

CIRRICULUM VITAE
Nikola Ljushev

Home Address

Date/place of birth:

mobile:

e-mail: nikola.ljushev@telekom.me ;
nikola.ljusev@gmail.com

PROFESSIONAL ACCOMPLISHMENTS SUMMARY:

- **"From Zero To Hero"** in only eight years (y.2007-2015) – as a CEO & CTO of VIP OPERATOR (now ONE.VIP), led the business from absolute zero to sustainable and profitable operations, grew the company to become a market leader in mobile with 52% (Q4 2015) and transformed the business from mobile-only to FMC operator:
 - During the first 4 years, VIP OPERATOR intensely grew and despite a decade long time lag against incumbent, become second largest mobile operator in Macedonia surpassing ONE in Q3 2011
 - Led the initiative and negotiations for in-market consolidation with ONE owned by Telekom Slovenije in 2013-2014, effectively closing the whole transaction in Oct'15 by fulfilling all necessary legal and competition protection requirements enforced by Authorities;
 - From mobile-only to full-fledged FMC operator via inorganic growth. Acquisition plan encompassed the largest cable network operator- blizoo Macedonia in August 2014, and then further consolidating 8 smaller local cable operators in 2015.
- Two times awarded by the Global Telecom Business magazine, headquartered in London, as one of the top Forty-Under-Forty leaders in telecom industry- y.2010 & 2011

BUSINESS SKILLS:

- Proficient in developing and setting strategic vision and mission, activity planning, business objectives & KPI targets; steering business planning process taking into account current market dynamics, customers' expectations, technology developments, product trends and competitive posture, product evolution, competitive positioning and cost economics.
- Leading and conducting high-level negotiations with external stakeholders (Governmental bodies, regulatory agencies, vendors and suppliers, wholesale relationships with competitors and/or partners)
- Implementation of systems that will increase production, revenues, capital market share and improve customer relationships within a short market cycle.
- Results/objectives driven utilizing team competencies, empowering people to reach their maximum, inclusive and cooperative management style.

PROFESSIONAL EXPERIENCE:

CRNOGORSKI TELEKOM a.d. (Sep 2017 – Present)
/subsidiary of HT Group/member of Deutsche Telekom Group

Position: Chief Executive Officer of Crnogorski Telekom

- Responsible for strategy development process and steering of the strategy execution program
- Gives direction and demonstrates effective leadership to accomplish organization's philosophy, mission, strategy, and its annual goals and objectives;
- Achieves maximum efficiency and profit objectives through optimal deployment of available resources;
- Establishes and maintains strong and positive image & relationships with relevant external stakeholders (gov. & public authorities, media, partners, suppliers and customers);
- Has an overall P&L responsibility as well as company representation accountability.

Accomplishments:

- Delivered over 100% on strategic KPIs for FY 2017 (Revenue, EBITDA, oFCF)
- For the first time after 6 years of EBITDA decline, delivered positive EBITDA YoY performance in Q1/2018 (+11%);
- Total Revenue decline in Q1/2018 reduced to -2% (after decline of Revenues 2017 vs. 2016 of -8%); annual plan targets Revenue stabilization in 2018 and EBITDA growth of over 6%.

VIP OPERATOR & ONE.VIP (Dec 2007-Dec 2016)
/Member of Telekom Austria Group

Position: Executive Director ONE.VIP Macedonia, cluster Macedonia & Croatia (June 2015- Dec 2016)
(ONE.VIP is a legal successor of Vip operator and ONE after merger in Oct 2015)

- continuation of previous assignment based on same terms and conditions after introduction of cluster organization between Macedonian and Croatian operations within Telekom Austria Group in June 2015;
- organizational responsibility shifted to marketing, sales, customer service, HR, Legal, Regulatory Affairs & Wholesale, Corporate Communications;
- Overall responsible for transformation and integration activities after merger;
- P&L overall responsibility for Macedonian market, administers a larger organization of more than 1000 employees.

Accomplishments:

- Revenues grew 3.3% 2016 vs. 2015;
- EBITDA grew 14% 2016 vs. 2015;
- Sales network consolidation after merger by 40%, multi-million EUR savings in operational expenses as a result of implementation of hard-synergies;
- Fulfillment of Competition Authority requirements and remedies within prescribed time, scope and budget.

VIP OPERATOR – Macedonia

(Dec 2007-May 2015)

Position: Chief Executive Officer & Chief Technical Officer

- Develops and executes the strategic and operational plans of the company, based on high-level expectations and targets given by the Supervisory Board & Capital Markets;
- Gives direction and demonstrates effective leadership to accomplish organization's philosophy, mission, strategy, and its annual goals and objectives;
- Achieves maximum efficiency and profit objectives through optimal deployment of available resources;
- Oversees design, marketing, promotion, delivery and quality of programs, products and services;
- Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations;
- Establishes and maintains strong and positive image & relationships with relevant external stakeholders (gov. & public authorities, media, partners, suppliers and customers);
- Leads the execution of technology strategy for technology platforms, partnerships and external relationships;
- Anticipates and reacts on technology changes and developments in order to maintain the leadership in competitive landscape;
- Establishes technical standards and ensure adherence to them for product development and company operations.

Accomplishments:

From a zero-ground start-up company to No.1 mobile operator in Macedonia, despite a decade long time-lag at market entrance against incumbent:

- From 0% market share in y.2007 to 52% market share in 8 years;
- In the first four years, organically grew to surpass ONE and became second largest mobile operator in Macedonia;
- First EBITDA positive quarter in Q3 2010, Net Income positive as of 2012;
- Revenue CAGR of 31% for the period 2008-2015;
- 99% GSM network population coverage, 99% UMTS and 90% 4G LTE;
- Awarded as the Best Employer in Republic of Macedonia for y.2010, 2011, 2012;
- Selected two times among top Forty-Under-Forty telecom executives by Global Telecom Business, London, September 2010 & 2011 y.;
- From mobile-only at the start to full-fledged fix-mobile convergence operations by completing the acquisition of the largest cable operator in Macedonia (July 2014) and in addition 8 small local cable operations acquired in 2015.
- Led the negotiations with Competition Authority on merger with ONE, responsible for fulfillment of prescribed remedies.

Cosmofon AD-Skopje
/member of Cosmote Group

(Dec 2003- Nov 2007)

Position: Chief Technical Officer

(July 2005- Nov 2007)

- Develops and implements the business and action plan of Technical Division in alignment with corporate strategic direction and objectives;
- Directs network enhancements and expansions based on knowledge of capacity and capacity constraints and interconnect agreements;
- Responsible for strategic long range planning, ensures that network capacity is sufficient to support new voice, data or transport product revenue based on sales forecast, engineering network upgrades and growth analysis.
- Directs and supervises civil construction, installation, commissioning and maintenance of the company's network.
- Responsible to provide input for setting overall strategy for technological infrastructure and software applications used by the company, in order to satisfy all organisational technological needs;
- Directs introduction of new technologies and related process changes in a controlled and phased manner;
- Sets and controls budget for all operational departments and functions within Technical Division;
- Assumes and advises technical management of the relationship with interconnect partners;
- Maintains an external awareness of development in technology that affect future planning in respect of areas of direct control and wider picture;
- Investigation of potential opportunities for future expansion in new/different fields of telecommunications;
- Follows up regarding the progresses of implementation of business plans and budgets;
- Responsible for liaison with Ministries/Agency for electronic communications, external parties/operators etc.
- Supports and motivates direct subordinates to the performance of their duties, establishes a performance oriented culture;
- Responsible for team development and coaching; in charge of more than 100 employees (direct and indirect subordinates).

Position: Engineering Manager

(Dec 2003- July 2005)

- Contributes to the development of strategic network planning to ensure adequacy, effectiveness and efficiency of COSMOFON network infrastructure required to fulfill the Company objectives. Develops and implements the business and action plan of Engineering Department in alignment with the corporate strategic direction and objectives; regularly monitors the actual vs. planned performance and proposes improvements/corrective actions;
- Determines the regular objectives as well as the processes and procedures of the Technical Directorate according to Company's policy and targets; develops the procedures and monitors the activities of the engineering department in order to satisfy business objectives;
- Cross division cooperation with the Commercial, Finance, IT and HR functions for information exchange, projects coordination and optimum resource utilization;

- Focuses on managerial concerns of projects/programs undertaken in Engineering Department such as cost, completion date, and resource allocation. Provides expert resolution of issues and monitors integration of work;
- Reviews technical concepts of major projects;
- Maintains an external awareness of developments in technology that may affect future planning in respect to areas under direct control and the wider picture;
- Proposes to the Technical management team new ideas and technical solutions for future implementation to ensure optimum design and implementation of Company's Network strategy.
- Manages human resources in Engineering Dpt. to perform efficiently and effectively:
 - Recruits staff
 - Attends that the staff is properly and adequately trained
 - Establishes a performance oriented culture
 - Supports and motivates the staff to the performance of their duties

Makedonski Telekomunikacii AD-Skopje (Feb 1997- Nov 2003)
/member of Magyar Telekom/ Deutsche Telekom Group

Position: Head of Sales Support and Planning, MTcom (Oct 2001- Nov 2003)

- Direct and supervise internal staff to meet the standards and time scales within the scope of technical pre-sale solutions provided to account managers
- Coordinates activities with Sales Departments and Business Development Department
- Organizes preparation of customized technical solutions, technical offers and involvement in projects based on specific customers' requirements.
- Works closely with Sales Departments and Product Development Department defining requirements and technical features of CPE that include PBX switches, data equipment and software.
- Provides technical support to the Project Management Unit.
- Consults the key corporate accounts (governmental bodies, public enterprises, banks etc.) in order to understand the specific business & technical requirements and provide the most optimal solutions.

Position: Main Coordinator and Trainer at the Cisco Networking Academy in Macedonia, supported by Macedonian Telecom

(July 2000 - Oct 2001)

- Responsible for successful promotion of the academy program among the educational institutions in Macedonia.
- Responsible for developing network of supporting Local Academies, coordination among the Local Academies, support, education of trainers and students.

Position: Switching Engineer (1997- July 2000)

- Responsible for engineering and daily operation & maintenance works on Alcatel E10 switches within the area of Regional Telecom Center Ohrid
- Coordination of the engineer and technician staff

EDUCATION:

Dipl. Ing. Electronics & Telecommunications, University Sv. Kiril i Metodij - Skopje, Macedonia, 1991-1996.

Management trainings/workshops/conferences:

- Chicago University Booth, Advanced Strategy Program, Chicago Nov 2012
- INSEAD – Decision Making Program, TAG Business School, Vienna 2012
- Harvard Business School – Executive Development Program- Finance for Senior Executives, Boston USA, July 2011
- Silicon Valley Innovation Safari – Telekom Austria Business School Program, Palo Alto USA, May 2011
- Global Telecom Business 40 Under 40 Conference, London September 2010 & 2011
- Vodafone Partner Markets Conference and workshop, London September 2008 & 2013
- McKinsey & Company's conference and workshop "Rising Stars in Telecom", Kitzbühel Austria, Feb 2007
- Performance Management Process workshop, internal and facilitated through Advisor Learning, Skopje Macedonia 2005
- Vital Tools and Techniques for the Successful Manager, Advisor Learning, Skopje Macedonia 2005
- What Really Matters in Management, Advisor Learning, Skopje Macedonia 2005
- The Finance for non-Financial Managers, McMillan & Baneth Ltd, Skopje Macedonia 2003

Additional Information:

- Married, 2 children
- Fluent English, fluent Serbian/Montenegrin/Croatian, good Bulgarian, basic German
- Driving licence
- Military service completed