

ESTEBAN MALLO SANGUINETTI

BUSINESS UNIT & COMMERCIAL LEADER

P&L · Growth · Teams · International Business · FMCG ·

Retail · Distribution · B2B Services

Madrid · +34 662 359 759 · estebanmallo@gmail.com

[linkedin.com/in/estebanmallo](https://www.linkedin.com/in/estebanmallo) · [estebanmallo.com](https://www.estebanmallo.com)



EXECUTIVE PROFILE

Business unit and commercial leader with responsibility across P&L, growth, customers, channels, teams and operations. Experience spanning FMCG/food, retail, outsourced sales/BPO and complex international B2B accounts. Combines commercial strategy, market development, key accounts, distributor management, pricing, forecasting and field execution with recent founder-level ownership. Works fluently in Spanish, English, French and Italian and uses CRM, data, automation and AI-assisted tools to improve analysis and decision-making.

PROFESSIONAL EXPERIENCE

LA CUCHARONA - Founder & General Manager | 2022-2026

Food business · Direct B2B/B2C · Madrid

- Founded and ran the business end to end: proposition, customer acquisition, pricing, suppliers, purchasing, production, operations, logistics, people, customer service, cash and P&L.
- Developed direct B2B and B2C sales and local partnerships, adjusting offer, service and processes through close customer contact while managing costs, margin, service levels and day-to-day financial control.
- Configured and progressively adapted Odoo across sales, ERP and CRM workflows, largely independently; separately built lightweight applications, import routines and management dashboards using Google Sheets, Apps Script and AI-assisted tools.
- Built near-real-time visibility around sales, orders, cash and P&L and created tools to speed B2B order preparation and support purchasing, production and demand decisions.

KAELIS - International Commercial Director | 2017-2021

Airlines / rail · Strategic accounts · Europe & North Africa

- Managed strategic accounts including IAG, Air France, TAP Portugal, Royal Air Maroc, Tunisair, Air Europa and Renfe, growing managed revenue from approximately EUR4M to EUR8M.
- Opened Air France and TAP Portugal after years without progress, developing new products linked to multi-year contracts and building broad stakeholder maps across customer and internal organisations.
- Managed complex tenders from opportunity and pricing through specifications and rapid sourcing of customised samples with international suppliers, coordinating supply chain, finance and quality through contract award and delivery.
- Used Salesforce for pipeline, forecasting and account planning and led several commercial enhancements to its configuration to improve opportunity and account management.

LAITA IBERIA - Iberia Sales Manager | 2015-2017

FMCG / dairy · Spain & Portugal · Retail and distributors

- Managed an approximately EUR18M Iberian commercial perimeter, mainly high-volume private-label yoghurts and cheeses alongside branded Paysan Breton and Madame Loïk products.
- Prepared negotiations through market and competitor analysis, volume/price scenarios and clear limits on promotions, product mix and profitability.
- Coordinated sales forecast, service and priorities with Supply Chain, Production, Quality, Finance and French headquarters.
- Managed retail customers and distributors directly in Portugal, coordinating communication and commercial actions to develop the business.

THE FAST MOVING GROUP - Commercial & Operations Director | 2012-2015

Below-the-line marketing · Retail activation · Field operations · Madrid

- Led commercial development and proposed operational marketing solutions for consumer brands, translating client briefs into repeatable execution models across points of sale and field activity.
- Won and delivered the national Starbucks CPG activation in Spain, combining in-store sampling and a summer roadshow in which approximately 100,000 consumers tried the product.
- Coordinated suppliers, logistics and field teams with direct accountability for execution quality, deadlines, client service and ROI.
- Maintained close field follow-up to verify that execution matched the client promise and to correct operational issues quickly.

BRIGHTSTAR / 20:20 MOBILE - Business Unit Director | 2007-2012

Outsourced sales / BPO · Vodafone and ONO; selected Telefónica projects · National retail network

- Grew annual revenue from approximately EUR5M to EUR10M while leading 5 Area Managers, 200+ people and more than 60 points of sale, with full responsibility for P&L, SG&A, targets, staffing, incentives, commissions, dashboards and corrective actions.
- Redesigned the variable compensation scheme, reducing payment errors and employee complaints and improving transparency around performance and incentives; combined this with frequent field visits, coaching and work with Area Managers.
- Expanded Vodafone's outsourced retail network from El Corte Inglés into Carrefour and Alcampo; opened and operated dedicated ONO retail locations in Madrid and Andalusia with own sales teams under a fixed-plus-variable commercial model.
- Broke longer-term objectives down by commercial axis, store, period and individual, combining daily dashboards, monthly forecasting and field visits to drive staffing, coaching and corrective actions.
- Also led the MVNO customer service and administration department, with a five-person team.
- The unit was recognised as Vodafone Best Sales Company for three consecutive years.

ARLA FOODS - Key Account Manager | 2003-2006

FMCG / dairy · Spanish market build-out · National and regional retail

- Helped launch the Spanish subsidiary with the General Manager and another Key Account Manager, building the business from zero to approximately EUR5M in three years and moving from distributor-led sales to direct customer ownership.
- Managed national and regional retail accounts and supported the development of regional distributor coverage as the Spanish business expanded.
- Built forecasting and supply routines for short shelf-life products, working closely with Danish supply teams and chilled-logistics partners to balance availability, service and waste.
- Worked across commercial planning, promotions and service issues while the new subsidiary established its operating rhythm and customer base.

GROUPE ANDROS / NOVANDIE - Export Manager, Southern Europe | 2000-2003

FMCG / chilled dairy · Retailers and distributors · Southern Europe

- Managed Spain, Portugal and Italy through direct retail relationships and distributors, coordinating local commercial priorities and market development.
- Doubled the Southern Europe business to approximately EUR9M; the Spanish distributor business reached around EUR5M.
- Developed retailers and distributors including Jerónimo Martins, Sonae, Auchan/Alcampo, Carrefour and Dia, managing private-label assortment, pricing, packaging, forecasting, production, logistics and quality.
- Managed branded Mamie Nova activity alongside private label, particularly in Italy, including promotions and market development.

CORE LEADERSHIP & COMMERCIAL SCOPE

Business Unit Leadership · Business Unit / P&L · Commercial Strategy · Sales Leadership · International Business Development · Key Accounts · Retail & Distribution · B2B Services / BPO · Pricing & Profitability · Forecasting · CRM / Salesforce · Operations & Field Execution · Team Leadership

EDUCATION & LANGUAGES

Executive MBA - IE Business School, Madrid, Spain

Business Administration - Universidad Carlos III de Madrid, Madrid, Spain

Erasmus Programme - ESC Rouen, Rouen, France

Spanish native · English, French and Italian fluent · Portuguese basic/intermediate

TOOLS & TECHNOLOGY

Salesforce · Odoo · Shopify · Google Sheets · Apps Script · dashboards / reporting · automation · AI-assisted workflows