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SERVICE CREATION AND PRODUCT MANAGEMENT GUIDE, METHODOLOGY AND TOOLKIT

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About the Authors

Parcus Group provides consulting to carriers, telecommunications service providers, systems integrators and IT equipment and software vendors on methodology & strategies for building successful products, services and businesses.

Parcus Group collaborates with clients to help them become high-performance services providers and suppliers. Our value to clients comes from our niche & specialised focus, the expertise of our people and our ability to provide holistic service creation & improvement programs including marketing, business financial analysis, process developments and effective stakeholder engagement across all phases of service creation journey.

For more information see: <http://www.parcusgroup.com/>

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Igor's 20 years of industry career includes extensive experiences in establishment & running of IT businesses in Europe in the pre dot-com years, consultancy work with the US clients such as Juniper Networks, NCR, Halliburton & US Department of Defence as well as a wide range of technical, marketing & leadership roles in finance & ITC businesses in APAC including Australia's largest service provider Telstra.

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Over the last 5 years, Chris has focused on technology consulting and ICT training.

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Shannon Wells

Shannon offers a wide range of business strategy and skills. His services are tailored to the needs of individual firms and include capability such as strategic and marketing consulting, business development, supply chain design and facilitation and anchor customer acquisition.

Shannon has been offering his consulting services since 1996 and has intimate knowledge international business market and each corresponding culture. He has aided an Australian company into Vietnam, Chinese government and non-government manufacturers into Australia, and identified and negotiated anchor clients for a Taiwanese CPE device manufacturer in Australia.

Table of Contents

Contents

Table of Contents.....	4
Introduction.....	10
Article I. Market Analysis and Concept Development.....	13
Section 1.01 Objectives	13
Section 1.02 Business Strategy and Service Creation Planning.....	13
Section 1.03 Approach to Market Analysis.....	17
Section 1.04 Market Size, Market Demand and Market Share.....	17
1. Define Market.....	17
2. Market Demand.....	22
3. Market Share	24
4. Strategic Market Assessment	25
Section 1.05 Customer Needs Analysis	30
5. Create or Outsource Options.....	30
6. Value Creation	34
7. Other Analysis Tools	39
Section 1.06 Market Segmentation.....	40
8. Needs-Based Market Segmentation	41
9. Segmentation Strategies	45
Section 1.07 Competitor Analysis	47
10. Industry Forces Analysis	48
11. Competitor Analysis.....	49
12. Competitive Advantage.....	52
13. Competitive Matrix.....	53
Section 1.08 Concept Development, Screening and Feasibility	54
14. Idea and Concept Development	54
15. Project Screening and Prioritization Matrix	57
16. Feasibility Study.....	59
Section 1.09 High Level Project Planning	66
17. High Level Requirements – Input to Business Case.....	67

18.	Project Resources	67
19.	Project Planning.....	71
Section 1.10	Market Analysis Tips & Tools	72
20.	Market Analysis Check-List.....	72
Article II.	Business Case	73
Section 2.01	Objectives	73
Section 2.02	Business Case Structure.....	73
21.	Summary and Project Description	73
22.	Strategic Reasons for Project.....	73
23.	Purpose	74
24.	Background and Positioning.....	74
25.	Proposal and Solution Description.....	74
26.	Prices.....	74
27.	Market Strategy.....	74
28.	Customer Impact	75
29.	Staff Impact	75
30.	Competitive Information.....	75
31.	Regulatory and Legal.....	75
32.	Impact on Other Business Units.....	76
33.	Impact on Systems and Operations	76
34.	Financial Details.....	76
35.	Key Assumptions.....	77
36.	Funding and Options.....	77
37.	Project Risk Analysis	78
38.	Monitoring and Reporting.....	78
Section 2.03	Example Business Case	78
Section 2.04	Detailed Financial Analysis	89
39.	Cost Factors	89
40.	Revenue Factors including Product Pricing	92
Section 2.05	Business Case Phase Tips & Tools	100
41.	Forecast Modelling	100
42.	Other Tips and Tools	104
Article III.	Product Requirements and Project Management	105
Section 3.01	Objectives	105
Section 3.02	Product Requirement Documents (PRD)	107
43.	Initiative Description.....	107
44.	Stakeholders, Roles and Responsibilities	107
45.	Business Drivers.....	108
46.	Business Requirements Priority.....	109
47.	Sales Channel.....	110
48.	Customer Eligibility	110

49.	Ordering, Fulfilment and Installation	110
50.	CPE (Customer Premises Equipment)	111
51.	Customer Adds, Moves and Changes	111
52.	Customer Experience	112
53.	Customer Portal (On-Line Environment)	112
54.	Authentication	112
55.	Product/Solution Features	113
56.	Infrastructure Requirements	113
57.	Pricing Capability	114
58.	Billing and Payment	114
59.	Credit Management	114
60.	Complaints	115
61.	Security and Quality	115
62.	Assurance and Support	115
63.	Legal and Regulatory	116
64.	Reporting and Analysis	117
65.	Deployment and Training	117
66.	External Data Inputs and Outputs	118
67.	Service Level Management	118
68.	Operations	118
69.	Documentation	119
70.	Business Process Requirements	120
71.	Other Business Requirements	120
72.	Future Business Requirements	120
73.	Business Requirements Assumptions	121
74.	Issues, Risks, Constraints	121
Section 3.03 Example Product Requirement Documents (PRD)		121
75.	Sample PRD	121
Section 3.04 Project Management		134
76.	Project Integration Management	135
77.	Project Scope Management	136
78.	Project Time Management	138
79.	Project Cost Management	140
80.	Communications, Risk and Procurement Management	142
81.	Quality Management	142
82.	Sample Project Management Plan	144
Section 3.05 PRD & Project Planning Tips & Tools		149
83.	Service Creation Documentation Check-List	149
 Article IV. Solution Definition and Design		 153
Section 4.01 Objectives		153
Section 4.02 Product Management		154
84.	Detailed Product Design	154
85.	Business Process Design	163

86.	Sales Quoting and Ordering Processes.....	165
87.	Implementation Processes	171
88.	Support Processes.....	177
89.	Billing Processes.....	179
90.	Service Changes and Cancellation Processes	179
Section 4.03	Technical and Operational Considerations	180
91.	Solution Architecture	180
92.	Solution Detailed Design	199
93.	OSS and BSS.....	199
94.	Proof of Concept (POC)	211
95.	Juniper Portfolio Solutions	212
96.	Juniper Sample Configuration Templates.....	218
97.	Junos Value Adds	218
Section 4.04	Design Phase Tips & Tools	218
98.	ITIL Alignment.....	219
99.	Solution Architecture: Sample Structure.....	221
100.	Technical Design: Sample Structure.....	227
Article V.	Solution Build and Operational Readiness	235
Section 5.01	Objectives	235
Section 5.02	Product Management and Marketing	235
101.	Finalise Product	236
102.	Product Sales Guide (Benefits, Pitch, Competitive Position).....	236
103.	Product Price Sheet (Including Discount Arrangements)	253
104.	Product Collateral, Data Sheets, Brochures.....	257
105.	Product Sales Proposals	262
106.	FAQ	267
107.	Other Documents and Tools.....	269
108.	New Service Application Forms	271
109.	Existing Service Modification Forms	271
110.	Customer Legal Contracts.....	274
Section 5.03	Technical and Operational.....	276
111.	Technical Solution Build	276
112.	Final Business Process Documentation	277
113.	Product Technical Guide and Training	279
114.	Solution Testing	287
115.	OSS and BSS Implementation	288
Section 5.04	Operational Readiness Test (ORT).....	292
116.	Technical Readiness	294
117.	Commercial Readiness	295
118.	Operations Readiness	296
119.	ORT Template	297
Section 5.05	Build Phase Tips & Tools.....	301

Article VI. Product Launch & Lifecycle Management.....	303
Section 6.01 Objectives	303
Section 6.02 Effective Product Launch	303
120. Product Launch Activities	308
121. Post Launch Monitoring and Reporting	309
Section 6.03 Launch Tips & Tools.....	309
122. Customer Case Studies.....	310
123. Product Presentation and Launch Invitations	312
Section 6.04 Product Lifecycle	314
124. Product Performance Management and Reporting.....	315
Article VII. Other Service Creation Tools	320
125. Leading the Service Creation	320
126. Product and Portfolio Planing	322
127. Marketing Plan	327
128. Communications Strategy and Plan	330
Glossary and Abbreviations Used in this Guide	335
Bibliography, References and Other Resources	336

SERVICE CREATION GUIDE, METHODOLOGY AND TOOLKIT

Introduction

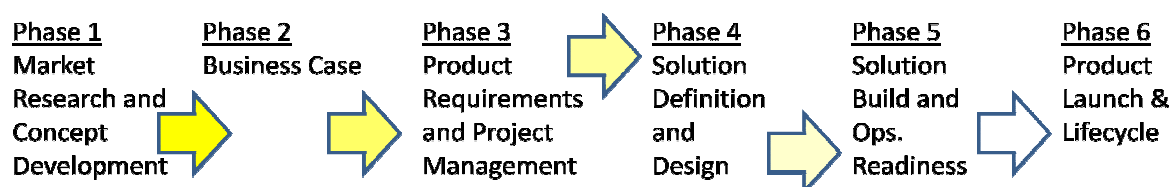
When approaching the subject of service creation it has to be stated at the outset that we are dealing with a topic of high complexity and that many diverging views are likely to come out on the subject. While the purpose of this document is to provide education and guidance to a product manager with the development of a new product it can not be viewed as an all-encompassing, step-by-step instruction manual that will work in all circumstances but rather as a point of reference manual to follow and use to improve your current service development methodology.

Due to varying experiences of individuals, different countries and markets and diverging views on the right approach, primary purpose of this guide is to:

- set out a broad methodology that can be followed
- deliver individual chapters which can be used as required rather than having to serially follow the flow and do every task
- provide real-life examples, templates and interactive tools of use to product manager to assist with service creation and increase his speed to market
- share best industry practices and tips on all service creation steps and how to make your new product succeed
- explain how to leverage business partnerships for market success with your new product

Based upon all above it's **the ultimate goal of this guide to enable the service provider who uses it increase the speed to market of his new products and ensure the best possible success of the product both financially and in terms of customer satisfaction.**

Our approach and this guide is based on widely adapted product development methodologies and is structured around six development phases, summarised in the below diagram.



The primary audience for this material are likely to be companies where bedded-down service creation business processes may not exist or where product management teams need some assistance to deliver new products and services to market quicker.

In the same time while tier one corporations may have more resources and skills this guide can still be used to supplement their own methodology and improve their approach where appropriate.

This document is intended for experienced and sophisticated marketing and business professionals. Business terms and complex methodologies are used throughout this text, with an expectation of a high degree of commercial acumen incumbent on the reader. Additionally, many terms and concepts typically pertaining to the ICT industry are regularly made in this document.

Specifically the audience includes:

- Industry executives and professionals
- Product managers
- Marketing managers
- Sales professionals
- Project managers
- Financial and modelling experts
- Engineering, technical and operational professionals

In terms of sections and individual components of work covered in this guide following matrix is a high level summary of key business groups which will benefit from the content.

Phase	Document Sections	Business Group
Phase 1 (Market Research and Concept Development)	Section 1.01 to 1.08 and 1.10	Product Management Marketing
	Section 1.09	Project Management
Phase 2 (Business Case)	Section 2.01 to 2.05	Product Management Finance
Phase 3 (PRD and Project Management)	Section 3.01 to 3.03 and 3.05	Product Management
	Section 3.04	Project Management
Phase 4 (Solution Definition and Design)	Section 4.01 to 4.02	Product Management Business Analysis (process development)
	Section 4.03	Engineering, IT (incl. Operations involvement)
	Section 4.04	Product Management, Engineering
Phase 5 (Solution Build and ORT)	Section 5.01 and 5.02	Product Management
	Section 5.03	Engineering, IT and Operations
	Section 5.04 and 5.05	Product Management, Engineering, IT and Operations
Phase 6 (Product Launch)	Sections 6.01 to 6.04	Product Management, Marketing

Many organizations may not have the available resources to undertake the activities outlined in this document. If that's the case it is highly recommended that at the very beginning of the Product Development or Service Creation process you engage Parcus Group to assist you in the identification of key stakeholders for each of the necessary task areas. This will enable you to identify the areas of weakness within the team before starting.

Parcus Group offers support and consulting services across each of the stages of the Service Creation process. Our dedicated team of specialists can provide the critical support your organization needs to motivate, facilitate or undertake tasks in the process of new Service Creation. Parcus Group knows that the key to successful deployment of new services comes down to a few key things:

- Human and capital resource availability
- Willingness and motivation
- Understanding of the key concepts
- Completion of critical components of this Services Creation Guide.

Parcus Group's team, based in Australia, are well versed in the difficulties encountered in the Service Creation process and offer a full suite of integrated support. No matter what communications tools you utilise, our team can be a part of your team; supporting your team and facilitating successful Service Creation.

Throughout the document phrases such as Service Creation and Product Development will be used interchangeably. For the purposes of creation of new Service Provider Products and Services those terms can be viewed as identical in this guide.

General Information Sourcing Note:

Throughout this guide we will present a large number tools you can use for various purposes during the service creation process or elsewhere in your business.

Unless we specifically instruct you in regards to the sourcing of information, data, scores, prices and other inputs for any of the tools, you are to use your own best judgement in generating estimates as inputs to such tools. To supplement your estimates where external and more reliable data is not available typically you can speak with your colleagues and get their opinions also. In addition to this section 3.01 has some addition tips on information gathering.