

CompanyOthings (Pty) Ltd

***More About CompanyOthings - Driving Telecom
Strategy, Transformation and Growth***

MARCH 2025

Unlocking Sustainable Growth in Telecom

With over 30 years of combined experience in strategy, transformation, and growth across global telecom markets, CompanyOthings brings a powerful blend of operational expertise and financial acumen to the industry. We don't just create strategies—we execute and operationalize them to deliver tangible business outcomes and drive long-term success.

Our Impact in Telecommunications

Our leadership has transformed major telecom operators across Africa, the Middle East, and beyond. Our key achievements include:

1. **Expanded and Strengthened Vodacom's Market Presence** – Spearheaded strategic initiatives that drove market penetration and operational success in DRC, Mozambique, Lesotho, and Tanzania.
2. **Accelerated Growth for Vmobile (Now Airtel)** – Tripled the network capacity, subscriber base, and revenue in under a year, leading supplier contract negotiations and securing critical funding.
3. **Multi-Billion-Dollar Telecom Transformations** – Led large-scale programs, including LTE rollouts and full OSS/BSS digitization, to enhance efficiency and competitiveness.
4. **Scaling Networks & Driving Digital Innovation** – Expanded infrastructure and introduced cutting-edge digital solutions to increase market share.
5. **Seamless ISP-to-Mobile Operator Transition** – Integrated LTE networks and digital BSS/OSS platforms to establish full-service mobile operators.
6. **Customer Experience Overhaul** – Redefined customer journeys, streamlined processes, reduced service incidents, and optimized delivery models.
7. **Strategic Partnerships & Market Value Growth** – Secured high-impact partnerships and implemented revenue-sharing models, doubling market capitalization.

We understand the key drivers in the telecom industry and know how to balance profitability, efficiency, and long-term sustainability.

Our Core Services

We provide end-to-end strategic consulting for telecom operators, MVNOs, and investors. Our services include:

1. **Telecom Business Strategy, Transformation & Growth**
 - Market Positioning & Competitive Strategy
 - Revenue Optimization & Cost Reduction
 - Network Expansion & Digital Ecosystem Development
2. **M&A Target Evaluation, Analysis & Valuation**
 - Target Identification & Due Diligence
 - Valuation Modelling & Synergy Analysis
 - Post-Merger Integration Strategy

3. M&A Advisory

- Structuring & Negotiating Telecom Acquisitions
- Investor Readiness & Capital Raising
- Risk Assessment & Regulatory Compliance

4. Digital Transformation, Pricing Models & Market Entry

- Monetization of 5G, AI & Cloud-Based Telecom Services
- Innovative Pricing Models for Data & Voice Services
- Market Entry Strategy & Regulatory Navigation

Our deep industry expertise allows us to drive execution from strategy to full operationalization, ensuring sustainable results by focusing on four critical steps - shown in the visual below.

FOUR CRITICAL PILLARS FOR CREATING LONG TERM SUSTAINABLE SUCCESS



Flexible Engagement Models

We recognize that every business is unique. That's why we offer flexible contracting models tailored to your needs:

1. *Project-Based Consulting:* One-time engagements for specific strategic challenges.
2. *Retainer-Based Advisory:* Ongoing, hands-on support for long-term strategic impact.
3. *Workshops & Executive Training:* Telecom-focused education for leadership teams.

This flexibility ensures that telecom operators, investors, and stakeholders can engage with us in a way that aligns with their priorities and capacity.

Our Customer-Centric Process

At CompanyOthings, our strategies are built on a deep understanding of your customers' needs, wants, and preferences. We begin by analysing your industry, competition, and competitor behaviours, then design and financially model a strategy to achieve the best sustainable results. Our process includes:

1. *Defining the Offerings:*
 - Identify and configure products and services to directly address customer needs.
 - Clarify technical requirements, skill sets, and costs to ensure organizational alignment.

2. Optimizing Revenue Contribution:

- Evaluate feasibility and market performance to focus on revenue and cost per product/service.
- Optimize revenue contribution at both product and strategic levels.

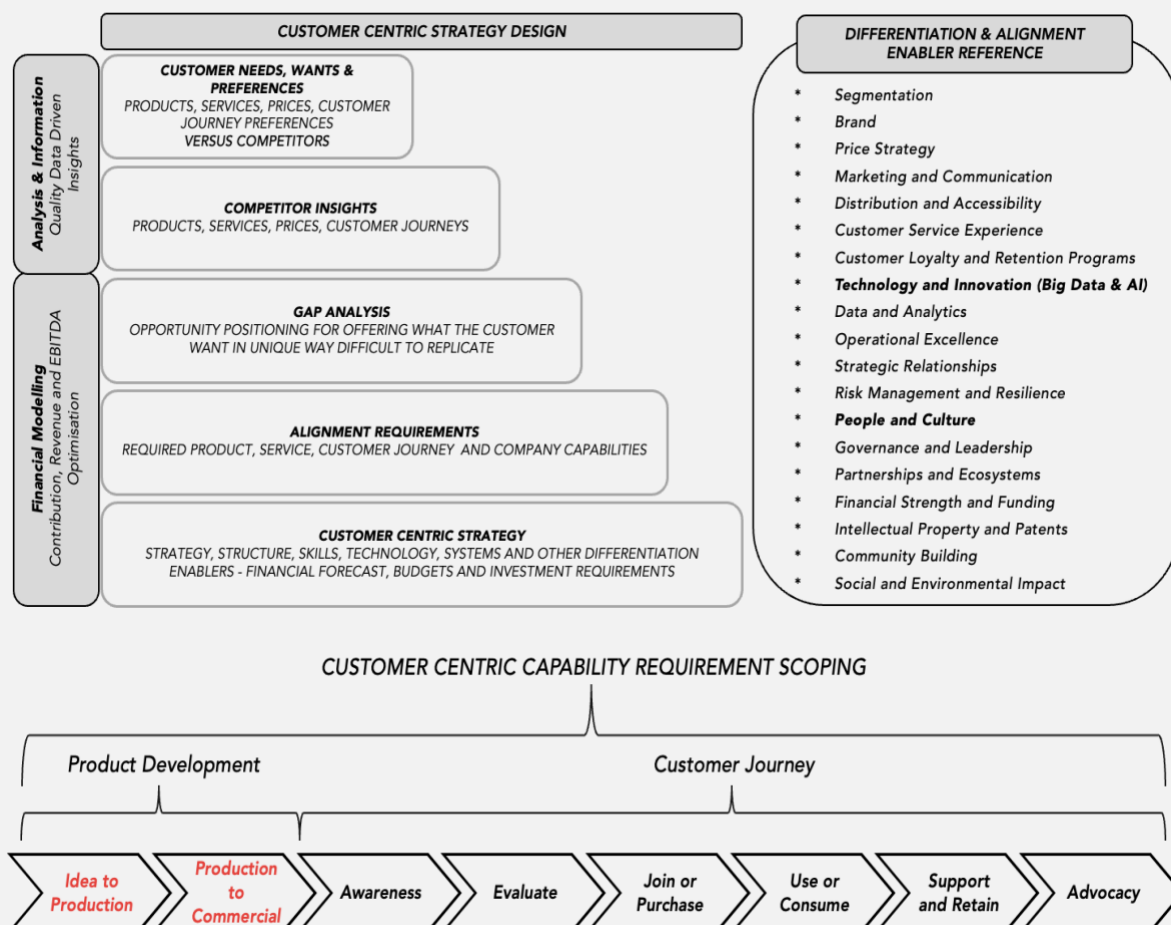
3. Streamlining Operational Systems & Processes:

- Map and analyse the customer journey in detail to reflect customer preferences.
- Streamline operational and business support processes to enhance efficiency and drive measurable results.

4. Finalizing Overheads & Maximizing EBITDA:

- Refine operational costs and administrative overheads to achieve EBITDA optimization.
- Combine revenue maximization with cost efficiency to ensure profitability and sustainability.

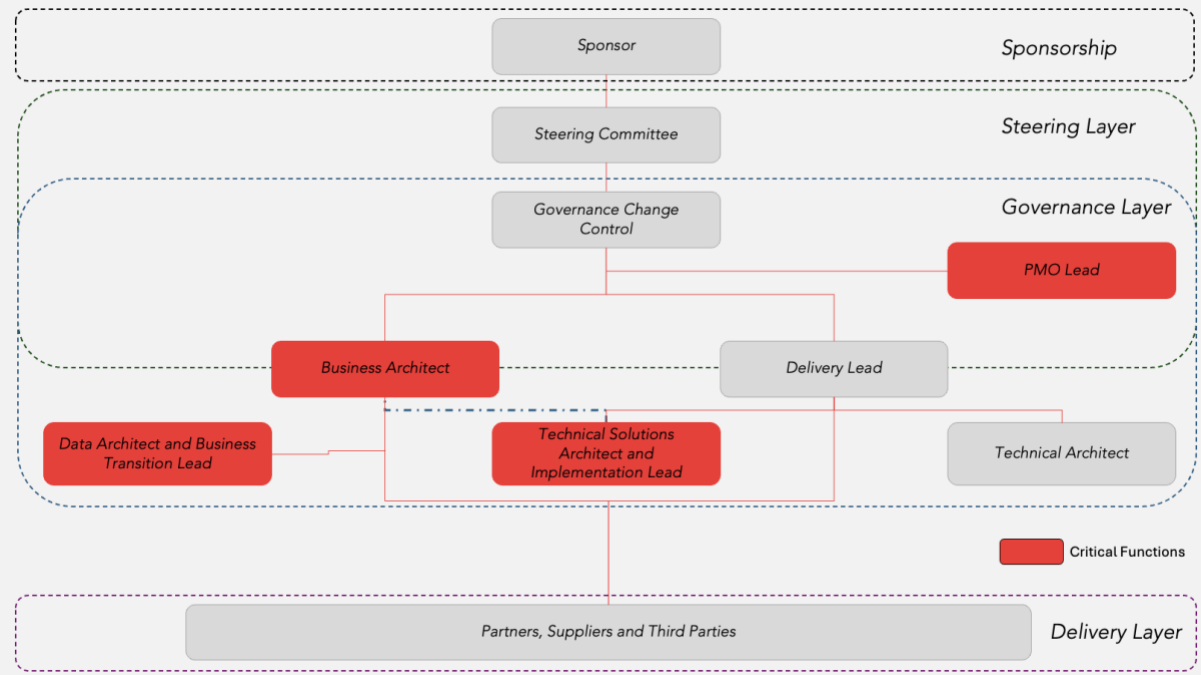
At CompanyOthings, we don't just develop strategies—**we bring them to life**. Every step of our approach creates a dynamic framework that drives long-term growth and profitability.



What Sets Us Apart

1. **Industry Expertise:** Deep understanding of the entire telecom value chain.

2. *Proven Track Record: Success in scaling operations, executing turnarounds, and driving telecom M&A.*
3. *Execution Excellence: Full ownership of deliverables, timelines, resources, and governance.*
4. *Risk Management & Governance: Identifying critical paths, mitigating risks, and ensuring compliance. Our Governance Framework is shown in the visual below.*



Let's Transform Your Telecom Business

Ready to translate strategy into action and gain long-term differentiation?
Get in touch today to explore how CompanyOthings can unlock your full potential.

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How Would You Like to Engage with Us?

1. *Project-Based Consulting:*
Need a targeted solution for a specific strategic challenge?
Let's discuss your project → <https://coot.co.za/#contact>
2. *Retainer-Based Advisory:*
Looking for ongoing strategic support and telecom market insights?
Secure your strategic advantage → <https://coot.co.za/#contact>
3. *Executive Training & Workshops:*
Want to empower your leadership team with industry-leading telecom insights?
Request a custom workshop → <https://coot.co.za/#contact>

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