



# LYA<sup>®</sup> 2010 Canadian Communications Executive Boot Camp

*A 1-day in-house session, at your premises, presented by Lemay-Yates Associates Inc.*

Whereas the last decade witnessed a significant consolidation among wireline telecommunications service providers and mobile carriers, the outlook for the coming years is quite different. Challenges and opportunities as well as risks abound over the next few years, and not only for wireless new entrants.

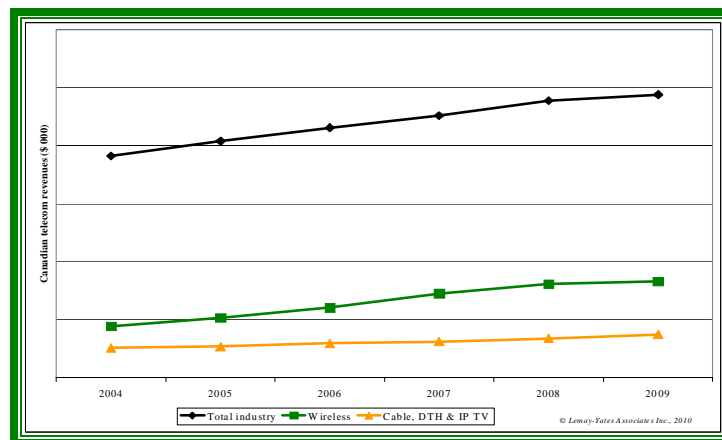
The Canadian communications competitive landscape is shifting rapidly as more services and usage migrate to mobile/wireless platforms and as new technologies such as on demand online video bring opportunities and threats, potentially reshaping revenues streams for broadcasters and BDUs. Each stakeholder will be impacted by the shifting sands of new technologies and markets depending on its strengths, weaknesses and on the assessment that it makes on how to respond to the new environment.

To help industry stakeholders navigate through these waters, LYA offers a new in-house boot camp strategy session specifically designed to provide key executives with an up to date, comprehensive perspective on the Canadian communications industry, integrating all aspects from overall market evolution, new wireline and wireless technologies to telecom and broadcast policies and regulation as well as spectrum award and the broad lines of strategy that should shape your investment plans going forward.

Your boot camp leader is Ms Johanne Lemay, a recognized industry expert, who will provide a timely strategy discussion of the Canadian communications landscape at the start of 2010. This Session will enable you and your team members to develop key strategy take-aways and action plans for 2010, after a full day's discussion of every salient aspect impacting your organization. The Boot Camp is organized in two segments.

The first segment focuses on the overall evolution of the Canadian communications industry and discusses the strategic positioning of key players including incumbent telephone and cable TV companies as well as the wireless new entrants. Key industry metrics and their recent evolution including revenues, profit margins and investment are discussed. Comparisons of the Canadian market with the US competitive landscape are also covered. LYA has extensive in-house analysis of the evolution of all segments of the Canadian communications industry going back many years. Below is an example of the analysis presented during this Seminar which compares the evolution in revenues between the wireless segment with that reported in the telecommunications industry in total and in video entertainment services (incl. cable TV, DTH and IPTV).

## Five-Year Revenue Evolution for Key Segments of the Canadian Communications Industry



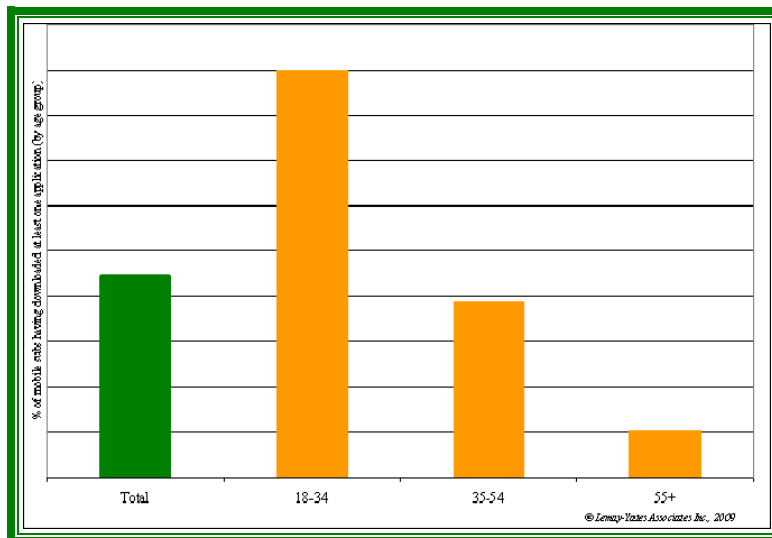


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In addition, this segment provides a comprehensive discussion of technology and market trends, drawing on LYA's extensive expertise and experience in all communications technologies. This includes wireline as well as wireless technologies, the evolution to 3.5G/4G wireless technologies, broadband portable wireless (WiMAX) as well as DOCSIS 3.0, switched digital video services, IP TV and fiber to the home, etc. Furthermore, LYA conducts its own primary research among Canadian consumers and key excerpts from our most recent research on mobile broadband services are highlighted as part of the Seminar. As an example, the figure below provides a perspective on the proportion of Canadian adult mobile users that had already downloaded a mobile app on their smartphone in IV Q 2009.

## **The Proportion of Adult Mobile Users who had Downloaded Apps on their Mobile Phone**



The second segment delves into the telecommunications policy and regulatory issues that impact Canadian industry stakeholders, from foreign investment restrictions to regulatory framework and the impact of new rules and regulations for new media, BDUs and conventional broadcasters to new spectrum award. This includes discussion of spectrum initiatives that will be on the industry's agenda in 2010 and 2011 including the digital transition, digital TV and the 700 MHz spectrum as well as the 2500 MHz Broadband Radio Service (BRS) band and the fees for mobile license renewals.

The Boot Camp agenda is provided on the following page.

**Note that the boot camp session can be customized to address issues specific to your organization if such information can be provided ahead of time.**



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## **AGENDA**

### **Segment 1: Setting the stage: overall industry trends, key service providers, market and technology discussion and trends**

- 5-year evolution of the Canadian telecom environment: total industry revenues as well as per segment; Wireless, Wireline, (residential and business), Internet, Cable and DTH, Broadcasters, Specialty channels, New Media ; the strategic positioning of the key players: Bell Canada, TELUS, Rogers, Shaw, Quebecor, Cogeco, Bragg, Globalive, DAVE, Public Mobile, Canwest, Astral, Corus, CTV, etc..
- A US/Canada comparison of recent industry evolution across key market segments
- What are forward looking growth opportunities and potential threats for telcos and cablecos; broadcasters and specialties, business vs. residential; is mobile a *sine qua non* requirement for each service provider in this new decade? Are business services a real addressable opportunity for Canadian cablecos as they are now for US cablecos?
- Wireless technologies – PCS/3/3.5G/LTE/WiMAX; Overview of wireless spectrum bands
- Results of the 2008 AWS auction: spectrum holdings among mobile licensees
- The Canadian mobile penetration gap and the potential market for new mobile carriers; is 100% penetration the ceiling?
- Opportunities and threats brought by the digital TV transition; will mobile DTV become a reality?
- Is this new decade “The Mobile Decade” in Canada: how Canadian users are migrating their Internet and media usage to wireless platforms? Who does what in terms of mobile broadband applications?

### **Segment 2: Policy, regulations, licensing and strategies**

- Minister Clement has overturned the CRTC Decision stating that Globalive was not Canadian controlled. What does this mean for all Canadian carriers going forward? Who can benefit or be negatively impacted by this Decision?
- Potential impact of the upcoming CRTC decisions regarding the battle for fees or value between broadcasters and BDUS? How does the Canadian environment compare to the debate between similar stakeholders in the US on these issues?
- Broadband radio service (BRS) in 2500-2690 MHz – issues from the 2009 consultations, future licensing opportunities, timing
- DTV opportunities and 700 MHz in Canada: status, issues, prospects for licensing, timing
- Going forward investment and commercial strategies – broad lines and priorities

### **Wrap up discussion and closing statements**

*Note – The content of the boot camp can be customized to the needs of each audience; a PDF copy of the 150+ page presentation and documentation will be made available via the client area of [www.LYA.com](http://www.LYA.com)*



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The boot camp is provided to an in-house audience, ideally of 10-15 people, in an intensive 1-day session at a time and location convenient to your staff. To protect participants' interests the seminar is provided for internal use only and we do not offer it on a multi-client basis. The seminar can be presented in English or French; materials are English-only.

### **Background – LEMAY-YATES ASSOCIATES INC. (LYA)**

Johanne Lemay and Robert K. Yates founded LYA in 1993. LYA is a key advisor to the telecom industry, helping to drive major investment decisions and strategy. We have hands-on experience in the development of telecom carriers and telecom services in Canada. LYA has advised many executive teams to help them develop, refine and implement their strategic perspective. LYA has been involved in all aspects of wireless services in Canada for 15 years ranging from government policy consultations to network due diligence and service and pricing analysis in addition to direct preparation for and participation in spectrum auction processes.

LYA has developed its own in-house database of company and industry results and metrics over many years enabling us to provide in depth expertise on the specifics of the Canadian communications industry and its various service providers. In addition, LYA conducts its own primary research which yields valuable and unparalleled insight into the evolution of consumption of communications and media services. We are recognized experts in spectrum and license valuation and technologies and have conducted considerable research and numerous assessments in all of the major wireless spectrum bands.

**Wireless licensees, telecom carriers and service providers, broadcasters, equity investors and lenders, government departments and agencies as well as vendors and industry suppliers can all benefit from our unique experience!**

#### **Overview of key LYA services**

- STRATEGY REVIEW AND BUSINESS PLANNING, MARKET RESEARCH, DUE DILIGENCE AND COMPETITIVE BENCHMARKING:
- TECHNOLOGIES AND NETWORKS: ASSESSMENT AND REVIEW
- TELECOM POLICY AND REGULATION: EXPERT TESTIMONY in regulatory matters, policy consultations and litigations.
- SPECTRUM AND LICENSE VALUATION.
- AUCTION TRAINING AND BID ROOM MANAGEMENT

**Please call us at (514) 288-6555 or contact us by email at [lya@lya.com](mailto:lya@lya.com) to obtain pricing and to schedule your session – Visit our web site at [www.LYA.com](http://www.LYA.com) for more information.**