

Dragos Oltenescu



Accomplished Strategic & Business Transformation Executive with extensive leadership experience in large organizations. Goal-focused professional with strong background overseeing all areas of a business, including implementation of operational changes, measurable improvements, and business KPIs. Demonstrated ability in building organizational financial capabilities. Proven-track record for leading business transformation, implementing financial strategy and change management projects for international organizations. Reversing decline in revenues and delivering solid growth while administrating large portfolio and cost base. Skilled in start-up organizations, with focus on digital payment products. International expertise.

Committed to improving business processes by consolidating operations and developing solutions to facilitate an increase of new business opportunities. Firm believer in building and maintaining long-term professional relationships with colleagues and business clients through exceptional interpersonal and communication skills, as well as understanding of the local and cross-cultural context.

KEY FIGURES - € 250 mln cash flow administered, 300% in revenue growth, cost savings of 25% in a short timeframe, lead an organization of 170 people, administered revenues of €150 mln and a product portfolio of €600 mln.

Areas of Expertise:

- Banking & Insurance
- Telecom
- FMCG
- Fintech
- Business Transformation
- Budgeting & Forecasting
- Audit & Consultancy
- Change Management
- Strategic Partnership
- Recruitment and selection

Professional Experience

Orange Money – Bucharest, Romania

Chief Financial Officer (2017 to Present)

Appointed to ensure revenue growth and management of large-scale volumes generated by a unique product portfolio

Selected contributions:

- Transformed the pricing strategy leading to 300% revenue growth in 2020
- Created a variable cost model which fluctuates with volumes
- Automated processes & financial flows to adapt to the digital environment

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- Manage the Treasury function of the company –liquidity & funding needs – €250 mln cash flow administered in 2020
- Contributed to significant cost savings through negotiations with major suppliers

National Guarantee Fund – Bucharest, Romania

Chief Executive Officer (March – September 2016)

Mandated to re-start the activity and perform a transformation diagnosis of the company

Selected Contributions:

- Lead an Administration Council of 9 members to approve the reshaped business approach
- Negotiate with over 30 banks the signing of the reshaped guarantee contract; over 10 banks (3 from top 5) have restarted selling the guarantees attached to their loan products
- Performed an organizational snapshot of the institution to identify shortcomings and design the future strategy
- Initiated a restructuring project with outcome to reduce costs and improve efficiency in the organization, to de-layer the institution, and create key divisions (back office, workout, quality assurance) which will contribute to a better management of data quality & integrity
- Managed a team of 15 Directors and a total staff of 170 people

BNP Paribas Cardif – Bucharest, Romania

Chief Financial Officer (2011 to 2016)

Appointed to re-shape the financial activity and ensure significant bottom line growth

Selected Contributions:

- Restructured the company by liquidating the subsidiary and transferring the portfolio to 2 branches
- Increase in turnover of more than 300% during my mandate

ABN AMRO – Bucharest, Romania

Chief Financial Officer – Retail Bank (2008 to 2011)

Appointed to implement a sound financial management governance and administer a large loans portfolio

Selected Contributions:

- Manage a loan portfolio of 600 mln Euros and 150 mln Euros in revenues
- Reduced major lines of expenses with up to 25% vs. previous year
- Built a powerful team of professionals, with persons dedicated to the main Business Lines and main processes
- Successfully lead managed key projects (such as pitch to sell the bank to investors, cost savings, financial crisis management)

Banca Comerciala Romana (Erste Group) – Bucharest, Romania

Head of controlling Division (2007 to 2008)

Assigned to start the controlling function in the bank and to administrate the revenues

Selected Contributions:

- Centrally manage the preparation of budget & forecast for the entire bank
- Implement a new budgeting process as per international practices

Philip Morris International– Bucharest, Romania

Budget & Reporting Manager (2002 to 2007)

Assigned with implementing a top budgeting system and control environment

Selected Contributions:

- Implemented Sarbanes-Oxley requirements
- Implemented the rolling forecast process
- Participated and advised the implementation of the centralized budget and reporting software

Philip Morris International– Lausanne, Switzerland

Fiscal & Economic Affairs Senior - EU Region (2004 to 2005)

Appointed to administrate the relation with businesses in 15 EU countries in terms of fiscal policy designed by the Head Office

Selected Contributions:

- Prepare tax assumptions for budget cycles, considering current local legislation and future developments, past tax trends, profitability, official targets for achieving EU indicators targets.
- Supporting work in presenting the fiscal policy arguments to the official authorities (Ministries of Finance, Health, European Integration)

Price Waterhouse Coopers – Bucharest, Romania

Fiscal & Economic Affairs Senior - EU Region (1998 to 2001)

- Preparing relevant due diligence reports for major privatization projects
- Tackled a portfolio of projects in diverse industries (FMCG, Oil & Gas, Energy)

Education

- 1993 - 1997 – Accounting Faculty, Academy of Economic Studies, Bucharest, Romania

Recommendations

- Available upon request