



# Business Consulting

## Telecommunications, Media and Technology (TMT)

### Innovation delivered

The Telecommunications, Media and Technology (TMT) sector plays a dominant part in the Irish and wider global economy. With increased regulation and competition, changing consumer preferences and saturated markets, executives can not afford to sit still. Diversified product offerings, world class customer services, revised distribution channels and strong digital strategies are the new 'normal' in a competitive environment that demands a greater focus on operational excellence, cyber security and business risk management.

### Our integrated range of services

At Grant Thornton we work with Irish and world leading TMT firms delivering a wide range of business consulting and other advisory services.



#### Strategic support

- customer value management;
- strategy development; and
- strategy adjustment.



#### Project and programme management

- lean transformation;
- finance transformation; and
- change management.



#### Operational excellence

- revenue assurance;
- Target Operating Model (TOM); and
- business process re-engineering



## Revenue assurance

Estimates of revenue leakage vary widely by sector and region, due to differences in scope, complexity of services, the maturity of the local environment and technologies and other specific market and regulatory factors. However, it is widely accepted that losses from leakage can impact an organisation by up to 5% of turnover and reduce EBITDA by up to 25%.

The Business Consulting TMT team help clients by identifying and implementing appropriate revenue assurance strategies, embedding effective controls, policies and specialist capabilities to provide assurance and tangible business value. We are experienced in conducting detailed reviews of client value chains using cutting edge analytic technology. Our extensive operational capability means we can provide honest, best practice based feedback on a client's maturity, highlighting the true underlying causes of the revenue leakage and provide guidance on what action is really needed to mitigate and prevent leakage moving forward.

## Customer value management

Shifts in consumption patterns, the drive for customer centric delivery, decreased customer loyalty and the increased cost of attracting customers are forcing TMT organisations to examine the value of their customers. Not all customers are profitable and by defining those that are and designing strategies that attract and retain those customers, TMT organisations can realise their competitive advantage.

At Grant Thornton, we work with leading TMT organisations to assist them in defining the 'right' customer and help them in designing strategies and processes that attract and retain this customer segment. We embed customer value management, across our clients end-to-end processes. We forensically link sales with customer service and customer churn to manage the customer base of our clients, thus ensuring they realise sustainable revenue growth in an engaging and customer driven fashion.

## Our dedicated TMT team

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