

THE GENDREAU GROUP REVENUE STRATEGISTS

Delivering revenues, not just strategies, to companies worldwide since 1989.



We are **REVENUE STRATEGISTS**.

We help clients maximize revenues and increase the value of their businesses.

We specialize in:

- Partner and channel strategies that maximize revenues and reach
- Finding untapped revenues by repurposing existing products and technologies
- Revenue Strategies to help clients prepare for merger, sale, or acquisitions

Our clients are high tech and services firms located in the US and abroad.

We have been in business since 1989.

We are located in the San Diego area.

Research, Strategy and Collaboration Saved Subsidiary

STAR 21 Networks a.s. was founded in 2000 to provide broadband access services in The Czech Republic using FWA (fixed wireless access) technologies. Key investors in STAR 21 included Accenture, Dresdner Kleinwort Capital, Bechtel Group, IBM and GE Capital. In 2002 STAR 21's sister company STAR 21 GmbH in Germany was facing insolvency as a result of the global downturn in telecommunications and a near total collapse in the German market for alternative telecommunications providers. The investor group needed to know if its Czech investment faced similar problems or if the Czech market was different enough to allow the Czech property to survive, and if so, what its prospects might be. Following an initial attempt by the local team, senior management engaged The Gendreau Group to do in-depth market research and to lead the development of a revenue strategy and business plan.

Between mid-October and mid-December we coordinated and contributed to a major effort to understand the demographics and dynamics of the Czech market, and in collaboration with the local team, to develop a business and marketing strategy and plan. Work included:

- Identifying credible and affordable sources of market data and forecasts for The Czech Republic
- Analyzing the economic, demographic and telecommunications trends in The Czech Republic
- Working with local regulatory experts to understand the impact of licensing and other regulatory issues
- Sizing the total and addressable markets for broadband access and FWA in The Czech Republic
- Sizing STAR 21's accessible market given the total and addressable markets
- Evaluating competitors and comparing competitive technologies and strategies
- Determining the regional differences that would affect business plans and product roll-outs
- Determining go-to-market options that considered both wholesale, retail and regional options
- Identifying and qualifying potential partnership and market-appropriate go-to-market strategies
- Working with the local team in Prague to develop a doable go-to-market strategy and business plan
- Identifying pricing strategies, product packaging, and brand management options
- Identifying a rollout strategy that would minimize CAPEX expense while maximizing revenues
- Identifying market risks and mitigation strategies
- Developing budgets, organizational and staffing plans
- Determining a detailed set of key metrics by which to measure future activities and success
- Recommending reporting and control procedures

In mid-December of 2002, the plan for 2003 and beyond was presented to the investor and senior management team for final review. The plan was subsequently accepted and implemented.

2003 was a very successful year for STAR 21 a.s. Ultimately, credit for successful implementation of the market strategy developed in 2002 must go to the team in The Czech Republic. However, the market research and market strategy provided the essential foundations for the company's current success. In May 2004, the CEO of STAR 21 wrote: "STAR 21 Networks a.s. continues to have a dramatic increase in Sales." Signed sales contracts are up 62% and the number of installed CPEs (customer premise equipment) is up 31% in 2004. Unlike its less-fortunate German counterpart, STAR 21 a.s. has not only survived, but is thriving.

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