

## PROFILE – FRANCESCO MORONI



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### SUMMARY PROFILE

- **Seasoned professional in Management Consulting and Temporary Management** for situations requiring step-changes in business and financial performance, either for profitable or distressed companies.
- **Specialized in advisory and management for mid size industrial companies**, reporting to private equity executives and entrepreneurs.
- **General management mindset** with a broad hands-on experience of various operative process / functions: Procurement, Supply Chain, R&D, Product Management, Sales & Marketing, Cost Control; strong financial and M&A background, international experience.
- Successfully **managed major company transformation programs**, from the assessment to the full scale implementation; my recognized attitudes are: strategic and hands-on mindset, complex situation management with various stakeholders, team working, sense of urgency, innovation, technical discipline.
- **Board of Director experience** for three companies as industrial advisor in special situations.
- **Wide experience in various industries**, notably Automotive, Aerospace, Appliances, Durable goods, Production equipment, Furniture, Energy & Utilities, Biomedical devices.

### EDUCATION

- Degree in Electrical Engineering, University of Pavia, 1983 - (110/110 with praise)
- Alumnus of Collegio Ghislieri, Pavia, 1977-1983
- MBA, Bocconi University (Milan), 1987
- Languages: Italian (mother tongue), English, French (fluent)

### PROFESSIONAL TARGETS

- General Management for situations requiring step-changes in performance
- Project management of complex changes

**2017- June 2018: CRO – Chief Restructuring Officer, plastic film company (confidential)**

- The company is a European leading producer of plastic films mainly for the food industry, 150 MM€ revenues, financially distressed.
- Responsibility to recover and manage industrial and back office operations, develop an industrial and financial plan; the role has been appointed by the BoM and reports to the President
- In the last months I have been also appointed to the Board of Directors.

**2015 – 2016: Chief Commercial Officer Bellco srl, Modena – biomedical devices**

- Responsibility to invert the declining top line and gross profit trend, reorganize 7 sales & service branches in Eu, Americas and China, define the product range optimization and evolution, reduce working capital, improve EBITDA by 10% of sales in 3-4 years.
- Co-management with the General Manager of the company restructuring and relaunch
- The role has been appointed by the private equity owner (Montezemolo & Partners)
- It has been completed with the successful divesture (the industry global leader Medtronic has acquired Bellco in feb. 2016)

**2012 – 2015: Independent Board Member, Unopiù S.p.A. (Outdoor furniture) and Elia S.p.A. (Automotive Logistics)**

- In both cases the role has been appointed by two leading private equities and the lenders to support the business performance after a phase of financial distress and debt restructuring (182 bis).
- Both situations have ended with the divesture of the companies to trade buyers.

**2003 – 2015: Director – AlixPartners, Milan**

- Proposal and management of performance improvement and restructuring projects in Italy, Europe, US, Brazil.
- Successfully managed over 30 engagements, part of them to define and launch the projects, part also to implement the planned changes.
- In various situations the professional fees have been linked to the financial results.
- Since 2011 I have worked as an independent contractor.

**2000 - 2002: Associate Director - PriceWaterhouseCoopers Consulting, Milan**

- I joined the firm as Associate Director dedicated to the Energy & Utilities Industry and to the Strategic Change Practice.

**1998 - 2000: Director, Strategic Planning - APRILIA S.p.A. Noale (VE)**

- This position has been introduced following the rapid development of this leading entrepreneurial company in the motorcycle business.
- The position reports to the Managing Director and is supported by a dedicated team of professionals, partially consultants.

**1990 - 1998: Principal - A.T.Kearney S.p.A. Milan**

- I have entered the company as Associate, and I have reached the position of Principal. In the last years I have been part of the European core team for the Automotive industry

**Previous other Industry experience**

- Pilkington (flat glass) as marketing manager for the automotive business unit
- Philips (telecom division) as product manager
- ENEL (R&D unit) as technical researcher

**Other information**

- Married with two children.
- Member of a classic music choral group associated to one of the most prestigious european baroque ensemble.
- Other hobbies: winter sports, trekking, sailing, biking, piano playing, home design.

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