

## Paola Petrone

---

### Professional Profile

---

I have built significant experience in multinational industrial contexts both in Italy and abroad, covering Managing Director roles in medium size companies with annual revenue of €400 Mln and previously a Senior Vice President position reporting to the FCA group CEO with direct accountability over a €1.2 Bln budget. I have built competences in complex management public and private setup (reorganization, operational efficiency projects, cross-country integration, M&A and business development also in regulated markets, turnaround management) in different geographies. I have a strong experience in Multi-utility, production and transportation industries. I have specific skills on all Supply Chain/Operations areas as well in Purchasing. My profile is complemented with an MBA, strong result orientation, commitment and innovation spirit.

### Professional Experience

---

**June 2015 Seta SpA, Waste Italia Group , annual revenue of €34 Mln with 250 employees, Senior advisor to the CEO**

- Definition of the industrial business plan
- Redesign of the key operational processes and organisation to improve the cost structure

**March 2012-February 2015 AMSA SpA, A2A Group , annual revenue of €380 Mln with 3300 employees, Managing Director. Non-executive Director of Bioase (a company partially owned by A2A Ambiente )**

- Definition of the integration strategy in the A2A Group – Waste Management Business
- Management of a P&L of €380 Mln and a 5 year investment plan of €100 Mln
- Business development at national level through acquisitions and tender participation
- Management of the business with key priorities on operational excellence, innovation and efficiency based on make or buy evaluations
- Management of key relationships with regulatory authorities, local institutions and consumer associations.

Key achievements:

- Integration of staff functions in the Corporate
- Acquisition of 6 public tenders
- 10% headcounts savings vs. budget thanks to a reorganization at operative level
- Profitability increase

**2008-2011 FIAT GROUP AUTOMOBILES SpA, Turin Multinational automotive company, annual revenue of €26 Bln, with 53.000 employees**

**June 2010-September 2011 Supply chain management: Senior Vice President Global Supply Chain**

**Managing Director and president of the “I-Fast Automotive Logistics” company (part of FIAT Group), and president of the “I-Fast Container Logistics” company (part of FIAT Group)**

- In charge of an overall budget of €1.2Bln for the overall inbound and outbound logistics worldwide
- Definition and implementation of the Italian and International production plants material flow and of the finished goods distribution plans worldwide
- In charge of the definition and management of the transport and service purchasing contracts
- Definition of the industrial production plans according to the commercial demand, the product mix / brand requests and production constraints
- Development of a new supply chain organization and processes to sustain the internationalization of the business in Serbia, China, India and Russia
- Management of the Chrysler integration with new definition of processes and supporting information systems
- I-Fast Container Logistics: definition and implementation of a group wide purchasing group for the transport services and rack management (start up planned in September 2011)

Key achievements:

- Integration of all the Supply Chain processes for the management of Jeep and Chrysler products in Europe
- 10% savings vs. budget thanks to a deep reshaping of the inbound/outbound logistics network
- Improvement of all the economic/management indicators (cash flow reduction, fixed costs reduction, etc)

## **2008 - June 2010 Supply Chain Management: Global Director for outbound logistics**

### **Managing Director of the “I-Fast Automotive Logistics” company (part of FIAT Group), active in the vehicle transportation industry, annual revenue of €40mln, with 165 employees**

- In charge of an overall budget of €700 Mln for vehicle outbound logistics worldwide
- Definition and implementation of a new and optimized distribution network leveraging on intermodal approach
- Definition of actions to improve product Time To Market
- Setup of the Logistics network for Fiat India (Joint Venture with Tata)
- Partnership development with key sector players in Italy and Worldwide
- Managing director of the in-house transportation company “I-Fast” with full accountability on the P&L, and definition of the industrial plan to achieve 20% growth in 3 years with comprehensive strategic plan covering commercial as well as organizational aspects.

#### **Key achievements:**

- Savings of €30 Mln thanks to the distribution network reorganization
- Standardisation of the operational activities for the distribution
- New agreements with key railway and maritime operators (for a value of over €200 Mln)
- 2008 year-end results of “I-Fast” with positive net operating result, 1 year ahead of plan.

## **2003-2008 TRENITALIA: Leading company in rail transportation (passengers and freight), annual revenue of €4,9 Bln, with 54.000 employees**

### **2005-2008 Regional Transport Director for Lombardy (Biggest region in Italy)**

- Managed Business Unit: P&L of €330 Mln
- Main spokesperson from the company for managing the relationship with local transportation authorities and regional public administrations
- Definition of the commercial strategy for the regional business (agreements, joint ventures, outsourcing)
- Management of human resources (1500 people) for a service of 1300 trains/day and management of relationship with unions
- In charge of the first public tender for Lombardy (in cooperation with another railway operator).

#### **Key achievements:**

- Reorganization of the direct and indirect sales channels with turnover increase (17%) and reduction of distribution cost (15%)
- Overall operating costs reduction (3%), while recovering on all service level indicators with a consequent improvement (6%) in customer satisfaction
- Outsourcing of all non-core operations with a saving (10%) on commercial costs.

## **2004-2005 Fleet manager (Responsible for 8 Maintenance sites)**

- Managed assets: 3725 wagons dedicated for the brands “IC” / ”ICN” / ”ECN” distributed on 8 maintenance sites for a total of 1800 people
- Definition and implementation of a structured asset monitoring system
- Process reengineering of key site processes (maintenance, cleaning, investments) to increase productivity levels.
- Definition of each site investment budgets
- Responsible for warehouse management restructuring project to setup a networked stock management approach across the country
- Responsible for the “Logistics Optimisation” project (RSMS – Rolling Stock Management System)
- Responsible for investment projects (managed budget €300 Mln ) for the revamping of the fleet to support the product differentiation strategy.

#### **Key achievements:**

- Improvement of productivity (10%) through work shifts reorganization
- Improvement of asset availability (20%) while reducing overall stock levels (30% in value and 20% in category)
- Negotiation of all investment contracts with average saving of 5-10% with same quality level.

## **2003-2004 Plant manager**

- Restructuring of the main Eurostar fleet maintenance site; optimisation and management of the fleet maintenance, cleaning and upgrading processes
- Management of investments in site infrastructures and asset revamping
- Creation of a dashboard for the fleet monitoring on technical, operational and financial dimensions
- Launch of the “T-Biz” brand, the business class offer from Trenitalia.

Key achievements:

- Trains reliability improvement (50%), fleet availability increase (10%), overall operating costs reduction (10%) and personal costs reduction (6%)
- Preparation of the T-Biz product for a successful launch following the given deadlines (December 2004).

**2000-2003 ROLAND BERGER Strategy Consultants, Management consulting company with affiliates worldwide. Revenue in Italy of €20 Mln for a total of 40 consultants. Manager**

- Italian Railway company – Eurostar ETR 500 fleet: production cycle industrial processes redesign oriented to performance recovery of RAM (Reliability, Availability and Maintenance) based on structured action program on 5 key levers: maintenance, plant / process management, spare parts optimization, diagnostic and Root Cause Failure Analysis.
- Primary insurance group: Post-Merger Integration - Process integration for “Claim Management” and organization of the new joint function and optimisation of existing processes.
- Oil & Gas industry leading company: Redesign of the Headquarter organization Redesign of the Headquarter organization. Definition of roles and responsibilities between corporate functions and business units.
- Leading Air Transportation company: Network redesign and optimisation (Inbound and Outbound connections). Scenario planning (route market share and profitability) on the basis of network redesign options (implementation of new schedule and routes).

Key Achievements:

- Constantly in line with expectations from top management and customers.

**1996-1998 SIEMENS AG, Div. Automation & Drive Motion Control, Erlangen - Germany  
Worldwide Logistics Centre for production and distribution of industrial components**

- Responsible for the logistics management of Italy and France (Turnover €125 Mln )
- Management of Supply Chain optimisation project: Reduction of production lead time, reduction of Time-To-Market, improvement of service flexibility and accuracy.

Key Achievements:

- Service level of over 95% across Italy, France and Germany.

**1990-1995 SIEMENS S.p.A, Sales Department Industrial Automation Logistics Group , Milan**

- Turnkey solutions Area: Responsible of planning and programming for order management.
- Area marketing and logistics - Responsible for inbound logistics:
  - Management of relationship with headquarter, Italian and foreign subsidiaries.
  - Control of key indicators: re-order levels, Lead Time, stock-out, stock obsolescence, rolling stock management etc.

Key achievements:

- Stock obsolescence reduction (30%), stock rolling improvement (10%).

**Personal Information**

---

**Education:**

- **1999** SDA BOCCONI, Milan: MBA Master of Business Administration  
"Siemens AG" full scholarship recipient.
- **1992** I.U.L.M., Milan: Degree in Foreign Modern Languages and Literatures.

**Languages:** Italian Mother Tongue      German Fluent      English Fluent

**Place and date of Birth:** Milan (I), 29/10/1967