gemalto

Value creation around mobile Internet services
&
Ignition of a new role and ecosystem for the SIM Card

(1999-2005)

Context
Gemalto's telecom business unit general manager hired me to ignite a business development activity. Gemalto is #1 SIM card provider for the mobile telecom ecosystem. The industry is planned to evolve from voice services to data (mobile internet) over the next years. Gemalto must find additional roles for the smart card (SIM) to enable the sale of smarter cards: more powerful cards being more expensive will generate more margins and revenue for Gemalto.

Mission
Ignite and develop a business development activity to identify, validate and industrialize opportunities for Gemalto in its ecosystem while Mobile internet is about to happen and reach the masses (GSM 2.5 and 3G).

Action
I organize a recurring exchange with a large set of Gemalto regional sales and marketing managers (Europe, US, Asia) to identify and meet clients, integrators and partners from the telecom industry and beyond. I manage understanding their pains, expectations and opportunities, and validate how the role of Gemalto products and services can evolve to extend the role of the card. Because the activity takes place in the telecom space, my mission gradually extend to influencing then driving the presence of Gemalto in standardization bodies (GSMA, W3C…) and lobby activities at the European Commission, in synchronization with major clients (Orange, Vodafone) and partners (Nokia, Motorola, Ericsson).

Accountability
My management is measuring my ability to drive a consistent value in some Gemalto Ventures investments, the level of reach within clients in 3 regions (CxO in Europe, US, Asia), and the potential of future monetization/revenue depending on the additional roles I validate for the SIM card in our ecosystem.

Result
- Shift Gemalto from "another supplier", to a trusted business partner for Orange and Vodafone, then Nokia.

- Validate the model of a "SIM based infrastructure" to enable new kinds of mobile internet and proximity services and relationship (provisioning, identification, authentication, trust, lifecycle management, privacy protection) which will enable a wide consumer acceptance while addressing all industry contributors interests.

- Submit and manage a European Commission Project T2R (with Orange & Vodafone Corporate R&D) to validate new business models, telecom standards requirement, and governmental agencies interest in them. By building the T2R project, I prevent anti-trust regulation issues while having Orange and Vodafone discussing under the same roof.