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SUMMARY

General: Over 25 years' experience in telecom and IT, particularly in transport and electric-power environments. Strong background in design, cost-justification, procurement, implementation, management and outsourcing. Extensive familiarity with infrastructure development, service planning, market research and forecasting.

Overseas Work Experience: Central/Eastern Europe (Bulgaria, Romania, Serbia&Montenegro); Russia; Central and South America; Southeast Asia (Indonesia, Malaysia); North Africa (Morocco, Tunisia, Algeria); Middle East (Jordan)

Funding Agency Experience: World Bank, USTDA, EBRD

Foreign Language Proficiency: Russian, Spanish, French, Italian (all very fluent); Bulgarian (reading and oral comprehension, some speaking ability)

SELECTED PROJECTS

Infrastructure

- **Bulgaria: Bulgarian State Railways (BDZ) Master Plan for MIS and Telecom**
In charge of project to develop a five-year Master Plan for MIS and Telecom
 - reviewed existing IT and telecom systems; developed near- and long-term plans
 - evaluated and provided input to pending World Bank-funded IT procurements, including Passenger Information System, Freight Operations System, Financial Management System; provided independent review of bidder responses
 - subsequently developed Business Plan for commercialisation of new fiber-optic infrastructure; presented venture to potential US and European investors
- **Bulgaria: Bulgarian Telecommunications Company (BTK) Rural Wireless Local Loop**
Examined prospects for rural deployment of Wireless Local Loop (WLL) technology
 - supervised extensive analysis of socio-economic and demographic data to identify and prioritize target rural areas and quantify service requirements
 - evaluated wide range of technology options; developed recommendations for both “best suited” and “least-cost” alternatives
 - prepared Service Plan, Technical Specifications and complete Tender Package (World Bank format) for in-country Pilot Program
- **Bulgaria: Eurocom Cable (EK) Expansion and Modernization**
Part of a team that assisted No.2 CATV operator in Bulgaria to plan and implement expansion/modernization of network and services, in particular to support two-way applications (Internet access, broadband data)
 - planned the upgrade of Network Management, Billing, Operations Support systems
 - prepared Technical Plan and Implementation Plan based on ongoing market assessment
- **Honduras: Empresa Nacional de Energía Eléctrica, (ENEE) Fiber-Optic Network**

Recently assisted ENEE to develop a comprehensive plan for implementation of a nationwide “dual-use” fiber-optic network infrastructure

- analyzing technical and commercial feasibility of planned network based on technical, market and regulatory reviews and line of business analysis
- collaborating with telecom regulatory agency (CONATEL) on the development of an Open Access and Interconnection framework for ENEE network, to ensure third-party access to capacity on a transparent, non-discriminatory and equitable basis

- **Panama: Empresa de Transmisión Eléctrica, S.A. (ETESA) Fiber-Optic Network**

Assisted ETESA to develop a comprehensive plan for implementation of a nationwide “dual-use” fiber-optic network infrastructure

- analyzed technical and commercial feasibility of planned network based on technical, market and regulatory reviews and line of business analysis
- provided a set of cost-justified recommendations regarding network technology, architecture, configuration and coverage
- provided recommended project structure and market entry strategy for ETESA

- **Morocco: Office National de l’Electricité (ONE) Infrastructure Deployment and Telecom Market Entry Strategy**

Part of multi-disciplinary Technical Assistance team advising ONE on deployment of fiber-optic transmission systems, with view to commercial telecom market entry

- supervised and coordinated extensive in-country research of demand for non-residential telecom and Internet-related services
- estimated network build-out requirements under various commercialisation scenarios
- analyzed technical/economic/regulatory aspects of wireless and wireline last-mile options

- **Algeria/Morocco/Tunisia: Electric Power Management and Communications Plan**

Part of team that undertook USTDA-funded study to evaluate economic viability of interconnections among the electric utilities of Algeria, Morocco and Tunisia (SONELGAZ, ONE and STEG respectively) under the general coordination of the Algeria-based Comité Maghrébin de l’Electricité (COMELEC), to promote increased and more reliable power exchange among these utilities

- assisted with development of a Management and Investment Plan for expansion of interconnected power transmission networks, which COMELEC could use in dealing with lending institutions, sovereign entities and sources of private equity
- reviewed SONELGAZ plans for implementation of fiber-optic-based network to be used as a basis for centralized dispatch and to support SCADA/EMS applications; estimated size of necessary investments under various deployment scenarios

Procurement and Contracting

- **Worldwide: Globalstar Global Data Network Procurement**

For this provider of global Low Earth Orbit (LEO) communications services, linking Control Centers in US, telemetry operations on multiple continents, and PSTN/PLMN Gateways in approximately 50 countries:

- supervised preliminary requirements definition and traffic study
- developed and costed multiple network models for benchmarking purposes
- oversaw preparation of comprehensive RFP covering all equipment, service, network-management, and contractual requirements
- conducted negotiations with short-listed vendors, leading to execution of 5-year, \$25 million contract highly advantageous to client

- **Worldwide/Italy: Food and Agriculture Organization of the United Nations (FAO) WAN and e-Mail Procurement**

Provided expertise in tender evaluation in evaluating responses to FAO tender for global WAN and e-Mail services

- assisted evaluation panel with assessment of technical validity and completeness of six top-ranked proposals; verified proposal compliance
- prepared standardized financial summaries of one-time and ongoing costs
- assisted with bidder ranking; identified further questions to be raised; advised on contract-related issues

Outsourcing

- **US: Halliburton & Company Telecom Services Review**

Part of a team effort, initiated by company's outsourced service provider, to make existing telecom service agreements more responsive to customer's evolving needs

- conducted interviews with key outsourcer and customer personnel; reviewed the contracts and pricing agreements in force; conducted a benchmarking review of the contract prices; analysed gaps between contracted-for services, services actually delivered and new services desired
- recommended a series of options to enhance service delivery

- **Worldwide: International Monetary Fund (IMF) Contract/Procurement Review**

In charge of project to review current telecom contracts and general environment, and to assist in developing coordinated procurement strategy

- conducted cost benchmarking exercise, using other UN Family agencies as reference; established that cost of outbound switched and messaging services could be reduced by nearly \$1 million/year by using alternative(s) to current provider
- recommendations included:
 - ◊ consolidate contracts to leverage volume of business, obtain more favourable terms
 - ◊ incorporate specific provisions to ensure better demarcation of supplier responsibility; clear-cut performance measures (including associated penalties and credits); more transparent pricing formats; cost containment measures

Regulatory and Policy

- **Serbia: Establishment of National Telecom Regulatory Agency**

Currently part of team consisting of well-known international consulting firm, internationally recognized law firm and local partners providing EBRD-funded technical assistance to Government of Serbia in the establishment of the Telecom Regulatory Agency of Serbia (TRA), as mandated by new Telecom Law

- conducted initial review of Serbian telecom sector; identified and described issues requiring priority attention by regulator
- assisted in preparation of TRA Framework Document (recommendations on general organization, specific competencies, allocation of responsibilities, position descriptions)
- currently providing input to further recommendations on supporting resolutions, regulations and instruments

- **Montenegro: Ministry of Economy (MOE) Telecom Sector Development Planning**

Recently engaged in initiative to assist MOE in carrying out its responsibilities for telecom sector development planning under the new Telecommunications Law

- assisted with formulation of basic planning/reporting framework, including:
 - ◊ definition, implementation and financing of Universal Service
 - ◊ tariffing policy and migration toward cost-based tariffs
 - ◊ alignment with EU sector policy and directives
 - ◊ reporting requirements (information to be provided by regulator and operators)
 - ◊ MOE short- and longer-term staffing and skill requirements
- developed recommendations for further technical assistance to MOE

Service Planning and Market Research

- **Bulgaria: Bulgarian Telecommunications Company (BTK) Advanced Services**
Conducted study of technical and commercial feasibility of offering advanced services (e.g., n x 64-kbps circuits, ADSL, ISDN BRI and PRI) in conjunction with roll-out of nationwide Digital Overlay Network
- **South-East Asia: Value-Added Network Market Study**
On behalf of a major US supplier of Value-Added Network (VAN) services:
 - carried out a telecom market research study of three developing South-East Asian countries (Indonesia, Malaysia, Thailand)
 - estimated current and near-term market for business data services in each country
 - developed recommendations regarding the manner and timing of market entry

PREVIOUS PROFESSIONAL EXPERIENCE

- LYNX Technologies, Inc., Fairfield, NJ: Vice President; Senior Consultant
- Alitalia Airlines, New York, NY: Communications Manager North and Central America
- Gartner Group, Stamford, CT: Consultant
- Istituto Mobiliare Italiano, Milan, Italy: Assistant to Director of Information Systems
- John Wiley & Sons, New York, NY: Telecommunications Manager
- Brown University, Providence, RI: Communications Coordinator

EDUCATION

- Columbia University, New York, NY: MA (mathematical/computational linguistics, concentration in Slavic languages)
- Brown University, Providence, RI: BA (major: physics)
- Moscow State University, Moscow, former USSR: one year advanced graduate study

PROFESSIONAL ACTIVITIES

- REACH 3.0 Telecom Infrastructure Workshop 2002, Amman, Jordan (group leader and speaker)
- IT/Telecom Investment Conference 2001, Gammarth, Tunisia (speaker)
- Intelevent 1997, Budapest, Hungary (session chair and speaker)
- ComNet 1997, Washington, DC (all-day tutorial co-leader)
- ComNet 1993, Washington, DC (panel leader and featured speaker)