



## Establishing effective portfolio management and governance

Most incumbents no longer hold monopoly status in their telecom market. New entrants with lower overheads and minimal legacy equipment are able to compete and penetrate the market with lower price points. Some incumbents respond to the market changes by ‘rushing out’ new products and services in an ad-hoc way in any channel. Without a strong methodology for business case, market and portfolio planning, it is not surprising to see companies struggling to develop and maintain competitive portfolios.

### Challenge

Our client offers products in all telecommunications segments. They dominate in the fixed and ADSL markets. However, strong challengers started taking up market share in the mobile and wireless broadband segments.

Our client’s product price point is high and margin is being squeezed due to high OPEX. While the majority of proposed and existing products are responding at some level to market demands, there is not always a direct link between demand analysis, such as primary market research, and the product portfolio solution design.

### Solution

BT Telconsult designed a portfolio management framework to select the “best” strategic balance of risk, return and relationships to the overall development of a project or product portfolio in which to invest.

The Portfolio Management framework helps to ensure product strategy and project execution is always linked to the company’s business strategy with a structured methodology of prioritisation.

### Benefit

Our framework helped our client identify synergies and resolve conflicts between existing and proposed products and fully understand the implications of product lifecycle.

It provided our client with the ability to prioritise product launches, modifications and withdrawals based on the company’s business objectives, market requirements and return on investment.

### Offices worldwide

The services described in this publication are subject to availability and may be modified from time to time. Services and equipment are provided subject to British Telecommunications plc’s respective standard conditions of contract. Nothing in this publication forms any part of any contract.

British Telecommunications plc  
2007; Registered office: 81  
Newgate Street, London EC1A  
7AJ; Registered in England No:  
1800000

### About BT Telconsult

BT Telconsult is a global telecommunications management and technology consulting business with 30 years experience in providing consultancy services to fixed and mobile telecoms operators in over 90 countries.

We are part of BT Global Services and leverage BT’s experience and expertise as a 21C Next-Generation Communication Provider to help our clients overcome the challenges they face.

Our consultative practitioners have a deep understanding of how to address end-to-end business, technology and operational challenges using best practices and methodologies developed by BT to support your business transformation.

For more information please visit  
<http://bt-telconsult.com>