



04/05/1976

Senior commercial professional with 20+ years of experience in FMCG and frozen bakery, specialized in foodservice, HORECA and distributor-led markets. Proven track record in market expansion, key account management, pricing & negotiations and profitable growth, combining strategic vision with strong execution in the field.

Highly autonomous profile with entrepreneurial mindset, used to managing complex customer structures, developing long-term partnerships and driving business growth across regions and channels.

## CONTACT



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# Carlos MORENO

KEY ACCOUNT MANAGER/FMCG/FOOD SERVICE/FROZEN BAKERY  
Market Expansion - Distributor Management - Iberia (Spain&Portugal)

## CORE COMPETENCIES

- Key Account & Distributor Management
- Foodservice / Out-of-Home / HORECA
- Market Expansion & Route to Market
- Pricing, Negotiation & Contract Management
- Sales Strategy & Business Planning
- P&L Management & Margin Improvement
- Product Launches & Portfolio Optimization
- Cross-functional & International Coordination

## EDUCATION

### Executive MBA

EUSA Business School 2010

### Bachelor's Degree in Journalism

University of Seville | 1994 - 1998

### Bachelor's Degree in Advertising, Marketing & PR

University of Seville | 1999-2003

## SALES & NEGOTIATION TRAINING

### Key Account Management & Negotiation

Blueprint / The Gap Partnership / Amsterdam 2016

### Key Account Management & Negotiation

Blueprint / The Gap Partnership / Barcelona 2014

### Higher Sales Management Programme

ESIC Business School 2013

### Sales Training & Coaching

Richardson Management Consultants / Madrid 2012

## MANAGEMENT TOOLS

### CRMs Sales Cloud

Data Analysis Capabilities

Power BI, Excel

Core productivity tools (Office)

## LANGUAGES

### Spanish

Native

### English

C2 - Full professional proficiency

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## COMMERCIAL SCOPE

### Type of Clients:

- Distributors & Wholesalers (national and regional)
- Foodservice / Out-of-Home: catering companies, coffee shop chains, bars & restaurants
- Hotels: national and international hotel groups
- Indirect exposure to modern retail through distributor-driven models

### Autonomy & Market Expansion

- Full responsibility for territorial development and market expansion
- High degree of autonomy in:
  - customer prioritization
  - agenda planning
  - distributor selection and development
  - commercial negotiations
- Led market build-up initiatives including:
  - opening new routes to market
  - developing new key accounts
  - launching new products and ranges

### Relationship with Headquarters & International Teams

- Regular coordination with international headquarters in English
- Cross-functional collaboration with:
  - Marketing
  - Finance / Controlling
  - Supply Chain & Logistics
  - R&D and Production
- Provided market feedback, sales forecasts and business cases to support strategic decisions
- Led and coordinated projects with national and international impact, especially within hotel and foodservice accounts

## PROFESSIONAL EXPERIENCE

### Sales Representative and Area Manager South Spain

#### CSM IBERIA

- Set up and led the southern delegation (Malaga), managing a team of 5 people.
- Managed 1,000+ customers and expanded distributor network.
- Improved route to market, warehouse replenishment and customer consolidation.
- Achieved +10% average growth across managed territories.

#### Business volume:

- Business volume: 4,000 tons

### Key Account Manager FS

#### BAKER AND BAKER SPAIN

- Managed a wide portfolio of Foodservice and Hotel Key Accounts, including international hotel chains across Europe.
- Delivered >10% annual sales growth over the last 3 years while maintaining long-term customer loyalty (+15 years).
- Increased average margin by +5% in one year through pricing strategy, portfolio optimization and smart delisting.
- Led new product developments with R&D and factories to address evolving customer needs.
- Full responsibility for annual negotiations, sales plans, promotional strategies and P&L control.
- Coordinated logistics, product range and pricing for international hotel accounts.

#### Business volume:

- Foodservice: 3,200 → 4,100 tons in 3 years
- Hotels: 2,800 → 4,600 tons in 5 years