

Curriculum Vitae

Vittorio Padovani

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27, 1965

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My career started in management consultancy, afterwards it widened to companies direct management, where I had the opportunity to guide and rationalize the **complex and international contexts of 5 different industries** (Consultancy, Utilities, Food, Textile & Fashion and Insurance).

An important part of my experience has been the leading of **innovation technology and process engineering** to reach goals, acquiring an **extensive knowledge of business**, organization models and technology.

Later, I reinforced my skills in general management, including Human Resources, and this step-change allowed me to design **innovative and unconventional projects of transformation**, harmonizing processes, systems and behavior to reach strategic targets.

I had the opportunity to manage and appreciate People with different cultural backgrounds. Finally, I would highlight my ability to implement **strategic planning**, thanks to a great **change management and execution expertise** for generating tangible results.

These are the main roles:

Period	Company	Industry	Role
• 2016 – Current	: BNP Paribas Cardif	Insurance	Chief Operating Officer
• 2014 – 2015	: BNP Paribas Cardif	Insurance	Chief Innovation Technology Officer
• 2008 – 2014	: Marzotto Group	Textile & Fashion	Group IT & Supply Chain Director
• 2005 – 2008	: Marzotto Group	Textile & Fashion	Chief Information Officer
• 2002 – 2005	: Pastificio Rana	Food & Beverage	Chief Information Officer
• 1995 – 2002	: Gruppo Erogasmet	Utilities	IT Manager
• 1992 – 1995	: Akron Consulting	Consulting	Partner

Professional Path

Apr-2014 – Current
BNP Paribas Cardif - Italy

Chief Operating Officer (2016)
Chief Innovation Tech Officer

I joined the Insurance industry as **Chief Innovation Technology Officer** at BNP Paribas Cardif with the aim of innovating, transforming and industrializing the company **leveraging on the best practices of the advanced manufacturing** and retail companies which I previously worked for. I am currently acting as **COO**, leading and transforming the whole value chain composed by Demand Management, Organisation, Innovation Technology, Operations and Procurement (about 200 People). Member of Italian Executive Committee. These are the major initiatives whose I focused on:

- Reshaping of the organisation among the value chain through the introduction of **new governance, roles and best practices** for controlling the masterplan in order to generate **new efficiency and profitability**.
- **Design and execution of the 3 years Industrial Plan (2017-2020)** with the aim of generating efficiency, improving the level of service, mitigating the operational risks and increasing the level of automation through the deep revision of processes and systems, including cybersecurity.
- Design and execution of a specific conformity plan for upgrading the whole IT infrastructure to the best standards in line with available technology, generating **Group synergies**, obtaining **concrete business continuity**.
- Study and execution of the IS Roadmap with the adoption of IT sourcing as **strategic leverage for accelerating the transformation**, make the costs flexible and overcoming IT obsolescence and the **inertia of the cultural impact**.
- **Full revamping of the procurement department** in terms of roles, processes and systems in order to ensure the effectiveness of the department and the full compliance with group standards.
- Launch of a new industrial approach in operations based on a new framework of controls, a middle office layer and a daily dashboard in order to **proactively manage issues and backlogs**. **Progressive adoption of RPA technology**.
- Carrying out of a new **B2B “end to end” web platform** for selling Protection and P&C products through the bank assurance model.
- Launching of the Data quality and analytics initiative for **improving the quality of information and the data intelligence approach**.

Jan. 2008 – Apr. 2014
Marzotto Group (Textile)

Group IT & Supply Chain
Director

Corporate assignment, directly reporting to the Board of Directors for rationalization of Italian and foreign entities, with the objective of **generating synergy along the value chain** to maintain autonomy in terms of product and commercial penetration.

These are some successful initiatives:

- I redesigned and **harmonized the Extended Supply Chain model among the different businesses**, based on the “network” model of organization, obtaining resource efficiency, unified processes and high levels of service along the value chain.
- I created the **“IT & Supply Chain”** function for process engineering and government of the technologies needed to manage the “IT shared services” and the single Supply Chain model. The IT **opex was contained to approximately half the market average**.
- **B2B integration into the Supply Chain**, connecting processes and systems starting from research and development and up to logistics. Efficiency was obtained, and **new service levels were proposed to the market**.
- Application of a planning model integrated with the shop floor, which makes it possible to **act in real time and up to the single department**, simulating alternative scenarios. **Correct management of the production priorities**, and reduction of the workers in the planning area.
- Creation of a logistics platform transversal to the group with **extensive specialization on Client needs**, which in addition to new return caused a **20% reduction in the cost** and improved **delivery times**.
- I took part in the due diligence and the building of the industrial plan for acquiring the Gruppo Ratti, **contributing in taking the company to break even** in just one financial year. I worked on the acquisition of Linificio and Canapificio Nazionale, Tallia di Delfino and Redaelli (leading industries) in the same manner, centralizing the services to **obtain important cost and service benefits**.

- **Reshaping of the group image on the Web channel**, through the implementation of 14 new sites for communicating the “network model” and the distinctiveness of the individual brands.
- Transformation of the IT services to full cloud outsourcing, obtaining a **cost reduction** of 13% and **spreading new** unified communication and virtualization **services**.

Sep 2005 – Jan 2008
Marzotto Group (Textile & Fashion)

Chief Information Officer

Group role reporting to the CEO for **transforming the IT function from cost to strategic lever**, opex rationalization and innovation with process engineering and revision of the systems of the different Italian and foreign entities.

Some projects carried out:

- I reorganized the Information office and its staff, **establishing the role of Information Technology**, reconstructing relations within internal staff and management, and using **an organization designed for the company process image**, supplying the IT staff with new and more suitable skills.
- Study and application of the three-year plan (approx. 6 M Euro) for IT transformation with rethinking of the technological and application management, **full outsourcing of complex services with little additional value** and implementation of “IT shared services” at group level.
- Redesigning of the IT sourcing ambit, with the **construction of a flexible scenario** and externalization of the infrastructural services with an **opex reduction of 20%**.
- I implemented and spread SAP and other standard applications for finance in the Italian and foreign entities, with resulting **rationalization of resources and better control of the economic-financial levers**.
- Designing of an innovative “**B2E**” communication instrument for supporting the change and rationalizing the main internal processes, with a resulting **increase in the feeling of belonging** and efficiency of the internal flows and the resources used.
- I introduced Business Intelligence and Corporate Performance Management to all company levels, which **increased analysis culture and result sharing**.
- I extended the application portfolio, revamping the vertical applications, introducing a new Sales Force Automation system and reviewing the R&D instruments to **improve the performances of the creative area** and support the requirements of continuous collection.

2002 – 2005
Pastificio Rana (Food)

Chief Information Officer

I reported directly to the CEO with the aim of creating IT management and innovating by redesigning the whole technological structure, the application extension of the ERP system and the sensitive areas that are typical of the GDO sector.

Some successful initiatives:

- I established the IT department, creating **awareness of the strategic role of IT in following company objectives** at all levels, distributing a new and different level of service and creating an ROI culture on IT investments.
- I took part in completely redesigning the technological infrastructure and the TLCs for creating a higher level of security for the systems, and for the complete distribution of IT Shared Services.
- I **redesigned the processes and company flows using BPR** as a pre-requisite for the use of a new ERP Oracle system, **which was introduced successfully and gave full investment return**.
- Implementation of processes and instruments to support the launch of new products, with use of a PLM application by R&D until positioning on the shelf, **which reduced the time to market**.
- Creation of operation systems and methods for controlling and measuring the **efficiency of the promotional lever**, overlapping “ex-factory” data with market information and obtaining a significant **optimization of cost**.
- I created and introduced a B2C portal for the indirect Italian and foreign distribution networks, recovering **efficiency of the Customer Service and optimizing the cash flows** for the change in the re-invoicing cycle intensity.
- I created organization interventions to support the General Management, for the setup of management committee and the use of an MBO system, with the aim of **pushing human capital towards results**.

- I introduced Business Intelligence to all company levels, **creating awareness and culture of the multidimensional analysis of the main indicators.**
- Study of instruments to support the sales area, with a Sales Force Automation system for **managing orders in real time**, and a Web-based initiative for agent incentive campaigns of the Normal Trade channel.
- Revisiting of the Web Corporate Image and creation of the launch campaign on the Internet for a new product line which, together with collateral initiatives, **represented an important success for the channel.**

1995 – 2002
Gruppo Erogasmet
(Utilities)

IT Manager

I created and developed the IT function and organization for supporting growth and harmonized the acquisitions operated by the group, reporting directly to top management.

Some initiatives are briefly indicated:

- I created the information system department for centralizing and spreading IT services using an efficiency model, subsequently exported to all the acquisitions operated by the group **as best practice both in terms of processes and systems.**
- I worked on designing and implementing the ERP system, **with resulting efficiency returns** both financial and operational.
- I took part in the acquisition routes, **redesigning the contexts with BPR and managing the change** using standardization, staff function centralization and front office process activation.
- I designed the technological infrastructure, using Open Source extensively, with **significant advantages in application stability and cost.**
- Creation of Y2K and Euro compliance interventions, including the simulation and backup plans tied to the continuity of the issued services and the possible impacts on clients.
- Creation of the company Intranet as a support vehicle for obtaining ISO9001 certification, **using only Open Source technology.**
- Design and enforcement of the intervention plan for separating activities between distribution and sales in the gas supply service, with **resulting redefinition of roles, systems and management processes.**

1992 – 1995
Akron Consulting
 Partner

I acted as an entrepreneur and co-founder in developing a startup active in the consultancy and applicative solutions worlds, helping both to create and develop new products and in implementing consultancy projects.

1987 - 1991
Fienco - Groupe Concept
 Consultant

Project Manager in the ERP environment and for vertical cash management applications, economic-financial planning and foreign exchange-interest rate risk

1983 - 1986
IBM Italy
Phillips Computer Italy

Functional analyst and programmer of applications tied to administration, finance and control themes for small-medium clients.

On the Job Training in analysis and programming for the banking sector

References – Training - Contacts

References

Gian Luca Rana, CEO - Pastificio Rana
 Andrea Bolla, CEO Vivigas - Stefano Bolla CEO Erogasmet Group
 Marco Fraccaroli, CEO - Granarolo International
 Giorgio Todesco, General Manager – Marzotto Group
 Stefano Sassi, CEO Valentino SpA

Languages

Italian, native speaker
English, good level of written and spoken

Training

Executive Program in Manufacturing and Operations - SDA Bocconi - Milan
PSM MBA – Executive Development Program - SDA Bocconi – Milan
Managerial Evaluation of Computer System - SDA Bocconi - Milan
Intensive Business English - Hult International Business School – Boston
Business English Certificate - Cambridge School – Verona
High School - Scientific Degree , Liceo Scientifico G. Fracastoro - Verona

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