

# MARCO MONTANARO



**Nationality** : Italian  
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## PROFILE

Experienced public affairs professional with strong background in consumer goods industries at EU, group and country level. Known for driving business results through policy advocacy and external engagement with key institutional stakeholders. Readily translates business requirements into effective policy communications and advocacy plans. Instrumental in shaping and protecting the reputation of companies, brands and senior executives.

## EXPERIENCE and ACCOMPLISHMENTS

### **KELLOGG - Director Public & Regulatory Affairs EU (Brussels)**

**Jan. 2017 – Dec. 2021**  
(5 years)

- Designed and executed the public affairs, advocacy and sustainability strategy to deliver value to the business
- Set up the new emerging risk/opportunities monitoring system and delivered advice to leadership team on key business issues
- Conceptualized and rolled out public affairs outreach to improve sales and consumer preference
- Optimized packaging fees in key EU markets, resulting in lower fees paid by the business units
- Removed trade barriers in key markets to achieve optimization of sales and storage costs
- Dealt with crisis management (plant reorganization and product recall)
- Developed and grew team of 3 direct reports plus functional reports in the EU national capitals
- Advanced company interests in 5 trade associations and 2 stakeholder platforms/groups

### **BARILLA – Director, Group Public Affairs & Comms (HQ Italy)**

**Apr. 2009 – Jan. 2017**  
(7 years 10 months)

- Advised senior executives on key public affairs, sustainability and policy communications issues impacting the business
- Built the new corporate reputation plan (framework, methodology and KPIs), increasing reputation scores year on year
- Implemented business partnership with FAO, driving sustainable food production & consumption  
Delivered the new internal communication plan, reaching 85% employee engagement, 90% confidence in leadership and 80% Yammer engagement
- Designed and executed the public policy outreach for the Barilla Foundation for Food & Nutrition (BCFN), engaging 100+ international stakeholders (EU institutions, industry associations, media, NGOs)
- Managed crisis/critical issues as member of the Crisis Management Team
- Organized external events and corporate workshops: 4 quarterly Town Hall meetings, 1 yearly Leadership meeting (250+ executives) and monthly breakfast meetings with the CEO
- Secured government financing, investment tax and tax credits in favor of manufacturing plants
- Took leadership role in 4 trade associations plus 3 stakeholders platforms
- Built up a team of 3 direct reports and 3 functional reports, plus 3 external agencies/consultants

## PROFESSIONAL EXPERIENCE and ACCOMPLISHMENTS

### **THE COCA COLA COMPANY- Director Public & Govt. Affairs**

**(Italy)**

**Oct 2007 – April 2009**

*(1 year 7 months)*

- Provided strategic advice to Country Managing Director and senior executives on public affairs, advocacy campaigns and sustainability matters
- Rolled out the new European marketing self-regulation code and labeling system, achieving full compliance within 3 months
- Designed and implemented the advocacy strategy for the Business Unit and the internal communication work plan
- Coordinated the Crisis Management Team (product tampering and product recall)
- Secured government tax incentives for the EU largest co-generation plant located in Italy
- Represented company interests in 3 industry associations and 3 stakeholder platforms
- Developed and grew a team of 2 direct reports plus 2 external consultants/agencies

### **PHILIP MORRIS INTL.- Senior Manager Public Affairs (Brussels)**

**May 2004 – Oct. 2007**

*(3 years 6 months)*

- Delivered cross-functional projects on key public policy, sustainability and governmental matters (strategy, goals, KPIs, measurement, reporting)
- Conducted EU-wide program on plant protection products to deliver list of authorized products for business units (assessment, cost/benefit analysis and measurement)
- Secured business partnership agreement with the World Custom Organization, achieving system to track and identify non-compliant products
- Drafted several policy submissions to EU institutions on comprehensive tobacco regulation
- Delivered training program on public affairs for 30+ Eu Govt. relations managers
- Advanced company interests in 2 industry associations and 1 stakeholder platform
- Guided and developed 1 direct report and 1 external consultant

### **ERIDANIA BEGHIN-SAY - Manager EU Public & Govt. Affairs (Brussels)**

**July 1995 - May 2004**

*(8 years – 10 months)*

- Advised and guided executives on EU policies and governmental trends/changes impacting the business
- Secured EU-wide product registration for proprietary food and feed ingredients
- Supported 4 new product launches in key pilot markets (France, Italy, Benelux, Germany)
- Delivered 2 business case studies on genetically modified foods (assessment, cost/benefit, traceability and labeling)
- Drafted weekly and monthly policy briefs for senior executives on relevant policy trends
- Built up solid media database and media briefing template/materials
- Advanced company interests in 2 agro-food industry associations and industry groups
- Guided and developed 1 trainee and 1 project manager

### **UNIVERSITY OF CAMPOBASSO (Italy) - University Researcher**

**Apr. 1991 – Dec 1994**

- Delivered extensive researches on the new administrative code, commercial law and administrative penal law.

## EDUCATION

- **Master's Degree in Law** (University of Bologna) - Italy **(1991)**
- **IMD Lausanne** (Business Programs) - Switzerland **(2008)**

## SKILLS

- Problem solver, achievement-oriented and people person
- Solid business acumen, strategic mindset and commercial understanding
- Strong leadership, communication and management skills (budget, people, projects)
- Extensive network of contacts with institutional stakeholders at national, EU and international level
- Fluency in English and French. Italian mother tongue

## PERSONAL INTERESTS

- Music lover, promoter of live events and former radio presenter
- Keen interest in modern arts, food and movies

