom edge of the page.

- TIVIT creates new ICT based business ecosystems to enable new global growth business for TIVIT's owners and partners
- Services include:
 - Cooperative national and international research programs to create new technological and business innovations
 - Facilitation of ecosystem building to test and pilot new business opportunities for global markets
- Success factors:
 - Focusing on selected breakthrough opportunities and results
 - Continuous benchmarking and dynamic adjustment of activities
 - Fast flow of results from research to business utilization - based on the latest innovation theories and models inside programs
- Core theme 2009...2011:
 - Enabling real time society

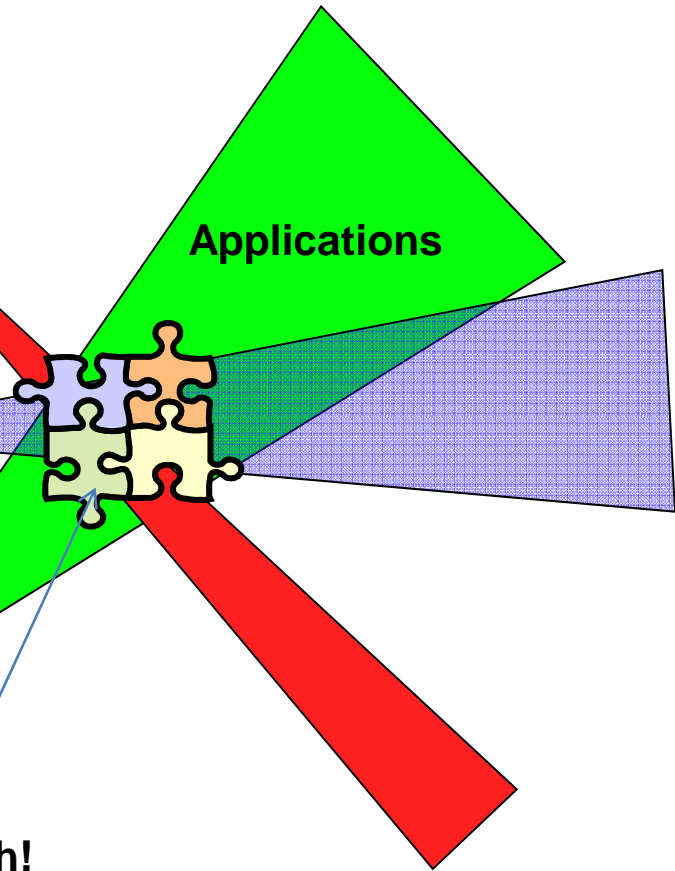
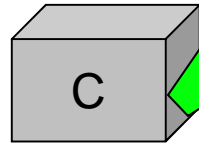
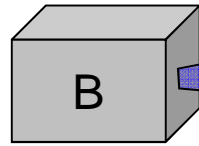
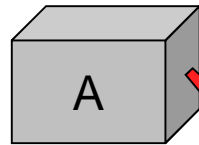
- Business ecosystems are used as a tool to reach and implement ambitious business goals and targets in practice
- 1. Core program under Strategic Research Area (SRA) is a shared research domain:
 - Supporting the fast innovation development
 - Openness accelerates the information flow
 - Program includes various competences and view points
 - The best competence should steer the direction
- 2. Business ecosystem programs do take some SRA innovations to business pilots
 - Not only technology research but implementing and testing ideas
 - Fast user and market response – interaction between technology and business
 - Dynamic co-operative and cross-functional learning
 - Concurrent business ecosystem creation

>>> Short - from research to business - throughput time!

WHY PROCESS BASED APPROACH?

- Shorter ecosystem throughput time gives productivity gains, faster learning and stronger competitiveness
 - Productivity, speed, competitiveness, quality, manageability
- During 90's advanced ICT companies moved from traditional product development to concurrent engineering
 - >>> e.g. Nokia's product program process
- Now in the time of business value networks there is the need to move from technology push to concurrent business ecosystem creation
- Acceleration is implemented in practice via systematic processes

Participating companies



Growth enabled via breakthrough!

PROCESS DESCRIPTION IN A NUTSHELL

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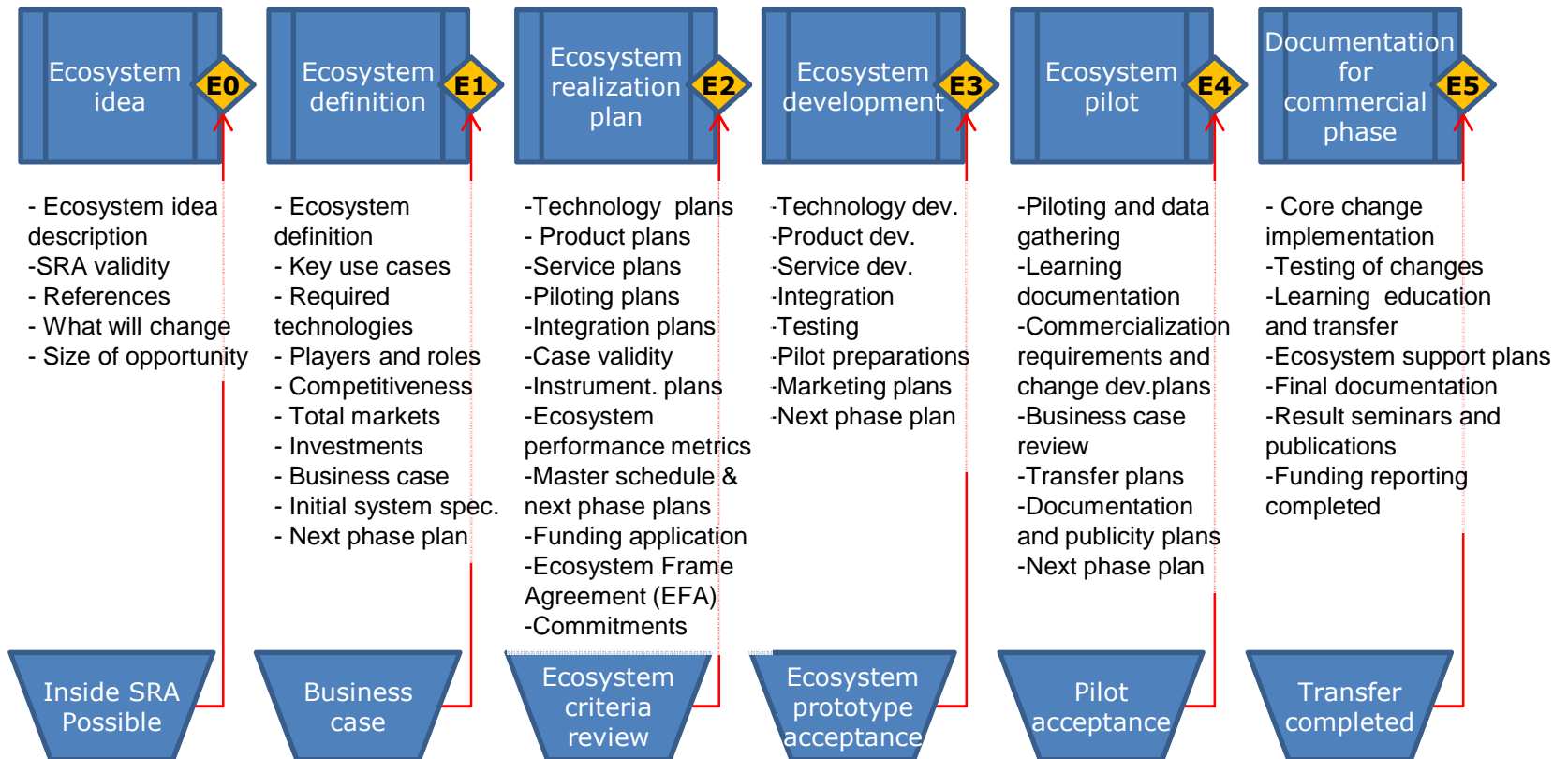
T i V i T **PRINCIPLES**

Phased Concurrent Ecosystem Creation Concept

- Concurrent Business Ecosystem Creation means that we develop all the required elements to the ecosystem in parallel, not in sequence. This way we can minimize the throughput time and overlapping work. An Ecosystem Program may consist of several simultaneous projects.
- It is important to find meaningful business opportunity, where business motivations can be focused on the same breakthrough.
- The model enables a smooth, time and cost efficient building of ecosystems starting from ideas, technologies and market potential and aiming to their effective implementation in participating companies' applications.
- Phases follow each other and each phase ends to a milestone, a Go/No-Go decision made by Ecosystem Program Steering Group.
- Within phases a Scrum -like methodology is used as applicable.
- This model improves communication across participants. It also ensures that activities are aligned towards common goal.
- Phases and milestones form a basis for procedures, routines, checklists, etc., - tools to make the project work easy. Concurrent creation approach links participating companies together to create new success.

ECOSYSTEM CREATION PROCESS

- Way to create ecosystems like products
- Tivit's business ecosystems should be inside the SRA scope

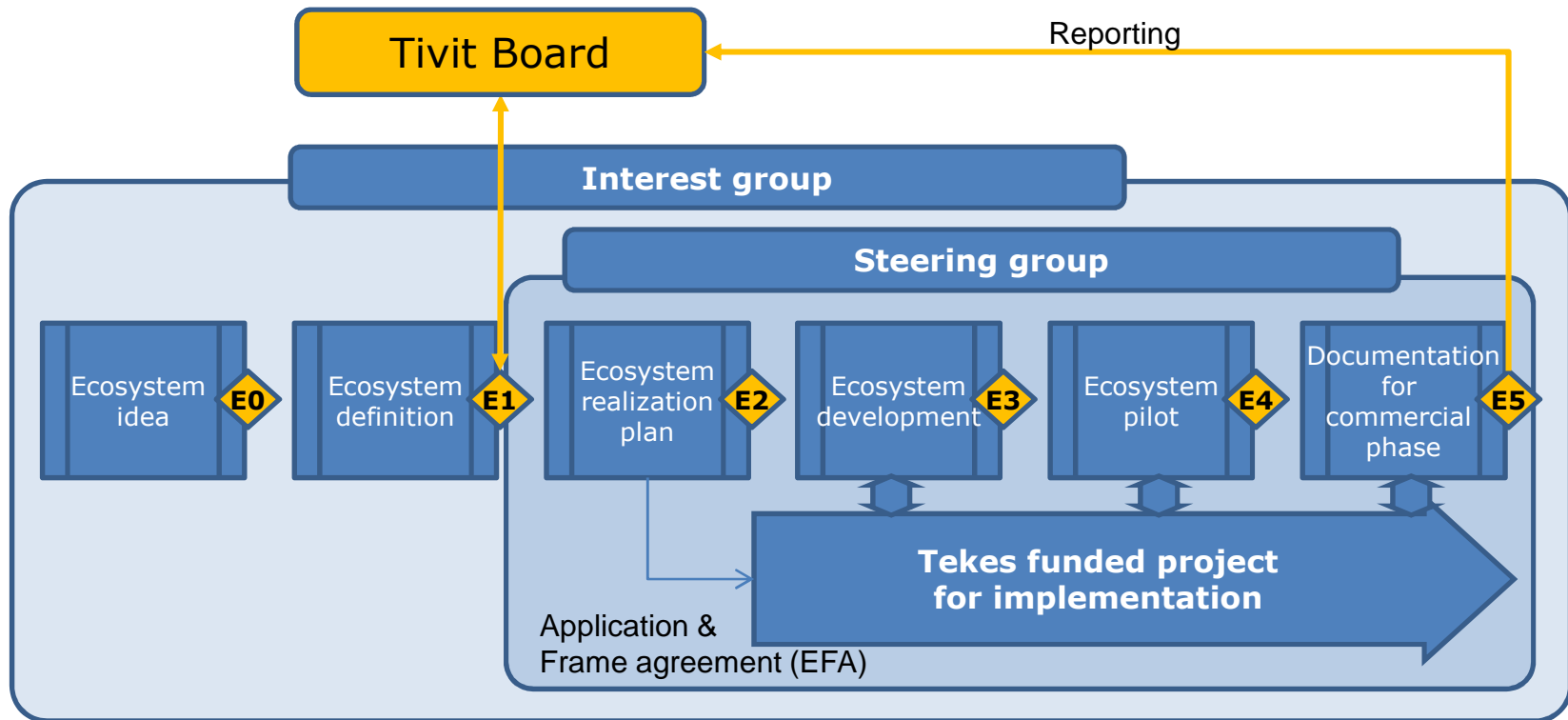


ECOSYSTEM PROGRAM MANAGEMENT

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TiViT OPERATIVE FRAMEWORK



- Business ecosystem creation under Tivit
 - Interest group
 - Steering group
 - Chairman - Tivit CEO
 - Ecosystem Program Manager (EPM) from participating company or nominated individual
 - Milestone acceptance in connection to steering group meetings
 - Work groups

- Implementation under the Tivit Ecosystem Frame Agreement (EFA)

- Participants have got TEKES reporting systems available

- The Ecosystem Program is managed in practice by Ecosystem Program Manager (EPN).
- The project team members from participating organizations have the full authority to represent their organization in Ecosystem Program.
- Participating organizations are responsible for allocating sufficient amount of capable resources for Ecosystem program's use.
- Ecosystem Program Manager (EPM) has the full authority to run the Program from Milestone E1 to Milestone E5.

MILESTONES
E0, E1, E2, E3, E4, E5

T i V i T



**Tasks of this phase**

- Ecosystem idea description
- SRA validity
 - Match with goals
 - Match with participants' competence base
- References
 - Current solutions or substitution
- What will change?
- Size of opportunity
 - Number of use cases
 - Can we build momentum
 - Timing of initiative

E0 acceptance body

- Interest group with power to complete next phase/ ecosystem steering group

E0 meeting

- Idea presentation
- Discussion and decision go/no-go

Acceptance requirements

- Idea makes sense
- SRA match
- Momentum building potential
- Size of opportunity
- Commitments to next phase

E0 Outcome

- Opportunity exists within SRA

Tasks of this phase

- Detailed ecosystem definition
- Key pilot use cases
- Required technologies
 - Architecture
 - List of proposed technologies
- Players and roles
 - Required ecosystem players
 - Their role
- Competitiveness
 - Porter matrix
 - Value adding vs. cost savings
- Total markets
 - Applicable markets and their size
- Investments
 - Investments for pilots
 - Investment for commercial phase
- Business case
 - Summary of business potential
- Initial system specification
 - Spec. for realization planning
- Next phase plan
 - Steps to reach next milestone, tasks and resourcing

E1 acceptance body

- Ecosystem steering group

E1 meeting

- Ecosystem presentation
- Requirements check list
- Discussion and decision go/no-go

Acceptance requirements

- SRA match
- Ecosystem is:
 - relevant and helps to gain technology or business leadership
- Business case makes sense
- Players and roles are agreed
- Commitments to next phase
- Next phase plan is ready

E1 Outcome

- Ecosystem and business case defined

Tasks of this phase

- Technology plans
- Product plans
 - Necessary for piloting
- Service plans
- Piloting plans
- Integration plans
- Case validity
- Instrumentation plans
- Ecosystem performance metrics
- Master schedule & next phase plans
- Funding application
- Ecosystem Frame Agreement (EFA)
- Commitments

E2 acceptance body

- Ecosystem steering group

E2 meeting

- Plans are accepted
- Discussion and decision go/no-go

Acceptance requirements

- Design rules agreed.
- Ecosystem specifications including initial platforms can be frozen.
- Open items schedule agreed
- Liability issues are taken into account
- 3rd party patents are checked
- Next phase plan is ready and Milestone E3 expectations are defined
- Funding application is ready
- EFA ready

E2 Outcome

- Commitment to the program

**Tasks of this phase**

- Technology development
- Product development
- Service development
- Integration
- Testing
- Pilot preparations
- Marketing plans
- Next phase plan

E3 acceptance body

- Ecosystem steering group

E3 meeting

- Development status reviewed
 - Do the intended pilots meet the initial specifications
- Discussion and decision go/no-go

Acceptance requirements

- It is clear what will be included/excluded in the pilot
- Pilot verification criteria is clear
- Milestone E3 expectations are met
- Next phase plan is ready
- Ecosystem performance metrics review

E3 Outcome

- Ecosystem prototype acceptance

**Tasks of this phase**

- Piloting and data gathering
- Learning documentation
 - Documentation template
- Commercialization requirements and change development plans
- Business case review
- Transfer plans
 - Training
 - Communication
- Documentation and publicity plans
- Next phase plan

E4 acceptance body

- Ecosystem steering group

E4 meeting

- Pilot results are reviewed
- Discussion and decision go/no-go

Acceptance requirements

- Pilots are functional and data is available
- Milestone E4 expectations are met
- Next phase plan is ready
 - Re-piloting
 - Training plan
 - Communication plan
- Public results and demos agreed

E4 Outcome

- Ecosystem pilot acceptance

Tasks of this phase

- Core change implementation
- Testing of changes
- Learning education and transfer actions
- Expansion plans
- Ecosystem support plans
- Final documentation
 - System document
- Result seminars and publications
- ***Funding reporting completed!***

E5 acceptance body

- Ecosystem steering group

E5 meeting

- Ecosystem is reviewed against the expectations
- Discussion and decision go/no-go

Acceptance requirements

- Milestone E5 expectations are met
- Responsibility shifted from Program manager to Participants
- Final program report written and distributed to E0 acceptance body members /Interest group
- Ecosystem case is documented

E5 Outcome

- Ecosystem tested, transfer completed, program organization dissolved

TIVIT – ENABLING THE ICT BASED GROWTH

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www.tivit.fi