

New business and reorganization

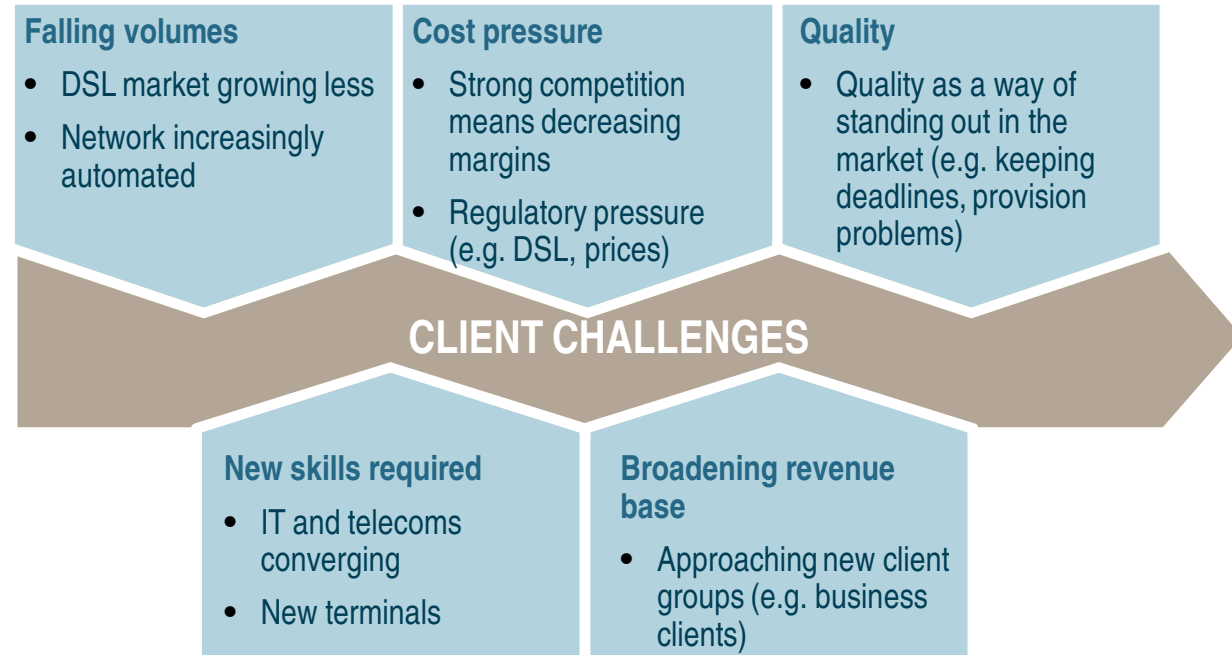
Sample project



RB was assigned to find new business opportunities and reorganize a large European technical service company

CLIENT PROFILE

- Leading European telecommunication company
- Offers technical support & provisioning and error resolution
- Core assets: nationwide presence, technical expertise, financial strength& size, remote solution capabilities
- Client (incumbent) served customers completely for trouble-shooting and provision, while the other competitors only for regulated mandatory services ("last mile")



PROJECT OBJECTIVES

- Client must accept challenges and actively respond to them
- 1 Identify and build up new business opportunities**
 - 2 Optimizing organizational structure in face of future challenges**

Alternative business models are being developed to make up for fall in core business volume, based on clients' key assets

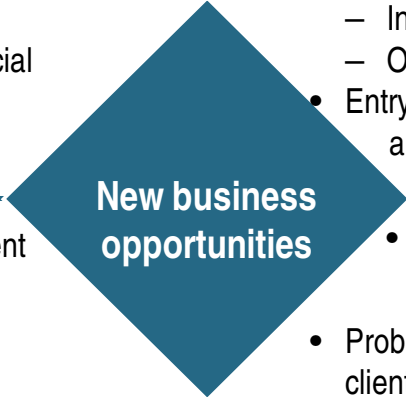
Move into markets closely related to core business, building on current strengths and skills

1 SMART METERING

- Legal Framework designed:
 - Due to EU legislation, SM will become an attractive area
- European SM projects overviewed
- SM processes drawn
- Alternative business models with strategic & financial benefits / drawbacks identified

2 ICT – IT HELP AND CUSTOMER SUPPORT

- A complete portfolio of services designed to address all potential IT customers
 - Remote services via hotline staff
 - In-store services
 - On-site services
- Entry market & expansion strategies of competitors analyzed



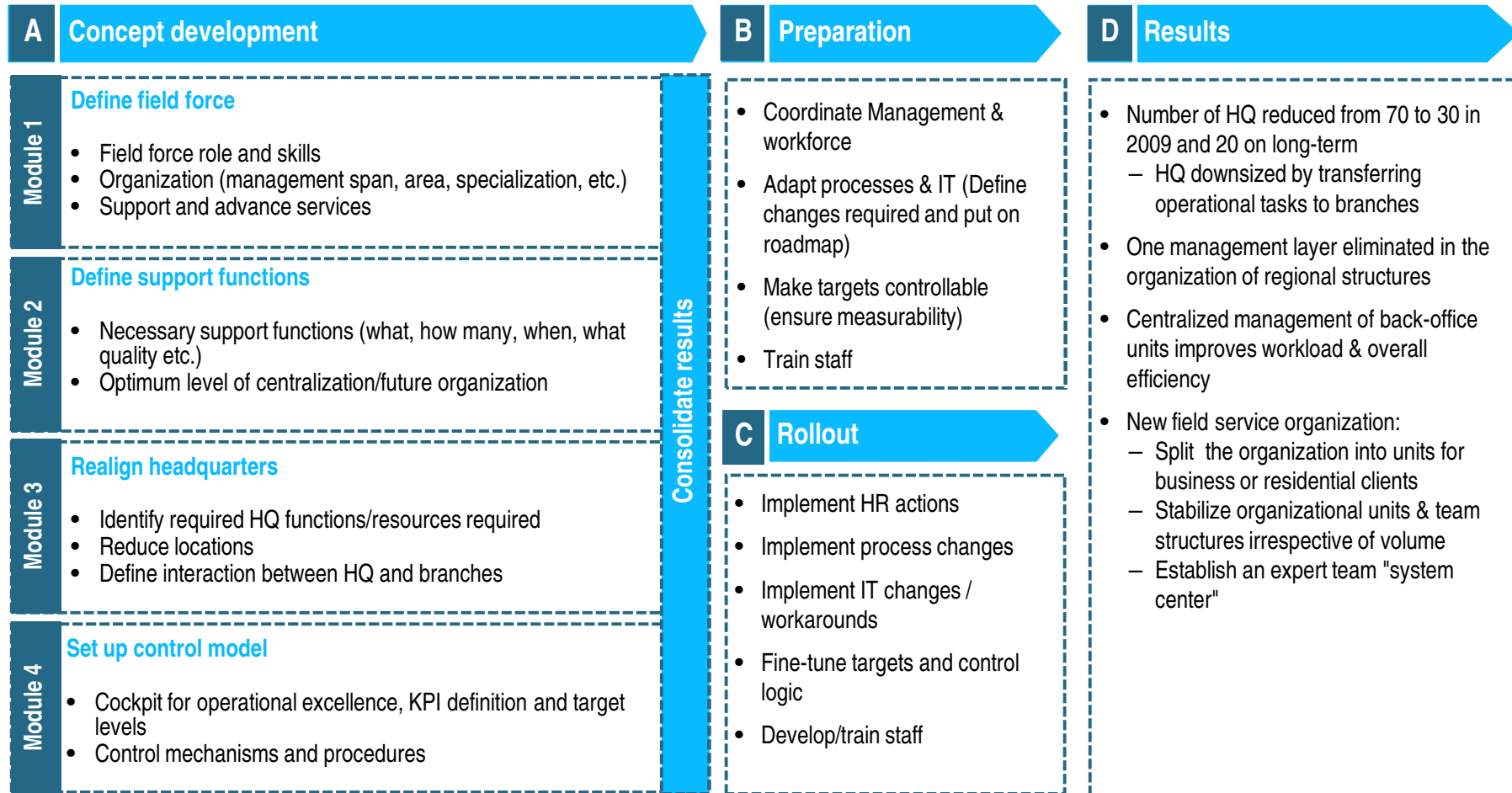
- Vision: CRM-based, targeted marketing management
- Aim: use all relevant customer contacts during core operational business to promote sales

- Client (incumbent) is bound to provide regulated mandatory services as far as the telecom. terminal
- Problems with terminals handled by carrier's contractors; client to offer services to end customers, replacing the carrier's contractors
- Competitive advantage: client provides complete services

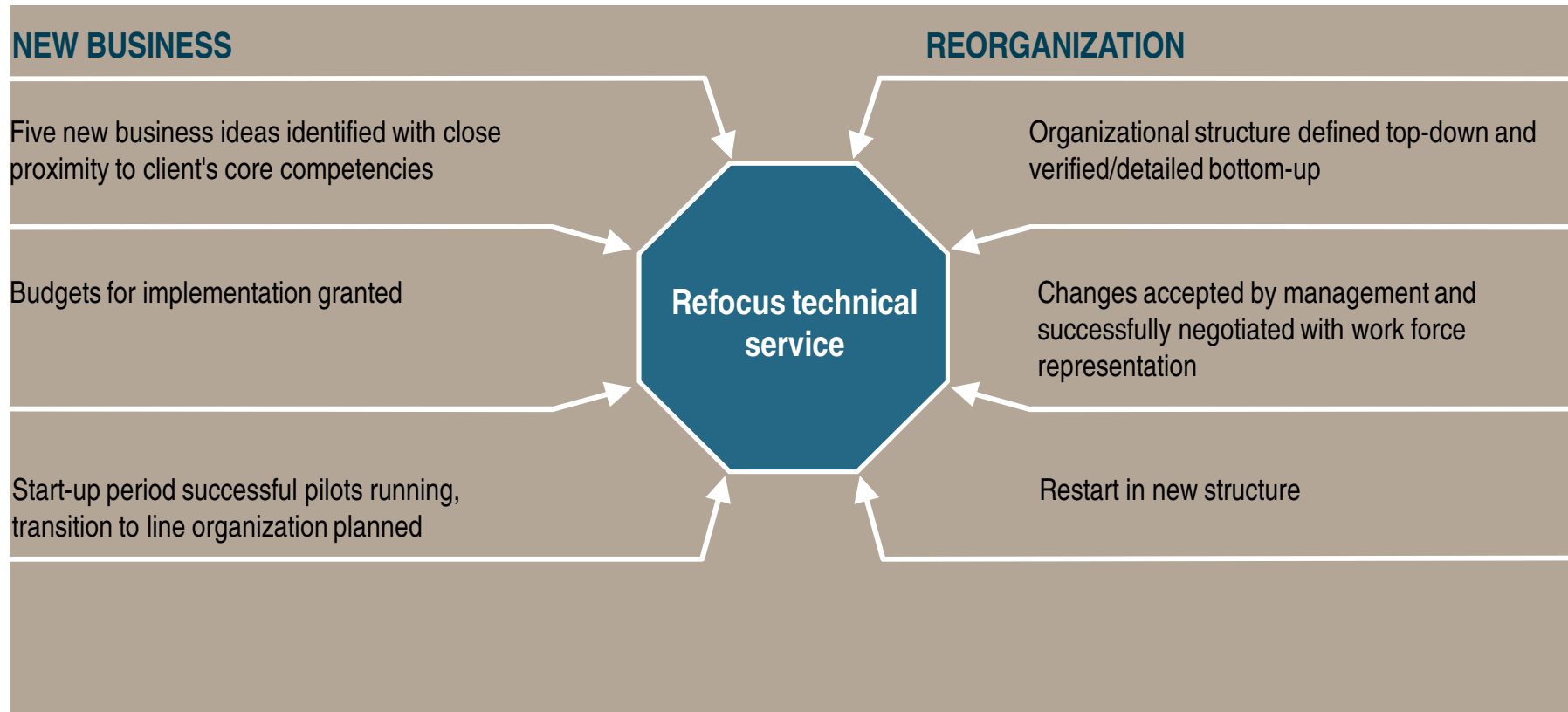
4 CUSTOMER CONTACTS AS SALES CHANNEL

3 OPTIONAL SERVICES TO CARRIERS

The reorganization focused on achieving increased efficiency and supporting the development of new business



RB reshaped the business and identified new growth opportunities in a fast-changing market



We deliver results

Roland Berger
Strategy Consultants