

LUCA DE ZEN

Birth
Address
Status
Mail

Torino, Italy, 7 October 1969
Via Cavour 64, Moncalieri (To), Italy
Married with 2 daughters
luca.dezen@swinkelsfamilybrewers.com

PROFESSIONAL COMPETENCIES

- | | |
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| <ul style="list-style-type: none">• Multi-cultural, multi-sector and multi-channel experience• Structuring and management of divisions, sales forces and trade marketing teams• Development and implementation of local and international business strategies• Definition and implementation of pricing and commercial policies in local multi-channel framework | <ul style="list-style-type: none">• Multinational groups and Public listed environments• Development and implementation of local and international business strategies• Brand and Portfolio management• Channel planning• Customer management, local and international• Development of team• Strong Focus on Business delivery and results |
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EMPLOYMENT HISTORY

2022 - Present Member of the Board – Director Altea Green Power, Turin, Italy
Altea Green Power provides systems to produce energy from renewable sources, improving energy efficiency and reducing consumption. The company is listed under the ticker AGP on Euronext Growth Milan Business or sector Renewables

2011 – Present Swinkels Family Brewers Italia

Family beer and beverages company, 1.000 employees, TO 2015 €m 550

August 2011 – Actual General Manager Swinkels Family Brewers Italy (Amministratore Delegato e Direttore Generale) (Sales and Marketing organization, 40 employees, TO 2021 €m 69)

Responsible for long term sustainable EBITDA growth objectives by leading the organization capabilities development and building Bavaria brand equity. Reporting to the board of directors (Lieshout) Netherland.

Key Results

- ⇒ Launching in Italy of the new Bavaria Premium in 2012, with a completely new brand identity, new brand image and new price positioning vs Bavaria Classica with an average price increase of 15%.
- ⇒ Coordinated Launch of new packaging and brand on most profitable category
- ⇒ Re-organized Sales team switching from agents to direct employees with strong focus on ROI, implementation of Store Reps team focus on store execution.
- ⇒ Office re-organization hiring new Marketing and Trade Marketing people
- ⇒ New Creative Agency selection
- ⇒ New commercial policy focus to build company profitability, increased customer base, developed Brand-Skus-Customers profitability understanding and actions
- ⇒ Strong focus on credit collection reducing the DSO of 52 days 2016 vs 2011 (from 121 days to 69 days)
- ⇒ 5 years of continuous growth both in term of market share and profitability (see attachment 1)

2007 – 2011 ROYAL UNIBREW

Public quoted Danish beer and beverages group, 2.000 employees, TO 2010 more than €m 500

February 2007 – July 2011 Sales Director Ceres S.p.A. Italy (Sales and Marketing organization, 70 employees, TO 2010 €m 150)

Responsible for long term sustainable Volume and Profit growth objectives by leading the sales organization capabilities development. Reporting to Commercial Director with a team of 40 people and a TO of €m 90.

Key Results

- ⇒ Volume and value growth +12% 10 vs 09 with strong focus on most profitable SKUs

- ⇒ Re-organized Sales team by changing 30% of personnel and structuring work focused to accelerate performance
- ⇒ Launch of new pack of Ceres: focus on “at home consumption” (75% incremental vs existing)
- ⇒ Redefinition of Annual Agreement with National Groups to increase counterparts and ROI
- ⇒ Benchmarking of Year-end-bonus, margin and best practice vs beer category main players and other high performance Company/Brand (Ferrero, Coca-cola, etc)
- ⇒ Enlargement of WD of most profitable products (average +20 p.ts WD vs PY)
- ⇒ Won new customers in discount channel (LIDL, PENNY, etc) totally incremental vs existing
- ⇒ Developed strategic partnership with key player on beverage business to reach gold standard in store-in outlet execution capabilities and push visibility and extra display

1997 – 2007 PEPISCO BEVERAGES ITALIA

World leader in convenient snack, food and beverages, 285.000 employees, TO \$ 60 billion

January 2005 – January 2007 National Account Sales Manager Pepsico Italy (Pepsi, 7 Up, Slam, Gatorade, Tropicana, Lipton, Adrenalin Rush, 150 employees, TO €m 270)

Responsible for the Channel Strategy development and the Operational Plan implementation with a team of 20 people. TO managed €m 30. Reporting to the Commercial Director

Key Results

- ⇒ Volume growth +15% Value growth +17,5%, with a better PC vs previous year
- ⇒ Development of sales team capabilities increasing commercial roles and efficiency
- ⇒ Launch of Tropicana Pure Juice in Italy
- ⇒ Implementation of new joint-venture with Unilever and start up on distribution of LIPTON
- ⇒ Defined Customer/Channel priorities based on Group strategic objectives and allocated objectives and resources

January 2003 – January 2005 Business Development and Trade Marketing manager Pepsico Italy

Responsible for all the activities, budget, strategic initiatives and operational Plan. 6 people in the team. Reporting to the Commercial Director

Key Results

- ⇒ Reorganized Sales back office and Trade Marketing after the merger with Gatorade
- ⇒ Re-defined the Sales structure and coordinated the integration of two different sales teams
- ⇒ Lead the interaction among Sales, Marketing, Logistic/Production, Finance and HQ
- ⇒ Identified Key Performance Indicators (KPIs) by channel and business to monitor performance
- ⇒ Identified, customized and implemented new data system to manage budget allocation and tracking spending by channel, group, customer and key account
- ⇒ Introduced Store Execution Excellence and Category Management approach

January 2001 – January 2003 On Premise Channel Manager Pepsico Italy

Responsible for Volume and Net Margin of Key On Premise Channel (QSR, Canteen, Cinemas, Parks etc). 2 people in the team. Reporting to the Commercial Director from Jan 2002.

Key Results

- ⇒ Won in 3 years more than 20 key customers as A Modo Mio, Brek, Cinecity, Flunch, Ikea, Mirabilandia, Vera, Warner Village...
- ⇒ Identified business opportunity size and defined business Plan
- ⇒ Identified core capabilities to win vs competition in term of sales and marketing/trade marketing expertise, logistic excellence (delivery time) and attendance KPIs
- ⇒ Set up of exclusive Commercial Agreements

January 1999 – January 2001 Trade Marketing Manager Horeca (and acting TM Manager Retail in 2000)

Pepsico Italy. *Responsible for the development of all the activities on field and sales canvass, with a team of 18 promoters (end of 2000). Reporting to the Trade Marketing Director.*

Key Results

- ⇒ Developed new approach to the business : “Model Market” to focus investment and leverage ROI
- ⇒ Increased Volume and TO by 40% (average) in the Wholesalers involved in the project
- ⇒ Coordinate the redefinition of price architecture and promotional strategies

July 1997 – January 1999 Key Account Manager Pepsico Italy

Responsible for the Volume and TO of Piemonte, Liguria e Valle d’Aosta. Reporting to NW Area Manager.

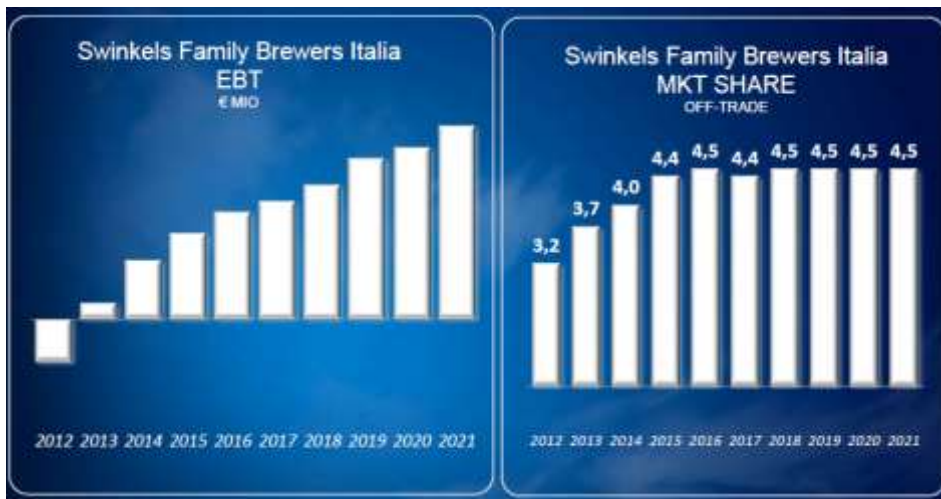
Key Results

- ⇒ Increased distribution across area, from 70WD to 95WD
- ⇒ Double volume in 2 years

QUALIFICATIONS

- ✓ **University** : Graduated in Economics, 1995, Università di Torino
- ✓ **Executives Programs** :
 - “Leadership Advance” 2011 at SDA Bocconi Business School
 - “Sales Management” 2010 at SDA Bocconi Business School
 - Pepsico internal program: “International Account management” 2002
- ✓ **Languages** : Italian mother language, English fluent, French elementary knowledge

Attachment 1 : Swinkels Family Brewers Italia Profitability and Market Share Evolution 2012 – 2021



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