

ABOUT ME

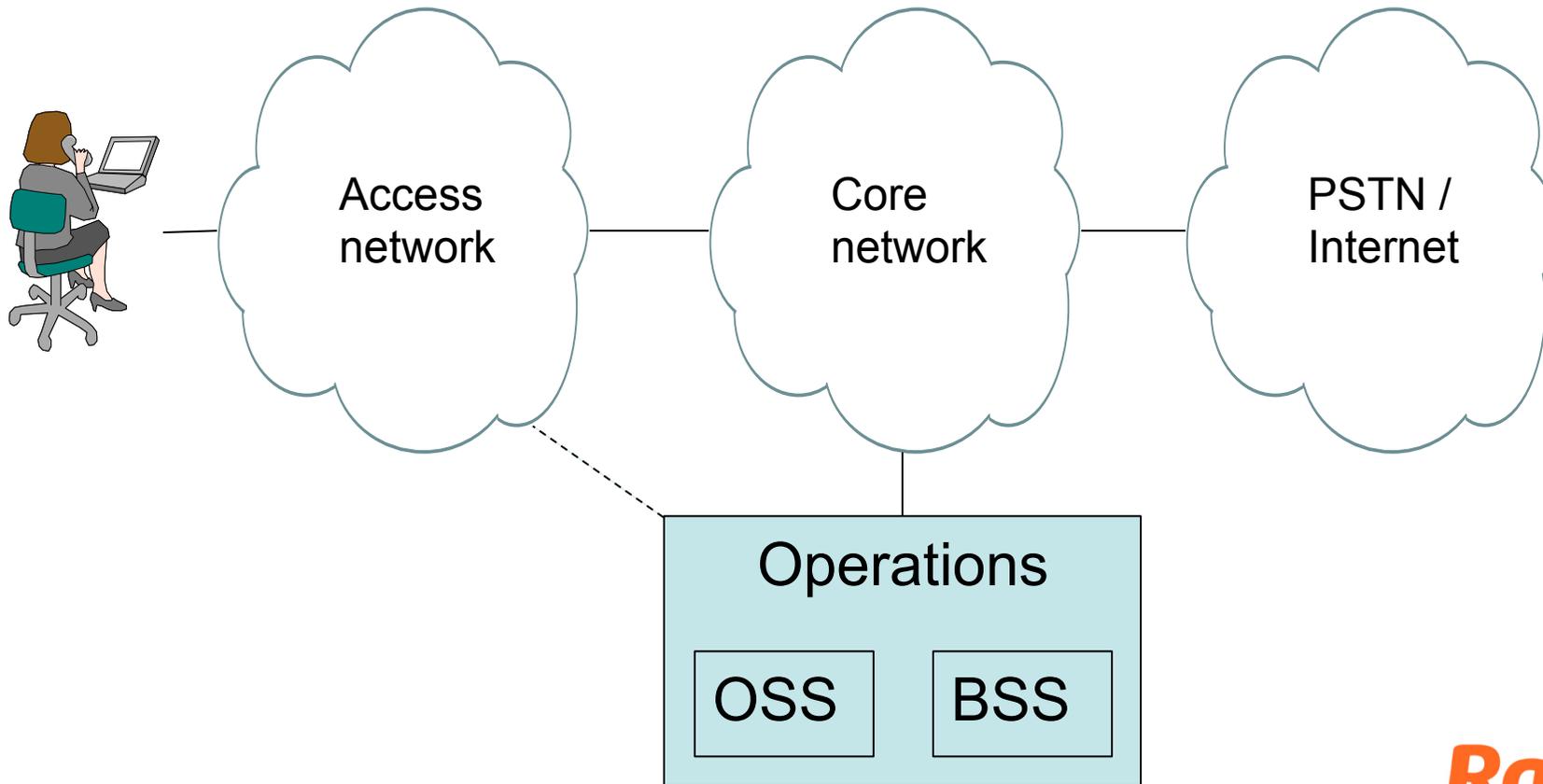
- **TEEMU PELTONEN**

- >30 successful major projects in >10 countries
 - Nine mobile operator deployments
 - Three ISP deployments
 - >10 critical OSS/BSS projects
- 10 last years in project management roles / consulting
- Three years in OSS/BSS solution management (2004-2007, clients: Saunalahti, AinaCom)
- Formal education
 - BS in Engineering (Software developer's business processes, EVTEK 2006)
 - MBA (Small business growth strategies, Aalto 2013)



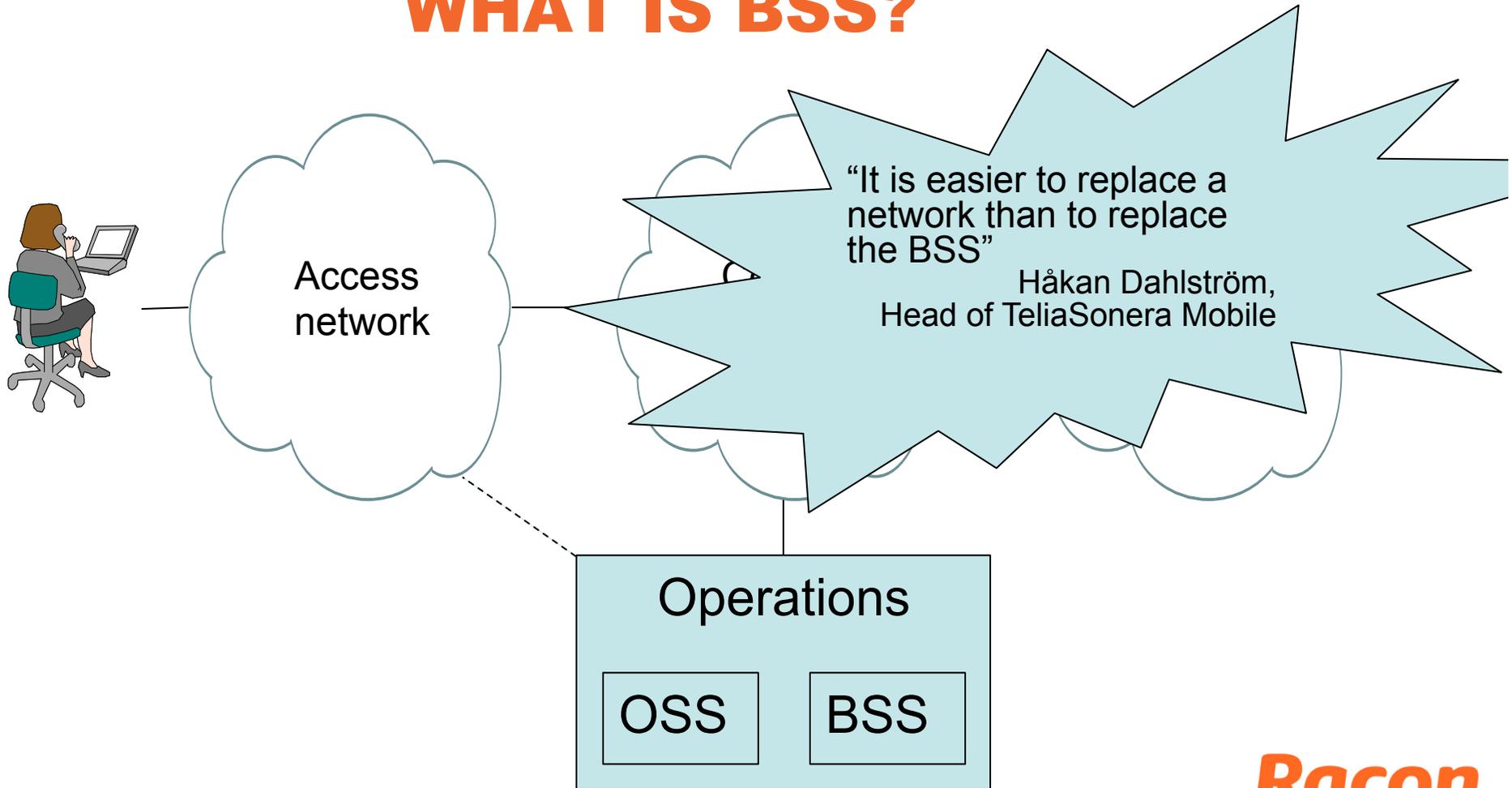
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WHAT IS BSS?



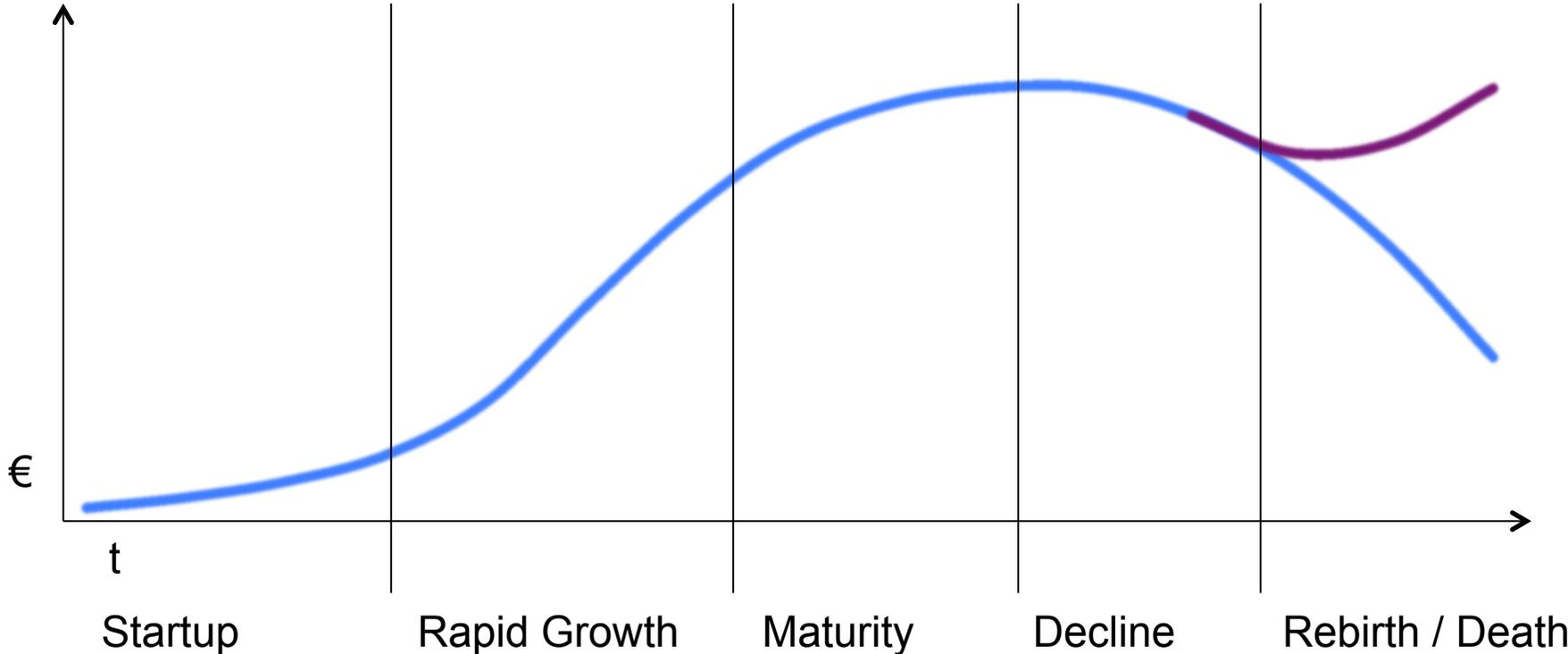
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WHAT IS BSS?



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ORGANIZATION LIFE CYCLE



Based on the work of JR Kimberly, RH Miles (1980)

STEP 1

- **STARTUP: NO MONEY**

- **ASAP mentality**

- Focus in getting business up and running ASAP
- Engineer approach
- Don't worry future needs: fix issues as they emerge

- **Result**

- BSS fulfills “day 0” requirements
- Often self-made or adapted (budget pressure)



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STEP 2

- **RAPID GROWTH: NO TIME**

- **Business is booming**

- Natural, but unlikely point for architecture consideration
- Focus on getting new, incremental products out to market
- Incremental changes (2G to 3G) often based on earlier technologies → no need for fundamental changes in support systems



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STEP 3

- **MATURITY: MUST SAVE**

- **Business growth slows down**

- Management talks about saving programs and core business
- Savings stop any BSS projects: no direct savings

- **Several simultaneously ongoing incremental development projects**

- BSS development becomes a bottleneck, restricts business
- Decision: do we continue with old BSS (accept the costs of slow market entry) or do we replace it (accept the costs of architecture renewal)?
- Changing the existing architecture can be VERY expensive and time-consuming (bad ROI)



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STEP 4

- **DECLINE: DOWNSIZING**



- **PANIC! PROFITS ARE GOING DOWN!**

- Layoffs, tight saving programs, burning platform speeches
- Nobody dares to even think about starting new development initiatives
- Focus on selling and downsizing

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STEP 5

- **REBIRTH / DEATH**



- Did you invest in new systems when business was booming?
- BSS needs to support new radical products
- Radical changes (ISP to mobile) change the invoicing basis → bigger changes in BSS needed
 - user instead of company
 - phone number instead of email address
 - minutes and SMS instead of monthly fees

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TAILOR-MADE VS. PLASTIC WRAP

Tailor-made	Plastic wrap
+ Full control and flexibility	- No control, some flexibility possible (€!)
+ Initial cost small	- Initial cost high
+ Software supports business processes	- Business processes support software
+ Own source code	- Developer owns source code
+ Meets purpose exactly	- Many unnecessary features
- Management costs skyrocket over time (development, testing, specifications)	+ Management costs well known in advance
- Often only one guru	+ Professional management + support
- Often no clear strategy	+ Usually documented roadmaps
- Often no documentation	+ Professional documentation
- Only one company using the software	+ Support for industry-wide features

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CONCLUSIONS

- **Tailor-made is generally good for prototyping and startups**
 - Some exceptions:
 - large companies with significant resources and specific development needs
 - market leaders and innovators: plastic wrap too rigid, “best practices” not enough
 - some government, military and facility providers
 - **Most of the successful companies migrate away from tailor-made solutions before or during maturity phase**
 - Allows rebirth
 - **Decisions on replacing critical elements should always be made after careful examination**

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Thank you!

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