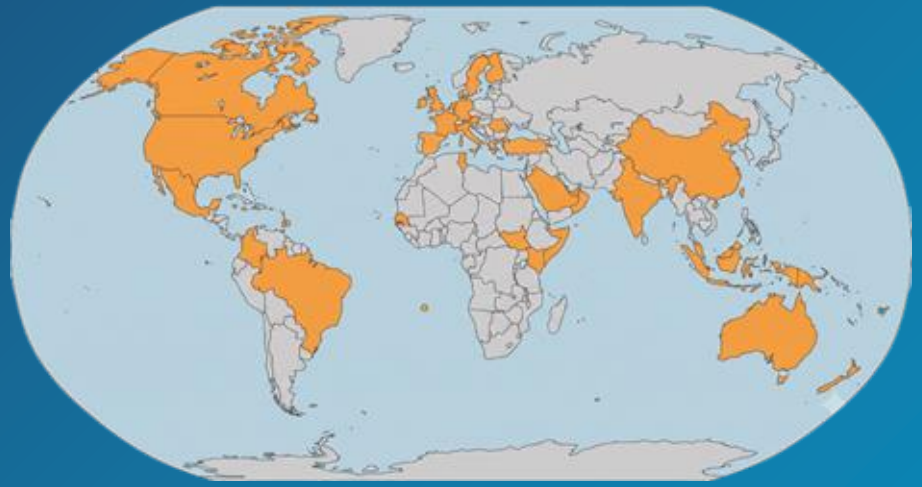
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Erkmar Company profile



V4

Our Journey & Core Expertise



HISTORY

Global Footprint

2009: Established in the United Kingdom to provide high-level expertise.

2022: Set up Erkmar Australia Pty Ltd to expand operations.

Delivered world-class projects to both regulators and private companies globally.

NETWORK

Partners & Alliances

We have established trusted local partners in many countries to deliver directly to our customers and as subject matter experts with **Tier 1 consultancies for example**:

- PricewaterhouseCoopers (PwC)
- McKinsey & Company
- Analysys Mason
- NERA Economic Consulting

STRENGTHS

Deep Subject Expertise

Our core strength lies in highly specialized domains vital to modern telecommunications:

- Spectrum Regulation & Policy
- Technology Strategy
- Spectrum Operations
- Business Organisation
- Process Improvement
- Cyber security
- New Space regulation

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Our Core Values

Erkmar operates on a foundation of global collaboration, local capability development, and ethical technology adoption to deliver unmatched spectrum consulting globally.

KNOWLEDGE TRANSFER

Local Skill & Growth

We are committed to working collaboratively with local partners and clients alike, ensuring sustainable growth long after our assignment ends:

- Always transfer skill and knowledge during assignments.
- Build extensive skills with local partners.
- Re-utilise local partner expertise in other global assignments and countries where possible.

GLOBAL EXPERIENCE

Inclusive Operations

Our perspective is truly global, bridging technical and operational gaps across diverse regulatory landscapes:

- Operate equally in both developed and developing countries.
- Enhance local client operations with deep global experience.
- Develop trusted, long-term clients and partners across the world.

ETHICAL AI POLICY

Human-Centric Quality

We integrate artificial intelligence responsibly to maintain the absolute highest standards of analytical depth and professional integrity:

- Utilise AI exclusively to accelerate research and data parsing.
- Never use AI to write or finalise delivered documents, presentations, or meetings.
- Leverage AI as a tool to reduce cost, speed delivery, and continually improve visual and strategic quality.

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Key Skills & Capabilities

Erkmar combines deep regulatory pedigree with advanced technical expertise to solve the most complex spectrum and wireless challenges globally.

CORE PEDIGREE

Regulatory Leadership

- **Former Regulators:** All senior team members are former regulators themselves, bringing unmatched insider understanding.
- **Strategic Redesign:** Redesigned the operational organisation of several regulators.
- **Integration:** Successfully integrated new work areas into existing regulatory structures.

OPERATIONS

Spectrum & Policy

- **Spectrum Monitoring:** Conducted monitoring on behalf of regulators in many countries.
- **Major Events:** Delivered many major event spectrum management projects globally.
- **Policy & Audits:** Provided policy development and supported critical national infrastructure audits.
- **Benchmarking:** Carried out several global benchmarking projects for clients.

TECH STRATEGY

Advanced Technologies

- **Private 5G Networks:** Designed networks from strategy, regulatory approval, and licensing to operation.
- **Cybersecurity:** Implemented national-level cybersecurity regulations and policies.
- **Space Tech & Agri-Tech:** Evaluated non-terrestrial networks and developed agri-tech wireless services.

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Spectrum Regulation, Policy & Tech Strategy

Erkmar delivers complex global projects enhancing regulator capabilities to meet the future of telecommunications. Some examples of recent deliverables: -

01

5G Investment

Developed a comprehensive 5G investment strategy in South Sudan to build modern national infrastructure and leapfrog legacy technologies.

02

NEOM Regulation

Created a full, forward-looking telecommunications and spectrum regulation suite for the smart city giga-project NEOM in KSA.

03

Auction Expertise

Provided critical subject matter expertise and design frameworks for spectrum auction strategy across several countries globally.

04

Event Reviews

Authored regulator review structures and optimized national telecom policies surrounding high-profile, large-scale public events.

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Spectrum Operations

Erkmar has successfully delivered a wide range of critical operational projects for national regulators and major global enterprises:

01

EME Programs

Delivered a comprehensive program of electromagnetic emission (EME) measurements on behalf of the ACMA in Australia.

02

Major Events

Managed full spectrum planning, licensing, test and tagging, field operations, and interference resolution for the FIFA Women's World Cup.

03

QoS Auditing

Developed advanced Quality of Service (QoS) methodologies and audit frameworks for the Communications, Space and Technology Commission (CST) in KSA.

04

EMF Evaluation

Conducted critical electromagnetic field (EMF) limit evaluations and safety assessments for Shell Oil in Singapore.

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Business Organisation & Process Improvement

As former senior regulators in national regulatory authorities, the Erkmar team deeply understands the operational needs to manage resources, adapt to emerging technologies, and improve consumer delivery. Some examples : -

UK

Ofcom Modernisation

Complete modernisation, process improvement, and human & technical resource evaluation of **Ofcom's Spectrum Engineering group**.

IRELAND

ComReg Review

Strategic review of the field engineering team, regulatory legislation, and operational processes for **ComReg Ireland**.

AUSTRALIA

ACMA Operations

Comprehensive review of remote field operations and resource management for the **ACMA Australia**.

INDONESIA

SDPPI Monitoring

Expert review of national spectrum monitoring requirements and technical standards for **SDPPI Indonesia**.

SOMALIA

NCA Strategy

Development of spectrum monitoring strategy alongside hardware and software procurement specifications for the **NCA Somalia**.

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Our Key Team Members

Erkmar is led by a world-class team of former senior regulators, technical executives, and industry pioneers delivering unmatched spectrum expertise globally.

FOUNDER & DIRECTOR

Robert Thelen-Bartholomew MBA

Former director at Ofcom UK responsible for spectrum engineering, operations, enforcement, and monitoring. Established Erkmar to deliver spectrum-focused services globally.

MANAGING DIRECTOR

Lloyd Tailby

Former senior field engineer in Ofcom UK and ACMA Australia. Manages Erkmar Australia, focusing on spectrum operations, major events, and engineering development.

SENIOR CONSULTANT

Prof. William Webb

Former Ofcom UK director of technology R&D and strategy. Renowned academic with multiple books and patents; leads policy, regulatory, and strategy assignments.

CYBERSECURITY LEAD

Steve Kennett

Former senior manager at Ofcom UK and director at JISC (UK gov network operator). Certified CISO delivering specialized cybersecurity consultancy assignments.

LEGAL & SPACE ADVISOR

Lauren Payne LLM

Senior Space industry lawyer providing critical regulatory legislative support and steering new space regulatory projects within the Erkmar portfolio.

GLOBAL EXPERT NETWORK

Subject Matter Experts

A worldwide network supporting specialist assignments including economics, auctions, military projects, and remote spectrum operations.

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Selected CVs

Key profiles and professional backgrounds of our leading regulatory and technical specialists.

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Robert Thelen-Bartholomew MBA — Founder & CEO, Erkmar Ltd.

International specialist consultant with 25+ years of senior executive management and operational delivery across telecom regulation, spectrum monitoring, and cybersecurity.

EXECUTIVE PROFILE

Operational Leadership

- **Director of Field Operations** — Led Ofcom's largest operational group (2004–2009), managing 97 staff, keeping UK radio frequencies clear.
- **Business Modernisation** — Transformed struggling Ofcom division; redesigned processes and reduced headcount by 100 staff-years.
- **Budget & Prosecution** — Managed a £10M Opex/Capex budget; directed UK spectrum enforcement, monitoring, and type approvals.

KEY PROJECTS & DELIVERY

Global Implementations

- **London Olympics 2012** — Initialised and directed the spectrum engineering planning and field response programme.
- **Middle East Regulation** — Established a new regional regulator structure from a blank canvas, designing operational rules and legislation.
- **Spectrum Auditing (5G NRA)** — Developed coverage and QoS auditing methodology to evaluate MNO performance.
- **Benchmarking (5G networks and Operations)** — Delivered many projects on regulator benchmarking against global comparators in both technology and operational ability.

EXPERTISE & GOVERNANCE

Strategy & Capabilities

- **Spectrum Monitoring** — Designed strategy and systems for major projects in Australia, Indonesia, and various European countries.
- **Cybersecurity & ECMS** — Delivered ECMS regime regulatory frameworks and cyber solutions across Europe and Australia.
- **Board Experience** — Non-Executive Director of UK RDI-LB (2006–2009), driving accreditation for digital switchover.

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Prof. William Webb BEng, MBA, PhD, DSc, DTech, CEng, FREng, FIET, FIEEE

Senior Consultant at Erkmar, tech pioneer, author of 20 books, and former Ofcom Director of Technology Resources.

ACADEMIC & CREDENTIALS

Distinguished Pedigree

- **PhD & BEng (1st Class)** — Southampton University, QAM Digital Mobile Radio.
- **MBA** — Southampton University Management School.
- **Three Honorary Doctorates** — Doctor of Science (Southampton, Hertfordshire) & Doctor of Technology (Anglia Ruskin).
- **Fellowships** — FREng (Royal Academy of Engineering), FIEEE, FIET.
- **Publications** — 34 books, 18 patents, and over 100 industry papers.

EXECUTIVE EXPERIENCE

Leadership & Strategy

- **Erkmar Ltd** (2024–Present) — Senior Consultant leading Telecoms regulatory, policy and strategy projects.
- **Access Partnership** (2022–2024) — CTO leading a team of 15 technical experts; managed Apple's iPhone satellite connectivity.
- **Ofcom** (2003–2011) — Director of Technology Resources, managing £8m R&D budget and spectrum strategy reviews.
- **Motorola** (1998–2001) — Director of Corporate Strategy based in Chicago.

STARTUPS & BOARD ROLES

Pioneering & Governance

- **Neul Co-Founder & CTO** — Pioneered IoT connectivity, grew and sold the venture to Huawei for $25m in 2014.
- **Weightless SIG CEO** (2012–2019) — Established and grew the global M2M standards body to over 2,000 members.
- **IET President** (2014–2015) — Served as the youngest President of Europe's largest professional engineering body.
- **Non-Executive Director** — Board roles at Motability, Cambridge Wireless, and the Marconi Society.

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Lloyd Tailby Managing Director, Erkmar Australia

Over 30 years of global RF engineering and spectrum regulatory experience, with a proven focus on operational delivery at major international sporting events.

KEY COMPETENCIES

Technical Expertise

- **RF Engineering** — 30+ years in spectrum monitoring, coverage modelling, and interference resolution.
- **Regulatory Licensing** — Extensive experience with ACMA (Australia) and Ofcom (UK) frameworks.
- **Qualifications** — HND in Electronic Engineering, Prince2 Practitioner, Cert IV in Government Investigations.

OPERATIONAL DELIVERY

Major Event Planning

- **FIFA Women's World Cup** — Managed spectrum monitoring, frequency coordination, and venue testing across 8 stadiums (2023).
- **2018 Commonwealth Games** — Deployed a $1M mobile connected monitoring and direction-finding network across venues.
- **London 2012 Olympics** — Led deployment of 60 TDOA monitoring devices connected across third-party IT networks.

CAREER TIMELINE

Professional Journey

- **Erkmar Australia** (2021–Pres.) — MD leading 4G/5G modelling, spectrum monitoring, and licensing audits.
- **ACMA Regulator** (2013–21) — Project Manager and Technical Officer enhancing RF analysis capabilities.
- **Ofcom UK / RA** (1991–2013) — Special Event PM and Technical Manager for spectrum services.
- **F1 Team Support** (1999–2002) — Voice & data communications lead at Stewart GP and Jaguar Racing.

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Steve Kennett

Senior Executive Leader — Cybersecurity & Strategic Transformation

30 years of C-level leadership experience delivering global operational technology programs, national cyber defense initiatives, and strategic IT transformations across complex environments.

CYBERSECURITY FOCUS

Global Protection & Defense

- **Kingspan OT Program** — Developed and implemented a global cybersecurity program securing 21 plants across 75 nations.
- **National Cyber Defense** — Deployed a nationwide DDoS mitigation platform for Janet Network protecting 1,200 institutions.
- **SIRO Certification** — GCHQ/NCSC certified Senior Information Risk Owner directing end-to-end GRC and information asset risk.

OPERATIONAL DELIVERY

Large-Scale Implementations

- **London 2012 Olympics** — Contributed directly to Ofcom's Olympics Spectrum Delivery team ensuring secure, interference-free spectrum.
- **Global Intelligence Sharing** — Spearheaded the setup of a 5-nation malware information sharing network.
- **Financial Stewardship** — Successfully delivered a £50M CAPEX/OPEX budget within a strict 1% target variance.

EXECUTIVE TIMELINE

Professional Experience

- **Oxford Univ. Press** (2024–2025) — Interim CISO driving NIST/CIS cybersecurity maturity assessments.
- **Kingspan Group** (2022–2024) — Head of Cyber Security securing global IT/OT architectures.
- **Jisc** (2013–2022) — Executive Director, Security Director & SIRO managing e-infrastructure.
- **Ofcom** (2005–2013) — Head of Spectrum Services managing 24/7 operations and fleet.

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Lauren Payne LLM, LLB — Specialist Legal Consultant, Erkmar Ltd

Over 15 years of commercial and Space Law experience advising public and private sector clients on complex international regulations, space assets, and high-value transport infrastructure projects.

LEGAL & REGULATORY EXPERTISE

Space & Telecom Governance

- **Space Licencing** — comparative analysis of the regulation of space/satellite activities across multiple jurisdictions.
- **D-Orbit UK Counsel** — Advises on spacecraft operations, orbital transfers, ITU requirements, and frequency coordination.
- **Academic Roles** — General Counsel for World Space Week; lectures at International Space University and Durham.

OPERATIONAL DELIVERY

Major Infrastructure Contracts

- **Transport for London (TfL)** — Drafted and led high-value negotiations for London's Mobility-as-a-Service system.
- **Network Rail Drone Ops** — Directed legal and safety compliance for drone operations, airspace changes, and liability.
- **Project SATE Aviation** — Secured funding and partner frameworks to establish UK's first low-carbon aviation test centre.

PROFESSIONAL JOURNEY

Career Milestones

- **Erkmar Ltd** (2022–Pres.) — Specialist Legal Consultant for complex space, telecom, and commercial projects.
- **Addleshaw Goddard** (2014–22) — Managing Associate leading major aerospace and rail infrastructure files.
- **Early Career Law** — Advisor at JAA/EASA in Germany; commercial aviation attorney at DLA Piper in London.

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