



Pierluigi Monaco

Strategic Finance Executive with 20+ years of global experience leading transformation, financial governance and operational optimization. **Delivered 15% OPEX reduction through \$9M rebate harmonization** and stabilized operations in volatile markets via currency transitions and governance. **Boosted productivity by 5% with AI finance tools** and **supported \$4M+ in cloud revenue**. **Influenced \$6B+** in investments and partnered with C- level leaders across functions. Trusted by global organizations to deliver finance leadership with strategic foresight and operational excellence.

Milan | Mob. +39 348 8513668 | pierluigimonaco2@gmail.com |

PROFESSIONAL EXPERIENCES

OpenText

Worldwide Commercial Finance Manager | April 2023 - May 2025

- Served as strategic finance advisor to 3 global RSVPs, overseeing a \$205M revenue portfolio and a \$95M cost structure across EMEA, North America, and APAC. Enabled effective resource allocation for 425+ FTEs.
- Directed the development and deployment of a global financing policy for \$6B operations in collaboration
- with Treasury, enhancing financial governance and risk mitigation.
- Sharpened resource allocation strategies across three global regions, which trimmed budget discrepancies by 15%, plus amplified forecasting accuracy using advanced data analytics.
- Created and launched AI-driven bid management and pre-sales tools, yielding an initial 5% productivity uplift and paving the way for scalable growth (up to +15%).
- Guided financial governance initiatives and advanced revenue visibility within the SAP strategic channel, generating \$5M+ in incremental revenue and a 20% gain in forecast accuracy.
- Awarded promotion and stock grant in FY25 for exceptional financial stewardship, driving a 10% reduction in operational costs across three global regions.

Worldwide Commercial Business Partner | April 2022 - April 2023

- Introduced and enforced a financial governance structure to support the shift from perpetual licensing to a cloud/subscription-based model, influencing \$58M in revenue.
- Negotiated and finalized \$4M+ in strategic cloud-based contracts, reinforcing transformation of the business model.
- Deployed a suite of P&L dashboards, allowing the finance team to detect and rectify the three most significant drivers of revenue leakage; this resulted in enhanced budget transparency and forecast accuracy.
- Developed scenario-based P&L models in Excel and provided real-time analysis of contract profitability that enabled data-driven decisions and transformed deal structuring, yielding 15% higher average contract value.
- Reduced the contract loss rate from 20% to 10% by refining financial models and fostering alignment between sales and product divisions.
- Ensured financial readiness during major product upgrades, maintaining stability in forecasting.

Micro Focus - acquired by OpenText in 2015

Finance Business Partner – North, South, DACH & International Pre-Sales

April 2018 - April 2022

- Directed \$51M in revenue and \$37M in cost management across 11 countries, enabling support for 166 FTEs in a highly matrixed international.
- Led the successful execution of the Turkish currency conversion to USD functional currency, mitigating FX risk and ensuring IFRS/US GAAP compliance with full audit approval.
- Orchestrated post-merger integration of \$9M MDF/rebate processes, standardizing accruals and reporting across EMEA & LATAM and improving monthly close timelines.
- Recovered \$1M+ in overdue receivables while training regional accounting teams to reinforce compliance and operational rigor.
- Earned 'Support Person of the Month'; recognition for exceptional financial modeling, and insightful variance analysis, directly influencing executive decisions on resource allocation.

CORE PROJECTS

Title: Subscription model transformation

Company: OpenText 2022 - 2023

Target: Transition from perpetual licences to subscription model for Vertica and Portfolio lines

Description: Guidance on the transition from a traditional licensing model to a subscription model for the Vertica & Portfolio portfolio in OpenText. Definition of new governance, P&L and revenue recognition models in collaboration with sales, legal and product management.

Business goal: + \$6.9M new corporate subscription achieved;

Reduction in maintenance loss rate from 20% to 10%

Title: Financial optimisation – Turkey

Company: Micro Focus 2018 - 2022

Target: US GAAP alignment and improvement in margins for strategic customers

Description: Led the currency conversion project for the Turkish entity from Lira to US Dollar, eliminating FX exposure in a hyperinflationary environment.

Harmonised accounting and reporting processes with US GAAP principles, coordinating over 10 local and global stakeholders. Negotiated a rebate review with Turkcell, achieving significant optimisation of commercial terms.

Business goal: Neutralized exchange exposure on a portfolio of over \$35M annual revenue.

Title: Global financing policy – \$6B

Company: Micro Focus 2018 - 2022

Target: Global financing policy

Description: Study and design of a global financial strategy in collaboration with Treasury to support worldwide operations, standardising internal financing and payment policies.

Business goal: Policy applied to transactions worth over \$6 billion worldwide.

PROFESSIONAL EXPERIENCES

Hewlett Packard

● **Finance Lead – Support & Professional Services** | April 2007 - April 2018

- Led end-to-end P&L and FP&A processes for Support and Consulting across EMEA, achieving forecast variance below 5%.
- Created and institutionalized a standardized gross margin analysis model used across EMEA clusters, improving data accuracy by 95%.
- Implemented centralized cost control through a Shared Service Center, cutting redundant expenditures by 15% in the first year.
- Advised on and supported strategic negotiations for deals valued at \$0.8M-\$2M with top-tier clients including ENEL, WIND, INPS, and Poste.
- Delivered regional training initiatives and served as Finance Ambassador for Italy, advocating for best practices and tool adoption.

● **Senior Credit Analyst / Channel Field Credit Representative**

April 2003 - April 2007

- Managed credit exposure of \$200M+ across 20+ channel partners, achieving optimal balance between business growth and credit risk control.
- Revamped EMEA-wide factoring operations and established a European Center of Expertise, improving credit governance and efficiency.
- Appointed Subject Matter Expert for Moody's RiskCalc and SAP-RM systems, training 10+ analysts and elevating data accuracy by 40%.
- Collaborated with Sales and Legal teams to define scalable, secure credit frameworks, achieving a 6-day reduction in Days Sales Outstanding (DSO).
- Earned 'Employee of the Year – 2005' for cross-functional excellence, strategic financial contribution and cross-functional impact.

LANGUAGE SKILLS

Italian: native
English: advanced
German: intermediate

EDUCATION

CFO Program - PDR UNI 104:2021, Business School il "Sole 24 Ore" Milan - Start Nov 2025

Master's Degree in Finance, Administration and Control, Business School il "Sole 24 Ore" Milan

Bachelor's Degree in Economics and Business Management

University of Milan "Cattolica del Sacro Cuore", Milan

Thesis: "The valuation of economic capital using the multiples method"

DIGITAL SKILLS

OneStream: advanced	Excel: advanced
SAP: advanced	PowerPoint: advanced
Hyperion: advanced	Oracle: intermediate
Salesforce: intermediate	Strumenti BI:
Essbase: advanced	intermediate

CORE COMPETENCIES

Financial Analysis & Modeling: Scenario Planning, Sensitivity Analysis, Variance Analysis, Discounted Cash Flow (DCF), Monte Carlo Simulation, Regression Analysis, Statistical Analysis, Budget Variance Analysis

Financial Governance: IFRS, US GAAP, Internal Controls, SOX Compliance, Risk Management, Audit Compliance, Regulatory Reporting, Compliance Frameworks, Financial Risk Management

Strategic Finance: Business Case Development, Investment Analysis, Mergers & Acquisitions (M&A), Financial Planning, Strategic Partnerships, Capital Budgeting, Valuation, Due Diligence

Cloud/Subscription Business: SaaS Finance, ARR/MRR Analysis, Customer Lifetime Value (CLTV), Subscription Pricing, Churn Analysis, Revenue Recognition (ASC 606), Usage-Based Billing, Cloud Cost Optimization

Operational Excellence: Process Improvement, Cost Reduction, Budget Management, Resource Allocation, Performance Measurement, Benchmarking, Continuous Improvement, Spend Analysis

Currency Management: Hedging Strategies, FX Exposure Analysis, Currency Hedging, Transfer Pricing, International Finance, FX Forecasting, Risk Mitigation, Currency Derivatives

AI Finance: Robotic Process Automation (RPA), Machine Learning (ML), Predictive Analytics, Natural Language Processing (NLP), AI-driven Reporting, Algorithm Development, Data Mining, Statistical Modeling

Certifications: PDR UNI 104:2021 (ONGOING)