TABLE OF CONTENTS

LIST OF FIGURES

I. RANKING AND COMPETITIVE EVALUATION

1.1 Major Findings
1.2 Incumbent Vendor Technology Visionaries: Shaping the Future of Telecom
1.3 Vendor Rankings
1.4 Key Finding: Timing Is Everything
1.5 Key Finding: Shared Visions of Infrastructure Convergence
1.6 Vendors’ Top Strengths and Weaknesses
1.7 Market Threats and Competitor Opportunities
1.8 Feedback From 50 Service Providers: A Sounding Board for Evaluation
1.9 Conclusion

II. SHARED NETWORK VISION

2.1 Converged Network Architecture
2.2 Marketing Versus Reality
2.3 Do Service Providers Buy Into the CNI Vision?
2.4 Service Provider Concerns

III. VENDOR BUSINESS AND TECHNOLOGY STRATEGIES

3.1 Alcatel SA
Business Strategy
Technology Strategy
- Broadband as a Force Multiplier
- The Alcatel Packet Portfolio
- The Value of Captive Customers
- Enterprise Paradox
Strengths
Weaknesses
Competitors’ Opportunity
Heavy Reading’s Assessment and Rating of Alcatel

3.2 Cisco Systems Inc.
Business Strategy
Technology Strategy
- Cisco’s ATM to MPLS Migration Strategy
- Scenario 1: Interconnection of ATM Islands (271 Relief)
- Scenario 2: ATM Service Migration
- Billing in the Converged Network
Strengths
Weaknesses
Competitors’ Opportunity
Heavy Reading’s Assessment and Rating of Cisco

3.3 Lucent Technologies Inc.
Business Strategy
Technology Strategy
- What about Bell Labs?
- The Rise and Fall of the TMX 880
- The Life and Death of SpringTide
What, No IP?

Strengths
Weaknesses
Competitors’ Opportunity

Heavy Reading’s Assessment and Rating of Lucent

Marconi Corp. plc

3.4

Business Strategy
Technology Strategy
- Packet Core Convergence: The BXR 48000
- Range of Options for SSAF

Strengths
Weaknesses
Competitors’ Opportunity

Heavy Reading’s Assessment and Rating of Marconi Corp.

Nortel Networks Corp.

3.5

Business Strategy
Technology Strategy
- Why Does Nortel Have Such problems With Routers?

Strengths
Weaknesses
Competitors’ Opportunity

Heavy Reading’s Assessment and Rating of Nortel

Siemens Information and Communications Networks Inc.

3.6

Business Strategy
Technology Strategy
- Next-Generation Network Focus

Strengths
Weaknesses
Competitors’ Opportunity

Heavy Reading’s Assessment and Rating of Siemens

IV. CTO INTERVIEWS

4.1 Niel Ransom, CTO of Alcatel
4.2 Mike Volpi, Senior VP and GM of Cisco’s Routing Technology Group
4.3 Bill O’Shea, CTO/EVP of Corporate Strategy & Marketing of Lucent; President of Bell Labs
4.4 John Cunliffe, VP of Network Strategy for Marconi
4.5 Greg Mumford, CTO of Nortel
4.6 Perry Kamel, Senior VP of the NGN Business Unit of Siemens ICN

APPENDICES

A1 ABOUT THE LEAD AUTHOR
A2 METHODOLOGY

Interview-Based Research
Competitive Assessment and Rating
The Heavy Reading Hexagon

A3 LEGAL DISCLAIMER