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PROFESSIONAL EXPERIENCE

DEPT OF ECONOMICS, UNIVERSITY OF GENOA – ITALY

Transport Economics, Maritime and Port Economics

Guest Lecturer Economics of Cruise, Ferry and Yachting Industries

2022

COSTA CROCIERE S.p.A., Genoa – ITALY

5/2000 – 5/2021

Costa Crociere is Italy's biggest tour operator and part of the worldwide market leader Carnival Corporation & plc Group. Costa Crociere is headquartered in Genoa and operates at global level 2 cruise Brands (COSTA and AIDA) with offices spread across Europe, the Americas and Asia.

- SVP COSTA Global Sales, Genoa (2/2015 – 5/2021)
Reporting to COSTA President and managing sales exceeding 1 Billion Euro. Overseeing the activities of all local Sales & Marketing organizations (almost 800 employees).

Key achievements

a. Brand commercial transformation between 2020 -2021

- Brand repositioning and customer segmentation.
- Product redesign including F&B, Entertainment offer and ashore experiences (looking at a more sustainable local communities impact) sustained by key partnerships to reinforce reason to believe.
- Step change direct sale performance including call center transformation by shifting focus from service to sales performances, reducing multisite complexity (from 11 to 4 locations), improving operations scalability and significantly reducing fully loaded costs/FTE by almost 18% (from 54.4 to 44.7 K/Eur).
- Commercial excellence program designed and built on a new Go2market process, a newly crafted sales model and a 30% B2B sales force right sizing (from 299 to 208 FTEs) vs -16% channel volume shift to sustain incremental direct sales resources.

- b. Commercial effectiveness initiatives: i) Travel Agents new commercial policy based on different fare types within a more broad and innovative “exclusive” trade partnerships to grant incremental revenues through enhanced upsell capabilities @ resource parity, ii) sales costs optimization between 2015-2019 (@ flat capacity) worth of 20% cost baseline or 4 Mil/Eur.
 - c. Key contributor to Costa Sustainability strategy: itineraries and ashore product design, circular economy and food waste programs ambassador.
 - d. Key Strategic Alliance with Italian leading Tour Operator Alpitour
 - Vertical integration projects
 - Strategic supervision - through Board presence - of the 2 main Italian Travel Network representing over 2,500 Travel Agencies
 - Business Intelligence best practices development (i.e geomarketing)
- **GENERAL MANAGER IBERO Cruceros - Madrid (4/2013 – 2/2015)**
Reporting to Costa Group CEO, with full responsibility on bottom line factors. Turnover exceeding 200 Mil. Euro with a shoreside organization reaching over 150 employees.
IberoCruceros brand was fully acquired by Costa Group in 2009 from a Spanish Tour Operator; at that time Spain was representing one of the most promising EU sourcing, but after some years the profitability of the market went significantly down requiring a bold turnaround. The overall strategy was mainly based on alternative capacity allocation, right sizing of the local S&M organization and a more effective partnership with key clients.

Key achievements

Below strategic initiatives able to reduce significantly operating loss for Ibero brand (25 Mil/Eur) while generating incremental operating income for Costa brand (10 Mil/Eur)

- a. Ships deployment reshuffle among key sourcing Regions and Brands
 - b. “One face 2 Brands” approach unifying sales force on the field and establishing a new shared service platform for both brands vis a vis of the existing distribution landscape
 - c. Long term partnerships agreement implemented with selected key clients representing almost 50% of market revenues.
- **VP Global Sales Services COSTA, Genoa (9/2009 – 4/2013)**
Reporting to EVP Sales & Marketing, overseeing a central unit organization of almost 50 staff and a Customer Center platform spread mainly across Europe and the Americas (roughly 300 people).

Key achievements

Fully redesign of product planning organization and processes based on industry analytics.

- VP Pacific Asia Operations, Hong Kong/Shanghai (9/2005 – 9/2009)
- Yield Management Director, Genoa (5/2000 – 9/2005)

COMPAGNIE FRANCAISE DE CROISIERES, Paris (10/1997 - 5/2000)
Financial Controller and HR Director

PRICE WATERHOUSE COOPERS, Genoa (10/1993 - 10/1997)
Senior Analyst/Manager from 10/1994

EDUCATION

- IESE Business School Barcelona - 2017 Advanced Management Program
- University of Economics of Genoa - 1993 – 110 cum laude
- Chartered Account Diploma - V. Emanuele II, Genoa – 56/60