



RAIMOND MADE

STRATEGIC & EXECUTIVE MANAGEMENT

Strategic Planning, Advisory • Implementation Supervision • EU/International projects

Accomplished Executive with international experience in the beverage deposits and packaging waste recycling systems design and implementation. Goal oriented leader with a performance and change management experience. Track record include leadership in the Producers Responsibility Organizations, development of high-level sustainability projects and implementing strategic level executive communication with the key stakeholders.

CORE COMPETENCES

- Vision and leadership
- Executive communication & negotiations
- Key Partnership Development
- Innovation
- Design, planning and optimization of beverage deposit and packaging waste recycling systems (EPR)
- Business Concepts and Plans Development
- Data analyses
- Performance management
- Start-up mentality
- Integrity & Accountability

PROFESSIONAL EXPERIENCE

CEEREC Ltd., Estonia/Germany

Owner, CEO and Senior Advisor, 2008 – present

Manage a company, create and manage small teams, provide strategic consulting services in the areas of the sustainable development in EU and CEE/EAEU region.

CEEREC is a strategic consulting firm, which works mostly with global FMCGs, PROs, pan-European industry associations and government agencies. The services offered are packaging waste collection and recycling systems development (both beverage packaging deposit return systems and curbside collection schemes), business planning, legal frame design, executive communication, data collection and analyses.

Key Achievements and implemented projects:

- Pilot EPR packaging waste collection and recycling project design and planning in Ukraine (Vyshgorod near Kyiv). Projects sponsors are Tetra Pak/Pepsi, Coca-Cola, Elopak, Can-Pack, Henkel; the project is currently being implemented. The project created required awareness among the key stakeholders and the industry has so far avoided the state-managed eco-fee-based recycling compliance scheme.
- Lead expert and project owner - Analysis of the existing packaging waste management system in Northern Ireland (autonomy within UK) and cost-benefits analyses of the alternative PRO/DRS scenarios.
- Lead expert and project owner - Estonian deposit system detailed case study. Sponsor: large FMCG. The case study is used in the markets where beverage deposit system is going to be implemented.
- Project manager and experts team manager for the environmental compliance (packaging waste, WEEE, energy efficiency, RoHS) monitoring and reporting in Russia, Ukraine, Kazakhstan and Belorussia. The objective is not only to ensure legal compliance and minimize the risks, but also to identify opportunities for the cost optimization. The client is a large US based IT company and the service is provided in co-operation with one Zurich-based consultancy (confidentiality clause).
- Lead expert and project owner – Data collection, Legal and Political Analyses of the Baltic States for the European Aluminum Association.
- Introduction training on the EPR systems in EU and opportunities in Russia for the Russian Packaging Association RusPEC with focus on the post-consumer separate waste collection and industry leadership within the EPR concept.

EIEE GesmbH, Austria

Co-Owner (50%) and Senior Advisor, 2010-2017

Co-Manage a company, provide strategic consulting and design EPR based waste recycling systems worldwide.

Key Achievements and implemented projects:

- EWIT - Lead expert in financing and legislation and Project Manager for EIEE within the consortium ca 30 organization in EU and Africa. Horizon 2020 project EWIT (*The E-Waste Implementation Toolkit*) assists African municipalities in supporting the definition of solutions for effective e-waste management systems for their communities. The project included market visits and seminars in EU and Africa, strategic concept design and preparing a document “Guidelines for Financing and Legislation”.

- European *Plus* Project. Research on the Effectiveness of European Extended Producer Responsibility (EPR). Project sponsors was The European Organization for Packaging and the Environment (EUROPEN)
- Lead Expert - Sustainable waste management system in Poland – detailed analysis and recommended strategy scenario (Business Case). Project sponsor: large FMCG (confidentiality clause).
- Speaker and round-table participant in the prominent congresses and events in Russia. Topics: EPR implementation and EU Circular Economy policy.
- Expert in supporting local industry to design and develop Packaging Recovery Organization in Macedonia, and Bosnia and Herzegovina.

GREEN DOT LITHUANIA, Lithuania

Member of the Board, 2008 – 2012; Chairman of the Board 2012-2014

Co-ordinate and align the Board of Directors (nine persons). Provide strategic leadership and support in the legal frame revision.

Green Dot Lithuania is a government licensed obliged industry owned multi-material Producers Responsibility Organization (PRO) with an annual turnover of ca 14 Mio EUR; it has 20 owners (fillers/packers) and ca 60% of the market share.

Key Achievements:

- Introduction of the management routines (KPIs, Chart of Authority, Code of Business Conduct, BP process, BP review process)
- Strategic goal setting and alignment with the co-owners of GDL
- Legal change management (remove from the law compliance with Packaging Recovery Notes (certificates) and introduce PRO responsibility to finance post-consumer packaging waste collection in the municipalities
- GDL achieved substantial increase in post-consumer packaging waste recycling

EESTI PANDIPAKEND Ltd (EPP), Estonia

Member of the EPP establishment team, 2004-2007; Member of the Supervisory Board, 2007; Chairman of the Supervisory Board, 2008

Design and implement the beverage packaging deposit system in Estonia. Represent the interests of the Estonian Soft Drink Association in EPP. Co-ordinate and align the Board of Directors (four persons). Provide strategic leadership and manage the CEO.

EPP is a government licensed obliged industry owned organization, which is managing the beverage packaging deposit return system in Estonia. EPP annual turnover is ca 18 Mio EUR. In Europe/EU, but also globally, EPP is one of the best practice DRS systems in terms of the effectiveness and efficiency.

Key Achievements:

- Design and alignment of the deposit system concept with the key industry stakeholders.
- Executive communication with the Ministry of Environment (legal frame design)

- Executive negotiations with the trade on the Retail Handling Fee (representing the Soft Drink Association); an optimal and “direct actual costs only” type of formula was agreed.
- Introduction of control and monitoring systems to avoid fraud and misuse of the DRS
- All legal recycling targets have been achieved and over achieved, the system has wide support from the key stakeholders

COCA-COLA HBC Baltic, Baltic states

Manager of the Public Affairs Department of the Baltic States 2004-2008

Manage the team of 12 people in three countries. Member of the Senior Management Team of Coca-Cola HBC Baltic.

Coca-Cola HBC is one of the largest bottlers of The Coca-Cola Company.

Key Achievements:

- Establish Public Affairs Department (Coca-Cola HBC re-organized and centralized the business in the Baltics)
- Develop a PAC Strategy for Coca-Cola system in the Baltic states
- Introduce Incident Management and Crisis Resolution Management system; pass the third-party validation
- Design a beverage packaging deposit system for Estonia, which would meet all the challenges (effectiveness, efficiency, free movement of goods in EU, competition law, etc.)

EDUCATION

Estonian Institute of Humanities, Sociology; 1994-2001

University of Helsinki, Sociology and Russian Studies; 1997-1998 (Scholarship of EPO, and Renvall Institute, Finland)

LANGUAGE SKILLS

Estonian, Russian, English, Finnish

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