

Arthur H. Solomon

Mr. Solomon is a management consultant to telecommunications and information service providers, manufacturers, investors and governments, with more than 30 years experience. He was formerly a Vice President of Arthur D. Little, Inc, where he served in various management roles, including as Leader of the Telecommunications Practice and later as a Director of its Telecommunications, Information, Media and Electronics Practice. He works with clients to develop and implement business and technology strategies, to evaluate business opportunities and to manage the process of change.

Some recent client illustrative assignments:

Project Assessment, Valuation and Restructuring

- **Valuation of a Distressed CLEC** – For the leading creditor to a troubled CLEC serving business customers mainly in the southeastern United States, conducted an assessment of the company’s business prospects and its fair market value under several possible future scenarios.
- **Valuation of Network Assets** – For the creditors of a U.S. CLEC undergoing debt restructuring, estimated the values of the assets of a partly-owned national fiber optic network in a Latin American country. Potential buyers were identified and strategies for maximizing overall value were developed.
- **Review of Plan for New Nationwide High Capacity Backbone Network** – For a large U.S. private equity fund, directed a study of the feasibility of a proposed high capacity, national fiber network to be operated as a carriers’ carrier system.
- **Prospects for a New International “Carrier Hotel” Business** – For a real estate investment fund, led an international team of consultants to define the needs of carriers, ISPs and ICPs for carrier hotel space and services, evaluate the key success factors in the business, and analyze and project the factors that influence demand.
- **Market and Technology Risks of Undersea Cable Systems** – During 1995-2001, assessed the market and technical risks of 10 planned undersea fiber optic cable systems. Used unique “bottom up” model to forecast growth of usage of voice and data applications that drive demand for telecommunications network capacity.
- **Feasibility of a Proposed New US Fiber Optic Telecommunications Network** – Assessed the risks to lenders of a venture to build and operate a new optical fiber common carrier network in Alaska. Then, monitored construction as the lenders’ Independent Engineer until substantial completion was achieved.

International Strategy Development and Opportunity Evaluation

- **International Strategic Alliances for Taiwan** – For the Industrial Development Bureau (IDB) of the Government of Taiwan, helped form strategic alliances between small high technology Taiwan telecommunications-related companies and complementary US partners.
- **Opportunities in the European Market for a US Service Provider** – For a Regional Bell Operating Company, identified and evaluated potential investment

opportunities in the liberalizing European market. Action plans for market entry were also developed.

- **International Portfolio Rationalization** – Developed strategy to rationalize the disparate international holdings of two RBOCs that were in process of merging, with the aim of maximizing shareholder value.
- **Strategy for Joint Venture Entry into Mexican Long Distance Market** – Advised a major Mexican industrial firm on the formation of a joint venture with a leading US telecommunications company to enter the newly liberalized long distance market in Mexico. Also helped design the organization of the new company and selected network technologies and equipment.
- **Management Consulting to the Hungarian Telecommunications Company** – Directed four-year engagement to transform the Hungarian Telecommunications Company (Matav) and prepare it for privatization. Developed its first corporate strategic plan, then worked with new management after privatization to design and implement new business processes, marketing and sales systems and service improvement programs.
- **Strategic Planning for CANTV** – Worked with new GTE-led management of CANTV, the privatized Venezuelan national telephone company to develop a 5-year strategic business plan and an ongoing planning process.

Product and Market Planning

- **Product Portfolio Optimization Strategy** – Developed a portfolio optimization strategy based on a unique nonlinear programming model to maximize profits from a diverse set of products sold to several different markets.
- **Fiber-in-the-Loop vs. Wireless Market Development** – Directed assessments of fiber optic and wireless local distribution markets for a leading US supplier of equipment to local access providers. Comparisons of cost and performance were made of competing fiber optic and broadband fixed wireless technologies.
- **Cost Positions of Competing Suppliers** – For a leading US telecommunications equipment manufacturer, studied the relative cost positions of leading competitors in the PBX and desk top computer businesses.
- **Comparison of Competing Broadband Operations Support Systems** – Compared competing approaches to the design and application of advanced broadband operations support systems, for one of the world's foremost telecommunications software companies.

Wireless Business Development

- **Planning Entry into the U.S. Wireless Market** – For one of the world's largest media and electronics companies, helped plan its entry into the PCS market. Developed a business plan, service rollout and marketing plans. Also developed a network deployment plan and cost model.
- **Bidding Strategy for Canadian Mobile Operator** – Assisted a leading Canadian mobile operator to formulate its bidding strategy for a pending spectrum license auction. Advised the client on bidding priorities to best serve its strategic interests.
- **Support of Cellular Bid Development in Brazil** – Directed an assessment of the market for cellular mobile services in support of client's bid to obtain a B-Band

Arthur H. Solomon

license. The client won two regional licenses.

- **Evaluation of Wireless Investment Opportunity in Mexico** – For an RBOC, assessed the opportunity to form a joint venture with a Mexican partner having an existing wireless communications license. The work resulted in a successful deal.
- **Feasibility of a Third Mobile Communications Operator in Mexico** – For the prospective lenders to a new indigenous firm, evaluated the company's business plan, to build and operate a third national mobile communications service in Mexico.

Before joining Arthur D. Little, Mr. Solomon held engineering management positions at GTE and the RCA Corporation. He received an electrical engineering degree from MIT and did graduate work in electrophysics at Polytechnic Institute of New York. He also completed the Program for Senior Executives at the MIT Sloan School of Management. He holds two US patents in the field of digital wireless communications technology.