

# PAUL R. RUPPERT

www.globalpointview.com

+1 301.728.7818 (mobile)  
Email: pruppert11@hotmail.com

140 Kent Oaks Way  
Gaithersburg, Maryland 20878

## SENIOR EXECUTIVE – GM – CORPORATE DEVELOPMENT - INNOVATIONS CAPTURES INNOVATIONS, DEVELOPS AND DEPLOYS GLOBAL CORPORATE STRATEGY TO IGNITE REVENUE

~ ~ ~

**TARGET: \$10M TO \$1B GROWTH ORIENTED COMPANY OR DIVISION**

**INDUSTRIES: MOBILE SERVICES - NEW MEDIA - HI-TECH SOFTWARE**

**P&L: DROVE & DEFENDED US\$ 42 M & US\$ 72 M GLOBAL REVENUE STREAMS**

**Launch, Global Markets Entry | Commercial Vision | Corporate Development | Strategic Alliances | Disruptive Innovator | Acquisitions, Integrations & Divestitures | Product Development & Management | Managing Multiple Revenue Streams | Costs, Margins, Cash-Flow & Profit Structures | Venture Capitalist Relationships**

**Revenue Driver and Inspirational Strategic Leader** captures opportunity with limited resources, employing operational process, systems, M&A risk assessment and scalability skills to advance companies into large-scale enterprises. Adept in examining innovative commercial opportunities and building the path to revenue. **Orchestrate all functions for an organic entity**—strategically capture market share, define marketing, revenue models, harvest ROI, and create scalable entities that drive market cap and match investor objectives. **Co-Author, US & EU patents enabling SMS international cross-protocol interoperability.**

**Realize Value in Reaping Global Opportunities** and adapting them locally while executing cross-border business opportunities to evolve as a truly global enterprise. Resilient with a grinding persistence, swiftly fostering and harvesting relationships. Manage cross cultural, international teams through substantial **on the ground experience in 80 countries; launched offices in London, Paris, Hong Kong, Beijing, Singapore, New Delhi and Mexico City.**

---

### GLOBAL POINT VIEW LTD., WASHINGTON, DC, 2007 TO PRESENT **Founder**

**Independently started mobile industry consultancy**

**Key Initiative:** Steer corporate leaders and equity / venture investors regarding commercial models and global mobile services market entry strategies using subject-matter expertise in wireless applications, software, infrastructure, mobile media / advertising / payments / social networks and mobile web.

- Developed Post-acquisition integration plan of European SMS & MMS messaging company for **Warburg Pincus**.
- Identified service innovations and assessed mobile money transfers markets in India and Africa for **Clickatell**
- Framed mobile advertising strategy and SMS operational requirements for **Facebook** Mobile international market entry
- Conducted due diligence on mobile advertising company supporting equity investment by **Connecticut Innovations**.
- Recommended business model structural changes in mobile advertising ecosystem for **Mobile Marketing Association**, engaging C-suite executives within mobile carriers, brands, advertising agencies, messaging aggregators, and content providers (**Verizon, ATT, VeriSign, mBlox, Edelman, Ogilvy, AKQA, Coca-Cola, P&G, CBS, NBC Universal**)

### **MOBILE 365, INC. (SYBASE 365), WASHINGTON, DC, 2001 TO 2007** **Vice President, International Sales**

**VC-funded IP solutions start-up that grew into globe's leading SMS messaging enterprise with US\$ 117 M revenue, based on 10 B message transactions per month averaging 1 US cent with dominant domestic and international market share sold in 2007 to Sybase for US\$ 417 M.**

**Key Initiative:** Attain swift corporate growth via pivotal management team role—400 operator deals in 135 countries. Answerable for 35% of corporate revenues. Swayed customer stakeholders to industry transforming pricing scheme and innovation buy-in. “Internationalize” domestic service despite challenges of global, borderless environment with diverse cultures—forged entry and established first-move advantage across globe in periods of limited resources and hyper growth.

~~ MOBILE 365 INTERNATIONAL GROWTH ~~			
Year	1	3	5
Operating Customers	21	116	400
My P&L (Millions)	\$0.07	\$8.90	\$42.20
Total Company Revenues (Millions)	\$0.32	\$15.80	\$119.00
5-year Avg. Y-O-Y Int'l Growth	1025%		

- Reported to CEO. Executed full P&L control and strategy / execution / performance management / accountability and predictability across international operator customers, developing sales plans & forecasts globally rolling up from carrier, country, region and globally--Europe, Asia, Middle East, Africa, and Latin America.
- **Cemented premium, competitive position in marketplace, justifying value-driven premium pricing to surpass lower-priced rivals.** Scaled organization, negotiated critical technology partnerships and originated pricing / business model and service value-adds to command global market position. Shaped company brand as solid technically and as a consultative "trusted agent" to wireless carrier / mobile network operator. **Negotiated and closed Global Framework Agreements with Vodafone, Telefonica O2 and SingTel.**
- Managed 20% of company's total FTE, comprising 40-member cross functional team geographically dispersed across globe.
- **Averaged Gross profit margin of 72% over 5 years.** Achieved positive variance against plan each year of tenure with zero customer churn **Resolved and collected \$1 million receivable** from carrier customer.
- **Catapulted international revenue 421% and retained staff and full customer portfolio following acquisition of \$ 100 M French-based messaging company** M&A role included identifying acquisition targets, performing due diligence and shaping deal negotiations. Post-acquisition: Led international integration and rationalization. **Slashed costs and modified commercial models by manifesting trust-based teams**, surmounting cultural differences, transforming pricing protocols and cultivating new operational / sales policy / commercial structure buy-in.
- Established Limitada structure in Brazil. **Established WOFE entering China market; launched business in China residing in country for 7 months.**

### ZTANGO (WIDER THAN AMERICAS), WASHINGTON, DC, 2000 TO 2001 Director, International Sales

VC-funded, early stage mobile services provider focused on enterprise market offering infrastructure and SMS messaging applications.

**Key Initiative:** Lead European sales, pursuing banking, FMCG, sports content and mobile network OEMs such as Logica and Ericsson, while establishing offices in London and Brussels.

- Managed consultative sales process and business development initiatives within enterprises seeking to mobilize content.
- Designed business development and outreach plans to mobile operators, network infrastructure providers and system integrators-Cap Gemini, Arthur Anderson. **Personally secured \$1.3M SMS software licensing agreement with Ericsson.**
- Personally sold technology licenses to OEMs and banks, capturing content deals with FMCG and entertainment / sports providers and directly with mobile operators. **Secured content distribution agreements with PGA, NHL and Carrefour.**

### SBC COMMUNICATIONS / PACIFIC BELL WIRELESS, SAN FRANCISCO, CA, 1996 to 2000 Director, International Services (SBC Communications)

Full P&L accountability across self-contained group.

**Key Initiative:** Drive international roaming revenue and rapid expansion for mobile operator via negotiation of wholesale international roaming rates and partner agreements with 125 international GSM operators. Identified, captured and launched innovative voice and messaging technologies and services initiatives.

- Embraced high-profile role to swiftly launch wholesale roaming agreements with multiple GSM partners. Determined program strategy and direction alongside CEO. Functioned as principal negotiator and de facto General Manager of business and principal corporate interface to global trade association of GSM network operators. Managed 5 direct reports.
- **Ratcheted business to \$ 30 M P&L (from \$400k) in 8 months and exceeding \$ 72 M within 2 years.** Built business case around global regional segmentation of mobile operators, fostered carrier partner rapport via in-country visits, initiated

international collaborative marketing, directed pricing and services development, piloted creation of common international roaming flat wholesale tariff rate across 7 North American carriers, stamped out billing obstacles and served as operating company representative securing strategic alliances and partnerships to market technology innovations.

- Broadened role into corporate development activity upon SBC \$63B acquisition of Ameritech and its 25 wireless network properties spanning Europe, Asia and Africa Member of mobile integration team tasked with identifying new property assets, benchmarking services and distinguishing best practices across all property platforms. **Devised marketing & services integration plan for properties spanning Europe, Asia and US. Advised corporate M&A group on market potential for international spectrum licensing and joint ventures.**

### **Product Development Director (SBC Communications)**

**Business case and service offering development for voice / SMS data messaging services within matrix organization.**

**Key Initiative:** Direct \$ 3 M corporate venture investment by PacBell, Microsoft and ATT Wireless into technically innovative, network-based software, naturally speaking voice-activated calling / messaging venture.

- **Increased revenue \$ 15+ M.** Integrated functionality, pricing, marketing and technology strategies to build robust, global voice / data messaging business Streamlined product development pipeline, focusing core priorities within voice messaging and text data initiatives. Created business cases outlining revenue, pricing, cost, risk and ROI for 15 products / services in development roadmap over 2 years. Worked across network, billing, finance, IT, customer care and regulatory groups to ensure successful pilots, trials and launches.

### **Business Development Director (Pacific Bell Wireless)**

**Fast-growth, emerging technologies environment reaching \$1B EBITDA within 2 years.**

**Key Initiative:** Develop pre-roaming phone rental solutions for international travelers via select travel, gaming & hospitality industry partner channels generating over \$100k in roaming revenues within 1<sup>st</sup> three months of program via provision of 1-stop international roaming solution to inbound travelers and 1-drop mailing solution to departing international roamers.

- Formally recruited into highly autonomous role within start-up mobile network to develop and estimate business cases for channel distribution plans using major consumer segments. Provided commercial analysis to corporate marketing initiatives.
- Created channel distribution handset rental network and programs through international mobile network operator partners. **Established commercial alliances with major entities in airlines, hotels and gaming** leading to increased sales, product diversification, penetration and development of B2B relationships through non-traditional channels.

### **LODESTAR CONSULTING, WASHINGTON, DC, 1994 TO 1996**

#### **Managing Director**

**Key Initiative:** Founding member of communications and marketing strategy firm that advanced economic value, reputation management, and brand development for political and corporate clients. Specialized in political strategy and lifestyle focused marketing campaigns.

- Land Rover Nameplate: Generated \$1.8M in sales on \$125k marketing campaign via innovative sports sales pipeline

#### **EARLY CAREER**

#### **PRESIDENTIAL SENIOR EXECUTIVE SERVICE APPOINTMENTS US GOVERNMENT, 1983 TO 1994**

**Legislative Director / Tax & Finance • US Dept. of Housing & Urban Development (G.H.W. Bush Administration)**

**Chief of Staff / Office of Federal Contract Compliance Programs • US Dept. of Labor (Reagan Administration)**

Legislative Aide, International Trade • US Senator John C. Danforth, Senate Finance Committee. Director, Republican Governors Association. Legislative Lobbyist, Computer Dealers & Lessors Association. CEO, Senate & House Campaigns. **Independent board member, Paul Mitchell Systems, Inc.,** then-\$200 million revs global hair care products firm (1993-1995)

#### **EDUCATION / LANGUAGES**

**HARVARD UNIVERSITY, MPA • 1989** Cambridge, Massachusetts

**WASHINGTON UNIVERSITY, BA • 1982** St. Louis, Missouri

**Citizenships:** US / French dual citizenships • **Languages:** English – Fluent; French – Functional; Mandarin – Notional