

## JJ Delgado

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### International CDO with +15 years on Marketing & Digital Business (eCommerce & Marketplaces)

#### Summary Statement

Honored to have led the day with most international sales in the Amazon history and reached #1 Amazon LinkedIn Profile in UK in 2016 and early 2017. PhD Cum Laude in Digital Economy. Recognized as one of the Top 15 unofficial LinkedIn influencers 2018. Selected Top 50 Worldwide Human Behaviour Experts to follow in 2017 & Most Talented Spanish Marketer 2015.

I have helped to drive the growth of many organizations over multiple international marketplaces; including Amazon, Burger King, Pepsi, Hertz, CB Richard Ellis, Ford, Bosch, Siemens, Liberty, Vodafone, Telefonica and currently Estrella Galicia.

15+ years of experience in business growth with extensive international experience: EMEA (UK, Germany, Spain, France, Italy, Dubai and Turkey), LATAM (Brazil, Costa Rica, Guatemala, Honduras, El Salvador & Mexico), US (South & East Coast), and South Asia (Singapore, Malaysia).

Being a professor at The London School of Economics and Political Science (LSE) and IE Business School provides an amazing forum to challenge the current digital panorama. Author of three books: (1) "Think Video: Smart Video Marketing & Video Influencing" , (2) "The new digital consumer: Noriso Cube and coming soon: "Smash it!, how to dominate the Digital Era".

I have published multiples papers that stretch the current way marketers understand their customers including How Personality Affects Customer Behavior, The 8 segments to overcome the online consumer and Marketing with Personality.

I founded (a) the #1 Neuromarketing group for Spanish countries, (b) New Video Congress, and (c) The Vloggers Awards. I also co-founder of the NGO 24 Friends: Education for Kenya. I am an honored member of the Video Experts Academy

Marketing media has covered my groundbreaking studies: Forbes, Harvard Business Review, Reuters.

As a professional speaker I speak at marketing events, corporate events, and investor events about (1) The new digital ecosystems, (2) The digital transformation explained, (3) Leadership skills for the Digital Era, and (4) The new digital consumer in forums from 50 up to 4,000 people.

I am an intermittent fasting lover.

#### Education

##### PhD Cum Laude in Digital Economy

Lasalle University  
Graduation: 2018 – Cum Laude

##### International MBA

London School of Business & Finance.  
Graduation: 2012 – High Distinction

##### B.A., Market Research

UAM (Spain)  
Graduation: September 2005.

**Major:** *Marketing.*  
Main courses: *Research, Benchmarking, and Survey.*

##### B.A., Business Management

UAM (Spain).  
Graduation: September 2003.

**Major:** *Business Management.*  
Main Courses: *Marketing and Capital Markets.*

#### Core Competences

Communicating with board of directors

Working 110% for clients' needs

Information management

Decisive project leader who gets results

Statistics and modeling

Analysing and researching data

Strategizing and problem-solving

Adaptable to new ways of doing things

Professional  
Experience  
Highlights

**Estrella de Galicia – 2017 – Present**

**Global Chief Digital Officer**

Technology & Business Intelligence

Digital Go2Market (Both B2B & B2C) – eCommerce / Marketplaces

New eBusiness models – Corporate Venture Capital (€30MM)

**Amazon –2014 to 2017**

**Head of Amazon Marketing Services South Europe (June 2016 – Aug 2017) & Head of Deals Programme UK (Aug 2014 – June 2016)**

Digital Marketing Strategy & Execution

Brand launching (both B2B and B2C)

Running Black Friday (The biggest international sales day in Amazon history)

Launching Prime Day in UK and Amazon Marketing Services in South of Europe.

Customer Analysis & plans: SEO, SEM, Social Media, email, Display ads, Mass media, B2B Sales funnel, Webinars, Whitepapers, Salesforce marketing decks, Seminars, B2B Events.

P&L Management & ROI Analysis (Building a 9 figure programme).

**Vodafone (ONO) –2013 –2014**

**Customer Lifecycle Senior Manager**

Segmentation

Development plans

Retention plans

Loyalty plans

**Burger King Corporation - 2012 – 2013**

**Marketing Manager for Europe, Middle East, and Africa (EMEA)**

New product Opportunity Strategy

Segment Strategy

Promotional Tracking & Post Analysis

Promotional Shelf

**Deloitte - 2007 –2012**

**International Project Manager (Spain & LATAM)**

Segmented customer plans

Customer segmentation

Acquisition and lead generation

Customer metrics

Languages

Bilingual Spanish / English

Honors & Awards

**Top 50 Human Behavior Experts to Follow in 2017 (Issuer iMotions)**

The world of human behavior is vast, innovative and always evolving. Trying to stay up-to-date on the newest discoveries may seem like an impossible task – until now! We have combined a list of some of the most influential and revolutionary profiles in the industry, ranging from neuroscientists and marketers to key authors and journalists.

The common denominator for these experts is their activity in the community and their willingness to share and be open about their work.

<https://imotions.com/blog/top-50-human-behavior-experts/#juan-delgado>

**Top 10 LinkedIn Stories in 2016 (issuer <http://www.theboxpopuli.com/es/blog/linkedin-publicaciones-exito/>)**

Awarded Top 10 LinkedIn Stories in 2016, underpinned by the post: Digital Marketing Plan Template (19.6K shares).

**Most Talented Spanish Marketer 2015 (issuer: Clear Channel)**

Made of Talent is a private initiative that operates with the sole objective of raising the public profile and visibility of those who use their talent day after day to improve Spain's reputation, development and image.

## Some further experience details.

Company:	<b>Estrella de Galicia</b>
Description:	Estrella Galicia has been selected the best beer in the market in 2019. It has become one of the most important beer in the premium sector and a key player in the beverage industry after six years of double digit growth. The company is the main distributor of brands such as Moët Chandon. Estrella de Galicia is an international company with operation in Spain, Brazil, UK, US, South of Europe and Asia. +€500 MM turnover and +€90MM EBITDA).
Timeframe:	Apr 2017 - Present
Role:	<b>Global Chief Digital Officer</b>
Description:	Managing a team of +50 people. Straight reporting to the Chief Executive Officer (CEO), I am directly in charge of making the company embrace and manage the current digital disruption. My role is underpinned by three areas: (1) customer strategy & intelligence, (2) information and technology systems, and (3) digital & new eBusiness models. As part of the board, my responsibilities also include (1) shaping the new leaders of the future, (2) building principles and values that strengthen the org, and (3) working on new eBusiness models that will bring exponential growth into the industry.
Achievements:	I have launched from scratch (1) MOVE Estrella Galicia Digital Business & Venturing; a corporate venture capital (CVC) funded with €50MM supported by TheHop Innovation platform connected to StartUps and TheLab. And (2) Digital Sales Platform that is responsible now of 15% of total turnover. I have hired digital talent for the company (from 30 to 55 digital people) and develop a high performance team (promoted 2 senior directors).
Company:	<b>Amazon.com</b>
Description:	Amazon is #1 digital company worldwide and one of the top #1 brands in the world. Amazon.co.uk is one of the Big3 markets.
Timeframe:	Aug 2014 – Apr 2017
Role:	<b>Head of Amazon Marketing Services South Europe</b>
Description:	Managing a team of 9 people, I am responsible for launching Amazon Marketing Services in the South of Europe. I own the go-to-market plan, build relationships with the retail business owners, and develop and run mass marketing programmes to deliver new advertisers to Amazon Marketing Services across Amazon.  A strategically important part of our business is to build a portfolio of self-service, cost per click advertising programs to enable advertisers to engage with customers in relevant ways. Examples of products already in the market are Sponsored Products and Amazon Marketing Services. We are building a team for Amazon Marketing Services in Europe, who will own go-to-market strategy, adoption, advertiser success for existing and new self-service advertising programs. This team will have functional expertise in marketing, product, account management, market analysis, and program management. Working directly with advertisers, we will develop strong feedback mechanisms to inform and influence the product roadmap.
Achievements:	I am a driven and pro-active self-starter with strong communication skills, high attention to detail, and experience working with multiple stakeholders and running B2B marketing campaigns. I learn quickly and can execute in an environment characterized by speed, fun, and collaboration.
Role:	<b>Head of Amazon Deals Programme</b>
Description:	I am an exceptional leader to manage Amazon online Deals Programme in the UK (It is a £300MM programme, +124% YoY). The Head of Deals is responsible for achieving growth and efficiency goals across the portfolio of performance marketing channels (Search, Affiliates, Email & Push Notifications, Mobile, Display, On-site messaging and CX). I am responsible for our Deals and Promotions program, managing significant promotional events like Prime Day, Black Friday and Boxing Day, working directly and indirectly with managed teams to ensure goals are met while retaining overall P&L accountability.  My responsibilities are to (1) provide strong leadership to the overall UK Deals Marketing org by providing perspective and input into critical business decisions, (2) provide direct guidance to the Traffic team through developing a robust set of next-level leaders, assigning clear goals and assisting the team in crafting their plans as well as coaching and mentoring the team to be effective leaders and managers, (3) keep the team focused on initiatives that material impact, ensure execution to plan.  As the leader, I foster innovation in the team, apart to the evolving eCommerce landscape, and to challenge boundaries continuously. I represent the Deals Programme at the necessary senior leadership forums (UK & International scene). Build bridges with Amazon stakeholder groups across the world to improve the effectiveness and productivity of the team. This is a highly visible role with the opportunity to deliver significant impact for one of the most respected eCommerce brands in the world.
Achievement:	I was leading the biggest Day in Sales of the history of Amazon. I delivered growth in 2015 of 162% YoY and my current challenge in 2016 is to drive more than £300MM revenue to my business unit (more than 100% YoY, YTD my plan is performing 143% YoY). I am in use of exponential growth.

**Company:** Vodafone (ONO)

**Description:** Vodafone speed broadband provider. It brings high-speed connections to more than 7 million households in Spain.

**Timeframe:** Aug 2013 – Aug 2014

**Project:** Customer Lifecycle

**Description:** I am directly in charge of managing the lifecycle of 1.8 million customers. My team and I analyze the behavior of Vodafone clients and develop killing value propositions that clearly establish the ARPU of our current client base. Also, by the understanding of client needs, we have improved the retention plan with new activities that maximizes the value perception of Vodafone proposal. Directly in charge of strategic alliances between Vodafone and key partners such as Amazon or Play Station.

**Achievements:** Vodafone has improved its revenue by 3.5% during first half of 2013. It is apparently developing its current client baseline; within Q2 2013 it increased mobile penetration by 200,000 new services. On top of that, our immediate improvements on the way cross-channel information helps to target customers bring +20% in redemption performance to the company. It contributed to cut 1Mill € the investment on call-centers.

**Company:** Burger King Corporation (London / Munich / Madrid)

**Description:** The BURGER KING® system operates approximately 2,400 restaurants in all EMEA. It means more than 40 countries where Burger King has a presence.

**Timeframe:** May 2012 – Aug 2013

**Project:** Customer intelligence

**Description:** As a Marketing Manager, I am in charge of analyzing strategic gaps versus competitors and generate action plans. My team and I have improved Burger King Portfolio with new key platforms such as smoothies & frappes, branded ice-creams, and pork burgers. I am directly leading customer analysis and plan of coupon activities across EMEA markets. It is part of overall value segment strategy that I am directly involved. Promotional activities are vital on this market; my team and I are in charge of post-mortem analysis of the critical promotions across multiple markets.

**Achievements:** Overall 2012 EMEA market close with +1.2% regarding sales. QSR Market close 2012 with a drop around -4%. Last coupon activities driven by my team achieved +7% in traffic and +3.5% in sales. Key promotions such as *Euroking* in Spain drove more than 7% in traffic and 5% of sales.

**Client reference:** Ricardo Acevedo (Global VP Marketing Intelligence Burger King Corporation)

**Company:** Pizza Hut - CVC Capital Partners – ZENA group (Spain) –

**Description:** Zena is a leading Spanish casual dining and fast-food restaurant group, composed of a mix of owned brands such as Foster's Hollywood, Cañas y Tapas, La Vaca Argentina, Il Tempietto, Nostrus and franchises, including Burger King and Domino's Pizza.

**Timeframe:** Deloitte – May 2007 – May 2012 (Duration of the project: 4 months).

**Project:** Trends and go to market opportunities in pizza fast food industry.

**Description:** Based on quantitative and qualitative analysis my team and I did an insightful analysis of the pizza fast food market to develop a roadmap of growth opportunities. The scope of the project was both local and international environment. Some of the key conclusions were to focus on delivery service instead of take-in-service, to automation some production processes such as the centralization of the delivery orders, to improve the delivery process such as bakers on the motorbikes, to be more pro-active in terms of selling process such as outbound sale calls, to develop the product portfolio such as deliver&bake goods and so on.

**Achievements:** No pilots were launched

**Client reference:** Rosalia Portela (CEO Grupo Corporativo ONO, S.A.)

**Company:** B/S/H (Spain).

**Description:** BSH Bosch und Siemens Hausgeräte GmbH is the largest manufacturer of home appliances in Europe and one of the leading companies in the sector worldwide.

**Timeframe:** Deloitte – May 2007 – May 2012 (Duration of the project: 6 months).

**Project:** Client segmentation and Go to Market evolution.

**Description:** Based on qualitative and quantities analysis my team and I defined the strategic segmentation of the clients (B2B). Moreover, the value proposition for each cluster, as well as the way of approaching to each of them, were developed. The strategic segmentation consisted in three main axes: current value of the customer, potential value, and needs demanded by the client. It allowed the company to know with high accuracy how much invest in each client. We re-define sales force processes to implement this new way of working. Issues such as which customers visit or which product, price, offers and merchandising have to be provided to each customer were clearly defined.

We did change the management process to implement this breakthrough proposition. This process affected the whole company and was composed with training, accompaniment, and monitoring. To generate a high impact on the company creative ideas were done such as formative games, competitions about the new way of working, conferences, newsletter, etc

**Achievements:** This new way of working affects directly to the top line of the P&L; using the same amount of resources they can be extremely more efficient. It was estimated that the company would increase the average share of wallet of its clients by 12%. After 4 months of the launch of the first stage/pilot in Madrid, a 10% growth in the average share of wallet was met.

**Client reference:** Fernando Gil Bayona (Board of Directors)

**Company:** Florida Ice & Farm Co. - PepsiCo (Costa Rica).

**Description:** Florida Bebidas is clearly the leader in the soft drink industry and the beer industry in Costa Rica. It started a strategic expansion in Central America at the beginning of 2006.

**Timeframe:** Deloitte – May 2007 – May 2012 (Duration of the project: 4 months).

**Project:** International growth opportunities.

**Description:** Based on qualitative (more than 30 interviews with managers and executives, visits to the field and clients) and quantitative analysis in America Central countries such as Costa Rica, Guatemala, Honduras and El Salvador, my team and I developed the strategic growth expansion of Florida Bebidas for 2010-2013. This growth roadmap was divided into two parts; quick wins and long term proposition.

The quick wins were short term implementing plans (from 4 to 8 weeks) such as a method for reducing the supermarket stocks, a plan to reduce and concentrate the number of distributors, a discount program, and some product launches based on innovative packages (plastic bags, wide bottleneck, etc...).

The long-term proposition was focused on breakthrough the Go to Market of the company. It was proposed to evolve the core capabilities from a manufacturer basis into a concept based on brand developing and active distributing power. This new position in the marketplace should be supported by strategic alliances with distributors across all over America Central, a firm invest in customer intelligence and a substantial increase in the portfolio (both internal innovations and M&As).

**Achievements:** These strategic growth opportunities were quickly adopted by the board of directors. The quick-win propositions were forecasted to meet a profit of \$600K in less than 6 months what meant a turn over the financial result of 2009/2010. For the comprehensive scheme, it was estimated an increase in profit by \$13m until 2013. According to the annual financial reports, Florida Bebidas reached a growth from 2009 to 2011 of 32.7% (£13.2m).

**Client reference:** Ronny Salas (Board of Directors)

**Company:** Hertz Rent a car (Spain).

**Description:** Hertz is the world's largest general use car rental brand, operating from approximately 8,100 locations in 146 countries worldwide.

**Timeframe:** Deloitte – May 2007 – May 2012 (Duration of the project: 5 months).

**Project:** Innovation plan based on a deeper knowledge of the clients.

**Description:** Based on a qualitative and quantitative analysis, my team and I developed a roadmap of growth for the following years. The significant opportunities presented to the company were some improvements in the CRM of the company, some investments in refresh the brand image, re-force the web channel distribution and improve some communication concepts, re-configure the loyalty club as well as introducing touch screen kiosks in the airports. Moreover, a segmentation of its retail stores was strongly recommended.

**Achievements:** No pilots were launched.

**Company:** Telefonica (Spain)

**Description:** Telefonica is the number one Spanish multinational by market capitalization and one of the largest private telecommunications companies in the world.

**Timeframe:** Deloitte – May 2007 – May 2012 (Duration of the project: 2 x 6 months).

**Project:** Call center optimization (corporate).

**Description:** Based on quantitative analysis and qualitative research my team and I defined and implemented improvements in the relationships between clients and the call center service to achieve cost savings. These cost savings were reached by ideas such as developed and app which allows customers to manage the low-commercial-value calls by their own, impulse the web-site channel, communicate in advance with the clients by text messages, increase MMS communications, multi-channel integration.

**Achievements:** A pre –test and a pilot were launched with significant success and substantial operational improvements. The roll-out process was done with a considerable cost saving in the budget. More than 1.4m of calls were cut from November 2009 to October 2010 which means more than €1.6m.

**Client reference:** Pablo Asenjo (Director of Telefonica Mobile)