

patterns and, in so doing, are imposing challenges to both old and new business models on the suppliers.

Key questions:

- How does a global company enable individuals to create their own experience?
- Will the brand appearing on that experience be the manufacturer, the operator, the service provider, the social network or the user?
- Who gets paid and how does the money flow through the value chain?
“How are the people at the bottom of the pyramid to be engaged in a rich service environment?”

Summary of moderator’s statement

Moderator Ms Szarvas set the scene for discussions by quoting a sentence from industry commentators looking at telecommunication operators across the world. The days of robust mobile and fixed broadband subscription growth are over. With competition continuing at these high levels there’s real possibility that any uplift from new revenue drivers such as mobile data or bundled content or even new markets may end up just being competed away. This means new opportunities but at the same time challenges especially looking at the price.

Summary of debate

It was proposed that all service providers should evolve and develop a new business model which really satisfies the customer needs and requirements, and makes sure that they gain out of the globalization. Panelists affirmed a key need: companies have to think global and act local.

Alcatel-Lucent is taking advantage of the opportunity by having global volumes and global scales in what they do, executing their global strategy with local talent. One key piece of advice given was that companies need to make sure they leverage the benefits of global capability without losing contact with their market. All markets are local; all customers exist in their own society, community, workplace, family. If companies lose that link to that customer, they can not deliver the service the customer wants.