



# ARTUR MIRANDA

## PERSONAL INFO

-  Brejos de Azeitão, Setúbal Portugal
-  +351 936 279 257
-  miranda\_ajm@hotmail.com
-  <https://www.linkedin.com/in/mirandaajm/>
-  May 22, 1970

**Portuguese and Angolan nationality.**  
**Availability to travel and to relocate.**

## ABOUT ME

Senior executive focused on the growth of organizations, people and results. Proven experience in optimizing the productivity of multicultural and multidisciplinary teams through the implementation of innovative strategies for continuous improvement in operational efficiency, cost reduction, customer and shareholder satisfaction, among others.

Strong business development and leadership skills, resulting in maximized revenue and profitability.

## EDUCATION & TRAINING

### MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS

EU Business School (Madrid) | 1999 - 2001

### BACHELOR OF SCIENCE IN INTERNATIONAL RELATIONS

Independent University of Lisbon (Lisbon) | 1993 - 1997

**International Coaching Certification** | Association for Coaching (AC c/Brainbase) & W/Keep Corporate: Professional level (AC), ongoing

**Mastering Digital Marketing** | London Business School, 2022 - 2023

**Financial Analysis for Non-Financial Managers Certification Course** | INSEAD Executive Education, 2021

**Artificial Intelligence: Implications for Business Strategy** | MIT, 2019

**LEAP 2.0 Change Management Program** | Harvard Business School & CCU - 6 months, 2017

## PROFESSIONAL EXPERIENCE

### MANAGEMENT CONSULTANT & BUSINESS CONSULTING AND COACHING

10/2022 - Ongoing

- Acting as Management Consultant & Business Consulting and Coaching (also including Executive, Career, Personal Development Coaching & Mentoring), providing expert advice, analysis and solutions, aiming at continuous improvement;
- Supporting business expansion, operations, strategy, management, IT, finance, marketing, HR and supply chain management across a wide range of industries;
- Development of business plans, financial advice, and identification of areas for growth within a company.

#### Main projects:

- Jibu Company (Clean Water Availability W/HQ Rwanda): Consulting and collaboration to expand the clean water franchise concept into new African markets by 2023, with a goal of achieving five new markets;
- Congelagos (Fishing Industry): Organization development and business expansion;
- Quorum Master: Management consulting as a partner in meeting the training and development needs of executives and professionals in Portugal and African Portuguese-speaking markets;
- Brain Base Franchise: Partner to provide professional coaching and mentoring services in the broader field of business coaching (certified by the Association for Coaching).

### GROUP CHIEF EXECUTIVE OFFICER (CEO)

Zambia Seed Company (Zambia, Lusaka) | 09/2020 - 09/2022

- Leader and responsible for building an independent regional operation in sub-Saharan Africa with a private equity fund that aggregates several brands and business areas;
- Creating, developing and implementing a strategic and dynamic vision and direction in order to increase potential and profitability;
- Development and leadership of a change management program to transform the business to world-class standards;
- Responsible for leading investment, funding and shareholder initiatives as well as ESG policies across the group.

#### Key achievements:

- Restructuring of all operations to improve efficiency, productivity and interdepartmental communication and accountability. Improved processing efficiencies by 30% and production productivity by 50%, while increasing sales by 20% year on year (improved marketing and product line);
- Accountable for P/L performance and increased bottom line EBITA also double-digit Vs previous years;
- Led the resolution of heritage issues on the legal and HR side, as well as union negotiations, while leading the implementation of new management software and online based performance evaluation systems;
- Led the preparation of financing proposals, funding opportunities within and outside the group and M&A opportunities, with CFO support. Expanded the brand and company to six countries directly or through JV/Partnerships/M&A;
- Pioneer (in Zimbabwe and within the industry) in implementing Zimbabwe expansion and farmer recruitment digital strategy using only digital marketing recruitment tool;
- Responsible for increasing product range and expanding business footprint across Africa at regional level.

**Leading effective Teams, Value Sharing – P&L, Value Creation and Catalyst Leadership** Program | Job Global Program in Atlanta (USA), by Harvard Business School & CCU - 6 months, 2013 - 2014

**General Management** Acceleration Program | Sponsored by the Coca-Cola University (CCU), 2013

**Leading with Social & Emotional Intelligence** | Coca-Cola University, 2013

**Extraordinary Leadership** | Procter & Gamble, 2005

**PCF Finance and Accountancy** for Non-Specialists | Portuguese Catholic University, 2004

**European Sales Trainer** | Procter & Gamble, 2003

**7 Habits Of Highly Effective People** | Procter & Gamble, 2002

**Situational Leadership** | Procter & Gamble, 2002

**Coaching** for Performance | Procter & Gamble, 2001

**Customer Business Development** College II&III | Procter & Gamble, 2000 - 2003

## TECHNICAL SKILLS

- Team leadership and coordination;
- Team stimulation and motivation;
- Time and resources management;
- Priority definition and management;
- Definition and implementation of development/training plans;
- Business Planning and Forecasting;
- Business Development;
- Market Penetration and Expansion;
- Organizational Transformation;
- Strategic Partnerships / Alliances / M&A;
- P&L responsibility & Management;
- Marketing, Digital Marketing, Brand Management;
- Performance Management;
- Active search for solutions;
- Proven ability to quickly master new concepts and technologies;
- Quick and assertive decision making in highly demanding environments.

## SOFT SKILLS

- Clear and objective communication;
- Establishment of excellent interpersonal relationships, acquired through several years of close contact with several stakeholders;
- Teamwork and spirit of mutual help;
- Flexibility and creativity;
- Critical thinking;
- Stress resistance;
- Positive attitude towards new challenges;
- Strong pragmatic dynamism;
- Intelligence and emotional maturity.

## LANGUAGES

**Portuguese** \_\_\_\_\_

**English** \_\_\_\_\_

**Spanish** \_\_\_\_\_

**French** \_\_\_\_\_

### REGIONAL OPERATIONS DIRECTOR | REGIONAL FRANCHISE MANAGER | COUNTRY MANAGER

Coca-Cola | 11/2010 - 06/2020

#### Regional Operations Director | Coca-Cola East & Central Africa (Nairobi, Kenya), 06/2019 - 06/2020

- Responsible for overseeing all operations East Africa with over 7.000 combined employees and over ten manufacturing plants, becoming a leader of senior leaders;
- Development and implementation of strategic marketing campaigns with a direct annual budget of \$20M, which, combined with bottling partners, exceeded \$30M. These campaigns were aimed at increasing demand, sales volume, market share, and brand loyalty, ultimately leading to a boost in bottom line results and direct responsibility for over \$1.5B USD.

#### **Key achievements:**

- Led the region in increasing annual sales volume to 200M cases and revenue by 11% (up to \$1B), while developing a 2020 annual business plan that is expected to produce \$1.5B, driving total business volume growth of +8%, revenue growth of 12%, and EBIT/OI growth of 14%;
- Led the implementation of marketing, brand and communication plans, including e-commerce platform pilots (for example, increased brand love scores and market share to +95% in Kenya);
- Empowered women by developing a social impact program to assist women in creating their own jobs with the support of our brands;
- Led the first B2B model with Safaricom to supply 900 offices with hydration POS.

#### Regional Franchise Manager - HEMU (Horn, Ethiopia, Mozambique and Uganda) | Coca-Cola East & Central Africa (Nairobi, Kenya), 11/2016 - 06/2019

- Leadership in six highly competitive markets and one smaller market, with a focus on developing and implementing market strategies;
- Management of a \$12M annual Marketing budget, being responsible for generating \$500M annually;
- Managing a team of national franchise leaders and functional experts with nine operating plants.

#### **Key achievements:**

- Despite significant political challenges, increased annual sales volume to 147M cases and revenue by 15% year on year in HEMU countries, to \$550 million, and market share by 4%;
- In 2017 and 2018, led the region to the #2 spot in the Southeast Africa business unit for revenue and profit growth. Gain market share and brand recognition in all markets;
- Launched 12 innovation projects within sparkling drinks, juices and waters with several prestigious brands. This resulted in an additional \$5 million in profit within the first year. Initiated e-commerce projects in the region based in Kenya pilots;
- Worked with bottling system to invest \$300M in building to new beverage plants;
- Built strong franchise teams and developed new talent through training and development programs.

#### Regional Franchise Manager - Angola and BLNS (Botswana, Lesotho, Namibia, Swaziland) | Coca-Cola Southern & Central Africa (Johannesburg, South Africa), 09/2014 - 11/2016

- Directed all sales and marketing efforts in Angola and Botswana, Lesotho, Namibia and Swaziland (BLNS);
- Development of tasks in collaboration with strategic partners to adapt global strategies to local market conditions;
- Creation of annual business plans to achieve +\$500M in combined annual revenue's system goal;
- Leader of leaders, coordinating a franchise system with six operating plants and over 6.000 employees.

#### **Key achievements:**

- Despite the recession, grew annual sales volume to 106M cases and net revenue by 12%, earning the distinction of the fastest growing business unit in the company;
- Boosted brand reputation through social responsibility and women's empowerment, resulting in increased market share and brand love across multiple markets;
- Assumed the role of leading strategy development for the region, which now includes Zimbabwe, Zambia, and Mozambique.

#### Country Manager | Coca-Cola Southern and Central Africa (Luanda, Angola), 11/2010 - 09/2014

- Execution of a turnaround strategy on a \$9M annual budget, leading a comprehensive rebranding campaign;
- Secured over +300M combined system annual sales revenues;
- Created a three-year business plan to increase business in Sub-Saharan markets.

## AWARDS & RECOGNITIONS

### AWARDS

· **Fast Growing Companies in Africa** (Zamseed) | Finance ad Agri-Business Journal, 05/2022

· **Professional and Career Excellence** (Zamseed) | International Society of Business Leaders, 09/2020

· **Honoured Member** (The Coca-Cola Company - East & Central Africa Franchise) | The International Society of Business Leaders, 09/2020

· L for **Leadership Example** | Forbes Magazine Angola, 04/2016

### PUBLICATIONS

· **Fastest Growing Companies in Africa** | Zamseed, 05/2022  
Two Silverlands Portfolio Companies named amongst Africa's Fastest Growing Companies in the Financial Times' 2022 survey (Zamseed ranking #15)

· **First Angolan Business Leader** at Coca-Cola to **Manage a sub-Saharan Region** | "O Mercado" Newspaper, 08/2015  
Breakfast with Journalists to discuss career history and achievements

· **Greatest Interview of the Year** | "Expansão" Newspaper, 08/2014  
Angola Farewell Interview

· **Business Magazine Cover & Interview** | Exame, 07/2012  
First Time a Business Magazine in Angola publishes a full market overview of a industry and its representative

## VOLUNTEERING

Served in several teaching assignments to youth and adults, seat on board to oversee missions and humanitarian needs across sub-Sharan region for the Church of Jesus Christ of Latter-Day Saints | 2010 - 2022

## HOBBIES

- Natural Photography;
- Travel;
- Yoga;
- Cycling;
- Jogging;
- Reading;
- Movies;
- Music;
- Theology;
- Gadgets;
- Fashion;
- Coaching.

### Key achievements:

- Achieved record sales volume of 64M cases in 2014, generating \$400M in sales revenue;
- Successfully implemented the first local adaptation of the corporate marketing theme, resulting in a +6% growth in topline and +160M in system combined;
- Efficiently executed transition to a new bottling partner without operational interruptions and implemented the 5 by 20 program to empower women.

### GENERAL MANAGER - ANGOLA AND EXPANSION MARKETS

Refriango (Luanda, Angola) | 08/2009 - 09/2010

- Management of a six-member leadership team at a beverage production and distribution company;
- Accountable for full P&L and responsible for generating \$400M in annual revenue.

### Key achievements:

- Developed marketing strategies on a \$12M annual budget;
- Co-created growth strategies that increased annual sales by 22% and market share by 4%;
- Expanded into new markets, optimizing import/export processes, that led to a \$500k reduction in taxes and fees;
- Implemented a B2B business model with government and corporate entities.

### CONSUMER ELECTRONICS GROUP SALES DIRECTOR

LG (Lisbon, Portugal) | 07/2008 - 07/2009

- Headed sales and key account team responsible for generating \$120M in annual revenue;
- Grew B2C Consumer Electronics Division and adjacent B2B products in the territory;
- Developed product lineup based on product plans and competitive analysis.

### Key achievements:

- Achieved 40% growth in Q4 2008 through key account growth plans;
- Ranked #2 nationwide in TV electronics sales (Scarlet TV) and #1 in sound and appliances;
- Developed expertise and influence of traditional partners, securing over 100 new partners;
- Invested over \$20M in modern trade consumer electronics shops, resulting in over \$90M in profits.

### GENERAL MANAGER

Panasonic (Lisbon, Portugal) | 09/2007 - 06/2008

- Management of several teams, including sales, marketing, technical and finance/administrative staff;
- Conduction of international negotiations and implementation of sales & marketing plans.

### Key achievements:

- Increased revenues by 30% and market share by 5%;
- Under my leadership, Panasonic ranked #2 and #3 in multiple categories.

### INTERNATIONAL MARKETING DIRECTOR

Balmain Paris Hair Couture (The Hague Area, Netherlands) | 09/2006 - 08/2007

- Responsible for the company's expansion plans in Europe, contributing to the growth of brand awareness, usage, and results.

### Key achievements:

- Successfully achieved global coverage, including all EU countries, Russia, and the USA, as well as first opportunities in South America and South Africa.
- Increased revenues by 50%.

### BUSINESS DEVELOPMENT MANAGER

Procter & Gamble (Switzerland) | 09/1997 - 08/2006

- Definition of the go-to market strategy, having a budget responsibility of +\$2M;
- Implementation of marketing and sales plans that adapt to local market needs;
- Creation of an organizational capacity through recruitment and talent pipeline;
- Usage of market research insights for innovation and planning;
- Development of a strong sales force and management team, through coaching;
- Responsible for sharing and applying international best practices;
- Creation of retail customer coverage plans;
- Planning of events to boost customer engagement.

### Key achievements:

- Increased sales in Portugal by 800% over a 9-year period;
- Strengthen brand image by 300%.

From 03/1993 to 08/1997, worked in Lisbon as **Sales Manager** (Beltrão Coelho), **Division Manager** (HH Computadores) and **Senior Product Manager** (Tech Data).