

From the General Manager

The Goulet Telecom team is very pleased to announce the launch of **ConneXion**. You are reading the first edition of our newsletter, which will be initially published quarterly. Our goal is to stay connected with our clients, by keeping you informed in a concise way on important and relevant issues in telecommunications, and about the activities of Goulet Telecom. We sincerely hope you will enjoy **ConneXion** and find it informative. We are looking forward to your feedback about our brand-new newsletter, and to hearing from you about the topics covered or other matters.

Michel Bruyère
General Manager
mbruyere@goulet-telecom.com

Goulet Telecom International is a Canadian company offering **consulting** and **training** services to telecommunications stakeholders around the world.

VoIP Pricing Challenges for Telephone Operators

VoIP service offerings are being deployed throughout most regions of the world with traffic growth significantly higher than that of traditional telephone services. While offered initially as a lower cost (with lower quality) telephony voice service, principally by ISPs (Internet Service Providers), it is now being offered by many major traditional telephone operators, more as a strategic offering coupled with other value-added voice services, and bundled with their other telecommunication services (including broad-band

Internet and video broadcasting). Certain operators have priced their telephone services, offered on their legacy networks, to compete with VoIP, including unlimited flat rate pricing packages. However, this strategy is particularly difficult for those operators in developing regions where telephone services represent the bulk of their revenues, and where unit costs of the legacy networks may likely not support VoIP price levels. Nonetheless, all incumbent operators' cost infrastructure must be significantly reduced to

be competitive, fueled by a pragmatic migration to the more cost effective IP networks.

For more information, please contact Mr. Wayne Hart at whart@goulet-telecom.com.



Partnership in Training with DBI

In August 2004, Goulet Telecom held a Training Program on Sales & Marketing Management in Telecommunications at the Digital Bridge Institute (DBI) in Abuja, Nigeria, marking the start of a partnership in training with

DBI. Further Training Programs on Telecom & Interconnect Billing Fundamentals, Interconnection Agreements Negotiation & Management, and VoIP: Planning, Design & Deployment followed. Some 150 tele-

com managers have been trained to date. This collaboration will continue in 2005, contributing to the improvement of overall telecom knowledge and skills in the Nigerian market.

What Clients Say

"The Human Resources Management Training Program offered by Goulet Telecom is an excellent program and was one of the best learning experiences that I had the pleasure to be a part of", said Mr. Brian Jones, VP Human Resources, TSTT, Trinidad and Tobago, about our "Human Resources Management in Telecommunications" Training Program, Montreal, 11-22 October 2004.

"The material is so good that we can use it as guidelines and reference in the future", said Mr. Mahazou Cissé, Chief Financial Services, Malitel, Mali, about our "Financial Management in Telecommunications" Training Program, Montreal, 4-15 October 2004.

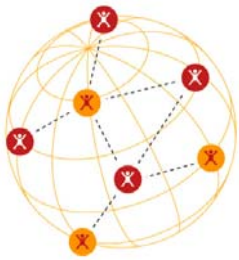


For more information on our training services, please contact Ms. Hélène Duran at hduran@goulet-telecom.com.



Upcoming Training Programs

- **Accords d'interconnexion - négociation & gestion, Paris, 7-18 March 2005**
- **Interconnection Agreements Negotiation & Management, Montreal, 4-15 April 2005**
- **Human Resources Management in Telecommunications, London, 11-22 April 2005**
- **Financial Management in Telecommunications, Montreal, 18-29 April 2005**
- **Sales & Marketing Management in Telecommunications, Montreal, 25 April – 6 May 2005**
- **Telecom Billing Fundamentals, Montreal, 2-6 May 2005**
- **Corporate Planning in Telecommunications, Montreal, 9-13 May 2005**



ConneXion

January 2005 – No.1



CONTACT US

International Strategies Developed for Sotelma

In June 2004, Goulet Telecom completed a consulting project for Société des télécommunications du Mali (Sotelma), the incumbent operator of Mali, to substantially improve its international carrier relations and increase traffic growth and revenues that had been adversely affected by serious

national and international competition. We conducted an in-depth analysis of Sotelma's historical and current situation. Following this analysis, Goulet Telecom put forward key strategies that would optimize Sotelma's international partner relationships and international network routing, help repa-

triate lost traffic and revenue, generate new growth, improve national interconnection agreements, enhance its organizational structure and finally establish Sotelma as an important regional international hub, hence ensuring Sotelma's success as the dominant international carrier in Mali.

For more information on our consulting services, please contact Ms. Naomi Amram at namram@goulet-telecom.com.



What Clients Say

"It was a very good eye opener in the sense that it covered all different aspects of marketing. It gave participants who have specialized marketing responsibilities a better insight and appreciation as to what the rest of the marketing disciplines were all about and how we are all dependant on the respective out-puts from each other, to make the marketing function work", said Mrs. Amanda Hauuanga, General Manager, Corporate Marketing, Business Development and Communications, Telecom Namibia, about our "Sales & Marketing Management in Telecommunications" Training Program, Windhoek, Namibia, 26 July - 6 August 2004.



Interconnection Agreements: Key to Telecom Success

In the new global and competitive environment of the telecommunications industry, interconnection is a critical area that both operators and regulators need to manage carefully and effectively. In a given market, the success-

ful liberalization of the telecommunications sector will largely depend on the quality of the interconnection framework defined by the regulator and the interconnection agreements negotiated between operators. From the

operator's perspective, interconnection might be viewed as an obligation, but it gives access to customers beyond its network boundaries. Good interconnection agreements, with well-negotiated rates on incoming and outgoing traffic,

allow the routing of profitable new communications on the network, generating important new revenues.

For more information, please contact Mr. Jan Czech jczech@goulet-telecom.com.



VSAT: An Enabling Telecom Technology

Recent technological advances have permitted the introduction of the low-cost small earth station, known as VSAT (Very Small Aperture Terminal). It describes a small terminal that can be used for

one-way and/or interactive communications via satellite. VSAT networks offer value-added services capable of supporting the Internet, data, video, LAN and voice/fax communications, and provide

powerful, dependable private and public network solutions. They are becoming increasingly popular, because VSATs are a single, flexible communications platform that can be installed

quickly and cost effectively to provide solutions for consumers, corporations and governments, for example to meet Universal Service Obligations (USOs) in rural areas lacking telephone access. VSATs have

been in use for more than 10 years and, with more than 500,000 systems operating in more than 120 countries, VSATs are a mature and proven technology.

For more information, please contact Mr. Michel Bruyère at mbruyere@goulet-telecom.com.



Goulet Telecom wishes you a happy New Year, hoping the year 2005 will bring you health, success and happiness.