Oleksandr Yukhno

Operational transformation · PMO and change management · AI in processes

Currently in Poland, from Ukraine · remote, hybrid, travel · open to relocation within Europe
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SUMMARY

I see a company as a system where processes, technology and finance, together with employees and customers, have to work as one, and that is how I build change. For me, AI is a tool: an exoskeleton within this system.

I can help companies that are changing and rebuilding their operations. I am looking for projects and roles in operational and AI transformation, where the PMO becomes the centre of change management and I am responsible for results.

- 30+ years in technology, projects and operations
- Silpo, IT and PMO Director: 120 → 300 stores, about 40,000 people
- Ciklum, CTO: 50 → 250 people while I was there
- Silpo, M&A: 5 acquisitions and large-scale restructurings; 20+ legal entities merged

WHERE I CAN HELP

1. **Operations and the commercial side together in tools that drive financial results:** store P&L by the 5th of the following month; profitability of every product category in every store after all costs.
2. **A balanced scorecard (BSC) that worked in practice:** goals cascaded from the C-level to every store; a weekly and monthly overall score for each store.
3. **Workforce productivity, from the annual budget to yesterday's plan vs. actual:** FTE calculated from planned revenue and processes; payroll targets met; a controlled impact on EBITDA.
4. **Systemic change: acquisitions, restructurings and building a PMO:** built and led the PMO at Silpo; merged more than 20 legal entities into one.
5. **The new challenge: systematic use of AI with a controlled payback:** rebuild how the company works together with people who already work with AI, and build "Digital Management": a single, transparent system for running the company and making decisions.

FIRST 100 DAYS

1. **Goals and direction:** where the company is going, its priorities and the direction of change.
2. **Pain points and quick wins:** the most pressing problems and areas that can deliver quick, tangible results, so the start pays for itself right away.
3. **Team, plan, delivery:** form the team, set goals and plans, coordinate and implement; with AI, each step goes much faster.
4. **Scaling AI:** new solutions, help for each employee in daily work, or a company-wide system, depending on the company's goals.

EXPERIENCE

Applied AI · **Open hobby projects and a startup in development** Now

- Broad hands-on experience with AI outside corporate business. In 2026, my AI-based car-audio tuning method won five championship awards.
- Open projects built with AI: github.com/ayukhno/autosound-tuning-skill, github.com/ayukhno/autosound-tcc.
- Own AI systems, in progress: a digital project office; a personal/corporate AI assistant.

Silpo · **Director of the Project Management Office (PMO), reporting to the Retail Director** From 2012

One of Ukraine's largest food retail chains; while I worked there it grew from about 120 to 300 stores, with around 40,000 people.

- PMO project portfolio in operations, commerce and IT, run by my team under my leadership, some managed by me: markdowns, single-source promotion management, a single product classification and assortment management, self-checkouts, expiry-date control, electronic document management.
- Acquisitions and restructurings: integrating acquired chains, moving stores between legal entities. Led 4 large-scale business transformation programmes.
- Balanced scorecard (BSC) from a single store to the whole chain.

- Annual planning of headcount (FTE), payroll and productivity for stores and production, based on planned revenue.
- Store P&L by the 5th of the following month; profitability of product categories in every store.
- A mobile platform for store processes; one annual stocktake instead of monthly ones.
- Projects with consultants: McKinsey (working group on operational processes), PwC (shared service centre for accounting), KPMG (setting up a procurement department).
- Designed and taught a project management course for retail.

Silpo · **Director of the IT Office, reporting to the Executive Director** 2008–2012

- More than 20 operating legal entities merged into one. Store process mapping and labour standards.
- Staff and checkout schedules planned from customer traffic. Standards and procedures for regional IT teams.

Scanvaegt International · **Regional Manager, Eastern Europe** 2006–2007

- Supply and implementation projects for industrial systems.

Ciklum · **CTO** 2005–2006

- IT infrastructure, standards, planning and budgeting while the company grew from about 50 to 250 people.

Banking systems and projects 1994–2005

- Developer, team lead and project manager, chief engineer at Bank Ukraina, international account manager at ProFIX.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Kharkiv Technical School of Radio Electronics: CNC machine tools · 1987–1991

Kharkiv Polytechnic Institute: Computer science, systems programming · 1991–1996

MAUP: Business management · 2002–2003

McKinsey: Training during the operations project at Silpo

Ernst & Young: Economics of management decisions: cost, profit, pricing

IMD Business School: Short executive programmes (in Lausanne and at other locations)

SKILLS

- **Change management:** PMO, project portfolio, transformation programmes, acquisitions and restructurings.
- **Operations:** process mapping and redesign, labour standards, workforce (FTE) and payroll planning.
- **Finance and metrics:** P&L, budgeting, cost allocation, BSC and KPIs from a single store to the whole chain.
- **Technology:** IT infrastructure and standards, mobile solutions for processes, AI with several models, cross-checks and data security controls.
- **People:** mentoring and training project managers, working one-to-one.

PERSONAL QUALITIES

- I run several complex projects at once and implement change so that the business keeps running without interruption.
- I judge every change by whether it can be scaled and how much it will save the company.
- I speak directly, rely on facts and stay calm under pressure.
- I keep learning and bring proven approaches from other companies and industries.
- I mentor project managers and share my experience.
- I deliberately build speed and flexibility: small steps and frequent iterations in the startup and my own AI projects.

The first five points are confirmed by Spencer Stuart, Hogan, Gallup and 360-degree assessments.

LANGUAGES · CONTACT

Ukrainian, English (professional working proficiency)

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