

Pablo Foncillas Díaz-Plaja

Senior advisor / speaker / marketing professor IESE Business School / management at large

pfoncillas@iese.edu

Summary

"Business has only two functions — marketing and innovation." said once Peter F. Drucker. I've devoted my whole life to both. I'm an innovative multinational manager, consultant and professor with over 15 years experience in rapid changing, fast growing and high demanding industries.

Interested in customer oriented organizations facing heavy competition, willing to change the statu quo via innovation.

Deep operations, sales and marketing experience with multicultural management capabilities. Results and task oriented (P&L expertise). Strong e-commerce and digital know-how.

I have contributed to the growth of multinationals in different countries, industries (marketing services, food, airlines, utilities and leisure) and roles. During my career I've helped develop marketing plans for over 150 brands in more than 25 countries by working in sales and general management and as a member of the board of directors. A few of the brands I have worked with include Ballantine's, Beefeater, Gas Natural Fenosa, United Airlines, Carbonell, Schweppes, Malibú, PortAventura, Star Alliance, Danone, Spanair, Smirnoff, Pirelli and Hornimans.

I like participating in transforming organizations into high performance teams that are able to contribute to the company's business and client vision, in the short, mid and long term via measurable results.

Accustomed to working with objectives under strong time constraints, managing big teams (+100) and attracted by challenging and non-routine work. I highly value a good working environment and the human quality of the people I work with.

Specialties

P/L management, client management, contracts negotiations (public and private sector), marketing, communication (ATL/BTL), branding, innovation, research, process reengineering, customer service, key account management, on-line sales&marketing, ancillary revenues, business development, providers management.

Industries: Tourism and entertainment, media, airlines, FMCG, food services, marketing services.

Experience

Lecturer of marketing at IESE Business School

January 2008 - Present (4 years 10 months)

Long bilingual (English-Spanish) teaching experience in executive education programs, in-company and MBA+EMBA programs.

Case author and speaker.

CCO: Chief commercial officer at Portaventura

2012 - 2012 (less than a year)

Ultimate responsible for all sales activities (theme parks and hotels, up to 2000 rooms, 3,5 million visits a year) with 6 directors reporting to me, up to 90 people under my responsibility, and over 100 million in sales.

1 recommendation available upon request

Professor MGEC at Universidad de Navarra

2010 - 2012 (2 years)

Sales and marketing professor at the master in Media Group Management (Universidad de Navarra)

Interim Management: Marketing advisor at Gas Natural Fenosa

September 2009 - December 2011 (2 years 4 months)

Development of two projects acting as interim manager in the CEO's office:

-2009-2010: Working in the merge project of Gas Natural (Ibex 35 index company, 20.000 employees, 23 countries, utilities category) with Unión Fenosa in the corporate marketing department (CEO's office) in all activities related with the brand (positioning, brand architecture, corporate identity&design,...).

-2010-2011: Development of 7 balance scorecards for the CEO's office (+corporate governance model)

Deputy General Manager at ARAMARK

2008 - March 2009 (1 year)

American food service multinational (present in 20 markets around the world with 250,000 employees). In Spain: 6000 employees, €135 million, 650 clients (+/- 130,000 daily meals). Reported to the chief executive and was a member of the executive management committee. In charge of operations for two divisions (Companies and Universities), as well as marketing for the entire company.

•Main responsibilities:

- Management of P&L (analysis of business indicators); ongoing relationship with customers and operations personnel; retail-related activities (at point of sale, training); category management, point of sale promotions; negotiation of contracts with key accounts (private companies and public bodies); sales; optimization of operating results; coordination with other departments (purchasing, finance, Human Resources, IT, etc.).

- Some of the clients I have worked for: Esade, Mango, TVE, BP Solar, Grifols, National Nederlanden, Francisco de Vitoria University (UFV), Circuit de Catalunya (F1 and Moto GP).

•Main achievements:

- Fulfillment of 1Q plan (October 08-January 09) in an uncertain economic climate.

- New business: Autonomous University Madrid, Esade, Transhotel, IE University, Public University Navarre.

- Loyalty: The company did not lose a single customer during my tenure.

- Turnaround program for clients unlikely to meet plan targets.

1 recommendation available upon request

Associate Professor strategic marketing at ESIC

September 2005 - 2009 (4 years)

Associate Professor for the strategic marketing module in the Master's in Marketing and Sales Management. Classes taught in ESIC's campuses in Madrid, Pamplona, Bilbao and Zaragoza .

World wide marketing Director // SVP Marketing at Spanair

2006 - 2008 (2 years)

Promoted to newly created corporate role reporting to the chief executive, member of airline's executive management committee, controlled management budget, team (40+80 people), in charge of four areas (operations and strategy) for all existing markets (eight countries):

•Product and service (Operations):

- R+D, launch and control of products / services targeted for all client segments (including processes).
- Definition, implementation, control of policies for products/services to be applied by the 4500 employees.
- Increase in customer satisfaction from second-to-last to second place in the market in thirteen months.

•Market research/market intelligence (Operations):

- Creation of Customer Satisfaction Index: Through market research (quali and quanti, off and on line), measurement of quality in all areas of the company (call center, airports, services on board, etc.).
- Other research tasks included Usage and Attitude (U&A), brand vitality, positioning, consumer segmentation, management of client benchmarking, and mystery shopping.

•Customer service (Operations):

- Merger of two departments, definition and development of customer service policy.

•Brand (Strategy):

- Definition and implementation of brand vision, strategic positioning, and brand architecture (management of more than 25 brands) for both internal (sales, production, HR, and administration/finance) and external (end-user or intermediate channel/BTB) use.

9 recommendations available upon request

Operational marketing director // VP Marketing at Spanair

2004 - 2006 (2 years)

Reported to general management, in close collaboration with sales, in charge of operational marketing for all markets (8 countries) (revenues €10 million and expenses €16 million), managing a +20 collaborative team (group product managers + product managers) in five areas (1- e-commerce business unit, 2-ancillary revenue, 3-domestic, 4-international and 5-loyalty):

•Operational marketing: (BTC)

- Management/control of marketing plans for the various areas of the department as well as investment/budget/return. In charge of promotions (price and other), distribution channels, sponsoring, launch of new products, activities with intermediate distribution channel and joint campaigns, POS materials, and merchandising. Management of suppliers and agencies (on and off).
- Negotiation/development of alliances with top-tier companies (Cepsa, Amex, etc.)

- Business/Sales unit: (BTC) In charge of the direct sales/Internet business unit: Represented 24% (over €10 million) of total sales with 80% growth from 2004 to 2005, thanks, among other things, to the implementation of a direct sale system which made spanair.com one of the most visited Internet sites in Spain (source: Google Jul 05).

- Loyalty: (BTC) “Spanair Plus” loyalty program. Substantially reduced cost per impact (-45%) thanks to migrating to online and an 80% increase in members (from 380,000 to over 550,000 members in eleven months).

- Generation of new sources of income (BTB) (ancillary revenue). Grew from €1 million in 2004 to €4 million in 2005 thanks in part to the launch of the co-branded card “AmericanExpress-Spanair Plus” and agreements with public (autonomous communities, municipalities, etc.) and private (chambers of commerce) institutions.

Professor at Universidad Complutense de Madrid + J Walter Thompson

2004 - 2005 (1 year)

Professor in the joint master's programme in Advertising Management UCM together with the world-wide recognised advertising agency J Walter Thompson (a WPP company).

Sales Director/ Group Account Director at Grupo Delvico Bates

2000 - 2004 (4 years)

One of the Top 10 marketing services multinationals in Spain (300 people), encompassing advertising, media, promotions, on-line, events, PR, and CRM. Reported to the President and to the CEO about management tasks (client negotiations, hiring, training, pricing, etc.), with a multidisciplinary team of fifteen people, in a dual role, and achieved an increase in revenues of over €20 million (including media), as well as an increase in brand awareness (from 17th to 5th place) :

- Sales Director (BTB):

- Creation, development, and implementation of a sales and marketing plan for all the companies in the Group. In charge of the entire process of attracting new clients (long sales cycle) including pricing. Over 200 contacts generated: BBVA, Frigo (Unilever), BUPA, Sos Cuétara, García Baquero, Cacaolat, Campofrío, Chupa-Chups, Caprabo, Sanitas, Mahou Group, Balay, Ahold, Nutrexpa, Adeslas, Myrurgia, etc.

- In constant contact with general managers and marketing directors in a variety of categories (FMCG, utilities, textile, banking, insurance, confectionery, large retailers, etc.) to develop a vast range of campaigns and projects.

- Accustomed to managing budgets, negotiating with third parties, and working with marketing tools.

- Key Account Director (BTB/BTC):

- In charge of Group accounts and managing profitability, including, management (ATL/BTL) in Spain of Allied Domecq (Ballantines, Malibu, Tia Lusso, Beefeater), the most international of all of Bates/Red Cell's clients worldwide. Creation of integrated campaigns: Advertising, promotions, new product launches, POS material (retail, large distribution), merchandising, websites, events, etc.

- Mastery of the brand-building process by means of marketing mix. Example: Carbonell

3 recommendations available upon request

EMEA Business development account manager at Young&Rubicam

1997 - 1998 (1 year)

Worked simultaneously in Sales and International Accounts, reporting to European general management in the head office for Europe, Africa, and the Middle East (in constant contact with these regions, leading and coordinating international projects in 40 countries and 50 offices).

- International accounts (Cadbury Schweppes, United Airlines, Star Alliance):

- Creation, adaptation, and coordination of European and worldwide campaigns.

- Sales: The work performed included the following functions, among others:

- Synergies for clients (Danone, Häagen-Dazs, Philip Morris, Jim Beam, etc.) and for Y&R Group, with integrated communication projects developed jointly with Wunderman (direct marketing), Burson-Marsteller (PR), and Mediaedge (media).

2 recommendations available upon request

Account Manager at Burson-Marsteller

1997 - 1997 (less than a year)

- Comprehensive communication program at Burson-Marsteller in the area of Marketing.

- Worked for top-tier clients (multinational and local): Motorola, EU, and the launch of Valencia's City of Arts and Sciences (theme-park area that included museums, aquarium,...).

Strategic Planning at Young & Rubicam

1996 - 1997 (1 year)

Worked in Strategic Planning and sales:

- Strategic planning: Building and positioning local and international client brands (Danone, Smirnoff, Baileys, General de Confitería, Pirelli, Orbis, Hornimans, among others) via market studies, category analysis, competitive advertising, etc.

- Sales: Worked on tasks relating to potential customers in a variety of categories.

Languages

English

(Full professional proficiency)

German

(Professional working proficiency)

Spanish

(Native or bilingual proficiency)

Catalan

(Native or bilingual proficiency)

Skills & Expertise

FMCG

Airlines

E-commerce

Product Management

Online Marketing

Customer Service

Tourism

Entertainment

Services Marketing

Marketing Communications
Business Strategy
Marketing Strategy
Business Management
Advertising
Public Relations
Product Development
New Business Development
Key Account Management
Business Planning
Customer Relations
Strategic Planning
Market Research
Segmentation
Promotions
Research
Change Management

Education

IESE Business School - University of Navarra

Master of Business Administration (MBA), Business Administration and Management, General, 1998 - 2000

Grade: MBA Degree

Universitat de Barcelona

Licentiate degree, Derecho, 1992 - 1996

Grade: Licenciado en derecho

Honors and Awards

Regular speaker at business schools (ESIC, IE, IESE, Instituto San Telmo, ESADE) and associations (AEDEMO, IATA,...).

Published cases in ESADE and Instituto de Empresa.

Único miembro seleccionado en el año 1997 de las oficinas corporativas de Y&R Europe, Africa and Middle East en el programa de rising stars de Young & Rubicam (Grupo Y&R más de 15000 empleados en el mundo)

Único español seleccionado en Spanair (junto con otras 2 personas) de entre más de 4500 empleados para el programa del "top 150" de todo el grupo SAS en el mundo (grupo SAS más de 16000 empleados).

Jury for Effectiveness Awards (EFI) in 2006 (most prestigious prize in Spain for sales communication). Jury for “Anuncios” Awards (most important media company in the creative sector).

Catalan Institute of Tecnology Scholarship

Consejero de Santacana complementos S.L. (www.santacana.es) entre los años 2001 y 2004 empresa fabricante y distribuidora de guantes y otros complementos.

Pablo Foncillas Díaz-Plaja

Senior advisor / speaker / marketing professor IESE Business School / management at large

pfoncillas@iese.edu



16 people have recommended Pablo

"Pablo is one of the best leaders I have ever seen in the business field. He's really quick taking decisions, an incredible negotiator and a huge pusher who helps to reach objectives in any team. Beyond that, he is a fast learner, therefore he has the ability to think out of the box, implement modern business techniques and generate creative solutions to really complex problems. Really efficient, responsible and an incredible hard worker, his goal oriented attitude helps to boost results in any organization. In addition to that, he is very emphatic, helping to create strong relationships within teams. I really enjoyed working with him and without any doubt, I will be more than glad to work with him in the future. In a word: OUTSTANDING"

— **Sergio Juan Lozano**, *Head of Ecommerce, PortAventura*, reported to Pablo at Portaventura

"It is my pleasure to recommend Pablo Foncillas, his performance working for Aramark proved that he will be a valuable addition to any company. I have known Pablo for one year in my capacity CFO of Line of Business. I would rank him in a high position based in his creativity and professionalism showed all this time. Pablo is highly intelligent and has good analytical and communication skills."

— **Jonatan Ojeda**, *CFO Line Of Bunisiness, Aramark*, reported to Pablo at ARAMARK

"Trabaje con Pablo en calidad de proveedor durante mi etapa en Media Contacts y después como parte de su equipo de marketing en Spanair. Ambas experiencias fueron intensas, productivas e importantes en mi desarrollo profesional. Pablo es una enciclopedia del mkt y esto, unido a su ambición, su dinamismo, su interés en impulsar proyectos innovadores hacen que trabajar junto a el sea todo una experiencia. Inteligente para el negocio, ingenioso para encontrar soluciones y cordial y ameno en el trato, es capaz de motivar y sacar lo mejor de su equipo."

— **Jose Maria Barrado**, *Internet Product Manager, Spanair*, reported to Pablo at Spanair

"Pablo was one of the brightest customers we've worked with. He looked for the right mix of services and asked the right questions when we suggested a solution, always extremely careful that it would add true value to his team and company. He's a real good communicator, someone who you'd want to team up with."

— **Alfonso de la Nuez**, *Owner, UserZoom*, was with another company when working with Pablo at Spanair

"Pablo is a true leader. He comprehends the nature of business, understands the key levers to be pressed and pushes his team and colleagues to reach objectives, breaking barriers and creating synergies where not

expected. Tremendously result driven, he is able to generate solutions and think out of the box. He possesses a great ability to learn fast and is using it together with a hard-work philosophy - which in turn makes him an extremely efficient professional. I have enjoyed very much working with him and I consider him the kind of leader I would be really glad to work with, being sure that success will be reached."

— **Albert Muntane**, *Business Development Manager - Revenue & Pricing Strategies, Spanair*, worked indirectly for Pablo at Spanair

"Pablo ha sido un magnífico compañero de trabajo. Para definirlo basta con una serie de adjetivos que dicen mucho de él. Es una persona inteligente, innovadora, tenaz y con una visión estratégica del negocio excelente. Sinceramente, ha sido un placer trabajar con él."

— **José Garrido** ©, *SVP Finance / Director Económico Financiero, Spanair (SAS Group)*, worked directly with Pablo at Spanair

"He tenido el placer de trabajar en el equipo de Pablo en Spanair durante casi dos años. Me resulta difícil resumir todas las virtudes que reúne, aunque intentaré remarcar algunas. Destacar de su desempeño su gran preparación personal, amplia visión de negocio, orientación a resultados y gran dedicación, consigue implicar y motivar a su equipo para que sepa dar de sí todo lo mejor. Paralelamente, su calidad humana me parece inmejorable. En mi entorno laboral, que es la Investigación de Mercados, hay dos preguntas determinantes para valorar si un producto o servicio ha sido satisfactorio: la intención de repetición de compra y la recomendación a terceras personas. Yo, indudablemente, repetiría el trabajar en su equipo, y recomiendo a Pablo a cualquiera que necesite un gran profesional en el ámbito de la alta dirección."

— **Josep C. Heras**, *Marketing Research Manager, Spanair*, reported to Pablo at Spanair

"Tuve el placer de colaborar con Pablo durante varios años en Spanair, durante los cuales aprendí mucho de él. Su gran conocimiento, experiencia, liderazgo y capacidad de trabajo (entre otras muchas cualidades), hacen de él un magnífico profesional, capaz de afrontar cualquier reto que se le proponga. Además, Pablo es un gestor orientado a resultados, muy analítico e innovador. Su perfil es idóneo para CMO o COO de cualquier gran compañía!"

— **Pablo Sanchez**, *SVP E-commerce, Spanair*, worked directly with Pablo at Spanair

"I know Pablo since he was a lawyer willing to work in Marketing so I have been able to track his career from his first post as advertising executive to international coordination roles always with tangible business results. He is determined, focused and honest, and has a sense of urgency in achieving his goals. No matter the sector, from advertising to aeronautics or food industry, he has been a curious young brain in search of professional excellence. Being so while keeping a great family life makes Pablo not only a skilled pro but a good person. So I strongly endorse Pablo."

— **Miguel Lopez-Quesada**, *CEO Spain and President Iberia & Latam, Weber Shandwick*, was with another company when working with Pablo at Spanair

"I reported to Pablo for 2 years at Spanair and I would like to highlight his compromise with the company,

co-workers & subordinates. He is a brilliant professional with a big dosage of ethic, enthusiasm and leadership. It was a pleasure to work for him."

— **Beatriz Losada**, *Customer Experience Manager, Spanair*, reported to Pablo at Spanair

"I reported directed to Pablo for 3 years in Spanair. He is excellent as a boss and as a colleague. With vision, influence ability, innovative. Persistent and very enthusiastic person who makes things happen!! He delivered excellent results and was a pleasure to work with."

— **Sol de Lorenzo Valdelomar**, *VP Marketing Services, Spanair*, reported to Pablo at Spanair

"Pablo's skills are totally unusual in the advertising industry. He is a talented manager which works very hard and introduced a very professional and determined way of managing internal and external relations. He always approached solutions from a very serious and mature perspective. Sometimes, he looked more senior than he was really, because of his not very long experience in the field market. However, his determination and positive ambition helped him in gaining respect among the "selective" group of creative minds."

— **Jm De La Nuez**, *CEO, SCPF*, managed Pablo at Grupo Delvico Bates

"Pablo is a true "entrepreneur". He goes step by step to drive in the right direction. He's totally business oriented. He hears, understands, and takes decisions. It's greatfully to work with him. Pablo is outstanding in terms of strategy, positioning and communication for products and services"

— **Miguel Oscáriz**, *General Manager Barcelona, BSB*, managed Pablo at Grupo Delvico Bates

"I worked with Pablo for 3 years at Delvico Bates and I would like to stress his perseverance, commitment, analytic and innovative vision, enthusiasm, pragmatism and leadership. He is also extremely self-demanding and, probably as a consequence of that, he is very good at encouraging his teams to give the best of them. I would also like to remark his rich background in a very dynamic, competitive and varied industries. Therefore I would highly recommend Pablo for a senior position."

— **David Coral**, *Managing Director, Delvico Bates Barcelona*, managed Pablo indirectly at Grupo Delvico Bates

"Pablo is an outstanding professional with broad range of strengths and highly versatile. He proved to be a great communicator, highly structured and strong management skills. I would recommend Pablo highly for any senior-level post."

— **Marc Schader**, *European Account Managing Director, Y&R Europe*, managed Pablo at Young&Rubicam

"pablo is a demanding professional of the marketing and of the communication. I work with him at the beginning of their career, and he always showed me enthusiasm and encouragement to face any challenge. He is very analytic and reflexive and he has acquired not only a solid formation in business, but a cultural and humanistic sensibility that he has pick up of their personal environment since he was very young. I believe that Pablo is very qualified to manage projects that imply the necessity to organize complex processes or to

achieve the integration of teams and very diversified resources , because he is able to think in an abstract way, while he mobilizes resources and strengths of the organization"

— **Antonio Moneris**, *Director Estratégico / Founder Managing Partner, Vinizus Y&R Barcelona*, managed Pablo at Young&Rubicam

[Contact Pablo on LinkedIn](#)