

CSABA MUZSNAY

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WORK EXPERIENCE

GENERAL MANAGER

Muzsnay Consulting Kft.

October 2014 –

Muzsnay Consulting is a strategic consultancy company for SME, with the mission to help companies to increase their sales, to market their products and services in the Central & Eastern European markets, and at the same time improving their operating and financial performance.

- Building the consultancy business and providing strategic consulting

BUSINESS DEVELOPMENT MANAGER CENTRAL & EASTERN EUROPE

Principle Healthcare International, Innopharma

January 2012 – October 2013

Innopharma is part of Principal Healthcare International Group, one of Europe's leading producer of Vitamins, Minerals and Supplements (VMS)

- Built a profitable business from scratch in the key markets: Poland, Romania, Baltics, Finland, Hungary and Turkey
- Developed the mission and strategy for the CEE Region
- Developed the midterm business strategy including portfolio, new product development, pricing, communication, revenue and profit
- Developed the Objectives and KPI for the region and implemented them

Dimensions:

Market Value Vitamins (Poland, Romania, Baltics, Finland, Turkey, Hungary): 300 Million EUR

Turnover: 1.3 Million EUR

Markets: Poland, Romania, Baltics, Finland, Turkey, Hungary, Bulgaria, Ukraine, Greece, Serbia and Azerbaijan

Direct Reports: 2

GENERAL MANAGER

Fornetti Romania

March 2011 – September 2011

Leading European bakery and pastry franchise with more than 7000 outlets, from which 1600 in Romania, with 24,000 tons per annum factory capacity in Timisoara, Romania

- Reversed the 20% yearly decline in sales
- Developed new mission, strategy in order to bring the company to the next level
- Develop mid and long-term business strategy, including brand repositioning, franchise model, portfolio, new product development, pricing, communication, revenue and profit
- Redefined the Fornetti brand and started the rejuvenating process
- Developed the Objectives and KPI for the organization and implemented them
- Revised Sales and Marketing organization, processes and procedures and developed new structure, processes and procedures in line with mission and strategy (redefined the role of the Field Force, new bonus system, performance management etc..)
- Developed and started the implementation of the new franchise concept,
- Revised Supply Chain Operations processes (Purchasing, Production, Logistics) and developed new structure, processes and procedures in line with mission and strategy

- Successfully represented the company towards the government and media.

Dimensions:

Turnover: 30 Million EUR
 Yearly Volume: 15,000 tons
 Factory capacity: 24,000 tons
 Number of Staff: 600
 Direct reporting: 10

INTERIM MANAGING DIRECTOR

Hilltop Neszmély, Hungary

June 2010 - February 2011

Leading Hungarian quality wine producer, with international presence (75% of turnover sold in UK, listed in majority of Retail chains in UK and Hungary) and the owner of the biggest privately owned wine yard in Hungary (550 ha)

- Reversed the 10 % yearly decline in sales
- Developed new mission, strategy in order to bring the company to the next level
- Develop mid and long-term business strategy, including New Business Model, portfolio, new product development, pricing, communication, revenue and profit
- Re-launched the Hilltop and Riverview brands
- Developed the Objectives and KPI for the organization and implemented them
- Reorganized the vineyards, the wine production, the sales&marketing and finance organisations in line with mission and strategy

Dimensions:

Market Value wine market (producer prices): 400 Million EUR (Hungary) and 5,2 Billion EUR (United Kingdom)
 Turnover: 16 Million EUR
 Yearly Volume: 8 Million liters
 Market Share: 1% Hungary, 0,5 % United Kingdom
 Number of Staff: 100
 Direct reporting: 6

CHIEF OPERATING OFFICER

Cris-tim Group, Romania

May 2006 - April 2009

Market leader processed meat producer in Romania

- Transformed a family ran business in a professional one
- Developed the mission, strategy and values for the meat processing operations, joining the EU (4 factories for salami, sausages, cold cuts, frankfurters, ham, dry fermented salami and 350 SKU's)
- Developed the Objectives and KPI for the Operations and implemented them till the lowest level
- Built, and provided Leadership to a new and dynamic management team
- Revised organization, processes and procedures and developed new structure, processes and procedures in line with mission and strategy
- Implemented Total Quality Management
- Improved process efficiency (LEAN management), purchasing and optimized the product portfolio achieving savings/profit of 2 Million EUR p.a.
- Developed a 3 year efficiency plan reducing the headcount at the 4 factories from 1300 to 1000
- Increased the average shelf life of the products from 18-30 days, through technology investment and product optimisation and reduced quality problems from 5% to below 0,5%
- Optimised the operational activities (processing, warehousing and distribution)
- Created a brand new R&D facility, R&D team and developed and launched more than 100 SKU's
- Implemented the Enterprise Resource Planning (ERP) in 2008
- Implemented the Performance management and the Career planning
- Identified and developed local successor

Dimensions:

Market Value Processed meat: 600 million EUR
 Turnover: 95 Million EUR
 Yearly Volume: 25,000 to
 Market Share: 16 %

Number of Staff: 1300
Direct reporting: 13
Number of factories: 4

REGIONAL SALES & MARKETING DIRECTOR SOUTH EAST EUROPE

Robert Bosch South East Europe Power Tools Division, , Budapest

August 2004 - November 2005

(Hungary, Serbia & Montenegro, Croatia, Slovenia & Bosnia Herzegovina)

Market leader power tools producer:

- Increased sales in the South East Europe Region with 10% and with 40% at hypermarkets and DIY chains through: listings, visibility, secondary placement and promotions
- Restructured the region, centralizing the Marketing, Finance, Logistics and Customer Service functions and leaving just the Sales function in the end markets
- Selected, recruited, motivated and developed the regional team (Regional Brand Managers, Regional Customer Service Manager, & Country Sales Directors)
- Developed and implemented the sales and marketing processes and the Performance Management System for the region
- Developed mid and long-term business strategies for the region, including portfolio, new product development, pricing, communication, revenue and profit
- Improved the Brand Health Indicators for Bosch and Skil brands
- Developed good relations with top decision makers of the international key accounts, distributors, wholesalers and exclusive retail outlets
- Implemented the coaching culture

Dimensions:

Market value: 150 Million EUR
Turnover: 28 Million EUR
Number of Staff: 85
Direct Reports: 13

SALES & DISTRIBUTION DIRECTOR

British American Tobacco Serbia&Montenegro Ltd.

April 2003 - May 2004

- Increased sales with 20% to 152 Million EUR
- Built up and ran the sales and distribution function at our exclusive distributor
- Implemented Direct Store Delivery (DSD), taking over the sales function from industry wholesalers achieving 100% weighted coverage and 95% weighted distribution at key brands and below 2% OOS
- Achieved 2.5 Million EUR savings through improved performance and better trading terms
- Integrated the purchased factory portfolio
- Identified and developed local successor
- Implemented the coaching culture
- Signed a 5 year exclusive distribution contract with the identified distributor
- Implemented the Performance management and the Career planning
- Identified and developed local successor

Dimensions:

Market value: 800 Million EUR
Market Share: 19 %
Turnover: 152 Million EUR
Budget: 6.5 Million EUR
Number of Staff: 159
Direct Reports: 4

GENERAL MANAGER

British American Tobacco Albania Ltd.

January 2002 - April 2003

- Built a sustainable import business (profitable from the 2nd year) by establishing a new trading company
- Built from zero a new, young and dynamic team
- Achieved leadership in the premium segment (44% segment share)

- Successfully increased availability and visibility of our brands compared to the competition and achieved price parity
- Implemented Direct Store Delivery (DSD) with prompt-sales
- Successfully managed corporate affairs and public relation matters
- Positioned BAT as a responsible company towards consumers, government, international organizations and the media
- Changed negative consumer perception towards BAT cigarettes with local Albanian health warning
- Lobbied successfully the Albanian health warning legislation
- Signed a 5 year exclusive distribution contract with the identified distributor
- Implemented the Performance management and the Career planning

Dimensions:

Market Value: 200 Million EUR

Turnover: 16 Million EUR

Market Share: 8 %

Number of Staff: 56

Direct reporting: 7

SALES & DISTRIBUTION DIRECTOR

British American Tobacco Hungary

September 2001 - December 2001

- Implemented Direct Store Delivery (DSD, prompt sales) in Hungary and took over the sales from wholesalers and managed successfully the transition
- Achieved 100% weighted coverage in all 3 trade channels (Grocery, Convenience and HoReCa) and at key brands 95% weighted distribution, below 2 % OOS and 40% facing share
- Achieved 4 Million EUR savings through improved Trading terms
- Managed the field force (300 people) with automated sales system, achieved sales of 420 Million EUR and managed the exclusive logistic service provider (with 14 warehouses)
- Managed the Key Accounts and Regional distributors
- Provided leadership, motivated and developed the Sales Organisation
- Implemented the Performance management and the Career planning

Dimensions:

Market Value: 1 Billion EUR

Market Share: 42%

Turnover: 420 Million EUR

Budget: 8 Million EUR

Number of staff: 300

Direct reports: 8

SALES & DISTRIBUTION PROJECT MANAGER

British American Tobacco Hungary

February 2001 - August 2001

- In total confidentiality in 6 months developed the Route to Market strategy, processes and organisation, got approval from the Management Board in London
- Implemented the Direct Store Delivery in total confidentiality by: hiring and training 300 people with automated sales system, ordering 300 cars and opening 14 new warehouses.
- Developed and managed the cover story strategy with full success
- Managed a team of 14 including consultants from Ernst&Young

Dimensions:

Market Value: 1 Billion EUR

Market Share: 42%

Turnover: 420 Million EUR

Budget: 8 Million EUR

Number of staff: 14

Direct reports: 5

SALES & DISTRIBUTION DIRECTOR

British American Tobacco Romania Ltd.

October 1998 - January 2001

- Increased market share from 14% in October 1998 to 26% in 2000, becoming No. 1 in the Romanian market

- Grew BAT's sales and distribution team to become "Best Sales and Distribution Team in Romania" in 1999 based on a customer satisfaction measurement survey by independent research agency MEMRB in Q4. 1999
- Achieved 100% weighted coverage and 95% weighted distribution at key brands and below 5% OOS
- Successfully increased availability and visibility of our brands over the competition and achieved price parity
- Successfully launched new brands and line extensions, implemented consumer and trade promotions
- Implemented coaching culture
- Implemented the Performance management and the Career planning
- Implemented the automated sales and distribution system
- Identified and developed local successor

Dimensions:

Market Value: 1 Billion EUR

Market Share: 26 %

Turnover: 260 Million EUR

Budget: \$11.5 million

Number of Staff: 347

Direct reporting: 7

TRADE MARKETING & DISTRIBUTION DEVELOPMENT MANAGER

British American Tobacco Hungary Ltd.

October 1996 – September 1998

- Acted as deputy to Director Trade Marketing & Distribution driving all planning processes, people and marketing development, strategy delivery and review
- Reversed the declining trend of BAT's Market Share from 39 % in 1996 to 42% in 1998
- Developed trade channel/regional strategies that support the brand strategies
- Lead and drove the cycle planning process that ensured the achievement of brand strategy to meet market , brand and volume objectives
- Developed national presence marketing programmes that achieved the highest in-store visibility of the key strategic brands by channel and outlet type
- Lead and drove the Sales Operation Planning(SOP)
- Ensured that trade channel and account objectives were achieved through the application of the highly professional trade approach by motivating, training and developing the Trade Marketing field staff to the highest level
- Managed the development, production and installation of in-store and on-store advertising materials, through the Development Team
- Developed, monitored and evaluated both trade and consumer promotions
- Assisted the account handlers in the development of Key Trade Customers, through the formulation and implementation of Account strategies

Dimensions:

Market Value: 1 Billion USD

Market Share: 42%

Turnover: 420 Million USD

Budget: 7,5 Million USD

Number of staff: 20

Direct reports: 6

NATIONAL KEY ACCOUNT MANAGER

British American Tobacco Hungary Ltd.

January 1995 - September 1996

- Increased with 50% the sales of BAT products per Key Account outlet
- Developed and implemented efficient marketing strategies by Key Account that supported the brand strategies
- Developed and agreed activity plans, which assured the volume, profit, distribution, pricing and merchandising objective achievements for Key Accounts
- Developed, managed, motivated and trained the Account teams through which the marketing strategies were implemented (Regional Managers, Area Managers and Trade Representatives)
- Implemented the Strategic Account Management in Europe, as a member of the Cascading Team
- Implemented the Account management principles in BAT Hungary,
- Became the benchmark supplier at Csemege Julius Meinl, Spar, Tesco and CBA retail chains and Metro C&C chain

Dimensions:

Market Value: 900 Million USD
Market Share: 39%
Turnover: 351 Million USD
Budget: 1,1 Million USD
Number of staff: 2
Direct reports: 2

TRADE MARKETING MANAGER FOR COFFEE AND CONFECTIONARY

Kraft Jacobs Suchard Hungary Ltd. (Mondelez International)

August 1993 - December 1994

- Developed effective marketing strategies by product category by account and trade sectors
- Successfully re-launched the Jacobs coffee, Csemege tablets and countlines and successfully launched the Milka countlines and Africana tablets
- Coordinated and integrated the brand and sales efforts achieving brand objectives
- Planned and co-ordinated Van Sales and Merchandising
- Developed effective advertising for the trade
- Managed the annual budgets between accounts
- Developed and implemented retail and W/S promotions
- Managed, motivated and trained the product category managers and POS coordinator.
- Managed a budget of \$3 Million

PRODUCTION DIRECTOR

Dunkin' Donuts Restaurants Ltd.

May 1993 - June 1993

(exclusive operator of Dunkin' Donuts fast food chain in Hungary)

- Managed the production in a cost effective manner (50 employees, 2 shifts),
- Improved process efficiency and optimized product portfolio
- Negotiated yearly contracts with suppliers of raw materials/packaging from Hungary, United States and Germany for the production and the 4 outlets
- Ensured the targeted stock level for 500 SKU's (raw materials/packaging for production and 4 outlets)
- Motivated and developed the production team

GENERAL MANAGER

Dunkin' Donuts Restaurants Ltd.

January 1993 - April 1993

(exclusive operator of Dunkin' Donuts fast food chain in Hungary)

- Opened the first 4 stores and the central production facility
- Managed a profitable business (100 people)
- Developed and implemented the KPI for the organization
- Developed processes and procedures for the organization

PRODUCTION DIRECTOR

Dunkin' Donuts Restaurants ltd.

July 1992 – December 1992

(exclusive operator of Dunkin' Donuts fast food chain in Hungary)

- Set up the central production facility serving 4 outlets
- Negotiated and ordered the equipment, raw materials/packaging materials from Hungary, United States and Germany for the production and the 4 outlets
- Organized the production process
- Implemented the Sales Operation Planning
- Implemented the KPI for production, purchasing and logistics
- Hired and trained the production team (50 people, 2 shifts)

EDUCATION

Master of Business Administration Program (MBA)- International Management and Marketing

Case Western Reserve University, Weatherhead School of Management, IMC - Budapest, Hungary

1994 - 1997

Chemist Degree

József Attila University, Faculty of Science - Szeged, Hungary

1988 - 1992

Diploma work: The determination by chemical correlation of the absolute configuration of the dinucleotide phosphoramidates

Non-degree studies in Chemical Engineering

Babes - Bolyai University, Faculty of Science – Cluj, Romania

1984 - 1988

LANGUAGES

- Hungarian/Romanian - native
- English - fluent
- German - basic, learning
- Italian-basic

COMPETENCIES

- Developing strategies
- Selecting key business partners
- Generating alternatives
- Taking decisions
- Leading and managing change
- Make things happen
- Motivating people
- Involving team members
- Managing conflict
- Maintaining awareness of the market

SKILLS

- General Management
- Brand Marketing
- Trade Marketing
- Sales and Distribution
- Operations Management
- Corporate Affairs
- Financial Management
- Human Resource Management

COMPUTER SKILLS

- ERP (CSB, JD Edwards)
- Quantum (Trade Marketing Information System)
- Maxfly (Sales & Distribution Information System)
- Microsoft Office (Word, Excel, Power Point)

HOBBIES

- Sports (water-polo, playing in the Budapest championship from 2009, 1989-1992 HVSE, 1988 Egri SE, 1983-1988 Vointa Cluj, 1976-1983 Politechnica Cluj)
- Reading (History)
- Travel