Cloud Services Brokerage
Key Business and Operations Considerations for Telcos

Cloud Services Brokerage — Putting Theory into Practice

Increasingly, telcos are seen as key players in delivering various cloud services (SaaS, IaaS, Paas) to their large enterprise and SMB customers. In order to gain a competitive advantage, almost all telcos are considering becoming a cloud service broker (CSB). A sound foundation and understanding of best practices and enabling technologies is required to initiate, deploy, and profit from the CSB model.

Key aspects of a CSB business and operations model include:

- Developing and implementing your cloud services portfolio strategy, and segmenting your cloud catalog to meet the unique needs of different customer profiles including SMEs and large enterprises.

- Defining measurable ROI parameters and leveraging proven metrics to build your CSB business case, considering direct (e.g. revenue and market share growth) as well as indirect benefits (e.g. core service retention, brand awareness and profitability).

- Evaluating the pros and cons of different CSB deployment and operating models, and identifying your organization's relevant capabilities and gaps that may drive your implementation strategy.

- Building, sustaining and scaling your cloud partner ecosystem model.

- Executing effective go-to-market approaches and continuous improvement strategies for initial launch and beyond.

The core foundation to be a successful CSB starts with the platform, which automates all the processes associated with selling and delivering cloud services. The following table highlights the key elements for successful implementation of operations and sales.

Business Element	Description
Service Catalog	A CSB requires a services catalog that has: ■ Wide range of cloud services ■ Flexibility to create an eco-system of cloud service providers ■ Agreements with leading cloud service vendors ■ Ability to on-board cloud services in the shortest possible time ■ Ability to have over-the-top services along with core service provider services
Order to Cash Management	A CSB requires an end-to-end management of the lifecycle, from purchase to consumption of all cloud services in its catalog
Shopping Cart Experience	A CSB should provide a complete shopping cart experience to end-users including: ■ Productive user interface and superior user experience ■ Ability to provide ratings and reviews of the cloud services
Billing System	A CSB requires a billing system that: ■ Allows usage based billing for IaaS (e.g. VM / hour) ■ Supports multiple payment methods such as pre-paid or post-paid ■ Integrates with leading payment gateways such as PayPal ■ Provides metering and charge-back facility for IT organizations
Security	A CSB requires a secure platform that provides: ■ Role-based access control ■ Support for security standards such as SAML ■ Data encryption ■ Compliance with security standards such as PCI ■ Integration capability with 3rd party Identity and Access Management (IDAM) solutions ■ Integration capability with an enterprise active directory / LDAP deployment
Ease of Use	The CSB should enable its customers to avail: ■ Single-sign on to consume all the cloud services in its catalog ■ Online tutorials and contextual help for end-users ■ Provide single window administration for all users
Global Expansion	A CSB should support multiple geographies as well as: ■ Provide multiple languages and currencies (including double byte languages such as Japanese, Simplified Chinese etc.) ■ Support multiple taxation types
Hybrid Cloud Deployments	A CSB provides a single window access to cloud services spread across public cloud, private cloud and 3rd party hosted environments
Back-end and Front-end Integration	A CSB's platform should be able to: ■ Integrate with back-end systems like OSS / BSS, Helpdesk and Ticketing systems, Automation systems etc. ■ Integrate with 3rd party Cloud Services at the front end ■ Expose internal assets using APIs (like service provider network) to Cloud Ecosystem Vendors to build Cloud services ■ Do cross-services integration across Public cloud, Private cloud and Legacy IT architecture

Go-To-Market Plan	A CSB requires a thorough go-to-market (GTM) plan for each of the geographies and target segments. This plan should cover: ■ Incentive structure for the sales team ■ Support structure for services ■ Marketing events and planning for each target segment
Mobility Support	A CSB's platform should support: ■ Mobility applications for devices of various form-factors ■ Administrative access to the CSB platform using mobile devices
Technical Support	A CSB should enable a comprehensive support framework to: ■ Provide web-based and phone based Level 1, 2 and 3 support to the end-users ■ Allow end users to directly log tickets for the issues ■ Provide a single view of customers' issues across disparate systems
Channel Enablement	A CSB requires a robust channel for reselling cloud services based on its in-direct business model. The CSB should have the: ■ Ability to allow channel to white-label services and re-sell these services to their end customers ■ Ability to monitor the channel performance and incentivize them based on the analysis made for each channel partner
"Bundle" Services	A CSB should be able to bundle its core services and 3rd party or ecosystem cloud services and offers to its end-customers
Analytics Framework	A CSB should have a framework for reporting and analytics capability to: ■ Analyze and predict end customers' behavior including usage of cloud services ■ Integrate 3rd party tools such as Google Analytics for data analysis
Pull Through Revenues	A CSB business model should have an additional "pull' effect on service provider / system integrators' core revenue elements. This includes: ■ Cloud consulting ■ Migration to cloud ■ Application modernization ■ Rationalization ■ Increased hosting and bandwidth revenues

Summary

The stakes have never been higher. CSB allow telcos to operate private-branded Cloud Marketplaces that unify cloud services delivery and help differentiate their networks. By leveraging CSB a business enabler, telcos are able to protect profit margins on core services, increase customer profitability and retention, and grow market share.

The cloud services brokerage model provides an architectural, business, and IT operations blueprint for aggregating, delivering, and managing various cloud services within a federated and consistent provisioning, billing, security, administration, and support framework.

About Jamcracker

Jamcracker enables organizations to become Cloud Services Brokerages, and its Services Delivery Network (JSDN) includes over a hundred cloud services that are distributed via JSDN by Jamcracker partners and customers comprised of carriers, distributors, technology providers, and enterprise IT organizations.

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