

EVGENY SHEVCHENKO

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The logo for shevchenko solutions, featuring the name in white lowercase letters on a dark blue square background.

TARGET & PROFILE

Advisor & Interim CEO - for High-Stakes Growth and Transformation Projects (Central & Eastern Europe, Baltics, Central Asia)

Strategic advisor and interim executive specializing in **value creation, rapid growth, and business turnarounds** in volatile markets. I leverage extensive **board and C-suite experience** to bridge strategy and execution - combining board-level governance and compliance expertise with hands-on leadership of organizations up to **8,000 employees**. Proven track record in market entry initiatives, transformation & innovation programs, and leading organizations through crisis-to-growth transitions. Deep industry experience in FMCG, with a regional focus across Central & Eastern Europe, the Baltics, and Central Asia.

Engagements: Available for independent advisory projects or collaboration with consulting firms/networks.

CORE COMPETENCIES

- **Value Creation & Growth Acceleration** - Driving revenue growth, market share expansion, and shareholder value.
- **Market Entry & Expansion** - Developing and executing go-to-market strategies for new regions and scaling businesses across borders.
- **Governance & Compliance** - Strengthening corporate governance frameworks and ensuring regulatory compliance and ethical operations.
- **Transformation & Innovation** - Leading strategic transformation initiatives, fostering innovation, and modernizing business models for agility.
- **Turnarounds & Crisis-to-Growth Transitions** - Restructuring underperforming businesses and navigating organizations from crisis to sustainable profitability.
- **Interim Executive Leadership** - Stepping into CEO/COO roles on a short-term basis to lead change, build teams, and stabilize operations during critical periods.

BOARD ENGAGEMENTS

Spraga Beverages | Board Member | Ukraine, Czech Republic, Portugal | Oct 2024 – Present

Scope: Advisory on governance, market strategy, and operational efficiency.

- Provided strategic guidance on **corporate governance and compliance** improvements.
- Advised on **business expansion** and risk mitigation strategies.
- Supported executive leadership in key **market entry** initiatives and operational optimization.

The National Restaurant Association of Ukraine | Head of Advisory Board | Kyiv, Ukraine | Jan 2022 – Present

- Led policy advocacy efforts, resulting in **regulatory improvements** benefiting the largely fragmented industry employing 2m people across Ukraine.

- Strengthened collaboration between industry leaders, government bodies, and business communities to **drive sustainable growth**.
- Developed transparency and compliance initiatives, positioning the association as a key **policy-shaping voice** in the industry.

American Chamber of Commerce in Ukraine | Board Member | Kyiv, Ukraine | Mar 2014 – Dec 2021

- Championed **corporate responsibility** and sustainable business practices among member companies.
- Strengthened corporate partnerships and increased the Chamber's **influence on policymaking** within the private sector.

United Nations Global Compact – Ukrainian Network | Board Member | Kyiv, Ukraine | Feb 2020 – Dec 2021

- Championed **corporate responsibility** and sustainable business practices among member companies.
- Led social impact initiatives and promoted ethical governance, fostering higher standards of **ESG compliance** in the business community.

CO-FOUNDER AND ENTREPRENEUR

Small Big Glass LDA | Lisbon, Portugal | Apr 2024 – Present

- Founded an innovative chain of beer shops with expansion potential across Portugal and Spain.
- Developed **franchise-ready business models** to scale operations.

Irbitus LDA | Lisbon, Portugal | Aug 2022 – Present

- Established a wine brand-building and export company, focusing on tailored product offerings for Eastern European markets.
- Orchestrated market entry strategies for wines in new regions, leveraging local insights to drive early traction.

EXECUTIVE LEADERSHIP EXPERIENCE

Managing Director / CEO

Carlsberg Ukraine | Kyiv, Ukraine | Feb 2014 – Dec 2021

Scope: Led strategic transformation that revitalized business operations, strengthened brand positioning, and restored internal and external confidence. Focused on driving innovation, operational efficiency, and commercial agility, resulting in record-breaking revenue growth and market leadership.

Innovation & Brand Strategy

- Developed a robust beer innovation pipeline, accelerating market share growth and revenue contribution.
- Transformed sales and marketing into a data-driven, agile function, driving the **highest new brand revenue share (24%)** globally.
- Integrated global best practices into branding strategy, enhancing competitive positioning and consumer engagement.

Market Expansion & Revenue Growth

- Expanded exports of Ukrainian brands, creating new revenue streams and strengthening global footprint.
- **Achieved market leadership** by 2017, outperforming competitors and securing strong customer loyalty.
- Developed commercial strategies that diversified product offerings and maximized portfolio profitability.

Financial Performance & Market Leadership

- Led Carlsberg Ukraine to become a top-performing subsidiary, contributing **8% of global group profits**.
- Secured **80% of Ukraine's total beer industry profit pool** through sustained profitability strategies.
- Delivered record-breaking financial results despite industry stagnation and economic challenges.

VP Sales

Baltika Breweries (Part of the Carlsberg Group) | St. Petersburg, Russia | Feb 2012 – Feb 2014

Scope: Led one of the largest commercial teams in the industry - **8,000 professionals** - optimizing sales operations, strengthening market position, and driving revenue growth. Focused on route-to-market strategy, distribution efficiency, and trade execution to enhance profitability and customer engagement.

Sales Network Optimization & Cost Efficiency

- Restructured the **route-to-market strategy**, improving geographical sales coverage and distributor partnerships.
- Implemented **cost-to-serve reduction** initiatives, minimizing out-of-stock issues while improving product availability.
- Enhanced operational efficiency, reducing distribution costs while maintaining service excellence.

Omnichannel Strategy & Trade Excellence

- Developed and executed a **data-driven omnichannel program**, aligning retail and trade execution across markets.
- Defined a "**picture of success**" framework, ensuring consistent merchandising and brand visibility across channels.
- Introduced advanced KPIs and field execution tools, significantly **boosting market share and sales profitability**.

Talent & Performance Management

- Launched a structured evaluation system, **increasing salesforce engagement**, productivity, and long-term retention.
- **Reduced field sales turnover** by fostering a performance-driven culture and transparent career progression.
- **Broke down organizational silos**, accelerating decision-making and cross-functional collaboration.

CEO

Carlsberg Uzbekistan | Tashkent, Uzbekistan | Jul 2008 – Dec 2011

- Revitalized operations and secured **60% market share**.
- Captured **90% of the country's profit pool**, driving sustainable market leadership.
- Led business discipline initiatives and strengthened corporate governance.

Aldaris Brewery (Carlsberg Latvia) | Riga, Latvia | May 2006 – Jun 2008

- Executed a commercial and operational transformation, **increasing EBIT by 2.4x**.
- Implemented a performance-driven culture and financial discipline.

PREVIOUS ROLES

Vena Brewery (Carlsberg Group) | St. Petersburg, Russia | Regional Business Manager | 2004 – 2006

Zolotoy Ural Brewery (Carlsberg Group) | Chelyabinks, Russia | Sales Director | 2002 – 2004

Lebedyansky | Director of Ural Branch | Yekaterinburg, Russia | 2000 – 2002

EDUCATION

- **IMD** | Carlsberg Leadership Program | 2015-2019
- **London Business School** | Leadership Program | 2014
- **The Ural State University of Economics** | World Economy | 1994-1998
- Various trainings on talent development, value and change management.

LANGUAGES

- **English** (Fluent)
- **Russian** (Fluent)
- **Ukrainian** (Advanced)