

Kenneth R. Carter
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INTERNATIONAL TELECOMMUNICATIONS EXECUTIVE

Profile

JD/MBA with worldwide experience in telecommunications, Internet, wireless communications, and new media. Financial, business, legal, regulatory and market analysis for short- and long-term strategic planning. Extensive familiarity with economics, business, and public policy aspects of high technology enterprises.

- Business strategy
- Valuation
- “Data-driven” decision making
- Contract negotiation
- Market research
- Client development and new business acquisition
- P&L responsibility

Professional Experience

WIK-Consult GmbH, NGN and Internet Economics Department, Bad Honnef, Germany
Senior Consultant, April 2007 – Present

The WIK is Germany’s leading research and advisory organization for communication services. The Department advises both private- and public-sector clients on matters relating to Next Generation Networks, particularly emerging issues or issues of first impression which cross traditionally-defined industries and classifications.

- Developed a business case and broadband provider strategy for GPON deployment in Europe.
- Analyzed the future of IP-based Interconnection arrangements and payment systems.
- Formulated strategic options for addressing Network Neutrality and related issues.
- Designed a new exchange for spectrum trading and assignment, which more closely matches needs and allocations over existing means.

Selected clients include: BNetzA; BTC, Limited; EADS; European Commission; HanseNet; KDDI; Motorola, GmbH; and FMMC-RITE, Japan.

Federal Communications Commission, Office of Strategic Planning, Washington, DC
Senior Counsel for Business and Economics, September 2002 – April 2007

The Office, in concert with the Chairman, Commissioners, Bureaus, and other Offices, works to develop a strategic plan identifying short- and long-term objectives.

- Built a comprehensive financial model and business plan of a hypothetical CLEC/broadband provider, projecting: capital/operational expenditures; retail revenues; interconnection costs/revenues; network scale; and entry/exit decisions to derive NPV. This model tested the effects of alternative policies on valuation.
- Conducted periodic analysis of financial statements of selected communications companies to determine overall industry health.
- Responsible for identifying emerging disruptive technologies and business trends in order to inform Commission decision making.
- Used sophisticated statistical analytical tools such as linear programming models to account for carrier productivity, broadband adoption, and identify best practices.
- Awarded the 2007 FCC Excellence in Economic Analysis Award for cutting edge experimental economic analysis of market-informed radio spectrum management.

Columbia Institute for Tele-Information, Columbia Business School, New York, NY
Deputy Director, (promoted from Associate Director) June 1998 – August 2002
CITI is the leading university-based research center focusing on economic, strategy, management, and policy issues in telecommunications, computing, and electronic mass media industries.

- Responsible for all aspects of operations and development, including implementing a \$1.2 million grant from the Alfred P. Sloan Foundation. Managed a staff of 20+ full-time and part-time employees and oversaw annual budget in excess of \$600,000.
- Developed and maintained corporate sponsorships with over 60 companies in 13 countries. Designed collaborative research projects which brought in more than 10 new corporate affiliates. Organized annual road show to Japan.
- Completed a strategic planning analysis for Lucent Technologies, identifying market indicators for executives to make near-term tactical decisions.
- Analyzed NTT DoCoMo's business venture into the U.S. telecommunications market, competitive advantages and choice of partner and developed strategic options.

Advisory Boards and Committees

Policy Program Committee, IEEE DySPAN 2011, Aachen, Germany.

International Advisory Forum on Next Generation Broadband/Networks, Minister Eamon Ryan, TD, Department of Communications, Energy and Natural Resources, Ireland.

Vice Chair, Program Committee, Telecommunications Policy Research Conference, Arlington, VA.

IT Steering Committee, Federal Communications Commission, Washington, DC.

Legal Co-Chair, Research and Development Subcommittee, Spectrum Policy Task Force, Federal Communications Commission, Washington, DC.

Education

Columbia Business School, New York, NY

Executive M.B.A., August 2002. Media and Communications. Honors: Dean's List

Benjamin N. Cardozo School of Law, New York, NY

J.D., January 1998. Honors: *Arts & Entertainment Law Journal*; Alexander Judicial Fellow

Colgate University, Hamilton, NY

B.A., May 1992. Concentrations: Economics and Asian Studies – Japan.

Honors: London Economics Study Group; Religious Heritage of Japan Study Group

Bar Admission

Supreme Court of the United States; District of Columbia; and New York State.

Selected Publications

Kenneth R. Carter, *Next Generation Spectrum Regulation for Europe: Price-Guided Radio Policy*, WIK Diskussionsbeiträge Nr. 326 (December 2008).

Kenneth R. Carter, *Unlicensed to kill: a brief history of the Part 15 rules*, info Volume 11 Issue 5, Special Issue: The genesis of unlicensed wireless policy (2009).

Kenneth R. Carter and Christian Wernick, *Mobiltelefone: G1 und iPhone exklusiv bei T-Mobile*, Kurz Kommentiert, Wirtschaftsdienst, 89 Jahrgang Heft 2, at p. 78 (February 2009).

Mark Bykowsky, et al., *Enhancing Spectrum's Value via Market-Informed Congestion Etiquettes*, FCC OSP Working Paper Series (February 2008).