LISTA DE LUCRARI

Dr. Şerban Elena Mădălina

Reviste cotate BDI (cu ISSN):

- **Elena Mădălina Şerban**, *Differences Awareness Model to Fundament Long Term Strategy Extension in a New Emerging Market*, Economia. Seria Management, vol 14, Issue 2, December 2011, pp. 223-230, cotată B+ si in BDI (Ebsco, EconLit, Repec, Doaj, Cabell, Index Copernicus), ISSN 1454-0320, pp. 332-347
- **Elena Mădălina Şerban**, *The Strategic Alternatives for Emerging Markets Entry Strategies of Multinational Companies and Their Main Investments in Romania*, Revista de Management Comparat International, vol13, issue 2/ Mai 2012, ISSN 1582-3458, pp. 337-347 cotată CNCSIS B+ şi în BDI (Repec, Index Copernicus, Cabell)
- **Elena Şerban,** D. Borisov, R. C. Dobrea, *Emerging markets: concept evolution and business environment particularities*, Management Research and Practice, Volume 4 Issue 2/ June 2012, ISSN: 2067-2462, pp. 5-19 indexata in BDI (REPEC, Scientific Commons, SCIRUS, Ulrich's Periodical Directory, Google Scholar).
- R. C. Dobrea, **Elena Şerban**, *Analysis of Foreign Direct Investment Determinants at the Level of a County in Romania*, Economia. Seria Management, vol 15, Issue 1, June 2012, pp. 223-230, cotată B+ si in BDI (Ebsco, EconLit, Repec, Doaj, Cabell, Index Copernicus), ISSN 1454-0320
- D. Borisov, **Elena Şerban,** *The Digital Divide in Romania – A Statistical Analysis*, Economia. Seria Management, vol 15, Issue 1, June 2012, ISSN 1454-0320, pp. 223-230, cotată B+ si in BDI (Ebsco, EconLit, Repec, Doaj, Cabell, Index Copernicus),
- Daniela Hincu (Borisov), Carmen Nadia Ciocoiu; Răzvan Cătălin Dobrea; Elena Şerban, *A statistical outlook on E-waste in Romania*, Revista Română de Statistică, mai-iunie 2012, pp 185-196, Format tiparit ISSN: 1018-046X, Format on-line ISSN: 1844-7694, cotată B+ si in BDI (Ebsco, Index Copernicus, Doaj)
- C.N. Ciocoiu, **Elena Mădălina Serban**, *Knowledge Maps as a Tool For Knowledge Transfer: The Impact of IT&C Development*, Calitatea-acces la success, vol 13, no. 129 (august 2012), **ISSN: 1582-2559**, pp 48-54, 104-108, cotată CNCSIS B+ şi în BDI (Scopus, Ebsco, Proquest, Cabell)

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- **Elena Mădălina Şerban**, *Business Strategies Specifics & Risks of the Emergent Countries*, PUBLICATĂ ÎN Proceedings of the Seventh International Symposium "Investment and Economic Recovery" 25-27 may 2007, edited by Vasilescu Ion, Luban Florica, Editura ASE, Bucuresti, 2007, pp. 450-455, ISBN 978-973-594-952-5
- N. Ciocoiu, **Elena Şerban**, *Driving Innovation and Managing Knowledge at a Multinational Company Level through Intranet Knowledge Maps*, GITMA 2007: 8th Annual Global Information Technology Management Association World Conference, Napoli, Italy, 17-19 June 2007, Conference Proceedings' CD-ROM for Global Information Technology Management Association Conference 2007, (indexată in ERA categoria B)
- N. Ciocoiu, **Elena Şerban**, *Knowledge Maps Application in Product Innovations Management at a Multinational Company Level*, The XIII Congress of International

Association for Fuzzy-Set Management and Economy, Hammamet, Tunisia, 30 noiembrie-2 decembrie, 2006, PUBLICATĂ ÎN Proceedings of the XIII Congress of International Association for Fuzzy – Set Management and Economy. *Optimization Techniques: Fuzziness and nonlinearity for management and economy*, Hammamet-Tunisia, edited by Fouad Ben Abdelaziz, Larodec, 2006, ISBN: 978-9973-9979-0-6, pp.696-708

- C. N. Ciocoiu, C. Cicea, C. R. Dobrea, R. Corboş, **Elena Şerban**, *Managementul riscului în contextul noilor modele de afaceri specifice societăţii bazate pe cunoaştere. Analiza gradului de adaptabilitate a procedurilor şi metodologiilor actuale de managementul riscului la noile categorii de riscuri,* Buletin ştiinţific ASE: Cercetarea ştiinţifică în Academia de Studii Economice din Bucureşti 2007. Rezultate obţinute în cadrul temelor de cercetare finanţate prin programele Cercetare de Excelenţă (CEEX), Parteneriate şi Plan sectorial, Editura ASE, 2008, pp 70-80, ISBN 978-606-505-070-9
- C. N. Ciocoiu, C. Cicea, C. R. Dobrea, R. Corboş, **Elena Şerban**, *Managementul riscului în contextul noilor modele de afaceri specifice societăţii bazate pe cunoaştere. Studiul riscurilor specifice mediului de afaceri românesc în contextul societăţii cunoaşterii,* Buletin ştiinţific ASE: Cercetarea ştiinţifică în Academia de Studii Economice din Bucureşti 2007. Rezultate obţinute în cadrul temelor de cercetare finanţate prin programele Cercetare de Excelenţă (CEEX), Parteneriate şi Plan sectorial, Editura ASE, 2008, pp. 81-95, ISBN 978-606-505-070-9

Membru în contracte de cercetare obţinute prin competiţie

Managementul riscului in contextul noilor modele de afaceri specifice societăţii bazate pe cunoaştere, proiect CEEX – modulul 2, cod 85/oct. 2005, contract nr. 1463/04 aprilie 2006, perioada de derulare: aprilie 2006 – aprilie 2008, valoare: 112.000 RON, director de proiect: Carmen Nadia Ciocoiu

07.06.2023

Semnătura

PhD. Elena-Madalina Serban

Marketing Strategy & Business Development Partner

Bucharest, Romania | elena.serban@500oaks.com | www.500oaks.com

Dynamic leadership career in marketing and business development with proven track records in transforming opportunities and challenging business performance, market, customers, portfolio, brand, team situations into short and long-term solid business performance. Rich expertise gained over 25 years of experience while working with leading multinational companies in FMCG, IT&C and automotive; interacting with diverse business models (multinationals, entrepreneurs, SMBs, joint-ventures, M&As); contributing to more than 24 brands building and collaborating with teams from 17 European countries. Combines expertise with sharpness in getting fast to the heart of a marketing matter and unleash its solving.

Core competencies

- market, customers and business performance diagnose;
- marketing strategy and annual planning;
- portfolio management and innovations development;
- brand building and rebranding;
- new product/service, brand, market/customer segment launches;
- integrated communication campaigns;
- digital marketing footprint development;
- marketing function and processes design, agencies selection;
- marketing team development;
- coordinating and collaborating with multi-functional and multi-cultural teams.

Experience and achievements

Marketing strategy and business development partner 2012-present

Successful assignments with multinational and entrepreneurial companies as an external marketing and business development partner.

Business development and marketing projects for enterprise

COS 2022-present

Developed the marketing diagnose, strategic directions and annual plan for a 30 mil Euro business which leads the upper-mainstream and premium segment of the office fit-out market. Successfully combined collaboration with key people/partners, with analysis and expertise in order to redesign the marketing function in terms of team, processes, tools, agencies collaborations.

In a short period, turned COS social media performance on a growing trend, improved content strategy and generation to better serve brand building. Developed the 25th COS anniversary integrated campaign to assert company's resilience and leadership among a wide range of stakeholders (customers, employees, business partners, architects and designers, suppliers, business associations).

PORSCHE GROUP ROMANIA 2019-2020

Lead the strategy development aimed to revive SEAT's performance in an automotive market with intensified competition, changing mobility trends, green energy pressure, increasing importance of online in the customers' acquisition journey. The success of the project was determined by: bringing market, customers and performance understanding through detailed analysis and market researches; a complete business development approach from customers segmentation, portfolio strategy, price positioning, brand equity, communication campaigns plan, digital footprint, distribution network and global brand guidelines integration.

A significant gain for the future performance was the efficient and constructive manner in which were involved, aligned and reconnected all the relevant partners from SEAT's business ecosystem

(sales, product, marketing teams; global marketing team; Porsche Group CEO; sales and marketing directors from all dealers; research, media, online, social media agencies).

DEPANERO 2018
Created with the newly appointed CEO and COO the mid term business development strategy for Depanero (a 8 millions euro annual revenue business belonging to Naspers Group). The plan included the growth and launches priorities for the services portfolio, B2B and B2C customers segments, CEE & UE regional expansion.
Designed the necessary reports content and frequency in order to assure an optimum business performance monitoring and support in time decision making.
Audited the digital marketing footprint and briefed its upgrade in line with the business development agenda.

MICROSOFT ROMANIA 2016
Coordinated a multifunctional team of marketing, sales and product development employees from Microsoft Romania, Easy Host and Alinea Austria with the scope of developing the launch plan for Office365 on SMBs segment in Romania.

NORIEL 2015-2016
Successfully developed for Noriel (the no 1 toys retailer with a 30 millions euro annual revenue) an innovative online programme to increase customers lifetime value in toddlers category. The programme was rooted in deep customers consumption and shopping behaviours understanding and its success was based on a monthly online subscription with a constantly optimised customer journey.
Assisted the new management team (after the company's acquisition by Enterprise Investors Fund) to reorganise the marketing and product development departments in order to support the new business development plan.

TEAMNET INTERNATIONAL 2012-2016
Lead a complex and complete rebranding for Teamnet Group, one of the major local players in the IT market (150 millions euro annual revenue and 1000 employees). The assignment covered: new brand identity for the group and coherent integration of all 9 business units; an extended rebranding communication campaign among customers, partners, media and employees; redesigned the digital footprint and sales communication materials for 7 countries; organisational culture transformation and environmental branding for a new office building aimed to reach new identity coherence at all levels.
Developed and launched a new brand (Ymens) for an innovative local SaaS platform for SMBs. The business development project included: strategy creation, recruiting the communication and product development teams, agencies selection, new brand identity and launch campaign, design processes and performance reports, initiate collaborations with IT&C partners (IBM, Microsoft, Orange).

Business development advisory for small and mid size businesses 2015-present
Successfully supported entrepreneurs to upgrade their business to a better version and smoothly manage lifecycles transitions by advising SMBs in durables, professional services and health on business development, market and customers understanding, portfolio management, product development, new brand creation, launch campaigns, digital footprint design, business performance monitoring.

FRIESLANDCAMPINA ROMANIA 2010-2011
Marketing Manager
Fully delivered the marketing function reorganisation assignment consisting in: relocation from Cluj to Bucharest (opening a new national headquarter); new members recruitment and integration (14 people); processes revision to meet global corporate standards; collaboration improvement between marketing, sales and supply chain departments; audit and upgrade the marcomm agencies pool; execute an intense Marketing Academy training programme.
Turned to growth a 90 millions euro annual revenue business after 2 decreasing years, regained market leadership in milk and cheese, generated 1 million euros savings for a 4 millions euro marketing budget and strengthen Napolact's brand equity indicators.

Main drivers behind the achievements were: the development of a new marketing strategy; a consistent national business plan; revision of all 3 brands positioning (Napolact as a premium Romanian authentic proposition, Milli as a mainstream offering aligned with the European brand identity, Oke as economy proposition); improve and increase the innovations launches; good execution of integrated campaigns; successfully managing PR crisis against Napolact.

ALBALACT AND ALEXANDRION 2009-2010

Interim Marketing Manager Assignments

Supported the business owner of Albalact, the biggest local diary player (50 millions euro annual revenue) to prepare the company's acquisition by a multinational market leader. Revised the portfolio strategy and executed the business plan to protect Zuzu's leadership in milk against intense competition, re-launched Fulga yoghurts and launched Raraul (from a regional to a national brand).

Collaborated with the Commercial Director of Alexandrion, the alcohol market leader (100 millions euro annual revenue) to upgrade the marketing function by performing a detailed understanding of a 10 brands portfolio, improve the business planning competence, introduce marketing ROI calculation and develop an efficient collaboration framework between marketing and sales departments.

COCA-COLA COMPANY ADRIATIC AND BALKANS 2007-2008

Brand Manager Coca-Cola Romania and Moldova

Successfully achieved the market share objectives for Coca-Cola, Coca-Cola Light and Coca-Cola Sugar by strengthening the leadership in sugar segment, reaching for the first time the no 1 position in no sugar segment over Pèpsi and strengthening the brand equity among teens target.

In the context of a joint-venture business model, efficiently managed the 3 Cola's business plan development and execution (200 millions euro annual revenue business with 10 millions euro marketing budget).

Delivered a rich plan of integrated communication campaigns with numerous touch points and activation platforms (football including national team, Cristian Chivu and Euro 2008; music with big concerts and festivals; film - James Bond series; fashion designers and shows; food; summer refreshment; Christmas).

UNILEVER SOUTH CENTRAL EUROPE 2002-2007

Category Manager Shampoos for South Central Europe & Home and Personal Care Bulgaria 2006-2007

Revised the Shampoos business strategy in South Central Europe together with completing and developing its marketing team. Turned from an underperforming 2 brands portfolio in a highly competitive environment to a solid no 2 market player with 3 clearly positioned brands (Dove as a premium expert, Sunsilk as mainstream proposition and successfully launched Clear as anti-dandruff for men).

Revitalised and turn to profitable growth the Home & Personal Care business in Bulgaria by reassessing the portfolio strategy, the marketing function, agencies pool and processes.

Innovation Champion South Central Europe 2004-2007

Lead the process of managing the innovations funnels for Home & Personal Care and Foods. Successfully collaborated with top management, the Global IPM team and all departments in order to achieve a good adaptation of the process and usability of the innovation funnel's intranet tools.

Brand Manager House Hold Cleaners South Central Europe 2005-2006

Turned the House Hold Cleaners from a non performing business in South Central Europe to a healthy growing category reaching a 30 millions euro annual revenue with good profitability, becoming the market leader in front of P&G and Henkel, consolidating the brand equity for Cif & Domestos, successfully launching innovations (Cif triggers and Domestos rim blocks) and regional promotional campaigns which proved long lasting performance.

Assistant Brand Manager Household Cleaners for South Central Europe 2003-2005

Management Trainee 2002

At an early career age, lead the business strategy development for the newly formed regional business unit (Unilever South Central Europe), which included a detailed diagnose and strategy at

group, country, department and product category level. Successfully coordinated a multifunctional and multicultural management team, reached plans harmonisation.

CONNEX (actual Vodafone Romania) 2000-2001
Customer Care Representative

Education

Business Strategies for Emerging Markets, *Doctor's degree in Management*, ASE* Bucharest graduation 2012
Finance Management and Stock Exchange Markets, *Master of Arts*, ASE Bucharest graduation 2003
Investments Management, *Master*, ASE Bucharest graduation 2002
Business Management, *Graduate degree*, Faculty of Management, ASE Bucharest graduation 2001
Informatics, *High school degree*, Ion Luca Caragiale Ploiesti graduation 1997
**ASE (Academy of Economic Studies)*

Additional Professional Assignments and Courses

Member of the Council for the Management Doctoral School, ASE Bucharest 2018-2023 2018-2023

Effie (awards the efficiency of advertising campaigns) 2009-2022
Member of organising committee in 2009
8 times member of jury in 2009, 2011, 2017-2022

Internetics (awards the online advertising campaigns) 2018-2022
7 awards winning in 2008 with Coca-Cola online campaigns
5 times member of jury in 2018-2022

Marketing Academy trainings - Unilever, Coca-Cola, FrieslandCampina 2003-2011
Project Management, Leadership, Coaching trainings - Unilever, Coca-Cola 2003-2008
Blue Ocean Strategy Certificate, Bucharest 2009
CannesLions seminars participation, France 2007-2017
Systemic constellation training, lead by Claus Kostka, DGfs 2019-2022

Data,
07.06.2023

Semnătură,