

CURRICULUM VITAE

MASSIMO POTENZA

Personal details

Nationality:	Italian
Status:	Married with one daughter
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Educational Qualifications

1983:	Degree in Economics <i>cum laude</i> (University of Bari - Italy)
1984-1985:	Master in Tertiary Sector (Roma)

Military Service

1983-1985:	Officer - Guardia di Finanza
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Personal Quality

High commitment on values and innovative business challenge particularly those affecting strategic challenge, organizational complexity, intellectual curiosity, courage. Results oriented and open minded person, with a strong attitude to learn, think out of the box solutions and long term aspirations and objectives.

Deliberative (caring in making decisions), Learner (desire to learn and continuously improve), Futuristic (Inspired by the future and inspiring others), Self-Assurance (Confidence in manage issues), Focus (Take a direction, follow through, and make the connections to stay on track), Responsibility (Committed to stable values such as honesty and loyalty) my theme sequence of talent revealed by the Gallup Strengths-Finder

Personal and professional knowledge has been nurtured and developed all over the years.

Languages

Italian (mother tongue), English (fluent)

2019 – Today

Senior Strategic Advisor - The RoS (Renaissance of Strategy)

Strategic support to Company Owner and Top Management

2018 – Today

Senior Strategic Advisor – Senior Strategist

Il Prisma Architecture

(Design Human Life : Architectural design – places – spaces)

2016 – 2020

Senior Advisor Consumer and Industrial Market - **KPMG**

(Projects in the following sectors : Fashion & Luxury / Pharma / Food / Industrial sector)

2015 – today

Co-Founder - Smartive company

Supporting organizations in changing their people and culture to face the Digital Transformation

2019 – 2020

Independent member of the board of directors – Human Company (Holidays Village , Camping , Hotels)

2015 – 2019

Senior Strategic Advisor - McCrescendo

Strategic support to Top Management. Company Strategy and product offering definition. Brand positioning and architecture .

2014 – 2015

Member of the Board & CEO Pernigotti s.p.a. (boutique chocolate and gelato firm) part of Toksoz Group

Achievements

Company reorganization, Offering redefinition, Brand relaunch, Consumer engagement (Temporary shops). Different strategy definition for B2B and B2C businesses. Start the process of internationalization of the company.

2014 – 2015

Member of the Board AIDEPI

AIDEPI Represents the national manufacturing industries of food

2012 – 2013

Senior Strategic Advisor

Define strategy and business plan of an Italian olive oil company

2009 - 2011

Barilla Group CEO (Barilla Holding, Barilla Iniziative, Barilla G.&R. f.lli, Lieken AG)

4.0 Billion € Net Sales company with 14,000 Associates within 17 countries grouped in 3 divisions: Europe, Americas, Africa-Asia-Australia.

Barilla has been making cereal-based food since its foundation in 1877. Barilla success is based on high quality products with superior taste, health and well being attributes and by making them affordable and available throughout the world. Ethical behavior and transparency are key practices for Barilla in order to produce superior quality food product. Barilla entrepreneurial spirit, sourced from 4 generation of Italian entrepreneurs, combines ancient cultural traditions with cutting-edge technical expertise

Responsibility

Full responsibilities of group strategic direction, organization, strategy implementation and financial results.

Member of the board of Barilla Holding – Barilla Iniziative –Barilla G&R Fratelli – Lieken AG .

Achievements:

Strategic refocus (Vision, Mission, Nutrition Manifesto) in a financial solid company (Extraordinary **Results** in term of Ebitda deleveraging from 3.0x Net Debt / Ebitda to 1,2 maintaining like for like Revenues and restructuring the group)

Reshaping of **Brands** (New Brand architecture, offering and communication system of all the major brands – Digital and social architecture and communication) and **Product Portfolio** (Effecting incremental innovation, entry in new category, promising pipeline in R&D funnel) Creation of **Nutrition Advisory Board** and Long term **Research plan**.

Impressive **efficiency plan** (100 mio/euro), Cultural and organizational integration of different company into Barilla G.&R. (Wasa and Harrys), divestment (Kamps) and definition of long term roadmap for Lieken that became cash neutral.

Human Capital model based on knowledge management, organizational capability, talent attraction, total reward system. Group **Information technology integration** (SAP, Community platform, Digital). **Finance excellence** (Finance and accounting strategy, Financial planning process, Information all in one, Global administrative transformation and empowerment, Enterprise risk management, Capture value from Customer Management & profitability). **Refinance** more than 1b/euro debt at a competitive cost in a turbulent environment. Barilla **culture** (Redefine the Company core values and identify tailor made leadership profile, based on those values and on the management competencies mostly required from the business strategy; Revise the Group Policies, Business Ethics and Code of Conduct), **identity** (New Corporate Brand and identity) and **cultural model** (Implementation of two pillars – Barilla Center for Food and Nutrition and Barilla Laboratory for knowledge and innovation). Launch of **Corporate Social Responsibility** and **Reputation system programs**.

2007-2009

Barilla G.&R. Fratelli - CEO

Barilla G. &R. Fratelli was 80% of the Barilla Group (without Kamps-Lieken) with pasta Brands (Barilla, Voiello, Misko, Filiz, Yemina e Vesta) and Bakery Brands (Mulino Bianco, Pavesi, Wasa, Harrys) and logistic (N1).

Responsibilities and Achievements: see above without Kamps-Lieken

2006-2010 Key Financial Indicators Barilla Group

(like for like figures – without divestments)

Net Sales (euro mio) : from 3.416 to 3.905 (cagr 3,4%)

Ebitda (euro mio) : from 419 (12,3%) to 550 (14,1%)

Net Debt / Ebitda : from 3.0x to 1.2x

2007-2011

Member of the board **ECR Europe**

Member of the board **Indicod-ECR Italy**

Member of the board **IBC**

Member of the board of **UPA**

Member of the board of **Centromarca**

2003-2007

Barilla G.&R. F.lli – General Manager Bakery Business Unit
- European Bakery Organization

Barilla Bakery Business Unit a more than 1 b/euro division include the leading Brands Mulino Bianco and Pavesi in Italy and Wasa all over the world.

Full responsibility for strategy, execution, and financial results

Redefinition of Brand architecture, product portfolio, communication platform. Launch of new brands, reshaping of classical brands and creation of new communication and engagement system; Launch of very successful incremental innovation. Important results in terms of both top and bottom line.

Start the process of integration of Wasa, Harrys and coordination with Lieken

2003-2007

Member of the board **AIDI**

2001-2003

Barilla G. & R. Fratelli – Finance Director Bakery Business Unit

This position reports to the General Manager of the Bakery business

Define and guide all the planning and control activities

Business partner in all decision of the business units Coordination of all the financial activities between the Italian and International bakery activities. Great intercultural and international experience with German and Northic countries people

1999-2001

Barilla G. & R. Fratelli – Group Planning and controlling director

This position reports directly to the CFO

Define and guide all the planning and control activities at group level

– five years economic and financial plans, budget, rolling forecast.

Elaborate financial reports to the board. Define rule, competence and development of the finance professional family

Define and develop new planning and control systems

1996-1999

Barilla G.&R. Fratelli – Bakery Business Unit

Director Planning, controlling and business development

This position reports directly to the Bakery B. U. General Manager

Guide all planning and controlling activities

Partecipate to product portfolio's definition and development

Financial return on investment, markets and competitors analysis

Guide the m&a evaluation and activities

1989-1996

**Unione Laboratori – Gran Milano – Le Tre Marie
(Barilla Group)**

Planning and controlling manager

This position reports directly to the CFO

CFO & CIO

Director Marketing, Research and Development

These positions reports directly to the CEO

Business model change, from owning company to management company. Redefine all planning and controlling activities. Guarantee the processes integration with the group. Update F&A and IT Systems. Develop and launch on the market new high quality, premium price festivity products (yearly seasonality collection). Leading the market of frozen croissant

1985-1989

Barilla G.&R. Fratelli

Controller

Define and implement a new integrated (financial and industrial) reporting of all the group's companies

Integration of new acquisition into the planning and controlling activities and systems of the group