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**Re: "What does it take for regulators to become digital ecosystem builders?"**

Dear Mr. Zavazava,

Intelsat hereby submits its views on the theme for this year's Global Symposium for Regulators (GSR-25), on "What does it take for regulators to become digital ecosystem builders?" In the present submission we discuss how regulators play a critical role in shaping dynamic digital ecosystems, as transformative technologies like satellite communications evolve. Innovative telecommunications technologies can expand connectivity and drive social and economic development, but also require regulatory frameworks that are adaptive, forward-looking, and innovation friendly.

**Fostering Innovation in Regulatory Approaches**

Regulators must shift toward flexible, forward-looking regulatory frameworks that can evolve with new technologies in order to cultivate an innovation-driven regulatory environment. The key skills and mindsets include technical literacy in satellite communications, Artificial Intelligence, data analysis, and new telecom business models. Regulators should also be open to experimentation of new products and be able to support technological progress, while enforcing regulations.

We suggest the following actions to ensure innovative regulatory approaches:

- Engage with stakeholders: Regulators should host regular consultations and workshops with industry, academia, and civil society to co-design adaptable regulations.
- Pilot new ideas: Use regulatory sandboxes to safely test de-regulatory approaches for emerging technologies like multi-orbit satellite systems, land Earth Station in Motion (ESIMs) and Software-Defined Satellites (SDS).
- Internal organization: Establish innovation units within regulatory bodies to monitor tech trends and propose responsive policy tools.

**Adapting and Enhancing Regulatory Capacity**

Regulatory frameworks that are dynamic and enable innovation will assist in ensuring digital inclusion and alignment with broader policy goals. More specifically, Regulatory bodies should:

- Support innovative technologies such as multi-orbit satellite systems that will enable digital inclusion by expanding access in underserved and remote areas.
- Encourage private sector investment through regulatory certainty, simplified licensing, and incentives for infrastructure deployment in less commercially viable areas.

- Set up multi-stakeholder advisory channels to support dialogue on emerging risks and needs.
- Strengthen coordination between telecom regulators, digital ministries and space authorities.
- Monitor risks and challenges such as spectrum interference and space sustainability with expert input and industry collaborative processes.

**Harnessing Transformative Technologies for Regulatory Excellence**

Digital technologies can help regulators improve oversight and respond faster to changing market conditions. More specifically, Regulators can use the following tools and applications:

- Artificial Intelligence: Analyze traffic patterns and optimize spectrum management.
- Big Data: Monitor service quality and network usage, especially in remote regions, using real-time telemetry and performance data.

By analyzing this data, regulators can track mobile/internet usage in remote and rural areas, identify service gaps and prioritize areas for connectivity improvement. Regulators can use these innovative methods also to monitor compliance with universal service obligations.

Regulators can also use technology tools to enhance public trust and engagement, by launching online portals to comment on regulatory proposals and publish clear reports on decisions, consultations, and outcomes to build transparency and accountability.

**Cross-Border Cooperation for Building National, Regional, and Digital Ecosystems**

Innovative telecommunications services, such as satellite technologies, operate across borders, and international cooperation is essential to build harmonized regulatory frameworks. Regulators are urged to:

- Work with international and regional bodies to align regulatory approaches for telecom licensing, especially for innovative technologies such SDS and ESIMs.
- Exchange knowledge through training and case studies.
- Encourage industry engagement, through public consultations or expert workshops held by the industry members.

Regulators must evolve into enablers of innovation and cross-sector collaboration. By adopting adaptable regulatory frameworks, building strong partnerships, and by encouraging a participatory model of governance and regulation, they can foster robust digital ecosystems.

Respectfully submitted,