

International Marketing Professional

Fortune 100 strategic business / marketing specialist and expert on Latin American markets. Currently Marketing Director for Procter and Gamble, Brazil, managing the full market-cycle from concept, to development, to market.

Respected as a dynamic business builder, hands-on leader, and creative solutions provider, delivering impressive bottom-line impact. Thrive under the challenge of planning and managing demanding assignments. Energized by the development of entrepreneurial marketing strategies that generate maximum results.

Use systematic, bottom-line approach to development — engage in cross-departmental research and author future-forward marketing plans to determine products' viability. Have produced a continuous stream of profitable marketing initiatives, cost-reducing measures, and innovative solutions.

Entirely fluent in English and native Spanish. Broad background in international cross-cultural relationship building. Working and living experience in the United States and Latin America. Accustomed to the rigors of frequent business travel.

Areas of Expertise

- Strategic marketing
- Global market study / research
- Product / market identification
- Business plan creation
- Short- and long-term forecasting
- Long-term market analysis
- Competitive and value analysis
- Profitability, EVA, ROI analysis
- Multimillion-dollar budgets
- On-time and on-budget projects
- Project management
- Solutions sales / marketing
- Cross-function teaming
- Marketing materials design
- Boardroom presentations

Recent Marketing Milestones

Led outstanding results in P&G's beauty care business in Brazil, behind excellent performance in hair care, increasing Pantene's volume +54% and sales +64%. (2002)

Revitalized feminine care category in Brazil with volume and sales of the Always brand up by +16% and +18% respectively, over previous year. (1999-2001)

Managed several new category launches for Latin American subsidiaries, creating new market segments for Secret cream antiperspirant, Pringles potato chips, and Pampers baby wipes. (1999-2001)

Restored profitability of P&G's Latin American personal cleansing business, delivering above target results, improving profits by +56% over previous year, and creating first-ever profits for a P&G Latin American sub-region. (1999)

Recommended a trade program in Venezuela to improve the diapers and hair care businesses in the Drugstore channel. With an annual sales potential of \$5 million, initiative became a P&G top priority. (1999)

Led P&G's sales improvement in diapers in Venezuela, lifting unit price by +15% over previous year. (1998)

Turned around P&G's Venezuelan bleach business. Elevated sales by 85% and reversed negative profit margins, achieving 10% margin by June 1997, versus -16% margin in last six months of 1996. (1997)

Increased P&G's diaper volume 28% above previous year to \$4.3 million, with profit improvements of 100%, and cost savings of \$1.7 million by recommending an expansion of an optimized diaper product. (1995)

Representative Marketing Initiatives

Revitalized subsidiaries' second largest business.

Category had experienced a two-year downward trend, losing 30% in past 18 months.

Proposed plan to increase sales by 60% in three years. Championed plan through P&G channels and pushed local team hard to quickly relaunch one of the product lines.

Plan's key elements included relaunch of top-performing product line using better technology and new advertising... introduction of new product presentations, adding 3% to 7% incremental business... revising pricing strategy... leadership of the sales platform recovery behind two major price increases in 12 months... a progressive plan to increase unit level sales by +25% from its base... implementation of a business plan to recover wholesaler / distributor business (25% of category volume)... relaunching of the basic performing brand behind better technology and re-establishment of marketing support.

■ **Bottom-line**

Top performing line grew 16%... total category trend was stabilized, declining only 4% in the last 12 months vs. 15% decrease in previous two years... pricing leads were followed by category competitors.

Improved results of strong, yet stalled, category.

Category was not growing past its 50% share.

In response, implemented holistic marketing program with strong media support to all product lines... proposed pricing above what was needed to recover inflation and devaluation... implemented a promotional program to surpass competition and significantly grow business out of the basement of a 35% share key category channel... managed a product line relaunch using better technology and a new advertising campaign.

■ **Bottom-line**

Recorded record-high profits... improved unit price by 15%... increased market share by two points over previous year.

Established focused regional direction of major global brand's Latin American expansion plans.

Needed to reverse effect of company's haphazard white spaces investment in several Latin American countries that did not have proper business-building fundamentals or adequate investment support.

Designed a Mexican regional learning market to measure the effect of a high investment model and the plans to develop a new product form that could be reapplied in the Latin American rollout. Used strategic thinking, initiative, and follow through to develop marketing plan elements (including concept qualifications that received excellent scores)... to work with geographically scattered teams... to produce consistent communications... to execute entire project with excellence and within timeframe.

■ **Bottom-line**

Mexican learning market is in line with objectives, and results will be will be reapplied to Latin American expansion plans.

Increased profitability of one of the largest Latin American beauty care categories.

Category was suffering from poor cost structure.

Recommended and championed simplification and standardization measures to cut costs. Teamed with engineers and R&D to transfer all production to one Latin American manufacturing site... standardized all brand presentations in all Latin American countries... streamlined regional product line menus, reducing presentations by 33%... standardized brand names across all countries, requiring a name change in one of the major brands.

■ **Bottom-line**

Initiatives improved profits by +56% over the previous year and created first-ever profits in one of the Latin American subregions.

Career Development

PROCTER & GAMBLE		1989 TO PRESENT
Marketing Director, Brazil 1999 to present	Marketing Manager, Liquid Detergents, Venezuela 1996 to 1997	
Marketing Director, Venezuela 1998 to 1999	Brand Manager, Pampers 1993 to 1996	
Marketing Manager, Beauty Care, Latin America 1997 to 1998	Assistant Brand Manager, Hair Care and Pampers 1989 to 1993	

P&G manufactures, sells, and distributes mass consumer goods, marketing 300 brands. P&G has 136 employees in Brazil, and operates in 140 locations around the world.

As Marketing Director, Brazil

Manage Paper (Diapers, Wipes and Feminine Care), Beauty Care (Hair Care and Deodorants/Antiperspirants) and Food (Snacks) categories, with \$120 million in sales and a \$14 million marketing budget.

Charged with organizational restructuring following "Organization 2005" principles. Coordinated efforts with General Manager, four Brand Managers, and one Administrative Assistant reporting directly, and with eight indirect reports at supervisory level.

As Marketing Director, Venezuela

Directed Pamper (Diapers and Feminine Care), and Food categories with \$105 million in sales and a \$10 million marketing budget.

As Marketing Manager, Beauty Care, Latin America

Managed Personal Cleansing, Deodorants/Antiperspirants, and Hair Care lines with \$70 million in annual Beauty Care categories sales in Latin America, working directly with each country's local line management.

As Marketing Manager, Liquid Detergents, Venezuela

Directed Bleach, Household Cleaners, Fabric Softeners, and Dishwashing categories, with \$25 million in annual sales and a \$15 million marketing budget.

As Brand Manager, Pampers

Reported to Marketing Director, Paper, Venezuela. Managed sales of \$55 million.

As Assistant Brand Manager, Hair Care and Pampers

Coordinated day-to-day business management, budget proposals, and control. Developed and implemented plans at trade and consumer level.

L'OREAL OVERSEAS CORPORATION, NEW YORK, NY

1987 TO 1989

Human Resources Supervisor – Caracas, Venezuela

Maintained payroll control, benefits, enrollment and terminations, training with the Human Resources Director. Supervised day-to-day activities of one administrative assistant.

Education / Professional Development

MBA , Marketing, 1990

Universidad de Columbia, Caracas, Venezuela

BS in Business Administration, 1986

Cornell University, Ithaca NY, U.S.A.

Have participated in over eleven years of extensive marketing training within Procter and Gamble.

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International Marketing Professional Product Launch Chronology

Product Launch	Location	Date	Outcome
Mammi diapers NE (relaunch)	Venezuela	1991	Volume +26% above previous year. Share up +5 pts.
Mammi Phases diapers	Venezuela	1992	Complete qualification plan including local production. Volume results below expectations.
<i>Mammi UBI</i> diapers and improved <i>Mammi Phases</i> (relaunches)	Venezuela	1993	Volume +16% above previous year. Reverted declining share trend, increasing +1 pt versus previous year.
<i>Mammi Extra Delgaditos</i> diapers (relaunch)	Venezuela	1995	Volume +12% versus base period. Share up by +0.5 pts.
<i>Mammi Ultra</i> diapers optimized core (relaunch)	Venezuela	1995	Volume +28% above previous year. Share up +5 pts. Savings of \$1.7 million (U.S. Dollars).
<i>Lavansan Bleach</i> restage behind improved formula	Venezuela	1997	Volume results below objective. (Pricing / cost disadvantages versus competition.)
<i>Secret</i> brand antiperspirant (introduction)	Colombia	1997	Consumer fundamentals in line with objectives. High priced SKUs above objectives. Overall brand results slightly below objectives in year one.
Designed <i>Secret</i> brand antiperspirant (relaunch)	Mexico	1999	Year one results in line with objectives. Share + 7 pts. above previous year.
<i>Tess</i> brand Sanitary napkin (relaunch)	Venezuela	1999	Results in line with objective. Category share up +1.5 pts above previous year.
<i>Pampers Baby Stretch</i> diapers (relaunch)	Brazil	1999	Volume -14% below last year. (Pricing disadvantage vs. value brands.)
<i>Pampers Extra Sec</i> diapers (relaunch)	Venezuela / Brazil	1999	Considered one of the most successful category launches in Latin America. Volume +38% above previous year in Venezuela.
<i>Always Flexialas</i> (relaunch)	Brazil	2000	Volume +28% above base period. Stabilized 18 months declining share trend. Share up +3.6 pts. versus previous year.
<i>Pampers Extra Protect</i>	Brazil	2000	Volume -30% vs. year ago (Premium segment market contraction.)
<i>Pringles</i>	Brazil	2000	Share above or in line with objectives. 50% share in Venezuela, and 21% in supermarkets in Brazil.
<i>Pampers Fresconfort</i>	Brazil	2001	Volume +36% above base period. Share up +10 pts.
<i>Pampers Baby Wipes</i>	Brazil	2002	Initial results exceeding launch objectives.
<i>Always Ultrafina Acolchada/Multipax</i>	Brazil	2002	Initial volume in line with objectives.
<i>Ladysan</i> (relaunch)	Brazil	2002	No quantifiable results available as yet.