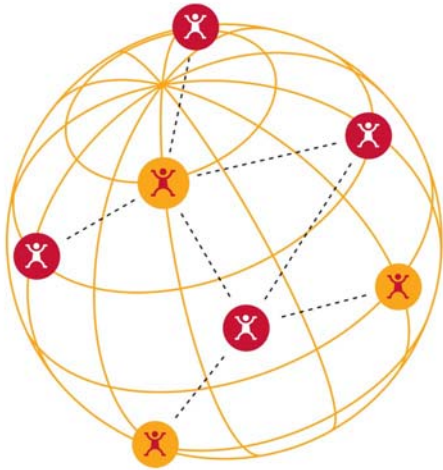


TRAINING PROGRAM OUTLINE



MGT-113E CHALLENGES & STRATEGIES FOR INCUMBENT OPERATORS

DESCRIPTION

A 5-day Training Program to provide participants with an understanding of the challenges faced by incumbent operators and the strategies that can be implemented to overcome these challenges. The Training Program includes a two-day workshop dedicated to analyzing the situation of the incumbent operator and to exploring strategies that could be applied in the operator's specific situation.

OBJECTIVES

- Provide a good understanding of the global and competitive telecommunications environment
- Analyze the impacts and challenges presented by the global and competitive environment for the incumbent operator
- Present and analyze possible strategies addressing these challenges through discussion, case studies and a two-day workshop



TOPICS

- The global and competitive telecommunications environment
 - Deregulation
 - Globalization
 - Market evolution and trends
 - New telecom players
 - New technologies and services
 - Telecommunication costs and prices

- Challenges faced by incumbent operators in the global and competitive telecommunications environment
 - Increased competition
 - Loss of traditional revenue streams
 - Changing customer and market expectations (e.g. more choice, improved QoS, increased value for money, improved servicing, reduced time to market, etc.)
 - Price reductions
 - Technological evolution
 - Emergence of mobile
 - Migration to data and IP
 - Aging infrastructure
 - Investment and financing of new infrastructure
 - Regulatory and policy issues
 - Regulatory regime
 - Licensing
 - Universal Service Obligations (USO)
 - Network coverage
 - Trade issues
 - Foreign ownership rules
 - Internal challenges
 - Corporatization and privatization
 - Raising capital
 - Changing corporate culture
 - Changing mindset from monopolistic to competitive player



- Increasing productivity
 - Resources
 - Retaining key staff
 - Reducing headcount
 - Upgrading staff skills
- Potential strategies to address the challenges faced by incumbent operators
 - Commercial strategies
 - Change market focus
 - Change market segments served (e.g. add or eliminate some segments)
 - Expand scope of offerings (e.g. managed services)
 - Expand geographically (e.g. acquisitions, alliances, etc.)
 - Acquire new licenses (e.g. mobile)
 - Invest in new technologies
 - Adapt marketing strategies
 - Differentiate (e.g. based on QoS, geographic coverage, etc.)
 - Operational strategies
 - Reduce costs
 - Network, interconnection, marketing/sales/distribution, customer service, general and administration costs
 - Outsource
 - Bring in external management
 - Separation of infrastructure from services (e.g. InfraCo/ServiceCo)
 - Share infrastructure
 - Privatization, spin-off of business units
- Case studies
- Two-day workshop

TARGET AUDIENCE

- Senior executives and managers of incumbent operators facing challenges from the global and competitive telecommunications environment and needing to explore and implement new strategies to address these challenges



METHODOLOGY

Our Training Programs combine expert presentations, workshops, case studies and discussions on real-life situations faced by participants. Complete training material is provided to all participants for future reference and follow-up action plans.

LOCATION

Our Training Programs are held at regular intervals in selected cities around the world. Upon request, our expert trainers can lead Training Programs at the location of your choice. If interested, please contact us at training@neotelis.com.

EXPERTISE

Neotelis provides consulting and training services to telecommunications organizations worldwide. Its team of experts has trained thousands of executives and managers working for operators, regulators, policy-makers and governments in over 100 countries around the world.

