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# GEORGE BERCZELY

George.Berczely@novastone-ca.com | M: +34-680-858718 | Madrid, Spain | [in](#)

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## Summary

Senior executive with **multinational CEO and CFO experience** focused on CTO roles supporting companies achieve sustainable transformations. Passion and drive to **turn around organizations** or to achieve **high growth** by engaging the whole team, combining a **structured, analytical approach** with **operational execution experience**.

## Skills

- Ability to **design and implement holistic transformation programs**
- **Cross-functional experience** in operations and sales combined with **big-picture view** as General Manager
- Ability to build **strong management teams** and to **engage front line staff**
- Drives **growth and sales**
- Passion for **continuous improvement**
- Experience in **budgeting, cost control** and **cash flow** management
- Excellent **communication skills** in several languages
- **Adaptability**, having lived in nine countries across Europe, Asia and the Americas

## Experience

03/2020 – 03/2022  
McKinsey&Company  
Madrid (Spain)

### Senior Vice President – McKinsey Transformations

- **Company Transformation specialist with a functional spike in working capital**
- Part of a specialized team of consultants that support companies in achieving sustainable, large-scale transformations or restructuring
- Special focus on working capital, especially accounts receivable and collections
- Industry Focus in Logistics and Telecommunications

01/2018 – 02/2020  
DHL Express Mexico  
Mexico City (Mexico)

### Chief Financial Officer (CFO)

- **Restructuring experience, deepened finance functional knowledge**
- #2 role in an entity with over EUR 500m revenue p.a. and 7,000 employees. Finance function with 130 staff.
- Implemented cost control mechanisms to achieve financial objectives despite largely fixed costs and increasing dependence on eCommerce and its peaks
- Reorganized the Order to Cash systems and processes, offshoring Billing and Payroll, optimizing Collections
- Strengthened Query Handling in order to accelerate collections and improve customer satisfaction
- Drove Balance Sheet clean-up and upgrade of accounting systems
- Currently implementing fiscal and system changes

03/2014 - 12/2017  
DHL Express Vietnam  
Ho Chi Minh City  
(Vietnam)

### General Director

- **Own P&L management and growth experience**
- Responsibility for EUR 70m in revenue, 430 staff, 10 locations
- Developed and executed 5-year plan with EUR 12m in investments in facility and fleet (expanded gateway by 50%, opened new service centers, acquired new fleet, new corporate headquarters)
- Changed half the Senior Management Team and 25% of the middle management
- Strengthened on Employee Engagement, improving from 86% to 95% in four years, and ranked #1 in Logistics in 100 Best Places to Work
- Won six external awards in Customer Service in 2016 alone

	<ul style="list-style-type: none"> <li>• Revenue CAGR of 15% over 4 years, increasing revenue per Kilo by over 10% while reducing Cost per Kilo by 5% p.a., and growing market share by 5% in 4 years</li> </ul>
08/2011 - 02/2014 DHL Express Asia Pacific Hong Kong (China)	<b>Vice President, Business Planning &amp; Performance</b> <ul style="list-style-type: none"> <li>• <b>Sales management experience across Asia-Pacific</b></li> <li>• Established performance management tools and processes, especially focused on Sales performance, and intervened to support underperforming countries</li> <li>• Established and managed joint ventures and other partnerships; renegotiated with or bought out agents in several countries in Asia Pacific</li> <li>• Executive Director on the Board of Blue Dart Express (a publicly listed express company in India)</li> </ul>
08/2009 - 07/2011 DHL Express Asia Pacific & Emerging Markets Singapore	<b>CFO – Network Operations &amp; Aviation</b> <ul style="list-style-type: none"> <li>• <b>First finance functional responsibility, consolidated function across two regions</b></li> <li>• Managed a cost basis of EUR 1.5bn p.a. achieving budget targets, full accounting and reporting responsibility across various legal entities</li> <li>• Renegotiated Commercial Air Lift contracts with main carriers in the region, reducing commercial cost per kg by 5-10%</li> <li>• Merged the Finance organizations in Asia Pacific and Africa, Middle East, Central Asia, consolidating the Finance teams of Bahrain and Singapore</li> </ul>
08/2007 - 07/2009 DHL Express Asia Pacific Singapore	<b>Vice President Margin Improvement</b> <ul style="list-style-type: none"> <li>• <b>Cost reduction and operations experience</b></li> <li>• Responsible for Controlling of Operations Costs across Asia Pacific (EUR 530m p.a.)</li> <li>• Developed and rolled out a program which reduced operating costs by ~2% p.a. sustainably</li> <li>• Short-term cost reduction by 15% in the wake of the Financial Crisis</li> </ul>
03/2004 - 07/2007 Deutsche Post DHL Bonn (Germany)	<b>Director of Corporate Strategy</b> <ul style="list-style-type: none"> <li>• <b>Corporate Strategy and M&amp;A experience on a global basis</b></li> <li>• Developed and implemented cross-divisional strategies for the group (e.g., Global Aviation Strategy for DHL Express and Air Freight Forwarding, China Strategy for Express and Logistics)</li> </ul>
10/1998 - 02/2004 McKinsey&Company, Inc. Munich (Germany)	<b>Engagement Manager</b> <ul style="list-style-type: none"> <li>• <b>Consulting experience focused on Transportation &amp; Logistics and implementation</b></li> <li>• Managed the Program Office of the Post-Merger Integration for Deutsche Post and DHL, ensuring execution of programs and realization of financial benefits</li> <li>• Supported the integration of Logistics companies acquired across Europe (responsible for Spain, Switzerland and Germany), standardizing processes and introducing cross-border services</li> </ul>

## Education and Training

Fontainebleau (France), Singapore (Singapore)	<b>MBA</b> INSEAD (full-time program) 2001
Regensburg (Germany), Bordeaux (France)	<b>Bachelor in Business Administration</b> University of Regensburg / Université Bordeaux Functional Focus on Finance, Accounting, Taxation

## Activities and Associations

- Chairman of the Transportation & Logistics Sector Committee of the European Chamber of Commerce in Vietnam
- Member of Young Presidents' Organization (YPO)

## Personal Information

- Age: 48
- Austrian and British Nationality
- German, Spanish and English at native level, very good French, intermediate Portuguese, basic Mandarin and Vietnamese