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PROFESSIONAL EXPERIENCES

June 2021 - today

Salpa Group – San Giustino (Perugia – Italy) – Salpa Group is a leading Italian manufacturer and marketer of high-quality cookies for ice cream, cookie dough, gluten-free products, chocolate decorations, inclusions/covers, and breadcrumbs for major ice cream multinational brands, yogurt and confectionary industries and retailers. In June 2021 Equinox, an Italian private equity based in Lugano, acquired a majority stake (63%) of the group - **€36m sales and 190 people in 2020.**

Member of the Board of Directors

January 2021 - today

eVISO – Algo Efficiently for Commodities – Saluzzo (Cuneo – Italy) – eVISO is a company listed on the Milan Stock Exchange (AIM segment) specializing in the supply of electricity for small and medium-sized enterprises, farms, shops and restaurants in low and medium voltage. Coverage for the supply of electricity is active in all regions of Italy - **€49m sales and 33 people in 2020.**

Member of the Board of the Advisors and Temporary Chief Operating Officer

June 2020 - today

Start-up advisor and consultant – In March 2020 I joined Retail Hub (www.retailhub.it) as Vice President, Board Member and Equity Partner. Retail Hub is the first business accelerator giving brands and retailers the chance and the opportunity to stay up-to-date on innovation and to get in touch with the best tech & digital starts-ups/scale ups, worldwide. I am currently the strategic consultant of some established companies that have restructuring, internationalization and acquisitions among their activities.

2019 – June 2020

Melegatti 1894 S.p.A. – San Giovanni Lupatoto (Verona – Italy) – Family owned business taken over after the bankruptcy of the company occurred in 2017. Melegatti is one of the leading names in Italy for baked and leavened products - **€13m sales and 200 people (of which 150 temporary) in 2019.**

Chief Executive Officer

Main achievements:

Prepared the 3-years strategic plan with specific actions to make the business profitable in the shortest period of time. As interim Commercial Director from June 2019 to February 2020, I defined the commercial strategy on the Italian market and visited personally all the most important retailers (Esselunga, Selex, Agorà, Unicomm, Coop Italia, Pac 2000, etc.) to close seasonal agreements. Implemented the new marketing and communication plan (together with the new Marketing Director hired) to announce the return of Melegatti on TV, digital and social networks. Achieved BRC, IFS and FSSC 22000 certifications to allow the company to expand internationally. Carried out the TTI Success Insights Analysis to evaluate the personnel in term of motivations at work, behavioural preferences and emotional intelligence. Finalised the hiring phase for key people.

2016 – 2018

COSNOVA ITALIA S.r.l. – Milan (Italy) – Start-up in 2017 of the Italian subsidiary of cosnova Beauty GmbH (family owned business) - **€24m sales and 20 people.** cosnova Beauty is the international company behind the strong cosmetics brands essence, Catrice and L.O.V.

Second step: 2017 – 2018	<p>Chief Executive Officer Main achievements: In 2017 the priority was the business stabilization and continuity: to inform the retailers about the project, to implement new ways of working from an operational point of view, to integrate people coming from the distributor with the new hires and the group culture and values. Some 2017 KPI's: turnover +9,5% vs 2016, net profit +42% vs budget, service level to customers 94%. In 2018 the strategic objective was to grow healthily and safely with our commercial partners. At the end of May we reached the profit target defined in our Budget 2018. Final closing numbers were not ready yet when I leaved but a first projection showed a +122% profit vs budget. In June 2018 I closed, after a negotiation lasted one year, the agreement with the drugstore chain Tigotà (estimated turnover on the first year: 6 million euro), thanks to the introduction of the orizontal table solution on the Italian market.</p>
First step: 2016	<p>Transition Project Manager After an initial period spent in Germany (from May to July 2016) I was personally in charge of the start-up of the Italian subsidiary, focusing on strategy, organization and operational topics. Managed the branch acquisition from the previous Italian distributor of the brands (Simca), taking care of the financial and legal implications.</p>
2012 – 2016	<p>DEBORAH GROUP S.p.A – Milan (Italy) – Family owned business - 4 BU's in Europe and Asia (1 subsidiary, 3 joint ventures) - €70m sales and 270 people. Deborah Group is the leading name in the Italian cosmetic market.</p>
Third step: March 2013 – 2016	<p>Group General Manager Main achievements: Started a strong turnaround in September 2012: 23 people less, €10,0 millions cost saving, Managed marketing and commercial relationships with Italian customers and international distributors through new business ideas, both B2B and B2C. Introduced a managerial culture within a family business, helping people to make progresses in their organizational behaviour. Implemented the 3-years business plan (2015-2017) based on the “Blue Ocean Strategy”. First year of the plan achieved. Rationalised internal processes: Sales (organised by channel), Marketing and Trade Marketing, Operations (Finance & Administration, Management Accounting, Supply Chain and R&D). Member of the Executive Board.</p>
Second step: 2013	<p>Chief Operating Officer</p>
First step: July 2012	<p>Chief Financial Officer</p>
2010 – 2012	<p>BOGLIOLI S.p.A. – Brescia (Italy) – LBO lead by Wise SGR S.p.A. - €30m sales and 200 people. Boglioli is an Italian fashion company manufacturing tailored clothings for men.</p> <p>Chief Financial Officer, IT and HR Director Main achievements: Implemented the new management accounting system Cognos TM1, reorganized the Finance, the IT and the HR Departments, improved internal processes, managed the debt restructuring process. Management of 11 people in Finance, IT and HR Departments. Member of the Executive Board.</p>
2009 – 2010	<p>INVATEC S.p.A. – Brescia (Italy) - Italian headquarter of Invatec Group, €89m sales and 900 people. Invatec is one of the leading companies specialised in medical devices to threat chronic diseases.</p> <p>Group Financial Controller Main achievements: Closed 2008 and 2009 consolidated financial statements under Italian GAAP and IFRS, coordinated due diligence activities, implemented the new ERP Microsoft AX Dynamics. Management of eight people. Member of the Executive Board.</p>

- 2004 – 2009 **GLOBAL CLOSURE SYSTEMS (GCS)** - (formerly part of Crown Holdings Inc. – NYSE: CCK) – Paris (France) - LBO lead by Pai Partners - **18 BU's in Europe and Americas (28 plants), €700m sales and 3.800 people.** GCS is a global designer and manufacturer of plastic closures for FMCG.
- Second step: 2006 – 2009 **Finance Manager Speciality Division**
Main achievements:
 Developed the GCS Book of Internal Controls and the Corporate Finance Manual (the reference for accounting treatments, administrative procedures and audit activities), performed a cost reduction program across the Division (saving per year: €5,6 millions), improved the working capital by €7.5 millions (specific actions on trade receivables and inventories), implemented a new tool in Access to monitor the capital expenditures worldwide, assured the transition from US GAAP to IFRS accounting principles for all the companies.
 Built Capex investment strategy with local Business Unit Directors.
 Prepared annual closing under IFRS.
 Direct management of 2 controllers and 10 functional reports all around the world.
 Member of the Executive Board.
- First step: 2004 – 2006 **Finance Director of Crown Risdon Italia S.r.l. – Speciality Plastics Division – Como (Italy)**
Main achievements:
 Implemented the new ERP and MRP (JD Edwards and Modus 7), reconciled the Italian statutory accounting with US GAAP accounting (for the first time after years), implemented the management accounting system by cost centre and by project, implemented the Sarbanes-Oxley regulation, reduced the inventory stock by 60% in five months.
 Management of four people.
 Member of the Executive Board.
- 2001 – July 2004 **GALBANI FRANCE (Danone Group) – Paris (France) - French subsidiary of Galbani Italia S.p.A., €56m sales and 36 employees**
Financial Accounting Manager - European Leader of the Hyperion Essbase Project
Main achievements:
 Implemented the new reporting system Hyperion Essbase for the European subsidiaries (not only France but also UK, Belgium and Switzerland), realised the commercial and marketing monthly dashboard, reduced the timing for reporting submission to the Italian headquarter by 2 days.
 Management of two people.
- 2000 – 2001 **PIRELLI S.p.A. – Milan (Italy) - Italian Headquarter**
Group Accounting Principles Manager
- 1995 – 1997 **TEMPI S.p.A. (public transport company) – Piacenza (Italy) - €54m sales and 480 people.**
Trainee
Accounting Clerk

LANGUAGES

Italian
 French
 English
 Spanish

Mother tongue.

Bilingual: Resident in France for five years. Double citizenship (Italian and French).

Fluent: Working language.

Good spoken.

EDUCATION/TRAININGS

October 2019	Chief Happiness Officer (CHO) Certification – 2bhappy Agency – Bologna A CHO believes that happy people are more productive and more creative and are better leaders and negotiators. Thus, the CHO takes care of the wellbeing of the employees, having competencies and tools to make it possible.
November 2018	Degree in Core Coaching at Future Coaching Academy – Milan One year course finalised to boost my personal and professional development as an individual and a manager.
October 2018	Executive Training “Brand Stories and Storytelling” – Bocconi University (Milan) A specific course finalised to go deeper on brand management and brand evolution, transmedia storytelling and news way to communicate the values behind
May 2017	cosnova Digital Transformation seminar – IMD Lausanne (Switzerland) One week of intense seminar finalised to define the digital strategy at cosnova.
Nov-Dec 2015	Executive Training “General Management and Company Success” – Bocconi University (Milan) 5 days course to learn how to be a better General Manager thanks to the different tools that can be activated
2005-2007	Degree in Corporate Coaching at Corporate Coach U Italia – Milan Two years course certified by the International Coach Federation (ICF) – Reason for attending: to improve my skills as a manager coach.
1991-1999	Master's Degree in Economics at Università Cattolica del Sacro Cuore in Piacenza – Italy (<u>while working</u>) . Graduation mark: 110/110 with honours. “Agostino Gemelli Award” as the best graduate of the year.
1986-1991	Italian baccalaureate (A Levels) at Accountancy High School in Piacenza. Graduation mark: 60/60.
1986-1988	Degree in Ancient Furniture Restoration at Gazzola Institute of Fine Arts in Piacenza.

INTERESTS

Travelling	Mainly interested in South American countries (Peru, Argentina)
Sports	Volleyball at a semi-professional level (First Division). Karate: black belt – 3 rd Dan. Practice golf, jogging and yoga.
Fine Arts	Oil painting (especially landscapes).
Others	Member of Bellisario Foundation. CV certified to be included in the “1000 Curricula Eccellenti” initiative launched in 2010. Member of the Board of Directors at the Retail Institute Italy. Board Member at The Retail Hub. Member of YPO Rome and YPO International (premier leadership organization of chief executives in the world).

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