

## Sergii Lisovyi – Summary

### Main Skills:

Strategic Planning, Operational Business Planning (including but not limited to Price Structures, Taxes Analysis, Financials and Organization Developments), Financial Management, Financial Systems and Technological Development, Policies and Procedures (rules and guidelines for existing business processes), Compliance and Contracts, Projects Management.

Dates	Work experience
November 2016 - Present	<p><b>Manager Business Development and Planning Africa &amp; Levant at Philip Morris International, Lausanne, Switzerland</b></p> <p><b>Verification of Critical Strategic Projects</b> for A&amp;L markets together with Market Heads, preparation of business models and appropriate business cases for further review and approval by Management, settlement of appropriate KPI and verification of performance.</p> <p>Evaluation of existing business models and the submission of proposals for improvements.</p> <p><b>Reduced Risk Products</b> – validation of possible scenarios, RTM and financing models in a few test markets in Africa before large scale roll-outs.</p> <p><b>Transformation</b> – creation and maintenance of appropriate toolboxes for markets, with the aim of delivering simplicity &amp; efficiency as part of PM's culture; Facilitation of markets to allocate more time and resources to the innovation, value-added activities, delivery of cost efficiency, time saving, and growth.</p>
January 2014 - October 2016	<p>Africa and Levant - PM activities in 35 markets.</p> <p>Volume pool estimated at 283 bio sticks.</p> <p>MC profitability pool in A&amp;L estimated at \$3.6 bio.</p>
December 2012 - December 2013	<p><b>Philip Morris Sales and Distribution, Kiev/Lviv, Ukraine</b> <i>Commercial Business Unit Manager</i></p> <p><b>Resources Management.</b> Full responsibility regarding Strategy development and further deployment for the Business Unit WEST and related territory of Ukraine;</p> <p>Planning of all investments regarding Direct and Trade marketing, Channels, as well as Overhead budgets.</p> <p><b>Project Planning</b> – Evaluation of opportunities for business development, deployment of efficient solutions to maximize PM results in the representative territories</p> <p><b>Collaboration and Negotiation with Partners</b> - strengthening partnerships with existing customers/vendors and development of new partnerships in key trade channels with a customer-centric category approach.</p> <p><b>Team Management</b> – efficient building, development and management of the team consisting of 98 PM employees and 75 Third Parties related workers.</p>
	<p><b>Philip Morris Georgia, Tbilisi, Georgia</b> <i>Country Manager (STA)</i></p> <p><b>Market Performance/Effective Portfolio Deployment</b> - Development and efficient deployment of PM Strategy on the market with full responsibility for Key Performance indicators – Shipping Volume, Share of Market, Operating Company Income, Working Capital optimization</p> <p><b>Price Gaps Management</b> – designing and implementation of lucrative Price strategy.</p>

February  
2010 -  
December  
2012

**Resource Management** – optimizing the investments, costs; ensuring the minimization/reduction of waste; creating and supporting a framework of reasonable, smart and effective resource allocation.

**Compliance** – ensuring the collection, consolidation, and validation of compliance data for PMI reporting and internal Risk Assessment. Constructive and effective work with **Stakeholders** with focus on: Fiscal/Regulation policy - securing fully Specific Excise Tax system, preserving proficient all of Key Marketing communication channels, and ensuring suitable product regulation.

**Approachability and networking** – effective expansion of networks with the Ministry of Finance and the Parliament. Engagement with distributors / business partners; Analysis for further evolution of Business Model and Infrastructure.

#### **Philip Morris Ukraine, Kiev, Ukraine**

##### ***Manager Finance & Planning Caucasus & Moldova***

- **Strategic Planning / Operational Business Planning.** Definition of principles for a long-term Business strategy development (including but not limited to Price Structures, Taxes Analysis; Financials and Organization Developments). Follow up implementation of the chosen financial and planning strategies. Identification and evaluation of various emerging volume and profit opportunities.
- **Financial Management.** Guide Budgeting processes for all affiliates, representative offices and all three markets. Ensuring reporting process is properly established and maintained in accordance with US GAAP, PMI instructions and guidelines as well as local legislation requirements. Guide Treasury, Accounting and Tax related activities in Affiliates and Representative Offices.
- **Financial Systems and Technological Development.** Defining the necessities of appropriate systems, their scope and complexity, as well as ensuring such systems' timely development and implementation in order to have an appropriate level of technological support for Affiliates and Representative Offices.
- **Policies and Procedures.** Ensuring appropriate development of all relevant policies and procedures and enforcing their implementation by all Affiliates and Representative Offices in order to have clear rules and guidelines for existing business processes.
- **Compliance and Contracts.** Developing all contracts related to C&M Affiliates and then calibrating them with legal/tax teams, in order to ensure the compliance with policies and procedures and validity from financial point of view. Ensuring collection, consolidation and validation of compliance data for PMI reporting and internal Risk Assessment.
- Net Operating Revenue 84 mio USD;
- Volume – 5,1 bio cigarettes;
- # of subordinates – 3 in Kiev HQ (direct); 9 in the fields (indirect);
- Number of Markets – 3+1(Armenia, Georgia, Moldova and Azerbaijan for planning purposes);
- Number of Affiliates – 2; Number of Representative Offices – 3.

September  
2008 -  
January 2010

October 2007

#### **Philip Morris Ukraine, Kiev, Ukraine**

##### ***Manager Financial Planning***

- Full responsibility for Budgeting, Reporting, Costing, Capital

<b>August 2008</b>	<ul style="list-style-type: none"> <li>• Full responsibility for Budgeting, Reporting, Costing, Capital Investment areas in Philip Morris Ukraine; markets Ukraine, Armenia Georgia, Moldova. Leading and developing the Costing, Capex, Budget and Reporting functions in order to optimize the interaction processes within the finance organization and ensure the provision of high quality financial services to Top Management, various PMU Departments and other PMI affiliates, including Operations Center in compliance with PM Policies and Procedures, US GAAP and Statutory regulations and principles. Decision support and sensitivity analysis for pricing decisions, marketing plan adjustments, and for analysis of capital investment scenarios. Management of 14 subordinates.</li> </ul>
<b>April 2007 - October 2007</b>	<ul style="list-style-type: none"> <li>• Philip Morris Ukraine turnover in 2008 is \$1,015.4 mio;</li> <li>• Cost of Sales (Million USD) &gt;350</li> <li>• Capital Expenditure (PM Ukraine) (Million USD) &gt;30</li> <li>• Number of Capex Projects: &gt; 100</li> </ul>
<b>October 2006 - April 2007</b>	<p><b>Philip Morris Ukraine, Kharkiv, Ukraine</b> <i>Manager Finance Operations</i></p> <ul style="list-style-type: none"> <li>• Evaluation of investment feasibility and profitability calculation (Capex Budget for 2008 - \$52 mio.)</li> <li>• Manage, plan and control recalculation of standard variable costs and another export related activities (Cost of sales for 2008 - \$343 mio.)</li> <li>• Decision support and sensitivity analysis for pricing decisions, for marketing plan adjustments and for analysis of capital investment scenarios.</li> <li>• Development of Finance operations group functionality (7 subordinates)</li> </ul>
<b>October 2005 - October 2006</b>	<p><b>Philip Morris Romania / Philip Morris Trade, Bucharest, Romania</b> <i>Supervisor Operations Finance</i></p> <ul style="list-style-type: none"> <li>• Reorganization and development of Finance operations group functionality</li> <li>• Settlement of consolidation and capital expenditure forecasts reporting; Actual reporting, variance analysis preparation in line with PMI standards, policies and procedures.</li> <li>• Manage, plan and control recalculation of standard variable costs and another export related activities for all brand executions for 10 markets of EU zone.</li> <li>• On-line support for Budget &amp; Reporting team and Business Development &amp; Strategy team development.</li> </ul>
<b>October 2001 - September 2005</b>	<p><b>Philip Morris Ukraine, Kharkiv, Ukraine</b> <i>Supervisor Costing &amp; CAPEX</i></p> <ul style="list-style-type: none"> <li>• Reorganization and development of Finance operations group functionality</li> <li>• Monthly preparation, analyses and reporting of cost of sales/production for US GAAP and Statutory.</li> <li>• Consolidate and report capital expenditure forecasts and Actual reporting, variance analysis preparation</li> <li>• Evaluation of investment feasibility and profitability calculation.</li> <li>• 6 direct reports.</li> </ul>

**Philip Morris Ukraine, Kharkiv, Ukraine**

***Senior Cost Analyst / Supervisor Costing***

- Manage, plan and control recalculation of standard variable costs for all brand executions for markets Ukraine, Armenia, Georgia, Azerbaijan, and Moldova.
- On a monthly basis preparation, analyses and reporting of cost of sales/production for US GAAP and Statutory.
- Analysis of Marketing projects impact.
- Involvement in SAP implementation project.
- 3 direct reports

**Philip Morris Ukraine, Kiev, Ukraine**

***Finance analyst***

- PMI international projects – GMRB, development (work with Accenture in Italy) and implementation.
- Preparation, consolidation and review of annual budget.
- Preparation and review of Management Report
- Financial analysis of projects
- Ad-hoc analysis
- Full responsibility for market Ukraine with Income Statement preparation and financial analysis
- Close co-operation with other teams within the budget preparation, especially Costing and Planning.

E-Mail: [Sergii.Lisovyi@pmi.com](mailto:Sergii.Lisovyi@pmi.com)  
Mob. Phone [+4179 4488160](tel:+41794488160)

**Education experience:**

MacEwan University  
Business Administration, 2001 - 2002

National Technical University of Ukraine 'Kyiv Polytechnic Institute'  
Information Technologies and Designing, 1990 - 1997

Kyiv Radio Mechanical College  
Microelectronics, 1983 - 1987