



RICCARDO CROSA

Age: born 1964
Hometown: Genoa, Italy
Family: married to Alessandra in 2000, daughter Francesca born 2005.
Career with Höganäs: started with the company in September 1999 as sales manager for Italy. Became sales director in 2005 for Italy and Slovenia.

8:00 AM Beside the seaside – Riccardo walks from the car park to his office in Rapallo.

“I love change!”

» Riccardo Crosa would be bored if he had to stay within his comfort zone. He prefers to push the envelope and is able to do so every day in his job as sales director for Höganäs Italia Srl.

TEXT CLAUDIA B. FLISI PHOTOS MAURIZIO CAMAGNA

As restless as the sea outside his office window overlooking the port of Rapallo, Riccardo revels in challenge and opportunity.

“I love change,” he says, between one phone call and another. A chemical engineer by training, he enjoys planning projects and expanding business areas, and has been able to pursue both in his 14 years with Höganäs.

Born in Genoa, a seaside city about 25 kilometres from Rapallo, he graduated from the University of Genoa and has spent most of his working life in this area. He is hard-pressed to describe an “average” workday. When he is in the office, Riccardo

divides his time between day-to-day business with consolidated clients, and the development of new business areas. He is either online or on the phone, dealing with business problems, product innovations, customer concerns, budgetary responsibilities, and personnel issues.

AN IMPORTANT PART of his day is interacting with the other four members of the Rapallo team, each of whom has a university degree in a different discipline.

Days outside the office are often spent visiting clients throughout Italy and Slovenia. “We discuss the issues of the day with them in their work place, and sometimes in more convivial settings.” Other

travels involve contacts with Riccardo’s counterparts across Europe, at trade shows and ad hoc meetings. This European network comprised of seven colleagues, shares insights and learns through collective experience.

When Riccardo started with the company in 1999, he recognised that Höganäs was well-organised and well-managed compared to his previous employers. He began his role by asking himself, “What contributions can I make to maximise the quality of our products?”

HE SOON SAW HIS opportunity. Markets were changing and producers of raw materials needed to develop new business areas if they were to thrive. Among the several products he helped develop, he is most proud of Inductit® – an inductor with a pot-core design, launched in Italy in 2012 and now offered globally.

“Some people are happy to remain within their comfort zones. That’s not me,” Riccardo explains. “I have the happy situation that top management at Höganäs shares my philosophy. No one says to me, ‘What are you doing? Where are you going with this?’ There has always been trust and the autonomy for our office to venture into new areas and new adventures.” ■



11:00 AM Meeting with Stefano Schaupp, Managing Director of Höganäs customer, Itaprochim.



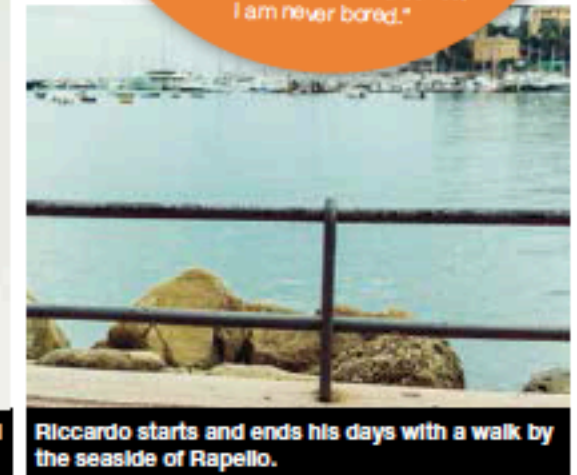
1:00 PM Team meeting at the Höganäs office, Rapallo. From left: Patrizia Noris, Myrtam Blaglori and Federico Della Ricca.

3 THINGS RICCARDO LIKES ABOUT HIS JOB

- **Context:** “It is great to work for an established, respected multinational company while enjoying an office environment that is small and informal.”
- **Colleagues:** “My colleagues – in Italy and in Europe – share my enthusiasm for innovation and ingenuity.”
- **Autonomy:** “Top management supports individual initiatives, so we can solve problems ourselves. I am never bored.”



2:15 PM Federico Della Ricca (right) and Riccardo testing a new device that measures the electrical conductivity of a new material.



Riccardo starts and ends his days with a walk by the seaside of Rapallo.



3:00 PM During his workday Riccardo is either online or on the phone, dealing with the various aspects of business. On the other end of the line, Magnus Andersson in Höganäs.



6:00 PM Riccardo leaves the office after a day's work and drives home to Genoa.