ANDREA SCOTTI

ENTERPRISE TRANSFORMATION EXECUTIVE

COO & Executive Advisor | Operating Model · Governance · Strategy Execution



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EXECUTIVE PROFILE

I work at the intersection of strategic decisions and organizational execution, aligning operating models, accountability and decision-making mechanisms with business priorities.

More than 30 years in operations leadership and organizational transformation, spanning executive responsibilities, management mandates and advisory engagements across multinational groups and complex, multi-company environments. Direct engagement with CEOs, business owners, boards and leadership teams.

RECENT EXPERIENCE

07/2026 – present

Independent Executive Advisor

Operating Model, Transformation & Execution | Italy

Executive advisory to CEOs, business owners and leadership teams facing growth, organizational change or transformation.

- Executive operating model assessment and redesign
- Organizational governance, decision rights and strategy execution
- Transformation recovery, governance and fractional COO mandates

11/2025 – 03/2026

Group Director – Organization, Transformation & Industrial Relations

Fabless Sistema Italia / Tesys Group | Rome

Group-level executive mandate in a multi-company setting. Defined scope: organizational design, intercompany governance, transformation and industrial relations.

05/2022 – 10/2025

Fractional Chief Operating Officer

Executive Advisory to CEOs and Business Owners | Italy

Fractional and advisory mandates supporting CEOs and owners through growth, restructuring and leadership transitions.

- Translating strategic priorities into an actionable operating agenda
- Reviewing operating models, roles and decision rights
- Coordinating cross-functional initiatives and execution

01/2017 – 04/2022

Transformation Executive | Temporary Management

Operational Excellence & Business Transformation | Italy

Temporary management and transformation mandates addressing structural inefficiencies and misaligned operating responsibilities.

- Process and operating model redesign
- Eliminating operational and decision-making bottlenecks

IMPACT **Operating cost reductions of up to 18% and productivity gains above 25% in specific mandates.**

SELECTED EXECUTIVE EXPERIENCE

02/2013 – 09/2016

Change Management Director | Italy Lead

Gruppo Banca Mediolanum | Basiglio, Milan

Governance and coordination of Italy's strategic transformation portfolio within a highly regulated enterprise environment.

- Oversight of delivery, priorities and interdependencies
- Stakeholder coordination and escalation processes

IMPACT **€80 million strategic portfolio governed and coordinated; portfolio value, not savings generated.**

10/2012 – 01/2013

Business Change & Strategic Processes

Altran | Milan

Identifying the root causes of operational inefficiencies and structural financial leakage; defining and overseeing corrective action.

IMPACT **€9 million in economic value recovered by addressing long-standing inefficiencies.**

10/2010 – 09/2012

Senior Business Manager

RGI Group S.p.A. | Turin

Organizational improvement, process optimization and operating model initiatives to strengthen efficiency and coordination.

02/2012 – 05/2012

Senior Advisor – Process Design & Organizational Change

Università Cattolica del Sacro Cuore | Milan

Specialist advisory on organizational change, process design and management development.

Specialist advisory engagement undertaken concurrently with the managerial role at RGI Group.

01/2010 – 11/2010

Head of Functional Product Analysis

RGI Group S.p.A. | Ivrea

Led functional analysis teams, aligning business requirements, application platforms and operating processes.

The two RGI Group roles overlap in October–November 2010.

07/2007 – 07/2009

Operations & Performance Director

RSA Group Italia | Genoa

Led nationwide operations across four organizational units and 60 professionals, reporting to and coordinating with London headquarters.

- Represented Italy at RSA International
- Operations governance, reporting and process improvements

IMPACT **€500,000 recovered through operational efficiency and process improvement initiatives.**

EARLIER CAREER

Operations Manager, Genoa & nationwide remit – RSA Group | Senior Operations Specialist – Fondiaria / Milano Assicurazioni | Corporate Correspondent – Allianz Subalpina S.p.A.

SELECTED RESULTS

€80M
Strategic portfolio governed; not savings generated.

€9M
Economic value recovered from structural inefficiencies.

–18%
Operating cost reduction of up to 18% in specific mandates.

>25%
Productivity gains in specific mandates.

€500K
Economic value recovered across RSA operations.

60
Professionals led across 4 nationwide organizational units.

APPROACH TO EXECUTION

Decisions before solutions.

Understanding an organization means identifying where decisions are actually made, where accountability is unclear, and where results depend on individual workarounds. Transformation becomes tangible when decision-making autonomy, accountability and execution improve.

TARGET MANDATES & RESPONSIBILITIES

EXECUTIVE ROLES
Chief Operating Officer; Head of Operations; Chief Transformation Officer; Transformation Director.

ENGAGEMENT TYPES
Permanent executive appointments, interim and fractional management, executive advisory.

AREAS OF EXPERTISE
Operating Model Redesign; Governance & Decision Rights; Transformation Recovery; Strategy Execution.

STAKEHOLDERS
CEOs, boards, business owners, leadership teams and executive search consultants.

EDUCATION

Executive Master in Project Management – ISTUM, Milan | Law Degree (pre-reform Italian degree) – University of Genoa | Legal traineeship – Turin

EXECUTIVE DEVELOPMENT & LANGUAGES

SDA Bocconi – Team Management | Hay Group – Great Leaders | ISDA – Leadership, Management and Negotiation | Newton Management Information – Time Management

Italian native speaker • English B2 (Trinity College London, Grade 7) • Basic French

CORE CAPABILITIES

Operating Model Design · Enterprise Transformation · Strategy Execution · Organizational Governance · Operations Leadership · Performance Improvement · Decision Rights · Industrial Relations

"The value of transformation lies in an organization's ability to decide and execute."