

Antoine SINGER

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–SKILLS and WHITE PAPERS –

Project Manager **PMP® certified**

Lean Management **Green belt under process**

I have about 5 years of experience advising key governmental institutions and international companies within the ICT industry in Europe and the Middle-East. I have taken part in major transformation projects for growing countries such as Saudi Arabia and the UAE. It included due diligence, formulating digital development programs, assessing telecom regulations and policies, and implementing strategies for stakeholders of both private and public sectors.

Languages Fully bilingual English/French (native speaker).

Recent white papers « How telecom operators can leverage on the social media growth? », **February, 2013**

« Alliances and partnerships, the strategy to make the right move », **December 2012**

« Connected TV : Jungle or El Dorado? », **September, 2012**

« International strategy for Moroccan companies », **December, 2011**

« Global or local : which choices for the holding-subsidaries relationship ? », **December, 2011**

– EXPERIENCE –

Jan 2011 - today **BearingPoint – Business Consultant**

Europe

- **EDF Corporate University** (trainings for managers and directors): program manager targeting 12 000 managers. Coordination of subcontractors, platforms follow-up, dashboards (KPIs : satisfactory rate, new cohorts, sessions, etc.). Introducing best practice tools such as 360-degree feedback, MBTI and coaching for change into a transitioning corporate culture, with the new French law opening the electricity market. Promoting trainings to each of the business directions of the Group through marketing tools, meetings, workshops. Logistics for trainings abroad. EDF Corporate University awarded in May 2012 the 13th Corpu Annual Awards for Excellence.

- **Alliance of 4 European mobile operators** (reaching > 400 million customers worldwide): I have been the project manager for a remote Access offering evaluation and launch for an International Mobile Alliance. New offering launched based on best practices and discussions with all the product directors in a short window of opportunity. Business processes, billing rules and support processes were designed to fit each stakeholder's needs.

- **French mobile operator** (revenues >12 billion Euros): I was part of the consulting team that transformed the operator international operations regarding customer experience. Focusing on front office operations, I set a new framework for linking customer journeys and business processes. Business needs were gathered by interviewing business units directors (Marketing, CRM, Shop on line). I also provided trainings to employees on new tools improving performance and efficiency.

- **Moroccan telecom operator** (revenues >5 billion Euros): part of the team delivering training on "strategic marketing: best practices worldwide", including theory, wargames, and new innovative concepts.

Sept 2008 – Jan 2011 **RedTech Consulting – Strategy Consultant**

Middle East

- **R&D Ministry**: I have been part of the ICT advisor team in the frame of a national initiative to develop Arabic digital content. The objective was to drive the transformation of the country into an information and knowledge society. Part of this nationwide and pan-Arab program, I was involved in the following deliverables and activities:

- Analysis of the current national ICT infrastructure
- Benchmark of digital initiatives in best-in-class countries, and trends worldwide
- Examination of ICT regulations and policies
- Meetings with ICT leaders from global organizations and local SMEs
- Strategy and recommendations related to the projects required to steer the digital content industry (both for public and private sectors) – presentations to the Minister.

- **Utility (due diligence):** I was part of the team who advised the utility on the commercialization of its excess fibre optic capacity (linking all GCC countries - Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE). I was committed to the following deliverables and activities:

- Inter-GCC ICT market cartography data, with a focus on consolidating broadband prices and wholesale trends
- International Benchmark on utilities who diversified their activities in the ICT sector
- Meetings with senior executives of most telecom operators in the region : assisted in the development of sales segmentation, modeling, forecasting, and strategies

- **Ministry of Higher Education:** I assisted the ministry in defining the strategy for implementing a National Research and Educational Network (NREN) in the country. I met with rectors and IT directors of all universities, assessed the current situation and benchmarked it against best-in-class NREN worldwide. Formulations led to the implementation of this network, and to a complementary study on the university's current ICT programs.

- **Telecom regulator:** I was a consultant part of the team who formulated the Internet Development Strategy for a telecom regulator. The main objectives were to develop the country's Internet penetration, speed, usage and services. With the customer, I recommended memberships to Internet regulating and standard-setting bodies, in order to increase the country knowledge and influence in this field.

Jan 2008 – Sept 2008 Devoteam Middle East – Analyst <i>Saudi Arabia</i>
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- **Ministry of Defense:** Improving security within their offices being a priority, the Ministry of Defense launched a program including RFID Technology. I was part of the team designing the solution and advising to select the vendor.

– EDUCATIONAL BACKGROUND –

2005 Sep – 2007 Dec Master in Management
USA / France

- **Michigan State University:** Eli Broad Graduate School of Business. GPA: 3.9/4.0
Courses: International Business, Entrepreneurship, Information Networks & Technologies
- **Télécom École de Management:** French leading Business School specialized in telecommunications. Relevant courses: Marketing, Financial Analysis, Business Information Systems, Networks

References available upon request