

# STEPHEN OSPALAK

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## SENIOR EXECUTIVE

Marketing | Product Development | Portfolio Management | Business Development | Operations

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Visionary marketing, product and business development, and general management executive with more than twenty years experience transforming entrepreneurial startups into industry leaders, merging regional rivals into leading national contenders, building great companies into global forces. Revitalize mature business models with bold new relevant portfolios of advanced products and services.

Skilled in designing and executing strategic business plans and operational strategies that establish market leadership positions and set new benchmarks for product & service innovation. Effective at building and harvesting partnership style relationships at all levels of organizations – team member through C-Suite. Recognized for judgment and integrity, clarity of objectives and personal commitment to the development of team members into effective key contributors and future executive leadership. Built enduring personal relationships with leaders in international consumer electronics, device manufacturing and telecom/wireless operations. Founded and led strategic global sourcing alliances and technology innovation councils. Team leadership on global integration projects.

Seeking a leadership opportunity with an organization that values an executive who can navigate the current economy, identify market opportunities, map a strategic vision forward and provide the coaching and mentoring of management and staff.

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MARKETING	Product & Services - Portfolio Definition, Design, Development and Lifecycle Management
DESIGN	Solution Designs in LTE, HSPA, CDMA, GSM, iDEN
OPERATIONS / CLIENT CARE	Program Design, Installation, Management, Market Positioning & Entrance Strategy
TEAM MANAGEMENT	Organizational structure planning & implementation, Team Leadership, Talent Management
START-UPS TO ENTERPRISE	Business Expansion, Market Expansion, Mergers & Acquisitions, Merger Integrations
STRATEGIC PLANNING	Strategic Vendor Alliances, Exclusive Product Agreements, Technology Innovation, Entrepreneurial
GLOBAL ALLIANCES / RELATIONSHIPS	Relationship & Vendor Management, Negotiations, Sourcing, Government Relations, Lobby
FINANCIAL	Financial Analysis, P&L Management, Cost Reduction & Efficiency Improvement, Revenue Growth
TECHNOLOGY	Wireless/Telecom Expert, Global Advisor, Speaker, LTE, HSPA, FTTH, WiFi, CDMA, iDEN, GSM
<b>PUBLIC CORP-BOARD MEMBER</b>	Director-Audit & Exec Search Committee, Public Board of Siyata Mobile TSX.V exchange –'15-present

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## PROFESSIONAL EXPERIENCE

**SVP Marketing + Operations & Senior Executive Consultant Partner**  
**Mobile, Telecoms, & Media Services Technology Consulting**  
**BMG INC.** (professional services consulting firm);

Toronto, Canada & Miami, USA

**Jan. 2009 – Present**

Senior Partner at Breen Management Group, a professional services consulting firm offering; management consulting, interim executive management, program design, organizational design / management, product development, guidance for technology organizations & companies, operators (MVNOs, MNOs), mobile, terrestrial CPE, satellite and other device manufacturers (OEMs and ODMs), terrestrial and satellite solutions providers, global investment institutions, leading banks, and professional consulting firms.

Offer analysis / insights into technologies, trends & market forces driving the issues and opportunities in today's dynamic wireless & telecom industry. These include: customer acquisition & retention, device & portfolio management, marketing & retail strategies and the challenges of integration & realization of operating synergies providing Investors and Corporate Decision Makers with the competitive choices, risks and opportunities available in technology areas including the mobile and media services marketplace.

Current on major developments / trends in the operating systems environments (iOS, Android, BB, Microsoft Windows8,+), testing & standards, needs. Recognize market strength of each platform, device compatibility and capabilities within the platforms and leading APPS driving market penetration & longevity. Create solutions: LTE, WCDMA (HSPA), CDMA, iDEN, GSM, WiFi, FTTH, 4G, 5G

## Major Project Assignments

**AiTelecom Ltd** (100 person full service Satellite and Media services provider in Mexico) – **Headquarters** (2013+) Merida, Mexico  
**CEO (Interim CEO with longer term transition to Board Advisor role)**

- Corporate structure & culture – design, optimize & build leadership team - ensure performance metrics are implemented
- Generate an empowered and collaborative management environment – develop mentoring, team building, and succession plans
- Create market driven products and services portfolio - rationalize / define new product efforts
- Primary interface to board and owners for establishment and implementation of key initiatives
- Refine and execute corporate strategy to maximize the core business activities while growing partnership style relationships
- Daily operating activities including revenue growth (sales), marketing, human capital, finance, reporting, client care, objectives
- Build, cultivate, and enhance strategic global client and supplier agreements, relationships, and opportunities

## Accomplishments:

- Secured exclusive distribution agreement with Orbit Communications for Latin America, value over \$10M+, 20% cost reduction
- Restructured enterprise team members – gained 20% efficiency while reducing workforce by 10%
- Secured ISO 9001 quality certification program – completing end of 2013. Enabled bidding in 25%+ more contracts (Military +)
- Secured partnership opportunity as needed for Military contracts bidding; Secured Fleet broadband with GMPCS
- Focused Sales Efforts with New Management in place growing top line revenue by 25%.

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**Virgin Management Ltd.** (parent investment hold co. and global marketing lead) - **Global HQ** (2010 - 2012) London, UK  
**Global Integration Officer** (Assignment project for Virgin Operating Companies: France, UK, Canada, and Australia)

- Build and mature intra company relationships to further business initiatives on a global scale (Cable – FTTH & HSPA/LTE )
- Streamline mobile device portfolio and establish global standards for device acquisition
- Standardize marketing proposition sharing framework for Acquisition and Retention Programs
- Optimize Retail Offerings; traffic (footfall) generators, signage, service bundles, real-time delivery
- Design Virgin Purposed Device targeting lower end market with Android Smartphone – standard specs & testing
- Develop Inter-Company Talent Leadership Exchange Program

**Accomplishments:**

- *Aligned global product procurement – Global Agreements secured and savings opportunities over £10M per quarter*
- *Designed and deployed quarterly operating marketing reviews – 100% participation – program adoption by over 80% of companies*
- *Retail program optimization – increase of more than 30% in retail footfall traffic in given retail markets value over £12M annually*

**Iusacell Telecommunications SV** (One of big 4 incumbent telecom operators in Mexico) (2010) Mexico City, MX  
**Senior VP Operations** (Assignment)

- Rationalize mobile device portfolio and establish future device acquisition strategy
- Evaluate applications environment and platform strategy
- Grow strategic business partnerships to assess business opportunity of mobile commerce, OTT players, and technology platforms
- Realign corporate structure to improve inter-departmental design efficiencies

**Accomplishments:**

- *Realigned portfolios of two OpCos and introducing space for Apple products. Reduced product write-downs by 30%.*
- *Selected and helped deploy VAS platform increasing revenues by over 25% for given data clients.*

**Brightstar Corporation Inc. – VP-Canada** (Assignment) (2009 - 2010) Miami, FL

**Additional Key Clients Include:**

Accenture, Bain & Co., Deutsche Bank, Fidelity Investments, Goldman Sachs, UBS, McKinsey & Co, Venture Capital Groups (USA), Grupo Salinas (Mexico) Iusacell Telecommunications SV (Mexico), Lingo Media Corporation (Canada & China), Virgin Mobile Canada, Virgin Management Limited (UK), Virgin Mobile Australia, Virgin Media United Kingdom, Virgin Mobile France, Accel Comm. Inc., Truckfone Inc., Siyata Mobile Inc.

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**Vice-President Products and Services Marketing** Toronto, Canada

**Mobile & CPE Subscriber Products (LTE, HSPA, CDMA, FTTH, WiFi, POTS, ADSL)**

**TELUS COMMUNICATIONS INC (36K team member, Canadian Quad play telecom player);** (2006 – 2008)

- Successfully managed the integration of Clearnet and TELUS Mobility operations and was selected to consolidate the business operations and management teams of the wireless and wireline business units in Western & Eastern Canada and develop a cohesive Mobile and CPE portfolio strategy for Subscriber Products & Services.
- Conducted a full review of business operations, identifying programs and practices requiring immediate attention and established strategic plan for acquisition, development, product realization, and sales planning of \$1billion in wireless & wire line voice and data. Developed various LTE, WCDMA, CDMA, iDEN enterprise solutions using in enterprise, SMB, and Consumer.
- Re-established /secured existing product & supply relationships and invited new vendor participation to meet future product needs. Established procurement and vendor management agreements & programs to supply product pipeline including first vendor from mainland China. Aligned all specifications and testing methodologies to ensure high quality high performance product outputs.
- Rejuvenated the mature wireline business by introducing VoIP, IPTV and High Speed Internet products and services that substantially altered cost structure and revitalized revenue and subscriber growth. Negotiated key supply agreements with Samsung, Blackberry, Apple, LG, Cisco, Siemens & Scientific Atlanta for latest in routers, VoIP units, Access gateways, Set-Top TV boxes, Mobile Devices and Software (Google, OW, etc) - foundation for growth.

**Accomplishments:**

- *Implemented multi-vendor strategy and grew strategic global relationships to diversify product portfolio & access latest innovations*
- *Over 20% annual growth rates via new product categories introductions & developed / launched product & service enhancements*
- *25% more units added vs. competitors & claimed Smart phone 'first to category' leadership position*
- *Managed development of TELUS Accessories business from \$0 - \$50M in sales in 5 years while maintaining margin at 45%*
- *10% Cost Reduction on \$1Billion of product purchased annually.*

**Senior Director, Products and Services**

**Subscriber Equipment & Channel Support**

**TELUS MOBILITY;** (1999 – 2005)

- Selected to lead the integration of Clearnet Communications with TELUS Mobility and set the strategic direction for the combined wireless operations. Hand selected a joint management team aligned along key functions of Acquisition, Development, Pricing and Channel Support and announced a strategic product and service portfolio realignment from low cost handsets to diversified, feature rich products and services offerings. Challenged the management team to drive development opportunities in key product segments including handsets, data products, accessories, new hardware development, human factors & SW interface design and secure productivity and cost reductions of 10% in \$700+M annual equipment budget.

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## Accomplishments:

- Drove early adoption of 2.5G network technology to increase handset & services capability and eliminate \$10M annual capital cost
- Led strategic product & service portfolio realignment from low cost handsets to diversified device portfolio and service offering.
- Reduced product development process to 4 months allowing early commercialization of 100 new technology models
- Seized 25% market share of new, revenue generating camera phones in one year
- Achieved cost reductions of 10% on \$700M annual equipment budget and ~\$7M MarComm spend
- **TELUS Mobility was then merged with parent TELUS Communications Inc.**

## **Senior Manager – Product Development, Subscriber Equipment & Operations**

Toronto, Canada

### **CLEARNET COMMUNICATIONS INC.;**

(Apr. 1996 – Sep. 1999)

Charged with planning and executing B2B & B2C product portfolio strategy for Clearnet's national debut and launch of nationwide PCS and iDEN services. Developed market differentiating product and service strategy and acquired critical product set, securing exclusive product and market development agreements from key handset OEMs & OEDs in a very high demand, limited supply global market.

Designed and launched industry leading Pricing Models and unique Subscriber Services Agreement, differentiating Clearnet from its competitors and secured position as the industry leader in wireless service & technology innovation. Led Engineering, IT & 3<sup>rd</sup> party vendors in product realization for service delivery on all new portfolio products. Delivered Dealer Channel Programs: Corporate Leasing; National Equipment Repair; Trade-In, Channel Care. Completed full PCS & iDEN Portfolio Development and Lifecycle planning to secure market leadership position.

## Accomplishments:

- **Planned & executed product portfolio strategy for Clearnet's market launch, setting North American PCS launch record.**
- **Negotiated strategic supplier relationships & secured exclusivity agreements with Sony, Sanyo, Qualcomm, Nokia and Motorola**
- **Successfully launched first North American dual mode CDMA/AMPS Nokia handset**
- Managed in an exponential growth environment; Revenues to \$1+Billion, Subscribers to 1+million, Employees from 200 to 2600
- **Company was acquired by TELUS Communications Inc.**

## **Product Marketing Manager, Mailing Systems Division**

1995-1996

**PITNEY BOWES;** (1995 – 1996)

## **Manager, Business Marketing, National Lead Generation/Sales Channel Development**

(1994 – 1995)

## **Manager, Consumer Marketing, Fulfillment Operations – Client Engagement**

(1993 – 1994)

**AT & T (CANADA)**

## EDUCATION & PROFESSIONAL DEVELOPMENT

Honors Bachelor of Commerce	- University of Windsor	1991
Bachelor of Science	- University of Toronto	1989
TELUS Senior Leadership Forum	- INSEAD Exec MBA University	2007 - 2008
Negotiations Program	- Rotman MBA School, University of Toronto	2002

## INDUSTRY & PROFESSIONAL AFFILIATIONS

Board Member (Nomination-confirmed July 2015) Siyata Mobile Inc. (TSXv)		2014-current
Telecom Council Leader; Gerson Lehrman Group (NYC)	Largest Global Expert Provider (Top5% Global)	2009- current
Advisory Board Member; Maven Research Inc.	Global Knowledge Expertise Network	2009- 2013
Founder; Honorary Co-Chair; GHRC (San Diego)	Global Handset Requirements for CDMA	2005 – 2009
Founder; CDMA CARRIERS Sourcing Group	Alignment & Acquisition of Mobile Devices	2006 - 2008
Founder; Wireless Terminal Industrial Design Project	Ontario College of Art & Design	2008

## GLOBAL MARKET EXPERIENCE

2002-current

Canada, USA, Mexico, Brazil, Peru, Chile, Australia, New Zealand, China, South Korea, Japan, Taiwan, India, France, UK, Italy, Spain, Holland, Germany, Israel, Jordan, Egypt, Guam, Dominican Republic,+

## SPEAKING ENGAGEMENTS

Technology and the Workforce	Merida	Merida Technologia University	2013-14
TELUS' Leadership Now	Toronto	(INSEAD/ Rotman MBA) Directors' School	2008
OCAD Student Body	Toronto	'Third Year Design for Business'	2008
CDMA Operators Summit	Las Vegas	GHRC – Global Benefits' –	2007
IWPC Workshop-Deutsche Bank	San Jose	Ultra Low cost to Feature Rich Handsets	2006
3G CDMA Americas Congress	Miami	From Mobile Device to Multimedia	2005

## COMMUNITY INVOLVEMENT

Founder; Ontario College of Art & Design 'Wireless Terminal Industrial Design Project'  
Past Chairman; Starlight Foundation; -Starlight Sky Dome All Star Bash - Grants Wishes for Terminally Ill Children  
Volunteer; Competitive Hockey Coach – Pee Wee GTHL - United Way; Seniors' Events (Sprint Agency),  
Manager - Atom CCM International Canadian Hockey Team – Beijing, China Summer 2016

## INTERESTS

Cycling, Skiing, Hockey, Coaching

## LANGUAGES

English, Limited French & Spanish