

Client

A French Internet Access Provider (IAP)

Context

The Broadband market was worth 9.1m at the end of 2005 with re-engineering underway.

- Convergence
 - Working with the following MNOs: France Telecom (NExT), SFR and Bouygues Telecom
 - MVNO or trade agreements made with the majority of the IAPs
 - Maturity of equipment (terminals especially) in 2006: VOD, Broadband TV, Bi-mode, etc...
- Enter the new players
 - Definite interest from Bouygues Telecom for the IAP line of business generally and for Free in particular
 - The start of distribution and Internet players' (Google and Yahoo) positioning strategy

Strong potential for population growth between now and 2008.

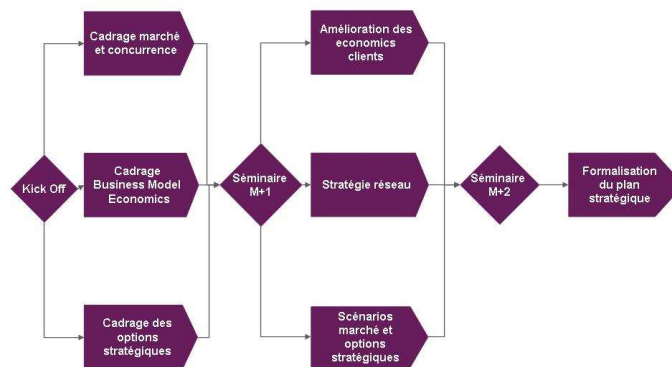
Objectives

- Determining the IAP's objectives and its market positioning two years from now:
 - Positioning and source differentiation?
 - Business model?
 - (Value) proposition and Go To Market?
 - "Industrial" Strategy?
 - Necessary Resources?
 - Business Plan?
- Equip the client with a "road plan" setting out its objectives and priority areas by function, key milestones and necessary resources/investment.
- Rally/get the Management Committee and the company both working towards common objectives and a unifying project.
- Anticipate necessary organisational changes.

Results

- Sharing and working in across-the-board areas involving several departments
- Understanding the environment and the challenges of the CI market
- Identifying and assessing the impact of levers so as to achieve the objectives demanded by shareholders
- Understanding strategic issues and dealing with medium term matters
- Understanding and sharing of priorities 2006 - 2008

The Strategic Plan of an IAP



Hemeria's Contribution

- Carrying out analyses
 - Behaviour of the market place and the competition
 - Construction of business case studies by strategic option
- Formulating a vision
 - Making up scenarios, developing structuring parameters
 - Identifying possible strategies for each scenario
- Assistance in decision making
 - Defining a network deployment strategy
 - Defining the company's target positioning
 - Preparation of implementation sites