

Andreas Elsner

Senior Marketing, Operations & Business Executive ... Multinational Marketing & Product/Service Strategy Leadership ... Product Management ... Brand Management & Strategy ... Start Up, Emerging, Sustained & High-Growth Markets...Process, Product & Business Innovation ... Leading & Coaching High-Performance Marketing, Sales & Business Teams

Senior marketing executive combining more than 16 years of experience in telecommunications with more than 10 years in multinational senior marketing strategic leadership. Innovative marketing leader with success in national & international marketing management, brand management, marketing communications, pricing, product development, contract negotiations, senior business leadership, product/brand positioning, public relations and business development. Track record in managing value, brand and revenue of core telecommunication product lines: commercial and consumer wireless devices/services, fixed line broadband, IPTV and convergent product packages.

Vast experience base delivering immediate and high-impact results and overcoming diverse business, customer, product, channel, infrastructure and competitor obstacles: rapidly define opportunities, create strategic and operating plans and install foundation, infrastructure and resources to exceed goals.

Effectively engage teams to support enterprise vision. Employ a “whatever-it-takes” and “anything is possible” approach to business issues and product/service innovation.

PROFESSIONAL EXPERIENCE:

DEUTSCHE TELEKOM/MAKEDONKSI TELEKOM, Skopje, Macedonia

Chief Operating Officer Consumer

11/2015 to Present

Full strategic and P&L accountability for marketing and operations for the Consumer Segment of Makedonski Telekom representing more than €100 million revenues annually. Strategic leader for all areas of marketing, product/feature/service development, commercialization, business development (direct & indirect sales channels), devices management and Marketing Communications. Develop, deploy and oversee short and long-range marketing, sales and operational planning, including brand strategy/positioning and product promotional road mapping,

Summary of Accomplishments:

- Developed and implemented new business, marketing and customer experience strategies eliminating annual revenue declines:
- Achieved revenue turnaround in 2016 with a revenue growth trend for 2017.
- Led customer rationalization and segmentation; recreated all rate and pricing plans to drive profitability.
- Redeveloped mobile portfolio, including product lines, services, warranty and rate plans: built strategic marketing and product portfolio plan targeting Fixed Mobile Convergent products.
- Recreated and relaunched brand focused on retaining core customers, while attracting millennials: Achieved #1 brand preference ranking for millennials in 2016.
- Launched door-to-door/fiber to home network sales channel representing 10% of new revenue for broadband and TV.
- Recaptured service revenue offsetting year over year declines and stabilized customer attrition in broadband.

- Launched customer service functionality via Facebook Messenger with automated response capabilities.
- Reduced customer waiting times at the store and call center
- Decreased high-value customer churn by 25%+.
- Conceptualized and oversaw development of a 360 campaign for bundled products instrumental in improving market share in IPTV by 2.5% within 12 months.
- Led cost reduction for TV content via renegotiations, restructuring and repackaging, while expanding content.

Customer Relationship & Customer Experience Management Director 10/2014 to 11/2015

Leadership for all commercial activities impacting the customer base focused on maximizing value through delivering innovative customer experience. Managed a team of customer value, campaign and customer experience managers. Strategic leadership for developing and deploying revenue, profitability, market share and customer retention growth plans targeting financial turnaround. Senior leadership role for developing and executing FMC strategy; launched new value proposition to consumers targeting entire household.

Summary of Accomplishments:

- Developed a value-based segmentation for the entire mobile/fixed and convergent customer base:
- Implemented value based customer experience (high value clients receive expedited service by senior employees).
- Reengineered company's Save-Desk policy with a focus on retaining value clients.
- Implemented a value-predictive model for all post-paid retentions featuring individual offers at the point of sale.
- Led turnaround of average post-paid "contribution margin" following contract renewal. Implemented value based sales incentive strategies for all front-line employees.
- Lead the Magenta 1 (FMC proposition) launch in Macedonia including unique offer matrix based on customer needs.
- NatCo selected as the lead NatCo to develop a group wide blueprint in cutting edge experience for Magenta 1.
- Recreated mobile post and pre-paid tariff structure to increase contribution margin for acquisition and retention.
- Led fully-integrated communications campaign to position as a premium brand and strengthen leadership in net-quality.

PRO-ENGAGE & TELCO-WIZARD CONSULTANCY SERVICE, Vienna, Austria

Led all areas of startup, branding and launch for two separate entities. Pro-Engage: Analysis, design, development and deployment of customized, innovative end-to-end customer engagement strategies specialized in reality games. Telco-Wizard: Short/long-term strategic support, supplemental leadership and business strategies across the entire commercial area of telecommunications.

Founder & Managing Director 6/2014 to Present

Established both organizations as a strategic marketing, brand consulting and business partner developing cost-effective, custom solutions and leadership support for small to large telecommunication companies. Lead client engagements from pursuit through completion.

Pro-Engage: Deliver innovative and emerging end-to-end solutions for any aspect of customer engagement, including leading online/offline customer engagement strategy development and execution,

small to large-scale tactical engagement games via social media and large-scale reality games involving thousands of brand users and prospects. Partner directly with client senior leaderships teams to analyze opportunities, pain points and goals and lead design and development of targeted, cost-efficient, innovative customer engagement solutions.

Telco-Wizard: Business and marketing advisory to telecommunications companies. Provide small to large telecommunications companies with product development/management and commercialization strategies. Provide perspective prior to launching a new tariff portfolio; anticipate and simulate reactions of competitors in war-gaming workshops; analysis of strategies and marketing campaigns; developing brand positioning and value proposition; customer engagement/experience and sales channel optimization. Specialized in bundled services propositions (Mobile, Broadband & TV): pricing, project management and go to market.

TELEKOM AUSTRIA GROUP, VODAFONE PARTNER, Vienna, Austria (2001 to 2014)

Publicly-held, leading, fully integrated telecommunications provider across wireless, fixed line broadband and IPTV as well as convergent product packages. Represented in nine countries with more than 20 million customers and annual revenue of €4 billion+.

Marketing & Marketing Communications Director, Mobiltel Bulgaria, Telekom Austria Group 10/2012 to 6/2014

Senior leadership role in Telekom Austria's subsidiary in Bulgaria, Mobiltel reporting directly to the CEO.

Transitioned to take over entire marketing responsibility to lead stabilization and turnaround to resolve year over year revenue, margin and market share declines, due to customer attrition, increased competition and government regulations; concurrently led new marketing and branding strategy in mobile and bundled services following acquisition of fixed line companies.

Direct P&L accountability for consumer and business segments representing more than €500 million in annual revenue, 200 retail locations and customer care call center (500 personnel). Managed, trained and developed a core leadership and marketing team, including 50 product and brand managers (wireless & fixed services and marketing communications), head of sales and head of customer service with more than 2,000 total employees. Managed annual operating budget of €20 million, as well as marketing communication budget of €10 million. Media and public relations officer; conducted presentations at industry meetings; represented company with media outlets.

Summary of Accomplishments:

- Recreated Mobiltel's market positioning and long term strategic plans; successfully launched new value based tariff and pricing schemes reducing customer churn and price erosion; stabilized revenue and EBITDA performance and created long range strategic plan to position Mobiltel as a total service provider across consumer segments.
- Developed, overall marketing and communications strategy, innovation roadmap and short/long range planning in all lines of business: mobile services, fixed line & bundles, fixed internet, IPTV, customer relationship management, devices.
- Developed value based marketing strategy; directed re-launch/repositioning of core Mtel brand to stabilize market share and margin delivery; launched wireless economy brand to challenge competitors and capture new consumer markets.
- Developed Mtel's premium brand position as a fully integrated, Telco provider and developed brand revamp strategy.
- Initiated and executed operator's digital communication strategy and social media presence.
- Senior leader for companywide customer experience program to identify pain points throughout the consumer journey.

SOHO/VSE Marketing Director (Small-/Home Office & Small Enterprise), Mobiltel, 3/2012 to 10/2012
Full strategic, P&L and business management accountability for small business channel targeting commercial businesses with 1-20 employees accounting for more than €50 million in annual revenue. Full fiscal, strategic and execution responsibility for marketing, sales and service strategy throughout the channel. Led a team of 20 product managers within wireless and fixed services with indirect leadership for 150 customer-facing sales and service agents.

Summary of Accomplishments:

- Orchestrated reorganization of very small enterprise segment; developed new marketing, sales structure and value proposition to recapture dwindling market share and revenue in channel with five year consecutive market share losses):
- Conceptualized, proposed, organized and launched new job function category creating a hybrid sales force of customer care agents and small business account managers (field sales & telephone sales).
- Created specialized small enterprise sales team leveraging consultative sales approach repositioning division from volume provider to a full service value provider.
- Created new commercial pricing and tariffs, as well as service propositions for very small enterprise business market.

Head of Devices Management, Marketing (Telekom Austria, A1 Telekom Austria, Vienna) 2010 to 2012
Strategic product management role for Devices Management department within Product Marketing Division; managed a team of 10 product managers. Researched and selected devices product line per region and negotiated supplier contracts, market funds and contributions. Responsible for acquisition and retention of Austria's largest carrier; managed €100 million subsidy budget. Developed and executed pricing strategy for all mobile and fixed line devices.

Summary of Accomplishments:

- Initiated and managed contract negotiations with Apple to include iPhones in product offerings for entire group; led onsite negotiations in London and California, USA. Managed senior level relationships with several suppliers, including Samsung and Apple throughout Europe, North America and Asia.
- Developed standardized mathematical/scoring model to allocate subsidy budgets to certain Smartphone platforms and models (Smartphone Profitability) assessing assumed life value and retention effect.

Head of Marketing (Telekom Austria, Vipmobile Serbia-Wireless) 2006 to 2010

Relocated to Serbia as one of a five member senior leadership team to startup Vipmobile Serbia (Greenfield operation); within six months, launched a complete network covering the country.

Key member of senior strategic leadership team to direct a successful Greenfield operation, which grew from startup to €100 million in revenue and 800 employees in four years. Recruited, on-boarded and trained a team of 15 product managers from global sources. Direct strategic, financial and operational control for developing and launching entire product and service value proposition to market, as well as developing and positioning brand. Strategic control for developing pricing and promotions for prepaid, post-paid tariffs and services.

Summary of Accomplishments:

- Launched all operations, brand, products, services and value proposition within six months; achieved one million customers and 15% market share in first year.
- Achieved positive EBITDA performance in three years; grew company to more than 800 employees and more than €100 million in revenue within four years.
- Successfully positioned brand and launched a new customer experience strategy to the market; created simplified pricing and launched creative product lines and service offerings to differentiate brand from competition.

Team Leader, Business Marketing (Voice Products: Telekom Austria, Mobilkom Austria-Wireless) 2003 to 2006

Senior marketing, technical and business development support role accountable for developing mobile voice value proposition for corporate segment representing €500 million in annual revenue. Program manager for all fixed mobile convergence initiatives directing multiple projects concurrently.

Summary of Accomplishments:

- Managed development of product lines from concept to post production. Partnered with sales and integration teams to direct full life cycle business solution design, development, proposal, integration and post implementation support.
- Successfully launched a completely new virtual PBX to clients, which was instrumental in recapturing market share.

Senior Product Manager, Business Marketing (Telekom Austria, Mobilkom Austria-Wireless) 2001 to 2003

Managed full product development life cycles developing VPNs for corporate accounts. Direct responsibility for researching client needs, developing solutions, creating integration plans, costing and directing launch. Successfully managed cross-functional teams to develop new products, create new technical capabilities and close contracts.

UNILEVER AUSTRIA, Vienna, Austria

Product/Portfolio Manager, FMCG 1997 to 2001

Accountable for increasing product growth and market share for a fast moving consumer packaged goods product line throughout entire Austrian market. Led design and execution of branding, product development, sales tools, marketing collateral, trade shows and multi-media advertising.

Summary of Accomplishments:

- Completed Unilever's Manager Training program; began employment in laboratory technical analysis and product development receiving promotion to product manager in six months.

NEXT LEVEL SYSTEMS, Krems, Austria

IT Developer/Partner 1994 to 1997

Led sales, marketing, business development and technical sales pursuit teams for this startup developer of customized software targeting retail and food service companies presenting HACCP compliance and reporting solutions.

BENDA & LUTZ, Traismauer, Austria

Chemist, Quality Assurance 1992 to 1994

KREMS CHEMIE AG, Krems, Austria

Production Chemist 1988 to 1992

EDUCATION:

SALES MANAGER ACADEMY, Vienna, Austria **Executive MBA (ABT)** Candidate

VIENNA UNIVERSITY OF ECONOMICS & BUSINESS ADMINISTRATION, Vienna, Austria

Marketing, Advertising & Sales (Equivalent to Bachelor's Degree) 1998 to 2000

ACADEMY OF TECHNICAL CHEMISTRY, Vienna, Austria **Graduated, Chemical Engineer** 1993 to 1998

LANGUAGES: Fluent in German (Native) and English.