

Aliz Kosza

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Current activity:

BUSINESS STRATEGIST ▪ BUSINESS MENTOR ▪ PUBLIC SPEAKER ▪ BOARD MEMBER

Recent: 2 years in business mentoring (including strategy development) for medium size local companies, in the areas of furniture production, gardening, vegetable seeds production & distribution, services and structural steel production (6 to 10 MIL euro turnover).

Current-ongoing projects : **strategic business plan for local structural steel producer and business development plan of an integrated online platform in tourism. Rebranding of both companies.**

Since July 2014: Executive BOARD member in RTC-Proffice : a company owned by Oresa Ventures (Swedish private equity). ROLE: Board membership and personal assistance to the management team.

Summary of the expertise:

Top executive in companies from various industries: FMCG, food manufacturing, photo - IT, oil & petroleum products, decorative paints. New areas/field covered through business mentoring programs: gardening, vegetable seeds production, education, tourism services, steel construction. 35 years of professional experience, 22 years career in management and over 14 years in general management positions, two years in business mentoring, with broad expertise in building and developing companies from 12 different industries. Relevant experience in M&A, managing change and crisis over organisations, integrations after acquisitions, defining and implementing growth strategies.

Innovative, transformational and inspirational leader, with a proven capacity to meet shareholders expectations and build equity for respective companies. Solid record of performance under extremely competitive and severe market conditions. Experienced in restructuring brand/product portfolios, launching new products and services, creating and continuously coaching management teams for high performance.

STRENGTHS ▪ VALUE OFFERED:

I am a builder and developer. Giving 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***). Four projects already closed.

Recent projects include:

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

Public speaking – In the past two years I held **19 National Conferences** (own events), under the umbrella "Sufletul in business" (The soul in business – own concept) and joint another 12 events as guest speaker.

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

Change management – successfully carried out changes in various stages of development (cumulated losses / decline of the business / recent acquisitions etc) in organizations from different industries. Identified, analyzed and took maximum advantage of the business opportunities that best suited the times, market segments and the companies. Reached in record time break-even for the problematic ones, built national coverage for those with high potential (distribution / green field 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 (green field: 32 new fuel stations to reach national coverage at **MOL**, all operational under 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 value added, 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 closed 3 acquisitions + one merger.

Leadership style – transformational, innovative, dynamic, entrepreneurial.

EXPERIENCE SUMMARY:

Between January 2008 – August 2012 – CEO at 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 the Oresa Ventures, Swedish private equity. **Gain market leadership from the third market position in less than a year.**

Responsibility: to define and implement growth strategies, in parallel perform the necessary cultural changes to transform a successful local entrepreneurial business into a modern, flexible and competitive organisation – 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 on 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>

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 the only **Superbrand** distinction in the industry, for 2011. **Fabryo Corporation today is still market leader represents the industry standard and has the best management team.**

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

Fabryo today is 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.

Between January 2004 and January 2008 - CEO at Orkla Foods Romania (Norwegian ownership: ORKLA ASA) – food manufacturing and distribution

Achievements: closed three transactions and integrated the new organisations using exclusively internal resources; the most important deals are the acquisition of number two player in canned pate and meat production **Ardealul** and the number three margarine producer **Royal Brinkers Romania**. When 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-organisation plan of all production plants, representing a good platform to serve the future evolution of the company.

2001 – December 2003 - CEO at MOL Romania Petroleum Products (Hungarian stock exchange company), that time one of the top 15 foreign investors in Romania. Under the 3 years, MOL had the most dynamic greenfield development in its history (developed national coverage station network, adding **34 new fuel stations**) and **the company became profitable**; in the same time organisational changes were carried out (new organizational culture), new products launched (*Tempo Plus*) and MOL silver and gold fuel cards were introduced into the market.
<http://www.alizkosza.ro/istorie>

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

From 1998 to December 2000 - General Manager at Macro International , that time the exclusive agent for Romania of **AGFA film** and **LEXMARK** products.

During the 2 years, the company was re-organised, revenues grew by 230% versus year 1997 (by set-up and development of 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 year 2000, product portfolio was extended with **Cannon** photo product lines.

Between 1995 -1998 - National Sales Manager at Kraft Jacobs Suchard Romania, where I coordinated 38 distributors and the national sales team of the company. Succesful launch of the **Poiana** chocolate, today still the leading chocolate brand in Romania.

Starting with 1992 - I gained experience in sales management, business development and trade marketing with multinational companies, which activated in early 90's on an emerging market, specific to an extremely difficult economic environment. **Through developing national distribution networks for companies such R.J. Reynolds Tobacco, Procter & Gamble, Gillette, Johnson & Johnson and Nestle, I contributed to the development of the modern trade in Romania.**

Before 1992 13 years I activated in tourism (ONT Brasov), in different positions: tour leader, receptionist, complex coordinator and hotel manager.

EDUCATION

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

I speak fluent 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, *Clasic e Fantastic*, MBA students, Foundation Adina Stieftelsen Norway: **member of the supervisory BOARD** -).Currently: social mentoring for private schools and partnership **as lecturer** with two famous business universities; lecturer for business and marketing students at Universitatea Transilvania Brasov and UBB CLUJ – Business Administration.

I promote authentic values among the young leaders and managers.