

MASSIMO CAPPELLI

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MANAGING DIRECTOR – GENERAL MANAGER – HEAD OF BUSINESS – SENIOR MANAGEMENT CONSULTANT

HIGHLIGHTS - CAREER SUMMARY

Energizing, entrepreneurial, committed, pivotal and reliable professional leader with over 30 years of management experience in top positions (Ceo, General Manager, Head of Business) in different business areas and industries: **Fmcg, Games/Toys, Luxury Textile/Furniture, Food Service/Catering, Logistic/Supply Chain.**

1987/1990 - In a *leading multinational consumer product company*, as *Product Manager*, I learned business models then applied in marketing and sales, in *budgeting* and in *advertising*, also in international context.

1991/2015 - After getting a MBA I've been involved in *Italian companies* all characterised by a demanding high level of contribution to the achievement of concrete profitability results in line with the entrepreneur target. First as *Head of Sales and Marketing* and then as *General Manager* and/or *Chief Executive Officer*.

2016/current – *Board Member* and *Partner* in management consulting companies and, at the same time, roles as *General Manager*, in specific tasks.

CORE COMPETENCIES AND SKILLS

- Proved agility to operate in great complex and conservative environments, in medium/small fast family companies and in startup business.
- Strategic thinker with large experience in markets/competitors analysis and companies positioning with ability in business strategy development and execution.
- Effective profitability management: improvement of full P&L/Financial Budget and Final Balance Sheet.
- Large marketing/sales strategic/operational expertise both in products/services and processes (B2B/B2C).
- Strong autonomy and ownership in management with ability in context reading and thriving on caos.
- Problem solving and entrepreneurial attitude based upon *real time* risks/opportunities evaluation and analysis/synthesis processes.
- Demonstrated results oriented and new opportunities identification, attitude to translate ideas into value for the company.
- Complex thinking, wide negotiation, communication, interpersonal capabilities and awareness for fast response to changes in external environment.
- Team player in planning and implementation of complex projects requiring relationship with investors, shareholders, company collaborators, customers and providers.
- Talent management, organizational capability, people motivation/coordination, integration/reconfiguration resource/competencies in organizational turnaround.

CURRENT ROLES

From 05/2017 – **YOUR GROUP** - Professional consulting service and fractional management – Rome/Milan - **Member of the Advisory Board**

From 03/2017 – **CSC VISION S.r.L** – Marketing and Communication consulting services – Rome - **Senior Advisor for Special Projects**

From 06/2015 - **ALCAM ITALIA S.r.L/ALCAM INTERNATIONAL S.r.L.** – Strategic and Operational “consulting boutique” – Milan – **Board Member/Senior Partner.**

PREVIOUS EXPERIENCES AND ACHIEVEMENTS

2017 – **SIXTUS ITALIA S.r.L.** – Consumer and Professional product for the wellness in the sport activities – Prato.

➤ **Board member** with all the management responsibilities.

2017 – **CNCP (Consorzio Nazionale Cooperative Pluriservizi)** – Facility management and logistic activities – Rome.

➤ **General Manager.**

2011/2015 – **AVIRAIL ITALIA S.r.L.** – Joint Venture Chef Express S.p.A/Geodis S.p.A - Facility management and logistic activities for Ntv S.p.A. – Rome/Milan.

➤ **Chief Executive Officer.**

Responsibilities and results

Foundation, start up and management of the new company providing all the supply chain to support of caring/catering activities for the Italian railway company Ntv (Italo), real case history as first european high speed train private service experience. In less of 6 months the company was able to ensure to Ntv S.p.A. all the requested services

1999/2015 – **AGAPE S.p.A/CREMONINI S.p.A./CHEF EXPRESS S.p.A.** - Castelvetro di Modena (Mo).

➤ **General Manager:** B.U. Italian Railway Catering Cremonini S.p.A/Chef Express S.p.A. (07/04 -05/15)

➤ **General Manager:** Cremonini S.p.A. Holding (11/02-05/15)

➤ **Chief Executive Officer:** Interjet S.r.L. (11/02-04/07)

➤ **Vice General Manager:** B.U. Italian Railway Catering Cremonini S.p.A. (01/99- 11/02)

Responsibilities and results

- The award, in 10 years, of 5 different international tenders for catering/caring on board activities: Trenitalia (1999/2004), Cisalpino (2000/2007), Artesia (2007).

- More than 600 million/euro of total revenues in 10 years and more of 1.000 employees involved.

- Continuous increase results of profitability (Ebitda/Ebit) and satisfaction levels for railway companies (Kpi) and passengers (Csi).

- Excellent management of the involved subjects: entrepreneurs, railway companies people, operational personnel (direct/indirect), unions, service cooperatives.

- Full project developed, with **Interjet S.r.L.** in partnership with Fnm (TreNord), Adr/Rome and Sea/Milan - 10 years ahead of first Italian implementation - for the profitable and innovative rail passengers transport service connecting Roma/Fiumicino and Milano/Malpensa airports with main Italian cities.

1996/1998 - **FERRAGAMO GROUP/BLUE HOME S.p.A.**- Sofas and Furnishing Fabrics design, production distribution and sale – Florence.

➤ **General Manager.**

Responsibilities and results.

Successfully led the company (acquired shortly before my arrival) to the “identity” and organization system of Ferragamo group; redefined, according with a member of the Ferragamo family, brand identity (more awareness), product assortment (new collections), worldwide sales approach (new retailer in Italy/international distributors and contract activities), logistic system (purchasing and storage), staff composition (new managers) in order to improve turn over and profitability.

1993/1996 - **LINEA GIG S.p.A.** – Toys/Games development, import and distribution - Florence

➤ **General Manager** Godino Giocattoli S.p.A - Gig Distribuzione S.p.A Turin (04/95 -11/96)

➤ **Chief Executive Officer** - Partner S.p.A. Florence (11/94-06/96).

➤ **Marketing Director** - Linea GIG Toys Division Florence (09/93-03/95).

Responsibilities and results.

Linea Gig was a successful Italian case history as scouting, production, import and distribution of branded/unbranded toys marketed in the Italian field; thanks to the products development and the television advertising it became the first operator in its domestic market. I joined the company as **Marketing Director** of Toy Division and successfully I entirely redefined the commercial area, the product marketing (mainly advertising) and development activities (Europe, Far East, U.S.) so to improve the products assortment/positioning and achieving important result (i.e brands Micromachine, BikerMice, Sbrodolina). I also held sales responsibility for both big chain and for retail channels (my role in **Partner S.p.A.**), as well as for internal wholesale: units that, over time, assumed more strategic importance in terms of logistics due to the unification of the 6 group sites into the new single location under control of a newco (**Gig Distribuzione S.p.A.**).

1992/1993 - **EDITRICE GIOCHI S.p.A.** – Production and distribution of Toys – Milan

➤ **Marketing and Sales Director.**

1987/1990 - **JOHNSON & JOHNSON S.p.A.** – Fmcg Toiletries – Rome

➤ **Product Manager Face/Body Care brands and Band Aid products**

EDUCATION

1990/1991 **Master Business Administration** – Business School (SDA) L. Bocconi University Milan

1982/1986 **Degree in Rome Literature** - La Sapienza University Rome

LANGUAGES

Italian mother tongue; English good.