

Aniela A. Hejnowska



PROFESSIONAL EXPERIENCE:

Benefit Systems S.A.:

- > Non-executive Director, Member of the Audit Committee 06.2023 - till date

ML Systems S.A.:

- > Non-executive Director 06.2023 – till date

HEYN sp. z o.o.:

- > Co-owner, Board Member, Poland 05.2023 - till date

IQVIA:

- > General Manager, Poland 09.2020 - 06.2023

Microsoft:

- > M&O Lead, COO, Board Member 05.2019 – 07.2020

Groupon EMEA:

- > International VP Western Europe (FR, BE, NL & UAE) 01.2016 – 07.2018
- > Managing Director Groupon Poland 10.2012 – 12.2015

Netia S.A.:

- > Managing Director Home Market 03.2011 – 09.2012
- > Managing Director SOHO/SME Market 11.2009 – 07.2011
- > “Profit” Cost Reduction Program Manager 10.2008 – 10.2009

Tele2 Poland:

- > Head of Sales and Retention 06.2007 – 09.2008
- > Retention Manager; Retention Specialist 01.2005 – 06.2007

EDUCATION:

- > INSEAD International Directors Programme 01.2024 - till date
- > Professional Postgraduate Diploma in Marketing, The Chartered Institute of Marketing (CIM) 10.2005 – 06.2006
- > Master’s in international business (MIB), Grenoble Graduate School of Business, France 09.2002 – 06.2003
- > Bachelor in Management and Marketing (BA), WSB-NLU, Nowy Sacz, Poland 09.1999 – 06.2002

ACTIVITIES: Entrepreneur, Advisor, Pro bono

- > Co-Owner at: www.renters.pl sold to PE 04.2023
- > Supervisory Board member: Fundacja Liderów Biznesu 11.2020 - till date
- > Supervisory Board member: Fundacja Kosmos dla dziewczynek 09.2019 - till date
- > Digital Shapers awards for start-up’s, Judge 02.2016 - till date
- > Vital Voices Poland, non-profit women org, Mentor 10.2015 - till date
- > Open Art Gallery, platform for young artists, Owner 07.2012 – 07.2014
- > Business Women of the year 2010 award “Sukces pisany szminka” 11.2011

INTERESTS:

- > Yoga, Art, economics, neuroscience, reading, traveling and all kinds of sports

LANGUAGES:

- > English - fluent, Polish - fluent, French – very good, Spanish - basic

RESPONSIBILITIES & ACHIEVEMENTS:

IQVIA:

- > Responsible for business P&L, driving tech adoption and AI/ML application among current Clients and establishing across the region PPG strategy, to leverage data, tech and expertise in public health sector

Microsoft:

- > Responsible for leading and inspiring others to accelerate MS digital transformation, deliver on company priorities and achieve excellence in business outcomes

Achievements:

- > Responsible for creating BC for landing MS datacenter in Poland. BC approved and Implemented
- > Drove cloud adoption by 15pp over 1.5-year period

IVP Groupon WER, Groupon France:

Accountability:

- > Responsible for setting strategic vision of the Groupon business across the region, creating leadership culture and growing the business. Owning regional and separate country's P&L delivering both topline and cost objectives. Key member of the European Leadership Team responsible for leading the sales organization's development, GR and KPI's across multiple countries.

Achievements:

- > Negotiated, signed and implemented with WoCo and 3 main Unions (CFDT, CGT, FO) social plan reducing 40% of HC in FR, without bringing the business to standstill and minimizing impact on topline by setting up BI team on the ground and smart revenue and inventory mgmt.
- > Establishing Top Management Teams in countries and across the region, with 50% of members coming from within the organization and other recruited outside. Re-set the organizational culture to one valuing: transparency, accountability, achievements, data and fun
- > Performing sales force: merchant segmentation, sales specialization, offer simplification, alignment on objectives of sales and revenue, performance management

Managing Director, Groupon Poland:

Accountability:

- > Total P&L responsibility, delivering growth and implementing new strategy for Groupon in Poland
- > Transitioning the business from start-up to mature, performance driven organization

Achievements:

- > Reversed negative trend in growth, margin and profitability through clear, growth-focused strategy in local and travel BUs, smart cost management and fitting competences. From 2H2014 achieving highest YoY growth in EMEA with over 20% AEBITDA
- > Built organizational structure with clear accountability and communication, enabling internal succession and development, considerably impacting Employee Satisfaction Scores and reducing rotation. Introduced CSAT, MSAT and ESAT
- > Introduced new sales channels and sales models that increased sales effectiveness by 50%
- > Operational excellence resulting in Groupon PL becoming the EMEA Hub for CC and Editorial (over 900 HC)

Managing Director Home Market, Netia S.A.:

Accountability:

- > Responsible for P&L representing 50% of Netia's turnover, creating and implementing new 4P strategy
- > Leading change through organization, developing the team of 300 salespeople, matrix managing product, marketing and retention teams

Achievements:

- > Roll-out of IPTV and adjusting organization to 3-ple play services
- > Shifting to products maximizing service margins, in 9 months increased their share from 40% to 65% of total sales, with total volume up by 42%. Restructuring of HQ and internal/external sales channels, improving sales effectiveness by 50%
- > Increased market EBITDA by 20mln pln from 16% to 19%

Managing Director SOHO/SME Market, Netia S.A.:

Accountability:

- > Responsible for P&L representing 12% of Netia's turnover, creating and implementing new sales strategy
- Leading and developing team of 150 people

Achievements:

- > Delivered market turnaround within 1 year: 30% net services base growth, 10% revenue growth with EBITDA up from 30% to 33%. Setting up 2 new sales channels, responsible for 60% of total sales. Introduced dedicated retention and CC processes, reducing churn by 30% on broadband and 15% on voice