



Go-to-market strategy in emerging markets

Case study

BA developed a go-to-market strategy to help a major networking manufacturer realize transformational opportunities in Indonesia

Client Background

- The client is a leading networking equipment manufacturer and solutions provider. The client's portfolio of products and services is focused upon three market segments—Enterprise and Service Provider, Small Business and the Home.
- The client was looking to pursue “transformational opportunities” in Indonesia – opportunities that aligned closely with the government's agenda for socio-economic development. Although some opportunities had been identified across five broad strategic focus areas, the client needed a clear go-to-market strategy to prioritize these opportunities and progress them to realization.

Key Highlights

- BA conducted a multi-phased engagement to help the client develop a clear and effective go-to-market strategy for its transformational opportunities. The first phase involved qualifying each identified transformational opportunity based on a number of relevant criteria and prioritizing them. The second phase entailed engaging the client in in-depth conversations to determine the client's readiness to pursue each of these transformational opportunities.
- As a result of BA's work, our client had a clear understanding as to which transformational opportunities to pursue and which ones to incubate, as well as what investments that would be required to realize the prioritized transformational opportunities

Key Business Questions

1

Which opportunities should be pursued, and which ones should be incubated for the future?

2

What is the current readiness to pursue the qualified opportunities?

3

What further investments will be required to progress the opportunities to realization?

BA used a two-filter approach consisting of eight discrete parameters to qualify each transformational opportunity and prioritize them

1

Which opportunities should be pursued, and which ones should be incubated for the future?

2

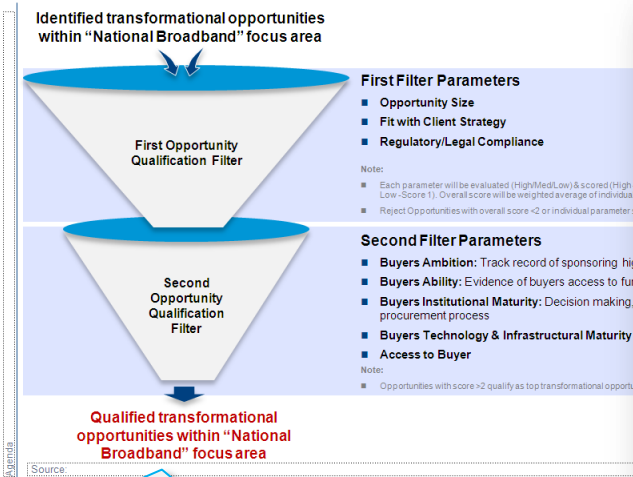
What is the current readiness to pursue the qualified opportunities?

3

What further investments will be required to progress the opportunities to realization?

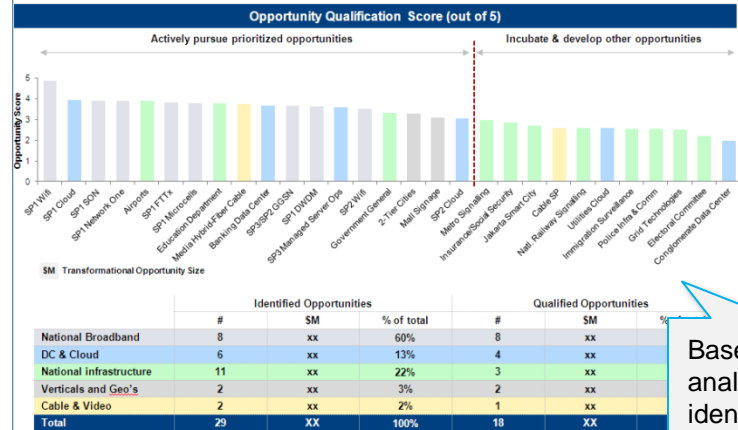
Illustrative

Proposed methodology to qualify transformational opportunities within "National Broadband" strategic focus area



Illustrative

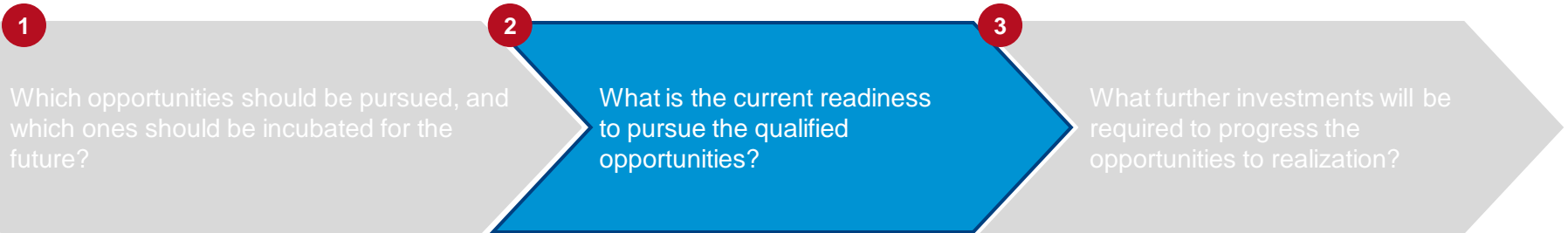
Of 29 identified opportunities 18 opportunities were qualified, with majority across National Broadband focus area, followed by DC/Cloud



BA qualified the opportunities based on size, imminence and clarity of line-of-sight to revenue. BA then assessed the buyer's readiness, ambition and their relationship with our client

Based on this analysis, BA identified those opportunities that the client needed to actively pursue

Through a series of sessions, BA assessed the client's organizational readiness to invest in, pursue and realize each opportunity



Illustrative

Assessing the readiness for these opportunities using framework

1 Relevant Portfolio	2 Talent Development	3 Country Enablement	4 Competitive and Channels
<ul style="list-style-type: none"> Locally relevant products and services Firm's relevance in Cloud architecture, Mobility 	<ul style="list-style-type: none"> Global leadership model for scalability and agility; in-country bench strength Career development focus, competitive compensation, open culture 	<ul style="list-style-type: none"> Integrated, collaborative plan for all Ops functions to support growth Services delivery capabilities 	<ul style="list-style-type: none"> Differentiation by building awareness of value proposition through new partner ecosystems

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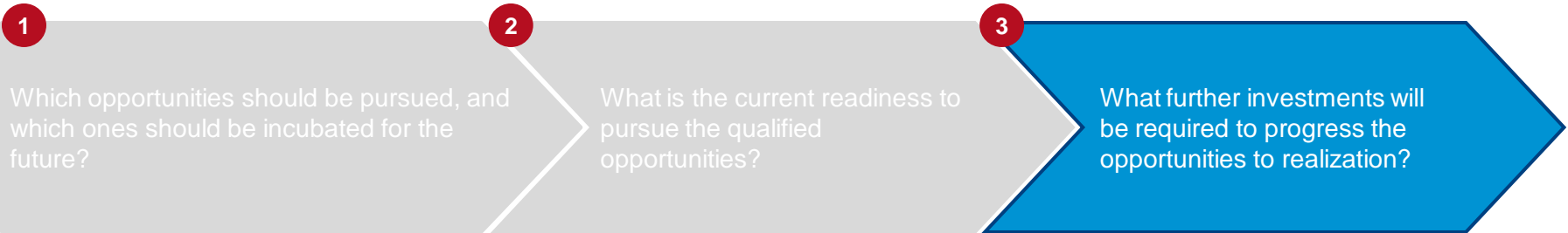
Readiness assessment - National Broadband opportunities

Qualified Opportunity	Size (\$M)	Readiness Assessment (Score out of 5)				Key Requirements
		Overall Score	Relevant Portfolio	Talent	Competitive & Channels	
SP1 Wifi	xx	3.7	4	3	4	<ul style="list-style-type: none"> Local or regional assembly/MFG for <u>Wifi</u> to reduce import duties and improve supply chain and pricing Dedicated account team (2 AM's, 4 SE and 2 BDM) AM should be in-country and know the local language
SP1 SON	xx	1.7	1	2	2	<ul style="list-style-type: none"> In-country or regional SE capabilities needed to progress this; currently none available Need relevant partner capabilities; none exist now
SP1 Network One	xx	2.0	3	2	1	<ul style="list-style-type: none"> Extremely complicated and long project (3 years), 1 CSE (Consulting system engineer), 1 BDM and dedicated SE needed Need relevant partner capabilities; currently no partners who have the experience of doing huge transformation. Identify a partner and assist it through this opportunity
SP1 FTTx	xx	3.7	3	4	4	<ul style="list-style-type: none"> The product will be launched by July; need to articulate end-to-end solution to cater to client's needs
SP1 Microcells	xx	2.7	5	1	2	<ul style="list-style-type: none"> Need in-country or in-region microcell expert Need to upgrade partner skills for micro architecture; currently no partner does this
SP1 100 Gbps Optical DWDM	xx	2.3	3	2	2	<ul style="list-style-type: none"> Need local language support on optical; currently in-region expert (from Hong Kong) used Need strong partner in optical (competitor partners can be leveraged)
SP3/SP2 (GGSN)	xx	4.0	4	4	4	<ul style="list-style-type: none"> Right now, regional architecture team supports opportunity execution only; require mobility SE to focus on opportunity development Require BDM type person to have customer monetize their mobility infrastructure Need BDM and SE to go develop the opportunity further
SP2 Wifi	xx	3.6	4	4	3	<ul style="list-style-type: none"> Current partner capabilities are not as strong as that of competitor's Current partner does not have the capability to deploy in public areas; also it does not have enough resources

BA first identified five pillars of capabilities across which the client had to be ready in order to realize transformational opportunities

BA then engaged the client in in-depth discussions to identify the level of readiness to pursue each of the prioritized opportunities

Based on client discussions and BA's own in-house expertise, BA was able to identify the critical investment requirements for the client



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Assessment of the qualified opportunities has uncovered gaps in readiness to execute large telecom opportunities

It's imperative to improve readiness levels to capture large SP1 opportunity

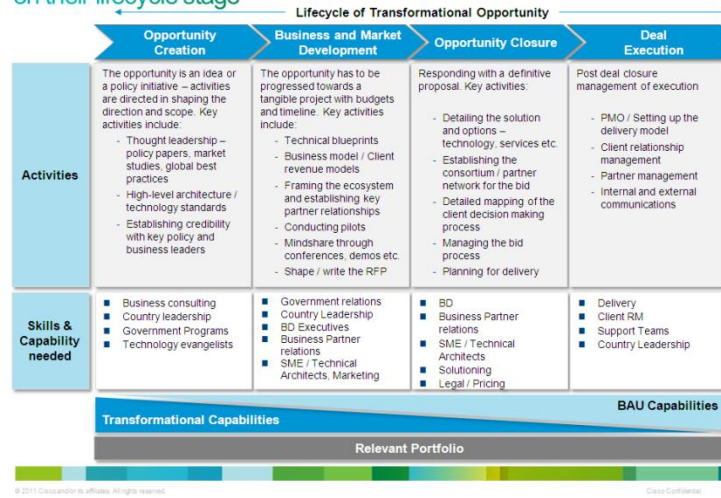
Opportunity Qualification Score	Readiness Score			
	Low Score: <3	Medium Score: ≥3 & <4	Medium Score: ≥3 & <4	High Score: ≥4
High Score: ≥4	SP1 One SP1 SON SP1 Cloud	SP1 WiFi Airports	SP1 FTTx Banking DC Govt.	SP2 WiFi Mail Signage ZT-Tier Cities
Medium Score: ≥3 & <4	SP1 Microcells SP1 DWDM SP2 Cloud	Education Media SP3 Managed Server Operatic SP3 SP2 GGSN	NA	NA
Low Score: <3	NA	NA	NA	NA

Readiness Score Legend: National Broadband, DC/Cloud, National Infra, Verticals & Geos, Cable & Video

BA mapped the client's readiness against the qualification scores to identify where focused investments needed to be made

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Determining critical requirements for prioritized opportunities based on their lifecycle stage



Based on client discussions, experience with previous clients, and in-house expertise, BA made GTM recommendations and identified critical investments for the client to progress the opportunities

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