



## Selected TMT Experience and Case Studies

The following represents sample case studies from over 50 projects conducted for a range of industries across North America, Europe, Asia Pacific and Africa:

### Strategy consulting, due diligence, and market analysis

**Strategy advice for a major Asian handset vendor** – *This client, a major player in the global mobile handset market, needed to establish new market intelligence processes and formulate a strategy to effectively compete against their main competitor, Nokia. This consulting project, lasting three months, consisted of interviewing senior executives to establish their current intelligence capabilities and requirements, and involved establishing a new intelligence team with processes and training to enable them to continually monitor their market and competition.*

**Market landscape study in the Norwegian telecoms market** – *A European GSM operator wanted help in planning their product and pricing strategy, particularly in light of key competitors in the Scandinavian market. Competitor and market intelligence was carried out on several competitors to understand the services being offered, as well as an assessment of which applications were highest priority. This study enabled the client to reposition their resources.*

### War games, scenario analysis and CI consulting

**Facilitation of a War Game for a major Scandinavian fixed and mobile operator** – *A European telco operator needed help planning their fixed, mobile and Broadband strategy by analysing the strengths and weaknesses of key competitors. They decided to hold a war game which enabled them to take on the personas of these companies, by using Michael Porter's five forces and four corners analyses to assess the strategies of their competitors against their own, and highlighting certain blind-spots in the client's own strategy enabling them to divert resources.*

**Facilitation of a War Game for a European operator competing in the UK Broadband market** – *A major player in the European telecoms market wanted to assess the market potential in the UK prior to launching their own Broadband service. A war game involving their main competitors was held in order to analyse their potential strategies and response using Michael Porter's four corners analysis. The results of the war game using scenario analysis identified several major issues in the client's own strategy and financial resources.*

**Establishing a new CI capability for a European operator** – *A successful multinational operator needed to establish a new CI department in order to keep track of increasing threats from their competitors. This consulting project took place over three months, analysing the current capabilities, establishing the company's needs, identifying the gaps in Intelligence and recommending new processes and analysis tools to be implemented. The resulting CI structure was centralised but utilised a network of CI analysts throughout the organisation.*

### Research & analysis, competitive intelligence and competitor profiling

**Analysis of current technology trends in the backhaul market** – *A European mobile handset vendor wanted a competitive analysis of the latest trends in technology and services concerning backhaul traffic, WiMax, FMC and IMS in both developed and emerging markets. Competitors studied included Ericsson, Siemens, NEC, Alcatel – Lucent and Huawei. This enabled the client to develop its own product, pricing and commercial strategy.*

**Monitoring of technology trends for a US handset chip manufacturer** – *In order to strengthen their European standing, this client required continual assessment of technologies in Mobile Broadband and 3G WCDMA as well as analysis of trends towards LTE. By monitoring companies such as Nokia, Ericsson and IPWireless, a monthly report evaluating the main activities in HSDPA, WiMax, OFDM and LTE enabled the client to understand the relative positions of their competitors and make informed strategic decisions.*



**Fixed Mobile Convergence and Wireless Transmission:** *The client, a leading supplier of mobile handsets and infrastructure for the wireless industry, needed to understand what their major competitors were offering in these markets in order to develop their own product strategy. The client wanted to target five competitors looking at their offering in both the developed and developing markets. The study enabled the client to understand their own position in both FMC and wireless transmission in relation to their competitors and provided them with valuable intelligence to help in creating a strategy for further product development.*

**Analysis of customer acquisition strategies of Online Subscription Services in the US and Europe** – *This project helped the entertainment division of a major software vendor to develop a world-class online customer acquisition strategy by gaining an insight into the customer acquisition strategies of other leading companies, including Sony Online Entertainment, Yahoo!, Netflix, Electronic Arts - Pogo, Comcast, Apple, Pokerstars, CBS Sportsline and Tivo. The research covered the US and Western Europe, and enabled the client to reposition their financial and human resources.*

**Strategic profiling of Google's global IPTV strategy** – *This study involved secondary and primary research in the US and Europe to identify employees, activities, plans, and technologies relevant to commercial-grade programming and advertising. This study researched Google's plans to participate in the US and European IPTV market in order to provide the client with the insight needed while considering its own strategy and tactics. The final report highlighted Google's intentions in certain segments of the industry, giving the client new information on which to base their decisions.*

**Attendance of 3GSM mobile world congress to analyse trends in mobile technology trends** – *A leading supplier of mobile handsets and infrastructure for the wireless industry required an understanding of what their major competitors were offering in FMC, IMS, wireless transmission and chipset technology. The research looked at the competitors' offering in both the developed and developing markets, and involved interviewing sources at the conference. The study enabled the client to understand their own position in relation to the competition and helped them to create a strategy for further product development.*

**Analysis of communication technologies used by the UK emergency services** – *The client advising the UK emergency services wanted an assessment of which communication technologies would best serve them as a contingency against the GSM network failing following a terrorist attack. A report detailing the current usage of Tetra, PMR, GSM, GPRS, IP, SIP and VOIP within the emergency forces enabled the client to understand what systems were in place, how they compared, which services were most used and most reliable.*

**Competitive profiling of Business Intelligence vendors in the UK** – *A major international software vendor needed a detailed competitor profile of companies offering Business Intelligence services, such as IBM, Cognos, Business Objects, Vignette, BEA Systems, Adobe Macromedia, Interwoven and Plumtree. Secondary and primary research was conducted in order to gather product, pricing, marketing and roadmap information to provide the client with an up-to-date profile of each competitor.*

**Researching the use of Linux in the mid-market sector of the UK** – *This study involved researching the use of Linux in the UK market and conducting a 'mystery shopping' study to compare Linux vendors, such as Red Hat, Novell, IBM and Sun. The results of the study were analysed to provide the client, a major software firm, a market map of where Linux was most popular and the reasons why customers chose this platform versus Windows.*

## **Business plans and financial modelling**

**Business plan for a mobile software vendor to raise investment** – *A wireless solutions company, Brainstorm, needed to raise £5million in venture capital funding to reposition and grow the company, focusing on SMS, MMS and GPRS services. A business plan was written, detailing their history and technical credibility, product and marketing strategy, range of services and future development roadmap, which resulted in the required investment from technology VC, Inflexion.*

**Business plan for an online social networking site** – *The founders of a new online portal for mothers (targeting mothers of pre-school children and teenagers) required a business plan to demonstrate their marketing plan and revenue model (from advertising) for investors. The business plan identified the market rationale and growth potential, and presented the range of services available to subscribers.*