

# MARCELO MARTINS

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## GENERAL MANAGER | COUNTRY MANAGER | SALES & MARKETING DIRECTOR

Senior executive with experience in national and multinational companies, leading businesses, sales and marketing areas in sectors such as information technology, telecommunications, electro-electronics, automation, security systems, test and measurement and renewable energy.

Participated in start-ups, turnarounds, high-growth companies and divestitures, with a wide international exposure.

Fluent in English and Spanish, native in Portuguese.

## Core Competencies

- *Business management*
- *Strategic planning*
- *Organizational structure review*
- *Alignment of vision, action plans, metrics and incentives*
- *Leadership, and development of multidisciplinary teams*
- *Budget management and cost control*
- *Change management*
- *Design and implementation of new business models*
- *Strategic alliances*
- *Relationship with board of directors, public and press*
- *Sales and marketing management*
- *Brand positioning and management*
- *Segmentation*
- *Development of strategies and management of distribution channels*
- *Strategic account management*
- *Product marketing*
- *Pricing*
- *Promotion*
- *Communication*
- *Research and market intelligence*
- *Corporate governance*
- *Operations management*
- *Structuring of businesses and contracts*
- *Management of complex projects*
- *Supplier management*
- *Structuring and optimization of business processes*
- *Management of quality and continuous improvement*
- *Definition and monitoring of control indicators*
- *Operational excellence*
- *Customer loyalty and satisfaction*

## Education



Master Degree in Economy



Master in Business Administration



Master in Business Administration (international module)



Post-graduation in Marketing



Post-graduation in Telecommunications



Degree in Electronic Engineering



Technical course in Electronics



Corporate Governance Certification

## Professional Experience



Sales Director



Commercial Director



General Director



Sales and Marketing Director & Business Unit Director



Marketing Director



Country Manager & General Manager



Executive Director

## Relevant Projects

### *Business Intelligence | 2015- current* **Executive Director**

Responsible for starting and structuring the company, leading the commercial processes and the team of consultants and specialists to deliver projects.

The company serves clients in various business scenarios such as startups, high-growth, mergers, turnarounds and divestitures. It assists its clients to understand the business environments, orienting them to appropriate positioning of their companies, seeking competitive differentials, strengthening their organizations and their brands, and maximizing the value generated to the shareholders and to society as a whole.

Throughout the years, several strategic consulting projects have been developed in the sectors of electronic security, information technology, health (diagnostic imaging), commercial and banking automation, e-commerce, means of payment and renewable energy.

### *Agilent Technologies | 2013 - 2015* **Country Manager / General Manager**

Led the change management process, involving organizational restructuring and processes adjustments, with focus on reorganizing the business areas (direct sales, distribution channels and marketing), resulting in a significant growth on the first year of management (+ 46% in the second half of 2013 / + 14% YoY).

Collaborated with global organizations, leading in Brazil the spin off process to separate Agilent's business into two independent companies.

Agilent remained with the portfolio focused on chemical analysis, life sciences and the new company (Keysight Technologies) continued offering products and services geared towards Electronic Testing and Measurement. The process was carried out within the expected timeframe of one year and strictly following all the steps outlined within the adopted strategies. During this process, there was no impact or discontinuity of services for the customers of both companies. Simultaneously, the combined result of the two companies reached a turnover of US\$ 100M (15% revenue growth).

### *Samsung | 2011 - 2012* **Sales Director**

Structured Samsung's New Corporate Sales Organization (B2B) in Brazil, as a start-up process. Also led the Strategic Planning process to launch this operation.

Defined the Organizational Structure and hired the main human resources.

Managed the recruitment, training and development of the distribution channels.

Started a new product marketing organization to adapt to the demands of the corporate market (originally dedicated only to consumer market).

Identified the market segments and the corporate customers in order to prioritize the marketing effort.

Defined and implemented the business review process.

This was the first structured initiative that Samsung had in Brazil to address the corporate market, where substantial learning took place and significant sales results occurred specifically in the area of digital signage (200% increase in sales in one year of operation). A series of adjustments in the products, processes and systems were necessary in order to meet the customers requirements. In the second year, the operation was already reaching US\$ 50M of turnover.

### *Sensormatic (Virtual Gate) | 2009 - 2011* **General Manager**

Developed and validated the Turnaround Strategic Plan with the Board of Directors.

Implemented organizational structure adjustments.

Performed cost analysis and focused the organization to reduce the most significant expenditures.

Reviewed and renegotiated the major customers and suppliers contracts.

Monitored and adjusted the most important operational processes, aiming to improve the capability of the company to comply with the service level agreements.

Led the sales processes that assured the signature of a new contract with Vivo which represented approximately 50% of additional revenue for the company.

Implemented a ERP system for the first time in the company.

Implemented a professional process of project management.

Assured a strict and systematic management of Cash Flow and P&L.

After eight years of negative operating results, it was possible to make the operation profitable and sustainable with a high level of recurring revenue with a turnover of US\$ 8.5M.

### *Telefonica | 2007 - 2008* **Commercial Director**

Managed the Sales Organization responsible for 3000 corporate customers in the industry, service and retail segments, leading a team of 100 sales executives with an annual revenue goal of US\$ 300M.

Promoted the restructuring of the sales organization, aligned and communicated the new business strategies, redefined the distribution of customers, territories, and quotas. Also, implemented a new dynamic to review and control the business, started the account planning process for the major clients and strengthened the relationship with them, assured a strict monitoring process of the SLA's and intensified the frequency and quality of the performance evaluation of the sales representatives and respective leaders.

As a result, sales exceeded 70% of the target and there was increased customer satisfaction due to compliance with the SLAs established in the contracts.

## Relevant Projects

### *Telefonica | 2007 – 2008* Commercial Director

Designed and implemented a New Integrated Management System, grouping together several previously independent systems.

Implemented new business review processes involving all areas of execution (pre-sales, sales, marketing, post-sales, billing, and finance). Redefined a new set of metrics (KPI's) to accurately measure commitments and quality of services.

As result of this initiative we achieved a significant improvement in the control of sales, better capability to prioritize and to implement the services according to the contracts, invoice the customers more accurately, comply with the SLA's, and detect more easily the gaps and distortions to be addressed efficiently. The customer satisfaction index appointed much better results and the company reduced its churn by 25%.

### *Interchange | 2003 – 2006* Marketing Director

Responsible for the entire product and marketing organization by defining the company offerings, the process of phase-in and phase-out of products and services, pricing, communication with customers and channels, and other related activities.

Led the strategic planning process.

Structured the indirect sales organization, selected channels and strategic partners.

Supported the sales process of the Interchange with an international consulting firm, being responsible for documentation preparation, identification of potential buyers, evaluation of the company assets, and alignment of the sales strategies with the Board of Directors.

The company was acquired by an international group - GXS according to the financial expectations of the investor group.

### *Sensormatic | 2002 - 2003* Sales and Marketing Director

Structured and managed the indirect sales composed of system integrators and service providers in the area of electronic security systems. Previously, Sensormatic only commercialized its products and services through a high cost direct sales force.

### *Hewlett Packard / 1994 - 2001* Sales and Marketing Director & Business Unit Director

*Responsible for the Integration and Management of the Products and Marketing Areas.*

Standardized the strategic planning process for all business units.

Led product marketing organization in Brazil being responsible for all product lines of the company. Operation turnover of US\$ 120M, with a team of 30 marketing resources.

Responsible for aligning the specific objectives of each international product division with the country's overall objectives.

Conducted market studies for all the different businesses.

Managed the forecasting process, production and inventory levels, and P&L aligned with divisions and manufacturing plants.

Collaborated with the definition and management of the communication processes.

Implemented market intelligence processes.

As a result, we accomplished more agility and alignment in the planning process and optimization of the use of marketing funds. Growth rate was approximately 20% per year in US\$ for five consecutive years.

*Ensured the viability of manufacturing of computers and servers in Brazil.*

Elaborated market studies covering the Mercosur countries, aiming to analyze the feasibility of producing goods in Brazil to supply this region.

Collaborated with worldwide multidisciplinary teams involving engineering, manufacturing and logistics to obtain a much more competitive cost structure from local production in replacement of imported goods, not only for the local market but also throughout Mercosur, leveraging the exemptions of the region's trade treaty. The market share in Brazil had an increase of more than 100% after the implementation of the local manufacturing.

*Small and Medium Business Sales Expansion Program*

Participated in the development of the sales expansion program for small and medium-sized companies, involving distributors and 5000 resellers spread throughout the country.

The scope of the project consisted of market segmentation, channel training, seminars and presentations for customers conducted in the whole country, intense communication campaign, and an incentive program for the involved sales forces. The result of this program generated a sales growth of 15% per year after its implementation.

## International Exposure

