

ZOLTAN VARADI

International Commercial Leader | B2B Growth, Market Development & Turnaround | 20+ Years | Europe & CEE
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EXECUTIVE SUMMARY

I build, transform, and scale B2B businesses in international markets, with deep hands-on experience across Central & Eastern Europe.

Senior commercial and regional leader with 20+ years of progressive experience from account management through Managing Director roles. Proven in three core disciplines: building markets from zero across multiple countries (scaling from small initial base to multi-million EUR revenue), turning around structurally loss-making operations (restoring profitability through process redesign and organizational restructuring), and designing scalable commercial architectures for large-scale enterprises.

Deep expertise in dealer/distributor network development, channel strategy, go-to-market design, and P&L management within international matrix organizations (Dutch, French, Swiss, German, Hungarian HQ structures). Combines hands-on commercial execution with structured strategic thinking across three layers:

- **PEOPLE** - Hiring, onboarding, educating, coaching, assessing and developing own commercial teams; second layer: distribution partner management (KRAMP) and dealer business development (KUHN)
- **PROCESS** - Go-to-market strategy design, sales process design and implementation, market segmentation, pipeline governance, OGSM strategic planning, pricing architecture, incentive frameworks
- **TOOLS** - CRM implementation and migration, e-commerce platform rollout, AI-assisted market analysis, digital transformation of traditional distribution channels

Sector experience spans agricultural machinery, aftermarket parts distribution, ag-tech/IoT, automotive retail, and lubricants - but the methodology is sector-agnostic. Core identity: International B2B commercial leader with deep European market experience.

KEY HIGHLIGHTS

- Multiple countries built from zero -- scaled from small initial base to multi-million EUR revenue over a nine-year tenure
- Extensive partner network developed (hundreds of dealers, workshops, integrators) with structured partner development and tiering
- Double-digit commercial team built and led across multiple CEE markets
- Full P&L turnaround: structural loss to profitability restored from Year 2 onward
- Large-scale enterprise diagnostic and comprehensive transformation blueprint delivered
- Three executive-level Go/No-Go recommendations delivered and acted upon -- including one supporting formal market exit
- Multi-year rolling strategic planning (OGSM framework) with board-level reporting
- Market entry business case with bottom-up market modeling -- board-approved, legal entity launched
- Led dealership through survival restructuring during the 2008 financial crisis while competitors exited
- Worked across international matrix organizations headquartered in the Netherlands, France, Switzerland and Germany, with responsibility for CEE markets.

CORE COMPETENCIES

General Management & Strategy	Market Development & Commercial	People, Process & Technology
● P&L Ownership & Profitability Governance ● Strategic Planning & Execution (OGSM) ● Business & Operating Model Design	● Market Entry & Multi-Country Expansion ● Go-to-Market Strategy Design & Execution ● Dealer / Distributor Network Build-Up	● Cross-Functional Team Leadership ● CRM Implementation & Pipeline Governance ● E-Commerce & Digital Transformation

● Board Level Go/No-Go Decision Support ● Turnaround & Restructuring Execution ● Forecasting & Performance Governance	● Channel Architecture & Pricing Strategy ● Market Segmentation & Viability Assessment ● Sales Process Standardization	● AI Assisted Market Analysis & Intelligence ● Sales Coaching & Capability Development ● KPI Driven Performance & Incentive Design
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PROFESSIONAL EXPERIENCE

Interim Managing Director -- Commercial Division

AGROPARK -- Euro Noliker Kft | Multi-Brand Agricultural Dealership | Hungary

Oct 2025 -- Dec 2025 | Large-scale enterprise (significant annual revenue). Reported to ownership.

- Brought in to lead the commercial division with full executive authority over sales, marketing, product management and partner relations
- Conducted enterprise-level diagnostic across multiple commercial functions, mapping structural constraints and performance bottlenecks
- Designed comprehensive transformation blueprint: strategic roadmap combining growth strategy with organizational and operational re-architecture
- Defined cross-functional roles, responsibilities, and collaboration routines across sales, marketing, product, and HR
- Established performance visibility frameworks replacing ad-hoc reporting with structured KPI governance

Engagement concluded after blueprint delivery. Implementation remained outside the agreed interim scope.

Regional Sales Manager -- Central & Eastern Europe

JAVELOT SAS | Ag-Tech / Grain Storage Monitoring (SaaS) | France HQ

Oct 2024 -- Sep 2025 | First commercial presence in CEE for this French ag-tech company.

- Built the entire CEE market development structure from zero: market segmentation, stakeholder mapping, partner identification, and channel prioritization
- Established pipeline governance and forecasting logic within CRM -- first structured commercial process in the region
- Conducted market viability assessments across grain traders, storage operators, integrators, mills, and feed producers
- Delivered Go/No-Go recommendation at executive level -- findings supported formal CEE market exit decision, saving further investment in non-viable markets
- Leveraged AI-assisted tools for accelerated market mapping across fragmented CEE markets

Managing Director

KUHN Agricultural Machinery Hungary | OEM Subsidiary (Bucher Industries AG) | Hungary

2021 -- 2024 | Factory-owned subsidiary. Reported to Swiss/French matrix HQ -- VP and CFO at group level (Bucher Industries).

- Appointed Managing Director after KUHN SA acquired a loss-making local dealership, converting it into a factory-owned operation. Led full commercial and organizational turnaround
- Stabilized performance in Year 1, restored profitability from Year 2 onward after years of structural loss
- Redesigned operating model across organization, processes, and systems: competency realignment, structural adjustments, formalized workflows
- Built a predominantly direct-to-customer commercial model, supported by selective dealer partnerships
- Replaced fragmented Excel tracking with corporate CRM -- led localization, data migration, and adoption
- Rebuilt incentive and discount frameworks to reinforce margin discipline and strategic product focus
- Led direct-to-end-user commercial business serving large agricultural enterprises, covering tillage, forage equipment, self-propelled sprayers and precision farming applications across the agricultural machinery portfolio.
- Integrated precision farming technology (ISOBUS, VRA) into commercial offerings
- Full P&L responsibility including budgeting, forecasting, and reporting to HQ

Turnaround driven by process redesign and people restructuring -- fixing broken commercial operations, not just cost-cutting.

General Manager & Sales Manager -- Hungary, Romania, Bulgaria

KRAMP | Europe's Largest Agricultural Parts Distributor | Netherlands HQ

2012 -- 2021 (9 years) | Full lifecycle: market entry through operational maturity across 3 countries.

- Built commercial presence in 3 countries from zero (Hungary, Romania, Bulgaria) -- developed the business from a small initial base to multi-million EUR revenue with a double-digit commercial team
- Built an extensive partner network (hundreds of dealers, workshops, integrators) with structured partner development and tiering

- Held full P&L responsibility across three markets with direct reporting to Dutch HQ and Regional Sales Management
- Led multi-year rolling strategic planning (OGSM framework) with annual operating plans and regular performance reviews
- Led Romania market entry: business case, market architecture, multi-year P&L simulation -- board-approved, legal entity launched
- Designed Hungary retail pilot; issued No-Go recommendation after KPI-based analysis
- Introduced e-commerce and digital ordering to traditionally offline dealer base
- Completed Mercuri International Sales Academy; train-the-trainer qualified
- Provided coaching and training support to colleagues across additional CEE markets

Complete People + Process + Tools build in each market -- recruited partners, implemented commercial methodology, introduced digital stack to the market.

Service Manager

IKR Zrt | Agricultural Machinery Distributor | Sarvar, Hungary

2010 – 2012

- Managed service operations within a multi-branch agricultural machinery support structure
- Implemented workflow and efficiency improvements across repair and maintenance operations
- Contributed to structured spare parts sales process discipline

General Manager & Sales Manager

Auto-Baumgartner Kft | OEM Automotive Dealership | Szombathely, Hungary

2006 – 2010 | First full GM role. Survived the 2008 global financial crisis.

- General management of an OEM-structured automotive dealership with commercial and operational accountability
- Standardized quotation, sales, and customer handling processes, replacing informal practices
- Harmonized sales and aftersales workflows, improving operational discipline
- Led crisis-driven survival restructuring during the 2008 financial crisis: cost realignment, cashflow protection, sales process reconfiguration
- Maintained sustainable profitability while many competing dealerships exited the market

Account Manager (Lubricants)

Shell Hungary | West Hungary

2005 – 2006

- B2B account management for Shell's lubricants division covering western Hungary
- Negotiated long-term contracts with automotive retail partners
- Achieved sales growth in a declining market through structured account management

EDUCATION & CERTIFICATIONS

- **Precision Agriculture Engineer** | Szechenyi Istvan University (postgraduate)
- **Agribusiness Engineer (MSc)** | Veszprem University, Georgikon Agricultural Faculty
- **Sales Academy** | Mercuri International, UK (incl. Train-the-Trainer qualification)

ADDITIONAL INFORMATION

- **Languages:** Hungarian (Native) | English (Full professional proficiency, C1)
- **Location:** Hungary | Open to international opportunities
- **Contracting:** Open to permanent, interim, and project-based executive assignments
- **Availability:** Within 7 days
- **Matrix HQ experience:** Dutch (KRAMP), Swiss/French (KUHN / Bucher Industries), French (JAVELOT), Hungarian (AGROPARK)
- **Sector experience:** B2B distribution, technical products & machinery, IoT/SaaS, industrial services, automotive