

PETER D. SHAPIRO, Ph.D.

INDUSTRY EXPERT / PROJECT LEADER / MANAGEMENT CONSULTANT

Cable & telecoms industry specialist. Experienced in identifying and evaluating business opportunities and core issues. Strong track record managing complex projects. Outstanding capability to communicate options and solutions.

PROFESSIONAL HISTORY

PDS CONSULTING, Lexington, Massachusetts

Founder and Principal. Responsible for client engagements including opportunity assessments, due diligence analyses, industry expert litigation support, and policy/regulatory studies.

ORDERTRUST, Lowell, Massachusetts

Vice President, Corporate Strategy. Identified and developed opportunities to extend OrderTrust's B2B e-commerce order management services to mobile and TV commerce. Initiated discussions with prospective new partners in collaboration with our marketing and sales resources. Negotiated agreement with prospective TV commerce partner.

ARTHUR D. LITTLE, INC., Cambridge, Massachusetts

Senior Consultant and Principal. Led projects for clients in the United States, Europe, and Asia-Pacific, involving marketing strategy, market assessments, and industry analyses.

PROFESSIONAL ACTIVITIES

- Advisory Board member of a start-up VoIP (voice-over-IP) telecoms service provider targeting the small business market.
- Contributing editor at *CableWorld*, providing a monthly column on cable's competitive environment including Internet TV, telcos, and satellite services, and columnist for its successor *www.Cable360.net*, a leading online industry publication.

EXAMPLES OF CONSULTING ENGAGEMENTS

Opportunity Assessments

- Co-managed the path-breaking Next Generation Network Architecture (NGNA) project for the three largest US cable operators to define a network architecture for the cable industry's future business and market requirements.
- Provided – with a consultant partner – ongoing support to top management of a major cable TV operator evaluating mobile wireless opportunities.
- Assessed feasibility of proposed broadband and fixed satellite systems in Europe, Latin America, and Asia.
- Defined terms and fees for use of orbital slots by European broadband satellite venture, for the Government of a European country.
- Assessed for the USPS its e-commerce business environment and leading indicators of relevant changes.

Due Diligence Analyses

- Provided an opinion on the technical health of FSS (fixed satellite service) communications satellites for a large financial institution involved in a deal to consolidate two satellite fleets.

- Evaluated financial prospects for a competitive telecommunications carrier for a bank's workout group considering additional financing.
- Assessed market prospects for fiber cable projects in Alaska, for a bank's project finance group.
- Defined market risks in Iridium's mobile satellite business plan for Global Arrangers of debt financing, first for the banks' project finance groups and later for the banks' workout groups.

Industry Expert Litigation Support

- *Patent litigation*: Calculated reasonable royalties for patents allegedly infringed by a DBS operator, and in a second case concerning different patents allegedly infringed by a provider of a premium TV conditional access system, with successful results in both cases.
- *Tax litigation*: Valued intangible assets involved in cable TV system purchases. In each of two tax cases, defined, valued and determined lives of amortizable assets. The first case for TCI ended at trial in a landmark win worth hundreds of millions of dollars for the cable industry. The second case was settled in favor of our client.
- *Civil litigation*: Calculated damages suffered by a wireless cable operator resulting from allegedly defective subscriber equipment.
- *Civil litigation*: Submitted an expert report that describes the industry context for a series of business decisions by a provider of multi-channel services to rural-area subscribers. This litigation was settled on terms favorable to our client, the general partner of a limited partnership.

Policy/Regulatory Studies

- Assessed cable TV system capacity for analog and digital "dual must carry" in a paper submitted to the FCC by the National Cable & Telecommunications Association (NCTA).
- Defined a telecommunications legal and regulatory structure and model licenses that were consistent with European Union (EU) directives, for a European Government planning to join the EU.
- Evaluated FCC methodology underlying a cable rate regulation order, for the NCTA.
- Analyzed cable system capacity for carriage of TV broadcast stations, for an NCTA appeal to the US Supreme Court of an FCC rulemaking, and provided expert testimony in deposition concerning our findings.

EDUCATION

- Post-doctoral Research Fellow at Harvard University's Program on Information Resources Policy -- developed a project on re-structuring of the telecommunications industry and strategies of industry stakeholders.
- Ph.D. (Communications Research), Stanford University. Doctoral thesis on formation of cable TV programming networks is part of the collection at the Cable Center in Denver.
- BA (Political Science), University of British Columbia

OTHER

- Dual US/Canadian citizen
- Flute - Struggle to produce good tone
- Squash – Not effortlessly

More details at www.pdsconsulting.net



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