

## TRADITIONAL TO DIGITAL MEDIA MIGRATION EXPERT • BOARD LEVEL EXECUTIVE

*Global Teams & Project Management • Double Digit Traffic & Revenue • Profitable Online Innovation • Strategic Visioning*

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

- Took Spanish traditional media conglomerate from **falling 22nd online ranking to the top 7** nationally among all media players, as well as # 1 among Spanish media groups in four years – use of video & online TV were critical to success.
- **Increased online revenues from 16,8M to 60,1€** and **ebitda from 0.9M to 7.9€** of Spanish media conglomerate thanks to securing **17.5M monthly unique visitors** through integration of different content sources and tactics to capture users.
- **Developed a pioneering media business model in Spain** later adopted by competitors and parent company as part of industry's best practices. Model published by journalism university due to diversification and resulting improved P&L.
- **Reduced company debt from 145M to 8M USD** 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

### Track Record in Traditional to Digital Media Migration

- Leveraged coverage of weekly Spanish print magazines to launch thematic **online portals which became traffic leaders** in 3 years: TV with laguiatv.com, cinema with hoycinema.com, and site for women reached 2<sup>nd</sup> position with mujerhoy.com.
- **Generated explosive traffic growth** from websites owned by 12 Spanish regional and one national newspaper and pushed them ("Vocento Noticias") as **#1 source of news**, all with mobile version (*Traffic source: Nielsen*).
- Helped Spanish **national radio network to extend its brand/reach** by launching and developing website puntoradio.com.
- **Obtained overall second position in competitive Spanish online media market** in 3 years by launching quick-to-market digital strategy driven by acquisition and restructuring for media holding faced with diminishing print classifieds revenues. Key sites include: pisos.com, infoempleo.com, autocasacion.com, tusanuncios.com.
- Moved large traditional media Spanish group **from falling 22nd online ranking to the top 7 nationally** among all media players, and **#1 among Spanish media groups** in four years by leveraging use of video and online TV.

### Double Digit Online Traffic through Content and Product Innovation

- Moved Emarat Al Youm (emaratyoum.com) **from third to #1 Arabic newspaper in UAE** in 10 months: monthly uniques +104%, page views +93% by empowering teams to explore new approaches, better infrastructure, interactivity & video.
- Led Spanish media group to **exceed market's and competition's traffic growth for 4 straight years**, growing **749%** compared to market 152% and main competitors Prisa 342% and El Mundo 461% (*2007 v 2003*).
- Reached **17.5M unique monthly unique users** (Dec 2007) while leading Spanish media holding thanks to combined online strategy using inventive syndicated multimedia approach to Breaking News. Share of Spanish users reached 74% (*Nielsen*).
- Moved Al Bayan newspaper **to #2 choice in classifieds in UAE Arab market** from insignificant position due to the 16-fold growth achieved in the short period of 3 months through **sophisticated mobile approach**.
- Launched/managed 30+ web sites with various product innovations which continue to reap consumer and B2B revenues including finanzas.com, abc.es, diariovasco.com, hoymotor.com, finanzas.com and lavoz.com.ar.

### Double Digit Revenue Generation

- Led digital activities of 1b€ Spanish regional media conglomerate and in 4 years **increased digital revenues 358%** (16,8M to 60,1M€) thru combined consumer and B2B approach and **increased ebitda 9x** (0,9M to 7,9 M€) (*Deloitte, 2007 vs. 2003*).
- **Increased 2009 online advertising revenues 200%** for Arab Media Group over the previous year to AED 1+M thru proper CPM, standard formats, improved delivery and replacing the advertising delivery platform.
- **Increased mobile revenues by 73%** to AED 3.20 million in 10 months while reducing associated costs by AED 1.3 million through streamlining, headcount reduction and focusing on select premium SMS services for Arab Media Group.
- **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*).
- **Grew income 80% and operating profit by 324%** over 5 years partly by creating an advertising company to better support new media while leading regional multimedia in Spain (*Arthur Andersen*).

## Improved Products/Audience in Free-To-Air and Online TV

- **Founded regional free-to-air TV** channel in Spain which since inception has led the market (tvrioja.com).
- **Led 42 Spanish local stations** and took local market share from 8.8% to 15.2% and national from 0,2% to 0,51% (*Sofres*).
- **Increased traffic and revenue potential** in over 20 news sites launched or managed on 3 continents through extensive use of news and entertainment video, including a network of multichannel **online TV stations** (e.g. elcorreo.tv, abctv.es).
- **Increased audience/revenue potential** of print publications by launching #1 sites in Spain hoycinema.com & laguiatv.com.
- **Launched #1 video site** in Spain (2,8M uniques Dec 2007) with user generated content, channels & advertising (dalealplay.com).
- **Board member of TV production holding** Veralia managing game/magazine, formats, thematic channels, fiction series.

## Global Project and Team Building and Management

- **Built and managed successful multicultural** teams in the Americas, Eastern & Western Europe, and Arab World that drove double digit online traffic growth and revenues as well as media product and service innovations in record time.
- Simultaneously **led and managed 4 teams in different cities and continents** dealing with online, TV, newspapers, printing and distribution whose successes were driven by strategic team selection, clear objectives and rigorous accountability.
- Managed team charged with transforming struggling Spanish media group in 4 years whose work resulted in **redefining industry's best practices**.
- Led Spanish media group's online team responsible for **complex digital operations with massive traffic** which was subject of presentations in several European capitals. Critical factors: team selection, clear mission and belief in strategic vision.
- Growth in online projects (200%) and mobile (73%) in Arab Media Group driven by creating a **culture of change, personal responsibility and delivery** as well as building teams that mapped competencies to business objectives and growth.

## Strategic Visioning and Creating Executable Roadmaps for Transformation

- Newly arrived to industry, **developed a pioneering business model** adopted by parent company and other journals using innovative multimedia approach. Model was published and embraced as best practice for parent company & others groups.
- Developed strategic digital plan for multimarket French media group **from irrelevancy to #1 in its city markets**, followed by comprehensive plan to **grow revenues from 37M to 58M€** over 3 years despite closing underperforming business.
- **Strategic plan developed for national TV** channel and other media assets owned by diversified Ukrainian holding to position it among top 5 online players in 3 years in terms of traffic and revenues.
- **Capitalized on highest spending month** in Arab world by launching multimedia Ramadan project (press, radio, TV, online, mobile) under single domain with branded sub domains to maintain individuality of brands. Broke even first year.

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## SENIOR LEVEL MEDIA EXECUTIVE EXPERIENCE

**COO – Publications, Online & IT, ARAB MEDIA GROUP (AMG),** Dubai, UAE

*January 2009 to Present*

Media organization in UAE with business including 2 Arabic and 1 English newspapers, state of the art printing plant, 8 radio stations, 3 TV channels, and 13 online web sites extending their reach. Member of Steering Committee.

**CEO, INTERNATIONAL NEW MEDIA CONSULTING (INMC),** Spain/Worldwide

*January to December 2008*

INMC assists companies in making transition from traditional to new media by providing market analysis, development of vision and strategy, identification of M&A, Greenfield and organic growth strategies, change implementation, reengineering.

**Managing Director – Diversification, VOCENTO,** Madrid, Spain/Argentina

*July 2004 to December 2008*

Member of Executive Committee with full P&L responsibility for the Internet, TV, affiliated companies and Argentina divisions of this listed 1b€ leading multimedia group. Managed headcount 1270, revenues 268M€ (excluding non consolidated units).

**Managing Director, CIMECO, S. A.,** Buenos Aires, Argentina

*2000 - 2004*

Represented Vocento in this holding participated equally by Vocento, Clarín, La Nación and owner of two largest regional communication groups. Played pivotal role in safeguarding the viability of the investment during the severe depression.

**Managing Director, NUEVA RIOJA, S.A.,** Logroño, Spain

*1993 - 1999*

Transformed regional newspaper into a profitable multimedia group after its takeover by Vocento at the end of 1993.

**Managing Director, GRUPO IBERICO ALIMENTARIO, S.A.,** Spain/Portugal

*1990 - 1993*

**Assistant Managing Director, EMPRENDIMIENTOS TURÍSTICOS, S.A. (ETSA),** Spain

*1986 - 1990*

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## 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