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SUMMARY

Fortune 100 as well as Start-up executive with 20+ years of international experience in Operations, Leadership, Strategy, M&A, Franchise & Partner Management, Marketing & PR, Product Management, Consulting, in-house Academy, build-up organizations of industry/vertical teams and diversified go-to-market channels (direct, indirect; digital).

- Accomplished COO and Business Unit leader with expertise in consistent revenue growth agendas and margin expansion, successful strategies, value-add programmes, acquisitions, and with new, market-relevant technologies / digital innovation projects. 15+ years of successful development and implementation of Market Positioning, Marketing (incl. fairs & events) and Corporate Com programmes.
- Highly engaged leader and flexible team-player with a can-do attitude paired with an international acumen to manage across diverse cultures in EUR, NAFTA, Southeast Asia and China.
- Thought leader and speaker in the sectors of Fitness & Health, Automation, Digitalization.
- Change agent and influencer with strategic vision to build high-performance culture amid rapid change and deployment, recruitment of highly engaged self-motivated team players.
- Strong experience working in a fast-paced, constantly changing environments with an agility to adapt to changing requirements and flexibility whilst harnessing innovation.
- Ability to find innovative ways to motivate and challenge teams to accomplish objectives.

PROFESSIONAL COMPETENCIES

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|------------------------------------|-------------------------|--------------------------------|
| ▪ Multi-Unit Operations Management | ▪ B2B, B2C sales | ▪ Operational Excellence |
| ▪ Multi-million-€ P&L Management | ▪ Brand Development | ▪ Performance Monitoring |
| ▪ Leadership | ▪ Contract Negotiation | ▪ Relationship building |
| ▪ Strategic Planning | ▪ M&A, Organizational | ▪ CRM & Partner Network |
| ▪ Int'l business development | Re-structure and Change | ▪ Cross-Cultural Communication |

HIGHLIGHTS

PROFESSIONAL EXPERIENCE

Group COO – INLINE Group (Dorsten, Germany: 11/2016 – Present)

The INLINE Group is a Germany-based company active in Central Europe's fitness sector. With roughly 200 gyms (Franchise) at high quality level, a consulting company with 40 consultants, its own academy, as well as an F&B distribution organization, it is one of Europe's largest fitness chains.

Key Responsibilities and Accountabilities:

- Full restructuring of the overall group incl. transformation into a digital company. Provide new vision and positioning, operational leadership, identify business opportunities and spearhead strategic expansion, growth plans. Consulting to the Franchise-Partners.
- The position reports to the Board of the Swiss mother company. 7 direct and 270 indirect reports.

Key Achievements:

- Full Group P&L responsibility, year-end closings, direct Marketing, Legal and HR responsibility.
- Halting a 3-year decline in Franchise, Consulting and Academy fees /sales, achieving higher profitability (in 12 months despite a weak balance sheet and a newly formed sales organization).
- Build-up organization, introduction of middle management and talent onboarding.
- Prepared country business plans for international expansion.
- Changed business and pricing model, standardization of the Franchise system, new formats strategy and product portfolio formulation, rolled out new (seasonal) Marketing strategy.
- Selected and implemented new digital tools: B2C app, B2B platform, order-to-cash, brand awareness, fitness apps, franchise management platform and online-shop. SAP adoptions.
- Created new positioning, premium quality image and “love brand”; new Merchandising strategy with updated assortments and display techniques (+ 20% sales within 12 months).
- Awards for “Nr. 1 Consulting Company” (BodyLife Award, 2017), “Best Gyms” (Money TEST, 2017), “Best Gym 2018” (DISQ, German Institute for Service Quality).
- Academy turn-around by a comprehensive change in programme and business model; e-learning.
- Provided innovative alignment system with the roughly 200 locations and partners.
- Implemented a fully new set of Franchisee services along the supply chain and installed new consulting and retention approach.
- Launched fully new sponsorship programme with +40 international sponsors’ commitment.

CEO, Founder – form&perform (Milan & Alessandria, Italy: 01/2014–10/2016)

Founding and growing a consulting firm supporting clients in their – international – growth objectives.

Key Responsibilities and Accountabilities:

- Support companies with dedicated tools and programs in their strategy to internationalization, digitalization, growth and change.
- Trainings for higher employee engagement, leadership quality, intercultural leadership.

Key Achievements:

- Diverse European consulting projects in the industries of Automation, MES, Fitness & Health.
- Market Research, Marketing implementation concepts, international business development.
- Fitness Chain acquisition project (13 locations), Berlin.

CEO, Country Manager – McFit Italia (Milan, Italy: 04/2014–12/2014)

McFit is Europe’s biggest operator of fitness clubs in terms of members, active in the discount market.

Key Responsibilities and Accountabilities:

- Held full legal, strategic planning and P&L management responsibility.
- Short-term objectives for the breakthrough in the Italian Fitness Market as the first country-wide low-cost provider.
- Transforming start-up structure into a build-up organization for stronger business growth.

Key Achievements:

- Resolution of div. legal, accounting and software issues holding back the company from collecting membership fees for more than a year. Re-align positioning and inforce market communication.
- Added middle management structure, created new strategic roles (HR, Controlling, Design, Build).
- Adopted Digital Agenda (membership software), roll-out plan, implementation.
- Increased location search and evaluation, boosted ramp-up plan for new openings.

Held positions in Siemens AG from 1996-2013:

Head of Global Alliance Management & Partner Strategy	(Genoa, Italy – 10/2011–12/2013)
Head of MES Business Development Europe	(Genoa, Italy – 05/2011–09/2011)
General Manager	(Camberley, UK – 01/2010–05/2011)
Head of Integration	(Schwelm, Germany – 10/2008–12/2009)
Head of Marketing & Communication	(Genoa, Italy – 02/2005–09/2008)
Head of Product Mgmt & BD Europe	(Erlangen, Germany – 02/2004–02/2005)
Head of Global Indirect Sales & BD APAC (ADB/Siemens)	(Brussels, Belgium – 02/2002–01/2004)
Consultant to the Board – Corporate Strategies, M&A	(Munich, Germany – 04/1996–01/2002)

EDUCATION AND CERTIFICATIONS

MBA Leadership and Management

York St John University (York, UK – 2018/19)

Master’s Degree in European Project Management

Ass. Culturale Eurogiovani Centro Studi Europei (Turin, Italy – 2012)

Executive Program – M&A, Due Diligence, Integration

INSEAD (Fontainebleau, France – 2001)

Diplom-Kff., Business Administration

FernUniversität Hagen (Hagen, Germany – 1997)

Div. Classes, Business Administration

Foothill College (Los Altos Hills, California, USA – 1993)

Vordiplom, Economics

LMU (Munich, Germany – 1994)

LANGUAGES

German (mother tongue)



English



Italian



French



Spanish



VOLUNTEER EXPERIENCE

Protezione Civile (Disaster and Humanitarian Relief) – Alessandria, Italy (02/2013–02/2015)

Quargnento, 06/12/2018