



GIANLUCA NATOLI

Senior Consultant

Born 1972



SIDEKICK NETWORK
selected experts

- Business Transformation leader with a consistent track record of Program and Change Management in Procurement and Finance
- He has successfully executed complex acquisition, divestiture and large-scale enterprise-wide re-engineering projects across diverse industry sectors, functions, and geographies with extensive and complex stakeholder management needs
- He was supporting Procurement Leaders in implementing digital transformations (SAP S/4HANA), procurement platforms (Coupa), optimizing P2P processes, and managing transactional spend categories with external BPO partners

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EDUCATION

1999 – 2000	SDA Business School, Università Bocconi, Milan, Italy MBA
1990 – 1996	Università Politecnico di Milano and Brunel University London, UK Manufacturing Engineering with Business Studies

EXPERIENCE / BACKGROUND

Professional Experience	20+ years
Language	Italian (native) English (native) Spanish (fluent) French (intermediate) German (intermediate)
Industries	Tobacco Food & Beverage Life Sciences Public Sector Energy Generation and Automation Consulting
Methods & Management Skills	Project Management (agile, waterfall) PMO Procurement and Supply Chain Management Change Management Training Management Stakeholder Management Finance Transformation Process Mapping, Design, and Improvement Cross Functional Co-ordination Building and Developing Governance and Compliance Leadership
Technical Skills	SAP incl. GRM, MFG Pro Coupa ACL TeamMate Microsoft Office



PROFESSIONAL EXPERIENCE

Since 11/2021
Switzerland

4C Associates – Procurement Consultants (Thermo Fisher Scientific, UK Ministry of Justice)
Consultant

Responsibilities:

- Advising business leaders in the execution of strategic e-procurement programs and the formation of purchasing organizations and optimization of P2P models

Since 01/2021
Switzerland

Winterhawk Consulting (Vestas)
Advisory Board Member

Responsibilities:

- Providing strategic insights on innovative ways to manage and minimise business risks to a market leading client in the sustainable energy generation sector

11/2020 – 12/2021
Switzerland

Campari Group
Procurement Business Consultant

Responsibilities:

- Supporting Procurement Leaders in implementing digital transformations (SAP S/4HANA) and procurement platforms (Coupa), designing P2P processes, and managing transactional spend categories with external BPO partners

05/2019 – 10/2019
Switzerland

Deloitte (ABB)
Associate Risk Advisory

Responsibilities:

- Evaluation of design effectiveness and efficiency of key controls in business processes and identification of gaps/improvements

Since 12/2018
Switzerland

Various Clients
Independent Consultant Business Processes and Transformation

Responsibilities:

- Advise board members and drive operational efficiency initiatives and improvements to optimize structures and drive business growth, define exit plans for existing businesses, perform



investment analysis, liaise with key stakeholders, and oversee operational execution of M&A transactions

- Working with Fortune 500 clients to add value to the business models by bringing a systematic, disciplined, and balanced approach to evaluate and improve the effectiveness of business processes, controls, and risk management activities

01/2012 – 08/2018
Switzerland

Mondelez Europe

Director Projects EU Finance

Responsibilities:

- Responsible for on time/scope/budget delivery of compliant program management activities for the Finance function
- Project design efforts including team resourcing and structure, governance, issues/risks escalation and decision processes
- Oversight over all roll-In streams (preparation, process blueprinting, and system build, data conversion and testing, change management and business stabilization)
- Definition of change impact and management plans and activities as well as stakeholder engagement maps, training curriculum and capability development programs
- Design and deployment of enterprise-wide Compliance Frameworks, design and execution of program audits and risk assessments
- In several complex strategic acquisitions and divestitures as well as ERP (SAP) base template roll outs and organizational transformation projects
- Joint venture creation of the organization, operations and systems of Jacobs Douwe Egberts, a coffee company with worldwide revenues of \$7 Bn
- Expansion of the base operating model and standardized ERP (SAP) system roll out to all Central and Eastern Europe affiliates and manufacturing footprint
- Transformation of the Finance function`s processes and structures and outsourcing to BPO Service Providers
- Divestiture of 13 brands and 5 manufacturing plants and set-up of Carambar & Co, a brand-new Private Equity owned confectionery company with annual revenues of \$300 MM

02/2008 – 12/2011
Switzerland

Mondelez Europe

Head of International Controls – EU Region

Responsibilities:



- Led the internal controls function in the EU Region (revenues of \$10 Bn) with a team of 33 staff. Recruited, developed, and retained a strong controls team
- Developed and implemented the company's compliance policies and internal controls systems, including the roll out of the annual audit plan and SOX 404 risk assessment and assurance testing process, ensuring that all assignments were planned, executed, and reported to the highest quality standards
- Re-designed the European Internal Controls and Audit organization with outsourcing partners leading to 30% cost savings
- Built long standing relationships with key senior financial and operational stakeholders throughout Europe, influencing the control culture across the entire organization by promoting best practices, sharing knowledge and supporting special projects and digitalization
- Delivered efficiencies and cost reductions (\$1 MM) by control optimization and automation
- Prepared and presented quarterly updates to the CFO and oversaw compliance/special investigations

12/2005 – 01/2008
Spain

Kraft Foods Europe

Manager Controls Supply Chain Europe, Middle East, and Africa (EMEA)

Responsibilities:

- Led the EMEA internal controls function in the Supply Chain areas
- Monitored and maintained the control processes and procedures across the regions by implementing risk-based assessment programs and gap analyses, identifying and executing remedial actions
- Drafted compliance policies, procedures, and ways of working instructions from the ground up and administered multi medial training programmes
- Conducted assurance reviews across financial, operational and information technology risk areas and provided suggestions for operational efficiencies
- Managed the Segregation of Duties in SAP GRM tool, maintaining rulebooks and controls, defining, and assigning mitigating controls

10/2003 – 12/2005
UK

Kraft Foods Europe

Manager Procurement Controlling and OverHeads EMEA



Responsibilities:

- Led OverHead cost planning processes, consolidation, and reporting for the European Procurement Function
- Ran budgeting and forecasting cycles and led the development of productivity and KPI tracking systems

02/2001 – 10/2003
UK

Philip Morris Corporate Services Inc.
Internal Audit Manager

Responsibilities:

- Ran risk assessment programs
- Planned and managed large scale worldwide operational and financial audit reviews
- Prepared management reports and governance documents and executed trainings to increase policy awareness and adoption
- Constructed and supervised audit teams; coached and developed junior team members