

Elena Ghiretti

**BRAND STRATEGIST & TREND FORECASTER**

7 YEARS CLIENT-SIDE GLOBAL STRATEGIC MARKETING + 7 YEARS AGENCY STRATEGIC PLANNING EXPERIENCE



*My talent is to (re)connect brands to people's taste and needs.*

Italy, 04/02/1972  
Via Boccaccio 4 – 20123 Milano  
mobile: 0039-3391221207  
e-mail: elghira@yahoo.it  
www.shabushabu.biz

Experience

**Brand Strategy and Innovation Partner, QUB.IT**

January 2014 onwards

QUB.it Quantistic Communication is a new network of holistic communication professionals started by Luca Morvilli, former Ceo at Publicis Italy and Grey.

**Founder, SHABU SHABU INNOVATION HOT POT (Milano)**

Nov 2008 onwards

SHABU SHABU is an innovation 'hot pot' containing what is *not* there on the market yet, but *ready to be launched*: a new brand positioning, a new branding strategy, a new product / transmedia communication / retail / business concept. SHABU SHABU **aims at reconnecting** companies and brands to the never-ending change in society and consumers = people' tastes and needs. SHABU SHABU **offers** to both integrated communication agencies and companies fresh and customized strategic advisory services based on owned tools. SHABU SHABU **represents** Trenz® tools on the Italian market. Trenz® is a socio-cultural changes monitoring and forecast system owned by Firmenich SA.

Method, project steps, tools:

- A) UNDERSTANDING THE BRAND
  - Brand archeology – *evolution of brand meaning and form*
  - Brand fortune timeline – *evolution of brand positive connection to people*
  - Brand Quintessence and Brand Matrix – *what the brand constantly stands for through time*
  - Current Branding Diagnosis - *how the brand speaks to people today transmedia*
- B) UNDERSTANDING MARKET TRENDS
  - Current and potential competition analysis
  - Global Category and Cross-category emerging trends
- C) UNDERSTANDING PEOPLE NEEDS AND DESIRES TODAY/TOMORROW
  - Trend Platform - *capturing brand-relevant global consumer trends via Trenz® tools\*and ad-hoc desk analysis of socio-cultural and aesthetics changes*
- D) BRAND + TREND STRATEGY
  - Brand identity by crossing Brand Matrix ad Trend Platform
  - Brand (re)positioning in the market
  - Brand architecture strategy
  - Product portfolio segmentation strategy
  - Brand stretching/new product development/new business strategy
  - Transmedia branding guidelines – *making strategy happen!*

## E) CREATIVE BRIEF

- Translating strategy into creative brief for Shabu Shabu art directors global network or for the agency creative team - *making the strategy come alive!*

Main projects on the market include:

- Client: **Telecom Italia**, Brand: **TIM** (mobile), Market: telecommunications, Brief: optimize, revamp and turn profitable the current retail format, De-briefing: challenge Tim role, business model and online-offline retail model within the new Internet of Things scenario, Shabushabu contribution: A)-E) to DINN! Team = socio-cultural and competitive context analysis, new TIM role and business model, creative brief for online-offline retail strategy and design.
- Client: **Manifatture Sigaro Toscano**, Brand: **Toscano** Cigar, Market: Tobacco, Brief: New brand image, Shabu Shabu contribution: B), C), E) to Artefice Group art direction.
- Client: **Aliante Partners** (investment found), brand/project: **Sapopa Italian Activewear** start up new brand positioning and development, communication strategy, sapopa.com
- Client: Franchini International, Brand: **Franchini Yachts**, Market: Luxury Yachts, Brief: new brand positioning and communication strategy, Shabu Shabu contribution: A) to D) + art direction
- Client: **Binda Group**, Brand: **Breil**, Market: Watches, Brief: re-connecting the brand to its consumer, Shabu Shabu contribution: A), B), C), D), E) to Loewe advertising agency for new adv campaign 2012.
- Client = brand: **Moncler**, Market: premium sport apparel, Brief: inspiration for new global windows campaign. Shabu Shabu contribution: TrenzWalk + TrenzWorkshop in London.

Start-ups under development:

- innovative men's grooming brand
- Italian luxury active travel tour brand
- innovative concept for a high end yoga center

### **\*Trenz® Representative for Italy**

Nov 2008 onwards

Trenz is a tool to monitor and predict socio-cultural changes and consumer trends. It was developed by Elena Ghiretti and Steven van der Kruit at Firmenich HQs in Geneva in 2003 and today has a global team of 20 dedicated professionals plus 150 antennas worldwide, all Firmenich employees, with a proven success record on daily application to global innovation projects (product NPD, new brand and communication) in the personal care, home care, food, fine fragrances segments. Elena represents Trenz for external/non Firmenich clients on the Italian market.

Main tools & services: TrenzWalk®, TrenzStorm®, TrenzWorkshop®.

### **RobilantAssociati**

May 2011 – July 2012

#1 brand advisory and design firm on the Italian market. Headquartered in Milan. Clients in 25 countries. Founded in 1984 by Maurizio di Robilant. Turnover 2010: 10Mio€, 70 employees. Owned maieutical approach to brand strategy based on letting emerge the client's unique *Brand Talent*. Clients include: BARILLA, FIAT, UNILEVER, ILLY CAFFE', MONDADORI, ALITALIA, JAPAN TOBACCO.

#### **Brand Strategy Director** (Milano HQs)

'Magic through logic' strategic planning role with direct influence on 360° branding projects developed in cross-functional teams. Three direct reports (junior planners). Involved at the early stages of the process, especially in brand (re)positioning, NPD, new business, innovation, Corporate and product branding-related projects, for local and global clients in the manufacturing (cat: wine, automotive, fashion, tobacco), retail, services industries and institutions.

In 50% of projects responsible for contract writing, budget definition, client relation and services.

Contributed to development and implementation of new consumer trends research tools and to integrate brand strategy into the creative process.

Cross-media and across-the-line final output ranges from corporate visual identity/house style to product pack design, ADV (both traditional and viral), retail design, social branding actions.

Main projects already on the market include:

- Client: **Mondadori**, Brand: **Panorama** newsmagazine, Market: publishing, Brief: disruptive re-positioning the historical Italian newsmagazine brand, market leader. Take-out: new Panorama brand essence as 'Info-Tainer'.
- Client: **FIAT INDUSTRIAL**, Brand: **IVECO**, Market: automotive, Brief: IVECO new corporate brand values. logo and house style following FIAT de-merger and new strategic guidelines by new Ceo. Take-out: new IVECO brand essence as 'Emphatic Force'.

- Client: **Gruppo Italiano Vini**, Brand: **Melini Chianti**, Market: beverage/wine, Brief: a new Chianti wine concept for the Italian and global modern trade. Take-out: new Melini wine concept as 'Neo-Chianti', reinventing heritage. Other brands/companies worked-on in strategic projects include: **Devon&Devon** (Italian bathroom furniture producer), **Zonin** (Italian wine producer), **Unilever Ice Cream** category, **Bulgartabac** (former Bulgaria State tobacco monopoly going private), Japan Tobacco/**Winston**, **ANCI** (Italian shoes companies association), Bionsline/**Nature's** (Italian natural cosmetics company).

### **Eurocosmesi (Cowell Group)**

June 2006/Oct 2008

Italian cosmetics company producing and globally distributing Fine Fragrances (fashion brands licenses, Memento owned brand) and Skin Care products (Transvital owned brand) in the selective market. Turnover: 23Mio€.

#### **Global Marketing Manager** (Milano HQs)

Globally responsible for the development of the brands: **Canali**, **Byblos**, **Mila Schön**, **Antonio Fusco** and **Memento Italian Olfactive Landscapes** (brand name is 'Made in Italy Emotional Olfactive Landscapes' in some markets). Reports to the CEO. Three direct reports: two Product Managers, one Marketing Assistant. Global NPD & local Marketing budget: 2Mio€.

Main tasks:

- Category strategy in line with Company and Group objectives, managing budget and P&L.
- Innovation strategy and plans for each brand: branding, NPD, communication, distribution, pricing, promotion.
- International Marketing Plans, managing directly Italy and providing guidelines to international markets. Key markets: Italy, UK, US, Russia, Middle East, Far East. Frequent visits to strategic markets to work closely with local affiliates, distributors, retailers. Attendance to international fairs within the sector (Cannes, Bologna, Fort Lauderdale, Shanghai).
- Market research and analysis briefing and coordination, including focus groups and fragrance tests on key-markets.
- Support to the sales force, locally and internationally through presentations and daily communication.
- International pricing strategy for each brand.
- Coordination of Global NPD from concept creation to production. Management of NPD team: Marketing, R&D, Pack Tech, Purchasing, Supply Chain and external suppliers (focus on glass bottles, bath lines components, gift sets).
- Choice and management of best strategic partners for each brand/launch: fragrance houses, branding, pack design, ADV, media, PR, events and promotion agencies.
- Coordination of international launches.
- Communication to the Board.
- Monitoring market, aesthetics, lifestyle trends.

Concept developer and project leader of brand new brand **Memento Italian Olfactive Landscapes**. Niche Nu Luxury positioning. Collection of Eau de Parfums capturing a specific time and place, as 'olfactory snapshots'. First launch: *September 22nd 2007, Ferryboat to Lido, Venice*. Second launch: *March 6<sup>th</sup> 2008, Piazza Duomo, Ortigia, Syracuse, Sicily*. Launch: Italy Q4 2007, international roll-out Q1 2008.

Key-launches 07/08: Canali Summer Night, Canali Black Diamond, Canali Style, Byblos Woman Water Flower, Elementi di Byblos, Mila Schon LEI & LUI.

### **Oriflame Cosmetics**

Sept 2004/May 2006

Swedish natural cosmetics company, producing and globally distributing Skin Care, Fine Fragrance, Colour Cosmetics, Toiletries products. 5200 employees worldwide. Turnover 2005: 765 Mio € (Skin Care Category: 160 Mio €). Oriflame brand: 'Natural Swedish Cosmetics'.

#### **Global Marketing Manager Skin Care** (Brussels HQs)

Reporting to the Global Product Development Director, responsible for the International New Product Development strategy within the global Marketing Department. Managing 2 Senior Product Managers. Global NPD & Marketing budget: 20Mio€.

Main tasks:

- Definition and implementation of global marketing plans and brand strategy
- Management of all NPD phases dealing with both internal and external players (Global Technical Centre, Global Design Centre, Design, AD, Fashion/Trends, PR agencies, Qualitative/Quantitative Consumer Research agencies, Pack Tech/Purchasing/Forecasting/Catalogue planners departments)
- Segmentation, definition of brand architecture and product portfolio
- Global communication guidelines and global pricing strategy
- Category budget management, P&L
- Communication to the Top Management and to the global markets
- Monitoring market and socio-cultural trends.

≠ Projects include: participation to new Oriflame Skin Care brand architecture, new Oriflame Cosmetics brand design strategy as a 'house of brands' and new brand key (team: 5 categories marketing managers, marketing director, CEO), re-launch with re-pack of anti-ageing skin care line Royal Velvet, development of a new hi-tech skin care platform with launch of first Dermo Professional line, re-launch with re-pack of Pure Skin line, re-launch with leverage on heritage of historical Natural Skin Care line, development of first Oriflame Men skin care line (focus groups in EMEA region).

## **Firmenich SA**

Nov 2001/July 2004

Swiss global fragrance house, market leader (#2), 5000 employees worldwide. Turnover: 3 Billion CHF. Creative Marketing Studio department

**Creative Marketing Manager, Global** (Geneva HQs)

Sept 2003/July 2004

Perfumery Division. Marketing support to global clients within the Fine Fragrances, Personal Care and Household Care segments (**L' Oréal, Unilever, Procter & Gamble, Estée Lauder, Colgate Palmolive, Sara Lee, Henkel**). Link between the client innovation marketing team and Firmenich R&D (perfumers, fragrance development managers, laboratories).

Main tasks: market analysis, strategic brand support, constant monitoring of socio-cultural and market trends, development of prospective marketing tools, active involvement in the new product development and brand strategy, participation to innovation teams including client marketing, AD and design agencies.

≠ Projects include: participation as strategic partner to development of **Henkel** cross-category Purity Platform, leading the Firmenich **Unilever Cif** Trigger Spray Global Market Analysis, development of **Trenz** (socio-cultural and olfactory trend forecast internal tool, team of 5 people worldwide), Color&Ingredients Stories (internal tool, Pantone partnership).

**Creative Marketing Manager, Italy** (Milan branch)

Nov 2001/Aug 2003

Perfumery Division. Marketing support to local clients within the Fine Fragrances and Personal Care Prestige segments (**Bulgari, Salvatore Ferragamo, Dolce&Gabbana, Collistar, Pupa, Aquolina, Gianfranco Ferré**).

Main tasks: market analysis, brand strategic support, involvement in new product development, constant monitoring of socio-cultural trends, organization and presentation to the clients of prospective marketing tools, organization of poly-sensorial events. 6 months stage in Paris, 4 months stage in Geneva.

≠ Projects include: **Bulgari** Eau Parfumée au The Blanc, Bulgari Omnia, **Dolce&Gabbana** Sicily, **Pupa J**, **Collistar** Linea Uomo, Collistar Sporting, Collistar Aromatherapy, **Gianfranco Ferré** Spa Line, **Malizia** Uomo e **Clinians/Mirato**, Sensorium for **Coccolino** Day/Unilever, La Nouvelle Ecologie (Olfactive Design tool).

**Philips Design, Philips Group** (Eindhoven HQs, The Netherlands)

Jan/Oct 2001

Strategic Design Department.

**Project Manager** (Internship)

Leading/participating to research and branding projects within the Experience Design area, focused on designing all moments of interaction between brand and final consumer.

Main projects: 'Philips Design as a Total Brand Experience Provider', 'MIME – Multiple Intimate Media Environments', 'LIME – Living Memory', 'Intelligent Gels', 'Wearable Technology'.

**WEA – World Exhibition Association (Milan)**

Sept 1998/Dec 1999

Milan and New York based agency specialized in the organization of contemporary art exhibitions and events.

**Junior Project Manager**

Main projects: 'Rosso Vivo', exhibition of Post Human art at the Contemporary Art Pavilion of Milan, 'Rumors', art in the fashion streets of Milan, 'Virtual Museum', multimedia art market.

**ModaTrend (Milan)**

Jan/Jul 1999

Agency offering professional information in the fashion market, partnered by 'Camera Nazionale della Moda Italiana'.

**Concept Designer**

Projects: 'Trendsetter', tool to analyse and archive ready-to-wear collections through style-codes parameters, 'DvDModa', fashion brand communication system: comparison between AD Campaign style, Catwalk and Retail image, concept design of Prada Corporate Website.

Education

**# Mip – School of Management, Polytechnic of Milan**

Jan 2000/Jan 2001

**Master in Strategic Design**

A 13 months, full time post-graduate degree, with lectures and workshops. Main topic: innovation of product systems, meant as the integration among product, service, communication, retail, leveraging on design as main strategic asset.

Disciplinary areas: marketing, business management, new product development, design, communication, technology, lifestyle trend analysis, self-empowerment. Workshops: **Alessi, Benetton, Illy Caffè, Luceplan, Ocean, Forester/Belstaff.**

**# University of Architecture (IUAV), Venice**

Jul 1998

**Bachelor of Science in Architecture**

Five years (12 months Erasmus Project at the Ecole d'Architecture de Paris Belleville, Paris), specialization in Architecture Project (Engineering, Beaux Arts, Human Sciences classes)

**Final result: 110/110** (average score 29,5/30 and six *laudes*).

**# Liceo Scientifico 'Galileo Galilei', Mantova**

Jul 1991

**High School Diploma ('Maturita' Scientifica')**

**Final result: 56/60**

Languages

English: fluent (international job experience, TOEIC 920/990)

French: fluent (international job and study experience)

Italian: mother tongue

## International Experiences

Brussels: two years, job

Geneva: one year, four months, job

Paris: one year study, six months job

Eindhoven: ten months, job

Palo Alto (Stanford University): three months summer classes

## Computer skills

Operating systems: Windows XP, Windows NT, Windows 2000, Mac.

Software: Microsoft Office, MS Word, MS Excel, MS PowerPoint, MS Project, Apple KeyNote, Adobe Photoshop, Adobe Illustrator, Macromedia Director, Lotus Notes, Outlook, BW, Internet Explorer, Firefox.

## My free time

Travelling, movies, TV series, books, writing, drawing. Ski, tennis, ashtanga vinyasa yoga.

Writing / blogging published activity:

First novel out in 2015 in Italy by Baldini&Castoldi publisher

Marie Claire, short stories 'Racconti di Donna', 2000;

Milano Lifestyle Magazine, short story 'Due Teppanyaki', 2011

Cadillac Magazine, short story 'A piedi nudi', 2011

'tina (literary magazine), short story 'I feel looooooooooove', 2014

Lost in Style column [http://cerinidaviaggio.splinder.com/tag/\\_lost\\_in\\_style](http://cerinidaviaggio.splinder.com/tag/_lost_in_style)

My blog: Lost in Style <http://lostinstylereborn.wordpress.com/>

My blog: Donne Alpha: <http://donnealpha.blogspot.com/>

## Endorsements

From LinkedIn profile: <http://it.linkedin.com/in/elenaghiretti>

"Elena is more than a planner, she is a unique mix of very sophisticated planning approach, able to identify new and different consumer insights together with a solid and wide experience in marketing and company consultancy. She is fantastic in brand positioning and catching the emerging trends of the sector. I strongly recommend her in every project and above all in the ones that are focussed on innovation." November 17, 2011

Luca Morvilli, Partner at Ammiro Partners, previously: Managing Partner at Brand Portal, Ceo at Grey, Ceo at Publicis.

Hired Elena as a business consultant.

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"Elena has a very well prepared and refined strategic thought. Her work is clear, smart and insightful. She is able to support the creative idea with in-depth analysis and competitive overview. She is open minded and is very pleasant to work with her." July 30, 2012

Top qualities: Expert, High Integrity, Creative

Alessandra Albretti, Communication Manager for Magazines, Radio, Digital, Mondadori Editore

Hired Elena as a Graphic/Web Designer in 2012

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"Il pensiero brillante, la capacità di individuare dettagli significativi e la sensibilità multiculturale sono tra le caratteristiche più affascinanti di Elena." July 29, 2012

Rosanna Celestino, Company Culture Director, RobilantAssociati  
worked with Elena at RobilantAssociati

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"I worked with Elena in Eurocosmesi, reporting directly to her. She was more than a manager, being a real passionate of the product and an acknowledged of the fragrance world. She soon became my mentor and taught me a lot, and she introduced me to a global division, also giving me the basis of People Management. I would recommend her as a skilled professional, good manager, deep passionate and connoisseur of the luxury world. Cristina." October 27, 2011

Cristina Basilisco, *SENIOR PRODUCT MANAGER, EUROCOSMESI SRL*  
reported to Elena at Coswell S.p.A.

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"I had the luck to work with Elena on a very strategic tool setting the prospective vision of our marketing team. I greatly appreciated Elena's attention to details, organization skills, creativity, but overall great business sense." May 18, 2009

Marc Jourdan-Gassin, *Marketing Director Fine Fragrance, Firmenich*  
managed Elena at Firmenich - Milano, Geneva

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"Elena had a successful internship at Philips Design. She demonstrated to be strategic in her thinking, she's able to deal with complex issues and generate creative solutions." September 26, 2010

Stefano Marzano, *Design CEO, Philips*  
managed Elena indirectly at Philips Design - Eindhoven