

Valentin Radu

PROFESSIONAL PROFILE

Proven success as a senior executive and business coach. Utilizes keen analysis and insights and a team approach to constantly deliver superior results. Extensive expertise in performance management and improvement, providing corporate-wide operational direction and strategic thinking, focusing on value-added processes, with a solution-oriented approach to problem solving. Strong experience in managing organizational change with demonstrated ability to instill a common vision and develop dynamic and performance striving teams. Entrepreneurial leadership style with effective planning, organizational and communication skills and steadfast commitment to excellence.

A consultant by profession, with a degree in business administration, coupled with a wealth of executive management and consulting experience, possesses "hands on" management experience, strong sales and negotiating skills and a proven track record of restructuring and turning around financially distressed businesses while maximizing stakeholder value through business development initiatives and the conceptualization and implementation of unique strategies for operational and financial excellence.

Successfully completed four interim management/CRO assignments and over ten M&A assignments – including acquisitions, privatizations and divestitures.

Strategy and Financial Restructuring Skills. Experience in highly leveraged environments that includes management of bank covenants, management of cash flow, debt restructurings, negotiations with creditors, and implementing strategic initiatives to improve operational and financial performance.

Analytical Decision Maker. Evaluates complex situations, determining key objectives and aligning efforts and teams to deliver on set goals. Strong ability to take critical decisions while balancing and mitigating the needs and expectations of all stakeholders (creditors, shareholders, employees, clients and management).

Team Building. Recruits and develops effective cross-functional teams, motivating them to achieve bottom-line profitability in both healthy financial climates and during economic downturns. Implements development plans for improving employees' performance and results. Excellent leadership and mentoring skills.

Operational Management Expertise. Strong capabilities in process development and keen understanding of critical business drivers. Led management teams in identifying and correcting critical problems, reducing and streamlining expenses, strengthening products gross margin and delivering sustainable revenue growth, profits and stakeholder value.

AREAS OF EXPERTISE

- Strategy and strategic planning
- Finance, budgeting and cost management
- Profitability, cost analysis and performance management
- Restructuring and turnaround
- Business Process Redesign
- Project Management
- Executive training and development
- Deal structuring, contract negotiation and strategic alliances
- Sales and operations management

KEY ACCOMPLISHMENTS

- Acted as interim CEO and CRO of a leading pharmaceutical wholesaler and distributor undergoing a complex financial and operational reorganization.
- Retained by the shareholders of a Romanian leading paints manufacturer that has acquired a smaller competitor to design, manage and implement the Post Merger Integration of the two entities. The project involved the design of the Integration architecture and strategic framework (definition of strategic objectives, new organizational culture and the integration process typology), identification of synergies and development of the integration action plan, redesign of core processes of the merged entities, relocation of production facilities, building of an integrated logistics platform to serve the clients, redesign of the direct and indirect distribution models etc.
- Retained by the private equity owner of a leading European automotive spare parts distribution company to orchestrate a turnaround of the Central and Eastern European' operations and act as interim CEO to re-establish market position, control of the company, management leadership and organizational direction. Full P&L responsibility for a EUR 40 mil. operation during the turnaround assignment.
 - Managed company out of intensive care, managed cash flow on a day-to-day basis, restructured debt, negotiated with creditors and suppliers, and implemented strategic initiatives.

- Aligned organizational structure with business strategy, enabling quick recovery of lost sales during the crisis phase, moving the company to the next level of growth.
 - Regained trust and fostered collaboration across the organization, providing leadership and building a motivated, performance-driven team.
 - Improved substantially sales (+27%), operational margin (+5p.p.), EBITDA (+80%) and cash flow while reducing net debt (-22%), level of outstanding receivables (down 58%) and collection period (down to 42 days from 65) while delivering quality services to company's customers.
 - Successfully launched six new products lines and expanded market coverage by 50% within 12 months from appointment.
- Retained by the owners of the domestic market leader in the water POU business to advise them and orchestrate the sale of the company to a leading water cooler operator. We provided advisory and consulting work prior to the sale process thus enabling the company to improve financial and operational performance, while maximizing shareholders' value. We provided sound advice and expertise at every stage of the sale process, from target screening and due diligence to successful completion of the transaction.
 - Initiated, managed and completed, on behalf of Tiriac Bank's majority shareholder the sale process to HVB Bank and the subsequent merger with Unicredit Bank. Hence, we developed and implemented a successful share buy-back program from minority shareholders and institutional investors (15.6 % of the shares were acquired), coordinated the advisory team, managed the valuation process, decided on the sale strategy that was maximizing the equity value to the bank's shareholders and successfully closed the sale process.
 - Retained by the private equity owner of Romania's largest generics pharmaceutical company to perform the restructuring and process-reengineering of its operations aiming to increase value of the entity at every step along the value chain and obtain the GMP (General Manufacturing Practice) certification for its production facilities. The project implied the re-organization of operations; re-design of the production lines, divestiture of the chemical compounds' operations and production of heavy chemicals, process mapping and rethinking of company's organizational structure. Successful implementation of the action plan lead to a 100% increase in company's value (the company was publicly listed on the Bucharest Stock Exchange) in the short term and to a landmark sale to leading international generics manufacturer, in the medium term.
 - Over 15 years of strategic advisory and management consultancy experience thus acquiring vast knowledge, experience and broad know-how & strengths in industry and functional issues on both national and international level. Managed numerous restructuring and reorganization projects for leading Romanian and international clients (Roman, Silcotub, ICMRS Galati, Chavdar, Agricola Bacau, Petrom, Ruhrgas, DB, Arcelor, Sidex, Dacia/Renault, SAB, Henkel, Interbrew, Carrier, France Telecom etc.)

CAREER EXPERIENCE

04/2018 – present <i>Position:</i>	Societatea Energetica ELECTRICA S.A. <i>Independent Non-Executive Member of the Board of Directors, President of the Board of Directors (12/2018-07/2020)</i>	Bucharest
08/2008 – present <i>Position:</i> <i>Responsibilities:</i> <i>Achievements:</i>	Platinum Capital <i>Founder and Managing Partner</i> Set up and development of a consultancy boutique providing financial, M&A and strategic advisory services to mid-market companies and financial investors including strategy, turnaround and restructuring services, and interim and crisis management. We have successfully completed more than 10 transaction advisory, strategy & turnaround projects and interim management mandates.	Bucharest
08/2005 – 08/2007. <i>Position:</i> <i>Responsibilities:</i> <i>Achievements:</i>	TiriacAuto, Autorom - General Distributor DaimlerChrysler <i>General Manager, President of the Board of Management</i> Strategic management of TiriacAuto division and operational management of DaimlerChrysler's importer and general distributor in Romania. Design and implementation of retail network development strategy for both TiriacAuto and Autorom, including sales and distribution of vehicles and spare parts. Development and management of the distribution network (dealerships) for DaimlerChrysler's brands (Mercedes Benz, Chrysler Jeep, Dodge and Smart), including the implementation of the BER (Block Exemption Regulations) standards and requirements in the Romanian market. Development and implementation of TiriacAuto's growth strategy. Initiation, coordination and set-up of the JV between TiriacHoldings and DaimlerChrysler, Mercedes-Benz Romania	Bucharest

Reorganization of the general distribution and retail operations, and implementation of a performance oriented management system; development of a young, motivated and professional management team.
 Successful set up of the JV company, DaimlerChrysler Romania, and successful completion of business and organization transfer to the new entity.
 Expansion of TiriacAuto retail network to more than 25 outlets.

04/ 2003 – 08/2005 **TiriacHoldings** Bucharest
Position: CEO
Responsibilities: Strategic and operational management of TiriacHoldings, including the coordination of all member companies and administration of TiriacHoldings' strategic investments in Metro Romania, AllianzTiriac, Globe Ground Romania, IFMA and Banca Tiriac.
 Reorganization of TiriacHoldings and implementation of a new business strategy and approach; implementation of a divisional holding structure. Design and implementation of a long-term development strategy.
 Structuring and arranging financing for all group companies and real estate projects/investments.
 Reorganization of TiriacAuto's activities; development and implementation of the car and OEM spare parts retail network.
 Member of the Board of Banca Tiriac, AllianzTiriac Asigurari, TiriacLeasing, Romcar (Ford general distributor) and Autorom (DaimlerChrysler general distributor)
Achievements: Set up and development of a divisional holding structure, based on business lines and led by division/BU managers (automotive, aviation, financial services, real estate and property management etc.)
 Initiation and coordination of the sale process of Banca Tiriac to HVB and the subsequent merger with Unicredit Romania
 Increase of TiriacAuto's turnover to approx. EUR 500 mil. corresponding to a sales level of more than 17,000 vehicles in 2005.
 Increase of TiriacLeasing's financing volume from EUR 25 mil. in 2003 to over EUR 120 mil. in 2005.

04/1995 – 03/2003 **Roland Berger Strategy Consultants** Bucharest
Position: Senior Project Manager
Responsibilities: Coordination and operational management of large and complex consulting projects and project teams, assuming responsibility for project results and budgets
 Project and client acquisition responsibilities; active promotion of strategy consulting services
 Development of industry and sector analysis
 Mentoring and leading younger colleagues
 Development of functional competencies in strategy, restructuring and turnaround, privatization and M&A, marketing and process reengineering
Achievements: Managed and implemented more than 40 consulting projects in various industries such as consumer goods, pharma, energy, telecom and IT, banking and financial services, manufacturing both in Romania and abroad (South Africa, Hungary, Austria etc).
 Business development and acquisition of consulting projects (strategy, operational, restructuring etc.) with a cumulated value exceeding EUR 2 mil. in consulting fees.

EDUCATION

1991 – 1996 **Academia de Studii Economice** Bucharest, Romania
 Master in Business Administration
 1996 - 2000;
 2001 - 2002 **Roland Berger Strategy Consultants**
 Seminars and training sessions on Strategy, Finance, Restructuring, Organizational Change, Scenario Planning, Communication and Leadership with Trainers from **RBSE** and Professors from INSEAD and London Business School

FOREIGN LANGUAGES:

English	reading, speaking, writing	excellent
French	reading, speaking, writing	good