

Contact **Gianni Serazzi** [REDACTED] - [REDACTED]

WORK EXPERIENCE

*Effective manager, investor and entrepreneur with 16 years of experience in Operations Management, Strategic Development, Growth Strategy (including M&A).
Demonstrated ability of assembling high-performance teams and mobilizing complex organizations for deep performance improvement and significant value creation*

2012- Present **Richemont Group (2nd largest luxury group with ~50B\$ market cap) – Lancel, Alfred Dunhill, Group Headquarters – Directeur General Adj., COO at Brand level, then Director at Group Operations with mandate to fully integrate F&A brands** France/UK/Switzerland
Transforming strategy of very different Brands to align on one integrated business model leveraging group scale economies across all functions (IT, finance, logistics, compliance, HR, supply, sales, ...)

At brand level:

- o Coordinated development of 3-year strategic plans to win group support for brands re-launch
- o Drove complete overhaul of internal processes

At group headquarter level

- o Led the work of internal and external resources to define the new business model, core processes and supporting systems
- o Currently managing the complex global implementation across all functions and brands

2009 - 2012 **Palladium Real estate – Core Plus Fund GM** France, Switzerland, Italy
Approached family office (>100 years of history and 2+B\$ global investments) and suggested external equity opportunity. Selected partner, created internal team/infrastructure/operations, managed fund raising

2000 – 2009 **Bain & Company – Principal** USA, Australia, Germany, Italy, Spain, Romania, Switzerland

Selected accomplishments

- **Major PE/LBO Funds-M&A:** Responsible for portfolio work and post-acquisition performance improvement
 - o Target identification, initial screening, investment thesis development and stress-test
 - o Valuation of market potential and complexity reduction pre-acquisition
 - o Assessment operations restructuring opportunity pre-acquisition
 - o Portfolio work – focus on turnaround and growth strategy
- **M&A:** Managed group integration hand in hand with the new CEO. Improved cost position and personally managed an extremely tight supply chain. Revenue increased by 15% vs. 4% for category. Company CEO promoted to group global position. Stream of projects won the Bain North America Results Challenge 2008
- **Pricing and portfolio strategy:** Sales of the best selling software SKU in the US (>15M units/year) were flattening. Through innovative consumer research (*conjoint*), identified opportunity in restructuring product portfolio, bundling, pricing, CRM. Growth rate increased to 15% and stock price increased ~10%
- **Operations integration:** Supported merging of two mid-sized financial institutions to create new integrated local market leader
- **Go-to-market:** Redesigned go-to-market strategy and operations for SME division of Australian TLC leader (AU\$5B). Assumed principal role to create new partnerships and realigned channel to consumer needs. Led a team of 30+ executives and consultants. Sales growth increased from +4% to +11% yoy, margin expanded 1,7%

1999-Current **Entrepreneur and investor. Created and grew 5 companies including IT, restoration, entertainment, vintage collectibles. Cumulated yearly revenues in excess of 40M. All companies currently divested**

1998-1999 **Salmoiraghi&Vigano' (PE owned specialty retail) and Ottica Bonzanini** Novara/Milan, Italy

EDUCATION

2000 **INSEAD France:** Fontainebleau, France
Youngest admit, 80% of courses completed within 6 months and then staffed by Bain on client work while awaiting graduation.

2000 **Università L.Bocconi:** Milan, Italy
Graduated 1st in class with Laurea degree in Business Administration. Completed courses in 3 years, 110/110 summa cum laude with 10 exams *cum laude*, 4.0 GPA, scholarship, Bain employee while awaiting graduation

1998 **The Wharton School, University of Pennsylvania:** Philadelphia, U.S.A.
Exchange student, 4.0 GPA, research in *Financial Impact of Replication Strategy*

LANGUAGES Italian, English, French and Spanish

PERSONAL National finalist “*Olympic Games of Mathematics*”; other awards in international scientific competitions