

# Achieving your business objectives. Nokia Siemens Networks Consulting helps you shape your future



Solved.

Nokia Siemens Networks Consulting

Inspired thinking,  
innovative solutions

# Play to your strengths, improve where you stay behind

## Taking your unique situation as the starting point

Today's communication service providers (CSPs) face many opportunities and challenges. Only a few years ago both fixed-line and mobile CSPs around the world developed their businesses largely along similar lines, regardless of the specific markets in which they operated. Today fixed-line and mobile businesses are crossing into each other's markets while also facing threats from outside the traditional telecoms industry.

With this fierce competition in mind, operational efficiency in a multi-vendor environment is high on the agenda for everyone, but the best way to achieve it depends on your specific market situation: mature markets need a different approach than emerging markets.

Nokia Siemens Networks Consulting helps you address your unique commercial, operational and

technological situation in challenging times. Our consultants work with the highest integrity using a pragmatic, vendor-agnostic approach. The solutions we suggest don't just work on paper, they are practical to implement.

We have helped leading CSPs all over the world to meet the major challenges common to the entire telecoms industry, with solutions matched to their individual circumstances. Whether the issue has been revenue growth, improving efficiency and reducing OPEX, improving customer experience and satisfaction, growing market share or other key targets, we have helped CSPs to achieve their business goals.

## Nokia Siemens Networks Consulting is about results

Based on a thorough understanding of the unique circumstances of your business, we help you identify the most effective way to improve it.

- Commercial aspects: our consultants apply a deep understanding of the telecom industry, underlying economic drivers, best practice in operations and end-user needs
- Operational aspects: our consultants build upon thorough analysis of the industry and have systematic methods and tools to improve efficiency and assess and develop processes for CSPs
- Technological aspects: our wide range of experts have substantial experience in networks, systems and platforms in multi-vendor environments

Furthermore, our most senior consultants have extensive experience in advising top management teams around the world.

Our services range from targeted studies to large projects to guide you through major business transformations. We conduct thorough analyses to assess opportunities and risks in the critical areas important to you, and guide you towards seriously improving your overall efficiency.

Our consultants produce practical recommendations that are designed to deliver genuine, value-for-money solutions. We provide fact-based analyses, assess the most suitable solutions and support their implementation. Our work is always documented and we ensure that knowledge is transferred to your organization. It goes without saying that all information is treated as strictly confidential.



Nokia Siemens Networks' consultants are equipped to guide you through commercial, operational and technological challenges.

# Our consulting services help you develop your business



## Customer Experience Practice

It will take radical new service and business models to successfully serve the next 2 billion telecom customers. Early adopters in emerging markets have many similarities to users in mature markets, but real innovation will be required to deliver affordable access to the majority of people in developing countries. In mature markets, the focus will be on maximizing revenues without breaking capacity limits or cannibalizing revenues.

How can we help?

Our global network includes consultants in every corner of the world. We follow market and business trends closely and work with individual CSPs to replicate best practice as well as design new and unique ways of doing business. For example, our "Pricing for Profit" offering will specifically identify and exploit new revenue improvement opportunities through targeted pricing for both data services and traditional voice services.

Our consulting offerings to support your business:

### Let's Talk Business at Mobile World Congress 2011

- How to design and deliver great customer experiences
- Customer experience as weapon for profitable MBB growth
- Insight and experience driven customer acquisition and retention
- Pricing for Profit (voice and data)
- Service Excellence and Profitability



## Revenue Generation Practice

It is challenging to create and launch exciting new services, and it will always be. Competition is increasingly squeezing prices for even the most successful ones. At the same time, Internet brands are gaining a foothold via both fixed-line and mobile devices. Our experience is that most CSPs still have untapped potential for increasing their revenue by improving the total end-user experience and prioritizing their resources more effectively.

How can we help?

Nokia Siemens Networks helps CSPs to prepare or improve new end-user services and to establish new ways of managing or delivering their entire service offering. We help CSPs address their commercial, technical and operational issues simultaneously. Our expertise ranges from the core of fixed and mobile networks to the newest technologies available in end-user devices.

Our consulting offerings to support your business:

### Let's Talk Business at Mobile World Congress 2011

- Machine to Machine
- Cloud Computing
- Mobile and IP-TV Consulting
- Revenue Assurance Assessment
- Mobile Advertising and Payments
- Strategic Positioning Workshop
- Competitive Differentiation Workshop



## Efficiency Practice

Efficiency has become a top priority for CSPs. Using resources intelligently is of prime importance in a challenging business environment – from the people in your organization to the products and services offered, the network and systems, processes and environmental aspects. While many CSPs have succeeded in improving efficiency, the market keeps transforming. Customer behavior is still unpredictable, technology and government regulations change rapidly, and the global economic situation only accelerates uncertainty. Ongoing re-evaluation of the CSPs efficiency position is necessary on an annual basis.

How can we help?

We help you to stay ahead by constantly monitoring changes in your markets and by prioritizing, planning and executing your efficiency initiatives. But there is no one-size-fits-all efficiency solution. Each must be tailored to your needs and be relevant to your position in the marketplace. We will do an independent analysis of your existing business and will guide you to those areas that need improvement as well as help fixing them. Our unique "Efficiency Calculator" will help determining the overall efficiency increase of the organization and track how major business decisions have affected efficiency.

Our consulting offerings to support your business:

### Let's Talk Business at Mobile World Congress 2011

- Energy Efficiency Consulting Services
- Efficiency for Converged Operators
- Efficiency Improvement Consulting Services
- Smartphone Experience



# We address your key issues



## Security Practice

With the introduction of more and more IP-based technology to your communication networks, the numbers of threats are increasing, and the threats are getting also more complex. Sophisticated attacks try to find and exploit holes in your network, potentially leading to data and revenue loss as well as loss in trust and brand perception. Attackers are now also turning their attention to smartphones as these devices are present easier and more lucrative targets than personal computers.

How can we help?

Nokia Siemens Networks is offering a broad portfolio of security services to support you with such security challenges. Our security experts are available around the world to assess the vulnerability of your network and then to help you designing and integrating security services. They will also guide you to reduce your OPEX for such measures and to prevent the risks of revenue leakages.

Our consulting offerings to support your business:

### Let's Talk Business at Mobile World Congress 2011

- Security Assessment
- Security Governance
- Security Compliance
- Business Continuity
- Security as a Service

- Revenue Assurance
- Fraud Management



## Transformation Practice

The telecom industry is undergoing radical changes. Each CSP must decide whether to take a pro-active role in shaping its future or to find ways to be flexible and adapt smoothly to externally driven change. Whatever direction they choose, most CSPs will have to prepare for substantial transformations.

How can we help?

Nokia Siemens Networks guides you before and during the transformation. We tailor the engagement to your needs, from short, focused studies outlining the most effective transformation approach to help driving large transformation efforts. Our breadth of experience will help you to take a more holistic approach to the challenge.

Our consulting offerings to support your business:

### Let's Talk Business at Mobile World Congress 2011

- IP Transformation
- OSS Transformation Advisory
- Consulting for Transformational Outsourcing
- New Product Development Transformation
- Billing Transformation Advisory
- Customer Care Transformation

# Proven results, time after time

The combined efforts of Nokia Siemens Networks consultants have already helped more than 100 CSPs towards a more successful future. The following examples highlight some of these successes. Each is typical of engagements that we have conducted many times for different CSPs.

## Case 3: Operational efficiency consulting helps with charting a new strategic direction

Nokia Siemens Networks Consulting is helping an APAC customer to conduct an operational efficiency consulting engagement where Nokia Siemens Networks has been demonstrating continued focus on our customer's business, expanding the trusted relationship.

Business outcomes:

- Assess the company business strategy and performance against peer groups and selected operators and media companies, including operators that are constituents of a financial index to which company performance and executive share plans are linked.
- Establish a comprehensive benchmark 'baseline' of existing business.
- Assess coverage of potential areas of improvement with an existing transformation program.
- Conduct an initial assessment on the alignment between efficiency position, benchmarks, and identification of potential areas of improvement relative to industry best practice, focusing particularly on network operations and product development.
- Identify potential opportunities to evolve the business and governance model, including establishment of business improvement metrics.

## Case 1: Improving customer experience and quality to drive VAS business

When a European Communication Service Provider (CSP) wanted to analyze ways in which it could boost the revenues generated from MMS, our consultants found that the delivery success rate was so low that it was stopping customers from using the service, as well as putting off potential new customers.

Experience from CSPs in other regions told us that a systematic improvement program could improve MMS revenues by at least 10–15%. The program initiated for this CSP proved to be a big success, achieving a return on investment of just a few months. It also acted a key catalyst for improving the MMS business.

## Case 2: Boosting new revenues with Next Generation Networks

A major European CSP needed to compensate for falling revenue from voice services, where it was increasingly losing out to cable operators. The CSP also suffered from high OPEX, since it was running more than 20 legacy network platforms.

We delivered a plan to introduce compelling new services, including VoIP, instant messaging and videoconferencing, over a

converged Next Generation Network.

The solution is now successfully implemented and allows users to access a range of IP-based services from their mobile phones, fixed lines or PCs. At the same time, operating costs have been reduced thanks to an innovative approach to reduce and consolidate the legacy network platforms.

## Case 4: Strengthening revenue by improving security

An APAC CSP realized that securing its network from security threats was critical to securing its revenue streams. Having outsourced most of its network management and operations to third parties, the CSP needed a security partner that could help ensure the security of its operations and maintain the integrity of its network.

In order to address these security issues, we performed a series of network security assessments and technical evaluations of the core networks, identifying potential weaknesses in the infrastructure, which could lead to revenue leakage or fraud. The results of

these assessments were prioritised and remediation work was agreed and undertaken.

We also created a telecom security baseline for the CSPs IT environment, which defined the best practice approach to realize consistency, effectiveness and quality in maintaining the security of the IT infrastructure. The implementation of the baseline has saved costs and freed up resources through standardization and automation. As a result, the CSP is able to better serve their end-users and gain their confidence as a reliable and trustworthy operator.

## Case 5: Operational Transformation for 3G readiness

Alarm reduction was crucial for an established CSP when expanding its 3G network. The company needed to bring down alarm levels to match those in its 2G network in order to prevent operational costs from ballooning.

We enabled the CSP achieve its goals without impacting the day-to-day operations or workload of its staff. Now the CSP can monitor its 3G network in the same way as its 2G network, without the need to recruit extra staff.

# Meet some of our Consultants

## Frederic Astier Head of Consulting



In his current role as Global Head of Consulting, Frederic is leading and developing consulting offerings, capabilities and sales enablement, as well as ensuring the global deployment of the company consulting capabilities and competence development programs. Frederic has directed both strategic and operational organizations and has worked extensively in all regions of the world.

Prior to joining Nokia in 2005, Frederic was a management consultant at Accenture – with several positions held in Strategy, Business Consulting and the Market Making Group. Frederic has been working with leading blue-chip companies across the telecommunications industry (Fixed, Mobile, Equipment and Media/Entertainment) and has contributed to various Thought Leadership Programs in the industry.

Frederic has earned an MBA at Wharton in the United States and BBA in Paris, France.

## Seppo Vakeva Customer Experience Practice



Seppo believes strongly in de-averaging, segmenting and connecting previously unconnected data as a way to gain valuable customer insights. Operationalizing these insights in offering, pricing, promotions and – most importantly – customer experience management creates unparalleled competitive advantage. “Strong customer focus is a key for success irrespective whether the competitive strategy is laid on cost leadership, overall product and service leadership or more narrowly focused specialization,” he says.

Seppo is a Harvard MBA and has been working as a management consultant and director of business development for over twenty years. His experience stems from both leading strategy consulting firms and CSPs.

## Torsten Leibner Revenue Generation Practice

Torsten holds a Master degree in Computer Science incl. business studies and has been for 14 years in the information and communications industry in various positions. As Senior Solution Manager he is a specialist in business transformation and network evolution with focus on future related topics. He carries profound knowledge in mobile broadband and related to it QoS strategies, OTT and multi-screen strategies, mobile advertising, 2-sided business models and adjacent industries, Web 2.0 and social media, FMC and MVNO.

He has worked around the world on various 2G and 3G, FMC and MVNO projects.

## Eddie Chan Efficiency Practice

With over 20 years Telco experience in areas such as product portfolio strategy, network operations, outsourcing and business consulting, Eddie is now responsible for Nokia Siemens Networks global efficiency offering.

Our efficiency consultants look at all aspects of a business, from technical to finance and from HR to marketing and sales. “Efficiency is not just about cost savings and headcount reduction,” says Eddie, “it is also about repositioning and transforming the organization so it is about doing more with less”.

A Chartered Engineer, Eddie also holds a BSc (Hons) in Computer Science and Digital Electronics and a MBA. He has worked across the three dimensions of Operator, Vendor and Consultant with Alcatel-Lucent, Accenture, Energis and BT.

## Darren Brooks Security Practice

Darren leads the Global Security Consulting team. He has over twelve years experience in IT security including roles in security line management and security consulting with Accenture and Deloitte.

The Global Security Consulting team provides CSPs with advice on how to manage their security provision efficiently and effectively and ensure that they remain compliant with security regulations.

Darren holds a PhD in Engineering Management, a MEng in Civil Engineering, and has been a Certified Information Systems Security Professional (CISSP) since 2001.

## Ankur Bhan Transformation Practice

Ankur is global head of our transformation consulting practice. He is a Business Transformation expert and has advised several Tier 1 operators define, develop and advance their operational and business transformational agendas.

Ankur has deep practical hands-on experience in helping clients realize significant value in terms of CAPEX/OPEX optimization and customer experience enhancement from these complex operational transformation programs.

Previously, he was head of Telecoms Operational Transformation practice for Infosys Consulting. He holds an MBA from London Business School.

# Why Nokia Siemens Networks Consulting?

Our worldwide team of consultants combines experience from over 200 consulting engagements. Our customers include some of the world's leading telecom organizations, who rely on us as a trusted partner to act with integrity in their best interests. The insights we bring to your business are supported by our vast resources and range of skills, built up by leveraging the experience of working with many CSPs in different markets.

- We combine expertise in fixed and mobile telecoms
- Our proprietary end-user research and CSP benchmarking enables us to set realistic targets to raise your performance
- We offer a truly global footprint, so our consultants will understand your unique situation, whether you're being squeezed by competition in a mature market or managing rapid growth in an emerging one
- We focus on delivering genuine business improvements. We have the end-to-end expertise to help you turn great ideas into affordable solutions

"I really felt the business consulting was giving us added value. It was really beneficial sparring (for me) to discuss face-to-face with the consultant."

"Nokia Siemens Networks' strength in fixed and mobile networks was obviously extremely important to us. After all, the added value for our customers rests primarily in converged service provision."

"The 3G Readiness Review project was run in a professional manner and has enabled us to take a focused view of both business and process issues that need to be addressed to make a success of 3G."

"When Nokia Siemens Networks introduced its Operational Efficiency Benchmarking exercise to us, we immediately knew that it filled the gap in our benchmarking strategy. It has given us highly customized performance analysis and improvement paths to achieve our business goals."

"We have used the plan almost entirely in this year's business plan. All key recommendations have been applied. It has helped us to charter new territories."

"They guide us through systematic and business-driven exercises to help us ensure our investments are focused in the most beneficial areas."



The logo consists of a rounded square with a gradient from orange at the top to yellow at the bottom. The word "Solved." is written in white, sans-serif font. Below it, "Nokia Siemens Networks Consulting" is written in a smaller, white, sans-serif font.

# Solved.

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Inspired thinking,  
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