



Transforming countries & communities

through digital & ICT advice

Be Salience.

Stand out from the rest

Salience About Us

We are entrusted by the world's development banks, forward-thinking governments and market-leading operators.

Who are we?

Advisory firm specializing Digital and ICT sector. We are practical hands-on consultants delivering implementable advice.

Salience name reflects our belief that great work should stand out, be noticed, and matter. It's about focusing on what truly counts and having the courage to challenge the ordinary. We aim higher, think bolder, and deliver work that is distinctive, human, and impossible to ignore.

Who we serve?

We support a wide range of clients, including telecom operators, ICT regulators, regional organisations, development banks, investor bodies, and governments in developing countries.

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Why Salience

We have genuinely transformed countries and communities through our pragmatic analysis, advisory and on-ground expertise.

Our impact



Established regulatory bodies



Built and launched a disruptive operator



Delivered national digital infrastructure



Connecting lives through mission-critical capabilities



Enabled cross-border PPP investments



Strengthening political cooperation through actionable insights

How do we stand out?

We make it happen

We go beyond advisory, delivering real results and lasting impact for our clients.

We value innovation

Driven by a passion for energy and creativity, drawing inspiration from innovative thinking, diverse talent, and transformative ideas.

We provide practical advice

Drawn from years of hands on experience in the industry, offering valuable insights and real-world expertise to guide decisions.

We deliver impactful outcomes

Committed to standing alongside our clients at every stage, translating strategic plans into effective actions and meaningful results.

Salience

Our Services

Our focused practices are led and contributed to by industry veterans and senior executives from across the public and private spheres.

Regulation, Economics & Operating Models

We help governments, regulators, service providers and financial institutions improve decisions and implement policy, backed by economic analysis in statistics, network costing valuation and auction design.

Training and Capacity Building

We deliver practical, policy-focused training designed to strengthen the capabilities of policymakers, regulators, operators and investors.

Technical Advisory

We cover all telco, digital and ICT domains through world-class SMEs, offering practical, experience-based advice informed by industry trends and emerging technologies.



Commercial & Financial Advisory

We identify market opportunities, build investment cases, and shape commercial strategies. For established players, we optimize costs, capital structures and assets, and provide internal financial audits.

Recruitment & Secondment

We deliver tailored recruitment and secondment for Telecom and Digital roles, with candidates vetted by industry-expert consultants and in-house SMEs to ensure a strong technical and cultural fit.

Regulation, Economics & Operating Models



Our REO Practice provides expert policy and regulatory advice to help governments, regulators, operators, and investors shape fair and sustainable digital markets.

Our economic expertise covers cost-benefit and affordability studies, pricing and value chain strategies, PPP design, and auction models. We then turn policy into practice by building operating models, governance structures, processes, and capability plans.

As part of our regulatory advisory offering, we also provide high-quality capacity-building and training services enabling clients to enhance their internal competencies across digital and ICT functions. Our structured programmes foster lasting capability development, supporting organisations as they implement, manage, and evolve their transformation initiatives.

Lead partners



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Regulatory Expertise



Regulation advisory

- Regulation and competition assessments
- Regulatory strategy definition and implementation
- Cost-benefit analysis
- Legal and regulatory due diligence
- Policy advocacy
- Regulation drafting

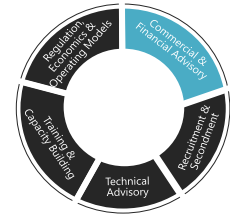
Economics advisory

- Public-private partnerships option analysis, risk modeling, design and structure and implementation support
- Cost, pricing and affordability studies, assessment and strategies
- ICT market and value chain analysis
- Economic and statistical analysis
- Procurement and auction design

Operating models advisory

- Organisation structure and dimensioning
- Governance strategy, models and implementation support
- Processes design, optimisation and automation
- Skills and capability assessment, management and building plans

Commercial & Financial Advisory



Our Commercial & Financial Advisory practice helps organisations identify real opportunities, improve performance, and make investment decisions with clarity.

We support clients across the full commercial due diligence cycle and strategy development process, from analysing demand trends and competitive dynamics to shaping pricing, positioning, monetization approaches, and go-to-market plans across market segments.

We also work closely with emerging digital ventures, helping them prepare for investor engagement, structure fundraising efforts, and establish Build-Operate-Transfer models where needed. On the transaction side, our team provides market benchmarks, validates business cases, builds financial models, and conducts valuations.

For more established players, we focus on strengthening performance through cost-optimization programmes, capital structure reviews, asset carve-outs, and financial and internal audits.

Drawing on practical experience and strategic perspective, we help clients accelerate growth, reduce risk, and build businesses that stand the test of time. This commitment extends to our capacity-building programmes, equipping teams with the skills and financial know-how to support sound decision-making and sustain long-term commercial growth.

Lead partners



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Financial Expertise



Commercial due diligence & strategy

- Demand and competition analysis
- Revenue opportunities and monetisation
- Pricing benchmarking & product positioning
- Lead-to-cash optimization
- Go-to-market & sales channel strategies (B2B, B2B2X, B2C, B2G)
- Customer experience and service quality

Implementation of new digital ventures

- Investor scouting & fundraising
- Capital mobilisation support
- Implementation support – BOT (Build-Operate-Transfer)

Digital investments due diligence & transaction support

- Market analysis and benchmarking
- Business case development and vetting
- Financial modeling & valuations
- Target scouting & fundraising

Strategic & financial optimisation

- Cost optimisation strategies
- Capital structure strategies
- Asset optimisation and carve-out strategies
- Internal financial audit (revenue assurance, capital investment lifecycle, fraud risk mitigation)

Governance, Risk and Compliance (GRC)

- Internal Audit (IA)
- Internal Control Review (ICR) and ICOFAR
- Enterprise Risk Management (ERM) services

Technical Advisory



In today's rapidly changing digital landscape, organisations need more than just technology. They need the right expertise to make technology work for their business.

Our Technology Practice brings together leading experts who understand the challenges and opportunities across all areas of the digital and ICT sectors.

From satellites to subsea cables, to fixed and mobile telecom infrastructure, to data centres and systems, we cover all technical domains. With decades of combined experience in strategic and operational roles, our team provides clear, practical advice that helps businesses make confident decisions. We combine deep technical knowledge with a keen understanding of industry trends and emerging technologies to deliver solutions that are both innovative and achievable.

Lead partners



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Technical Expertise



Digital transformation

- Technology and digital assessment
- Technology strategies and roadmaps
- Automation and autonomous operations
- AI use cases
- Sustainability and digit inability
- Transformation project management

Connectivity and networks advisory services

- National broadband networks
- Rural connectivity
- Fixed access: FWA, HFC, FTTX
- Mobile access: 4G/5G, legacy management and sunset, small cells
- Transport backbone, optical networks
- Core networks
- International connectivity and subsea cables
- Satellite solutions: LEO, GEO, MEO, D2C, HAPS
- Telecom towers & TowerCos
- Power infrastructure & PowerCos
- OPGW infrastructure

Technical due diligence

- Infrastructure audit and assessment (sites, towers, power, fixed and mobile access, transport, core, IT and data centres)
- Applications and tools audit and assessment
- Operations audit and assessment
- Obsolescence assessment
- Post-transaction technology strategies and deployment plans

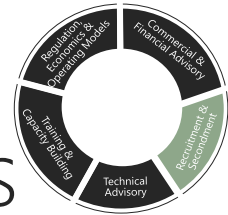
ICT and Cybersecurity advisory services

- Data centres, EDGE networks
- Internet exchanges
- Multi-cloud operations
- Internet of Things (IoT)
- Business Support Systems (BSS) / Operations Support Systems (OSS)
- Vendor evaluation and selection
- Cybersecurity risk management
- Security compliance
- Information Security Solutions
- Cybersecurity infrastructure

Infrastructure mapping and analysis services

- Geographic Information Systems (GIS) mapping of available infrastructure
- Mapping of planned and missing links
- Geospatial analysis and costing

Secondment & Recruitment Services



Our Recruitment Practice helps organisations secure the right people at the right time to drive business and project success.

We deliver end-to-end recruitment through embedded Recruitment Process Outsourcing (RPO) solutions, enabling clients to scale hiring efficiently while reducing cost and administrative burden.

For critical leadership and specialist roles, we provide executive search with rigorous evaluation and discreet headhunting, ensuring every hire aligns with business goals and culture. We also offer secondment services, supplying skilled professionals to fill short-term gaps, scale delivery teams, or provide expertise during peak demand.

By combining deep industry knowledge with tailored support, we help clients attract, retain, and deploy talent that strengthens performance and builds long-term resilience.

Lead partners

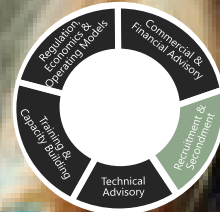


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Ali Kazmi
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Recruitment Solutions



Recruitment Outsourcing

End-to-End talent solutions delivered by experts

Our Recruitment Process Outsourcing (RPO) service is ideal for organisations that need to scale hiring efficiently without building a large internal recruitment team. We embed dedicated recruitment experts into your organisation to manage everything from sourcing and screening to interviews and offer management.

With our team handling recruitment operations, your in-house teams can focus on growth, delivery, and innovation.

Benefits:

- Cost-effective, scalable solution for high-volume hiring
- Dedicated recruiters aligned with your business and culture
- Full control, zero administrative burden
- Access to our tools, insights, and industry expertise
- Proven results across telecom, digital, and infrastructure sectors.

Talent Acquisition & Executive Search

Strategic talent for critical roles

When the right hire can make or break your project, our specialist hiring service helps you secure transformational leaders and technical experts. We go beyond CVs, identifying individuals whose experience, leadership style, and ambitions align perfectly with your business goals.

We combine deep telecom and digital industry knowledge with rigorous assessment and discreet headhunting techniques to deliver a shortlist of exceptional, high-impact candidates.

Our service includes:

- Discreet search and direct sourcing
- In-depth technical interviews and cultural fit evaluations
- Transparent candidate insights and benchmarking
- End-to-end support through offer, onboarding, and beyond.

Secondment Services

Flexible. Fast. Fully Aligned.

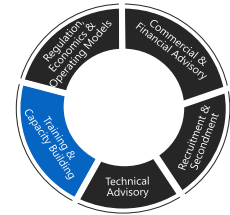
Our secondment services are designed for businesses that need high-quality talent quickly, without the long-term commitment of permanent hires. Whether you're scaling up for a major project, plugging a short-term skills gap, or need immediate support on-site, we deploy pre-vetted professionals who can hit the ground running.

At Saliency, secondment isn't just about filling a role; we actively manage each secondee, monitor performance, and ensure they integrate seamlessly into your team.

Why choose us:

- Rapid access to industry-ready specialists
- Fully managed placement and onboarding
- Scalable staffing without long-term overheads
- Continuous support throughout the assignment
- Risk-free hiring with flexibility built in.

Training & Capacity Building



Build the Capability to Shape Digital Transformation

Salience delivers practical, policy-focused training designed to strengthen the capabilities of policymakers, regulators, operators, and investors. Our programmes combine global best practices with real-world advisory experience to equip professionals with the knowledge, tools, and confidence to address today's digital infrastructure challenges.

Designed and delivered by industry veterans, every course is grounded in direct experience gained from telecom, infrastructure, and cyber governance projects worldwide. We partner with forward-thinking governments, international organisations, public authorities, and market leaders to build the institutional capacity needed to deliver sustainable digital strategies.

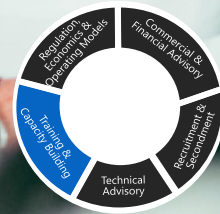
Whether strengthening regulatory frameworks, evaluating investment opportunities, or preparing for emerging technologies, our training provides actionable skills that create a lasting organizational impact.

Lead partner



Andrew Davies
Head of Global Analysis/
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Training Expertise



Regulation & Economics

Develop the knowledge and practical skills needed to design effective policy, strengthen regulatory frameworks and enable sustainable digital infrastructure investment. Our programmes equip policymakers and regulators with proven tools to address today's evolving telecommunications and digital economy challenges.

- Telecommunications Regulatory Authority (TRA) Capacity Building
- Internet Exchange Point (IXP) Development
- Public-Private Partnerships (PPP) for Digital Infrastructure
- Regional Roaming Policy & Regulation

Technology & Infrastructure

Build the technical knowledge and practical skills needed to plan, secure and manage modern digital infrastructure. Our programmes combine hands-on learning with real-world expertise to support better planning, governance and operational decision-making.

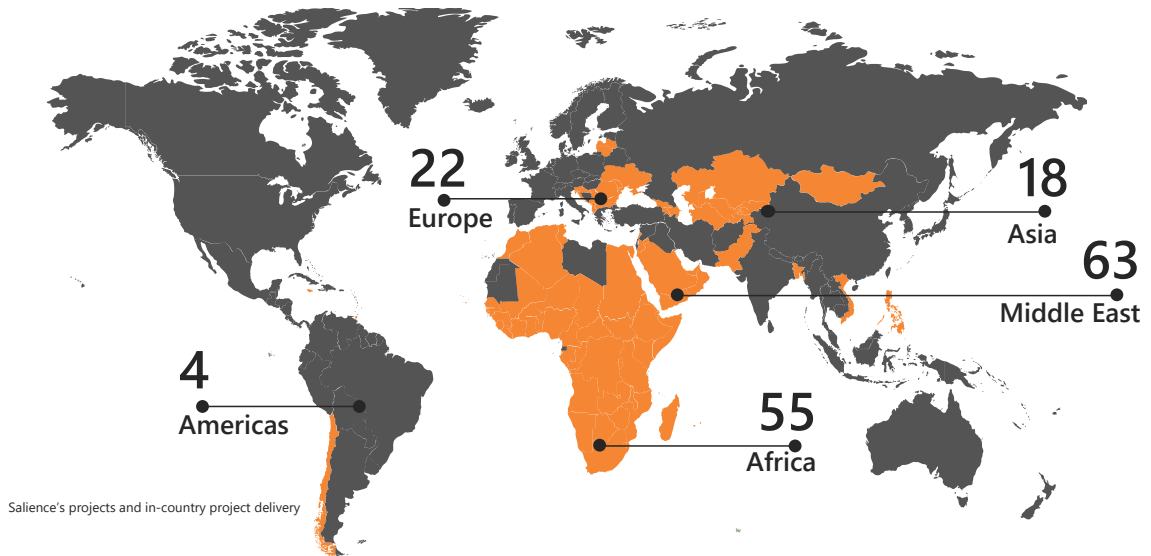
- GIS & Geospatial Analysis of Telecom Infrastructure
- National Cyber Governance
- Telecommunications for non-telecommunications Professionals

Financial & Commercial

Develop the financial and commercial expertise needed to evaluate digital infrastructure investments, support regulatory decision-making and improve operational performance. Our programmes provide practical tools for financial modelling, investment analysis and revenue optimisation.

- Financial Modelling for Connectivity Regulation
- Investment Feasibility
- Revenue Assurance

Salience In Numbers



162 Projects
Across the Middle East, Africa, Eastern Europe, Central Asia and Latin America.

16 Years
Established as a specialist telecom advisory in 2010.

5 Worldwide Offices
Dubai | Manama | Nairobi | Riyadh | Skopje

100 People
Experts in digital infrastructure, regulation & policy, commerce, & finance.

30 Nationalities
A diverse team that understands local sensitivities.

25 Languages
Bridging communication gaps across borders.

Africa

Project Delivery

55 Projects

Focus & deliverables of the projects:

- Broadband & connectivity assessments
- Data centre & cloud / hosting regulatory framework
- Submarine cable feasibility studies
- Fibre & optical infrastructure network planning
- Regional connectivity and market integration
- Regulatory & policy development
- Capacity building and regulatory reforms
- Telecom operator support & corporate restructuring

Our impact in the region:



Expanded Kenya's national connectivity with significant infrastructure buildout and sustained investment.



Supported Nigeria's national fibre rollout with the World Bank by aligning stakeholders and supporting the development of a 90,000 km fiber optic network.



Architected the strategic and technical blueprint for a unified One Africa Network to enable seamless, cost-effective intra-African mobile connectivity.



Middle East Project Delivery

63 Projects

Focus & deliverables of the projects:

- National fibre & network launch
- Regulatory & policy reforms
- Strategic & feasibility advisory
- Capacity building and regulatory reforms
- Technical ICT advisory projects
- Radio communications towers permitting and audits

Our impact in the region:

-  Expanding Oman's digital future with scalable and affordable fibre infrastructure.
-  Deployed 20+ senior telecom experts to strengthen Awast - the fastest ALL FIBRE Broadband in the Middle East.
-  Advancing Bahrain's telco sector with better regulation and nationwide fibre access



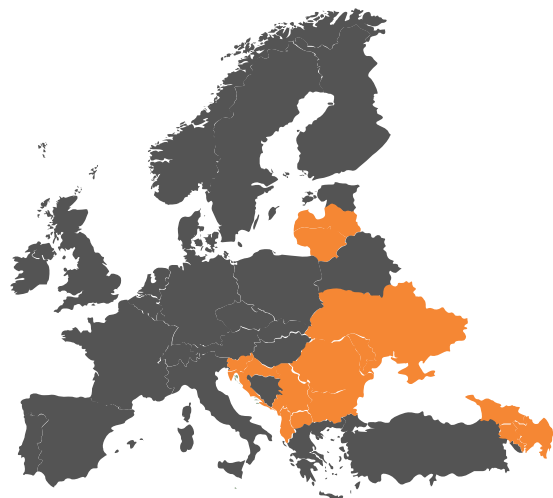
Europe & LATAM

Project Delivery

26 Projects

Focus & deliverables of the projects:

- Digital market & broadband studies
- Regulatory & policy development
- Strategic advisory & business cases
- Regional Privatisation Advisory
- Subsea connectivity feasibility



Our impact in the region:



Facilitated broadband access in underserved Serbian municipalities via collaborative PPP models.



Positioning Chile as the digital gateway to Antarctica through the world's first submarine fibre cable to the continent.



Enabled cross-border broadband connectivity in the Western Balkans, strengthening regional integration.

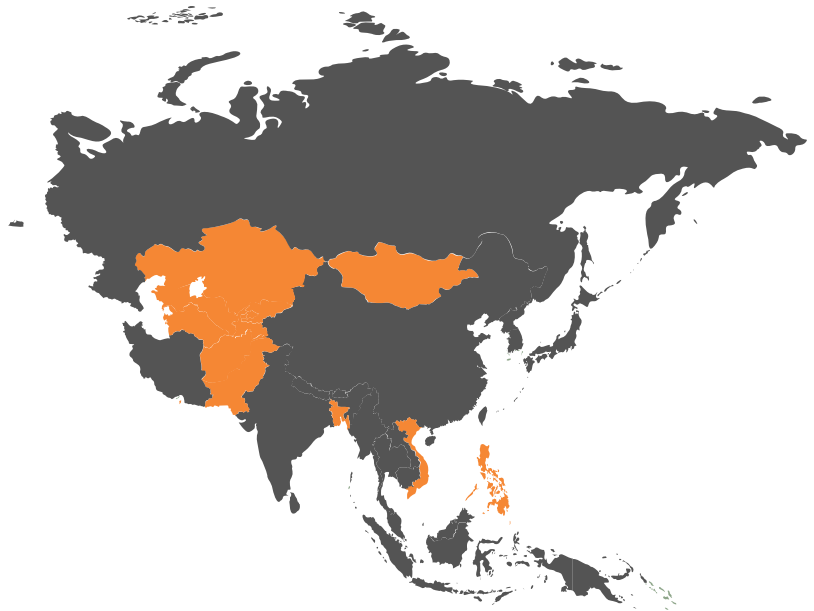
Asia

Project Delivery

18 Projects

Focus & deliverables of the projects:

- Broadband & digital infrastructure analysis
- Regulatory & policy development
- Strategic advisory & privatisation



Our impact in the region:



Enabled passing of 2,165 homes, boosting Tajikistan's digital infrastructure. Guided investments through audits and reviews, expanding rural coverage. Provided business cases, feasibility studies, network design, and rollout support.



Supporting the nationwide broadband rollout in the Philippines to bridge the digital divide and drive inclusive, sustainable growth.

What Our Clients Say

“The Saliency team showed a great deal of leadership, commitment, professionalism and passion to deliver during the execution of the projects. Awasr is grateful for their involvement and support in developing this pioneer project in Oman.”

Chief Operating Officer
Awasr

“Saliency was very engaging and successfully executed the project to the satisfaction of the Smart Africa Secretariat team; successfully recommended a better option when choosing between the administrative efficiency of long-term purchase in the African context, vs. the benefits of negotiating leased capacity pricing over shorter periods.”

Chief Operating Officer
Smart Africa

“Thank you again for your excellent report. This was a small assignment, and the report is impressive for what it was.”

Investment Policy Expert
The World Bank

“My team and the ministry stakeholder have high appreciation of the Saliency Consulting's flexibility and ongoing support in designing the structure and devising the foundation for OBC to expand and implement wholesale national broadband network. I believe their professionalism, integrity and expertise are the key to their success, and I would highly recommend them and look forward to working with them again.”

Chief Executive Officer
Oman Broadband

“Saliency was very engaging and concluded the above-mentioned work in accordance with its contractual obligations and to the satisfaction of the Telecommunications Regulatory Authority (TRA) of Bahrain.”

Director of Cyber Security and Technical Affairs
Telecommunications Regulatory Authority (TRA) Bahrain

“This draft is great and a significant improvement on the first version. It's much clearer, with focused and relevant recommendations. The additional detail from the operator meetings is evident in both the main analysis and the recommendations, adding real value.”

Senior Economist
The World Bank

“The Saliency team acquitted themselves with professionalism, commitment and diligence throughout project implementation. They successfully accomplished the network design, PPP governance and financing model, demand analysis and recommendations that address specific and detailed changes in the policy, regulatory, legal or other institutional framework that will further attract investment into broadband deployment.”

Senior Counsel
EBRD



Ivan Skenderoski

CEO & Managing Partner

“

At Salience, we believe true transformation is built on trust and powered by global expertise. Through innovative digital and ICT solutions, we are transforming countries and communities, helping governments, institutions, and businesses stand out, accelerate progress, and create lasting value for future generations.

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Transforming countries & communities

through digital & ICT advice

Be Salience.

Stand out from the rest

salience
consulting

Offices worldwide

United Arab Emirates | Saudi Arabia |
Bahrain | North Macedonia | Kenya

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