

CERTIFICATE

presented to

Manfred Lehner

in recognition of participation in the
Telekom Austria Group Business School

Marketing Academy 2012/13

in Vienna, Austria



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Marketing Academy - Content

Module I 20-22 June 2012

General Management and Strategy “Getting the Big Picture”

London Business School

- Creating Value at the Corporate Level
- What is Strategy?
- Industry Dynamics in the telecommunications sector
- Country Industry Analysis
- From Strategy to Implementation: Building sustainable competitive advantage with business system fit
- Disruptive Competition and Dual Business Models
- Towards a Converged World: Achieving Change and Strategic Transformation in Telecoms
- Strategy, Marketing & Social Media

Module II 1-4 October 2011

Functional Module “Marketing Excellence”

London Business School

- Developing marketing strategy from deep customer insight
- Workshop - from insights to implementation
- Understanding the pricing decision
- Managing pricing competition
- Principles of brand leadership
- Brand management
- Brand execution
- Retail discovery exercise
- Developing a winner customer orientation
- Marketing strategy - bringing it all together

Module III 18-20 February 2013

Cross-functional Module

Internal Trainers

- Technology
- Sales
- Value Based Management
- Strategic outlook from group marketing perspective
- Panel discussion with GCMO Reinhard Zuba on “Application Tasks”

Intercultural Awareness Workshop

Kick-Off Consulting

> Knowledge Transfer and Implementation through “Application Task”