

## CRISTINA MOLLIS

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Date of birth September 4th, 1974

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Permanent address Via Mattioli 4/B, 24129 Bergamo - Italy

### Education/Qualifications/Professional Affiliations

1993  
High School Diploma

1997  
Degree in Economics  
University Carlo Cattaneo, Italy

1998 Master MPI SDA Bocconi

### Professional experiences

December 2019 - Now

#### **The Okapi® Network srl Società Benefit (Okapi).**

Founder of **The Okapi® Network srl Società Benefit (Okapi)**. Okapi is dedicated to building ideas, services, even products or companies that contribute to look ahead, to push companies achieve their goals, to create something lasting and impactful, while addressing the main sustainability issues.

The OKAPI network is the traveller companion for companies that want to transform themselves. We will represent a new way to innovation and growth. We'll give responsiveness to business needs, understanding of existing processes and constraints, with the capability to deeply know technology trend and design.

We have taken the legal form of a Benefit Society since the early stages of our development, explicitly pursuing not only business objectives, but also aims of common benefit by operating in a responsible, sustainable, and transparent way towards people, communities, territories and the environment. We take sustainability seriously: we have integrated into our corporate purpose the specific aim of having an impact on society and the environment.

The first brand launched by Okapi is **R5® Living**, launched in April 2021. R5® Living creates personal and cleaning products that are effective, plastic-free, low carbon footprint, beautiful. "Good products", less plastic, less impact, more nature. We are convinced that small everyday gestures conceal big revolutions and together we can drive change, one step at a time, one product at a time.

Okapi won in November 2021 the award “Campioni di Innovazioni” and has been chosen by Amazon for the Climate Pledge programme, programme to which 313 global companies have signed up to turn the climate crisis into climate action, achieving the goals of the Paris Agreement 10 years early.

From: April 2020

**Member of the board of directors of Gefran Spa**

Gefran is listed on the EURONEXT STAR MILAN.

The Gefran Group is one of Europe's leaders in industrial automation. With almost 40 years of experience, Gefran designs and manufactures sensors, electronic components, drives and control systems for the automation of industrial machines. Active in the plastics and rubber, packaging, woodworking, textiles, food, metalworking and glass sectors, Gefran works with OEMs (machine manufacturers) to offer products with high technological content, thanks to thirty years of know-how and technological excellence guaranteed by proprietary control of primary design and manufacturing technology. Constant investments in R&D and process innovation and cooperation with qualified European Research Centres and Universities have made Gefran a point of reference for industrial automation, capable of working alongside customers to develop dedicated solutions and answer the technical and technological questions of customers who are leaders in their sector. The Gefran Group operates directly on the main international markets through sales branches in Italy, France, Germany, Switzerland, the United Kingdom, Belgium, Spain, Turkey, the United States, Brazil, China, Singapore and India, and through production branches in Germany, Switzerland, Brazil, the United States and China. Today the Gefran Group has over 800 employees.

From: July 2020

**Member of the board of directors of Triboo Spa**

Triboo S.p.A., a company listed on the EURONEXT MILAN, is a Digital Transformation Factory that supports its clients in the creation and management of their digital activities worldwide.

April-July 2019

**Coin SPA**

Italy

CEO

June 2015 – June 2018

**H-FARM**

Italy

Head of H-FARM Industry

In 2015, Cristina decided to sell NuvO' to H-FARM and become Head of Industry, one of the three business unit of H-FARM, bringing H-FARM from less than 3M€ in revenues to 42M€ in revenues by the end of 2017 (80% coming from H-FARM Industry division).

During these last three years the Industry division kept on focusing on digital and business transformation for important customers as:

- OVS
- Gucci

- Carlsberg
- Trussardi
- GS1
- Tecnica Group
- Cattolica Assicurazioni
- Allianz
- Edenred
- Verti
- Telecom
- Poste Italiane
- Mastercard
- and many others

2008 - 2015

**NuvO'**

Italy

Founder & CEO

In March 2008 Cristina Mollis founded NuvO', a company that focuses exclusively on the digital space, of which she covers the CEO role. NuvO' aims at bringing progress and innovation to its customers, by managing complex projects in the digital business. The company supports them throughout the entire process from business planning to action plan design, through the implementation (sometimes also temporarily managing process outsourcing), to continuous measurement of results.

NuvO' is characterized by a personal and innovative approach in its operating process, its ideas and methods, as well as in the organization.

Over the past 8 years NuvO' has grown (mainly organically) up to ca. 9M€ in revenues (FY2014) and 70 people headcount (including recent acquisition of Digital Kitchen, 39 in the strategic consulting perimeter).

Some of the most important clients include:

- Gruppo Coin
- Telecom Italia / Impresa Semplice
- Allianz
- Poste Italiana / Poste Mobile
- Valentino Fashion Group
- Barilla
- Pamper's
- Miroglio
- Matrix

- Mcs - Marlboro Classics,
- Marazzi
- Elena Miro
- Galli Sport

2000 – 2008  
 Value Partners Group  
 Italy  
 2000 – 2007  
 Vice President

2007 – 2008  
 Vice President, E-TREE

One year later in 2000, she joined Value Partners at the time when VP Web and VP Tech were going to be founded and few years later incorporated in Value Team (eventually sold to NTT Data in 2011). In Value Partners, Cristina Mollis rapidly grew to a Vice President role, becoming head of the Telco Unit for marketing, sales, and customer operations. In 2007 she became responsible of E-TREE , the Group's Internet Company.

During her 8 years at Value Partners, Cristina Mollis led several projects on the verge between marketing, sales and customer operations especially in Telco but also in FMCG and Retail industries. Main projects would encompass:

- e-Business initiative assessment, traditional and digital marketing plan, analysis and definition of e-Commerce strategies, evolution from traditional customer care to digital customer care, loyalty management, cluster analysis, definition of the new web strategy and organization; definition of new e-opportunities both inside the company and for customers;
- Analysis of Top Business sales force organization and definition of new processes,
- Definition and deployment of web-based tool for sales force automation, organization and concept for both consumer and business client.

In 2008, upon the decision from Value Partners leadership to abandon the creation of the new consulting unit dedicated to digital strategy and digital transformation projects (VP Frontiers), Cristina Mollis decided to leave and pursue that same opportunity as an entrepreneur.

1999 – 2000  
 Valdani Vicari & Associati  
 Italy  
 Consultant

After completing her university studies in 1997, Cristina Mollis started her professional career at Valdani Vicari & Associati, a small consulting firm, mainly focused on marketing planning, market researches and sales effectiveness projects.

## COMPETENCY ASSESSMENT

### Consulting skills

Cristina Mollis has been a consultant throughout her entire career (roughly 20 years), and a successful one both as an esteemed member of a well-known, strategic management consulting firm (Value Partners) where she grew to leadership positions during her 8 years, and subsequently as an entrepreneur in the consulting arena where she was able to grow her company to 9 M€ /year exclusively focusing on digital projects.

She is able to couple sound strategic and business planning capabilities with a pragmatic, operational approach to implementation of impactful action plans, which is so key in today's digital transformation projects.

She has standing and experience to connect at top level and she is already recognized by Italian CEOs, CMOs and Chief Digital Officers of relevant companies as a valuable thought partner.

### Digital processes and technology

Definitely knowledgeable about strategic, organizational and operational implications of digital transformation in some industries that are particularly relevant in different markets (e.g., Fashion, Telco, Retail,..), Cristina can both articulate a vision and a detailed action plan also leveraging her significant experience in "traditional" marketing, sales and customer operations consulting.

On top of that, the nature of projects her company engages with entails an advanced knowledge of key technology platforms and solutions.

### Results Orientation

Very driven, self-motivated and enthusiastic about what she does, Cristina shows a strong result orientation both in setting and pursuing ambitious targets for her company and in her client work.

In the 7 years since its foundation, NuvO' has grown from scratch to a significant size for a pure consulting business on digital. She has been able to motivate her team to grow the business and extend their relationships, even though she is still the key engine of business development.

On the client side, she always pushes for exceeding client expectations in terms of quality of delivery but, above all, of long-term economic and business impact of the proposed action plan and connected digital solutions.

She constantly pursues process and business innovation using digital technologies and services to change the way her clients do business: in order to be able to do so her own way, she left a well-established consulting firm to found her own.

### Strategic Orientation

Cristina practically applied her strategic orientation to her career: she spotted the digital opportunity quite in advance with very good understanding of clients' needs, technology trends, potential impact and required business proposition. She accordingly developed NuvO's value proposition with a stated long term aspiration to become a leader in her space.

In her client work she always starts from a thorough strategic review of current business challenges to develop an integrated digital strategy that encompasses all key aspects of an organization's processes and positioning, in alternative scenarios. She is able to derive very concrete, operational, action-oriented plans leveraging existing company's strengths and innovative solutions.

### Collaboration & Influencing

As an expert consultant, Cristina scores very strong on collaboration & influencing: she is very open and willing to listen, proactively looks for input from all relevant stakeholders (with the right sensitivity of each role) and openly brings issues to the table for participative resolution. She can influence highly ranked top managers both on intellectual and emotional ground, demonstrating a deep involvement in their challenges both personally and through her team.

Her devotion to client service goes way beyond her personal interest: she has demonstrated in several occasions

### Team Leadership

Cristina has led project teams since quite early in her career up until when she had to build and grow her own team at NuvO' (7 people joined her from Value Partners right from the beginning). Her managerial style is very collaborative and inclusive, she leads from the front with passion and enthusiasm as well as through sharing a vision and designing a path together with her people. She can be tough when needed (e.g., during the peak of the crisis, she first lowered her salary and then her peers' – despite their protests – to keep the company profitability and be able to invest) and provide developmental feedback based on observed behaviours and facts.