

# AGATA GŁADYSZ-STANCZYK

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## PROFESSIONAL PROFILE

Highly qualified executive manager with large international experience in sales, marketing, product & innovation management incl R&D and production as well as financial management. Gain in globally operating manufacturers and distributors in B2B & B2C models. Change management experience in dynamic environment. Strategically orientated, enthusiastic, open-minded inspiring leader for interdisciplinary teams in complex matrix structures with strong relation approach .

## PROFESSIONAL EXPERIENCE

**2020.10 - present SYNTHOS SA – Director Business Unit Insulation Materials, reporting to CEO and Supervisory Board**

*Privately owned international chemical Company, turnover within responsibility 1BLN EU, geographical scope – EMEA, product scope – 3 categories, 4 segments*

- **Function responsibilities** – strategy, P&L, M&A, directly integrated functions – sales with customer service, pricing, product management with technical support, R&D & Innovations, Marketing, Purchasing, Controlling. Indirect matrix co-op : Logistics & Production
- **Key Achievements** - \* 4 times EBIDTA increase , business revaluation \* Full structure reorganization – integration of R&D, Marketing & Purchasing within BU structure, redefined Product Management functions, new functions creation – Pricing, Innovation, sales structure reorganization to build safety & optimize cost, new internal process & reporting set up\* New development strategy in place with circularity and sustainability as crucial future competitive factor for commodity business. Creating new interdisciplinary project team to realize new game changing target. Commercialization of first ever European EPS with recycling content \* Redefined purchasing strategy due to market post Covid volatility & energy crisis. Post consumer wastes purchasing strategy in place as new business requirements \* New R&D set up – centralized structure, competences, development pipeline with innovative & optimization projects related strictly with business target and future offer's values. R&D from production technological support to crucial function of future competitive position \* Long term development investment pipeline with capex and business cases incl new technologies design \* New capacity release for selected categories \* Introduction of new financial reporting standards to measure return & efficiency of new investments \* Successful & profitable management of highly volatile market resulting in market share increase during period of market decline and securing sourcing continuity under disrupted logistic conditions.

**2019.01 - 2020.03 BUSINESS CONSULTING – Owner, business consulting projects targeted for Companies aiming international and portfolio development , restructuring and optimizations**

- **Automotive industry project** – succession of Management Board preparation, key management team evaluation and recruitment, development strategy for Polish and foreign markets, new business model implementation, portfolio refreshment due to market's structural change, key business processes upgrade (production, product management, customers management, quality, controlling), sales team restructure , management by objectives implementation , KPI's implementation

**2017.03 – 2019.01 Selena FM S.A. Poland – Vice President of the Board , Member of the Board for Innovation & Development Division, reporting to Supervisory Board , Member of Supervisory Boards of Holding's Companies in Russia, China, Spain & Poland**

*(listed on Warsaw Stock Exchange Polish manufacturer and distributor of construction chemistry operating globally in above 20 countries and 5 continents; turnover 300M EUR )*

- **Group's responsibility** P&L, strategy, M&A, legal compliance, Stock Exchange, global operations supervision, PR

- **Division responsibilities** Management of profitability & development of Group's portfolio incl innovations, applications & commercialization, Group's R&D incl technology of production, Global Purchasing, Quality, Strategic Marketing, Norms & Standards with Associations & Institutes, Strategic Partnership,
- **Additional responsibilities** Group's HR, Asia region
- **Key achievements** \* Over 20% growth of annual sales – 50% coming from new products \* Secured margin II level and continuity of sales under unprecedented raw material market situation \* Growth of NPVI from 11% to 16% \* Delivered 4 MEUR of annual saving coming from carefully designed optimization activities \* Redesigned Group's R&D & technological pipeline to secure future growth \* Reorganized R&D structure & started integrated lab \* Created and implemented research agenda for R&D based on key strategic values \* Changed purchasing strategies and started structured strategic alliances to optimize cost position & secure future of endangered categories \* Introduced to the Group unified methodologies for NP design & KPI's of the process \* Created Group's Global Strategy with new Divisional Organizational Structure aimed to increase innovativeness and profitability of the Group as well as market penetration with new solutions \* Significant complexity reduction of product offer \* Implemented set of modern designing tools to increase Company's innovativeness \* Executed several investments projects among production facilities in Poland and abroad to secure production continuity, quality stability and cost competitiveness \* Implemented new global claim process resulted in key Customer's KPI improvement \* Implemented global quality management & standards \* Implemented tools for quality stabilization and problem solving leading to lower claim index \* Asia region : 40% growth of sales, positive EBIDTA \* Entered European Cool Roof Council.

## 2016.06 – 2017.02 **VOX PROFILE Sp.z o.o Board Member reporting to Owner**

(Polish owned producer and distributor of facades & interior finishing products based on PVC technology operating in Central & Eastern Europe; turnover 70M EUR )

- **Change management to execute global development with focus on innovative product portfolio** \* Conducted organization diagnosis to design adequate business model \* Designed & implement new structure & competences within sales, marketing, R&D, logistics & production \* Set up internal processes to execute product development based on innovation and high quality solutions \* Introduced analytical tools and KPI's to monitor business and increase knowledge & business culture among team \* Initiated new market entrance through personal network \* Adapt market strategies in Poland and Russia to changed environment resulted in double% digit growth on respective markets \* Identified and initiated optimizations projects with influence on short-medium term financial results with main focus on: production efficiency, quality management price policy and trade activities \* Initiated & structured co-creation process with external partners to bring knowledge into organization \* Initiated people development program to increase level of competences.

## 2007.04 - 05.2016 **Selena FM S.A. – Global Product Business Unit Director (PU Foams) ; reporting to President CEO - Headquarter, Member of Group's Executive Board, Member of Supervisory Boards of Holding's Companies, Poland**

(listed on Warsaw Stock Exchange Polish manufacturer and distributor of construction chemistry operating globally in above 20 countries and 5 continents; turnover 270 M EUR )

- **P&L responsibility 120 mln EUR turnover.** Full responsibility for global value chain including production cost, cost of raw materials, R&D as well as sales & marketing. Doubled top line by within 7 years through new segments, new innovative categories as well as new geographical markets development. Supervised several cost optimization projects in product, production and sales area which resulted in margin gross profitability increase by 5%-10% depends on categories. Increased EBIT results by 4% within 3 years through changes in product mix as well as through global production capacity allocation.
- **Global Product Strategy** Created and introduced innovative and customized range of products dedicated to new application segments in Central, Eastern Europe, Russia, USA and Middle East Region which resulted in sales & profitability increase. Created new global product strategy adjusted to both changing economical conditions and geographical expansion. Prepared globally unified product communication strategy .
- **Global Product Launching.** Managed several international launching projects dedicated to different markets – mainly Central and Eastern Europe, Russia, China, Spain, Turkey and USA. Prepared standards for launching process as well as follow up system to monitor 3 years financial efficiency and growth of market share. P&L responsibility for projects.
- **Global Price Policy.** Implemented new worldwide price policy system based on updated markets information, differences in production cost of plants located in few countries, existence both own and Private Label brands in Company's portfolio. Price positioning on several markets in several segments and channels. Policy resulted in improving margin by 3% as well as faster reactions under rapid changing external economical conditions.
- **R&D & Innovations** Recruited , integrated and restructured global R&D team to execute long term product development strategy. Implemented complex multi-level training system for fluent global transfer of know-how. Implemented upgraded methodology of laboratory and production tests which resulted in decreasing cost

of claims as well as increasing quality stability (quality index at the level of 0,1%). Transfer and unification of implemented procedures into foreign production plants and regional R&D teams. Created NPD system based on QFD methodology which resulted in creating new innovative product portfolio faster, cheaper and better adjusted to users' needs. IP policy & patent index growth.

- **Associations. External co creation. Norms & Standards for Industry.** Started OCF industry into FEICA European Association. Created within Association norms and standards for the Industry in Europe to promote understanding of quality in selected applications. Initiated specialized research to defend competitive position against unfavourable restrictions. Co-created ETAG norms for selected applications. Co-created testing methodologies with Certificates Institutes for new innovative applications . Created strategic partnership with key suppliers to enhance innovativeness of portfolio.
- **Change management.** Designed and implemented changed organizational structures in sales marketing & product departments of the Group which led to better presence of the Company in strategic segments as well as better offer recognition on the market. Designed and implemented changes in R&D and product designing processes resulted in growth of new product share in sales from 7% to 25%. Designed and implemented changes in local sales & marketing strategies like Russia , Kazakhstan , China and US as a quick respond to sudden economic environment disturbances. Programs resulted in keeping market share on decreasing markets as well as improving financial KPI's depend on the situation.
- **Integration projects of merged and acquired companies.** Leadership in merger project of production plant and trade company in Middle East Region. Supervised the implementation of corporate standards in the area of production, quality control, sales and financial reporting system, product management, distribution network and cultural integration. New market strategy preparation & execution. Activities resulted in bringing positive EBIT result after 1,5 year from acquisition.
- **Emerging markets project – China** Supervised green filed project of newly constructed production plant in China . Supervised know how transfer of technology. Established 5 years strategy for the projects including financial KPIs for production plant as well as market goals. Developed complete product range and sales strategy based on previously conducted and supervised detailed market research. Resulted in dynamic sales growth in region – 50% year by year .
- **Team Management in global matrix structure.**
- **Strategic and operational planning.** Regular development and validation of yearly sales budget for managed product group for foreign subsidiaries, Private Label division, cost budgets for Business Unit and full budgets for production plants. Created 5 years strategy for further global development .
- **Supervisory Board and Management Team responsibilities.** Participated in stock exchange debut as well as in preparation process including developing prospectus materials and road show presentations. Evaluation and validation of yearly financial results of several holding's companies. Preparation of guidelines for trading subsidiaries. Preparation of operational guidelines for production plants located in Europe, Middle East and China. Strict supervision of production cost worldwide. Validation of key investment projects like acquisition, new location of production plant as well as trading companies.

**2005.11 - 2007.04 AXA – MAG Sp.z o.o. – Sales and Marketing Director, reporting to President CEO, Poland**

*(multinational (Dutch origin) manufacturer and distributor of fittings for construction industry, bicycle branch; turnover 25 mln PLN ; the accomplishments mentioned below refer to both branches.)*

- **Sales team management.** Created and introduced reporting system with vital analytical information about sales, margin, distribution conditions, product mix and activities of competitors. Introduced motivating changes into the remuneration system and adapted it to the specificity of work in the department. Recruited new representatives in the field. Supervised and coordinated retraining in sales and products.
- **Pricing policy.** Unified the discount system. Created a new price list. Supervised and coordinated price raises. Introduced the system of calculating investment prices. Implemented margin policy depend on markets; price segment.
- **Trade offer and product development. NPD.** Increased the trade offer introducing new products. Launched the system of introducing 5 new products a year on the grounds of a unified system of collecting feedback from the market and trends monitoring. Implemented 3 new hardware products dedicated to different market segments effectively.
- **Marketing and promotion management.** Supervised and coordinated the process of creating the advanced web site, which contributed to brand awareness. Supervised advertising activities aiming at promotion of both the products and the company itself . Managed the marketing budget.
- **Strategic and operational planning.** Prepared sales budgets and the trade department budget. Developed a one-year plan of activities to improve the functioning of the department, increasing the sales figures and the quality of the after-sales service rendered by the company. In cooperation with the Management Board, created the five-year strategy of action.

- **Trade negotiations. Key Accounts** Negotiated trade contracts with the Key Customers. Started cooperation with strategic Customers within the industry. Supervised the negotiations carried out by the representatives in the field.
- **Export development.** Created an introduced the company export development strategy. Started cooperation with customers from Ukraine, Hungary, Romania and Slovenia.

## 1999.01 – 2005.10      Fosroc Construction Poland

*(international (English origin) manufacturer and distributor of chemical materials used in construction industry; international turnover USD 300mln)*

2002 – 2005                      **Commercial Director, the Company's Proxy; reporting to General Manager Poland and Group's Financial Controller UK**  
 1999 – 2002                      **Chief Marketing and Sales Specialist**

- **Budget and sales planning.** Supervised the implementation of the module of strategic and operational plans of sales and budgets. Prepared annual budgets and strategic five-year budgets.
- **Preparing the portfolio of Customers.** Rearranged and ordered the database of Customers. Commenced cooperation with architects and designers, finding new Customers. Five times increased the portfolio of the key Customers which are serviced on permanent basis by the trade team.
- **Developing the trade offer. Price policy.** Created an entire trade and technical offer dedicated to indicated segments and target groups. Product positioning in comparison to existing competitors. Prepared the pricing policy for the products imported from 4 European production units.
- **Sales team management.** Recruited team of sales representatives. Created and introduced the reporting system. Growing sales competences through training system. Developed a financial and non-financial system of motivating. Effectively managed the operating costs of a 10-people team of sales and technical representatives.
- **Distribution network.** Supervised establishing cooperation with distributors and signed advantageous contracts what resulted in the increase of sales. Improvement in the quality of supply and technical support for the Customer. Created the coherent logistic system.
- **Export development.** Started cooperation with Customers from the Czech Republic, Germany and Bulgaria.
- **Marketing and promotional activities management.** Prepared a coherent and effective policy for the product and brand promotion through advertising in specialist press, participation in conferences, creating the catalogue of samples. Web site preparation.
- **Company takeover.** Negotiated the conditions for the purchase of shares in Fosroc Construction by a Polish investor. Created favourable conditions for further development of the company on the Polish market and for the previous foreign investor, without generating high costs of their withdrawal from the Polish market.

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## EDUCATION

2004	Poznań School of Banking, field of study: Controlling (postgraduate studies)
2002	Poznań School of Banking, field of study: Managing Corporate Finances (postgraduate studies)
1999	Katowice School of Economics, field of studies: International Economic Relations, (Master of Science in Foreign Trade)

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## TRAININGS

- Brand Management; Management by Objectives, Project Management; Human Resources Management; Management Team Coaching, Marketing Strategy, Change Management
- On the job trainings programmes (UK, Netherlands, PL) – certificates on request

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## LANGUAGES

- English: fluent
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