



H.Tuncay Erol

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Career Aspirations & Major Strengths:

As a highly qualified and experienced professional with an extensive finance and business development background, my career objective is to take a managerial responsibility in a **corporate** environment where my accumulations, potential and entrepreneurial drive will be fully utilized. In this respect, I see following points as my major strengths.

- Shaping winning organizations and building committed teams that deliver
- Proactive, problem solver leader with strong analytical skills
- Ability to learn fast and rapidly adapting to new environments and culture

Professional Experiences:

CFO, CNR Group

Dec 2015 – Nov 2020

Reporting to Chairman

Responsible for Financial Accounting, Management Accounting, Sales Accounting, Finance of the group holding 17 companies.

- Implemented Jedox, targeting profit improvement through simplifying the business by reducing the number of companies.
- Redesigned CRM enabled to monitor sales targets on collections on timely basis.
- Major achievements through years 2015 – 2018 respectively are, NR growth 11.1%, 14.3% and 26,1%, Ebitda 23,5% of NR, 30.0% of NR, 34.5% of NR, PBT TL 6.5M, 14.2M, 30.2M.

Freelance Management Consultant, Finance

Oct 2011 - Dec 2015

Specialties ; Budgeting & Forecasting, Pricing, Cost Accounting, Working Capital Management, Profit Management, Restructuring, Merges & Acquisitions, Independent Board Member

CFO, Tamek Holding Turkey & Northern Cyprus, Director of Infima Holding N.V

Apr 2010 –Oct 2011

Reporting to CEO

Responsible for Financial Accounting, Management Accounting, Sales Accounting, Finance, IT and HR Serving as an “Acting General Manager”, implemented an exhaustive revamping of the sales and finance processes of the company to turnaround an 8 year consecutive loss making business into a sustainably profitable one within 1.5 years. Managed a team of 68 - 6 managers and 62 staff.

- Led the organizational restructuring of the company including Finance, Sales, Marketing and HR departments.
- Created and implemented “Field Sales Automation System” while reorganizing sales structure. The new system enabled to manage sales to and from dealers and direct customers. Resulted in a saving of 15% in discounts (from 31% to 26%) in one year. Through monitoring and optimizing the dealers’ stocks, lowered stock outs and increased sales volume by 6%, NR increased by 24%.
- Major achievements through years 2009 – 2011 respectively are, NR growth 8.8% and 24%, Ebitda 7.2% of NR, 9.3% of NR, 11.2% of NR, PBT TL (loss 3.3)M, 10.9M, 19.5M.
- On top of a major saving on financing cost through negotiations with banks, decreased bank loans by 33% at the end of first year, targeting further decrease for the current year.
- Initiated and masterminded a financing deal with IFC -International Finance Corporation-, achieved a long term loan for a maturity of 8 years and value of TL 25M, which also leveraged the company have a strong negotiation power towards other banks.
- Implemented Activity Based Costing and confirmed the support of shareholders through tangible results, enabled monitoring the strengths & weaknesses of business.
- Conceptualized and launched Catering business, accounting for 30% volume growth in one year.
- Led and implemented direct sales to Local Retail Chains/Key Accounts resulting in better cost allocation and customer management.
- Initiated SAP project , which will go live on 1.1.2012
- Outsourced HR process audits to map job levels, implement KPI and variable pay system targeting a career plan for all white collar employees.
- Initiated the brand positioning survey via outsourced brand audit to identify gaps to improve existing products and discover new categories under Tamek brand.
- Reorganized the Tamek Holding organization, targeting a central management of subsidiaries. Managing pricing, cash flow, profitability of Infima Holding N.V, which is the foreign affiliate of Holding, supplying concentrate for Pepsi Cola bottling operation in Northern Cyprus.

Financial Development Manager, Türk Tuborg

Jan 2009 – Apr 2010

Reporting to CFO

Served as the project director for the multi-year turnaround and profit improvement project at Turk Tuborg – regional beer and beverage company owned by CBC (Coca-Cola Israel) – which **resulted in profit within the first year** with the execution of additional profit improvement action plan within the next three years in progress on target.

- Responsibilities included managing the project phases of business analysis and modelling, business requirements definition, data requirements definition, blueprint development, system integration, software deployment, financial and operational validation, business user validation, value ID, value capture, ensuring buy-in and effective change management working actively with the executive management throughout the project.
- Developed a business modeling tool for Time-Driven Activity-Based Costing with profitability reporting and analysis by any business dimension such as sales organization, trade channel, segment, dealer, customer, outlet, SKU, product category, brand, package, etc. Also deployed the Activity-Based Budgeting tool for what-if and scenario analysis that help setting volume, discount, and margin targets and monitoring them for sales region, segment, and SKU.
- Managing the Credit Control Department of the company for the domestic market covering direct sales and sales to dealers. Focusing on the opportunity of financial tools provided by banks, increased the risk coverage while contributing the increase in sales. Worked on Direct Debit System for the dealers.
- Responsible for the Sales Operations Department, managed a team of 17 people. Directing the project for changing the business operations system of the company at dealers' side and direct sales of Türk Tuborg.

Regata Dış Tic.Ltd.Şti and Kafkar Madencilik San. ve Tic.Ltd.Şti

2005 – 2009

Left Unilever to manage ongoing family business and established a foreign trade company in order to explore my professional experiences acquired in Central Asia.

- Founded own business in the field of import/export with one partner. Took care of customs and financial liabilities. Achieved US\$ 3.0M turnover in 2005 and 2006.
- Represented JohnsonDiversey (JD), Unilever Foodsolutions (UBF) in Uzbekistan and achieved US\$ 0,5M turnover. Created out of home team for JD and UBF of 3 people in the country and gave the basic training. Achieved to sign contracts with all international hotels and two beer factories. Sold the company to local partner.
- Provided consultancy to local companies in Uzbekistan in management reporting systems and distribution channels.
- Inherited the family business in mining sector. After taking over the management, analyzed company profile, mainly the cost structure, profitability and outsourced services. Initially set three years investment plan. In two years time, company managed to fulfill its obligations to legal authorities and turned out to be a legal entity rather than a low profiled family business. The company achieved US\$ 1,1M turnover and assets of US\$ 0,6M with 2008 prices.

Country Manager, Unilever Central Asia for Uzbekistan, Turkmenistan and Tajikistan 2002-2005

Reporting to Managing Director of UniCA, Board Member of Unilever Turkey.

Promoted to a challenging position to lead all sales, marketing and financial activities of the company in the above mentioned emerging markets. As a board member of UniCA, with profit & loss responsibility, observed the growth opportunities and implemented new strategies in the assigned countries.

- Implemented new pricing and profitability system, by focusing on landed cost structure of the customers and market conditions. Prevented flow from neighboring countries via border trade. Created royalty to company brands, by abolishing fluctuating prices and implementing effective short and long term trade promotions.
- Increased the level of guarantee letter submitted to the company by the distributors by %250. Hands on control on collections in an environment where did not exist a structured banking system.
- Decreased working capital of both UniCA and customers by %30 through closed follow-up of stocks, collections, credit lines, risk and guarantee letter in co-operation with finance and supply chain department.
- Contact with local private and legal authorities. Evaluated business opportunities for investment and acquisition plans of the company to increase awareness in local level.
- Recruited new sales representatives and merchandisers, provided the necessary training and performance indicators and built a new sales team in Unilever standards. Managed a team of 60 persons in the end of the first year.
- In 2003, increased the turnover by 103%, as well as the double gross profit, mainly by increasing the geographical coverage and switching to pre-sales and direct delivery from spot sales.
- Directed below/above the line marketing activities in co-operation with marketing department. Led negotiations with marketing agencies regarding media and promotional materials buying for a budget of US\$ 0.7M. As consumer promotion, organized public concert for 15,000 people, for three years. Being the first such private organization, rewarded as number one brand in the country.

Brand Manager Personal Care Products, Unilever Central Asia 2001 - 2002

Reporting to Marketing Director, UniCA.

Moved to a different functional role, in order to achieve in depth business touch for my future career path.

- Responsible for brand development and support for Personal Care Products category in the territory of Caucasasia and Central Asia covering eight CIS countries.
- Organized launch program for Sunsilk shampoo. Over achieved the sales targets by 12% in the first year of launch.
- Implemented media plans, managed promotional activities, events and sponsorships with a total budget of US\$ 0.65M.

Export Manager, Unilever Central Asia

1999 -2001

Reporting to Managing Director of UniCA, Board Member of Unilever Turkey.

- Responsible for sales to neighboring countries like Iran, Iraq and Syria with no marketing activity.
- Held frequent visits to the territory. Launched new categories to the market such as personal care and home care.
- Increased the turnover by 51%, with 28% gross margin.
- Reduced bad debt from US\$1.1M to US\$0.3M. Hands on control on collections, handed over business with zero credit.

Management Accountant, Unilever Central Asia

1996 - 1999

Reporting to Commercial Director, UniCA.

Promoted to a managerial position in a newly established growing business. Responsible for budgeting and reporting of trading results, fixed costs and marketing expenditures on monthly, quarterly and yearly basis.

- Consolidated data for 16 categories in eight operating countries.
- Monitored working capital of business.
- Designed and implemented unique budget and control system for the business to provide timely, consolidated information to management. Highlighted the deviations and proposed prompt necessary actions.
- Other than the tailor made program designed for the business, led adaptation to main SAP system of the company in three months.
- Took role in investment and acquisition proposals of the business .
- Direct contact with top customers (65% of total turnover) on monetary issues.
- Address to internal and external auditors.

Cost Accountant BSS, Unilever

1993 - 1995

Reporting to Management Accountant BSS and Fixed Costs.

- Responsible for budgeting and reporting of Beverage and Savory Snacks category (Lipton) in Home Trade Business on monthly, quarterly and yearly basis.
- Responsible for budgeting, consolidation and reporting of fixed costs for Unilever Turkey.

Trainee in Financial Accounting and Treasury Department, Unilever

1992 - 1993

Assisted daily finance operations.

EDUCATION

1988 – 1993	İ.Ü Business Administration in English
1981 – 1988	Kadıköy Anadolu Lisesi
MARITAL STATUS	Married
MILITARY SERVICE	Completed (1995)
COMPUTER SKILLS	Excel, Word
LANGUAGE SKILLS	English – Good Russian - Basic
DATE OF BIRTH	1970

References

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