

# LUCA DE FELICE

## Executive Summary

**Luca De Felice**, graduated in Management and Strategic Engineering at “Politecnico di Milano” and Executive MBA Alumni of ESCP Europe Business School, is Head of Digital Mobile & App Principal Product Owner at Vodafone Italy.

He has +12 years of professional experience in Marketing & Sales, Project / Product Management & Agile Methodology, Innovation Management, Digital Transformation, Business Planning and Business Development in the Telco&Media, FMCG, Banking and Retail sectors. He managed several national and international projects, frequently working with C-Level in regards to digital strategy, digital marketing, e-commerce, CRM, customer profiling, customer experience, loyalty programs, mobile (m-site & App), omnichanneling, artificial intelligence, smart stores & digital signage, social media and augmented reality.

Through his on-the-ground experience, he leads the development and implementation of digital go-to-market strategy, managing the entire programs from concept definition, multi-skill task force management till the delivery of the marketing initiative.

He is Professor of Il Sole 24 Ore "Strategic marketing & digital communication" Executive Master. He is the author of the book “Conversational Marketing. Dialoguing with the customers through Social Media and the Real-Time Web of Twitter, FriendFeed, Facebook, Foursquare” (De Felice L., 2011, Second Edition, “Il Sole 24 Ore”, Milan). He contributes to some newspapers and magazines, attends conferences and seminars as speaker and holds corporate training courses.

## Professional experience

- Since 12/2017: **Head of Digital Mobile & App Principal Product Owner** at Vodafone Italia. Responsible for the whole mobile application touchpoint *My Vodafone*, both for *E-Commerce* and *E-Care* pillars, in particular:
  - a. increase of customer base sales volumes, thanks to up-selling and cross-selling based on tailored offers, geofencing, alerting and push notification in App;
  - b. increase of App penetration and usage of the customer base, thanks to new customers onboarding journeys, omnichanneling commercial launches and adoption / frequency initiatives;
  - c. reduction of service calls through self-caring features improvement and artificial intelligence integration in App.Management of a +50 people team, organized into 3 squads with Agile Scrum and Kanban methodologies.
- 09/2016-11/2017: **Head of E-Commerce & Web** at Vodafone Italia. Responsible for the whole web channel touchpoint *Vodafone.it*, both for *E-Commerce* and *E-Care* pillars, in particular:
  - a. increase of new activations of Consumer ADSL/Fiber, Postpaid Voice and Mobile Broadband, Enterprise SoHo ADSL/Fiber, Devices & Accessories;
  - b. reduction of service calls through self-caring features improvement.Management of a 18 people team + 2 call centers in outsourcing with 150 reps, with the aim of:
  1. DMP prospects clustering and customization of contents / UX / private pricing both for advertising (e.g. retargeting) and proprietary touchpoints
  2. Lead nurturing through performance traffic channels, as programmatic, display, SEM, DEM, social (e.g. Facebook/Instagram Adv and Facebook Leads)
  3. conversion rate increasing through purchase funnel optimization (web, m-site and price comparators) and digital channel adaptation of the offer
  4. Margin increasing through click2call sales reduction and optimization
  5. Call centers costs reduction and user experience improvement through artificial intelligence on chatbot (e.g. Facebook) and virtual assistant, both for caring and e-sales
  6. Delivery costs reduction and user experience improvement through remote videorecognition of the customer
- 09/2014-08/2016: **eCommerce and Digital Manager** at Reckitt Benckiser. Responsible for both *E-Commerce B2C Channel* and *Healthcare B2B Portal* in Italy. Startup of the online business unit, reaching in just 2 years Net Revenues of about 3,5 Mln €, with an incremental rate of digital sales and margin of 100% YoY and building a 4 people team.

In relation to E-Commerce B2C Channel, responsibility for the startup of E-Commerce activities for all the Reckitt Benckiser brands (Scholl, Durex, Veet, Finish, Napisan, Calgon, Vanish, Air Wick, Nurofen, Gaviscon, Benagol / Benactiv, Megared and Optrex). In particular:

1. Bricks & Clicks (indirect sales through online business units of traditional retailers): evolution of placement, assortment, marketing and trade Marketing activities.
2. Pure Players (indirect sales through specialized websites): activation of a new kind of digital sales channels, as e-commerce portals, flash sales websites and purchasing group platforms. Development of joint CRM and digital marketing strategies.
3. Direct2Consumers (direct sales through proprietary portals): online flagship stores rebuilding with digital global business unit, especially for Durex and Scholl, focusing on:
  - a) Digital marketing strategies definition (buy now integration, digital advertising, retargeting and social media campaign) aiming to increase websites traffic.
  - b) Design of the a new user experience to increase the conversion rate.
  - c) Development of CRM logics for user profiling and cross-selling / up-selling in order to increase the average market basket.

In relation to Healthcare B2B Portal, responsibility for the relaunch of Professionesalute.it, strengthening the relations with pharmacists and doctors. In particular:

1. Editorial and service area: development of pharma editorial and marketing activities for the products, brands and special initiatives promotion; integration of informative services for pharmacists, as invoicing and order management.
2. Online2Offline business area: startup gamification initiatives with loyalty objectives.
3. E-Commerce area: integration of digital sales through the Portal.

- 01/2013-11/2014: **Senior Manager** at Twice Reply, one subsidiary of Reply Group (www.reply.eu – among the first 3 Borsa Italiana listed companies with the highest shares value ten-years growth) specialized in strategic consulting services. Responsible for Company sales and margin.
  1. 01/2013-11/2014: **Digital Marketing Strategist** for several national and international Clients, from pre-sales to delivery; collaboration with Reply Group Companies as the key figure able to transform C-Level business needs in functional and technical requirements.
  2. 05/2014-11/2014: **Program Manager** for Sky for online and retail selling of a the device Sky Online TV box for over-the-top content distribution; the goal is to assure the interoperability (plan tracking & recommendations for actions) between internal work streams (marketing, communication, technology, IT, retail, legal, procurement, rights, finance, operations) and product Partners (Roku, Foxconn).
  3. 02/2014-05/2014: **Digital Marketing Strategist** for Messaggerie Italiane for the development of a *big data* dashboard for monitoring market trends and the internal KPI of the different companies of the Group; integration and exploitation of enterprise data, benchmarking information and digital media insights.
  4. 04/2013-07/2013: business planning for European commercialization of Reply crowdsourcing solution Starbytes (www.starbytes.it).
  5. 01/2013-07/2013: **Digital Strategist** for Mediaset for the concept and functional design of a Social CRM solution based on a Facebook application (“Mediaset Premium Play League” initiative) that boosts customers engagement and data collection.
- 01/2011-12/2012: **Senior Manager** at Discovery Reply, one subsidiary of Reply Group. **Executive** of Discovery Reply. Responsible for Company sales and margin. Discovery Reply addresses the area of solutions for content production, archive and distribution, through an open and scalable platform for Digital Asset Management (Discovery Reply™).
  1. 04/2012-12/2012: **Digital Strategist** for Vodafone Global (head offices in Madrid, London, Amsterdam, Milan) for the design of a Social CRM and eCommerce solution based on the integration of Salesforce Marketing Cloud (Radian6, Social Hub and Service Cloud CRM); Single Point Of Contact toward Salesforce for licenses negotiation and program management; digital marketing KPI scorecard design; social media advisory for social customer caring processes, online communication and related technology integrations.
  2. 09/2011-04/2012: **Project & Account Manager** for Wind (Proof of Concept of a Over-The-Top TV solution with a Samsung Connected TV delivery) and Banca Mediolanum (requirements definition of the new online banking website with the integration of social media features).
  3. Since 01/2011: **Business Developer & Marketing Manager** in Fashion and Retail, with a focus on platform integration of IP-based delivery channels (IPTV, WebTV, Over-The-Top TV, touch interfaces, advertising, digital signage).
- 06/2009-12/2010: **Senior Consultant** at Live Reply, one subsidiary of Reply Group. **Responsible for Internet Offering** of Live Reply, with a focus on the creation of new & convergent technological assets (Web + Mobile + TV), proof-of-concepts design and their commercial proposition to Telco&Media market.

1. 04/2010-12/2010: **Business Developer** in the Internet and Publishing areas and **Accounting Manager** for main Telco&Media clients (Vodafone Global, Vodafone Italy, Telecom Italia, Samsung).
  2. 06/2009-04/2010: **Web 2.0 Specialist & Widgeting Team Leader** for Vodafone Global (head office in London, UK) and Vodafone Italy, liable for Project Management (plan tracking, resources allocation & coordination) and Innovation Management (market research, use case design & new concept proposition) activities aiming at Web & Mobile applications development.
- 03/2007-05/2009: **Consultant** at Sytel Reply (03/2007-05/2009) and Reply Services (05/2008-05/2009), subsidiaries of Reply Group.
    1. 05/2008-05/2009: **Pre-Sales & Business Development** activities, offering & marketing proposition of TamTamy™ (www.tamtamy.com), an enterprise social networking solution provided by Reply to clients through SaaS or On-Premises models.
    2. 07/2007-05/2008: **Project Manager** (international Single Point Of Contact for the service delivery) for Vodafone Global (head office in Düsseldorf, Germany) for the development of a multi-headed instant messaging service; the goal is to assure the interoperability (plan tracking & recommendations for actions) between the Vodafone OpCos (VF Germany and Netherlands operations & marketing) and their external Partners/Vendors (Neustar / Microsoft, Yahoo!).
    3. 05/2007-07/2007: Technological scouting activities, development of concepts and stage-gate process about **IPTV & Mobile**, starting a Lab which defines possible applications/services/products for the clients.
    4. 03/2007-05/2007: Assessment work for Vodafone Italy concerning the **ADSL** architecture of the IPTV services distribution in order to show business scenarios and to describe the whole end-to-end chain.
    5. Since 04/2007: Creation and Management of the **corporate blog** and **presentation sessions** about Telco&Media e Web&Enterprise 2.0 as a company speaker.
  - 01/2007-03/2007: **Innovation Analyst** at 3 Italy (H3G Group), in the Innovation Division – R&D, Business Development and Strategic Marketing.
    1. Managed a project concerning the technological development of devices for the fruition of multimedia contents (**handsets/portable multimedia devices**, e.g. Digital Photo Frame); the relative evaluation of the competitive impacts and the individuation of new business opportunities coherent with the offer improvement.
    2. Monitored the main topics regarding **TV broadcasting** (DVB-H, IPTV, NetTV, p2pTV) and the following definition of the hardware/software requirements.
    3. Scouted and economically evaluated business scenarios concerning the areas of the **proximity marketing** and the short range wireless technologies.
    4. Managed a project with regard to the creation of **innovative television formats** applicable to the Mobile Digital TV, from the concept phase to the production, through the collaboration with some universities and media labs.
  - 01/2006-01/2007: **Internship** at 3 Italy (H3G Group), in the Innovation Division (Handsets & Task Force DVB-H areas).
    1. **Project management activities**: from the innovation individuation (new product/service handset features) until the Top Management presentation and the white paper editing phases.
    2. **Technological scouting activities and benchmarking** (on-line, off-line and conferences concerning Telco/Wireless sectors) connected to the topics tackled by the department and drawing up analyses from a holistic point of view (strategic, commercial, technical and project aspects).

### Keynotes & Teaching

- Since 01/2018: **Professor** of Il Sole 24 Ore "Strategic marketing & digital communication" Executive Master.
- 06/2017: **Conference Speaker** at "Forum della Comunicazione & Innovazione Digitale".
- 03/2015: **Conference Speaker** at "Digital Transformation: le sfide HR nella rivoluzione digitale in atto", a Eric Salmon & Partners and Bosch Italia event.
- 07/2007-07/2013: **Conference Speaker** at "Xchange", Reply's yearly meeting with Clients.
- 11/2010-12/2010: **Executive Professor** of two training modules for Tecnocasa, a real estate company, regarding conversational marketing.
- 12/2010: **Speaker** of "MiTiCi – Milano Talenti Creativi" event, organized by Fondazione Milano.
- 09/2010: **Speaker** of "Banking & social: network or not?" event organized by Webank.
- 11/2006-01/2007: **Visiting Professor** of the Project Methodology III course, at the NABA University (Nuova Accademia Belle Arti) with a 6-lesson session concerning the TLC sector.

### Higher Education

- 06/2011: **Executive MBA** of 18 months (520 class hours and about 900 hours of individual and group preparation) at "ESCP Europe" (10<sup>th</sup> in the World according to the "Financial Times EMBA Ranking 2017" and 2<sup>nd</sup> in the World for Career Progress), fully financed by Reply.

- 12/2005: **Master of Science in Management and Strategic Engineering** at “Politecnico di Milano” (*grade: 110/110*). Specialization: management, organization and marketing. Tax exemption for academic merits.  
↳ *Thesis*: “Program Risk Management: an organizational model”. *Involved company*: Business Integration Partners.
- 09/2003: **Bachelor of Science in Management and Production Engineering** at “Politecnico di Milano” (*grade: 105/110*). Specialization: management, organization and marketing.  
↳ *Thesis*: “Corporate culture – The path to excellence”. *Involved company*: Banca Popolare di Milano.
- 07/2000: High School Diploma (E. Vittorini, Milan), specialising in scientific subjects.

## Training experience

### Competitions

- 07/2008: **Winner of “Innovation Award 2008”** organized by Reply to reward the best Business Plan on a Web 2.0 innovative solution (*reward: € 15.000*).
- 04/2005: **First place, “Nokia University Program”**, a national competition aiming to elaborate a Marketing Plan for the launch of the Nokia 9500 Communicator (*reward: training courses at Rome and Helsinki Headquarters – described below*).
- 11/2004-2005: **Scholarship** from “Fondazione Famiglia Legnanese” for academic merits (*reward: € 5.000*).

### Publications

- 03/2011 (Second Edition): Author of the Book “**Conversational Marketing. Dialoguing with the customers through Social Media and the Real-Time Web of Twitter, FriendFeed, Facebook, Foursquare**” (First Edition published in March 2010), published by **Il Sole 24 Ore** (one of the main Italian financial newspaper).
- Since 12/2006: In-depth articles for newspapers and hi-tech magazines with national distribution as **Il Sole 24 Ore** (within its Nòva24 supplement), **L’Impresa** (Gruppo 24 - Il Sole 24 Ore), **Jack** (Gruner+Jahr/Mondadori) and **Computer World Italia**.

### Intensive Executive Courses

- 03/2011: “Innovation Management” Intensive Executive Management course (40 hours) at University of Texas (UT) at Austin, USA.
- 10/2010: Intensive Executive Management course (40 hours) at Tongji University of Shanghai, China.
- 03/2008: “Project Management” (16 hours), organized by Reply.
- 01/2008: “Web 2.0 Executive Bootcamp” (8 hours), organized by Reply and Hinchcliffe & Company.
- 08/2005: Nokia Production operative processes (4 days at Salo Factory and Helsinki Headquarters).
- 07/2005: “Strategic Channel Management”, “Marketing & Trade Processes” and “Human Resource Management” (48 hours) at MIP Politecnico di Milano.
- 06/2005: “Brand Management & Advertising (ATL); Briefing activities; CRM & Internet Marketing; Channel Management: Trade Marketing & Category Management (BTL)” (26 hours) at Nokia Italia (Nokia Mobile Phones, Rome Headquarters).
- 02/2005: “Multimedia Operation Management” (16 hours) at Politecnico di Milano.
- 07/2004: “Enterprise Risk Management” (20 hours) at Politecnico di Milano.

## IT Skills & Languages

- *Office automation*: proficient in **Microsoft Office** (Word, Excel, PowerPoint, Project, Visio).
- Spoken and written English (good level - intermediate); Italian mother tongue.
- Since 05/2007: Business English Courses (Shenker and goFluent – intermediate level).
- 06/2003: Obtained **TOEFL** (Test of English as a Foreign Language) – *grade: 227/300*.
- 07/2002-09/2002: Successfully completed an Intensive English Language Course (120 hours) and attained the level of “Upper Intermediate in Business English” at “Holmes College of Melbourne”.