



**Susan Welsh de Grimaldo**  
**Director, Service Provider Strategies**  
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Susan joined Strategy Analytics in 2008, and has 20 years of experience developing strategy and analyzing trends in the global wireless and broadband industries. Susan thrives on discussing both the business and technical angles of wireless services and mobile broadband and regularly speaks at conferences and client events. Her recommendations are invaluable to clients across the mobile value chain as they tackle critical issues such as operator innovation and transformation for the digital world, service evolution on the road to 5G, competitive positioning, data monetization and revenue growth opportunities, and voice/data business models for traditional and emerging devices. Recent publications include “Can Operator Collaboration On Sponsored Data Lead to Success?,” “Mobile Service Evolution on the Road to 5G,” “Digital Transformation: Customer Centricity Crucial for CSPs,” “Improve Customer Experience and Profitability with Unlimited Data Powered by LTE Upgrades”, “Network Slicing the Key that Unlocks 5G Revenue Potential – Where 5G Meets SDN/NFV,” and “Using DevOps and Microservices Case Study: Openet Aids in Upgrading Real-time Charging to Meet Business Needs.”

Prior to joining Strategy Analytics, Susan was a Strategic Business Manager at General Dynamics Wireless Services, where she conducted strategic planning and market analysis for commercial and public safety wireless network and international IT services. She held various positions including Director of Wireless Consulting at The Strategis Group, where she led projects involving business and strategic planning, market entry strategies, competitive assessment, market sizing and forecasting, and due diligence. Her early career prior to telecommunications was in the area of nuclear non-proliferation, including work at the International Atomic Energy Agency (IAEA) and at US think tanks.

Susan holds a master’s degree (MA) from The Middlebury Institute of International Studies at Monterey (Monterey, California) and a bachelor’s degree from Guilford College (Greensboro, North Carolina).