



Marketing Plan



Marketing Plan

Overview

MTS's Marketing Plan provides a complete assessment of the market, the relative position of all players, the opportunities of new product and new markets; as well as the specific marketing strategies required to improve your company's overall position.

The marketing plan goals and metrics are driven from your corporate goals and businesses plans and may include the following:

- Growth revenue
- Higher profitability
- Gain market share
- Strengthen customer relationship
- Strategic market initiatives

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Executive Summary

The executive summary presents the market strategies in the four key areas of penetration, diversification, product expansion and market expansion.

It also highlights the key aspects of the market analysis, the critical market initiatives and the primary goals for product management, market development, and market communications.

EXECUTIVE SUMMARY

Penetration

- Losing market share in Brazil, estimated at \$3M per year.
- ⇒ Open a branch office in Brazil, estimated ROI of 1 year and 20% CAGR from 2007-2010.
- Business performance in China is 23% lower than the market performance.
- ⇒ Create a joint venture with Shanghai-Bell, estimated ROI of 2 years and 50% CAGR from 2007-2010.

Market Expansion

- Eastern Europe is the region with the biggest growth for the next 3 years at 35% CAGR.
- ⇒ Expand in Eastern Europe, opening a branch office and creating sales incentives estimated at \$5M in 2007 and developing 5 targeted application notes in 2008. Estimated incremental forecast of \$5M in 2007 and 40% CAGR from 2007-2010.

Product Expansion

- Emerging market opportunities will realize due to the life span of the installed base.
- ⇒ Define the next generation product and its marketing programs for the replacement of the installed base.
- The wireline market presents the biggest opportunity due to a marginal penetration of COMPANY has lost 10% share to the competition.
- ⇒ Define a new product that captures the gap in the market vastly superior than the competition and create a new market segment.

Diversification

- Emerging potential market consolidation
- ⇒ Achieve diversification through the acquisition of VV7 or ABF, increasing total resources.

Market Strategy

Market strategies are defined in four areas based on the market conditions to increase penetration, expand the market, and expand the product or diversify.

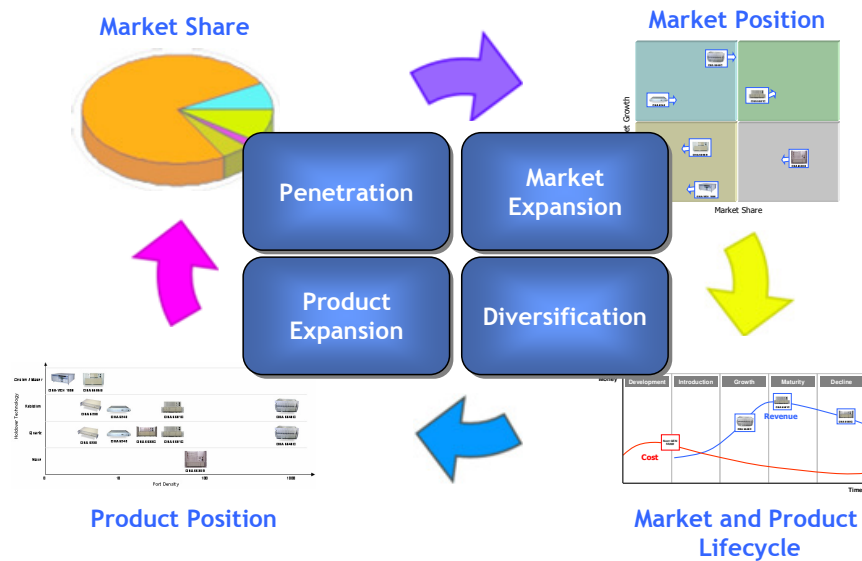


Figure 1. Marketing Strategy

Market Analysis

Market analysis provides a complete understanding of market conditions and trends as well as market characteristics, behavior, availability and share.

Market Indicators

Two key market drivers for the international telecom industry are:

1. Financial (revenue forecast)
2. Network (infrastructure forecast)

Revenue Forecast

The key market indicator for international telecom expansion is the revenue forecast by operator/region/country, since there is a direct correlation between an operator's capital investments and growth initiatives.

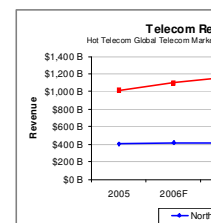
In addition to the industry revenues and capital expenditures, other key indicators are related to the network infrastructure, including the number of central offices or base stations by operator/region/country that gives insight into overall market size and availability.

GLOBAL TELECOM - REVENUE FORECAST

The international telecom market represents the biggest opportunity with 71 and it's estimated to grow faster than North America for the next 5 years with global telecom revenue.

Global telecom services revenue reached US\$1.4 trillion in 2005, representing 8.2% increase on 2004, and a slight slowing of growth (which was 9.4% between forecasted period to the end of 2010, growth is projected to slow to a five-year rate (CAGR) of 3.6%. [Ref. 1]

Regionally, the largest market remained North America, with revenues of US\$406 billion in 2005, representing 28.5% of world telecom service revenue. Western Europe and Asia followed closely behind with 27.6% and 25.6% respectively. Middle East and Africa (MEA) and Latin America continue to post the fastest growth worldwide, with forecasted 5-year revenue CAGRs of 11.8% and 9.0% respectively, followed by Asia with a CAGR of 6.0%. [Ref. 1]

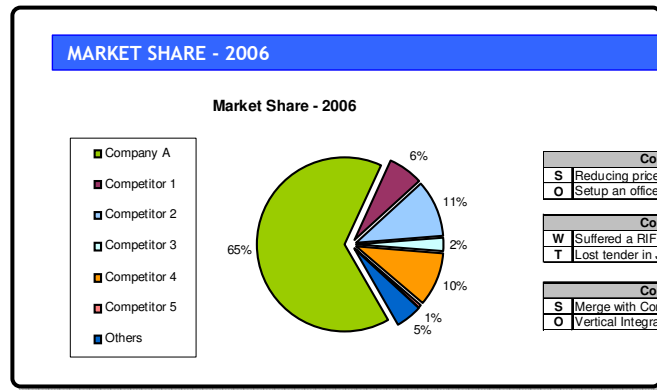


Total Available Market

The total available market takes into consideration the global customer base, the installed base, and market share as well as the market upsets driven by emerging technologies or product life cycles.

Market Share

Market share information provides a snapshot of the market participation. It includes different market players and also highlights any major change.



Market Conclusions

The market conclusion highlights the most important aspects of the market analysis.

Marketing Initiatives

The marketing plans follow the market strategy. It aligns with the market analysis, identifying main opportunities and defining key objectives and action plans, as well as the specific assumptions and critical success factors.

The key marketing areas considered include the following:

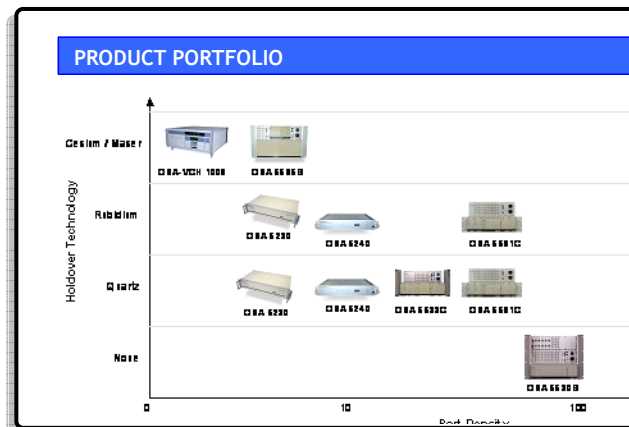
- **Product management** - consists of the market pulls and technologies relative to the current offering, competition and the product life cycle.
- **Market Development** - consists of programs and campaigns to create or increase demand or to strengthen customer relationships and leadership position.
- **Market Communications** - consists of all the outbound marketing initiatives to enhance your company's image and brand recognition.

Product Portfolio

The product portfolio positions the different product families against customer's preferred characteristics, including specific performances parameters and/or price.

It also maps the competitor's product relative to defined characteristics identifying market gaps that can potentially represent market opportunities or competitive differentiators.

Additionally, it identifies the products relative position against market demands in order to identify product overlaps which will lead to a potential product rationalization in order to improve operational efficiencies and better utilization of engineering resources.



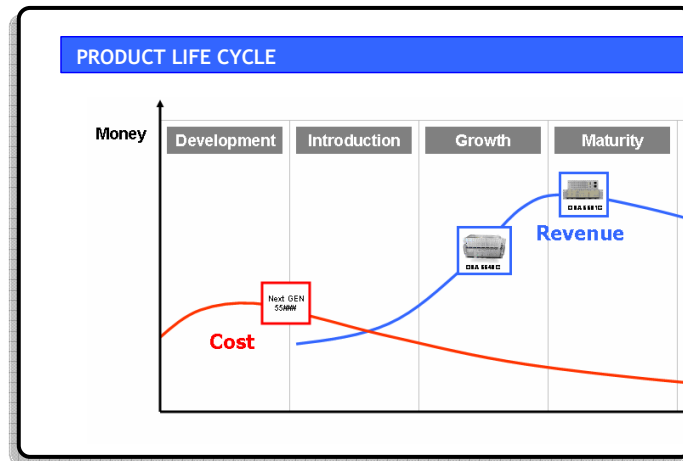
Product Management

Product management covers the key plans and strategies for the products based on the product portfolio, customer requirements and competitive position.

The primary responsibility is management of the product life cycle, which determines your company's position in the market place as well as the overall profitability.

Key product management areas include:

- Product life cycle analysis
- Revenue performance
- Product profitability
- Product manufacturability
- Product development process
- Product rationalization
- Product positioning
- Competitive analysis
- Price/performance ratios
- Product features and customer benefits
- Product localization



Market Development

Market development objectives include the following:

- Create demand
- Increase market share
- Enhance customer relationship

These objectives are achieved by a series of targeted campaigns that integrate specific customer aspects including business culture, market conditions and customer profile.

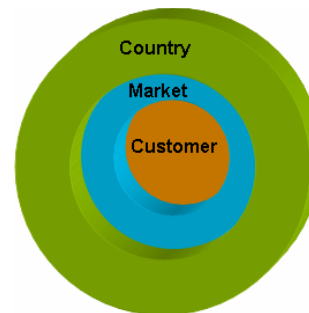


Figure 2. Market Development

Campaigns

Different strategies are explored based on the customer's perceived value, buying process, priorities and influencers; and are based on sustainable competitive advantages that create barriers of entry.

The campaigns are composed by a set of programs designed to increase sales, create demand and influence customers. These programs may be targeted to the sales force as incentives, to customers as promotions and to the industry as contributions.

- **Incentives.** Programs targeted to the sales force that may include, incremental compensation, awards and special recognition.
- **Promotions.** Programs targeted to customers they may include, discounts, additional services, bundles and preferable commercial conditions.

- **Contributions.** Programs targeted to the industry, primarily to the forums and standard bodies, and are developed through a market alliance.

Sales Tools

Inteleb™ defines sales tools based on your specific company profiles, as well as on the delivery method, which may include:

- Seminars
- On-site presentations
- Business case
- Case studies
- White papers
- Applications notes
- Demonstrations
- Field trials
- Product Approvals

Market Alliances

We help you explore potential partnerships with synergistic suppliers, which enhance the value proposition and increases the barrier of entry. Forms of partnership include:

- Join venture
- Co-marketing
- Distribution
- Representation
- Integration

Industry Leadership

International operators appreciate the importance of standards defined by international bodies including ITU and ETSI. It is necessary to identify the product's compliance with all the applicable standards.

Events

Inteleb™ provides a specific timeline of events for the defined campaigns or programs, including:

- Seminars
- Trade shows
- Speaking engagements
- On-site presentations
- Webinars

Competitive Strategies

Competitive strategies analyze different strategies being used by the major competitors and identify their strengths and weaknesses based on customer buying preferences.

Competitive Analysis

Competitive analysis gives a complete scope of your competition including their business structure, finances, sales strategies, product portfolio, installed base and SWOT.

COMPETITIVE ANALYSIS			
ABC	Strengths	Weaknesses	Importance
Company			
1 Company Reputation	✓✓✓		↑
2 Financials	✓		↔
3 Technology	✓✓		↔
4 Research and Development	✓		↑
5 Services and Support	✓		↔
Marketing			
6 Market Share		✕	↔
7 Customer References	✓✓		↑
8 Product Portfolio	✓✓✓		↑
9 Product Price		✕	↑
10 Product Performance	✓✓		↔
11 Product Quality	✓✓		↔
12 Market Communications		✕	↔
Manufacturing			
13 Manufacturing Costs		✕✕	↑
14 Ability to deliver on time	✓		↔

Selling Strategy

The identification of the selling strategies of each competitor are typically categorized in the following three disciplines:

- High performance
- Low cost
- Solution oriented

Product Portfolio

The product portfolio identifies the competitor's product portfolio against the company's products, highlighting gaps that may lead to potential opportunities or threats.

Installed Base

The installed base identifies the penetration rate in the target market as well as the product's life cycle and performance against current customer's requirements.

SWOT Analysis

The SWOT analysis gives a comprehensive understanding of your competition and identifies the best competitive strategies and tactics.

- **Strengths** - highlights the competitor's core competencies and their importance in specific markets.
- **Weaknesses** - highlights the competitor's limitations and their importance in specific markets.
- **Opportunities** - identifies potential opportunities the competition may be facing.
- **Threats** - identifies potential vulnerabilities that will adversely impact the competitor's business.

Market Intelligence

Explores different methods to obtain competitive information including:

- Public information: Web pages, press releases, SEC filings
- Tradeshows and/or events
- Customers (coach)
- Other competitors
- Suppliers