



## Fabio Vacirca

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### GENERAL INFORMATION

- Personal data: Born in Istanbul (Turkey) 14/06/67 – Married, 4 daughters
- Citizenship: Italian
- Languages: Italian (Mother Tongue), English (Fluent), Turkish (Fluent), Greek (Basic), French (Basic)

### EDUCATION

- High School: Scientific subjects, grade 55/60 5/5 years
- University: Politecnico di Milano, grade 94/100, 5/5 years
- Degree: Business engineer, (1991), degree thesis: “Joint Ventures in Italy”
- Post Degree: COGIT (Information Technology Management) by P&G (1991)
- University support: 18 times thesis supervisor in Politecnico di Milano, Bocconi University, Bologna University Master teacher (1997 – 1999)

### CURRENT POSITION

- In Accenture since 1991,
  - Manager in 1996,
  - Partner in 2001,
  - Managing Director in 2006,
  - **Senior Managing Director in 2014**
- Since 2015, Products Asia Pacific Senior Managing Director.
- 2011 to 2015, Consumer Goods and Services Global Industry Director
- 2007 to 2011, Consumer Goods and Services Europe, Middle East, Africa and Latin America Regional Industry Director
- During the years, Global international client partner for Mondelez, South African Breweries, Philip Morris International, Ferrero, and others
- 2001 to 2015, responsible for the Accenture Customer innovation Center in Milan serving Consumer sector globally
- 2004 to 2010, founder and Vice president of the Accenture Alumni Association
- President (2006) of the Rotary club S.Donato Milanese, district 2050

## JOB EXPERIENCES

- **Mondelez (International) - Global Lead**
- **SAB Miller (International) - Global Lead**
- **Philip Morris (International) - Global Lead**
- **Carlsberg (international)**
- **Kraft (International) - Global Lead**
- **Pepsi Cola (International)**
- **Coca-Cola (International)**
- **Metro C&C (International)**
- **Unilever (International)**
- **Barilla**
- **Ferrero - Global Lead**
- **Natuzzi**
- **Lactalis**
- **Gucci**
- **S.Pellegrino - Perrier - Nestlè**
- **Rinascente - Auchan**
- **Carrefour**
- **Illy**
- **Pfizer**
- **Seat-Tin**

### Current Role

In June 2015 I have been appointed as Senior Managing director for Products Asia Pacific and I am now located in Singapore. This is one of the 15 P&Ls through which Accenture runs its business. Products includes Consumer Goods, Retail, Pharma, Auto, Travel and Industrial manufacturing. APAC includes India, Asean, Greater China, Australia-NZ, South Korea and Japan.

2011 to 2015, I served as Global industry managing partner for Consumer Goods and Services. This is one of the top 5 sectors of Accenture globally and is worth more than 2bn USD with a global practice and global clients. I was nominated after 5 consecutive years of very strong performances in CG&S EALA; for the time being I am maintaining both responsibilities.

In September 2006, at the beginning of the FY07 I have been promoted as Managing Senior Executive, which in Accenture represents the readiness to take top management roles in addition to the client facing ones. Since January 07, I'm responsible of the Consumer Goods and Services sector for EALA (Europe, Middle East, Africa and Latin America). This region counts for 75% of the global Accenture revenues in the Consumer Goods sector, up to 1bn USD and includes three of the Accenture diamond clients.

At the end of FY 2003 I was appointed as responsible for the Consumer Goods and Services sector for IGEN (Italy, Greece, eastern Europe and middle east).

The industry dimension is in current Accenture organization responsible for business planning, industry development, investments and Go to market strategy.

During the last 10 years I have developed the CG&S industry in different roles with double digits growth in revenues and strong profitability. Main pillars of my strategy have been:

- Global operating models and associated transformations
- Insight based offerings relevant to the specific sub-segments deployed through SWAT teams
- Enlarge competencies in the team through training, but primarily cross fertilization.

In 2010 I have sponsored and lead the acquisition of CAS, a Germany based sw company with offices in US and Australia and I have been responsible for the PMI and the integration

In Addition to the industry role, and since 1996, I have been responsible and developed the Milano center of excellence which now is one of the 2 Centers in Accenture entitled as Global Innovation. The center counts on about 500 professionals and has many wide and proven international success case histories

## Personal characteristics

- ENTERPRENEURSHIP

Coca-Cola, Ferrero, Philip Morris, Kraft and Perrier-Nestlè were not originally Accenture clients. My contribution was decisive in developing all the business that Accenture is currently doing with these clients. I have always been the main Accenture contact with these clients locally and internationally.

The CAS acquisition and the way I lead the industry in EALA are considered as a benchmark and an example of entrepreneurship for many aspects

- INNOVATION

I have and employ the opportunity to be very innovative. Many ideas around the current offerings architecture are mine and are considered leading edge in Accenture. From 2009 to 2011 I have been leading the CG&S innovation program which was instrumental to several new offerings and patents.

- PROFESSIONAL COMPETENCE

I am considered a deep industry expert in consumer goods and a subject matter expert on CRM, Sales and Marketing; I have been involved as an expert and/or adviser with many clients both in Italy and abroad (see above list).

On Financial Planning and performance management (including Data Warehouse technologies) I'm considered one of the Accenture Senior Subject matter experts.

- LEADERSHIP

I have always been evaluated as a "natural leader". Indeed, leadership has been rated at the top in all of my evaluation forms since I have become a manager.

Today I am leading a group of about 50 senior executives in 22 countries and 3 continents.

The Last People satisfaction survey was rated avg. 4.6/5.

I have contributed to building a successful team. People belonging to this team are highly motivated, fast growing and usually seen as models. Most of the people working for me, when possible, voluntarily asks to be permanently assigned to my organizational unit.

I have invested a lot in building a team in which entrepreneurship and teamwork are balanced and recognized. I believe that leadership comes from personal characteristics but needs skill and knowledge to be accepted; this is the path I have pursued both for myself and for the evaluations of my team.

On numerous occasions clients have appreciated and have outlined my very ability to lead and motivate teams in difficult situations with a particular focus on my vision to apprehend the real needs.