



PETER D. SHAPIRO, Ph.D.

Dr. Shapiro is a communications services, business, and systems specialist with forty years experience as a consultant to clients in the US and internationally.

PROFESSIONAL HISTORY

PDS CONSULTING, Lexington, Massachusetts

Founder and Principal. Responsible for client engagements on opportunity assessments, due diligence analyses, industry expert litigation support, and policy/regulatory studies.

ORDERTRUST, Lowell, Massachusetts

Vice President, Corporate Strategy. Identified and developed opportunities to extend OrderTrust's B2B e-commerce order management services to support emerging mobile and TV commerce ventures.

ARTHUR D. LITTLE, INC, Cambridge, Massachusetts

Senior Consultant and Principal. Led marketing strategy, market assessments, and industry analyses for clients around the world including operators of telecommunications, satellite, and cable TV services, equipment suppliers, bankers, attorneys, and governments.

EDUCATION

- Ph.D. (Communications Research), Stanford University. Doctoral thesis on formation of cable TV programming networks is part of the collection at the Cable Center in Denver.
- BA (Political Science), University of British Columbia

EXAMPLES OF CONSULTING ENGAGEMENTS

Opportunity Assessments

- For a major cable operator, evaluated options to provide mobile wireless voice and data services that would complement the operator's current video and data products.
- Co-managed the path-breaking Next Generation Network Architecture (NGNA) project for the three largest US cable operators to define a network architecture for the cable industry's future business and market requirements.
- Provided guidance to a European Government concerning the terms under which orbital slots would be made available to a prospective operator of Ka-band broadband satellite services.
- For an Asia-Pacific Government, evaluated a proposed regional satellite venture that would use the Government's orbit/spectrum resources and was seeking Government participation.
- Assessed for the USPS its e-commerce business environment and leading indicators of relevant changes.

Due Diligence Analyses

- For a major cable operator, collaborated with another consulting firm in providing an assessment of technology risks involved in its plan to shift to a more advanced system for its digital telephone service.
- Provided an opinion on the technical health of FSS (fixed satellite service) communications satellites for a large financial institution involved in a deal to consolidate two satellite fleets.
- Evaluated financial prospects for a competitive telecommunications carrier for a bank's workout group considering additional financing.
- Assessed market prospects for fiber cable projects in Alaska and between Alaska and the US mainland, for a bank's project finance group.
- Defined market risks in Iridium's mobile satellite business plan for Global Arrangers of debt financing, first for the banks' project finance groups and later for the banks' workout groups.

Industry Expert Litigation Support

- **Patent litigation - calculated royalties.** The client was an inventor of patented methods to enable authorization of pay TV services; provide billing and program selection information for impulse pay-per-view services; enable subscribers to block reception of unacceptable programming; and limit spending by credit-risk subscribers.
- **Patent litigation - calculated royalties.** A law firm's client brought a patent infringement lawsuit against a multinational supplier of a pay TV access-control system and against a pay TV operator that had adopted this system. We provided expert analysis to assess the value of the patent.
- **Tax litigation:** Valued intangible assets involved in cable TV system purchases by defining, valuing and determining lives of amortizable assets.
- **Civil litigation- Calculated damages.** Assessed business impact on our client, a multi-channel wireless cable services provider based in Puerto Rico, of alleged defects in its supplier's equipment.
- **Civil litigation - Explain industry context for client's business strategy.** Our client was the general partner of a limited partnership that provided multi-channel services to rural-area subscribers, that was involved in litigation with certain limited partners.

Policy/Regulatory Studies

- **Submission to FCC - Analytical response in adversarial proceeding.** Developed a response for the National Cable & Telecommunications Association (NCTA) to a submission by the National Association of Broadcasters (NAB) concerning cable TV systems channel capacity.
- **Evaluated FCC methodology** underlying a cable rate regulation order, for the NCTA.
- **Legal appeal of FCC rules - Market analysis.** Analyzed implications of FCC "must-carry" rules for the cable TV industry to develop a fact-base for an appeal to the U.S. Supreme Court of an Appeals Court decision.

PUBLICATIONS

Columns in www.cable360.net

- "Google's Fiber Project – All About Mindshare," February 2010
- "Slow Going for Mobile Video," November 2009
- "Going Boldly Where Broadband Has Not Gone Before," August 2009
- "Big Issues at Stake in FCC Broadband Inquiry," May 2009

- “Interactive TV is Back,” April 2009
- “What Do Young People Want from Cable?” February 2009
- “Quadruple Play Takeaways for US MSOs,” December 2008
- “Mobile Wireless Multimedia in Cable's Future,” October 2008
- “Flirting with Converged Services,” October 2008
- “Is DISH Cooked?” October 2008
- “Verizon Blinks and Averts Strike,” August 2008
- “Deadline Time for Verizon & Unions,” July 2008
- “AT&T Clearing Deck for DBS Partner Deal,” July 2008
- “Will GE Buy Yahoo!?” June 2008
- “Verizon at Brink of Strike,” June 2008.
- “Missing - NCTA Sessions About Competition,” May 2008
- “Investment Analysts See Upside for Cable,” May 2008
- “Geography is Destiny,” May 2008
- “FiOS Free & Easy Spin on Digital Transition,” April 2008
- “Making Love, Not War, with P2P,” March 2008.
- “The HD Arms Race,” March 2008.
- “Telcos Unsheathing Wireless Weapon,” January 2008.

Columns in *CableWorld*

- “VoIP Providers Push New Pricing Models,” December 2007
- “AT&T Homezone Fills a Service Gap,” December 2007
- “AT&T U-verse by the Numbers,” November 2007
- “Critical Mass for Internet TV,” August 2007
- “Getting on the Web,” July 2007
- “Positive Side of Video Competition,” June 2007.
- “A Wireless Option,” May 2007
- “Wall-to-Wall Verizon,” April 2007
- “FiOS VOD, a Work in Progress,” March 2007
- “Sampling FiOS,” February 2007.
- “For DBS the Clock is Ticking,” January 2007
- “The Internet Ad Boom,” November 2006.
- “Cable's Other Front in the Telco Wars,” October 2006.
- “Internet TV: Threat..., or Opportunity,” September 2006
- “AT&T's Video Looks Fuzzy,” August 2006
- “Make Like the CIA and Gather Intelligence,” July 2006
- “The Telco Giants' Wireless Weapon,” June 2006
- “Promise of FiOS Will Come at a Cost,” May 2006.

Other articles

- “PODs Pose a Quandary for Cable Ops,” (co-authored) *Multichannel News - Forum*, 3 March 2003.
- “Web Lesson: Plan for iTV Orders Early,” *Multichannel News – Forum*, 13 February 2001.
- “Cable Should Take a Fresh Look at Access,” (co-authored) *Multichannel News – Forum*, 18 October 1999

- “Tracking Electronic Commerce: Signals of Change,” Arthur D. Little *Prism*, 1Q1999
- “Cable ready to enter picture,” *Boston Business Journal – FOCUS Telecommunications*, September 1994
- “Embrace Principal of Universal Access,” (co-authored) *Multichannel News – Forum*, 8 November 1993
- “Beyond Transport: Cable’s Potential Role in PCS,” Decision Resources *Spectrum*, January 1992
- “Cable TV Strategy for Telcos,” *Communications Week – Perspective*, April 1989
- “Opportunities for U.S. Telephone Companies in Cable TV,” ADL Decision Resources *Spectrum*, August 1988
- “Cable industry lacks strategy to meet VCR threat head-on,” (co-authored) *Multichannel News – Forum*, 1986.
- “U.S. Telecommunications Regulation in the 1980s,” *Forbes*, 10 November 1980
- “Telecommunications and Industrial Development,” *IEEE Transactions on Communications*, March 1976
- “Business Communications in the Next Decade,” *Business Communications Review*, July-August 1975
- “Information Industries in the United States,” (co-authored) *1975 Britannica Book of the Year, Encyclopedia Britannica©, 1975*

Presentations & Conferences

- “Online Economy and the Mailstream,” Company Strategy Forum, 2006
- “New Directions for Telecommunications,” Seminar leader, CTAM national conference, 1996
- “Cable Telephony: Competing with the Telcos,” Presentation to New York Society of Securities Analysts, 1996
- “Interacting Internationally: Learning from Experience,” Convergence Conference on Interactive TV, 1995
- “Success Factors for Cable Telephony,” TeleStrategies Cable Telephony conference, 1994
- “Competition in the Local Exchange – Market Overview,” TeleStrategies conference, 1992
- “PCS Role for Cable TV” National Communications Forum, 1991
- “Market Overview and Analysis of Residential Services,” TeleStrategies – Residential Telecommunications, 1991
- “Market Opportunities for Cable TV in Personal Communications Services,” TeleStrategies – conference on cable TV & PCS, 1991
- “PCN Services Market in America” CableLabs Conference on PCN and Cable, 1991
- “Prosperity for Cable TV: Outlook 1985-1990,” Opening Session of National Cable Television Association conference, Las Vegas 1985