

Optimizing New Strategic Alliances in Emerging Markets

Multinational ICT companies hoping to develop innovative, relevant solutions for developing economies need a different lens to view strategic partnerships in those markets.

Strategic Partnerships Lead to Business Growth

As information and communications technology (ICT) reaches a point of commoditization and saturation in mature markets, successful ICT companies are turning their attention to new markets in developing countries. Many companies have learned, however, that the dynamics of these emerging markets demand a fresh look at all business practices, from market research to product design and partnerships.

One leading multinational IT company,¹ in pursuit of business growth in developing economies, sought to better understand and engage the essential market participants, including the *international development community*. The members of this community – non-government organizations (NGOs), multi-lateral and bi-lateral organizations, foundations and social venture groups – command a significant presence and role in these new target markets, and they influence how billions of dollars in development aid are allocated. These groups can provide private sector partners with valuable insights and on-the-ground experience for strategic planning and product development.

Converting Information into Actionable Data

The IT company engaged Vital Wave Consulting to provide them with a solid working knowledge of the international development community and actionable data and recommendations for building strong and focused relationships with community members.

While ample information about international development organizations is publicly available, turning this information into strategic business decisions requires critical analysis and customization.

Vital Wave Consulting first defined and segmented the diverse types of organizations within the development community. The company's analysts then filtered thousands of potential partners to propose key organizations in each

Key Benefits:

- Streamlined and customized a wide variety of market data to meet strategic and tactical needs of business managers and executives
- Developed an evaluation tool to assess the attractiveness of specific organizations for partnership
- Prioritized recommendations for strategic, cross-sector partnerships

¹ Vital Wave Consulting respects the confidentiality of its clients. Company and individual names have been omitted from this case study.

About Vital Wave Consulting

Vital Wave Consulting enables accelerated revenue growth in emerging markets through strategic consulting, market research and business intelligence. Clients include multinational corporations in the information technology and telecommunications industries.

segment that merited further investigation. Managers at the client company point out that Vital Wave Consulting helped them to understand the importance of the international development community to their business in emerging markets. Vital Wave identified the major players, defined their roles and their influence on IT spending, and explained how a multinational company and the development community can help each other pursue their respective goals.

Strategic Recommendations for New Alliances

Vital Wave Consulting produced an analysis of the international development community, illustrating its overall landscape, key sponsors and constituencies, as well as the interdependencies between its segments. This report:

- described the direct market size, funding flows and the influence of the development community on ICT policies and initiatives in emerging markets;
- included an action plan for approaching potential partners; and
- provided concrete recommendations for how to gain insights on relevant program- or geography-specific topics from development community members.

Vital Wave Consulting also created a customized evaluation tool to assess the attractiveness of specific development organizations for partnership. This tool provides a system for gauging and ranking organizations based on a thorough, multi-source analysis.

By applying the evaluation tool, along with deep experience and knowledge, Vital Wave consultants produced detailed profiles of 35 key NGOs, multilateral and bilateral organizations, foundations and social venture groups. Each profile included:

- the organization's history, leadership and key contact information;
- the main activities and geographic coverage of the organization, with a focus on their relationship to information technology (IT);
- estimated annual budgets, including IT expenditures; and
- summary recommendations for potential partnership.

These reports and profiles saved the client significant time and resources by pinpointing specific organizations and the particular value they could bring to a private sector partner. Vital Wave Consulting combined its understanding of the client's business goals with the objectives and dynamics of specific development organizations, thereby accelerating the establishment of new and valuable partnerships in developing countries.

Vital Wave Consulting provides business managers with a variety of services to illustrate the unique characteristics of emerging markets and to ensure that clients have a realistic and credible business plan before investing in new markets. The company consults with ICT corporations on a number of topics related to business growth in emerging markets, including business planning, forecasting and market intelligence.



Contact Information

101 Alma Street, Suite 908

Palo Alto, CA 94301

Phone: +(650) 321-3313

Fax: +(650) 644-0110

info@vitalwaveconsulting.com

www.vitalwaveconsulting.com