

ONORATO LUIGI

PROFESSIONAL PROFILE (CURRENT POSITION)

Senior Partner Deloitte Central Mediterranean

Partner with more than 25 years of experience in the strategic consulting for Sports, Financial, Telco Media & Communication, Automotive, Large-Scale Distribution, Energy and Public Sector Industries, in Italy and Mediterranean Europe.

- **Strategy & Transaction Leader** Responsible for the Strategy & Transaction offering
- **Sport and Major Events Offering Leader** Responsible for the development of Sport and Major Events offering
- **Insurance sector Leader** Responsible for developing and managing relationship with International and National Insurance players and specific areas of offering to originate business opportunities and deals; 80 + people supervised on client projects and business development
- **Lead Client Service Partner** Key Account for some major Sport and Insurance clients such as Coni, MiCo, FISG, Unipol, AXA and Ania

Main Areas of Expertise

National and International Sport players

- **Corporate Strategy** Strategic and Industrial plans, business planning, market and competitive positioning assessment and reshaping, target business model design, program management of relevant international Sport events.
- **Organizational and governance** Organization chart design, role and responsibilities, rightsizing; governance mechanisms definition.
- **Business development** New business design and launch.

International and National Insurance Groups

- **Corporate Strategy** Strategic plans, business planning/ business modelling, market entry strategy evaluations, market and competitive positioning assessment and reshaping, swot analysis and target business model design, pre-deal due diligence, economic/financial analysis, strategic PMO and corporate governance.
- **Multi-channel Distribution model** Multi-channel and operating model design, governance and rewarding models, vendor devices, road map strategy.
- **Bancassurance Life-P&C** Market assessment and trend, offering concept, operating and commercial model, governance solutions.
- **Direct Channels** Offering concept, operating model, business planning, roll out strategy.
- **Offering model** Retail and SME offering concepts, catalogue rationalization, new life-cycle product concept building, marketing plans, new products launch.

- **Pension and Health business model** Offering concept design, benchmarking, operating solutions, commercial model for customer and channel management.
- **CRM** Customer segmentation, client life time value analysis, CRM models, marketing shared services, campaign management, customer care politics;
- **Planning and Control model** Cost and revenues analysis and financial evaluation, budgeting process definition, tableau de board design.
- **Target Operating model** Activity based costing and BPR, cross country operating platform, shared services, underwriting model and channel assistance solutions.
- **Organizational strategy** Change management, organization chart design, rightsizing, role and competences profile design, rewarding strategy, training solutions.
- **Claims model** Solution, claims analytics, new body shop solution design, customer services and supporting solution.

National and International Banks

- **Distribution & Branch** Network diagnostic, governance model, roles description and sizing.
- **Corporate model** Benchmarking and competitive assessment, customer need analysis, offering concept design, pricing strategy.
- **Rewarding system** Model design, sustainability evaluation, roll out strategy.

National and International Energy players

- **Corporate Strategy** Strategic and Industrial plans, business planning, market and competitive landscape and positioning assessment and reshaping, target business model design, pre-deal due diligence.
- **Organizational strategy** Organization chart design, role and responsibilities, cross-functional model between global central structure and local structures, rightsizing.
- **Business development** Market entry strategy evaluations, new offerings development, development plan monitoring model, partnership and network model.
- **Distribution model** Sales channel strategy, physical store concept design, governance and rewarding models, partnership model, business planning, road map.
- **CRM** Customer segmentation, CRM models and business requirements for new platform, campaign management, customer care politics.

National Consumer players

- **Organizational and governance** Target organizational model design, post merger integration, synergies evaluation, masterplan and roll-out plan.
- **Corporate Strategy** Strategic options evaluation, business planning/ business modelling, commercial due diligence.

National and International Automotive companies

- **Corporate Strategy** Strategic and Industrial plans, business planning, market and competitive positioning assessment and reshaping, target business model design, program management of relevant international Sport events.
- **Organizational and governance** Organization chart design, role and responsibilities, rightsizing; governance mechanisms definition.

National Communication companies

- **Learning** Training strategy and solution, concept design and development.
- **Retention model** Customer profiling and segmentation, retention program design.

Public Service companies

- **Federal model** Tax collection organizational and operating model.
- **New welfare model** Health concept and operating solution for public spending reductions.
- **Smart Cities** New solutions for city sustainability and environment improvement

PREVIOUS PROFESSIONAL EXPERIENCES

2005- 2011 Partner “Accenture Management Consulting” – Strategy Practice

- **Strategy Consulting** Head of strategy practice IGEM Region (Italy, Greece, Turkey, Eastern Europe, Russia & Middle East) for Insurance.
- **Insurance Industry** Responsible for developing and managing relationship with International and National Insurance Companies and specific areas of offering to originate business opportunities and deals.

2003-2005. Assicurazioni di Roma - Chief of P&C and Organization

- **P&C model Set-up** P&L reporting, budgeting process activation.
- **Expenses optimization** Supplier cost reduction (1,8% total premium).
- **Life Industrial Plan** New business model with commercial partnership for pension development.
- **P&C Motor direct start-up** New channel feasibility study, set-up and roll-out.
- **Rewarding System** MBO model for manager and employee.
- **New organizational model** Processes reengineering, roles designing and organization chart development.

2003 Teacher of Strategic Planning and Marketing for Ph.D. courses in Business Management LUISS

PUBBLICATIONS

Author of several publications and collaborations per year with leading Italian and International economic and financial newspapers. By way of illustration, some of the main ones are mentioned below:

- **Pubblicazioni Deloitte**

2024

- *Globalizzare la solidarietà: il ruolo del Giubileo nella lotta alle sfide del nostro tempo*
- *Lo Sport: settore chiave per lo sviluppo sociale, educativo ed economico del Paese*
- *Come la Generazione Z italiana compra prodotti assicurativi? | L’approccio delle giovani generazioni italiane alle assicurazioni*
- *Beyond Football: il connubio tra club e città*

2022

- *Il futuro delle assicurazioni per le PMI dopo la pandemia*

- **Insurzine (2022): Insurtech in Italia: trend e tecnologie per l’innovazione dell’offerta assicurativa**

- **Deloitte Innovation Summit**

- 2022 – “Accelerare il futuro: Il ruolo dell’innovazione e del PNRR per l’Italia del domani”
- 2020 – “Umanesimo digitale, stella polare della ripresa”

- **Osservatorio Sharing Mobility**
 - 2024 – “Nuova mobilità – Un futuro ormai passato?”
 - 2023 – “Autonomous Cities: l’Intelligenza Artificiale per il futuro sostenibile dei contesti urbani”
 - 2022 – “La Smart City è morta? Dalla Smart City allo Smart Citizen: protagonista del ritorno al futuro per le città”
 - 2021 – “15 Minutes City - L’evoluzione dei modelli cittadini incontra la nuova mobilità”
 - 2020 – “Shifting gears into New Mobility: Overtaking old habits”
 - 2019 – “Nuova mobilità: quali impatti e opportunità”
- **Innovation by Ania**
 - 2024 – “L’IA e assicurazioni: una partita aperta e senza precedenti”
 - 2022 – “Innovazione e Assicurazioni | Una risposta concreta ai bisogni di cittadini e imprese
 - 2019 – “Innovazione in ambito Benessere e Salute: comprendere il futuro che ci aspetta”
 - 2017 – “Innovation by Ania Innovazione e Mobilità: i trend attuali e i possibili scenari futuri”
- **Deloitte Strategy Council**
 - 2018 – “Tax equity and sustainable economic growth: if not now, when?”
 - 2017 – “European Union: still an opportunity?”
 - 2015 – “Education and Knowledge = Employment and Progress for Italy?”
 - 2014 – “Challenges for growth Innovation, entrepreneurship and employment”
 - 2013 – “The contribution of the financial and insurance system to the country's revitalization”
- **Harvard Business Review: “Strategy Council” Special Report**
 - 2018 - “Equità fiscale e crescita economica sostenibile: se non ora quando?”
 - 2016/17- “Unione Europea oggi: ancora una Opportunità?”
 - 2015 - “Istruzione e Conoscenza = Occupazione e Progresso per l'Italia?”
 - 2014 - “Le sfide per la crescita: innovazione, imprenditorialità e occupazione”
 - 2013 - “Il contributo del sistema finanziario e assicurativo al rilancio del Paese”
- **Harvard Business Review: “Looking Forward” Special Report**
 - 2011 - “La crescita dell’industria assicurativa e la sfida dei mercati inesplorati”
 - 2010/11 - “Un servizio pubblico rinnovato a partire dal sistema Salute”
 - 2010/03 - “Il sistema Italia: le eccellenze da cui ripartire”
 - 2009/06 - “La crisi: lo stato al centro del gioco”
- **Il Sole 24 Ore (2010): Survey on Insurance customers and possible strategies for commercial development**
- **Insurance day (‘05-‘11): Insurance CEO’s Annual event - Responsible for event and content development**
- **Assicura - Climate Change (‘09): Insurance solutions according to climate changes**
- **MF - Health Offering (‘08): New solutions to address the private and public spending**
- **MF - Risk management (‘08): A new stakeholder partnership to manage individual/ collective risk**
- **MF - Pension (‘08): Offering to stimulate awareness of third age needs, leveraging the pension reform**
- **MF - Bancassurance (‘07): New offering, operating/marketing solution to address the P&C offering**

EDUCATION

- Msc Degree in Economics 1997 - 110/110 summa cum laude - “La Sapienza” University of Rome. Thesis on: “Communication Strategies: Comparative Advertising and Misleading Advertising”.
- High School Degree of “Liceo Classico”, 1991.
- Military Service attended in Italy, as Deputy Military-Police Officer, at Military-Police Academy of Italy.