

ANDREA SORDI

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Global Business Executive with 20 years track-record experience in Supply Chain across different FMCGs. Results-driven with strong experience in shaping and leading strategic transformations across both manufacturing, CS&L and Procurement. Strategic analytic thinker with strong stakeholder management, lead several areas across procurement particularly within the Indirect Services space implementing Zero Based Budgeting delivering up to 30% savings and positioning procurement as strategic assets within the business; implemented several outsourcing services. Led several operating model transformations and investments in Procurement focused on global process and capabilities optimization. Most recently developing and deploying the advanced digital, analytics and data science strategy for Procurement and across all Supply Chain, as well as Procurement innovation and advanced sourcing capabilities.

Lived in 5 different countries both in Europe and US and worked across all continents. People focused, coach and strong talent developer.

Guest lecturer in Global Strategic Sourcing at the University of Tennessee – Global Supply Chain Haslam College of Business.

EXPERIENCE

SINCE AUGUST 2020

CLINICAL ASSISTANT PROFESSOR GLOBAL SUPPLY CHAIN MANAGEMENT,
UNIVERSITY OF TENNESSEE – HASLAM COLLEGE OF BUSINESS, GLOBAL SUPPLY
CHAIN INSTITUTE, KNOXVILLE TN

Teaching at Undergraduate, graduate, doctoral and executive MBA level. Expert in Supply Chain Strategies, Supply Chain Operations, Sourcing, Digitalization, Innovation, Economic Inclusion and Sustainability, and large organization Transformation. Collaborate in research and advisory initiatives with different companies across industries. Member of advisory Board. Speaker at International forums.

OCTOBER 2016 TO JULY 2020

SENIOR DIRECTOR GLOBAL PROCUREMENT STRATEGY, CAPABILITY & BUSINESS SERVICES, MONDELEZ GLOBAL LLC – CHICAGO, IL

Reporting to the CPO and part of the global procurement leadership team, lead the definition, development and deployment of strategic evolution of company \$17Bn – 700+ employees' procurement operating model. Lead the current procurement transformational and multi-million transformation agenda focused on advanced digital and analytics/data science procurement, innovation, process and advanced sourcing capabilities, as well as people fit-skills development. As part of this role, lead the STP capability and compliance in collaboration with outsourcing provider and Service Center

Additionally, lead the Corporate, Professional, IT and BPO Services Global Sourcing spend of \$2Bn and has delivered up to 30% savings thru the implementation of Zero Based Budgeting over the past 5 years and established a key role for procurement as strategic and trusted partner with the business

Lead a team of 65 people, 7 direct report across the globe.

FROM OCT 2014 – TO OCT 2016

SENIOR DIRECTOR GLOBAL PROCUREMENT BUSINESS SERVICES, MONDELEZ INTERNATIONAL, ZURICH - SWITZERLAND

Reporting to the CPO, led the transformation of the Indirect sourcing team to a full global organization of 35 people moving up to 80+% spend managed of approx. \$2.6Bn across corporate, professional and IT services. Led the implementation of Zero Based Budgeting working close with the CFO and other executive establishing strong governance and delivery plan being key engine for the company margin expansion with \$1Bn productivity and cash improvement of more than 30 days. Procurement partner to the newborn General Service Center, led the sourcing and contracting of major multi-year Process Outsourcing contracts with Top partners across STP, RTR, HTR, OTC, Consumer conversation, Masterdata, RDQ and Cloud

FROM JUL 2013 – TO OCT 2014

PROCUREMENT DIRECTOR INDIRECTS EUROPE, MONDELEZ EUROPE GMBH, ZURICH SWITZERLAND

Reporting to the Procurement Europe VP, led the entire indirect services spend excluding marketing and media. With a team of 100 people, led the definition and implementation of sourcing strategy across Logistic, MRO, Facility and Real Estate, Corporate and Professional Services and IT. Delivering high single digit savings, negotiation of logistic network redesign and warehousing, implementation of consolidated facility model amongst other achievements. Led the strategic redesign of the Indirect procurement model and organization moving from local/regional to global.

SEPT 2012 – SEPT 2013

PROCUREMENT CATEGORY DIRECTOR GUM & CANDY EUROPE, MONDELEZ EUROPE GMBH ZURICH SWITZERLAND

Reporting to the Procurement VP for Europe, led the Procurement for the newly acquired Gum & Candy Division. Part of the Procurement Regional leadership team and the Category Supply Chain one, I was in charge of the definition of the category margin, risk and supplier innovation agenda. Direct accountability for the External Manufacturing Sourcing and coordinating the entire packaging, raw material and commodity teams to drive serve the category business needs. Delivered 6% savings.

Co-led the initial phase of a major flavor global simplification finally resulted in 25% benefits and 50=% specification reduction.

FROM SEPT 2011 – TO SEPT 2012

PROCUREMENT DIRECTOR CORPORATE & PROFESSIONAL SERVICES, KRAFT FOODS PROCUREMENT EUROPE, MADRID SPAIN

In charge of the European sourcing strategy for the \$0.5Bn C&PS spend with 30 people. Moved the organization from local to regional, establishing strong partnership with business and leading major pan-European deals in travel, car, contractors, consulting and merchandising delivering single middle digit savings

FROM NOV 2010 – TO SEPT 2012

PROCUREMENT DIRECTOR IBERIA, KRAFT FOODS PROCUREMENT, MADRID SPAIN

Reporting to the Iberia GM and part of the country board, lead the entire \$0.5Bn, 20 people procurement organization across direct and indirect for 9 plants and 2,500 employees. Led the integration of the Cadbury business and the regional operating model. Led also the European team in charge of Production Consultant and Agency spend.

FROM JAN 2010 – TO NOV 2010

CUSTOMER SERVICE & DEVELOPMENT MANAGER, KRAFT FOODS IBERIA BARCELONA SPAIN

Reporting to the country head of Supply Chain, led the Customer Service and Customer development organization front office - \$0.6Bn revenue, 175,000 orders, 6,500 shipping points.

FROM JUN 2009 – TO APR 2010

INTEGRATION MANAGER, KRAFT FOODS IBERIA BARCELONA SPAIN

Reporting to the Iberia GM and part of the board, led the integration across all business functions between the biscuit and the food divisions of Kraft: new legal and operating model structure, new sales force, new system implementation

FROM NOV 2007 – TO JUN 2009

SUPPLY PLANNING MANAGER, KRAFT BISCUITS IBERIA BARCELONA SPAIN

Created and led the entire forecast to stock plus material warehousing, copacking, import/export flow and organization across 4 factories, 500 SKUs and 22 external sourcing, 30% import/export. In charge for the S&OP process. Led the design and implementation of APO, first time in Kraft Foods globally

FROM JUN 2006 – TO NOV 2007

INDUSTRIAL FLOW MANAGER, DANONE BISCUITS, GRANOLLERS PLANT SPAIN

Part of the plant leadership team led the creation and in charge of the production and material planning, and warehousing across 2 factories in Barcelona. Had the opportunity to back up the plant director for a 3 months absence.

FROM FEB 2004 – TO JUN 2006

OPERATIONS STRATEGY MANAGER BISCUITS, DANONE PARIS FRANCE

Reporting to the head of Operation Strategy, I was in charge of the definition of the Biscuits Operations sourcing strategies across technology platform and definition of make/buy. Close collaboration with R&D, marketing and all operations across 60+ plant. Also led the transfer and construction of few production lines, leading a x-functional team

FROM MAY 2001 – TO FEB 2004

MED ZONE INDUSTRIAL FINANCIAL CONTROLLER, DANONE CAPRIATA ITALY

Reporting to the Zone Industrial Director and part of the factory leadership team, led the financial operation controlling across 5 plants, with implementation of ABC, budgeting, variance analysis

EDUCATION

DECEMBER 2017

EXECUTIVE MBA GLOBAL SUPPLY CHAIN MANAGEMENT, UNIVERSITY OF TENNESSEE HASLAM COLLEGE OF BUSINESS, KNOXVILLE TN

Completed global EMBA course with maximum score within the group 100/100

MAY 2004

PHD CHEMICAL ENGINEERING, UNIVERSITA' DI GENOVA ITALY

Specialization in food biotechnology and engineering. Several publications on scientific magazines and specialized conferences around Xylitol, Rheology and others

NOVEMBER 2020

DEGREE IN CHEMICAL ENGINEERING, UNIVERSITA' DI GENOVA

110 cum Laude/110. Professional qualification in Engineering on Jan 10, 2001 in Genova Italy.

SKILLS

- Supply Chain Management and Strategies
- Procurement Organizational, Operating Model and Capabilities Transformations
- Supply Chain and Procurement advanced digitization, analytics and data science
- ZBB Mastery
- Advanced Sourcing and Negotiations Techniques
- Indirect Services and Outsourcing Mastery
- Global Mindset
- Build High Performing Teams, Talent Development, Coaching and Mentoring
- Organizational, Learning Agility and Political Savvy
- Business Acumen and Strategic Mindset
- Drive Outstanding Results and Challenge Status-Quo
- Languages: Italian, English, French and Spanish fluent; German Beginner, Portuguese and Catalan Reading

ACTIVITIES

Guest Lecturer in Global Strategic Sourcing and Supply Chain @ the Supply Chain Institute of the University of Tennessee, Haslam College of Business in Knoxville since 2017

Representing Mondelez in the University of Tennessee Supply Chain Advisory Board and Advanced Collaborative Group

Coach and Mentor @ the Incubator Business Class at the Lake Forest High School in Illinois, for Junior Class

Member of the Executive Advisory Board of Coupa Software, San Mateo CA US

Conference Speaker and Panelist: Procurement Leaders, Indirect ProcureCon

Love skiing, swimming, traveling to discover the world and all its diverse cultures, and spend as much time as possible in family with my wife and daughter.

Married, 1 daughter. In the US under L1 Visa extended until Dec 2021 sponsored by Mondelez Global LLC.