

The specialist telecoms, media and technology consulting and training company



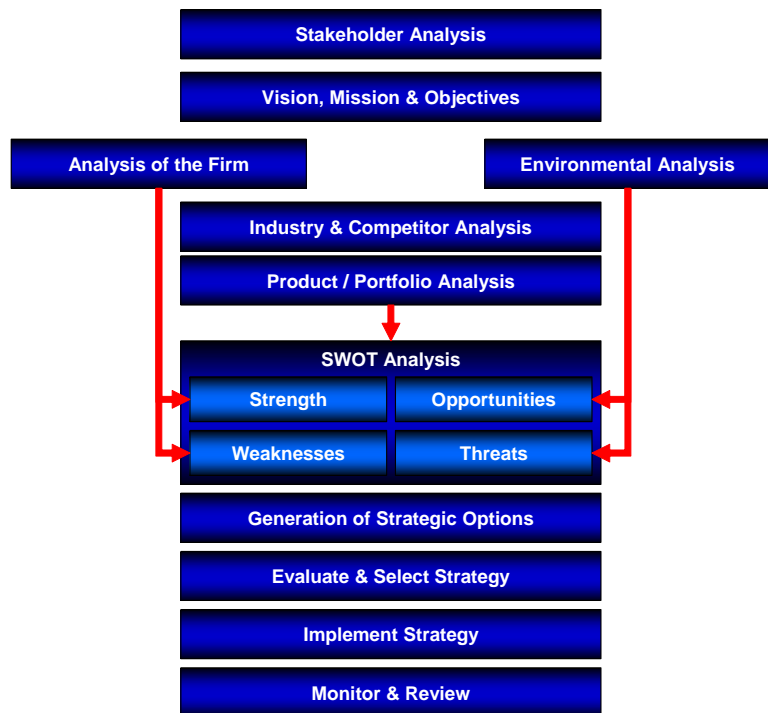
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**Strategic and Business Planning Support**

Coleago's approach to developing strategy and preparing business plans on behalf of clients involves the deployment of a standard business planning methodology. The real value that Coleago brings to clients is not the methodology per se, but the experience, in-depth industry knowledge and practical experience and insight that allow us to help clients develop plans that are capable of realising their vision or that provide reassurance and confidence to potential investors.



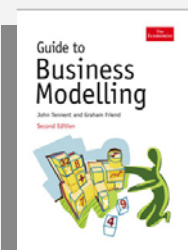
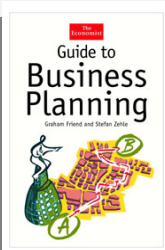
**Leading Industry Experts in Business Planning and Business Modelling**

Graham Friend and Stefan Zehle, the co-founders of Coleago, have co-authored two books for The Economist on Business Planning and Business Modelling.

Coleago only recruits seasoned, industry experts and most have in excess of 15 years experience and many more than 20 or 25 years. Clients are reassured that their business plan will be prepared by a leading industry expert rather a recently graduated and inexperienced MBA.

Coleago's consultants are also experts in financial business modelling and company and project valuations. Our business planning work is underpinned by a robust, "investor grade" financial model that provides the comfort needed by the potential financial investors in a new project.

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Our business planning experience is extensive. We have developed over 50 business plans to support telecommunication licence bids around the world. We have developed business plans and models to support acquisitions as well as reviewing existing plans as part of a Post Acquisition Integration strategy. Our experience and expertise cover all aspects of the communications sector including fixed, mobile, fixed wireless, cable and television. A sample of projects are provided below:

#### Satellite TV Channel

The client intended to set up a pan-Maghreb satellite TV channel. Coleago produced a complete channel design, including detailed programming schedules in order to reach the maximum target audience. The business relies on multiple revenue sources, including a significant interactive component. Coleago leveraged its cross functional media and telecoms expertise to optimise the business model. Coleago produced a detailed investment proposal, including a sample DVD, demonstrating the look and feel of the channel, as well as a complete set of financials and valuation.

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#### Broadband Wireless Internet Access Business Planning

A company with assets in broadcast and satellite distribution had acquired a licence to provide broadband Internet access services. The company was in the early stages of business planning. Coleago provided its Business Wireless Business Planning Model and advised on the key aspects of business planning. Coleago covered all aspects of marketing, including the service offering and pricing. The model produces a detailed quarterly 10 year forecast with full profit & loss account, balance sheet, cash flow statement and valuation. This enabled the client to get funding approved and start coverage roll-out. Coleago also trained client staff in the use of the model.

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#### Digital Cable TV Business Planning

A German cable TV operator sought to upgrade its network and offer digital pay-TV bouquets to existing analogue customers. Coleago prepared a detailed business model and business plan. The business plan was based on primary market research in Germany, an understanding of channel costs and channel packaging as well as international benchmarking. Coleago provided all inputs into the revenue and cost of sales calculations. The Excel based business model delivered by Coleago produces a 10 year forecast of subscribers, subscriptions to different thematic packages, revenue and TV channel costs.

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#### **Business Plan for TV Channel Factory**

The client, a cable TV operator, intended to work with TV channels to create a TV channel factory with the view to bringing down digital multi-channel pay TV cost. The channel factory would also enable new TV channels to come to market with a lower initial investment and benefit from lower operation costs. The channel factory would provide the latest facility for digital TV production including a SAN link to signal distribution via fibre and satellite. Coleago researched the market and put together a complete business plan and business plan model in Excel. Coleago also participated in investor presentations and partnership negotiations.

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#### **Weather and Traffic Channel**

A group of media investors in conjunction with an automobile club intended to launch a Weather and Traffic TV channel on digital cable and satellite multi-channel platforms. Coleago developed the business plan, including an Excel based business planning model. The model provides a ten year forecast, profit & loss account, balance sheet and cash flow statement on a quarterly and for later years annual basis. The model also provided a valuation and return of investment calculation for each partner. Coleago presented results and participated in negotiations. The model included a scenario manager which was used to analyse the impact of changes in key variables. As a result of the dependency of the business case on advertising revenue, Coleago advised that the risk of launching the channel in an environment characterised by a difficult advertising market would be too great. The investors decided to delay the project and avoided losing money in the downturn of the media market.

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