

# Silvia Zanella

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## Who I am

**HR Communications & Employee Experience Director**, with 20 years of experience in multinationals in services. I am an expert in **marketing and communication for Human Resources, Employer Branding, Recruiting Marketing, Internal Communication, Employee Engagement**.

I specialize in carrying out complex projects in complex and rapidly changing contexts, within cross-border roles. I know how to combine strategic approach, innovation and execution.

I have skills demonstrated in Fortune 500 companies and start-ups, in Italy and abroad.

I deal with the **future of work** as a manager, public speaker, author, professional journalist.

I have been appointed as **LinkedIn Top Voice** platform in the Work area.

## Professional experiences

**HEAD OF EMPLOYEE EXPERIENCE AND EMPLOYER BRANDING | EY ITALY//SOUTHERN EUROPE | 9/2019-TODAY | MILAN**

**HEAD OF EMPLOYEE EXPERIENCE AND CULTURE | EY EUROPE WEST | 7/21-TODAY | MILAN**

At an EY Italy level, I am responsible for Employer Branding and Employee Experience, which include:

- Definition and implementation of the Employer Branding and HR, Internal Communications strategy, designing appropriate processes and toolkits based on the EVP

- Support of the business and all HR functions, with a focus on Talent Acquisition & Retention and on Campus Marketing, with a strong collaboration with the Communication function

- Employee Listening, Engagement, Internal Communication, Events, Team Building initiatives, new hires' Onboarding processes, following the entire candidate and employee journey and experience

Main results: + 50% hiring in 4 years; increase in internal engagement and employee satisfaction (+ 5 and + 4 points in 2 years); remote working policies and implementations; EY in Italian LinkedIn Top 25 Companies ranking for the first time; +100% followers on Instagram

At an EY Europe West level, I am responsible for Employee Experience and Culture, which include:

Mapping and enhancement of the employee journey and corporate culture, to ensure "the Exceptional EY Experience" to each of the 35,000 employees of the Europe West Region

- Co-planning and communication of the firm's approach to the future of work, job portability project

Main result: involvement of 27 countries in the change management process on the future of work, designing a multi countries KPI dashboard to measure the impact. Design of a brand new form of international mobility

**GLOBAL DIGITAL COMMS AND HR DIRECTOR | THE ADECCO GROUP | ZURICH, MILAN | 06 / 2013- 08/2019**

- Definition and implementation of the Online Marketing & Social Media, Digital Communications and HR strategy at a global level to support business, social recruiting and branding strategies for 60 countries and 7 main brands

- Development of the social strategy of The Adecco Group and management of corporate and top managers' profiles

- Development of specific content for digital platforms (Thought Leadership)

- Design and implementation of Employee Advocacy, Digital Engagement, Employer Branding programs

- Governance of digital projects: creation of policies and guidelines, crisis management, training, tools, stakeholder and reputation management

- Strategic relationships with global partners such as LinkedIn, Hootsuite, Brandwatch, Google

Main results: Increase in the ROI of social recruiting, in terms of productivity (up to 400%), economics (> 200%) and qualitative KPIs, thanks to new governance, IT integrations, education sessions

**COUNTRY MARKETING AND COMMUNICATIONS DIRECTOR | ADECCO ITALY | 12 / 2009- 05-2013 | MILAN**

- Head of the Dept. Marketing and Communication, responsible for: PR, Events, Internal Corporate Communications, Online, Social & Mobile Marketing, Media Relations (B2C / B2B), Sponsorships

– Main results: digitization of all communication, Adecco awarded by Cesop Communications as the third best corporate brand for recent graduates

### **MARKETING AND PR MANAGER | XING | 2/2009 - 11/2009 | MILAN**

Head of Media Relations, Marketing and Digital in the start-up phase on the Italian market (B2C / B2B)

### **MARKETING AND COMMUNICATIONS MANAGER | MONSTER & JOBPLOT | 6/2003 - 2/2009 | MILAN**

Head of the Dept. Marketing and Communication, responsible for all related activities, editor of monster.it magazine (B2C / B2B), media strategy (media plan review, agency management), sales support (Marketing Intelligence, Competitive Analysis, Sales Collateral, CRM, Incentive ), Content strategy, Thought leadership, Storytelling, Media Relations, Press Office and Digital PR.

Main result: Monster.it awarded by Il Sole 24 Ore as the best job site

### **Education**

2023 | Change Management, SDA Bocconi, Milan  
2023 | Intergenerational workforce, EY. Wise Growth, EAP, Milan  
2023 | Personal Branding and Networking, EY, Milan  
2023 | Lo straordinario potere del perché, Valore D  
2021 | MBA Essentials | London School of Economics and Political Science (UK), online  
2020 | 7 Habits of Highly Effective People, online; Innovative Problem Solving, online | New ways of working, online  
2018 | Digital Workplace Summit, Gartner Global Conference, Londra (UK)  
2017 | Digital Disruption e Being Innovative, IMD Lausanne (CH), Talent Connect, LinkedIn, Londra (UK)  
2015 | Managing the Company of the Future, University of London (UK), online  
2014 | Business Engineering Accelerated, Universität St. Gallen (CH)  
2014 | Leading with Innovation, Hyper Island, Stoccolma (SE)  
2007 | Master with honors in Communication of Work, Cattolica University, Milano  
2003 | Five-year Master's Degree with 110 cum laude in Communication Sciences, Bologna University  
1997 | Linguistic high school diploma with 60/60, Liceo High School «Zanella» di Schio (VI)

### **Managerial skills**

Budget management up to 16M Euro / year  
Team coordination, even remotely, up to 60 countries, since 2012  
International experience in corporate roles  
Focus on ROI and success metrics, in close collaboration with the business  
Strong stakeholder management skills  
Orientation and multi-year experience in innovation, change management, digital transformation, in complex and rapidly evolving contexts, Italian and international

### **Languages**

Italian: mother tongue; English: excellent; French: good; German: basic

### **Books and journalism | Public Speaking and Training**

Author of: "The future of work is female" (Bompiani, 2020); "Digital Recruiter" (Franco Angeli, 2019); "Personal Branding for the company" (Hoepli, 2019); "Social Recruiter" (Franco Angeli, 2017); "Guida al Lavoro" (Mondadori, 2008 and 2009) and numerous other contributions and essays on new trends in the world of work

Professional journalist, I collaborate with Corriere.it, "Nuvola del Lavoro".

In May 2019 I participated in the TEDx Darsena in Milan with a speech entitled "The future of work is female"

Since 2003 I have regularly held lessons at Business Schools and University Masters focused on Human Resources and Communication and in corporate training courses for Personnel Managers, besides conferences and events.

More info at the [silviazanella.com](http://silviazanella.com) website

*I authorize the processing of my personal data pursuant to art. 13 of Legislative Decree 196 of June 30<sup>th</sup>, 2003, and art. 13 GDPR (EU Regulation 2016/679) for the purposes of personnel research and selection.*