



**Profile
2017**

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1. Who we are?

The Competitive Intelligence Unit, S.C. is a strategic consulting firm specialized in the Information and Communications Technologies (ICT) business, regulation and Cultural Industries founded by its General Director, Ernesto Piedras (epiedras@the-ciu.net).

Additionally, The CIU coordinates and supervises market research with qualitative and quantitative techniques to identify behaviors, necessities and expectations of customers for their later application on the development of fiscal policy, competitive strategies, market segmentation, cost reduction, positioning, demand analysis, market trends and financial analysis of Telecommunication and IT companies. Regarding Cultural Industries, The CIU undertakes economic analysis of the creativity-based economy and supports the design and implementation of national, state and municipal public politics as well.

Relying on proprietary models of analysis and multinational human capital has allowed the company to successfully develop projects in Mexico and other regions around the world, such as the United States of America, Latin America, Western Europe and Asia. Our global approach considers the interdependence and communication vessels between other markets, as well.

In the regulatory arena, we have developed studies and specific thematic strategies that have been translated into concrete results for regulatory improvement, in diverse segments of the sector, such as mobile, fixed, pay TV and Internet. In 2003-2004, The CIU was designated as the Technical Auditor for Cofetel's first Audit of Performance (Cuenta de la Hacienda Pública, 2002) presented to the LIX Legislature of the H. Cámara de Diputados, by the Superior Audit of the Federation. He has also participated as Substitute Social Witness for different public auctions such as the one designated by Transparencia Mexicana for the Trunking and PCS spectrum auctions in 2004.

On several occasions, regulatory organizations have asked The Competitive Intelligence Unit to produce economic opinions in different subjects such as Interconnection Plans, Economic Value of Cultural Industries, Consolidation of Local Service Areas, Price Caps, etc.

The Competitive Intelligence Unit, S.C. is formed by an experienced and multidisciplinary team of professionals, approximately 40 full time members: economists, lawyers, engineers, business specialists and professionals of complementary areas with world-wide experience in the industry, government, regulatory institutions, academy and consultancy that accumulate an approximate of twenty years of experience in the analysis of the ICT market.

2. Media Presence

The Competitive Intelligence Unit, S.C. is an opinion leader in matters of Information and Communications Technologies, mentioned regularly in different mass media.

Headliner since 2003, of the weekly radio capsule on TIC, in the radio morning news of Oscar Mario Beteta, in Radio Fórmula, 103.3 FM.

Collaborator of “Economía de Mercado” with Enrique Campos on “Foro TV”. Headliner of the informative section on telecommunications of “Informativo 40”, televised newscast on Channel “Proyecto 40”.

Collaborates in “Este País” magazine, “Expansion”, “Red” and “Boletín Canieti”, as well as with the weekly column “Inteligencia Competitiva” the national newspaper “El Economista”, HomoTelecom in national newspaper “El Semanario”, besides occasional participations in other publications. Member of the Editorial Board of the Businesses Section of the “Reforma” newspaper, for the periods 2006-2007, 2007-2008 and 2008-2009.

3. Consulting & Marketing Research

The Competitive Intelligence Unit, S.C. is the only consulting firm specialized in the strategic analysis and market research for Mexico's Telecommunications sector, which offers a menu of custom services to the client's characteristics and needs, from consultation in specific subjects, such as evaluation of opportunities and threats, as well as designing and implementing market research studies.

The CIU disposes of its own marketing department that produces a continuous of quantitative and qualitative information, describing the consumers' profile for Mobile and Fixed Telephony, Internet, Pay TV, purchasing power and the services acquisition, their opinion in terms of customer services, competition, price and coverage, among others.

The strength of the market research agency is based on an interdisciplinary team of professionals, with wide experience in the analysis of the telecommunications industry, as well as Marketing and Publicity interns from different Universities in Mexico.

This allows The CIU to have a broad spectrum of information to design appropriate strategies, in line with the industry's requirements, backed by an effective research to aide in the institutions and firms' decision making.

4. Some of Our Work

Among our major studies and analysis include:

Public Sector

- Technical and Economic Advice for the Special Commission of Digital Access in the Development of the Federal Budget in order to consolidate, integrate and use transparently resources devoted to increase digital access
- Technical and Economic Advice to the Chamber of Deputies in the Commission of Radio and Television
- Technical and Economic Advice to the Chamber of Deputies in the Commission of Science and Technology
- Technical and Economic Advice to the Chamber of Deputies in the Commission of Communications
- Technical and Economic Advice to the Chamber of Deputies in the Commission the Special Commission Digital Agenda and Information Technology
- Analysis on the feasibility of promoting actions to incentivize the use of International Roaming Voice and Data in Latin America
- Analyzed the negative impacts of the Special Tax on Production and Services (IEPS) in telecommunications in order to the Special Commission Digital Agenda and Information Technology promote the elimination of this tax
- Part of the Advisory Board of COFETEL
- Advisory for the transition team in order to develop the agenda in telecommunications of the federal government
- Collaboration with the Special Commission of Digital Access in a set of insights of the telecommunications industry for developing public policies in order to achieve the full potential of ICT in Mexico
- Technical Economic Audit for the Telecommunication Regulatory Bodies
- Telecommunications Licensing Valuation
- The regulation in Mexico as a mean for reducing the Digital Divide: Pending Agenda
- Regulation of New Technologies for Wellbeing and Competitiveness in Mexico

- Social Witness in Spectrum Bidding Process
- Social Witness Process Equipment Technology in Public Sector
- Economic Expert on judgments regarding Contracts, and Other Interconnection Fees
- Economic Opinion on Impact of Fundamental Technical Plan of Interconnection and Interoperability

Economic

- Impact of International Roaming Voice and Data in Latin America
- Intellectual Property, Sizing its Economic and Social Impacts in Mexico
- Macroeconomic Models for Estimating Net Adds Mobile Equipment
- Price Elasticity of the Mobile Telephony Demand
- Inferences about Determinants of the Mobile Telephony Demand, Mexico, 1999-2004
- Strategic Analysis System Market: Breakdown of Supply and Demand
- Best Market Segmentation and its Impact on Growth
- Segmentation and Analysis Database and Market Prospects of mass market customers and Business
 - Market Trends
 - Identification of Segments of high consumption and Permanence, etc.

Strategic

- Strategic Analysis on Mexican Wireless Builds Market
- Strategic Analyses of the Telecommunications Market
- Engineering of Strategies for the Consolidation of New Generation Business in Telecommunications
- Business Corporate Restructuring for Business in Telecommunications
- Monitoring Contact Center for the Development Marketing Strategies
- Strategic Analysis of Competition in the Market for VPN's
- Business Plan for Telecommunications Services Delivery On Optic Fiber Network
- Business Opportunity Analysis
- Business Impact and Traffic Trends with the program "CPP"
- Segmentation by Sector, City and Economic Unit Size
- Strategies for Fixed Telecommunications in the Brazilian Market

- Strategic Analysis in the Mexican telecommunications market
- Mobile Market: Demand Analysis of Antennas for Operators Transmission Competitors
- Strategic Analysis of Specific aspects of the Mexican market for Infrastructure Developers
- Market Analysis Applications Service Providers (ASP's) in Canada
- Business Pan and Marketing for Mexico and Various Countries
- Market and regulation for pay television
- Business Monitoring and Mobile Market Specific Products:
 - QoS,
 - Points of Sale
 - Coverage
- Consulting Telecommunications Market Development and Brand Positioning in Mexico
- Number Portability: Mobile-Migration Analysis Between Mobile Business Segment

5. Some of Our Clients

The Competitive Intelligence Unit, S.C. has had the privilege to work with diverse companies, at a national and international level, within different branches of the Information and Communications Technologies industry such as:

IT & Telecommunications	Others
<ul style="list-style-type: none"> • Motorola • Nokia • Nokia Siemens • RIM/Blackberry • Sony • Sony Ericsson • Intel • Kaseya • Microsoft • NEC • Qualcomm • Alcatel-Lucent • UTStarcom • Kodiak • Iusacell • Telefónica Movistar • Unefon • Alestra • Avantel • Embratel • Auditoria Superior de la Federación de la Federación de la Cámara de Diputados • Alo Digital-TeraCom • Beacon Power (EUA) • Comisión Federal de Electricidad (CFE) • Comisión Federal de Telecomunicaciones • FCT Dominicana (República Dominicana) • Go-To (Satmex) • Grupo Salinas • INETO Internacional • INNOVATI • Medcom Satellites • Mindshare México • Nextwave Wireless • Regulatel • Others 	<ul style="list-style-type: none"> • Consejo Nacional para la Cultura y las Artes (CONACULTA) • Educativa • Embassy of The United States • FEMSA • Gobierno del Distrito Federal (GDF) • Gobierno del Estado de Chihuahua • Gobierno de la República de Guatemala • Institute of the Americas • Instituto Latinoamericano de Comunicación (ILCE) • Inter-American Development Bank (IADB) • Kellogg's • Marketing Group • Mexpost • Organización de Estados Iberoamericanos (OEI) • Secretaría de Educación Pública (SEP) • Servicio Postal Mexicano (SEPOMEX) • Shop & Check • Signum Research • Sistema de Administración Tributaria (SAT) de la SHCP • Televisa • The Edwards Group • The Embassy of Canada • The World Bank • UNAM • United Nations Conference on Trade and Development (UNCTAD) • United Nations Educational, Scientific and Cultural Organization (UNESCO) • WIPO • Others