

# CURRICULUM VITAE

## **VLADIMIR IVANOVSKI**

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- Address:
- Tel. :
- E-mail:



### **PERSONAL DETAILS**

Date/place of birth:  
Driving license:  
Marital Status:

### **SUMMARY**

- Successful business and finance executive with more than 15 years managerial experience and knowledge in various multinational companies and industries, across all corporate finance areas including Top-down (Group) and Bottom-up (operational) experience
- Strategic view and processes improvement, change management in focus
- International managerial experience in 3 countries
- Result oriented with proven track record of consistently exceeding business objectives
- Full attention to teams and people development through empowerment, delegation and coaching (succession planning)
- Strong educational background in finance
- Work effectively both individually and within a team
- Organizational and analytical skills
- Ambitious and hardworking, committed to excellence
- Fast learner able to grasp complexity on various finance positions

### **EDUCATION**

- **Executive MBA in Finance - degree with distinction (2002-2005)**  
Sheffield University, UK
- **Executive MBA in General Management (1999 – all exams finished till 2007)**  
Faculty of Economics, University "St. Cyril and Methodius", Skopje, Macedonia
- **B.A. Business Management (1992-1996)**  
Faculty of Economics, University "St. Cyril and Methodius", Skopje, Macedonia
- **Business Economy (1988-1992)**  
Economic high school "Mosa Pijade", Skopje, Macedonia

## **PROFESSIONAL BACKGROUND**

- **Crnogorski Telekom, Montenegro (09/2016 – 03/2017)**
  - Finance Area, Chief Financial Officer (09/2016 – 03/2017)
  
- **Magyar Telekom, Hungary (09/2008 - present)**
  - Controlling Area, Controlling Director (04/2013 – present)
  - Controlling Area, Head of Sales and Marketing Controlling Centre (07/2010 – 03/2013)
  - Controlling Area, Head of MT Group Business Planning Department (09/2008 – 06/2010)
  
- **Makedonski Telekom, Macedonia (01/2006 – 08/2008)**
  - Controlling Area, Deputy Controlling Area Director (01/2008 – 08/2008)
  - Controlling Area, Acting Controlling Executive Director (10/2007 – 03/2008)
  - Controlling Area, Head of Controlling and Analyses Department (04/2007 – 12/2007)
  - Treasury Area, Head of Cash Management Department (06/2006 – 03/2007)
  - Customer Finance Area, Head of Debt Management Department (01/2006 – 11/2006)
  
- **Brewery Skopje - Heineken and Coca Cola Group, Macedonia (03/1998 – 01/2006)**
  - Accounting Area, Head of Accounting Department (01/2003 – 01/2006)
  - Controlling Area, Supervisor of Reporting and Controlling for Heineken and Coca Cola (06/2001 – 01/2003)
  - Controlling Area, Reporting and Controlling Analyst for Heineken (03/1998 – 06/2001)
  
- **Tim Point - Nike, Gillette and L'Oreal representative, Macedonia (05/1997 – 02/1998)**
  - Finance, Financial Analyst

## **LANGUAGES**

- Macedonian – mother language
- English – excellent (C2)
- Serbian/Croatian – excellent
- Hungarian – good (B2)
- Bulgarian – good

## PROFESSIONAL BACKGROUND (DETAILS)

Company	Date	Area	Position	Span of control	Responsibility
Crnogorski Telekom, Podgorica, Montenegro (Deutsche Telekom Group)	09/2016 – 03/2017	Finance	Chief Financial Officer	<p>Direct Reports</p> <ul style="list-style-type: none"> <li>Controlling Director</li> <li>Accounting and Treasury Director</li> <li>Procurement Director</li> <li>Head of Customer Finance</li> <li>Real estate manager</li> <li>One ERP project manager</li> </ul> <p>Indirect reports:</p> <ul style="list-style-type: none"> <li>No. of employees : 55</li> </ul>	<ul style="list-style-type: none"> <li>Controlling</li> <li>Accounting</li> <li>Treasury</li> <li>Procurement</li> <li>Customer Finance, Collection, Fraud management</li> <li>Real Estate</li> <li>Project management incl. One ERP</li> </ul>
<p>Magyar Telekom Budapest, Hungary (Deutsche Telekom Group)</p> <p><i>from 09/2008 to present</i></p>	04/2013 – present	Controlling	Controlling Director	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>Head of Group Controlling Department</li> <li>Head of strategic projects and pricing</li> <li>Head of Costing and Benchmarking Department</li> <li>Head of DT reporting Department</li> <li>Head Retail Controlling</li> <li>Head of Wholesale Controlling</li> <li>Head of Media and Corporate Development Controlling</li> <li>Head of Settlement Center</li> <li>Head of OPEX and CAPEX Controlling Center</li> <li>Head of Treasury Department</li> <li>Head of Working Capital</li> </ul> <p>Indirect reports:</p> <ul style="list-style-type: none"> <li>No. of employees : 160</li> </ul>	<ul style="list-style-type: none"> <li>Controlling</li> <li>Reporting</li> <li>Pricing</li> <li>Costing</li> <li>Project management</li> <li>Treasury</li> <li>Working Capital Management</li> <li>MT Group (Hungary, Macedonia, Montenegro)</li> </ul>

Company	Date	Area	Position	Span of control	Responsibility
<p>Magyar Telekom Budapest, Hungary (Deutsche Telekom Group)</p> <p><i>from 09/2008 to present</i></p>	<p>07/2010 – 03/2013</p>	<p>Controlling</p>	<p>Head of Sales and Marketing Controlling Centre</p>	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>• Head Retail Controlling Department</li> <li>• Head of Wholesale Controlling Department</li> <li>• Head of Media Controlling Department</li> </ul> <p>Indirect reports:</p> <ul style="list-style-type: none"> <li>• No. of employees : 20</li> </ul>	<ul style="list-style-type: none"> <li>• Managing of MT HU Revenues and Direct Margin</li> <li>• Market modelling</li> <li>• Planning and FC process, developing high level planning models (Top Down view) for IPF and FC and harmonization with Business Units bottom up</li> <li>• Initiating proposals for market perform.improvements (incl. products portfolio reshaping as “Hoppa” introduction...)</li> <li>• Active involvement in pricing/products strategy (incl. preparing and approval of all BCs)</li> <li>• Special calculations, reports, projects regarding revenues and market performance (as VBS, customer behaviours...)</li> <li>• Strategic projects (as Phoenix)</li> </ul>
	<p>09/2008 – 06/2010</p>	<p>Group Controlling</p>	<p>Head of MT Group Business Planning Department</p>	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>• No. of employees : 6</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and FC process on MT Group level</li> <li>• Consolidation process on MT Group level</li> <li>• Alignment of IPF with MT/DT strategy</li> <li>• Developing high level planning models (Top Down view) and harmonization/negotiation with areas</li> <li>• Aligning NGM targets with LOB targets (setting targets in the matrix structure)</li> <li>• Initiating proposals and/or Contingency Plans for market improvement and OPEX/CAPEX efficiencies</li> <li>• Managing the 10 year plan (Impairment test) on MT Group level incl. harmonizing it with MT auditors</li> </ul>

Company	Date	Area	Position	Span of control	Responsibility
<p>Makedonski Telekom Skopje, Macedonia (Deutsche Telekom and Magyar Telekom Group)</p> <p>from 01/2006 to 08/2008</p>	01/2008 – 08/2008	Controlling	Assistant Director of Business Planning & Corporate Controlling / Deputy Controlling Area Director	Direct reports: <ul style="list-style-type: none"> <li>No. of employees : 13</li> </ul>	<ul style="list-style-type: none"> <li>Planning and FC process on MT Group level</li> <li>Budgeting and target setting process per units</li> <li>Management reporting (for Top Management, MT and DT)</li> <li>Cost approval process for OPEX and CAPEX</li> <li>Active involvement in pricing/products strategy (BC)</li> <li>Initiating proposals and/or Contingency Plans for market improvement and OPEX/CAPEX efficiencies</li> <li>Monthly closing activities</li> <li>Regulatory models</li> <li>Approval of contracts with vendors</li> </ul>
	10/2007 – 03/2008	Controlling	Acting Controlling Executive Director	Direct reports: <ul style="list-style-type: none"> <li>Head Controlling and Analyses Department</li> <li>Head of Marketing and Sales Controlling Department</li> <li>Head of CAPEX Controlling Department</li> </ul> Indirect reports: <ul style="list-style-type: none"> <li>No. of employees : 31</li> </ul>	<ul style="list-style-type: none"> <li>Planning and FC process on MakTel Group level</li> <li>Implementation of strategy and Business Plan</li> <li>Budgeting and target setting process per units</li> <li>Management reporting</li> <li>Managing business decision process (incl. BC valuation, improvement proposals)</li> <li>Managing the 10 year plan (Impairment test) on MakTel Group level (T-Home and T-Mobile)</li> <li>Approval of contracts with vendors</li> </ul>
	04/2007 – 12/2007	Controlling	Head of Controlling and Analyses Department	Direct reports: <ul style="list-style-type: none"> <li>No. of employees : 10</li> </ul>	<ul style="list-style-type: none"> <li>Preparing managerial reports and analyses for Top Management, MT and DT</li> <li>Cost management and approval process</li> <li>Costs allocation models</li> <li>Special calcul. (as Price Floor calculations, ABC...)</li> <li>Managing of implementation and maintenance of LRIC model</li> <li>Profitability analyses per customer segments (Customer Value Model)</li> <li>Monthly closing activities</li> <li>Support of HR bonus/incentive system</li> </ul>

<p>Makedonski Telekom Skopje, Macedonia (Deutsche Telekom and Magyar Telekom Group)</p> <p>from 01/2006 to 08/2008</p>	06/2006 – 03/2007	Treasury	Head of Cash Management Department	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>No. of employees : 15</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of cash management strategy</li> <li>Managing free cash funds and company's liquidity</li> <li>Financial investment process</li> <li>Bank and currency risk diversification on MakTel Group level</li> <li>Maintening appropriate bank relations</li> <li>Invoice management</li> <li>Payment execution</li> </ul>
	01/2006 – 11/2006	Customer Finance	Head of Debt Management Department	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>No. of employees : 18</li> </ul>	<ul style="list-style-type: none"> <li>Defining and implementation of debt collection strategy</li> <li>Managing debt collection process and applying appropriate communication process with debtors</li> <li>Implementation and maintenance of credibility check</li> <li>Debt collection campaigns</li> <li>Litigation process</li> <li>Initiatives for collection efficiency improvement, including bad debt expense/bad debt ratio improvement</li> </ul>

Company	Date	Area	Position	Span of control	Responsibility
Pivara/Brewery Skopje Skopje, Macedonia (Heineken and Coca Cola Group)  <i>from 03/1998 to            01/2006</i>	01/2003 – 01/2006	Accounting	Head of Accounting Department	Direct reports: <ul style="list-style-type: none"> <li>No. of employees : 10</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for managing of Accounting department (in depth involvement in FAR, production accounting; stocks and inventories; receivables and payables; revenues, costs, accruals, taxes; fin. statements).</li> <li>Booking and montly closing activities in line with Heineken GAAP, Coca Cola's IFRS, and Local requirements</li> <li>Reporting (Heineken, Coca Cola, Local reporting)</li> <li>Cost reduction proposals</li> <li>Implementation of Activity Based Costing</li> </ul>
	06/2001 – 01/2003	Controlling	Supervisor of Reporting and Controlling for Heineken and Coca Cola	Direct reports: <ul style="list-style-type: none"> <li>No. of employees : 4</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Annual and 3 year Business Plan</li> <li>Rolling estimates</li> <li>Managerial reporting</li> <li>Providing analyses and proposals for costs reduction</li> <li>Implementation of functional reporting for Heineken</li> <li>Implementation and maintenance of Coca Cola 4-4-5 reporting system.</li> </ul>
	03/1998 – 06/2001	Controlling	Reporting and Controlling Analyst for Heineken	n / a	<ul style="list-style-type: none"> <li>Preparation of annual and 3 years Business Plan</li> <li>Preparation of monthly reports (P&amp;L; BS and CF) for Heineken reporting (according Heineken GAAP)</li> <li>Analyses of the Actual/BP and Year on year variances.</li> </ul>
Tim Point Skopje, Macedonia (Nike, Gillette and L'Oreal representative)	05/1997 – 02/1998		Financial Analyst	n / a	<ul style="list-style-type: none"> <li>Preparation of various analyses for the management as brand profitability and costs analyses</li> <li>Responsible for daily treasury operations (accounts transfers, payments)</li> <li>Following up the bank quarantines</li> </ul>

## TRAININGS

- **Leadership Development program LDP**  
Deutsche Telekom (2015-2016)
- **Walk The Talk**  
Magyar Telekom (Grow), Budapest, Hungary (2013-2016)
- **Personnel development program**  
Magyar Telekom (Grow), Budapest, Hungary (Oct. 2011-Jan.2012)
- **"Resolving conflicts"**  
Magyar Telekom, Budapest, Hungary (Nov., 2010)
- **"4V Leaders Development Program"**  
Magyar Telekom, Budapest, Hungary (Sept., 2009)
- **"Develop by Empowerment"**  
Magyar Telekom, Budapest, Hungary (June, 2009)
- **"Motivate by Increasing Your Colleagues Performance"**  
Magyar Telekom (Let Hungary Kft.), Balaton Keresse, Hungary (April, 2009)
- **"Manage Your Human Capital"**  
Magyar Telekom (KPMG), Budapest (January, 2009)
- **"Funky Business - Innovative Management"**  
Makedonski Telekom (Dr. Jonas Ridderstrale), Skopje (May, 2008)
- **"Conflict Management"**  
Makedonski Telekom (Detra), Skopje (Dec, 2007)
- **"ISO"**  
Makedonski Telekom, Skopje (Nov, 2007)
- **"SOX"**  
Makedonski Telekom, Skopje (May, 2006)
- **"Code of Business Conduct"**  
Heineken, Amsterdam, Netherlands (May, 2005)
- **"SCOA implementation –Standard Chart of accounts"**  
Brau Union, Vienna, Austria (May, 2004)
- **"Foundation of Marketplace Excellence"**  
Coca Cola, Belfast, Ireland (October, 2003)
- **"Integrated Management System"**  
Pivara Skopje, Skopje (February, 2003)
- **"Situational Leadership"**  
Pivara Skopje, Skopje (September, 2002)
- **"Strategy and Business Planning"**  
Athenian Brewery, Athens, Greece (June, 2002)
- **"Heineken World Class Performance"**  
Pivara Skopje, Skopje (May, 2002)
- **"Long Term Goals and Cost Control"**  
Athenian Brewery, Athens, Greece (April, 2002)
- **"Advanced Business English"**  
Swan School, Oxford, UK (October-November, 2001)
- **"Business English"**  
Swan School, Oxford, UK (April-May, 2000)
- **"Impulse for excellence"**  
Motiva, Skopje (February-April, 1999)