

PRINCIPLES

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.

DEFAULT SETUP AND REQUIREMENTS

Business ecosystem creation – players

- 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).

Project participants have got TEKES reporting systems available.

KEY RULES

The Ecosystem Program is managed in practice by Ecosystem Program Manager (EPM).

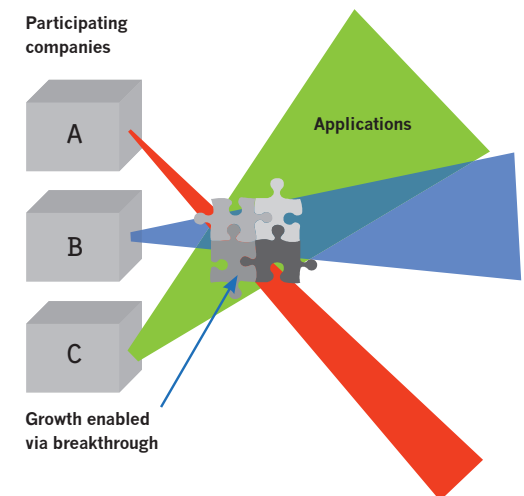
The project team members from participating organizations have the full authority to represent their organization in Ecosystem Program.

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.

TIVIT

TIVIT BUSINESS ECOSYSTEM CREATION PROCESS





PHASED CONCURRENT ECOSYSTEM CREATION PROCESS

MISSION

Tivit creates new ICT based business ecosystems to enable new global growth business for Tivit's owners and partners.

Tivit facilitates systematic business ecosystem building with the help of Concurrent Ecosystem Creation Process

The purpose is to accelerate the flow of results from research to business utilization, to create business breakthroughs and knowhow for commercially applicable business development.

KEY: SHORT THROUGHPUT TIME – FROM RESEARCH TO BUSINESS

Shorter ecosystem throughput time gives productivity gains, faster learning, new competences and strengthens competitiveness.

From technology push to market and user driven ecosystem creation.

Acceleration is implemented in practice via Ecosystem Creation Process.



| Task of the phase | ECOSYSTEM IDEA (E0) | ECOSYSTEM DEFINITION (E1) | ECOSYSTEM REALIZATION PLAN (E2) | ECOSYSTEM DEVELOPMENT (E3) | ECOSYSTEM PILOT (E4) | DOCUMENTATION FOR COMMERCIAL PHASE (E5) |
|-------------------------|--|---|---|--|--|--|
| | Ecosystem idea description SRA* validity References What will change? Size of opportunity | Detailed ecosystem definition Key pilot use cases Required technologies Players and roles Competitiveness Total markets Investments Business case Initial system specification Next phase plan | Technology plans Product plans 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 | Technology development Product development Service development Integration Testing Pilot preparations Marketing plans Next phase plan | Piloting and data gathering Learning documentation Commercialization requirements and change development plans Business case review Transfer plans Documentation and publicity plans Next phase plan | Core change implementation Testing of changes Learning education and transfer actions Expansion plans Ecosystem support plans Final documentation Result seminars and publications Funding reporting completed! |
| Acceptance requirements | Idea makes sense SRA match Momentum building potential Size of opportunity Commitments to next phase | 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 | 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 Funding application is ready EFA ready | 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 | Pilots are functional and data is available Milestone E4 expectations are met Next phase plans are ready – Re-piloting – Training plan – Communication plan Public results and demos agreed | 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 |
| Milestone outcome | Opportunity exists within SRA | Ecosystem and business case defined | Commitments to the program | Ecosystem prototype acceptance | Ecosystem pilot acceptance | Ecosystem tested, transfer completed, program organization dissolved |

* SRA = Strategic Research Agenda under Tivit