

Business case and technology road-map for a Bruneian telco

1. Situation & Challenges

The client needed to make a decision on the appropriate technology upgrade path for its existing GSM network. The existing market was small and new competition was expected. The upgrade involved significant investments, requiring extensive financial & business planning, but the relevance of data services, a key success factor for the upgrade, was questionable.

2. Our Approach

Leveraging our knowledge of markets such as Singapore & Malaysia, we analysed the evolving competitive environment in the Brunei mobile market and estimated the likely demand for mobile data services. Demand was matched closely to local preferences as opposed to generic applications successful in unrelated markets such as Europe. We then recommended a phased roll-out of GPRS-led data services to maintain ROI.

3. Results

The client adopted the recommended GPRS upgrades to the network and postponed the then unviable plans for 3G. The client then launched a limited set of data services that were identified as most relevant to market needs. These efforts led to the achievement of the target return on investment.