

## CURRICULUM VITAE



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Languages	Italian (mother tongue); English (fluent)

## CAREER SUMMARY

**08/2018 – today**

### **Palamon Capital Partners LP**

- Advisor of PCP to support 24Ore Business School management (investment done in Italy in educational industry) in achieving acquisition plan goals

**01/2011 - 03/2018**

### **Poste Italiane Group**

- Responsible of Strategic Projects in PCL (Parcel Communication Logistic) Division (09/2017 – 03/2018) accountable of main strategic transformation projects in Mail, Parcel and Logistic arena
- CEO of Postel (04/2016 – 08/2017) company acting in Printing on paper, Document Management and Digital services market. About 300 Million € of revenue and 1,800 employees
- Sales Director of Poste Italiane Group (01/2015 – 04/2016) directly depending to Group CEO and focused on Large Private Corporate and Public Clients (800 salesmen cross Italy with 2,9 Billion € of Budget)
- Chairman of Postecom Board (04/2015 – 04/2017)
- CEO of PosteCom (09/2011 – 01/2015) company directly depending to Group CEO. Main mission: to transform Postecom in Poste Italiane Digital Company in charge of Digital transformation process and of developing new digital services
- CEO of Posteshop, (01/2012 – 09/2014) company directly depending to Group CEO. Multichannel commercial initiative leveraging all Poste Italiane existing and innovative assets (Postal Office, Postman, eCommerce)
- Board member of Poste Tributi (09/2011 – 01/2015)
- Board Member of Consorzio “PatentiViaPoste” (09/2011 – 01/2015)
- Board Member of Consorzio “PosteMotori” (09/2011 – 01/2015)
- Internet Director (01/2011 – 09/2011) directly depending to Group CEO accountable for Poste Italiane Digital activities

**05/2000 - 01/2011**

**Bain & Co** – Partner (2007-2011) of TMT (Technology Media Telco) practice.

One year spent as Bain Partner in Australia

**01/1995 - 04/2000**

**Arthur Andersen MBA** – Consultant of industrial services

Main competences and skills:

- P/L accountability in complex organizations with growth goals, market share defense and margin consolidation
- Industrial processes management and optimization in complex and large environments
- Business Development, new product and services design, evolution and innovation of existing offering
- Transformation process management, defining strategy, organization, systems and processes
- Change Management, due to Business transformation and/or cultural change
- Sales force turnaround, Go to Market re-design diversified between direct and indirect channels

## MAIN WORK EXPERIENCES

### **08/2018 to today      Advisor of Palamon Capital Partners LP**

Advisor of Palamon Capital Partners. PCP has invested in 100% of Business School 24Ore in Milan. 24 Ore Business School is a leading player in the tertiary education market in Italy, providing professionally-oriented education and training. Established in 1991 as a business unit of IISole24ORE. My role: to support BS24Ore management to implement PCP acquisition plan, improving business redefining offering strategy and transforming the former newspaper division in an independent Company (positioning, processes, systems, organization, go to market).

### **04/2016 to 08/2017      CEO of Postel (about 300 Million €; 1,800 resources)**

Company 100% owned by Poste Italiane Group. Italian Market Leader in Documents Printing on paper and acting in Digital Document Management and Multidelivery communication too.

The company was facing the following strategic challenges:

- Core market size reduction year on year (printing on paper) with an increasing “price war”
- Lack of investments and innovation in core services and small market share in other markets
- Industrial and production over capacity based on previous market size (3 industrial plants)
- Decreasing of the overall marginality (from 12,7 million € of 2013 to 0,6 Million € of 2016)

My goal: company restructuring and reshape, working both on cost cutting and growth opportunities definitions (new products/services development also in adjacencies). To achieve the goal, I developed:

- A unique fact-based view on where the different businesses were going highlighting growth opportunities, repositioning/exit strategies, considering internal capacity, market trends and competitors strategies
- A detailed and prioritized short and long-term plan to recover marginality (value creation): cost “quick wins”, restructuring initiatives, investments to boost revenue growth with priority initiatives to pursue
- An actionable and doable plan to achieve revenue, cost and organizational goals

What I got also thanks to a strong internal implementation, monitoring and communication plan:

- Closing of one plant redefining in parallel the overall industrial and production organization
- Reduction of 120 resources, reallocating all the rest on existing and new services and processes (building capabilities with right people in the right roles)
- Renegotiation of main contracts to get a reduction of external costs, also insourcing some activities
- New organization definition, new operating processes design for operational efficiency increase
- New service line design and development (Digital Documents Management) based on a EMC platform (D2) embedded with Poste Italiane systems. Managed the commercial launch and salesforce training
- EBIT improvement: from -7,7 millions € of 2017 to +0,6 Millions of First half 2018. Market share increase of 0,8% in printing market vs previous year

### **1/2015 – 04/2016      Sales Director of Poste Italiane Group (2,9 Billions € Budget; 800 staff)**

Reporting to Group CEO. In charge of managing Poste Italiane Direct and Indirect sales force and channels. Focus on Corporate Clients (clients with more than 10 Million € of revenue and more than 50 employees). Accountable for managing 800 salesmen organized in 5 geographic areas. The Division was facing the following challenges:

- Revenue decreasing in core market (banking, mail, parcel and logistic services)
- Lack of understanding of sales performance drivers by segment and vs competition. Return on sales investments unclear and different per geographic area and segment
- Lack of clarity on how to prioritize investments to drive top line growth
- Negative NPS (‘voice of the customer’)

My goal: sales force turnaround with a full re-organization and refocusing; annual Budget achievement.

To achieve the goal, I developed a:

- Analysis to understand drivers of performance among regions, channels, segments, customers, sales team
- Resources assessment in terms of competencies and motivation
- Organizational blueprint to better understand the “as is” operational processes and critical areas

What I got:

- Achievement of Budget Target 2015 (2,9 Billion €)
- New “go to market” plan with clear performance goals per region, single large customer, customer segment, industry and salesman with the identification of quick wins and full potential
- New sales organization with:
  - a central “industry driven” staff in charge of working with local teams on clients per industry segments, leveraging the best practices of all areas
  - central monitoring and control staff to pursue local and global goals
- New incentive and variable remuneration model, with common goals between central and local resources
- New salesforce system for managing sales process integrated with a decision tool to prioritize deals in a segmented way (by channel by account)
- Enrichment of sales portfolio with insurance products for Corporate organization
- Pervasive educational and training process on soft and hard skills

**9/2011 – 01/2015      CEO of Postecom (250 Million €; 350 staff)**

The Company, 100% owned by Poste Italiane Group, was originally focused on Certification Authority services for internal and external market. The Group CEO goal was to transform Postecom in a Digital Company in charge of the digital transformation of all Poste Italiane Group.

My mission was to:

- Define Poste Italiane positioning in Digital Market and its digital mission (main focus on customer journey and experience optimization)
- Define and develop Poste Italiane digital products and services, coordinating Corporate Business Unit
- Scout of digital innovative solutions and new business opportunities for the Group
- Transform Postecom in Poste Italiane Digital factory
- Launch and implement Poste Italiane Digital transformation process focusing on internal change management as well

Main Achievements:

- Postecom has been positioned and recognized (internally and in the market) as the Group Digital Company in charge of all the digital initiatives cross Poste Italiane Businesses (Bank, Insurance, Mail, Parcel), pursuing effectiveness improvement in multichannel touch points. Postecom was in charge of the entire digital services value chain: market analysis, design and positioning, development, delivery, sales and post sales
- Digital Factory creation through a heavy external recruiting process (120 resources hired in the period). Overall, I managed an internal SW Factory of about 100 employees (with digital distinctive competences, system integration capabilities and SW application development), a Technical delivery group of about 160 resources (working in 3 data center for delivery, storage, disaster recovery with about 1,000 servers managed) and a Certification Authority Center offering Electronic Signature, Electronic Certified Mail, Legal Storage and Digital Identity
- New Digital Offering design and implementation:
  - eCommerce – offering design, based on market trends and Poste Italiane existing assets (leverage of three main pillars: payment, logistic and delivery), evolution roadmap definition, operational process implementation (eCommerce offering didn’t exist in Poste Italiane portfolio). Go to market, sales toolkit and post sales process implementation
  - Digital Communications – evolution roadmap definition both for full digital services and for hybrid services
  - Digital Identity – design and development of first Digital Identity (PosteID) solution of Poste Italiane. PosteID enabled Web and mobile identification (through strong authentication), access authorization and “one click” payment

- Cloud services – offering design in collaboration with IT Department of Poste Italiane based on market trends and Poste Italiane existing Data Center, evolution roadmap definition, operational process implementation (Cloud offering didn't exist in Poste Italiane portfolio)
- Web Channel evolution – strategic and operational guidelines design, features and usability target definition to transform the existing web site in an effective Channel to engage, inform and manage retail customers. Implementation of the required investments on SW application and web architecture
- Apps - design of the first Poste Italiane App roadmap defining positioning, goals, functionalities and multichannel integration strategy. Execution of all the required initiatives to achieve goals

**01/1995 – 01/2011 Consulting experience: Bain & Co and Arthur Andersen MBA**

- Fifteen years of consultancy experience in Arthur Andersen (1995 - 2000) and Bain & Company (2000 - 2011) in strategic, organizational, turnaround assignments for Italian and international firms (I worked in South Africa, Kingdom of Saudi Arabia, Greece, Turkey, Egypt, Israel, Australia). I spent 1 year in Australia as Bain Partner
- In Bain (last role: Partner) main skills developed in Technology, Media and Telco industries focused on growth strategy design (organic and inorganic), operations improvement, go to market and industrial turnaround

**EDUCATIONAL QUALIFICATIONS**

1995	Commercial Law – Enrolled in National List of Graduates in commerce
1995	Auditor – enrolled in National Register of Auditors
1989 – 1994	Rome University La Sapienza (Italy): Economics Magna cum Laude

**OTHER INTERESTS**

Collaboration in the last years with a Italian no profit organization “Elis” focused on providing education to young children to improve employability opportunities.

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