

## Outside-In View – External Company Fitness Check

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| <i>Year</i> | <i>Industry</i> | <i>Functional Area(s)</i> | <i>Type(s) of Service</i>            | <i>Case No</i> |
|-------------|-----------------|---------------------------|--------------------------------------|----------------|
| [year]      | Telecom         | - Strategic Marketing     | - Study, Research<br>- Expert Advice | 407            |

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### *The Client Company*

A Bosnian telecom operator, providing fixed, mobile, and internet services

### *The Client's Situation*

The client wanted to know how the company is positioned in comparison to the global telecoms industry in general and to the regional competition in particular. What is the perception in the market? Where are the company's perceived strengths and weaknesses? What should improve? What should change?

The company was looking for a neutral, outside-in view.

### *CSK's Assignment and the Approach*

CSK's task was to provide an overall analysis of the client's strengths, weaknesses, opportunities, and threats.

To ensure the picture is completely neutral and objective, CSK should use only publicly available sources and CSK benchmarks but no client internal materials.

In a first step, CSK screened all CSK internal data as well as the internet to collect comparative material about penetration, market shares, market structures, ARPU, offered services, and many more aspects.

In a second step, CSK used this data to determine the client's competitive position.

In a second step, CSK derived conclusions and recommendations for each analysed area.

### *The Result*

The conclusion was documented in a powerpoint presentation that was held at a strategy workshop with the top management and also to the Bosnian Telecom Minister.

