

# Curriculum Vitae

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## WORK EXPERIENCES

### 2018 – today – Position: Factory Director

**Sector:** agro-industry - feed production (fish feed and pet food)  
China  
Aller Aqua Group  
www.aller-aqua.com

*Factory/Business management: completion of plant construction, management of whole operations area (sourcing and logistics, manufacturing, warehousing, quality, projects, and maintenance) selection of domestic and foreign suppliers, implementation of work organization for departments*

*EHSQ: implementation and management of EHS system, Acquisition of Export License, ISO22000, 9001 and FSSC22000 certifications, achievement of Green Food Label (organic food), implementation of feed research facility for Asia*

*Economy and Finance: budgeting and control, economic and financial planning, production planning, investments planning and management, cost control*

*Human resources: Hiring, management of human resources assigned to departments, assignment of targets and evaluation, development of compensation & benefit system, development of career paths and education/training plans*

*Organization: Structuring of departmental activities (processes, controls, reporting) and integration with group control and quality activities, cost and quality control, coordination among directions and departments, development of KPI, investments and projects management, 5S, SMED, TPM and Kaizen principles application*

*Sales: Sales budget implementation, sales and customer relation processes, sales KPI (individual and company), support to customers for farming management, data management, implementation of customer development model (customer discovery, customer validation, customer creation)*

*Communication and Marketing: Relations with customers to implement and update marketing mix, refine segmentation, propose specific segment policies, with suppliers to structure proper network, Internal communication, and public relations with Chinese Authorities*

*Strategy: cooperation to strategy implementation for China and Asia, definition of strategic targets, evaluation of strengths, weaknesses, opportunities and threads, development of business model canvas, elaboration and selection of strategic alternatives, implementation of related actions, control of effects*

### Achievements:

completion of the investment and of the test phase for the start of production  
among other things:

- selection of raw materials,
- testing of machinery
- completion of staff hiring and training

development of production activities:

- structuring of all processes for department under my direction and sales and finance
- expansion of products range (widening of fish feeds portfolio and insertion of pet food)
- implementation of internal communication system (coordination among departments and directions)

improvement of efficiency and effectiveness in using resources

among the other things:

- reduction of commodities consumption - gas and energy consumption decreased 5%
- increase of in-house activities - all materials and finished products test are now in-house,
- improvement of materials and products turnover - improved materials and products turnover improved cash-flow

implementation of new investments

- bagging and palletizing line upgrade
- doubling of extrusion line
- new pulverized products line
- new silos
- new micro-dosing system
- new emulsifier

definition, measuring and reporting of key data for company management

- KPI for all departments
- Costs calculation (cost per batch and evaluation of the minimum convenient batch)
- Production mix optimization (calculation of hourly margin per product)
- Stocks evaluation (ABC model)
- Products classification according to cashflow contribution (Boston matrix)
- Standards for materials and products

presentation of the new entity to

- suppliers
- customers
- authorities

implementation and responsibility of EHS system

- risk evaluation
- training
- controls
- update to new regulations

implementation of a research aquaculture facility for feed testing

organization continuous improvement

- conversion Make to stock to Make to order (JIT) with specific attention to efficiency and effectiveness through Kaizen method for all departments

Focuses on:

- production big losses and SMED
- stock reduction and cash flow improvement
- maintenance internalization and TPM
- training and communication

among the other things, time and other resources were saved, general productivity increased, planned investment of new warehouse was not necessary, alignment between payables and receivables improved

- daily production increased up to 10 tons
- materials and finished products stock decreased 30%
- warehouse main operation time (trucks loading/unloading) decreased 20%
- sourcing operations were simplified with zero paper final target

cooperation to strategy implementation and adaptation of operations to new strategy for 2021/2023

- elaboration of new business model using business model canvas and other proper tools
- segmentation definition and marketing mix adaptation
- customer discovery and customer validation
- strategy communication

knowledge of Chinese culture to facilitate the normal work and daily relationships

## **2011 – 2017 - Position: Chief Executive Officer and General Manager**

**SECTOR:** Breeding/Aquaculture – Food processing

Italy

Agroittica Toscana

[www.agroitticatoscana.it](http://www.agroitticatoscana.it)

*Business management: general management of the entity – Complete reorganization of the business (finance, production, processes), supervision and support of all business areas*

*Economy and Finance: budgeting and control – economic and financial planning - investments planning and management, cost control and budget variance analysis, ratio analysis*

*Human resources: staff hiring, HR management and trade unions relations, performance evaluation, training plans and career paths implementation, company culture development, employer branding*

*Organization: Business organization – project management – adoption and management of ISO systems (quality and environment) - organizational change and transformation projects*

*Sales: sales budget implementation, relations with wholesalers and supermarket chains, customer discovery and customer validation for new products*

*Communication and Marketing: marketing planning and renewal of marketing mix – creation of customer development model for new products - relations with customers and suppliers – institutional and public relations*

*Strategy: full responsibility for strategy elaboration, presentation to the board, implementation, execution and control*

### **Achievements:**

fully empowered by the property overall management of the company

member of the board of directors, representing the majority shareholder

corporate finance restructuring and processes reorganization for next planning and realization of a new phase of growth

- reduction of receivables
- improvement of materials purchase and sale conditions
- improvement of cash-flow to sustain investments
- introduction of budget variance analysis and ratio analysis
- introduction of KPIs and cost controlling for each batch

reactivating and adapting ISO certifications

- ISO9001
- ISO14001

efficient and effective use of resources

among the other things:

- efficient use of commodities (oxygen, fuel, electricity)
- resources sharing in matrix organization
- processes check and modification to reduce bottlenecks

duplication of production plants

- two fish farms
- two feed processing facilities

Increase of

- production (500 to 1500 tons)
- turnover (6 to 15 mil Euro)
- commercial relations (main supermarket chains and wholesalers)
- staff (30 to 70)

renewal of strategy and marketing approach

- renewal of business model with new products, new channels and customers, new strategic partners
- customer discovery, validation, and creation activities to find the market, refine suitable approach and communication
- renewed marketing mix based on restructured segmentation and differentiation
- creation of specific brand for new products

achievement of national level customers

- main supermarket chains
- main wholesalers

direct relations with:

- strategic suppliers (at European level) and customers (domestic),
- institutions and public authorities at different levels
- multinationals of animal nutrition

## **2001 – 2011 - Position: HR and Organization Manager**

**SECTOR:** Business services

Italy

Cna Livorno

[www.cna.it](http://www.cna.it)

*Hr and organization management – trade unions relations – recruiting and personnel selection – job analysis and evaluation – compensation and benefits – training – organizational change and transformation projects*

*Support and consulting to member companies (Hr, Organization, Budgeting and Control, Investments and Loans)*

*Services presentation and customers research and acquisition*

*Internal and external communication*

### **Achievements:**

HR management and hiring

management of offices distributed in the province (9 offices)

- verification of service standards
- coordination between different offices
- internal efficiency assessment
- adoption of follow-up initiatives
- homogenization and service level increase

Business development

- external consultancy in HR and Organization
- external consultancy for loans and mortgages
- promotion of services

Relations with local authorities

**1997 – 2001 - Positions: 1997 – 2001 Assistant to Office managers**

**SECTOR:** Public Administration

Italy

Comune di Livorno

www.comune.livorno.it

*Relations between Town Hall and owned entities – control activities planning – budgeting and control – Hr management and control.*

### **Achievements**

knowledge of:

- executive procedures
- operational controls
- functioning and complexity of Public Administration

implementation of:

- administrative acts
- processes

**1998 –today - Other Experiences**

Member of some Boards of public and private entities

### **STUDIES AND FOLLOWING EDUCATION**

#### **Recent courses**

Professional certification – Strategy, Communication and Marketing – University of British Columbia (2021)

Change management – Politecnico di Milano (2021)

Analysis and control of cash flow – Università Federico II Naples (2021)

Nature and humanity in Chinese thought – Hong Kong University (2021)

Corporate management – Università Federico II Naples (2021)

Managing conflicts – Politecnico di Milano (2020)

Fundamentals of strategy, operations, accounting, finance, organization – Politecnico di Milano (2020)

Problem solving and strategic decisions in economics: techniques and applications – Università di Parma (2020)

Organizational behavior - Università Federico II Naples (2020)

Production and logistics management – Università Federico II Naples (2020)

Situational Management – Blanchard Companies Qingdao (2019)

Chinese Culture Training – 3C Consulting Copenhagen (2017)

#### **Master**

HR Management – Stogea - (2017)

Business and Management (EAM) – Faculty of Economy – Università degli Studi di Pisa (2013)

#### **Degrees**

Sociology - Università degli Studi di Pisa (2008)

Law - Università degli Studi di Pisa (1997)

#### **Specialization course**

Labour law – Università “G. Marconi” – Roma (2010)

#### **Diploma**

Liceo scientifico – Liceo F. Enriques – Livorno (1990)

#### **Languages**

Italian – mother tongue

English - fluent