

# The Diversification of Andorra Telecom

Jordi Nadal, CEO of Andorra Telecom, shares his insights into the transformation process Andorra's telecommunications operator is undergoing, a process taking place in a country located in the very heart of the Pyrenees, renowned for the quality and security of its telephone services and the widespread implementation of fibre optics. Nadal sees diversification and internationalisation as the main pillars of the company's strategy.



Jordi Nadal, CEO of Andorra Telecom

“ Our financial situation and know-how give us the muscle to open up new markets. ”

*Jordi Nadal is the CEO of Andorra Telecom. He has been part of Andorra Telecom's team since 1994. Mr Nadal has a degree in marketing from EADA and a Telecommunications Engineer Master from the Polytechnic University of Catalonia (UPC).*

**Q: In 2014 the Andorran parliament approved a new legal framework for the firm, which has since become a limited liability company. What has this meant for Andorra Telecom?**

**A:** The company was founded in 1967 under the name “Servei de Telecomunicacions d'Andorra” as a public-law entity. That legal status was maintained over the years as a guarantee of the company's focus on public service. Nonetheless, it currently limits our chances to tackle many of the challenges we've embarked on. Converting Andorra Telecom into a limited liability company will give us more flexibility and allow us to develop and adapt our strategy as a telecommunications operator while maintaining our calling to provide public services, which is engraved into our DNA.

**Q: What does that strategy involve?**

**A:** Our strategic plan is based on two basic premises. Firstly, diversifying our business as a global telecommunications operator, as well as other activities within the framework of the Andorra Smart Country project, in which Andorra Telecom is a leading player. The other main pillar is the internationalisation of the company, which means not only providing services from within Andorra but also forging strategic alliances with foreign companies. A number of firms have shown interest in developing joint projects in recent years, an interest we can now adequately respond to. Our solid financial situation and know-how give us the

- ▶ muscle to work in new markets and open up new activities. Our new legal status will also allow us to implement asset revaluation policies.

### ASSET REVALUATION

**Q: You mentioned the smart country initiative. How is it evolving?**

**A:** Andorra Telecom is deeply involved in this countrywide initiative, which will turn Andorra into a living lab. Our country's size gives us a considerable competitive edge over other countries and cities developing similar projects. We have an ideal framework for tech companies to test and implement their products: single telecommunications and energy providers, closely linked to the public sector, coupled with accessible, coordinated and dynamic institutions. Andorra's productive fabric and, in particular, its citizens and 8 million annual visitors will benefit most from this initiative.

**Q: Research teams from the prestigious Massachusetts Institute of Technology (MIT) have joined the smart country project.**

**A:** Our technicians are closely involved in the Smart Country project, alongside MIT's research department. They are working on specific innovation projects in fields such as environmental sustainability, the development of new technologies, improving quality of life, tourism and mobility. It is intense work which should yield short-term results.

**Q: Besides diversification projects, there's also the company's day-to-day. What are the company's short-term challenges?**

**A:** Andorra Telecom has pioneered the deployment of fibre optics, implementing a universal, symmetrical 100 Mbps grid and successfully managing the ADSL switch-off on 31 December. Our new goal is to entirely replace copper lines with fibre optics, a process we intend to conclude towards the end of 2016. We are also in the course of deploying 4G technology, which already covers 50% of the population, a figure which should reach 70% by 2016. 3G coverage currently extends to 90% of users.

The company is also developing a strategy to reevaluate its assets. Turning the business offices in Andorra la Vella and the old fire station into a unique building in the country in terms of technology and innovation will allow it to open new premises such as a technology park, new commercial, cultural and leisure locations, museums, etc. This will transform part of the capital into a new magnet for business and tourism.

The Cloud building, envisaged as a large, transparent, structure, aims to bring together the most innovative national and international companies and the top tech brands.

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