

CRISTINA ALVAREZ OGANDO

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Sales & Service Transformation | Consumer Packaged Goods Recognized Expert | International Expertise Innovation & Thought Leadership | Value & Results Oriented | Global Program & Stakeholder Management

Senior consulting professional with over 20 years experience in CRM Transformation Programs (Marketing, Sales and Customer Service), Customer Strategy and Segmentation, Route to Market and Operating Model Design, mainly in the Consumer Goods industry but also in Pharma and Travel.

Proven ability to effectively implement changes in clients' organizations from concept/design to completion, with measured positive impact in clients' P&L.

Strong capabilities in complex project management (global scale), client relationship and team management.

Years of experience in international projects and recognized as global Consumer Packaged Goods Subject Matter Expert.

Proven leadership and communication skills, excellent organizational and analytical capabilities and highly flexible and committed with results.

PROFESSIONAL EXPERIENCE

1999 – 2020 Accenture Management Consulting

Customer Insight & Growth Senior Principal, Consumer Goods Innovation & Thought Leadership

Led sales, planning and budgeting activities for Consumer Goods industry within Customer Insight and Growth Practice at Accenture Spain.

Led national and international projects around Sales, Service and Marketing transformation areas. Received consistent positive feedback from clients.

Recognized as global Consumer Packaged Goods expert and worked with Accenture Innovation Centers to develop the vision and new content around Customer Strategy and Customer Service.

Relevant experience:

- **Customer Service – Order to Cash**
 - Customer Service Model transformation programs for leading Food, Beverages and Health & Personal Care companies. Order to Cash processes assessment, business case, design and implementation of new Customer Service Operating Model (including Service Strategy and Catalog, Order and Delivery Management, Stock Allocation, Account Receivables and Dispute Management) with local to global scope, at a market level or within Global Business Service Transformation Programs (worldwide scope). Results achieved: 20-40% efficiency improvement, improved position at Performance Monitor Advantage Group Survey, 5-20% sales force productivity increase, 5-10% DSO improvement.
 - Customer Oriented company project lead for a Pharmaceutical company. Design of the new Customer Service Model in Spain including the following areas: Customer Service, Demand Planning and New Products Introduction. Results achieved: 25M eur benefit in 4 years.
 - Customer Service Model Visioning. Identify trends and expected evolution of Customer Service and areas for improvement in the short and medium term for a leading Beverage company.
- **Order Management and End-to-End Supply Chain Control Tower**
 - Implementation of **Order Management** Control Tower Model (organization, processes and tools) in order to optimize stock allocation and improve CPG companies service levels. On Time In Full indicator increased by +40 – 300 percentual points.
 - Visioning workshops at Executive level to define the **E2E Supply Chain Control Tower** for a global leading food company.

- **Sales Transformation and Sales Effectiveness**
 - Sales Operating Model transformation for several global Beverage companies, including the assessment of commercial capabilities for Modern Trade and Horeca channels, opportunity prioritization and the design of the new operating model and Business Case. Functional areas include customer segmentation, account and promotion planning, revenue growth management, distributor models, sales operations execution and sales effectiveness. Examples of benefits achieved: sales productivity increase up to 15%, revenue growth up to 5pp.
 - Design of new Commercial Processes for a global coffee company in a B2B and B2C model and for a leading Beauty company after a merger & acquisition operation, including Go Live and Cut Over Strategy.
 - Sales Force Effectiveness Diagnosis and Commercial Planning Processes Design and Implementation for the Pharmaceutical division of a leading Health & Personal Care company, resulting in 15-25% increased sales performance based on customer strategy and sales activity planning optimization.
 - Design and prepare the implementation of a new Operating Model in a Commercial Division of a global Travel company (Offer to Cash processes scope).
 - Design the organization and processes of a new centralized European Reservation Center for a multinational hotel company.
 - Sales and Service capabilities diagnosis and evaluation of growth opportunities for a global company producing surfaces for design and architecture. Design the new Commercial model in the context of the company Digital Transformation.
- **Customer Strategy.** Definition of the customer strategy, including customer and point of sale segmentation and definition of the sales strategy and the customer service catalog per segment for a leading Health & Personal Care (Pharmaceutical division) and for several Beverages companies.
- **Route to Market Design.** Route to Market redesign and implementation in leading Beverage companies. Some results achieved: +4% volume growth, 1% revenue increase, 14% cost saving.
- Design of the new **Direct to Consumer Model** for a leading Cosmetics company. Design of the new operating model to optimize communication between brands and consumers leveraging advanced analytics, an enriched consumer database and optimized CRM operation with the objective of increasing consumer engagement by 25%, known consumers value by 10% and double the size of current consumer database.

EDUCATION & PROFESSIONAL TRAINING

- 2008-2009 IE Business School (Madrid, Spain). Executive Development Program
- 2007 APICs, the Association for Operations Management and part of the Association for Supply Chain Management. Certified in Production and Inventory Management (CPIM)
- 1994 – 1999 Universidad Comercial de Deusto (Spain). BSC Business Administration and Management

LANGUAGES

Spanish: Native; English: Fluent

FURTHER INFORMATION

- Collaboration as a lecturer at Deusto University ('Globalization and Sustainability') and as lecturer and counselor in the MBA 'Transformation and Business Consulting' jointly managed by UAM University (Universidad Autónoma de Madrid) and Accenture.
- Collaboration as a trainer for Accenture 'Strategic Decision Making in the Consumer Packaged Goods industry'.
- Creation of Marketing materials, articles and support material for Accenture Innovation Centers