

HAMMATAN



Hammatan is an international telecommunications and financial advisory services consultancy based in a suburb of Washington, DC, with branch offices in London and Lagos. The name of our company, Hammatan, refers to an African wind that sweeps across the continent called Harmattan, which is part of the global-encircling trade winds. We choose to spell it phonetically as this is how the Yoruba, a native tribe of Africa, pronounce the word. Hammatan is a wide-reaching global company with the capability of helping businesses anywhere in the world. We possess enough local knowledge and expertise to be as comfortable in Beijing as we are in Boston. Hammatan has 6 Principals and over 50 Associates who are multi-national and fluent in all the major languages, having worked on projects in the United States, Europe, South and Southeast Asia, Latin America, the Middle East, and Africa.

The ram's horn encased within the H of Hammatan's logo is an ancient African symbol representing strength and humility. This combination of strength and humility is evident in the structure of Hammatan as well as in the quality of work we provide. Our strength can be translated into power of achievement combined with the sheer intensity and concentration we pour into your business to improve it. Humility works with our strength to provide highly trained and experienced consultants who are discrete and modest, focusing on our clients' improvements and accomplishments. We work in multi-disciplinary teams of specialists in law, finance, engineering, IT, marketing and service management. Our goal is to become our clients' source of sustainable competitive advantage throughout their life cycle.





AKI DEBAYO-DOHERTY
CEO

Mr. Debayo-Doherty was formerly President of Teligent International where he led the successful tender for spectrum licenses and formed joint ventures in Germany, France, Spain, Argentina, Hong Kong and Korea. Prior to joining Teligent, Mr. Debayo-Doherty was General Manager for Cable & Wireless Global Markets, based in London, where he directed the development of a global VPN providing voice and data services to multinationals in 28 countries. As VP of national sales, he ran the Cable & Wireless USA enterprise market, which was a \$600 million per annum business. In 1986 he started his career at Sprint in sales, and was promoted to sales management positions, latterly as the Director of Mid-Atlantic Sales. Mr. Debayo-Doherty currently serves on the Advisory Board for Africa Investment Council for O.P.I.C., which has a \$4 billion investment program.

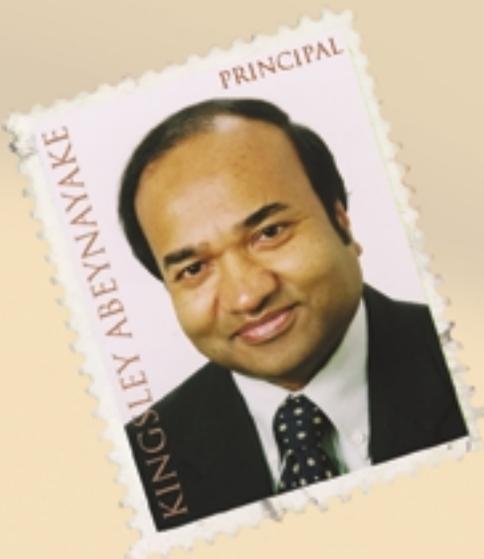
MARK SANDGROUND
GENERAL COUNSEL & SECRETARY

Mr. Sandground is the senior partner in the law firm Sandground, West and New, P.C., and has been practicing law in Virginia as well as the District of Columbia for 48 years. He is a member of the bars of the Commonwealth of Virginia, the District of Columbia 4th and 9th Circuits of the United States Court of Appeals, and the Supreme Court of the United States. He was awarded an Honorary PhD by Johnson & Wales University in Providence, RI in 2000. Mr. Sandground is a board member of Hammatan. He also serves as President of Elsan, U.S.A., as well as Chairman of Orient House in Ankara, Turkey.



KINGSLEY ABEYNAYAKE
PRINCIPAL

Mr. Abeynayake was previously Director of Engineering for Teligent International and was responsible for engineering and network rollout activities in France, Germany, Spain and Hong Kong. Prior to that, Mr. Abeynayake worked for Cable & Wireless, based in London, and was responsible for designing and implementing the GIVN (Global Intelligent Virtual Private Network) platform across C&W business units in Hong Kong, Japan, USA, U.K. and Australia. He also has experience with telecommunications equipment manufacturers such as Nortel, Alcatel, and Marconi where he was responsible for the design and development of digital switching systems such as Nortel's DMS, Alcatel's System 12 and Marconi System X. Mr. Abeynayake has vast experience in bid management, customer development, network design and vendor management. He also specializes in Fixed Wireless, VSAT, voice, data and VoIP networking.



**CHINYELU ONWURAH
PRINCIPAL**

Ms. Onwurah was previously Director of Market Development for Teligent International and was responsible for establishing and developing international joint ventures in France, Germany, Spain and the U.K. Prior to that, Ms. Onwurah was Director of Product Strategy with Global Telesystems (Europe) and Manager of Service Development and Planning with Cable & Wireless where she led the delivery of the global VPN service for corporate customers. Ms. Onwurah specializes in new market development for the corporate, SME and consumer sectors, organizational change, program management, fixed wireless, mobile and multi-media services and technology. She also has considerable experience in applying new technologies to Corporate Social Responsibility programs.



**JUDAH J. LEVINE
PRINCIPAL**

Previously, Mr. Levine served as Vice President of International Business Development for Teligent, a role in which he identified attractive markets, selected suitable partners, developed business plans and completed operating agreements. Before joining Teligent, Mr. Levine acted as New Markets Manager of Arbinet–thexchange, where his charge was to develop B2B trading platforms for such emerging telecom commodities as bandwidth and spectrum. Prior to that, Mr. Levine served as a member of A.T. Kearney’s Communications Practice and consulted to such clients as Sprint, Telstra and FTMI in both Industrialized and Emerging economies. Mr. Levine advises telecommunications firms on a wide range of strategic and operational issues, including: business planning, consultative sales, enterprise cost reduction, next generation network deployment, product specification and M & A activity.



**MAYURI SHAH
PRINCIPAL**

Ms. Shah was formerly a Director at Teligent International where she defined and implemented the IT strategy for Teligent’s joint venture companies in Germany, France, Spain, and Hong Kong. Prior to this, Ms. Shah held several senior management positions at Cable & Wireless (UK). She was the Billing and IT Solutions Manager for Global VPN where she led the successful implementation of a web-based global billing system accessed by over 30 operators worldwide. Additionally, Ms. Shah managed several successful billing projects supporting the launch of the global calling card, bandwidth on demand and national VPN. She started her career at Cable & Wireless as a programmer and was promoted to positions of increasing responsibility. Ms. Shah specializes in: implementation of a network fault management system; development of processes and procedures for the network function; developing and implementing a process-based performance management system; implementation of a change management system; and evaluation of a network applications solution.



STRATEGY & BUSINESS DEVELOPMENT

TECHNOLOGY

SALES & DISTRIBUTION

TRAINING & DEVELOPMENT

MARKETING

INFORMATION TECHNOLOGY

OPERATIONAL SUPPORT

PROJECT FINANCE

LAW

SERVICES



STRATEGY & BUSINESS DEVELOPMENT

Strategy is only as good as its execution, but a well researched game plan combined with reliable information ensures that the right opportunities are identified and taken forward with successful market entry strategies. Hammatan provides unique value at every stage of a Client's decision-making process, from assessing the feasibility of a venture to ensuring a successful strategy for timely execution and project completion. We monitor economic, financial, regulatory, legal, competitive and political conditions, both on the ground and in the boardroom.

TECHNOLOGY Our view is that technology choices should be practical and realistic. In service organizations, it is not being "first" to deploy a particular solution that is important, but having a clear understanding of the skills needed to execute it, the reliability of the supplier, and the customer segment's ability to integrate the technology into their legacy systems without disruption. If technology improves the quality of life at work and at home for the end user, it will be successful. From fiber optics and DWDM to mobile networks and wireless LAN's, Hammatan employs some of the foremost pioneers in the telecommunications sector. Hammatan Principles have created new standards and built globally the strong foundation for next generation wireless network architecture holding onto the promise of transforming the way we all do business, one user at a time.

SALES & DISTRIBUTION

Sales are the lifeline of every company but building sales competence and clearly defining channels to market is very difficult to do in today's competitive environment. Increasing the productivity of everyone along the value chain who impacts sales and service delivery is the key to realizing revenue and margin and, most importantly, maintaining excellent customer satisfaction. We assist in designing a sales structure that supports business objectives and implements key processes in order to maximize efficiency. To demystify the question of sales success, one must navigate the confluence of time management, proper incentives, good products and pricing, excellent post sales execution and the ongoing account relationship that drives home the value proposition. At the end of the day, people buy from people, not companies.

TRAINING & DEVELOPMENT

Training, by itself, is meaningless without development. Within a corporation, we believe every position should have a curriculum which is merit based, logically making performance review and objective-setting the launching pad for ongoing training and personal development. We have partnered with the Wireless Institute of LCC (WI-LCC), a world-class organization, which offers job-skills training and knowledge transfer, technical recruiting and turn key management training. Together, Hammatan and WI-LCC provide a solution that enhances the Client's company by increasing employees' knowledge and expertise in various fields and teaching them how to implement their new and improved skills. We work closely with the Client to customize their training requirements to local terms and conditions, deliver the curriculum in-country, and provide the delegates with an empowering experience. Overall, training carries on to enrich company loyalty and improve company performance through satisfied employees, which translates into increased customer satisfaction.

MARKETING Brand is never a substitution for execution, and service providers must balance the energy and cost required to develop a recognizable brand relative to developing infrastructure and serving customers. Discipline of market leaders is rarely achieved without superior market analysis, a clear segmentation focus, and quality products that anticipate future technology and pricing trends. Is the killer product a myth or can it be developed? We at Hammatan believe that the best products have a niche that is difficult to match within a finite timeline. The organization must also have the vision to realize these products and develop the internal processes needed to capitalize on this window of opportunity. Keeping customers loyal with innovation and execution helps grow their business and yours. Yes, at Hammatan we do windows.

INFORMATION

TECHNOLOGY In our experience, IT systems are quite often obsolete by the time they are deployed because organizations are dynamic and go through stages that require varying levels of sophistication in support systems. We believe that the logical process for effective IT deployment is to plan, design, implement, operate and adapt for future growth. In the early stages of a company's life cycle, inventory monitoring, element management and planning take priority. Then the emphasis evolves to billing and subscriber management, financials, capacity planning and performance management. As the company matures, the needs change to sales force automation, data warehouse, marketing tools and web enabled self-care application integration. We believe IT should not have a life of its own; it should support business functions and be scaled in a predictable way to meet the growing needs of internal and external customers.

OPERATIONAL SUPPORT

If you think of the proverb: give people fish and they eat for a day, teach people how to fish and they eat for a lifetime, we believe our role is similar in that we enable our Clients to build conscious competence so that, later, they can do the work themselves. From network design to service management design and implementation to establishing and documenting processes, we provide the foundation and focus on making the Client more consciously competent. We have designed global service management processes as well as processes that allow an end user to be addressed in real time with all the valuable insight of previous interactions. Every Client and market is different, which makes it all the more challenging, yet rewarding, for us to get you where you want to go.

PROJECT FINANCE As a life cycle consultancy, we identify opportunities within your chosen markets that have not yet matured into investment prospects. With diversified telecommunications and technical knowledge along with capital raising experience, we develop fundamentally sound ideas into secure investment opportunities. We are well versed in supporting international transactions with particular expertise in advising and structuring public and private international offerings of debt, equity, convertible debentures and other equity linked securities. We also support a wide variety of capital equipment leasing and finance transactions. Vendor financing support ranges from sourcing equipment, arranging financing and necessary export credit financing.

LAW International law has many vagaries, but it is also universally constant that Clients are looking for expertise, innovation and sound judgment, usually in their own legal language. From closing a project finance deal and negotiating bank covenants to reaching a well-crafted vendor agreement that gives you the leverage, our team is committed to the end game. We typically draw upon our worldwide network of legal specialists and leading industry experts who work with our in-house professionals to meet complex project needs. We have established strong relationships with government and business leaders around the globe to advance our Clients' interests. Win-win agreements are the ultimate goal, but we always remind ourselves that no deal is better than a bad deal.

CONTACT

U.S. HEADQUARTERS

HAMMATAN VENTURES, L.L.C.
8000 TOWERS CRESCENT DR.
SUITE 600
VIENNA, VA 22182
TEL: 703.761.4200
FAX: 703.761.4249

U.K. BRANCH OFFICE

HAMMATAN VENTURES LTD.
19 BURTON PLACE
MAYFAIR, LONDON W1
U.K.
TEL: +44.207.491.4841
FAX: +44.207.491.4905

NIGERIA BRANCH OFFICE

HAMMATAN VENTURES NIGERIA LTD.
9B-11B TAFAWA BALEWA
SQUARE COMPLEX
ENTRANCE 4, EAST PAVILION
LAGOS, NIGERIA
TEL: +234 (01) 263.4142, +234 (01) 263.6658
FAX: +234 (01) 263.6658

WWW.HAMMATAN.COM

INFO@HAMMATAN.COM

