

NREN-name

# Business Model

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Document history:

1. ....

## Executive Summary

A short summary of the contents of the document.

Max one page.

## The case of NREN

Not all readers of the document will be acquainted with what NRENs are and how they operate. There is enough literature to give an overview here. This paragraph should also give insight in the ambitions of [NREN NAME]. The overview will demonstrate that there are several NREN models in existence.

In the final version of this document the model that [NREN NAME] will follow will be presented and this model will be worked out in more detail in the following chapters.

Max. two pages.

## [Country name] telecom analysis

A short analysis of the telecom situation in [Country name]. The aim of this paragraph is to demonstrate the need of an NREN in [Country name] ([NREN NAME]) to support ICT in Higher Education. The analysis should cover national as well as international connectivity.

It will conclude with a clear list of challenges that need to be tackled.

Max. one page.

## User analysis

An overview of the user groups that [NREN NAME] will provide services for. In an appendix a table should summarise the basic data of the institutions that will be part of [NREN NAME].

The paragraph should also describe any specific user groups that [NREN NAME] will address and the In the text of this paragraph an overview of the services that will (or can) be provided by [NREN NAME] will be presented. The overview will also indicate which services are obligatory and which services are “nice to have”. We will use the feedback of the Identification phase for this paragraph.

Not all services will be implemented from the start, so an indication of the time line over the coming years will also be provided, including cost estimates in terms of investments and exploitation.

In order to provide efficient and effective services [NREN name] will need to define policies and standards. How this will be done and which standards should be addressed will be presented in this paragraph.

Max 2 pages.

## [NREN NAME] services

In the text of this paragraph an overview of the services that will (or can) be provided by [NREN NAME] will be presented. The overview will also indicate which services are obligatory and which services are “nice to have”. We will use the feedback of the Identification phase for this paragraph.

Not all services will be implemented from the start, so an indication of the time line over the coming years will also be provided, including cost estimates in terms of investments and exploitation.

In order to provide efficient and effective services [NREN name] will need to define policies and standards. How this will be done and which standards should be addressed will be presented in this paragraph.

Max 2 pages.

## [NREN NAME] network topology

The telecom analysis and the user analysis are the base of how [NREN NAME] will implement the network. Details can be provided in the appendix, or even in a separate document. For the business model we need an overview of the topology and cost estimates in terms of investments and exploitation. The international bandwidth is also part of this overview.

The overview will be concluded with cost indications of investments and exploitation over the coming years.

Max 2-3 pages.

## [NREN name] organisation

How will [NREN NAME] operate? Before giving an overview of the organisation some crucial aspects of the organisation will need to be presented. Such as:

1. Network management: will [NREN NAME] outsource the network management or have its own staff for this activity. If the management is outsourced, how will this be done (one of the member institutions, the national telecom operator or a commercial company)?
2. Service support: the services that were defined earlier need to be supported. Again outsourcing or will [NREN NAME] have staff to support the services, or some of the services?
3. User support: how far does the [NREN NAME] user support reach? In particular it should be clear where the responsibility of [NREN NAME] ends and the institutions begin.
4. User responsibilities: what is expected from the connected institutes?

The organisational structure is defined by the ambition level of [NREN NAME] and how it intends to implement the services that are to be provided.

In the initial phase extra training will be necessary and once [NREN NAME] is in its operational phase a yearly trainings budget needs to be decided on.

The resulting overview of the [NREN name] organisation will include job descriptions of the staff and required expertise levels.

Max. 2 pages.

## [NREN NAME] governance model

In the governance model the legal structure of [NREN name] (the institutional vehicle) is defined as well as how the member institutions will influence the [NREN name] strategy.

This paragraph will also deal with partnership models that can be implemented, partners being either the public or the private sector.

Max 1 page + appendix

## [NREN NAME] tariff model

There are numerous ways in which [NREN name] can collect the necessary fees from its users. Characteristic for NREN's is that they provide a transparent tariff structure to their users and that the users are committed to this tariff model, i.e. it may not be forced upon them.

This paragraph will present various tariff models, of which the financial consequences will be presented in the next paragraph.

This paragraph will also deal with the membership/customer model and has a direct relationship with the decisions presented in the paragraph of

Max 1 page.

## Financial plan

In the financial paragraph most of what is listed above comes together: activities of [NREN NAME] induce costs that have to be recovered. In a separate spread sheet the cost scheme over the period of the business plan will developed. The summary is presented in the business plan.

Max. 3-4 pages.

## Appendices