



## ANDREA GRILLI

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### **Sales and Marketing Management – Technical Service & Project Management – Strategic Business Development**

High energy executive with professional experience in international strategic sales, technical services, project management and business development in electronics, metallurgic, oil & gas, glass technology, power energy, renewable industries and polyurethane; with aggressive drive for results. Extensive experience in driving higher product adoption rate, higher revenue per product and market share growth in key target markets for technology products and services. Outstanding record articulating clear strategic vision for growth, defining highly differentiated innovative solutions, executing profitable business plans in a global environment. Consultative partner to senior clients, skilled at developing trusting personal relationships. Dynamic leader uniquely able to create, empower and motivate high-performance teams, consistently delivering outstanding results in competitive markets.

#### **KEY STRENGTHS**

**Strategic Planning & Project Leadership:** Development and leadership of detailed business expansion plans incorporating marketing strategies, competitor and market analysis, maximizing segment value differentiation and performance, contract and partnership negotiation and customer relations management, project activities plan and evaluation in order to accomplish the project objectives

**Financial Management:** A record of creating new business growth with P&L accountability. Maximizing profitability through aggressive client account capture and value pricing strategies and financial management practices.

**International Sales and Marketing:** Global management and project leadership has provided a broad understanding of multiple marketplace cultures, and how key clients in each market are uniquely approached to maximize opportunities and overcome obstacles.

**Human/Capital Resource Management:** Cross-functional department management and team building, personnel processes, corporate re-organization, staff career development.

#### **EXPERIENCE AND ACHIEVEMENTS**

**Impianti OMS Spa, Pumix – Hennecke Polyurethane Technology – Milan (MI) -**

***Sales development & Marketing Manager***

[www.hennecke.com](http://www.hennecke.com) Jan 2016 – today

Impianti OMS is part of Hennecke Group has become a market leader in vast areas of polyurethane processing; we develop and build high-quality machine, systems and process technology for polyurethane processing. Hennecke Group is fully committed to address the requirements of worldwide customers in their versatile applications fields through chemistry and machinery in many industries such as: insulation panel (with flex and metal face, automotive, mining, oil and gas, footwear orthopedic, bioengineering, interiors, sport, composite material, etc).

The essential duties and responsibilities are:

- Strategic Marketing and Sales analysis and development
- Change management support for integration process
- Finance Management
- Sales and Project Team leadership
- Market positioning in segment and pricing to enable mutual streamlined engineering investment and key account design-in strategies
- Ensure accurate and timely booking status of all sales opportunities expediting progress toward quarterly and annual sales
- Human/Capital Resource Management of Sales and Service Team
- Direct the development of collateral, white papers, sales tools, training material, website, press materials and channel support for on-going sales efforts including brochures, technical application notes and newsletters, technical posters and business presentations.

**BDF INDUSTRIES Spa – Vicenza - [www.bdf.it](http://www.bdf.it)**

2014 - 2016

***Sales development & Marketing Director***

BDF Industries ranks among the four largest suppliers of engineering solutions and equipment to the glass industry world-wide; it is the sole player in the hollow glass market able to offer "turn-key" plants from the engineering to the maintenance service. BDF Industries is an EPC company of plants and equipment from food & beverage to perfumery and pharmaceutical products. The Company operates through four product lines focused on different applications as Forming, Melting, Automation and Energy. BDF Energy produces advanced systems capable of generating electricity, heating environments and/or producing chilled water where before there were just the exhaust gases. as well as for generation by means of cogeneration and energy efficiency & renewable solution.

The essential duties and responsibilities were:

- Ensure accurate and timely booking status of all sales opportunities expediting progress toward quarterly and annual sales commitments. Manage sales objectives supporting reviews quarterly data with account sales leader for his approvals.
- Make strategic market analysis considering all options in terms of needs and value proposition in order to prepare business plans and risk analysis also evaluating the objectives for the organization and opportunities for the Company;
- Develop and grow business, particularly in Asia, Far-east, Russia, CIS, North and Est Europe, Americas.
- Represent BDF Industries' interests in customer negotiations; conducted follow-up on accounts receivable resulting from sales
- Establish senior client relationships worldwide and strategic partnerships with third companies, enabling roadmap alignment with key technology drivers and annual product line revenue generation
- Direct the development of collateral, white papers, sales tools, training material, website, press materials and channel support for on-going sales efforts including brochures, technical application notes and newsletters, technical posters and business presentations.
- Create new market opportunities through the acquisition of strategic projects aimed to the product innovation
- Supervise technical & operation requirements necessary to design a lean process methodology together with the operation team

**CPL Concordia**– Italy – [www.cpl.it](http://www.cpl.it)

2013 – 2014

***Business development Manager - EPC Renewable Prj & Energy Service***

CPL is involved in every aspect of energy: from procurement and distribution to sales and accounting for gas and electricity, as well as its production by means of both traditional like cogeneration and renewable systems (i.e. PV solar systems). From planning to execution of solutions that improve energy efficiency and produce savings of resources for public and private customers. CPL Group has operations on five continents: Europe, Africa, North America, South America and Asia.

I reported to the General Manager to develop the international business; the product lines were:

Renewable Energy Project (Biogas, Biomass, Photovoltaic, CHP), Oil&Gas and Water ( Distribution, Global Service of rotating machine, Smart Metering, Remote monitoring, Water Treatment plant ), Power (Energy Service, Facility Management, Building Automation, District Heating, Public Lighting, Smart City).

Through the use energy management platform and services, with CPL Concordia I offered and supplied a real time data and predictive power supply to minimize operating costs and to provide total visibility on energy usage e.g hospital, buidings etc. In the public administration sector CPL Concordia has several references in projects such as PV plant, street-lighting management, smart city and/or upgrades in Italy.

The projects also used a business model implemented by a forfaiting scheme; we demonstrated the ability to offer financing structures suited for specific project needs being a driver for new financing solutions for energy efficiency abroad.

**APPLIED MATERIALS - EES** – Italy, Shanghai - [www.appliedmaterials.com](http://www.appliedmaterials.com)

2010 – 2014

***Sales development & Product Marketing Manager***

AMAT is one of the largest multinationals serving the semiconductor, TFT LCD display, Glass, WEB and PV/Solar manufacturing industries. The product line includes equipment for Cells- Photovoltaic fabrication and metallization used to manufacture the world most powerful crystalline silicon cells. The primary markets span most of renewable energy and photovoltaic industries.

I developed and execute marketing and sales strategies to expand new business opportunities working with new and existing customers. I collaborated with the operation team to implement a lean flow methodology in a new production Fab. The essential duties and responsibilities were:

- Develop and manage sales and marketing team in China, establishing Joint Development Partnership with leading customers who drive 50% share in photovoltaic market
- Define and implement new product strategies & business development plans to increase worldwide market share; and customer loyalty.
- Refocus and align sales and marketing on vertical market customers to maximize sales team and marketing focus, creating crisp value proposition for strategic solar manufacturers of wafer, cell, module and system integrators
- Identify and supporting new customer designs and expansions with a total annual revenue of \$ 800 M over three years period, accounting for a 95% increase in top line growth annually
- Establish and consolidate senior client relationships worldwide, enabling roadmap alignment with key technology drivers and annual product line revenue generation; results grew 40% of market share
- Define and execute product strategy, overall business plans for crystalline silicon cells, market positioning in segment and pricing to enable streamlined engineering investment and key account design-in strategies
- Supervise technical requirements necessary to design together with AMAT RE&D departments in Italy, USA and China, new processes, wafer tools, screen printing lines, PV modules and systems in order to enable customers to get a better COO cost of ownership, thanks to lower operating cost, a better cell efficiency and higher module power output
- Provide leadership to team members to achieve project goals.; manage project changes and interventions to achieve expected outputs completing project evaluation and assessment of results
- Identify potential complications within the project and develop ideas and action plan for solution.
- Lead the completion of the in-use and final sign-off (FSO) milestones with all parties

I interacted regularly with executives (i.e. Finance dept.) and equivalent level managers across functions and regions concerning matters of significance to the company. The business is a combination of hardware, process, materials, systems and automation expertise coupled with a network of global labs and partners, delivering significant advances in efficiency, productivity and yield.

**DANIELI & C. OFFICINE MECCANICHE** - Udine, South America - [www.danieli.com](http://www.danieli.com)

2003 – 2010

***Vice President of Technical Sales & Service***

DANIELI ranks among the three largest suppliers of plants and equipment to the metals industry, worldwide; it is an EPC company of plants and equipment, from ore to finished flat and long products. I implemented and managed a dedicated worldwide After Service Sales organization; working with new customers to expand business opportunities and the following products: upgrades and new mechanical equipment and automation, technical assistance for repairing and overhauling, training, performance evaluation & pay per performance long term service agreement (LTSA), e-Learning management system (LMS), maintenance management system (MMS) & predictive diagnostic solutions. The strategy was to reach the revenue target by maintaining and improving the equipment operating performance (rolling mill long, flat products and melt shop) of private and governmental Steel Companies. The projects and contracts have been performed using the 6 Sigma methodology. The essential duties and responsibilities were:

- Start - up of new local branches, international sales organization, local maintenance workshops and technical after service sales centers with a new business model and products; 10 area managers and key accounts abroad , 30 sales & project managers in Italy
  - Create a sales channel for services in South America, East Europe, Middle East
  - Develop and grew business with extensive worldwide travels, particularly in Asia (China, India, Thailand, Burma, Vietnam, South & Central America (Argentina, Ecuador, Chile, Brazil, Mexico, Caribe, Venezuela, Colombia), Europe (Spain, Greece, UK, France, Germany, Italy, Russia, Ukraine) Middle East (Turkey, Iran, Saudi Arabia, Qatar, UAE, Syria) , North America, North Africa.
  - Manage sales activities to achieve the objectives for the strategic accounts worldwide; results grew revenue from €20M to €200M run rate in 4 years and 50% of market share increase
  - Lead a sales team on a successful international after sales campaign in Chile, Russia, Turkey, China, Saudi Arabia, UAE, Egypt, Venezuela, Brazil, Trinidad/&Tobago, Santo Domingo, Thailand, India, China, Burma, USA. The revenues in 2 years from the campaign in Chile was € 1.2M of service, €1.5M€ of spare parts, €3M of upgrades/new equipment, 80% gross margin
  - Accountable for order quota achievement with an overall accountability for planning, executing and submitting the Annual Sales Business Plan
  - Represent Danieli's interests in customer negotiations; conduct follow-up on accounts receivable resulting from sales.
  - Manage expenses for sales department within guidelines and departmental budget; evaluate the current cost structure and develop an alternative costing model to improve gross profits of select products by up to 15%
  - I made a new LMS for operating steel making plants and developed sales of the relevant courses and evaluation system to worldwide Customers
  - I have been the creative source of marketing programs including technical seminars, market focused seminars: e.g. Plant Maintenance Management System, 6 Sigma & continues improvement process, Global Service Contract, pay per performance LTSA
  - Accomplish project human resource objectives by recruiting, selecting, orienting, training, assigning, scheduling, coaching, counselling, and disciplining employees; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures
  - Achieve sales and project operational objectives by contributing information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer service standards; solving technical issues; completing audits; identifying trends; determining system improvements; implementing changes.
- The business is a combination of mechanical equipment, automation and process know how coupled with a network of global sales, service offices, partners and Key customers.

**GE OIL&GAS - NUOVO PIGNONE** – Italy, Milan - [www.geoilandgas.com](http://www.geoilandgas.com)

2000 - 2003

**Sales Manager**

The product line included the following products and services:

- complete solutions for multi fuel service stations (Petrol, LPG and CNG) including automation and electronic payment solution
- gas (smart) meter
- gas odorization system
- measurement&pressure reduction unit
- cathodic protection
- gas volume coverters
- remote monitoring solution fo distribution unit
- global maintenance service

Market consisted of both worldwide governmental and private Oil&Gas Companies and Mutiutilities. The responsibility was to develop and start business in new markets. We sold through local distributors and directly bidding to international tenders. Maintenance Service was an important part, that's why the go-to- market strategy always included development of both sales and service structures, usually with the same country partner/distributor.

I developed and patented in Europe a gas meter with an innovative electronic control and safety system for gas supply and distribution service.

I actively participated in the GE 6 Sigma Quality Program (e.g. LTSA & win win/ pay per performance projects) for GE process re-engineering, Global Services and digitization.

**DECATHLON** – Italy, Milan - [www.decathlon.com](http://www.decathlon.com)

1999 - 2000

**Product Manager – sport plastic division**

The products were fabricated by European sub-suppliers' production lines. The role included the product development and production management together with the engineering department of Decathlon France.

**SMC COMPUTERS** - Italy, Treviso - [www.smc.it](http://www.smc.it)

1997 -1999

**Sales Engineer**

The products are ERP (Enterprise Resource Planning) and BtoB web software solutions.

### **EDUCATION HISTORY**

- Master of Business Administration; University of Milan (Italy) - MIP School of Management, 2007
- Master Degree of Engineering; University of Padova (Italy), 1997 - Electronic & Biomedical
- Training: Business Development Analysis, Finance, Professional Selling Skills and Six Sigma Quality Program; at GE Learning Centre, (Italy), 2002

I speak and write fluently English, Spanish and French.