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Dear Reader

Competition in the telecommunications industry is heating up. Most operators nowadays are well underway towards producing good quality. Hence, differentiation solely by quality is getting more and more difficult. Moreover, cost cutting programs have squeezed inefficiencies out of organizations and are now reaching their limits. How can an operator be successful in such a market and how can he achieve sustained differentiation, when every market player is doing his homework well?

There is one differentiation factor that can never be commoditised: innovation. In an ideal world where every company is perfectly organised the only remaining factor to differentiate is to be cleverer, to innovate better. This is the core business of Swisscom Innovations. At Swisscom Innovations, we scan the world for new trends and technologies, explore their potential for the Swisscom Group, and bring the findings into a form compatible to be transferred to the Swisscom business units, the Group Companies.

The publication which lies in front of you offers you a blend of articles, published by Swisscom Innovations in Comtec during the year 2004. Each one is describing another facet of innovation. Most articles deal with societal trends, technologies and the early stages of development, which in many cases are pushing borders and thus are enabling progress. Many of the issues described open even multiple innovation perspectives.

While we use these publications ourselves in our continuous effort to stimulate innovation, we hope they will stimulate your own innovative ideas and of course we look forward to your highly appreciated feedback. Such feedback will be very valuable input to the process of bringing the innovation perspectives described closer to reality. We wish you a gratifying and stimulating reading and hope you will come back to us asking for more ...

*Yours*

*Daniel Huber*  
*Head Marketing, Deputy Head Swisscom Innovations*