

- ③ **Background:** a **leading international telecom operator**, not present in Spain, wanted to evaluate the operational structure of the most important operators in Spain

- ③ **Assignment:** BCS analyzed configuration of the sales channels of the Spanish operators and studied their strategies to gain and retain clients
 - Carried out phone and face-to-face interviews with commercial representatives of the major telecom services companies as well as independent distributors
 - Identified and analyzed the product/solutions offering of each operator
 - Analyzed the competitive positioning of each player by studying the development of each sales channel (sales force, stores network, phone sales, online channel)
 - Assessed the different strategies for gain and retain clients
 - Recommended the most attractive way to enter the market

- ③ **Result:** the client is currently evaluating a possible entry in the Spanish market

