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## EDUCATION

- Ongoing self-development through reading and Conferences in addition to several in-house and external Company training.
- Master Degree in Business Economics - 1991 Università Cattolica Sacro Cuore – Milan Italy.
- High school with Classic studies Liceo S.Ambrogio – Milan Italy.
- Fluent in English; knowledge of French and Spanish.

## CONTRIBUTIONS

- Speaker / Testimonial at EMBA of SDA Bocconi as for other Universities and Organizations.
- Member of “CFO Agora” – SDA Bocconi from 2010
- Founding Member in 2012 and coordinator of Community of “Bologna’s CFO Fireplace” with sponsorship of Alma Mater University of Bologna  
[www.caminettocfo.it](http://www.caminettocfo.it)

Born in Milan on April 16th, 1965, leaving in Bresso (MI), married with 4 children.

# Andrea Cederle

**Senior Executive** with more than **25 years** of experience, mainly in Finance.

**CFO**, with a continuous and relevant exposure to Business and strategic dimension. People, change and innovation are essential elements for companies’ success: I lead these dimensions proactively in complex environment, cooperating at 270° in the organization and on strategy.

In addition to Finance specific skills, with peculiar attention to **Controlling and Financing**, even related to extraordinary situations, there are extended competencies on **HR, Legal and Corporate Affairs, ITC, Compliance and Risk Management**, allowing me to coordinate effectively those functions.

Relevant involvement and direct responsibility on:

- **M&A** both as buying and selling phases;
- Financing and Organizational **Turnaround**;
- **Change Management, Organization and cultural development** projects.

Experience in multinational public companies as well as privately owned ones.

Experience in various industrial and service sectors, old and new economy.

## *Distinctive Elements*

**Business Focus** – I live the role steering it to strategy and future needs of the business and company organization.

**International View** – Accustomed to conduct complex, multidivisional and international organizations, as well as teams from different countries; used to live the “cultural diversity”.

**Management of Complexity** - I manage complex projects and issues involving multiple Functions, or I cooperate with them. Several time with challenge situations, away from “comfort zone”.

**Project Mindset** – I play the assigned role with a “project” mindset to build a solid and structural long-term change and improvement.

**People Development as a funding element** – I value and nurture existing resources, where necessary grafting new energies and competencies. Frequently my replacement was an internal candidate.

**Proactive Leadership** – I take active care of situations, defining and agreeing on immediate needs and long-term targets; I lead the achievement, when needed on-hand, through the different steps.

**Passion and Flexibility** – I developed capability to dive rapidly into the specific business and cultural environment.  
And get them mine.



**From 2014 to 2018 - Milan (IT)** [www.coeclerici.com](http://www.coeclerici.com)

**GROUP CFO** – with responsibility on all staff functions – Accounting, Financing, Controlling, HR, ITC, Legal and Corporate Affairs – 80 peo, with 6 direct reports; reporting to Chairman/CEO and to Executive Deputy Chairman. Member of the board of main subsidiaries.

**From 2017 – Lugano (CH) Managing Director Trading & Mining** (*role ad personam*) with direct responsibility on division staff functions (10 peo) and on the overall mining organization (750 peo).

*Italian Group, 120 years of history, with presence in 13 countries, Turnover of 850 Mil € e 1.200 employees, operates on 5 business lines: Trading, Mining, Sea Logistics, Shipping, Industrial machine (from 2017). It faces in 2015 the market “annus horribilis” with significant loss; thanks to actions taken it reverts back to rise the best 3 years of his history and a significant reinforcement of its cash position (NFP from +178 to 51 in 3 years’ time) and capital value.*

Mission: cooperate and lead group redesign as governance, organization and strategy.

#### Main projects realized and results achieved

- **Staff function redesign – organization and costs:** -15% in 3 years; service quality improved; empowerment of existing and new resources.
- **Organization and legal structure redesign** for all Divisions with savings of more than 2,0 Mil €.
- **Financing structure redesign:** 500 Mil € of credit lines negotiated (syndicate line, shipping loan, hedging and others), in different countries. Redesign of financing strategy for Trading in 2017 reducing credit line from 300 to 200 Mil USD and number of partners too.
- **Risk Management:** full frame implemented, for Trading Division, with innovative approach.
- **Robust governance process set up:** MBO, internal and external reporting, Business Plan, Transfer Pricing, legal powers, Mine ERP.
- **Group Reorganization:**
- **Trading Division streamlined:** from 3 to 1 legal entity (10 countries involved) with transfer of people, asset and activities, process stabilization: achieved in 12 months timeframe.
- **M&A:** 9 projects, including acquisition of IMS Deltamatic (end of 2016), new Division of the group (+70% of Turnover in the 1<sup>st</sup> year). In 2017 I lead divestment from US and German entities, part of Trading Division, not anymore strategic: quickly done with value ca > 50% than expected.
- **Governance and Mining Development (2017):** governance framework and new leads (GM, FD, HRD...); first 20 years plan approved based on robust international rules and standard; reinforcement of HSE and external relation.



**From 2009 to 2013 – Imola (IT)** [www.imolaceramica.it](http://www.imolaceramica.it)

**CFO** – with responsibility on ITC, Legal and Corporate Affairs, member of Strategic Board, reporting directly to Board Chairman; 70 peo and 4 direct reports.

*Most ancient Cooperative and a major ceramic producer with 380 Mil € of Turnover, 75% export and ca 2.400 employees, it is hit by world crisis (30% drop of Revenue end of 2008).*

Mission: set up and organize AFC-IT Function, not existing before, and contribute to company turnaround.

#### Main projects realized and results achieved

- **G&A cost Sizing:** structural reduction from 13,5 to 9.8 Mil € in 12 months. Reinforcement of controlling function, reporting logic revised and introduction of market analysis, Legal and Corporate Department set up.
- Cooperating with Logistic Department for historical 1st outsourcing of services.
- **Financing reinforcement:** bank lines increased 50% in 6 months, NFP secured; Piteco, Cash forecast and indirect factoring implemented.
- **ITC as “Innovation”:** with new ITC Director all services revised; BI project implemented on all functions including production; CRM project.
- **US Market refunded:** in the role of BoD Chairman of US Subsidiary, support to CEO in his re-launch program on US market.
- **Contract Division start up:** cooperation in designing of organization and market approach.
- **Credit Policy for Italian Market:** with Sales Director redesign of policies, training of employees and agents, direct on the field implementation. Stop to the trend of historical increase and gradual evident DSO decrease.
- **M&A:** entities streamlined (3 merges) and due diligences conducted in Romania and Italia, one finalized.



From 2007 to 2008 – Milan (IT) [www.coeclerici.com](http://www.coeclerici.com)  
**GROUP FINANCIAL CONTROLLER** – with responsibility on Controlling Department (internal reporting and to BoD) and on M&A and extraordinary financing; 10 peo and 3 direct reports.

Main projects realized and results achieved

- **Reporting:** logic and instruments reviewed and refreshed; cost reporting introduction.
- **Board Chairman and CEO of US Trading Entity** (role ad personam): I've been requested to restructure and liquidate the entity avoiding the bankruptcy. Result achieved within 6 months.
- **Mining Division Lead** (role ad personam): strategic investment finalized on February 2008. I step in the role of BoD Chairman to coordinate and conduct on site the start up and integration of the new entity, supported by local General Manager and Operation Director.



From 2001 to 2007 - Milan (IT) [www.accenture.com](http://www.accenture.com)  
**Corporate BPO Finance Director** – 2007  
**European BPO Finance Director** – 2006  
**Region Business Controller** – 2001 / 2005.

Before to take on the international roles in Business Process Outsourcing Division, as consequence of IPO, I'm requested to lead between 2001-2005 the design and implementation of the Business Finance structure, pivot role of compliance and business financial risk; the team rise from a small team to 105 professionals, of which 12 Managers, most of them internally grew and promoted. In the timeframe we conduct several successful projects (SarboX, SAP implementation, Onshore and Nearshore Shared Service Centers, Finance Team for BPO Service Center in Prague...) becoming recognized as most excellent Region (composed by Italy, Greece, Central Europe, Russia and Middle East).



**1998-2001** (Milan - IT) **Controller and Finance Manager**; I assume also roles "ad personam" to launch Corporate initiatives cooperating with other Functions. I take up the full Finance responsibility of minor countries of the Region (Israel, Greece, Turkey and UAE).



**1997-1998** (Milan – IT) **Controller Italy and Greece**, to support development and cultural change: I refresh processes and instruments, implementing Corporate programs. In 1998 I add the role of **European Controller** for Technology competence.



**1991-1996** (Milan – IT) **Computer Division Sales Admin Supervisor** and later for **Customer Support Division**. Then I became **Controller** of same Division and finally, still for the same, I accept role of **European Business Controller** (from June 1995 in Geneve – CH).