



Updated: February 2017

Current activity:

BUSINESS MENTOR ▪ BUSINESS STRATEGIST ▪ LECTURER

2012 - present

Business mentor, strategist and lecturer under the umbrella of own concept „**Inward Business Mentorship**” ® through three mentoring platforms:

1. „**Business mentoring**” (individual mentoring projects)
2. „**Business Mentoring House**” (business mentoring school)
3. „**The Soul in Business**” **conferences** (thematic conferences with case studies).

Details about the 3 platforms of „Inward Business Mentorship”®, here: www.alizkosza.ro

Summary of business expertise:

Top executive in companies from various industries: **FMCG distribution, food production, photo, IT, oil industry, decorative paints, services. Business areas covered by business mentoring projects: sales-distribution, production and breeding of seeds (agriculture), education, tourism, services, constructions, retail, heavy industry, gardening, pharma. Over 37 years of professional career, 25 years of experience in top management and four years of business mentoring; extensive expertise in building and developing companies in more than 18 different industries. Relevant experience in acquisitions & mergers, change management and organizational transformation, crisis management in organizations, integrations after acquisitions and definition and implementation of integrated growth strategies.**

Innovative and transformational leader, with proven capacity to understand and meet the expectations of shareholders; building equity and teams of managers for all managed companies.

SUMMARY OF MANAGERIAL EXPERIENCE and PERFORMANCES:

July 2014 – July 2015

Advisory BOARD member in „RTC-PROFFICE” : company owned by „Oresa Ventures” (Swedish private equity).

ROLE: Board membership and personal assistance to management team.

January 2008 – August 2012

CEO of „Fabryo Corporation”, the leading decorative paint producer in Romania. When taken over, „Fabryo” was the number 3 player in the decorative coating market. The sole shareholder of „Fabryo Corporation” is „Oresa Ventures”, a Swedish private equity. **Gained market leadership from the third market position in less than a year.**

Responsibility: define and implement growth strategies, performing, in parallel, the necessary cultural changes to transform a successful local entrepreneurial business into a modern, flexible and competitive organization – preparing the company for a potential exit.

Over the four and a half years, operating on a continuously dropping market with a tight competition, the company gained and consolidated its leadership position in the decorative paints and varnishes market, constantly launching innovative products, services and concepts, highly appreciated by the market and partners, being recognized as one of the most efficient and productive companies in the field. <http://www.romaniasmostproductive.com/2011/industry-manufacturing.php>

Public recognition of the results: During these years, the company took 3 „Effie” prizes, one nomination at „European Business Awards”, the Grand Prize „Work Life Balance”. Its main brand, „Savana”, was awarded in 2011 the only **“Superbrand”** distinction in the industry.

“Fabryo Corporation” is still market leader today and represents the industry standard, while having the best management team.

http://www.fabryo.com/ro/despre_noi/inovatie_si_performanta

„Fabryo” is today a case study at the „London Business School”, on innovation.

In 2012 I contributed to the **commercial and operational Due Diligence + strategic fits plan**, for the **merger with “Atlas paints”**, the no. 5 competitor in the market. The deal was announced in September 2012 and approved by the “Competition Council” in December 2012.

January 2004 - January 2008

CEO at „Orkla Foods Romania” (Norwegian ownership: „ORKLA ASA”) – food manufacturing and distribution

Achievements: completed three transactions and integrated the new organizations using exclusively internal resources; the most important deals are the acquisition of number two player in canned pate and meat production, **„Ardealul”** and of number three margarine producer **„Royal Brinkers Romania”**. When I left „Orkla”, after four acquisitions and continuous integrations, the company became profitable. I handed over a 3 years strategic plan for brand/product portfolio restructuring and development and the re-organization plan of all production plants, representing a good platform to serve the future evolution of the company. Brands carried and valued: ***Tomi, Bunica, Wiesana, Linco, Ardealul***

January 2001 – December 2003

CEO at „MOL Romania Petroleum Products” (Hungarian stock exchange company), which at that time was one of the top 15 foreign investors in Romania. During those 3 years, „MOL” had the most dynamic Greenfield development in its history (developed national coverage stations network, adding **34 new fuel stations** and **the company became profitable**; in the same time organizational changes were carried out (new organizational culture), new products were launched („Tempo Plus”) and „MOL” silver and gold fuel cards were introduced in the market.

Also, I was a member of the „Due Diligence” team for the acquisition of **„SHELL”** fuel stations network, the first transaction being closed in July 2003 (23 stations taken over).

January 1998 - December 2000

General Manager at „Macro International”, which was at that time the exclusive agent for Romania of **„AGFA film”** and **„LEXMARK”** products.

During the 2 years, the company was re-organized, revenues grew by 230% versus 1997 (by setting-up and developing a national distribution network) and the profitability increased by 18%. In 1999 „AGFA film” became from number three, the **number two player** (after „Kodak”) in the retail film market and the second photo minilab supplier in Romania. In 2000, product portfolio was extended with **„Canon”** photo product lines.

1995 -1998

National Sales Manager at „Kraft Jacobs Suchard Romania”, where I coordinated 38 distributors and the national sales team of the company. Successful launch of **„Poiana”** chocolate, which is still today the leading chocolate brand in Romania.

Starting with 1992

I gained experience in sales management, business development and trade marketing in multinational companies, which activated in the early 90’s on an emerging market, specific to an extremely difficult economic environment. **By developing national distribution networks for companies such „R.J. Reynolds Tobacco”, „Procter & Gamble”, „Gillette”, „Johnson & Johnson” and „Nestle”, I contributed to the development of modern trade in Romania.**

Before 1992

I have activated for 13 years in tourism („ONT („Carpati National Tourism Office”) Brasov”), in different positions: tour leader, receptionist, complex coordinator and hotel manager.

STRENGTHS ▪ ADDED VALUE:

I am a builder and developer. Providing vision and developing growth strategies are my strengths.

Business mentoring – diagnosis and strategic development for medium size local entrepreneurial businesses that face difficulties (concept called *S.O.S my business*). Over 30 projects already successfully completed. www.alizkosza.ro

Recent projects include:

- Commercial and operational diagnosis, evaluation of the companies' market potential, development of key people during the process, re-branding, strategic business plans.
- Integrated business strategies (commercial & communication)
- Assistance for implementation plans and follow-up of results.
- One to one mentoring for leaders and groups of managers inside the companies.

Public business mentoring – In the past four years I held over **50 National Conferences** (own events), under the umbrella "Sufletul in business" ("The soul in business" – own concept) and I joined another 23 events as guest speaker.

Business development – successful know how transfer from one industry to another, creating tailored solutions and concepts, according to the specifics of respective businesses, available resources and market realities. **Developed most companies against industry models.**

Change management – successfully carried out changes in various stages of development (cumulated losses / decline of business / recent acquisitions etc) in organizations from different industries. Identified, analyzed and took maximum advantage of the business opportunities that best fitted the times, the market segments and the companies. Reached in record time break-even for the problematic ones, built national coverage for those with high potential (distribution / Greenfield investments / division set-up / network development) in order to achieve organic growth or to secure SOM.

Start-up operations for organic growth – green-field investments (Greenfield: 34 new fuel stations to reach national coverage at "**MOL**", all operational within the 3 years mandate); "**renovis**" retail network for "**Fabryo Corporation**": new concept in the traditional retail deco market (19 retail stores), start-up of a multi-principal division (servicing exclusively pharmacies) at "**Interbrands**" (the largest distribution company in Romania); developed national distribution and minilab network for "**Agfa film**"; brand platform for the start-up of a medical center, www.mediclass.ro; set-up of a new online division for "**Wens Travel Agency**";

Building equity – created clear positioning of brands/product categories, based on regular consumer insights, successful and distinctive strategies were developed and implemented. Exceptional implementation processes led to SOM increase for all driving categories, in all companies. Focus on added value, innovative products, avoiding company's exposure to mainstream or low price fighting segments.

Mergers and acquisitions – Active in 2 DD processes, setting strategic fits (brand/products portfolio/sales channels/production plants + Master plan), including integration plan.

- Prepared (including DD) and completed 3 acquisitions + one merger.

Leadership style – transformational, innovative, dynamic, entrepreneurial.

EDUCATION

I studied Hungarian language and literature at „Babes Bolyai University” in Cluj , I am specialized in hotel management and information systems. I hold certificates obtained in-house („Orkla Brand Academy” Oslo, „Kraft Foods” USA , „P&G” Canada) and from international business centers and schools (from London, New-York, Vienna, Nicosia).

My biggest passion are people. I love people, I believe in people.

I speak fluently four languages (Hungarian, English, French, German), I like music, traveling, arts and oriental culture.

Social responsibility: I am involved in several social activities and mentoring, in order to bring my personal contribution to the professional and personal development of the future generations (i.e.: „Leadership Academy”, „Classic is Fantastic”, MBA students, „Adina Stieftelsen Foundation” Norway: member of the supervisory BOARD, presentations in private schools).

Currently: social mentoring for private schools and partnership **as lecturer** with two famous business universities; lecturer for business and marketing students at „Transilvania University” Brasov and „UBB” CLUJ – Business Administration/Marketing.

I promote authentic values among the young leaders and managers.