

CURRICULUM VITAE

Maria Savva



PERSONAL DATA

Date of Birth: 21/10/1975
Nationality: Greek-Cypriot

Marital Status: Divorced with a child

SUMMARY

Experienced Internal Audit and FP&A Director, with very good system capabilities and demonstrated history in process and cost improvements, in the Fast Moving Consumption, Media and Advisory Services industries. Passionate for results and focused on problem solving, by driving continuous improvement initiatives and information sharing. Excellent in Project Management, Change Management and People Management / Development. Very good business knowledge and judgement, with high integrity and commitment. Strong entrepreneurship professional, with a Bachelor degree in Business Administration, with focus in marketing and accounting and Certified in Internal Controls.

PROFESSIONAL EXPERIENCE

May 11 – Now

ANTENNA Group

Privately held company, the world's largest Greek media group, reaching Greek-speaking audiences in all continents. Antenna Group activities are established in Television, Digital Activities, Radios, Magazines, Telecommunications, Entertainment, and Education.

Oct 15 – Now

Group Financial Planning & Analysis and Compliance Director

Dual reporting to the Group CFO for FP&A activities and to the Shareholder for compliance activities.

Responsible for 20+ companies in Greece, Serbia, Montenegro, Romania, UK, US, Cyprus and Netherlands, for the:

- Management of Annual Financial Planning (Budget Process) and Monthly Rolling Forecasting Process, in cooperation with Business Unit Managers and Finance Managers per country, for P&L, Balance Sheet and Cash Flow Statements.
 - Presentation of Annual Budget on a consolidated Group Level and per Business Unit level, to the top management and Shareholder and coordination of approval process.
 - Monthly monitoring and analysis of actual results versus budget targets and historic data. Preparation of monthly Management Reporting Package and presentation to the top management and shareholder.
 - Cost accounting performance for profitability analysis per section; profitability per magazine title, digital asset etc
 - Daily controlling by reviewing Purchase Orders and Contract Check Lists generated in SAP, checking budget compliance per cost center and expense category and following budget shift process, when necessary, in order to cover unbudgeted needs, ensuring that overall company's budgeted cost is not overrun. Proactive alert of departmental managers when actuals and getting close to budget levels.
 - Decision support agent through data analysis, in order to advise management on how to improve performance, minimize risk or capture new opportunities from both within the company and within the external environment.
 - Limits of Authorities (LoA) responsibility.
 - √ Periodic update based on new activities and / or organizational changes, following approval of relevant proposals submitted.
 - √ Develop / update system Release Strategies for automated approval process; (combination of cost centers, value limits and releasers per activity process)
 - √ Propose External Representation Powers per company, submission for approval and cooperation with Legal dpt for execution.
 - √ Review compliance of employees with Antenna Group LoA and report any violation identified
 - Management, assessment, evaluation and development of analysts and controllers across the group (7 members)
- Achievements / other**
- Automation of Management Reporting process in cooperation with IT Director
 - Process optimization: identifying process workflow inefficiency arising when various technical systems and tools don't "speak to each other" well and resolving these by suggesting process and system changes / improvements

May 11 – Sep 15

Group Internal Audit Manager

Reporting to the President of the Board of Directors and Shareholders of Antenna Group, responsible for the:

- Preparation of the Annual Internal Audit Plan and submission for approval, covering 20+ companies in Greece, Serbia, Montenegro, Romania, Slovenia, UK, US, Cyprus and Netherlands.
 - Establishment of Internal Audit department, recruitment and continues development of team members. Annual assessment, evaluation and development of: two (2) Internal Audit Supervisors, one (1) Policies and Special Projects supervisor and three (3) Internal Auditors.
 - Management of Compliance Audit performance over the Company's Policies / Procedures / Limits of Authority. Evaluation of the efficiency and effectiveness of the control environment, in all business activities, presentation of audit findings to the Business Unit Management and agreement of proposed remediation actions. Presentation of Audit Reports to the Board of Directors and Shareholders. Follow up and report of the remediation progress.
 - Management of Fraud Investigations / Code of Business Conduct Violations (when necessary).
 - Management of the Business Systems Security activities and System's Release Strategies as per Antenna Group Limits of Authorities and Policies.
 - Carrying out due diligence activities, through investigation / audit, in order to confirm all material facts in regards to potential investment / acquisition, as per the expansion strategy of the Group.
- Achievements / others**
- Lead various projects targeting process / system improvements; i.e. automated approval process using SAP portal



Jan 02 – Apr 11 Coca Cola Hellenic Bottling Company S.A.

Coca Cola Hellenic Bottling Company was the second largest Coca Cola bottler in the world (in terms of Revenue), with expand activities in 28 countries. Greek operation was one of the most significant in the group with revenue in excess of a billion USD (inclusive of own brands), 8 manufacturing plants and in excess of 3K direct operation employees.

Apr 10 – Apr 11 Finance Restructuring Manager and Business Process Leader

Reporting to the Country CFO of Greece. Responsible for the:

- Management of “Phoenix Project” which was a right sizing initiative within finance and procurement function, following the newly implemented integrated SAP System across all company’s activities. The project steps were:
 - √ Mapping of all processes and sub processes within finance function in Greece
 - √ Recording each finance member’s current tasks and operational latitude
 - √ Challenging all processes and current tasks assignments to positions, both from systems and operations point of view
 - √ Benchmarking with other Hellenic Group operations and leading Greek companies
 - √ Recommending new/improved processes / sub processes and aligning them with the other functions at both local and group level, ensuring efficient cross functionality
 - √ Creating proposal for new structure and list of required competencies for each position
 - √ Developing of new structure, assigning appropriate people to positions
- Management of new business needs in Change Requests and ensuring with all involved parties (i.e. Business owners, corporate Business Process Leaders, technical team) that the appropriate solution is obtain on time, without any business interruption/consequences. Maintaining a smooth business environment around the sensitive processes of Pricing, Credit Management, Rebates, Invoicing and Settlement of sales, after the new system implementation.

Achievements / Other:

- Affected 70% of the finance processes and resulted in a Net functional headcount efficiency in excess of 18%.
- All needs satisfied within the new system and processes without any business interruption

Jan 08 – Apr 10 SAP Wave 2 Greece Project Manager

CCHBC initiative to implement a fully integrated SAP system in all business activities, across the group. Greece, Italy, Bulgaria and Cyprus were the first 4 countries, which worked together for 2 years in Bulgaria for development, testing and implementation. After successful implementation this expanded in all 28 CCHBC Group countries.

Reporting to the Country General Manager of Greece. Responsible for the:

- Project scope Management, covering all business activities in Greece, from End to End and ensuring the successful implementation of an integrated ERP system, budgeted for 16M euros. Primary liaison and coordination of the project’s Steering Committee (top management), Group Function Heads, Corporate Project Team, Technical team, Greek Management team, country business owners and the Greek project team.
- Management of the project team, consisting of 5 sub-teams (total 45 members), each one responsible for specific area; Forecast to Deploy, Market to Cash, Recruit to Retain, Finance / Procurement and Master Data
- Management and allocation of project resources (people, time, budget) and progress monitoring and reporting, on a weekly basis. Successful scheduling of project management deliverables, in accordance with approved plans. Conducting formal reviews at the completion of each project phase and reporting progress.
- Review and understanding of all system business process integration in the company’s business environment. Proactively anticipated project deviations and responsible for taking immediate corrective actions. Resolving escalated issues in a timely manner. Following-Up the Tollgate status and escalation
- Change management agent / driver. Coordinating Change management activities with Sponsors; internal & external.
- Management of collection and uploading of all relevant master data supporting all transactions (historic – new)
- Management effective post-implementation support for each business area
- Management of SAP Business Case follow up of costs and benefits estimations; analysis and justification of deviation

Achievements / Other:

- Achieved full implementation and successful Go-Live of new system and processes, without any business disruption
- Achieved full implementation of Changes in business processes of all the functional areas; internal and external
- Contributed as member of the Management Team, to be recognized as “Best workplace” in Greece for two years.

Sep 03 – Dec 07 Country Internal Audit & Business Systems Security Manager - Greek Operations

Reporting to the Group Audit Director reporting to the Audit Committee. Responsible for the:

- Performance of the CCHBC Annual Risk Assessment, identification of the high risk areas, development of the Annual Internal Audit Plan and evaluation of the efficiency and effectiveness of the control environment, in all business cycles; Revenue & Accounts Receivables, Fixed Assets, Purchases & Payables, HR & Payroll, General Ledger & Closing Process, Taxation, Inventory, Production, Company Level Activities and Information Technology.
- Management of Sarbanes & Oxley 404 compliance audit. Review of Narratives, Walkthrough tests and detail Testing performed for all business cycles, by internal audit team.
- Management of the Business Systems Security department, responsible for the review and approval of the CCHBC Users Access Privileges in Greece, in all company’s systems. Following up on the potential segregation of duties issues and proposing compensating controls or re-assigning of users’ privileges.
- Management of Compliance Audit performance over the Company’s Policies / Procedures / Chart of Authority.
- Management of Fraud Investigations / Code of Business Conduct Violations (when necessary).

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- Assistance to the Greek Management in regards to the development of the appropriate remediation / action plans, ensuring the mitigation of the potential risks, within specific deadlines. Quarterly reporting Implementation Progress to the top Management, declaring the satisfactory execution or reasons for not achieving agreed deadlines.
- Management, assessment, evaluation and development of: two (2) Internal Audit Supervisors, one (1) Business System Security Supervisor, one (1) Business System Security assistant and six (6) Internal Auditors.

Achievements / Other:

- Achieved full compliance with Sarbanes & Oxley 404 and obtained a Clear Auditors' Opinion for all years starting from 2006 that was the first year of implementation. Participation in Group Control Matrix development.
- Consistently delivered increased business performance - through clear action planning, ensuring accountability, rigorous follow-up and creating a results-driven culture. Improved CCHBC Greece Control Environment, based on the internal ranking system of CCHBC valid for the 28 country operations within the Group.
- Build and lead a team where every individual performed at his / her best, and collectively the team achieved even more, through a compelling direction. Developed my successor who successfully took over after my transfer.
- Initiated and managed organizational changes effectively, delivering significant performance improvements and ensured sustainable performance after the change completion. Participation in Project management of many initiatives such as: Cold Drink Equipment Management - 2006, SAP Core 4 implementation - 2004, New Inventory Management module - 2003, Audits Deliverables in other CCHBC Countries as member of Corporate Audit dpt etc.

Jan 02 – Aug 03 Procedures Development Supervisor – Greek Operations

Reporting to the Country Finance Manager, responsible for the:

- Development of the local policies and procedures, related to all business cycles. Adoption or modification, of the existing procedures developed at group level, in order to fit the needs of the Greek Operation and Local Legislation.
- Revision of the local Chart of Authority, according to the Group Requirements and the local organizational changes.
- Assistance of Business Units and Head Office management to correct audit findings reported by the internal audit department, the corporate audit department and the external auditors. Leading changes on project basis.
- Quarterly reporting to the Country Finance Manager, the Implementation Progress Report of audit committed actions, declaring the satisfactory implementation or reasons for not achieving the agreed deadlines.

Sep 98 – Dec 01 PricewaterhouseCoopers S.A.

The largest professional services firm in the country, part of PwC's global network, which draws on the skills of more than 160K people, in 153 countries, providing solutions to clients' complex business needs; local and international.

Senior Internal Audit Consultant Reporting to the Internal Audit Assistant Manager. Responsible for

- Contacting Internal Audit activities in companies such as Coca-Cola Hellenic Bottling Company in Greece and Eastern Europe (Bulgaria, Yugoslavia, FYROM, Romania and Armenia), Frigoglass group of companies' worldwide, Petrogaz SA, Seagram SA Greece, Papastratos SA Greece and Romania, Universal Music Greece, Energizer Greece etc. Examining, understanding and evaluating internal controls in order to ensure compliance with corporate policies and procedures in all areas, as well as to report on their adequacy, effectiveness and efficiency.
- The execution of the due diligence of the merger of Pireaus group of companies and Eurobank group of companies, assisting the Corporate & Finance department of PwC.
- Managing, motivating and training of new team members.

Sep 97 – Aug 98 ANELOR S.A. - as leased employee from Ideal Production company

Merchandiser Implementation of Company's merchandising standards and promotion activation, in retail shops.

EDUCATION

2012	Certified Internal Controls
Sep 1993	ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (A.S.O.E.E.) - BSc Business Administration and Management
<i>Additional Courses</i>	<ul style="list-style-type: none">• Marketing: International Mrk, Mrk Research & Segmentation, Buyers Behavior, Branding.• Accountancy: Budgeting, Ratio Analysis, P&L, Investment Appraisal, Balance Sheet. Projects: "Economical environment of Cyprus for the period 1974 – 1994" (June 1994), "Unemployment in Greece" (June 1995), "Olympic Airways Customers' Satisfaction" (January 1997)
Jun 93	GRADUATED FROM ACROPOLIS LYCEUM, NICOSIA CYPRUS Greek Apolitorium: 17.cc3/12

CONTINUES TRAINING

Continues	Member of the Hellenic Institute of Internal Auditors Credit management – IGAP Oct 10, Project & Change Management - Feb 08, Leadership - Feb 07, Control Self-Assessment - Sep 06, IFRS / IAS – Global Training Nov 05, Leading for success - D. Bourantas Dec 05
Jun 92	Pass GCE exams in Accountancy and IAS

LANGUAGES - INFORMATION SYSTEMS KNOWLEDGE

Greek (Native), English (Read, Speak and Write fluently – Proficiency Level).
SAP System (continues Seminars on SAP functionalities), Microsoft Office, Internet