

Michele Mattotti

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Professional Summary

Global Business & Technology Leader: Growth, Digital Transformation & Customer Platforms

Senior leader scaling businesses at the intersection of **marketing, data, and technology** across APAC & MENA. Proven in translating strategy into **platforms and operating models** that connect customer, data, and revenue to drive growth.

Architected growth systems at the intersection of tech, marketing, analytics, and business.

- **Heineken - FMCG**: Unified customer ecosystem driving profitable D2C
- **Airasia - Aviation/E-com**: Led a **130-person** team to **12× growth**
- **Roshn - Real estate**: at ROSHN, built a multiple product team with full stack capabilities

I build commerce ecosystems that connect data, customer, and revenue: translating strategy into scalable platforms; in short - I coordinate great tech talent and unblock adoption

Full-Time Work Experience

Roshn, Riyadh, Saudi Arabia (remote from Kuala Lumpur)

Director of Growth

September 2022 - Present

- Built a **consumer insights & AI engine**; aligned Sales & Marketing on shared KPIs to maximise **CLTV**.
- **Product Ownership**: Defined commercial requirements and built an insight-to-action pipeline, blending quantitative & qualitative data to guide Sales, Marketing and Product decisions. Roshn Design System architecture and squad operative resource scoping and sourcing.
- **Software Architecture**: headless CMS, API first platform approach architecture, integrated CRM, Analytics, CDP strategy and execution, marketing automation (Whatsapp chatbots), and SEO/AEO growth systems boosting customer acquisition by 150%.
- **KPI and Data**: Developed a unified source of truth with an executional dashboard; rolled out data-fluency workshops for 50+ non-technical stakeholders and agentic self-service and autonomous stack.
- **Strategy**: Aligned Sales and Marketing around shared KPIs, embedding analytics into P&L reviews and driving CLTV maximization through loyalty and post-purchase services.

Airasia Sdn Bhd, Kuala Lumpur, Malaysia

Chief Marketing Officer

March 2022 – May 2023

- **Leadership & Strategy:** Led 130-FTE integrated marketing, pivoting to an analytics-driven operating model.
- **Campaign Management:** Deployed portfolio-based always-on campaigns across ASEAN, delivering 12× growth.
- **Budget & ROI:** Managed full online/offline budgets; reallocated 15%+ to high-ROI segments via CDP + MTA; strengthened brand equity and consumer engagement across categories.
- **Team Enablement:** Mentored 20+ managers in decision-making and test-and-learn culture; rolled out “data first” workshops across APAC.
- **ASEAN Expansion:** Built behavioral micro-segmentation and market-prioritization models, integrating performance forecasting to drive regional rollout.
- **Channels & Branding:** Defined unified CAC/CLTV targets, optimized media mix with SEO integration, and governed vendor performance for consistent brand impact.

Heineken Malaysia Berhad, Kuala Lumpur, Malaysia

Portfolio Owner - Unified Customer Ecosystem

March 2021 – March 2022

Accountable to reach 85% of MY OpCo channel revenues through the digital channel (+100 million Euro) by coaching and enabling the B2B and B2C products owners and interdepartment support.

- **Owned Go To Market digital product portfolio to boost coordinated product adoption**, digitising fragmented trade and supporting portfolio availability across priority outlets.
- **Marketing Mix & Attribution:** Ran **portfolio/brand growth** through KPI-led governance;
- **Cross-Functional Insights:** Unified **B2B + D2C** data into an insight-to-action model guiding Sales, Product & Marketing execution.

Head of E-marketing and E-commerce B2C (D2C & iB2C)

October 2019 – March 2021

As the head of B2C digital channels, launched new business models and drove 300% growth in under 18 months by fusing CRM, analytics, and customer experience.

- **Platform Launch & Growth:** Architected and launched the D2C platform and CX enhancements, achieving 300% digital sales growth via integrated CRM, funnel analytics, and personalized journeys.
- **Team & Capabilities:** Built and led a multidisciplinary team (8 direct reports) with defined digital competencies and agile workflows.
- **Data-Driven Marketing:** Deployed ML-driven segmentation and A/B testing roadmap, lifting repeat purchase rates by 22% and conversion by 18%.
- **KPI & Budget Governance:** Established KPI frameworks and S&OP processes to align spend, priorities, and performance against revenue targets.
- **Analytics & Optimization:** Developed real-time performance dashboards (Power BI) to monitor channel ROI and inform quick campaign optimizations.

Honestbee, Kuala Lumpur, Malaysia

Head of Marketing

March 2018 – September 2019

Led a full marketing turnaround for SEA's top food & grocery delivery platform, combining strategic partnerships, performance marketing, and data-driven optimization to achieve sustained growth.

- **Team & Operations:** Built and managed a 10-person creative + technical team with clear digital competency frameworks and agile sprints.
- **P&L & Budget:** Owned full P&L for Groceries & membership verticals; implemented bottom-up ATL/BTL budgeting that improved spend efficiency by 18%.
- **Performance Analytics:** Developed real-time Tableau dashboards to track campaign ROI, enabling weekly optimizations that lifted overall ROI by 22%.
- **Vendor & Partnership Intelligence:** Created vendor scorecards and partner analytics models, increasing partner-driven order volume by 15%.
- **Consumer Growth & Retention:** Launched data-driven CRM flows and personalized promotions via ML segmentation, boosting repeat orders by 30% and reducing churn.
- **Brand & Media Strategy:** Orchestrated integrated brand campaigns with digital performance, achieving a 10% lift in brand recall and a 12% uplift in conversion.

Dahmakan/Pop Meals (Y-Combinator, 2017), Kuala Lumpur, Malaysia

Head of Marketing

November 2016 – March 2018

Scaled a Y Combinator-backed chef-driven meal delivery startup into a data-powered growth engine, leveraging BI, performance marketing, and strategic partnerships.

- **Team Leadership & Strategy:** Built a 6-member marketing team and a 50-person sales force; established agile workflows and clear ROI accountability.
- **Y Combinator Milestone:** Drove 5x monthly sales growth and secured acceptance into Y Combinator 2017 with 25% MoM growth metrics.
- **BI & Reporting:** Developed comprehensive KPI dashboards in Power BI, reducing report turnaround by 50% and enabling daily performance monitoring.
- **Attribution & Segmentation:** Implemented multi-touch attribution and high-value cohort segmentation, guiding a 20% shift in budget to top-performing channels.
- **Partnerships & B2B Expansion:** Led B2B platform strategy and vendor collaborations, achieving 120% growth in corporate subscriptions.

ServisHero, Kuala Lumpur, Malaysia

Head of Digital Marketing, Partnerships, CRM, Media Planning

May 2015 – November 2016

Led SEA's leading service marketplace through data-driven marketing, strategic partnerships, and CRM optimization – achieving rapid user growth and engagement.

- **Cross-Market Growth:** Delivered 30% MoM user growth across Malaysia, Singapore, and Thailand through targeted performance campaigns and localized messaging.
- **CRM & Lifecycle Marketing:** Designed automated CRM workflows and loyalty programs based on behavioral segmentation, boosting activation by 30% and retention by 18%.
- **Partnership Analytics:** Introduced partner scorecards and co-marketing dashboards, improving referral lead quality by 20% and partnership ROI by 25%.

- **Media & Budget Optimization:** Centralized media planning with real-time analytics, reallocating 10% of budget to high-performing channels and driving a 15% lift in CPA efficiency.

Carpe Diem Valuenet Srl, Udine, Italy

Innovation & Strategy Consultant, Business Development Manager

June 2011 – November 2014

Carpe Diem Valuenet is a small boutique consultancy specializing in strategy, innovation, BI, CRM, technology, digital, and traditional marketing. I played an extensive role in all active projects: from business development to project implementation and vendor management.

Major clients: Benetton Group (Strategy Plan, KPI, demand management, and CRM), Eni Group, Johnson & Johnson (mobile app owner), Illy Srl (WHMS implementation, VMI), Geox group (I&I Portfolio development and system integration), Bassetti Group (financial restructuring, WHMS, Demand management, BI setup), Egea (Sales Force Management, Billing system, Digital Marketing), Udinese Calcio (E-commerce and CRM), International Business Development (Spanish and Russian markets).

Adidas Group – “mi adidas” Business Unit, Germany

Product Marketing for Footwear Customization

May 2010 – June 2011

Drove digital and retail customization projects by integrating customer insights, product strategy, and data analytics - enhancing personalization and sales.

- **Lifecycle Analytics & UX Optimization:** Used customer journey data to refine the online customization experience, increasing conversion by 8%.
- **Cross-Channel Integration:** Coordinated digital marketing, BI reporting, and in-store activation, aligning product features with consumer behavior.
- **Strategic Campaigns:** Launched targeted promotions using segmentation analysis, lifting average order value by 5% and engagement by 12%.

Other Professional Experiences

WMArte Shd Bdn, Kuala Lumpur, Malaysia

Founder, Exhibition Curator and Artist representation

May 2022 – Present

- Set up a management company in collaboration with Galerie Martel - one of the most prestigious modern Art Galleries from Paris. Organized 7 direct exhibitions (5 in Kuala Lumpur, 1 in Penang, 1 in Italy) and built a network of agents for East Asia (6 exhibitions in Beijing, Nanching, Shanghai).

Education

Copenhagen Business School

Master of Science in International Marketing and Management

2008 – 2012

CEMS, Master in International Management

ESADE Business School, Barcelona & Wirtschaftsuniversität Wien, Vienna
2009 – 2012

University of Udine, Faculty of Economics, Udine

Bachelor of Science, Business Economics and Accounting
2005 – 2008

Language Skills

- Italian: Native
- English, Spanish, German: Professional Level
- Mandarin: Beginner (A2)

Awards and Public Speaking

Awards

2021 Marketing Excellence Award (MY): “Excellence in Performance Marketing” (Gold) and “Excellence in Data Driven Marketing” (Gold).

2019 Marketing Excellence Award (MY): “Excellence in Digital Marketing” (Bronze) and “Excellence in Social Media Management” (Bronze).

2025 Real Estate Excellence Award (KSA): “Outstanding Proptech” (Gold)

Public Speaking

Keynote Speaker: Marketing Fast Forward (Petronas), CX 4.0, Digital Marketing 4.0, Marketing Exchange Forum (Marcus Evans Events), The Big Leap - KL '23

Guest Lecturer

DEAM UNITS - Trieste University - guest lecturer for Bachelor: Business Administration and Management (English Curriculum) and Master: Strategia, Consulenza e Logistica Aziendale: “Strategy starts with Y”

UNIUD - Udine University - guest lecturer for Bachelor: Business Administration and Management (English Curriculum) - “*Business Strategy Trends: Think like a CMO, build like a CTO*”