



A telecommunications, media and
technology business consultancy

INTERCAI MONDIALE

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Overview

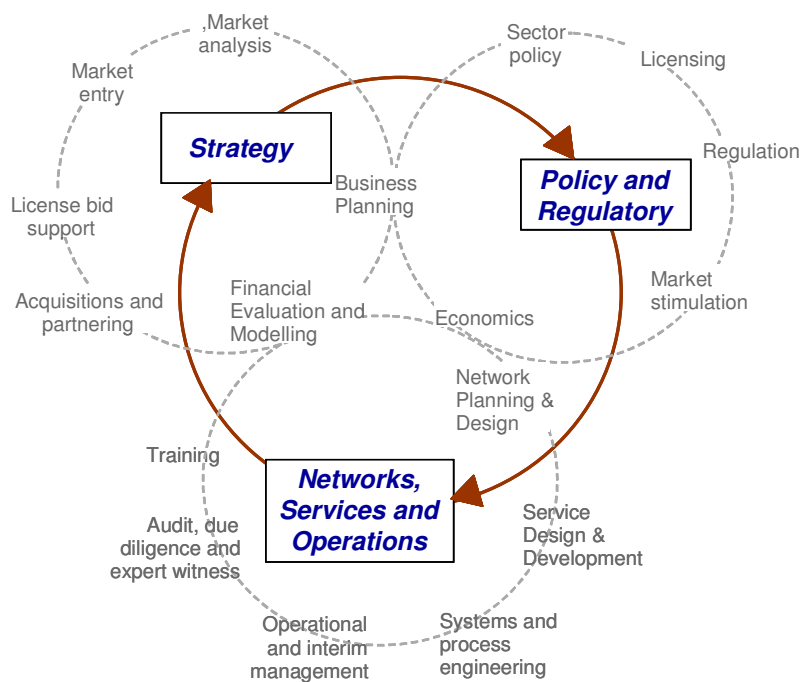
Intercai Mondiale is an internationally regarded specialist consultancy focusing on telecommunications and related industry sectors. Our breadth and depth of knowledge provide a strong combination of business, economic and technical skills to fulfil a wide variety of work in technical, economic and regulatory areas.

Intercai Mondiale specialises in consulting services to the telecommunications, media and technology sectors with a client base that includes companies within the sectors and their customers, governments, regulators, and international bodies. Our consultants have strong TMT industry experience that forms a powerful source of market driven solutions and independent business advice related to technological and market developments. The company has a pragmatic and flexible approach to consultancy that leads to successful customer specific solutions.

Intercai Mondiale Expertise

Our three practice areas are orientated around our clients' business life cycle:

- Strategy and business planning
- Policy and regulatory
- Networks, services and operations



Intercai Mondiale's three core consulting practice areas



Strategy, Planning and Execution

Within the Commercial sector, Intercai Mondiale has been involved in a wide variety of projects for clients ranging from merchant banks and venture capital organisations to major fixed and mobile operators and commercial users who wish to create value from ICT through e-commerce. We combine our deep industry knowledge with strong quantitative analysis and leading-edge thinking to identify and assess new opportunities, and to assess the implications of changing business models, technologies and markets on business performance.

We work closely with our clients to take advantage of these opportunities and to meet the challenges facing our clients by reinventing their businesses with practical, well-conceived and flexible business designs.

We promote growth and shareholder value for our clients by harnessing our relationships, extensive industry knowledge and strategic expertise, together with our implementation and operational skills.

Design, Integration and Optimization

We specialise in IT and telecoms technology, mobile, wireless and fixed, within web based and traditional environments. We have substantial experience in the complexities of large scale distributed systems. We shape, design, integrate and implement IT & Network architectures and solutions within a 'business technology' framework. We design technology environments for mobile virtual network operators and communications networks. We also implement network management systems and portal infrastructures for voice and web services. We design national telco class networks and provide specialist expertise to service providers in the areas of cost reduction, Quality of Service standards and Service Level Agreements for telecommunications networks.

We have experience of defence communications systems. Our security-cleared consultants have provided support to the MoD and to major defence contractors, particularly in the areas of satcom and system interoperability.

Our wide experience of developing and enforcing regulatory instruments gives us the expertise to provide relevant design and integration advice for market entrants and for established telecommunications operators seeking to adjust to competition.

Policy, Regulation and Liberalisation

We have carried out policy and strategy assignments for Government clients and market entrants in countries in the Middle East, Africa and Eastern Europe as well as in Western Europe and North America. Our breadth of experience has allowed us to contribute to landmark projects involving market liberalisation, policy development, privatisation, and regulation of liberalised markets and has involved our consultants in operational roles in telecommunications regulators.

In the Kingdom of Bahrain we defined the strategy for liberalisation and carried out the practical steps necessary to implement it. After an economic analysis based on a series of liberalisation options, we established the legal framework for liberalisation and set up the regulator, the Telecommunications Regulatory Authority. We went on to provide the TRA's management team, undertaking licensing and market management as well as developing the regulatory environment.

In addition we have developed a range of skills to support Government and Local Government initiatives in improving the supply of telecommunications services within disadvantaged regions of Europe. This work includes the UK Public Sector regarding the issues and provision of broadband communications in rural areas. Intercai Mondiale has been involved across the UK and in some other European countries in broadband stimulation, the improvement of supply of broadband services, and in early aggregation schemes.



International Experience and Expertise

Our exceptional breadth of international experience has allowed us to contribute to landmark projects involving Strategy, Policy and Regulation, and Implementation across the world for a variety of clients including telecommunications network operators, software and IT services vendors, government and market regulators, and law firms in an increasingly volatile environment. We have conducted projects in the UK, Continental Europe including eastern Europe, the Middle East, Africa, the Asian subcontinent, and North and South America. Intercai has offices in the UK, the United States and the Arab Region.

Some of Intercai Mondiale's recent clients are shown below.

AAM Management Info Consulting	Hill Taylor Dickinson	OFCOM
Accelerator Management Company (ACM)	Holman Fenwick & Willan	OFTA
Aepona	IIR	Paradigm Services
Alcatel	Intent 21 Limited	PwC
Ashford Borough Council	International Telecommunications Union	Qtel
Azerfon	Kent & Medway Economic Board	Royalton Partners
Batelco	Kent County Council	SCS
Bahrain Ministry of Finance	Key2Law	Serious Fraud Office
Bird & Bird	Kingston Communications	Siemens Network Systems Ltd
British Telecom	Kuwait Finance House	Spectrum Strategy
CITC, Saudi Arabia	Leicester Shire Economic Partnership	Telecommunications Regulatory Authority, Bahrain
Digicel	Leicestershire County Council	Telefonica O2 in Europe
EADS Astrium	London Fund Managers	Thales
East Sussex County Council	MENA	Tibco (Staffware)
EBRD	Ministry of ICT, Jordan	Telecommunications Regulatory Authority, Oman
Environment Agency	Ministry of ICT, Somoa	Telecommunications Regulatory Authority, UAE
Etisalat Academy	Morse	Telecommunications Regulatory Commission, Jordan
Extreme	mPunkt	Uganda UCC
FMN/Quintain	Newtel, Jersey	Virgin Media
GSMA	NTC, Thailand	Wedlake Bell
Hewlett Packard	O2	YFM Venture Finance



The Intercai Mondiale Team - Biographies of Key Personnel

Brief biographies of Intercai Mondiale consultants are provided below. All consultants are qualified and highly experienced within the telecommunications sector, and bring specific set of skills that within a team environment forms a considerable force.

Keith Gilbert

Keith has over twenty-five years of experience within telecommunications. Prior to founding Intercai Mondiale in 1988, Keith held several senior management positions within the telecommunications industry. His consulting experience encompasses all aspects of telecommunications including business strategy and regulatory development. He has been involved in numerous projects involving business valuations, market entry and value exploitation, as well as privatisation, liberalisation policies, and market structure and competitive analysis.

Mark Norris

Mark Norris has 25 years experience in the telecommunications industry. He is an acknowledged expert on fixed networks and a specialist in the design and management of networks and the services they support. Mark has a proven track record of technical, communication and strategic skills allied with an ability to work with and influence others. He has led and contributed to a wide variety of projects across the world and is widely recognized as the author of a range of technical books.

Viv Cheong

Viv's consulting experience has been exclusively in telecommunications, usually working at director and senior management level. He has consulted extensively on the economics of mobile telecommunications and their impact on financial and commercial positions, valuations and the maximization of shareholder value. His expertise covers financial, commercial and value analysis for incumbents and new entrants in the wire line and wireless telecommunications markets.

David Hughes

David has over 25 years experience in telecoms, IT and e-business. David has undertaken a number of ICT sector policy and strategy projects for Governments particularly in the Middle East. In addition, David has focused on access technologies, services and regulation, including local loop unbundling and universal service obligations. He has worked with regulators and government in defining telecommunications policy and regulation in these areas and has considerable experience in broadband access technologies, demand modelling and cost considerations.

David Conn

David is a qualified management accountant and has a Masters in Finance from the London Business School. His industry experience includes 6 years with a US holding company investing in telecommunications and media ventures, primarily based in Eastern Europe and Russia. David's roles have included analysis, financial reporting, planning, valuation, cash flow management and the financial impact of regulation. David has worked on projects involving regulatory strategy, business acquisitions, disposals and restructuring, involving the construction and review of complex business models.

Steve Hodson

Steve has over 30 years experience in real time computing and telecommunications. He brings a pragmatic, practical and business oriented approach to the application of technology, which is



backed up by a series of successful implementations. Prior to joining Intercai Mondiale in 1998, he held a range of senior technical and managerial positions in GEC, ITT and, most recently, Racal Telecommunications. Steve has developed strong skills in line management, business analysis, project management, service level agreement negotiation, network architecture and optimisation, performance analysis and prediction, service development and process re-engineering. In a varied career that includes some pioneering work on the setting of service level agreements, he has led the design and implementation of some of the most successful networks in the UK.

Gareth Jones

Gareth has over 30 years experience in the telecommunications industry, most of it spent as a manager/senior manager in British Telecommunications in technical and sales disciplines. He has been a consultant to the industry for the last 12 years and in that time has undertaken a broad variety of interim management and consultancy assignments, mostly with new operators. He has been a part of or led interconnect negotiations in the UK and the Netherlands; he has advised on numbering and billing aspects and most recently he has led a technical team advising the Saudi regulator on the issuance of data and mobile licences.

Angus Goldfinch

Angus has had an extensive career involving Mobile, Satellite and Fixed networks with security for IT and Telecommunications industries with a focus on network technologies, the applications running upon them and the integration with customer applications. He has worked closely with customers and supplier management. He is an expert of wireless and wireline networks with security, including voice, technology and its application for solutions in today's fast moving business environment. Angus has a proven track record in implementing Mobile, IP Telephony, Networks and Security for Small Medium and General Enterprise, Government and Telcos. His recent work includes architecture and design of Mobile, Value Added Services and software support systems.

Adrian Golds

Adrian has more than 15 years of experience of cellular networks gained in Europe, North America and the Middle East coupled with a technical understanding of most technologies found in telecoms and data networks today. In addition to this technical knowledge, he has gained considerable experience in project management, business planning and financial modelling. Recently, he has provided technical expertise in two successful three mobile licence awards for the TRA in Bahrain, the CITC in Saudi Arabia and Mena in Bahrain, and support across a broad range of other technical issues including spectrum usage and number portability.

Nick Gill

Nick has substantial experience in the IT and telecommunications industries with a focus on the use of technology to provide business solutions that are fit for purpose. He has worked closely with business and technology management and has a wide range of practical experience through consulting, technical, marketing and senior management roles. He has worked for major European and US software, systems and service companies, and his experience extends over Europe, the Middle East, and the US.

Contacts

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