

PROFILE

C-level executive with **20+ years** of **result-oriented "hands on" experience**, developed in **management consulting** and **executive** positions, in **(ICT) digital transformation** and **program management challenges**, both in **corporate** and **entrepreneurial** environments.

Extensive **international experience** in **transformational situations** (digital transformation, innovation strategy, offline/online integration, etc.), **organizational improvement** (PMO design/setup/launch, planning/management tools development, etc.), **negotiations** (outsourcing contracts, operational shareholders agreements, funding raising, etc.).

Structured, organized and **pragmatic** in decision making, with a **solid analytical** and **data driven approach** coupled by an **entrepreneurial spirit**; equipped with **round professional soft & hard skill set** developed over time, enabling to both **lead** and **motivate teams** in complex environments/situations, and confidently **interact** at **CxO/Board levels**.

AREAS OF EXPERTISE

Industries – Information Technology, Telecommunications, Clean Energy e-Commerce/Payments, Geo-based services.

Functional – Program Management, General Management, (ICT) Transformation / Innovation Management, Due Diligence, Mergers & Acquisitions, Performance Improvement, Business planning, Operations.

WORK EXPERIENCE

- 2018-... **WhitMat – Managing Director** London / Manchester, **United Kingdom**
*Independent Management Consulting, Advisory Services, C-Level coaching – **When It Matters...***
 Providing investors, entrepreneurs, and companies with independent management consulting/advisory services, C-level coaching, and executive management services on ad-hoc situations. Main focus on non-ordinary situations: transformational programs, fund raising, performance improvement, launch.
Recent assignments include: *National Automobiles Association*: Business Plan and PMO for launch of new offline/online Editorial proposition (3 magazines); *Medical Devices*: incubator manufacturer turn around; *MBA in Green Energy and Sustainable Businesses*: Seminar on Management Consulting and Candidates 1-2-1 Career Coaching, 2002, 2023; *Genomics laboratory*: Digital platforms design and development for report generation and management, and end-to-end COVID-19 testing processes; Project management of COVID-19 testing services for large public account, Institutional relations support; Business development: sales management for professional sport teams and B2B; *National government*: COVID-19 crisis management support; *International Coffee integrated player*: design and supervision of PMO for implementation of efficiency plan (+25% EBIT); *Integrated ice cream player*: strategy and operational review and business planning for VC fund raising, including legal negotiations; *Green energy ventures*: Growth plan for photovoltaic player; Business planning for biogas player; Fund raising support for solar-thermodynamic player.
- 2014-2017 **Snoblesse – Co-Founder and Executive Director** London / Milan, **United Kingdom/Italy**
Gift cards and e-commerce for fashion and luxury goods consumers
 Designed, funded and start-upped solutions for gift cards and e-commerce for fashion and luxury goods consumers via the design and development of proprietary platform able to manage end-to-end both digital and physical gift cards sales, distribution, and redemption, within the legal framework of EU directives on e-money and payment services.
- 2012-2013 **11880.com-telegate – CEO Staff - PMO** Munich/Dusseldorf, **Germany**
Local internet advertising and directory assistance operator (a Seat Pagine Gialle group company)
 Supported CEO in strategic re-alignment. Responsibilities included (i) evaluation of corporate M&A opportunities, (ii) design and implementation direct supervision of new go-to-market strategy (customer segmentation, sales portfolios definition, sales support tools).
- 2010-2012 **thomsonlocal.com – PMO Director** London, **United Kingdom**
Local multimedia advertising operator (a Seat Pagine Gialle group company)
 Co-lead strategic transformational turnaround. Responsibilities included (i) new strategy definition (focus on development of a digital offer); (ii) setup and management of Program Management Office; (iii) design and implementation of new Go-To-Market strategy (customer segmentation, sales portfolios definition, digital sales planning and support tools).
- 2007-2009 **bravoo! – COO** Istanbul, **Turkey**
Local multimedia advertising operator (a Seat Pagine Gialle – Doğan Media Group JV)
 Co-lead start-up of international JV. Responsibilities included (i) corporate business planning, (ii) international knowledge transfer management, (iii) technology and production assets deployment and contracting, (iv) capital and operating expenditures management, and (v) team build-up and management.

- 2005-2007 **Boston Consulting Group – Principal** Madrid, **Spain**
Management Consulting | Member of Worldwide Technology & Communications practice
 Identified / designed / implemented solutions to strategic / organizational / operational issues across multiple geographies and industries; responsible for client development, consultants/client teams management, and presentation of recommendations.
- 1997-2004 **Bain & Company – Senior Manager** Rome, **Italy**
Management Consulting | Senior Trainer; Member of Worldwide Technology, Media & Telecommunications practice
 Identified / designed / implemented solutions to strategic / organizational / operational issues across multiple geographies and industries; responsible for client development, consultants/client teams management, and presentation of recommendations.
- 1994-1995 **Kearney – Associate Consultant** Milan, **Italy**
Management Consulting
 Identified / designed / executed analyses for strategic / organizational / operational issues across multiple geographies and industries; responsible for analyses and presentation of implications.
- 1993 **Ambiente Italia – Consultant** Milan, **Italy**
Environmental Consulting
 Developed urban solid waste management plans; evaluated economics of waste treatment technologies for urban waste of Province of Milan.
- 1992-1993 **Politecnico di Milano – Teaching Assistant and Researcher** Milan, **Italy**
 Faculty of Engineering, Department of Energetics, Environmental Physics Group
 Teaching assistant (Thermodynamics and Heat Transfer); researched on energy policies and related economical and environmental impacts, with focus on natural gas cooling technologies.
- 1990-1992 **Lawrence Berkeley National Laboratory – Researcher** Berkeley, **USA**
 University of California – Dept. of Energy, Energy & Environment Division, International Energy Studies Group
 Developed energy plans and management methods (Demand Side Management); evaluated energy policies and related economical and environmental impacts with focus on natural gas cooling technologies

EDUCATION

- 1996 **INSEAD – MBA Programme** Fontainebleau, **France**
- 1985-1990 **Politecnico di Milano – Industrial Engineering Masters degree, Honors** Milan, **Italy**
- 1980-1984 **Liceo Scientifico Guglielmo Marconi – Maturità (60/60)** Pesaro, **Italy**

LANGUAGES – Italian, English, Spanish.

ACHIEVEMENTS

- 1990-1993 **AICARR: Italian National Award** - for Best Graduation thesis
SNAM (natural gas carrier, ENI group): **Fellowship Award** for research work **Italy**

OTHER EXPERIENCES

- 2018 **Copernicani – Innovation Think Tank**, founding member Rome, **Italy**
- 1996 **INSEAD – Career Management Service Committee, Multimedia Club** Fontainebleau, **France**
- 1993 **Aspen Institute – Associate**, international seminars and roundtables Rome, **Italy**
- 1987-1995 **Leo Club Urbino-Montefeltro – President**, organized charity and cultural events Urbino, **Italy**

PERSONAL INTERESTS

Organizing food & wine events for/with friends, Technology, Football, Alpine Skiing.

MAIN AREAS OF ENGAGEMENT

– Technology –

ICT – Strategy: developed global strategy for services division; developed strategy and business plan for board and communication to national stock exchange; re-designed offer portfolio. **Marketing:** developed CxO level Marketing and Sales program for corporate accounts of Services Division; implemented in eight European countries. **Business Development:** assisted multibillion deal planning for client's multi-national deal. **Software – Strategy:** assisted shareholders in redefining competitive positioning and go-to-market model. **M&A:** assisted CEO and controlling Private Equity fund executing the business due diligence on the target selected for acquisition; **System Integration – M&A:** assisted shareholders in selecting, identifying and screening potential partners; supported merger negotiations. **Engineering Services – Strategy:** evaluated remote control market opportunities; defined value proposition for Oil, Financial Institutions and Facility management.

– Telecommunications –

Wireless – Strategy: analyzed fix-mobile convergence opportunity and delivered workshop for Top management; developed mobile internet offer. **Market Intelligence:** designed/implemented Competitive Intelligence system. **Marketing:** designed mobile internet offer; designed/implemented MNP strategy; designed innovative loyalty program. **Organization:** designed/implemented new organizational model, structure, processes, roles and responsibilities. **Innovation:** defined value proposition for VC funds; identified European targets, organized and run road-show. **Wireline – Strategy:** revised business plan for funding purposes; evaluated economics of alternative broadband technologies and related services mix. **Marketing:** defined geo-marketing strategy and processes. **Network:** evaluated technological and economical impact of broadband architectures for Full Service Network. **Organization:** designed and implemented new organizational model and cost reduction plan. **Launch –** Assisted operators in the launch of **fixed, broadband, and wireless (2G / 3G)** services; managed mobile internet service supplier selection; lead design and launch of innovative mobile financial services including technology supplier selection and Bank of Italy negotiations. **Privatizations –** Assisted **Ministry of Economy** and Top management in privatization processes of State owned monopolists: industrial and business plan development, data room management, negotiation process. **Equipment – Business Planning:** assisted management in litigation process. **Network Services – M&A:** evaluated target for acquisition; developed integration plan for merged entities.

– Health Care & Life Sciences –

Medical Devices – Turn Around: Incubator manufacturer business and organizational diagnostic and turn around. **Genomics Laboratory – Digitalization:** design and development of platforms for: report generation and management, end-to-end COVID-19 testing processes; **Project management:** COVID-19 testing services for large public account, Institutional relations support; **Business development:** sales management for professional sport teams and B2B. **Biotech – Business development:** defined opportunity for commercial development of patented human monoclonal antibody against HCV; evaluated market competitive landscape; assessed and integrated (pre)clinical development plan; developed investment memorandum for fund raising and/or negotiations for patent sale/license; identified potential targets and activated Business Development activity.

– Energy –

Clean Energy – Business Dev.: designed business plan and processes for end-to-end renewable energy ventures (photovoltaic, solar thermodynamic, biogas), including scouting, EPC, and financing. Assisted player in fund raising. **Electrical and Gas Utilities – Planning:** developed energy plans and management methods *-Demand Side Management-*; evaluated energy policies and related economical and environmental impacts.

– Media –

National Automobiles Association – New Editorial offer launch: Business Plan, setup and run PMO activities for launch of new offline/online Editorial proposition (3 magazines). **Local Advertising – Strategy:** designed and implemented new digital offer and Segmented Go-To-Market. **Turnaround:** Co-led strategic turnaround: customer segmentation; map based digital services; databases enhancement; offer redesign; sales planning/sales force automation; performance improvement; evaluation of corporate M&A opportunities. **Start-up:** launched commercial operations/users services on paper/online digital platforms. Managed operations costs/ investments: Content Management, Production, Paper and Online publishing / distribution, IT, CRM, Customer Care and Telesales. **Private Equity:** evaluated yellow pages acquisition in Telco incumbent privatization process. **3D Digital Animation – Start-up:** developed business plan for animated motion pictures; identified innovative cost effective technology, selected key partners; scouted co-investors; defined company and deal structure. **Internet Content – Strategy:** refocused original business plan to mobile-internet strategy. **Digital Pay TV – Strategy:** developed business plan, assisted top management in negotiations.

– Financial & Business Services –

Corporate Banking – Marketing: defined e-procurement vertical markets strategy. **Retail Banking – Operational turnaround:** design and implementation (1 000+ branches). **Organization & IT:** new organizational and detailed operational model; operational management control tools; **Marketing:** designed and implemented customer segmentation and portfolio accounting; **Budgeting & Control:** operational model, reports and tools; branch level industrial costing. **Business Information Services – Strategy:** designed de-merge of division due to regulatory requirements; defined industrial plan for both entities; recommended strategy for sustainable value generation. **E-learning – Strategy:** developed strategy for corporate and PA markets in Spain and Latin America.

– Consumer Goods & Services –

International coffee brand – Efficiency plan implementation: designed and supervised program management office activities for implementation of efficiency plan across processes, aimed at improving EBIT by 25%. **Gelato integrated player – Fund raising:** developed business plan for growth capital funding; revised processes for industrialization; revised ERP migration plan; won international start-up competition event in “growth capital” section, assisted legal negotiations with VC fund,. **Prepaid GiftCards – Launch:** completed fund raising with pre-money evaluation of EUR 3M+; designed and implemented hybrid (digital/physical) products/channels, processes for online, back-office, and logistics operations; selected and implemented IT platforms and systems; responsibility on commercial and financial operations, regulatory, corporate and commercial legal aspects. **Luxury goods – Strategic review:** assessed commercial and industrial performance of leading luxury sneakers player controlled by PE fund; redesigned offer and industrial footprint. **Strategy:** assessed market attractiveness identifying entry options for France, Italy and United Kingdom. **Travel services – Strategy:** defined online strategy and offer.

– Manufacturing and Industrial Services –

Waste Management – Strategy: developed business plan. **Business Development:** identified potential investor and assisted negotiations. **Planning:** developed urban solid waste management plans; evaluated economics of waste treatment technology alternatives. **Industrial equipment – Strategy:** developed international markets competitive analysis. **Organization:** designed and implemented new organizational structure; designed and implemented key business processes. **Performance improvement:** defined and implemented custom projects costing methodology and tools. **Manufacturing (Tyre) – Performance improvement Production:** developed methods to improve production flexibility; developed simulation tools to integrate logistics and manufacturing processes; optimized production mix strategies over international plants. **HVAC – Planning:** analyzed industry in US and Italy; developed and applied simulation tool and evaluated economics of natural gas based innovative technologies; evaluated energy and economics impact of “CFC phase-out”.
