

STEFANO ROSA ROSSO

THE ORGANISATION BUILDER

Building Organisations
That Outgrow Their Leaders

**“I don’t build
organisations.
I build the people
who build them.”**

EVERYTHING ELSE FOLLOWS.

WHO I AM

I build organisations that grow stronger, more capable and more human.

With more than 30 years of international experience, including more than 20 years in executive roles, I have led complex transformations across telecommunications, financial services and technology in Europe and the UAE.

Today, through SRR Executive Advisory, I work with CEOs, executive teams, investors and entrepreneurs to turn strategic ambition into lasting performance.

My approach combines clarity, disciplined execution and a deep belief in people as the one competitive advantage no organisation can replicate.

I do not chase short-term results.
I build capabilities that endure.

Leadership Philosophy

**Leadership is measured
by what continues without you.**

Everything else is temporary.

Projects finish.

Strategies evolve.

Technology changes.

People remain.

For more than 30 years, including more than 20 in executive roles, this belief has shaped how I lead transformation across telecommunications, financial services and technology in Europe and the UAE.

My role has never been to become indispensable. It is to build organisations that no longer depend on any one leader because their people have learned to think, decide and lead.

I listen before I decide.

I build trust before I ask for change.

I encourage intelligent disagreement.

I develop leaders rather than followers.

Every organisation already contains extraordinary people. Leadership creates the conditions for them to discover what they are capable of.

*I do not want people to remember me.
I want them to remember what they discovered
they were capable of becoming.*

EXECUTIVE OPERATING SYSTEM

How I lead organisational transformation.

EXECUTIVE PORTFOLIO

- 01 **Listen**
I start with deep listening to understand context, people and what truly matters.
- 02 **Build Trust**
I earn trust through consistency, transparency and delivery.
- 03 **Challenge Assumptions**
I question the status quo with respect and rigour to reveal better options.
- 04 **Align the Organisation**
I translate strategy into shared priorities, clear decisions and accountable execution.
- 05 **Develop Leaders**
I build leadership capability at every level to multiply impact.
- 06 **Build for Continuity**
I embed capability and accountability so the organisation continues to perform beyond any individual leader.

“

*Leadership is not about becoming indispensable.
It is about building organisations that no longer depend on you.*

SELECTED IMPACT

Results that move organisations forward.

Across complex organisations and international markets, I have translated strategy into measurable outcomes by aligning people, governance and execution. A selection of results with lasting business value.

c. €500M

STRATEGIC SCOPE

Managed c. €500M in annual technology spend across UniCredit Group, aligning sourcing priorities with business needs.

€200M → €80M

COST TRANSFORMATION

Reduced consulting expenditure from c. €200M to €80M within three months while protecting business continuity.

c. 20%

STRUCTURAL SAVINGS

Achieved c. 20% structural savings across technology categories through governance and value-driven sourcing.

Up to 200

LEADERSHIP SCALE

Led up to 200 professionals across complex international transformation and operational environments.

Europe + UAE

INTERNATIONAL LEADERSHIP

Built alignment across markets, cultures and executive stakeholders in Europe and the UAE.

AREAS OF IMPACT

- Business Transformation
- Commercial Growth
- Organisational Growth
- Strategic Sourcing & Value Creation
- Technology & Business Alignment
- Governance & Operating Models
- International Leadership
- People & Leadership Development

“

*Results create value.
Organisational capability
makes it last.*

From Strategy to Execution.

TRANSFORMING HVB GERMANY THROUGH A GROUP-ALIGNED OPERATING MODEL.

EXECUTIVE PORTFOLIO



CHALLENGE

HVB Germany faced organisational misalignment, fragmented processes, inconsistent governance, high structural costs and operating models that differed from Group standards.



STRATEGIC MANDATE

Design and implement a Group-aligned operating model while respecting the German organisation and its market context.



MY LEADERSHIP APPROACH

I listened before deciding, built trust across functions and countries, used evidence to frame decisions and maintained regular executive alignment throughout delivery.



EXECUTION MODEL

- Aligned governance, roles and decision rights
- Harmonised processes and operating practices
- Positioned technology as a business enabler
- Established shared priorities across business and technology
- Built local capability and accountability
- Developed leaders able to sustain change

Within UniCredit Group, I was entrusted with translating the transformation strategy into execution within HVB Germany, aligning governance, processes, technology and people around shared business priorities.

TRANSFORMATION JOURNEY

- 01 Understand & Align**
Listen to leaders and teams, assess the organisation and agree the priorities that matter.
- 02 Design the Model**
Define governance, roles, processes and decision rights around shared Group principles.
- 03 Execute the Change**
Mobilise the organisation, sequence initiatives and translate decisions into disciplined delivery.
- 04 Embed Capability**
Strengthen collaboration, accountability and leadership so progress continues beyond the programme.

LEADERSHIP IMPACT



GROUP ALIGNMENT

Common direction across HVB Germany and Group.



GOVERNANCE

Clearer decision-making and accountability.



BUSINESS & TECHNOLOGY

Stronger collaboration around strategic priorities.



ORGANISATIONAL CAPABILITY

A more connected organisation able to sustain change.

“

*Strategy creates direction.
Execution creates transformation.*

”

International Leadership.

CREATING ALIGNMENT ACROSS COUNTRIES,
CULTURES AND ORGANISATIONS.

More than 30 years of leadership across European markets and the UAE have taught me that international execution begins with respect for local context. I connect people, priorities and governance across cultures to create shared direction and lasting business value.

A CROSS-BORDER LEADERSHIP JOURNEY



ITALY

Built commercial organisations and led business, technology and sourcing initiatives across telecommunications and financial services.



GERMANY

Led the transformation of HVB's operating model, aligning governance, processes, technology and people with UniCredit Group priorities.



EUROPE

Coordinated cross-country programmes across Germany, Austria, Poland, the United Kingdom and Central & Eastern European markets.



UAE

Extended this perspective through executive advisory work focused on growth, transformation and organisational capability.

LEADERSHIP ACROSS EUROPE + UAE



- 1 Italy
- 2 Germany
- 3 Austria
- 4 Poland
- 5 United Kingdom
- 6 Central & Eastern Europe
- 7 UAE

LEADERSHIP PRINCIPLES



Listen before deciding

Understand context, culture and what truly matters.



Build trust before change

Create credibility through consistency, transparency and delivery.



Align across borders

Translate strategy into shared priorities and clear accountability.



Develop leaders

Build capability that remains within the organisation.

EXECUTIVE EVIDENCE



30+

YEARS OF
INTERNATIONAL
EXPERIENCE



20+

YEARS IN
EXECUTIVE
ROLES



c. €500M
ANNUAL
TECHNOLOGY SPEND
MANAGED



Up to 200
PROFESSIONALS
LED



Europe + UAE
LEADERSHIP
EXPERIENCE



Cross-Country
TRANSFORMATION
EXPERIENCE

“

*Different cultures. Shared purpose.
Disciplined execution.*

”

Career Highlights.

THREE DECADES OF INTERNATIONAL
EXPERIENCE. EXECUTIVE LEADERSHIP.
LASTING VALUE.



30+

YEARS OF INTERNATIONAL EXPERIENCE

Across telecommunications, financial services and technology.



20+

YEARS IN EXECUTIVE ROLES

Leading complex organisations, transformation and growth.



c. €500M

ANNUAL TECHNOLOGY SPEND MANAGED

Strategic sourcing and business value creation across UniCredit Group.



Up to 200

PROFESSIONALS LED

Direct and functional leadership across international teams.



Europe + UAE

LEADERSHIP EXPERIENCE

Cross-border roles across diverse markets and cultures.



Cross-country

TRANSFORMATION EXPERIENCE

Governance, operating models, business-technology alignment and execution.

A career shaped by commercial growth, business transformation and international leadership across telecommunications, financial services and technology. I connect strategy, people and execution to turn complexity into measurable, lasting value.

CAREER JOURNEY

1995-2007

TIM

Built commercial organisations and led business development in telecommunications.

2007-2013

UNICREDIT GROUP | MUNICH

Head of Strategic Sourcing. Led strategic sourcing for c. €500M annual technology spend and transformed consulting expenditure from c. €200M to €80M.

2013-2016

UNICREDIT GROUP | MUNICH

Head of Global Competence Center – Equities & Commodities. Aligned technology capabilities with business priorities across international environments.

2016-2024

UNICREDIT GROUP | EUROPE

Led cross-country transformation across governance, operating models, technology and people, including HVB Germany.

2024-2026

DUBAI | UAE

Founder & Executive Business Leader. Extended international experience across the Middle East.

2026-PRESENT

SRR EXECUTIVE ADVISORY

Executive Advisor partnering with CEOs, executive teams, investors and entrepreneurs navigating growth, transformation and strategic complexity.

INTERNATIONAL EXPERIENCE



ITALY



GERMANY



AUSTRIA



POLAND



UNITED KINGDOM



CENTRAL & EASTERN EUROPE



UAE

WHAT DRIVES ME



Purpose

Creating value that strengthens organisations and people.



Clarity

Turning complexity into shared priorities and execution.



Impact

Building capabilities and results that continue beyond the leader.

“

*Leadership is not measured by the title you hold,
but by what continues to grow after you leave.*

”

What Leaders Say.

Leadership is ultimately defined by the impact recognised by others.



“Stefano combines strategic vision with exceptional execution capabilities. He has the rare ability to navigate complex organisations, align diverse stakeholders and transform challenging situations into sustainable business outcomes.”

JOANNA PAMPHILIS
FOUNDER & CEO — JP GLOBAL CONSULTING



“Stefano combines strategic vision with pragmatic execution. He connects strategy, people and execution while creating long-term business value.”

CHRISTIAN U. HAAS
CEO & BOARD EXECUTIVE



“He understands how innovation, technology and business strategy can work together to generate sustainable results, always maintaining a balanced and collaborative approach.”

DARIO CALOGERO
TECHNOLOGY INVESTOR & BOARD DIRECTOR



“The impact extended well beyond procurement, influencing how different parts of the organisation collaborated and delivered strategic outcomes.”

VITO PETRUZZELLA
DIGITAL BANKING SOLUTIONS



“Stefano distinguished himself through lateral thinking, commercial judgement and the ability to translate strategic ambition into practical execution.”

SIMONE BAREZZANI
FOUNDER — I2G CONSULTING

RECOGNISED FOR



STRATEGIC VISION

Connects strategy with long-term business value.



DISCIPLINED EXECUTION

Turns complexity into measurable outcomes with clarity and rigour.



TRUST & INTEGRITY

Builds credibility across teams, functions and cultures.



BUSINESS TRANSFORMATION

Aligns people, governance and technology around a shared purpose.



DEVELOPING LEADERS

Creates the conditions for people to grow, decide and lead.

FIVE PERSPECTIVES. ONE CONSISTENT MESSAGE.
Strategy. People. Execution. Lasting value.

What Remains.

*I don't build organisations.
I build the people who build them.*

TRUST

COURAGE

ALIGNMENT

EXECUTION

GROWTH

LEGACY

People remain. They carry the organisation forward.

**Leadership is not measured
by the people who follow you.**

**It is measured by the people
who can lead without you.**

BUILDING ORGANISATIONS. BUILDING PEOPLE.

THE ORGANISATION BUILDER

Building Organisations That Outgrow Their Leaders

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CRAFTED IN ITALY.

Every organisation already has
extraordinary people.

Leadership helps them discover
what they are capable of.

THAT IS WHERE TRANSFORMATION BEGINS.