

# KARLA D. STEPHENS- TOLSTOY

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**Former CEO/COO of Wireless/Technology Companies**  
**Successful in building brands, creating high performance teams,**  
**driving revenues, growth, market share and profitability**

*Personality attributes: maverick, passionate, fearless, team-focused, process driven.*

Skilled in building start-up companies, offering a depth of experience that spans wireless telecommunication providers in North-America, Asia and Central and Eastern Europe. Develops organizational resources/strengths – people, capital, technology, product/service offering, competitive positioning – to drive revenues, profits and performance. Proven leadership talents with large multinational organizations. Recognized for being passionate and having strong vision in identifying opportunities for competitive advantage, formulating an effective strategy and sticking to it despite the odds.

Career highlights include:

- **Built two wireless companies in Romania and the Czech Republic from start-up into market leaders**
- **Developed several customer preferred and award winning brands**
- **Recruited and developed strong executive teams**
- **Sold Oskar in the Czech Republic to the world's biggest wireless telecom provider, Vodafone**
- **Drove Oskar into the transition to Vodafone and led the rebranding process to its end**

## EXPERIENCE

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Double Dare Studios, Oakville, Canada  
**CO-FOUNDER**

June 2007 – Present

Co-founded company to bring interactive self-help tools to the online marketplace. As well as being an online first, Double Dare Studios will provide a knowledge base grounded in time-tested learning patterns and an experiential model rooted deeply in entertainment and popular culture.

- Raised seed capital for initial phases of business development
- Provide leadership and sound market experience to the growing business

VODAFONE Czech Republic, Prague  
**CEO**

Oct. 2005 – Feb. 2006

Implemented the strategic goals and objectives of the Oskar integration into Vodafone. Cross-led all the company functions in order to make sure they are all aligned to the company's philosophy, mission, strategy and its goals and objectives for the transitioning period of time.

Managed an executive team of 8 Vice Presidents, reporting directly to the CEO of Other Vodafone Subsidiaries (including 14 countries).

Oversaw a total employee base of approximately 2000 people.

- Delivered a best-in-class re-branding, achieving 77% prompted awareness and 65% favourability for dual brand in less than 7 months

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- Maintained stretched target achievement for revenue, customer growth and EBITDA, while transitioning the business to Vodafone
- Achieved full business integration into Vodafone and aligned with Vodafone's strategy, engaging in all business processes, governance structures and initiatives, while ensuring that day-to-day business performance was not impaired
- Engaged and educated 2,350 employees on Vodafone Brand credo

OSKAR MOBIL A.S., Prague, Czech Republic  
**Chief Operations Officer**

2002 - 2005

Gave direction and leadership toward the achievement of the company's long-term goals and objectives, reporting to the Board of Directors of Oskar Holdings (TIW, JP Morgan, ABN AMRO, investment funds and other shareholders). Directly managed a team of 6 Vice Presidents and oversaw an employee base that grew to 2000 people throughout the years.

- Achieved 17% market share and 20% revenue share by end of 2004, in a market with 105% penetration
- Generated revenues of \$523 million USD in 2004
- Secured the 3<sup>rd</sup> UMTS license in the Czech Republic under extremely favourable conditions, in less than 4 months
- Led and secured refinancing totaling 676 million Euros at a lower interest rate than expected
- Repositioned the company moving from mass-market prepaid to higher-value postpaid, resulting in a 48% postpaid share and the highest ARPU on the market, with an advantage of 27.6% compared to the closest competitor at the end of 2005. In 2004, this gap was 19.3% to Oskar's advantage.
- Revolutionized the Czech mobile market by defining and bringing to life Oskar's Brandable Customer Experience
- Developed the Corporate Culture to produce best-in-class employee engagement levels
- Awarded the "Top Female Manager" prize in the Czech Republic for 2005
- Led an organization of 1800 employees, one of Europe's fastest growing and most successful wireless providers
- Sold Oskar to the world's biggest wireless worldwide mobile operator – Vodafone – at a 100% revenue for shareholders

OSKAR MOBIL A.S.; Prague, Czech Republic  
**Chief Commercial Officer**

1999 - 2002

Assumed responsibility for Marketing, Sales, Customer Care, Human Resources and Real Estate at the beginning of the start-up time and quickly assumed leadership of Finance/Legal and IS/IT, managing approximately 700 people and reporting directly to the President and CEO. Built the third mobile telecom operator in the Czech Republic and was the first employee of Oskar.

- Launched the business in less than 3 months, meeting all bid and license requirements
- Achieved 41% network coverage for the technical launch, approximately 25 basic mobile services, fully operational call center, implemented direct delivery model, new brand identity, 12 stores, prepaid platform, billing system
- Achieved EBITDA positive in less than 2 years of operation due to establishing Operational Excellence as the business model for the organization
- Launched approximately 40 systems in our first year of operation (2002)
- Generated revenues over \$385 million USD end of 2003

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CONNEX (MOBIFON S.A.); Bucharest, Romania  
**Vice President Marketing & Sales**

1998 - 1999

Oversaw a total staff of 350 people in both Marketing and Sales departments, reporting to the President and CEO.

- Developed CONNEX Sales and Marketing processes to make it the best choice for corporate clients
- Built CONNEX to become the #1 brand on the Romanian market
- Launched Internet portal
- Restructured the whole sales team to get more efficient in dealer management, retail and corporate accounts
- Launched MyX clothing line for mobile phone users, including 2 corporate stores and 29 distributors

CONNEX (MOBIFON S.A.); Bucharest, Romania  
**Vice President Marketing**

1996 – 1998

Launched the first national mobile telecom operator in the country. Hired, trained and oversaw about 100 people in the Marketing department, reporting to Senior Vice President Marketing, Sales and Customer Care. Operated in an economy of early transition from communist state monopoly to private sector creation, where business standards and legal practice were all but non-existent.

- Built Marketing department from scratch
- Launched the first locally-developed brand, CONNEX
- Achieved EBITDA positive within 15 months and acquired four times more customers than planned, becoming the market leader in the industry
- Launched a number of services from voice mail, prepaid, to an Internet portal, as well as a retail network of 11 stores; created and launched the first-ever loyalty program and churn prevention tools in the market

UNICOM; ChangCha, China  
**Director Marketing**

1995-1996

Launched the first GSM operator in Hunan Province, China, under very difficult conditions. Subsequently sold it back to the local government, after a mandate to restrict foreign ownership of telecoms. Built a network in three cities. The first TIW field employee to sign a contract and move to ChangCha, in communist China. Managed 6 people and oversaw 50 indirectly.

- Responsible for all marketing functions, including research, analysis, advertising, etc
- Acted as coach and advisor to Chinese counterpart conducted market analysis on penetration and customer dynamics; designed sales brochures
- Launched two corporate stores, which in the middle of China was a major achievement
- Trained market commodity mindset for communist staff; designed and facilitated basic training programs for marketing and sales

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VARIOUS EMPLOYMENT: CANADA

1991 – 1994

**Including Bell Mobility – customer facing positions**

Joined Canada's largest wireless company after graduation, executing responsibilities in customer facing positions

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## SABBATTICAL

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FLORIDA KEYS, USA

March 2005 – May 2007

- Spent time in the Florida Keys with friends and family, listening to Jimmy Buffet
- Completed a health retreat program, discovering the benefits of raw foods and nutrition
- Co-primed with renovations on our homes in Florida and Oakville. It's easier to spend money than to make it!
- Spent valuable time raising young son and enjoying life

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## EDUCATION / PROFESSIONAL DEVELOPMENT

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- Post Graduate in International Marketing – Humber College – Toronto, Ontario, Canada (1991)
- Baccalaureate degree (English) – McMaster University - Hamilton, Ontario, Canada (1988 - 1990)

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## APPOINTMENTS / COMMUNITY SERVICE

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- Vice Chairman of the Board of Directors, Oskar Mobil a.s. and other Board appointments
- Supported Teen Challenge Foundation for underprivileged children, in the Czech Republic, as well as involvement in the Flood Relief efforts in Prague in August 2002
- Created the Sirois Foundation for underprivileged children in Romania's state orphanages
- Involved in Hunan Province flood relief efforts in China
- Volunteered for the Association of Community Living (mental handicap) in Canada
- Producer, director and on-air personality for monthly general interest show on public television