

Attila Koós



PROFESSIONAL EXPERIENCE

2022- CTO Netvisor Ltd

Responsibility, dimensions:

- Accountable for the whole technical area

My task as CTO is to manage the development of technical organization, processes and people

- Implement a new project management methodology
- Develop standard processes
- Implement new competences

2019-2022 Head of Network Operations, Vodafone Magyarország

Responsibility, dimensions:

- Accountable for the whole mobile and fix operation, including core, access and infrastructure
- Responsible for Data Center management

My task as NO is to manage the integration between Vodafone and UPC operation, deliver efficiency and improve Customer satisfaction

- Merge the organizations and processes
- Manage the COVID situation
- Manage the selection of new outsourced partners for installation and operation

2017-2019 Field Operation dir. CEE, UPC Magyarország Ltd.

Responsibility, dimensions:

- Member of Senior Leadership Team, keeping former local responsibilities
- Accountable for 5 countries in Field Operation

My task as FO CEE is to deliver efficiency and implement best practices across the Region

- Unify the organizations and processes
- Unify the KPIs and performance management system
- Manage the outsourced partners for installation and operation

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2015-2016 **Chief Network Officer**, UPC Magyarország Ltd.

Responsibility, dimensions:

- Member of Senior Leadership Team, responsible for Access Network development and operation
- Direct management of 70 people, and managing all outsource partners (over 200 technicians)
- >15 M EUR CX and > 13 M EUR OPEX responsibility

My task as CNO is to deliver all Access related development project, maintain and operate the network

- Deliver the Network Expansion project
- Fulfil Residential and B2B needs
- Manage the outsourced partners for installation and operation

2012-2015 **Operational Excellence Director**, TÜV Rheinland InterCert Ltd.

Responsibility, dimensions:

- Deputy to General Manager, Manager of the Company with power of representation
- Direct management of 28 people as Operative director, indirect management of 270 people as deputy to MD
- >10 M EUR revenue responsibility, >2,3 M EUR direct cost management

My task as Deputy to General Manager is the operational management of the Group

- Manage the daily operation
 - Approval of Quotations and Contracts
 - Subcontractor management, approval of procurement
 - Monthly Business Review meetings with the field managers
 - Financial planning, forecasting, management controlling
- Quality management and Process management
 - Management of NAT (National Accreditation Office) accreditations
 - Maintenance of internal quality system
 - Redesign of internal E2E processes
- HR management
 - Elaboration of mid-term HR strategy
 - Execution of the Senior Knowledge Transfer Program, improving the age structure
 - Operative HR decisions
- IT and Infrastructure management

Results:

- Transformation the company from an authority based culture to a modern market driven mid-size company
- Increase of efficiency through complete Business Process Reengineering
- Create objective and transparent basis of decisions through establishment of Management Information System
- Introduction of the Project management culture and toolset, selection between good and bad projects, efficient execution of the selected ones
- Project management of two Post Merger Integrations with which the revenue was increased by 25%
- Establishment of a Group Shared Service Centre with which the OVH cost ration was decreased by 6%

2010-2011 **Director**, MAGYAR TELEKOM Plc, Technology Strategy and Program management

Responsibility, dimensions:

- Direct report to CTIO, deputy to CTIO
- Direct management of 30 people

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- Control of >40 running development projects in PMO

My tasks was to establish of a new Governance organization, reporting to CTIO

- Establishment of a strategic unit responsible for the NT/IT strategy of the Company
- Establishment and management of a PMO responsible for analysis of business demands, prioritization, and release management

Results:

- Design and manage a new IT Business demand management process through which the business demands and the technical development capacities were balanced
- Set up and manage a new IT Program Management Office with which the development project were executed transparent and efficient way
- Consolidate and manage the Quality management (ISO) functions on Group level

2008–2010 **Director**, MAGYAR TELEKOM Plc, Technology Strategy and Controlling Dir.

Responsibility, dimensions:

- Direct report to CTIO, deputy to CTIO
- Direct management of 85 people
- Management of >160 M EUR CAPEX and >130 M EUR OPEX

My task was the management of financial processes in the consolidated technology organization

- Consolidate and manage a new financial organization instead of the former six
- Establish new unified processes for investment, controlling and asset management
- Manage mid and short term planning, controlling, budgeting (OPEX, CAPEX)
- Develop the Technology (IT/NT) Strategy

2003–2007 **Director**, MATÁV Plc, Network Development Dir. (PKI)

Responsibility, dimensions:

- Direct report to CTO
- Direct management of 185 people
- Management of >50 Mrd CAPEX

My task was the management of the technology development in MATÁV/T-COM

- Strategic and operative planning, CAPEX management
- Technical service and network development, including broadband networks
- Technology modernization, improving efficiency, supply chain management
- Manage R&D activities

2000–2002 **Advisor**, Hrvatske Telekomunikacije, Advisor to CTO

1996–2000 **Head of Centre**, MATÁV Plc, Operations Dir., Switching Technology Centre

1992 – 1996 **System Engineer**, MATÁV Plc, Support Centre

EDUCATION

2013–2014 TÜV Rheinland International Management Development Program

2005–2007 Budapest University of Technology and Economics
Master of Business Administration
Specialized in Finance and Economics, Infocommunication

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1987–1992 Technical University of Budapest, Electrical Engineering, Instrument and Control Engineering
MSc. Electrical Engineering

LANGUAGE

English – Business fluent
German – Intermediate level communication
Croatian – Basic level communication

PROJECT EXPERIENCE

Organization development projects:

- TÜV Rheinland 2.0 Organizational development Project
- IT Due Diligence and BPR project (Telekom)
- Technology Unit 2.0 reorganization (Telekom)
- Magyar Telekom Merge project (T-Mobile, T-COM, T-online)

Technical development projects:

- 4th Mobile Operator – Quality assurance of technical bid procedure (TÜV)
- IPTV product development and implementation project (Telekom)
- Various (xDSL, FTTx) Broadband development projects (Telekom)
- Introduction of OSS billing systems (MATÁV)

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SKILLS and COMPETENCIES

Strategic view
Outstanding organizational and problem solving capabilities
Dynamism, standalone working
Excellent communication and presentation skills
Empathy, able to motivate

TIC (Testing Inspection and Certification) industry knowledge
Knowledge in telecommunication and IT industry
Financial knowledge, business planning, management controlling

SOCIAL ACTIVITY

Hungarian Association for Innovation – Vice president, 2004 - 2010

HOBBY

Sport: Running, Handball, Tennis, Sailing