

# Ranieri Giardina

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Delivering business growth through planning, operational excellence, and sound financial management.

Master's Degree graduated **Senior Executive** with 30+ years diversified working experience. An inspirational General Manager, who combines sound expertise in **finance, strategic planning, budgeting & control** and **M&A** with **business acumen**, and a **Start-up mentor, advisor and investor. Assertive leader**, he can successfully **manage both traditional and innovative business models** thanks to skills developed in fast-changing business environments.

## TOP ACHIEVEMENTS

- Appointed **Executive Manager by the age of 30**
- Sold **Stream**, a pay TV company, **to News Corporation**
- Worked to **privatization** of **Telecom Italia** as a Senior Team Member
- Achieved **25% YoY revenue growth** in roaming services as of June 2017 YtD
- Revised the **commissioning** scheme of Telecom Italia sales network (**5000+ retailers for both fixed and mobile services**) improving quantity and quality of customer acquisitions
- Designed the **commercial concept of the Flagship Stores of Telecom Italia** and **launched the two pilot stores** in Milan and Rome (€2M revenues in 12 months)
- Developed a number of **costs saving programs** achieving savings of **€90+M** in 2004, ahead of preliminary forecast of €85M
- Served as **Member of the Board of Lan Nautilus Ltd** (Ireland)
- Served as **Member of the Board of Advanced Caring Center S.r.l.**

## CAREER HIGHLIGHTS

### GIARDINA CONSULTING

#### OWNER & FOUNDER

2019 to date

*Milan (IT) – Real Estate Consulting Services*

We provide our clients with the most optimal and cost-effective solution by using our wide network of real estate agents, appraisers, and advisers.

### YOURGROUP

#### AMBASSADOR

2022 to date

*Milan (IT) – Real Estate Consulting Services*

### UNOPIÙ SPA

#### CFO

August 2019 – June 2022

*Milan (IT) – Design Furniture Industry*

- Delivering 3yrs Strategic Plan and Budget, Quarterly and Monthly Rolling Forecasts
- Delivering monthly P&L and Balance Sheet and yearly Financial Plan
- Monitoring business trend
- Managing cash through daily collection tracking and payment scheduling
- Managing Legal and Corporate Affairs

#### Key achievements:

- Developed conditions for exiting the procedure of Restructuring Agreements (“Concordato Preventivo”)
- Reduced cost base by 20%
- Delivered the first Strategic Plan of the Company
- Designed and implemented a new Credit Management process
- Implemented an ERP system (Oracle NetSuite) across the entire organization

### YOURCFO® – A DIVISION OF YOURGROUP

#### PARTNER

2018 -2021

*Milan (IT) – Fractional Management Services*

yourCFO® Consulting Group is a leader in financial advisory to enterprises, providing fractional or temporary executives if necessary.

- Advising entrepreneurs and CEOs on design and implementation of company's financial processes (strategic planning, budgeting and control, forecasting) and corporate finance operations (business planning, debt restructuring, M&A operations)

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## TECHNICAL SKILLS

- **Planning, budgeting**, forecasting & cost control
- **Control of Sales Network**
- **Business development** and cross-functional project management
- **Competitive and market analysis**
- Short and long-term **competitive strategies development**
- **Business process reengineering** and change management
- **Financial analysis and reporting**
- **IPO, M&A, investor relations**
- **HR Management**, performance and appraisal
- **Legal and Regulatory proficiency**

## JOB-RELATED COMPETENCES

- Evaluating **business models** and assessing **growth potential**
- Leading successful **business turnarounds** and transformations
- Examining and **re-engineering operations** and procedures, formulating policy, developing and implementing new strategies
- Implementing **management metric dashboards** and **KPIs** to run the business, measure progress and report to SLT
- **Leadership** and ability to manage, motivate and train skilled **human resources**. Organizing, prioritizing and scheduling work assignments
- **Diplomacy** and **conflict management** skills together with the ability to **analyse complex problems**, interpret operational needs and develop integrated creative solutions
- Developing **strategic business relationships** with international partners.

- Advising PE funds on the evaluation of target companies' business models, management teams, and operating processes
- Assisting Venture Capital Funds in providing financial expertise to startups in portfolio as a Fractional CFO

### USERBOT SRL

#### MEMBER OF THE ADVISORY BOARD

2018 to date

Milan (IT)

Userbot is a scale-up company in the Artificial Intelligence industry.

- Providing strategic guidance
- Advising in financial decisions and choices

### TELECOM ITALIA SPA

#### SENIOR VICE PRESIDENT

2016 to 2017

##### Head of Roaming and International Traffic

Rome (IT) branch - Budget responsibility of € 200 M (revenues + costs)

- Developing commercial strategy and negotiating commercial agreements with TIM's 700+ Roaming Partners in 200+ countries, while ensuring excellent roaming service for clients overseas

##### Key achievements:

- +25% YoY revenue growth in June 2017 YtD
- Accelerated LTE roaming service activation (30 new countries in 6 months, 50% ahead of schedule)

#### SENIOR VICE PRESIDENT

##### Head of Finance, Consumer Market Dept.

2011 to 2016

##### Head of Finance, Business Market Dept.

2009 to 2011

Milan (IT) branch – Budget under management: Consumer € 7+ B revenues, Business € 4+ B revenues

- Delivering 3yrs Strategic Plan and Budget, Quarterly and Monthly Rolling Forecasts
- Setting sales channel targets (customer care, teleselling, retails, agents) executing daily, weekly, and monthly analysis and reports
- Designing and planning commissioning scheme for the 5000+ franchisees and retailers of Telecom Italia (budget o € 300+ M)
- Creating operating and management reports (Fixed, Mobile and Media).
- Monitoring sales network performance
- Executing business intelligence and market researches
- Performing IT development trade-offs amongst Consumer Departments (Marketing, Sales, Customer Care) to meet budget.
- Leading a team of 6 executives, 15 managers and 85 professionals

##### Key achievements:

- Revised commission schemes to incentivate cross-selling (+10% YoY) and improve quality on new customers
- Implemented accounting, planning, budgeting&control and reporting for newly formed Media&Digital Services unit (€ 150+ M revenues)
- Redesigned sales reporting and analysis by channel, store, product, and geography
- Designed and implemented executive sales report app for smartphones
- Created a new market segmentation to develop targeted customer/household centric fixed/mobile/media offerings
- Reduced staff by 15%, through process re-design, report automation and duties/priorities assessment

## ADVISORY & PARTNERSHIPS

- **Advisor to startups on growth strategy and fundraising.**  
Industries of clients include: Artificial Intelligence, Stem Cells, IoT, Augmented Reality, Smart Cities, Cloud Storage.
- **Advisor to film companies** in international distribution agreements.
- Founder, Member of the Board and Leader of the Strategic Committee of **Angels Lab Academy**, an association of angel investors
- Mentor and Member of the Selecting Team of **B Heroes**, a program of selection and acceleration for startups promoted by *Banca Intesa* and created by *lastminute foundation*

## ACADEMIC EDUCATION

LUISS Guido Carli University, Rome  
1980 – 1985

**Master's Degree in Business Administration and Management**

**Summa Cum Laude**

## LANGUAGE

Native **Italian speaker (C2)**, fluent in written and spoken **English (C1)** used on frequent business trips abroad. Intermediate **French speaker (B1)**

## ADDITIONAL INFORMATION

### Memberships and Volunteering

- Donor at *Sightsavers*
- Member at *LUISS University Alumni Association*

## VICE PRESIDENT 2005 to 2008

### Head of Planning, Customer Service and Billing

*Milan (IT) branch - Overall budget of € 400+M, 20+M customers*

- Implemented models to estimate call center access, improving planning to synchronize call volumes and online/offline agents
- Reviewed caring processes, optimising agent's productivity by 5%

## VICE PRESIDENT 2002 to 2005

### Staff of the Chairman

*Milan (IT) branch*

- Overperformed on saving programs in 2004 (€90M vs forecast of 85M)
- Designed and implemented the concept for Flagship Stores in Milan and Rome

## VICE PRESIDENT 2000 to 2002

### Head of Business Strategies

*Rome (IT) branch - € 17B business unit of Telecom Italia*

- Delivering 3yrs Strategic Plan and Budget
- Developing business plans for new products (e.g.: mass market ADSL)

### Key achievements:

- Developed a turnaround strategy for LANautilus (an international wholesaler network) renegotiating network contracts (savings equal to US\$190M out of US\$ 890M)
- Developed business plan for mass market ADSL

## VICE PRESIDENT 1998 to 2000

### Head of Strategic Analysis and New Service Development

*Rome (IT) branch*

- Sold Stream, a pay TV company, to News Corporation

## SENIOR MANAGER 1994 to 1998

### Staff of the CEO / Staff of the Chairman

*Rome (IT) branch*

### Key achievements:

- Played a key role in the Company's privatization (development of strategic plan and presentation to investors in international financial roadshow)
- Assisted CEO in coordinating Finance, Real Estate, Legal, IT, Human Resources Departments
- Supported Chairman in procedures and management of key corporate events, such as Board and Shareholders Meetings

## EARLY CAREER PROGRESSION

### TECNITEL SPA

#### Senior Manager / Group Controller

**1993 - 1994**

*Rome (IT) - Manufacturing and Installation of telecommunications infrastructures*

- Performed budgeting and controlling activities
- Co-ordinated companies' controllers

### STET SPA (NOW TELECOM ITALIA)

#### Manager - Staff of the CEO / Senior Analyst

**1987 - 1993**

*Rome (IT) - Holding within the telecommunications industry*

- Supported CEO in coordinating subsidiaries and in M&A.

- Implemented Corporate Finance operations (offerings and placements of shares)
- Traded stocks
- Performed investor relations.

**IMI (NOW BANCA IMI - INTESA SAN PAOLO GROUP)**

**Analyst, Finance Department**

**1987**

*Rome (IT) - Banking industry*

**ENI SPA**

**Analyst, Finance Department**

**1986 - 1987**

*Rome (IT) - Energy industry*