

EM



ENRIC MASSÓ

BUSINESS TRANSFORMATION & OPERATIONS PROFESSIONAL

# Hola, my name is Enric!

*(Catalan name, pronounced "an-reek")*



Turning complexity into clarity...  
*and clarity into execution.*

Dear Hiring Manager,

I am a senior transformation and operations professional with more than 30 years of experience across business, operations and technology in a wide range of sectors and countries. Much of my career has been spent stepping into organisations in situations that were complex, unclear or stuck, and helping move things forward from the inside by bringing structure, alignment and execution.

What I tend to do best is not to replace specialists, but to help them work better together. I am often most useful when there is a need to clarify direction, align teams and key stakeholders, define workable operating models, and turn broad ambitions into practical programmes that can actually be delivered. I work closely with leadership teams and decision-makers, especially where there are competing priorities, multiple stakeholders or a need to create order in a messy situation.

My background includes long experience in banking, insurance, NGOs, healthcare, consumer goods, technology and professional services, often in multi-country settings. That has given me a practical view of how organisations really function, how decisions are made, where execution gets blocked and what is needed to keep progress moving. I am particularly comfortable in environments where there is a need to connect strategy with day-to-day delivery, while keeping people aligned and focused on what matters.

At this stage, I am looking to join an organisation where I can contribute this experience from the inside, as part of a stable team, with a practical, engaged approach focused on sustained execution.

If you are looking for someone who can bring clarity to complexity, support leadership teams and help turn intent into practical, sustained execution, I would be glad to explore whether there is a fit.

*Enric Massó*



*I bring structure  
and judgement when  
progress needs less noise,  
not more.*



Based in Barcelona,  
Catalonia



Open to long-term roles  
or substantial responsibilities



Cross-functional leader  
and collaborator



Strategy, operations,  
technology and people  
in practical alignment



# Working Philosophy

*A native Barcelonan with over 30 years of experience in such roles, I fully understand the importance of ensuring that ideas become a reality discreetly and without significant disruptions to the organization. That's why I want to share my two cents on why I believe I can be helpful to your organization.*

Most organisations do not struggle due to a lack of ideas, intelligence or frameworks. In many cases, the opposite is true: there is an excess of initiatives, analysis and well-intentioned plans. The difficulty typically lies in execution. Responsibilities become diluted, priorities remain unclear, and decisions are delayed or repeatedly reframed. Activity increases, but tangible progress remains limited because ownership is not clearly established and accountability is diffused.

From experience, transformation is rarely a purely technical or methodological challenge. It is primarily contextual. Each organisation operates within its own set of dynamics, incentives and constraints, both explicit and implicit. Understanding how decisions are actually made, how influence flows and where friction sits is often more valuable than applying predefined models or best practices. Ignoring these realities, or assuming they can be bypassed, is often what causes otherwise sound initiatives to stall or fail.

My approach focuses on bringing structure and clarity to these situations. This involves clarifying priorities, making trade-offs explicit, defining decision paths and ensuring that roles and accountability are properly established. In practice, this often means simplifying what has become unnecessarily complex, challenging assumptions when needed, and creating the conditions for teams to execute without friction or ambiguity.

I tend to operate at the intersection of strategy, governance and execution. I support leadership teams in translating intent into action by aligning stakeholders, structuring initiatives and enabling specialist teams to deliver effectively. This is particularly relevant in environments where multiple actors are involved, interests may diverge, and coordination is critical to progress.

I am often most effective in situations where alignment is missing, initiatives overlap or execution has stalled due to competing priorities or unclear ownership. In these contexts, I focus on restoring coherence, establishing clear direction and ensuring that decisions are taken and followed through.

Rather than relying on pressure or visibility, I work through clarity, consistency and disciplined execution. This allows initiatives to stabilise, regain direction and progress in a way that is both effective and sustainable over time.



“  
*Transformation is not about more activity. It is about clarity, ownership and deliberate execution.*



## How I Add Value in Practice



In practical terms, I focus on ensuring that complex initiatives are structured, coordinated and delivered with tangible outcomes. I typically engage once strategic intent is defined, helping translate it into clear, actionable programmes.



I work with leadership teams to define scope, sequencing and interdependencies, ensuring alignment across stakeholders and establishing governance that supports effective decision-making.



A core part of my contribution is maintaining consistency across multiple workstreams, keeping teams aligned over time and ensuring that parallel efforts contribute to a shared direction.



Where needed, I support the translation of business needs into structured requirements, particularly in initiatives involving technology or process change, ensuring solutions remain relevant and usable.



I also help adapt initiatives as priorities evolve, maintaining coherence and momentum while adjusting scope when required.



Overall, I provide structure, coordination and continuity, enabling organisations to progress effectively in complex, multi-actor environments.

# ENRIC MASSÓ

08023 BARCELONA | Telephone +34 609 33 61 48 | Email: [enric@emasso.eu](mailto:enric@emasso.eu)

Website: [www.emasso.eu](http://www.emasso.eu) | LinkedIn: [www.linkedin.com/in/enricmasso/](https://www.linkedin.com/in/enricmasso/)

## TRANSFORMATION & OPERATIONS LEAD

STRATEGY TO EXECUTION | EMBEDDED LEADERSHIP | COMPLEX ENVIRONMENTS

---

Senior transformation and operations professional with 30+ years' experience at the intersection of business, operations and technology. I've spent most of my career stepping into organisations -often in ambiguous or stalled situations- working from within organisations, embedded with management teams. Not as an external advisor, but as part of the organisation helping bring structure, alignment and execution. My background combines early corporate roles with 20 years working closely with companies and institutions across Europe, frequently acting as an embedded internal lead on strategy, operations and transformation initiatives. Today I'm looking to contribute from within an organisation as part of a permanent team, bringing perspective and practical execution capability where alignment, clarity and delivery matter.

**In short: I help complex environments regain clarity, alignment and execution focus.**

---

### CORE CAPABILITIES

Strategic Transformation & Execution | Operating Model Design | Business Change & Operational Delivery | Business Strategy, Growth & Market Entry | Programme Leadership & Delivery | Stakeholder Alignment (C-level to operational) | Business Analysis & Requirements | Process Optimisation | Multi-country environments

---

### MULTI-SECTOR EXPERIENCE

Banking & Insurance | FMCG | Marketing | Legal | Technology & Internet | Real Estate | Manufacturing | Travel & Tourism | Retail  
Healthcare | Food and Hospitality Sector | NGOs & Foundations

---

### PROFESSIONAL EXPERIENCE

#### TRANSFORMATION & OPERATIONS LEAD

**Enric Massó - Strategy & Project Management | 2005 - Present**

*Main locations: Spain, Belgium, France, United Kingdom*

Worked closely with management teams and internal stakeholders, often acting as an embedded internal lead within the organisation. Clarified objectives, translated ideas into structured plans, aligned stakeholders, and coordinated teams of 10–20 people across multiple countries to deliver business, operations and technology initiatives.

**SMEs / entrepreneurial initiatives** (multiple sectors: RiscValor, BambooFincas, LBLPartners)

- Created business plans, go-to-market strategies and operating models.
- Drove end-to-end implementation and launch of new ventures, including team and structure setup.

**Healthcare** (Hospital Privat de Mataró, Instituto de Microcirugía Ocular-IMO)

- Defined restructuring, positioning and growth strategies to support investor discussions.

**Food / Social Enterprise** (La Tavella, Kibuka)

- Developed business and marketing plans for growth, market entry and new business units.
- Supported implementation of subscription model (i.e. La Tavella: ~7,500 deliveries across 250 towns).

**Technology** (LASP Ltd., Applitec)

- Defined and drove implementation of internationalisation strategies and new service offerings.
- Supported expansion into new markets and positioning of services.

**NGOs / Institutions** (EMC, IICR, Camp Natura, EuropeDirect)

- Structured and coordinated multi-country initiatives and business plans through to execution.
- Led internationalisation and programme development initiatives.

**NGO / Social Impact** (Fundació ACAI-TLP)

- Interim Marketing & Communications Lead. Designed digital platform and content model.
- Built community from 0 to ~1,300 members across Spanish-speaking countries.
- Generated ~900,000 visits within 3 years in a very niche health segment.

Alongside project-based work, took on a number of leadership roles and entrepreneurial initiatives, including founding PETITEMPRESARI.CAT, an entrepreneur support initiative in Catalonia; acting as Strategy Lead for STRATEGA Consultants on SME growth and execution projects; and co-founding SUN&LIFE, a visitor services concept.

---

## BOARD MEMBER & INTERNATIONAL PROJECTS LEAD

### European Marketing Confederation (EMC), Brussels | 2002 - 2009

Board member contributing to the strategic direction and multi-country initiatives of the EMC, representing 200,000+ marketing professionals across 15+ countries.

- Advised the board on strategic positioning and development of pan-European initiatives.
- Led multi-country initiatives, coordinating member organisations and aligning stakeholders across markets.
- Designed and implemented a centralised knowledge-sharing platform (Euromarketers).
- Participated in EU-funded programs (Leonardo) involving multiple stakeholders.
- Contributed to the development of the European Marketing Certification framework (EMCQ).

## STRATEGY & INFORMATION TECHNOLOGY DIRECTOR / SENIOR CONSULTANT

### DMS (Europe) & Independent projects | 1996–2005

Long-term embedded roles in banking, insurance and operational transformation environments.

- **Cajastur** (Banking / Insurance). Chief Business Analyst and project lead for bancassurance platform (Asturshell). Defined business model, requirements and development roadmap. Coordinated 10 insurers and 20+ contributors. Enabled transition from agent to broker model. Delivered ~95% of full system definition before handover.
- **Caixa Tarragona** (Banking / Insurance). Acting IT Lead for brokerage operations (~2 years). Defined systems and operational model. Implemented core systems. Improved coordination and supported broker transition.
- Led early digital initiatives: web presence, online capabilities (Red Cross, Robresa, GuarroCasas).
- Developed business plans and growth strategies for SMEs (BGV, Bootman&Brothers).
- Coordinated cross-border teams and projects (MagicMaman, LASP, Think&Do, Millésima).

## INFORMATION TECHNOLOGY AND COMMUNICATIONS EXECUTIVE

### Commercial Union Group (now AVIVA), London/Brussels/Barcelona | 1992–1996

Formerly known as Commercial Union Europe. Part of the British insurance and financial services conglomerate.

- Supported the CIO in defining and executing IT strategy across European operations (10+ affiliates).
- Coordinated technology initiatives across multiple countries and business units.
- Designed management reporting systems (MIS).
- Led transition towards more user-oriented and accessible information systems.

## INFORMATION TECHNOLOGY ASSISTANT

### Mattel Toys (Iberia), Barcelona | 1990–1992

- Managed early PC-based systems and internal IT support in a multinational environment.
- Worked directly with CEO and CFO supporting business-critical tools ("Toy Line Projection") and reporting needs.

---

## ADDITIONAL INFORMATION

### Education

- MBA (Marketing), Columbia S University (off-campus), USA.
- Business Administration, Universidad Politécnica de Madrid (CEPADE-UPM).
- Technology & IT for Business, Universidad Politécnica de Madrid (CEPADE-UPM).
- BSc (incomplete), Informatics Engineering, Universitat Politècnica de Catalunya (UPC).

### Certifications

- Certified IT Consultant, Catalonia Innovation Plan - Centre for Innovation & Business Development (CIDEM), Government of Catalonia | 2004-2006

### Languages

- Catalan - Native | English - Fluent (C2) | Spanish - Fluent (C2) | French - Basic (A2) | Italian - Basic (A1)

### Affiliations and Roles

- Board Member, European Marketing Confederation (EMC).
- Interim Marketing Lead, Fundació ACAI-TLP.
- President of International Committee, Club de Marketing de Barcelona.
- International Liaison, Barcelona European Marketing Institute (BEMI).
- Member of the Independent Association of Young Entrepreneurs of Catalonia (AIJEC).
- Co-author, "Diccionario LID de Comunicación y Marketing (LID Editorial) - ISBN: 9788488717078
- Author "Discovering Barcelona" - ISBN: 9788461657452

# SELECTED PROJECTS

## SUMMARY ROLE & IMPACT

---

### **CAJASTUR** (Banking / Insurance).

Regional savings bank with 300+ branches and an estimated asset base in the low-to-mid-€10 billion range. Lead consultant responsible for conceiving and planning the transformation of the bank's insurance activity from single-insurer agent to multi-insurer broker. Defined the target operating model, business and technical requirements, and development roadmap for a new bancassurance platform (codename "Asturshell"). Scope covered integration with half a dozen major insurers. Coordinated specialised IT providers and insurers and structured planning workstreams involving 20+ contributors. Solution was ~95% defined at handover.

### **EUROPEAN MARKETING CONFEDERATION – EMC** (Pan-European NGO)

Board member contributing to the conception and structuring of EU-funded, multi-country initiatives across 15+ European markets, including the EMCQ certification framework (EU-funded Leonardo programme) and Euromarketers, a pan-European professional network designed for 200,000+ marketing professionals.

### **CAIXA TARRAGONA** (Banking / Insurance).

Regional bank with 200 branches and an asset base of €11.3 billion. At the time, the 4th largest savings bank in Catalonia (now part of BBVA). Long-term embedded consultant acting as IT manager for the group's insurance brokerage activity (TOT Assegurances). Planned and coordinated systems implementation, business and technical analysis, and liaison with multiple insurance providers to support brokerage operations.

### **AVIVA GROUP / COMMERCIAL UNION** (Insurance, UK & EU)

Third largest insurance group in Europe. Held progressive roles including ITC Executive at European headquarters (London) and Business Systems Analyst in Barcelona. Supported CIO at the European Division in aligning IT initiatives across 10+ affiliates, and led user-centric MIS reporting design to improve operational visibility across markets.

### **MATTEL** (FMCG, Spain)

Supported management information and operational coordination at the ITC dept of the Spanish subsidiary of a global FMCG toy manufacturer, reporting to the CEO and CFO. Portfolio included iconic brands such as Barbie, Masters of the Universe, The Simpsons and Corolle, with a catalogue exceeding 900+ product references.

### **FUNDACIÓ ACAI-TLP** (NGO, Mental Health)

Interim Marketing and Communications Manager for a pioneering mental-health nonprofit supporting families affected by BPD. Led awareness and outreach initiatives including Projecte Sin-Límit, reaching 900,000+ web visits, 1,300+ members from multiple Spanish-speaking countries, and supporting hundreds of families annually across Spain and Latin America through services and seminars.

### **RISC VALOR** (Professional Services)

Long-term strategic and operational advisor to an independent valuation/appraisal firm with 25+ years in the market, improving positioning and simplifying complex service messaging into client-ready narratives, across successive web/content iterations.

### **LA TAVELLA – FUNDACIÓ VIVER DE BELL-LLOC** (Social Enterprise)

Business planning lead for an ecological agri-food social enterprise combining organic production and inclusive employment. Defined growth strategy and subscription model for a platform operating 10 ha, delivering 7,500+ baskets and covering 250 towns in Catalonia. Developed within the Momentum programme context (BBVA-Esade).

### **HOSPITAL PRIVAT DE MATARÓ** (Life Sciences / Healthcare)

Business planning and strategic advisory for a private surgical centre (~3,400 m<sup>2</sup>), with €1.9M annual revenue, 300+ collaborating doctors, and activity concentrated in trauma, ophthalmology and surgery. Defined restructuring, positioning and growth scenarios ahead of investor discussions.

### **MILLÉSIMA** (Food & Wine, France)

Developed a business plan to support entry into the Spanish market, based on a wine subscription model and adapted go-to-market strategy. By 2000, it was already operating cross-border, with European expansion including Germany, Austria, UK, Ireland and Luxembourg.

### **LASP LTD** (Technology, Russia)

Structured and supported international expansion strategy for a Russia-based software services firm initially focused on general banking development. Work supported a later repositioning toward cybersecurity for EU and Middle East markets; the company was acquired by an IBM affiliate two years later.