

IoT Revenue Growth Sprint

A 5-Week Executive Market Strategy Engagement for IoT CSPs and Ecosystem Players

In a highly competitive market with shifting dynamics, CSPs face a unique set of revenue growth challenges

1

Talking Technology, Not Outcomes

Proposals lead with coverage, latency and slicing. Enterprise buyers want cost reduction, uptime and risk mitigation.

2

The Low ARPU Trap

Much effort goes into highly contested NB-IoT and LTE-M connectivity, where margins are collapsing and connectivity is commoditizing.

3

Unfocused Use Case Selection

Product and sales effort is spread across too many use cases, with no evidence on which have real willingness to pay.

4

Long, Stalled Enterprise Sales Cycles

Sales teams often sell to IT, who hold no budget, rather than to the COO or CFO who own the operational problem.

5

Difficulty Pitching Complex Solutions

Sales reps can hit a wall with multi-year IoT solutions. They require playbooks, ROI tools and solid sector knowledge.

6

Margin Erosion from Weak Differentiation

Without a clear outcome story, deals are won on price, and discounting against rivals becomes the default.

IoT Revenue Growth Sprint: Maximize Commercial Success

These challenges require specific actions based on an analysis of market opportunity supported by a set of highly actionable outcomes.

The Revenue Sprint supports these exact goals.

Actions to Drive Growth

- ❖ **Outcomes translated into commercial advantages for the enterprise**
- ❖ **Identify High-ARPU Territory and make commercial decisions based on insight**
- ❖ **Select use-cases and vertical markets based on a realistic comparative assessment**
- ❖ **Find less-contested niches that have a strong commercial fit**

The IoT Revenue Growth Sprint

A 5-week Sprint based on our established Revenue Acceleration Framework, designed to find solutions to the unique revenue growth challenges faced by IoT CSPs

Bringing an external expert perspective to the analysis of market opportunity, challenging perceived barriers and roadblocks, and placing new potential sectors and markets in the spotlight

Working at pace with the client team to deliver a series of actionable workplans and roadmaps for them to prioritize and incorporate into in-depth implementation activities

The IoT Revenue Growth Sprint

A clear 5-week workplan built around your specific market growth objectives



Week 1: Discovery and Scope Definition

Outcome:

A definitive scope of work for the Revenue Sprint that:

- *Recognizes specific requirements for growth*
- *Acknowledges existing client experience and track record*
- *Sets guardrails to what is considered in scope*

THIS WEEK

TecFutures Introductions

The aims of the IoT Revenue Growth Sprint, TecFutures data assets that contribute to our analysis, our working style and the structure of a collaborative project. This is initially completed on site where practical. This will be prepared as a 'summary deck' that we can systematically reuse each time

Expert Views

The current market trends, revenue drivers, sources of change and uncertainty and disruption with a specific angle on how that creates opportunity

Stakeholder Discussions

The TecFutures-led discussion with revenue stakeholders to gather a range of internal views

Strategic Growth Aspirations

Discussion of revenue aspirations, ideal customer and IoT opportunity profiles, current and previous growth plans and their outcomes, perceived growth constraints. Review of organisational strengths

Week 2: Evolving Opportunities in Current Markets

Outcome:

A clear, evidence-backed view of the current and evolving enterprise demand and the impact of that on the existing portfolio and market position.

Actionable roadmaps to adjust how the existing portfolio is landing in target markets and drive the conversion of demand into revenue through portfolio and messaging adjustments.

THIS WEEK

Demand Mapping

Matching the existing propositions to market demand, especially in relation to historic sales success. Looking for market signals that can indicate demand evolution

Proposition Evolution

Where there is a real mismatch, analysing how in existing target markets the sales proposition itself can evolve to better match market requirements

Market Messaging Development

Assessing how the messaging aligns with enterprise 'language'. Assessment of how value is communicated, and what enterprises are looking for. Development of key messaging lines that can be built into existing collateral. Suggestions for leveraging specific use cases studies

Week 3: Effective Competitive Positioning

Outcome:

Development of a series of competitive market storylines and playbooks that can feed into sales and marketing collateral.

Identification of CSP competitors likely to be active in target markets allowing the development of themes for key strategic positioning.

THIS WEEK



Consistent Value-based Messaging

Supporting the development of differentiated playbooks that make your proposition very hard to replicate and very hard to ignore



CSP Competitive Benchmarking

Analysis of the competitive landscape to understand where there is competitive white and gray space, leveraging the proprietary TecFutures CSP Competitive Benchmark which shows how competing CSPs map onto segments, sectors and use case clusters.



Market Strategy

Out-thinking the competition in a crowded market – strategic positioning to dominate market conversations

Week 4: New Markets and Opportunities

Outcome:

Development of a comprehensive opportunity review process and scoring matrix that the client team can take on and adjust to match priorities that may change over time.

Outputs will include TecFutures own view on priority target opportunities.

THIS WEEK

🌀 Leveraging the ICP / IUP

Analyse and understand the implications of the client Ideal Customer Profile and Ideal Use Case Profile on new business to select and prioritize high match segments

🌀 Revenue Navigator Use Case Matrix

Analysis of use case characteristics leveraging the proprietary TecFutures Revenue Navigator Use Case Matrix which maps over 300 cellular enterprise IoT use cases -with 10+ revenue related, decision-grade metrics

🌀 Characteristics of Market Opportunity

Analyse opportunities in the light of broader commercial imperatives and organisational realities, avoiding saturated markets and zombie verticals (high volume / low growth /low ARPU)

🌀 Leveraging Opportunity Adjacency

Leverage existing wins and capabilities to sidestep into new opportunities without having to re-invent an entire go-to-market strategy

Week 5: Strategic Revenue Growth Roadmap

Outcome:

Growth roadmaps drawing together all three analytical stages - customized to fit client capabilities and provide a long-term revenue path that maximize the impact of existing experience and offer a roadmap to longer term revenue.

These will expose new possibilities and lines of analysis for the client team to consider.

THIS WEEK

Consolidation of Outputs

Drawing themes from all three stages into a broader coherent strategy plan

Onward Development

Developing frameworks to build deeper into the roadmap components

Team Review

Interactive review with the client team, Q&A, and next steps for the client team. Conducted on site where practical

Ongoing Support

One full day of consulting time available after Sprint completion to address follow up questions from the client team and to facilitate further interaction

What the Revenue Growth Sprint Unlocks

Three actionable strategic assets, tuned to specific revenue objectives

01

Opportunity Prioritization Matrix

A summary decision framework to help choose the best fit opportunities. Designed to be an active live document for ongoing use by the strategy team

02

Competitive Market Blueprints

Competitive positioning playbooks that emphasize leverage of white and grey space. Designed to allow proactive market positioning and messaging

03

Value-Based GTM Frameworks

A marketing and sales enablement blueprint shifting teams from price to business outcomes. Highlighting value, longevity and enterprise business growth

Reasons to Work with TecFutures

We map the opportunity, not just the market. We start from a position of depth

We focus exclusively on the challenge of IoT Revenue Growth, across the IoT ecosystem

Our engagements don't look like typical 'proposal-driven' consulting projects. We work collaboratively with clients to reach actionable results

You benefit from our expertise throughout: Senior track record from leading consultancies including Analysys Mason, KPMG, Gartner, Informa, the Economist Intelligence Unit

A First Class Track Record Built for Exactly this Type of Assignment



TecFutures' 'DNA' draws on experience from Gartner, IDC, Informa Tech, the Economist Intelligence Unit, Analysys Mason and KPMG - delivering decision-grade metrics for IoT CSPs and ecosystem players

Enterprise IoT Sales Strategy

European MNO: ICP, use-case analysis, and a repeatable sales enablement framework

Global IoT CSP Survey

75 IoT CSPs surveyed worldwide - executive insight and thought leadership on enterprise growth

Enterprise IoT Repositioning

Global MVNO – vertical market assessment and prioritization. Extensive opportunity analysis

Edge Localisation Briefing

Regional market briefings positioning Managed Edge as critical infrastructure for MNOs/CSPs





Reach out to see how TecFutures will add significant value to your IoT revenue growth strategy

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IoT Revenue Growth Sprint

Prepare for Effective Revenue Growth