



## Claudio Gatti

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### WORK EXPERIENCE

02/2014 - CURRENT Rome, Italy  
**COO THINK GLOBAL SRL**

Business Development; Capacity Building and Project Management consulting firm for companies, PAs, non-profit organizations and international institutions in the health, technical-logistics, energy and agricultural sectors in Africa, ME, Asia and emerging economies.

Main completed projects and working areas:

- External independent impact evaluation of the Italian Cooperation Agency emergency programs in Iraq (Client: Italian Ministry of Foreign Affairs);
- Strategic & Implementation Plan, Road Map, Training Program and Funding Request for the scale-up of medical oxygen in Lebanese hospitals (Client: UNICEF);
- Saint Francis Referral Hospital (400 beds), Ifakara, Morogoro Region, Federal Republic of Tanzania (Project Management and Coordination of a three-year strengthening project (Client: Swiss Development Cooperation\_Federal Department of Foreign Affairs);
- Kassala Health Citadel, Sudan (Feasibility Study and Business Plan (Client: UNOPS and Italian Cooperation Agency AICS);
- health and space planning, co-design, biomedical equipment specifications for the extension of 2 regional hospitals, Sultanate of Oman;
- development and launch of an innovative social network, in the form of an App, with social purposes;
- development of feasibility studies and business plans for health, industrial, agricultural and socio-economic (social business) projects in developing countries (various projects);
- consultancy for the revision of the organizational and governance models of non-profit organizations;
- Logistics, Supply Chain, Pharmaceutical Planning & Demand Management, Project Management and Procurement training programs for Public Bodies, Ministries, enterprises, humanitarian organizations, INGOs

01/2019 - 07/2023 Florence, Italy  
**DIRECTOR & TREASURER COSPE NGO**

The Organization currently works in about 25 countries on several topics (Migration and Human Rights, Women and Democracy, Environment and New Economies) managing resources for about 10 million Euro per year.

As Director and Treasurer, I have been responsible for Admin, Logistics, Operations, Planning and Budgetary matters.

In addition to the typical administrative activities (financial planning, accounting and budgeting, management control), the Administrative Department deals with project reports, treasury, administrative and labor law management of Human Resources and legal and governance support (the latter functions in coordination with the DG), Logistics and Procurement.  
The Organization operates in ISO9001 environment.

It also coordinates or supports General Services, Facility Management and Information Systems.

After I left my position as Director, I have joined the Board of Directors and I currently cover the Treasurer position.

04/2014 - 12/2018 Rome, Italy

## **LOGISTICS, PROCUREMENT & PARTNERSHIP HEAD OF DEPARTMENT SAVE THE CHILDREN ITALIA**

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The Department consisted of 3 operating units:

- Logistics: *operations coordination, technical-logistic coordination, technical office, general logistics, Integrated Logistic Support, security, facility management*
- Procurement: *tender procedures, suppliers' qualification*
- Partnership Management: *selection and management of implementing partners*

During the collaboration, a new Operations Department was launched (including 3 operating units: Procurement, Logistics & General Services and Partnership Management), operating transversally on all the organization Departments, with 20+ professionals.

The Department has constantly intervened in the processes of review of internal flows and procedures by introducing new processes and management systems, especially in the areas of Logistics, Procurement and Partnership Management, mainly focusing on the processes of qualification, selection and management of the life cycle of Suppliers (Vendor Management) and Partners.

New management tools have been introduced including a supplier register (Vendor Database), an IT platform for facility management, a Business Intelligence tool for procurement and a Partnership Relationship Management System (PRMS).

The procedures related to the internal safety management processes have been reworked and the department has actively contributed to the definition of the flows related to the Organization Model (Legislative Decree 231/2001) and the ultimate Risk Assessment.

On the operational side, almost 30 million Euro per year of procurement processes for the purchase of goods and services have been put under control, about 100 Italian partners (charities, non-profit orgs, associations, cooperatives, social enterprises) have been selected or assessed and over new 50 operating facilities (25,000+ s.m.) in Italy have been requalified and opened, including the selection, design and procurement process for the new headquarters of about 5,000 square meters in Rome.

11/2011 - 01/2014 Italy, Somaliland

## **OPERATIONS DIRECTOR (HARGEISA, SOMALILAND), MEMBER OF THE TECHNICAL-SCIENTIFIC COMMITTEE MAS - CHILDREN TEACHING HOSPITAL ONLUS**

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- relations with local authorities and partners
- contracts management for the construction and equipment of the hospital
- technical-economic management of the construction site and sub-contractors
- technical-administrative coordination of the start-up of clinical activities
- management, administrative and technical-logistic supervision of the project
- supply chain design and implementation

Activity developed: design, construction, start-up and management of a pediatric clinic of just under 2000 sqm of covered area and about 40 beds that stands in the immediate vicinity of the Hargeisa Group Hospital, in Somaliland (operating budget of about \$ 1 million during the year). I coordinated its implementation on site (construction of the facility and start-up of operations).

During the first year of activity, the tender procedure was completed, the construction contract was signed, the executive project was prepared and the hospital was actually built; in January 2013, the first operational lot of about 850 square meters was completed. In this period, I mainly dealt with the technical management of the construction site (structure and plants engineering) in coordination with the engineering firm responsible for the project in Italy (primarily the Rosental architecture studio in Turin).

At the same time, I worked on the preparatory activities necessary for the start-up of the project and its operational management (budgeting, staff planning & recruitment, logistics, procurement of equipment, furnishings and pharmaceutical products, etc...).

Clinical activities began on January 26, 2013.

Left the post on site, throughout 2013 I followed the project as Operations Manager of the Organization

09/2009 - 08/2011 Milan, Italy

## **BOARD MEMBER, SENIOR MGT TEAM MEMBER, CFO, DIRECTOR OF PLANNING PROCUREMENT AND LOGISTICS EMERGENCY NGO**

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**HEADQUARTER POSITIONS:**

- **CFO** from 2009 to 2011

for the whole Organization, following the financial and operations planning activities of all projects (budget 40 million Euro); the HQ staff counted about a hundred employees and collaborators.

- **Director of Planning, Procurement and Logistics** from 2009 to 2011

including the Functions of Management Control, Planning, Procurement, Logistics & Supply Chain, Materials Management, Information Systems, General Services & Facility Management.

Coordinated an internal reorganization project aimed at reorganizing the logistics sector to create a Planning & Control function, both in Italy and in the Country Programs

Collaborated in the overall remodelling of the organizational frame, from Human Resources (including new internal regulations) to the drafting of the organizational model for internal management according to the Italian new law D.Lgs. 231/2001 (I was member of the surveillance committee) to end with the reworking of the Financial Statements model. In the meantime, I continued to follow the field operations.

Introduction of the ERP (ESA software) completed in 2010. Integrated by all related ancillary systems (MRP, warehouse management, CRM, etc...). The commercial activities (revenues for a global annual value of about 3 million Euro) was reorganized

- **Fundraising coordinator** (interim position) in 2011

I worked to strengthen private fundraising ("individuals donors") and the traditionally strong merchandising, as well as to relaunch the corporate activities and institutional fundraising; we focused on the new media opportunities and on more massive and incisive communication campaigns. In this context I coordinated the integration of the CRM system (MyDonor) to the ERP

#### ASSOCIATIVE ASSIGNMENTS:

- **member of the Board of Directors** (2009-2011)

- **member of the Executive Committee** (2009-2011)

- CEO of "Cooperativa X Dicembre Scarl", publisher of the magazine "E-Il mensile" (2011)

- **co-founder and treasurer of Emergency Switzerland** (2011)

2005 - 2010 Afghanistan, Sudan

### **PROJECT COORDINATOR, ADMINISTRATOR AND HOSPITAL MANAGER, HEALTH PROGRAMME MANAGER** EMERGENCY NGO - LIFE SUPPORT FOR CIVILIAN WAR VICTIMS

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#### OPERATIONAL ROLES IN FIELD OPERATIONS

##### **AFGHANISTAN Program:**

- September 2005 - October 2006: Administrator of the Afghanistan program
- June 2007 - October 2007: Administrator of the Afghanistan program
- August 2010 -- October 2010: Project Coordinator of the Afghanistan programme

Job Title: administrator and project manager

The program, operating in the Asian country continuously since 1999, includes 3 world-standard surgical hospitals for trauma and war surgery (ICU, diagnostic imaging, etc ...) in Kabul, Lashkargah and Anabah, with 1.000+ employees throughout the country and about 30/40 international staff members. The program is completed by almost 30 clinics (First Aid Posts, PHC), a maternity centre (Panshijr Valley) and other side projects (social programs, healthcare projects in several jails,...).

##### **SUDAN Project:**

- January 2007 - May 2007: Administrator of the Sudan program
- November 2007 - April 2009: Hospital Manager at the "Salam" Cardiac Surgery Center in Khartoum

Job Title: hospital manager

The project, operating in Sudan since 2004, has seen the opening of the "SALAM" Centre for Cardiac Surgery in Khartoum in April 2007. The hospital (350 local employees, 65 international doctors, nurses, health professionals and technicians) is the only free of charge, world-standard, health facility of its kind in an area 3 times bigger than Europe and with a population of about 300 million people between Sudan and the 9 neighboring countries (yearly budget of the project: about 10 million Euro). In Khartoum, I also dealt with the definition and rationalization of the logistics and supply chain process of the pharmacy, for which an inventory management software/database was created (including MRP and BI tools) for managing stock and reordering procedures, which led to a consistent optimization of the processes and reduction of the items, with a consequent reduction in both carrying and ordering costs (up to 30%). At the same time, a galenic laboratory project and related business plan were developed. During the last year in Sudan, I have also directly managed, from the contract phase to the construction phase, the construction of a housing complex of 2000+ square meters for our international staff capable of accommodating 70 people (Aga Khan Award for Architecture 2013).

05/2002 - 05/2005 Turin, Italy

### **TENDER AND LIFE CYCLE COST SPECIALIST (PASSENGERS TRANSPORT SYSTEMS) IRISBUS ITALIA SPA\_IVECO-FIAT GROUP**

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- technical-commercial management of public tenders
- technical assistance for intermediate transport systems (latest generation trolleybuses) and After Sales
- scheduled maintenance and full-service contracts management

Main tasks: enhancement and technical/economic analysis of scheduled and preventive maintenance plans (Life Cycle Cost), management of tender specifications for public companies, "FULL SERVICE" maintenance contracts, technical training focal point, coordination of technical publications and After Sales manuals, technical-commercial contacts with the dealers of the technical assistance network.

From November 2004 to May 2005, I held the position of Key Account for After Sales & Technical Assistance for the Italian market of the CIVIS/CRISTALIS vehicles range (intermediate transport systems with electric traction), produced in our French plants (Lyon and Nantes) where I worked for short periods.

11/2000 - 04/2002 Turin, Italy

### **ASSISTANT DIRECTOR - PRODUCTION & LOGISTICS DEPARTMENT (ICT EQUIPMENT AND FACILITIES) BTG SPA**

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Responsible for management of production plants, logistics, supply chain and facility management.  
Direct responsibility towards the Production & Plant Manager.

Main tasks: production and logistics flow management (internal / external production, coordination activities of technical office, production departments, purchasing office, sales office and quality assurance); strong prevalence of metal carpentry works and assembly processes.  
Other tasks: cost analysis and estimates.

The logistics and production activity was characterized by a high management complexity deriving from the high number of products and items/references/codes managed in the inventory. The processes and products were mainly standardized. I also followed the commercial management and production management for extra-core-business products (stainless steel metal carpentry), the Plant and Safety management (subordinate to the Plant & Production Manager) and the production planning in collaboration with the logistics department (MRP system based).

1999 - 2000 Turin, Italy

### **PRODUCTION MANAGER OLIVOTTO INDUSTRIES SPA**

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DEPUTY HEAD OF PRODUCTION (industrial furnaces and glass processing plants)

- industrialization processes
- products management
- purchasing, supply chain and integrated logistic support

Main tasks: planning and management of the overall logistics and production flow (technical office - industrialization and verification of drawings - issuance of order requests and management of external suppliers - procurement - coordination of internal production - work account - suppliers' qualification and management interface - logistics, freights & shipments)

Other tasks: cost analysis, budgeting, maintenance and technical manuals.

I mainly dealt with mechanical and related components (metal carpentry, combustion plants, thermal insulation, etc...) and only cyclically with electrical and electronic systems.

In this context, I also followed the management of the Quality System (quality assurance and acceptance of materials and supplies, suppliers' certifications, internal certification system, customer QA focal point,...) in particular for the customer "British Steel - Engineering Steel" (1st European largest steel producer, 2nd in the world), as well as logistics and warehouse management.

Peculiarity of the activity carried out was the constant need to integrate and coordinate production activities (internal and external, through requests for estimates and technical evaluations aimed at identifying the best value-for-money supplier) and the purchase of commercial products for subsequent assembly, all on time and according to the contractual needs of installation and commissioning of the plants at the end customer.

11/1997 - 01/1999 Turin, Italy

### **LABORATORY COORDINATOR ALENIA AEROSPAZIO SPACE DIVISION - FINMECCANICA GROUP**

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Laboratory Technician - Metrological Center of the "Laboratories and Tests Department"

- Laboratory activities and testing on the ISS (International Space Station) instrumentation
- Metrological activities on aircraft production plants instrumentation

During this experience I mainly dealt with the setting of operating methodologies (SOPs, calibration procedures, study and systems for calculating uncertainties, technical/scientific equipment set up, etc ...)

and the overall organization of metrological laboratories in view of the regulatory authorities official recognition (in close collaboration with the CNR - Institute of Metrology "G. Colonnetti" of Turin). I worked mainly on thermomechanical quantities (force, temperature, pressure, flow, displacement and dimensional measurements). The theoretical-organizational part has been constantly associated with laboratory practice and field activities (in particular the test campaigns of the instrumentation during the integration of the Modules of the International Space Station "ALFA" in Clean Room). In addition to transducers of various kinds (pressure, acceleration, dimensional quantities, etc.), my activity has focused on thermometry (PRT and scientific industrial resistance thermometers, thermocouples, thermistors, etc ...) and forces (dynamometers and load cells, etc.).

05/1997 - 11/1997 Turin, Italy  
**TECHNICAL OFFICER - PRODUCTION & LOGISTICS OFFICE** OLIVOTTO SAS

- Integrated Logistics Support
- Procurement & Tender Procedures
- Quality Assurance

● **EDUCATION AND TRAINING**

01/2024 Zugo, Switzerland  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)** LinkCampus

1996  
**INDUSTRIAL TECHNICAL HIGH SCHOOL DIPLOMA** I.T.I.S. "C.Grassi" Turin (mechanical and aeronautical constructions)

● **LANGUAGE SKILLS**

Mother tongue(s): **ITALIAN**  
Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
<b>ENGLISH</b> C1		C1	C1	C1	C1
<b>FRENCH</b> A2		A2	A2	A2	A2

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● **DIGITAL SKILLS**

ERP and Business Management Systems (ESA software, AS 400 Galileo, UNIT4, SAP) | Accounting/ Administration Programs (NPS) | MRP systems | CRM / software dedicated to non-profits for donor management (MyDonor / MS Dynamics | BI / Business Intelligence Tools and DATA ANALYSIS SW (Qlikview) | Autocad (rudiments/reading) | Email managers (Outlook, Thunderbird) | - Microsoft Office (professional use)

● **ADDITIONAL INFORMATION**

**ORGANISATIONAL SKILLS**

**ORGANIZATIONAL SKILLS AND COMPETENCES** I have repeatedly managed complex projects from the study/feasibility/design stage to the start-up and implementation phase. I have directly coordinated up to 100 collaborators in Italy and 1.000+ in other countries (Afghanistan, Sudan); I managed the logistics, operations and finance departments of organizations up to 3 thousand employees. I managed, as manager / director, the administration and planning department of organizations with over 30 million Euro of annual turnover.

## COMMUNICATION AND INTERPERSONAL SKILLS

**RELATIONAL SKILLS AND COMPETENCES** My professional duties and responsibilities have always been carried out in multidisciplinary contexts and, in many circumstances, in highly stressing environments (high performance requirements, continuous and prolonged coexistence with colleagues in emergency situations; social tensions and potential human/professional conflicts); therefore, I have acquired strong skills about conflict management and self-control, together with proved team management experience.

## VOLUNTEERING

**VOLUNTEER ACTIVITIES** Founding member and vice president of Help Age Italia Onlus  
Member of the Board of Directors and Treasurer of COSPE NGO  
Partner of Save the Dogs and Other Animals

## EDUCATION AND TRAINING EXPERIENCE

### Experience with universities, academic and research institutions

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Over the last 20 years I have had frequent collaborations with several universities and academic and research institutions:

Polytechnic and University of Turin,  
CNR (Italian National Committee for Research),  
Catholic University,  
CERISMAS,  
SDA Bocconi,  
Faculty of Architecture of La Sapienza University,  
UNIVPM

I have participated as guest speaker in numerous educational sessions and I have collaborated in several projects' feasibility studies, both in the field of international cooperation and industry (logistics), technology, architecture and healthcare.

Similarly, I have maintained contacts and collaborations with the world of local and national institutions about public health issues with specific reference to the economic, logistics and managerial implications of health systems (e.g. parliamentary hearings, study and evaluation of processes with non-profit organizations and international institutions, etc ...).

Since 2019 I have been collaborating with the Training School for cooperation professionals of the NGO Cospe (logistics, procurement, safety & security). I work as a trainer with Clinic Group Holding (Beirut).

I am member of the Scientific Committee of the Master in Humanitarian Logistics organized by UNIVPM (Università Politecnica delle Marche) and I have co-coordinated the first edition of the master courses.

## DRIVING LICENSE

### Up to 3,5 tons vehicles

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## SUMMARY OF RELEVANT PROFESSIONAL EXPERIENCE

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- project management & operations management
- integrated logistic support (ILS)
- hospital and health logistics
- health and space planning / hospital design
- pharmaceutical supply chain
- procurement, supply chain and suppliers/subcontractors' management
- store management
- facility management
- safety & security
- industrial planning and organization
- administration, accounting and budgeting
- governance
- non-profit organizations management
- training and capacity building
- human resources
- monitoring & evaluation

- management control and Business Intelligence

- tenders
  - production planning (manufacturing, mechanical plant engineering)
  - industrialization processes
  - cost analysis / cost breakdown structure
  - commercial operations and customer management (CRM systems)
  - selection and management of personnel and human resources in medium-sized companies, industry and services sector (SME), and non-profit organizations
  - shipbuilding (hospitals, industrial plants and civil buildings construction; over 2500 hours of construction site management) - hospital space planning
  - biomedical equipment and pharmaceutical (17+ years of experience in the hospital/health sector)
  - metrology and laboratories
  - technical assistance, maintenance and manuals
  - Life Cycle Cost analysis
  - customer service
  - technical, mechanical and building co-design (structure and plant engineering)
  - international development cooperation
  - institutional relationships and MoU drafting processes with ministries and local public authorities
  - fundraising & marketing; publishing & communication
  - reporting for development cooperation projects
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