



# Matteo Pacini

Verona



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## 3 min summary

I'm a trainer, consultant, researcher and speaker on Digital Transformation and Industry 4.0.

+ As a temporary Chief Digital Officer I specialize in Digital Transformation Programs: guiding boards to create a new vision and strategy; facilitating all the necessary changes on organization, mindset, work methodologies and new tools; running design thinking sprints to ideate and run a portfolio of Innovation projects while establishing a Corporate Venture Capital and internal Accelerator; connecting companies to the right open-innovation ecosystem of partners (youtube Fabio Perini Tomorrow Lab for reference)

+ I hold a class in Talent Garden Executive Master on Digital Transformation and I've been invited as a speaker to several conferences and events on Digital related topics also in my role of Ambassador for Impactscool - a no-profit org teaching exponential technologies and future studies to school students and professors

+ I'm a certified consultant and sprint coach of the Exponential Organizations (Salim Ismail, Singularity University)

Before my freelance activity, I was in a German Multinational:

+ I founded a start-up launching a new Biz Line for the Körber Group; I run the Digital Program of my BU; I participated to the additional digital program launched by McKinsey; I helped the creation of a new Digital BU for the Group

+ Before, I spent almost 7 years in China (I speak Chinese) working in manufacturing and leading the plant Continuous Improvement (Lean, Lean Six Sigma, Ops Excellence) and then Purchasing and Supply Chain dept.

+ My Education is both in International Business & Economics [Bocconi] and Chinese Studies [Sapienza]

## Work Experience

present-  
01/11/2019  
(10 months)

### **Certified Consultant and Coach - Exponential Organizations** – the bi

Exponential Organization is a framework developed in Singularity University to hack the "secrets" of the super growing companies that saw the light in the last 15 years thanks to the internet revolution. Many traditional assets that companies exploited to have a competitive advantage (like ownership, private IP, localization, language, capital) are now less and less important and in some cases even detrimental to the company growth. Exponential Organization consultants help companies review or design business models that are future proof.

present-  
01/05/2019  
(10 months)

### **Member & Scientific Committee - Digital Building Blocks** – the bi

Körber Group acts as a Venture Capital to fund internal initiatives in a Stage Gate process. In April I started the development of a new product targeting the growth and diversification of our Group's revenues beyond the current core business of machinery. I lead a team of digital professionals (UX, UI, strategist, frontend and backend developers, growth hacker, scrum master) and some external partners to create a high-potential marketplace concept for the Tissue Industry. The project governance is involving directly our Group Board.

present-  
01/04/2018  
(10 months)

### **Tissue.digital Founder & Product Owner - Körber Digital** – digital BU of a machinery Group

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present- **Digital Program Manager - Customer Focus - Fabio Perini S.p.A. (Körber Group)** - machinery

August 2016  
(2 ½ years) At the beginning I was asked to coordinate some strategic projects from the HQ. One of them, named WEareABLE, was an AR helmet to innovate the Remote Assistance of our Customers. I had to deliver and launch the product in 6 months: to test the available techs, ideate the business model and marketing campaign, design a service blueprint to adapt the organization, make the business case, manage the legal aspects. The global team involved 20 people.

After this project we launched a Digital Transformation Program and I was promoted to lead the Customer Focus cluster, reporting to the Digital Board (CEO, CXOs, Head of Digital). My duties cover 4 dimensions:

- + **Strategy**: facilitating the ideation of a digital Portfolio to Innovate our Business Model with new opportunities, improving our Customer Journey, reducing internal processes costs or growing new revenue streams
- + **Technology**: scouting & testing new tech. solutions on several topics like Digital Marketing, CRM, IoT, RPA, AI, AR/VR, keeping on the edge of Innovation to recognize the trends and the tech. which could be applied
- + **Program & Change mgt**: coordinating the implementation of all the projects run by dedicated Product Owners adapting them to the emerging Strategic needs. This includes the set-up of new methodologies (Design Thinking, Scrum), a change to the Organization structure and the proposal of a new Budgeting and KPI approach. I also assisted HR to run a Change mgt & Training program to enable the adoption of a new Agile mindset
- + **Open Innovation & culture**: developing an ecosystem of partners (universities, digital hubs, suppliers etc.) to connect our Company to the big world, allowing for a substantial update & integration of competencies in a peer2peer environment where people appreciate the differences and can react proactively

September 2014

(2 years)

**Supply Chain, Purchasing & Cont. Improvement Manager - Fabio Perini Shanghai (Körber Group)**

Our German HQ launched a World Class Manufacturing program in Purchasing and I was selected to lead the program in China as a development plan because I was included in the Group talent program (1% employees). Few months later I took over the role of SC manager, being directly responsible for the Purchasing, Planning and Shipping Depts (15 people) while keeping my previous activities as CI coordinator. My main targets were:

- to improve the Material On Time Delivery for Operations & Customer Service (we moved from 55% to 78%)
- to create a new centralized process for Non Production Materials in Purchasing
- to realize a consistent saving to contribute to the Plant EBITA (Mater. Cost Variation target -3%, actual -5,5%)
- to scout and develop new suppliers, especially scouting low cost regions of China (we did it in Foshan area)
- to design and implement a Master Planning process to manage the plant Production Capacity
- to optimize the shipping costs without decreasing the service level (actual -12%)

February 2013-

(1,5 years)

**Continuous Improvement & LSS Coordinator - Fabio Perini Shanghai (Körber Group) - machinery**

I was responsible for 3 main work-streams:

1. design and set up the first production line of our company (we produce in low volumes & high customization), aimed at developing a GFFF strategy where China became the manufacturer of this model for all the plants
2. prepare, roll-out and deliver the "Lean 6 Sigma" program for the local plant. Achieved 7 projects (100%) in different areas (HR, Finance, Operations and Customer Service), for a total certified saving of 340K€
3. assist the Global Industrialization Manager, based in HQ, to implement a Cost Down project on our main product, involving local Tech. Dept., Production and Suppliers. We achieved a result of -17%.

February 2012-

(1 year)

**Operations Specialist - Fabio Perini Shanghai (Körber Group) - machinery**

Serving as handyman for the Operations development in China, I was accountable for 1 big project: to manage the construction & relocation in a new Company plant (suppliers selection & negotiation, project management from raw buildings to furnished and decorated offices and workshops). Challenges:

- relocate without affecting the Production in a year of peak (+90% orders)
- I proposed and obtained to review the agreement with the contractor (Italian), so I connected directly the design supplier (Italian) and one new Chinese construction company for the realization.

We respected the deadline (6 months) with a consistent saving (-20%). The project was awarded by Koerber and I received a "one time bonus" as a prize.

December 2012 -

December 2011

(1 year, advisor)

**SQA supervisor - Lavatelli S.r.l. (PMI) - textile**

Given the relationship of trust I established with the Company Owner, he asked me to assist as a free-lance in organizing the local production, selecting new suppliers and SQA consultants and then supervising their activity

April 2011-

(8 months)

**Supplier Quality Assurance - Lavatelli S.r.l. (PMI) - textile**

I had to guarantee and raise Quality standards optimizing suppliers Production processes and reviewing the Supply Chain management (raw materials & production Planning, new suppliers dev., shipping optimization)

December 2007-

**Stage - Ministero Affari Esteri (Ministry of Foreign Affairs), Italy-China Joint Committee**

April 2007  
(8 months) The Committee fosters and monitors all the strategic initiatives between China and Italy from big private Companies & the Government. My duties were: macroeconomic data analysis to match the right business opportunities of Italian Regions and Chinese Municipalities; Chinese policy analysis; assisted design & redaction of the National Programs for trade, tourism and cultural exchange; meetings organization & connection with Institutions & Enterprises

## Education

- September 2019 -  
December 2019 **Consultant Certification + Sprint Coach Certification**, Exponential Organizations (Singularity University)  
Officially recognized to implement the methodologies of consulting and coaching to make every company future-proof.
- September 2017 -  
December 2017 **Master in Digital Transformation**, Talent Garden Innovation School - *Winner of the Merit-based scholarship*  
Talent Garden is the biggest co-working space & education provider on Digital in Europe. Inside a modern start-up community, our class (age 26-58) spent 150 hours meeting 25 Professionals to deep-dive into Digital Transformation topics, such as Business Model Innovations, CX, Big Data, IoT, Coding & Change Mgt.
- March 2010 -  
October 2006 **BA in Chinese Language and Culture**, "La Sapienza" University, Rome - *Score 110 cum laude*  
Faculty Student Representative for 2 mandates. Main achievement: implementation of an agreement defining the mutual responsibilities and rules for Professors and students to improve the faculty management.  
Foundation of a small cultural association to organize events (film festival, conferences, concert).
- October 2006 -  
October 2003 **BA in Internat. Economics and Management**, "Bocconi" University Milan - *Course in English, 97/110*  
Erasmus program in Sweden - Jonkoping International Business School (JIBS) 6 months  
Volunteer work in Georgia with Caritas (summer camp of 2 months + fund raising initiatives along 1 year)

## Soft Skills

- Modelling and analytical skills, quick learning and systematic view
- Team building and communication, potential leadership
- Proactiveness and ability to deliver
- Ability to work under stress, prioritize and manage time rationally
- Creativity and Vision on the bigger picture; ability to sell my ideas leading to transformations

## Languages

English	<b>Proficient (C2)</b>	Vehicular language of my bachelor degree in Economics + 6 years living abroad
Chinese	<b>Good (B2-C1)</b>	bachelor degree (3 yrs) + intensive courses in CN (1 year) + living & working in China (6 yrs)

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