

Salizzoni Carlo Eng. MBA

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I am an international executive with 24 years of business experience. Curiosity and a passion for knowledge have guided my choice of studies and the 13 years that I have lived abroad. I am **a self-starter with an entrepreneurial can-do attitude and a strong growth-oriented mentality**. I believe in mental discipline, in detailed preparation as a prerequisite for perfect execution. **I lead** by example and I am extremely demanding, starting with myself. I believe that **remaining humble and** listening to others is the sign of great leadership. I learned as a young basketball player that teamwork is the key to **achieving** greater **results** and that fairness is the basis of any effective collaboration. **Success** to me **is solving complex problems**, in the most effective and innovative way. I am data-driven in my decision-making, with a focus on **making things happen**; and I am careful in observing the results and learning from them. I constantly strive **to create a significant positive impact**, both in my personal and professional life.

PROFESSIONAL EXPERIENCE

11/2022-09/2024	Apleona. s.p.a (Integrated Facility Management) a PE PAI Portfolio Company <i>Transformation Director</i> <ul style="list-style-type: none">Designed the 2023 Value Creation Plan and associated Transformation Roadmap	Milan/Italy
06/2020-11/2022	Ambienta SGR. s.p.a (Private Equity) / Namirial (Digital Trust Services) <i>Executive Advisor / Head of Value Creation, Strategy and M&A</i> <ul style="list-style-type: none">Helped Ambienta in designing and implementing the Transformation and Value Creation Plan "One Company", which has set the stage for the growth of the GroupPerformed the optimization of the Commercial Function (E.g., Redesign core processes, define GoToMarket, Pricing Strategy and CRM implementation)Transformation agenda, providing input in all Steering Committees including, among others, the Monthly Shareholder's MeetingExecuted M&A deals with the Ambienta team: Netheos (FR) Evicertia (ES), Bit4ID (IT) and others	Milan/Italy
12/2014-4/2020	GoodBuyAuto.it (E-commerce Automotive, Smart Mobility & Technology) <i>Founder, President and CEO</i> <ul style="list-style-type: none">Led the conception and creation of GoodBuyAuto.it, the first quality used car E-commerce scale-up in ItalyRaised funds for almost €4.0m over three rounds (including debt from five financial institutions). Investors included prominent international entrepreneurs and industry CEOsAchieved sales of almost €10.0m between 2016 and 2018 (cumulated). Achieved team size 28 FTE in four Italian subsidiariesPioneered the new-born sector partnering with larger international players (O.E.M, Insurances & Long-Term Rentals) developing award-winning innovative services and business modelsAwards: <i>European Seal Of Excellence Horizon 2020</i>. <i>B2C Boost Heroes prize</i> (100k Euro)	Milan/Italy
01/2012-11/2014	Coesia Group (Packaging Automated Machinery) <i>Group Technology and Operations Development; Business Development and Strategic Planning</i> <ul style="list-style-type: none">Led the definition and implementation of Group-wide global financial and operational KPI. Led the management discussions on change initiatives to achieve desired level of performanceSupported Companies with in depth functional knowledge sharing <i>best practices</i> across <i>Proc., Supply-chain, Ops, Manuf., Eng. R&D and Fin. functions</i>Led strategy definition process: developed recommendations on medium and long-term Group development options. This includes assessment of the Coesia Group product innovation/ expansion/rationalization opportunities, geographical plays, deal sourcing and execution	Bologna/Italy

	<ul style="list-style-type: none"> Managed group M&A: led deals sourcing and execution (e.g. Acquisition of Oystar North America / RA Jones). Led group-wide special projects like the Integrations 	
04/2010-11/2011	AlixPartners (Enterprise Improvement) <i>Vice President</i> <ul style="list-style-type: none"> Performed buy-side due diligence on a large Italian asset in the food sector for a large PE. Identified manufacturing foot print optimization opportunities for €15.3m Developed a financial model to evaluate profitability and margin improvement of a potential acquisition, leader in the packaging sector Performed several “diagnostic projects” for distressed businesses and developed action plans for quick turnaround Benchmarked Middle Eastern and European Telecom operators: focus on procurement Developed strategy for a leading UK kitchen producer 	London/UK
01/2007-11/2009	Alvarez & Marsal (Corporate Turnaround and Restructuring) <i>Senior Associate</i> <ul style="list-style-type: none"> Advised PE firms and Company Boards on operational and financial restructuring options based on identified performance improvement measures Implemented 13-week cash-flow analysis and working capital improvement initiatives; prepared financial models to support restructuring proposals Led a team in the design and roll-out of KPIs to optimize the global supply chain and improve the effectiveness of the procurement function of a leading international operator (oil and gas) Advised several companies facing imminent liquidity crisis leveraging very strong procurement, working capital and supply chain expertise 	London/UK
2002 - 2005	DHL Worldwide Express (Deutsche Post World Net Group)	Brussels/Belgium
2005	<i>Business Development and Integration Manager</i>	
2002 - 2004	<i>Integration Controller and Internal Consultant for integration</i>	
2001	Accenture <i>Business Analyst</i>	Munich/Germany
2000	COMPAQ Computer Corporation <i>Intern</i>	Munich/Germany
EDUCATION AND	PERSONAL DEVELOPMENT	
2013	SDA Bocconi Executive Program in Operations and Manufacturing Management	Italy
2006	INSEAD full time MBA December 2006 class	Singapore/France
1994 - 2000	University of Bologna Degree in Industrial Engineering	Italy
1999 - 2000	- Munich University of Applied Sciences Erasmus Merit Scholarship (1Year)	Germany
1997 - 1998	- University of California Education Abroad Program Merit Scholarship (1Year)	USA
1989 - 1994	Scientific High School Albert Sabin	Italy
LANGUAGES	Italian (Native), English (Fluent), German (Fluent-B2), French (Good), Spanish (Good)	
KEY WORDS	Leadership, general management, M&A, business development, CFO, integration plans, value creation, program/project management, digital transformation, open innovation, entrepreneurship, corporate venture capital (CVC), personality-type ENTJ	
PERSONAL INTERESTS	Angel Investing, personal development, applications of artificial intelligence, motorcycling, basketball (1990 Allievi Italian Champion), dogs, biographies and travels	