

Manuel Guerrero

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-A senior executive with global Change Management experience for over 25 years with a demonstrated track record of outstanding business performance achievement in multi-national and cross-functional matrix environments, with full P&L responsibility of up to 14 factories worldwide generating sales of €200 million.

-Solid track record of **improving business performance**, increasing both sales and EBITDA, as well as securing long term contracts.

-Pioneering in **Industry 4.0** across the businesses to maintain competitiveness. Passionate about digitalization and IOT, successfully implementing projects for over 12 years.

-Proven ability to formulate a comprehensive **vision and strategy** for a business, restructuring all areas of it (Product range, Organisation & people, Processes) to **deliver strong sustainable growth**;

-Won **CEO Of The Year 2017** for the Mechanical Sector awarded by Le Fonti (lefontiawards.com), a global publishing firm with events in Milan, Dubai, Singapore, Hong Kong, London and New York and featured as **speaker** in the **CEO Summit in June 2017** at **Milan's Stock Exchange** on the topic of **Innovation and Industry 4.0**.

-Strong **B2B expertise** across many sectors including **Consumer Goods, Machinery and Equipment and Technical Services** with a wide range of customers (**FMCG, Food & Beverage, Pharma, Industrial**).

-Greatly enjoys **senior level negotiations** with large customers. Drives integration and **partnerships with customers** via joint value adding projects (Arthritis Foundation with Nestlé).

-**Passionate about leading**, using a positive and motivating style through clear target setting, coaching and a can-do attitude that encourages performance.

-Studied and implemented The Process Enterprise **re-engineering** concepts from the creator of re-engineering: Hammer and Co, in Massachusetts, USA. <http://www.hammerandco.com/>

-Offering a high level of commercial acumen, **customer orientation** and business flair combined with a holistic strategic focus and hands-on approach to leadership to ensure that change implementations **optimise performance** across all functions. Due to my financial background, extremely results oriented and savvy on achieving Financial performance.

-Implemented most up to date business *tools* (IBPP, CRM, SAP), *practices* (Value Added Selling, Project Management), *systems* and *disciplines* to achieve **operational excellence**.
Strong Project Management skills: design, execution, implementation to **align** objectives and **obtain results**.

KEY AREAS OF EXPERTISE

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|--|---|
| <ul style="list-style-type: none">• Managing change to transform organisations into more efficient and profitable enterprises• Increasing bottom line results through a comprehensive business perspective, breaking down silos• Negotiating large contracts with major customers based on long or mid-term partnerships whilst avoiding product commoditisation | <ul style="list-style-type: none">• Managing pricing strategically to increase profitability• Formulating and implementing long term strategic visions along with hands-on implementation and delivery• Leading and motivating management teams through clear strategic direction, empowering employees to improve in their jobs and work environment to engender high levels of commitment and loyalty |
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SUMMARY OF PROFESSIONAL EXPERIENCE

<p>Sonzogni Camme S.p.A. Automation and machinery September 2012 - present</p>	<ul style="list-style-type: none"> • CEO and Managing Director Milan area, Italy
<p>Impress Group Australasia Food Cans and aerosols 2010 -2012</p>	<ul style="list-style-type: none"> • General Manager (MD) Sales and Marketing, Australia & New Zealand Melbourne, Australia
<p>PACT Group - VIP Packaging Plastics packaging 2006 –2010</p>	<ul style="list-style-type: none"> • General Manager (MD) – Caps & Closures and Specialty Products Melbourne, Australia
<p>Tetra Pak Carton and plastics packaging, filling and food processing machines. 1991–2006</p>	<ul style="list-style-type: none"> • Managing Director – Global Straw Business; Modena, Italy (2003 - 2006) • Global Director of Finance & IT –Carton Ambient Business; Modena, Italy (2000 – 2003) • Global Director of Finance, Purchasing & IT – TP Plastics Group, Geneva, Switzerland (1997 - 2000) • Regional Financial Controller, Asia-Pacific – Tetra Laval Convenience Food, Singapore (1996 – 1997) • Finance, HR & IT Director – Tetra Laval Food Iberia Madrid, Spain (1993-1996) • Management Trainee – Tetra Pak, Spain (91-93) HR Project Leader – Tetra Pak, Spain
<p>IBM Spain IT Systems 1989 –1991</p>	<ul style="list-style-type: none"> • Analyst / Accountant

SELECTED CAREER HIGHLIGHTS

- **Proven Business Results:**
 - Implemented the growth strategy in Sonzogni Camme in a quickly declining market due to conversion to electronics vs. mechanical systems. Created in only 14 months a complete new line of mechatronic products and registered the trade marks at European level.
 - Patented parts of an innovative high-speed packaging machine.
 - Pioneering since early 2000’s in IOT, digitalisation and Industry 4.0. Together with Confindustria Bergamo drove a program to define the standard at province level. Visited the Fraunhofer Institute in Stuttgart to review best practices and initiated the implementation in Sonzogni Camme.
 - Personally won for VIP against all odds in 2009 the bid for Coca-Cola’s new short caps, the largest account in Australasia. Contract value of over SA20 million per annum.
 - Secured the second largest pet food manufacturer adding a sales value of over \$33 million and EBITDA of \$5 million for Impress Group. Increased sales in Infant Formula segment by 20%.
 - Designed and patented 3 new products: 2 new straws for Tetra Pak and an innovative pull-ring system to open aluminium foiled containers for SPCA (part of Coca Cola Amatil).
 - Increased sales of straws and straw applicator machines by 11% in 2 years. Increased presence in unestablished markets; increased the product range providing value added choice against commoditisation;
 - Re-arranging production sites internationally with its associated challenges (project plan, CAPEX & Board approval and flawless execution).

- **Strategic Business Leader:**

- Designed and implemented the acquisition strategy for VIP Caps & Closures: market analysis, target acquisitions, execution. Used the information for competitive growth.
- Created a new customer focused commercial strategy together with improved product offering to avoid product commoditisation.
- Implemented Value Selling and Value Added Pricing methodology. Introduced CRM as a business culture. Renewed sales force from an older style of customer management “farmers” to proactive, more service oriented “hunters” profiles.
- Changed the business culture from “employee management” to leadership and personal coaching styles.
- Reorganised globally the production sites. Consolidation of sites in Europe, savings of €1.4 million. Consolidation of sites in Asia, savings of €2.2 million.

- **Global Best Practice:**

- Implemented Lean Manufacturing in every company. Increased productivity and morale in the factories. This in change improved quality & DIFOT and reduced costs.
- Delivered for Tetra Pak in one year a completely new manufacturing platform at five times the speed with only 4 times the capital investment and twice the speed of the competitors'. Increased line speeds 5 fold on all equipment and reduced operator costs by 25%.
- Managed pricing and purchasing tactically to improve Gross Margin by \$1.8 mil. at Impress.

- **Business Process Improvement:**

- *Sonzogni Camme:* Implemented SAP B1 to improve financial and operational performance. Implementing Lean and Industry 4.0 practices across the company.
- *Impress Group:* Implemented Integrated Business Planning Process, as well as CRM and Value Adding Sales concepts. Rolled out comprehensive Project Management policy.
- *VIP Packaging:* Reduced total number of FTEs by 48% in 3 years. Increased sales per FTE from by 66% in same period. Reduced overtime cost by 40% in 2006-09. Reduced absenteeism through motivation and coaching from a historical 7% to a stable 3.3%. Reduced waste from an average of 7.2% in 2008 to an average of 5.0% in 2009.
- *Tetra Pak Plastics:* Implemented the Purchasing Strategy for the Division, achieving savings of over €33 million in three years. Implemented the IT strategy for the Division, centralising all functions reducing headcount, response time for users and costs by €2.3 million.

EDUCATION & QUALIFICATIONS

Master of Organisation & General Management	A 5-year degree in Business Administration, Universidad Autónoma de Madrid
Managing Products Seminar, Tetra Pak Academy IMD, Lausanne, Switzerland	Product Management & Planning, 2003
International Management Master's Duke University, North Carolina, USA	Cross-Cultural Management Course, 1999
Industry 4.0, Confindustria Bergamo & Fraunhofer Institute (Suttgart)	Definition of the standards for the fourth Industrial Revolution for Bergamo Province, 2015
Senior Leadership Program	Strategic development of self, business and organisation 2011
Pricing Masterclass	Strategic pricing for competitive advantage, 2010
Predictive Index Specialist	Strategic and specific HR tool for Organisational Development, 2008
Customer Relationship Management (CRM) Course	Australian Institute of Management 2007
World's Best Practice CRM implementation course	Customer Strategies 2011
The Process Enterprise	2 week seminar on Process Re-engineering Hammer and Co, Cambridge, MA (USA) 2005
Activity Based Management	Management Centre Europe, Brussels, 1998
Increasing Purchasing Effectiveness	Management Centre Europe, Brussels, 1998

LANGUAGES OTHER THAN ENGLISH

Speaks fluently Italian, French, Spanish and some Portuguese.

IT PROFICIENCY

Advanced user of PC's, databases and MS Office applications

Microsoft European Computer Driving Licence (ECDL) 2005

Computerising & implementation management of Integrated Business Applications - SAP, Oracle, BPCS

DETAILED ADDITIONAL INFORMATION

EXPERIENCE & ACHIEVEMENTS

C.E.O. & Managing Director. Board Member

Sonzogni Camme SpA, Milan area

September 2012- current

Background

Part of a group of companies in the "Metalmecanica" sector, making cam indexers, special kinetic precision components for high speed applications, as well as complete machines, whose pride is a highly experienced Technical Department, with extensive knowledge of a very technical product.

Sonzogni Camme holds a leading customer base in the Packaging, Food & Beverage, Pharmaceutical, Industrial and Automation sectors.

Supporting the other 3 Group companies from a Strategic and Business Management perspective.

Key Contributions

- Won the **CEO Of The Year** Award in 2017. Key speaker in the **CEO Summit in Milan's Stock Exchange** in June 2017.
- **Increased sales in 2014 by +7%**, whilst competitors declined by -6%
Increased sales in 2017 by +14%, while the reference industry grew by 6.8%
- **Revisited the strategy** to find new segments for growth, including product extensions and new developments into new areas of business. Currently implementing an **internationalisation** strategy.
- Transferring from a **business-owned mentality** (padronale) to a structured, process-driven dynamic organisation.
- **Implemented a new Management Team**, reviewed the structure of the Board of Directors and their role.
- **Breaking down internal silos** for increased efficiency.
- Managing and motivating people to work in with **team spirit**.
- **Managing margins and pricing** improving bottom line results in a post-crisis environment where customers are extremely sensitive to price rises.
- Changed "cost plus" approach to pricing to a true commercial and business value approach **to ensure full cost recovery**.
- **Improved and grown the business** with world-class Italian multinationals (Tetra Pak, Coesia, G.D, SACMI, ACMA, Sipa, Mondini, Fabio Perini, IMA, Mazzoni, OPEM, OMSO, etc....).
- **Implemented Lean Manufacturing techniques**, reducing costs and lead times.
- **Implementing Industry 4.0 with Cyber Physical Systems and IOT** within production and materials handling. Participated in the workgroup that defined the standards for Industry 4.0 with Confindustria Bergamo.
- **Reduced stock levels** by closely managing purchases and eliminating obsolete products.
- Increasing volumes through **implementation of innovation** with new projects, combining electronics with mechanics, looking for more value added to the historical products.
- Won **Vinci SAP 2013 program**, with competition of over 300 companies across Italy: SAP chose Sonzogni Camme as the winner. Implemented SAP B1 and BEAS for **optimal business planning**.
- Successfully implemented a **project management policy** amongst the whole company.
- Currently implementing **ISO 9001/2015 certification**.
- Won the **Welfare Index PMI first prize** for the Industry Category in 2017, in competition with 3422 companies nationwide. <http://www.welfareindexpmi.it>

General Manager – Sales and Marketing Australia and New Zealand

Impress Australasia, Melbourne

February 2010- July 2012

Background

A division of Impress Group, a world leader in glass and metal packaging. With 6 factories in Australia and New Zealand, a turnover in excess of € 240 million and 550 employees. Their major segments are Food and Aerosols, with a FMCG customer base such as Nestlé, Heinz, Simplot, Murray Goulburn, Reckitt Benckiser, Unilever, Bega, etc.

Managing a complex customer base to retain volume in existing categories and segments. Responsible for both top and bottom line results.

Leading a team of 9 Country and Segment Sales Managers in Australia and New Zealand, including a Sales Support Controller

Key Contributions

- **Managing margins and pricing** in a complex environment, FX coverage, raw materials movement in a volatile and fast-changing market. Architected complex pricing techniques to strategically increase EBITDA.
- **Large contract negotiations** and renewals with world-class multinationals (Heinz, Nestlé, Unilever, Simplot, Reckitt Benckiser, Murray Goulburn).
- Contracted customers to ensure business continuity. Secured business long term by **contracting a total of 94% of sales value** up to 2014-2019
- **Saved €3.5 million in 2010** as part of a contractual benchmarking review with a major customer **through complex strategic planning and negotiation.**
- Captured many new accounts in Infant Formula segment with sales in excess of €2 million and EBITDA of \$500k.
- Gained the second largest Pet Food account from the competition, with sales value in excess of €32 million and EBITDA of €5 million
- Changed “historical” approach to pricing to a true commercial and realistic approach **to ensure full cost recovery.**
- **Implement Value Selling** and Value Added Pricing methodology; **introduced CRM** as a business culture. Application of **Lean Sigma to the Sales and Marketing function.**
- Increasing volumes through **implementation of innovation** with new products and new segments: bowls vs. standard cans, aluminium bottles for beverage market, EZ peels lids, aerosol can shaping, can embossing, etc.
- Expanding the Marketing activities including development of electronic customer newsletters.
- Customer Satisfaction Survey conducted in 2010 and improvement actions implemented in 2011 with very positive customer feedback.
- Driving a **strong integration and partnerships with customers** via joint value adding projects (i.e. Arthritis Foundation with Nestlé).
- Implemented Integrated Business Planning Process (IBPP) for **optimal business planning in a long supply chain.** Implemented Demand Review Tools to ensure sales forecast is accurate and user-friendly.
- Project Management: Part of the implementation team of a structured and rolled out **project management policy.** Successfully implemented it amongst the team.

General Manager – Caps, Closures and Specialty Products

PACT Group, VIP Packaging, Melbourne

March 2006 - February 2010

Background

- *Part of the PACT/VISY Group, VIP Packaging is a Plastic and Steel packaging manufacturer. Major segments are Food and Beverage (including Dairy, Beverage and Food Service); Industrial & household such as detergents, janitorial chemicals, paints, oils and by-products; personal care and pharmaceuticals including cosmetics and medicines.*
- *Managing a \$90m a year business with 2 factories producing over 1.8 billion plastic caps & closures and specialty injection moulded products for companies in the food and beverage, consumer goods and pharmaceuticals sectors;*

Key Contributions

- Mandated to update and improve the business skills, drive the **acquisition strategy** for Caps & Closures, together with a **geographical expansion** strategy (opening a factory in Thailand). **Modernised the workforce** and work practices throughout the other Divisions.
- In a rapid expansion phase, designed and implemented the **acquisition strategy** for VIP Caps & Closures and acquired 2 companies.
- Closed two factories in Australia and opened a state-of-the-art facility in Thailand with reduced costs.
- Increased **contracted customers** from 32% of total sales in 2006 to 81% in 2009. **Gained large accounts** and major contracts including Nestlé, Golden Circle, Unilever, Parmalat, Coca-Cola NZ, FJ and PNG, Senofi-Aventis. **Grew export market** from 0.8% to 6.1% of total turnover in 3 years. Personally won the bid for Coca-Cola's new short caps in August 2009, the largest account in Australasia, with a value of €20 million p.a.
- Implemented **Value Selling** and Value Added Pricing methodology and introduced **CRM** as a business culture. Renewed sales-force from an older style of customer management "farmers" to proactive, more service oriented "hunters" profiles. Increased service levels with customers and **generated additional revenues** of \$A0.4m with technical service contracts in a commodity business.
- Successfully **managed commodity purchases** in volatile periods generating over \$1 million in EBITDA p.a.
- **Reduced inventory** by €2.3 million by closely monitoring stock levels of different types of materials and finished goods, reduced WIP by 60% with improved internal handling.
- **Reduced total number of FTE's** by 48% in 3 years, increased sales per FTE by 66% in same period; **increased labour efficiency** in the last 12 months from 74% to 103%; **reduced overtime cost** by 40% from €1.6 million in 2006 to €0.9 in 2009.
- Technically designed and implemented the light-weighting strategy, as products were becoming uncompetitive due to high cost of materials.
- **Designed and presented patent application** for an innovative pull-ring system to open aluminium foiled containers as per request by Coca Cola Amatil for SPCA. Implemented Stage-Gate System for R&D project management.
- Successfully deployed Nestlé "Icon" coffee jar caps, which won 2 Australian Packaging Awards in 2006.
- Implemented 20 Keys to Workplace Improvement (**Lean Manufacturing**) across business. Managed the successful certification by LRQA of ISO 14001/2004 for Environmental Management and ISO 9001/2008 (latest standard) as well as HACCP accreditation..

Managing Director – Global Straw Business

Tetra Pak, Italy

January 2003 – February 2006

Background

Moved internally with Tetra Pak, as the Managing Director for the Global Straw Business. Accountable for the performance of a €200million a year business with 14 production facilities, including responsibility for Product Strategy & Planning, Sales & Marketing, Product Development, Industrialisation, Production & Order Fulfilment and Technical Service of a business which produced straws, straw-making machines and Tetra Pak Straw Package Applicators

Was mandated to revamp and rationalise the business. The company was struggling with a lack of product innovation i.e. “a straw is a plastic tube”. Responsible for improving the customer drinking experience and thus increasing sales globally of portion packs which were quickly losing market share to small plastics bottles.

Key Contributions

- Personally designed, patented and launched 12 new products to **broaden the portfolio**, increase sales of straws and also of portion packs for the Carton Division. **Increased sales** by 11% both of Straw Applicators and Straws, **increased EBITDA** by 3% points.
- Upgraded the extrusion lines and folding machines for 5x the speed; **implemented World Class Manufacturing** activities in all plants (Six-Sigma); the geographical spread was a major challenge, but the support of the local Carton factories and the Global WCM team the implementation was quick and successful.
- Aligned the Straw Applicator Strategy to the Systems Managers strategies (Systems reported to HO, independent of Additional Materials). This was paramount to **improve line efficiencies at customers** as TP had recently implemented contractual line efficiency targets to be met.
- **Added the adhesives to the portfolio** with a strategic global partnership with National Starch (part of ICI Group) to enable higher line speeds and product reliability at customer's.

Global Director of Finance & IT– Ambient Carton Business

Tetra Pak, Italy

July 2000 – January 2003

Background

Managed the finance function for the worldwide operations of a Business Unit generating 80% of the Group's total revenue, which included responsibility for core acquisition consolidations, reporting quality & deadlines, all facets of the Finance and Administration functions and for the performance of a remote team of 21 local Finance Managers.

Adherence to Group Financial Policies; Group consolidations; Implementation of best practices in Finance. Responsible for Business Controlling (Commercial Manager) of the Global Straw Business, implementing new methodologies and tools for business support and strategy design and deployment

Key Contributions

- **Reduced inventory and working capital** for the largest factories by 17% in 2 years. Implemented a new costing system that allowed for new pricing strategies and **increased EBITDA by 2%**.

Previous experience: Tetra Pak February 1991– July 2000	<ul style="list-style-type: none">• Global Director of Finance, IT & Purchasing – TP Plastics Group, Geneva, Switzerland (97 - 2000)• Regional Financial Controller, Asia-Pacific – Tetra Laval Convenience Food, Singapore (96 – 97)• Finance , IT & HR Director – Tetra Laval Food Iberia Madrid, Spain (93-96)• Management Trainee – Tetra Pak, Spain (91-93)• HR Project Leader – Tetra Pak, Spain
IBM Spain	<ul style="list-style-type: none">• Intercompany Controller