

Daniel David Armstrong

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Other Age: 38, Citizenship: American
Residence: The Netherlands (1997 - present)

Professional Experience

2001 - present **Takashi Mobile** - Amsterdam NL
Independent Consultant

Strategy consulting and business planning projects in new technologies, products, mobile banking and payments, MVNOs, roaming/inter-operator relations, acquisitions, alliances, market feasibility and product-fit. Clients include:

Apr 2009 - present **Irdeto** (Hoofddorp NL)

- Research and analysis project to investigate options in the mobile security applications market focused on competition, product fit, M&A opportunities and mobile technology overview for expansion of Irdeto's core business in Conditional Access (CA) / Digital Rights Management (DRM) to include secure mobile hardware and software in authentication, banking, transactions, payments services, etc.
- Follow-on project to create a M&A business case, acquisition strategy and product portfolio integration.

Apr - Aug 2009 **NMB (National Microfinance Bank of Tanzania)** (Dar es Salaam TZ)

- Programme support for the launch of mobile banking services (primarily via USSDII, but also J2ME midlets and STK) with mobile operators ZAIN and Vodacom. Work (via Rabo Development) included technical support, strategy, mobile operator/regulator/vendor negotiations and contracts, test planning, documentation, process and provisioning design (2FA), customer service and marketing development. NMB mobile achieved 50.000 active customers in the first month of operation.

Aug 2005 - Feb 2009 **Rabo Mobiel B.V.** (Amsterdam NL)
CTO / Co-Founder

- Served on the management team of this mobile service provider (owned by Rabobank Nederland) in charge of teams responsible for innovations, product and technology management, strategy and business development.
- Budget holder and owner for mobile products and services, banking, payments, Dutch and European standardisation programmes, NFC technologies and trials, SIMs and handsets, mobile operator negotiations, SLAs and product management for post-paid, pre-paid and all mobile applications.
- Rabo Mobiel acquired over 200.000 new customers in the competitive Dutch marketplace in the first two years of operations and continues to provide mobile telecommunications, mobile banking and payments services, spending alerts, customer service, online account management, as well as launch of "SMS Betalen" – the nation-wide SMS payments service available for all customers, regardless of bank or mobile operator, and without requiring pre-signup.
- In 2008, Rabo Mobiel also successfully moved operations to a new mobile operator host, requiring SIM swap processes, comparable product functionalities, and quick/cost-effective migration of customers to the new network.
- Rabo Mobiel project initially began in mid-2005 with a nine-month project for Rabobank International where we created an MVNO feasibility study, competitive analysis, 5-year financial model and systems architecture, mobile operator negotiations and agreements, a market feasibility study, business plan, and a portfolio of mobile and banking products.

Nov 2001 - Nov 2005 **ONE GmbH** (Vienna AT)

- Short project for this Austrian GSM operator to deliver the design of a hybrid pre/post-paid product, as well as tariff/ wholesale business planning for MVNOs for this GSM operator, now Orange Austria.
- Five consecutive consulting contracts in the areas of international roaming, wholesale, 3G network sharing, new MVNOs and service providers, as well as the strategy, complete analysis, research and KPIs for launch of the Starmap Mobile Alliance.
- Programme Manager for the launch of Austrian ESP/MVNO Tele2 Mobil (Feb. 2003) including planning, negotiations, networks, business processes, reconciliation and transition of customers / operations from an ESP to a full MVNO.
- Created ONE's consolidated Austrian wholesale/MVNO strategy and high-level business case.

Nov 2003 - Jul 2005 **Irdeto Access BV** (Hoofddorp NL)

- Strategy, product development and marketing projects including an M&A project to acquire and integrate technologies and commercial development of US mobile digital rights management software company LockStream Corporation.
- Mobile content protection, new products in Satellite DMB (TU-Media video DAB service launched by SK Telecom), DVB-H and feasibility of mobile CA across the world, and worked on analysis in acquisition of a mobile DRM start-up.

Nov 2002 - Sep 2003 **MobilTel EAD** (Sofia BG)

- Work for this Bulgarian GSM operator on various projects, including managing the sale of the company in 2003 for €200 mln. to Telekom Austria. Work included construction of the corporate data room, writing the 2002-2007 Business Plan and 2003 Marketing Plan, and projects in deregulation, ARPU improvement, international roaming and launching GPRS.

Feb - May 2002 **Rabobank Nederland** (Utrecht NL)

- Marketing and business planning for a proposed independent energy service provider "freeEnergy" on behalf of Rabobank and energy producer E.ON Benelux.

Jun - Nov 2001 **Virgin Mobile Netherlands** (Amsterdam NL)

- Served on the management team of this planned MVNO building the overall corporate structure, IT, networks and systems, internet, marketing and customer service plans and the mobile launch portfolio. This venture (Rabobank, mmO2, Virgin Group) was cancelled because of airline investment risks after the US terrorist attacks on 9/11.

Mar - Jun 2001 **Talkline Nederland** (Baarn NL)

- Corporate development project to develop an MVNO and new business products strategy, architecture, business case and mobile operator negotiations for this GSM service provider (now part of Debitel).

smaller engagements

BC Card (KR), Vodafone D2 (DE), Scarlet Telecom / One.Tel (NL), easyMobile (UK), Sony M'Club / Sony Network Services GmbH (AT), XS4ALL (NL), Más Vida Móvil (SP), SK Telecom (KR), Swisscom Mobile (CH), De Persgroep (BE, DMB-T MVNO plan), Virgin Mobile Asia (SG), Rebel Sport (AU), GSM / picocell MVNE for CMG (NL), XOIP BV (NL), Lost Boys UK / H3G UK, a new prepaid mobile service provider in Angola and various conference producers and publications.

2000 - 2001 **Veronica Mobile** - Hilversum NL

Head of Networks and Technology / Co-Founder

- Secured 1,25 mln NLG in funding in the spring of 2000 and led a small team in forming an MVNO for media venture "Veronica" (ran the first 'Big Brother' reality-tv show and managed successful television, radio, print and internet assets). Responsible for programme strategy, business, personnel and operations planning, marketing, as well as the negotiations with two GSM operators, networks and IT architecture and the vendor selection programme.

1997 - 2000 **Telfort B.V. / British Telecom** - Amsterdam NL
Director, Internet Development

- Responsibility for Telfort's internal and external internet strategy from 1997-2000, including online (websites, extranets), intranet and e-business programmes. Held overall budget for hiring and management of a small team of internal and external web developers, programmers and designers and served as Product Manager for BT Ignite Global Webhosting, launched in 2000.
- Coordinated Telfort Mobile's first SMS information, Over-the-Air (OTA) applications and worked on mobile programmes like B2B WAP supply-chain applications, unified messaging products, the Dutch UMTS auction, MVNOs, and specialty projects for BT like multimedia payphones, digital terrestrial television and the overall European BT Quality and Processes Team.
- Telfort began as a fixed-line operator and internet services provider and later launched a GSM operator gaining 1,3 mln subscribers in three years of operation.

1997 **BitWrench Incorporated** - Washington DC, US
Manager, Major Accounts

- Led a small team of developers for six months completing US\$600,000 of online projects for MCI Telecommunications for MCI Global Engineering (fractal/streaming video), AES Energy, Environmental and Energy Study Institute, The National Institutes of Health and World Airways.

1995 - 1997 **Proxicom, Inc.** - Pentagon City VA, US
Senior Producer, MCI Telecommunications Team

- Part of the initial start-up team completing web, internet business re-engineering and e-commerce projects. Responsible for telecommunications, insurance and manufacturing business segments, generating US\$3 mln. of business annually. Proxicom was purchased by Dimension Data in 2001 for US\$448 mln.
- Manager for onsite teams in the design of MCI callcentre intranets, internetMCI dialup portal, work with Netscape on the first e-commerce systems, and launch of 22 corporate client sites for customers like PepsiCo International, Traveler's Group, Kemper National Insurance, Tarmac America, Albright & Wilson, Georgia-Pacific, SAAB USA, The Center for Media & Public Affairs and TelecomUSA.
- Project Manager for 28 commercial and non-profit customers including Aetna Insurance, Asian-American Business Information Network, AiB Software, VISA Interactive and marketplaceMCI - the world's first e-commerce site with 30+ "stores" like Major League Baseball, Owens Corning, Dun and Bradstreet, Border's Books, Radisson Hotels and Office Max Online.

1993 - 1995 **Ordway-Kousoulas Architects** - Bethesda MD, US
Marketing Manager, Exhibit/Museum Designer

- Responsible for marketing, business development, operations and project planning for this small architecture firm specialising in public spaces, exhibits and museums.
- Staff designer on architecture, interpretive planning, design, signage, research and writing projects for 11 exhibition, museum and national park projects including exhibits at The White House Visitor Center, Acadia National Park, Fire Island National Seashore, Lincoln Memorial Visitor Center and the Smithsonian National Museum of Natural History.

1992 - 1993 **Washington World Group Ltd.** - Washington DC, US
Junior Account Executive, Lobbyist

- Public relations, policy and lobbying projects for international clients including the Embassy of El Salvador, Mauritania and Malta. Handled policy research, writing, marketing materials, liaising with diplomatic, congressional and executive brand offices and the US White House.

1990 - 1992 **National Committee on Public Employee Pension Systems** - Washington DC, US
Writer and Press Assistant

- Staff writer and editor for articles and policy features. Worked as Special Assistant to former U.S. Congressman Hastings Keith (R-Massachusetts) on research and briefings of congressional action.

Professional Involvement and Other Information

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| Telecommunications & Mobile Financial Services | <ul style="list-style-type: none"> • Speaking engagements at workshops, conferences and telecommunications industry forums (e.g. Mobey Forum, Open Mobile Alliance, GSMA,IBC, FAPIA/ICMA, IIR Telecoms, IIR Asia, Forrester Research, Informa, LogicaCMG Masterclasses, Ovum, ECP-NL, The World Bank, NL TMA, SmartStadium, iMMovator, Mobile Monday, IPAN, FMO, British Telecom, Marcus Evans, ARCGroup, Telecom.Paper, Total Telecom, Terrapinn, universities and media journals, etc.) on MVNOs, mobile banking and payments, NFC, product strategy and customer experience (1997-2009). • Founder of the TM MVNO/SP List – the world’s first MVNO/ESP/SP listing website with country listings, news and MVNO resources. The list was taken over by telecommunications analyst Telecom.Paper in Oct 2006. (2003-2006) |
| Space and Satellite | <ul style="list-style-type: none"> • Partner in Stichting Takashi Space, a Dutch non-profit group dedicated to helping African countries in promotion of new and cost-effective ways to engage in space technology sectors. Author of three papers and feasibility studies for launch site programmes. (2004-2009) • Launch project for the Government of Cameroon was the construction of the concept proposal and research plan for initiating investment and construction of new spaceport / satellite launch facility for the National Ministry of Higher Education and Research of Cameroon. (Jun-Nov 2005) • ESA SATCOM Technologies Modules I, II and III (System & Services, Communication Link, Space Segment, Networking and Earth Segment) (2005) |
| Other Professional | <ul style="list-style-type: none"> • Various freelance internet projects for non-profit organisations and corporations: BT Telecomunicaciones Espania, Ocean Communications Ireland, BTFarland, UPC e-City, U.S. National Endowment for the Humanities, U.S. National Assembly for Social and Health Welfare Organizations, The Vision Council of America, President Clinton’s Commission on Critical Infrastructure Protection, Manugistics Inc., The Discovery Channel. (36 projects in total for 28 companies, 1995-1999). • Various freelance public relations projects and photography for the Corporate Relations Department of Canadian telecommunications provider Northern Telecom Ltd. in McLean, VA US (1992). |

Personal

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| Volunteer Work | Volunteer for Wakuluzu: Friends of the Colobus Trust - a primate rehabilitation and release project in Diani, Kenya from 2003-2006. Worked on construction of a four-year business and funding plan; served as Interim Manager for the facility in Kenya in Mar-Apr 2004 for 15 staff, researchers and volunteers; and volunteered myself in Jun-Aug 2003 also in Kenya - marketing, habitat conservation, primate research, emergency welfare and rehabilitation programmes. |
| Music | Extensive work in experimental, electronic and improvised music and guitar. 60+ performances, concerts and CD releases in Europe, Asia-Pacific and North America from 1990-2009. Collaborations with artists, labels, festivals, concert halls and museums. See separate discography for more information. |
| Interests | Technology, reading, biology and island biogeography, photography, history, information design, cartography, planetary and space science, rocket launch systems, cooking, music, travel, golf. |
| Languages | English (mother tongue), Dutch (conversational), German, French, Spanish (basic) |

Education

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| 1993 - 2003 | Various courses and seminars in business and technology management, process design, personnel management, telecommunications, cartography, drafting and design, architecture, history, etc. |
| 1988 - 1992 | B.A. Philosophy - American University , Washington DC, US, cum laude, 1992 Pearson Prize for Academic Excellence in Philosophy |
| 1985 - 1988 | Secondary School - John Piersol McCaskey , Lancaster PA, US, honours, early graduation |