


Explore ecosystem models for Communications Service Providers

Four models for sharing excellence and magnifying success

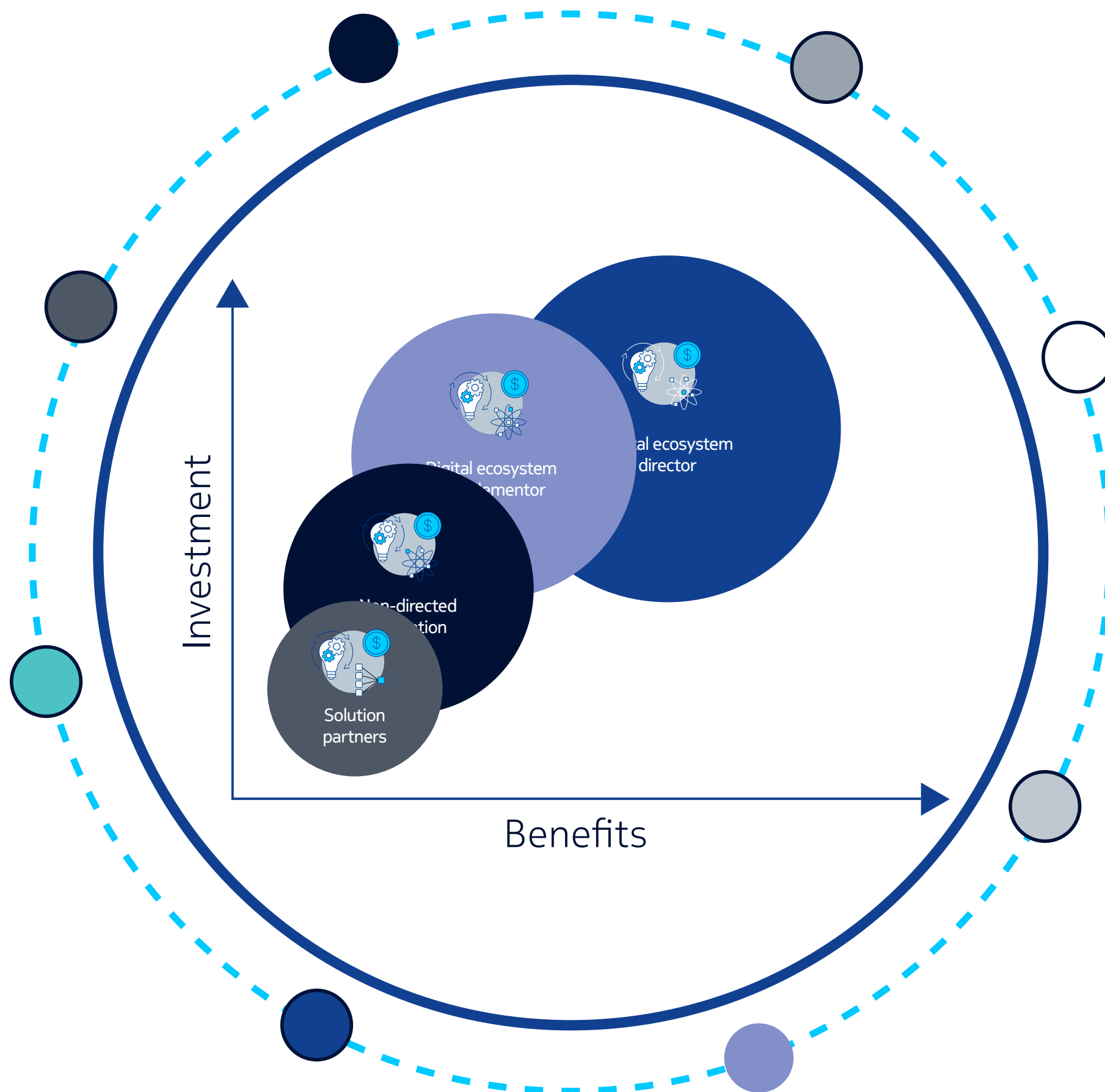
NOKIA

An aerial photograph showing a multi-lane highway bridge crossing a wide river. In the bottom left corner, there is a large building with a red roof and a circular parking lot with several cars. The surrounding landscape is green with some rocky areas along the riverbanks. The text is overlaid on the left side of the image.

Today's most successful technology companies are combining their offerings and expertise with those of other firms in order to delight customers with 'one integrated experience'.

This kind of ecosystem approach is becoming a vital business strategy consideration in a fast evolving digital telecommunications space. Ecosystems help players cost-effectively and rapidly expand their product opportunities into new solutions, segments and markets.

Ecosystem models

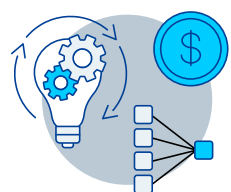


What makes a successful ecosystem?

Simply put, ecosystems work best when producers of products and services can freely connect value from one or more member companies to address customer needs, and when those components are easy to access and integrate. Another critical success factor is clear vision and direction for the ecosystem from a powerful lead company with a clear understanding of customer wants and needs.

Ecosystem models

See the potential offered by each model and explore questions designed to assess your readiness to succeed.



Solution Partners

Expand your market opportunities and customer reach



How is it structured?

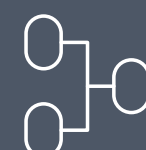
A CSP enters into a new symbiotic partnership with a Solution Partner which offers some complementary products and services. Together, you create a joint value proposition that will better attract and serve your customer base or market segment, amplifying channel and customer reach. Strong go to market partnerships are an important element across all ecosystem models.



Benefits of this model?

Building a Solution Partners network helps both organizations to:

- Upsell existing or target new customer segments
- Drive smarter go-to-market programs
- Improve the chance of winning business
- Monetize winning ecosystem-initiated solutions



Organizational questions

- Can your sales force or channels be aligned and mobilized to sell the joint new solutions?
- Is the partner Solution Provider's sales team capable of selling the new and potentially more complex solution?
- Can your purchasing team develop and negotiate win-win commercial relationships with solution partners?

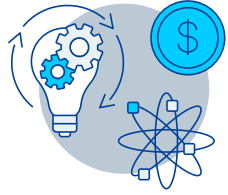


Technical questions

- How much integration work is needed for a solution to successfully realize value and be deployed?
- Have partner solution components been thoroughly vetted and tested to ensure they positively reflect your brand?
- Does your partner solution onboarding processes ensure that all departments are ready to green light the solution go-to-market?

Ecosystem model in action

AT&T and Microsoft have created a highly visible partnership of this type. The AT&T Network Edge service is a pairing of Azure Edge Zones integrated with AT&T's network cloud. The solution enables developers using Azure Cloud Compute to accelerate application performance by deploying them on infrastructure at the network edge.



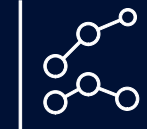
Non-directed Innovation Ecosystem

A protected space to explore customer challenges and new propositions, together



How is it structured?

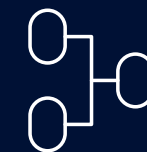
This is a forum of affiliated companies usually active in a single industry or technology segment that are keen to jointly explore common customer challenges, share ideas and create new solutions. This model is typically initiated by one large company, with ideas or challenges posted by any participating company. Communities are formed by companies addressing a specific challenge or solution, where joint intellectual property is protected.



Benefits of this model?

A Non-directed Innovation Ecosystem:

- Widens the pool of expertise focused on addressing a specific customer challenges
- Lowers the barriers and risks to collaborating and co-creating across companies
- Facilitates discovery of new partnering opportunities



Organizational questions

- Do my customers express a strong need to solve problems that are just outside of my company's solution space?
- Do you know what your customers want, but need to leverage the expertise of others to develop and deliver it?
- Does my team bring forward potential new opportunities requiring expertise that we can't offer?

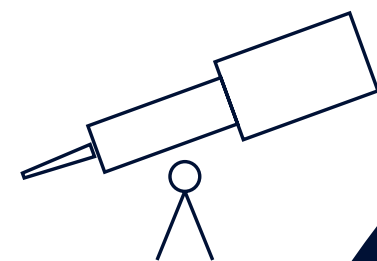


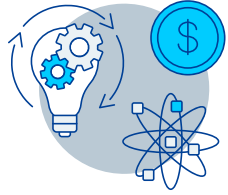
Technical questions

- Can collaborate and test out new ideas?
- Do we offer a tool chain that facilitates iterative, agile design and development methodologies?

Ecosystem model in action

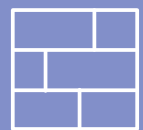
The Open Ecosystem Network (OEN) set-up by Nokia is one great example of this kind of ecosystem. OEN is a free-to-use environment which gives companies in the community an open forum to join together to address their real-world challenges with solution innovation.





Directed Business Ecosystem - Producer

Take a subsidiary role in a multi-company venture to access new markets or digital channels



How is it structured?

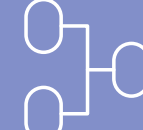
Sets of companies create new use cases and build solutions to serve customers in a specific market segment, often under the direction of one leading company. Producers in a digital ecosystem, opens up their value components to all ecosystem members through APIs, allowing their integration into member products and services, and you're free to integrate their value offerings into your products and services in return.



Benefits of this model?

Ideal for a new participant in digital business ecosystems, this model:

- Allows companies to explore new ways for products and services to be used
- Build valuable long-term partnerships within the ecosystem



Organizational questions

- Is your company comfortable offering solutions and services without controlling all of the offering and go-to-market elements?
- Are you prepared to collaborate with traditional and non-traditional competitors in the ecosystem?

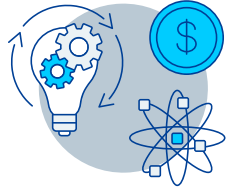


Technical questions

- Are your company's services available via APIs in a secure and consistent manner?
- Are those APIs extensible, enabling a quick response to new requirements and new opportunities?
- Can your operations team turn up services in the timeframes expected by digital channel partners and their customers?

Ecosystem model in action

With market share more than 3 times its nearest competitor, Samsung is the largest handset 'Producer' in the Android ecosystem. Connecting its handset design and manufacturing value with that of Android and the 3 million Android applications enabled Samsung to grow unit sales to more than 70 million in each quarter for six-and-a-half years.



Directed Business Ecosystem - Director

Be the main crusader of value, driving business vision and ecosystem development



How is it structured?

Directed business ecosystems are sets of companies focused on serving the needs of customers in a specific market or segment, under the direction of this one company. The ecosystem director typically holds a position of significant value in a business segment and relentlessly pursues understanding customer needs and desires. The Director actively recruits new companies and brokers connections between members in order to serve existing and new customers in better ways. Driven by a mindset that all members benefit from expanding markets and an expanding ecosystem.



Benefits of this model?

Successful ecosystems are a high leverage, high return initiative. The Director's prominent position within the ecosystem means:

- Your market offerings are used in new ways that your company may never have imagined, benefitting from the efforts of member companies
- New opportunities can be strategically exciting and very financially rewarding
- The director is forced to laser focus on customers, seeking new needs and new ways to service them and becoming ever more valuable to customers in the process



Organizational questions

- Does your company's market position carry strategic value to a large enough customer base for an ecosystem to develop and thrive?
- Do you recognize the value you can add to other potential ecosystem participants, even competitors?
- Is your company committed to leveraging the value of your customer knowledge and open to pursuing service offerings outside your core business to delight customers?

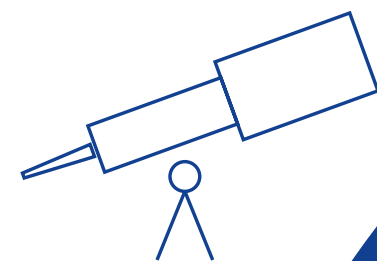


Technical questions

- Are you equipped to analyze data from across your enterprise and beyond to reveal hidden customer wants and needs?
- Does your company have the tools to enable frictionless and even transient ecosystem players to participate — think seamless onboarding, electronic contracts and trusted automatic settlements?

Ecosystem model in action

Salesforce AppExchange perhaps best illustrates this ecosystem model in action. AppExchange lists more than 5,000 ISV and consulting firm offerings that extend Salesforce CRM across a dozen curated industry collections.





New perspectives. New possibilities.

Adopting a strategic ecosystem approach is a great way to rethink your business model, secure future revenue and reduce risk.

Nokia has decades of experience in creating, managing and monetizing ecosystems between industry players in telecoms, and beyond.

Explore extraordinary business partners [here](#)

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