

TELECOM

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BUSINESS

SPECIAL PULLOUT SECTION

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# Be the Disrupter, Not the Disruptee

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**S**everal interrelated factors are profoundly changing the telecommunications landscape. With regard to the independent community, perhaps the four most notable factors are:

- > Intercarrier compensation reform and its mid- to long-term implications
- > The shift to IP-based technologies and increasing ascension of application-based services
- > The increasing importance of scale
- > The strategic importance of mobility

Individually, each of the foregoing factors will have a material impact on the ILEC community. Together, their combined and interrelated effects are immense.

However, wherever there is fundamental disruption, there is also significant opportunity. The trick is to not become mired in the protection of the system, but to embrace the change and attack the areas of opportunity. In other words, become the disrupter, not the disruptee.

To plot a successful and sustainable course, we have to possess the necessary armament. Specifically:

**SCALE:** The emerging telecom model requires providers to not simply enable communications but to be a systems integrator capable of enhancing the convenience and productivity of our customers' everyday lives. This will require a fundamental overhaul of technology, service delivery structures, back office and IT acumen. This overhaul will not be cheap, and required investments will not be explicitly recoverable from traditional ROI mechanisms. Thus, if we, as independents, are to stay in the game and get in front of the players who are working toward the same goals, we must assemble the type of scale that will allow us to spread required capital investments over a much larger base.

**INNOVATIVE CAPACITY:** Unquestionably, the related businesses of communications, video delivery and wireless communications are moving to an IP-based framework. As evidenced by their filed IP trial, companies such as AT&T are looking to transform their service delivery capabilities to an IP-centric topology in order to deliver a truly integrated experience where video, voice, data and smart home applications are delivered in an anywhere, any device, any network manner. When this transition is complete, innovation will hit another gear, and innovative capacity will significantly define one's competitive position.

**DISTRIBUTION:** To build and maintain scale, and pay for required innovation, carriers must invest in, and build, strong mechanisms of distribution. Our new relationship with INDATEL is a good example. INDATEL has hundreds of fiber-based connections to our ILEC customers, as well as connectivity to tens of thousands of on-net buildings. By linking our on-net retail and wholesale UC solutions with their distribution, our customers benefit, as do the shareholders of both organizations.

**PRODUCT/BACK OFFICE/NETWORK INTEGRATION:** The revolutionary aspect of the original iPhone was that it integrated many functions and capabilities into one intuitive, accessible package. Similarly, Amazon, particularly now with Amazon Prime, has accelerated our expectations concerning our ability to buy whatever, whenever and wherever we want. This is the new bar against which the delivery of our services will be judged. Our back office systems can no longer exist as behind-the-curtain, silo-based applications. Rather, they must be structured to be an integral part of the product itself and help define the user experience. This transformation, again, calls for substantial innovative capacity, which will require investment. To be economically rational, this will require scale, which can be built through aggregation of distribution.

These are exciting times at ANPI. The partners who have joined us on our journey to acquire and leverage the necessary attributes are also expressing a rejuvenated sense of optimism, and even a bit of swagger. And why not—we are staged to be the disrupters.

# How Gigabit Services Are Redefining the Economics of Fiber Access

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A few months ago, NTCA issued its yearly “Broadband/Internet Availability Survey Report” for 2013. Among the facts and figures shared were some interesting data points on fiber:

1. 29% of respondents’ broadband customers were served via fiber to the home (FTTH)—almost half of the total number of broadband customers served via DSL or cable modem.
2. Of those respondents deploying fiber, 41% served at least 50% with FTTH, while nearly an equal amount serve 20% of their customers or less.
3. Of those respondents deploying fiber, 61% plan to serve at least 50% with FTTH by year-end 2016.

These numbers represent great progress in deploying fiber access among RLECs. By cross referencing the numbers, Calix estimates that roughly one-third (or approximately 300 NTCA members) have fully embraced fiber (serving at least 50% of their subscribers with fiber).

As impressive as this progress has been, that still means that over 600 NTCA members are still trying to justify building out fiber to the majority of their communities. When these members shared their barriers to fiber deployment, 92% cited “deployment costs” as the major factor, 80% cited “regulatory uncertainty,” and 52% cited “long loops.”

Given what we’ve seen from gigabit services deployments in 2014, these barriers are rapidly disappearing.

Many service providers came to realize that by committing themselves to offering gigabit speeds to their subscribers, adoption results in their networks became dramatically different than historical models:

1. Take rates for broadband services leaped to record levels (up to 80%+) as service providers captured nearly 90% of net broadband additions in their communities
2. These increases in take rates carried over into adjacent DSL areas—a phenomenon called the “Halo Effect” —as the promise of future gigabit service upgrade attracted ALL potential subscribers.
3. Broadband service churn rates dropped to almost negligible levels as the customer experience over these gigabit networks improved significantly and competitive differentiation was clear.
4. New revenue generating services like home network management and security became easy to add, launch and deploy on these networks.

These uplifts in service adoption, churn and new revenue streams have a disproportionate effect on the bottom line of the FTTH business model—they allow the model to reach profitability faster. Many Calix gigabit services customers are seeing their payback periods reduced to three years or less—a far cry from FTTH business models of a few years ago that might take a decade to see a return on their investment.

Examples of this shift in the economic model for fiber access are all around us. CenturyLink was so happy with the success of its gigabit pilot in Omaha, Neb., it recently announced its expansion into 16 additional cities. TDS continues to expand its gig deployment markets in the Northeast. In fact, Calix has turned over three dozen gigabit network deployments to date, primarily in rural markets.

These examples have one thing in common—they leveraged gigabit services to capture the imagination of subscribers, and saw that interest change the perception of the new gigabit service provider to be the broadband market leader in their communities.

Gigabit services have changed the economic case for FTTH forever. So to those claiming “deployment costs” as an inhibitor to FTTH deployment, or “regulatory uncertainty” or “long loops”—we highly encourage you to redo your business case with gigabit in mind. With more subscribers, and higher and more stable revenue streams flowing in, it’s never been easier to justify a FTTH investment.

So recheck those FTTH network deployment models. You’ll be glad you did!

# Getting to Operational Excellence: 10 Questions

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**F**rom a customer perspective, every service you provide should work every minute of every day, regardless of holidays, what time it is or who may be on vacation. Customer expectations also likely include wanting the service provider to be proactively monitoring the network to prevent any issues as opposed to the alternative: reacting when the customer calls to report a problem. So how is your organization positioned to deliver operational excellence? There are some simple questions to answer to assess if you are in the position to proactively prevent issues as opposed to reactively putting out fires.

## TEN QUESTIONS TO ASK OF YOUR INTERNAL OPERATIONS

1. What are your current systems and procedures for monitoring and alerting of your current IP network?
2. When did you last do a security evaluation of your network infrastructure and internal procedures?
3. What is your three- to five-year plan for evolving your network and service offerings?
4. What is your five-year plan for upgrades and replacements to your core IP network?
5. Does your network currently have any discontinued or unsupported equipment that should be replaced?
6. Are there any current issues in your network that are causing low customer satisfaction with your services or that your technicians are spending too much time trying to resolve?
7. Have you considered the implications of implementing a Gigabit City type service offering on your network and the impact it would have on your core IP network equipment?
8. Are you gathering and analyzing historical data to prepare for network issues? For example, every year during NCAA playoffs, you see the network getting clogged up and you prepare for it.
9. When did you last update existing security technology (antivirus software, firewall patches, etc.)?
10. Have you deployed training and employee education to ensure your own employees recognize cyber threats? How about customer training?

With some purposeful and visionary planning discussions, your organization can efficiently prepare that road map to operational excellence. Consider the importance of:

- > Scalable Network Design
- > Security Infrastructure
- > Backup and Cloud
- > Device Lifecycle Management
- > Network Monitoring and Management
- > Multisystem Integration
- > Troubleshooting
- > Standards Compliance

With high client satisfaction scores, Finley Engineering Co. has become a trusted and preferred partner in the services we offer, which include IP design and services. Clients choose to work with us and stay with us based on the quality of our work, planning and communication. We thank our Finley Associates for the work they've done to earn us a 95% client satisfaction rating.

Contact us and we will help you map out your road map to operational excellence.



IMSWorkX

# It's Time to Blow Away Your Competition

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Rural telecommunications providers have a long and successful history of solving the challenges of distance and density when deploying networks and delivering high-quality, affordable service to our country's most rural and remote communities.

Today rural telcos face unprecedented competition from large communications carriers. The rural subscriber of today can access nearly all of the same prepackaged, bundled options available in more populated areas.

To remain competitive, rural service providers must find ways to meet subscribers' demands for both service and price. If you are a broadband provider, and many of you are, you have much to gain by combining voice telephony services with your broadband network—providing more service offerings, reducing operating costs, securing your subscriber base, and increasing revenue.

The last couple of years have been challenging financially. Many service providers have had to cut spending and defer infrastructure upgrades. Some providers are hampered by legacy systems that can't easily scale to the capacity and features their subscribers are looking for, or these systems may no longer be supported by the manufacturer. Instead of fighting with your voice network, now could be the time to move your voice and enhanced voice services onto the broadband network. Today, you can make this move in a cost-effective way with no large upfront investment—pay as you grow. The easy-to-use XpressWorkX software platform includes all required protocols and can help you maintain your competitive edge.

The first step addresses voice. Our XpressWorkX™ Service Delivery Platform provides a software-based solution for deploying primary and secondary line voice services over a broadband network. This platform takes the place of several hardware components, such as border elements, session controllers and DSP-based IP media servers, and removes the need for specialized hardware and maintenance of multiple networks.

Key "class 5" features of the XpressWorkX platform include caller ID, call waiting, call forwarding, call blocking, 3-way calling, and voice mail. Subscribers access and control these features through traditional DTMF phone interfaces or with an easy-to-use, self-service Web interface, this decreases your administrative costs and increases customer satisfaction.

Already have voice on your broadband network? Then these features, and many more, can be added to your existing offering regardless of the current implementation. The XpressWorkX platform integrates seamlessly with existing softswitches and other IP network elements without the need to take over call control.

The next step looks beyond the basics. Enhanced voice services, including unified communications, are capabilities that the larger carriers promote and sell to subscribers—especially enterprise and business subscribers.

Enhanced voice service is not a one-size-fits-all solution, and there is a tremendous opportunity here for rural telcos to provide custom services. Your business customers are unique. They are the local hospital and school; the small, and sometimes seasonal, businesses that can be well-served by a broadband voice network that provides an inherent flexibility when adding user phones and then removing those users during the down season. The XpressWorkX platform can also help you provide features, like voice mail, mass notification, and toll-free routing, that these business customers demand.

Rural telcos are in a position to offer highly customized voice services unlike anything the big players can provide. Think about providing a service where a new temporary phone in the local hospital is automatically added to a subscriber's existing account during their hospital stay. This is exactly the type of personal, customer-centered service only you can bring to your subscribers.

The XpressWorkX platform has an incredibly flexible, visual environment for creating these types of features and customized voice services. If you can imagine a call-flow or service, our tools and experienced staff can make it happen.

IMSWorkX looks forward to talking with you about your challenges and concerns. We are confident the XpressWorkX product line can help you deliver a competitive offering.



# User Experience Drives Call Centers Back to the United States

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## BUSINESSES WANT TO IMPROVE THE USER EXPERIENCE TO RETAIN VALUABLE CUSTOMERS

For decades, many large U.S. companies have outsourced their call centers to offshore providers to cut labor costs. Call center employees in India or the Philippines would field customer questions and complaints for a much lower hourly wage than people in this country, so economics drove call center jobs overseas.

Customers pushed back, voicing frustrations over the difficulties in communicating with offshore representatives and getting the help they needed in a timely manner. These customers have been heard—loud and clear—and now more U.S. companies are choosing to use call centers here at home.

## IN A COMPETITIVE WORLD, CUSTOMER SERVICE IS KEY

"In today's highly competitive environment, businesses really care about the user experience. They're concerned about providing excellent customer service in order to keep their customers," noted Sheldon Ohringer, chief executive officer of Caleris, a leading provider of outsourced call center services and newest member of the INS Family of Companies. "When you look at what a customer is worth over the lifetime of the relationship, you can afford to have inbound calls answered by a professional, U.S.-based call center."

The main goal of a call center is to ensure customer satisfaction, and domestic call centers have been more successful at achieving this goal in recent years. One reason is the increased complexity of the tasks being handled by phone. Call centers used to perform simple customer service tasks like resetting passwords or placing orders. Today, these activities tend to be automated. Call center representatives must now be able to handle more complex, "context-sensitive" calls, meaning they must solve particular problems based on specific information the callers supply. This requires, first of all, that the call center representative clearly understands what the customer is saying and vice versa. They must also possess advanced knowledge of the product or service, excellent communication skills and the ability to detect subtle nuance.

## U.S. CALL CENTERS OFFER BETTER VALUES

Hourly wages are rising fast in developing countries including India and the Philippines, making offshore call centers less of a "bargain" than they used to be. In addition, some U.S. call centers have lowered overhead by letting more employees work at home or by strategically locating their centers in smaller, rural communities.

Caleris fits into the second category. "Businesses on either coast can still control their call center costs by using our centers in rural Iowa," says Ohringer. "Caleris' call centers provide a true U.S. experience, but at a fraction of the cost."

Caleris has call center locations in Manning, Jefferson, Newton and Marshalltown, each with 100-200 employees. Ohringer, says, "The INS Family of Companies is all about economic development in rural Iowa. Caleris operates in the heartland; we're hiring local employees and creating new jobs."

More favorable call lengths and customer satisfaction ratings also enable Caleris to be competitive with offshore call centers. "While centers in India may charge slightly lower rates, the quality of the call is what wins over the customer," said Ohringer. "For example, the length of calls at Caleris is typically 50% shorter than calls in India, and that 50% negates the offshore cost savings. First-call resolution is higher with Caleris as well. Based on this, our customer satisfaction is in the 95% range, compared with India, where the satisfaction rate is only about 50%. These figures are based on public surveys we have reviewed."

By outsourcing call center functions to Caleris, companies can reduce their costs on this business service and focus on core activities, setting the stage for more growth.



# NISC®: Helping Your Telco Increase Customer Satisfaction and Maximize Retention

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**N**ational Information Solutions Cooperative® understands that telecom companies need an integrated software system that helps each department share data and information to operate more efficiently, reduce costs and to increase consumer satisfaction. Our suite of software services—the iVUE® enterprise system—is built on a Java-based, open systems platform with dynamic frameworks that provides a common look and feel. Our solutions all integrate seamlessly to make that efficiency you desire a reality. Through implementing best practices and providing a high level of customer support, NISC provides telecoms with innovative tools that are intuitive and easy to use—tools that will quickly become essential to your everyday operations.

## **SMARTHUB™: WEB AND MOBILE APPS FOR THOSE ON-THE-GO**

Provide your customers with the tools they need to manage their accounts with mobile and Web apps fully integrated with iVUE. SmartHub, a customer self-serve solution designed for the Web and mobile devices, securely delivers account information, mobile payments, 24/7 package add-ons and upgrade capabilities and more to your customers on the go. Imagine the reduction in cost as your telco can configure service offerings based on customer location and avoid unnecessary, and costly, truck rolls. Picture your customers having the freedom to add or change new services at their convenience, generating a service order without using a second of your staff's time. Place the power of true account management in your customers' hands.

## **NISC BROADBAND MEASURED SERVICE: NOT JUST A BILLING TOOL, AN EDUCATION TOOL**

Harness the power to not only track and bill overages but also educate your customers on the true value of your service with NISC's Broadband Measured Service. Provide customers with graphs that show their Internet consumption hourly, daily or monthly. Educating your customers on their usage patterns and helping them control their costs (if billing for overages) via alerts is imperative for customer satisfaction, and Broadband Measured Service is a powerful ally. Broadband Measured Service seamlessly integrates into iVUE Customer Care and Billing, leading to billing ease for both your telecom and your customer. Help customers realize the value of your service by offering yearly usage trending by month. When competitors are knocking, the best defense is knowing your customers truly understand the value of the services you deliver.

## **NISC SWITCHTALK<sup>2</sup>®: PROVISIONING AT ITS MOST EFFICIENT**

Being able to efficiently provision services is critical to increasing productivity and ensuring customer satisfaction. The NISC provisioning product, NISC SwitchTalk<sup>2</sup>, offers tight integration with service orders and offers auditing capabilities for switches, access devices, Internet and video to provide revenue assurance. Increase customer satisfaction by turning up services the instant a request from your customer is made. Not only is the customer pleased, your staff will benefit from the reduction in time they previously were required to invest in provisioning the old, inefficient way.

Are you looking for just a software provider, or are you wanting more? How about products and services from a trusted IT provider? How about solutions that can be tailored to what your telco needs and not the one-size-fits-all approach? Compared with other vendors in the software industry, NISC takes a different approach to software development. The difference? NISC includes you, the user of our solutions. Through our partnership, we chart new directions to help you increase customer engagement and retention.

With NISC as your solutions partner, you will have the tools to help achieve greater efficiencies and a reduction in operating costs.

At NISC, our focus is providing you with the tools and training to help you grow your business. For more information about NISC and the iVUE enterprise system, please visit [www.nisc.coop](http://www.nisc.coop).



# TelcoVideo, MyTimeTV<sup>SM</sup>, YourStream TV and Beyond— Video Solutions for Everyone

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**T**he National Rural Telecommunications Cooperative (NRTC) is committed to the success of small- and medium-sized telcos—and we're the only programming aggregator in the United States that is owned by telcos.

You're familiar with NRTC's programming offering, TelcoVideo, which leverages NRTC's collective bargaining strength so that smaller operators can launch and grow their video businesses. As a complement to TelcoVideo, NRTC has launched MyTimeTV<sup>SM</sup>, an affordable TV Everywhere solution designed with small- and medium-sized telcos in mind. And through NeoNova, NRTC's wholly owned cloud-based ISP subsidiary, your subscribers can enjoy local TV channels online via YourStream TV.

MyTimeTV<sup>SM</sup> allows cable, satellite or IPTV subscribers to watch programming on electronic platforms beyond the home TV set. It's the TV Everywhere service from NRTC that enables subscribers to watch the same programs they get on a TV set on an Internet-connected PC, laptop, tablet or smartphone. Once a subscriber logs in, the content is streamed to the supported device for them to watch wherever and whenever they want.

MyTimeTV<sup>SM</sup> offers:

- > Extremely competitive service rates for NRTC members with added discounts for TelcoVideo members.
- > Advanced programming rights for TelcoVideo members and rights acquisition support available for non-TelcoVideo members.
- > Seamless and hassle free set-up and operation—MyTimeTV<sup>SM</sup> can be live to your subscribers 60 days from the time we receive confirmation of rights from a programmer; subject to programmers technical and timeline requirements.
- > A username and password credentialing system designed to allow your subscribers instant access to programming.

With NeoNova's YourStream TV, your subscribers can watch local TV channels online. Developed with NRTC member Waitsfield and Champlain Valley Telecom (WCVT), YourStream TV is ideal for telcos with existing multichannel video systems. After negotiating retransmission rights with local broadcasters, YourStream TV allows subscribers to view these signals online through the small Roku set-top box. Online distribution of local TV signals allows such telcos to reach households that are not economically feasible to serve with cable or IPTV.

NRTC is always looking beyond existing opportunities for new ways for our members. Soon, NRTC members will begin offering over-the-top video services to further capitalize on the video market.

With NRTC, our members benefit from our more than 25 years of experience in the video industry. NRTC's staff takes care of a number of business processes, including contract negotiations and renewals; review of package requirements, penetration rules and other business policies; and the submission of monthly reports and payments to programmers. Our staff walks companies through the process and helps kick-start your new business venture. Even better, members pay one monthly programming bill directly to NRTC.

We aim to help our members grow their businesses. Contact us today to learn more about NRTC's wide range of video offerings.

# SMART Opportunity

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**T**he important role of broadband in today's society is well documented. Among its many contributions, broadband fuels better educational opportunities, better economic activity, more entertainment choices and a better overall quality of life. Indeed, broadband has become the "electricity" of our time, enabling citizens and the communities in which they live to take their rightful place among a dynamic and interconnected global economy.

Chief among broadband's many important attributes is mobility. True mobile broadband, like that which is delivered via 4G LTE, delivers a robust "broadband everywhere" experience, allowing broadband to reach its highest potential. 4G LTE enables rich communications, commerce, entertainment, productivity and educational activity virtually anywhere within our communities. Consumers and businesses are now coming to expect these capabilities, and communities that lack them are at an economic disadvantage and may suffer as a result.

At NetAmerica Alliance, we believe that rural communities across this nation, regardless of their location or size, deserve a world-class broadband network, which, by definition, must include a mobile broadband component. Research has proven that rural customer demands for mobile broadband are the same as their urban counterparts. Rural communities that lack a mobile broadband network risk devaluing their quality of life and their economic development prospects. The NetAmerica Alliance was formed to ensure rural communities don't have to endure those potentially perilous risks.

## INTRODUCING SMART

The Small Market Alliance for Rural Transformation (SMART) program has been carefully crafted to bring the promise of 4G LTE mobile broadband to rural America. It's a shared network alliance between NetAmerica and Sprint to bring scale, spectrum resources, national reach and leading LTE technology to our members, giving them the opportunity to viably build and operate 4G LTE networks in their rural communities.

SMART creates value for all involved. For NetAmerica members, it leverages the ecosystem and scale of Sprint, providing them with access to interoperable 4G LTE spectrum, state-of-the-art handsets, a cloud-managed core network infrastructure (delivering a Tier-1 service experience), and a revolutionary network sharing arrangement that offers a national 4G LTE footprint. This win-win solution enables rural wireless providers to compete on a level playing field with Verizon and AT&T while giving Sprint a cost-effective way to rapidly extend its coverage into rural areas of the country.

Most importantly, SMART brings scale to NetAmerica members. Effectively building and operating 4G LTE networks is a complex task. For the smallest of operators with limited to no scale, the challenge can be insurmountable. The current duopoly of Verizon and AT&T are formidable competitors for any wireless carrier, but are akin to Goliaths to small rural wireless carriers. In order to effectively compete in this environment, smaller carriers need a variety of resources at their disposal, including: devices, spectrum, national footprint, financial support, and the programs and operational toolsets to ensure success.

## CONCLUSIONS

The SMART program is about empowerment. With it, the rural wireless industry can dramatically expand the availability of 4G LTE to rural America. Our members are empowered to better serve their community with the mobile and fixed broadband experience it deserves. Rural consumers and businesses are empowered to leverage 4G LTE to improve their quality of life and their economic well-being. Rural America is empowered to sustain and create opportunity, attracting the economic development necessary to remain viable for the long term.

We invite you to learn more and to join our rural broadband movement at [www.NetAmericaAlliance.com](http://www.NetAmericaAlliance.com). ■

# Navigating the Rural Communications Landscape

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The communications marketplace is rapidly evolving. Demand for bandwidth continues to grow exponentially and more than ever, customers are demanding access to new services and technologies. While this trend holds true in urban and rural areas alike, it is significantly more difficult for smaller, rurally located communications service providers (CSPs) to meet this new demand than it is for larger operators. To further complicate matters, major CSPs continue to invest where the money is, in dense urban and suburban areas. The result: both challenge and opportunity in building out access to high quality rural communications.

As the subsidiary of a multiservice CSP that has overcome many of the same challenges, SaskTel International (SI) is familiar with the intricacies faced by rural operators. SI's parent company, SaskTel, has provided communications services to the territory of Saskatchewan, Canada, for over 100 years. At over 250 square miles, not only is the territory extensive but also subject to weather conditions that can pose serious challenges. Temperatures can range from -40°F in the dead of winter in northern regions to +100°F during the warmer summer months. Such cold weather extremes means the added complexities of snow, ice and subzero weather conditions.

This vast and unique geographic area coupled with a population that is largely rural-based and widely dispersed have presented significant challenges but also opportunities for SaskTel. To meet the communications demands of the population, SaskTel has implemented creative and unique solutions. Through strategic infrastructure investments, such as a 4G LTE roll out and a new fiber to the home and business deployment, SaskTel has achieved over 98% population coverage for the territory in its entirety.

This unique relationship with an operating CSP enables SI to market the expertise, experience and lessons learned of an operator that has actually been there before. Through this direct immersion in the operations of an industry-leading CSP, SI delivers a proven portfolio of consulting services that assist operators in achieving strategic objectives and implementing the latest services and technologies. SI can assist operators with anything from designing and deploying new networks to advising on how to optimize operations to reduce costs and increase quality of service and experience. A robust and proven portfolio of services has led SI to successful service engagements in not only North America, but also in over 30 countries and six continents around the world.

As rural operators continue to grow and provide a more robust and intricate service offering, it becomes increasingly essential to overcome manual and complex processes that hamper service delivery. Whether it be fulfilling the services customers are demanding or assuring their undisrupted operation, SI's end-to-end prepackaged suite of operations support system applications equip operators to optimize operations, enabling them to realize new efficiencies, deliver to an enhanced customer experience and reduce costs. The result is streamlined operations that lend themselves to a unique competitive advantage. Conceptualized through direct immersion in an actual CSP's operations, SI's scalable application suite is currently deployed by small Tier 3 and large Tier 1 operators alike. Through alignment with industry frameworks, best practices and standards, SI applications enable a proven, service-oriented approach to operations and integration. Standards such as the Telemangement (TM) Forum Framework model play an essential role in defining the business processes, functional areas and integration methods leveraged by SI's application suite.

Although rapid evolution in today's communications industry is not without its challenges, such evolution also presents opportunities for rurally based CSPs to differentiate themselves by enabling access to new services and providing enhanced customer experience. With SI, leverage the proven capabilities of an actual operating CSP that's been there before.



THE RURAL  
BROADBAND  
ASSOCIATION®