

## EMPLOYMENT HISTORY

Currently

**Senior consultant** (e-learning, digital transformation, eHealth)

**Managing Partner**, Xerxes Ventures

Sept. 2019 – March 2022

**Managing Partner**, The e-learning Company SA, the channel partner of Skillsoft in Romania and Moldova – a full service provider (LMS, ready made content, content on demand, implementation and process support for e-learning projects)

Full P&L responsibility

Managing the full range of commercial / business development activities

Jan. 2012 – June 2019

**Managing Director**, Wienerberger Sisteme de Caramizi (WSC) and Tondach Romania (TDRO)

Managing the Sales, Marketing, Customer Service, Product Strategy & Development and HR functions of two companies (WSC – the main ceramic blocks manufacturer in Romania; Tondach is an import & distribution company for ceramic roof tiles and accessories, WSC and TDRO have the same shareholders). Porotherm and Tondach are the number one brands for ceramic blocks and ceramic roofs in Romania in terms of market share, brand awareness and profitability.

Full EBITDA responsibility; in charge of digital transformation projects with focus on customer engagement.

Acting as spoke-person in public advocacy projects for affordable housing and housing energy efficiency (using various groups and associations such as FIC, Habitat for Humanity).

2009-2011 **Sales and Marketing Director**, Gebrüder Weiss Romania

Managed the sales and marketing team of a leading European logistics solutions provider that operates in Romania.

Put in place a field sales force, with a focused customer approach, design and implementation of sales process, sales performance metrics and KPIs.

Defines and develops customized logistics solutions for the customers.

In charge of definition and execution of the marketing plan of the company

Fully accountable for the media and PR relations, and the corporate responsibility program.

2007 – 2008 **Operations and Business Development Director**, Ceramica Iasi (now renamed Brikston Construction Solutions, an Advent International owned and managed company at that time, [www.adventinternational.com](http://www.adventinternational.com)), since end 2018 part of the Leier Group.

Supervised production, maintenance, supply chain (purchasing, stock management, distribution, logistics), QEHS and investment departments.

In charge with the restructuring of the operations and set up of a modern Performance management system in the company.

Managed a 28 mil. € investment project – two manufacturing plants (raw materials preparation, ceramic block manufacturing line).

Defined strategic investment file – build the investment business case.

Organized tenders for international suppliers & contracted technology from leading Italian and German suppliers.

Contracted full line of local services (project management, general design, general contractors, local supplies) for the industrial investment.

Managed the investment team in charge of project.  
Developed and submitted development opportunities to the shareholders.

2004 – 2006 **Supply Chain Director, Lafarge Ciment (Romania), Bucharest,**  
Managing a group of 20 professionals in charge with the local and international purchasing for the Company.  
Accountable of the Purchasing Performance Plan of the company.  
Responsible for a 120 mil. € purchasing budget each year.  
Overseeing the road/rail/barges inbound and outbound transportation activities, including domestic distribution and transfers to export terminals (more than 5 m tons/year).  
In charge of the export operations – and transfer of 1.5 m tons of bulk and bagged products from the Medgidia plant to the export terminals in Constanta area.

2003-2004 **Corporate Affairs Director, Lafarge Ciment (Romania)**  
**(Note: this 24 months mission was assumed temporarily on top of main responsibilities)**  
Maintain and develop the relationships with Romanian authorities, including Ministers in the Government.  
Developed the local partnership with Habitat for Humanity, facilitated the WWF Group cooperation with Lafarge in Romania.

1998 – 2003 **Human Resources & Organization Director, Lafarge Ciment (Romania), Bucharest**  
Leading a team of five staff HR managers and three plant HR managers in all major aspects of HR such as the cultural integration of a privatised state-owned company, setting up a modern, client oriented HR function, including the recruitment and training of the HR staff.  
In charge of formulation and adaptation of the HR policies of the company. Fully accountable for the supervision of the implementation of the policies.  
Management of the succession planning processes for senior management and development of the future leaders of the company; introduction of the performance management processes.  
Managing the training and development of the workforce of the company.  
Implementation of the Hay system in the business unit.  
In charge with the supervision of work safety and health in the plants of the company.  
Downsizing of the company from 8,000 to 1,000 in 6 years. Providing employment re-insertion opportunities to the redundant employees.  
Co-ordination of the HR planning. In charge with the industrial relations and internal communication.  
Responsible for 25 m US\$ annual budget for payroll; management of 1 m US\$ annual budget for training and development and 1 m US\$ annual budget for health and safety.  
Member of the Lafarge Central European Career Management Committee co-ordinating international transfers, follow up and re-integration of expatriates.

1995 – 1997 **Manager, Human Resources Advisory Services, Coopers & Lybrand, Bucharest, Romania**  
Created the Human Resources Advisory Service of the Romanian Firm, recruited and trained a team of 5 HR consultants.  
Managed client relationships and projects such as – HR audits, advertised selection and assessment, client - tailored HR training.  
Change management / restructuring advice for the National Electricity Company and the National Oil Company in Romania (World Bank sponsored projects).  
Energy conservation project for Romanian manufacturing companies (sponsored by the European Bank for Reconstruction and Development).

Project for designing competencies models for leadership development purposes. Salary surveys. Change management interventions.  
Member of the European HR practice of Coopers & Lybrand.

### EXECUTIVE EDUCATION

2006 BEST Program – **Chicago University, Graduate School of Business/ Lafarge University**  
2004 Supply Chain Management – **INSEAD, France**  
2001-2002 Program for Executive Development (PED), **IMD, Lausanne, Switzerland**  
2000 Leadership Development Program, **Center for Creative Leadership, Greensboro, NC, USA**  
1999 Managing the Training and Development Function, **Management Center Europe, Brussels, Belgium**  
1995-1997 Goal Directed Project Management, Sales Training, Human Resources Consulting, Presentation and facilitation skills, Client service approach  
**Coopers & Lybrand, in Europe**

### EDUCATION

2019-2022 PhD, Sociology, Digital Leadership / Digital Transformation  
**Alexandru Ioan Cuza University, Iasi, Romania**  
1992-1993 Master of Science Program in Organizational Development  
**University of Hertfordshire, Hatfield, United Kingdom**  
1981-1986 Master of Science, Mechanical Engineering (with honors)  
**University of Iasi, Iasi, Romania**

### PROFESSIONAL AFFILIATIONS

Since 2004 Associate teacher with the **Bucharest University, Sociology School**  
Change Management, Performance Management courses (HR MSc)  
1999 Founder of the **Human Resources Foundation/Human Resources Club Romania**  
1997 – 2000 Associate teacher with the **World Trade Institute,**  
Performance Management, Strategic Human Resources Management  
1997 Certificate of Competence in Occupational Testing (level A)  
**The British Psychological Association**

### PERSONAL

Married with 2 children.

