

## Mihai-Vladimir PASCADI

*Dynamic and creative, energetic, I like working with people and facilitating their performance and initiative, strongly support continuous process improvement toward excellence and encourage the birth of imaginative solutions. I believe that teamwork, strong values, knowledge and passion are the key ingredients to sustainable success. I am always looking for the higher meaning of my work and hope to be able to contribute beyond my job. I am adaptive, fast learning, hate loose ends and capable to anticipate but also to face and solve crises.*

Married, 2 children.

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### Working experience:

Period	Company	Job Position	
November 2002 – today	Avantera s.r.l.	General Manager, Senior Consultant Senior Project Manager	

With the initial mission to develop effective and efficient management solutions, Avantera ([www.avantera.co](http://www.avantera.co)) is today also the owner of the first Romanian Business Process Management application software.

During the 17 years of existence, Avantera provided services that helped customers to *define strategy, improve operations (over 7600 modeled / redesigned processes, sometimes including IT infrastructure design) and develop people and a stronger culture.*

Targeting both companies and public institutions, once having delivered a first project, Avantera was always invited to deliver at least a second but sometimes a third and maybe a fourth project. Our customers would always be willing to recommend us as our projects were not only on spec, on budget and on time but if necessary we walked them the needed extra mile. Please see <https://www.avantera.co/clients> a list of such projects with a brief description and letters of recommendation (in Romanian).

Simple BPM was born and built on the significant experience gained throughout our management consulting projects and provides a valuable management perspective with the intended flexibility and simplicity of modelling and immediately being able to execute processes. With a number of (still) unique features in a very fast growing market, Simple BPM has a clear roadmap for further development.

The Avantera training activities are now evolving from on demand, project related components to an independent activity. The participation into two Erasmus+ projects (<https://www.avantera.co/clients>) supports as well both face-to-face and eLearning content development.

February 2019 - today	University POLITEHNICA of Bucharest	Associate Professor	
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Service Organizations Management - course, Master degree, English

The course was conceived to take the students through the journey from designing a new services organization, to strategic planning, service life-cycle management, marketing and sales and service delivery processes, from two perspectives: execution role and manager.

Industrial Processes Reengineering – course, Master degree, Romanian

The course takes the students into a voyage that includes an overview of process modelling, Six sigma, Lean Management and the two excellence standards (EFQM and Baldrige-NIST)

January 1999 – November 2002	Compaq Computer Romania (former Digital Equipment Romania)	Country General Manager	
<p>I was proposed to take over the General Manager position of the newly transformed Digital Equipment Corporation (Romanian subsidiary) into the Compaq Computer Corporation (Romanian subsidiary). Having an excellent team of professionals, the company was however working without formalised procedures, based on what may be called organizational folklore.</p> <p>My first priority was to support the implementation of the new structures as established after the Compaq-Digital merger and coordinate the development and implementation of procedures while continuing to facilitate the professional development of my colleagues.</p> <p><b><i>Within three years the revenue grew from 21,6 million to 39,7 million USD while EBIT was maintained at a safe 17% and productivity grew to almost 800kUSD/employee.</i></b> Out of each 5 USD in the market we were able to see 3 and win 1.</p> <p>Compaq Computer Romania became the market leader in all areas (PCs, servers and professional services) as its image was changed from a box-shifter to a complex integrated solutions provider. All our projects were in green, building the trust that working with Compaq, a project would never fail.</p> <p>Compaq was seen as the initiator of large significant projects (such as introducing e-learning laboratories within the education system) but also as an invited contributor to elaborate new laws such as the electronic signature law and the reduction of taxes for the software developers.</p> <p>We were also among the first companies to introduce and promote the CSR concept in Romania.</p> <p>When I left the company in 2002, the last project that I supported from its birth to the contract signature (and signed) <b><i>was a 119.5 million USD project</i></b> with the National Health Insurance House.</p> <p><b><i>Memberships at the time: American Chamber of Commerce, Romanian Media Club.</i></b></p>			
January 1998- September 1999	Digital Equipment Romania -> Compaq Computer Romania	Professional Services Department Manager	
<p>During 1998, the revenue of the Professional Services department (formerly Network Systems and Integration Services) <b><i>grew form ~ 600kUSD to 5.8 million USD.</i></b> The team grew as well and its competencies were developed in order to be able to face a significantly higher volume and diversity of work. The PMO<sup>1</sup> function was implemented locally.</p> <p>The climate changed to boldness and pride, from small to big thinking. The individuals melted into a strong team with valuable contributions from each member and the trust that market leadership in complex IT projects delivery was in our reach was attained.</p> <p>We started to address all industries (Banking, Telecom –billing systems, first large ISP in Romania – xNet for Connex/Vodafone, Public sector, Utilities, other industries) and provide trusted and recognized value to our customers.</p>			
November 1992 – January 1998	Digital Equipment Romania	Acting: Project Manager for a significant number of projects	
<p>In a small team, once you sold a project you implement it (!).</p>			

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<sup>1</sup> Project Management Office

It was my case for the first international interbank payment network (SWIFT) in the Republic of Moldova. Until then, all international payments in Moldova were done via telex. I coordinated the implementation of a fault tolerant system based on which, the National Bank of Moldova and other 11 banks were connected to the SWIFT network.

After having delivered over 100 key servers for the Romanian Commercial Bank for their largest subsidiaries, Intel announced the “Pentium Problem” referring to a floating point calculation error. It was my job to organize the urgent recovery of the newly delivered servers, to get a space and organize a disassembly/assembly line for the servers, make sure that the new microprocessors were available, establish procedures and test packages and call for a quality certification expert from the Digital production facility in order to assist and create trust with the customer that the problem will be fixed. It was the fastest replacement on the Romanian market related to the “Pentium Problem”.

It also was the case for the first locally coordinated (and second of all, just one month after the first one) implementation project for a credit / debit card based payment system for Banc Post (1.2 million USD). Other projects followed (RBD -now BRD Societe Generale- credit/debit card payment system, 3 million USD), Bank of Transilvania credit / debit card system, etc.

November 1992 – January 1998	Digital Equipment Romania	Major Accounts Manager, Banking and Finance	
<p>It was my task to conceive (supported by the technical team) and promote IT solutions for the banking sector and coordinate complex, sometimes having over 2000 pages, offers. The major account manager was at that time also responsible for the presales Project Approval and Review activities.</p> <p>All major banks in Romania became gradually our customers, either for hardware, solutions or services. Three card payment systems for three major banks, hundreds of servers and other equipment, connecting the National Bank of Moldova and other 11 banks to the SWIFT international payment network are just some examples related to my sales activity at the time.</p>			
November 1987 – November 1992	Institute for Automation, Bucharest	Main Scientific Researcher, Artificial Vision Laboratory Manager	
<p>Beautiful period of research and software development. Huge professional satisfaction to see that the software developed on almost resource-less hardware was actually able to recognize patterns based on an original, published algorithm. Industrial applications of this included cell recognition and counting (after attaching the image acquisition system to a microscope). Research was mainly done on Artificial vision and Neural Networks. It was my job as the laboratory manager to identify and promote research themes and projects, get the funding, coordinate the development and make sure that the work was completed and the objectives attained.</p>			

### **Education:**

University Politehnica of Bucharest, Doctor of Philosophy – PhD, Business/Managerial Economics/Engineering, 2014-2017, Predictive decision instrumenting by mimetic modeling of technological subsystems in industrial organizations.

University of Petroșani – Organizational Health, Safety and Security post-graduate, 2008,

University Politehnica of Bucharest, Faculty of Electronics and Communications, MS degree, 1987

## **Internal (Digital / Compaq) training, other training**

During the 10 years of working for Digital and Compaq I was invited to participate in numerous training sessions targeting products and services, skills development, sales, communication, presentation, negotiation, services department management, change management, ISO 9000 implementation and certification, process design and improvement, excellence models (Baldrige model promoted by the National Institute for Standards and Technology in the US).

Mentorship training at the Global Entrepreneurship Leadership Symposium, November 2011, University of California - Berkeley, Haas School of Business

## **Published articles / scientific activity**

1985-1993: over 30 different articles / participations in conferences on artificial intelligence, neural networks and dynamic nonlinear systems.

Over 50 articles on management themes published in e-Finance, a local business and finance revue.

2015-2017 – 6 PhD studies related articles published (e.g.

[https://www.scientificbulletin.upb.ro/rev\\_docs\\_arhiva/rez27a\\_845729.pdf](https://www.scientificbulletin.upb.ro/rev_docs_arhiva/rez27a_845729.pdf))

Other media presence:

<https://www.youtube.com/watch?v=c1EWrnKuNik&t=25s>

<https://www.youtube.com/watch?v=wTUSvLaG6PY&t=117s>

**Languages:** Romanian (native), English – very well, French, Spanish – fair, German - basic

**Memberships:** the Association for Values in Education – NGO that supports systemic projects that have efficiency and impact and the projects work inside or along with the formal education system. We are trying to involve public institutions as much as possible.

<https://ave-romania.ro/en/home/>

## **Other passions**

National champion in swimming.

4 Dan Black Belt in Karate, Karate Instructor, National Referee in Karate competitions, First translation of the International Rules of Arbitration into Romanian.