

Global
Professional
Services

Business Consultancy Services

How can you turn your business

vision into reality?



“Plans are nothing. Planning is everything.”

Dwight D. Eisenhower.

Helping you re



Getting to grips with the challenge

Are you looking to launch new services in record time-to-market, enhance customer satisfaction or transform and grow your business? Do you need an access strategy, an e-commerce strategy, an organisational re-think, or a rapid service development plan? In each case, our skilled and experienced consultants will work with you to devise an appropriate and feasible solution.

As an organisation, Nortel Networks offers business solutions that span wireless, wireline, voice, data and video for enterprises and service providers. We have created business plans to enhance legacy network services as well as initiate world-firsts such as the launch of pure IP voice and data services.

We know what is possible, and what is coming next.

We understand how decisions concerning markets, services, technologies, partners, regulation, competition, processes, organisation, and management are highly related and inter-linked. We also appreciate that the business plans for different organisations will never be the same and so our approach adapts to meet your needs.

Through a process of continuous collaboration and knowledge transfer, our proven methodologies will help you successfully develop and execute your business plans. We will ensure that dependencies are adequately considered, decisions are informed, stakeholders are committed, resources agreed, and that risks are reduced. Most importantly, we will work to help you achieve the greatest possible return for your organisation.

The results speak for themselves. Recent customers, that in the last twelve months have benefited from our Business Consultancy Services, are already generating millions from their new networks and services.

Collaboration leads to a shared vision

Nortel Networks is committed to helping you maximise your success. Our portfolio of Business Consultancy Services has been carefully designed to meet your everyday and long-term planning requirements. Our services are continually being enhanced to incorporate the best of current thinking and the latest methodologies so that we can provide you with an advanced and comprehensive solution. Throughout every project that we undertake, strong methodologies, fast track project management skills, and access to key resources allow us to be flexible and responsive to your needs.

Why Nortel Networks?

- We understand the challenges
- We deliver full strategy development and business planning
- We provide a smooth, continuous transfer of knowledge
- We offer exceptional access to market knowledge, technology and network leadership, business and operational insight, and service development
- We use proven analysis, planning and delivery methodologies that are focused on maximising customer and shareholder value
- You choose from a fully integrated business planning service or stand-alone elements

“The will to win is important, but the will to prepare is vital.”

Joe Paterno, Head Coach at Penn State football team.

“Success is there for those who want it, plan for it, and take action to achieve it.”

Jim Brown, Hall of Fame Football League.

Realise your full potential

Business Consultancy Services

<ul style="list-style-type: none">Tariff and pricing analysisRegulatory consultancyMarket analysisMarketing consultancyLocal loop strategyCompetency assessmentsRevenue forecastingFinancial performance evaluationFinancial modellingEBusiness consultancyTeleworking business	<ul style="list-style-type: none">Service portfolio developmentNew product developmentLicence application supportInterconnection agreementHigh-level business process designOrganisational design	<ul style="list-style-type: none">Network strategyOrganisational developmentSales trainingOperations strategyChange managementContingency planningNetwork cost optimisationOutsourcing strategy planning
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We have helped enterprises and service providers, from European start-ups to established players, to maximise their success. The following list represents just some of our recent projects, which helps to illustrate how our capabilities can support your business.

- Management and delivery of the complete business plan to support a significant new network investment.
- Business planning, financial modelling and analysis to support the raising of finance.
- Opportunity assessment, marketing planning and support for voice, data, and wholesale services.
- An enterprise WAN strategy to support current and future customer needs across multiple sites.
- Creation of an entry strategy for new services.
- Detailed service definitions, including IP VPN services and eBusiness applications.
- Design of a process and organisational structure for service delivery.
- Local access and interconnection strategy to exploit deregulation and local loop unbundling.
- Support for the negotiation of interconnection agreements with other operators.

- Support for broadband wireless, GSM and UMTS licence applications.
- An experienced second opinion on service revenue forecasts.

A winning approach

Planning is vital and never more so than when a project is complicated or subject to tight time scales. Many factors can jeopardise a project and cause severe delays with disastrous consequences!

A failure to identify and secure adequate finance and resources can make the project a non-starter. The plans themselves may not be viable and need expensive and time-consuming work-arounds to put things right. Furthermore, scant project management, or even lack of it, fosters poor communication. Transfer of responsibility for various elements of a programme are disjointed, there is weak overall accountability, ineffective problem resolution, and inadequate end-to-end understanding.

To avoid these issues, Nortel Networks Global Professional Services has developed and refined a process, structure and tool-set that consists of three vital elements:

- **Structured Development Process**
A framework project plan that includes key milestones around which the project is managed.
- **Business Decision Point Criteria**
A set of business, customer, market and technology metrics against which each stage of the project is tracked and measured.
- **Integrated Project Team Management**
A high-performance team focused upon delivering results in the shortest possible time. It has overall visibility across the organisation and can quickly assess the impact of any single event.

Our tried and tested approach ensures that decision making is informed and business orientated. Your senior managers will have input and visibility at all the key milestones. We work to make certain that roles, responsibilities and resources are agreed and committed, that plans are met and knowledge transfer is complete.

Strong Methodologies

Although we employ the latest techniques to plan your route to competitive advantage, all our methodologies are proven and have delivered success. The precise approach required will vary on a case-by-case basis, but will generally include:

Analysis

We will:

- Identify the strategic issues facing the business and obtain a clear understanding of your vision for the future.
- Carry out a review of the internal and external competitive position, including markets, customers, competition, technology, regulation, core competencies and performance.
- Review the supply-side design elements such as network architecture and operations planning.

“We were looking for a single partner who would provide the necessary consultancy and project management services and accept responsibility for delivery of the total project.” Leading World Bank.

Development

We will:

- Generate a set of options for the business. These will be based on a range of likely industry or segment scenarios.
- Carry out a comparative evaluation of the options, and select a strategy for the business. This will include business, market, technology and operational aspects.
- Develop a detailed implementation plan that will achieve the planning objectives and deliver against customer and shareholder value. This will include identification of resource requirements and critical success factors, as well as the development of a set of metrics against which delivery performance can be monitored.

Delivery

We will:

- Implement the plan. Fast-track project management will ensure the delivery of project objectives to agreed times and budgets.

On-track deliverables

Our expert team is able to provide support across a wide range of disciplines throughout the business and service lifecycle.

During the initial project definition phase, a Nortel Networks consultant, or team of consultants, will work closely with you to understand your needs and prepare a proposal that defines a collection of deliverables especially for you. At this time we will give you an estimate of the effort involved and the time frames you should expect.

For each project we will:

- Define and agree terms of reference for the work
- Bring a highly skilled team to execute the project
- Work with you in a collaborative and supportive manner
- Bring leading edge expertise and industry knowledge

To keep our project on track we will also need from you:

- Attendance at regular, scheduled review meetings
- Executive participation at various stages of the work
- Access to information about your existing business (if applicable)
- A designated point of contact for the project

The duration of any business consultancy project is dependent upon a number of factors. The complexity of your existing business, the scale and scope of planned activities, and the depth of analysis, will all have a bearing upon the time required.

Realise your ideas with speed and efficiency

Nortel Networks has invested in a single Global Professional Services organisation with access to over 23,000 people across 55 locations around the world.

We have the competencies, expertise and resources to provide solutions that transform the way businesses think, work and perform. Our skills have been honed over many years, helping our customers to realise their

visions for profitable, market leading networks and services. We have also invested significantly in developing market research programmes to support the delivery of our much-valued strategic recommendations and business planning solutions.

Each of our consultants brings a unique combination of consulting skills, industry knowledge, and specialist expertise. Their hands-on experience in designing and launching leading telecommunications services gives us a unique perspective with which to support you across your business planning needs.

The result? Maximum success.

We will help you plan to deliver advanced solutions that maximise revenue, minimise cost, enhance service, reduce time-to-market and create real business benefits. What is more, our practical expertise can help you to turn these plans into reality.

Nortel Networks Global Professional Services also undertakes extensive network design, transformation, build and operate projects by bringing together five areas of expertise:

- Internet Infrastructure Services
- Network Enabled Transformation
- Service Enabled Solutions
- Managed Services
- ASP Solutions/Internet Data Centres

To find out more about our Business Consultancy Portfolio and other Global Professional Services, please contact your local Nortel Networks Account Manager.

“Nortel Networks gives you all the tools you need as an entrepreneur looking to start a new communications company.” Martin Varsavsky, Founder and Chairman, Jazztel.



“Vision without action is a daydream...
action without vision is a nightmare!” Anon.



Successful projects begin with sound **planning**

Changes in the marketplace are creating huge uncertainty. We are in the midst of a revolution, which is creating new opportunities and new risks. The Internet is changing not just the way we do business but also the speed at which business happens. Furthermore, deregulation and liberalisation is opening up the opportunity for increased access to customers, with a broader, more advanced range of services. The pressure has never been greater to transform your networks, and even your whole business, to drive success.

If you get it right the rewards are substantial. Everywhere you look, businesses like yours are unleashing the power of next generation networking to:

- Open up new markets
- Create more satisfied customers
- Drive efficiency throughout the supply chain
- Work smarter
- Reduce overheads and operating costs
- Sustain profitable growth
- Differentiate their services

So, how do you make sure you get it right and realise your business vision?

Sound business planning will help you derive answers to the questions that are fundamental to your business and articulate the implementation process that will deliver your objectives.

- How do you leverage the power of new technology for competitive advantage?
- How do you maximise the return on your UMTS license?
- How do you e-enable your business?
- What enhancements to your product portfolio will deliver the greatest return?

- How do you outsource the management of your network and focus on your core business?
- What does the introduction of WAP and GPRS mean for your communications infrastructure?
- How do you manage the organisational change required to fully exploit your ideas?

As with all good planning, it is not just the plan but the quality of the thinking that counts. Thinking that is not just based upon consulting skills, but draws on industry insight, practical expertise and real-world experience. This is exactly what we deliver at Nortel Networks.

By working with our Global Professional Services team you will gain advanced insight into lucrative opportunities and potential challenges that lie ahead, before significant resources have been committed and time lost.

We can help you develop your vision and your ideas. We will advise you and create a plan of action that will deliver the greatest return for your organisation. Furthermore, we have the experience, the skills and the resources to turn that plan into reality,

growing and enhancing your organisation, its people, its services, its processes, its technologies and the return on its investments.

We follow tried and tested methodologies and this, coupled with trusted relationships, means we can deliver a business planning service with a crucial difference. Our advice and know-how is based on years of practical experience gained supporting our customers to launch new services to new markets. By working with our team of consultants you will have access to valuable, and often scarce, business skills and knowledge providing a unique end-to-end capability that will ensure your success.

Our Business Consultancy portfolio extends beyond visioning and strategy selection to the development of financial models and action plans that will achieve your desired objectives. Together we will create a clear vision for your business, generate a full and detailed evaluation of the competitive environment, assess internal capabilities and select the best route to deliver future-proof, highly scaleable, extremely robust networks and services.



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