
Contents

Acknowledgments	vii
Introduction	ix
About the Author	xiii
PART I: TECHNOLOGY	
1 The Strange Death of Broadband ISDN	3
2 The Next-Generation Network and IMS	13
3 The Next-Generation Network and TV	51
4 The Next-Generation Network and IT Systems	73
PART II: TRANSFORMATION	
5 Bureaucracy and Treacle	93
6 Telecoms Market Structure	109
7 Choosing the Right People	119
8 Case Study: A Transformation Program	139
PART III: BUSINESS AND TECHNOLOGY ISSUES	
9 Worrying about Skype	155
10 Spectrum Auctions	169
11 The Trial of Rete Populi	185
12 Machines Who Talk	207
PART IV: BUSINESS STRATEGIES	
13 NGN Strategies for Incumbents	225
14 NGN Strategies for Alternative Network Operators	241

15 NGN Strategies for Capturing the Consumer Market 263

16 Conclusions..... 277

 Glossary 281

 Index 291