



# M2MV<sup>®</sup>

M2MV is a consulting firm fostering business success through the application of M2M -- the internet of things.



## M2MV Firm Overview

### *Capabilities Statement*

What's ahead in this document:

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## Overview

M2MV is a consulting firm positioned to help clients benefit from the opportunity provided by the rapidly growing machine-to-machine (M2M) industry. M2MV offers consulting services to clients in the various links of the M2M value chain facilitating an accelerated time-to-market for M2M products and services.

M2MV specializes in the strategic and business dimensions of M2M deployments, while partnering with technology based companies to provide services. M2MV has chosen this approach because in the firm's experience, the technology required to successfully develop and deploy an M2M solution has been available for a number of years. What has been missing is the vision and knowledge of how to deploy M2M solutions which is M2MV's niche.

The issues that have held back mass deployment and acceptance of M2M solutions have been much more business related. These business related issues include:

- Complex value chain that is required to assemble a total solution
- Lack of business process knowledge related to M2M applications within the enterprise
- The enterprise's need to focus on its core, existing business offerings (innovators' dilemma)
- M2M projects being originated or managed by technology departments, thus limiting the full potential impact the projects might have otherwise had if mapped to the companies' strategic business initiatives
- Management and investors not being cognizant of the unique M2M specific business, time-to-market, sales, and launch cycles, leading to negative deviations to ROI assumptions

## Our Mission

M2MV's mission is to provide a full suite of consulting services leveraging the vast experience of its team in the M2M and wireless data industries. The goal is to facilitate the accelerated uptake in M2M applications across multiple vertical segments, including: pay-as-you-drive insurance, sub-prime auto and equipment sales and leasing, remote device management, automated meter reading, fleet management and logistics, and security. M2MV will achieve this mission with relentless and unwavering attention on the strategic business drivers and processes required to ensure business success with technological solutions being the means in which to achieve business goals.

## Our Vision

Wide scale integration of the nearly unbounded benefits of M2M into existing business models will be the next great leap forward in global business productivity and efficiency. M2MV firmly believes that within the next decade M2M applications will be the key driver in the world's next economic growth surge as was the PC at the end of the last century.

## Why M2MV?

M2MV is firmly grounded in both strategic planning and execution. The team has deep international experience and has started several successful market-facing organizations with either a global or regional footprint. The team has extensive know-how in executing all facets of the developmental stage of organizations including: formation of legal entities, development of initial business plans, development and execution of go-to-market models, recruiting and staffing, market plans, brand building, forecasting, channel development, and sales training.



Additionally, the key executives of M2MV have a vast contact list in the M2M space and possess well developed personal brands within the industry. The team has had multiple featured speaking engagements and trade press article bylines each year since the mid-1990's.

The team at M2MV has always been engaged in a "discussion" with the broader industry, attempting to bring clarity to a highly complex value chain while avoiding selling or "pitching" products when given the opportunity to participate in conferences or provide input to industry related articles. The team believes this approach is critical to capture "mindshare" and to be viewed as industry experts as opposed to being knowledgeable of a particular company's products or services.

This industry approach has uniquely positioned the members of M2MV to be a driving force in the next phase of M2M application adoption. M2MV is the vehicle by which the team will continue its involvement in the industry. Validation of M2MV strengths and competencies can be confirmed via a listing of the industry awards and honors earned by the M2MV team:

- M2M Magazine Pioneer 2004
- Winner of the Telematics Update Magazine 2005 Leadership Award
- M2M Magazine Pioneer 2008
- Member of the Board of Directors and Treasurer for the Payment Assurance Technology Association in 2008-2009



## Executive Profiles

*The current global economic inflexion point places unprecedented demands on enterprises of all sizes to quickly take bold new approaches for productivity gains from business processes. Machine-to-Machine Communication or M2M is the bridge to these gains. Let the minds that created M2M lead your company on a journey to new levels of productivity.*



**Roger D. Dewey**  
**CEO & Managing Member**

An internationally recognized industry leader in the emerging growth areas of wireless Internet and machine-to-machine (M2M) communications, Roger Dewey is the CEO & Managing Member of M2MV, LLC.

Previous to founding M2MV, from May 2006 to September 2008, Dewey held the position of President and CEO of Telit Americas. He led Telit Wireless Solutions' entry into the Americas M2M marketplace, focusing the company's efforts on the telematics, fleet management, and automatic meter reading industry sectors. He established legal and operational entities in the United States and Brazil, along with extensive channel development throughout the region. For his efforts, Dewey was recognized for the second time as an Industry Pioneer by M2M Magazine in the spring of 2008.

From January 2004 until April 2006, Dewey held the position of Vice President of Product and Business Strategy in the M2M Com Business Unit (BU) at Sony Ericsson, where he was charged with strategically guiding development of marketing and sales of wireless connectivity products and solutions to commercial and industrial businesses, as well as to consumers. He was the key strategist in Sony Ericsson's divestiture of the business unit resulting in a successful acquisition by Wavecom, S.A. in April of 2006.

In May of 2005, Roger Dewey was honoured with the prestigious Telematics Leadership Award presented by Telematics Update Magazine for his outstanding performance and achievements in the field.

Dewey started his career at Sony Ericsson in October of 2001 as Vice President, The Americas, M2M Com. He built and led the M2M Com BU's Americas Regional Operations, ultimately leading it to regional market leadership with particular strength in the OEM automotive and fleet / commercial trucking vertical segments. Dewey was recognized for his achievements by being named an industry pioneer by M2M Magazine for the first time in the spring of 2004.

Previous to his roles at Sony Ericsson, Dewey was located in Stockholm Sweden, holding the position of Vice President & General Manager, Marketing & Sales for Ericsson's Mobile Internet Applications Business Unit. While at Ericsson, he had global marketing and sales responsibility for all Ericsson Mobile Internet applications and infrastructure platforms. Additionally, he was responsible for the operative launch of market activities towards Mobile Virtual Network Operators.

In addition to the honors and awards recognizing his efforts as an industry leader and pioneer, Dewey is a frequent speaker and panelist at events and conferences such as M2M Connected World, Telematics Detroit, and Fleet & Asset Management. Additionally he is a featured author for M2M Magazine and a blogger for Telematics Update.



**Leigh Ann Ryals**  
**EVP, Research & Analysis**

Throughout her career, Ryals has been applauded for her unique ability to create innovative and highly successful business, product, and marketing strategies that revolutionize new and existing companies, and enable them to compete in highly competitive global industries. As Executive Vice President of Research and Analysis, Ryals leads a wide array of investigatory projects, extracts key data to identify optimal market opportunities, designs powerful penetration tactics, and compiles market development metrics. Leveraging her extensive experience and advanced business acumen, she is a key asset to both the firm and clients in uncovering and mitigating risks, and discovering and capitalizing on opportunities.

Before co-founding M2MV, Ryals served as the Global Director of Strategic Marketing for Telit Wireless Solutions, a leading M2M technology corporation. Leading the marketing analysis and planning activities that supported the company's global decision-making processes, Ryals played a valuable role in transitioning the company into a worldwide organization and was instrumental in positioning the Telit brand as a rising global leader in M2M. As a major contributor to the development and publishing of the esteemed *Telit2Market* magazine, she kept readers abreast of the latest advances within the industry, while engaging them in real-world examinations of the latest statistics and metrics affecting the marketplace in her feature column, "TelitMarket."

Prior to Telit, Ryals served as the Senior Planner of Business & Product Strategy for Sony Ericsson's M2M division. Developing and communicating the market message and unique value proposition of each product and offering as well as the entire portfolio, she provided clearly-defined analytically-based roadmaps for technologies used in many industries.

Before joining Sony Ericsson, Ryals dedicated herself to analyzing diverse business cases to ensure the maximum return on investment (ROI) was achieved on mobile device software development projects for the venture-backed international corporation Taproot Systems. Designing multiple processes and activities, she then led the company through all aspects of its critical growth and expansion phases. Conceiving and managing strategic multimedia marketing, brand development, and special event planning, Ryals provided the growing company with an invaluable service by amplifying its corporate and brand visibility on an international scale.

Tasked with driving profitability and growth across the Americas as a Marketing Manager for Ascom Wireless Solutions, the leader in workplace wireless communications, Ryals demonstrated her talent for formulating high-impact strategic business, marketing, brand, and public relations plans. Spearheading the penetration and expansion into the market, she transformed a start-up team into a marketing powerhouse. As a key contributor to the company's global marketing organization, she contributed to transitioning Ascom's sales and marketing strategy from product to solution selling.

Beginning her leadership career as a Product Marketing Manager with Ericsson, Ryals quickly made a name for herself by repairing stressed and fractured relationships with clients following the end-of-life process for a leading enterprise wireless solution. Restoring confidence among customers, she then pushed the bar by incorporating user concerns and feedback into the optimization of organizational planning and management.

Ryals holds an MBA from Campbell University and a B.S. in Marketing from Meredith College. She was the recipient of an award for her "Superior Event Management of the 2004 National Sales Conference" by Ascom, and her work on the magazine, *Telit2Market* was recognized when the publication placed as a 2007 finalist for the prestigious Sabre Award.



**Joe Braga**  
**EVP, Technology Strategy**

Celebrating a career with over two decades of service in mobile telecommunications and high technology with engagements ranging from “Fortune 500”, to government, to international start-ups, Joe Braga possesses a valuable combination of technical and business acumen that enable him to evaluate technology, formulate strategies, and analyze business implications. These skills coupled with his global understanding and international experiences have allowed Braga to consistently deliver business successes and year-over-year growth, making him an excellent addition to the M2MV leadership team. As Executive Vice President, Technology Strategy at M2MV, Braga is responsible for analyzing clients’ unique market situations with an eye towards ensuring that they have the technical capabilities and platforms required to achieve their business objectives.

Prior to joining M2MV, Braga was a key member of the senior management team that established the Americas operations for Italian-based M2M device manufacturer, Telit Communications S.p.A. While in this role from 2006 through 2008, Braga was instrumental in establishing the Telit brand as a leader in the Americas region as well as launching the company’s South American operations.

Braga was selected to join the Telit Americas management team due to his previous experience and accomplishments with Sony Ericsson, which began in 2001 when he was invited by Ericsson to join the management for its pioneering M2M division that would reside in the newly formed joint venture with Sony. While in this role, Braga led the M2M division’s marketing and communications initiatives as well as the forecasting process, pricing strategy, and competitive intelligence.

Before being selected as a founding member of Sony Ericsson’s M2M group, Braga excelled as a top-talent within the Ericsson organization from 1998 to 2001. While at Ericsson, Braga’s highlighted accomplishments include leading the Messaging group’s market operations for the key market of Brazil, rebuilding, in less than a year, the relationship between the Brazil product unit and market unit, a 3,000-employee company, and one of Ericsson’s largest divisions. Due to his successful leadership, Braga was selected as the liaison to South America market operations, where Braga championed the developed and deployment of third-party certification laboratories.

While with Ericsson, Braga received numerous honors including “Ericsson World” 2001 – a prestigious Ericsson event where the top strategic minds discuss corporate strategic direction and tactics; Ericsson Mobile Internet Strategy and Scenarios 2001 – appointed to represent the Mobile Internet Application’s Sales & Marketing Group in the Business Unit’s Strategy Council; Ericsson Management Program 2000 – nominated in a workforce of 100,000 to the Top-talent Corps comprised of only 800 members worldwide, of whom 300 were then the installed corporate executives.

Braga’s professional career is based on his solid technical background which began in the IS/IT space in 1984, when he was hired to develop a plan for building a VLSI (chip) manufacturing plant for Brascom, a Brazilian computer manufacturer. During 1991 through 1995, Braga continued building his technical expertise by working for a Brazilian System Software Company, Microbase, where he successfully managed the effort of bidding and supplying the U.S. Army Standard Army Management Information Systems (STAMIS), Standard Property Book System – Redesigned (SPBS-R) with an operating system (software) platform for the Army to migrate their software from a rugged, DoD specific computing platform known as TACS (Tactical Army Computer System) to a Consumer, Off The Shelf (COTS) system such as the one developed and marketed by Microbase.

Braga is a graduate from the University of Utah with double-major in Electrical Engineering and Computer Sciences, and has an MBA from the Kenan Flagler Business School at University of North Carolina – Chapel Hill.



## Core Practice Areas

M2MV is a consulting firm which provides services to clients enabling them to take advantage of the rapidly growing business opportunities presented by M2M and the internet of things. What sets M2MV apart is that M2MV focuses on business success rather than technology.

Three key offerings:

- Strategic and operational business plan development and execution for implementing M2M applications
- Expansion assistance for M2M companies entering into new regional and vertical markets
- Merger and acquisition support for investors and companies in the M2M space

## M2MVision<sup>SM</sup>

### Enterprise Solutions

M2M applications provide enterprises with an opportunity for massive productivity gains, potential new revenue streams, and strategic advantages over their competitors. However, implementing an M2M project is a daunting prospect given the need to bring together components from a complex and rather large value chain while meeting the requirements of all participants.

For example, selecting a network service provider is a critical link in the value chain, and in North America, obtaining network approval from the operator is required before deploying the solution. Understanding these requirements and the knowledge of how to navigate the process is crucial to a successful and timely launch of an M2M solution.

M2MV provides clients with the experience required to lead enterprises through this critical and complex value chain assembly endeavor while focusing on core business needs, thus assuring a smooth integration of M2M applications into existing processes. Enterprises can realize the next wave of productivity gains that M2M affords through the M2MVision offering:

- Strategic business analysis of the M2M application being considered
- Value chain assembly
- Vendors selection assistance
- Business plan generation for the post-launch M2M application including development of processes and metrics

The starting point for M2MV and its enterprise clients is the strategic business plan for implementing a productivity or revenue enhancing project based on an M2M solution. M2MV's experienced team of industry veterans, in partnership with the client, design organizational and process modifications to existing businesses ensuring a successful solution launch. Once the client has committed to the M2M implementation, M2MV offers project definition, management and implementation services.

### Services

- Strategic goal identification
- Strategy recommendation
- Action plan development
- Value chain assembly
- RFP development and management
- Project management
- Tactical plan development and execution
- Process and metrics implementation



## M2MVoyage<sup>SM</sup>

### Solutions for Market Expansion

Current regulatory and economic conditions along with rising competition make it a necessity for M2M companies to look at expanding operations into new markets. Market expansion projects require solid experience and effective strategies if they are to achieve organizational goals. Companies expanding into new markets can ease into their voyage and accelerate their presence by partnering with M2MV and its world-class team of professionals boasting the experience and relationships required to successfully execute market expansions.

Whether the client is an overseas company looking to break into the Americas region, or a technology based start-up with limited strategic marketing experience, the M2MVoyage offering is designed to establish strong brand recognition leading to sales success.

M2M market expansion goals are achieved with M2MV acting as a sales agent for the client or through establishing legal entities, recruiting staff, generating strategic market plans and providing public relations guidance. The breadth and structure of the services are designed to enable the client to effectively scale the launch of operations in an evolutionary manner, evolving over time from M2MV acting as an agent through the final phase where a fully operational legal entity is formed, established, owned and operated by the parent company.

### Services

- Business plan development
- Development of strategic market plans
- Competitive analysis
- Public relations support
- Recruiting and staffing
- Organizational development

## M2MVenture<sup>SM</sup>

### Solutions for Investors and Merger & Acquisition Participants

The merger and acquisition (M&A) process can be slow, difficult and often unsuccessful without the consultation from outside expertise. As M2M industry continues to grow and evolve, with M&A activity accelerating, investors need trusted advisors who understand the complexity and unique dynamics of M2M and can accurately evaluate investment opportunities. As a specialized M2M strategic consulting firm, M2MV has the expertise and resources to identify and assess target M2M companies and synergies around the world.

### Services

- Identify synergies and facilitate introductions and negotiations
- Develop strategic business and market analysis of the opportunity
- Provide cultural, organizational, and competency analysis
- Develop and manage M&A activity plan
- Due diligence reports



## Contact Us

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## About M2MV

M2MV is one of North America's fastest growing consulting firms, helping clients develop, launch and deploy new applications in the rapidly growing machine-to-machine (M2M) industry. M2MV consulting services connect the various links across the M2M value chain facilitating an accelerated time-to-market for M2M products and services. M2MV specializes in the strategic and business dimensions of M2M deployments and is an active partner with numerous technology companies. M2MV is bringing large-scale successes to diverse industries with its unparalleled vision and knowledge of M2M solutions and core values.