

Rafał Szczepkowski

International & Multicultural Experience

Strategy, Execution and M&A

Sales & Marketing

Change Management

People Management

1. **FMCG, consumer goods**, pharmacy, B2B and **production** across Scandinavia, CEE, West Europe, Central Asia
 2. **integration of local CEE companies** into Selena group with 5 GMs reporting during 3.5 years
 3. creation and maintenance of a **matrix structure** in Zelmer Group
 4. rebuilding and execution of a **new strategy** for Cederroth Poland
 5. M&A:
 - > Zelmer to Bosch, Cederroth to Orkla
 - > on Slovak and Czech market for Selena and Zelmer
 6. successful **start-up** in Kazakhstan for Zelmer
 7. **rebuilding a marketing strategy** for Dermika and Soraya
 8. creation of a **sales strategy** for Zelmer (**gross margin: +2%**)
 9. creation of a successful KAM structure in traditional trade (Pepsi-Cola)
- **restructuring** Cederroth Poland: **reduced 30%** of FTEs, changed **EBITDA** negative to positive results (**+5%**)
 - successful turnaround plan for Selena Hungary (**break-even within one year**)
 - creation of stable teams with **0% unwanted rotation** at Zelmer and Cederroth
 - **implementation** of the company's Performance Management System (**MBO**)

Professional Experience

Cederroth

2014 – 2016

Managing Director, Board Member, Group Management Member

- management of brands: Soraya, Dermika, Salvequick, Jordan, Bio-Oil
- creation and implementation of an efficient business strategy
- financial performance and company value creation
- managing all company departments, incl. production (**300 FTEs**)
- **sales: 40 M EUR**, APR: 5 M EUR, Manufacturing OH: 1.8 M EUR

Key achievements

- restructuring "turnaround plan": **saving 5.8 M PLN in costs** (40 M EUR revenue business)
- **EBITDA: -5.1 M EUR (2014) vs +6 M EUR (2016)**
- new company vision "marketing-driven company"
- Soraya's and Dermika's brand strategy:
 - rebuilt marketing strategy (positioning, communication and packaging)
 - Dermika's increase in volume and margin at the same time
 - Soraya shall reverse negative trends in 2017
- created stable teams with 0% unwanted rotation
- reduced 70 employees (30%) of Cederroth commercial part with no legal cases
- sale of the company to a strategic investor (Orkla)

Zelmer (B/S/H/ Group)
Sales Director, Board Member

2011 – 2014

- sales strategy and execution on all markets (local & international)
- trade marketing activities on all markets
- marketing strategy on international markets
- **sales**: annual value – **180 M EUR** (50% local, 50% Eastern Europe)
- direct subordinates – Poland Sales Director & 5 General Managers (Russia, Ukraine, Czech Republic & Slovakia, Hungary, Romania, Kazakhstan)
- creation and maintenance of matrix structure in Zelmer

Key achievements

- successful **restructuring of Polish sales department**: KPI system, new salary motivation system: **one-digit growth after one year** (reverse trend) and keeping small domestic appliances market leadership (2011 – 2013)
- **double-digit growth** on Ukrainian and Russian markets (2011 – 2012), market leader position in Ukraine
- **successful start-up** in Kazakhstan (sales: 6 M PLN)
- creation of a **sales strategy** for Zelmer (gross margin increase by **2%**)
- creation of a stable team with 0% unwanted rotation
- direct participation in M&A transaction (acquisition by Bosch)

Selena
Business Unit Central Europe Director

2008 – 2011

- sales and marketing strategy definition for CEE markets
- annual planning process, human resources management, strategic, operation and P&L management for all CEE subsidiaries: Finland, Czech, Hungary, Romania, Bulgaria
- development of distributors regions: Scandinavia, Balkans
- sales: annual value – **revenue 20 M EUR**
- direct subordinates – 5 General Managers, 2 Export Managers

Key achievements

- successful turnaround plan for Hungary (**break-even within one year**)
- **M&A** on Slovak and Czech market (cost optimisation: -1.5 M PLN)
- **integration** of local CEE companies into Selena group
- **Selena Romania**: development of the organisation keeping positive financial results and implementation of many business processes in the organisation, as sales KPIs, salary motivation system, MBO (**reduced headcount: 15%, decreased rotation**)

Pepsi-Cola General Bottlers Poland
Format Manager – Warsaw Headquarters

1994 – 2007

- plan and control sales strategy on traditional trade
- managing the most important small format customers, incl. all gas station chains, “Żabka”, “Alma Market”
- organisation and implementation of cross functional programs – customer developing agreements (marketing, legal, planning and financial departments)
- creation of motivation and reward programs for sales force
- annual revenue – 70 M USD
- annual cost budget – 7.5 M USD
- direct reports – 9 Key Account Managers

Key achievements

- created **successful Key Account Manager structure** in traditional trade
- obtained contract with “Żabka” chain
- 2006 Sales volume index 102% vs plan, 122% vs 2005 total traditional trade
- 2006 Gross Profit index 103% vs plan, 107% vs 2005 total traditional trade
- distribution YOY: +1.1 pp NSD (by Nielsen), +0.7 pp NWD (by Nielsen)

Unit Manager Southwest Poland (2002 – 2005)

- managing 4 regions (Wrocław, Zielona Góra, Kalisz, Opole): Sales, Financial, Logistics
- management and execution of all sales channels
- take part in international task groups: Reward Communications, Key Account Sales & Services System, Alternative Sales & Distribution System
- annual revenue – 24 M USD
- direct reports – 11, non-direct reports – approx. 200

Key achievements

- the best sales results in 2004 in Poland
- the most stable sales team in Poland 2003 – 2005
- the best credit collector results 2004 (CFO award)
- the biggest Pepsi’s numeric distribution in Poland (by Nielsen)

Regional Director, Wrocław (1999 – 2002)

Branch Manager, Ostrów Wielkopolski (1997 – 1999)

Territory Development Manager, Bydgoszcz (1994 – 1997)

Additional Information

Education	<ul style="list-style-type: none">• Nicolaus Copernicus University in Toruń, Master’s Degree in Economics (1987 – 1992)
Trainings	<ul style="list-style-type: none">• Multifunctional trainings with Pepsi-Cola, covering all aspects of business management with a special focus on beverage industry, FMCG sales & distribution, systems / economics and people management
Supervisory Board Memberships	<ul style="list-style-type: none">• Member of Supervisory Boards at multinational subsidiaries• Supervisory Board Member in all foreign Zelmer subsidiaries• Group Management Member in Cederroth AB in Stockholm
Languages	<ul style="list-style-type: none">• Polish – proficient• English – fluent• Russian – intermediate
Interests	<ul style="list-style-type: none">• Organising exotic travels• Diving – PADI diver, yacht master, motorboat master• Harley Davidson Association member