

# Krešimir Hlede

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## Profile

Mechanical engineer with an MBA degree, 8 years of experience in pharmaceutical packaging industry, total 10 years of experience in manufacturing and more than 5 years of full P&L accountability. Proven track record in running a company with 24/7 operations. International experience in business development and B2B sales. Strong in business planning, strategy and negotiations. Good knowledge of pharmaceutical sector. Able to turn around organization towards customers, flexibility and foreign markets.

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## Work experience and achievements

05/2009 - 04/2014

### Company

Piramida d.o.o., Sesvete, Croatia, [www.piramida.hr](http://www.piramida.hr)

Production of glass pharmaceutical packaging

### Position

Chief Executive Officer

### Responsibilities

Responsible for overall performance of the company

### Achievements

In period 2009-2013, increased revenue from EUR 5,4 million to EUR 9,4 million (+73%) and EBITDA, both in EUR (0,77 to 1,53 million, +94%) and margin (14,2% to 16,3%). Reduced top 5 customer concentration from 84,5% to 55,7% of revenue and subsequently reduced concentration risk.

Expanded market to 17 countries over 3 continents with emphasize on higher profit margin customers in western Europe.

Implemented SAP as an ERP and introduced controlling function for the first time in a manufacturing company with 24/7 operations.

Submitted Drug Master File to US FDA and Health Canada and successfully organized production according to requirements of ISO 15378 (GMP).

Lead the company through due diligence, ownership change and change in corporate governance.

**01/2006 - 05/2009**

**Company**

Piramida d.o.o., Sesvete, Croatia, [www.piramida.hr](http://www.piramida.hr)

Production of glass pharmaceutical packaging

**Position**

Executive Board Member - Operations

**Responsibilities**

Operations, IT, inventory management, capex and R&D. Also responsible for sales in Russia, Poland and Slovakia. Project manager for implementation of "20 keys" methodology.

**Achievements**

Implemented 20 keys methodology based on Toyota Production System.

Increased production capacity of present machinery by 8% without additional capex. Oversaw investment of EUR 0,3 million that lead to introduction of 22% in additional capacity. Achieved a reduction of scrap of 2%.

Launched new after forming production line for vials, first significant investment in that product range in 20 years.

Introduced first real-time KPI reports for production performance.

**06/2004 - 01/2006**

**Company**

Cetinka International d.o.o., Trilj, Croatia, [www.cetinka.hr](http://www.cetinka.hr)

Production of PVC foils and sheets

**Position**

Deputy General Manager – Production

**Responsibilities**

In turnaround faze, responsible for capex (total budget >1,0 mil €), implementation of optimized technical solutions, cost calculations, establishing maintenance procedure & building IT infrastructure in the company.

Final responsibility was finding the successor.

**Achievements**

Successfully restarted devastated manufacturing site and organized operation in accordance with ISO 9001 and ISO 14001. Certifications of both standards were done in less than one year.

**04/2001 - 06/2004**

**Company**

Lunaris d.o.o., Zagreb, Croatia, [www.bungee.com.hr](http://www.bungee.com.hr)

Extreme sports tourism

**Position**

Executive Board Member / Owner

**Responsibilities**

General management, design of all mechanical components, collaboration with government administration, project management, finance and training.

**Achievements**

Successful start-up of private company at the age of 23 in a business never done in Croatia.

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## Education

**06/2005 – 12/2006**

IEDC – Bled School of Management, Bled, Slovenia, [www.iedc.si](http://www.iedc.si)  
MBA - Master of business administration

**09/1996 – 12/2003**

Faculty of Mechanical engineering and naval architecture, University of Zagreb, Croatia, [www.fsb.hr](http://www.fsb.hr)  
Mechanical engineering – specialization in production engineering

**03/2001 – 04/2001**

Katedra Budowy Maszyn, Politechnika Slaska, University of Gliwice, Poland, [www.polsl.pl](http://www.polsl.pl)  
Scholarship within CEEPUS - Parameterization and analysis of 3D CAD/CAM models

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## Skills and competences

### Areas of expertise

- International B2B Sales
- New Business Development
- Business Planning
- Negotiation
- Strategy
- Customer Care
- P&L / Budget accountability
- Finance
- Manufacturing
- Change Management
- Start-ups / Turnarounds

### Social skills

Team player, good in building employee loyalty. Very good in building customer loyalty and long term relationships. Capable of maintaining good relationship with a customer even after complaints or poor performance. Perceived as moral, fair and down to earth.

### Organizational skills

Focused and analytical, quick in decision making. Have experience leading projects, both capex and organizational change. Very good in planning and meeting targets, both in terms of budget and time.

### Technical skills

MS Office, Visio, AutoCAD, Photoshop, CATIA V5