



Bringing Telecom
Standardization to

Satcom World

COMARCH

SPEAKER:

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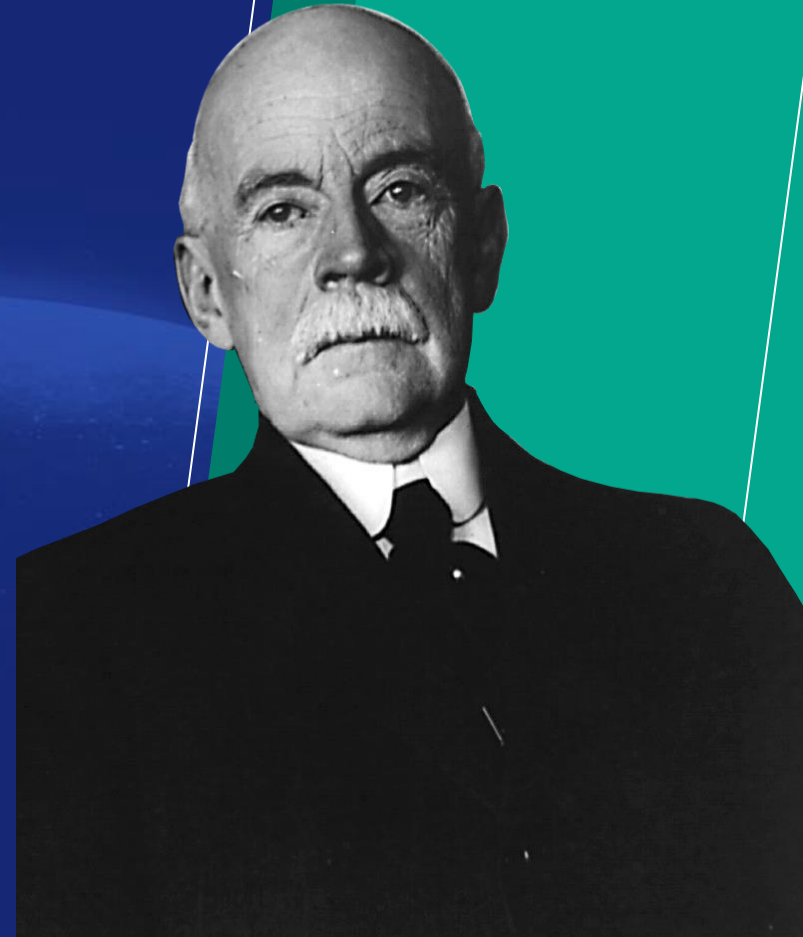




“

Everything that
can be invented
has been invented

— *Charles H. Duell*, Commissioner of the
U.S. Patent Office, 1899





“

No **flying machine** will
ever fly from New York
to Paris

— Orville Wright, First heavier than air pilot 1908





“

The iPhone has **no chance** of gaining any significant market share

— *Steve Ballmer*, then-CEO of Microsoft, 2007





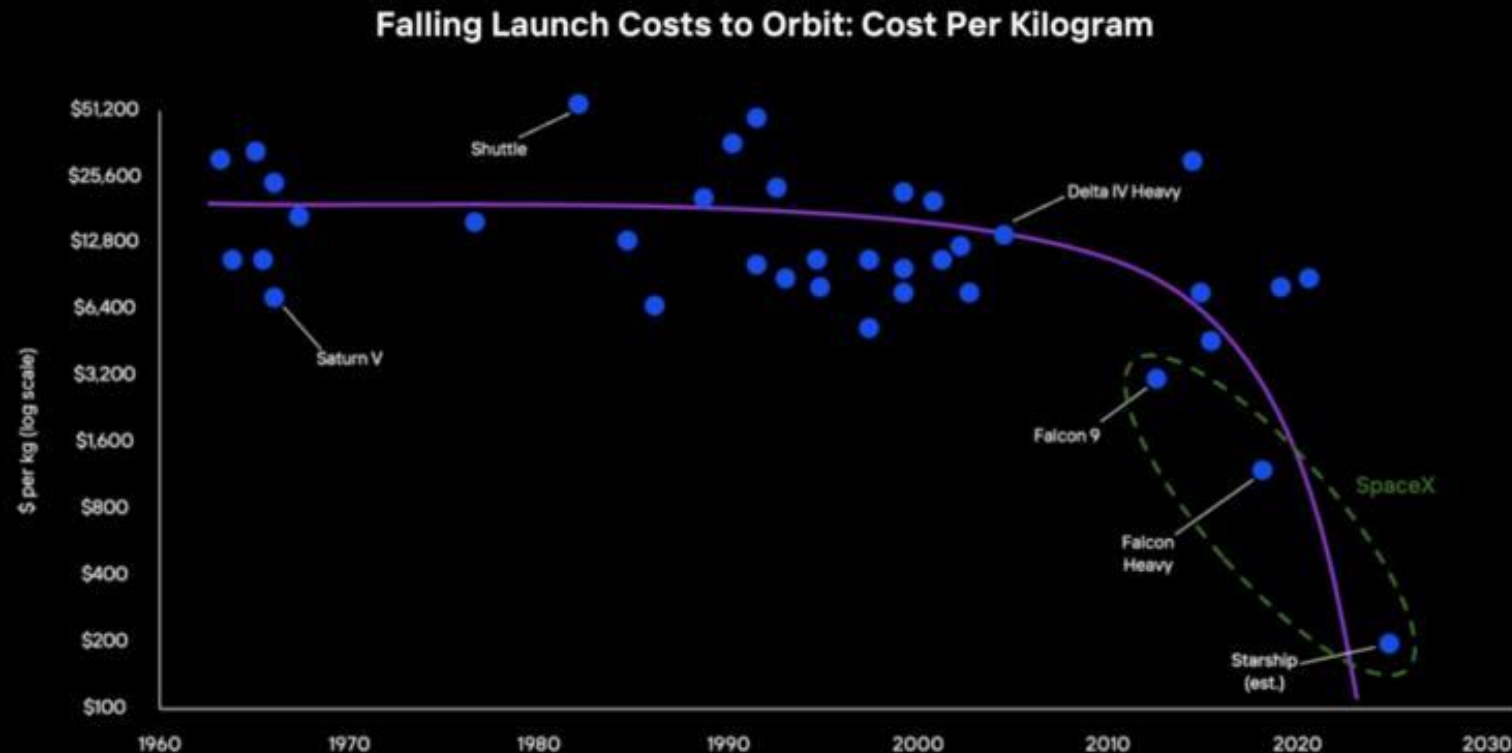
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Launching a hundred times
a year: you should not
present things that are **not
realistic**

— *Richard Bowles, Arianespace, 2013*



*What was true yesterday,
even true today,
might no longer be true tomorrow.*



Source: CSIS Aerospace Security Project, PayloadResearch estimates | 2024

Ambitious Projects are now Possible

amazon | project kuiper



The landscape is changing fast

New Markets Open



New Offer



New Usage



New Demand



New Habits



**High Margins
Low Volumes**

**Low Margins
High Volumes**

A satellite with solar panels is shown in orbit above the Earth's surface. The background is a deep blue space with the curvature of the planet visible. The text "Competition — Cooperation" is overlaid in white.

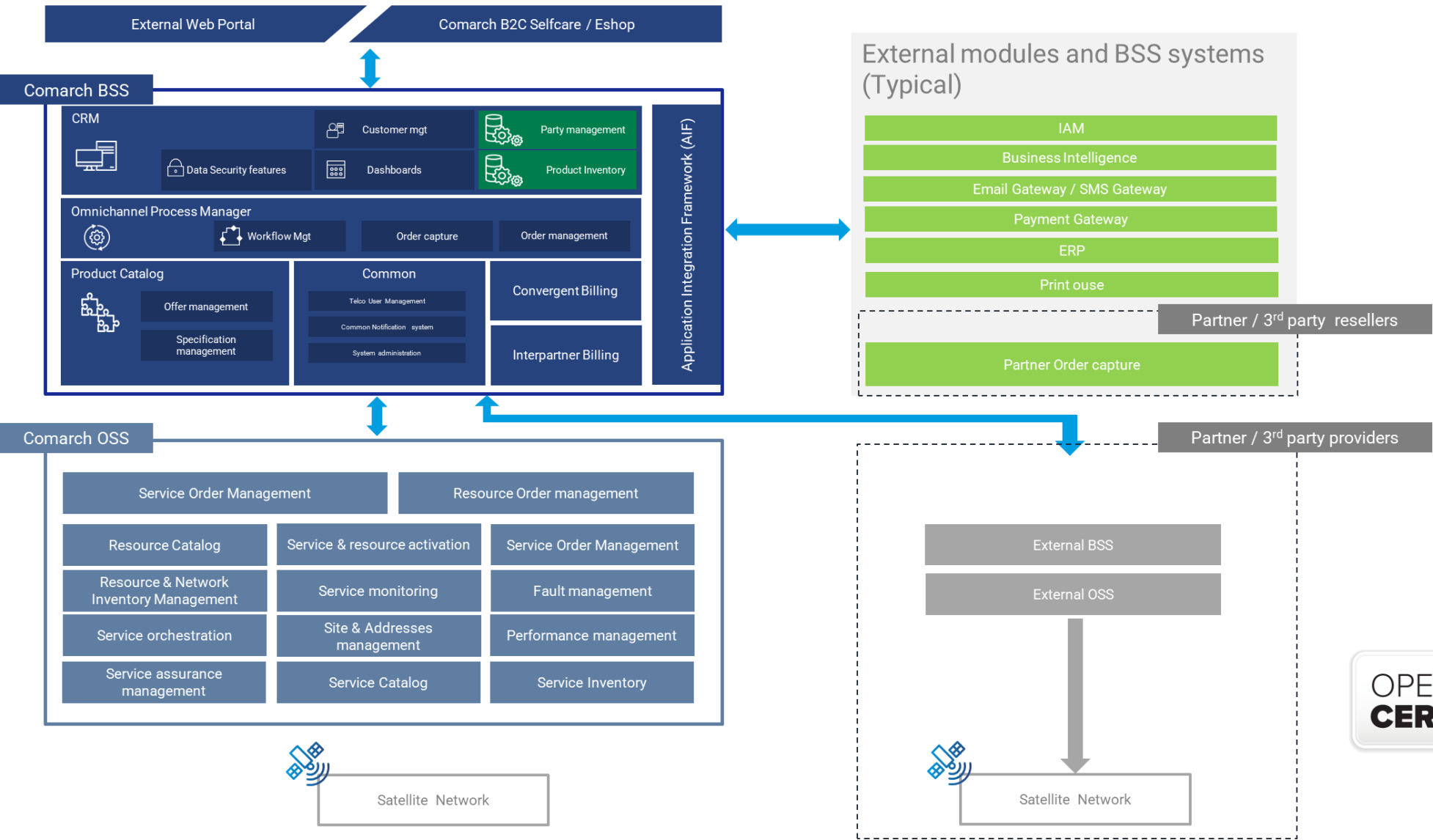
Competition — Cooperation

Modern BSS and OSS

Standardization:

- Open Digital Architecture (ODA)
- TM Forum (TMF)
- Modelling

Full Architecture (BSS + OSS for SAT Industry)



Aiming for the Future

2024

2025

2026



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Celebrating the past,
developing the future

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