
TRADITIONAL TO DIGITAL MEDIA MIGRATION EXPERT • BOARD LEVEL EXECUTIVE**Strategic Visioning • Global Team & Project Management • Profitable Innovation • Business Transformation**

Forward-thinking 'intrapreneurial' leader with 15+ years experience on 4 continents transforming M€ traditional media companies to new media market leaders and managing complex digital operations with massive traffic. Track record of using innovation online to drive double digit traffic, revenues and ebitda growth. Extensive work with media organizations worldwide including newspapers, TV, internet, and mobile. Builds high performance multicultural teams and collaborative organizational cultures to create quick to market strategies, sustainable growth and organizational transformation. Speaks 4 languages. MBA.

Key Accomplishments

- **Developed a pioneering media business model in Spain** later adopted by competitors and parent company. Study of model published in PhD dissertation due to its focus on diversification and resulting improved P&L
- **Increased online revenues from 16,8M to 60,1€ & ebitda from 0.9M to 7.9€** of Spanish media conglomerate, securing **17.5M monthly unique visitors** through integration of different content sources & tactics to capture users.
- **Expanded Internet traffic 4.9x faster than competitors** for media conglomerate (17.5M monthly uniques)
- **Reduced company debt from 145M USD to 8M** in only 5 years in communications group in Argentina
- **Increased profits by 34% for five consecutive years** in regional multimedia group in Spain

Areas of Expertise

- Reengineering, Turnaround & Transformation
- Change Management & Profitable Innovation
- Double Digit Profit Delivery and Growth
- Global, High Performance Team Building
- M&A, Greenfield and Organic Growth Strategy
- Cost, Debt and Headcount Reduction
- Newsroom Management, Printing & Distribution
- News portals, classifieds and thematic sites

PROFESSIONAL EXPERIENCE**COO – Publications, Online & IT, ARAB MEDIA GROUP (AMG), Dubai, UAE** *Jan 2009 to Present*

One of most influential UAE media companies, business interests include 2 Arabic & 1 English newspaper, state of art printing plant, 8 radio stations, 3 TV channels & 13 websites to extend reach online. Steering Committee Member.

Select results and accomplishments include:

- Moved Al Bayan daily **from insignificant position to #2 choice in classifieds in UAE Arab market** due to 16-fold growth achieved in the period of 3 months through sophisticated SMS approach
- **Improved productivity & reduced downtime** of English daily by upgrading content management system
- Negotiated **AED 18M yearly newsprint cost reduction** as well as other maintenance contracts and fees
- Moved Emarat Al Youm **from 3rd to #1 Arabic newspaper in UAE**: Monthly uniques +104%, page views +93%
- Launched Ramadan multimedia project (papers/online/radio/SMS): became **4th most visited site** & broke even 1st yr
- **Increased mobile revenues by 73% to AED 3.20M** in 10 months while **reducing associated costs by AED 1.3M** through streamlining and focusing on select premium SMS services
- **Increased 2009 online advertising revenues 200%** from 2008 to AED 1+M; ad delivery platform was replaced
- **Reduced bad debt** by automating ad flow and reduced opex by pushing network and domain consolidation

CEO, INTERNATIONAL NEW MEDIA CONSULTING (INMC), Spain/Global *Jan to Dec 2008*

INMC assists companies worldwide in making transition from traditional to new media by providing market analysis, development of vision and strategy to pursue profitable innovation, identification of M&A, change implementation, reengineering and support to grow dynamic organizational cultures.

Select results and accomplishments include:

- Conducted audit for multimarket France-based communications client and developed strategic digital plan to **move client from irrelevancy to #1 in multiple city markets**, followed by a comprehensive economic, financial and organizational plan to **grow revenues from 37M€ to 58** over 3 years (despite closing losing business)
- Strategic plan developed for holding in Ukraine, owner of a National TV and other media assets, to **position it among top 5 online players** in a 3 year in terms of traffic and revenues
- Created reorganization roadmap for struggling Ukrainian editor to **multiply traffic by 7, revenue by 8** in 3 years; collaborated with larger consulting firms by validating digital initiatives

Managing Director – Diversification, VOCENTO, Madrid, Spain/Argentina July 2004 to Dec 2007

Member of Executive Committee with full strategic planning and P&L responsibility for the Internet, TV, Affiliated Companies and Argentina divisions of this publicly listed 1b€ leading Spanish multimedia group. Companies are located across Spain with a total headcount of 1270 and a budget of 268M€ excluding non consolidated units.

Internet

Generated explosive growth from 12 digital editions by developing and executing a combined Greenfield, M&A and organic growth strategy. Greenfield strategy included 4 vertical portals, general classifieds and user-generated video. M&A strategy included prospecting of targets, valuation, due diligence, negotiation, integration (people, systems, processes) of 7 acquisitions, including real estate, automotive and employment classifieds.

- **Exceeded competition's traffic growth:** Vocento 749%, Prisa 342%, El Mundo 461%, Market 152%
- **Increased ranking** from the falling 22nd to the top seven
- **Increased market share** of Spanish Internet users to 74% (*Traffic source: Nielsen*)
- **Increased revenues 358%** (16,8M€ to 60,1M); **increased ebitda ninefold** (0,9M€ to 7,9 M) (*Deloitte, 2007 vs. 2003*)
- **Sites launched and/or managed** include: abc.es, elcorreodigital.com, larioja.com, (news) finanzas.com, hoycinema.com, laguiatv.com (thematic), pisos.com, infoempleo.com (classifieds), unoauto.com (e-commerce), dalealplay.com (video)

Affiliated companies

- **Increased % of revenue from 27 to 40%** generated by external clients from printing plants in 2 years
- **Increased revenue by 36%** with a total ebitda 2007 of 10,3M€
- **Increased ebitda by 39% in 2 years** (up to 4M€) in distribution houses despite of decreasing internal income
- Turned around call center and courier service and **moved from 1M negative ebitda to positive** since 2006
- **Increased revenue 77%** and ebitda eightfold of an event management company in only 2 years (*Source: Deloitte*)

Argentina

- **Grew ebitda 107%** through extensive restructuring prior to the crisis and through profits of new projects (magazine, low priced daily) and services to third parties (printing, distribution, content and magazine sales)

Managing Director, CIMECO, S. A., Buenos Aires, Argentina 2000 - 2004

Holding participated equally by Vocento, Clarín, La Nación was owner of the two largest regional communication groups. Played pivotal role in safeguarding the ongoing economic viability of the investment during the severe Argentinean depression.

- **Co-negotiated a reduction of bank debt** from 145M USD to 8M as well reducing minority shareholders
- **Reduced fixed costs by 27%** as well as headcount from 551 to 336 (*2002 v 1999*)
- **Expanded into complementary markets** despite ongoing depression by launching magazine that became #2 in Argentina (circ. 345.000 in 06), advertising/distribution, Internet activities and content brokering
- **Cimeco named Argentina's "3rd most profitable company"** in 2004 (ebitda/income) by the financial weekly Mercado (28/07/2005, n°1048) due to restructuring debt, cutting costs and increasing revenue (*Ernst & Young*)

Managing Director, NUEVA RIOJA, S.A., Logroño, Spain 1993 - 1999

Transformed this regional newspaper after its takeover by Vocento at the end of 1993.

- **Identified previously undisclosed liabilities** wrote off doubtful accounts and established a base line for future action through an in-depth analysis of the P&L
- **Generated 22% savings** through cost analysis and streamlined organizational structure, reducing headcount 27%
- **Expanded into** Internet and local TV, regional leaders since that time, through self-funding income
- **Increased income** for new media through the creation of an advertising company
- **Grew income 80%** and operating profit by 324% over 5 years despite a large investment in development
- **Developed a pioneering business model** adopted by parent group and other journals using multimedia, outsourcing printing, a readers club and more. Model was published by Univ. de Navarra

Managing Director, GRUPO IBERICO ALIMENTARIO, S.A., Spain/Portugal 1990 - 1993**Assistant Managing Director, EMPRENDIMIENTOS TURÍSTICOS, S.A. (ETSA), Spain** 1986 - 1990**EDUCATION and LANGUAGES**

M.B.A.	Univ. de Navarra, I.E.S.E. (Exchange program HEC-ISA)	Barcelona/Paris	1984-1986
M.A, Ph. D.	Univ. of Washington	Seattle	1980-1984
B.A.	Universidad de Deusto	Bilbao	1975-1978

Languages: *Spanish* - native; *English* - fluent; *French* - fluent (translation & interpretation degrees); *Portuguese* - good