



The Australian Broadband Guarantee was superseded by the First Release Satellite Service (FRSS) in 2011. Up to the point of this RFI, Skybridge has successfully delivered over 40,000 FRSS installations.

Skybridge is exclusively contracted to Gilat to manage the on-ground installation and maintenance of all FRSS customer services, and to provide technical support to our technicians while on site. In turn, Gilat provides the satellite service and Tier II technical support to the prime contractor (Optus).

Below is some information about the size and scope of the FRSS project and Skybridge' performance.

Skybridge commenced the "soft launch" of FRSS sites on behalf of Gilat and Optus from July-November 2011.

During the soft launch, a representative range of trial site customers Australia-wide was hand-selected from retail service providers including Skymesh, Harbour IT and APN. The purpose of the soft launch was to monitor each installation to ensure that each customer's service performed as promised. During the soft launch trial period, customers remained connected to both the ABG service and the FRSS service to provide backup capability in case of any issues. As part of the completion of the soft launch sites, the customers required an upgrade of their service to re-point their dishes from Optus D1 to IPStar. This required a re-point of the dish and re-fit of LNB and modem.

Service delivery was monitored by the team at Optus and the RSPs and the soft launch went very smoothly.

Throughout the FRSS program, we have demonstrated our ability to flex up quickly to meet spikes in order volumes and have consistently meet KPIs and performance expectations.

KPI performance statistics

Skybridge's maximum contracted orders received rate for the FRSS program is 1,800 order per month. However, from May to December 2012, we were receiving much higher order volumes that peaked at 2,900 orders per month. We had no prior notice that orders were going to increase; we were only made aware when the orders hit our system.

The Skybridge culture is to step up and get the job done.

To manage the additional volume, we put on additional project and technical support staff, which in turn enabled our technicians to work over the weekend to meet demand. We also flew in additional mounts at our own cost (approximately \$30,000 in additional freight cost alone) to meet the volume of hardware required. We didn't ask for an exception to the contract or SLA during this time. Additionally, we continued to meet our Service Level Assurance obligations during the peak demand period.

In the FRSS program Skybridge visits a number of offshore and very remote locations such as Thursday Island, Badu Island, and Arnhem Land. Remote installations represent less than 1% of all installations but are important to get right due to the time and cost implications.

Skybridge has completed or has scheduled for completion 242 Zone 4 (remote) installations for FRSS, representing 0.65% of total order volumes.

Customers in remote locations usually require a 1.8m dish on a ground mount or a pole due to the weight of the dish. These are complex projects with extensive travel times – often requiring a 3-5 day round trip for the technician - it is therefore important to capture the correct details to ensure the installation can be successfully completed first time. Together, we identify the prevailing conditions on site (such as dwelling and soil type); availability of concrete on the site; and the logistics of getting the right equipment there so the installation can proceed to schedule.



Figure 1
Example Photographs received from technicians accessing installations in extreme areas while servicing the FRSS.



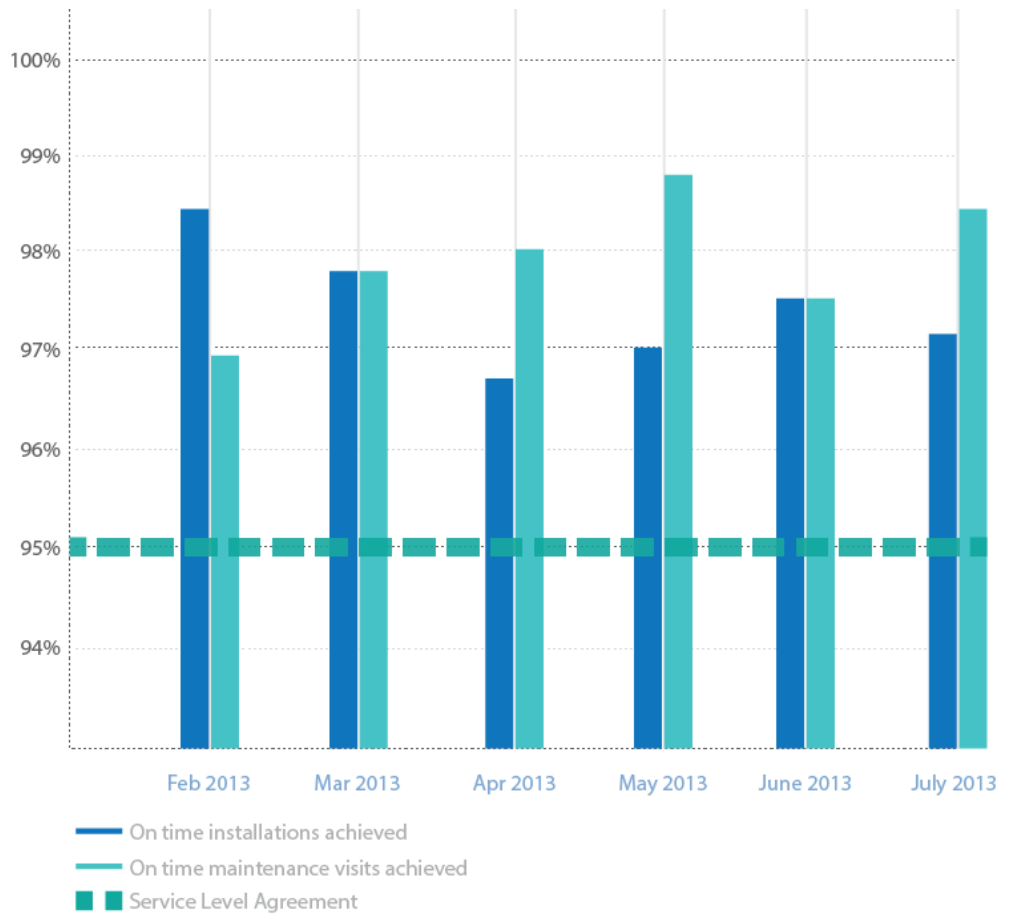


Figure 2
SLA Graph
Feb 2013-July 2013

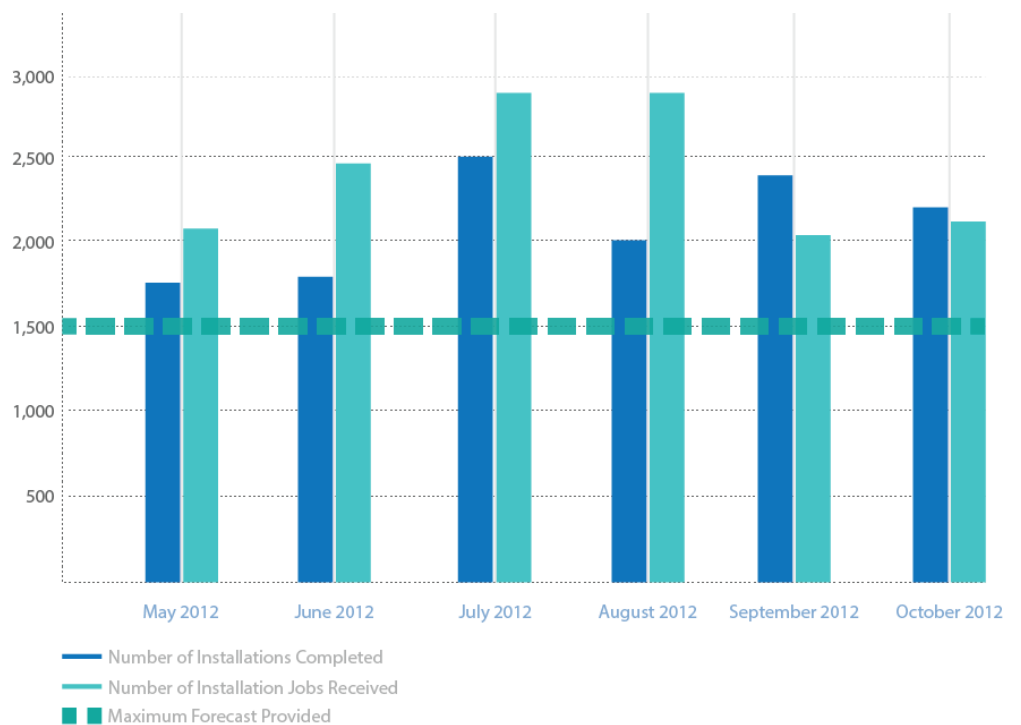


Figure 3
Jobs Received/Completed
May 2012-October 2013



Skybridge is very experienced in what it takes to get this type of installation completed efficiently and successfully.

Skybridge has consistently out-performed maintenance SLAs, achieving 96% or better against an SLA of 95%.

Skybridge has always met its FRSS SLA to restore customer service within 7 calendar days, a very tight timeframe when taking into account that these are regional and remote areas.

We have received many customer testimonials and letters of appreciation for the FRSS service. Some are provided below:

"I completed a job this morning for 408843 Geoffrey Joyce and he wanted me to pass on an email to say how happy he was/is with Skybridge. He said there were 2 phone calls and both times was pleased with the response and professionalism."

"From: Mark Traynor [mailto:ozcheeze@gmail.com]

Sent: Tuesday, 4 June 2013 4:54 PM

To: nbncustenquiries

Subject: NBN Installation

Hi

We had your technician, Allan I think it was, install the system today

The work was excellent and he was very helpful and polite

If all your installers are to his calibre then you will have many happy & content customers"

"From: Denise Parkins [mailto:jdhmparkins@gmail.com]

Sent: Thursday, 25 April 2013 8:29 PM

To: nbncustenquiries

Subject: Hi Skybridge installation team, thank you for installing our NBN internet statelite dish on Wednesday. Nathan the contractor, was polite, professional, turned up on time and explained everything as he was doing it. He was a great contractor to work with."

"I had an interim satellite service installed today and wanted to compliment the employee responsible for the installation.

He arrived at the time he indicated, was very affable and easy to deal with and did an excellent quality job. He was respectful of the property and in his manner.

It is very rare to have a good experience with a service provider so I thought it should be noted that you have an employee who represents your business in such a positive way.

Regards

Natalie Vicary"



"I have just had the pleasure of dealing with Sky's The Limit as an installer operating on behalf of Skybridge for the installation of my NBN Satellite service to my rural property.

The quality of professional service was truly exceptional with regard to every facet of their operations :

* Communications

* Presentation of vehicle, personnel, equipment

* The professional attitude and manner of the personnel

* The efficiency and thoroughness of the installation * The briefing and education offered with regard to use of the service

I could not commend the quality of this contractor too highly as one which Skybridge should have every confidence with and one that I would not hesitate to recommend to other potential clients.

This entity is a truly class act.

Thanks and regards

Dave Byers"

"On Monday, 5th September, I was lucky enough to have Paul arrive to install my Sattelite. Little did I know, when he arrived, what a fabulous experience I was in for. Being very untechnical savvy, Paul understood, and explained everything He was doing, in a language I could understand. His patience, during this install was amazing, as it wasn't to go smoothly, but he was so very calm, and determined to get it just right. He arrived at my Home at 7.30am and left around 6.00pm after going through the system with me and attempting to get my router working despite this not being part of his standard work.

Even though he had to continually, go up and down the Ladder during, the course of the Day, I was amazed to see him, put on his harness each time, making sure he put safety first. I was shown even more of his personality, this morning the 7th, when he rang just to check, that Clearnet had got my Router working, and that all systems were working.I would like to say, that in my opinion, Paul, is an absolute asset to the Company, his experience, patience and understanding, is to be truly admired.

Sincerely, Colleen Blofield"

"Hi,

I just want to thank all you wonderful people for the installation of our satellite dish for internet connection at house 2b, 139 Testorelli Road, Copeland.

It all works beautifully with both my laptop and my wife's laptop. Fast speed - wow!

The installer has done a great job, and, thankfully,cleaned up afterwards.

Thanks also for keeping us up to date and getting the job done so promptly

Cheers,

Martin Ryman"



In addition to customer testimonials Skybridge regularly receives emails of appreciation from Afshin Mashayekhi, COO of Gilat. Here are two received during the last 12 months of the FRSS program:

"9,539 Completions As Of Today! On behalf of myself, Optus and NBN thank you very much for your effort. Melissa, please pass my thanks and Optus/NBN regards to your team." 29/6/2012

"Hi Everyone, I'm sending you this email to thank you in person and tell you how important it was for Gilat Management Team to pass 7000 completions in Q2 of 2013. We made it with your help and we all appreciate your effort and good work. Please keep up the good work and together we can achieve all the goals that we have as a group ;)" 8/7/2013

Lessons learned to apply to future rollouts:

i. Building On An Existing Workforce

A workforce of the scale and geographic coverage required for this program cannot be built overnight. It is essential to have a base of rural technicians with proven expertise in place prior to commencing the program, and having processes and resources in place to continue recruiting field installers to service black spots and areas of higher than expected demand.

ii. Programs Work Through Partnership

Skybridge has been a partner to NBN Co, Optus and Gilat in this program. We have demonstrated our commitment to meeting NBN Co's expectations even when it is at the cost of our margin or beyond contractual obligations. This has been a key to the success of FRSS.

iii. Allowing For Service Assurance Commitments

Providing prompt service assurance is critical to the program achieving customer satisfaction objectives. In order to facilitate this, it is essential to have (1) sufficient unscheduled capacity in the workforce to allow for service assurance at short notice and (2) team members dedicated to organising service assurance appointments.

iv. Jeopardy Management

Another key driver of customer satisfaction is successful completion of installations at their designated time. Jeopardy management is the process of identifying jobs at risk of not being completed on time due to issues that may not be within Skybridge's control, such as program governance and weather, to ensure that potential delays are minimised and effectively communicated to affected customers and RSPs as well as program partners.

v. Weekend Flexibility

Accommodating weekend work enhances flexibility for customers and technicians, and assists in meeting demand surges at short notice. In order to work effectively on weekends, Skybridge has implemented weekend resources necessary to support technicians with customer scheduling and technical support.

vi. Daily Invoice Approval

This type of project would normally have a lengthy end of month reconciliation process owing to the high number of transactions involved, and the number of scenario variations that need to be captured in an end of month invoice. Through our work with Gilat and Optus we developed a process

that enabled jobs to be approved for payment on a daily basis, culminating in a pre-approved manifest at the time of invoicing. This process has the additional benefit of identifying invoicing issues as early as possible so as to implement continuous improvement processes that address the cause of the issue and prevent from reoccurring.

vii. Clearly Distinguished Order Types

Through the FRSS engagement, we undertake multiple order types including basic installation, maintenance, relocation, reconnect, upgrade and de-installation. Each order type has different data capture and job workflow requirements. Hence, it is important that the definition of each order type is clearly understood by all stakeholders to ensure the correct work is completed for each customer.

viii. Capturing At-Risk Activities Early

We have identified a number of on-site scenarios that have potential safety risks, such as hazardous materials (including ACM) being present. Skybridge has developed a Permit To Work system which requires technicians to obtain permission from our technical support team before the job commences in order to continue with the installation.

ix. Categorising Exceptional Events

There are a number of scenarios outside Skybridge's control that may impact our ability to complete jobs within SLA, such as extreme weather events and customers being away from home for an extended period of time. It is critical for all parties to have an agreed definition of each type of exceptional event, and that they are captured and categorised accurately when they occur in order to correctly calculate adherence to Service Level Agreements.

x. Capturing Aborted Installations

Installations are aborted due to a number of reasons including line of sight issues, requirement for a non-standard mount and faulty equipment supplied. During the course of FRSS we have captured every occurrence of an aborted installation and identified means of reason their likelihood.

xi. Buddy System To Manage Field Installers

We have established a "buddy" system, where program staff in customer care, job completion and field workforce teams are each assigned a group of technicians to manage. This provides technicians with individual contact points within Skybridge thereby building strong relationships between staff and the field workforce.

xii. Establishing A Strong Governance Structure

The governance structure established for FRSS has enabled strong communication channels between NBN Co and all program partners. It has ensured the smooth running of the program with respect to capacity management, WHS matters and volume targets, and that all parties have aligned interests in the program's outcomes.

xiii. Avoiding Delays For Quote Approvals

As a shared learning between Skybridge and NBN Co, we have established a tight process that enables Skybridge to proceed with job scheduling while awaiting quote approval. This initiative has been highly successful in preventing the customer's program experience being impacted if quote approval is required, but also ensures that work does not proceed until acceptance has been received.



xiv. Providing Visibility To Stakeholders

From day 1 of the FRSS rollout, Skybridge has provided transparent, real time job status information to all stakeholders including RSPs, NBN Co and program partners through its client portal. Information provided through the portal includes job scheduling information and photographic evidence of work completed. It also provides an audit trail for each job to enable stakeholders to be able to investigate any issues. This value-add provided by Skybridge has played a significant role in enabling all stakeholders to provide high levels of service to end customers.

Project reference information

- Customer Name:
Gilat
- Customer address:
Level 7, 436 St Kilda Rd, VIC 3004
- Staff member:
Afshin Mashayekhi
- Title and role with organisation:
Chief Operating Officer
- Telephone number:
03 8306 0000 / 0432 763 180
- Fax number:
03 9866 6355
- Email address:
afshinm@gilat.com