

Corporate Overview
October 2007



- ***Our company***
- Our approach
- Our intervention realms
- Industries we cover
- Our consultants
- Contact points



Our Company

- Econe Square is an audit and consulting company specialized in the measurement and control of companies' performance and aimed at giving the right focus on marketing, economic or financial issues to decision makers so as to facilitate the decision process.
- Thanks to a great expertise in quantitative evaluation methods, we intervene more specially on pricing optimization, cost control and valuation issues.
- These interventions are mostly done the telecommunications industry and, by extension, in all deregulated or deregulating industries.
- Through strong partnerships with other consulting and market studies companies, our intervention realm cover as well strategic missions as the setting-up of operational plans.

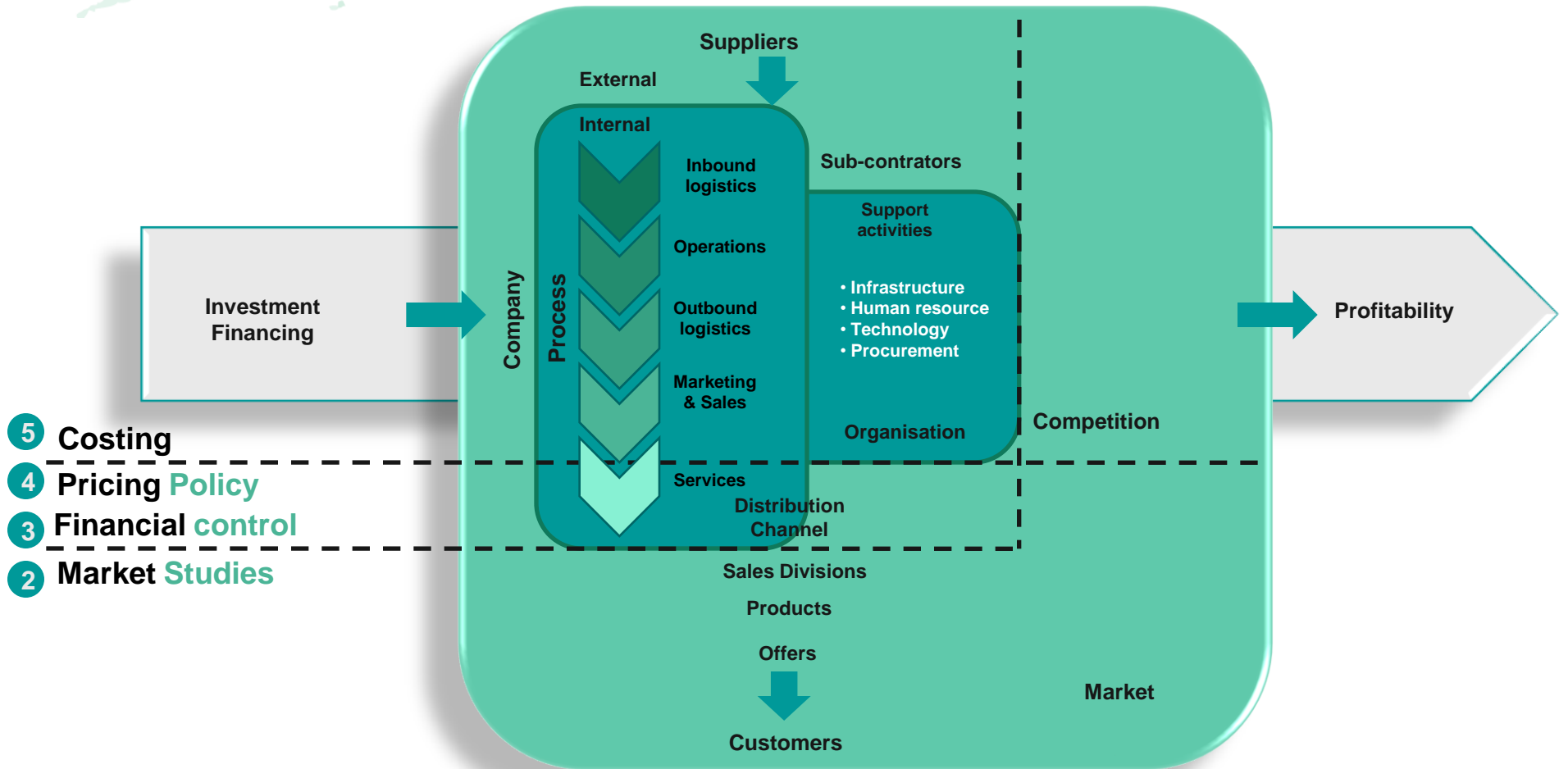


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An integrated approach

1 Strategic analyses



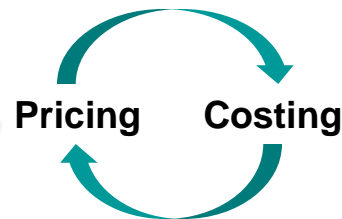


Pricing, Costing & Financial Control

Pricing Variables

- Industry maturity
- Competition intensity
- Product features
- Quality of Service
- Customers' Typology
- Distribution modes
- Costs Structure
- Type of decisions
- Acquisition versus retention
- Capacities / Stocks
- Geographical approach
- Time factor

Units



**Financial Control
& Performance
Management**

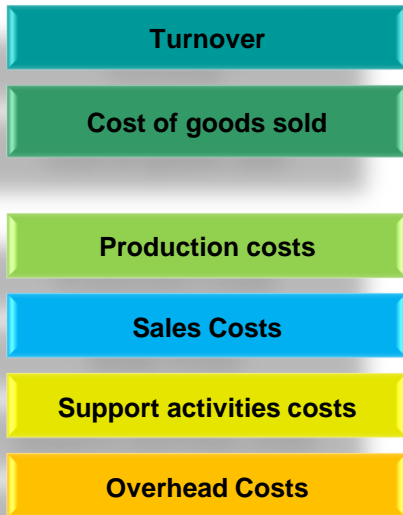
Costing Variables

- Expenses nature
- Type of investment
- Centres de profit / Centres de coût
- Production vs. Structure Costs
- Fixed, variables, half-variables costs
- Total, average or marginal costs
- direct, indirect, half-direct allocation
- Historical vs. forecast costs
- Present value vs. Capitalized value
- Oneshot versus. Recurring costs
- Bottom-up vs. Top-down approach
- Unitary costs
- LRIC, LRAIC



What economic focus ?

Accountancy Vision



Data processing



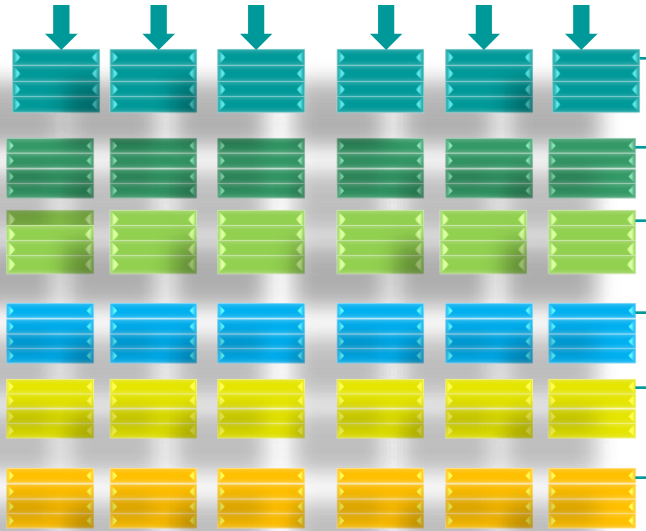
Cost Allocation

Process Allocation



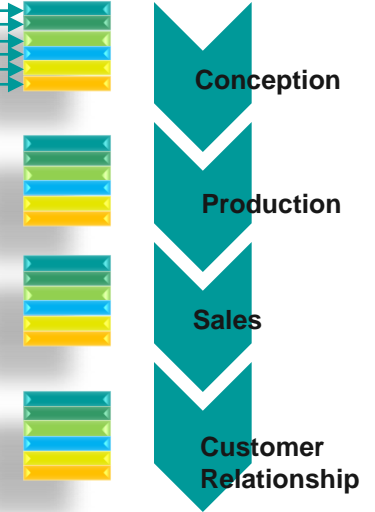
Product / Offer Allocation

Product / Offer Allocation



Profit & Loss per Product & Division

Process focus



Product Focus



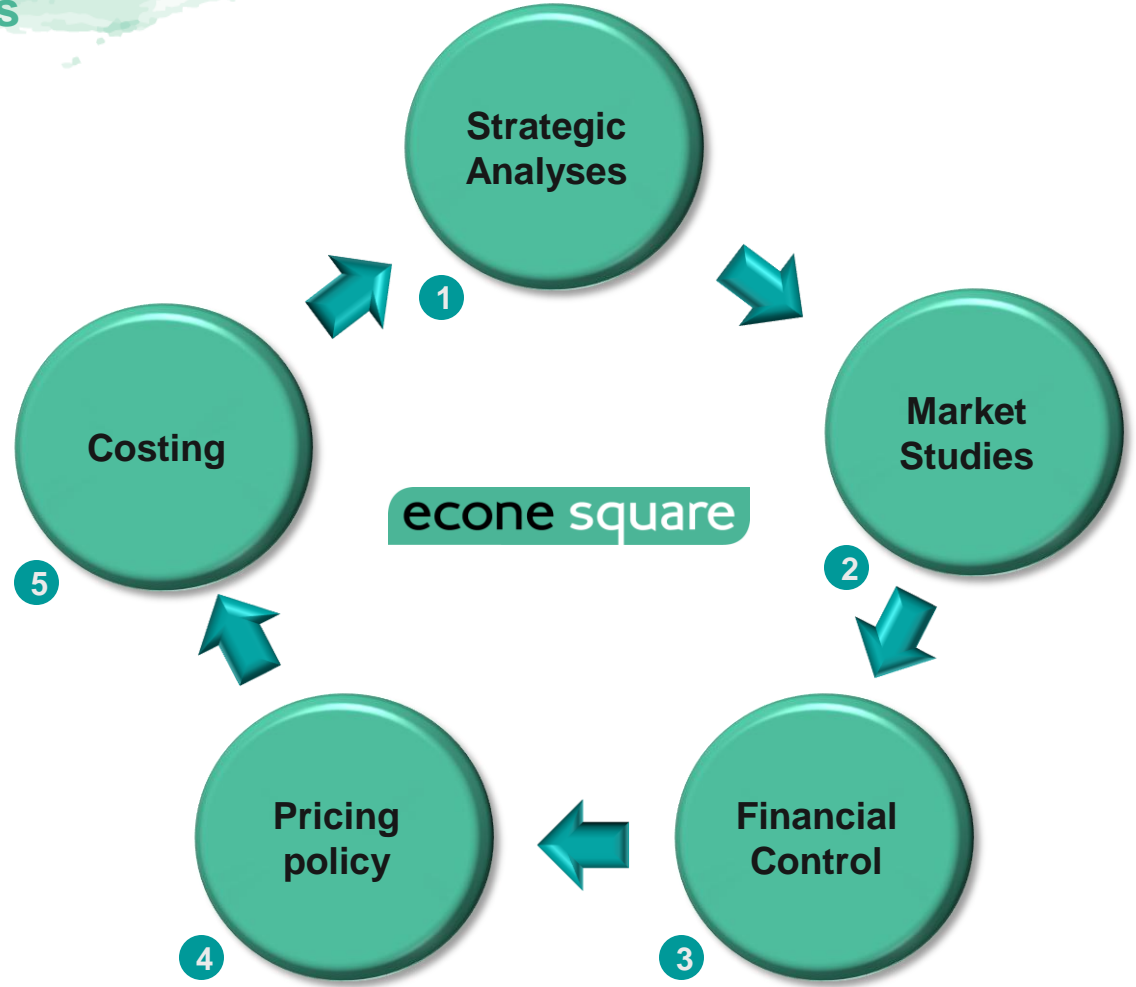
+ Dynamic vision



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Intervention realms





Strategic Analyses

Companies' Issues

- Working-out of a corporate or competitive strategy
- Strategic Segmentation and definition of Strategic Business Units
- Competitive analyse and determining of potential competitive advantages
- Strategic deployment modes
- Management of a balanced activities' portfolio
- Setting-up of a strategy oriented organisation
- Valuation issues

Answers brought by Econe Square

- Strategic Diagnosis and Planning
- Setting-up of strategic scoreboards
- Business plans, business models & business cases
- Elaboration of alternate or break scenarii
- Business Development
- Opportunities analyses
- Business Process audit & redesign





Market studies

Companies' Issues

- Analysis of regulatory frame
- Evaluation of potential market
- Customers' segmentation
- Competition analysis
- Price positioning
- Estimation of potential demand
- Technological evolutions
- Valuation of convergent markets

Answers brought by Econe Square

- Industries analysis
- Market Valuation (volumes, value)
- Marketing Segmentation
- Positioning & elasticity studies
- Economic modelling and Forecast
- Regulatory & technological watch
- Ad-hoc studies





Financial control

Companies' Issues

- Valuation of company & business units performance
- Identification of operating & profitability drivers
- Setting-up of performance control tool kits

Answers brought by Econe Square

- Economic & financial diagnosis
- Breaking-down of value chain & value creation measurements
- Setting-up of operating scoreboards
- Elaboration of key performance indicators
- Economic & financial modelling
- Profitability & risks analyses





Pricing Policy

Companies' Issues

- Organisation of Pricing function
- Redesign & optimisation of price lists
- Price positioning & competitive intensity
- Price adaptations to distribution channel
- Customers' portfolio price coherence
- Reduction of financial risks linked to a bad pricing policy
- Establishing of validation criteria for ad-hoc proposal

Answers brought by Econe Square

- Pricing strategy
- Customers' portfolio pricing management
- Positioning studies
- Price optimization
- Ad-hoc proposal Management
- Audit of price policy and processes
- Setting-up of an integrated tariff & prices management structure





Costing

Companies' Issues

- Product Cost Calculation
- Added Value Breaking-down & identification of profit and loss sources
- Determination of appropriate cost calculation for good decision taking
- Dynamic Cost calculation
- Establishing of a cost mastering and reduction policy

Answers brought by Econe Square

- Cost modelling (Top-down & Bottom-up approach)
- Setting-up of an unitary cost database
- Cost modelling audit
- Cost optimization missions
- Identification of cost-cutting levers
- Benchmarking
- Overhead cost-Cutting





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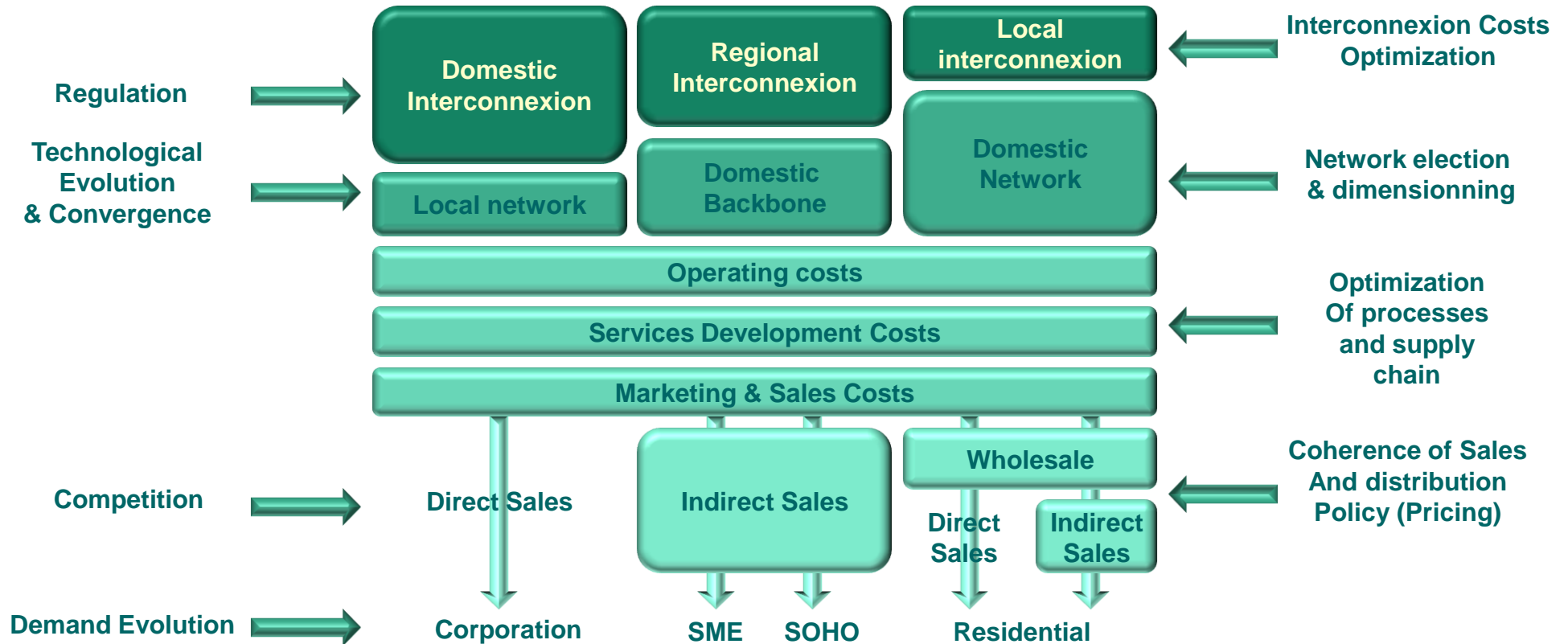




Telcos economics & Performance control

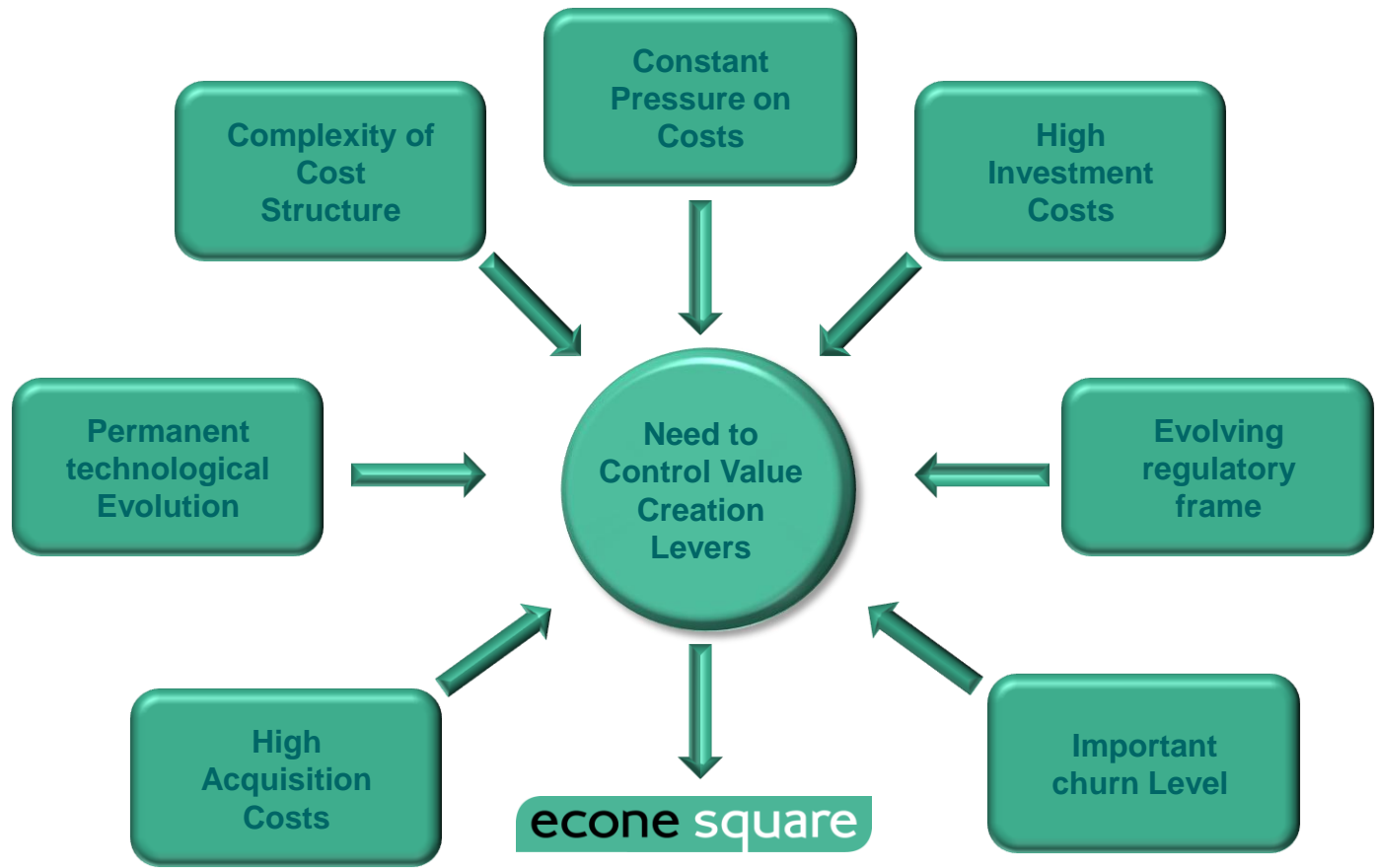
External factors

Internal factors





Common issues to deregulated industries

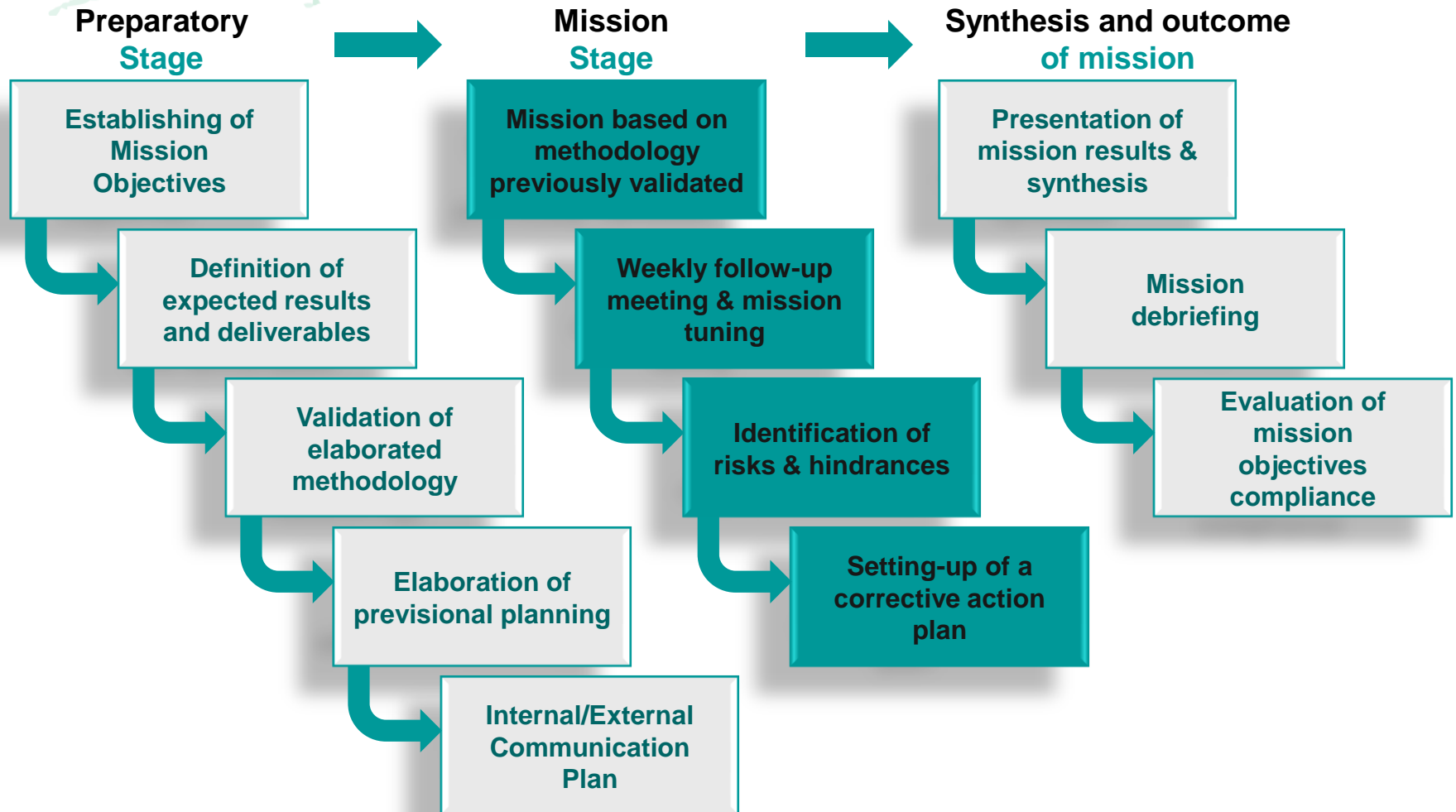




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Generic Methodology





Consultants profiles

- Open **mindfulness** & **listening capacity**
- **Competence** & **polyvalence** on economic and financial issues
- **Rigorous** & **synthetic** state of mind
- **Result-oriented analyses**
- Strong **adaptability** & **flexibility** due to our size



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How to contact us

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