BEATA KRAWCZYK

INTERIM MANAGER | BUSINESS TRANSFORMATION | RESTRUCTURING | CHANGE MANAGEMENT

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ABOUT ME

Driving change by guiding people and organizations toward optimal growth paths, I prioritize innovative approaches over conventional patterns, constantly identifying new opportunities and solutions. Empowering teams to make informed and bold decisions, I foster a culture of engagement and accountability. Even the most complex transformations are executed effectively, always aligned with corporate values to ensure sustained, dynamic growth. With a track record of delivering restructuring and transformation projects for organizations generating €5–200 million in annual revenue, I consistently provide measurable outcomes and lasting business value.

Innovation & Agile Execution	Process Optimization	***Strategic Systems Thinking***
Change & Crisis Management	Leadership Development	***Accountability & Results-Driven Culture***

AREAS OF EXPERTISE

Business Transformation and Change Management

Leading organizational, operational, and strategic transformations in companies with revenues ranging from EUR 5 million to EUR 200 million, including operating model redesign, organizational culture change, governance, and strategy execution; for example: Trans.eu Group – DRAGON program and management by objectives implementation; PACTUS / Trans.eu Group – **strategic business split and 150% net profit growth;** VIVE Textile Recycling – PMO setup and operationalization of the 2026 – 2027 strategy.

Restructuring and Operating Model Redesign

Restructuring organizations, businesses, and **projects operating under performance pressure, cost pressure**, or an inadequate operating model; redesigning structures, processes, and the economic foundations of a project or company; for example: Dreslow – business model review, sales channel repositioning, and rebuilding project economics; H&S Group BV – turnaround of the Bulgarian branch **from an EUR 800k loss to an EUR 300k profit within 1 year**; Wim Bosman Polska – restructuring following the loss of a client representing 30% of revenue.

Business Growth and Revenue Models

Designing and implementing growth initiatives, new revenue models, and business lines; combining transformation with commercial outcomes and business scaling; for example: Trans.eu Group – PFX product rollout to 150 companies; Mainfreight Poland – **launch of an Oil & Gas service line and achievement of a 30% margin**; H&S Transport – scaling the business to PLN 200 million in revenue; Play Sustain – definition of the organization's value proposition and revenue streams.

Customer Journey, Digitalization, and Innovative Business Models

Redesigning customer journeys, sales models, and service models to increase scalability, automation, and the use of data and technology; for example: Trans.eu Group – reduction of customer registration time from 40 minutes to 8 minutes; PACTUS / Trans.eu Group – **implementation of a pioneering secure payments model**; Mainfreight Poland – implementation of the Control Tower system and optimization of operating costs.

Leadership, Team Integration, and Strategy Execution

Building management structures, leading organizations and teams through change, developing leaders, and strengthening managerial accountability in complex business environments; for example: Trans.eu Group – building the HR function from scratch and developing leaders; H&S Group BV – **post-acquisition team integration across the CEE region**; VIVE Textile Recycling – PMO setup, process team build-out, and succession support; Play Sustain – mentoring of the Managing Director and reorganization of the operating model.

Mentor in women's business organizations, including Vital Voices, and at higher education institutions. Awarded by the Vice-Rector of SGH for innovative business management.

EXPERIENCE

VIVE Textile Recycling Sp. z o.o. | Vice President for Transformation (since 10.2025)
Play Sustain Foundation | Interim Manager (since 03.2025)

Board Member responsible for designing and delivering transformation projects supporting the organization's new strategy. Scope includes building project and process governance, developing the PMO, leading strategic initiatives, and supporting the Management Board and management team in organizational change, optimization, and implementation of new operating models.

Key Projects:

- **Transformation Governance and PMO Build-up**: Established the PMO team and the process team, selected the project management tool, and implemented a unified project methodology for strategic initiatives, including within the Flexy program.
- **Operationalization of the 2026–2027 Strategy:** Co-developed the organization's new strategy and translated it into a portfolio of transformation projects, including performance monitoring and reporting to the CEO.
- **Transformation of the Marketing Function:** reorganized the marketing team and co-created a new marketing strategy aligned with the organization's new strategy and business development priorities.
- **Dreslow Project Restructuring:** Reviewed the business model, repositioned sales channels, and reorganized cost and marketing assumptions; reduced the project's planned loss and prepared the brand for further growth in marketing and e-commerce.
- **Game4Planet Repositioning:** Closed the ineffective project formula and transformed it into a B2B communication platform supporting client relationships, educational activities, and circular economy initiatives.
- **Management Model Transformation and Succession Support:** led organizational change toward systemic thinking, project-based execution, and management by objectives, while supporting the organization through the succession process and onboarding of the new successor.
- **Strategic Projects and External Partnerships:** coordinated transformation projects across the company's business areas, conducted analyses and benchmarks, and participated in the negotiation of strategic agreements supporting the delivery of transformation objectives.
- **Building Strategic Partnerships:** developed cooperation with key market partners, including InPost, Dr Irena Eris, and Sephora, supporting circular economy initiatives, brand communication, and transformation projects; including the co-creation and **rollout of the large-scale "Puść w obieg" initiative with InPost.**

Trans.eu Group | Vicepresident, COO | 09.2022 – 12.2024 | Member of the Supervisory Board | 02.2018 – 08.2022

Trans.eu Group S.A. is a technology company and a logistics platform for road transport, operating across Europe in 12 countries, as well as in Turkey and Kazakhstan. Responsible for operational transformation, restructuring, and strategic development.

Key Projects:

- **New Product Implementation:** Built an implementation team from scratch and launched the sales process for the **new PFX product, successfully deploying it to 150 clients** – enabled further development of the company's technology offering; established a comprehensive customer service management (CSM) team to support clients and optimize post-sales service
- **HR Structure Development**: Created the HR function from the ground up, including hiring an HR leaders, recruitment team, and HRBPs for key business areas; implemented new recruitment, onboarding, and offboarding processes, developed a compensation structure, and designed leadership development programs; **launched leadership development initiatives** and executive coaching, resulting in a **long-term cultural transformation aligned with company values**
- Debt Collection Company Restructuring and Rebranding: Separated debt collection and factoring operations, established the independent entity PACTUS, and executed a rebranding strategy – led the organizational change process, providing employee coaching and support, which resulted in a **150% increase in net profit**
- **Churnrate Project:** Identified and reduced customer churn by **implementing retention strategies tailored to specific markets;** structured churn analysis, introduced proactive measures to prevent customer loss, and strengthened the role of the CSM team in actively supporting clients in using the platform efficiently
- **Implementation of a Secured Payment System for Trans.eu Clients**: Integrated debt collection functionalities with the core platform to enhance transaction security; led risk assessment, testing, and planning for the launch of an innovative secured payment system – a pioneering project in the Polish market
- **Sales Optimization and E-commerce Development:** Transformed the international sales model by shifting from telemarketing to a European-scale e-commerce platform; streamlined the client registration process, reducing the registration time from 40 minutes to just 5 minutes

VIVE Group | Managing Director Supply Chain | 07.2021 – 08.2022

Interim Manager responsible for supply chain restructuring, operational optimization, and financial performance improvement (organization with a turnover of 100 million PLN). Reported directly to the CEO/Owner and collaborated closely on key transformation projects.

Key Projects:

- **Supply Chain and Procurement Restructuring:** Full P&L responsibility and supply chain management for a production facility in Poland; oversaw transport operations (100 trucks, 700 BDF units), warehouse logistics (50,000 m²), and procurement; developed and implemented an operational strategy for road and maritime transport (80 countries) and logistics, optimizing procurement and supply chain processes, reducing costs, and eliminating operational inefficiencies
- **Operational Efficiency Improvement:** Optimized internal transport and introduced new solutions for factory operations, leading to the company's **first break-even financial result in five years**
- **Financial Transformation:** Reduced operational costs, implemented structural changes, and secured new international transport clients
- **Game4Planet Project**: Designed and implemented a used clothing collection initiative in VIVE stores (in response to a crisis caused by a 25% revenue loss), generating an additional supply stream for the company – a strategic project supporting **sustainability goals and supply chain optimization**
- **Growth and Investment Strategy:** Contributed to defining the company's 2022–2025 development strategy, incl. investment planning
- Successfully led the **succession process** for the Managing Director of Supply Chain role, resulting in the successor's readiness to assume the position independently and her subsequent promotion to the company's Management Board.

H&H Foodlog & H&S Group (part of H&S Group BV) | Regional Manager CEE, Board Member | 10.2018 – 06.2021

Led the integration and restructuring of capital companies following acquisitions in Poland, Romania, Bulgaria, Hungary, Ukraine, and Russia. Held full P&L responsibility and established a new regional structure. Defined common business objectives, modernized resources, and implemented a new operational model to enhance competitiveness, improve efficiency, and drive the organization's further growth.

Key Projects:

- **Integration and Restructuring of Companies:** Closed operations in Germany and **relocated activities to the Netherlands, increasing operational efficiency**; successfully integrated entities in Bulgaria and Hungary
- **Operational and Financial Transformation:** Restructured the Bulgarian subsidiary, reducing an €800,000 loss through cost optimization, fraud elimination, and fleet renewal, **achieving a €300,000 profit within 1.5 years**
- **Business Expansion and Growth:** Secured a **€1 million contract** with ADM and enhanced synergies between Bulgarian and Hungarian branches, establishing them as the **most profitable units within the Group**
- **Change Management:** Led a seamless restructuring process with full team engagement, minimizing resistance to change and strengthening organizational culture

Mainfreight Poland Sp. z o.o. | Country Manager | 2011 – 2018

Full P&L responsibility (€80M), implementing growth and operational strategies and process optimization in 4 branches in Poland

- **Business Scaling:** Expanded company revenue to **€80M within six years**
- **Post-Acquisition Integration** of Wim Bosman: Aligned IT systems, budgeting, and HR processes while developing new branches after the acquisition
- **New Business Line:** Established logistics services for the sector, securing a market-leading position, **achieving a 30% profit** margin, and acquiring global clients
- **Transport Cost Optimization:** Implemented the "Control Tower" system at the European level, reducing fuel costs (-6%), leasing (-4%), and documentation expenses (-5%)
- **Strategic Client Project Management:** Optimized the supply chain (€500K), relocated FMCG production (€600K), and established a central warehouse in Germany (€1.4M)
- **Organizational Culture Development:** Introduced employee support programs, including "Safe Mom," mentoring, and volunteer initiatives, contributing to low employee turnover

Wim Bosman Polska Sp. z o.o. | Managing Director | 2004 – 2011

Strategic Management, Business Growth, and Operational Optimization. Full P&L responsibility (€50M), managing a team of 100 employees, and leading integration following the Mainfreight acquisition.

- **Market Expansion in Poland:** Launched the company in Poland, achieving consistent annual **revenue growth up to €50M**
- **Crisis Management:** Led restructuring after the bankruptcy of a key client (30% of revenue), reducing costs while maintaining full employment and implementing a new market segmentation strategy
- **Operational Optimization:** Implemented the Speed operational system and integrated it with ERP, WMS, banking, and telematics systems
- **Quality Management and Audits:** Independently implemented the ISO system, ensuring consistently positive audits from E&Y and ISO, with no issues in ADR inspections

H&S Transport Sp. z o.o. | Managing Director CEE | 1997 – 2014

Scaled the company from zero to €200M in revenue, expanded into CEE markets (PL, CZ, SK, HU, RO), and managed a team of 166 employees, implementing an operational strategy.

- **International Expansion**: Led market entry into **CEE countries, growing revenue to €200M**
- **Supply Chain Optimization:** Transitioned liquid food transportation from road to intermodal, improving efficiency and achieving €600K in cost savings
- **Quality Management:** Independently implemented the ISO system without external consultants, improving operational standards and audit performance

Previous Positions:

Deputy Head of Accounting Department | Contract Administration Sp. z o.o. (1994 – 1997)

Junior Accountant | Apollo Electronics Sp. z o.o. (1992 – 1994)

EDUCATION & ADDITIONAL INFORMATION

- Interim Management Project Management | Interim Managers Association (2019)
- Coaching | Jagiellonian University – Wszechnica (2016)
- Strategic Leadership Academy™ | ICAN, one-year program (2014)
- Supply Chain Management (Postgraduate Studies) | Kozminski University (2012)
- Master's Degree in Management, Finance & Accounting | Kozminski University (2001)
- Bachelor's Degree in Corporate Finance & Banking | SGH Warsaw School of Economics (1996)

Languages: English – Very Good | German – Good | Polish – Native