

## Spotlight on the Business Strategy and Solution Lifecycle Working Group

The Business Strategy & Solution Lifecycle Working Group (BSSL WG) provides guidance and best practices for all aspects of developing and operating an Industrial Internet solution: business model changes, business-case creation, project team priorities, architecture design, technology selection, implementation, testing, rollout, process re-engineering and operations.

The goal of BSSL WG is to help companies leverage the potential of the Industrial Internet, increase return on investment, manage project risks more efficiently, and establish a foundation for evaluating solutions and ensuring their compliance to business or regulatory requirements. Its activities fall under four major themes:

- Business Strategy & Planning
- Industrial Internet Solution Design
- Industrial Internet of Things (IIoT) Project Management
- Metrics and Measures

The objectives and goals of BSSL WG build upon and complement the results delivered by other Industrial Internet Consortium (IIC) Working Groups. The focus of BSSL WG is illustrated in Figure 1, below.

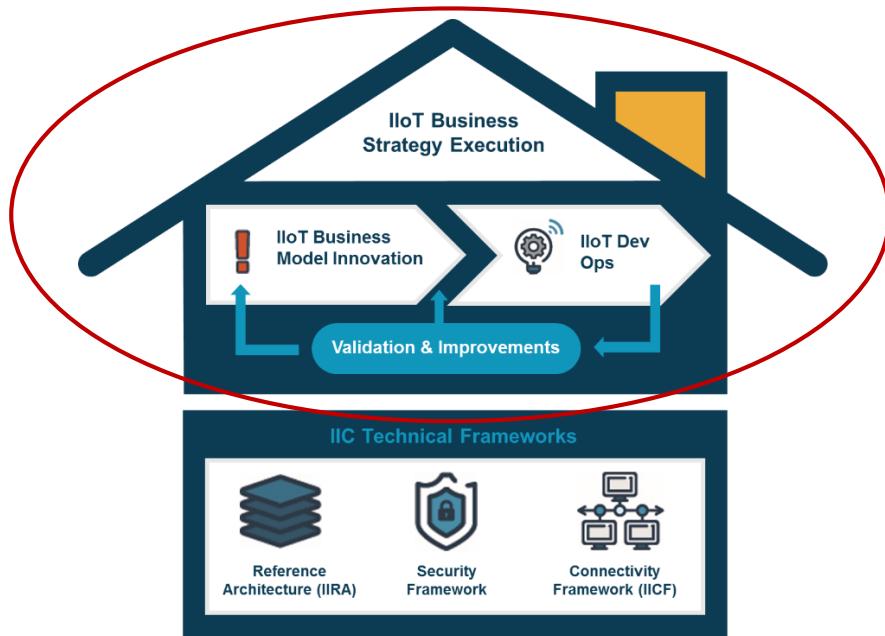


Figure 1: The focus of BSSL WG

In developing deliverables and contributions in the above scope of activities, the group also collaborates as appropriate with the other Working Groups, as well as end-user organizations

and liaisons. It will collaborate with 3rd parties as appropriate in order to promote and apply any deliverables. It will also contribute and assist in the management and stewardship of the body of knowledge gathered in support or as a result of the above activities.

The full list of BSSL WG initiatives past, present and planned is listed in the following table.

## BUSINESS STRATEGY AND SOLUTION LIFECYCLE WORKING GROUP PROJECTS:

### *Past, Present and Planned*

The BSSL WG has already published the results of the following initiatives, and the outputs are gaining traction in the wider industry:

- **Business Strategy and Innovation Framework** (BSIF) is an IIC Technical Publication covering, at a high level, all aspects related to developing and executing an IIoT strategy. It covers: the setting of an appropriate strategic vision; IIoT project ideation, prioritisation and initiation, and; the definition of an IIoT Centre of Excellence to support the defined strategy. The BSIF was published November 2016, and [available on the IIC website](#).
- The **IIoT Project Toolkit (IPT)** is a gamified project initiation workshop toolkit. It includes game cards and a framework for the analysis of the relative complexity of any IIoT project, and also a reference database of project experience. The toolkit assists the further definition of any planned IIoT initiative and also highlights necessary project team competencies.
- The **Reference Architecture Alignment Template** is intended to assist IIoT project managers effectively to use the IIC's [Industrial Internet Reference Architecture](#) (IIRA). It helps project managers identify how their projects map to the IIRA and to understand how the IIRA maps to their projects.

The following initiatives are currently underway within BSSL WG:

- **Potential for the IIoT**, which is an initiative to identify today's leading edge and innovative IIoT solution concepts that have potential to transform business models, or to have a significant multi-sector economic or societal impact. The output will be a White Paper outlining the full potential of the IIoT, and potentially a number of webinars.
- **IIoT Maturity Model**, under which work effort we are developing a 5-stage reference maturity model artefact for the IIoT (the need for which was identified in the BSIF, above). The maturity model is designed to be used by business managers and includes in its scope all topics that a business must address to become a 'best practice' adopter of IIoT.
- **Business Perspective on Security** is an initiative to develop a framework that will assist with the identification and dimensioning of possible risks that might flow from any security breach. The ultimate aim will be to define an industry-accepted approach to

risk assessment and mapping to widely accepted security techniques, so that IIoT security is ‘right sized’ given a pragmatic assessment of real world risks.

- **Vertical Taxonomy**, which will provide a common reference framework for many IIC initiatives, including Use Cases and Industrial Internet Interoperability Coalition (I3C) (see details below) and many other of the BSSL WG initiatives listed here.
- **Use Cases**, which includes deliverables ranging from industry backgrounders to specific named-client scenarios that demonstrate significant benefits from deployed IIoT solutions. The outputs are intended to assist vendors in better understanding end user needs and educate end users about specific solutions that may be available to address their needs.
- **IIC Connect** which is a ‘matchmaking’ initiative within the IIC, designed to provide introductions between various IIC members with identified needs and relevant niche offerings in the IIoT space.
- **Operational Knowledge Repository**, which provides for the establishment of an online database of experience, reference use cases and best practice. The repository of knowledge gained in the development, testing and operation of actual or partial IIoT solutions will enable the identification of best practices for developing and operating IIoT solutions – a valuable resources for end-users and solution architects.
- **Key Performance Indicators (KPIs) and metrics, Service Level Agreements (SLAs) and Service Level Objectives (SLOs)**: The aim of which is to provide management and performance monitoring tools that can be used to ensure that IIoT value networks provide an appropriate level of service to end users. Additionally, the defined measures can be used to ensure that all participants within such value networks are appropriately accountable for the overall performance of the full solution.

BSSL WG is also leading the Industrial Internet Interoperability Coalition ‘I3C’ cross-WG initiative:

- The [\*\*I3C Initiative\*\*](#) supports the identification of ‘hotspots’ in the IIoT where companies from different industries or verticals must cooperate and interwork different standards, technologies or architectures. For identified hotspots, the team will work to identify protocols by which companies can effectively work together. Identified hotspots currently include remote maintenance and low latency networking.

BSSL WG also has one initiatives for which we are currently garnering support:

- **IIoT Monetization Model** under which initiative we plan to consider the range of potential new business models that are emerging within the IIoT. The main focus will be on identifying how each participant in an IIoT value network can best extract appropriate value, given their contribution to the overall solution. The effort may potentially include the identification of new technical measures and infrastructures to support monetization in the future IIoT.

*Footnote: The co-Chairs of BSSL are Dirk Slama (Bosch Software Innovations), Jacques Durand (Fujitsu) and Jim Morrish (Huawei Technologies Co., Ltd.). Any employees of IIC member companies are welcome to participate in the overall BSSL work programme, please simply [request login details](#) for the IIC member website and then [join](#) the roster of the BSSL WG.*

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