



The Global Telecom Women's Network

Newsletter

Dear GTWN members and friends

Welcome to the second edition for 2008 of the Global Telecom Women's Network's Newsletter. Its publication coincides with the holding of a Power Breakfast at the Café Deco, Venetian Hotel in Macau China SAR, during the 3 GSM Asia industry conference and exhibition from 18 to 20 November 2008. The GTWN Power Breakfast on 19 November is being generously sponsored by Research in Motion (RIM) Asia Pacific Division.

The role of the GTWN is to provide an exclusive forum of executive women in information and communications technology and related industries to debate the issues of today with rigor. The theme of the GTWN Macau Power Breakfast is "Managing the Challenges Ahead". The current uncertain economic times certainly provide an added incentive for us all to seek and exchange views on these unprecedented times and future outlook for our sector. But for those of us who lived through the turmoil surrounding the information technology boom and subsequent downturn in the 1990s, we are confident that this industry is used to facing and overcoming challenges, and will certainly do so again.

To help us understand the future evolution of mobile and wireless communications within this changing environment, and the emerging development of new, content rich services, we are pleased to welcome two senior industry insiders as our two keynote speakers at the Power Breakfast in Macau.

Our first speaker will be Mme Brigitte Bourgoin, of Orange France Telecom Group. Brigitte has had a long and distinguished career with the France Telecom group, has been with Orange since 2000 and is now leader of the Group's Personal Line of Business. Orange is the key brand of France Telecom, one of the world's leading telecommunications operators. France Telecom serves close to 174 million customers in five continents as of June 30, 2008, of which two thirds are Orange customers. Brigitte's Division sets the strategic direction for both consumer and mobile activities and works with in-country Orange operations to set and achieve targets, share best practice and reduce duplication.

Our second speaker will be Research In Motion's Regional Director Asia Pacific, Adele Beachley, who is also kindly hosting our Macau Power Breakfast. RIM provides platforms and solutions for seamless access to time-sensitive information including email, phone, SMS messaging, Internet and intranet-based applications. Adele is well placed to provide us with insights into the mobile Internet and its future applications, especially in the Asian region. In August this year, RIM and Indosat, the second largest mobile carrier in Indonesia, launched a new service for Indonesian BlackBerry users, "BlackBerry On Demand", which allows customers to easily access e-mail, instant messaging programs or surf the Internet via their BlackBerry smartphones.

Issues under discussion at the Macau Power Breakfast will include:

- The predictions for tomorrow's mobile business: where are the markets headed and what does this mean for consumers, investment opportunities and regulation?

- By 2016, say some industry analysts, more users will access the internet from their mobile devices than the fixed PC. Will this occur in both developed markets, where there are already huge numbers of PCs as well as mobiles, or will it happen first in emerging markets, where people do not have PCs, and a mobile is the only way they can access the Internet?
- How is mobile content and pricing changing, and what does this mean for the future of mobile handsets?
- The Internet is increasingly spawning communities, networking and blogging sites - is that something mobile players are now looking into?
- What can be learned from the commercial success of mobile media services in the Asian region, including in China, South Korea and Japan?

We look forward to a lively and educative discussion, and an opportunity to renew and extend our ever growing network of senior women in ICT.

Best Wishes,

Bridget Cosgrave



The Global Telecom Women's Network (GTWN)
invites you to the GTWN/3GSM Power Breakfast
"Managing the Challenges Ahead"

on Wednesday, 19 November 2008, 07:00 a.m.
at the Café Deco Macao, The Venetian Hotel
during the 3GSM Mobile Asia Congress in Macau

By invitation only
Please send RSVP to invitations@gtwn.org

Keynote speakers

Mme. Brigitte Bourgoin
EVP, Head of Personal Line of Business
Orange FT Group

Adele Beachley
Regional Director, Asia Pacific
Research In Motion

Sponsored by



The Future for Mobile Broadband: Some Emerging Issues

by Vicki MacLeod, Secretary-General GTWN

On 21 August 2008, the GSMA, the global trade group for the mobile industry, announced that the number of worldwide subscribers using Mobile Broadband (HSPA) E-Money Directive (2000/46/EC) networks topped the 50 million mark, up substantially from 11 million¹ just one year ago. The most widely-deployed peak data speeds over HSPA are currently between 3.6Mbps and 7.2Mbps. This translates to an end user speed of more than 1Mbps, which is comparable to many of today's fixed line broadband services.

"Global uptake of HSPA technology among consumers and businesses is accelerating", stated the GSMA media release, "indicating continued traffic growth for high-speed mobile networks worldwide. Wireless Intelligence expects the number of HSPA connections to be growing by 4 million per month by the end of 2008."

This startling growth rate indicates a very bright future indeed for mobile broadband. In particular, there are clearly a number of new services that high-speed mobile access is now opening up for consumers. These include interactive gaming, music and video streaming and the easy sharing of pictures and entertainment. Businesses, too, can greatly benefit from fast mobile broadband, by enabling field or remotely-located workers to have quick and easy access to the company's data systems. Other applications that are made possible by mobile broadband include video calling, as well as significant health and educational applications, especially for rural and remote communities.

In fact, some industry analysts are now predicting that by about 2016 more users will be accessing the Internet from their mobile devices than from the fixed PC. This transition may in fact occur faster in developing countries, where people do not already have PCs, than in developed countries, where there is already a large installed base on PCs and laptops.

However, the increasing availability of high speed mobile broadband services also raises a number of issues and challenges.

These include:

- The need to increase the quantity and quality of mobile content applications, which is essential to stimulate demand for mobile broadband services.
- The blurring of the line between carriage (distribution) and content and the implications of this convergence of services and players for current policy and regulatory settings
- The legal framework for e-payments (the EU has been undertaking a review of its E-Money Directive (2000/46/EC))
- The siting of base stations and masts, and differences in the legal and regulatory frameworks applying to these across different countries and even different regions
- The role of push advertising within the future business model behind mobile broadband
- The need to protect consumer privacy and choice

¹ http://www.gsmworld.com/news/press_2008/press08_53.shtml

- The impact of digital piracy on both fixed and mobile internet access and the best way to address it.

Digital piracy: different approaches and their implications

Some of the emerging issues for mobile broadband are already familiar in the fixed internet world. As higher speed broadband connections have enabled consumers to access more and more audio and video content, the music and film industries have started to face a threat to their traditional business models. It is now claimed by some internet analysts, for example, that a very large percentage of internet traffic (some say up to 80%, others claim about half that number) actually consists of illegal music downloads.

A number of governments, in consultation with industry, have been considering how to respond. Most of these proposals are focused on fixed internet access, and in turn rely on being able to identify the internet subscriber who is accused of illegal downloads; it is unclear how some of these proposed remedies could be readily adapted to include mobile broadband services.

In France, for example, the parliament is currently considering a „three strikes” regime, whereby those found illegally downloading copyrighted material would be subject to a three-stage escalation process, culminating (after judicial review) with termination of their internet access. This proposal, which has already been passed by the Senate, is not due to be debated in the Assemblée Nationale until 2009. It has created a considerable amount of controversy amongst the internet industry and privacy advocates, many of whom view these measures as unfair in the modern internet-based society. In particular, it is not clear how such a law would be implemented fairly and without breaching privacy and human rights. Would, however, this require ISPs to monitor all material passed over the internet, in contradiction to the protections afforded internet communications under Article 15 of the European E-Commerce Directive [2000/31/EC] as well as the accepted privacy standards in most developed countries?

In New Zealand, the government recently proposed a digital piracy regime along similar lines to the French proposal, but in light of concerns about its privacy and other impacts, postponed further consideration of the issue until after the federal election. The opposition conservative party has also said that it will not implement the proposed internet disconnection proposal, if elected to government.

In Britain, a co-regulatory and voluntary approach is being trialed. A Memorandum of Understanding (MOU) has been signed between the UK Government, six of the major internet service providers and the music and film industries, which commits participants to work together with regulator Ofcom to change consumer attitudes towards copyright infringement. The MOU also requires the parties to boost efforts to make attractively packaged content commercially available to consumers in a range of user-friendly formats. To start, the six ISPs agreed to a three-month pilot-test in which they send notices to 1,000 customers per week identified to them by content industries as having been engaged in illegal file-sharing.

In Japan, where according to the local music industry more than 399 million illegal music files were downloaded in 2007, the Government has formed a consortium of carriage and content providers and the local police force. On 21 August 2008, in the first such incidence of its kind, the Kyoto Police Department arrested two men under suspicion of copyright infringement conducted on a mobile music download site, called "Daisan Sekai (The Third World)".

New business models are developing

While arguments continue over potential regulatory responses to digital piracy, many believe that the most sustainable and responsible answer lies in the creation of new business models. Indeed this is starting to occur in both the fixed and the mobile sphere. Consumers are now able to subscribe to content with either their handset or with their mobile subscription. For example, Nokia has recently launched its "Comes with Music" service, which allows customers who buy a Comes With Music device to have unlimited access to a music catalogue. Some mobile operators are also starting to offer a subscription music service, whereby consumers can pay either a monthly music subscription fee and download unlimited tracks, or else pay a small one off fee to download individual tracks.

Conclusion

There are significant commercial, policy and regulatory issues confronting the broadband mobile sector, as the Internet becomes increasingly nomadic in its nature and application.

With the growing convergence of interests between carriage and content providers across the whole range of services available to consumers, it is necessary to develop a response to such challenges, which balances the interests of all stakeholders, while protecting consumers' fundamental rights and interests.

“The rise of the Australian nomad: How 3G connectivity is changing life down under.”

- Holly Kramer, Group Managing Director, Telstra.

Reading an article in *The Economist* earlier this year, I was reminded of just how much life has changed as a result of advancements in mobile technology.

The article titled 'Nomads at Last'² by Technology Correspondent, Andreas Kluth, explores the ways in which wireless communication is 'changing the way we work, live, love and relate to places - and each other'.

Working at Australia's leading telecommunications company, I too have seen a paradigm shift in the way people communicate. From the stationary telecoms of the 1990s - the fixed phone and fax, to today's smartphones and wireless broadband solutions - high-speed wireless mobile networks have revolutionised the way we communicate with one another.

In his article, Kluth looks at how expanding wireless networks have led to the rise of what he terms, 'the Urban Nomad' - someone who is permanently connected and continuously communicating throughout the day using a variety of portable devices and communication technologies like wireless email, mobile facebook, SMS, instant messenger, video conferencing - among others.

² The Economist, 10 April 2008

Mobile connectivity, says Kluth, has resulted in a shift in behaviours as people who increasingly rely on a networked existence are untethered from their desks, homes, workplaces, schools, universities and other traditional spaces.

It is a description that rings true here in Australia where we are seeing a dramatic shift in the uptake of 3G services and a surge in mobile broadband use.

But it wasn't always like this. Less than three years ago only two per cent of Telstra's mobile subscriber base were 3G customers. Today they account for around half.

So what changed?

In 2006, Telstra made a huge A\$1.1 billion bet. We built and launched the world's largest and most advanced national 3GSM network in just 10 months, the Telstra Next G™ network.

The network provides 3G services and high-speed wireless broadband across Australia. It has overcome the challenge of distance - Australia is one of the world's largest countries with one of the lowest population densities - to deliver coverage to 99 per cent of the population.

Soon after launch, customers started to experience and understand three unique capabilities in Telstra's Next G™ network that make the life of a digital nomad possible.

First - convenience. The Next G™ network provides relative-ubiquity of coverage (more than two million square kilometres) when compared to the largest competitor network which is at least three times smaller. This combined with the network's reliability, gives consumers the confidence to cut their old fixed network ties and live life on the go.

Second - bandwidth and speed. The network, which has a peak downlink rating of 14.4Mbps, gives users speeds comparable with hard-wired broadband. This means users can pull down files, surf the web or upload data faster in more places. And that's just the type of connectedness nomads crave.

Third - compelling products that are easy to use. In a world where mobile data and services are becoming as valued as voice, devices are growing in complexity. So beyond developing a super-fast mobile device range with the latest features, you also need to make them as simple as possible. That's what my products team is focused on. Our Next G™ handsets feature innovative 1-click 1-touch access to a 'My Place' menu, which connects users to entertainment, news, exclusive Telstra Mobile FOXTEL channels, music, sport, games, email and more. And because simplicity drives usage, Telstra's non-SMS data revenue is surging - it grew by 76 per cent in financial year 07/08.

Our 3G subscriber metrics demonstrate how powerful this combination of convenience, performance and usability is for businesses and consumers.

In less than three years, Telstra's 3G mobile penetration has grown from a few per cent to 47 per cent of the mobile customer base - well ahead of both US and European peer network operators. And, we believe content and data-enabled services will propel our 3G penetration to around 70 per cent by 2010.

In a lot of ways the life of a digital nomad is a life made easier for working women. Today's high-speed wireless networks and devices are giving women - be they workers, mothers, wives, partners and friends - greater flexibility and freedom to manage their work, leisure, family and personal lives.

That might include working from the park while you watch your kids play, or putting them to bed via a 3G video call when you're closing a deal on the other side of the country, or perhaps managing your email while you take your parent to their doctor's appointment.

So the nomad's ability to shift time and place, to stay in control of work and life, is invaluable.

Finally, I want to leave you with some nascent nomadic practices emerging in Australia.

Portable workplace: As the dividing line between work and home becomes blurred, 3G mobile broadband cards and smartphones are allowing more people to work away from the fixed office environment.

Real-time entertainment: People want entertainment on their terms - shifting 'prime time' to 'my time'. There is an increasing hunger for real-time entertainment. Having access to ubiquitous mobile broadband networks makes this possible.

Time-efficient navigation: Having access to ubiquitous mobile broadband networks means your mobile can tell you what is near using contextual information based on algorithms and GPS.

Instant information: Be it weather, news, share price information, footage from a real estate site, or new job openings, people want information now. Having access to ubiquitous mobile broadband networks is making this a reality.

Energy conservation: Ubiquitous wireless networks help reduce energy consumption by giving people greater capacity to control their energy use in the home and office. At Telstra we have found the intersection of cost cutting and carbon abatement.

These are just some of the changes we are seeing. And with ever-expanding coverage, data speeds and range of easy-to-use products Telstra is building an environment that allows all our customers to live the life of a digital nomad.

CONVERSATIONS WITH BHARTI'S SUNIL MITTAL: CHAIRMAN AND ENTREPRENEUR By: Myla Villanueva, CEO, Novare Technologies

As an advocate of wireless technology and entrepreneurship, I could not help but want to share the story and insights of Sunil Bharti Mittal. From humble beginnings, his is a story of a young man who became independent of his father's political career (a provincial parliamentarian), started out as a bicycle trader with \$1,500 dollars, moved on to become a landline phone manufacturer and distributor, and anticipating the importance of the cellular device, went on to start a cellular company. Thirteen years fast forward, he has built one of India's most valuable companies in Bharti Airtel. With close to 77,500,000 connections as of third quarter of 2008, Bharti Airtel is the third largest operator in terms of number of connections in a single country, next only to China Mobile and China Unicom. Sunil's personal history is invariably intertwined with the communications revolution that has earned India the attention of the mobile and technology worlds as one of the most important markets.

While the big names like Vodafone and Telenor are now busy trying to crack the hyper-competitive Indian market, Sunil is thinking of global emerging markets as well. While his \$37 billion dollar bid for Africa's MTN failed last May because of disagreements in structure, the bold move to acquire MTN would have created a footprint in 21 countries, add an additional 62 million subscribers and would have sealed his company's

emerging market coverage from the Indian Sub-Continent, thru the Arabian Crescent and onto Sub-Saharan Africa. The dream to build a global brand seems to still be in the horizon. In a CFO conference in Mumbai this October, Akhil Gupta, MD of Bharti Enterprises says, "As our talks with MTN have failed, we are scouting for a company in the African continent... "Presently, we would like to replicate our low-cost model to other growing markets to become a global player," he adds.

Such is the bravado, decisiveness and clarity of Indian vision that has earned Sunil honors including Fortune Magazine's Businessman of the Year (Jan 2007), India's Ernst and Young Entrepreneur of the Year, and the highest citation of the mobile industry, the GSMA Chairman's Award (Feb 2008). I hardly think the honors will stop here. Sunil is only 55. Furthermore, he is not shy about his patriotism, and among other Indian dreams, is his aim to build a championship team for the World Cup in the next few years. Speaking passionately of India and its limitless possibilities, I could not help but wonder about his political aspirations. On a bid for presidency someday, he answers me simply with, "Why not?"

I had breakfast with Sunil in his New Delhi home this summer and here are some personal insights he shares with young technology start-ups, innovators and entrepreneurs:

MV: Was entrepreneurship always a calling and was there anything else that was an option?

SM: No, when you grow up, you have all these different visions and dreams, but frankly speaking, other than some thoughts of being in the air force, given that I barely managed to graduate, I was a very bad student, you know, I did not have much of an option either. If you have not a great education behind you, there are two areas you can go into; politics or being an entrepreneur. I come from a political family, my father was a long-standing member of the parliament, but I was always the entrepreneur, I was always the one who wanted to be in business, and therefore yes, entrepreneurship was a calling. I also came from a city (Ludhiana) which is very entrepreneurial. Almost everybody works for themselves however small the business may be. That is the hub of the India's small-scale manufacturing, therefore, I was quite influenced by my peer groups, students, college school friends. I have to be in business, yes, and I have to be an entrepreneur.

MV: You are the number one telecommunications company in terms of mobile subscribers in India. What else are your ambitions for Bharti Airtel within and outside of India?

SM: Currently, I think the vision for us in the next 18 months is to get to 95% coverage. I think there will be 5% that we'll probably never be able to cover on the margins. The good news is we have been expanding our network at a ferocious speed, and in many areas where no one can imagine we could ever reach. They are so far flung we would be putting (carrying) base stations in the back of mules, connecting them via satellites...so the idea is to get to 95% coverage. India is a very competitive market, staying ahead of the pack is another mission for us. We will get to 125 million customers by 2010, and that is doubling our customer base from where we are today. That will make us outside of China, the in-country largest operator in the world. So that is the vision we are getting moving forward, and at the back of the large customer base, internet, new services, money transfers, m-banking, music, whatever else we got. Outside India, we remain in hard pursuit, but we are not succeeding. There are very few targets that are left now. Where does one go? You can pick up an odd one sometimes in East Europe, or Africa, but that does not make a strategy. We want a large company, and that's currently very hard to get, and as we see and keep track of opportunities but nothing is concrete.

MV: As an operator, do you see yourself doing things like the Japanese where they invest in technology companies, rather than invest in other operators?

SM: From the point of view of collaborating ourselves with the technology companies in terms of putting their content down into our networks, getting their products and services and to that extent if somebody requires some support, we can do it, but we do not really actively, as a telecom company develop our own stuff. Our vision for us, is to be neutral, and to be one of the best providers of services to the open community. So for example, some of our competitors are developing their own content...entertainment, music...we avoid that. We work very closely with the community of developers but we don't want to be competing with that community of developers. Our view has been, we will be very very open and transparent to the developing community. We are trying to be the first one in Asia which is putting up a major SDP platform...This is done by IBM which is a very expensive SDP platform...where all developers can just plug and play, and we will just do revenue share. That is what we are currently doing for our music, gaming, astrology, whatever else there is on the mobile phone today, is on the basis of a rev share. So if you are a developer, and you've got a product, we don't want to second guess it. We will bring it in, provide it to our customers, and give some back into it in terms of promotion. If it picks up traction, both parties win...we are really loved by the developer community because they know it's fair, it's transparent, and the customer base is very large now.

MV: For startups, financing and partnerships are always a very difficult thing and you are known to have come up with creative ways of partnering. How did you persuade people like Warburg and Singtel to invest in you?

SM: Earlier before that we had telecom investors who knew the business...British Telecom, Telecom Italia, SFR....We've had many investors who have come and gone, sold out for different reasons, all happy reasons of course because they all made money. It was tough, but I think the Indian telecom story was very compelling and we as a management team almost always were able to convince our investors. While there was stress at different intervals, when we tried hard, we got the money. Warburg became our first financier in that sense, with 60 million dollars. A small amount of money, but large at that point in time (laughs), followed by Singtel, which came with large amounts of money...

MV: It took many years, you started in 1995, and you have seen many companies in the industry that have come and go before turning profitable. Where did this faith and persistence come from and what was driving you during those very difficult times as a start-up?

SM: I think we knew that we had to make a success of our business. Very clearly, we did not have enough financial resources like large business groups. We were a startup in the real sense with very small capital. For us it was a make or break, and for very large companies, that is not necessarily the case because they have many other businesses going, with some professionals who are running it for them. This team was driven very passionately towards succeeding. We also turned profitable in our Delhi ventures, which is the first one, in two years time. We rewrote a lot of myths in this industry, that you cannot be profitable in the five, six, seven years and that you need to have billions of dollars to start with. We started with almost no money, so we broke a lot of myths. This business is modular. You can get to 100,000 lines, to 500,000 lines, you can grow your base stations modularly. If you have less money, you don't cover too much, but whatever you cover, you cover well. So we learned different tricks in this business. Our capital productivity was the highest. Our EBITDAS became pretty strong despite large licensing fees in the country. And our focus for our customers was very high and the brand building happened simultaneously. Five years back I think we hit a very big trough when the government allowed through back door entry, two or three of players in the fixed line wireless local loop to enter mobile. They also allowed the government incumbent, to come into mobile. And that was the time, I would say, that the company shook a little bit, because that was also the time when we had picked up 16 new licenses. So, we were a midsized company and then we were going

all-India. And we are doing long distance fiber, 30,000 kms, submarine cables, fixed line, satellite nodes...so everything was happening at the same time. The monies were not there, the people were not there, and that was the time when we said "Outsourcing". I said we will kill ourselves hiring 20,000-30,000 people in one year...to train them...to induct them...we can't do it. That really was the catharsis, when we said we needed to outsource, otherwise, we will collapse. That I would say, was a one year period, a very difficult period of trial and tribulation for us. We came through it with determination, to my mind the defining period for the company.

MV: How long were you waiting before you said "Ok, We'll make it"

SM: I think about 12-15 months...

MV: That must have been an eternity...

SM: Everybody was asking money from Bihar to Bombay. We had so many new projects coming up and everybody wanting money and people, but I must say that was a period of great learning as well. I really felt the true sensation of how people matter. My only job was already going around the country, rolling up my sleeves, having all-day reviews, following up on how projects were shaping up. And in the evening, dancing with them, celebrating with them. And as I would leave from one post for another, I would go with a lot of confidence that if this business is all about people, this company will kill the competition, and that is what we did.

MV: India is innovative and pioneering in terms of the business use cases for voice and SMS. Do you feel that with 3G, there will be a different business case in emerging markets?

SM: Absolutely, I think India's date with destiny lies in the broadband area. India has not rolled out enough copper. We only have 40 million copper line, only in pockets and only in cities. If you are to connect a country especially the suburbs and deep rural areas, you have no choice but to get to 3G HSPA, as soon as possible. Once you have an HSPA type of network, then the developing community is bound to create services which we can't do on 2G. In my view, those services are just waiting to happen. I think that this is the time when India should take full advantage of the software community, the IT finesse that we have here, and the technology orientation that is available in India.

MV: You are now letting go of the daily functions in Bharti and entering new adventures with retail and agriculture. What legacy did you want to leave behind in the mobile industry?

SM: I think my desire, was to really be known for three things. One, which is fundamental for us is, this should be the magnet for attracting the best of the best people in the world. So, it should be the best place to work for. And that culture must be retained. Today, it's a very large company but it's got the soul of a small company. So I would say, the top talent must seek us, as a point of his choice of first preference. That is very important for me. The other one is that our innovation and speed to market, which has been our forte, must be the engine to continuously get our customer attention. And thirdly, we should be known for best practices, like outsourcing, like buying traffic rather than buying traffic from our vendors.

These are the three building blocks on which the company exists, and this must carry on. This will be a large company...this will be a massive telecom company...there's no question about that now.

MV: Can you share a message to the mobile startups in the industry today?

SM: I must say, one thing is for sure, this industry has the potential to transform people's lives, there's no question about that. So while you build businesses, one thing that will give comfort to all, including the established and the new ones, is that as they build businesses, they can very proud that they are making a great difference to the society. So it's not about just making money, but you actually making a big difference. Telecom has changed the face of this country. And I also feel that if you are determined and you continuously stay on course, the amount of wealth that can be generated out of this business is again unprecedented. In this country, you have seen companies of a hundred years creating wealth, and then you have seen others that have done it in 50 years, some 30 or 40 years... This is the one where you can do it on 5, 7 or 10 years. And therefore I would say don't lose hope if you are at the start up phase, and don't get too worried that all the large people have taken their pole positions, that they have a lead miles ahead. In this industry, you will get your chance, and when you get your chance, you can move ahead.

Featuring:



HOLLY KRAMER
BA (HONS), MBA MKTG (HONS)
GROUP MANAGING DIRECTOR
TELSTRA PRODUCT MANAGEMENT

Holly Kramer is the Group Managing Director, Telstra Product Management, and a member of Telstra's senior leadership team. In this role, she is accountable for the development and lifecycle management of the company's \$18+bn domestic product portfolio, including fixed, wireless, broadband and enterprise services.

Most recently, Holly held the role of Managing Director of Products, Wireless & Mobility. In her previous position as Chief of Marketing for Telstra Retail, Holly was accountable for the strategic direction and implementation of marketing plans for the consumer and business markets.

Before joining Telstra, Holly was General Manager of Marketing and Communications at eCorp. Prior to that, she spent three years as General Manager of Marketing with Ford Australia and five years in various marketing management positions with Ford Motor Company, USA.

Holly has a BA (Hons) from Yale University and an MBA Mktg (Hons) from Georgetown University. She sits on the Boards of the Australian Mobile Telecommunications Association (AMTA), TelstraClear Limited and the Alannah and Madeline Foundation. She is also a member of Chief Executive Women (CEW).



GTWN MEMBER PROFILE: LAUREEN R. COOK

Laureen has recently joined the new management team at Alcatel-Lucent as Vice-President of 4G/LTE Strategy. In her new global role she will be focused on developing next generation bandwidth centric applications, untraditional strategic partnerships and new revenue streams to fill the wireless broadband pipes of mobile operators. As an industry veteran with 25 years of worldwide telecommunications experience, she has held Executive and BOD roles with some of world's leading operators. Her global portfolio includes; MTC-Vodafone (now Zain) in the Middle East, Deutsche Telekom (Germany), Cable & Wireless (UK), and NYNEX USA (now Verizon). She is a founding Director of several joint venture European and Asian wireless companies; Debitel GmbH (Germany), Telestet (now Wind Greece), and PT Satelindo of Indonesia. Additionally, she was a Partner at KPMG Consulting in Europe. Her background includes business development, strategic planning, operational execution and re-engineering of Telco's. She holds an MSc in Telecommunications Engineering from Rochester Institute of Technology, and an MBA from Long Island University in New York.

Members of the GTWN Steering Committee

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