

# Antonio Migliardi

Founder at ALIGNMENT Srl

Roma, Italia | Consulenza manageriale

500+  
collegamenti

Attuale	ALIGNMENT Srl
Precedente	Unindustria Roma - Frosinone - Latina - Rieti - Viterbo, telecom italia, Vitrociset
Formazione	University of Pavia / Messina
Segnalazioni	2 persone hanno segnalato <b>Antonio</b>

## Iscriviti a LinkedIn e accedi al profilo completo di Antonio. È gratis!

Come membro di LinkedIn, entrerai a far parte di una rete di 300 milioni di professionisti che condividono collegamenti, idee e opportunità.

- Scopri le conoscenze che avete in comune
- Fatti presentare
- Contatta **Antonio** direttamente

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### Esperienza

#### Founder

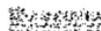
ALIGNMENT Srl

novembre 2013 - presente (2 anni) | Roma

#### Vice President

Unindustria Roma - Frosinone - Latina - Rieti - Viterbo

luglio 2012 - dicembre 2013 (1 anno 6 mesi)

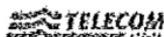


Empowered for Industrial Relations.

#### Responsible for HRO dpt

telecom italia

maggio 2008 - agosto 2013 (5 anni 4 mesi)



(also board member of Olivetti, Advalvo, Tele Contact Center, Telecom Italia Information Technology, Telecom Italia Sparkle, Fondazione Telecom Italia)

In Italy, from 2008 to 2013, the interaction among the driving forces of telecommunications market (regulatory, technological and competitive) produced a significant drop in revenues and profitability. As a consequence the HRO dpt was directly involved in many different organizational challenges: birth of a customer centric organization, new focalization on core business and restructuring / disposals of many no-core entities, process engineering aiming at a leaner organization, selective insourcing with start up in the shared services area, new organizational design for the "factories" of the Group. The extended use of social shock absorbers (early retirement and solidarity contracts) has been implemented with all the necessary agreements with unions and institutional stakeholders, avoiding any kind of social conflict and with a high level of innovation (new tools and architecture for internal communication, new initiatives aiming to support the organizational climate or in the CSR field including the new areas of work-life balance) and the most significant use of specialized apprenticeships for talents.

In South America, all the different steps of the strategic and organizational evolution in this area of development of the Group have been significantly supported and controlled by the action of the HRO function (governance, organizational design, managerial development). This regarded first of all the critical steps of restructuring and managerial turnaround (2008/9 and 2012/13 TIM Brasil, and 2010/11 in Argentina).

## Resp.for HRO / Planning and Organization

Telecom Italia

marzo 2008 – aprile 2008 (2 mesi) | Roma, Italia



Development of a new organizational design of the company, moving from a product driven model to a customer centric organization, with an important new positioning in the field of HR policies. The approval by TI Board was the start-up of a new industrial plan (2008/2010) including globally 9000 redundancies (5000 with the "as is" organization and 4000 with the "to be" model).

## Responsible for HRO Dpt

Vitrociset

novembre 2006 – febbraio 2008 (1 anno 4 mesi) | Roma

Short period supporting the private owner of the company – operating in the Aerospace / Defense sector – in a restructuring process.

## Chief Production Officer

Alitalia Compagnia Aerea Italiana SpA

novembre 2004 – dicembre 2005 (1 anno 2 mesi) | Roma, Italia



(also board member and industrial coordinator of Alitalia Express, subsidiary operating in the regional segment of the business)

Facing a risk of bankruptcy, the Company, operating in the air transportation sector with a fleet of 165 airplanes (long haul, medium haul and regional), under the pressure of many stakeholders (first of all the Italian government and General Unions) defined a complex industrial Plan, with an intricate set of challenging conditions of effectiveness that had to be immediately realized to implement a new business model, a new cost structure and new standards of efficiency in all the operational processes in order to make the business sustainable. Each of these conditions, although necessary for the Company, was potentially negative for a significant number of stakeholders (airport companies, handling companies etc.). Other important stakeholders were not completely aligned for different reasons (Italian authorities, for example, needed to define almost immediately new regulations, well before the implementation of European rules in the same matter etc.).

Being appointed Chief Production Officer, I was directly responsible for Flight Operations, Ground Operations and Maintenance (Heavy and light) and for all the Key Performance Indicators concerning the quality of the operations (above all punctuality, regularity and costs).

At the end of 2005, Alitalia - above all thanks to improvements and savings achieved in the operational area - successfully implemented the necessary recapitalization obtaining good market feedbacks..

## Direttore Sistemi

Trenitalia

novembre 2001 – ottobre 2004 (3 anni)



Immediately after the start-up of the new Group's structure, Trenitalia was the most important subsidiary of the Ferrovie dello Stato (Italian railways) Group. Its three young product Divisions (Long Distance – including high speed trains – Regional and Cargo) were supported by a fourth one, an internal technological division responsible for Engineering, Heavy maintenance and Technical Security activities. This working model was non supported enough by the Information System, both for historical and organizational reasons. Responding directly to the CEO of Trenitalia, my mission to build a new technological platform of Trenitalia as a real decision support system. The main achievements of the period were:

- BPR of all the operational processes supporting the life cycle of rolling stock (trains, subsystems spare parts etc.);
- Delivery of a new IT platform supporting all Trenitalia's core processes;
- Integration of the "core" platform and the "corporate" platform (both in SAP technology) creating the unitary IT System of Trenitalia and ensuring the necessary accountability of each business area;
- Definition and implementation of a IT layer to allow the control of the Key Performance Indicators (Corporate and business performance monitoring).

## Direttore Sviluppo ed Organizzazione

Ferrovie dello Stato S.p.A.

marzo 1998 – ottobre 2001 (3 anni 8 mesi) | Roma, Italia

Project leader of the organizational project and implementation of the new structure of Italian railways, with the following strategic objectives (and achievements):

- Alignment with regulatory constraints in terms of separation between network (investment, infrastructure, management and maintenance) and transportation services in the field of Italian rail transportation;
- Implementation of a new model for transportation, founded on the birth of three product divisions

and a forth internal division in order to provide common technical shared services (engineering, maintenance and technical security). The first step was realized without any agreement with the Unions. The second step led to the birth of Trenitalia, to coordinate all the organizational activities in the transportation area.

In this step I was appointed as board member of Trenitalia.

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## Responsible for Structure and Organization

Telecom Italia

1994 – febbraio 1998 (4 anni) | Roma, Italia

- Supporting the CEO and the Head of HRO Dpt for all the organizational impacts, the main achievements of the period were as follows:
- Merger of the five companies operating in the Telecommunications sector under the control of the State, through a long organizational chain (IRI holding, STET subholding + 5 companies)
- Start up of TIM, the newco of the Group operating in the mobile market;
- Achievement of all the agreement with unions needed to implement the new structure at micro level, with the connected realization of the various expected synergies (i.e.10.000 units)
- Merger STET / Telecom

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## Responsible for Organization and Planning

SIP

febbraio 1991 – 1994 (3 anni) | Roma, Italia

Main achievement: cross-functional coordination of all the projects of implementation needed to realize the business transformation of SIP from a functional to a divisional structure.

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## Responsible for Rules and Regulations (HRO/ Industrial Relations)

SIP

luglio 1988 – febbraio 1991 (1 anno 8 mesi) | Roma, Italia

Main achievement: definition of the National Collective Agreement of the Company.

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## see decription

SIP

maggio 1983 – luglio 1989 (6 anni 3 mesi) | Catanzaro, Italia

Position held: a)HRO Professional (2 years); b)head of HRO dpt at local level (2 years); c)HRO/Head of Industrial Relations at regional level (2 years).

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## Competenze

Market Analysis | Change Management | Team Management | Business Planning  
Telecommunications | SAP | Project Management | Project Planning  
Product Management | Teamwork | Supply Chain Management | Team Leadership  
Management Consulting | IP | Program Management | Vedi 22+

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## Formazione

University of Pavia / Messina

Law, Qualification as a lawyer

1978 – 1981

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## Segnalazioni

Un'anteprima di quello che i membri di LinkedIn dicono di Antonio:

“ Antonio Migliardi ha doti straordinarie che consentono alle Aziende per cui lavora di ottenere rapidamente benefici economici molto rilevanti e forti vantaggi competitivi. Antonio ...

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“ "Ho lavorato con Antonio in un periodo in cui la nostra azienda ha attraversato passaggi davvero difficili e critici. Ne ho apprezzato l'efficacia dei risultati conseguiti, l'elevatissi...

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## Esperienze di volontariato e cause

### Cause che interessano a Antonio:

- Arte e cultura
  - Accrescimento economico
  - Formazione
  - Politica
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## Gruppi

Executive Managem...

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## Visualizza il profilo completo di Antonio e...

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Antonio Migliardi non è la persona che cercavi? [Visualizza altro](#)