



MICHAEL IKPOKI

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EXECUTIVE PROFILE

Accomplished Multinational Business Executive and leader with proven experience in successfully managing and growing telecom/consumer businesses in the largest economies in Africa. A lawyer by training, with twenty five (25) years African Telecommunications Industry Experience. This covers six (6) years public sector experience in Nigerian Communications Commission (Nigerian Telecom Industry Regulator), fourteen (14) years experience in the MTN Group and five (5) years in Advisory/Consulting experience in Africa. Specific Operational Industry experience include Regulatory Management, Commercial Operations & Management, General Business Management, Strategic/C-Level & Country Leadership capabilities in very fast moving and intensely competitive telecommunications markets in Africa. Proven experience in successfully managing and growing telecommunications operations in some of the largest economies in Africa during his tenures as CEO of MTN Ghana and CEO of MTN Nigeria respectively between 2011 and 2015. Under his leadership, he entrenched MTN's market leadership position in both markets. MTN Group is the largest mobile telecom operator in Africa with over 257million customers across 21 countries. In his Operational Senior leadership and CEO roles, he has successfully deployed effective leadership to deliver concrete results through strategic thinking, business transformation, challenging individuals and teams to optimum performance with clinical focus on results, effective integration across the business, inclusive leadership, effective employee engagement and instilling great culture as the bedrock of sustained Organizational success.

He left MTN in December 2015 and founded Africa Context Advisory Partners, an Africa-focused business advisory company which provides business advisory services in Telecoms/ICT, market entry/growth particularly in ICT and Consumer-related Industries in West Africa. He provides growth advisory services to holding companies and interested investors seeking to establish businesses especially in West Africa. He mentors CEOs/Senior leaders and speaks to select audiences on Telecoms/ICT, Leadership and Business in Africa.

He is an Independent Non-Executive Director of Unilever Nigeria PLC. He is also the Chairman of the Board of Directors of i-Fitness Centre Limited (A Private-Equity invested Health & Fitness business). He is also the Chairman of the Board of Directors of Amplitude Telecoms Africa Limited (An infrastructure management company). He also sits on some Advisory Boards overseeing exciting new projects in Africa like Insights by Experts which is Africa's first-on demand expertise platform and TERRAGRIN, a UK private sector company creating sustainable, biodiversity compliant Bamboo forests in Africa.

WORK EXPERIENCE

Chief Executive Officer (CEO)

Jan 2016 till date

Africa Context Advisory Partners

Responsibilities

- Leading a team of Senior telco professionals to provide advisory/consulting services on Telecom/ICT in areas including Strategy, Technical/Commercial Due diligence, Business Operations, Policy & Regulatory and new business development
- Advising Investors/Investor Groups, African companies and private equity firms on business market entry and expansion opportunities across West Africa
- Mentoring CEOs/Senior leaders and speaking to select audiences on telco/ICT, leadership and business growth in Africa.

Achievements

- Serving as telecom Industry expert in Consulting/Advisory team in several projects in Africa in the Operating and Regulatory space as well as advising telecom/ICT investors on key trends/developments in key West African markets.
- Worked with several Investors/company Boards in the telecom value chain/ICT to develop strategy, design appropriate operational processes, oversee business operations in support of business growth objectives. This includes identifying, recruiting and on-boarding new CEOs in these Organizations.
- Advising and mentoring some CEOs of growth-driven African companies in ICT and Consumer markets as well as serving as an independent objective sounding board and resource to Executive leadership teams.

Chief Executive Officer (CEO)

August 2013 to Dec 2015

MTN Nigeria Communications Limited

Responsibilities

- Managing and overseeing operations of MTN Nigeria to deliver business growth objectives
- Serving as a Member in the MTN Group Executive team responsible for overseeing operations of all twenty-one (21) countries in the MTN Group
- Serving as member of the Board of the Nigerian Economic Summit Group (NESG) representing MTN/the telecommunications Industry. NESG is the foremost private sector advocacy group in the Nigerian economy.

Achievements

- First Nigerian to serve as CEO of MTN Nigeria. MTN Nigeria was at the time the largest operation in the MTN Group – contributing 35% of Group Revenues and 45% of Group EBITDA; Represented telecommunications Industry in presentations and advocacy with the Transition Committee ushering the new Federal Government in 2015.
- Achieved significant business turnaround within five (5) months of assuming the role in 2013; Led growth of MTN Nigeria into a \$4B business with about 60 million customers and the company being recognized by the Federal Government of Nigeria in 2014 as being the 7th largest company in Nigeria; Led MTN in becoming the largest telecom operator in Africa and No.1 in global ranking of

Carriers for consistency in business performance and shareholder returns (IE Market Research, October 2014) at the time.

- Under his leadership, MTN Nigeria was recognized as National Champion and Gold Standard Organization by Investors in People (IIP), UK. IIP certification is global recognition of top performing companies with great people management practices. MTN Nigeria was the 1st company so recognized in West Africa.

Chief Executive Officer (CEO)

April 2011 to July 2013

MTN Ghana (Scancom Limited)

Responsibilities

- Managing and overseeing operations of MTN Ghana to deliver business growth objectives. MTN Ghana was the 4th largest Operation in the MTN Group.
- Serving as a Member in the MTN Group Strategy team (Stratco) responsible for co-ordinating and developing the MTN Group Business Strategy.
- Serving on the Board of MTN/LoneStar Liberia and MTN Ghana Foundation

Achievements

- Achieved significant business turnaround in 2011 culminating in a 21% peak revenue growth in 2012 within a crowded and intensely competitive market at the time. In recognition of this, he was awarded the Telecom CEO of the year award at the prestigious Ghana Telecom Awards that year.
- Leading the development of the Mobile Money business as a future strategic differentiator which has consolidated MTN Ghana's leadership position in the market. Today MTN Ghana controls 95% of the value in the Mobile Money market which has cemented their hold on the core voice and data business with at least 60% market share
- Successfully pioneered several MTN Group Initiatives such as Perfect 10 (Customer Experience Project) and Cultural Operating System (People & Culture Change Programme) which were adopted as part of Group standard operations after the pilot projects in MTN Ghana. The cultural transformation programme has underpinned MTN Ghana's outstanding operational performance till date

Sales & Distribution Executive

Nov 2006 to April 2011

MTN Nigeria Communications Limited

Responsibilities

- Overseeing and managing the implementation of the MTN Nigeria Sales & Distribution (S&D) Strategy to deliver company sales targets (>90% of MTN Nigeria Revenue targets)
- Overseeing and managing S&D dealer networks/channels to deliver company sales targets (>90% of MTN Nigeria Revenue targets)
- Direct report to MTN Nigeria CEO and serving as a member in the Management Committee responsible for managing MTN Nigeria.

Achievements

- Led the transformation of the Sales & Distribution trade channel in 2008 to regional FMCG-style business operations now adopted as best practice Nigerian telco Industry model and replicated across MTN Group.
- Under my leadership, S&D achieved the highest annual sales growth which translated to the highest revenue growth performance in MTN Nigeria's history (25% average between 2006 & 2010)

- Embedded Retail operational focus in S&D operations; achieving significant turn-around in S&D Division Culture performance with visible impact on improved sales performance.

General Manager S&D (Northern Region) & National Sales Operations

March 2005 to Nov 2006

MTN Nigeria Communications Limited

Responsibilities

- Managing S&D operations in the Northern Region to deliver Regional Sales targets
- Overseeing Sales Operations in all Regions to meet National Sales targets
- Reporting to the Sales & Distribution Executive on Northern Region/National Sales Operations

Achievements

- Led initiatives to improve Northern Regional Sales sales performance and contribution from 16% to 22% of National sales within one (1) year
- Developed more standardized sales management reporting tools including daily sales reports/analysis and Weekly Trade Tracker to understand competitive trends in respective markets
- Developed cross-functional Regional operating model across all Commercial and technical functions. This was the precursor to a full Regional Operating Model implemented in 2013 upon assuming the role as CEO.

Adviser/Senior Manager/General Manager, Regulatory Affairs

Nov 2001 to March 2005

MTN Nigeria Communications Limited

Responsibilities

- Managing MTN's relationship with the Industry Regulator (NCC) including statutory compliance with licence conditions; Advising MTN Management on all issues relating to Regulatory Affairs
- Internal Management and liaison across the business to ensure strict compliance with licence conditions in the process of network deployment, products & services development, commercial operations etc.
- Relationship Management with other key stakeholders of MTN including National Assembly (Legislature), State Governments and other relevant Government Agencies

Achievements

- Building and managing Institutional frameworks within MTN which ensured strict compliance with licence conditions especially in the nascent stages of MTN operations in Nigeria
- Actively worked with the National Assembly to influence positive legislative outcomes for MTN – active MTN/Industry input into the Nigerian Communications Act 2003 which is the principal statute governing the telecommunications Industry till date
- Actively working with private sector advocacy groups such as NESG, Lagos Chamber of Commerce and Industry (LCCI) to represent MTN/Telecommunications perspectives in Federal & State Government Policy & Regulatory discussions. This was particularly critical to protect the Industry at this early stage of Industry growth

Deputy Manager/Manager/Senior Manager (Legal & Regulatory)

Aug 1995 to Nov 2011

Nigerian Communications Commission (NCC)

Responsibilities

- Providing Legal and Regulatory Advise/opinions in line with the regulatory responsibilities of the NCC over the nascent telecommunications Industry at the time
- Developing Legal and Regulatory Instruments including operational licences and subsidiary regulations for effective regulation of the Industry
- Worked closely with the NCC Management team on legal & regulatory issues; Secretary to NCC Management Committee (1995-1998); Acted as Secretary to the Board of the Commission in 2000-2001.

Achievements

- As one of the pioneer legal staff in the NCC, actively involved in developing the legal, policy and regulatory processes which birthed the Nigerian Mobile Telecom Industry in 2001
- Actively involved as Member/Secretary to several Committees in the NCC responsible for developing policy & regulatory positions on key Industry issues e.g. Interconnect, Pioneer Status to the telecom Industry

BIO-DATA

Date of Birth: 30th August 1969
 State of Origin: Rivers State
 Marital Status: Married
 Education: Bachelor of Laws (LLB), Rivers State University of Science & Technology, Port-Harcourt, Nigeria (1990)
 BL, Nigerian Law School, Lagos (1991). Called to the Nigerian Bar

KEY MANAGEMENT TRAINING & DEVELOPMENT

Telecommunications Regulatory Master Class, Management training on analytics management & operations, Executive training on sales management, Finance for senior Executives and global leadership. Courses attended at Lagos Business School, INSEAD and London Business School. Also attended General Management Programme (GMP 8) in Harvard Business School in 2010. Also participated in the International Coaching Federation (ICF) Mentoring programme run by the Neuro-Leadership Institute, UK in Sept 2016-Jan 2017.

CONTACT INFORMATION:

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