

Preface

The idea of writing this book came to us while we were together on one of our frequent international business trips in the Middle East. Through our role as consultants, we were involved in a broad variety of project engagements, proposal development activities, presentations, and publications related to the architectural transformation of telecommunications operators. In the last decade, we have supported more than 50 transformational projects in the telecommunications industry worldwide. Most of these dealt with the customization of reference solutions provided by the TM Forum and the alignment of those solutions across different parts of the company. This encouraged us to summarize our experiences in general recommendations and blueprints. Moreover, we have had the good fortune to discuss our viewpoints with executives as well as experts worldwide. We came to the conclusion that there is a significant and indeed increasing demand in this knowledge area for professionals, researchers, and students associated with the telecommunications industry. These facts and our well-founded scientific research experience, combined with practical knowledge from our project engagements across the globe, have motivated us to write this book together.

Preparing the concept of this book as well as the detailed elaboration of the content, while at the same time working as professional consultants and academics, has certainly demanded a lot from both of us. In addition, the fact that each of us has been working on different chapters and sections in different locations and time zones has led to several alignments and iterative updates to ensure the comprehensibility and the consistency of the contents throughout all chapters. In total, it has taken us almost two years to finalize this book.

Writing this book was only possible because of the comprehensive, ongoing support we have received from our project clients and colleagues. Being part of the innovative and international environment at the management consultancy, Detecon International GmbH was one of the lucky circumstances that resulted in the opportunity to summarize our experiences in this book. We would like to express our special appreciation to Issa Nasser Oesterreich and Dr. Kai Grunert, who always supported us and gave us the freedom to realize our ideas on projects worldwide. Furthermore, we had the great pleasure to work with teams of inspiring and

knowledgeable colleagues. We were always supported by our colleagues from the MENA office, the International Telco Cluster, and our eTOM knowledge initiative. Whereas it is impossible to list all of their names here, we would like to thank each of them personally. Without the TM Forum, our book would not have been possible, so our sincere thanks go to the whole TM Forum team and the eTOM working group. We would also like to thank our editor Christian Rauscher, who was a great help during the whole publication process, and Patricia Joliet for her excellent work in proofreading our manuscript.

Writing such a book alongside the daily work responsibilities has been a challenge that we were only able to meet through the continuous encouragement of our families and friends. We would like to express our deep gratitude to all of them and especially to Nadine Schultes, Cecilia Carvajal, and Dr. Andreas Dietze.

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