

Huawei Business Consulting
Helps you improve revenue

Achieving Business Success



Exploit emerging growth opportunities

Support your business success in the Transformation Era

Huawei helps you to increase business value

With our enduring customer-first philosophy, Huawei not only offers market leading products and solutions, but also provides consultancy services, helping telcos to achieve sustained business growth.

Telcos are facing new challenges and opportunities as the industry evolves into the Mobile Broadband (MBB) and Cloud computing era. Customer experience is being taken more seriously, and is being seen as a key driver of service growth.

To achieve a market leading position, it is necessary to develop a User-Centric Transformation (UCT) model for your business, in operations and networking. Huawei consulting is dedicated to supporting telcos in improving their User Experience Index (UEI).

Since 2006, Huawei business consultants have assisted more than 120 telcos globally, addressing their business critical pain-points with our core competences. Amongst the top 50 global service providers, Huawei has established key partnerships with 70%, having successfully executed quick-win plans to improve market growth and key business indices.

Competitive benefits of Huawei's business consulting

Huawei's Business Engines provide experts to improve value generation across the service provider industry. Having served hundreds of service providers across 160 countries,



supporting over 3 billion users, Huawei has developed a rich set of global tools and best practice methods that have enabled our service provider customers to succeed.

In addition to consulting services, Huawei also implements Business Solutions, achieving significant improvements. Services cover Cloud computing, Information Technology, BSS/OSS, network, terminals and professional services. Huawei solutions are tailored to help clients maximize their total value of ownership.

Over 500 Huawei experts and consultants are ready to serve clients through our Customer Business Partner Program.

The program is supported by three competence centers located in the United Kingdom, Singapore and Hong Kong, focusing on experience in mobile networking, fixed networking, broadband, the digital home, Information Communications Technology strategy design and services development and on into

service launch.

Our service coverage

Huawei is committed to addressing current issues for Service providers, including the four key areas described below.

- How to monetize mobile traffic, while at the same time considering 2G to 3G evolution, mobile internet operation, traffic management, LTE strategy and commercial planning.
- How to improve the ROI of FTTx, including ultra broadband, national broadband, digital home, IP video and other fixed services.
- How to promote ICT and cloud computing growth; how to implement BSS/OSS transformation based on cloud platforms; how to build profitable enterprise ICT business models.
- How to achieve all-IP transformation, including telco ICT infrastructure, IPv6, IP convergence, IP security, FMC.

Achieve great end user experience

Monetize user experience

Nowadays, the distinction between the Internet, wireless mobile and TV media is blurring. Consumer psychology and buying processes are impacted by several evolving market factors such as fragment breaks, sociality beyond space and time, on-line anytime, and VUCC (variation, unique, community, comfortable) experience.

Customer experience improvement is often quoted as the primary mission by over 82% of service providers worldwide. In view of this increasing trend, sustainable customer experience improvement and innovation, is seen as a key driver to reform the service and Customer Experience.

We Offer

- Customer-Centric BSS / OSS / service / network optimization
- Managed User Experience
- User Experience Improvement Practice
- Customer Value Promotion Plan
- Flagship User Experience Center featuring innovative design
- E2E network QoS/QoE management
- Device development plan and business strategy

Your Benefits

- Segmentation optimization
- Raised user experience index
- Reduce customer churn rate
- Increased customer volume and ARPU
- Increased precision marketing capability

Success Story

A Tier 1 service provider in the Middle-East was experiencing a '4%-7% monthly prepaid churn rate, coupled with half of their postpaid subscribers being dongle users on unlimited pricing plans, resulting in high traffic levels with low bit value '. Huawei Business Consulting established a joint venture team with the service provider, to focus on the two core issues of churn and developing a mobile broadband market. The team developed several tactics including a Fair Usage Policy (FUP) that resulted in a decrease in network traffic by 20 percent, reducing ISP cost by 15%. Revenues were protected and a developed high-value mobile broadband service was promoted.



Monetize new business opportunities

Monetize data traffic

Service provider revenue is showing signs of structural change. Huawei forecasted that revenues would grow by \$220 billion during 2012 to 2015, with growth coming from three key areas: broadband access, on-line services and advertising. With revenue from traditional services voice and SMS either declining or plateauing, it's supposed to be continuing to account for the bulk of traffic. Service providers need to seize the new opportunities they are presented with in terms of broadband, cloud, social networking and M2M. Adopting profitable business models which extend the value of traditional network services, service providers can address new market segments with differentiated offerings.

We Offer

- Mobile data revenue growth
- Developing IP Video business
- Growing Cloud-based ICT revenues
- Business plan design (License, Spectrum, Network)
- Business plan design (Mobile Internet, IDC, M2M)
- GTM and operation strategy (Mobile Internet, 3G/LTE, Digital Home, SME service)
- Innovative business model design (LTE, cloud, M2M)

Your Benefits

- Additional data revenue
- Enhanced revenue from ICT and cloud services
- New revenue from backward charging
- Increased ARPU

SUCCESS STORY

One leading service provider in the Middle East, lacking new growth opportunities and suffering from reducing market share, also faced a new competitor. To offset this decline, Huawei consultants were invited to form a joint team with the client for an IPTV service implementation. Our team produced a commercial IPTV solution, supported by a comprehensive technical strategy which included bundled pricing and precision marketing in core areas of cities. Subscribers increased 470% within 6 months as a result of this strategy. Moreover, ARPU grew US\$7 per month. In addition to index improvement, the client strengthened its leadership through increased customer loyalty as a result of service innovation.



Optimize your network efficiency

Monetize network operation

The changing Telecommunications landscape coupled with the increasing speed of technology and service evolution means that service providers need to replace their traditional networks if they wish to remain competitive in terms of market offerings and cost-effective operation.

In addition to network infrastructure investment, IT investment is critical for efficient next generation operations, with investments growing at more than 4% per annum. Meanwhile, OPEX remains high up 60%-80%. Increasingly service providers are addressing these challenges by removing non-core assets, network sharing, managed capability, managed power and IT outsourcing. Service providers must face this challenge and provide enhanced capabilities and comprehensive solutions planning and implementation.

We Offer

- PSTN transformation
- IP convergence and evolution
- 'Zero Wait' and HD-video network architecture design
- 2G/3G/LTE network optimization and evolution
- Service quality and performance improvement
- Network asset evaluation
- Business model design and optimization
- Network Intelligence improvement

Your Benefits

- Increased network cost-effectiveness
- Reduced network OPEX
- Increased network ROI, especially of core assets
- Enhanced customer loyalty

SUCCESS STORY

The drive towards National Broadband Networks (NBN) has created new opportunities for service providers. One Asia-Pacific service provider was confronted with 3 challenges when designing its NBN strategy, namely what business model to adopt, the network design and the delivery strategy. Using global best practices in NBN projects in combination with local market analysis; Huawei's consulting team assisted the customer with the business solution design, network implementation and an innovative Establish, Operate, and Transfer (EOT) delivery model. These strategies helped their NBN project succeed resulting in a world leading reference case.



Market leadership during ICT transformation

Monetize ICT transformation

Digitalization and networking is entering many areas of our lives, driven by the acceleration in convergence of telecommunications and innovative IT services. It is estimated that the ICT market is now worth US\$3000 billion per annum. As key providers of the Pan-ICT domain, service providers have to be ready for the challenges in increasing customer value, defining application scenarios and determining new service capabilities. At the same time, service providers are facing the challenges of general network and service enhancement, all while continuing to provide traditional voice, data, broadband and security services for consumer, enterprise and wholesale markets, while promoting E2E applications for vertical markets designed to improve business performance of enterprise customers.

We Offer

- Ultra-Broadband and ICT strategy
- Telco ICT development strategy
- IT and Cloud Based BSS/OSS Transformation
- Design of Information Service platform architecture
- IT system integration
- Cloud platform and operations strategy
- ICT operation strategy for enterprises
- M2M development strategy and tactical plans

Your Benefits

- Optimized ICT transformation strategies
- Improved business performance from ICT-based operation architecture
- Increased revenues from new sources
- Enhanced ICT market share, sustained competitiveness

SUCCESS STORY

Facing market saturation and slow growth, a Tier 1 service provider in Asia-Pacific engaged Huawei business consulting to produce a business case for IaaS Cloud services, the product strategy and the go-to-market plan. Huawei consultants worked closely with the service provider to develop the IaaS strategy for their high-end customers, including a full launch plan. This deployment served as a foundation for the future development of innovative offerings, forming part of the service providers ongoing SaaS strategy.



Over **500** Huawei experts are ready to support you

Jiang Xing, Director, MBB Consulting



Over 15 years of experience in ICT industry. Mr.Jiang is specialized in mobile, covering the consulting domain for 2G migration, Mobile Internet, and LTE service strategy.

- Business consulting experience for leading operators in WEU, APAC, ME, LA
- Full understanding of the mobile trends & ecosystem
- Marketing consulting: strategy, go-to-market plan, market and competitor analysis
- Business Case analysis

Tony Dench, Principal Consultant, MBB Strategy



Over 30 years technical, commercial and consulting experience in international telecommunications.

- Business design for new enterprise market subsidiary
- Enterprise value increase plan for wireless telcos including entering fixed wholesale and enterprise markets
- Global business model, strategy and portfolio development for international data centre
- Supporting master product catalogue development

Ian Mash, Principal Consultant, MBB Enterprise and ICT



Over 30 years of technical and commercial experience in CT and IT industries. Recent experience include:

- SME analysis and marketing strategy for two mobile telcos
- Cloud computing analysis for mobile telco
- Marketing analysis, product definition and launch plan for a leading CIS telco
- Withdrawal of product and IT systems for leading fixed telco

Martin Petheram, Principal Consultant, Marketing Strategy



Over 20 years of telecoms industry experience. Relevant experience for clients includes:

- Mobile broadband/internet market entry strategy and go-to-market planning
- Market research, competitor analysis and insight
- Technology, network and spectrum strategy
- Mobile business plan preparation including financial modeling & analysis
- Spectrum valuation, regulatory/standards, spectrum auction and licence bid experience

Wael El Menyawi, Principal Consultant, Carrier Strategy & Operation



Over 20 years of technical, operational and commercial experience in telecom industry.

- Establish strategic dialogue with CXO level customers
- Develop mobile broadband strategy to increase profitability for leading EM telcos
- Business transformation Strategy, ICT initiative, mobile ecosystem
- Manage joint innovation program with leading telcos
- Service and network migration strategy for mobile and fixed broadband

John Frieslaar, CTO, Western Europe



John has thirty three years Data and Telecommunications experience, much of it gained globally at the CxO level. During this time John has successfully been involved in strategy development, network operations, business modelling, sales development and solutions marketing. John excels in the development of cost effective innovative service based solutions for large-scale deployment, where he has already helped operators save millions of dollars.



Mark Nixon, Principal Consultant, Mobile Broadband



Over 25 years of telecom industry experience, including 10 years at CxO level with leading telcos.

Experience includes: • Mobile & Fixed broadband / internet marketing strategy & go-to-market planning
• Technology, network & service delivery planning & launch management • P&L leadership, management & strategic development at CMO level for fixed & mobile broadband service development & launch
• M&O strategic planning & business case development

Danny Lee, Principal Consultant, Mobile Internet Consulting



Over 10 years of business consulting experience for High Tech and Telco companies.

• Cloud Computing Strategic Planning • US Corporate Channel Analysis • Mobile internet buying process analysis • Develop go-to-market strategy and applications for the Mobile Broadband • Deliver mobile internet development strategy to CXOs in Mobile World Congress • Danny has also worked with other clients on corporate strategies, M&A, growth initiatives, new product development, etc.

Sam Cheng, Principal Consultant, Mobile Device



Over 10 years of technical and commercial experience in telecommunications and IT industries.

• Mobile device portfolio strategy & planning for a leading mobile operator in China • Mobile internet growth strategy for leading operators in western and central Europe • Mobile broadband strategy for EM operators
• Business plan and GTM strategy for national 3G network roll out • TCO saving on network building

Janson, Principal Consultant, LTE



More than 15 years working experience in telecommunication and marketing environment, include extensive working experience in Europe, Japan, India, MENA, and South Africa. Managed several LTE BC projects:

• Project manager to the following LTE business consulting projects: Telenor Norway/VDF Germany/Telefonica O2/India RIL/US Leap • As team leader, jointly work with DoCoMo on its M2M marketing strategies • As senior expert of new business model implementation of mobile VAS to global markets.

Nan Ningxuan, Director, FBB Consulting



Over 20 years of experience in the ICT industry; 13 years of experience in Huawei.

• Understanding of telco's business strategy and development of the industry dynamics, familiar with the business development and marketing strategies. • Be able to assess the financial impact of fixed broadband business solutions to telcos, and foresee the development trends in ultra broadband, IPTV2.0, etc • Participated and took the lead in many business consulting projects with outstanding results for customers' upper management

Nigel Bruin, Principal Consultant, National Broadband



Over 28 years of experience in the ICT industry. Main achievement include:

• Successful independent telcos and IT consultant to public and private sectors. • Over 20 years experience in software development & telecommunication • Entrepreneur, co-founded wireless broadband ISP • Experienced manager led 40+ R&D team to develop successful wireless access product. • Key contributor to three international R&D lab startups

Eliz Liu, Principal Consultant, Digital Home



Over 25 years experience of technical and senior management experience in CT and ICT industries, Eliz is a member of Australia Engineering and Management Association.

- Transformation strategies for mobile telcos
- Next generation Fixed broadband business proposal for telcos
- Mobile VPN and next generation VPN business strategies and go-to-market plan for tier 1 telcos in EU
- Commercial plan for innovative connected home services.

Bill Lan, Principal Consultant, National Broadband



Over 16 years of work experience in the business consulting, telecommunications, media and IPTV industries. Bill has held various positions in global companies, including Deloitte Consulting, Lucent Technologies and Eastern Media Group. Bill is Principal Consultant in Huawei's Business Consulting Department and a core member of the Huawei National Broadband Network team responsible for strategic planning, business development and the management of key projects.

Damien Moniez, Principal Consultant, Digital Home



Over 11 years technical, operational and strategic sales experience in FBB and ICT industry. Recent experience include:

- Strategic & opportunities dialogue with CxO and ministries customers in DM around NBN & ICT
- Co-marketing & solution development for tier1 European clients
- Large triple play deployment solutions and integrations
- Solution design and GTM joint strategies for enterprise WAN services bringing strong QoS, innovative services and high ROI
- Joint work with R&D to develop products, features and solutions for major European telcos

Michael Sun, Director, Convergence & ICT



Over 20 years of technical and commercial experience in telecommunications and IT industries.

- Cloud computing strategy & business model for 3 leading telecom operators
- ICT development strategy for a leading traditional telecom service company
- Mobile broadband strategy to increase profitability for a leading EM operator
- Develop service and network migration strategy for mobile broadband
- Business plan and GTM strategy for national 3G network roll out
- New business model analysis
- Telecom transformation projects

Eliseo Sanchez Trasobares, Principal Consultant, IT Strategy & Service



Over 37 years of experience in the ICT industry. Recent experience include:

- Co-CEO, CNN-Lab later renamed China Unicom Lab, Beijing
- CEO, Telefonica Soluciones S.A., Madrid, Spain
- CEO, Terram Mobile
- CEO, Telefonica Investigacion y Desarrollo (T.I+D)
- Marketing Director for SME Telefonica Spain (2 years)
- Hw/Sw developer for switching systems and data switching systems (10 years)
- Freelance consulting for Cloud Networks in several industries.

Lu Liangji, Principal Consultant, Convergence & ICT



Over 25 years of technical and business experience in CT and IT industries (includes Engineering, Product Marketing and Customer Service).

- FMC development and convergence strategy, business and financial modeling for LATAM and China telecom operators
- IMS development strategy, business and financial models for China, Asia, Europe and US telecom operators
- Business plan and GTM strategy for IMS and bundled services roll out

Allan Mow, Principal Consultant, IT Infrastructure Transformation



With 20 years of work experience in IT management, consulting, and sales and business development. Recent experience include: • Successfully managed and delivered consulting projects across different areas • Expertise in the following areas: Cloud Strategy and Transformation / Data Center Relocation and Consolidation / IT Strategy and Transformation / Enterprise Architecture / Systems Integration, Design and Development / Global Delivery • Experienced manager in consulting practice management and project management

Marcelo Rego, Principal Consultant, Service Innovation



Over ten years of technical and commercial experience in telecommunication industry. Relevant experience for clients includes: • Extensive analysis of market trends • New product development for telcos • Marketing strategy design for telecom products and services • New revenue opportunities evaluation for telcos • Business owner for a strategic initiative bringing together internet and telecom

Catherine Chen, Principal Consultant, Business Model



Over 12 years of marketing research, business consulting and business solution experience in CT industry. Catherine's primary focus is to help clients develop and implement business model improvement efforts including PAYG / PAYU / RS / lease / MS / MC / Hosting / ITO / Assets transfer among others. Her major industry focuses are Cloud, LTE, FTTx. • OPEX optimization project for leading telcos • Business architecture design in cloud computing

Carol Wan, Director, HK Business Consulting Centre



Over 20 years of experience in ICT, Mobile and Internet domains. Carol is specialized in mobile, covering the consumer and enterprise segments. Recent experience include: • Spearheaded mobile transformation for APAC leading telcos • Full understanding of the mobile trends & ecosystem • Marketing consulting: strategy, go-to-market plan, market and competitor analysis, customer lifecycle management

Lam Kam Ping Patrick, Principal Consultant, Network Consulting



More than 23 years of experience in both telecommunications and information technology industry. Extensive practical knowledge and experience on Network Planning, Network Operations. etc; Extensive practical knowledge on IP Transport technology to support Core Network; Good analytical skills manifested by the ability to evaluate situations and come up with tools and solutions to enhance work-related procedures; Good business sense and business modeling to address market demand and segmentation.

Wesley Zheng Zhi, Head, Business Consulting, Central Asia & Caucasasia



Over 20 years experience in telco industry. Recent experience includes: • Facilitated a first tier mobile telco to go through technology and network upgrades • Taking a non-conventional approach, developed wholesale business and captured 80% value share in local market • Strong retail experience and achievements in addressing the low ARPU & prepaid segment, with a combination product mix, channel mix, pricing, sales and marketing, and operation excellence

Tony Huang, Head, Business Consulting, Middle East



Tony joined Huawei in 2005 and is based in the Dubai office. He is leading a team of professional staff responsible for supporting the clients in new business development, business plan formulation, marketing strategy and operational improvements. Prior to joining Huawei, he served a leading telco in APAC for 11 years as Director of Operations and Business Development. During that time, he was responsible for managing the group's telecom business mainly in the Asia Pacific region.

Francisco Fuentes, Head, Business Consulting, North LATAM



Over 20 years of experience in CT industry. Francisco has unique and proven experience in marketing, business development, consulting and regulation. Recent experience include:

- MBB strategy for leading mobile telcos
- IPTV GTM strategy for leading fixed telcos
- Developing an economic model for FTTH infrastructure
- Network cost reduction and TCO analysis
- Revenue growth initiatives and product marketing

Jason Wu, Head, Business Consulting, Western Africa



More than 18 years in sales, business consulting and global marketing experience in both telecommunications and information technology industry. Jason has worked with many operators on business case analysis, go-to-market strategy, pre-sale & post-sale customer consultation, cloud computing strategy & application, FMC & FMS business analysis, MVNO business model, LTE strategic & operational consulting, IPTV service plan and business model for innovative experience marketing, etc.

Arndt Mitwer, Head, Business Consulting, CEE & Nordic European



Over 10 years of business consulting experience in telecom industry, Arndt has worked with clients on analysis of market trends, development of the internet, new product development, etc.

- Status & evolution of mobile personal communication services
- Telco positioning towards internet OTT service providers
- FBB price plans and new business models design
- New revenue opportunities analysis for telcos

David Lee, Director, Strategy Consulting Department



Over 15 years experience in ICT sector, focusing on strategy consulting, business consulting, planning & marketing & sales of solutions

- Telco Strategy Consulting, Global benchmark analysis & strategy recommendations
- Strategy consulting on 3G/MBB / mobile Internet
- Strategy consulting on Telco Service, trend analysis and strategy development
- Strategy consulting on Wireless city, mobile internet, transformation strategy planning
- Strategy consulting on EM

Cindy Zhou, Expert, MBB practice, Knowledge Management



Over 11 years business consulting experience in telecom industry. Recent experience include:

- LTE marketing strategy design for US full service telcos
- Mobile broadband business case analysis for tens of leading global telcos
- MBB market intelligence analysis and business plan for 10+ competitive telcos
- FMC business strategy analysis and practice research
- CBP (Customer business partner) program management
- Business consulting knowledge management and toolkit development

Your trusted partner

1 Global insight & practice

Huawei has served more than 800 telcos in 160 countries, and has accumulated considerable experience and insights from hundreds of projects around the world. Based on the more than 150 consulting projects for over 120 telcos, Huawei keeps a fresh perspective on industry trends and best practice.

2 E2E consulting service

Huawei not only provides consulting in strategy and marketing, we also support the planning and implementation of joint innovation initiatives, solution integration, product commercial launch, and assist you to maximize the business value of network assets.

3 Professional consulting team

Headquartered in Shenzhen, China, with three global competence centers (UK, Singapore, Hong Kong), 16 regional offices, 26 joint innovation centers, and Consumer and Enterprise experience labs, we have considerable consulting resources available to assist clients. Our consultants are all industry-recognized, experienced professionals, employing systematic and objective methodologies and tools, and supported by more than ten global consulting firm partners.

4 Enduring and flexible consulting service

Aimed at strategic partners' business success, we offer enduring and flexible consulting services to ensure the achievement of results in the short, medium and long terms.

Satisfied Voices

“ The new Joint Business Innovation Center looks very promising for us. We think we will definitely benefit from working with players like Huawei. You are able to provide us with valuable insights on what is happening on the network, hardware, handset and tablet side. This is very valuable to us when we develop our roadmaps and offerings so that we can provide value for our clients. ”

“ We've worked together since last year on the business consulting... Huawei listened to our concerns and needs, and we found different ways with different priorities. Now we're entering into an agreement to get a new model. I can tell you that I feel very confident about the ways and focuses that have been given to this project. I truly believe that output can really meet the provided expectation, and Huawei now is a partner, not only a supplier... ”

Huawei Business Consulting Global Reach



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Collaboration Beyond Technologies



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