

ConneXion

November 2005 – No.3

goulet telecom



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From the CEO

Thank you for reading ConneXion. This is the third edition of our newsletter, launched earlier this year. Next year, we will publish it on a quarterly basis. 2005 has been a year of continued recovery in the global telecommunications industry. After the exuberance of the 1990's, followed by the inevitable crash of the early 2000's, our industry has slowly but surely recovered from the meltdown caused by the burst of the dot-com/"new economy" bubble. Many challenges still remain for operators, regulators, policy-makers and other stakeholders in an ever-liberalizing global telecom market, but at least strategies and plans can be developed in a more positive environment. We wish you success in facing these challenges, and invite you to continue to inform us of topics you would like addressed in ConneXion.

Happy reading!

Michel Bruyère
Chief Executive Officer
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HR Specialist Assisting Saudi Arabia's Regulator

The telecom regulator of Saudi Arabia, the Communications and Information Technology Commission (CITC), required a Human Resources advisor to be responsible for enabling leading-edge internal HR practices and programs. Since 1 October 2005 a very experienced and knowledgeable Goulet Telecom International expert, Mr. Jacques Roux, is carrying out this assignment in Riyadh. Over the next two years Mr. Roux will assist the CITC in its efforts to generate improvements to the entire operation through the provision of world class Organizational Development and Human Resource consulting knowledge and experience. As a full-time on-site HR consultant, he will provide expert advice and guidance in the

analysis of the current procedures, processes and work methods of the Commission, the identification of improvement opportunities and the subsequent development and implementation of appropriate improvements. The areas of focus for improvement are: Organization Development, Business Process Re-Engineering, Human Resource Services including Position analysis and descriptions, Manpower planning, Recruitment and selection, Training and development and Performance management. These improvements will optimize the financial and human resources of the CITC.

For more information on our consulting services, please contact us at consulting@goulet-telecom.com.

Corporate Communications & Public Relations Training Program a Success

Goulet Telecom International's inaugural 'Corporate Communications & Public Relations' Training Program took place in Montreal, Canada from 19 to 30 September with participants from Mauritius, Nigeria, Swaziland, Trinidad & Tobago and Uganda.

From all accounts, the Program was a great success. Joanne Kennedy, the instructor, packed it with the most important communications

topics as well as interactive discussions and meetings. "The Training Program provided practical hands-on exposure to the participants. Not only were the Program topics relevant to the needs of today's Communications & PR practitioners, but content was enhanced and validated by information gained through interaction with senior professionals and other related individuals", said

What Clients Say

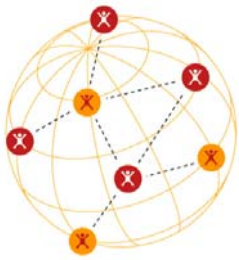
"I really enjoyed the teaching methods which included practical content, facility visits, and participatory methods well adapted" said a participant about the Corporate Communications & Public Relations Training Program, Montreal, 19-30 September 2005.

"Really good and worthwhile course - well presented and good cross-reference of participants" said a participant about the Telecom Billing Fundamentals Training Program, Montreal, 2-6 May 2005.



Upcoming Training Programs

- Gestion de projet en télécommunications, Dakar, Sénégal, 14-18 novembre 2005
- Accords d'interconnexion - négociation & gestion, Paris, France, 21 novembre - 2 décembre 2005
- Interconnection Agreements Negotiation & Management, Dubai, UAE, 3-14 December 2005
- Marketing & Sales Management in Telecommunications, Cape Town, South Africa, 16-27 January 2006
- Gestion du marketing et des ventes en télécommunications, Dakar, Sénégal, 13-24 février 2006



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Local Loop Unbundling and its Challenges

Incumbent telecommunication operators have built up their local telecommunication networks over a long period in a monopoly framework. Once competition was introduced for local telecommunication services, new entrants found it extremely difficult to replicate the local networks and compete with incumbents. The emergence of Internet services highlighted the importance of access to the local loop since Internet service providers (ISPs) have to depend on local network providers to access customers.

Local Loop Unbundling (LLU) is the process where the incumbent operator makes its local network, the copper cables that run from customers' premises to the telephone exchange, available to other companies. Alternative operators and service providers are then able

to upgrade individual lines using DSL technology to offer broadband services such as 'always on' high speed Internet access, VoIP telephony, ADSL television, etc.

LLU represents several operational, technical and regulatory challenges, such as: pricing of unbundled links and other elements, physical access to facilities, co-location, maintenance of shared resources, sharing of network and other information, quality of service, roll-out schedule, conflict resolution, etc. Successfully addressing these challenges is vital to the competitiveness of operators and to the creation of a leveled LLU playing field.

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

What Clients Say

"One of the best training programs I have attended. Very good theoretical and practical content" said a participant about the Interconnection Agreements Negotiation & Management Training Program, Paris, 12–23 September 2005.

"The straightforward content of the course and the instructor's performance with useful material as well were the best things of the course" said a participant about the Marketing Research & Forecasting Training Program, Montreal, 18–29 July 2005.



Goulet Telecom Training Programs on Interconnection

The latest session of the Interconnection Agreements Negotiation & Management Training Program took place in Paris, France from 12 to 23 September 2005. The program was attended by participants from Aruba, Bahamas, Botswana, Malaysia, Nigeria, Oman, Saudi Arabia, Serbia and Montenegro, Sudan, Swaziland and Uganda. "I particularly enjoyed the practical workshop as it gave us the opportunity to apply the theory learnt and also have a feel on what is required and how things happen in the real world" said one participant. "I



appreciated the exchange of experience from different countries from different

operators and regulators" added another.

Next sessions of the Interconnection Agreements Negotiation & Management Training Program will take place as follow: in French: 21 November – 2 December 2005, Paris, France; in English: 3–14 December 2005, Dubai, United Arab Emirates.

For more information on our Training Programs, please contact us at training@goulet-telecom.com.

Goulet Telecom at the GSC Group Meeting

Goulet Telecom International participated in the Global Settlement Carrier (GSC) Group Meeting that took place in Toronto, Canada from 11 to 13 October 2005. Mr. Stephen Brown, senior expert at Goulet Telecom International, made a presentation on the impact of IP networks and services on billing and settlements. Mrs. Lise Goulet, Honorary

President of Goulet Telecom International and Mrs. Cristina Duguay, Training Manager, were also attending and took this opportunity to meet with GSC Group members.

The Global Settlements Carrier Group is a non-profit association of telecommunications carriers from around the world to meet the increasing demand for standardized

electronic exchange of international billing and settlement information.

For more information on our participation to international events, please contact Hélène Duran at hduran@goulet-telecom.com.

