

Senior commercial manager with a background in medical devices and extensive experience in Sales & Marketing operations. Demonstrated history of developing and executing commercial strategies in subsidiaries and regional roles in Europe, Emerging Markets and Asia achieving strong profitable growth. Main expertise in commercial strategy and execution, P&L management, people organization and change management

SUMMARY OF SKILLS

Sales management:

- **P&L management experience** at regional level in Emerging Markets and Asia (both subsidiaries and distributor markets) with track record for delivering strong revenue growth and profitability targets
- **Regional Sales Manager** experience on field with responsibility for **hospital** (procurement & tenders, HCP education and projects, HCP/patient events) and **distribution management** (account management, margins & pricing, stock management)

Commercial execution:

- History of driving **market strategy and execution** working with Sales & Marketing teams. Leading role in driving the Annual Business Plan and understanding of market fundamentals and competitive landscape to inform commercial strategy and investment planning
- Solid knowledge of **sales force effectiveness programs** (SF sizing, segmentation & targeting, bonus plans), **performance management systems** (reporting, processes, KPI), **portfolio & pricing strategy**

Business development:

- Leading role for the development of commercial **investment cases** for C-level approval and drive local implementation. Investments approved and implemented relate to **go-to-market strategy, sales force expansion, new product launches, operational excellence**
- Leader of a newly established **Marketing Forum** between Asia and Global functions to create and coordinate execution of an **investment pipeline** and enable achievement of our Corporate Strategy goals

People leadership:

- Direct responsibility of both **sales teams** (Italy and Emerging Markets) and high-performing **teams of analysts** (Italy and China). Supervision of large sales forces (50+ reps) and marketing teams (10+ FTE) in multiple countries
- Solid understanding of a **corporate environment** and of listed entities gained working in HQ as well as with >10 local leaders (Country Managers, VP, SVP)

PROFESSIONAL EXPERIENCE

Coloplast

Coloplast is a Med-Tech company that develops products and services for people with intimate healthcare needs. Our expertise includes Ostomy Care, Continence Care, Wound and Skin Care and Interventional Urology. We are a growth company operating globally and delivering strong financial performance driven by innovation and profitability

2020 ○ **Head of Business Development, Asia**

I have been assigned the responsibility to establish the Business Development function in Asia (China, Japan, Korea) to shape a coherent commercial strategy across the Region and drive revenue growth and profitability.

I report to the Senior Vice President Asia and work closely with Country Leaders and Global functions to identify opportunities to develop the existing market as well as to prepare new investment initiatives.

As Team Leader I developed strong relationships with the commercial organization and become the reference lead in Asia for corporate functions. In Beijing, I established a high-performing Business Development team focused on building Sales & Marketing capabilities, developing growth initiatives and supervising implementation.

Selected initiatives:

- Re-designed the **go-to-market strategy** for the Continence Care business unit in China identifying a path to grow 40% p.a. by reallocating the sales force in high-potential geographies; expanding portfolio and pricing options with innovative Consumer programs; adding key new marketing positions and collaborating with the Global Market Access team to roll out a reimbursement expansion agenda
- Established a **Marketing Forum** between Asia and the Innovation organization in HQ to create a systematic dialogue around new products and investment pipeline. Examples of initiatives include customization of **packaging and product bundling** for China Consumer channel; execution of a **clinical study** in Japan; **product line extensions**; alignment of **marketing campaigns**; definition of **reimbursement programs**
- Led activities for the **launch of a new device** in China within Bowel Management and open a new significant value pool. Activities include user insight; collaboration with R&D and Global Marketing for **product development**; **regulatory and market research**; **strategic and financial planning** of the commercial plan

- 2017 ○ **Senior Business Development Manager, Emerging Markets**
P&L management of a Region composed by 7 subsidiaries (Russia, Poland, Czech Rep., Slovakia, Croatia, India, Israel) and other distributor markets and responsibility for development of an investment pipeline to sustain growth and/or improve profitability. Over the last 9 months I have been given full responsibility of the regional business in the absence of the VP.
Main achievements:
- Exceeded **double-digit revenue growth and profitability targets** both years; established a sound process for commercial planning, performance review, sales rolling forecast and commercial execution
 - Coordinated commercial activities between local teams and Global Marketing. Selected activities:
 - **Portfolio strategy** and new product launch cases (India, Israel, Russia)
 - **Resource allocation** for development of digital tools and expansion of Direct-to-Consumer services (Poland)
 - **Brand mix and pricing review** to mitigate currency depreciation and preserve profit margins (Russia)
 - Developed and supervised implementation of new investment initiatives. Selected projects:
 - Executed **organization expansion** in India from 70 to 160 FTE with sales reps, clinical and marketing staff
 - Supervised **launch of a new product category** in Russia growing >20% including medical and go-to-market strategy
 - Directed the change from sub to **distributor model** in Croatia growing operating margin from 52% to 71%
- 2017 ○ **Regional Sales Manager, Italy**
I took on a leadership job with sales management responsibility in Italy as part of my commercial development. My area included several regions of central Italy (~€15M turnover) and a team of 8 Sales Representatives operating with 4 product lines. The customer mix in the Region consisted in hospitals with direct and indirect distribution systems (i.e. ASL), medium-size distributors, pharmacies and medical device shops. Main achievements:
- Fostered a climate of trust, ambition and collaboration between the sales team, clinical staff and office departments
 - Reviewed/established solid processes for performance management: S&T, KPI, budget and target-setting, sampling rules, sales training on marketing programs, CRM adoption
 - Established direct relationships with key customers to drive market share gains and activate new marketing projects
- 2014 ○ **Commercial Excellence Manager, Italy**
My responsibility was to establish the Commercial Excellence function in Italy with the aim to accelerate growth and improve profitability of one of our largest market. As part of the Management Team and with a team gradually grown with 3 FTE, I gained leading responsibilities for performance management and sales force effectiveness including:
- Establishing a **performance management system** to connect the different tracking tools (S&T, monthly reporting, account plans, CRM) and create an integrated process to drive effective commercial execution. The system was rolled out in phases involving Management, Regional Managers and reps and including training and adaptive adjustments. I was granted the Global ComEx Award in 2015; Italy delivered consistently on P&L targets and obtained multiple rounds of investments from Executive Management
 - Leading activities related to **sales force effectiveness** including segmentation & targeting, bonus plans, account action plans, KPI, financial planning and revenue forecasting within +/-2% accuracy
 - Designing and supervising execution of an organizational plan for the subsidiary in 2016 resulting in **restructuring** of sales regions and territories, **re-organization** of the Business Support department into more specialized sub-functions and the establishment of a secondary commercial function responsible for **large distributors and Market Access**

KPMG

- 2012 ○ Consultant, Business Performance Services

EDUCATION

- 2012 ○ Master's degree, **International Management**, University of Bologna, Italy
Final grade: 110/110 cum laude
- 2011 ○ Exchange program: University of California San Diego, US; Major in Business Administration (3.96/4 GPA)
- 2010 ○ Bachelor's degree in **Marketing & Economics**, University of Bologna, Italy
Final grade: 104/110
- 2009 ○ Exchange program: University Pompeu Fabra, Spain; Major in Business Management (8.2/9 grade)

OTHER RELEVANT INFORMATION

- Full language proficiency in **English, Italian** and **Spanish**
- Tutor/guest of postgraduate courses at the University of Bologna within the field of Healthcare Management
- Partner of a start-up project in the outdoor advertising space currently participating in the second round of fundraising