

John D. Clarke, P. Eng.

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SKILLS PROFILE

Leadership: Engineering and Business Team formation and management at working and executive levels in Canada and Europe. (Ranges from 5 to 50 people).

Client Development: Strategic Business Planning, Partnership Formation, Global Sales and Channel Management (Europe, US/Canada, Asia).

Management: Develops a creative, motivated environment for teams to exceed their mandates, leveraging individuals' strengths to build toward corporate objectives.

Opportunity Assessment: Business Model development and analysis, Marketing and Product Management.

Revenue Creation: Through Strategic Partnerships, Sales, and Government R&D Programs.

Execution: Product Development, Services Delivery, Sales Strategy success (Schedule, Cost, Outcomes).

PROFESSIONAL EXPERIENCE

MANAGEMENT CONSULTANT (2016-PRESENT):

- Senior advisory roles within the global satellite industry including **HTS and LEO Constellation** business/technology strategy development. Led and contributed to major satellite system proposal responses for commercial and government defense programs, and defined a funding strategy and prospectus for a new satellite service provider business venture.

VT iDIRECT, VP CORPORATE DEVELOPMENT (2010-2015):

- Defined a corporate Business Development growth strategy for iDirect. Established key strategic relationships to drive the implementation of this strategy in the **HTS, Managed Services and LEO/MEO Constellation** markets for iDirect. Key business relationships included Global Satellite Operators, Satellite Manufacturers (**Orbital, Loral, MDA, Thales, Lockheed** etc.), Canadian and other Governments (**DND, CSA, SSC, ISED, ESA**) and strategic technology partners (**Cisco, Kymeta, Phasor, SpaceX** etc.).
- Successfully positioned iDirect and iGT within the CSA and Canadian DND as the **WGS/MilSatCom** solution provider (Ground) for three major satellite programs including Mercury Global (Partnered with 3 Solution Providers on RFP Response), WGS "Early Access" and Polar Comms programs resulting in a **multi-hub procurement deal** (still ongoing) for WGS systems in 2015-17.



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- Defined a new Carrier Market strategy for iDirect, and successfully brokered their current strategic marketing/development partnership with Cisco.
- Established the **ESA Telecom (ARTES)** program at iDirect, leading to a successful **13.6m Euro** development program in the **UK**, with follow-on work for the iDirect development team in **Ireland**.

XIMAERA TECHNOLOGIES CANADA (2006-2009).

(Engineering R&D group focused on the development of broadband IP VSAT products for iDirect Technologies)



Managing Director: Established an R&D start-up company in Ottawa providing complete cross-functional product development capabilities to deliver key technology to iDirect to drive their product growth strategy.

- Led the effort to define, develop and deliver the DVB S2/ACM system for iDirect's (then) next generation "Evolution" product platform, including system architecture definition, simulation, firmware/software development (hub and terminal), and 3rd party DVB-S2 mod/demod integration and optimization. This is now considered the VSAT industry's leading DVB S2/ACM solution.
- With the Ximaera technology team, defined and pitched a concept for an iDirect Low-Cost Modem - a complete redesign of their hardware, software, architecture (indoor and outdoor versions). Introduced as the "X1" to the market by iDirect in 2010, this modem now accounts for **60% of all iDirect modem sales globally**.
- Managed the **acquisition** and transition of Ximaera by VT iDirect in 2009 to become a fully integrated part of the global VT iDirect development organization.

SPACEBRIDGE SEMICONDUCTOR INC., OTTAWA-GATINEAU, CANADA.

(Broadband Satellite Access Product Development including Digital Payloads, ASIC, Software and Integrated technology solutions)



VP Sales and Marketing (2003-2005):

- Led the team responsible for Global Product Sales and Marketing for **Broadband Satellite/Wireless Access** (Terminal) products. This included product marketing and the definition of the Sales and Marketing strategy to position the "next generation" products for the consumer satellite interactive entertainment market.
- Signed 10 customers (Tier 1 and 2) for the SpaceBridge Broadband Satellite Modem prior to product launch, representing a \$12m backlog for fiscal 2005.

Director, Business Development: 1997-2002:

- Lobbied for and signed 2 contracts from the **European Space Agency** for the development of the consumer modulator ASIC's for the broadband and interactive TV satellite market, totaling **\$2.5m** over 18 months.

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- With a technical sales team of 3, booked **\$40m** in orders a full year prior to first broadband terminal product availability.
- Worked with major AeroSpace companies to position SpaceBridge within the product strategies for the (then) global broadband programs, including Lockheed Martin (Astrolink), Alcatel Space (SkyBridge), and Motorola (Teledesic). This included **terminal, payload and system-level solutions**.
- In the start-up year of the company with a team of 5 engineers, responded to a major system proposal from a European satellite operator for a broadband satellite access system. Assembled an international consortium of companies to address all proposal requirements, including Newbridge, Crosskeys, Lucent Technologies (US) and Nera (Norway). Shortlisted against major companies including Nortel and Alcatel and won final round technical evaluation.

OTHER PREVIOUS EXPERIENCE

- **TMI/MSAT (1995-1997):** Formed a new engineering team of 20 people within 8 months, to focus on driving new revenue with innovative Applications and Terminal Development. 
- **STENTOR (1993-1995):** Responsible for National Planning programs within Carrier Operations for the Stentor alliance of Telephone Companies. Required to work with the Operations groups of all the major phone companies in Canada to define and implement the national strategy for consolidating OSS Technology and processes to address National Enterprise Business Competitiveness.
- **TELESAT (1990-1993):** With a team of 15, set up the company's implementation business for VSAT network solutions in Canada, including Civil and Field Engineering, Project Management, Field/Hub Installation, Customer Service Commissioning, Sales Support, Proposal/Cost Model Development, and post-implementation service support. Took the implementation business to a **profitable \$4.2m** within 18 months from a previous loss position. 
- **SES (1988-1989, Section Head, Communication Engineering):** Set up and led an engineering team responsible for ground segment engineering for the Commercial Operations of SES, in preparation for service of the ASTRA Direct Broadcast Satellite System. This included Systems Engineering/Sales Support, Broadcast Uplink Engineering, NOC design/implementation, TTAC/TV Transportable facility acceptance and Frequency Coordination and Licensing (with Lux PTT). 

FORMAL EDUCATION:

- Bachelor of Science, Engineering (Electrical, Telecom Option), **University of Waterloo**.
- Management Science Option.



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SUMMARY OF EXPERTISE:

Engineering/Business Team Management

- Managing a group of people to surpass both their personal and the corporate objectives by understanding and leveraging the strengths of each individual within the team.
- Promoting the entrepreneurial nature of people within the team, and actively providing support to those that can move the group toward the corporate goals.
- Defining clear, simple methods to measure progress and success within the group.
- Emphasis on calculated action versus lengthy study in approach to decisions within the team.

Strategic Business Planning

- Through analysis, understanding and review of the external business environment, development of business plans to clearly communicate the strategic business direction of the company within the appropriate market, to investors, board members and internal staff.
- Defining a “communications plan” to clearly communicate the strategic company message as appropriate through the development of web site designs, presentations, and planning documents.
- Defining and engaging strategic business relationships required to grow the corporate business, enhance sales channels, or provide incremental investment to support a specific growth area of the business.

Sales

- Forming and leading a global sales team tailored to the specific corporate sales objectives, including strategic distribution agents, formation of corporate business alliances (OEM arrangements) and direct sales into large and small corporations on a global basis.
- Defining sales motivational plans specific to the market and individuals within the company, focused on meeting company direct sales objectives, and establishing relationships required to set the stage for the “next generation” sales activity.
- Defining internal sales support programs including sales tracking tools, inside sales processes, pricing plans, and sales materials (documentation, presentation material, training, web resources).

Marketing and Product Management

- Launching Product Marketing programs, including management and interaction with press agencies, trade show arrangements and positioning.
- Producing marketing assessments and studies to support the continued review of the company business plan, product plans and corporate business objectives within a changing market environment.