

STRATEGIC PARTNERS IN SHAPING THE FUTURE OF BAHAMIAN TELECOM

DIGITAL TRANSFORMATION SOLUTIONS
FOR SERVICE PROVIDERS

2021

SaskTel 
International

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ABOUT OUR PARENT COMPANY

SaskTel is a Communications Service Provider (CSP) operating in the prairie province of Saskatchewan, Canada, with over 110 years of experience. SaskTel has over \$1.2 billion in annual revenue and approximately 1.35 million customer connections globally including nearly 300,000 FTTP homes passed, 611,000 wireless accesses, 338,000 wireline network accesses, and 283,000 internet accesses. SaskTel owns and operates Saskatchewan's largest network that connects 99% of the population over a vast area of 651,900 square kilometres.

Recognized as a global leader in fiber optics, SaskTel has completed many large-scale and innovative projects over its many decades in business. In 1984, SaskTel completed the world's longest fiber optic system at the time in its home province of Saskatchewan, spanning a distance of 3,268 kilometres and connecting 52 communities. SaskTel continues to lead global trends and collaborated on one of the largest construction projects of the 20th century, the English Channel Tunnel. The English Channel Tunnel is an underwater railway that spans over 50 kilometres and connects England to France. The tunnel is used by passenger trains and freight trains with average traffic of 60,000 passengers a day. SaskTel had a vital role in this project and was responsible for the design, installation, testing, and audit of the entire communications system

\$1.2 BILLION
ANNUAL REVENUE

110+ YEARS
OF EXPERIENCE

300,000
HOMES PASSED

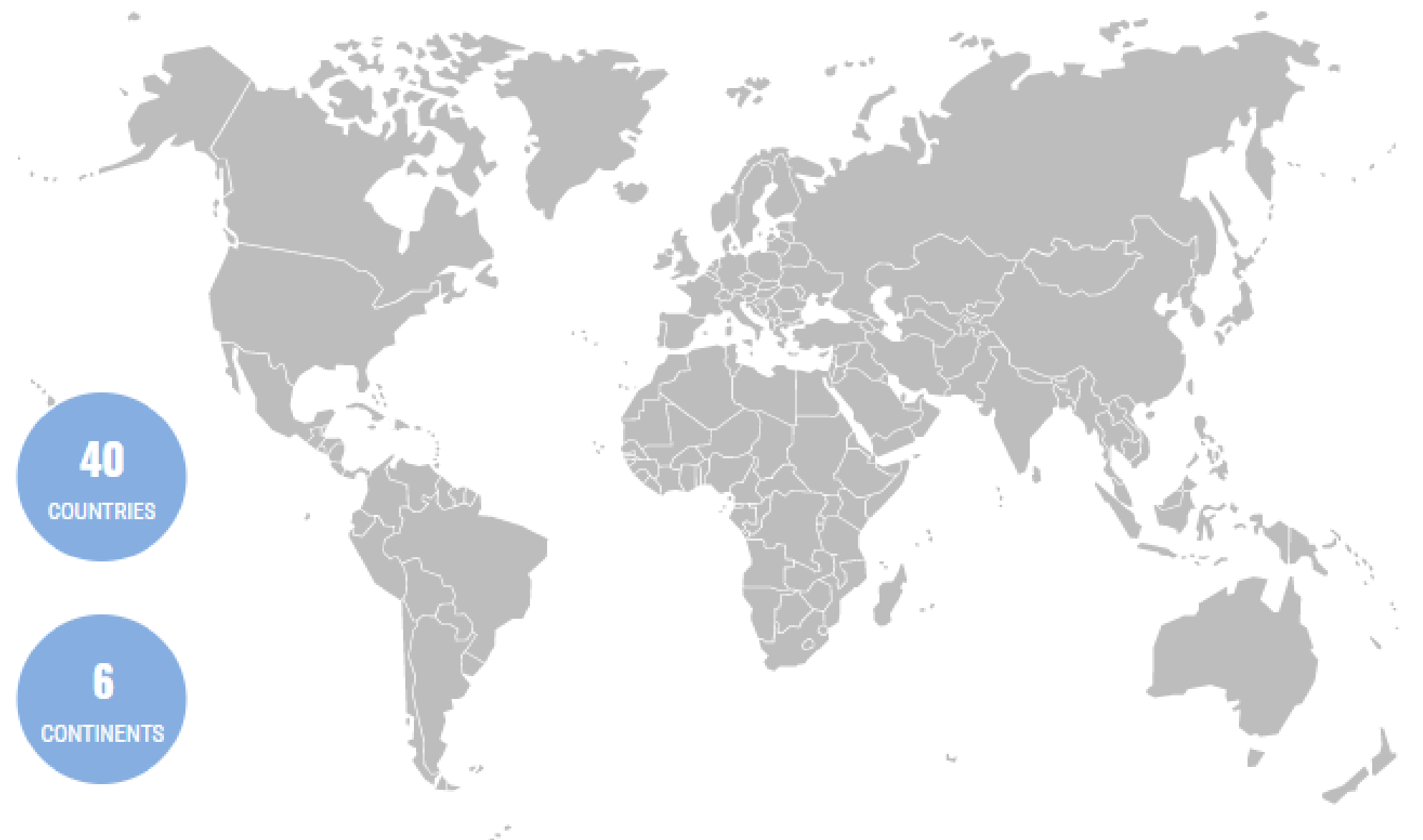
1.35 MILLION
CONNECTIONS

ABOUT US

SaskTel International (SI) is a wholly-owned subsidiary of SaskTel. Leveraging resources from SaskTel's pool of highly skilled staff, SaskTel International collaborates with CSPs to develop custom network strategies. Unique to SaskTel International is its ability to manage fiber projects in their entirety from conception to completion. Building on SaskTel's experience, SaskTel International provides leadership for custom designs, engineering, construction, and overall management of the network.

With over 35 years of experience working with fiber, SaskTel International is proud to share this knowledge with clients around the world. In addition to its role in the English Channel Tunnel project, SaskTel International has provided fiber consulting services in several communities:

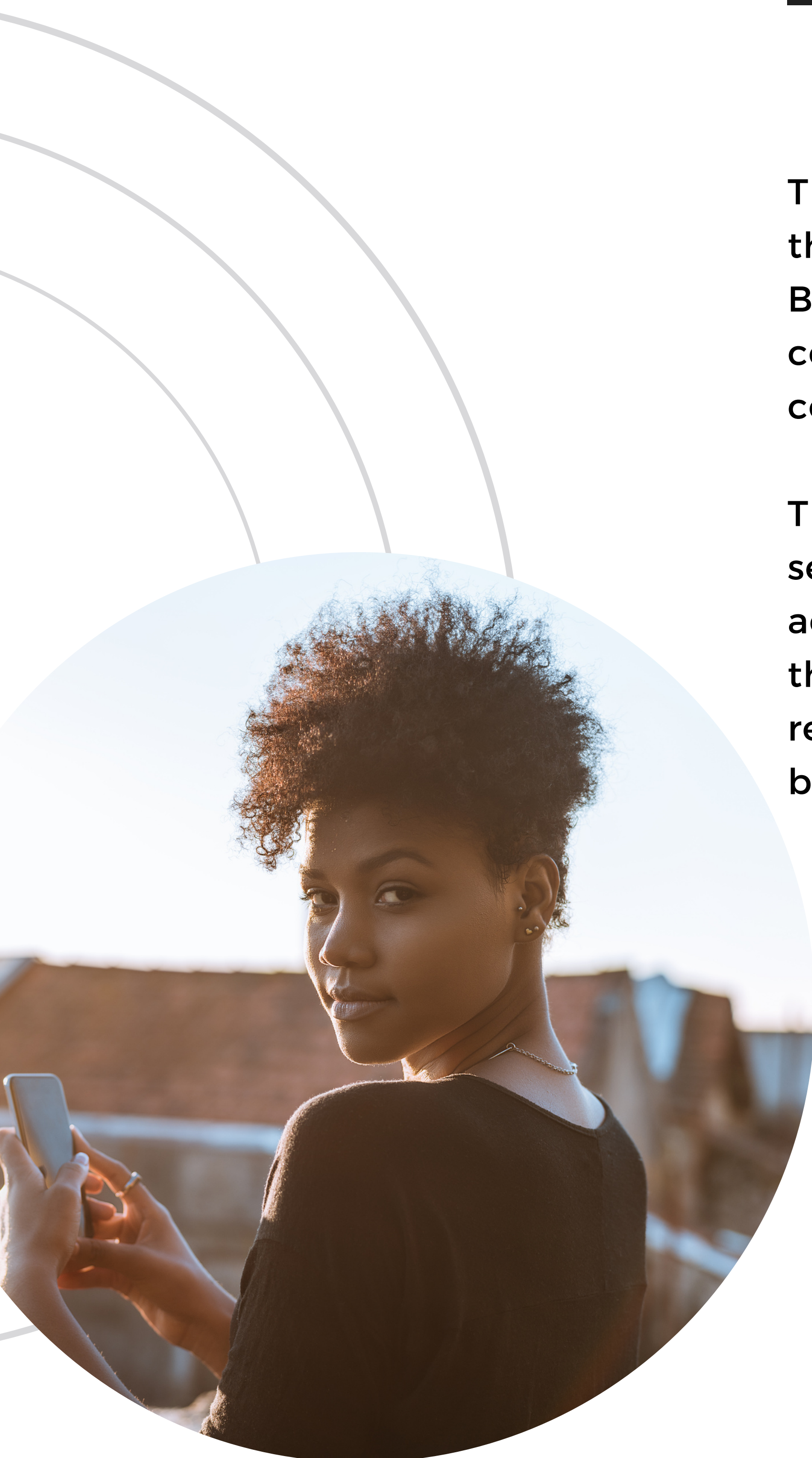
- Nassau, New Providence, Bahamas
- Port of Spain, Trinidad
- Madhyah Pradesh Province, India
- Seattle, Washington, USA
- Los Angeles, California, USA
- Salt Lake City, Utah, USA
- San Francisco, California, USA
- Atlanta, Georgia, USA
- Morogo, Dar Es Salaam, Dodoma, Tanzania
- Tete, Mozambique
- 550 communities in the Philippines



INTRODUCTION

The Bahamian mobile market has evolved over the years, but one thing that remained missing for consumers was choice. In 2014 however, the Bahamian government sought to liberalize the country's mobile communications sector to allow for new entrants to create greater competition.

The government understood that by providing consumers a choice of service providers, competition would promote lower prices in addition to accelerating the adoption of new technologies. To support this initiative, the government established a cellular liberalization task force responsible for defining a competitive selection process for companies to bid on spectrum and provide cellular mobile services in the Bahamas.



ALIV WIRELESS

Cable Bahamas Limited (Cable Bahamas) emerged as the successful applicant and won the license to create a new company to provision cellular services to the Bahamian market. With this win, Cable Bahamas began the journey to shape the future of the Bahamas mobile market with their new venture, ALIV.

Vision

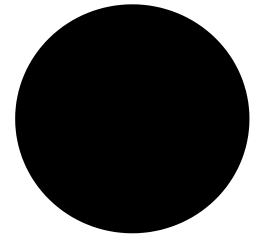
From the company's inception, ALIV had a strong vision for their business. "Our clear goal is to deliver a next generation network, superior customer service, and unbeatable value for smartphone devices and voice & data plans. This will be underpinned by a significant investment in world-class technology and resources. Our intent is to provide an unparalleled cellular experience that the people of our nation will be proud of," said Mr. Franklyn Butler, Chairman of ALIV.



Mobilization

From the onset, Cable Bahamas knew that a strong partner with operational experience from a mobile network perspective would be required to help make the new startup company a success. The spectrum competition requirements were stringent; ALIV was faced with the challenge of having to launch its first two islands within three months of having obtained their cellular license, with targeted service goals regulated by the Bahamas Utilities Regulation and Competition Authority (URCA). ALIV had no time to lose and needed the right guidance in order to establish a new mobile network and business in only three months.

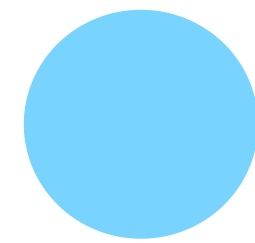
**ALIV WAS FACED WITH THE CHALLENGE OF HAVING
TO LAUNCH ITS CELLULAR NETWORK WITHIN
THREE MONTHS.**



Reliable Partner

As a long-time partner of Cable Bahamas, SaskTel International was a logical partner for ALIV to help deliver on their promises and reach their service goals. SaskTel International has been a prominent advisor to service providers in the Caribbean and around the world for the last three decades.

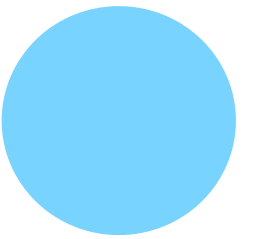
SaskTel International was created by SaskTel, a Canadian quad-play provider with the mandate to use SaskTel's knowledge and expertise developed from over a century of successful operations to help other service providers around the world thrive.



**SASKTEL INTERNATIONAL HAS BEEN A PROMINENT
ADVISOR TO SERVICE PROVIDERS IN THE
CARIBBEAN AND AROUND THE WORLD
FOR OVER 30 YEARS.**



Results



SaskTel International and ALIV formed a strong partnership and worked diligently on the launch of this new network and company. On October 1, 2014, ALIV CEO Mr. Damian Blackburn announced to URCA that ALIV had met the 99 percent population coverage target across The Bahamas' largest island, New Providence, and over 80 percent population coverage on Grand Bahama.

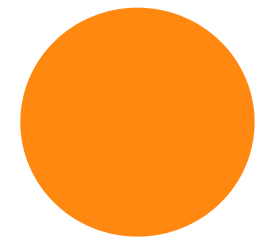
In partnership with SaskTel International, ALIV, was able to successfully deliver the following in a mere three months after winning their mobile license:

The first network test calls were placed only 19 days from the date of license issue.

83 tower sites commissioned across New Providence and Grand Bahama.

A state-of-the-art call centre facility at Freeport, Grand Bahama serving the entire country.

Mobile service went LIVE on October 1, 2014, only three months after the license was awarded.



Record Time to Stand up Network

Not only did ALIV meet their first obligation as the second mobile operator in the Bahamas, but they did it in record time, proving to URCA and the people of the Bahamas that they were committed to delivering superior cellular services to the people of their nation. ALIV's initiative demonstrated that having the right partner is critical to the success of large-scale initiatives like creating a brand new mobile provider. With all that was needed to be done in such a short time frame, ALIV needed strong partners to achieve the required results. SaskTel International was able to step up to this task by providing dedicated and experienced staff to help lead this implementation.



KEY SUCCESS FACTORS

1) EXPERIENCED AND KNOWLEDGEABLE HUMAN RESOURCES

When awarded the spectrum, one of the greatest challenges facing Cable Bahamas was finding the necessary resources to help with the technical aspects of operational network design, construction, and operation, as well as effectively managing the program of projects to complete the work. Knowing that finding resources with the required technical skills and experience on the island would be difficult, Cable Bahamas looked outside the Caribbean for partnerships on the initiative. Cable Bahamas wanted to bring a team of resources from a single partner to provide operational skills and experience.

With the mobile operations expertise and experience of SaskTel International's staff, Cable Bahamas chose the company to be that single partner. SaskTel International's ability to leverage additional resources from their parent company, SaskTel, and to add or replace resources as changes within the project occurred provided flexibility to make quick project adjustments.



2) UNBIASED THIRD-PARTY STRATEGIC ADVICE

With many vendors involved in the initiative, it was important for Cable Bahamas to have a partner that was capable of looking at all the decisions being made by individual vendors to ensure that the decisions worked cohesively for the benefit of the company. SaskTel International was very effective in this role, particularly as they worked with Huawei, the hardware vendor involved in the project. Huawei was contracted to not only provide hardware, but also network design, build, and near-term operations.

SaskTel International worked with Huawei to ensure the build met the operational needs of the company. Considering their previous experience working with Huawei, this was a role SaskTel International filled naturally, as SaskTel's own LTE network is made up largely of Huawei products. One of SaskTel International's key strengths is knowledge of Huawei and ability to maximize the value of the investments in Huawei products made by service providers.



3) REDUCTION OF RISKS AND GREATER PROBABILITY OF SUCCESS

With only three months to reach 99 percent population coverage across New Providence and Freeport, Grand Bahama there was no time to make mistakes. ALIV needed to be able to get their strategy and plans right the first time, making it vital to select the optimal partner. SaskTel International has developed a significant knowledge base from decades of experience with telecommunication design and deployment projects all over the world.

ALIV's partnership with SaskTel International allowed them to not only meet their obligations in record time, but also to quickly capture market share and begin generating revenue. With this approach, ALIV gained access to a team of highly experienced, professional experts who were able to immediately step in to meet the most difficult challenges.



4) OVER THE SHOULDER TRAINING BENEFITS

Today, having met their first service obligations to the Bahamian public, ALIV continues to grow rapidly and has been meeting strategic milestone after milestone. Leveraging SaskTel International's experience and expertise helped ALIV launch in record time and prove their commitment to the Bahamian people. The ALIV executive team sees unlimited possibilities and opportunities with their venture. SaskTel International will continue to partner with ALIV to help them grow the capabilities of their company. The people of the Bahamas now have something that they have wanted for a long time – competition in the mobile communications space.

Throughout the project, SaskTel International has had the privilege to work with and mentor local resources. From the beginning, Cable Bahamas' end goal was to have Bahamian people as the foundation for ALIV. SaskTel International has played a key role in building this foundation by working side-by-side and providing “over the shoulder” training to Bahamian resources, the future of the company. One of the greatest benefits, however, has been the experience that SaskTel International has enjoyed not just with respect to the business, but experiencing the rich Bahamian culture and friendships.



LET'S WORK TOGETHER

SaskTel International provides a wide range of professional services for Communication Service Providers and Information Communication Technology companies. Alongside our customers, we provide strategic planning from concept through deployment working through their business lifecycle to provide advice, prepare ideas, develop a plan, design a solution, implement the solution, monitor operations, and optimize processes.

Our qualified resources are not only sourced internally but also from our parent service provider, SaskTel. This translates into an ability to understand the unique challenges of our customers and leverage over a century of insight, expertise, experience, and lessons-learned from someone who has been there before.

For more information on how SaskTel International can help your business achieve its strategic network goals
e-mail info@sasktelinternational.com
or visit our website at
www.sasktelinternational.com.

