

Founder, Chief Learning and Design Officer, Creative X Factory, Italy

July 2017 – Present

Partnering with people and organisations to inspire, ideate, and implement effective, sustainable change programs in continuous learning environments.

- **Business partnering** as a senior advisor, independent consultant, professional team coach, individual coach, boutique design thinker, LEGO® SERIOUS PLAY® certified trainer and change facilitator, and certified Hogan Assessor.
- **Top-notch services** include strategy consulting, complex learning project coordination, bespoke blended program design and development, and higher education faculty development and support. ~80% NPS score.
- **Some references:** BuzzMyVideos, Sky PB&C (Production, Broadcast & Creative Hub Engineering); Sky BCO (Broadcast and Content Operations); Sky Customer Operations (Learning Hub, Customer Value and Service Excellence, KM); Consultek (Consultek Group Academy, Ospedali Riuniti Marche, ASET, SIGE); MetAppendo (Federmeccanica); Sistemi Formativi Confindustria (Digitronics, WBL); Confapi Pesaro; Università dei Saperi Giulio Grimaldi; Telefónica Universidad; PWC; HRC (AstraZeneca, MPS, Oracle, CWT); TAG School; ICE (Italian Trade Agency); LUISS Open Consulting (Digital Innovation Hub Marche, ATKearney, KSA); LUISS Business School; LUISS Guido Carli; LuissX; HFarm; Axiom Groupe; Google (Google Digital Academy, UK). Find formats on: www.creativexfactory.co

Professor of Practice, Digital Innovation and Business Transformation, LUISS Business School, Italy

Sept 2018 - Present

Renewed the initial **three years of exclusive teaching** engagement with LUISS Business School. Guaranteeing a minimum of 60 teaching hours per academic year, depending on teaching needs; being actively involved in designing, delivering and promoting the courses:

- **Digital Mindset** (May 2023, 5th Term) in the *Flex Executive MBA - Management Academy TIM NOKIA* (12 hrs 80% asynchronous, 20% synchronous). Ref. Prof. Christian Lechner.
- **Digital Teaching for Learning Program** (Sep 2020 - Aug 2022). **Directed**, led, designed, and delivered the core and adjunct *Faculty Onboarding Program* and the *Flex Executive Program*, which aim to encourage acquiring methods and tools to develop an integrated digital practice in hybrid teaching and learning contexts (~45 hrs, 80% asynchronous, 20% synchronous). ~80% NPS Score. Ref. Prof. Raffaele Oriani.
- **Agile Organization, UX and Digital Design Thinking** in the *Master in Marketing Management – Major in Digital Marketing* (2019/2020 14 hrs, 2020/2021 26 hrs in Rome; 28 hrs in Milan. 2021/2022 14 hrs in Rome 28 hrs in Milan, 14 hrs in Rome 2022/2023, 35 hrs in Milan and 17.5 in Rome 2023/2024) at LUISS Business School. ~80% NPS Score. Ref. Prof. Luca Pirolo.
- **Design Thinking for Product Development** in the *Branding. Creativity and Product Innovation, Summer University in Marketing* (2021, 6 hrs 100% in remote) at LUISS Guido Carli. ~85% NPS Score. Ref. Prof. Francesco M. Mazzù.
- **Innovation in Education with ICT** in the *Teaching for Learning* series of online seminars targeting the whole Faculty (2020, 100% remote) at LUISS Guido Carli. Ref. Prof.ssa Simona Romani.
- **Information and Communication Technology** in the project *Poverty Reduction through Rural Development in Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and Neighboring Areas. Youth Communicators for development* (2020, 20 hrs, 80% asynchronous, 20% synchronous). Ref. Prof. Roberto Dandi.
- **Innovation in Education with ICT** in the project “*Poverty Reduction through Rural Development in Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and Neighboring Areas*” (2019, 20 hrs, 80% asynchronous, 20% synchronous). Voted *Best Teacher* by participants. Ref. Prof. Roberto Dandi.
- **Faculty Digital Transformation Program** (Sep 2018 - Aug 2020). **Directed**, led, designed, facilitated, and scaled the internal pilot for the core Faculty at LUISS Business School. (~120 hrs, 80% asynchronous, 20% synchronous). Ref. Prof. Paolo Boccardelli.

Chair, Teaching and Learning Lab (former Hub), LUISS Business School, Italy

June 2022 - August 2023

- Rotating chairwoman of the Teaching and Learning Lab to ensure a high standard of teaching effectiveness, develop clear policies for assessment and grading, and ensure all students are provided with constructive feedback for continuous improvement. Ref. Prof. Enzo Peruffo.
- Representing the School in the Learning Design working group within the FOME Alliance - The Future of Management Education. Ref. Prof. Enzo Peruffo.

Senior Advisor, Digital Learning Strategy and Design, LUISS Business School, Italy

Sept 2018 - August 2022

- *Facilitated* the digital development of programs in LUISS Business School and consulted the BUs in defining the overarching Digital Teaching and Learning Strategy.
- *Coordinated* with the internal Digital Factory, the LuissX Service Unit and the Insendi partners to deploy innovative blended learning products (i.e. Flex Executive Programmes, Custom Flex EMBA, Flex MBA, Online Programmes).
- *Delivered* on the digital transformation of teaching methods, which included:
 - The elaboration and implementation of the digital teaching strategy;
 - The systemic coordination of digital content production;
 - The structural design of digital content;
 - The design and implementation of blended and fully digital programs;
 - The support of faculty in the development of new teaching methods based on digital technologies.

Main Achievements:

- Delivering the first Online Programme on *HR Management & Leadership*, powered by Insendi (<https://www.youtube.com/watch?v=QiDKlFhkFOQ>);
- Participated in the negotiation process to successfully enter the **FOME** Alliance from inception to signing the deal with Insendi (<https://fomealliance.com/>);
- Landed the App **LUISS BS Link Studenti** and the **LUISS BS Link Corporate** version in 6 months in 2019;
- Landed the Mobile Site (<https://businessschool.luiss.it/e-learning/>) in partnership with Deloitte Digital in 6 months in 2019;
- Landed the design and delivery of the successful format Flex Executive Program in early pandemic times in 2020 (<https://www.youtube.com/watch?v=eU0hbyFIRSw&t=18s>).

Professor, Faculty ICE, Italy

March 2021

Designed the **Design Thinking and Digital Mindset** webinar with Sprint Desk for the internationalisation of Friuli Venezia Giulia, dedicated to companies with an international vocation in their territory, for the program "Re-Think International", leading the "The extraordinary enterprise and the digital mindset" session (<https://www.youtube.com/watch?v=R8BQB74Dn50&t=2421s>).

Learning Design and Innovation Lead Manager, Google Digital Academy, EMEA, UK London

January 2014 – June 2017

Created *learning experiences* that transform brands to develop more valued relationships with their consumers in the digital landscape. **Powered** Squared and Squared Online - the award-winning digital marketing course designed to help companies create, retain and attract the best digital talent and dedicated **to** building capabilities for marketing in a digital world. **Sourced, designed & delivered** *curriculum modules* and *education programmes* for clients/Agencies and Googlers.

Main Achievements:

- The *Demystifying Programmatic*, educational format scaled globally to train the sales forces - winning as a team in the first **2016 One EMEA Awards** (<https://www.youtube.com/watch?v=RoxEnZ-DV0s>);
- *Learning Design and Innovation* - Developed innovative, engaging formats and learning experiences to support leadership and performance product training, focusing on innovative formats and experiential workshops. **Q1 2016 Google Digital Academy Impact Leaders Award**;
- *Strategy and Ops* - Consulted and partnered to set up the EMEA prioritization process for deploying Googlers' global internal product training. **SPOT BONUS for Q3 2014**;
- *Curriculum and LMS* - Influenced and developed the recos for the *Global Sales Enablement Team* to run the global e-learning platform. Provided strategic input and consulted in shaping up the curriculum foundation pillars of Google Digital Academy offer;

LEGO® SERIOUS PLAY® Facilitator, EMEA, UK London

June 2016 – Present (See what happens in a workshop: <https://www.youtube.com/watch?v=RrfuBTS8vBA>)

Executive Coach, ACC Certified

Jan 2013 – December 2016

Provided positive support, feedback and advice to individuals or groups to improve their effectiveness in business. Focusing on business and executive coaching, corporate team coaching and leadership coaching.

Main Achievements:

- **Associate Certified Coach (ACC)** - The ICF Associate Certified Coach credential is for the practiced coach with at least 100 hours of client coaching experience;
- Participated in the Google Mentoring program and the **Mentoring Council** – ref. Maureen Laurens;
- Participated in the Google **Guru+ Program** as Executive Coach and Career Guru – ref. Becky Cotton;
- Participated in the Google **ENP Entering New Parenthood Program** as Life Coach and Career Guru – ref. Stephanie Conway;
- PWA – **Professional Women Association**, Milan – Coaching and mentoring – ref. Maria Lassila;

Project Lead, SEEMEA Sales Strategy & Operations at Google

March 2011 – December 2013

Sales Operations is the global team that ensures Google's complex business runs smoothly. Experts in driving process improvements and consistency, team members are analytic and strategic with a pragmatic sense of getting things done. We develop revenue programs, launch initiatives and set high-level goals that accelerate growth and improve productivity.

Project Management

- **Awarded** the Passport Sales Ops Exchange for a two-week rotation for Q3 2013 in NYC headquarters – ref. Griffin Golamco;
- Worked as part of the **EMEA Sales Empowerment/Offshoring Team: set up EMEA Youtube support in 5 working weeks** – ref. David Sneddon;
- Defined projects with the highest positive impact, developing internal tools and processes that make the sales force more effective. Developing new approaches, products or services to improve operations – **set up the SEEMEA Conversion Lab from scratch** – ref. Doina Harris;
- Worked with the regional sales ops lead, HR business partner, product engineers, RVP, country managers and other key stakeholders to identify business needs and gaps to optimise sales performance. Guido Merighi Buitoni;

Main Achievements:

- **EMEA** project led in centralising and outsourcing operational activities to Dublin and India – **successfully implemented from strategy Regional Business Planning to reality**. Jon Cross;
- **EMEA** led in liaising and facilitating Google Policy implementation and enforcement Teams with Sales – Just

- supported major Policy launches with no revenue impact. Susan Higgins and **SPOT BONUS for Q2 2013**;
- **Global lead the GGeist** - internal employee happiness survey action plan for SEEMEA around Training, Career Development, and Performance Management (i.e. Sales Ops Academy, Leadership Talks, Training Programs, etc.) – Delivered a cross-functional plan and actioned upon it – ref. Anna Rein;
- Actively participated in the internal **Coach Career Guru program** for employees – ref. Becky Cotton;

Project Lead, EMEA People Dev GBO – 20% at Google

December 2012 – November 2013

Project Management

- Supported **Google People and Organization Development Global Business Org** to ensure that both the Global and Regional Business Organization functions' Learning and Development needs are met for EMEA and that the overall strategy, prioritisation and focus of resources are appropriate to support the needs and requirements of Google's business. Karly Olsen-haveland;
- Trained as a facilitator with the **Magic Academy** methodology – Kirk Vallis;

Main Achievements:

- Co-designed with vendors the Pilot for the EMEA People Dev team event happening in Paris and Dublin;
- Co-designed the EMEA TNA process and business alignment with the LCS rhythm of business;
- Launched the GBO Tracker to support work-stream monitoring/modus operandi – ref. Sandra McDevitt;

Country Sales Operations Manager, Italy at Google

April 2008 – February 2011

Reporting to the Italian Country Director. Cross-managed a Sales Team of 40/50 people.

Strategy

- Acted as the country's chief operating officer to enable the successful delivery of the business plans by creating a business rhythm that allows the management to track performance, identify shortfalls & opportunities, and execute main initiatives in the country;
- Responsible for cascading the regional strategy into the country, integrating Italy into global initiatives;

Main Achievements: successfully transitioned the country sales team through a top management change and regional restructuring while keeping the revenue generation rate constantly growing.

Operations

- Analysed consistent metrics to understand and improve business performance, both revenue and productivity (sales efficiency and effectiveness), with a focus on sales execution and revenue generation;
- Ensured appropriate resource allocation to achieve revenue and productivity goals;
- Coordinating with other countries and importing best practices across the world to Italy;
- Managed the country's ongoing sales operations modus operandi, including the critical start/end of quarter processes;
- Structured and executed operational and strategic initiatives;
- Led multiple cross-functional teams to get work done and drive best practice sharing and continuous learning across the Sales Operations team;

Main Achievements: successfully re-organized the sales force under HC constraints and implemented the first Service Level Agreement with customers and agencies.

HR & Training

- Selected operational profiles and managed the hiring process;
- **Defined training needs and organised continuous learning opportunities;**
- Designed job descriptions and job responsibilities;

- Managed the streamlining and re-organizing processes (i.e. resources allocation, workflow, processes);

Main Achievements: Hit the yearly hiring targets in H1 consequently for 2008 and 2009

Sr. Associate Account Strategist – Google

July 2005 – March 2008

Web Marketing

- Defined online advertising strategies;
- Optimised search engine and web marketing campaigns for the following business verticals: travel, retail, classifieds, real estate, dating, careers (i.e. Adwords, banner, display & video ads, widgets ads, Youtube, etc.)

Web Analytics

- Consulted with Google Analytics to measure the effectiveness of web marketing campaigns; - Dealt with senior marketing executives and web developers. Pitching the product to senior clients, driving the installation and adoption process in the client organisations, performing consultation analysis with clients once the solution is in place;
- Consulted on web technologies and online marketing;

Sales Account

- Managed relationships with existing advertisers in the specified business verticals;
- Assisted with the technical sales and support of Google's targeted advertising solutions to help drive business revenue growth across all verticals and regions;

Main Achievements: Local and Retail customer portfolio 30% revenue growth, 100% client retention and satisfaction, 20% growth of Google Analytics penetration amongst customers.

Professor - Teaching Foreign Languages Methodology at Università di Chieti-Pescara

December 1999 - December 2004

Teaching Methodology

- Teaching and researching in the field of *Computer Sciences for Arts and Humanities disciplines*;
- Supporting K12 and teachers dealing with foreign kids, ex-pats, and refugees in the integration into public school;
- Teaching and Research Contractor in the field of new methods of Teaching and Learning Foreign Languages (i.e. adult education, instructor training, pre-service teacher training, etc.);
- Researching Fellowship in the field of New Technologies in *Teaching Foreign Languages and e-Learning*.
- Teaching in Pre-Service School of Specialization the course of *Computer Sciences for Arts and Humanities disciplines/Media Education*;

Main Achievements: more than 12 publications in national and international settings

Start-Up E-commerce Project Manager at Finnet Srl

January 2000 - December 2003

E-commerce

Start-up project management for e-commerce websites

- Directed and coordinated web developers and graphic designers;
- Editing contents: a web page, product details, etc.;
- Developed project plans and managed the plans, created budgets, gathered requirements, developed best practices, ensured schedules were adhered to, and reported on the effectiveness of the products;
- Defined online advertising strategies;

- Optimised search engine and web marketing campaigns according to e-commerce ROI values;

Project financing

Applied successfully to the European funding projects supporting technology in new local business models;

Main Achievements: Financed two years of 30% capital with European funds

Procurement Manager at Oltremare Srl

August 1998 - April 2000

Export Sales

- Referent for the export sales markets in the desalination and water treatment industry (i.e. Turkey, Egypt, European Union, etc.);

Logistics

- Buyer in the purchasing department: managing the supply and the remote stock of products (i.e. resins, valves, membranes, etc.);

Main Achievements: Opened and managed the German branch over the phone in 2 months.

Adjunct Professor - Teaching Italian at Ramapo College of New Jersey

August 1995 - January 1996

Teaching Italian as a Foreign Language

- 1 Course of Foundations of Italian I / 1 Advanced Course of Italian Conversation and Composition;
- Tutoring and the Language Lab;

Education

- 2023 - Hogan Assessments Certified (HPI HDS MPVI 360) - Awair.
- 2022 - Harvard BOK Higher Education Teaching Certificate - online.
- 2019 - AIS Associazione Italiana Sommelier, Sommelier - Pesaro Urbino, Italy
- 2017 - Franklin Covey - *The Seven Habits for Effective People* - London UK.
- 2016 - IntHRface - *The LEGO® SERIOUS PLAY®* Trained Facilitator - London UK.
- 2015 - SIYLI, *Search Inside Yourself Leadership Institute* - Mindfulness - London UK.
- 2013 – 2014 - *TA Counseling School* – Centro Berne – Milan, Italy.
- 2012 - 2013 - *Team Coaching and Counseling* – Centro Berne – Milan, Italy.
- 2012 - *Coaching Academy Foundation* at TCP – The Change Partnership Italy – Milan, Italy.
- 2006 - Intensive International Co-operation & Project Cycle Management course at the Italian-Belgian Chamber of Commerce – Brussels, Belgium.
- 2002 - 2006 - PhD, Applied Linguistics and Communication, Università Cattolica of Milan, Italy.
- 2003 - NewMine in Education Post Doc, USI - Lugano CH.
- 2002 - Master in *Web-Based Training Design* held by WBT.IT – 733/1000 – Milan, Italy.
- 2000 - Professional Diploma as *Web Administrator* held by ASFO – 100/100 – Pesaro, Italy.
- 2000 - Italian National Certification for Teaching English as a Foreign Language to Adults - Ambito disciplinare 5 - Inglese A045 - lingua straniera (Inglese) A046 - Lingua e civiltà straniera (Inglese)
- 1998 - Degree in *Foreign Languages* – 110/110 honored at Urbino University, Italy.

Foreign Languages

- *English:* very fluent, both written and spoken. The TOEFL Test of English as a Foreign Language is 630 / 670

(paper version). CPE Cambridge Certificate of Proficiency in English: C2.

- *French*: very fluent, both written and spoken.
- *Spanish*: intermediate in reading, comprehension, and conversation. DELE Intermediate Level B2.

Publications

- Teaching and Learning with AI, in Proceedings of EDMEDIA 2024 - to the press.
- Facilitating a Paradigm Shift for Teaching and Learning with AIs, in IJET - Italian Journal of Education Technology - to the press
- Future Proofing a ChatGPT-Proof Portfolio Evidence-Based Formative Assessment. In T. Bastiaens (Ed.), Proceedings of EdMedia + Innovate Learning (pp. 176-180). Vienna, Austria: AACE.
- DIGITRONICS Rubrics for the Digital Teaching and Learning of Mechatronics. Proceedings of EDIL, Vienna, 2023.
- A trainer's guide: an innovative online training based on (distance) learning modules. KA220-VET - Cooperation partnerships in vocational education and training, 2023.
- La Lingua Pubblicitaria Inglese tra Pragmatica, Retorica e Glottodidattica, Freefra.Eu, ISBN:9788895293110, 2023.
- Nurture a psychologically safe hybrid teaching and learning practice in Proceedings of EDIL 2022 (pp. 167-170).
- The Digital Transformation of Learning Processes: Needs and Requirements, (Eds. Matteo Caroli, Nunzio Casalino) Impact and diffusion of digital education in Higher Education Institutions: research on innovative solutions, methods, skills and best practices to enhance the EU Digital Education Action Plan. Research on National Policies and Practices, EDU-GATE E+ EU project, 2020-1-IT02-KA226-HE-095538, 2021.
- Digital Teaching for Learning, Freefra.eu, ISBN 9788895293103, 2021.
- Teaching and Learning Digital Design Thinking. In T. Bastiaens (Ed.), Proceedings of EdMedia + Innovate Learning (pp. 907-916). United States: Association for the Advancement of Computing in Education (AACE), 2021.
- A Hybrid Teaching and Learning Toolkit for a Creative and Curious Mindset. In T. Bastiaens (Ed.), Proceedings of Innovate Learning Summit 2021 (pp. 263-271). Online, United States: Association for the Advancement of Computing in Education (AACE), 2021
- Flipping Learning with Video Sharing in Contexts of Mobile Teaching and Learning. In Proceedings of EdMedia + Innovate Learning (pp. 261-264). The Netherlands: Association for the Advancement of Computing in Education (AACE), 2020.
- Nurture the Faculty Transformation Teaching Facilitating and Learning in a Post-Digital Era. In Proceedings of EdMedia + Innovate Learning (pp. 1000-1004). The Netherlands: Association for the Advancement of Computing in Education (AACE), 2020.
- PLAY CREATE GROW INNOVATE, Freefra.Eu, ISBN 978-88-95293-09-7, 2020.
- Costruire senso in contesti di e-learning. Il syllabo ICT del docente di lingue, Milano, Freefra.eu, ISBN-978-88-95293-02-8, 2007.
- Mailing Persuasion. The Discourse of Advertising in Postcard Ads, Milano, Freefra.eu, ISBN-978-88-95293-00-4, 2007.
- Imparare a insegnare con la pubblicità, Milano, Freefra.eu, ISBN-978-88-95293-01-1, 2007.
- Educare alla percezione testuale dell'altro: proposte didattiche in contesti di italiano L2, con Zaino M.P. in Tempesta I. e Maggio M. (a cura di), Lingue in contatto. Tra italiano, dialetto e italiano L2, Franco Angeli, Milano, 2006, pp.136-142.
- Il Syllabo ICT del Futuro Docente di Lingue, in A. Colorni e M. Pegoraro (a cura di), E-learning, formazione e professioni. Modelli, politiche e strumenti. Atti del III Convegno Nazionale della Società Italiana di e-Learning – Sie-L, (Roma, 12-14 luglio 2006), 2006, pp. 68-69.
- Aspetti retorici e giochi linguistici nel discorso pubblicitario inglese: prospettive didattiche, in C. Lavinio (a cura di), Educazione linguistica e educazione letteraria: intersezioni e interazioni, Atti del XII Convegno Nazionale G.I.S.C.E.L. (Cagliari, 14-16 marzo 2002), Milano, Franco Angeli, 2005, 116-128.
- The Pre-Service Training of Foreign Language Teachers in CMC Learning Environments, in P. Kommers e G. Richards (edited by), Proceedings of EDMEDIA 2005, World Conference on Educational Multimedia, Hypermedia & Telecommunications (Montreal, 27 giugno – 2 luglio 2005), pp. 762-769.
- Il ruolo dei futuri docenti di lingue straniere, in R. Dameri (a cura di), Comunic @ ted, Milano, EDISTUDIO, 2004, pp. 327-360.
- Instructor Training and Support in an ICT Course for TFL at SSIS, in L. Cantoni e C. McLoughlin (edited by), Proceedings of EDMEDIA 2004, World Conference on Educational Multimedia, Hypermedia & Telecommunications

(Lugano, 21-26 giugno 2004), pp. 3393-3398.

- Analisi pragmatologica contrastiva del discorso pubblicitario inglese e francese, in "Studi italiani di linguistica teorica e applicata", 2, 2003, pp. 217-238.
- Formazione a distanza dei docenti di lingua straniera: didattica nell'ipertesto, in "Itinerari", 1, 2002, pp. 137-148.
- Recensione del volume di Paola Desideri (a cura di), Il segno in scena. Scritte murali e graffiti come pratiche semio-linguistiche, Ancona, Mediateca delle Marche Editrice, 1998, in "Studi italiani di linguistica teorica e applicata", 1, 2001, pp. 181-185.
- Percorsi di sperimentazione didattica della lingua pubblicitaria inglese nel biennio della scuola secondaria superiore, in "Itinerari", 3, 2000, pp. 139-150.