

DORIN CORCIMARU PMP, CBAP, ACCA

Business executive level manager with more than 25 years of experience in local SMEs and multinational companies, Project Manager, Business Analyst and Management Consultant with 12+ years of experience in projects with government/central public authorities and private companies with emphasis on strategic planning, budgeting & accounting, financial reporting - all knowledge and skills backed by internationally recognized certifications.

KEY PROJECTS AND ACHIEVEMENTS:

✓ **Successfully set up Edenred (French group of companies) operations in the Republic of Moldova**

The project aimed to setup Edenred operations in Moldova in the field of issuing paper and electronic Meal Vouchers (Nov 2017 – Feb 2019, 400k Euro)

Main activities and results:

- Set-up of all operations, including adjusting group business processes to local framework, coordinating the hire and training of the staff, import and setup of all the equipment and IT solutions for issuing paper meal vouchers, communication and marketing activities, getting all the permissions and licenses required for the launch of business activities at the due date;
- Coordinated and successfully completed the project on developing and implementing MyEdenred - an innovative mobile payment solution with Meal Vouchers aiming to offer more flexibility and benefits to users, technology and cost leadership to Edenred and a new cost efficient mean of payments for the partner-merchants. The project was done within the scope, budget and in a very short timeframe of 6 months, including the setup of a large network of merchants accepting electronic meal vouchers;
- Participated in developing Edenred MD strategy with Management Board members, managed Edenred MD operations in Republic of Moldova with a primary focus on clients' portfolio and partner merchants' network development, public affairs, coordinating the local support functions such as HR, accounting, marketing and advertising etc..

✓ **Winding up and closing of the complex Edenred operations in R. Moldova in a record time frame**

The project aimed to close all Edenred operations in Moldova (client's portfolio migration, sell of the assets, company winding up) as result of legislative changes with significant negative impact on meal vouchers market (March 2020 – June 2020).

Main activities and results:

- Managed the migration of the company clients portfolio to Up Servicii, an Edenred competitor, ensuring a smooth and timely transition for all the stakeholders despite of the Covid19 pandemic limitations;
- Coordinated the complex activities aiming to increase the use of meal vouchers in circulation to ensure that all the employees fully benefit of them and no vouchers will remain in use by end of June / mid of July.
- Managed the cessation of the rights for all the developments related to the MyEdenred solution to an important local fintech company aiming to build up a national scale innovative payment system with mobile phones avoiding the use of banks terminals.
- Successfully managed a complex winding up process with comprehensive and specific tax audits, legal formalities such as coordinating termination of contracts with suppliers, clients and merchants. The Edenred MD SRL winding process has been completed in 6 months, while in Moldova it usually takes around 1-1.5 years to be done.

✓ **Provided advisory & support to the Ministry of Internal Affairs of Republic of Moldova in developing project & program management capabilities**

Provided advisory and support to the management of the Ministry of Internal Affairs and General Police Inspectorate in developing project & program management capabilities aiming to successfully implement the EU financed Police Reform Program (56 mln Euro, 5 years) including following main activities and results:

- defining the Program structure
- defining the general scope for all the projects included in the Program
- project teams set up and training in project management
- projects initiation and planning

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- ✓ **Successfully managed the Preparatory Project for the Tax Administration Modernization Project (TAMP)** – an initiative implemented by Main State Tax Inspectorate (MSTI) and financed by World Bank (6 months, 300k USD).

The project aimed to prepare the State Tax Authority (STS) for the implementation of the Tax Administration Modernization Project (TAMP) and its scope included the “as is” business processes description, development of the future IT system architecture and of the requirements (specifications) for the Integrated Tax Management System to be acquired and implemented.

Despite the tight deadlines and complexity, working closely with the MSTI and consultants teams the project has been implemented within the set term, according to the WB and MSTI requirements, with total cost 9% below the budget.

The main benefits generated by project were as follows:

- detailed description of 130 State Tax Service (STS) business processes (including VAT and other taxes administration) with traceability between business processes and legal framework requirements, functional requirements, IT components used
 - current STS ICT infrastructure analysis and definition of the “to be” STS ICT Architecture
 - transition plan and recommendations for procurement strategy for the ITMS solution
 - Requirements and Specifications Catalogue for the ITMS solution
 - provided support to State Tax Service in initiating and planning activities for the upcoming TAMP project
 - settled up process management capabilities (Enterprise Architect licenses and training on its use)
 - developed project management capabilities and framework within MSTI (PM processes and procedures, training of the staff involved in projects and of the top management)
- ✓ **Provided support to the Prime Minister’s Economic Council Secretariat in developing and implementing the Concept on improving the national reporting system** (reports provided by entities to local tax, social & health insurance, statistics authorities). The developed Concept on improving the national reporting system and its solutions aims to reduce by three times the time to compute and pay taxes as compared to the year of 2014.

The “Personnel Service” and the functional improvements expected to be implemented by the end of the year of 2016 aimed to provide a 25-30% reduction of the current annual effort in preparing and submitting tax returns and different other reports to the authorities.

- ✓ **Assisted the Ministry of Internal Affairs in implementing Program Budgeting.**

Provided support to the Ministry of Internal Affairs of Republic of Moldova in developing project & program management capabilities – according to the EU advisor to the Minister of Internal Affairs it was one of the most successful consulting mission of the MIAPAC project.

As result of the assignment, we helped MIA staff to develop a vision and strategy in developing project & program management capabilities based on the organization’s strategic goals and objectives. It was the first assignment introducing the notion of the organization maturity level and the necessity to link any organizational transformation process to its maturity.

Being part of a group of experts we provided assistance in completing of the first exercise of program budgeting at Ministry of Internal Affairs, involving the financial services and management of all the main structures of the Ministry and Police Inspectorates.

- ✓ **Facilitated Strategic Workshops at the Moldovan Prosecutor’s Office providing assistance in developing 2015-2018 Strategic Plan.** The main challenge was to raise the Prosecutor’s awareness of the importance of the changes to be made, to get their buy in and to correlate the strategic initiatives at the PO level with the activities and objectives outlined in the Judicial Sector Reforms Strategy. One the deliverables was to provide the Client and the Beneficiary with a draft of the Strategic Plan.
- ✓ **Consulted and assisted Donaris Vienna Insurance Group BoD in developing portfolio, program and project management framework and governance.** Main The main achievement was the overall understanding of project management processes and roles within the organization. The other two main deliverables are as follows:
 - Guide on program, portfolio and project management setting the framework, types of projects, main phases, references to methodology applied, and description of the main role involved in project management processes
 - Procedures on program, portfolio and project management with detailed description and representation of all portfolio and project management processes.

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PROFESSIONAL QUALIFICATIONS AND CERTIFICATIONS:

- ✓ **Project Management Professional (PMP)**, Project Management Institute (PMI), www.pmi.org, Oct 2010
- ✓ **Certified Business Analyst Professional (CBAP)** –awarded by IIBA, www.iiba.org, Aug 2012
- ✓ **ACCA Qualification** (Association of Chartered Certified Accountants), ACCA, www.accaglobal.com, Mar 2016
- ✓ **Diploma in International Financial Reporting (DipIFR (Rus))**, ACCA, www.accaglobal.com, Dec 2010
- ✓ **Practitioner in the Art and Science of NLP**, awarded by NLP Institute, www.nlp.md, Sep 2010

KEY SKILLS AND ABILITIES:

- ✓ **Strategic Thinking. Business Acumen.**
- ✓ **Holistic view without losing sight on specific important details.**
- ✓ **Planning. Prioritization. Complex Problem Solving**
- ✓ **Team Leading and Ability to Build Trust.**
- ✓ **Results, Goal – oriented.**
- ✓ **Ability to interact effectively with officials in central public authorities**
- ✓ **Negotiation and Persuasive communication.**
- ✓ **Emotional Intelligence**

AREAS OF EXPERTISE:

- ✓ **Strategic planning and management**
- ✓ **Operations management**
- ✓ **Project, Portfolio and Program Management**
- ✓ **Organization transformation and change management**
- ✓ **Public Affairs**
- ✓ **Business Analysis and Processes Management.**
- ✓ **Financial Technology (Fintech)**
- ✓ **Performance Management. Budgeting and Costing.**
- ✓ **Tax & Financial Accounting (IFRSs, Moldovan Accounting Standards).**

LANGUAGES:

- ✓ **Romanian** - mother tongue;
- ✓ Fluent in **English, Russian,**
- ✓ Good command for **French.**

EDUCATION:

<i>Period</i>	<i>Institution, Degrees and Qualifications</i>
1999-2006	Academy of Economic Studies of Moldova, Faculty of Finance. Major in Finance and Insurance. University Degree of Licentiate in Economics. Specialty: Finance.
2000-2001	N. Testemitanu State University of Medicine and Pharmacy of Chisinau, Moldova, Faculty of Health System Management Master's Degree in Public Health and Health Management
1992-1998	N. Testemitanu State University of Medicine and Pharmacy of Chisinau, Moldova Faculty of General Medicine University Degree in General Medicine, Specialty: General Practitioner

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PROFESSIONAL EXPERIENCE:

EDENRED MD. Chisinau, R. MOLDOVA

Operations Director, January 2019 – June 2020

The main areas of responsibility were as follows:

- Participation to the Edenred MD SRL strategic plan development
- General management and business administration (12 employees, annual budget est. 600k EUR)
- Operations management
- Public Affairs
- Business development – support in developing the key clients and affiliates network
- Coordinating the activities of business support functions (HR, accounting, legal, marketing & advertising)
- Ensure compliance with group policies and rules

Main results:

- EDENRED MD SRL became market leader in terms of market share (25% in Dec 2019) and its reputation
- All operational targets for 2019 have been achieved

Ministry of Internal Affairs. Project Management Consulting. Chisinau, R. MOLDOVA

Project Management Consultant , December 2016 – March 2017

Main Tasks:

Ministry of Internal Affairs (MIA) and General Police Inspectorate (GPI) support and capacity building in the fields of:

- project and program management
- scope defining and planning for the EU financed Police Reform Program (56 mln Euro)
- project and program management processes and framework

Deliverables:

- 45 MIA officers trained in project and program management
- Police Reform Program structure, program and project roles, Project Charters, Stakeholders and Risk management, WBS for subsequent projects.

Main State Tax Inspectorate, project management consulting, Chisinau, R. MOLDOVA TAMP Preparatory Project

Project Management Consultant | Project Manager, Nov 2015 – August 2016

Main Tasks:

Provided support to the State Tax Service in preparing to the upcoming TAMP initiative:

- developed the suitable project management framework within the organization
- Initiated, planned, monitored and managed day-to-day project activities aiming to successfully complete the project within the scope.
- developed project management capabilities within the State Tax Service
- provided support to Main State Tax inspectorate in dealing with project procurement, payment and reporting according to the WB procedures
- assisted the State Tax Service and WB team in planning activities and drafting documents for TAMP.

Results:

- The Project has been implemented within the scope, budget and time, despite tight deadlines (6 months).
- The Main State Tax Inspectorate managed to timely start all the initiation activities for the upcoming TAMP
- Proper project management governance framework has been set.
- Ensured stakeholder's engagement and involvement in the project, which support was critical to the project.
- Setting Project Steering Committee for the Preparatory Project and the upcoming TAMP project

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Key Expert & Project Manager, March – June 2015

Main Tasks:

Provided support to the country Prosecutor's Office in Strategic Planning by:

- developing capabilities in strategic planning for the PO management and key staff
- facilitating strategic workshops
- providing assistance to PO in performing the External and Internal Environments Analysis for the scope of strategic planning
- identifying and description of strategic alternatives
- drafting of the strategic development plan.

Main deliverable: The 2015-2018 Strategic Plan for the Prosecutor's Office of the Republic of Moldova.

International Finance Corporation & Prime Minister's Economic Council Secretariat,
Management Consulting. Chisinau, R. MOLDOVA
The Initiative on Improving the National Reporting System

Key Expert, Feb 2015 – June 2015

Main Tasks:

Leading the expert's team of the Working Group providing support in the field of:

- Communication with main stakeholders, including business and professional associations representatives, as well with the middle and top management of the authorities involved in the reform (State Tax Inspectorate, Social Insurance Fund, National Health Insurance Company, National Bureau of Statistics)
- Stakeholder's requirements gathering and analysis. Solution definition and validation. Drafting Concepts and implementation plans for the identified solutions.
- Implementation of functional improvements to the actual online reporting systems
- Solutions generation and development with the aim to reduce significantly the reporting burden for the private companies

Results:

- The Concept on improving the national reporting system (reports provided by entities to local tax, social & health insurance, statistics authorities) aiming to reduce the time to compute and pay taxes.
- The Concept of the "Personnel Service" and minimization of data duplication in the reports provide to authorities, aiming to reduce the time to prepare reports by 25-30% per annum
- List of functional improvements to the actual online reporting systems aiming to reduce the burden by 15%

KPMG Romania, MIAPAC Project. Management Consulting. Chisinau, R. MOLDOVA

Local Senior Expert, March-May 2014

Main Tasks:

Ministry of Internal Affairs (MIA) support and capacity building in the fields of:

- Strategic planning. Program and project planning and budgeting.
- Program Budgeting at MIA. Sector Strategic Expenditure Plan for the years of 2015-2017.
- Project management organization capabilities development.

GIZ Moldova, MIAPAC Project. Management Consulting. Chisinau, R. MOLDOVA

Local Senior Expert, Feb-March 2014

Main Tasks:

Ministry of Internal Affairs (MIA) support and capacity building in the fields of:

- Project management training.
- Police financial and non-financial motivation system.

Chief Executive | Project Manager | Management Consultant | Business Analyst, 2005 - present

Main Duties:

- Manage day-to-day operations;
- Provide advisory and consultancy in the fields of:
 - Strategic Planning and Management;
 - Project Management (PM) and Business Analysis (BA);
 - Business Development;
 - Budgeting and Forecasting;
 - Operations Management;
 - Financial and Tax Reporting (VAT, CIT, PIT, Social and Health Contributions).

Key Achievements:

- ✓ Managed complex projects in different fields, among them:
 - Developing and implementing of a costing and budgeting system matching the needs of the management of VOLTA company. Managed to provide the client with accurate revenue forecasts for 2013. Contributed to the implementation of a performance management system based on a set of relevant KPIs.
 - Coaching and Advisory in Strategic Planning for the Board of Directors of Franzeluta SA – the largest bakery in the country with 4 production factories, a turnover of over 33 mln Euro and more than 2000 employees.
 - the Strategy Development Project for the Prime Group aiming at developing a corporate strategy for a group of more than 20 companies;
 - Edenred MD operations setup and closing projects.
 - Donaris Vienna Insurance Group – project management framework setup

AdCognos SRL Tuition for internationally recognized qualifications. Chisinau, R. MOLDOVA.

Executive, Business Owner, 2008 – present

Main Duties:

Strategic Planning and Management;
Budgeting and Forecasting;
Business Development;
Operations Management;
Financial and Tax Reporting; Key Achievements:

- ✓ A leading tuition provider for professional qualifications with an impressive portfolio of key accounting and finance professionals from large local and multinational companies from the Republic of Moldova.
- ✓ Successfully developed and launched tuition programs for the ACCA qualifications such as:
 - Diploma in International Financial Reporting (DiplFR Rus) courses
 - ACCA video-conferencing courses in association with BPP Professional Education (UK)
 - ACCA video-on-live lectures in association with Intercollege IBS (Cyprus);
- ✓ Jointly with EUPC (Romania) developed and successfully are delivering a program of courses in Project Management, Agile and Business Analysis – all based on the curricula for internationally recognized certifications.

PERSONAL AND CONTACT INFORMATION:

CITIZENSHIP	:	Republic of Moldova, Romania
DATE OF BIRTH	:	13 th of December 1975
CIVIL STATUS	:	two children
HOME ADDRESS (Romania)	:	1M, Craitelor str, Otopeni, ILFOV, ROMANIA
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