



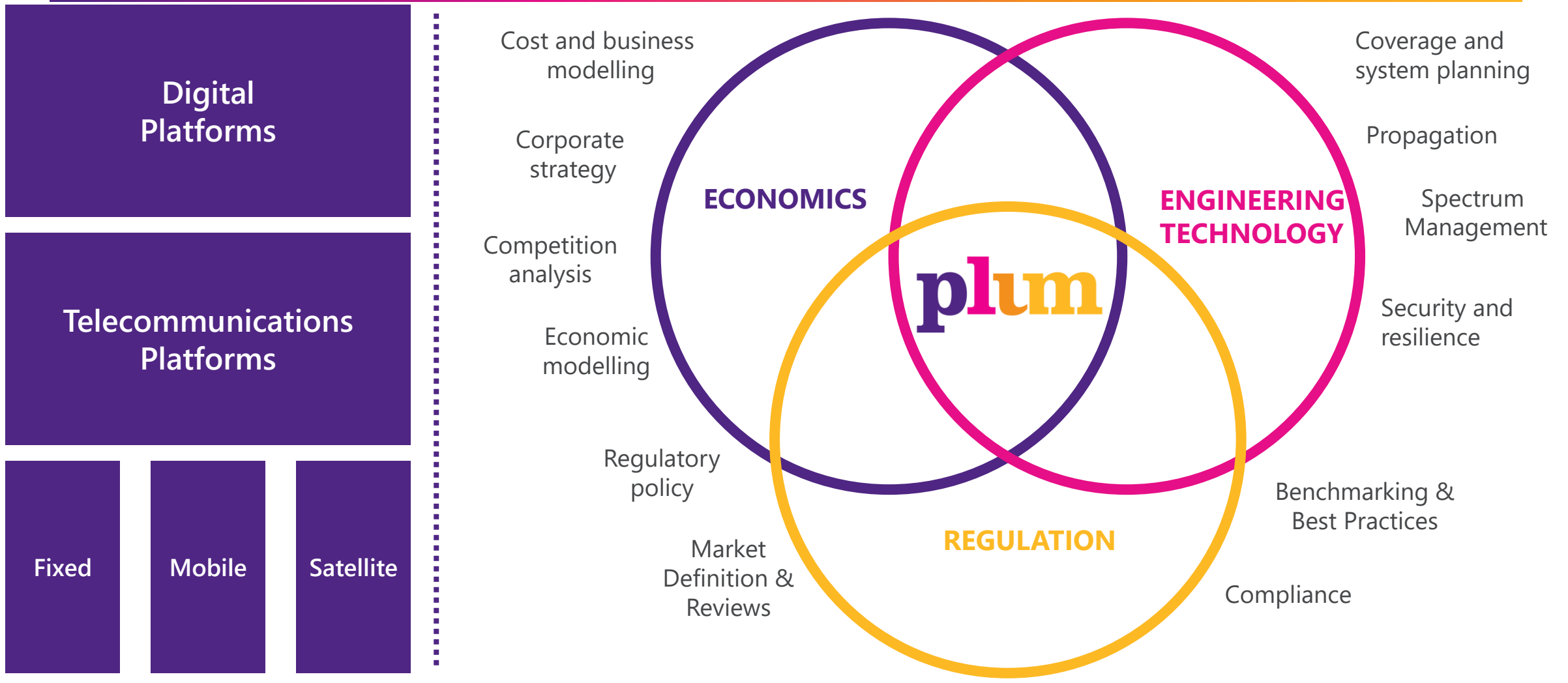
Swiss Telecom Association Annual Conference

Shifts in the telecom world

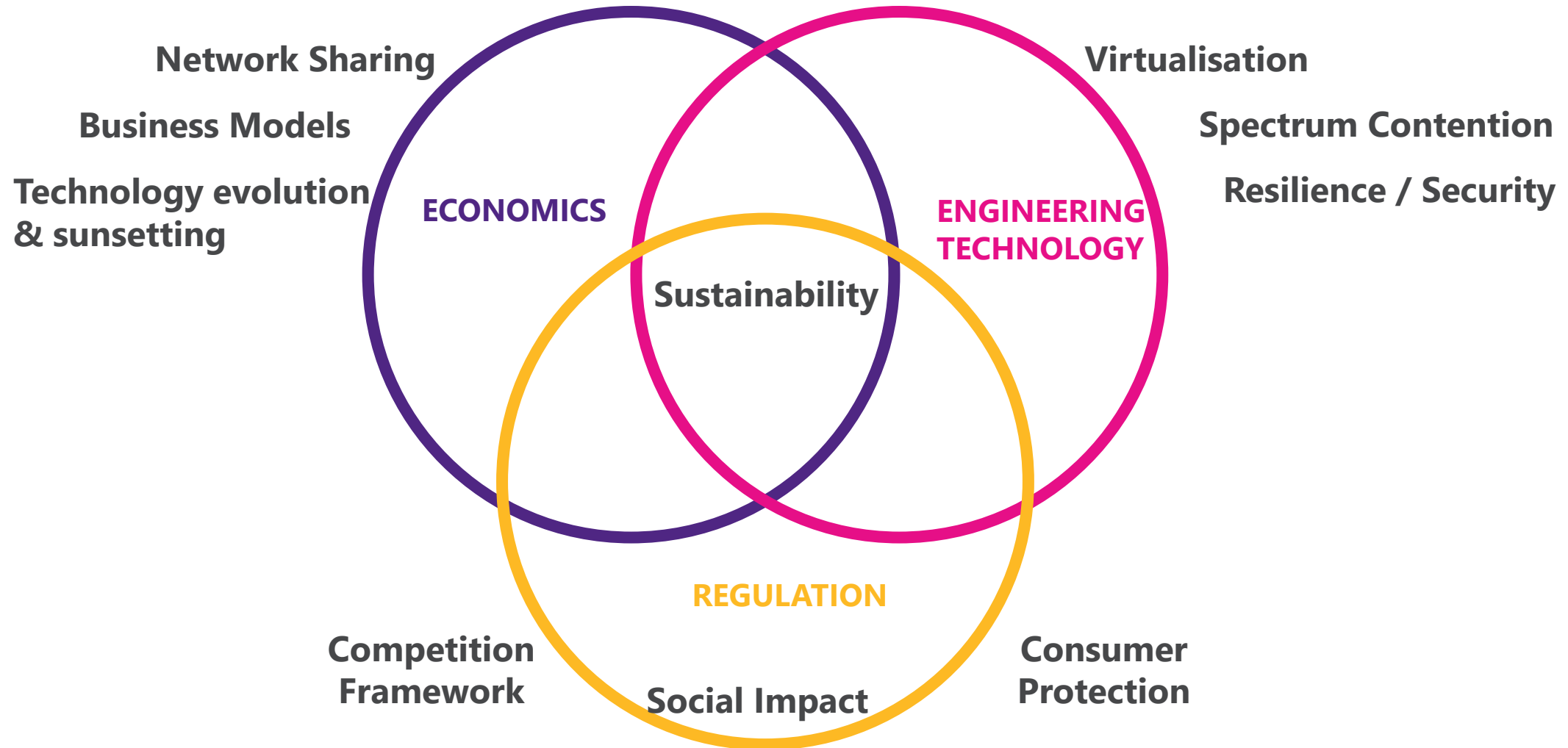
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Who we are



Broader Industry Issues



Broader Industry Issues: Economics

Network Sharing

The cost of infrastructure competition is becoming less and less sustainable for vertically integrated telcos. Innovation increasingly happens on and not in the network, in both fixed and mobile. New sharing and ownership models are emerging.

Business Models

Margin issues facing the telecom world boil down to lacklustre adoption and inability to increase prices and ARPUs. Telcos need to market and sell more efficiently to solve these issues.

Technology Evolution & Sunsetting

Legacy technologies in mobile and fixed are increasingly expensive to maintain but complex to shut down. New technologies promise more efficiency and better performance but will require resources to deploy. Finally, competing platforms (satellite, FWA...) are potential threats.

ECONOMICS

Broader Industry Issues: Engineering

ENGINEERING TECHNOLOGY

Virtualisation

Software defined networking allows for the virtualisation of network equipment. This changes both business models and business practices, it also changes skillsets and vendor relationships.

Spectrum Contention

Spectrum usage is not just a potential issue amongst MNOs, but much more broadly with defence, wi-fi, satellite and more. This requires a much more holistic view of assets and fundamental rethinks on how they're allocated.

Resilience / Security

Resilience has always been a key component of effective network management, but external threats are now much higher risk than before, and dependencies from public services and governments mean they get involved.

Broader Industry Issues: Regulation

REGULATION

Competition Framework

The tension between the need for competition and the desire for margins isn't new, but it is coming to the forefront again, and in a stronger way than before. The role of regulation in resolving this tension is more key than ever.

Social Impact

Electronic communications impact increasingly more aspects of our lives and understanding their social impacts is key to ensuring these technologies deliver the most for the broader social good.

Consumer Protection

This field of regulation is no longer just about pricing and contractual protections, but covers a broader set of considerations including online harms.

Broader Industry Issues: Sustainability

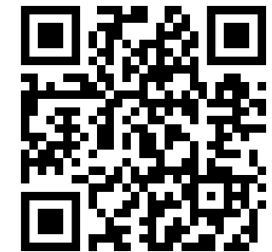
- In many ways, sustainability is at the intersection of all these, and should be at the centre of all our considerations.
- In practice, there is a lot of virtue signalling, but limited actual decrease in carbon footprint by the sector.
- Some of the key short term questions include:
 - How to increase device lifetime (mobile phones, CPEs, network nodes, etc.)
 - How to address the contradictions between infrastructure competition and sustainability
 - How to envisage technology evolution in light of their resource impacts
 - What is the role of policy in reinforcing energy and resource sobriety in the sector

Conclusions

- The telecom industry is at a crossroads.
- Legacy models and corporate cultures are showing their limits.
- Time and money has been wasted on diversification and glitz.
- The industry needs to find leaner efficiencies and better alignment with industrial cycles.
- It also needs to undertake an IT and HR revolution in the era of virtualisation.



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