

To: Company X Limited

From: Rockwall Analytics

Subject: Teleco Operator Declining Profitability - STRATEGY CONSULTING

Date: January 10, 2021

Data Analysis

The processing and analysis of data and information

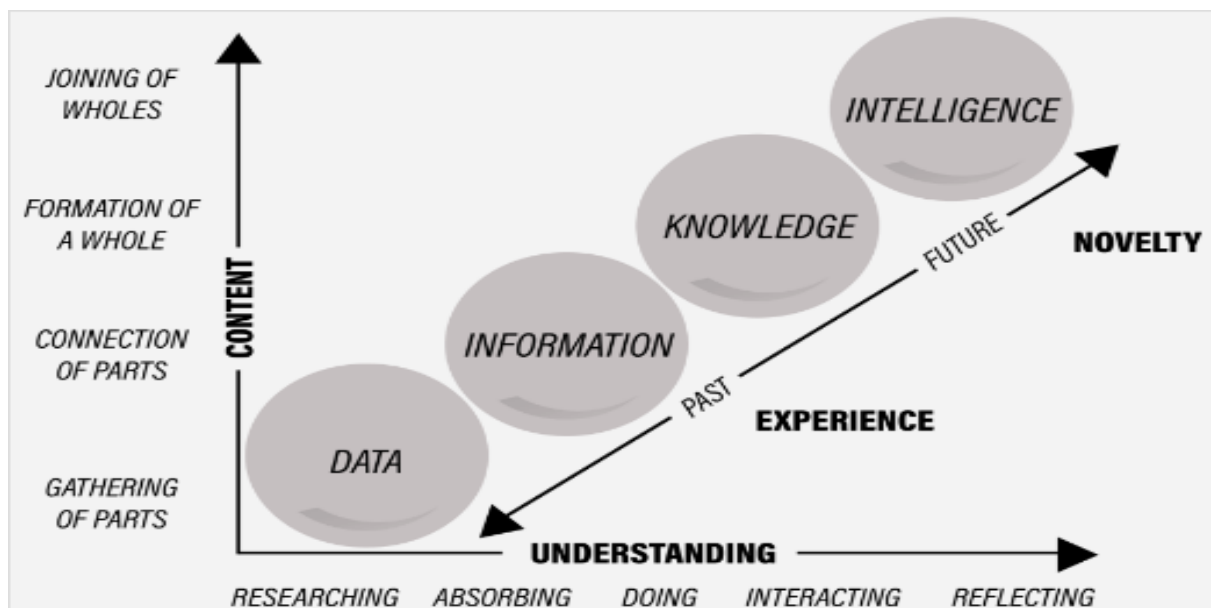


Figure 1: Rockwall Analytics - The key is taking our collection of facts, figures, statistics and other quantitative data points and organizing and interpreting the data to reveal patterns, tendencies and relationships

Additional Information

Research suggest that the handset leasing business model has potential and should be explored further. The Principal, Elisse, wants *Rockwall Analytics* to assess the potential impact of the handset leasing business on Co. X's financials by looking at the impact it has had in other markets

RESEARCH

One Research provided some financial data. The data suggest it is at a similar stage of development to Co. X's home market. There are 2 main operators who form an effective duopoly. Co. A launched handset leasing 2 years ago, but its competitor, Co. B, did not. This allows us to isolate the impact of handset leasing on profitability

ADDITIONAL INFORMATION

Elisse hands us a partially completed excel model and some financial statements from the 2 companies, and asks us to complete the analysis

Within the workbook, Elisse has also added in a guiding sheet for us to follow. There is also a list of technical terms that we may find useful in the resources

OUR TASK

Sub-Task 1:

To analyse the data from Company A and Company B to determine the impact of leasing hand-sets on financial performance. State and apply our assumptions, and identify the metrics we would use to perform a financial forecast for Company X

Sub-Task 2:

Apply the metrics and performance impacts we have identified to forecast the upside in terms of the key metrics for Company X. To do this, first assume that Company X will grow at industry average, then assume it will grow at the same rate as Company A, which introduced leasing. Comparing the 2 forecasts will allow us to calculate the net impact of leasing