

Luca Lovato

Commercial excellence manager

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Profile summary

Commercial Excellence Leader with 9+ years of experience driving revenue growth, pricing strategy and performance governance across consumer and sports-related environments.

Experienced in designing and implementing structured commercial models to increase revenue, margin and customer lifetime value. Strong background in CRM-enabled fan engagement, loyalty strategy and omnichannel activation.

Data-driven and financially grounded, with proven ability to align commercial, marketing and sales teams around measurable revenue targets and governance frameworks.

Experience

Commercial & digital excellence Manager – Deloitte Digital - 06/23 – now

Lead commercial excellence programmes across sports, pharma, consumer, automotive and insurance in international environments.

- Commercial strategy & revenue structuring
 - Define multi-year commercial strategies impacting revenue growth, margin expansion and channel performance
 - Design structured KPI frameworks to monitor revenue streams, profitability and commercial productivity
 - Own financial workstreams (budget, margin tracking and profitability monitoring) within large transformation programmes
- Fan Engagement & loyalty
 - Contributed to the development of a sports & fan engagement loyalty offering targeting clubs and sports organizations
 - Defined Salesforce-based omnichannel capability models integrating CRM, fan engagement, sponsorship activation and physical touchpoints
 - Identified structured growth levers to increase fan lifetime value through segmentation, loyalty programmes and recurring revenue initiatives
- Revenue & margin optimization
 - Redesigned commercial operating models to improve execution efficiency across direct and indirect channels
 - Built ROI and impact models to prioritize growth initiatives, linking strategy to revenue and gross margin performance
 - Structured profitability monitoring dashboards tracking revenue mix, margin evolution and performance against budget.

Sales excellence Senior consultant – Deloitte Digital – 02/20-06/23

Supported international commercial transformation programmes across automotive and consumer sectors

- Led sales funnel optimization and dealer-based sales force automation.
- Redesigned subscription models to enhance profitability and customer lifetime value.
- Defined pricing processes, capability frameworks and governance models supporting global transformation.

Business planning & analytics Analyst / Consultant – Deloitte – 09/16-02/20

Delivered enterprise performance management and analytics programmes across consumer, banking and industrial sectors.

- Assessed, designed, and delivered performance management models to enhance planning, forecasting, and business visibility
- Contributed to the development of people analytics offerings and cross-industry eminence initiatives.

Key achievements

- Designed and led a €3M post-merger omnichannel & CRM transformation roadmap with projected 120-150% ROI, +25-40% cross-channel activation and +20-30% CLV uplift across sales and service; scaled delivery by ramping up 9 additional FTEs
- Scaled a global B2B dealer platform across 35+ countries (34K+ active users), establishing it as the primary sales channel, reducing support cases by 45% and generating 2,000+ qualified leads
- Acted as functional lead in a global pricing transformation (20+ team members), defining a value-based pricing model and a €4-4.5M digital roadmap with projected 130-160% ROI over four years
- Designed and rolled out a multi-market B2B portal connecting 40K pharmacies and 80K GPs, improving NPS by 15-20% and increasing commercial productivity through channel digitalization
- Built and commercialized a Sales Operations offering, generating €800K+ closed revenue and €2.6M+ qualified pipeline; led a 6-person team and end-to-end go-to-market execution
- Contributed to strategic alliance and ESG go-to-market initiatives (Salesforce Net Zero Cloud), directly supporting €400K closed revenue and €1.2M+ qualified pipeline.

Core skills & capabilities

- Commercial revenue governance
- Fan Engagement & loyalty strategy
- CRM & Omnichannel activation
- Ticketing & Recurring revenue models
- Sponsorship value optimization
- Pricing & Margin management
- Commercial KPI frameworks & performance steering
- Data Monetization & Fan Segmentation

Certifications

- Aprimore – Process mining analyst – 2025
- Salesforce – Sales cloud – 2025
- Salesforce – Associate - 2023
- Salesforce – Administrator – 2020
- Agile - Product owner – APMG - 2022
- Agile - Scrum master – EXIN – 2019

Tools

- Salesforce (Commerce, Sales, Service, Tableau, Marketing, NetZero, Community)
- PowerBI
- Qlik
- Zilliant
- Aprimore
- Zuora
- Zeenea
- SQL
- Figma
- MS Office suite

Education

- Post-graduate Degree in "International Master in Entrepreneurship"
Università degli Studi Milano Bicocca | 01/18 – 12/18
- Master's degree in economics and business law
Università degli Studi di Verona | 09/12 – 04/16
- Bachelor's degree in business administration
Università degli Studi di Verona | 09/07 – 04/11

Languages

- Italian – Mother tongue
- English – Fluent
- Spanish – Fluent
- German – Basic proficiency
- French – Basic proficiency