

Mobilising a Rapid Reaction Team to Plan Market Entry Strategies

Business drivers

This case study will be of interest to telcos that need to be able to:

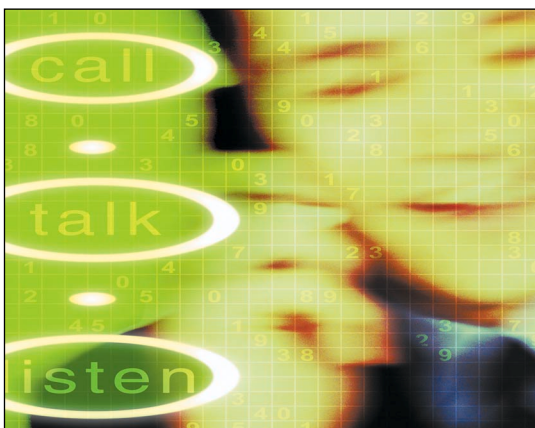
- ▶ React quickly to global opportunities such as licence applications
- ▶ Resolve resourcing issues during peaks in workload
- ▶ Review and benchmark best practice techniques

Client

The Director of Strategy and New Business Development of an international mobile operator.

Client situation

The client was responsible for bidding for mobile operator licences, as they became available, in countries around the world. Since mobile phone licences arise in clusters, at times internal resources were so stretched the evaluation of new mobile phone licenses was not being undertaken effectively.



On such occasions, the omission of any rigorous opportunity analysis and business planning led to the risk of either paying an excessive licence fee or even completely failing to submit a licence application with the associated opportunity cost through lost revenue.

At a very fundamental level, there was simply insufficient time to review licences and learn from previous experience.

The Director of Strategy and New Business Development needed to partner with a consultancy that would work on projects anywhere in the world with minimal supervision. The consultancy had to provide additional insight for the existing team whilst integrating smoothly with them.

What we provided

A full service opportunity assessment and a business plan for an Eastern European country, with the deliverables tailored for incorporation into subsequent licence bids.

The deliverables included a full market analysis, cellular demand forecast and price elasticity profile by customer segment.

Project outcome

The operator had the peace of mind that when the licence application documents were eventually released for the Eastern European country, he would be in a good position to firstly, submit a bid for a licence and secondly, ensure that the fee his company proposed was not excessive.

This subsequently turned out to be the case and the operator formed a consortium with local partners that we had identified to bid for a licence.