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(there a more complete and interactive version of this CV can be found)

SUMMARY

*Currently I am working as **Director in Management Consulting** for the **B.I.P. (Business Integration Partners)** team. Up to June 2005 I worked as **Manager in the Telecommunication Consulting Practice** within IBM (IBM Business Consulting Services) based in Madrid (Spain); I had been there since January 2003, when IBM bought PWC Consulting business. Previously I worked for almost two years in PWC Consulting, and more than five years in Deloitte Consulting, always performing consulting activities for telecommunication operators.*

*In my more than **20 years of experience in telecommunication consulting** I have worked for clients in Spain, Austria, The Netherlands, the USA, Finland and Portugal, covering almost all of the sector segments and most of the functional areas within the operators. I have participated in projects related to strategic planning; investment appraisal and profitability analysis, systems architecture definition; process architecture definition; redesign, reengineering and implementation of business processes; cost accounting systems design; creation and analysis of methodologies and tools for improving the usability of mobile handsets and applications; implementation of mediation systems and other BSS / OSS; revenue assurance for telecommunication operators; I have worked in several projects of design, planning, modelling and optimization of communication networks (including economic and growth analysis); I have also been involved in jobs regarding the control of the communications systems owned by the Spanish Traffic Administration. Given all my previous experience, I have been able to lecture several courses on these topics, both internally within my employers and externally to them.*

*In the last years I have focused my professional activity in **management consulting for Information Technology (IT) areas**, specially dealing with the definition and improvement of processes, procedures and tools, being able to achieve a high degree of expertise in outsourcing management, internal client management, and more generally, IT Governance. At the same time, I have also executed investment evaluation and planning projects, which have increased my capabilities in **financial consulting**. Finally, in the last years I have started working in **data analytics**, an activity that I find extremely interesting and fun.*

*Apart from my laboral experience, I have taken great care in complementing my **engineering education** with other **formation on management and business administration**, especially in relation to the telecommunication sector. Additionally, from 2005 I began lecturing courses on telecommunication engineering (electrical engineering) as **Part-time lecturer / Adjunct Professor in the Universidad Carlos III de Madrid**.*

Given my experience and formation, I consider myself able to effectively perform a broad range of activities within companies in the telecommunication sector, although my skills and abilities are also applicable to companies in other sectors. My current professional expectations are centred in areas related to strategic planning, alliances and business development, although I am also interested in other operational areas. On the other hand, I am also very keen on developing my knowledge and skills in data analytics and visualization, machine learning and artificial intelligence. In any case, my versatility and experience in very different projects working within multidisciplinary teams for various types of clients allow me to successfully confront very diverse professional responsibilities.

PROFESSIONAL EXPERIENCE

Bip (Business Integration Partners)   October 2005 – To date

Currently I work as management consultant for companies as part of the B.I.P. (Business Integration Partners) team, sharing my time with teaching at the Universidad Carlos III de Madrid.

Position: **Director**, *responsible for the IT area portfolio of solutions*

Projects completed and in progress:
- *Redesign of the organization and functions of the IT area of a key operator in the Spanish Electric Market, and support on its evolution towards the new operational model.*
- *Design and implementation of support tools for the Control Management and Product Marketing areas of a global telecommunications operator.*
- *Digital Transformation management office for one of the main international renewable energy producers.*
- *Definition of the Data Management strategy for a key operator in the Spanish Electric Market.*
- *Support on the outsourcing process of some services of the IT department of an important private healthcare group.*
- *Definition of the IT Demand Management Model and the Corporate IT Governance Model for an important insurance entity.*
- *IT department evaluation, organizational and processes redefinition and tools implementation for an important financial entity in Spain.*
- *Review of the outsourcing strategy for the IT area of a key operator in the Spanish Electric Market, and support on its evolution towards a new outsourcing model.*
- *Strategic Systems Plan for a group of companies in the aerospace sector.*
- *Process and tool definition for profitability analysis of Multinational Client's projects for a global telecommunications operator.*
- *Systems and communications outsourcing contracts support for an important Spanish media conglomerate, and implementation of the new operating model based on outsourced activities.*
- *Design and implementation of an investment's analysis and decision support system for a global telecommunications operator.*
- *Systems Architecture redesign and* outsourcing *contracts support for a key operator in the Spanish Gas Market.*
- *Definition and implementation of the new processes, procedures and support tools for the Programme Management, Internal Client Demand Management and Budget Management functions in the Information Systems department in an important bank.*
- *Project and Portfolio Management tool selection support for the Information Systems department of an important airline.*
- *Procedures definition for the engineering area of a company in the aerospace sector.*
- *Project management support for the implementation of an ERP system in a company in the aerospace sector.*

IBM Business Consulting Services   January 2003 – July 2005

IBM Business Consulting Services is the consulting branch of IBM Global Services, the biggest service company in the world. IBM has more than 300.000 employees, with presence in almost every country. In Spain, IBM Business Consulting Services had almost 1.000 consultants.

Position: **Manager**

Selected completed projects:
- *Design of the systems architecture for an international telecommunications operator.*
- *Analysis of integration alternatives of IMS messaging with other mobile messaging technologies for a global mobile operator.*
- *Design and implementation of the go-to-market function for the sale of mobility based solutions for a global mobile operator.*
- *Design of methodologies and research on the usability of mobile handsets and applications for a mobile operator in Spain.*
- *Redesign of the human resources department of a fixed telecommunications operator in Spain.*

PWC CONSULTING   March 2001 – December 2002

PWC Consulting was the consulting branch of PricewaterhouseCoopers, the biggest professional services company in the world. PWC Consulting had 40.000 consultants in more than 50 countries. In Spain, PWC Consulting had more than 1.400 consultants. During the second half of 2002 PWC Consulting was globally bought by IBM and became a division within IBM Global Services.

Position: Manager

Selected completed projects:
- *Definition of the processes architecture for a mobile operator in Spain.*
- *Support for the process of definition, creation and launch of new products and services for a mobile operator in Spain.*
- *Creation of a generic process architecture for new generation mobile operators.*
- *Analysis on the compared situation and evolution of the Information Society in 19 countries around the world for a global leading telecommunications operator.*

DELOITTE CONSULTING   December 1995 – February 2001

Deloitte & Touche is a multinational company offering professional services with more than 60.000 employees in 110 countries. Consulting is the division of Deloitte & Touche Tohmatsu International specialized in management consulting for enterprises.

Position: Senior Consultant

Selected completed projects:
- *Definition and implementation of the Operational Processes and Support Processes Models for a company developing and commercializing mobile portals (WAP, UMTS) and mobile contents. The company was active in Spain, Finland, Sweden, Germany, U.K. and Brazil.*
- *Design and development of the Operational Support Systems (OSS) for a fixed telecommunications operator in Austria.*
- *Process reengineering for the systems department of a leading telecommunications operator.*
- *Customer Relationship Management (CRM) strategy definition for the Dutch branch of an international telecommunications operator.*
- *Definition of the regulatory strategy for interconnection and network elements unbundling –focusing on Long Run Incremental Cost (LRIC) systems– for a global telecommunications operator.*
- *Design, development and implementation of the direct sales support system for a mobile operator in Spain.*
- *Definition of the telecommunication market entry strategy for a new operator in Portugal, analysing alternative telecommunication network usage scenarios and estimating the investments and costs of the access, backbone, voice and data switching networks.*
- *Design and implementation of the products and services profitability analysis system for the strategic planning department of a fixed telecommunications operator in Spain.*
- *Revision of the revenue assurance process of an important telecommunications operator in Portugal.*
- *Definition of the Strategic Plan for a fixed telecommunications operator in Spain.*
- *Design of the cost control and analysis system for a fixed telecommunications operator in Spain.*
- *Design and implementation of the new telecommunications and system infrastructure of a U.S.A. company, including the design of a hybrid ATM-Frame Relay network, ISDN redundancy, etc.*

TELLING, S.A.   January 1995 – November 1995

Telling was a small telecommunications consultancy, focused in the design, management and implementation of telecommunication projects for companies, and in the preparation of research studies for the Spanish Telecommunication Administration.

Position: Consultant

Completed projects:

- *Study on the "Public Numbering Plan" for the **Dirección General de Telecomunicaciones**, designing the structure of the new telephone numbering schema for Spain.*

TEACHING EXPERIENCE

Universidad Carlos III de Madrid   February 2005 – To date

Currently I am Part-time lecturer / Adjunct professor in the Department of Telematic Engineering in the Universidad Carlos III de Madrid, in its Leganés & Colmenarejo campuses. From the 2004-2005 year I have taught the subject of Data Transmission (3rd year of Telecommunication Engineering). In addition, in the year 2010 I started teaching the subject of Computer Networks (3rd year of the Bachelor in Informatics Engineering). In the past I have also taught the subjects of Communications Networks and Services I (2nd year of Technical Telecommunication Engineering – Telecommunications Systems Degree, from 2004-2005 to 2009-2010), Telematics (3rd year of Computer Engineering, from 2008-2009 to 2010-2011) and Audiovisual Local Infrastructures (1st year of Technical Telecommunication Engineering – Sound and Image Degree, from 2005-2006 to 2007-2008).

I have also taught some other courses in the Universidad Carlos III, and in IBM Business Consulting Services, PWC Consulting and Deloitte Consulting, where I lectured courses on the business and operations of mobile telecommunication operators, business processes of telecommunication operators and basic formation on telecommunications.

EDUCATION

- ***Electrical Engineering / Telecommunication Engineering** – Universidad Politécnica de Madrid (1989-1995). Specialized in Telecommunication Networks. End of studies thesis on Cryptography and Information Security.*
- ***Executive MBA** – Instituto de Empresa de Madrid (2000-2001)*
- ***Master in Telecommunication Economics** – UNED (2003-2004)*
- ***Multiple on-line courses** (most on the Coursera platform) featuring data analytics, machine learning, cryptocurrencies and many other of my interests.*
- ***Proficiency** & **First Certificate** – Cambridge University – British Institute in Madrid (1989-1991)*
- ***G4 level in German** – Goethe-Institut in Madrid (1994-1995)*
- ***A2 level in Italian** – Universidad Complutense de Madrid (2004-2005)*

LANGUAGES

- ***Spanish** – Native*
- ***English** – Very good*
- ***Italian** – Medium level*
- ***German** – Basic level*
- ***Portuguese** – Basic level*