

Andrea Cuneo

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Achieving consistent growth and profitability through shaping winning strategies and innovative approaches to digital marketing and sales. Focus on people empowerment and development. Ready for P&L role.

Career Summary

02/2022 – Present	Country Manager IT/ES – JustWatch Inc.
12/2021 – Present	Strategic Consultant
04/2021 – 11/2021	Radio Dimensione Suono , Marketing Director
09/2020 – 04/2021	24Ore Business School , Chief Commercial Director
11/2013 – 05/2020	20th Century Fox Italia , Marketing Director Fox & Paramount
07/1999 – 11/2013	Sony Computer Entertainment (PlayStation) , Marketing Director
09/1998 – 06/1999	Ubisoft Italia , Product Manager
02/1998 – 08/1998	Sara Lee Personal Product Europe , European Junior Product Manager

Work Experience

02/2022 – To Date **JustWatch Inc** – **Country Manager Italy/Spain (3 Staff local)**

German media company specializing in Entertainment and Sports. Owner of the largest streaming platform guide in the world. Developed a next generation approach to entertainment marketing based on digital audience profiling

Key Challenges: 1) Opening business and office in Italy/Spain from scratch 2) Create a Sales structure without any active contacts 3) Very low Brand awareness and perception despite the high use of the service 4) Innovative business not easy to explain

Key achievements:

- Created a commercial network in Italy & Spain in the movie and streaming platform industry. Currently 75% of the theatrical industry and 3 streaming platforms work with JW;
- Commercial Partnership developed: GEDI, the #1 Italian publisher has signed an agreement to the use of JW data and widgets. More are on the way but not yet announced;
- Break even in the first year;
- Created brand awareness in the b2b context through PR activities. Gained coverage in leading industry magazines;
- Developed the team – Hired 2 native speakers from Italy in the ADS Campaign Team and one in the local marketing team. Italian customer satisfaction is 95% (internal surveys).

12/2021 – To Date

Strategic Consultant

Focused on Strategic Marketing and Sales activities

Current Customers:

BrandOn Group (3 staff) – Multinational Tech Company market leader in Marketplace business with a focus on optimizing results and operational risks – *In charge of Company positioning and communication for Italy and France.*

FITri – Triathlon Italian Federation – *In charge of TV rights and Customer base activation developing a CRM structure.*

Past Customers:

Gruppo Marilab - Group of leading diagnostic centers and surgical laboratories in the central Italy - *Restructuring of the Marketing team and implementation of digital marketing actions (creation and management of leads and CRM)*

24Ore Business School – *Responsible for developing of entertainment industry management area.*

RomaOstia HalfMarathon/RCS Sport: Sports Company managing the most popular Half Marathon in Italy - *Responsible for the Brand repositioning and the creation of an annual action plan.*

04/2021 to 11/2021

Radio Dimensione Suono, Marketing Director (10 staff)

Radio Dimensione Suono Spa is a leading Italian entertainment company in the radio market, mainly with the RDS 100% Grandi Successi brand. With the new TV channel and the social community, it is currently a cross-media brand

Key challenges: 1) Design a Marketing Strategy as an “entertainment company” 2) Capitalize on first party data to build the “Community Project” into the CRM Area 3) Expand the distribution of the TV channel in the OTT platforms 4) Management of the internal portfolio of influencers (speakers) and development of related revenues 5) Evaluation and restructuring of the team

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09/2020 to 04/2021

24Ore Business School, Chief Commercial Director (80 staff)

Italian Business School. Founded by the financial newspaper *IlSole24Ore*. Owned by International Private Equity Fund
Responsible for the Offer & Content, Marketing and Sales Team

Key challenges: 1) Company Digital Transformation 2) Data Driven Marketing strategy (Performance Marketing)
3) Increase Co-branded promotions 4) Reshaping product portfolio with a digital product approach 5) Develop Sales team, introducing Ecommerce alongside the traditional B2C Channels 6) Team assessment & restructuring

12/2013 to 05/2020

20th Century Fox & Paramount Pictures, Marketing Director (15 staff)

Member of the Board of Directors

20th Century Fox, iconic Cinema Studio, producer of Avatar, Titanic & Bohemian Rhapsody.

Key challenges: 1) company loss-making 6 years in a row 2) strong management obsolescence

Key achievements

- f) Reversed negative situation leading the company to profitability every year from 2014 through to 2019 (when it was acquired by Disney)
- g) Improved quality of the team. This was recognized by several industry awards, as well as by other factors e.g. winning the distribution contract for Paramount movies for Italy; being asked to lead the most important nationwide cinema project (focused on growth and innovation topics) MOVIEMENT

Activities

- 1) Changed **strategic marketing approach** to continue to grow millennial audiences.
 - a) Increasing Social Media activities and developing dedicated strategies for Instagram and YouTube. #1 in FOX Europe for coverage results
 - b) New approach to digital media buying (integrating Reservation and Programmatic approaches) and innovating media planning (different mix of Free TV, SAT, DTT and Radio plus OOH)
 - c) Merging traditional publicity activities with Social Media communication. Moving from journalist-specific activities to a wider concept of “influencer”
 - d) New management of Consumer Events, from a case by case event to an annual events strategy
 - e) Introducing and developing the trade marketing function. Importing and tailoring traditional retailer marketing activities to the needs of the movie business
- 2) **Team reorganization and development** – restructured the team, redesigned functions, processes and workflows. Certified as “best in class” by Internal Audit.
 - a) Engaging the team with a new way of responding to the market, including a different approach to teamwork. Introducing non-hierarchical accountability, no-blame culture, clear lines of command
 - b) Overcame lack of clarity in accountability remits and process effectiveness by redesigning the marketing team in terms of structure, people, job descriptions and workflows. Adapted the marketing structure and profiles to the new digitalized environment
 - c) Leading change management after the implementation of a Shared Service approach strongly impacting internal processes and workflows
 - d) Increasing satisfaction, team spirit and business focus in the Marketing Department (12 staff)
 - e) Strengthening the relationship with key members of European Leadership Team. Reporting line: Italian CEO and International SVP Marketing & Sales
- 3) Increasing **control of marketing spend**, improving efficiency and tracking. Greater focus on profit, rather than pure revenue.
 - a) Leading team to reduce total investment by movie, optimizing spending and renegotiating deals. Since 2014, 79% of the main releases were profitable. Transforming the company from loss making to consistent profitability
 - b) Strong improvement in digital media effectiveness (mix of owned, earned and paid) that allowed the reduction of the media budget e.g. Fault in Our Stars (Colpa delle Stelle), over 85% of media investment in digital. Profitability 188%
 - c) Improving media buying process with an in-depth analysis of audience and relevant paid media. New relationship with vendors, reflected in an increased efficiency of the media plans (savings 30.8%)
 - d) Increasing supplier controls; introduced bidding process. 46% savings achieved in year 1

07/1999 - 10/2013

Sony Computer Entertainment (SCE), Italy (PlayStation)

Market leader in consumer electronics, as well as in the videogame industry

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04/2007 – 11/2014

Marketing Director (15 staff)

Key challenges

- a) Changing business approach from a purely 'hardware/console' company to a 'services & contents' company
- b) Launching the innovative Sony Online Platform, creating a multi-million-euro videogames community, thus developing the digital business of Sony
- c) 'PlayStation 3' New Platform Release to be repositioned as a multimedia entertainment on-line station - within a new competitive scenario (Microsoft X-Box and Nintendo Wii)
- d) Changing consumer need (from consumer to prosumer) and a different media scenario
- e) Preparation for the release of the most strategic platform for Sony Corp., PlayStation 4

Key Achievements

- Launched PlayStation Network with Games, Video and Music store, in partnership with movie distribution and media companies (SKY, Mediaset and RAI) and Music Labels.
- In 6 years, PlayStation Network achieved over 3 million users in Italy
- Focused on digital and social media. One of the first 10 Italian companies to open a corporate blog. Development of Facebook local page. Since 2007, 3rd page in SCE EU ranking
- Improved partnership activities. In 5 years, closed 4 large deals (Renault, Costa Cruise, Alice Telecom, Telecom Italia). Total media value approx €14m
- SCE IT grew its market share within the Sony EU business, becoming the 4th market in EMEA. (7% in the Hardware, 10.8% in the Software)

Meanwhile the company was significantly restructured. Key achievements within this context:

- a. Redesigned marketing supplier structure. Devised five-year plan which improved quality of services, whilst saving 43% on agency fees. Actions: internalization of PR tasks, redistribution of graphic design tasks from agencies to internal consultants, outsourced social media contact management
- b. Focus on employee satisfaction. In 5 years, only two people left the marketing department for an internal job rotation opportunity

07/1999 – 03/2007

Group Software & PR Manager

Launched PlayStation 2 and PlayStation Portable, gaining 80% share of the Italian videogame market. Supported more than 200 software releases for all platforms

Educational Qualifications

1991 – 1997 Università degli Studi La Sapienza: Economics/Marketing (110/110)

Other Info

Born in Rome, 21st July 1972; married, 3 children; Italian (mother tongue); English (fluent)

Entertainment enthusiast, music lover, videogames, movies, books and technology, main passion is sport. I'm a runner. I run whenever and wherever I can. Personal time on a Marathon is 3h11' (New York 2017). My best time is the one that I will achieve in the next race.