

# Gabriel Garcia Marquez

Av. Tamanaco, Piso PH, Caracas, Venezuela

H1: +58 212 444 44 44  
H2: +58 212 555 55 55  
M: +58 414 555 55 55  
gmarquez@woohoo.com

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## Senior Executive: Sales Management

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**Country Director | Commercial Director | National Sales Director**  
*Accelerating international growth through agile sales strategies, relentless team development, and astute CRM.*

**Resourceful leader** with 12 years' experience in all phases of market research, business planning, and sales strategy execution. Drive millions of dollars in revenue by managing products, building cross-functional customer relationships, maximizing internal resources, and innovating leading-edge business processes. Deep experience with major retailers, including Wal-Mart, Costco, and Carrefour.

**Award-winning manager**, surpassing peers in sales growth, market penetration, and investment ROI. Excel even in the face of unstable market, political, and logistical conditions. Effective communicator with experience negotiating with and building consensus amongst stakeholders.

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## Professional Performance

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NESTLÉ

1996–Present

SALES DIRECTOR, VENEZUELA (Alimentos Nestlé, S.A.; Caracas, Venezuela; 2007–Present)

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**Employee Engagement & Development | Retail Channels | Client Education Programs**

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**Run fastest-growing sales organization within Nestlé despite limited infrastructure and volatile political environment.** Executive responsibility for Venezuela sales organization, the 2<sup>nd</sup>-largest in Latin America. Scope includes Private Self Service, Government, Wholesaler, Distributors, and Direct Sales Distribution (70 routes).

- Delivered double-digit growth 3 years in a row, the only country in Latin America to do so.
- Preserved overall market share, despite supply issues that cut 30% of SKUs, by growing market share of bigger brands.
- Cut turnover from 50% to 20%, compensating for stressful country environment with added professional development benefits, tenure bonuses, and by maintaining an enjoyable, easy-to-navigate corporate environment.
- Cultivated strong retailer loyalty and advocacy by educating owners about profitability of Nestlé products.
- Achieved profitability for Direct Sales Distribution organization, a first in Latin America. Grew average sales-per-day 200% via intense development of route managers. Achieved 15% turnover in a region where 100%+ is the norm.

NATIONAL ACCOUNT MANAGER (Nestlé de Mexico; Queretaro, Mexico; 2004–2007)

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**Forecasting | Operations Coordination | Product Development | Cross-Functional Management**

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**Charged with managing business that accounted for 70% of country sales.** Directed activities for 6 largest accounts—Wal-Mart, Soriana, Comercial Mexicana (Costco), Gigante/Carrefour, Clibs, ISSSTE/IMSS—as well as regional self-service stores. Member of international sales networking team that shared best practices and industry intelligence.

- Salvaged endangered client relationships with 3 biggest retailers, coming onboard after major reduction in promotional investment by Nestlé. Built collaborative problem-solving approach with

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retailer stakeholders resulting in improved negotiations and achievement of Nestlé and retailer growth goals.

- Resolved issue of under-pricing by Wal-Mart that was creating tension with other major retailers who could not afford to compete. Created new SKUs exclusively for Wal-Mart, protecting retail pricing of other SKUs.
- Improved sales and retailer relations by measuring and improving fill rates which grew 20 to 25 BPS per retailer, resulting in 95% to 100% scores. Collaborated with retailer logistics staff to improve forecasting.
- Built more robust support team for key account managers, leveraging existing Nestlé resources in Marketing, Finance, and Forecasting.

## **NESTLÉ, CONTINUED**

DIVISIONAL MANAGER, FIELD SELLING (Nestlé de Mexico; Mexico D.F.; 2003-2004)

### **Training Programs | Merchandising Execution | Award-Winning Business Performance**

**Earned early promotion to management of key division with responsibility for 30% of country revenue.** Led team of 3 regional managers, 14 sales reps, and 2 merchandizing executives in challenging Mexico City market.

- Improved execution of POS merchandising strategy at Wal-Mart by establishing communications between Key Account Manager and account reps and taking sales reps to Wal-Mart offices to train in replenishment.
- Led division to win 50% of corporate awards for growth, market share, and other key metrics.

KEY ACCOUNT MANAGER, WALMART & SAM'S MEXICO (Nestlé de Mexico; Queretaro, Mexico; 2000-2002)

### **Complex Negotiations | New Business Models | Emerging Market Trends | Premium Product Placement**

**Raised sales 10% YOY while lowering investment.** Accountable for 20% of company revenue, negotiating contracts and managing sales for Wal-Mart's 5 brands within Mexico. Made all trade investment and ECR decisions.

- Achieved greater exposure while lowering trade investment. Pioneered Nestlé's first-ever proposal conforming to Wal-Mart's Everyday Low Price (EDLP) model, adjusting it to fit demand of single contract for 4 business models.
- Gained entry to Wal-Mart much faster (4 months vs. 12) and with more favorable conditions than competitors.
- Leveraged model for increased revenue and profitability with other retailers.
- Maximized penetration by working with Category Management team to identify highest ROI category investments. Devised quick-assemble displays that addressed emerging market trends (i.e. chocolate-flavored products).

KEY ACCOUNT MANAGER, GROUPO SORIANA (Nestlé de Mexico; Monterrey, Mexico; 1998-2000)

KEY ACCOUNT EXECUTIVE, CHEDRAUI (Nestlé de Mexico; Monterrey, Mexico City; 1998)

### **Strategy Redesigns | New Program Implementations | Double-Digit YOY Growth |**

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## Category Leadership

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**Earned fast-track promotion in recognition of top sales performance and scalable growth strategies.**

- Transformed faltering regional account, Grupo Soriana, into account performing on par with revenues and profitability of a national account, achieving 23% YOY sales growth and increased penetration in cereal and bar categories.
- Gained lead in cereal and bar categories by executing first-every category management with Grupo Soriana.
- Initiated category management with Chedraui, something Nestlé had failed to achieve after many attempts.
- Raised sales 18.5% YOY with Chedraui, an account that was worth 28% of divisional revenue by negotiating with regional managers, not just individual retail locations.

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## Education and Languages

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### **Bachelor of Business Administration, minor in Strategic Management**

Instituto Tecnológico y de Estudios Superiores de Monterrey Campus, Mexico, 1996

Extensive MBA studies at **Instituto Panamericano en Alta Dirección de Empresas, the “Harvard of Mexico”**

- Studied and interpreted multiple high-level case studies from Harvard and other leading institutes.

Diverse continuing education in **Management Skills, Consumer Response, Negotiations, Neilson Retail Index, Retail Customer Management**, and others.

**Bilingual in Spanish and English**