**France Télécom Group**

- Currently : Spectrum and Economic Issues Manager, Orange, CoE Spectrum
- Jan. 1995 - July 1997 : Strategic Marketing Manager, France Télécom, TE.SA.M./GLOBALSTAR
- Jan. 1994 - Dec. 1994 : Senior economist, France Télécom, CNET, Department of Economic and Technical-economic studies
- Dec. 1989 - Dec. 1993 : Researcher/Research Engineer, Ecole Nationale Supérieure des Télécommunications de Paris, Economics Department

**Vivendi Universal Group**

- Jan. 2002 – Febr. 2003, Director of Regulatory Affairs, Maroc Telecom
- July 2000 – Dec. 2001: Regulatory Manager, Vivendi Telecom International (VTI)
- Sept. 1998 – June 2000 : Assistant Head of Interconnection and Economic Studies Department, Direction of Regulation and External Relations, Cegetel

**Bouygues Group**

- Aug. 1997 – Aug. 1998 : Head of Interconnection and Economic Studies Department, Direction of Strategy and External Affairs, 9 Telecom

**Other**

- Sept. - Oct. 1994 : Senior expert, ITU, Asia-Pacific Bureau

*1993 : PhD from Ecole Nationale Supérieure des Télécommunications de Paris, Title of the dissertation : "Economic analysis of the radio spectrum"*