

KONSTANTINOS LAFKAS

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Date of birth: 27/11/1967, Married, one child



PROFESSIONAL EXPERIENCE

Unifund, technology focused VC

05/2018 - present

Partner, president of the board

Unifund is a 30mn euro VC, the first in Greek ecosystem supported focusing on the University and Research space. Aiming in bridging the gap between research and entrepreneurial organizations, for Value Creation. More than 25 investments and more than 400 new positions developed the last 4 years.

Selonda, Avramar Group

02/2016 – 09/2021

Chief Commercial Officer, CCO, Selonda & Dias Group of companies

Selonda & Dias form one of the biggest producers of Sea Bass and Sea Bream globally, with annual revenue at the level of 180mn euro. The group exports 85% of the produced Biomass, all over the globe. Main markets are the US and Canada, Western and Central Europe. Key customers are supermarkets, wholesalers, food distribution players and brokers, HORECA. The role covers all customer centric activities, including Sales, Marketing, Distribution and Logistics. Key challenges are the transformation of a commodity driven mentality, culture and related processes to a value-added vision and systems. In addition, negotiation with key players in “closed markets and segments” managing global scale projects on the demand side.

The group went through a substantial growth, in sold quantities, of 30% compared to 2015 figures. In addition, value added product lines have been developed and customer focused niche markets approached, in terms of geography and supply chain. The combination has led to a high complex and challenging context. New loyalty and marketing programs established, social media in place with the highest number of followers in the sector and customer centric, B2C, activities realized. New logistic agreement with key external provider. Light restructuring has been realized. Group headcount; at the level of 1200.

HIG Fund- M.J. Maillis Group

10/2013– 01/2016

Project Responsible,

Cooperating with HIG, the fund that acquired M.J. Maillis Group, in restructuring the sales and distribution Network of the group. Focus areas; Central and Eastern Europe, existing alliances in China and India and outsourcing of noncore services. The revenue of the Group is at the level of 350 mn Euro, including the factories based in Greece, Italy, US, Canada and Poland. The sales network includes direct sales to partners and agents and sales through owned channels like affiliates and branches. A new sales structure was established, a matrix scheme with product development and sales the two main pipelines. In addition, establishment of central invoicing, LuX, and local direct sales rep offices. New “motivation/remuneration” scheme in place, based on non-commodity metrics, like Profit Factor and key customers satisfaction levels. Main objectives: the rationalization of the channel approach to the final user and the focus on profitable products and businesses. Group headcount; at the level of 800.

Sunlight Systems,

05/2009 – 05/2013

General Manager, 05/2009-11/2010, Managing Director, 12/2010-05/2013,

Sunlight Systems, is a leading European company that produces, distributes and sells storage energy related products. Main applications include telecom, energy, logistic, marine, construction and defense houses. The company has Annual revenue of 120mn Euro and employees more than 700 people in connected companies and production sites. The sales channels include agents, distributors; affiliate companies and branches, all over the world.

Key challenges were the rationalization of the existing business and the development of core segments through organic growth and alliances in a global level.

Key success factors were the focus on value creating products and services in combination with the development of a leading team of senior and middle level managers.

Main achievements were:

- Developed market share in different markets and segments globally (introduced new products and penetrated new regions, such as Latin America, Africa, Middle and Far East),
- Negotiated and developed key partnerships in various countries (India, Indonesia, Japan, S. Africa, Saudi Arabia, UAE, Brazil, Russia, Malaysia, China),
- Fought local recession by developing exports (the company is now fully export oriented, distributing more than 95% of the produced goods in 120 countries all over the world),
- Restructured the business model and profit model (from negative Gross Margins to 6% EBITDA/Sales ratio, one of the highest of the Industry in Europe), focusing on core products and value creating products and services
- Challenged the cost structure (reducing OPEX more than 30% in absolute figures despite the growth in sales volumes and revenues),
- Out-sourced part of the production (to local and foreigner sub-contractors),
- Introduced a high tech affiliate to US (fuel cell technology company where US fund has invested)

Alfa Laval Greece,**07/2004 – 07/2009**

General Manager, Member of the Adriatic Management Team

Alfa Laval, is the leading player, globally, in providing solutions to most of the industries involving separation, heat transfer and fluid treatment. Applications are found in major industrial sectors, as food, dairy, beverages, marine, comfort and refrigeration, energy and environment, construction and system building.

Responsible for the activities of Alfa Laval SpA, in Greece, P&L and Balance Sheet items, worked in a Matrix structure involving professionals in Greece, Italy and Sweden (HQ), leading a team of 60 co-workers and partners.

Main achievements were the restructuring of the local business profit model and structure, in order to meet the Matrix structure adapted in Alfa Laval globally, increase the effectiveness of the team and apply the KPIs' of the Headquarters. Most of the time and energy invested in transforming the local activity coaching and leading a team of local and foreign executives and a team of professionals in critical market segments, like Food, Marine and pharmaceuticals.

- The turnover of the company was doubled in 3 years (reached 60 mn Euro)
- The profitability KPI's surpassed the targets of the Alfa Laval Globally, Contribution margin / Opex ratio from 1 to 3,8
- Substantial reduction of non profiting business and out-sourcing of shared services

EPA Attikis, Natural Gas, Utility Industry**03/2002 – 06-2004**

Retail Sales & Customer Service Manager,

EPA Attikis is a 300 million Euro Joint Venture of DEPA (Greek Government owned Company running the Gas Distribution and Sales) (51%) and Cinergy (USA) and Shell, (both 49%). It was the first Privatization of a Greek Government owned company. Main activities included the design and development of the restructuring of natural gas supply and distribution network in Attika, including commercial, residential and industrial market.

Responsible for transforming the sales and marketing department developing the natural gas business, establishing a network of new outlets, facilitating the smooth application of natural gas, negotiating tenders and contracts with dealers, dealing with Greek authorities on establishing a new business context and realizing a very challenging growth rate. Explored the uses of Natural Gas as an alternative source of energy and created a culture of an environmentally friendly energy market. Led and motivated a team of 50 people, with sales and technical profiles.

Main achievements were; The transformation of the existing sales activity by Creating new processes and Combining the old staff with new professionals, managing change and successfully negotiating with the union. The creation of sales teams with high spirit that reached aggressive sales objectives, retail sales reached 20 mn euro from the range of 3 mn euro. In addition, the design and implementation of a new billing system, new call center services, aggressive marketing with loyalty programs and CRM system, and finally the creation of new outlets and tender for sales agents and dealers.

Bitros Metallourgiki & Thorax,**10/2000 – 3/2002**Sales Director,

Bitros Metallourgiki, a 100 MN Euro Company, is the main supplier and distributor of metallurgical Products in Greece, participating in the Athens Stock Exchange market.

Responsible for the Sales and Marketing activities of Bitros Holding. Main tasks included the expansion through acquisitions, the development of new products and the establishment in new markets such as construction, recycling and new specialized materials. Led a team of 15 professionals in sales and marketing Main Projects, Acquisition of Thorax S.A., company producing and promoting construction materials with high resistance against earthquakes, Establishment of Demyll, recycling of used materials.

M.J. Maillis S.A., Packaging Systems**08/1995 -10/2000**

M.J. Maillis S.A. is a Greek Multinational, producer of industrial packaging materials and one of the leading packaging players and distributors worldwide. With a turnover of 300 MN Euro and affiliates and subsidiaries in Europe and the United States has achieved a remarkable growth in the 90s.

Business Unit Manager 11/1998 – 09/2000

Being responsible for the P&L and Balance Sheet items of the strategic business unit, 40 mn euro in revenue. The BU was covering the development of the sales network of the company in Central and Eastern Europe through acquisitions and organic growth. Travelling extensively in Central and Eastern Europe and living among, Romania, Poland, C. Republic, Hungary and Spain. Leading a team of 12 executives.

Main achievements were the high growth of organic sales and profitability through the affiliates network. Most of the time invested in restructuring and simplifying processes of the existing sales network in Bulgaria, Romania and Greece and the implementation of an aggressive acquisition plan. Main acquisitions projects in various countries; sales network in Hungary, sales and distribution network in the Czech Republic, the biggest producer of plastic packaging goods in Poland, manufacturing plant and distribution network in Slovakia.

Country Manager, M.J. Maillis Spain, Based in Barcelona 07/1997 – 10/1998

Responsible for transforming and running the first acquisition of a production and distribution unit of M.J. Maillis SA in Europe. Living in Barcelona, Spain and travelling extensively for business development. The revenue of the company was 20 mn Euro and the manpower, including labor force, at the range of 30. Main achievements were the rationalisation of the business model, the introduction of new management and the handling of change. Profitability of the business was restored by introducing profit-making products from the HQs and by developing the sales network based on value adding criteria.

Country Manager, M.J. Maillis Balkans, based in Sofia and Bucharest 09/1995 – 06/1997

Responsible for first affiliate sales network of M.J. MAillis in the Balkan area. Living in Sofia, Bulgaria and travelling extensively for business development in the Balkan area. The revenue of the area of responsibility was 10 mn euro and the team involved 8 sales and technical people.

Main achievements the initialization of the first sales network of the company in the area creating a profitable business from the first months of operations and at the same time managing all the peculiar issues and challenges in the area because of the changes in the political status of most of the countries in the area.

Shell Gas,**08/1994 – 08/1995**B2C Sales and Technical Supervisor,

Responsible for the development of the sales network of B2C dealers and technical support teams of LPG in North Greece. Managing a network of 15 dealers. In addition, main objective was the technical and commercial support of Shell Gas representatives, in different regions of Northern Greece.

EDUCATION

2009, MBA, IMD, Lausanne, Switzerland

2001, MSc in Decision Sciences, AUEB & Atlanta State University

1991, MSc in Mechanical Engineering, National Technical University of Athens

PROFESSIONAL TRAINING

2014, Entrepreneurship in Corporate Environments, Babson College USA

2013, High Performance Leadership in changing organizations, IMD, Switzerland

2013, Corporate Innovation and Entrepreneurship, Stanford, USA

2008, Program for Executive Development (PED), Restructuring the Organization while Developing the business, IMD, Lausanne, Switzerland

2005, Key Success factors in Reorganizing Business Units, Strategic Marketing, Pricing and Leadership, Ashridge, UK

1998, Young Managers Program, INSEAD, France

VARIOUS

2007, Guerilla Marketing

2005, The Seven Habits of Highly Effective People, Alfa Laval University,

1999, Corporate Valuation, Modern Developments in Theory and Practice, Damodaran

Negotiation Techniques, Advanced Sales Techniques, Conflict Management, and handling Difficult Clients, Business Plan Development, Budgeting and Control, Transfer Pricing Techniques,

VOLUNTEERING

Greek Start up community, Enter Grow Go. First Angel Fund in Greece.

Extroversity for Growth, Supporting Greek SMEs to export their products and services.

MEMBERSHIPS

Alumnus; IMD, INSEAD, AUEB, NTUA, Babson, Stanford (Inno & Entr Club).

The Technical Chamber of Greece

The Greek Association of Mechanical and Electrical Engineers

The Golf Club in Athens

The American Board of NLP

LANGUAGES

Greek and English: Fluent, German, Spanish: Basic.

INTERESTS

Corporate Effectuation for Innovation and Entrepreneurship,

Greek ExO and ScaleUp communities

NLP in change management,

Golf, Sailing, Scuba Diving (Padi-A),