

## Year in Review

June 2015 - May 2016



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As we reflect on the past year and our most successful TM Forum Live! event in history, it has become clear that navigating and competing in the digital economy has become more challenging than ever for all companies, industries, governments and society as a whole. Digital natives are creating a new normal, and their non-traditional approaches to business and ways of interaction are markedly more efficient and agile. We're moving from a world of competition to co-opetition and co-creation – a world of interconnected ecosystems whereby agility and flexible partnerships are key to delivering new digital services and digitally wrapped products rapidly and profitably to customers.

More than ever, TM Forum is helping our members to effectively navigate and compete in the digital economy. Member participation in, and tangible outputs out of, our core Strategic Programs has never been stronger and more valuable. In particular, the important work that we're facilitating with our members in areas such as NFV management and orchestration, omni-channel customer experience, Internet of Everything (IoE) monetization and Open APIs (to name a few) continues to manifest itself into evolving Framework assets, the increasingly popular Catalyst program, our research reports, training offerings, workshops and conferences, and more.

Most importantly, our members – communications service providers, technology suppliers, systems integrators and increasingly companies in adjacent industries or even cities, municipalities and governments – are demonstrably reaping the benefits that the Forum's member-driven collaboration programs enable.

In early 2015, we set out to better Engage Up, Extend East and Expand Laterally – with the explicit intent of aligning business and IT leaders for greater collaboration and facilitating new business opportunities and partnerships in emerging markets and new industries such as Smart Cities. We've made a great deal of progress on this strategy, and coupled with the tangible results that our members are achieving as a result of their participation in our programs and events, the Forum is progressing rapidly with our goal of becoming the lighthouse for cross-ecosystem creation and collaboration. The vastly positive reactions to our Open API manifesto, which we officially launched in Nice, are supporting our ambitions and approach.

Facilitating member-driven collaboration is at the heart of TM Forum's mission, and the past year saw great progress in a numbers of areas: the dramatic growth of our proof-of-concept Catalyst program; the successful launch of the Smart City Forum and progress in several new industry verticals; the introduction of our Communications Industry Council; and the successful execution of several world-class events including TM Forum Live! 2015 and 2016, two Action Weeks, and two new major events – Catalyst InFocus and Smart City InFocus in Yinchuan, China.

TM Forum's vision is to drive the next wave of digital business growth – the digitalization of every industry – by providing a common innovation platform to connect businesses, industries, and ecosystems. We do this in a highly practical and agile way through collaboration programs and communities which lead to rapid prototypes – ranging from digital business models to interconnectivity APIs – that have real world commercial applications.

Hot off the heels of TM Forum Live! 2016 in May, let's reflect on the progress that we've collectively made over the past year. And let's cast our eyes forward – while the challenges are great, there is nothing that we cannot accomplish by working together.



*Peter Sany*  
Peter Sany  
President & CEO  
TM Forum

Adapting to and competing in the Digital Economy is a fundamental business issue facing virtually every company. And while digital transformation solutions may have a technical backbone, they typically touch the heart of an organization while impacting multiple functions. The extent and pace of change in the digital world are making it increasingly challenging to stay relevant and compete.

Digital natives are changing the rules of competition by achieving orders of magnitude increases in efficiency, and many traditional businesses are struggling to keep up. These natives are quickly building innovative new customer solutions and embracing open technical platforms and APIs as a means to rapidly connect with partners through digital ecosystems. They are disrupting markets, growing more rapidly and often creating greater value than their traditional competitors.

To successfully transform and compete in the digital economy, companies must:

- Seek ways to leverage digital technology to expand their value proposition and enrich customer experiences, thereby improving competitive positioning and market share
- Engage in new business relationships and establish ecosystems across the supply chain, enabled by digital technology as a way to assemble and deliver their chosen customer solutions
- Leverage digital technology to improve connectivity and drive efficiencies across the enterprise
- Deploy strategies for becoming more agile, adaptable and risk tolerant in response to rapidly changing market conditions

Collaboration is a key to success in the Digital Economy – with customers, across the supply chain and throughout the enterprise. TM Forum has a rich history of providing a neutral collaboration environment for our members and facilitating the development of common standards and mutually beneficial business solutions. And, the Forum is exploring innovative ways to support further collaboration across our membership.

TM Forum offers a diverse suite of capabilities, ranging from Catalyst projects which develop and incubate innovative digital business solutions for members, to standardized technical architectures, business process models, open APIs, conferences, and training – all which support our members in creating value as they tackle their digital transformation challenges.

I encourage you to fully leverage and engage with TM Forum to accelerate your digital transformation journey.



*David Pleasance*

David Pleasance  
*Chairman*  
**TM Forum**

TM Forum’s Strategic Programs, and the member-driven collaboration projects and communities which drive them, are the cornerstone of the Forum’s efforts to provide value to our members. These programs continue to evolve and remain focused on the three pillars of digital business transformation for our members in the communications industry, and increasingly, for members in adjacent industries.





## tmforum agile business & IT

Building the Digital Operations Center of the Future

*The Agile Business & IT Program helps service providers and enterprises continuously optimize their IT and operations to deliver the speed and flexibility needed to succeed in the digital world – dramatically reducing costs, risks, and time-to-market.*

### More than 25 Catalyst projects

(approximately double the number of the prior year) have explored multiple areas of the transition to network functions virtualization (NFV) since Nice 2015. These provide coverage of a broad range of technical and business issues, from low level resource orchestration challenges to high level service offerings and new business opportunities.

### Framework 16 sees us complete the first comprehensive technical toolkit for NFV

management including a reference suite of application programming interfaces (APIs). This is a major step forward in the complex area of hybrid management and cloudification of the network. We are currently working to have these adopted by ETSI, and working to create a “how to” deployment guide to allow communications service providers (CSPs) to rapidly adopt this toolkit.



### FAST FACTS

- Hundreds of member companies participating
- Over **25,000** individuals following this program, including **650+ CxOs**
- **130,000+** newsletter subscribers
- **25 proof-of-concept** Catalyst projects showcased since Nice 2015

**Closed Control Loop went from a concept explored by 3 Catalyst projects to a cornerstone of our architecture** and approach to Platforms and Virtualization. This is major thought leadership in intent-based orchestration and automation.

### Workshop on End-to-End Orchestration attracted more than 50 members

with many contributions from vendors, communications and cloud service providers. This work has continued and produced a substantive deliverable in Framework 16.



## tmforum Open Digital & Internet of Everything

Connecting and Monetizing Digital Ecosystems to Deliver New Dynamic services

*The Open Digital & Internet of Everything (IoE) Program helps TM Forum members to succeed in the digital world by making it easier to create, build and operate complex innovative services. Our goal is to enable an open digital ecosystem where new services can be delivered quickly, easily and securely using a wide range of business models and partners.*

### Delivered the foundational elements for Digital Ecosystem and Internet of Everything Management

including new reference architectures, partnering guides and APIs.

This includes new releases of the Digital Services Reference Architecture, B2B2x guides and business scenario library.

Demonstrated the new Digital Services Toolkit at Nice 2016, which showed how **Framework is evolving to add value to complex IoE services and has become more modular and API accessible.**

As opportunities and disruption arise from IoE, there is a continually shifting landscape of challenges which have now been encapsulated in a **member-agreed 'Roadmap of Challenges' for IoE management.**

### FAST FACTS

- Hundreds of member companies participating
- Over 31,000 individuals following this program, including 750+ CxOs
- 130,000+ newsletter subscribers
- 18 proof-of-concept Catalyst projects showcased since Nice 2015



Delivered **new Catalysts in Smart City, Smart Energy, Smart Health and Smart Manufacturing**, highlighting how this program has broad applicability in adjacent industries.

### Delivered a series of Internet of Everything workshops

with members, demonstrating the value of collaborative work to understand new business models and their practical implementations.



## tmforum customer centricity & data analytics

Increasing Customer Engagement and Value in a Connected World

*The Customer Centricity & Analytics Program helps service providers and global enterprises to continuously evolve their businesses by moving beyond traditional customer experience to true one-to-one customer engagement in order to maximize market share, customer loyalty and opportunities for growth.*

### Delivered two new maturity models

from the ground up for omni-channel and big data analytics as well as significant updates to the use case library.

### Significant adoption of the Customer Experience Management Solution Suite by members,

which includes the Guidebook, Lifecycle Model, 550+ Lifecycle Metrics, the Maturity Model, and ROI Calculator.

### Customer Centricity Catalyst projects grew from 4 for Nice 2015 to 9 for Nice 2016,

now exploring customer impacts of virtualization, Internet of Everything, and more.

### We doubled the size of the business metrics dictionary

to 1800+ definitions including new metrics for BSS, margin assurance, vCPE, and online customer experience management.



### FAST FACTS

- Hundreds of member companies participating
- Over 33,000 individuals following this program, including 800+ CxOs
- 130,000+ newsletter subscribers
- 16 proof-of-concept Catalyst projects showcased since Nice 2015

### Brought together senior executives from CSPs for a successful Digital Leadership

**Summit in Atlanta** to tackle omni-channel challenges across business, technical and cultural/organizational areas.

New privacy work has delivered a **model, template and privacy management API**, embedded in three Catalysts for Nice 2016.





## Delivering Business Agility within Companies and Across Digital Ecosystems

*At TM Forum Live! 2016, TM Forum announced that nine of the world's leading service providers have officially adopted TM Forum's suite of Open APIs for digital service management. The Forum's Open APIs are an integral part of our strategy for driving digital business agility and enabling rapid partnerships and innovation for our members.*

**Axiata, Bharti Airtel, BT, China Mobile, China Unicom, NTT-Group, Orange, Telefónica and Vodafone have signed TM Forum's Open API Manifesto**, and several additional service providers and technology suppliers are in the process of signing on.



**The new suite of 18 REST-based Open APIs have been collaboratively developed by our members, for our members within TM Forum's agile collaborative environment over the past 18 months, and proven through a series of Catalyst projects and Hackathons.** The APIs can be used in a range of scenarios, internally enabling service providers to transform their IT and operational agility and customer-centricity, while externally delivering a practical approach to seamless end-to-end management of complex digital services – including SDN and NFV.

**TM Forum's Open APIs are also a foundational component of the Forum's new platform capability work, which is defining a common reference architecture and language** whereby platform capabilities are exposed as services which can be orchestrated, re-used and reconfigured through policies on demand to support flexible business processes.

**Two Hackathons were successfully delivered** in partnership with IBM, FIWARE, Ericsson and Orange to prove the value and flexibility of the API suite, in addition to extensive TM Forum API use by Catalysts. Many further Hacks are planned for the year ahead.

We have bold ambitions for our Open APIs: **By 2018, we aspire to have more than 200 service providers the world over to be using the APIs** in real-world business and technology scenarios

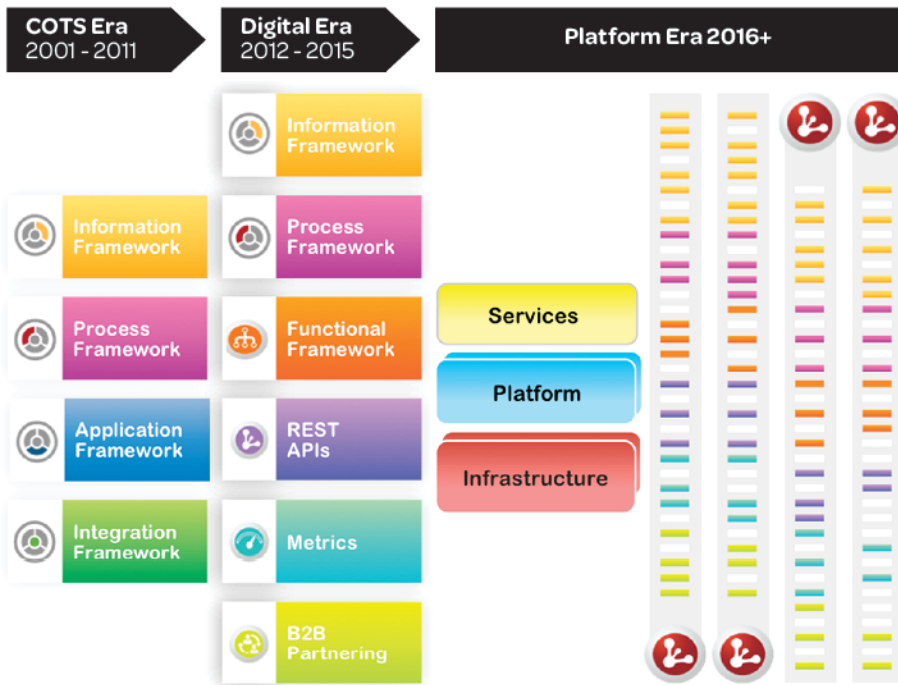


TM Forum Framework is a suite of best practices and standards that provides the blueprint for effective, efficient business operations. It enables you to assess and optimize performance using a proven, service-oriented approach to operations and integration. The practical tools available in Framework help improve end-to-end management of services across complex, multi-partner environments.

Framework has been widely adopted and proven to significantly improve agility in IT and operations, resulting in increased margins, lower costs, and optimal customer experience. Framework is created and evolved by TM Forum members who participate in the Forum's Collaboration Community.



## Evolution of Framework



- Framework adds significant value for complex 'Internet of Everything' services – the Digital Services Toolkit demo in Nice 2016 showcased a number of scenarios.
- Framework is now API accessible, creating new opportunities for the automated use of Framework as well as new visualization, planning and operational tools.
- Framework has become truly modular – the Digital Services Toolkit allows you to easily and dynamically group Framework elements into logical building blocks appropriate to the digital service you're creating.
- Framework is easier than ever to interact with – browse, interact with and regroup Framework elements to suit your needs.
- Framework continuous feedback loop – the wiki-style format enables continuous feedback and tips between users of Framework.



At TM Forum Live! 2016, **90+ companies** participated, including 28 companies engaged in at least 2 projects; **300+ people** from member companies were involved in their creation.

**We have successfully grown the Catalyst Program by more than 50%+,** with 29 Catalysts and 3 Innovation Demonstrations showcased in Nice 2016.

**We launched a successful Catalyst focused event in Dallas**

(169 delegates, 47% senior level audience, 10 of the top 30 global SPs attending, 17 unique champion companies, 26 unique participant companies across 11 proof-of-concept projects) to replace the Forum's Digital Disruption US event.

Over the past two years, **the diversity of Catalyst projects has increased** to span everything from hybrid network management challenges through to customer centricity, omnichannel and big data analytics, as well as the latest Internet of Everything use cases including Smart Insurance, Climate, Health, Cities, and Manufacturing.

Examples of specific Catalyst projects include:

A key component of TM Forum's strategy is to facilitate multi-industry collaboration via our core programs and events. Our goal is to connect our communications industry members with their digital enterprise customers of tomorrow, leading to new partnerships and revenue/growth opportunities.

We have made significant progress in a number of new industries as part of our Smart X program. Key highlights include:



## Smart City Forum

tmforum | connecting digital ecosystems

New Incubator Forum launched in 6 months with strong city support

New Smart City InFocus event launched in Yinchuan, China – Over 200 senior-level attendees, ¼ of which were senior government officials

Smart City Workshops delivered in Singapore with repeat booking

Successful Smart City Hackathons held in Nice and Lisbon

Creation of the world's first Smart City Maturity and Benchmark Model to be delivered through a credible industry network



## Smart Insurance Forum

tmforum | connecting digital ecosystems

New program being created in partnership with Accenture

Met with > 30 Digital Transformation Leads at Digital Insurance event

Exploratory workshop held with major banks held in London



## Smart Mobility Forum

tmforum | connecting digital ecosystems

MHP (a Porsche company) joined Forum to work on 'Automotive eTOM'

Discussions ongoing with BMW, Daimler, JLR



## Smart Climate Forum

tmforum | connecting digital ecosystems

Smart Climate program created in partnership with Orange with focus on utility and multinational businesses with growing interest

New Catalysts created for TM Forum Live! 2016

Open Data Initiative launched with support from UN



## Smart Manufacturing Forum

tmforum | connecting digital ecosystems

First Smart Manufacturing Catalyst championed by TWI at Nice



## Smart Health Forum

tmforum | connecting digital ecosystems

Created 2 new Catalysts, delivering 3 Smart Health projects for Nice 2016

Significant meetings with more than 30 companies in the health market

Delivered workshops in Kuala Lumpur and Germany (with Detecon)



## tmforum partnerships

We have established significant new partnerships with key third party organizations, including:

**FIWARE**, an EU-funded initiative to drive open standards for Smart X applications have adopted our APIs and partnered on demonstrations.

We are working closely with **MEF** on a series of standards and Catalyst projects.

We continue to invest significant time in **ETSI, 3GPP** and associated organizations to drive a common information model for virtual resources.

We are working increasingly closely with open source organizations such as **OpenMANO** who participated in a Catalyst project for Nice 2016.

We are working closely with the **Quest Forum** to establish a benchmarking capability.



## tmforum adoption services



*TM Forum Training and Certification is a critical supporting tool in helping our members continuously transform and succeed in the digital economy. At the heart of our training portfolio is Framework, TM Forum's suite of best practices and standards (including eTOM, SID, TAM) that have helped hundreds of companies reduce cost, risk and time-to-market.*

**New Training Courses:** We added new courses for Customer Centricity and NFV/Virtualized Networks.

**Online Training:** Significantly grew self-service online training consumption and usage.

**Conformance:** Nine new Conformance Certifications awarded, including service providers Telefónica and Verizon.



## tmforum research & analysis



Dozens of new research reports, case studies, and webinars delivered across a wide range of digital business topics: NFV, end-to-end orchestration, omnichannel customer experience, OSS/BSS transformation, revenue assurance, IoT/loE, big data analytics, Smart Cities, and more.

Major web traffic growth on the Forum's Inform channel, which provides thought-provoking digital business news, opinions, research, and analysis.



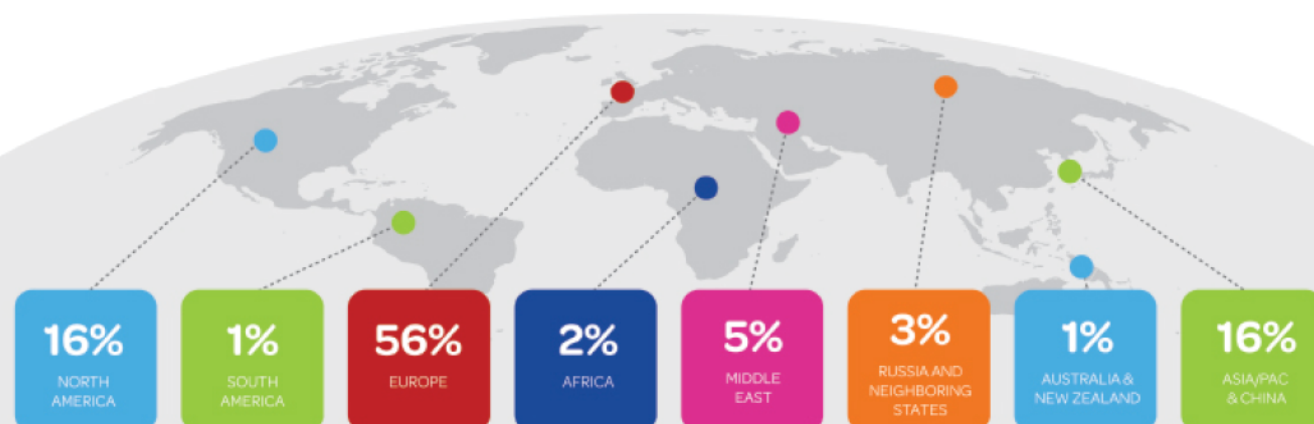
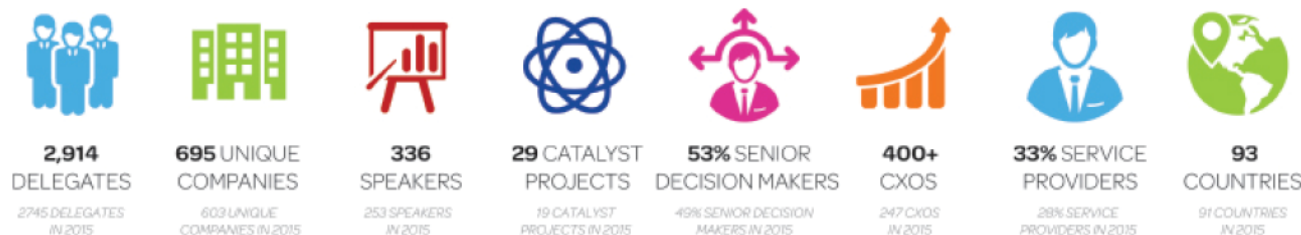
## TM Forum Live! 2016: The Most Successful Event in Our History

TM Forum Live! 2016 built upon the success of our 2015 event, delivering over 2,900 delegates, including more than 400 CxOs, from nearly 700 companies. The content received outstanding feedback – from the eight conference tracks and 325+ speakers, to the record-breaking 29 Catalyst demonstrations featuring nearly 100 member companies collaborating on a very diverse range of projects that lead to real-world applications and outcomes.

All industries – some further along than others – now understand the urgency to digitally transform, yet the discussion has clearly shifted from “why transform?” to “how do we transform?” The “how” – or simply, ‘making it real’ – could not have been more visible at TM Forum Live! 2016.

Consider the following at TM Forum Live! 2016:

- Nine leading service providers – Axiata, Bharti Airtel, BT, China Mobile, China Unicom, NTT-Group, Orange, Telefónica and Vodafone – committed to global adoption of TM Forum Open APIs and expect their vendors and SIs to support these APIs in their products and services
- Demonstration of the new Digital Services Toolkit, an important evolutionary step for Frameworkx that adds significant value for complex ‘Internet of Everything’ services, API accessibility, modularity and more
- Launch of our end-to-end Smart City Maturity & Benchmarking Model, new partner collaborations to expand the community and improve integration, and a return to our flagship Smart City InFocus event in Yinchuan, China this September





tmforum events *(continued)*

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中国  
智慧城市  
tmforum InFocus  
Yinchuan, China  
11-13, September, 2015 SMART CITY

Over 200+ senior executives converged in Yinchuan China in September 2015 to network, learn and exchange ideas about the development and future of Smart Cities. At this event, the Smart City Forum was launched, a collaboration between the City of Yinchuan, China, and ZTEsoft.

## 200+ attendees

42% senior business executives

24% technical Smart City leads

24% government officials

## Leaders from cities from around the world in attendance, including:

Dubai  
Yinchuan

Amsterdam  
Atlanta

Singapore  
Toronto

Los Angeles  
Bristol



“At TM Forum, we look at Smart Cities as the next iteration of digital innovation and convergence of ecosystems. In collaboration with the City of Yinchuan and ZTEsoft, we’re bringing industry and government leaders together at a global epicenter for Smart City innovation, so we can learn by example, exploring ways to bring the far-reaching impacts of Smart Cities to life – from delivering services to improve citizens’ lives, to making governments more responsive and effective, and allowing businesses to grow and thrive.”

Peter Sany  
President & CEO

tmforum





## tmforum events (continued)



## tmforum InFocus CATALYST

Dallas, USA  
November 4-5, 2015

This inaugural event took place in November 2015 and showcased TM Forum Catalysts, our popular member-driven proof-of-concept demonstrations. The agenda was jammed packed with compelling and innovative use cases, projects, workshops, and more.

**169** delegates

**59** companies

**17** countries

**47 speakers** including Radhika Venkatraman, *SVP & CIO – Network & Technology, Verizon*, Mike Zeto, *General Manager Smarter Cities, AT&T*, Jinee Ellis, *Senior Vice President, Wholesale Internet Solutions, Wells Fargo*, Eric Troup, *Chief Technical Officer, Microsoft*, Portman Wills, *CIO & Chief Data Scientist, GSN Games*

**17 unique champion companies** and 26 unique participant companies across 11 proof-of-concept projects

Companies represented included:





## tmforum events *(continued)*

"Attending as a new member, I expected I would mainly be observing as opposed to actively participating. The inclusive atmosphere made it easy to jump in feet first and contribute immediately."

Larry Chesal  
IT and Project Management



## tmforumactionweek

TM Forum hosted two Action Week events between Nice 2015 and 2016 – Action Week USA in July 2015 and Action Week Lisbon in February 2016. Action Week is an intimate, highly collaborative event that brings together key leaders in the Forum member community to address pressing digital business challenges and deliver real results with specific outcomes.

**300+** delegates across both events

**50%** returning delegates

**30%** service providers/operators



## {open}:hack

tmforum | connecting digital ecosystems

TM Forum's Open Hacks bring together developers, designers, data scientists, entrepreneurs, enterprise designers and developers with an integrated ecosystem platform where open data, exposed open APIs and capabilities are leveraged to quickly mash together new services to solve challenges and partnering opportunities posed by cities and operators across the globe.



TM Forum conducted successful Open Hacks at both Nice 2015 and 2016, attracting many dozens of talent individual and teams. Both Hacks were focused on developing practical applications to promote smarter, cleaner, and healthier cities the world over.

Key sponsors and partners included:





## tmforum events (continued)

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## tmforum digital leadership summit



TM Forum's Digital Leadership Summits are an exclusive, invite-only, full day conferences for technology and business leaders, focusing on the challenges of digital business transformation and combining unique research, inspiring thought leadership and frank debate between executives. The size of each workshop varied from 40 to 60 senior level delegates (e.g., CIOs, SVPs, and VPs) from 5-15 regional service provide companies.



10 Summits delivered since Nice 2015

Average 56 senior-level executives attended each Summit

Summit Sponsors Included:



Hinacom



ORACLE



SIGMA

ZTE





## Upcoming Events

**Innovation InFocus 2016**  
Dallas, Texas  
November 2-3, 2016

**TM Forum Live! 2017**  
Nice, France  
May 15-18, 2017

**Action Week**  
Lisbon 2017  
February 6-10, 2017

**Smart City InFocus 2016**  
Yinchuan, China  
September 7-9, 2016

**TM Forum Live! Asia 2016**  
Singapore  
December 7-8, 2016












## tmforum awards



### 2016 Digital Award Winners

TM Forum's Digital World Awards recognize the world's leading companies for their innovative achievements spanning digital transformation, business and IT agility, customer centricity, cross-industry partnering and collaboration, and product and services innovation. The 2016 winners were announced during the VIP Gala dinner at TM Forum Live! 2016.

 <p><b>airtel</b> Outstanding Contribution to Improved Business Agility Award Communications Industry</p>	 <p><b>indra</b> Open Digital Ecosystem Platform of the Year Award</p>	 <p><b>Netcracker</b> Outstanding Contribution to Enabling Improved Business Agility Award</p>	 <p><b>salesforce</b> Outstanding Contribution to Enabling Improved Customer Centricity Award</p>
 <p><b>BRISTOL &amp; OPEN</b> Smart City Innovator of the Year Award</p>	 <p><b>kpn</b> Smart Service Provider Business Transformation of the Year Award</p>	 <p><b>O<sub>2</sub></b> Digital Service Innovator of the Year Award</p>	



### Individual Awards

#### Distinguished Fellows

TM Forum's Distinguished Fellows are individuals committed to advancing the principles of TM Forum and contributing to business and technical excellence. This year's winners were recognized at the TM Forum Live! 2016 VIP Gala dinner.



**Elaine Haher**  
*Director of Business Development*  
**Ericsson**



**Jean-Luc Tymen**  
*Senior Architect*  
**Orange**

#### Outstanding Contributors

The Outstanding Contributor Award is given to individuals who have contributed significantly to TM Forum Collaboration work and to driving the industry forward. The Award is presented bi-annually at the summer and winter Action Week events.



**Jörg Niemöller**  
**Ericsson**



**Washington Tavares**  
**Tacira Technologies**



**Jean-Luc Tymen**  
**Orange**



**Kevin McCaffrey**  
**Tr3dent**



**Fabien Venries**  
**Orange**



**Kaj Jonasson**  
**Ericsson**



**Jean-Marie Calmel**  
**Oracle**



**Johan Vandenberghe**  
**Alcatel-Lucent**



## tmforum awards (continued)



### Catalyst Team Awards

TM Forum Catalysts are rapid fire, member-driven proof-of-concept projects which both inform and leverage TM Forum best practices and standards, connecting service providers, technology suppliers, and global enterprises to create innovative solutions to common industry challenges. This year, the Forum honored several Catalyst teams for their outstanding work. Winning Catalyst teams were honored at both our Catalyst InFocus event in November and TM Forum Live! 2016 in May.

#### Catalyst InFocus 2015

##### Most Innovative Catalyst

*Smart Energy: Connected Home Devices and Electric Vehicles for Smart Energy Benefits*

Champions:



Participants:



##### Best Adoption of Framework

*Model-Driven Hybrid Service Orchestration via an FMO Architecture*

Champions:



Participants:



##### Most Significant Contribution to Framework

*Maximizing Profitability with NFV Orchestration*

Champions:



Participants:





### Catalyst Team Awards (continued)

#### TM Forum Live! Nice 2016

##### Most Innovative Catalyst – Technical

*NFV Ecosystem Enabler: A well-enabled VNF package*

Champions:



Participants:



##### Most Innovative Catalyst –

##### Commercial in Communications Industry

*New Business Models with Mobile Sponsored Data*

Champion:



Participants:



## SIGMA

##### Most Innovative Catalyst – Commercial in Smart X

*Smart City: Service Level Management for Smart City Eco-systems & Trusted IoT*

Champions:



Participants:





## tmforum awards (continued)

### Catalyst Team Awards (continued)

#### TM Forum Live! Nice, 2016

##### Greatest Contribution to the Evolution of TM Forum Assets

*Building Model-Driven Service Orchestration via an FMO Architecture*

Champions:



Participants:



##### Best New Catalyst

*Smart Industrial Manufacturing: Robots-as-a-Service*

Champion:



Participants:



##### Greatest Adoption of TM Forum Assets

*DigiCOPLife: Smart Life: My City, My Home, My Planet*

Champion:



Participants:





# tmforum governance

In late 2015, the Board determined that governance changes were needed to facilitate the Forum’s strategic goals and plans. The proposed changes involved a major change to the way TM Forum operated its Board and Committees to better facilitate strategic objective outcomes.

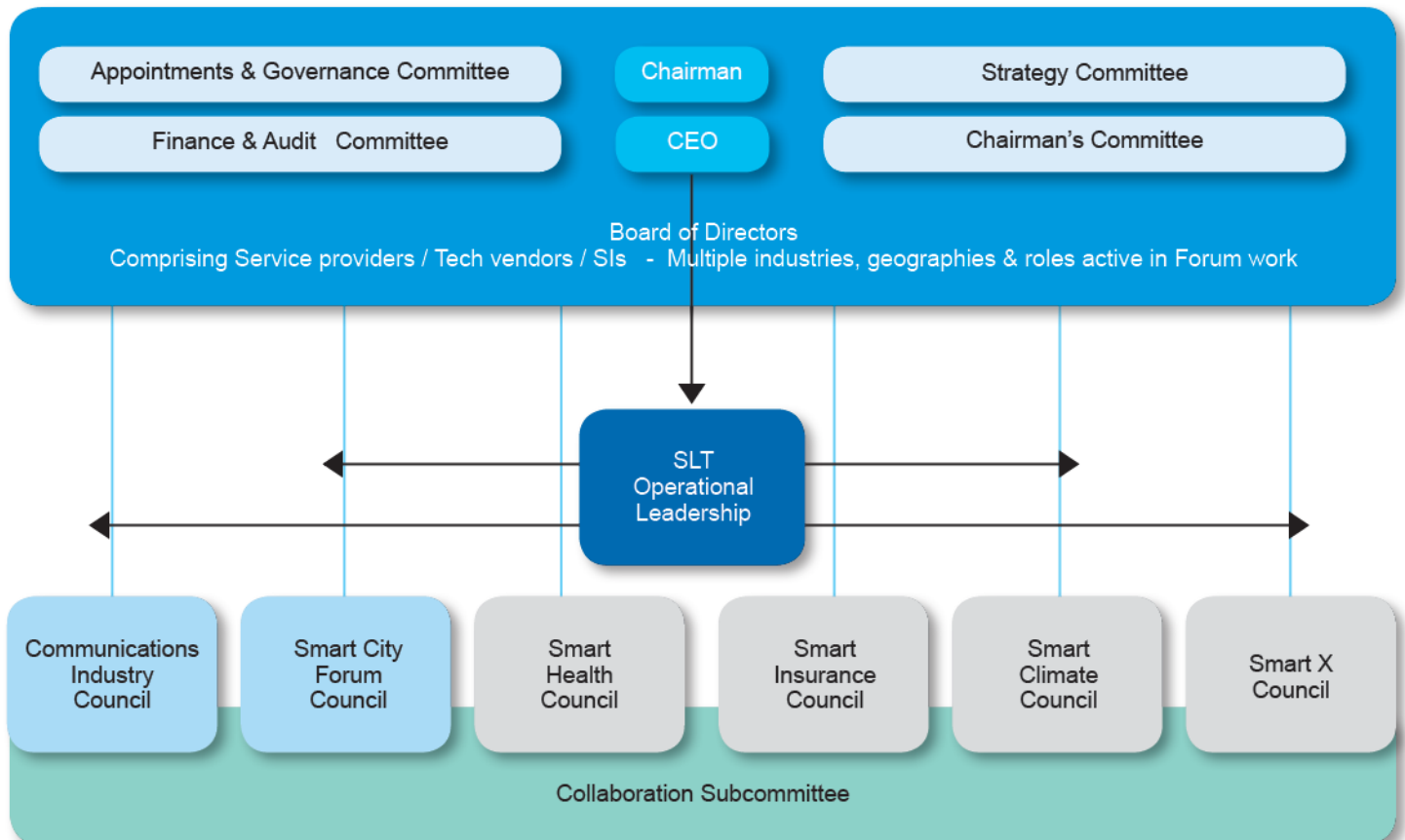
### Role of the TM Forum Board of Directors:

- Provide leadership and set strategy and vision
- Service providers and enterprises hold a majority seat
- Directors hold a seat on the TM Forum Board for two years
- Balanced to represent membership
- Act as Trustees of the corporation

### Timeline

- January 2016
  - 6 Directors were re-elected for a further two-year term
  - 13 Directors returned for their second year
  - 1 Director retired (Albert Hitchcock)
- February 2016: David Pleasance elected as new Chairman
- May 2016: David Pleasance officially takes over role of Chairman from Michael Lawrey
- June 2016: Keith Willetts, Founder and Former Chairman and CEO of TM Forum, retires

## New TM Forum Governance Model



## current directors



Mr. David Pleasance  
Senior Consulting  
Partner, Strategic  
Relationship Group  
**Deloitte**

Chairman  
**TM Forum**



Mr. Pascal Viginier  
EVP and Group  
Chief Information  
Officer  
**Orange**

Vice Chair  
**TM Forum**



Mr. Liu Aili  
Executive Vice  
President  
**China Mobile**  
& Chairman  
of China Tower  
**China Mobile**



Dr. Haiping Che  
CTO & Vice President  
**Huawei Software**



Ms. Jane Chen  
Chief Information  
Officer  
**ZTE**  
**Corporation**



Mr. Bob De Haven  
General Manager,  
Comms  
& Media  
**Microsoft**



Ms. Alpa Doshi  
Group CIO, Business  
Transformation  
and IT Worldwide  
**Royal Phillips**



Mr. Ulf Ewaldsson  
SVP,  
Group CTO  
**Ericsson**



Mr. Bhaskar Gorti  
President  
Applications  
& Analytics  
**Nokia**



Mr. Erik Hoving  
Group Chief  
Information  
Officer  
**KPN Group**



Mr. Phil Jordan  
Group Chief  
Information  
Officer  
**Telefonica**



Mr. Brian Kuritzky  
CFO, Treasurer and  
Secretary  
**TM Forum**

## current directors *(continued)*



Mr. Michael Lawrey  
Former Chairman  
**TM Forum**



Ms. Harmeen Mehta  
Global Chief  
Information Officer  
**Bharti Airtel**



Mr. Steve Newton  
Chief Executive  
Officer  
**Aria Networks**



Mr. Peter Sany  
President and Chief  
Executive Officer  
**TM Forum**



Mr. Rami Schwartz  
President,  
Products Business  
Group  
**Amdocs**



Mr. Scott Stainken  
General Manager,  
Global Telecomms  
Industry  
**IBM**



Ms. Radhika  
Venkatraman  
SVP & CIO,  
Network &  
Technology  
**Verizon**



Mr. Dean Walters  
Managing Director,  
Chief Delivery  
Officer  
**Liberty Global**



Mr. Howard Watson  
Chief Architect  
& MD for Global IT  
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