

Federico Maffini

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SUMMARY

Multi-faceted and result-driven senior leader with 10+ years of expertise in managing cross-functional global teams on large-scale programs to drive business growth and innovation. Significant breadth of business acumen across complex operations, fast-growing organizations and disruptive technology. Extensive experience leveraging data and analytics to build high-performing and autonomous teams, align stakeholders, and deliver strategic change in fast-paced, ambiguous environments. Global Business Management leader of leaders responsible for business strategy for optimizing \$66bn in Customer Revenue.

AREAS OF EXPERTISE: Business strategy | business planning | leadership and mentoring | executive advisory | program and project management | sales operations | sales strategy | go to market | data analysis and insights | financial planning and data modelling | OKRs | SCRUM and Agile | change management | ID&E.

SKILLS & CERTIFICATIONS: Certified AWS Cloud Practitioner | Certified AWS Public Speaker | Certified Amazon Bar Raiser | Certified Scrum Master | Expert SQL, MySQL, Redshift User | Expert Excel, PowerPivot, PowerBI User | Advanced Tableau and QuickSight user | Experienced HTML & WP User | Instructor @ELVTR | Mentor @Mentorcruise.com

PROFESSIONAL EXPERIENCE

Global Head of Business Management – Worldwide Commercial Sales

London / UK

Amazon Web Services

June 2022 – Present

Leader of leaders in Customer Optimization and Enablement (CO&E) at AWS. Built a global Business Management function from the ground up to support 100+ Optimization Specialists from an analytical and programmatic standpoint. Hired and grown 15+ experienced Business Analysts and Program Managers and owned all the operational and strategic work across CO&E, acting as Chief of Staff to the Global Head of WW CO&E. Worked closely with Commercial sales, Data Science, Product automation and Finance to create strategies for revenue reinvestment and customer attrition prevention impacting \$30bn revenue annually.

- Defined the long-term strategy and working tenets for the organization, implemented processes and mechanisms to ensure smooth operations across the board (SCRUM intake, WBRs and QBRs, People MBRs, VP Goals and OKRs, etc.).
- Partnered at the highest levels to deliver a set of leadership-facing Goals and KPIs. Improved the organization's performance by 250% in the first 6 months, driving the cost optimization of 10K+ AWS customers and saving them over \$290M in recurrent AWS costs.
- Designed and launched several transformative initiatives (Re:Invest, Churn Prevention, At-Scale Engagements, etc.) to force-multiply the effectiveness of CO&E Specialists and reach scale. Increased coverage from historical 2% to over 98%, prevented the churn of \$90M+ ARR, drove the creation of \$45M+ worth of new pipeline opportunities in the first 6 months.
- Mechanized ID&E, Personal Development, and Talent Development efforts within CO&E. Designed and launched a Role Surfing initiative to allow people to experience different roles across AWS, a People MBR to review people metrics and instill rigor in the organization, and a Succession Planning Mechanism to front attrition. 20% of CO&E Specialists role-surfed, 100% of critical roles have robust succession plans and job satisfaction improved 2000bps.

Head of CS, CX & Business Analytics – Amazon Shipping

London / UK

Amazon Logistics

May 2021 – June 2022

Senior Manager in Amazon Customer Programs team, owning Customer Support, Customer Experience and Business Analytics from a programmatic and strategic standpoint. Stood up function from the ground up, hired 10 Snr PMs to revolutionize the way Amazon Shipping offered support to its shippers and recipients, and 10 BAs to inject the global organization with rigor, insights, and metrics. Partnered cross-functionally with Sales, Marketing, Finance and Product leaders and supported our VP and Leadership team with annual planning and budgeting.

- Devised and delivered transformative change to the way Amazon Shipping supports its customers across all goes. Transitioned both Customer and Shipper Support to Case Management and Contact Routing to ensure reduce iterations, improve experience, and increase effectiveness. Improved CSAT from 3.2/5 to 4.8/5, First Contact Resolution from 43% to 88% and Expressed Dissatisfaction Rate from 62% to 21%.
- Owned Amazon Shipping annual planning cycle (40M+ shipments, \$200M+ revenue) and Sales quota-setting mechanism (30+ sellers). Introduced share of wallet targets for account managers, resulting in 14.5% YoY incremental volume growth.
- Acted as Chief of Staff to the UK Global Commercial Director by owning and hosting all recurrent leadership-facing processes, coordinating the work across all stakeholders involved (80+), holding people to account, escalating when necessary and consolidating insights.

Snr Business Development Manager – Amazon Shipping

London / UK

Amazon Logistics

May 2020 – May 2021

Single threaded owner for revenue management and profitability across all markets. Responsible for setting short- and long-term business strategy to drive Amazon Shipping to sustained profitability, and executing against it in partnership with Finance, Sales, Marketing, Operation and Product teams.

- Built both programs from the ground-up, establishing charters, mechanisms, reporting, goals, and deliverables.
- Program-managed the implementation of new technology to automatically identify and claw-back billing defects stemming from incorrect package measurements. Recouped over 2.5% of weekly revenue within the first few weeks of operation.

- Led Amazon Shipping to sustained profitability and delivered complex analytical work to inform the business strategy on an ongoing basis (e.g. offboarding unprofitable shippers, closure of network nodes, non-conveyable volume strategy, etc.). Achieved \$15M+ in savings in cost-out and profitability-improvement initiatives.

Senior Finance Analyst – UK and Cross Border Transportation Finance

London / UK

Amazon Logistics

September 2018 – May 2020

- Finance Business Partner for UK and EU Cross Border Transportation teams (20+ stakeholders) on several disruptive transportation initiatives worth over \$1B/year.
- Identified and delivered a \$2.5M saving opportunity on low-ASP items by working closely with Retail, OPS, Trans and various other teams within Amazon.
- Built and rolled out EU-wide automated and standardized reporting tools that saved over 10h/week to EU Analysts.
- Strengthened and streamlined the controllership of UK Transportation Costs. Saved \$5M/year through better auditing.
- Managed team of 3.

Finance Analyst I & II – EU Transportation Controllership

Luxembourg / LU

Amazon Logistics

September 2015 – August 2018

- Sole owner of the controllership of EU inbound and import transportation modes (\$60M/year).
- Acted as technical project manager and partnered with external commercial carriers (UPS, FedEx, DHL, etc.) and internal teams (Tech, Compliance, Accounting, Finance, OPS, etc.) to roll-out electronic invoicing (EDI billing). Improved coverage from 0% to 95% in a span of 12 months.
- EU Controllership single threader owner to ensure controllership guidelines were met on new geo launches (e.g. launch of Amazon Turkey) and new transportation models (e.g. WePay, Rails, US Imports, etc.).
- Designed and launched new tools to investigate Month End Close variances. Reduced time for deep dives from 10H/month to minutes.
- Coached and trained >10+ interns who reported into me, several of which then continued under my leadership as full-time employees.

Marketing Specialist

Amsterdam / NL

Donny Craves

July 2014 – Dec 2014

- Renewed and revitalized the presence on Social Network pages (FB, IG, TW, YT). Increased followers by 117%.
- Designed and launched new marketing campaigns (Gift a Donny, Donny for a Smile, Who Donnit). Drove 40% new affluence.
- Enhanced on-line experience by working with SDEs and Web Developers (Donny's app, landing page website, augmented reality). +70% views, +10% conversion.

ADDITIONAL EXPERIENCE

Amazon Kindle – Finance Analyst (Internship). February 2015 to August 2015

Fieldservice4Netherlands – Freelance Copywriter & Translator. November 2013 to January 2014

Arix SPA – Cost Controller (Internship). May 2013 to July 2013

EDUCATION & OTHER

Università Cattolica Del Sacro Cuore | Master of Science | International Management

Piacenza, Italy | 2014 – 2015

AVANS University | Bachelor of Science | International Business & Management

Breda, Netherlands | 2013 – 2015

Università Cattolica Del Sacro Cuore | Bachelor of Science | International Management

Piacenza, Italy | 2011 – 2013