

# Razvan Balaban

## Short Overview



**Razvan Balaban**

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### Relevant experience

- PricewaterhouseCoopers, Bucharest, Romania (since 2015) – **Risk Assurance Projects Manager**
- Electrica Furnizare, Bucharest, Romania (2012-2015) – **Head of IT&C**
- Different IT Consulting, Bucharest, Romania (2007 - 2012) – **IT Management Consultant**
- Gallaher Group – Gallaher Ltd, London, UK (2005- 2007) – **International Special Projects Manager**
- Gallaher Group – Gallaher Romania, Bucharest, Romania (2004-2007) – **IT Manager**
- Gallaher Group – Tobaccoland Romania, Bucharest, Romania (2005-2007) – **IT Manager**
- Gallaher Group – Austria Tabak Romania Branch, Bucharest, Romania (2002-2004) – **IT Analyst**
- Mercury Promotions, Bucharest, Romania (2001-2002) – **Database Development Coordinator**
- Business Intelligence Agency, Bucharest, Romania (2001) – **IT Manager**
- WebIncome Romania, Bucharest, Romania (200-2001) – **Software Programmer**

### Education

- Faculty of Mathematics, Information Technology specialization, University of Bucharest, Romania
- Siebel Fundamentals for Business Analysts, Oracle University, Reading, UK
- Project Management trainings (Prince II, PMI) Vienna, London

### Industry/Sector focus

- Services, Utilities, FMCG, Industrial manufacturing, Agriculture, Online

### Project focus

- governance, strategy, integration, project management, change management, process optimization

### Functional focus

- IT Governance, Finance, Marketing, Sales, Production, Supply Chain, Stock management

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Client Industry/Sector	Role / Project Description	Situation – Action – Results achieved
PWC Sector: Consulting, Audit	<i>Manager</i>  (since 2015)	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Manage Risk Assurance projects: IT Audits in Telecom industry, ISMS assessments in Banking industry, IT Governance, Digital Transformation, Technology &amp; Vendor selection, Project Assurance</li> </ul>
Electrica Furnizare Sector: Utilities, electrical energy	<i>Head of IT &amp; Telecom</i>  (2012-2015)	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ After the post-merger integration project where I was contracted as a consultant to perform the evaluation of the existing IT environment (AS IS) and to design the new IT strategy (TO BE model), I have accepted an interim management role (head of ITC) in order to manage the implementation of the IT transformation projects as defined in the post-merger integration blueprints.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Implement the IT &amp; Telecom integration management programme (infrastructure and applications) in order to support new business requirements adopting a “customer centric” model : ERP project (SAP) Billing project (INDRA) Infrastructure project</li> <li>▪ Reorganize and coordinate all IT &amp; Telecom activities as a result of the merger</li> </ul>
Electrica Furnizare Sector: Utilities, electrical energy	<i>IT managemet consultant</i>  Post-merger integration  (2011)	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ In July 2011 SC Electrica Furnizare SA resulted from the merger of 3 local electricity suppliers, becoming the most important electricity supplier on the Romanian market (3,500,000 customers).</li> <li>▪ A post-merger integration project was started in order manage the new business effectively</li> <li>▪ I was contracted as an independent consultant by Roland Berger Strategy Consultants in order to perform the evaluation of the existing IT environment (AS IS) and to design the new IT strategy (TO BE model).</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Analyse existing IT environment and define the new IT integrated model in order to effectively support the new business model</li> </ul>

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<p>Retec Romania (member of Alewijnse Netherlands) Naval and maritime industry</p>	<p><i>IT management consultant</i></p> <p>ERP implementation</p> <p>(2010-2011)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ A business integration IT solution was needed in order to optimize business processes. The company had difficulties in managing the production process, stock management , financial and operational reporting. The client asked me to evaluate the business model (AS IS), to recommend new technology, select the local solution provider and provide project management services for the implementation.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Business processes analysis (AS IS model)</li> <li>▪ Actively participate throughout all phases of the project (TO BE model, testing, training, etc)</li> <li>▪ Responsible for planning and control</li> <li>▪ Tracking project costs/budget, time and resources</li> <li>▪ Implement Risk, Change and Issue Management procedures to govern project scope management within agreed parameters</li> <li>▪ Liaise with and communicate to business users, management and 3rd party implementation partners</li> <li>▪ Conduct Project Status Meetings and report Project Status to Steering Committee</li> <li>▪ Review and sign-off on deliverables</li> <li>▪ Recruiting the 1<sup>st</sup> level support resource, defining the support model and escalation procedures</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>▪ Supported the company in achieving its need to operate as an integrated model</li> <li>▪ Medium terms results: decrease the value of stock, increase efficiency</li> <li>▪ Headquarter data consolidation via Group Reporting</li> <li>▪ Prepared the organization to think , plan and act as a single unit</li> </ul>
<p>Agrovet Romania (member of the Austrian group: Kwizda) Agriculture industry</p>	<p><i>IT management consultant</i></p> <p>ERP implementation</p> <p>(2009)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ The client (Agrovet Romania) intended to create a sustainable competitive advantage by optimizing business practices with the latest in computer technology. This optimization of the two main line of business, the wholesale and retail activity, will enable the client to continue to provide their clients with a high level of service while establishing a solid base to take advantage of improvements in technology.</li> <li>▪ I was contracted by the headquarter (Kwizda Austria) in order to provide the quality management of the entire project in Romania</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Business process analysis</li> <li>▪ Partner selection process</li> <li>▪ Project management for the implementation process</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>▪ Business integration (including points of sales and warehouses across Romania)</li> <li>▪ Instant visibility of the business results</li> </ul>

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<p>Zero Paper Business Process Management</p>	<p><i>IT management consultant</i></p> <p>BPM implementation framework</p> <p>(2008)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>Associate partner and consulting manger for a local business process management solution for small companies.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Involved in solution design</li> <li>Responsible for implementation framework (project management methodology)</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>Standard approach regarding implementation guide</li> </ul>
<p>Gallaher Group Gallaher Canarias Location: Canary Islands Sector: Tobacco manufacturing, distribution and direct sales</p>	<p><i>International Special Project Manager</i></p> <p>IT Integration Programme</p> <p>(2007)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>As International Special Projects Manager, my responsibilities covered IT integration projects of all new business developments (acquisitions, startups etc)</li> <li>In 2007, following the acquisitions of new business units in Canary Islands (3 productions facilities, 6 sales and distribution offices with operations over 6 islands) I was appointed for the role of IT Integration Managers in charge with the rollout of 3 projects: front office (Siebel), back office (SAP) and infrastructure.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Manage, co-ordinate and integrate the overall Gallaher Canarias IT change programme covering changes in infrastructure, applications and ongoing support operations</li> <li>Responsible for macro planning and change control by co-ordinating the GIS delivery teams (SAP Project Manager, Siebel Project Manager, Infrastructure Project Manager)</li> <li>Interface between business functions, local IT, Project Managers and Group IT working in coordination with Business Programme Manager</li> <li>Liaise with group IT in order to ensure coordination in terms of best practices from the Group or Group solutions</li> <li>Report on overall IT programme status to Steering Committee</li> <li>Provide guidance on project deliverables</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>Business integration accomplished: sales &amp; mkt, supply chain, hr, finance, operations</li> </ul>

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<p>Gallaher Group Hungarotabak Toaccoland Location: Hungary Sector: Tobacco distribution and direct sales</p>	<p><i>International Special Project Manager</i></p> <p>IT Integration Programme</p> <p>(2006)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ As International Special Projects Manager, my responsibilities covered IT integration projects of all new business developments (acquisitions, startups etc)</li> <li>▪ Responsible for the HTT (Hungarotabak Tobaccoland) post-acquisition assessment and IT integration</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Business process analysis</li> <li>▪ IT systems audit</li> <li>▪ Technology recommendation</li> <li>▪ Interfaces requirements identified</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>▪ Business integration audit accomplished: sales &amp; mkt, supply chain, hr, finance</li> </ul>
<p>Gallaher Group Gallaher South Africa Location: South Africa Sector: Tobacco manufacturing, distribution and direct sales</p>	<p><i>International Special Project Manager</i></p> <p>SAP implementation</p> <p>(2005)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ In 2005, Gallaher Group decided to open business in South Africa (manufacturing plant).</li> <li>▪ My role was to manage the infrastructure setup and to implement a tier 2 ERP solution asap in order for the business to obtain the production license and to operate business according to Group standards</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Build a local project team</li> <li>▪ Local IT staff recruitment</li> <li>▪ Business process analysis</li> <li>▪ Technology &amp; Partner selection</li> <li>▪ Project Management</li> <li>▪ Infrastructure project management</li> </ul> <p><b>Results achieved</b></p> <ul style="list-style-type: none"> <li>▪ The ERP system up and running in 6 months with local IT support in place</li> </ul>

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Client Industry/Sector	Role / Project Description	Situation – Action – Results achieved
Gallaher Group Gallaher Switzerland, Developing Markets Location: Switzerland Sector: Tobacco distribution and direct sales	<i>International Special Project Manager</i>  Group Reporting and Consolidation  (2006)	<b>Situation</b> <ul style="list-style-type: none"> <li>▪ The office in Switzerland was the head office of the Developing Markets division.</li> <li>▪ A Group Reporting solution was required in order for the financial results to be consolidated</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>▪ Partner selection</li> <li>▪ Project Management</li> <li>▪ Interface design</li> </ul>
Gallaher Group Gallaher Poland, Location: Poland Sector: Tobacco manufacturing, distribution and direct sales	<i>International Special Project Manager</i>  ERP implementation  (2006)	<b>Situation</b> <ul style="list-style-type: none"> <li>▪ The new established business operations in Poland required an ERP solution in order to manage the production and sales operations</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>▪ Partner selection</li> <li>▪ Project Management</li> </ul>
Gallaher Group Tobaccoland Romania Location: Romania Sector: Tobacco distribution and direct sales	<i>Project Manager</i>  ERP Navison implementation (2005)  SFA Siebel implementation (2006)	<b>Situation</b> <ul style="list-style-type: none"> <li>▪ In 2005, Gallaher Group decided to open a local distribution company for sales and distribution (Bucharest area)</li> <li>▪ For the back office we have chosen to implement Navison (Finance, Sales and Distribution, Stock Management)</li> <li>▪ For front office the solution was a sales force automation system (Siebel)</li> <li>▪ An interface was designed between ERP and SFA</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>▪ Local IT staff recruitment</li> <li>▪ Business process analysis</li> <li>▪ Project Management</li> <li>▪ Infrastructure project management</li> </ul>

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<p>Gallaher Group Gallaher Romania Location: Romania Sector: Tobacco manufacturing and sales</p>	<p><i>Project Manager</i></p> <p>ERP Navison implementation</p> <p>(2004)</p>	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>▪ The creation of the new business by Gallaher in Romania in 2004 has necessitated the introduction of an ERP system. It has been agreed that the system to be implemented is Navision system and that it is to be implemented within the Gallaher Navision Programme.</li> <li>▪ In brief, a business entity such a Gallaher Romania could not function effectively without a computerised ERP system. Further it was impossible for Gallaher Romania to obtain a production licence form the Romania authorities until it has a minimum Financial ERP system.</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>▪ Business process analysis</li> <li>▪ Project Management</li> </ul>
<p>Gallaher Group Austria Tabak Romania Branch Office</p>	<p><i>IT Analyst</i></p> <p>Other projects:</p> <p>(2002-2004)</p>	<ul style="list-style-type: none"> <li>▪ Author of the Retail Classification Database System used for tracking the retail market segment by the sales force</li> <li>▪ Author of the Distribution Tracking System based on distribution system and sales data</li> </ul> <p><b>Location:</b> Serbia and Montenegro  <b>Company:</b> Serbia &amp; Montenegro branch office of Gallaher Central Eastern Europe  <b>Project:</b> Retail Classification Database System  <b>Responsibilities:</b> Author and integrator            In charge with setting up the new office, recruitment process and training of the IT team</p> <p><b>Location:</b> Balkans region  <b>Company:</b> Gallaher Group  <b>Project:</b> Sales Force Automation based on handheld technology and GSM network  <b>Responsibilities:</b> Author and Project Coordinator</p>
<p>Gallaher Group Gallaher Romania</p>	<p><i>IT Manager</i></p> <p>(2004-2007)</p>	<ul style="list-style-type: none"> <li>• Responsibility for all IT &amp; Telecoms matters covering Finance, Manufacturing as well as Sales &amp; Distribution</li> <li>• SLA management</li> <li>• Responsible for Business Continuity and Information Security Program</li> <li>• Line Management to the General Manager</li> </ul>

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Mercury Promotions Location: Romania Sector: Advertising, Direct Marketing	<i>Database development coordinator</i>  Database platform management for Direct Marketing (2001-2002)	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>The company provides channel-agnostic form of advertising which allows businesses to communicate straight to the customers with advertising techniques (emails, fliers etc).</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Design and development of a database integrated system for direct e-mailing and mailing</li> <li>Manage direct marketing projects by extracting target reports based on specific prospects criteria and conducting outbound direct-mail campaigns</li> </ul>
Business Intelligence Agency Location: Romania Sector: Executive Search	<i>IT Manager</i>  2001	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>The company provides Executive Search services. My role was to implement and manage the IT platform in order to optimise the usage of IT technology for the business</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>business processes optimization</li> <li>database administration</li> <li>web site administration, e- marketing</li> </ul>
WebIncome Location: USA & Romania Sector: Internet	<i>Software Programmer</i>  Various project using available Internet technologies (2000-2001)	<p><b>Situation</b></p> <ul style="list-style-type: none"> <li>The company (branch of WebIncome USA company) is specialised in Search Engine Optimization/Search Enging marketing and promotions and many other applications for the Internet environment</li> </ul> <p><b>Actions</b></p> <p>I was involved as a programmer/team leader in various projects including:</p> <ul style="list-style-type: none"> <li>Web site and back office application for e-selling press articles on the Internet</li> <li>Satellite and Internet monitoring project of special transports in Eastern Europe</li> <li>E-commerce services</li> <li>Art objects auction on the Internet</li> </ul>