

INTERCAI
MONDIALE

A telecommunications, media and
technology business consultancy

INTERCAI MONDIALE IN E-COMMERCE

Intercai Mondiale
Regatta House
High Street, Marlow
Buckinghamshire SL7 1AB, UK
+44 (0)1628 478470
contact@intercai.co.uk
www.intercai.co.uk



INTERCAI MONDIALE

Overview

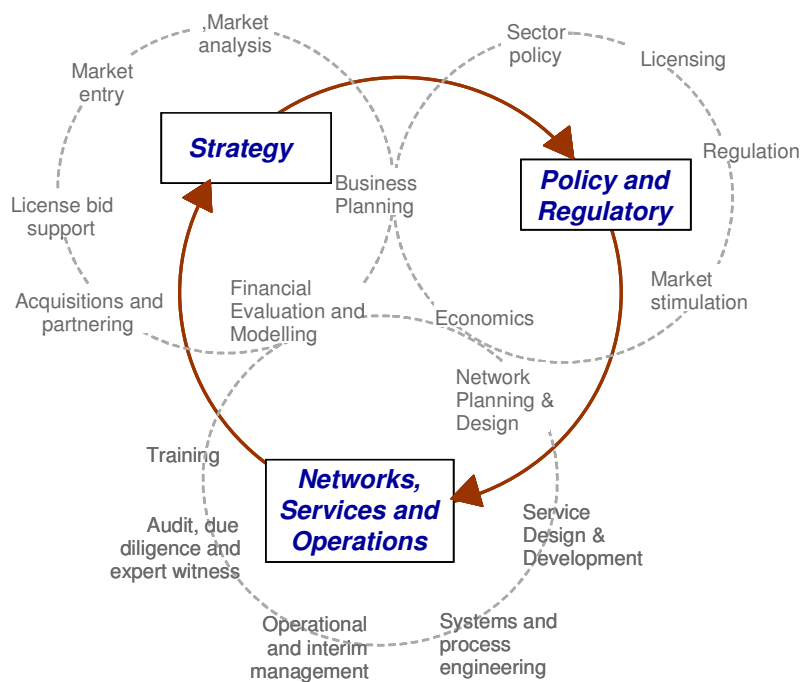
Intercai Mondiale is an internationally regarded specialist consultancy focusing on telecommunications and related industry sectors. Our breadth and depth of knowledge provide a strong combination of business, economic and technical skills to fulfil a wide variety of work in technical, economic and regulatory areas.

Intercai Mondiale specialises in consulting services to the telecommunications, media and technology sectors with a client base that includes companies within the sectors and their customers, governments, regulators, and international bodies. Our consultants have strong TMT industry experience that forms a powerful source of market driven solutions and independent business advice related to technological and market developments. The company has a pragmatic and flexible approach to consultancy that leads to successful customer specific solutions.

Intercai Mondiale Expertise

Our three practice areas are orientated around our clients' business life cycle:

- Strategy and business planning
- Policy and regulatory
- Networks, services and operations



Intercai Mondiale's three core consulting practice areas



Strategy & Planning

Within the Commercial sector, Intercai Mondiale has been involved in a wide variety of projects for clients ranging from merchant banks and venture capital organisations to major fixed and mobile operators and commercial users who wish to create value from ICT through e-commerce. We combine our deep industry knowledge with strong quantitative analysis and leading-edge thinking to identify and assess new opportunities, and to assess the implications of changing business models, technologies and markets on business performance.

We work closely with our clients to take advantage of these opportunities and to meet the challenges facing our clients by reinventing their businesses with practical, well-conceived and flexible business designs.

We promote growth and shareholder value for our clients by harnessing our relationships, extensive industry knowledge and strategic expertise, together with our implementation and operational skills.

Design & Integration

We specialise in IT and telecoms technology, mobile, wireless and fixed, within web based and traditional environments.

We have substantial experience in the complexities of large scale distributed systems. We shape, design, integrate and implement IT & Network architectures and solutions within a 'business technology' framework. We design technology environments for mobile virtual network operators and communications networks. We also implement network management systems and portal infrastructures for voice and web services.

Our wide experience of developing and enforcing regulatory instruments has enabled us to provide relevant design and integration advice for new entrants entering an evolving market and for established telecommunications operators seeking to adjust to competition.

Policy, Regulation and Privatisation

We have carried out policy and strategy assignments for Government clients and market entrants in countries in the Middle East, Africa and Eastern Europe as well as in Western Europe and North America. Our breadth of experience has allowed us to contribute to landmark projects involving market liberalisation, policy development, privatisation, and regulation of liberalised markets and has involved our consultants in operational roles in telecommunications regulators.

In the Kingdom of Bahrain we defined the strategy for liberalisation and carried out the practical steps necessary to implement it. After an economic analysis based on a series of liberalisation options, we established the legal framework for liberalisation and set up the regulator, the Telecommunications Regulatory Authority. We went on to provide the TRA's management team, undertaking licensing and market management as well as developing the regulatory environment.

In addition we have developed a range of skills to support Government and Local Government initiatives in improving the supply of telecommunications services within disadvantaged regions of Europe. This work includes the UK Public Sector regarding the issues and provision of broadband communications in rural areas. Intercai Mondiale has been involved across the UK and in some other European countries in broadband stimulation, the improvement of supply of broadband services, and in early aggregation schemes. We have designed national networks and provided specialist expertise to service providers in the areas of cost reduction, Quality of Service standards and Service Level Agreements for telecommunications networks.



INTERCAI MONDIALE'S TRACK RECORD IN E-COMMERCE

National e-commerce strategy, Jordan

Intercai Mondiale is currently assisting the Jordanian government in the development of a national e-commerce strategy. This wide ranging strategy is intended to encourage the adoption of e-commerce within the general industrial and services sectors of the economy. The strategy includes collaboration with the private sector, by taking action to create a legal framework for electronic transactions in Jordan, associated consumer protection, and, the discouragement of 'cybercrime', developing services and infrastructure that will support e-commerce, and encouraging the preparation of advanced programs of education and training in telecommunications and information technology including e-commerce. The project included an assessment of the current position of e-commerce in Jordan, in comparison with other countries, a review of relevant law and regulation, interviews with stakeholders and others, and the development of strategy through a stakeholder workshop and analysis of Jordan's e-commerce strengths, weaknesses, opportunities and threats. A consultation was initiated based on the proposed strategy. The proposed strategy is now about to be presented to the Jordanian Cabinet for acceptance as a national strategy.

Business case for a multi-media portal

For a global information systems and services company, we provided support in a sale of e-commerce software and other mobile telecommunications systems to a major UK retailer. We provided business planning and implementation support. Business planning included the development of a value proposition and business model for a multimedia virtual network operator and e-commerce business.

The innovative portal incorporated a substantial voice-based element in addition to a fixed and mobile web approach to encourage voice only mobile users to participate in e-commerce. Part of the proposal, stimulated by discussions between Intercai Mondiale and the end customer, was for the end customer to become a Mobile Virtual Network Operator (MVNO). The intention was to leverage existing the part of their business that sold mobile phones and phone contracts to obtain a continued service revenue stream. This opportunity also had the advantage of creating a community for whom the end customer became a first choice portal for selling music and other downloads as well as physical products.

The approach used was workshop driven with Intercai Mondiale developing background and introductory material for a workshop with representatives of the end customer organisation. This approach enabled considerable levels of buy in within the organisation based on informed discussion and decision making.

Regional hubbing for the State of Guernsey

A comparison of the attractiveness of an island economy with considerable tax incentives as a location for e-businesses. The study assessed key issues such as availability of bandwidth, regulatory environment, access to markets, impact of local economy and access to necessary skill sets. This assessment was used to drive specific recommendations about development of infrastructure, the law, and other capacity building measures.



E-commerce software market entry support

We supported a developer of business to business electronic procurement and emarketplace solutions in entering the Eastern Europe, Middle East and Africa markets. We assisted with sales of electronic marketplace software to prospective marketplace service providers including the development of price propositions and negotiation of licensing agreements. Multimillion dollar deals were successfully concluded in the UK, Russia, Poland, Czech Republic, Hungary, Israel, South Africa and India based on our work. Other members of the client team were focused on western Europe country markets other than the UK. We supported those members on an ad hoc basis and further sales were made in those countries.

In support of each sale, we undertook primary and secondary market research to evaluate the opportunity in individual country markets and to identify specific prospects. Our client gave us introductions to individuals based on their own pre-sales work. We then worked with the prospect to help them, and their consultants, to understand the value proposition for the emarketplace software in the prospect's country market. The value proposition was based on a demand model and a business model that we tailored to the specific characteristics of the country market in terms of market size, growth, structure, take up of IT for e-commerce, competition between emarketplaces and with other channels, and cost structure. The business model enabled us to determine the potential service revenues and the business's cost structure. Particular issues were addressed including the high cost of creating catalogues.

We then developed a price proposition that gave a fair distribution of value and risk between the prospect and our client. Sometimes this required us to make our client's cost structure visible. This open book approach was highly successful in winning acceptance of the proposed price and aided our client in its intention to provide a global trading web of emarketplaces.

Sales were made over a period of about eighteen months, and during that time we also undertook structured market research in two country markets to determine the positioning of our client in relation to its competitors. This market research was informative to the client in moving its business forward, and overcoming any particular gaps in its capacity.

E-commerce strategy for a pan-European telco

We developed a business plan for a European telco to enter the European e-commerce market with propositions associated with software as a service. Four of our consultants took part in a client team to develop the business plan. We developed the initial concept and were responsible for market forecasting, revenue and cost modelling. Our consultants contributed to the development of the concept, the product portfolio, positioning and the distribution strategy. Key issues addressed included the relationship between the client and electronic commerce systems and service providers and the nature, role and rewards of partners in the distribution channel.



INTERNATIONAL EXPERIENCE AND EXPERTISE

Our exceptional breadth of international experience has allowed us to contribute to landmark projects involving Strategy, Policy and Regulation, and Implementation across the world for a variety of clients including telecommunications network operators, software and IT services vendors, government and market regulators, and law firms in an increasingly volatile environment. We have conducted projects in the UK, Continental Europe, the Middle East, Africa, the Asian subcontinent, and North and South America. Intercai has offices in the UK, the United States and the Arab Region.

Some of Intercai Mondiale's recent clients are shown below.

AAM Management Info Consulting	Hill Taylor Dickinson	OFCOM
Accelerator Management Company (ACM)	Holman Fenwick & Willan	OFTA
Aepona	IIR	Paradigm
Alcatel	Intent 21 Limited	PwC
Ashford Borough Council	International Telecommunications Union	Qtel
Astrium Limited	Kent & Medway Economic Board	Royalton Partners
Azerfon	Kent County Council	SCS
Batelco	Key2Law	Serious Fraud Office
Bahrain Ministry of Finance	Kingston Communications	Siemens Network Systems Ltd
Bird & Bird	Kuwait Finance House	Spectrum Strategy
British Telecom	Leicester Shire Economic Partnership	Telecommunications Regulatory Authority, Bahrain
CITC, Saudi Arabia	Leicestershire County Council	Thales
Digicel	London Fund Managers	Tibco (Staffware)
East Sussex County Council	MENA	Telecommunications Regulatory Authority, Oman
EBRD	Ministry of ICT, Jordan	Telecommunications Regulatory Authority, UAE
Environment Agency	Ministry of ICT, Somoa	Telecommunications Regulatory Commission, Jordan
Etisalat Academy	Morse	Virgin Media
Extreme	mPunkt	Uganda UCC
FMN/Quintain	Newtel, Jersey	Wedlake Bell
GSMA	NTC, Thailand	YFM Venture Finance
Hewlett Packard	O2	