



## SMART INT'L CONSULTING LLC

### MARCO TONOLO

President - Chief Financial Officer

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Multi-Lingual: Italian, English, Spanish, Portuguese, French

High-impact Senior Financial Executive with demonstrated expertise troubleshooting and turning around under performing operations and leading successful startup operations within a multi-national organization; demonstrated proficiency in cross-cultural communications with business holdings throughout the Pacific and Far East regions and North and South America.

Known as a “fixer”, reassigned time and again to increasingly more complex and challenging roles in order to drive performance improvement and deliver financial advantages critical to long-term growth, profitability, and competitive performance. Ph.D. in Economy and Trade Management and Administration (U.S. equivalent).

#### KEY STRENGTHS

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Global Financial Management  
International Financial Reporting System (IFRS)  
Multi-Million Dollar Profit & Loss Direction  
Strategic Business & Financial Planning  
Budgeting, Forecasting & Financial Modeling  
Internal Financial Controls  
Accounting / Finance Operations  
Financial Analysis & Reporting

Information Systems Management  
Team Development / Improvement  
Mergers / Acquisitions  
Organizational Restructuring  
Turnaround Management  
Fund Hedging  
Cost Reductions & Containment

#### PROFESSIONAL EXPERIENCE

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##### June 2013 – Present: **PRESIDENT, SMarT International Consulting LLC**

SMarT Int'l Consulting LLC focuses on International Business; complex IT projects and implementations and Coaching and Mentoring young CFOs. I am an high-impact Senior Financial Executive with demonstrated expertise troubleshooting and turning around under performing operations and leading successful startup operations within a multi-national organization; demonstrated proficiency in cross-cultural communications with business holdings throughout the Pacific and Far East regions, Europe and North and South America.

I have the unique international prospective to utilize in order to find successful solutions and remedies to complex problems or opportunities that include finance, funding, leveraging and use of foreign capital sources, international trade, recruitment of international talent and application of global market logic. I am very analytical and an expert at developing productive relationships with associates at all levels both within and external to the organization..

**2006 – May 2013: Chief Financial Officer / Treasurer - Controller, USA & Business Unit, North America**

Privately held Italian global manufacturer of confectionery and gum, formed in 2001 with the acquisition of Van Melle of the Netherlands by Perfetti of Italy making it the third largest confectionery manufacturer in the world. With 35 companies including 31 manufacturing facilities worldwide and employing more than 19,000 employees the company distributes its products in more than 150 countries.

Reassigned to orchestrate an aggressive restructuring and internal reorganization of all financial operations and restore financial stability to Perfetti Van Melle USA, the group's 5th largest operating company representing \$270 million in net sales. Reporting directly to the CEO, serve as senior financial executive with full financial responsibility for both U.S. and Canada operations. Direct Finance, IT, and Legal & Risk Management functions and provide leadership to supply chain and purchasing personnel. Hold budget responsibility for a \$4.4 million operating and \$800,000 capital budget.

- Executed a complete reversal of business unit financials transitioning operations from an \$11M forecasting discrepancy to a financially stable operation with forecasting accuracy nearing 100%.
- Brought financial operations into alignment with corporate policies and procedures. Developed a full set of operational procedures, improved lines of communication, and restructured operations to ensure accurate and timely financial forecasts and reporting.
- Led consolidation of finance department, created a new group of analysts to increase sales and marketing support, and implemented new software improving monitoring and analysis of client discounts.

**2003 – 2006: Chief Financial Officer, Brazil LTDA**

Brought in as Senior Financial Executive of the groups 6th largest operating company by the subsidiary's newly appointed General Manager to facilitate organizational turnaround, improve profitability, and establish a solid base for future growth and stability. Reporting directly to the General Manager provided financial leadership during the subsidiary's restructure which included a complete turnover of the senior management team and re-launch of operations.

Chartered to bring about major improvements in order to build a sustainable business and brand positions in South America; held full financial reporting and forecasting responsibility including formulation of annual financial plan and implementation of financial controls and systems that improved solvency, minimized risks, assured ideal fiscal position, minimized tax obligations and ensured optimal ROI and EVA. Leadership roles encompassed all aspects of company with sole responsibility for Accounting, Finance, and IT functions.

- Reinforced corporate-subsidiary relationship, improved ERP system, and dramatically reduced the variances between projected budget and actuals.
- During three year period stabilized operations and implemented processes that led to progressive loss containment and break even operations within the next five years achieving 2011 sales of \$60 million.
- Redesigned and reorganized the finance department, and facilitated the reorganization of the commercial department driving sales through the improvement of operational planning and financial reporting.
- Led implementation of procedures and controls to improve production reporting and reduce waste.

**2001 – 2003 Financial Controller**

**2002 – 2003 Export Far East & Gum Base, Asia and Shanghai**

**2001 Business Unit, Asia and Pacific**

While maintaining responsibility for Perfetti's two Gum Base operations in Asia and Shanghai, assumed responsibility in 2002 for the financial management of the Far East Export company based out of Hong Kong. Operating out of Perfetti Van

Melle headquarters and reporting directly to the General Manager of Export Far East and functionally to the Business Unit Controller in Singapore held responsibility for analyzing and improving currency hedging and contributed to the reorganization of the export structure.

- Proactively reviewed currency hedging decreasing exposure risks in exchange rates and currency values of U.S. dollars against Euro, Japanese Yen, and Australian dollars.

## **1998 – 2001 FINANCIAL CONTROLLER**

**1998 – 1999 Far East**

**1999 – 2001 Far East and Brazil & Business Unit Asia**

**2001 Pacific**

Promoted in 1998 to Business Unit Controller for the Perfetti's Far East interests with the directive to standardize the group's financial operations and reporting functions. Operating out of the company's headquarters in Italy and under the direction of the Business Unit's President and General Manager, directed the coordination and financial reorganization of three separate legal entities in China, Vietnam, and Indonesia representing combined annual sales of \$386M (£300M). In 1999 assumed added responsibility for the integration and financial reorganization of Brazil's subsidiary, representing added annual sales of \$40M (£31M).

Following successful completion of Brazil's project and with the merger of Perfetti and Van Melle underway, was re-assigned in 2001 as Financial Controller Business Unit Asia and Pacific with financial control of operations in Shanghai, India, China, Indonesia, and Vietnam and the directive to integrate Van Melle's and Perfetti's business unit operations. Achieved full business unit operation and consolidation of subsidiary reporting functions by completion of merger process and released business unit responsibility to the Singapore Controller.

- Redesigned IT and financial operations in China and Indonesia, and developed operations in Brazil from the ground up to be consistent with Corporate's reporting standards already in place within the Vietnam subsidiary.
- Led the successful integration of China's manual financial reporting system and Indonesia's Excel-based system into Corporate's integrated ERP. Coordinated all associated business elements and achieved full ERP integration and reporting compliance within one year.
- Led the integration of Van Melle's Singapore and Perfetti's Hong Kong business units maintaining operations at the larger Singapore organization; worked closely with Singapore's Finance Manager and Controller to integrate Perfetti's structure into the organization and standardize financial operations while navigating the merger of two culturally diverse groups with independent working styles and processes.
- Traveled with Singapore's Finance Manager throughout Asia to introduce him to the various business unit subsidiaries and develop within him a comprehensive understanding of Perfetti's structure and operations.

## **1996 – 1998 ADMINISTRATION / FINANCE MANAGER, Confectionery Vietnam Ltd.**

Recruited during the construction phase of the Perfetti's Vietnam subsidiary, a production facility, to hold CFO responsibilities and accelerate startup operations. Reporting directly to the subsidiary's General Manager / President, established the Administration, Finance, IT, and Personnel departments from the ground up achieving full site operation in less than one year and profitability in three years with sales of \$25.6M (£20M).

## EARLY POSITIONS

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Administrative / Financial Manager (Sogelease Italia Spa and ECS FIN Spa)  
Financial Controller (Sampla Belting Spa)  
Finance / Buying Manager (Data Management Spa)  
Senior Accountant (Cisa Spa)  
Accountant (Mafo Commerciale Srl)

## EDUCATION

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### Ph.D. (U.S. equivalent)

### Economy and Trade – Management and Administration

*Catholic University of the Holy Heart, Milan, 1987*

*Dissertation: Cost Accounting for Ultra Annual Orders*

### Executive Program

### Corporate Strategy

*The University of Chicago – Booth School of Business, Chicago, IL, 2011*

### Languages

Italian – *full proficiency*

Spanish – *professional working proficiency*

English – *full professional proficiency*

French – *limited working proficiency*

Portuguese – *full professional proficiency*