

RAMI HOUBBY

Rami is an experienced, strategic, and results-driven business leader who has over 27 years of experience of achieving stellar results in technology, customer-focused businesses with passion for growing high-tech companies to blossom into winners

Rami was a founding Board member of the Fibre-To-The-Home (FTTH) Council Europe and co-founder and investor in the award-winning FTTH operator in the Nordics (Riksnet AB) which was successfully sold to Telia. Rami has been preparing the world for cloud and SaaS since 2001 when he was building high-speed fibre networks for enterprises and residences whilst working at 3Com and Allied Telesis.

As General Manager of Telepo AB in Sweden (an autonomous BU previously owned by Mitel Communications targeting the Mobile operator space), Rami is responsible for driving the commercial, operational and innovation strategy of the 60-people strong business and motivating the teams to execute unprecedented sales growth and UCaaS technology innovation. In 2021, Rami has led the management team's M&A activities that resulted in the successful sale of the Telepo business unit to the Destiny Group.

Prior to this role at Telepo, Rami had led Mitel's cloud sales teams in EMEA & APAC for the UCaaS portfolio achieving 200% year-on-year growth. In his capacity, Rami developed and championed execution of the regional and in-country cloud Go-To-Market strategy and has played a pivotal role in driving commitment to the European UCaaS wholesale offering before the partnership with RignCentral.

Prior to joining Mitel, Rami built a strong and thriving channel-led cloud communications provider as the founding Managing Director of the UK subsidiary of the German group NFON AG. There, he grew the company into one of the top 10 players in the market in just under 4 years winning the UK's "Best Corporate Internet Telephony Service Provider" award for two consecutive years. Rami also led the winning and successful deployment of one of largest and first cloud telephony implementations in the UK at the London Borough of Hackney. At BroadSoft, Rami developed the strategic GTM business plan to target the mid-market with the BroadCloud offering before the Cisco acquisition.

Prior to his role at NFON, Rami led large sales and product international teams implementing telecom solutions across both the SME and Large Enterprise. His knowledge of technology coupled with an understanding of customer needs sets him apart as an executive in the cloud marketplace.

Rami was pivotal in launching and running the FTTH Council Europe's annual events where he chaired many plenary sessions on the business case and market development of FTTH across the world. Currently, Rami is a regular speaker at the Cloud Communications Summit and has produced several articles on the topic of cloud and UCaaS in UK industry publications.

Rami holds an MSc. degree in Strategic Management from the University of Bristol in the UK and Electrical and Computer Engineering degree from McGill University in Montreal, Canada. Rami lives together with his wife and three children in the UK close to London.



BUSINESS EXPERIENCE

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|---|---|---|
| Firm: MITEL | Market: UCaaS | When: 2018-2021 |
| Role: General Manager, Telepo | | Founded: 2004 |
| Revenue: \$20m | Customers: 20+ mobile and fixed Telcos and 100's of channel partners | Bookings Responsibility: \$40m (TCV) |
| Funding: PE funded (SearchLight Capital) | | |

Rami is responsible for leading and driving the commercial, operational and innovation strategies of the 60-people strong Telepo business supplying state-of-the-art UCaaS platform technology to 20+ global mobile Telcos and service providers. Telepo is Europe's largest UCaaS platform innovator with over 2m seats deployed globally. Recently, Rami has played an instrumental role in leading the business management's M&A activities that resulted in the successful divestiture of the Telepo business unit by Mitel. Prior to taking on the GM role, Rami had joined Mitel to structure, drive and grow the UCaaS business in the EMEA and APAC regions leading field sales, internal sales, pre-sales and channel sales in the UK, Sweden and Australia and focussed on driving recurring revenue business with both Telcos and direct enterprise customers covering the two Mitel UCaaS offerings: MiCloud Telepo for Mobile Telcos and MiCloud Connect.

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| Firm: BroadSoft | Market: UCaaS | When: 2017-2018 |
| Role: Vice President of Cloud (EMEA) | | Founded: 1998 |
| Revenue: New business for company | Customers: 60 partners across EMEA | Profits: New business |
| Funding: NASDAQ company | | |
| Exit: Company acquired by Cisco shortly after my arrival | | |

Rami built a solid sales operating cadence for the new UCaaS cloud business in EMEA with team/individual focus around pipeline, forecasting, deal review, sales execution, partner on-boarding, deployment and revenue realisation. Co-rallied the transformation efforts from pure software business towards Cloud and championed the cloud DNA and culture drive amongst sales, sales operations, marketing, PR and product management teams.

Rami joined BroadSoft to build and lead the EMEA UCaaS enterprise channel business. Rami developed a 100-page business plan on how to establish and grow a scalable cloud UCaaS business in EMEA that delivers \$100M recurring revenue by 2022. The plan provided step-by-step details on how to secure a dominant market position for BroadSoft in the European theatre as one of the top 4 leaders. Plan execution aborted following the Cisco acquisition.

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| Firm: NFON UK | Market: UCaaS | When: 2013-2017 |
| Role: Founding Managing Director | | Founded: 2013 |
| Revenue: £4.3M in 2017 | Customers: 2,000 businesses | Profits: Start-up phase |
| Funding: £2.9M provided by the parent company NFON AG | | |
| Exit: Moved on to join global market leader, BroadSoft (NASDAQ: BSFT) | | |

Set up the UK subsidiary of the German cloud communications operator NFON AG. Built the organisation from the ground up with full autonomy of the P&L in a highly competitive market and grew the company into one of the leading channel-only players within the UK marketplace in just under 4 years. Within a short period of time, the company went from 0 partners, 0 customers and 0 revenue to over 150 partners and over 2,000 customers and delivering a business that generated over £4.3M in 2017. At exit, 22 highly motivated and efficient team members were working at NFON UK under Rami's leadership.

Achievements included:

- Developed the business from 83rd position in the UK at the start to within the top 10 in less than 4 years
- Won and successfully delivered the largest project in group history (7,000 seats) – London Borough of Hackney (£5M over 5yrs)
- Won the “Best Corporate ITSP” award for two consecutive years (2016 & 2017)
- Triple-digit growth rates; highest staff efficiency in group (5 times group average); lowest CAC (1/3 of group average)
- 85% of sales teams exceed quota, 0% regrettable staff attrition across entire UK business operation
- Customer churn less than 0.5%
- Built and provided transparent P&L visibility to Board via live dashboards

| Firm: Msona | Market: IT | When: 2008-2012 |
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| Role: Co-founder, Vice President of Sales & Marketing | | Founded: 2008 |
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| Revenue: Start-up | Customers: 23 partners across MENA | Profits: Start-up |
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| Funding: Angel investors | | |
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| Exit: Technology was superseded by developments in cloud, company folded | | |
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Built, marketed and sold an all-in-one IT, security and communications appliance (mBox) aimed at small businesses. Product was exclusively sold through channel partners in the IT sector. Msona saw good traction initially in the MENA region due to attractive pricing structure and established good partner presences in the region. Unfortunately, cloud technology and market grew much faster than the investors’ ability to fund development and eventually displaced the need for on-premise appliances. Msona was folded in 2013 by founders.

| Firm: Quadracom Group AB, Sweden | Market: FTTH | When: 2004-2015 |
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| Role: Angel investor & Advisor then Managing Director of Ventura Investors SA in Luxembourg | | Founded: 2004 |
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| Revenue: £31m | Customers: 850k homes passed, 155k FTTH subs; 118 nets; in 43 cities | Profits: EBITDA was around 40% |
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| Funding: Funded by the founders then by lease financing and other bank facilities. | | |
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| Exit: Successful trade sale agreed in 2014 (closed 2015) to Telia Sonera. Total transaction value of £44 m | | |
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Rami initially invested in Riksnät AB, a fibre ISP, in Sweden in 2004 and acted as trusted technology advisor alongside his role at Allied Telesis (see below). Riksnät focussed on collective (MDU) contracts and was ranked number four in the World by Point Topic. The company then acquired Quadracom to provide services across Sweden (1,500 POPs) and then Zitius – an open fibre access communications operator. The latter was transformed into the market leader for open access fibre with 118 networks in 43 cities (including the dominant position in Stockholm) by the time of the successful sell of the business to Telia Sonera.

Between 2010 and 2015, Rami was the Managing Director of Ventura Investors SA (Luxembourg), the primary investment vehicle in Riksnät and then Quadracom Group AB.

The sale of the business for the value of £44 million gave a 50x return to the founding shareholders.

| Voluntary Role: Fibre-To-The-Home Council Europe | Market: FTTH | When: 2004-2008 |
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| Role: Co-Founder, Board Member (representing employer Allied Telesis) | | Founded: 2013 |
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| Revenue: N/A | Customers: N/A | Profits: N/A |
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| Funding: N/A | | |
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| Exit: As the Council became successful, Rami exited to pursue other interests. | | |
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Co-founded the industry group *Fibre-To-The-Home (FTTH) Council Europe* in Brussels representing Allied Telesis together with colleagues from Cisco, Alcatel and Corning. During the course of involvement Rami held several leadership positions including Board member.

Achievements included:

- Established FTTH Council Europe as the authority on FTTH in Europe
- Raised awareness amongst top European politicians about the benefits of FTTH and need to act in favour of fibre
- Drove the business case for FTTH in Europe through conferences, publications and lobbying events
- Influenced several national telecom regulators to become supportive of FTTH

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| Firm: Allied Telesis | Market: FTTH | When: 2002 – 2008 |
| Role: Held various senior roles (see below) at EMEA level | | Founded: 1987 |
| Revenue: \$120M | Customers: +50k | Profits: 5% |
| Funding: Nikkei Stock Exchange in Japan | | |
| Exit: Moved on to pursue other opportunities | | |

Vice President – Strategic Accounts (EMEA)

March '05 – July '08

Responsibilities

- Directed and managed the Allied Telesis Strategic Accounts Office on global basis for Enterprise and Carrier solutions
- Developed and drive company sales engagement strategy with IBM and Tier 2 telco accounts in Europe.
- Dual report to the Senior Vice President of Sales and Operations in EMEA region & company Chairman

Achievements

- Uncovered and developed Triple Play and Carrier Ethernet opportunities for Allied Telesis in Europe with project pipeline of \$100 Million.
- Raised the profile of Allied Telesis to become an accepted leading market player within the FTTH and IPTV market space and company received invites to all major bids in Europe.

Director – Network Service Provider Sales & Marketing (EMEA)

Jan. '03 – March '05

Responsibilities

- Led sales and business development activities for all regional sales subsidiaries
- Participated in major customer calls, >\$1M bid responses and drove sales and marketing activities of carrier solutions in EMEA
- Developed and directed implementation of Allied Telesis sales and marketing strategy for Triple-play and Fibre-to-the-home (FTTH) across Europe.
- Reported to the Executive Vice President of Marketing and Global Product Development.

Achievements

- Year-on-year of over 300% growth in revenue for Allied Telesis carrier products across Europe.
- Developed and introduced Allied Telesis Technology Partnership Program in Europe for Triple Play.
- Developed and introduced a company-wide structured process for launching new products and overseen the implementation of the associated sales tools (Product Information Database).

Product Marketing Manager – (North West Europe)

June '02 – Jan. '03

Responsibilities

- Commercial and technical aspects of Allied Telesis's broadband and wireless business in North West Europe region (UK, Ireland, Benelux, Nordic and Germany).
- Provided training to sales and system engineers to ensure consistent messaging and effective communication of Allied Telesis product and technology strategy.
- Reported to the SVP of North West European Sales

Achievements

- Secured first broadband project involving FTTH and Triple Play for Allied Telesis in Europe with a business pipeline of \$15 million.
- Developed and implemented all technical, sales and marketing tools for launching Allied Telesis first enterprise chassis-based switching product (SwitchBlade). This was then adopted and rolled-out across Allied Telesis's offices worldwide.

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| Firm: 3Com UK | Market: Networking Hardware | When: 2000 - 2002 |
| Role: Technical Business Development Manager | | Founded: N/A |
| Revenue: \$100M | Customers: SMEs & Enterprises | Profits: 50% |
| Funding: NASDAQ listed company | | |
| Exit: Left to pursue another opportunity | | |

Responsibilities

- Commercial and technical aspects of 3Com Broadband and Wireless solutions across UK and Ireland.
- Press and analysts' spokesperson on the topics of broadband and wireless and was quoted extensively in the IT press.
- Responsible for providing pre-sales consultancy to partners and major end-user customers for network implementations in the areas of wireless, broadband and large IP/Ethernet projects.
- Reported to the Managing Director of UK and Ireland.

Achievements

- Evaluated and developed technical models for European telcos and service providers including BT, Sonera, NTL, Bulldog Communications, Colt, Eircom, Kingston Communications in the areas of residential, Soho and business solutions with cable, xDSL, FTTH, VoDSL and VoIP.
- Played key technical role in winning UK's first cable Internet roll-out with NTL and UK's first DSL Internet roll-out with Kingston Communications.
- Developed and delivered the first hands-on wireless LAN training curriculum, focusing on site-survey techniques, for 3Com's UK and Irish partners. This course was then adopted and rolled-out across 3Com's worldwide offices.

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| Firm: Nettronics | Market: Networking Solutions | When: 1994 - 2000 |
| Role: Founder, CEO | | Founded: 1994 |
| Revenue: \$3M in 2000 | Customers: Large enterprises | Profits: 20% |
| Funding: Self-funded | | |
| Exit: Sold business | | |

Responsibilities

- Manage day-to-day business of the company including network consultancy for major accounts, contract negotiation, project delivery and customer satisfaction.
- Select product lines, suppliers, vendors and solutions partners and responsible for strategic vendor relationships.
- Design, manage and lead project teams for the implementation of data networks (LAN/WAN) and telecommunications infrastructure.

Achievements

- Founded and ran own company and achieved profitability in first year
- Secured and delivered large ITC project wins in Higher Education and Petroleum sectors. Customers included Shell Petroleum BV, the European Commission and the United Nations.
- Grew business to an annual revenue of more than \$3 million in year 2000

ACADEMIC

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| MSc. in Strategic Management: | University of Bristol, Bristol, UK |
| BSc in Electrical and Computer Engineering: | McGill University, Montreal, Canada |
| Diplome d'étude Collégiale (Honours): | Vanier College, Montreal, Canada |

Diplome d'Etude Secondaire:

Ecole Secondaire Pierre Laporte, Montreal, Canada

CONTACT

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