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BusinessVOICE Awarded with "The Digital Diplomacy Award" at Factory 4.0 Awards Gala

"Think about your own fears in your business first. Sometimes your fears are the same fears your clients have." Carlos Davidovich, Neuroscience Expert

"Technology is never the innovation. The innovation comes from the engineers." Henrik von Scheel, Industry 4.0 pioneer

THE EXPERT INTERVIEW

Mamas Koutsoyiannis
CEO Moore Romania & Moldova

Editor's Notes

WELCOME TO THE 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.



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NEWS

BusinessVOICE Awarded at FACTORY 4.0 Conference with The Digital Diplomacy Award



During the FACTORY 4.0 Digital Excellence Awards & Gala 2026, held at the MINA Museum in Bucharest, BusinessVOICE received the Digital Diplomacy Award for its “Cultural Diplomacy Podcast” project. The award was presented by Marius Haratau, President of FACTORY 4.0, and accepted on stage by the three representatives of the BusinessVOICE team.

Under the theme "We celebrate the digital. We honour the human," the Gala highlighted both technological achievement and the individuals who contribute to the development and implementation of innovation.

For BusinessVOICE, this recognition holds special significance.

The Cultural Diplomacy Podcast is a project that leverages the digital medium to bring diplomacy closer to the general public and the business community. Through conversations with ambassadors accredited to Romania, the podcast explores the countries they represent, covering their culture, economic relations, and opportunities for cooperation.



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To date, the project has featured 11 ambassadors across 11 episodes, with each conversation offering insight into how diplomatic dialogue can foster a better understanding between nations, individuals, and companies.

The “Digital Diplomacy Award” thus honors a project built around a simple premise: *while technology can broaden access to conversations, it is people, trust, and dialogue that truly give value to these connections.*

The award serves as a tribute to the hard work of the BusinessVOICE team, the openness of the ambassadors who accepted the invitation to participate, and the interest shown by those who follow and value these dialogues.

SCAN & WATCH the full episode

EXPERT INTERVIEW

Can Romania Build an Industrial Future Beyond Low Costs?

Industry 4.0 pioneer Henrik von Scheel on engineering, AI and the choices that could shape Romania's next era of growth





Author

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BusinessVOICE

Romania has attracted international manufacturers through competitive costs, engineering talent and access to European markets. But how can it build an advantage that lasts when production costs rise and supply chains move?

Henrik von Scheel believes Romania has the potential to become an engine of European industrial growth.Realizing that potential, he argues, will depend on developing the capabilities to design, innovate and create more value—not only manufacture efficiently.
In conversation with Rodica Verbeniuc at Factory 4.0, von Scheel discussed how nearshoring, engineering and artificial intelligence could strengthen Romania's position in the changing industrial landscape.

Nearshoring can bring production closer to European customers. But attracting factories is only part of the opportunity. The greater question is whether Romania can also build stronger local suppliers and industrial operations that include product development, advanced engineering and innovation.

For companies, that shift begins with people. Von Scheel points to the resourcefulness of Romanian engineers and their ability to solve problems with limited resources.

To turn that talent into lasting competitiveness, businesses also need to invest in skills, research and the capacity to bring new solutions to market.

The same thinking applies to AI. Adopting a tool is one decision; integrating it into how the business operates is another. The value comes when technology connects with processes, data and people to improve outcomes.

That requires strategic choices. With companies facing pressure to invest in AI, automation, talent and expansion at the same time, von Scheel encourages leaders to identify where they can create a real advantage—and where they should not compete.
At Factory 4.0, von Scheel also unveiled TrendRadar 2027, highlighting technologies shaping the next phase of manufacturing—from agentic AI and intelligent automation to predictive maintenance and advanced robotics. For industrial leaders, the challenge is to recognise which trends demand action today and which capabilities they need to build for tomorrow.

His vision of industrial progress also reaches beyond the factory floor. Stronger industries can create meaningful careers, sustain communities and give people more opportunities to build their futures in Romania.

"Technology is never the innovation. The innovation comes from the engineers." — Henrik von Scheel, Industry 4.0 pioneer

SCAN & WATCH
the full episode

THE EXPERT INTERVIEW:

AI, trust and the most costly mistakes of investors in Romania.

Mamas Koutsoyiannis, CEO Moore Romania and Moldova: "We can automate processes, but not responsibility"





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What makes foreign investors fail in Romania? What opportunities does the Republic of Moldova offer to Romanian companies and how is artificial intelligence transforming the financial professions? In an interview with BusinessVOICE, Mamas Koutsoyiannis, CEO of Moore Assurance & Advisory in Romania and the Republic of Moldova, talks about investments, leadership, governance and the role of trust in an economy where technology is changing the rules of the game.

In an economic environment where companies are pressured to grow rapidly, adopt artificial intelligence and identify new growth markets, the success of an investment still depends on several fundamental elements: understanding the local market, professional competence, risk analysis and the quality of business relationships.

This is one of the conclusions of the interview conducted by Elena Paraschiv for The Expert Interview, the BusinessVOICE series dedicated to dialogues with leaders and experts from the business environment, featuring Mamas Koutsoyiannis, CEO of Moore Assurance & Advisory in Romania and the Republic of Moldova.

With nearly 30 years of experience in audit and financial advisory and over two decades of activity in the two markets, the Cypriot-born executive offers insight into the mistakes international investors make, the challenges of regional expansion and the impact of AI on expertise-based professions.

SCAN & WATCH
the full episode

THE EXPERT INTERVIEW:

Romania, from a temporary mission to a second home

When she arrived in Romania in 2003, Mamas Koutsoyiannis didn't have a long-term career plan in the country. Initially, she was thinking of a few months or, at most, a few years. But over 23 years have passed.

What determined him to stay was the combination of the economic opportunities offered by Romania before joining the European Union, the pace of business environment transformation, and the human relationships built over time.

He currently leads Moore's activities in Romania and the Republic of Moldova, after contributing to the development of regional professional services structures, connected to international networks.

For Mamas Koutsoyiannis, one of the most important professional achievements is not only the development of the business, but also the training of people who have become, in turn, managers, directors and leaders. His management philosophy emphasizes investments in people, quality, governance and technology, considering that financial results should follow the consolidation of professional standards, not be the only objective of the organization.

The biggest mistake of foreign investors: the "copy-paste" model

After more than two decades of interaction with investors and companies from different industries, Mamas Koutsoyiannis identifies a recurring error in Romanian market entry strategies: the attempt to reproduce without adaptation business models that have worked in other countries.

Investors come with their own procedures, management structures and business practices, assuming that they can be implemented identically in Romania. The problem arises when the local organizational culture, legislation, market peculiarities and the expertise of Romanian professionals are ignored.



Mamas Koutsoyiannis - CEO, Moore Romania & Moldova

In his experience, some companies have transferred entire management teams from their home countries without giving enough autonomy or trust to local specialists. The result has been, in some cases, the failure of expansion projects.

The executive also mentions the example of a company in the consumer goods industry that, after entering Romania and appointing a management team from the country of origin, failed to build a functional operational model.

The lesson for international investors is that a global strategy must be supported by local expertise and adaptation. In his opinion, success requires collaborating with managers and consultants who understand the legislation, commercial behavior and cultural peculiarities of the Romanian market.

The wrong savings that can cost millions of euros

A second major problem identified is the selection of consultants solely based on price.

Mamas Koutsoyiannis says that, during the period of expansion of the Romanian real estate market, she met investors willing to allocate millions of euros for property purchases, but who were trying to save relatively small amounts by avoiding rigorous legal and financial checks.

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the full episode

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BusinessVOICE has an ecosystem built around B2B leaders and companies.

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BusinessVOICE Connect: Energy Beyond the Crisis

When Energy Decisions Cost More Than Energy

High electricity prices put pressure on industrial margins. But delays caused by insufficient grid capacity, an inflexible production schedule or capital committed to the wrong project can cost a business even more.



BusinessVOICE Connect - Energy Beyond the Crisis, Craiova

How much of a company's energy competitiveness depends on the market—and how much depends on its own decisions?

That question sits at the intersection of production planning, infrastructure and investment strategy. It also shaped the discussion at BusinessVOICE Connect Craiova, the first edition held outside Bucharest.

The choice of location was deliberate: energy decisions are best understood where their consequences are felt—close to the industrial businesses that depend on reliable, affordable power to operate and grow.

Bringing together perspectives from manufacturing, electricity distribution and finance, the discussion revealed three areas where management decisions can make a difference.

The first opportunity may already be inside the factory. Arif Eryilmaz, Logistics Manager at Formfleks, described how adapting production schedules to electricity price differences can help optimize costs. Not every process can be moved, and any savings must be assessed alongside workforce and delivery requirements. But the question deserves attention: could existing resources be used more flexibly?

Energy efficiency also depends on decisions about the physical workspace. Investing in effective insulation, for example, can reduce heating and cooling needs and improve the performance of existing facilities.



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The most expensive mistake may happen before construction begins. Mirela Dima, Chief Regulatory Officer at Distribuție Oltenia, highlighted the value of early dialogue between industrial investors and distribution operators. A commercially attractive site may not have the grid capacity a new facility needs. Discovering this too late can delay production and alter the return on the entire investment. The wider priority is to prepare the grid for industrial growth—by giving distribution operators earlier visibility into companies' expansion plans and future energy needs.

Invest for value, not just savings. Drawing on his experience across Europe, the Middle East and India, Vikram Jotwani, Partner at Moore Romania and Moldova, highlighted a challenge facing companies across markets: energy projects compete with other priorities for capital. Available capital must also support automation, expansion, technology and working capital. An investment may reduce energy costs—but does it offer the strongest return for the business? For companies looking to grow, investments such as energy storage can improve flexibility and protect operations from price volatility—provided their cost and expected return support the wider business strategy.

For entrepreneurs and executives, the implication reaches beyond the electricity bill. Competitiveness depends on how well operational, infrastructure and financial decisions are connected.

The price of electricity matters. So does the quality—and timing—of the decisions taken around it.

SCAN & READ
the full article

Blitz INTERVIEW:

Mirela Dima, Distribuție Energie Oltenia: "The network needs investments. But efficient investments start with dialogue"





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The development of the industry and the modernization of the energy infrastructure must advance together. At BusinessVOICE Connect: Beyond the Energy Crises, organized in Craiova, Mirela Dima, representative of Distribuție Energie Oltenia, emphasized the importance of collaboration between distribution operators and companies planning to expand their activities. Her message: investments in electricity networks can be made faster and at lower costs when the needs of future consumers are known in advance.

Energy infrastructure, an essential condition for the development of the industry

In an economy where industrial competitiveness increasingly depends on access to energy, cost predictability and the capacity of infrastructure to support new investments, dialogue between companies and distribution operators becomes essential.

This was one of the important conclusions of the first edition of BusinessVOICE Connect Craiova: Beyond the Energy Crises , held on October 15, 2026.

Among the speakers at the event was **Mirela Dima, representative of Distribuție Energie Oltenia** , a company that supported the organization of the meeting.
In an interview with BusinessVOICE, Mirela Dima spoke about the need for investments in electricity distribution infrastructure, but especially about the conditions necessary for them to be carried out efficiently.

Beyond the technical aspects, the discussion highlighted a common challenge for industry and the energy sector: **how can companies' development plans be correlated with the necessary investments in distribution networks?**

For companies developing new production capacities, expanding existing facilities, or preparing industrial investments, the availability of energy infrastructure is an important factor in the decision-making process.
At the same time, distribution operators must plan the development of networks according to the current and future needs of consumers.

Mirela Dima sent a clear message: **"We are here to invest and it is very clear that the network needs investment."**

However, infrastructure investments should not be viewed exclusively from the perspective of technical or financial necessity. Their efficiency also depends on access to relevant information about the development directions of the economic environment.

SCAN & WATCH
the Full interview

Blitz INTERVIEW:
Why Do Customers Hesitate When the Value Is Clear?

Neuroscience expert Carlos Davidovich on fear, trust and the psychology behind business decisions





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Companies invest heavily in making decisions easier: fewer steps, faster processes, more information and more personalized offers. Yet customers still hesitate, executives postpone investments and employees resist change.

What if the obstacle is not a lack of information, but the perceived risk of making the wrong decision?

In conversation with Rodica Verbeniuc, neuroscientist and neuromarketing expert Carlos Davidovich explores how fear, emotion and cognitive overload influence decisions—even when the business case appears compelling.

His insight reaches beyond consumer behavior. A CEO considering a new technology provider may see the expected return clearly, while also asking: What if implementation fails? What if the team rejects it? What will I tell the board? The decision involves more than the value of the solution. It also involves confidence in the organization's ability to deliver it.

Davidovich also points to the paradox of choice. More options can appear to offer greater freedom, but they also require people to compare, eliminate and justify. In eCommerce, that can affect conversion. In B2B, it can slow a decision involving multiple stakeholders.
The implication for leaders is practical: clarity helps people move forward.

The conversation also raises a question for organizations adopting AI. Low adoption may be visible in a dashboard, but the underlying concern could be uncertainty about roles, accountability or control. Understanding the reason matters before choosing the response.
For business leaders, Davidovich's perspective opens a more useful question: what makes a customer, employee or partner hesitant to move forward? Understanding that hesitation can reveal concerns that more information alone will not resolve.

His advice begins with a simple exercise:
"Think about your own fears in your business first. Sometimes your fears are the same fears your clients have." — Carlos Davidovich, neuroscientist and neuromarketing expert

SCAN & WATCH
the full episode

Digital Revolution:

You've approved the budget. Who's driving digital transformation? Yugo Neumorni on the decisions that turn technology into business results and leadership responsibility for change, cybersecurity, and AI adoption.





Author
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A company can approve a large budget for technology and remain stuck in the same way of working. Systems change. Processes, responsibilities, and decisions remain the same.

So what did the company actually buy: the ability to perform better or just newer infrastructure?

This is the question that ties together the themes of BusinessVOICE's conversation with Yugo Neumorni, founder and president of CIO Council Romania , on the Digital Revolution Podcast . From his experiences in ALRO and Hidroelectrica to cybersecurity and artificial intelligence, the discussion returns to the same challenge: how much of the transformation does leadership take on after approving the investment?

Digital transformation starts with a business decision

Replacing a system that an organization has been working with for years may seem like a technical upgrade from the outside. On the inside, changing to an ERP platform that integrates company processes and data changes the way people work, approve, and collaborate.

Yugo Neumorni describes such decisions from his experience in ALRO and Hidroelectrica. The difficulty goes beyond choosing between SAP, Oracle or another solution. The organization must accept a different way of operating.

The cost of security must be included in the business economy

Cybersecurity is difficult to treat as a project with a deadline. Technology evolves, attack methods change, and protection requires recurring resources.

Neumorni suggests that management should factor this reality into the calculations for the company's products and services. It's an observation with direct implications for budgeting and profitability: the cost of operating a digital business also includes protecting it.

For CFOs and CEOs, a technology investment deserves to be evaluated along with the resources required for operation, security, and disaster recovery. Otherwise, the estimated return on investment starts from an incomplete cost.

SCAN & WATCH
the interview

Blitz INTERVIEW:
Beyond fear and technological excitement:
what really matters in business and investing?





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In a context dominated by artificial intelligence, technological transformation and uncertainty, leaders risk losing sight of the things they actually have control over. And for startups, one of the most costly mistakes remains building a product before the market is ready to pay for it.

What prevents business leaders from making rational decisions? Why do some startups develop innovative products that never become sustainable businesses? And what makes an investor trust a team of founders?

These are some of the questions addressed by Sergiu Neguț, entrepreneur, advisor, board member and business angel, in a Blitz Interview.

The conversation brings to the forefront a perspective built from his experience in entrepreneurship and investment, exploring the difference between technological excitement and commercial reality, the importance of market validation, and the criteria that matter when an investor analyzes a startup.

The collective illusion of 2026: Permanent fear

In a public discourse where almost every change is presented as a threat, fear risks becoming the main driver of decisions. Artificial intelligence, ideological polarization, global warming or other challenges are often transformed into “enemies” that seem to require immediate reactions.

From Sergiu Negut’s perspective, the problem is not the existence of these challenges, but the exacerbation of negative emotions and the feeling that any action is blocked by external factors. This permanent state of alert can distance leaders from two fundamental responsibilities: the ability to act rationally and the willingness to build together with others. Instead of consuming energy anticipating every threat, leaders need to distinguish between real risks and those over which their influence is limited.

Rationality, collaboration, and the ability to build relationships remain essential in an environment where fear can become a distraction from concrete goals.

SCAN & WATCH
the interview

Blitz INTERVIEW:

AI is making technology cheaper.

Radu Georgescu explains why execution is becoming the real competitive advantage





Author

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Artificial intelligence reduces the cost of building a product, accelerates development and democratizes access to technology. But it is precisely this democratization that changes the rules of competition. If almost anyone can build faster, the difference is no longer made exclusively by technology. For Radu Georgescu, an entrepreneur and investor with over three decades of experience in tech, the advantage moves to an area much more difficult to replicate: execution.

In an industry fascinated by the idea of the next unicorn, the speed of AI, and the promise that technology can remove almost any barrier, Radu Georgescu brings the conversation back to the less spectacular, but decisive, elements of building a company. Not the idea. Not the hype. Not the "spark in the founder's eyes." But the ability of a team to turn an opportunity into a business.

The discussion starts from the experience gained through exits to companies such as Microsoft, Naspers, Francisco Partners and Fitbit, but also from projects that were not as successful. For Radu Georgescu, the two experiences are not mutually exclusive. On the contrary, they are complementary.

"I've learned an awful lot from success, and an awful lot from failure," he says. The lessons are different, and the balance between them is essential: continued success can create the illusion of infallibility, while failure can provide insight that no victory can replace.

Investors can't predict success in 30 minutes

One of the ideas that debunks a common myth in venture capital arises when the discussion comes to how an investor evaluates a founder.

After 30 years in technology, can Radu Georgescu identify in the first few minutes the person who will build the next big business? The answer is much more reserved than industry mythology would suggest.

"***VCs will come along and say that they recognize success in the spark in the founder's eyes. I don't think that's possible." "For me it is very important to find a team that is able to execute the business."***

SCAN & WATCH
the interview

Romania–Türkiye: A Partnership Built on Trust, Shared History and Business Opportunities

From cultural traditions and human connections to trade, investment and regional cooperation, Romania and Türkiye share a relationship with strong foundations and significant potential for growth.



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What makes a relationship between two countries truly strong? Beyond diplomatic agreements and trade figures, the answer often lies in something more personal: trust, shared values and the connections built between people.

This was one of the central themes of the conversation with H.E. Mr. Özgür Kıvanç Altan, Ambassador of the Republic of Türkiye to Romania, in the second episode of Season 2 of the Cultural Diplomacy Podcast, a BusinessVOICE initiative.

Culture: The Foundation of Strong Relationships

Türkiye is a country where thousands of years of history meet modern life. Its cultural identity has been shaped by the many civilizations that inhabited Anatolia, leaving behind traditions that remain part of everyday life.

For H.E., two values are especially important in Turkish society: hospitality and solidarity.

He recalls a traditional saying that sharing a cup of coffee can create a friendship lasting 40 years. It reflects the importance Turkish people place on relationships, generosity and welcoming others.

These values also help explain the connection between Romanian and Turkish society. Centuries of shared history have influenced our language, cuisine and traditions, while the Turkish and Tatar heritage in Dobrogea remains an important part of Romania's cultural identity.

One of the most memorable moments of our conversation was the Ambassador's story about bringing 35 former high school friends and their families to discover Romania. Together, they visited Bucharest, Peleș Castle, Bran, Brașov and Sighișoara. They experienced Romanian hospitality, discovered our history and enjoyed traditional food.

At the end of the journey, Ambassador Altan reached a simple conclusion:

“Now they are ambassadors for Romania.”

It is a powerful example of how cultural diplomacy works: personal experiences can change perceptions, create lasting connections and encourage others to discover a country.



In the Cultural Diplomacy Podcast, H.E. Mr. Özgür Kıvanç Altan, Ambassador of the Republic of Türkiye to Romania, shares his perspective on what brings our countries closer and the opportunities that lie ahead.



Diplomacy: Building Trust Through Understanding

With almost three decades of diplomatic experience, Ambassador Altan has served in different international settings, including Sarajevo, Athens, NATO and the United States.
Each assignment taught him something important. Bosnia showed him how fragile peace can be. Consular work demonstrated how diplomacy can directly improve people's lives. His experience at NATO reinforced the importance of patience, dialogue and compromise.
His advice to young people considering diplomacy focuses on communication, language skills, historical knowledge, empathy and professional commitment.
These lessons also apply to business leadership. Successful relationships require more than presenting our own interests. They begin with listening, understanding different perspectives and finding common ground.

Business: From Strong Trade to New Opportunities

Economic cooperation is one of the strongest pillars of the Romania–Türkiye partnership.
According to Turkish figures shared by Ambassador Altan, bilateral trade reached approximately $13.4 billion in 2025, approaching the $15 billion target established in 2024.

Turkish investments in Romania support industrial development, employment and exports. The automotive industry remains a major driver of bilateral trade, while renewable energy, particularly solar projects, offers new investment opportunities.

The defence industry is another promising sector, with potential for joint production and technological cooperation between two NATO allies.

For Romanian entrepreneurs, Türkiye represents more than a large export market. With nearly 90 million consumers and a strategic position connecting Europe, Asia and the Middle East, it can also become a partner for international expansion.

H.E. sees opportunities for Romanian and Turkish companies to cooperate on projects in Africa and the Middle East, combining their experience and business networks.

Looking ten years ahead, his vision includes faster road and rail connections between Bucharest and Istanbul, stronger maritime links through the Port of Constanța and closer cooperation in regional security.
Better connectivity could reduce barriers for businesses, strengthen supply chains and create new opportunities for investment.

Beyond Diplomacy: The Value of Human Connections

Our conversation was a reminder that strong international partnerships are built at many levels: through diplomacy, economic cooperation and, above all, relationships between people.

Romania and Türkiye share centuries of history. The next chapter will depend on how effectively we turn that connection into new partnerships, investments and opportunities.

For business leaders, the message is clear: cultural understanding and mutual trust are not simply diplomatic values. They are also the foundation of successful business relationships.

SCAN & WATCH
the interview

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ABOUT

BusinessVOICE is the B2B media platform 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.

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