

Dorin Sterie

General Manager · Country Manager · Commercial Director · Full P&L

SaaS · Cloud · FinTech · B2B Technology · 8 European Markets

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General Manager and commercial operator with 13+ years of full P&L ownership across SaaS, Cloud, FinTech and B2B technology. I run business units: build the team and the operating model, then make the number. Market entry, transformation and recovery. 8 markets across Europe. I use AI on the analytical side: research, strategy, business planning, recruitment and reporting at speed, with operator judgment on every output.

5 → 25%

GROSS MARGIN

€40M base, 5 markets

€155M

FX VOLUME

Payments from zero in 3 years

800

SME CLIENTS

Built and owned the pipeline

200+

PEOPLE LED

Built and run across all operations

PROFESSIONAL EXPERIENCE

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GroundSet · General Manager · Country Manager

2020 – Present · Bucharest

Commercial operator in B2B technology. Full P&L ownership. Team, pipeline and revenue built from zero.

- **FOTC · Google Cloud Premier Partner** Ran the full in-market operation across 5 CEE markets. Repositioned a €40M reseller from licence sales to cloud services. Gross margin 5% → 25%+. €5M+ enterprise pipeline. 4 government and 2 corporate enterprise accounts opened. Sales, engineering, presales and marketing team of 14 built and run.
- **mcCloud · Google Cloud Premier Partner** Romanian GTM built from zero. €2M qualified enterprise pipeline in 6 months. First 5 corporate clients closed personally. Sales, presales and marketing team of 4 operational in 60 days.
- **Bobnet · Retail Automation SaaS, NCH Capital** Enterprise GTM rebuilt. Win rate 30% → 40%+. Sales cycle cut by a third. €5M pipeline. 3 EMEA partnerships. SDR/BDR, AE and Customer Success teams built.
- **Neopay · FinTech Payments, PSD2** Romania operation built from zero. Regulatory model (AML/KYC, PSD2) and commercial model built in parallel. 10+ PSD2 banking partnerships signed. €2M qualified pipeline.
- **Phonetastic · B2B Electronics Distribution** €40M wholesale operation stabilised through pandemic disruption and scaled 20%. Ran commercial, procurement and logistics simultaneously. ERP/CRM overhauled. Pricing and margin restructured.

Aforti Exchange · Country Manager · Market Entry

2017 – 2020 · Bucharest

Built FX payments and factoring business from zero. Full P&L over 3 years: commercial, operations, legal and regulatory.

- Team of 15 built and run across FX payments, operations, legal and factoring.
- 800 SME clients in 3 years. Factoring line live with RON 1M+ in invoices in the first 3 months.
- Coordinated and submitted the Payment Institution licence file with PwC at the National Bank of Romania: AML/KYC, capital requirements, regulatory documentation.
- Client-matching FX model introduced. Volume from €0 to €155M in FX transactions over 3 years.

EARLIER EXPERIENCE

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Christian Tour · Chief Commercial Officer

2016 – 2017 · Bucharest

€60M group, 33 branches, 120 people under direct management. National commercial and operational responsibility.

- 25% revenue growth in 12 months. Restructured the commercial model and reset KPIs across all 33 branches.
- 4 new locations opened while redesigning processes, reporting and targets across the entire network.
- First national franchise model in Romania built and launched, with Franchisee.

ALTEX · Managing Director · Orange Retail Division

2013 – 2015 · Bucharest

Full P&L general management of a retail operation. Project Manager → Sales Director → Managing Director, promoted on performance.

- Converted 16 Orange shop-in-shop locations to a standalone franchise model. 4 new stores built from zero: site selection, lease negotiation, fit-out, staffing, VM standards, full P&L setup.
- Team of 33 built and run across operations, sales, finance and location management. Full business unit ownership. First franchise store cleared €1M revenue in under 12 months.

Orange Romania · B2B Sales Representative

2006 – 2013 · Bucharest

7 years in B2B sales. Retention to telesales to field sales, promoted on performance.

- 350 SME accounts built from zero in under 12 months, in a market dominated by Vodafone.
- 110 to 120% of target, every year, for 7 consecutive years.

C O V E R A G E

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Industries: SaaS · Cloud (Google Cloud ecosystem) · FinTech · Financial Services · B2B Software · Retail Distribution · B2B Services · Hospitality & Travel

Geographies: Romania (primary) · Poland · Czech Republic · Hungary · Bulgaria · Slovakia · Croatia · Baltic States · 8 markets

Languages: Romanian (Native) · English (C1 Advanced)

Certifications: Google Cloud Sales Credentials (2025) · Anthropic Claude Certifications (2026): API, Agent Skills, MCP, Claude Code

Education: Bachelor's Degree, Economics & Management · Bucharest · 2000–2004

C O R E S K I L L S

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P&L Management · General Management · Market Entry & Expansion · Operating Model Design · Commercial Leadership · GTM Strategy & Execution · Enterprise Sales · Revenue Recovery & Turnaround · Team Leadership · SDR/BDR & AE Team Build · Customer Success · Presales · Pipeline Management & Forecasting · Sales Operations & RevOps · CRM (HubSpot, Salesforce, Pipedrive) · Channel & Partner Development · Procurement & Logistics Operations · Pricing & Margin Transformation · Regulatory Navigation (NBR, PSD2, AML/KYC) · AI-Augmented Operations · European Markets

O P E N T O

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General Manager, Country Manager and Commercial Director roles. Employment or B2B, at the discretion of the business. On the ground, remote, or relocated for the right role. B2B technology, SaaS, Cloud, FinTech, PE-backed and expansion-stage businesses. P&L responsibility.

N U M B E R S

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- €155M FX transaction volume from zero in 3 years. 800 SME clients. 15-person team. Payment Institution licence filed with PwC at the National Bank of Romania.
- 5% → 25%+ gross margin on a €40M revenue base across 5 CEE markets. Full business model shift from licence reseller to cloud services provider.
- €2M qualified pipeline in 6 months from a standing start. GTM, team of 4 and first 5 corporate clients built in parallel.
- +25% revenue in 12 months across a €60M, 33-branch group. First national franchise model in Romania launched in the same period.