

**A Strategy For Rapidly Becoming An Internet Application Service Provider
Joining, Adopting and/or Licensing ByStar
A Proposal**

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1 Introduction

This proposal is directed towards any organization or business with an existing user base to whom they provide certain (limited) internet application services – or to whom they wish to provide internet application services. Throughout this document we will refer to such organizations and companies as “You,” or “the Client.”

We have built **The Libre-Halaal By* (ByStar) Digital Ecosystem**, a unified and non-proprietary model for autonomous internet services. ByStar is comprised of federations of autonomous services. The integrated facilities of ByStar are vast in scope – the “*” in By* comes from the glob expansion symbol. The intended scale of these services is planet-wide.

What is being offered to You is the entirety of ByStar under your full control.

This proposal presents a strategy for You to rapidly extend your service offering to include comprehensive Layer 7 capabilities. The result will be a complete, fully integrated communications and computing service for your users.

This proposal is **not** about a conventional strategic partnership with a Layer 7 company. How this proposal is different is that You, yourself, will become an independent Layer 7 operator. You will provide Layer 7 services to your users directly – not through a third party.

Nor is this proposal about a narrow set of niche Layer 7 services. It is about You becoming a complete, full-fledged Internet application services provider. And it is about doing so in a highly cost-effective manner.

We are offering you, ByStar based on the **Libre Services** model, a completely non-proprietary model for delivery of Internet Services. Libre Services are an extension of the principles of free software into the Internet Services domain. They are Internet Services that can be freely copied and reused by anyone. Any company can reproduce and host any Libre Service, either for its own use, or for commercial or non-commercial delivery to others. The Libre Services model exists in relationship to the proprietary Internet Services model of Facebook, MSN, Yahoo and Google, in an analogous way to how GNU/Linux exists in relation to Microsoft Windows.

The proposal is based on the following key premises:

- For You and your user base, entry into the Layer 7 service market represents a major potential business opportunity.
- Based on the Libre Services model, You can move decisively into the network application services arena.
- All the necessary assets exist to enable You to do this, in the form of the ByStar family of Libre Services.

We propose to work with you as consultants to deploy By* as a Layer 7 service operated by You, and under your full control. The opportunity presented here is large, complex and ambitious. It is based on a radically new model for delivery of Internet Services, demanding sophisticated domain-specific understanding, and an entrepreneurial spirit.

The benefits to You are: immediate entry into the Internet Services arena as an independent service provider, greatly expanded scope of relationship with your existing users, and potential for a much larger and growing user base.

1.1 Part of a bigger picture

The proposal presented here is part of something much bigger.

The Libre Services and By* models described in this proposal have enormous implications. The Libre Services development model, and the By* unified services model, can transform the entire global Internet completely. They can transform it from its limited, proprietary, *ad hoc* incarnation of today into something far more powerful. The proposal we are presenting is an early manifestation of the next major stage of evolutionary growth of the Internet.

But ambitious though it may be, this initiative is fully thought out and fully documented. The complete picture is drawn in a document, titled:

The Libre-Halaal ByStar Digital Ecosystem
A Unified and Non-Proprietary Model For Autonomous Internet Services
A Moral Alternative To The Proprietary American Digital Ecosystem
<http://www.by-star.net/PLPC/180016>

That document (PLPC-180016) describes the totality of libre-halaal software, libre-halaal internet services, content generation and content publication facilities and societal frameworks that are designed for preservation of ByStar user's autonomy, privacy, freedom and health of society.

The model, architecture, design, and capabilities of ByStar are described in that document and we do not repeat that information in this proposal. Please read (PLPC-180016) in parallel with this document.

A summary of pointers to the full big picture is included as an Appendix to this document.

While ByStar includes a large dose of morality, this proposal is not about ByStar morality. It is about ByStar capability.

1.2 Your Circumstances And Your Opportunity Is Not Un-Common

The network-based service model has emerged as the dominant computing and communications paradigm for the end user. All usage modalities are becoming fully integrated and unified components of the network-based model. This includes in particular the wireless and mobile aspects of personal computing.

Additionally, computing and communication capabilities of the user should not be split over too many inconsistent service providers.

The nature of your business involves a set of relationship with a set of users in some particular line-of-business contexts. In those particular line-of-business contexts, you are expected to provide certain application services to your users. It will likely be difficult to make these services consistent with the user's environment and the user's expectations of privacy.

ByStar offers you the capability of:

- Providing autonomous application services to your users
- Fully integrating your line-of-business services with your users autonomous environment
- Expanding the scope of the services that you offer to your user and expand your relationship with your user.
- Profit from growth and maintenance of the services that You offer to your users based on communal external frameworks.

1.2.1 Examples Of Circumstances And Opportunities

To put these commonalities and the opportunities in perspective, let's consider four very different examples.

The case for the first 3 examples is based on business and engineering without any moral justification. The 4th example is morality based.

1. A layer 3 service provider (an ISP). Say Clear Wire (Clear).
2. A university or a high school. Say University of Washington (UW).
3. An exercise equipment manufacturer. Say Nike.
4. Some Church or Mosque. Say Overlake Christian Church (OCC).

1.2.2 A Layer 3 Service Provider – Clear

After a great deal of investment in layer 3 wireless infrastructure, Clear will be providing layer 3 internet services to a set of subscribers (users). Clear is in a position to also offer its user base comprehensive full layer 7 application services (email, VoIP, personal web sites, etc). Clear can do so in the traditional proprietary model. Or Clear can do so based on the ByStar Libre model. Clear has come to understand that the choice of software of Windows vs Linux should be in favor of the non-proprietary one. Will Clear recognize that choosing ByStar is also as clear as that?

1.2.3 University Of Washington – UW

UW like most universities, provides a set of student related services to its students. UW has the opportunity to provide students truly autonomous services through ByStar.

1.2.4 Specialized Private User Information – Nike

Nike builds and sells exercise equipment. Some of these equipment capture and maintain information about the user's exercise. Central storage and processing of this information can be of use to the user. Nike has built a proprietary non-autonomous internet application service for that. Nike would go a lot further by adopting or licensing ByStar.

1.2.5 Morality Driven – Overlake Christian Church

Let's imagine that some Sunday, the Overlake Christian Church (OCC) was willing to engage in philosophy, ethics and morality of using proprietary services such as Facebook or Gmail. And that the Church's moral conclusions were to be consistent with ByStar ideology: That, internet services should be internally transparent and non-proprietary. That, internet services should be autonomous. That, internet service operator should in practice guard the privacy of the user.

Based on these conclusions, OCC could encourage its congregation to stop using proprietary services and to join ByStar. As a further step the church could provide ByStar Federated services for its members.

1.3 Take Your Time, But Prepare

What we are proposing here represents a significant shift in Layer 7 strategy for your company. But clearly, there are a number of barriers to immediate implementation of this. Specifically:

- You may already have a Layer 7 strategy in place, including existing services and partnerships. These cannot be abandoned overnight.
- The non-proprietary nature of the Libre Services model may conflict with your current business models.
- Making the strategic shift from your current Layer 7 approach to this new approach is a non-trivial thing. This requires thought, analysis and buy-in from multiple constituencies within your organization.

Realistically, therefore, we do not seriously expect you to make an abrupt change of direction based on this written proposal.

On the other hand, it is now abundantly and incontrovertibly clear that Libre Services is the way of the future. This may not be well understood among the industry at large, but for those of us who really know what's going on, this is as conclusive a factual reality as global warming. Furthermore, the opportunity presented by the By* Libre Services is

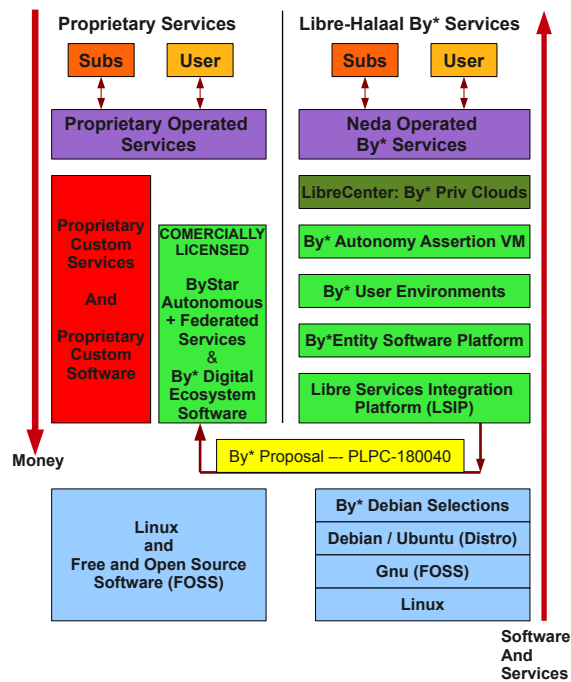


Figure 1: ByStar Value Chain

completely real. There is nothing theoretical or speculative about the ability of your company to deploy By*, exactly as we describe.

This proposal therefore warrants some degree of internal thought and analysis. Realistically, acceptance of this proposal is not an all-or-nothing thing. Rather, it is a matter of degree and timing. What we present here is our vision of the future. To the extent that you agree with this vision, you may wish to begin preparing for it.

At the end of this proposal we present our suggested next steps for how to begin this preparation. What we suggest is a positive, proactive approach. But the approach you take will, of course, be the one that is right in your own company context.

If this proposal interests you at any level, either as something to begin active preparation for in the near term, or as something to take a long-term wait-and-see approach, we are available as consultants to assist you in your process.

2 Your ByStar Value Chain Analysis

ByStar value chain is a chain of activities that Neda performs in order to deliver a valuable internet services to the market. It is a high-level model of take raw externally developed Libre-Halaal software as input, add value to these software packages through various processes, and sell finished services to our customers.

In Figure 1, we illustrate the bystar value chain on the left column and its inter-mixing with proprietary value chains on the right column.

Focusing on the right column of Figure 1, notice that “Neda Operated By* Services” establish a direct relationship with Subscribers and Users at the very top. Note that the scope of these internet services is everything – the * in By*

– and that the intended scale of these services is planet-wide. By definition, no internet services opportunity can be bigger than that.

The arrows between Neda Services and User/Subscriber in Figure 1 include an element of “Trust and Respect” which is the result of “ByStar Ideology” that we presented earlier. The element of trust and respect is fully absent in the left column. In business terms, Trust and Repect, translate into “stickiness” – where the user is more committed to the service. So, you see, all our investments in ideology are actually also business wise.

All of the ByStar value chain software is Libre-Halaal (Free and Open Source) software. ByStar software in Figure 1 is shown in two different colors.

The software in bright blue represents Debian and/or Ubuntu GNU/Linux and the specific software packages that we have chosen. These are externally developed open source software packages which are typically subject to the free software GPL license (or similar) which permits their inclusion in proprietary services. This is often referred to as ASP loophole.

The software in bright green is the software that Neda has developed. It is subject to the “Affero General Public License Version 3” (AGPL3) and Neda Commercial License (Dual Licensed). AGPL3 closes the ASP loophole. Any ASP which uses ByStar software must subject its changes and improvements to AGPL3. Those ASPs not wishing to do so, can use ByStar software through the Neda Commercial License.

In the left column of Figure 1, we illustrate a typical proprietary ASP who is incorporating ByStar as part of its services based on the Neda Commercial License.

In this environment the model for implementation of By* service functionality is not one of original software development. Rather it is a matter of selection and integration of already available software packages. Virtually all existing By* service functionality has been created this way—in building By* we have written almost no new software components at all.

Thus we are not so much in the business of software development, as we are in the business of software integration. But the integration of software components to produce a coherent service is far from trivial. We have created a sophisticated technical integration environment for this purpose, called the **Neda Libre Services Integration Platform** (Neda-LSIP) [1].

Design of LSIP and the **ByStarEntity Software Platform** recognize the evolution of underlying external software (bright blue) in the ByStar value chain. This is the extraordinary magic of Libre-Halaal software and services: the ability to take things and reuse them at extremely low cost. This is the fundamental growth dynamic of Libre Services, and the powerful generative force that is lacking in the proprietary model. This is the key dynamic that causes the By* Libre Services eventually to surpass the proprietary model entirely in terms of features and functionality.

2.1 Adopting Or Licensing: Choosing The Business Model That Best Fits You

You can deploy the By* services based on any of several different business models:

ReBranded Libre ByStar: You can become your own independent Libre Service provider, with the By* services rebranded under its own name. You will be fully operating the service in full. Any enhancements you make to the service must also be subjected to the AGPL3 license.

Licensed Proprietary ByStar: You can become your own proprietary Internet Service provider, with the By* services rebranded under your own name, but not maintained as a Libre Service. In this case you should obtain a commercial license from Neda.

Franchized Libre ByStar: You can become a franchise provider of the By* services, providing and maintaining the services under the By* branding but operated by you.

Deligated Libre ByStar: You can enter into a business partnership with Neda, in which Neda delivers the By* services to your users.

Each of these business models offers a different pattern of risks and benefits. Your own company can adopt the model that best fits your overall business strategies.

3 Project Outline

In the remainder of this document we present an outline of how we propose to work with you. Given the large scope of the intended project, we propose that the project be approached in two phases.

Phase 1 will consist of business and technical analysis, and deployment of an initial small-scale pilot service. Phase 1 will have the following goals:

- Conduct a business and technical analysis of the addition of Layer 7 services to your existing Layer 3 services. Establish the appropriate technical and business models, and other initial deployment parameters.
- Deploy By* at a scale of 1000 within your own network.
- Develop an implementation plan for Phase 2.

Phase 2 will consist of large-scale development and deployment. The details of Phase 2 will be established during Phase 1.

3.1 Scope of work and deliverables

We anticipate the following tasks and deliverables for Phase 1:

- Assist you in conducting a business analysis of By* within your own context. Establish the appropriate business model for deployment of By* services.
- Assist you in conducting a technical analysis of By* within your own context. Establish which By* services and functionality are most relevant and appropriate for deployment.
- Define the scope and scale of the initial pilot service.
- Deploy the pilot service at a scale of 1000. If necessary the Neda Data Center can be used for this purpose.
- Formulate a detailed implementation plan for Phase 2.

3.2 Schedule

We estimate it will take approximately 3 calendar months to complete all Phase 1 tasks and deliverables.

If you are interested in pursuing this proposal, we will initially work with you to establish a formal Statement of Work for Phase 1. We will provide a more accurate schedule once the Statement of Work is in place.

3.3 Commercial terms

The commercial terms for this project will be governed by our *Rates and Policies for Contracts and Consulting*, available on request.

We propose that Phase 1 of this project be undertaken under a consulting (time and materials) contract. For Phase 1 we can offer our Long-Term consulting rates, as described in our *Rates and Policies*.

We estimate that Phase 1 can be accomplished by two Senior Consultants contributing 30 hours per week for 12 weeks, and one Staff Consultant contributing 25 hours per week for 12 weeks.

Actual times and costs will depend on a number of factors to be determined, such as the precise scope of work and the availability of Client staff to provide technical liaison. Our estimates are based on reasonable assumptions and our experience with other projects of a similar nature.

4 Next Steps

For any Client wishing to proceed with this project we are ready to provide assistance as consultants in whatever manner you see fit. However we suggest the following as appropriate next steps to move things forward:

1. (Client action.) The Client to review this proposal, and external documents and websites as necessary.
We suggest that you start with pointers enumerated in Appendix A.
2. (Neda/Client action.) If you are interested in pursuing this further, an initial meeting to be scheduled for a first round of discussion and Q & A.
3. (Neda/Client action.) Neda and the Client to work together to establish a formal Statement of Work for Phase 1.
4. (Neda action.) Based on the Statement of Work, Neda to create a formal project proposal for review and consideration by the Client.

Finally, it is worth noting that if you were to attempt to become a proprietary Internet Services provider, the required development costs would be on the order of tens or hundreds of millions of dollars. Instead, the equivalent capability is being offered to you at no cost. The price quoted under Commercial Terms represents only the cost of delivery.

A ByStar Roadmap

To Be take from where to include figure.

B About Neda

We propose to work with you as consultants to deploy By* as your own service offering. We have all the necessary experience and assets for this.

Neda Communications, Inc. is a provider of consulting, web hosting, and software engineering services to the data communications industry. We are a privately held company, founded in 1991, and with a proven track record of technical and business expertise.

In addition to our consulting and engineering services, we have a long history of leadership and innovation within the data communications industry. We are the authors of numerous articles and white papers relating to the data communications and Internet industries. Most recently we are the originators of the Libre Services concept, and the developers of the By* family of services. For complete details visit our company website at: <http://www.neda.com>

We maintain our own state-of-the-art Data Center to support our web hosting and colocation clients. If necessary this asset can be used to support Phase 1 of the proposed project, as described below. Details about the Data Center are available on our website at:

<http://www.neda.com/InternetServices/OurDataCenter>

References

- [1] "Mohsen BANAN". "Isip design and implementation notes". Permanent Libre Published Content "110501", Autonomously Self-Published, "December" 2007. <http://www.neda.com/PLPC/110501>.