

## DARIUSZ ANTONIEWICZ



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+48 602 20 55 55

[dariusz.antoniewicz@t-mobile.pl](mailto:dariusz.antoniewicz@t-mobile.pl)

[linkedin.com/in/dantoniewicz](https://www.linkedin.com/in/dantoniewicz)

My primary strength is the ability to look at the complex, technology architecture of modern, international ICT Service Provider with customer centric eyes of business concerned, experienced manager of cross functional teams and projects.

Nearly 25 years of experience in international ICT/Telecommunications sector gained my technical and managerial skills. As a head of several business units and many cross-functional taskforces I managed and supervised teams delivering many successful projects that gave tangible benefits to the company and its technology and business organizations.

I strongly believe that a key to every successful project delivery is well constructed, guided and motivated team of people. My principal way of team members engagement for the tasks is clear strategy and objectives communication and transparent information sharing on course of projects execution. That leads to well-timed decisions and keeps projects in schedule and within budget.

My professional expertise associates with expert knowledge of reference enterprise architecture of technology and business management systems (OSS/BSS/ERP/CRM). To support and automate business processes I am able to manage development, purchasing, delivery, installation, configuration and deployment of IT solutions including: Element and Network Management, Network and Service Inventory Management, Fault Management, Workflow Management, Performance and Quality Management, Service Management, Customer Experience Management, ERP, Data Warehouses and BI Systems.

I represent balanced mixture of hard and soft management skills that let me equalize professional experience and objective oriented performance with interpersonal competences and consensus oriented communications with internal and external business partners on all expert/managerial levels.

„The only value your company will ever create is the value that comes from customers — the ones you have now and the ones you will have in the future. To remain competitive, you must figure out how to keep your customers longer, grow them into bigger customers, make them more profitable and serve them more efficiently.”

-Don Peppers and Martha Rogers, Ph.D., Return on Customer™



## EDUCATION

1994 – 1989

**M. Sc. Engineer** degree at The Warsaw University of Technology - Collage of Electronics and Information Technologies, Department of Telecommunications. Specialization: Telecommunications Systems

**Languages:** Polish - native.  
English - fluent.

## TRAINING

SHORTEN

2013 – 2008

**Manager's Academy – PTC's Human Resources Department Training Program**

Ongoing set of trainings organised by set of management training companies (**Megalit, House of Skills, ODITK Grup**) that cover broad area of people, team, project and finance management. Trainings include topics related to change management, manager's authority, motivation, communication and interpersonal skills, objective oriented management, business planning, cost control and budget execution.

2004

**Six Sigma Green Belt Training by Celerant Consulting GmbH**

2004

**eTOM Process Map – theory and practice by ITTI Sp. z o.o.**

The TM Forum's Business Process Framework (eTOM) is known around the world for the common vocabulary it establishes for both business and functional processes.

2001

**Speaker and Presenter, Modern Business Ethics, Diplomatic Protocol**

Set of three trainings by **The Protocol School of Poland**.

1999

**Leveraging TMN by IRR Telecoms**

OSS and TMN related conference. The main messages focused on a strategic directions of management systems architecture in multi-vendor and multi-service environment.

1999-1998

**Dynergetic® People Management by Dynargie**

Goals of training: to increase the effectiveness of trainee relationship with all collaborators, the boss, colleagues and reports and to improve trainee negotiation skills. Basic training blocks included following topics: The Manager as Facilitator, The Manager towards his superior hierarchy, The Team Monitor Manager, The Manager as Motivator, The Negotiator Manager

1996

**Project Management: Start-up, Planning, Execution and Close-down by EDS**

Project Management Methodology by Electronic Data Systems.

**Hobbies**

Yachting, biking, good food.



## WORK EXPERIENCE

**Today – 02/2020**



### **International Services Expert in International Services Development and Delivery Department, T-Mobile Polska S.A., Warsaw, Poland**

Scaling and selling of Shared Services outside TMPL – feasibility and offer preparation.

Campus Networks – Digital Innovation Hub in Kraków - technical implementation lead, operations and maintenance processes definition and implementation.

RPA (Robotic Process Automation) services for TMPL's Procurement Department implementation coordination.

5G Multivendor Voice over New Radio - project lead.

5G E2E NW Slicing – project SPOC for 2021 activities.

**01/2020 – 01/2017**



### **International Services Expert, Service Contract between T-Mobile Polska S.A. and T-Systems International GmbH, Warsaw, Poland**

Legacy Marimba system to Telekom M2M Service Platform migration (SIM management/billing/CRM) in NatCos (Austria, Czechia, Greece, Netherlands, Poland and Romania):

Strong, high level steering

Analyze contractual and commercial consistency situation in NatCos

Establish local projects in NatCos - assessment towards NatCos – local projects including marketing/sales and legal activities towards customers

Assessment towards central IT migration team (+NT) – work with TDG migration project, experience sharing in TMA

Operational setup of waves in harmony with TDG migration

API customers – assessment of need for additional development

SLA for TMSP + commercial alignment

Trainings for sales and customers on new TMSP functionalities

TMSP Onboarding in Greece, Romania and Poland:

Leading and coordinating all activities related to Cosmote Greece, Telekom Romania and T-Mobile Polska onboarding to TMSP

Managing hyper care for all three Natcos

**12/2016 – 01/2016**



### **International Services Expert, Service Contract between T-Mobile Polska S.A. and Products and Innovation Division of Deutsche Telekom AG, Warsaw, Poland**

Leading of Sunshine Project – IT Architecture reconstruction strategy recommendations for telco products (M2M, Cloud, Payment, Smart Home) and services enabling platforms including:

Sunshine Project Initial Assessment

Alignment of Sunshine project scope and approach with Save4Innovation savings initiative

Bottom-up AS-IS assessment through interviews and data collection with all Business Units (BU)

Cross-BU analysis with focus on  
Organizational Setup / Resources & Partners, Product characteristics,  
Delivery Processes (PM, Dev, Test, Ops), Tools & Environments

Phase II:

Focus on three areas

WP1: Infrastructure & Operations

WP2: Application Management

WP3: Testing and Supplier Consolidation

Detailed data collection / interviews with BUs

Further potential and next steps definition

Phase III:

Sub Project Operations Consolidation

GI Operational Model Definition

BU Migration Assessment

Sub Project Testing Consolidation

Identification of improvements

Assessment of recommendations

Migration plan

Support for Sunshine Project recommendations implementation

12/2015 – 01/2015



**EU IT Transformation Expert/International Services Expert,  
Service Contract between T-Mobile Polska S.A. and Deutsche  
Telekom AG, Warsaw, Poland**

Identification and planning of IT Transformation measures in cooperation with EU NatCos: OTE Group, MT Group (MT, CT, MKT), Regional CTIO Org. (TMPL,TMCZ, GTS), HT, ST, TMNL and TMA with a specific focus on new Regional CTIO Organization

Formulation of strategic cross-NatCos EU IT Transformation recommendations and develop business cases and roadmaps to support recommendations.

Addressing the EU NatCos C-Level IT Transformation perspectives (CIO, CTO, CFO & CPO), develop & communicate the Group EUIT Transformation plan and get C-level buy-in according to the agreed YoY efficiencies.

Coordination, e2e monitoring and reporting on the cross-NatCos EUIT Transformation projects / deliverables (Cross-NatCo Measure Portfolio).

Ensuring budget envelope and appropriate capacity for the cross-NatCos EUIT Transformation Projects.

Sharing Lean IT best practices and knowledge among NatCos taking advantage of DT Group scale and diversity, to expand Cross-NatCo measures rollout and to boost EU investments in Lean IT e.g. IT Operating Models, IT Sourcing Strategies, Demand Management optimization.

Paving out the way for IT structural changes e.g. Cloud Services, eTransformation, all-IP, Collaboration with Partners.

Provision of expertise on reference OSS/BSS/process architecture for Cross-NatCo measures teams

12/2014 – 09/2013



**Enterprise Support Platforms Unit Manager, T-Mobile Polska  
S.A., Warsaw, Poland**

Development of specifications, technical designs, and implementation of new technologies in the area of ERP/BSS/OSS platforms.

Support the planning, testing and deployment of services with a focus on architecture.

Analysis of market trends combined with the creation of a vision and strategy development.

Active architecture building in the transformation to SOA and NGCRM project.

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Reconstruction, evaluation and consolidation of systems and architecture, combined with a clear vision of the long-term legacy retirement and new systems development.

Licenses and systems capacity management.

Market monitoring and cooperation with suppliers for the use of innovative solutions with a focus on their innovation.

Cooperation with other TMPL units and internationally within Deutsche Telekom Group.

**02/2014 – 04/2013**



**Zugspitze Unit Manager, T-Mobile Polska S.A., Warsaw, Poland**

Leader of cross functional taskforce, established to assure T-Mobile Polska as the top quality network in Poland. Project results exceeded Sponsor expectations.

**02/2013- 10/2012**



**Acting Network Department Director, Polska Telefonia Cyfrowa (PTC), Warsaw, Poland**

Management of activities related to the strategy, development and network maintenance, capacity management in accordance with the objectives and strategy of the company.

Responsibility for technical evaluation and implementation of core systems, access network and transport.

Focus on finding the right balance between minimizing costs and maximizing business results.

Managing shared network agreements and related partnerships. Technical contracts preparation.

Cooperation with Deutsche Telekom Group.

**05/2013 – 2010**



**Business Solutions Unit Manager in Network Department, Polska Telefonia Cyfrowa (PTC), Warsaw, Poland**

New business opportunities identification based on existing network infrastructure.

Frontend to and cooperation with Sales & Marketing of B2B and B2C markets to use those opportunities as revenue streams.

Coordination of technology driven activities related to offering and implementation of dedicated service solutions.

Business processes optimization for Network Department.

Spare parts management.

Requirements definition, development coordination and deployment of Network Department support tools (OSS).

Development and maintenance of knowledge bases, expert systems and information resources of Network Department.

Creation of Network Department reporting infrastructure.

**2010 – 2009**



**Change & Process Management Unit Manager in Technology Operations Department, Polska Telefonia Cyfrowa (PTC), Warsaw, Poland**

Operations support for Product Lifecycle Management – coordination of PLM activities in Technology Operations.

Operations support for Quality Management activities.

Release Management from Technology Operations point of view.

Operational inventory management.

Support systems (OSS) data integration (Fault, Configuration, Performance).

Support tools change implementation.  
Spare parts and supplier SMA management.  
Operational processes management.  
Budget allocation and execution.

**2008 – 2003**



**Service Management Unit Manager in Technology Operations Department, PTC, Warsaw, Poland**

Defining architecture strategy for service management systems.  
Leading of programs related to business, service and network monitoring and management systems, spare parts logistics and management, technology measurement equipment and technology performance management systems implementation.  
Cooperation with external suppliers and partners including technology part of commercial negotiations.  
Business process ownership in the ISO 9001/2000 norm understanding.  
PTC's principal contact for TeleManagement (TM) Forum membership.

**2003 – 2000**



**Deputy Department Director, Operations Support Systems Unit Manager in Network & Services Management Department, PTC, Warsaw, Poland**

**2003 – 1998**



**Operations Support Systems Unit Manager in Network & Services Management Department, PTC, Warsaw, Poland**

Management of three sections unit.  
Planning and control of yearly budget execution in the area of Operations Support Systems.  
OSS strategy, management of OSS administration and development.  
Projects management for OSS implementation.  
ISO 9001/2000 norm implementation.

**1998 – 1994**



**Systems Engineer in EDS-Poland, Warsaw, Poland**

LAN/WAN technology and Data Center infrastructure specialist. Development of Systems Infrastructure for Polish Power Grid Company, team leading of IT Systems Infrastructure Team.



**WORK EXPERIENCE**



## CASE STUDIES/PROJECTS

SHORTEN

Project	Date	Team	Objective	Scope	Involvement
M2M Migration	2019	Multi company, international: T-Mobile Polska, T-Mobile Austria, T-Mobile Czech, Cosmote Greece, Telekom Romania, T-Mobile Netherlands, Deutsche Telekom, T-Systems.	Legacy Marimba system to Telekom M2M Service Platform migration (SIM management/billing/CRM) migration for Austria, Czechia, Greece, Netherlands, Poland and Romania	Strong, high level steering Analyze contractual and commercial consistency situation in NatCos Establish local projects in NatCos - assessment towards NatCos – local projects including marketing/sales and legal activities towards customers Assessment towards central IT migration team (+NT) – work with TDG migration project, experience sharing in TMA Operational setup of waves in harmony with TDG migration API customers – assessment of need for additional development SLA for TMSP + commercial alignment Trainings for sales and customers on new TMSP functionalities	Lead
M2M Onboarding	2019-2017	Multi company, international: T-Mobile Polska, Cosmote Greece, Telekom Romania Deutsche Telekom, T-Systems.	DT Natcos onboarding to Telekom M2M Service Platform	Coordination of all activities related to Cosmote Greece, Telekom Romania and T-Mobile Polska onboarding to Telekom M2M Service Platform including: Technical Natco tenant definition, customization and implementation Local business users engagement and training SIM portfolio definition Commercial and Service/Maintenance Contract definition and sign-off coordination Commercial launch and hypercare phase coordination	Lead
Sunshine	2016	Multi company, international: T-Mobile Polska, Deutsche Telekom, DeteCon.	IT Architecture reconstruction strategy recommendations for telco products (M2M, Cloud, Payment, Smart Home) and IT services enabling platforms	Project Initial Assessment Cross-Business Units analysis with focus on Organizational Setup / Resources & Partners, Product characteristics, Delivery Processes (PM, Dev, Test, Ops), Tools & Environments Phase II: WP1: Infrastructure & Operations WP2: Application Management WP3: Testing and Supplier Consolidation Detailed data collection / interviews with BUs Further potential and next steps definition Phase III: Sub Project Operations Consolidation GI Operational Model Definition BU Migration Assessment Sub Project Testing Consolidation Identification of improvements Assessment of recommendations	Lead

Zugspitze	2014-2013	Multi company, international: T-Mobile Polska, NetWorkS!, Deutsche Telekom, DeteCon, P3 communications.	Fully utilize the advantage of new shared RAN and transformed core, transmission and VAS infrastructure by increasing network and customer perceived service quality.	Network quality review in all technology domains (RAN, core, transmission, VAS). Network audits – internal and external – in selected areas. Post audit recommendations implementation. Network quality related processes review and improvements implementation. Project achievements check by drive tests measurement complain executed by external partner: P3 communications.	Lead
Rainbow	2012-2010	Multi company, international: T-Mobile, Orange, KPMG	Gain extensive CAPEX/OPEX savings, increase mobile broadband coverage and network/services quality by creation of country wide, shared Radio Access Network for T-Mobile Polska and Orange Polska.	Feasibility study for the project, business case calculation, shared network model and nominal plan creation, OSS/BSS and business processes review, creation of 50/50 service JV for RAN plan/build/operate managed services execution. RAN sharing contracts negotiations and sign-off. New shared RAN suppliers tender, technology selection and legacy network swap.	Support in the area of business case, OSS/BSS and process architecture for JV
CEM	2008	International	Implementation of COTS customer experience management solution for the state-of-the-art customer perceived quality management.	CEM solutions market review. RFP for the solution. System selection, local interfaces preparation, solution integration and deployment in Network Operations Center (NOC) and Customer Care.	Lead
Service Data Repository	2005	Local: Network Planning, Operations, Service Management and Customer Care Units.	Implementation of Service Inventory solution to get visibility how network related faults impact commercially available services and customers.	Solution concept creation and business requirements analysis. Selected service models creation. Software and database in-house development. Software integration and deployment.	Lead
PRiME	2002	Local: Network Planning and Operations	Implementation of automated, document and network inventory based workflow management solution for network planning, inventory management and technology/infrastructure maintenance.	Solution concept creation and business requirements collection and analysis. RFP for bespoke solution. Software development, integration and deployment.	Lead
MatriX	2001	International: solution providers, system integrators, NOC	Implementation of COTS, technology agnostic, multivendor umbrella management solution for fault management.	Solution concept creation and business requirements analysis. Tender RFP creation. Solution procurement, implementation, integration and deployment in NOC.	Lead
ISO 9001/2000	2000	Local: Network Operations	ISO 9001/2000 norm implementation in Network Operations area.	Network Operations business processes review, process, procedures and SLA agreements documentation creation and deployment. Norm compliance audit.	Support in the OSS/Network data management area





### **Management**

Ability to define and execute strategies.

Ability to define scope, targets and execute organizational change.

Ability to reengineer and implement business processes based on eTOM and ITIL process frameworks.

Ability to manage technically skilled human resources in the sophisticated, international technology environment.

Ability to plan and manage budget execution.

Ability to manage programs, projects and tasks in the multi-company, international environment.

Ability to manage purchasing, delivery, installation and configuration of telecommunications and IT solutions with cooperation with business partners and solution providers.

Ability to speak at the international conferences – my speeches:

1. “How to Earn and Keep Customers on Competitive Mobile Market”, TeleManagement World Conference, Las Vegas 2003
2. “Service Data Repository - From Classic Resource to Customer Centric Inventory Knowledgebase”, TeleManagement World Conference, Long Beach 2004

### **Technology**

Up-to-date, high level knowledge of telecommunications and information technology – particularly in ICT area.

Detailed, expert knowledge of reference, enterprise architecture of technology and business management systems including element and network management systems, performance management systems, fault management systems, technology transparent umbrella management systems, service management systems, customer experience management systems, CRM, billing, workflow management systems, data warehouses and BI systems.