

Curriculum Vitae (2019)



**Andrea
Salvati**

"Don't just do analytics, make real business meaning!"

I deal with "meaning-making", that's helping businesses in enhancing the "smart data" (internal or external, structured or not) into useful business ideas and optimization of existing business, in the new context of the digital transformation. After significant managerial experience in publishing and media companies, I had the opportunity to work for Google and to become one of the top managers of the Italian subsidiary, during its first phase of expansion (2006-2012). I then conceived and launched the first online International Catholic aggregator, in collaboration with the Vatican: aleteia.org. Since June 2014 senior partner at 3rdPlace, a digital consulting company owned by Datrix, a holding-data company, leader in the digital intelligence arena. I am co-founder, along with three other former senior manager of Google Italy. Since 2015 consultant for digital transformation of Italian publishers.

Education and Languages

- Sept. '06/Dec. '12: **Google Digital Training Lab, EMEA**

Programmed and certified training on many areas and issues: Google Sales Academy, Business Planning, People Management, Going Creative, Google Professional (AdWords, AdSense, Analytics, Map, G+, YouTube, Video, Mobile, Search Appliance, App Engine, Google News, Google Play, Doubleclick, Ad Exchange, Display Network, Programmatic and RTB Advertising), Digital Landscape and Trends.

- Sept. '90/Oct. '91: **Publitalia '80, Master in Marketing; Sales and Communication, Milan, Italy**

Organized and managed by Publitalia '80, a Mediaset Group company, jointly supervised by five Universities in Milan in cooperation with a decade of prestigious European Universities

- Nov. '83-March'88: **University of Pavia, Italy**

Political Science degree, specialization in International Politics (110/110 cum laude). Publication: "Ocean floors exploitation in the International law of the sea"

- Sept. '78-July'83: **Liceo Scientifico "G. Peano" - Tortona (Alessandria), Italy.** High School graduation (52/60)

Languages - English: fluent; Spanish: advanced; French: basic.

Professional Skills

Digital Transformation

- **Strong knowledge of strategic and operational management of sales and marketing models** applicable to various industries and in many areas of business. From **Branding** models (audience and traffic acquisition) to **Lead Generation** ones (typical of the R.O.P.O. world and cross channel approach) to the pure **Transactional** models (cost per acquisition), and their relative KPIs.
- Strong advocate and promoter of the **"data-driven management approach"**, based on the business meanings coming from **web analytics** and fed by the insatiable curiosity and attention to drafting of plans with advanced tracking and detection data (both internal and external, structured and not structured), to be discover, analyze and enhance.
- **Main achievements:** at Google Italy I led a sales and marketing team capable to drive and support all the most significant digital developments' case histories of the past years, mainly in Finance, Business Industrial Markets and Government, bringing revenues from € 5M in 2006 to 75 M € in 2012, 24/25 quarters in over-achievement.
Some of those clients are still our customers in 3rdPlace, such as: Mediolanum Bank, Unicredit Bank, ENI - AGI, Intesa Sanpaolo Bank.
As an example of digital transformation in publishing, aleteia.org, I implemented an innovative digital publishing workflow, based on web-listening principles, custom software and methods and on an efficient traffic acquisition social model, that could achieve important goals in less than two years from the start up and with zero marketing budget: 6 language editions, over 10M page views per month, more than 300 experts, more than 2,000 partners, a good monetization capabilities in programmatic adv with an average RPM better than the Google Ad Exchange benchmark in all markets of operation, the first creation of a Catholic social movie and of the first Catholic social gamification.

Marketing & Communication

- Deep knowledge (and optimizer) of **digital marketing** dynamics, rules and opportunities (from online and mobile advertising to e-commerce and m-commerce, from the digital communication to the social media marketing).
- **Excellent and proven ability to report and to public speaking**, in corporate and institutional contexts, as well as in sales, partnerships and operations.
- **Strong communication and leadership skills**, excellent customer base and prospects, **successful case studies** (including international), as well as with a broad, c-level and active professional network of top brand, marketing departments and agencies.

Project Management

- **Strong management attitude for new business projects**, as well as for optimization and development of processes of adaptation of existing business.
- **Strategic vision and strong attitude and capabilities to prioritize, plan, lead and deliver** different business projects, **strong leadership skills** and **experienced ability** to lead, organize and optimize successful team working, managing the various **functional contributions**, to assign precise tasks and KPIs and to monitor timely delivery.

Business Development

- Natural tendency to change, innovation and development of new areas of business.
- Significant and strong startup experiences, in both analog and digital landscape.
- Deep knowledge, strategic and operation experiences matured in many industries, such as publishing, media, advertising, retail, finance (banking & insurance), government, non-profit, business-industrial markets, both in traditional optics, which according to the process of digital transformation.
- **Main achievements:** I am a natural builder and a founder, both analog and digital. I like to meet new challenges and develop new projects capable of revitalizing the profit of existing business or to make a success of new lines of business or start up. Of particular note in my path management the launch of several daily newspapers and magazines, many successful promotional initiatives, as well as the conceive and launch of top online publishing projects. I developed (and aimed at maximizing their business performances) different sales and marketing teams; I implemented new models of performance for content curators and newsmasters in the online media, based on contribution of users generated contents, supported by external data intelligence and rigorous, analytical and transparent measurement of all the content production activities. In my last experience at Google, as Sales Coordinator of the Italian country (from January to October 2012): Revenues + 24% YoY growth, + 13% YoY Full Time Employee (FTE) growth; Development and presentation of the white paper "Internet Factor", in collaboration with BCG (Boston Consulting Group, Milan).

Management & Governance

- Deep experience in governance processes, revision and adaptation management, also in businesses pressed for change and digital transformation needs.
- Strong people management skills in traditional contexts, that pure digital or mixed.
- Excellent leadership skills based on principles of authoritative, team working and transparent information symmetry intra-team.
- Able to ensure timely and regular reporting activities, both strategic (helicopter view) that detailed and operational (refining and adapting reporting templates to the specific clients' needs, internal and external), positively tested and refined both within global companies or domestic ones.
- **Main achievements:** I have meaningful experience to positively and efficiently manage many qualified teams (management teams, sales & marketing teams, partnership teams, steering committees, board and corporate advisory boards), small and medium-large companies and divisions (over 100 employees). I managed and supported changes in ownership, fundraising activities, merge and acquisitions processes, due diligence assets and liabilities, business and financial plannings, strategic partnerships and co-branding projects.

Timeline and Notes

Class Editori spa – Milan

From May 2016

Vice President Class Pubblicità, managing 70 people (50 sales) and € 37M in 2018 (+4% Vs 2017). Senior Consultant for Digital Transformation Class Editori.

Datrix srl – Milan

From June 2014

Co-founder. Senior Partner and Member of the Advisory Board of 3rdPlace.com, the group company specialized in digital consulting and digital intelligence.

Aleteia sas – Paris

From January 2013 to September 2015

Managing Director and Member of the Board of Directors of Aleteia Italia. President and CEO of AdEthic, company in charge for programmatic advertising.

Google Italy srl – Milan

From September 2006 to December 2012

Industry Leader Finance, Government e Business Industrial Markets. In 2012 Sales Coordinator Google Italy for SEEMEA. Member of the best practice team in EMEA and US for Finance and Government. I led a sales and account managers team in Milan and Dublin for DSO (Direct Sales Org.)

Editori PerlaFinanza spa - Milan

From October 2001 to September 2006

Sales and Marketing Director, General Manager and since January 2005, CEO of the third business information player in Italy. President and CEO of EPF Comunicazione, the group company in charge for the advertising revenues of the financial newspaper Finanza&Mercati, weekly economic-financial magazine Borsa&Finanza and of some other top international finance publishers and brands (Bloomberg Markets and TV, S&P Fund Awards).

UTET spa - Turin

From October 1999 to September 2001

Marketing Director and Sales Vice President of Utet Group (brands: Utet Cultura, Utet Scienze, Utet Giuridica, Garzanti Grandi Opere, Tea, Utet Periodici, Petrini). General Manager of Fonte Utet, the group company specialized for the digital developments and websites Piazzadante.it and Iuritalia.it.

Confindustria – Unindustria Alessandria

From April 1998 to September 1999

Marketing and Sales Manager. Editorial and Communication Director of "Unindustria AL", the official magazine of the Confindustria Association for that north west Italian industrial district (more than 500 Associates)

Il Sole 24 Ore spa - Milan

From January 1992 to January 1998

Product Manager of "Il Sole 24 Ore", the leading economic and financial publisher in Italy. Brand Manager of "24 Ore Events", marketing manager of the authoritative weekly magazine "Mondo Economico". From January 1994 Sales Promoter of "24 System", group company in charge for the advertising revenues. I managed a sales team of twenty people and I represented around 25% of the total turnover of the company.

Fininvest – R.T.I. spa - Milan

From May 1991 to January 1992

Marketing Analyst, in charge for the television products development, for the competitor auditel analysis and for sales promotion & sponsorship formats.

Notes

- **Ordine Nazionale dei Giornalisti:** ID n. 090391, Pubblicisti Section – Lombardy.
- **Italian Navy Reserve Officer** – Italian Naval Academy in Livorno, teacher and trainer at Mariscuola La Maddalena, Italian member at SHAPE Buxelles.
- **Leisure and passions:** I enjoy my family. Then I love music (and singing), opera and theatre, playing sports (football, basket, skiing, tennis, swimming, athletics and cycling particularly). Since 2014, Group Cycling certified trainer.
- **Co-founder and President of "Borsa di Studio Piero Salvati Association":** to honor my father's memory. Main purpose is to offer annual grants for deserving students, children of "Carabinieri", attending with outstanding results high school: www.associazioneborsadistudiopierosalvati.blogspot.com
- Since 2016, Member of the Board of Audiweb and Fedoweb. Member of the IAB Italy Digital Out Of Home working table 2017-2018.