
**SENIOR MANAGEMENT EXECUTIVE
DEPUTY CEO/ COO**

- Senior executive experienced in setting up new initiatives with verifiable year-after-year success in exceeding EBITDA, cash and efficiency targets in 10+ occasions in financial, consumer goods and production industries and across three continents (Europe, Asia and Latin America).
- Extensive experience with complex businesses, which require deep understanding of critical business drivers in diverse and rapidly changing markets and channels.
- Led, motivated and developed multicultural worldwide teams comprised of more than 6,000 employees and managed operations and finance for businesses exceeding 400 mln E revenue.

Operations Management * Supply Chain Management * Private Equity * Mergers and Acquisitions * Finance and Accounting * Strategic Planning * Performance Management * Staff Development * Procurement * Operational Improvement * Sales and Marketing * Change Management * Cross Functional Strategy

SELECTED ACHIEVEMENTS HIGHLIGHTS

- **Turned around an underperforming Allianz Poland Operations division** (insurance premium at approx. 700 mln E) streamlining four major business units (claims, IT, customer care and admin/ procurement) around coherent effectiveness and efficiency strategy, producing immediate substantial service and cost improvement and delivering average motor claim reduction by -7%, four fold service-level improvement, and +10-25% efficiency gains.
- **Reversed performance decline and cost increase of Rovese Production division** (10 ceramic plants across Europe, approx. 450 mln E in revenues) **and turned around Supply Chain** (logistics, planning and procurement). Generated approx. +25 mln E annually in sustainable margin growth (lower costs, improved availability) and +60 mln E in one-off cash, while improving service levels. Successfully set up two new production plants and three warehouses.
- **Set up from scratch Orlen Group Operations division** (refining and petrochemicals, revenues of approx. 25 bn E annually) and as a result improved Group's margin by +50-100 mln E annually. In charge of business part of integration of largest M&A in CEE in 2004, and delivered +40 mln E annual synergies.
- **As McKinsey Engagement Manager fixed major performance, operational, sales-related and strategic issues largest regional companies.** Projects targeted at step-changing financial results, typically in the range of 1-2 bn E NPV, and in most cases achieved or exceeded.
- **Repeatedly formed high performing teams** in own area of responsibility via involvement in aspirations, coaching and hands on collaboration (typically with internal staff/ with minimum personnel changes).
- **Repeatedly developed innovative approaches and frameworks ("knowledge objects") critical to structure and measure performance efforts.**

PROFESSIONAL EXPERIENCE

ALLIANZ POLAND (Financial Industry/ Insurance/ Non-Life and Life)

Warsaw/ Poland, 2014/ 01-2015/04

COO/ VP of Operations Division

Operation division an insurance company with approx. 700 mln E premium, and 1400 FTEs (mostly in operations). Operations comprised of Claims, Customer Care/ Policy Management, IT, Ops Support (Procurement, Admin, Project Office).

- Context:
 - Allianz Poland for several consecutive years have been losing premium, market share and profitability.
 - I was hired based on prior industry experience from several McKinsey projects to turnaround the rapidly increasing claim payouts, growing company costs, and poor service level. Complemented my experience with internal best practice of Allianz Group and insights from efficient operational processes of other industries.
 - Supervising a mixed Team of newly hired directors and ones with many years Allianz Poland (no/ little external experience). Effective know how transfer very important.
 - Company Operating Profit improving in 2014 in line with the ambitious plan, mainly due to improvement in operational costs. Sales and Product (tariff) and average claim improvement followed in 2015.
- Main achievements.

- Reduced average motor claim in individual channel by -7-8%. Approach: defined the size of and sources of leakage, launched specific projects to address leakage and innovative measures/ bridge system, rigorous monitoring.
- Shifted focus and culture of the claims organization from “service alone” to “fair payment”. Personally lead antifraud activities doubling the amount of identified fraud y/y.
- Designed and launched “Lean service center” program in the customer care unit reducing servicing time four-fold and internal costs by -25% (in 18 months).
- Designed and lead company-wide efficiency improvement program that reduced total internal expense of the company by approx -10%, mainly via procurement savings (in the range of -10-60%) and real estate optimization (-25%).
- Developed cutting-edge-convenient Sales front-end application. Development took a record-low time of 9 months and was done in an agile development process.
- The front-end together with new tariff (from Product Division) has stopped the decline of GWP (revenues) and allowed to regain growth +10% y/y in 3 months (after implementation).
- Launched IT demand management and resource planning process, “Lean IT” program in IT Help Desk and significantly improved IT cost planning and monitoring.
- Recognized by Allianz Ops organization (internal and Global) as role model for impact and own staff capability development: major step-change in staff’s capability with marginal personal replacements.
- Recognized for both intensive hands-on contact with field Operations units and Sales/ Agents and excellent knowledge exchange with Allianz Global experts/ practitioners.
- As a result developed excellent in-depth understanding of (i) issues with Allianz’s value proposition (for all functions) and (ii) local best-practices, and (iii) as well as tested practical solutions.

ROVESE (Private Equity, Durable Consumer Goods)

Kielce/ Poland, 2012/ 01-2013/12

Rovese is a privately owned largest tiles and sanitary-ware manufacturer in Central Europe. Strong international presence in Europe and Asia (80% of margin coming from outside of Poland). Major product, market, channel complexity.

Operation division in a company with approx. 450 mln E in revenues and over 6,000 FTEs (vast majority in Operations). Operations division comprised of Tiles Production (6 plants), Sanitary-ware (6 plants), Logistics (11 warehouses), Planning, and Procurement.

Deputy CEO/ COO/ VP of Operations Division

▪ Context:

- I was hired to turnaround the Operations within a company plan to increase EBITDA by 3x by 2015.
- Supervising two very experienced yet conservative BoD members, and several moderately experienced functional heads (Logistics, Purchasing, Planning). Involvement, buy-in, and capability development of critical importance.
- Company results improving, mainly due to improvement in Operations. Improvement in Sales/ Marketing at a slower growth pace (partly due to crisis on key Eastern markets).

▪ Main achievements:

- Production margin improvement: prepared and implemented restructuring plan to improve margin and by -7% (-25 mln E) via operating levers (production allocation, debottlenecking, technological and procurement levers). How: launching efficiency improvement (top down), reviewing internal/ historical achievements, rigorously reflecting all commitments in the budget, procurement (working capital and cost), specializing plants in technologies and formats.
- Developed and applied innovative and practical “controlling bridge” to isolate external effects (volume changes, portfolio mix, FX, quotations of major commodities) from the efficiency improvements. Own work: concept, structure, methodology, development, and application.
- Reduced inventory levels (raw materials and finished products) by -35% while increasing availability. Main improvements: increasing production flexibility and improving planning process, setting inventory targets, adjusting production to demand, tightening coordination, institutionalizing demand forecasting.
- Turnaround of problematic logistic warehouses operations in all warehouses in PL: service levels from 92-95% to 99% while costs down -15%.
- Successfully set up two new production plants in Russia, and three central warehouses: tiles in Russia, sanitary-ware in Russia and sanitary-ware in Poland. Prepared and launched Logistic infrastructure development strategy for Russia (given the distances superior logistics represent key competitive advantage).
- Initiated, launched and successfully lead liquidity improvement plan resulting with +60 mln E cash improvement in summer 2013 (vs. controlling’s forecast 6 months earlier).
- Ensured EU subsidy of approx. 10 mln E to an associated supply chain/ store management start-up (for a central warehouse construction). Very stretch requirements included: ownership of a patent (start up developed two patents in one month), worldwide innovation, set up of R+D, reliable funding and complex formal requirement (small independent company). Received funding in 2014 (vs. spoiled prior effort under a different leadership before).
- Recognized by Rovese Operations and Sales organizations as impactful and careful for organization capability development.

- Due to initial limited industry-specific knowledge used every opportunity for hands-on field visits at point-of-sale, competitive / supplier sites (including private trips, holidays, personal events, etc.).
As a result developed sources of cutting edge know-how for efficiency of company value proposition and international industry best practices.
Heavily leveraged this know-how in generating ideas to improve efficiency (see above) and to improve company's competitive offer (e.g. product portfolio, merchandising).

PKN ORLEN Holding (Operations/ Finance, Petroleum)

Warsaw, Plock/ Poland, Prague/ Czech Republic, 2005/ 01-2011/12

Built distinguished 8-year record of progressive achievement and advancement within producer and retailer of refining products and chemicals with revenues of 25 billion E, and approx. 22,000 of FTEs. PKN ORLEN is a public company with strong regional international presence: Poland, Czech Republic, Germany, and Baltics.

Head of Groups Value Chain and Operations

Plock, Warsaw/ Poland, 2008/ 09-2011/12

Operations management was in charge of maximizing Group's gross margin of approximately 2 billion E annually addressing major macroeconomic, demand shifts, production infrastructure and logistic complexities and uncertainties.

- First ever cross-country production/ margin optimization: Before my nomination ORLEN had been trying to optimize production and margin for several years without any success. As a result of rigorous project management in four months after my nomination the Company started to optimize cross-country components and products transfers. The optimization levers included yield optimization, crude oil selection, transfers, make-or-buy decisions, volume and price targets and optimized logistics. The result was +50-100 mln E gross margin improvement annually.
- Implemented optimized sales and logistic plans: implemented and leveraged the process/ tools to optimize sales profitability and logistic distribution, and consequently extended the process/ tool to holding's countries/ categories (fuels PL, CR, heavy oils/ asphalts, etc). As a result the holding has improved margin by approx. 5-10 mln E annually.
- Significantly reduced leakage due to development of plan scenarios for commodity quotations and major risks. The results of the sensitivities were either built into the plan allowing for fast response, or materialized for dedicated crisis-management projects (e.g. Hydrocracker breakdown, with impact on hundreds thousand of tones of product volume and tens of mln E of margin).
- Increased challenge of Businesses' operating targets. Identifying operating targets that are associated with biggest opportunities of gross margin improvement and working out with the Businesses the plans to adjust the targets (improve or remove bottlenecks). Examples: blending specs for heavy oils/ fuels, bio-components specs for gasoline, sulphur emission, sales pricing/ discounts targets.
- Installed performance monitoring: developed from scratch operating KPIs related to gross margin performance: market quotations influence on optimal plant configuration, daily production yields and gross margin tracking, daily pricing tracking, etc.

Head of Group's Financial Controlling and Accounting

Plock, Warsaw/ Poland, 2008/ 02-2008/08

- Despite a short assignment (7 months) and very unstable context (change of entire Company BoD): successfully lead key internal and external Corporate Controlling activities (budgeting, improved reporting, increased cost and margin challenge).
- Challenged/ optimized scope of several large production investments (20-60 mln E) via in-depth understanding of business case. Ensured on-budget/ on-time implementation of major petrochemical plant of approx. 1 billion E.

Director of Operational transformation and integration at Unipetrol

Prague/ Czech Republic, 2005/01-2008/01

Unipetrol is a Czech refining and petrochemical company acquired by PKN Orlen in 2004 (largest transaction within CEE in 2004, investment of approx. 500 mln E), with revenues at approx. 5 billion Eur.

- Designed and implemented of cross-country M&A Post Merger Management and Operation transformation program. Prepared the PMM project structure and approach.
- Hence, set up, and lead the Value Creation part of the integration, i.e. large-scale turnaround program for revenues improvement and cost reduction that involved entire management and all key businesses (revenues above 500 mln E), functions and subsidiaries on both sides of the transaction. Within the program developed financial targets and prepared specific value levers for businesses and functions, and hence lead the entire process and key content topics.
- Value Creation program contributed to +20% share price increase after its announcement. In FY 2006 the results of the program reached approx. +150 mln E in improved EBITDA, almost twice versus the original target for that year, and close to the expectations for the next year (2007).

- **Organization effectiveness:** Recognized by acquiring company as the most impactful/ helpful newly appointed manager in the UNIPETROL holding. Key in on-boarding of mother company management.

BENZINA (retail network) BoD/ VP for marketing

Prague/ Czech Republic, 2005/01-2008/01

Benzina is a retail subsidiary of Unipetrol and the largest retail network of filling stations in Czech Republic.

- Together with BENZINA's CEO, prepared revised Brand strategy for the re-launch in 2006. The aim of the strategy is to regain market leadership with +50-100% share growth in 5 years, after long period of business decline.
- The strategy included: (a) approach to premium and value segments (Brand selection, value proposition), (b) tailoring Branding identity, and (c) preparing specific plans for key value creation attributes, (d) defining and launching marketing support, (e) supervising field implementation, (f) coordinating advertising development (research, segmentation, value proposition, etc.). The plan was announced and launched Oct 2006.
- The share and volume at about +40% vs. 2005 base (this is a result of work of a large team, but with significant contribution from my side).
- For lubricants marketing (consumer business) and plastics marketing (B2B): structure the key marketing priorities and initiatives for 2007/ 2008. Coach and support of marketing managers in developing the plan/ analysis, conclusions, recommendations.

MCKINSEY & COMPANY (Strategic Consulting)

Warsaw/ Poland, Buenos Aires/ Argentina 1999/01-2004/12

Provided business problem solving/ expertise and implementation leadership for the top management of largest regional corporations. Resolved critical operational issues, and realized step-change improvements in efficiency and financial results. Projects typically in the range of 1-2 bn E NPV, and in most cases achieved or exceeded.

Strong business expertise in Financial Institutions, Petroleum and Telecoms. Also assisted clients on operational issues in consumer goods, airlines, and public sector.

Financial Institutions

- **For PZU** (the largest Central European insurer). Step-change improvement of motor claims settlement via process re-design and hands-on implementation of payout-efficient settlement processes.

Key levers were: (a) shift attitude of 3,000 claims adjustors from passive "state-officers" to "active sellers" of cost effective claim settlement methods, (b) design of optimal payout algorithm, fraud prevention techniques, and definition of changes in process workflow and responsibilities, (c) the qualification in the pilot (including hands-on leadership in the 80 FTE claims unit), and (d) effective national rollout.

The client reached approx. 100 million E of annual savings. Also, this project revised the rules of the entire motor insurance and repair industries, and got extensive press and regulatory coverage. Finally, I led the design of the long-term organization, and related infrastructure (incl. IT).

- **For Pekao** (second largest Polish bank). For SME sales force: (a) define commercial strategy, (b) design of the organization, processes and tools, (c) hands-on pilot implementation, and (d) hands-on national launch. For Retail sales force: Defining retail product and branch network strategies, and set up of SME sales force. Also for retail: (a) definition retail budget target and initiative master plan, (b) definition of the new branch concept/ implementation plan. Projects contributed to 40% increase in retail and corporate revenues in the following year.
- **For Bank of Zagreb** (one of leading Balkans banks): (a) design of the SME sales processes and tools, (b) design pilot implementation.
- **For Argentinean Tax Office.** Transfer within McKinsey, for the most accomplished consultants. Topic: national tax fraud prevention strategy, and operations. Key challenge: green-field topic (no prior internal/ external knowledge). Key tasks: (a) codification of tax office operational business model, (b) fraud categories segmentation, (c) segmented strategy to pursue fraud, and (d) implementation plan design. The estimated long-term saving potential was equivalent of € multi-billion annually.

Petroleum

- **For PKN Orlen** (one of leading petrochemical player in the CEE region). Several projects related to operational turnaround implementation including: (a) set up of the company's turnaround organization (150 top managers involved), its processes, and communication, (b) set up of the divisional budgets, (c) resolving key divisional issues (e.g. production budgeting, new retail initiatives, etc.), (d) developing labor cost reduction program, (e) implementation procurement project. The implementation delivered approx. +200 mln E in improved EBITDA and -21 % of the compressible cost-base.

Telecom

- **Network division of Orange Poland** (the largest Central European telco incumbent). Large project Capex scoping and optimization, based on fit to strategy and optimal financial effect. Key challenge: developing alternatives of detailed business

cases for each investment. Key investments optimized: switch system upgrade, transmission upgrades, inventory and workflow IT system, and broadband equipment. Additionally, redefined role, structure, processes and decision tools of the Investment Office. As a result, the client has reduced its yearly spending by over -1 billion E (-60%), without hampering revenues.

- **For the Orange’s Network division as above.** Operational turnaround and outsourcing strategy and set up for the entire maintenance field force. I.e. strategy development, preparation and launch of cost reduction program, and development and implementation of outsourcing strategy and implementation of the field force (6,000 FTEs). Key elements: (a) concept of efficient maintenance operations, (efficiency measurement/ benchmarks, supplier’s P&L model/ efficiency targets, optimal workflow, controls, IT interface), and (b) national implementation. National implementation completed and was on track to deliver -50 mln E cost reduction annually (-40% of the compressible cost-base), and improved service level.
- **For Orange’s mobile division.** Setting up new venture for providing electronic procurements services to the entire market, including business model definition, staffing, pricing, set up, and pilot implementation for the mother company. Also defining procurement strategy and e-procurement implementation, including: (a) cross company diagnosis of savings, (b) implementation of e-procurement (first ever e-procurement auctions in Poland), that delivered -20 mln E annual savings.

White goods

- **For Amica** (one of the leading local CEE white goods producers): operations, strategy and product management diagnostics. Mapping profit improvement opportunities based on gap to best practice and defining key projects in the areas of strategy, operations and product management.

Airline

- **For PLL LOT** (leading CEE airline). Company financial turnaround program design and implementation, including: (a) definition of the divisional saving targets, (b) definition of revenue improvement, and saving opportunities, (c) design of a labor cost reduction plan for the pilots’, and (d) launch and implementation, (e) launch of procurement and overhead reduction efforts. Program was planned to increase efficiency by € three digit mln (25% of the compressible costbase, excluding leasing and fuel).

Organization and personal development

- Coach, preferred consultant and in multiple occasions a close friend for most of the client team leaders (typically at n-1 positions in the companies as above).

PROCTER & GAMBLE (Consumer goods, Sales and Marketing)

Warsaw/ Poland, 1993/09-1998/12

- As Sales Marketing Manager, responsible for implementation of all brand initiatives into the sales channels. Defined brands retail strategies, and prepare and deploy launch packages for individual marketing initiatives (product upgrades/ new launches). Successfully lead several critical and innovative/ “first ever” projects: (a) food category launch in CEE, (b) regional category (woman care) launch, (c) category in store efficiency and merchandising.
- The fastest-promoted Brand Manager in the P&G Poland (2 years 9 months since joining) and then after 9 months promoted to Sales Marketing Manager, responsible for 15 senior sales executives and professionals, all with 1-3 years higher seniority vs. mine. Indirectly responsible for 900 of P&G and distributor’s Sales Reps. Promotional budget of € 18 mln annually.
- Supervisor and coach of very accomplished managers (including today CEE heads of multinationals, or country managers).

EDUCATION CREDENTIALS

1988– 1993	Technical University of Wroclaw, M. Sc. in Applied Mathematics, Graduated first in class, Magna cum Laude,
1986– 1991	Technical University of Wroclaw, M. Sc. in Civil Engineering, Graduated first in class, Magna cum Laude, Three times Prize of the Minister of Education for the most accomplished Polish student
1991	Technical University of Denmark, Lyngby/Copenhagen, Applied Industrial Engineering studies (first ever scholarship for CEE students in WE countries)

PERSONAL INFO

Polish nationality.

Fluent in Polish, English and Spanish and Czech. Moderate in Russian