

**Mr. Piero Zilio**  
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Italy

Brussels, 31 December 2020

**TO WHOM IT MAY CONCERN**

We hereby confirm that Piero Zilio was contracted on a full-time basis by Cardno Emerging Markets, Belgium s.a. from 1 January 2016 to 31 December 2020 as Key Expert on Communication for the Central Management Unit of the EU Gateway I Business Avenues Programme – a Programme funded by the European Union - for which Cardno was a contractor. Over five years from 2016 to 2020, the Programme organised 53 business missions for over 2,300 EU Companies to Asia – Korea, Japan, South East Asia, and China.

The Central Management Unit was responsible for overall Programme methodology, general promotion of the Programme and relationships with multipliers in Europe, common branding of the Programme, building and maintaining the Europe website, establishing and maintaining an integrated information management system (IIMS), market intelligence, assessment and selection of EU Companies, establishing and maintaining feedback mechanisms, analysis of Programme data and ongoing Programme management support.

Over the course of the five years, Piero was responsible for developing, planning and implementing the Programme communication strategy; the entire branding of the Programme including monitoring adherence to branding guidelines by all Programme operators; ongoing outreach to multipliers in Europe; planning, implementing and maintaining the Programme website; implementing social media campaigns; participating in Programme events in Europe; and real time communication from business missions to Asia via social media through interaction with EU companies, EU Delegations and the European Commission. Piero directed specialised communication firms responsible for development of the Programme website and for communication materials such as Programme videos and branding visuals. He was hands on involved in all aspects of video production including concept, script writing, shooting, and editing. Piero monitored all aspects of communication through ongoing analysis of outcomes and documented this in ongoing Programme reporting.

Throughout the Programme Piero proved to be a hardworking, reliable, and committed fast learning professional working well under very tight deadlines, extremely well organised, with a broad and deep, hands-on knowledge on the use of all communication tools and channels, and very experienced in creatively writing factual communication content in a consistent way suitable for an EU funded programme. He is also a very good photographer and with a sharp eye for any visuals. In his workstyle, Piero demonstrated high level of initiative, motivation, persistency, and an uncompromised attention to details; excellent in planning, and execution of plans without much guidance but always showing flexibility to accommodate for client views. Piero is highly skilled in all

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aspects of communication and recognized as such by all involved in the Programme. He is an excellent presenter who knows how to catch the attention of his audience.

Piero's skills and dedicated workstyle, his pleasant personality, and his good sense of humour and charm were acknowledged and appreciated by all the many people with whom he interacted over the duration of the Programme: The European Commission, the EU Delegations, the EU companies, the Programme operators, multipliers in Europe, and all his colleagues in the Central Management Unit team.

We can highly recommend Piero to any professional organisation or project.

Best regards



Claus Frost-Hansen  
Team Leader, Central Management Unit  
Principal, Cardno Emerging Markets, Belgium s.a.



Bernard Bastejns  
Executive Director  
Cardno Emerging Markets, Belgium, s.a.