SEPTEMBER 2026

BusinessVOICE

WWW.BUSINESS-VOICE.RO

EXCLUSIVE

Interviews with C-Level Executives,
Entrepreneurs, Senior Managers
& Diplomats

ANDREI STOICIU, PhD
Leadership as *Architected Influence* at the
BusinessVOICE Leaders Roundtable

Editor's Notes

WELCOME TO BUSINESSVOICE MAGAZINE

This issue is packed with inspiring articles, exclusive interviews, and style tips to keep you ahead of digital transformation & AI, sustainability and business growth curve. Enjoy!

Business today asks more from leaders than ever before. We are expected to move faster, make better decisions, adopt new technology, build strong teams, and grow in a way that lasts. At the same time, we are asked to stay human, stay relevant, and stay clear in a world full of noise.

That is why this issue of BusinessVOICE Magazine is centered on three ideas that can no longer be treated separately: *digital transformation, sustainability, and business growth.*

Digital transformation is no longer only about tools. It is about mindset. It is about how we lead, how we work, how we serve clients, and how we create better experiences for our teams and partners. The right technology can help us become more efficient, more focused, and more ready for change. **But technology without direction creates noise, not progress**.

Sustainability is also no longer a side topic. It is part of how strong businesses are built. It shows in the choices we make, the partnerships we create, the way we use resources, and the culture we shape inside our companies. **Real growth happens when results and responsibility move together.**

And growth itself needs a new definition. Growth is not only about scale. It is also about clarity, trust, visibility, and the courage to build with intention. For C-level leaders, entrepreneurs, and senior managers, this means asking better questions:

- What should we automate?
- What should stay human?
- How do we grow without comprlosing our values?
- How do we lead in a way that creates long-term impact?

At BusinessVOICE, we believe strong business communities are built through real connection, shared learning, and action. This magazine exists to bring forward voices, ideas, and examples that help leaders make smarter decisions and move with confidence. It reflects the same mission behind BusinessVOICE: to help professionals become more visible, more relevant, and more influential through meaningful connection and practical progress.

Thank you for being part of this community? We hope this edition gives you as much the insight, as also the clarity and energy to take your next step with purpose and renewed confidence.



Author
Elena Paraschiv-Pop
Managing Partner, Head of Strategy & Commercial Growth
BusinessVOICE

INTO A LEADER'S MIND

What does it take to lead across cultures, turn around struggling businesses, and build AI that creates real business value?

Key Lessons from Marina Vernetti, COO at Genpact





Author
Rodica Verbeniuc
Head of International & Strategic Partnerships
BusinessVOICE

Modern leadership requires the discipline of an engineer and the humanity of a people-first leader. In the AI era, technology matters but judgment, trust, courage and adaptability matter even more.

As AI moves into core business operations, the C-suite challenge is shifting from technology adoption to business redesign.

For Marina Vernetti effective leadership begins with a simple question: "What is broken in the process?"

Speaking with Rodica Verbeniuc on BusinessVOICE's Into a Leader's Mind, Vernetti argues that performance issues should be examined as systems — across people, processes, governance, data, incentives and technology. The same principle applies to AI transformation. AI should start with a business problem, not with a technology. Executives must first understand and redesign workflows, strengthen data foundations and define measurable outcomes. Otherwise, AI risks amplifying existing inefficiencies rather than creating value.

This makes AI transformation an operating-model and leadership challenge, not simply an IT initiative. Cross-functional ownership across business, operations, finance, data and technology becomes essential.

As AI capabilities accelerate, Vernetti identifies three increasingly valuable executive skills: critical thinking, relationship capital and mental agility. Technology can augment analysis and execution, but judgment, accountability and direction remain human responsibilities.

Her one-word definition of leadership is *adaptability*. The C-suite takeaway: competitive advantage will not come from having access to AI. It will come from leaders capable of translating AI into better decisions, stronger execution and measurable business value.

"AI is not a magic wand. AI depends on processes and data." - *Marina Vernetti, Chief Operating Officer Europe, the UK and Africa at GENPACT*

SCAN & WATCH
the full episode

Beyond the Business Trip: *What Makes an Executive Delegation Deliver Results?*

International business delegations are often measured by numbers: *meetings attended, contacts collected, events checked off the agenda*. But none of these guarantees business value.



Balkan eCommerce Summit - Sofia, Bulgaria

A successful Executive Delegation should be designed around outcomes, not attendance.

It starts before departure. What does each company want to achieve? Market intelligence? Partners? Clients? Investors? Regulatory insight? Visibility? Once the objective is clear, the right conversations can be mapped around it.

This is why large platform events matter. Moldova Digital Summit, Nexus Luxembourg Conference, Balkan eCommerce Summit, the Benelux–Moldova Trade Forum or the upcoming Moldova Business Week bring together business leaders, investors, international professionals, government representatives and regulators. Yet access alone is not enough.

The real value comes from curation: preparing participants through briefings, identifying relevant decision-makers, facilitating one-to-one introductions, creating speaking opportunities where appropriate, and providing on-site support that allows executives to focus on conversations rather than logistics.

And then comes the part often underestimated: connecting those conversations to the participant's business objectives.

Because international expansion rarely starts with a signed contract. It starts with context, trust and the right relationship.



Author
Rodica Verbeniuc
Head of International & Strategic Partnerships
BusinessVOICE

The best business delegation does not simply take executives to another market. It creates the conditions for them to enter that market, better prepared, better connected and closer to a real business opportunity.

This is the approach we have built at BusinessVOICE — and one that C-level executives and entrepreneurs from 15 countries have already experienced through our international delegations: curated, prepared and assisted business journeys, designed around the participant's objectives rather than the event agenda. Because when executive time is limited, international networking should never be left to chance.

The destination may open the door. The right connections determine what happens next.



Moldova Digital Summit - Chișinău, Rep. Moldova



Nexus Luxembourg Conference - Luxembourg

BUSINESSVOICE

Executive Delegation

Moldova Business Week 2026

28-30 September 2026, Chișinău

Chateau Cojusna Winery





Investment: 149 EUR/participat

Organizer: INVEST MOLDOVA

Executive Delegation Partner: BUSINESSVOICE

DIGITAL REVOLUTION

From Startup to Scale-Up: How Fintech Can Help Close the Financing Gap for Entrepreneurs in Romania and Moldova.

Lessons from Tudor Darie, CEO FAGURA







Author

Elena Paraschiv-Pop
Managing Partner, Head of Strategy & Commercial Growth
BusinessVOICE

Seven years after launch, Fagura is moving from validation to scale. Its story offers a broader leadership lesson about how fintech can address structural financing gaps and how companies from smaller markets can build for international growth.

Fagura emerged from a simple market friction: investors had limited opportunities to deploy capital, while small entrepreneurs faced complex and often inaccessible banking processes. The platform created a community-based financing model connecting capital directly with businesses seeking funding.

The challenge it addresses is significant. In Romania and Moldova, private-sector credit represents roughly 25–27% of GDP, compared with around 87% in the euro area. For many small businesses, this creates a critical funding gap between exhausting founders' capital and becoming bankable — the entrepreneurial "Valley of Death."

"Most companies don't die because they lack courage, a good idea or a market. They die because they lack financing." - TUDOR DARIE

There is also a strategic lesson in geography.
Moldova's small market can be a competitive advantage: a testing ground where digital products can be developed, validated and adjusted quickly before expanding into Romania or the wider European market.

For Romanian companies, the risk is different. A sufficiently large domestic market can delay international thinking. Businesses may grow successfully at home, only to discover later that their product, processes and commercial model do not travel well.

The leadership takeaway is clear:
Validate locally, but architect for international scale from day one.

The next phase of fintech growth in the region will depend less on individual technologies and more on the ability to connect capital, regulation, talent and entrepreneurship into scalable ecosystems.

SCAN & WATCH
the full episode

BUSINESS VOICE Connect

more VOCAL | more VISIBLE | more INFLUENT

Beyond the ENERGY Crisis

Costs · Predictability · Storage · Flexibility



15 OCTOMBRIE 2026

17:30 – 21:00

Locație:
Muzeul Cărții și Exilului Românesc
Str. 24 Ianuarie nr. 4, Craiova, Dolj

Cu suportul partenerilor:

CONSILIUL JUDEȚEAN DOLJ

MUZEUL CĂRȚII ȘI EXILULUI ROMÂNESC

Biblioteca Județeană Alexandru și Aristia AMAN

AQUA CARPATICA

DOMENIILE SÂMBUREȘTI

Join us in Craiova

and meet the Leaders in ENERGY!

community.business-voice.ro

Leaders Roundtable Session

Visibility Is Not Influence. And CEOs Need to Stop Confusing the Two.

Lessons from Andrei Stoiciu, Phd





Author
Elena Paraschiv-Pop
Managing Partner, Head of Strategy & Commercial Growth
BusinessVOICE

"Visibility in itself means nothing if it doesn't produce results." — Andrei Stoiciu, PhD

Business leaders love measurable things: clicks, views, attendance, reach, media mentions. The problem? None of them necessarily prove influence.

In a recent intervention at the BusinessVOICE Leaders Roundtable Session on persuasion and negotiation, Andrei Stoiciu made a distinction every executive should understand: persuasion can trigger a decision in the moment; influence shapes the conditions that make that decision likely before the conversation even begins.

That changes how leaders should think about communication.

A packed conference room is not influence. A viral post is not influence. Even a successful campaign may be little more than noise if it fails to change behaviour.

The real executive question is not "How visible are we?" It is *"What are people doing differently because of us?"* Influence is built through systems: the right incentives, the right stakeholders, the right timing and a clear understanding of how decisions are actually made.

Influence is built through systems: the right incentives, the right stakeholders, the right timing and a clear understanding of how decisions are actually made.

It also requires patience.

Public attention can be bought. Reach can be accelerated. Visibility can be engineered.

But durable influence cannot.

For CEOs, the strategic shift is simple: **Stop optimizing for attention. Start optimizing for outcomes.**

Because in business, being noticed is easy. Being consequential is much harder.

SCAN & WATCH
the interview

How Cultural Diplomacy Builds Trust, Trade, and Long-Term Partnerships: Key Lessons from H.E. Mr. Meidyatama Suryodiningrat, the Ambassador of Indonesia to Romania.



Author
Catalina Damian
Head of Operations & Event Experience
BusinessVOICE

Strong diplomatic ties, complementary economies and a 285-million-consumer market create a compelling case for Romanian companies to look more seriously at Indonesia.

For 75 years, Romania and Indonesia have maintained solid diplomatic relations. Yet from a business perspective, the relationship remains far below its potential.

H.E. the Ambassador of the Republic of Indonesia to Romania describes the current economic relationship as being in a state of "unfulfilled potential." The issue is not political alignment or lack of opportunity. It is awareness, distance and insufficient commercial engagement.

For C-suite leaders, that distinction matters.

Romania and Indonesia are almost 10,000 kilometres apart, but their economies are highly complementary. What Romania produces, Indonesia increasingly needs—and vice versa.

For Romanian CEOs searching for the next growth market, Indonesia should no longer be viewed as geographically distant. It should be viewed as strategically underexplored.

A Market Romanian Business Has Barely Touched

Indonesia is one of Southeast Asia's largest economies, with a population of around 285 million and a rapidly expanding digital consumer base.

Agriculture offers one immediate example of the opportunity.

Indonesia imports approximately 11–12 million tonnes of wheat annually, yet Romanian exports to the market have historically been limited. The same pattern appears in meat and livestock. In 2025, Indonesia imported more than half a million livestock and around 180,000 tonnes of frozen meat, with Romania accounting for only a marginal share.

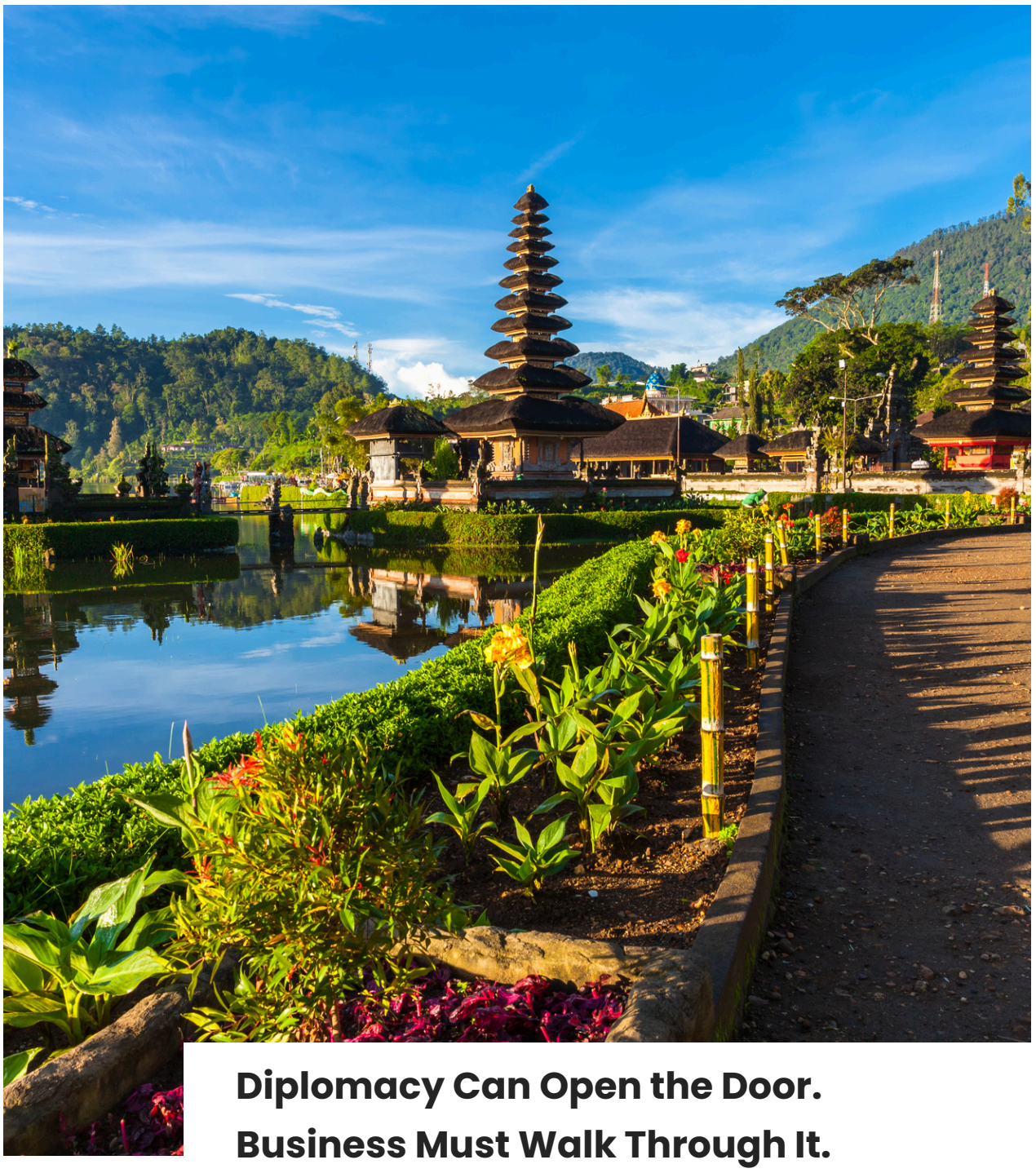
For Romanian agriculture and food companies, the challenge may therefore be less about finding new demand and more about building the commercial infrastructure required to reach it.

But the opportunity extends well beyond commodities.

Digital technology, IT services and renewable energy are areas where Romanian expertise could find a natural fit. Indonesia's scale means that solutions proven locally can potentially grow significantly once successfully introduced to the market.



In this Cultural Diplomacy podcast' episode, Catalina Damian speaks with Ambassador Meidyatama Suryodiningrat about how Indonesia's cultural identity, contemporary creativity, and growing economic ties with Romania are helping build stronger connections through diplomacy and trade.



Diplomacy Can Open the Door. Business Must Walk Through It.

Nusantara Signals Where Indonesia Is Going

Indonesia's new capital, Nusantara, provides a useful indicator of the country's strategic direction.
Designed partly to ease pressure on Jakarta, the project is intended to become a new administrative and economic growth centre. Its development is built around two fundamental priorities: digitalisation and sustainability.

That creates potential openings in smart infrastructure, renewable energy, green technologies, digital platforms, construction and urban solutions.
For companies evaluating Southeast Asia, Nusantara is more than a real-estate project. It represents a long-term national investment agenda.

"We have used distance as an excuse for being distant — and that's where the danger lies. We become complacent." - H.E. Meidyatama Suryodiningrat, the Ambassador of Indonesia to Romania

H.E. makes an important distinction for executives considering new markets: embassies facilitate business, but they do not do business.
Their role is particularly valuable at market-entry stage—providing introductions, identifying appropriate partners, navigating regulation and helping companies understand an unfamiliar commercial environment.
Conversion remains the responsibility of the private sector.
That requires leadership commitment, local relationships and patience.
Perhaps that is also the broader lesson of the Romania–Indonesia relationship. Economic diplomacy ultimately works like business development: trust precedes transactions.

The opportunity is already there. The question for Romanian executives is whether Indonesia will remain a distant market on the map—or become part of their next growth strategy.

SCAN & WATCH
the interview

Next 2026 events:

- 9 September - **RSM Royal Garden Party** (partner event)
- 10 September – **InnVolve by Innobyte "Shaping the Future of Business & eCommerce** (member event)
- 28-30 September - **BusinessVOICE Delegation to Moldova Business Week, Chisinau – Rep. Moldova**
- 7 October - **MITP MeetUP in Bucharest** (member event)
- 13 October - **GPeC Summit**, Bucharest (partner event)
- 15 October - **BusinessVOICE Connect – Energy**, Craiova
- 18 November – **BusinesVOICE Connect** - Celebration, Bucharest
- 10 December - **BusinessVOICE Leaders Roundtable**, Bucharest *by invitation only*

and more to come...

BUSINESSVOICE

Turn Expertise into INFLUENCE.
Influence into BUSINESS.

BUSINESSVOICE

ABOUT

BusinessVOICE is the B2B ecosystem where leaders, expertise and strategic conversations become authority and meaningful business connections.

Through executive events, podcasts, interviews, private roundtables, international business missions and conferences, we turn expertise into influence — and influence into business.

CONTACT

business-voice.ro
community@business-voice.ro

Promote your BRAND in the BUSINESSVOICE MAGAZINE