

Dorin Sterie

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

SaaS · Cloud · FinTech · Payments · Telecom · 8 European Markets

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EXECUTIVE SUMMARY

I take the P&L of a business and run it like an owner. General Manager and commercial operator with 13+ years across SaaS, Cloud, FinTech, payments and telecom. Market entry, transformation and recovery. 8 markets across Europe. Employment or B2B, at the discretion of the business.

5 to 25%

GROSS MARGIN

€40M base, 5 markets

€155M

FX VOLUME

Payments from zero in 3 years

800

CLIENTS

Built and owned from zero

200+

PEOPLE LED

Built and run across all operations

PROFESSIONAL EXPERIENCE

GroundSet | Country Manager / Commercial Director

2020 – Present · Bucharest

General Manager in B2B technology. I take the P&L, build the team, and make the number. Cloud, SaaS, FinTech, payments and telecom.

- Transformation · FOTC, Google Cloud: Ran the full in-market operation across 5 markets. Repositioned a €40M reseller from licence sales to cloud services. Gross margin 5% to 25%+. €5M+ enterprise pipeline. Team of 14 built and run.
- Market Entry · mcCloud, Google Cloud: GTM built from zero. €2M qualified enterprise pipeline in 6 months. First 5 corporate clients closed personally. Team of 4 operational in 60 days.
- Commercial Recovery · Bobnet, Retail Automation SaaS (NCH Capital): Enterprise GTM rebuilt. Win rate 30% to 40%+. Sales cycle cut by a third. €5M pipeline. SDR/BDR, AE and Customer Success teams built.
- Market Entry · Neopay, FinTech Payments (PSD2): Romania built from zero. Regulatory model (AML/KYC, PSD2) and commercial model built in parallel. 10+ banking partnerships signed. €2M qualified pipeline.
- Stabilisation · Phonetastic, €40M B2B Operation: Full commercial ownership of a €40M trading and distribution operation. Stabilised through pandemic disruption and scaled 20%. ERP/CRM overhauled. Pricing and margin restructured.

Aforti Exchange | Country Manager | Market Entry

2017 – 2020 · Bucharest

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

- Team of 15 built and run across consumer finance, FX payments, operations, legal and factoring.
- 800 clients in 3 years across FX, consumer credit and factoring. 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

Christian Tour | Chief Commercial Officer (CCO)

2016 – 2017

€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 restructuring the existing network.
- First national franchise model in Romania built and launched, with Franchisee.

ALTEX | Managing Director · Orange Retail Division

2013 – 2015

Full P&L general management. Promoted from Project Manager to Sales Director to Managing Director 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.
- Team of 33 built and run. First franchise store cleared €1M revenue in under 12 months.

Orange Romania | B2B Sales Representative

2006 – 2013

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

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

COVERAGE

INDUSTRIES

SaaS · Cloud · FinTech · Payments · Telecom · Retail · 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

CORE SKILLS

P&L Management · General Management · Market Entry & Expansion · Commercial Leadership · Go-to-Market Strategy · Enterprise Sales · Revenue Recovery & Turnaround · Team Leadership · SDR/BDR & AE Team Build · Pipeline Management · CRM (HubSpot, Salesforce, Pipedrive) · Channel & Partner Development · Regulatory Navigation (PSD2, AML/KYC) · AI for Research & Analysis