

Vicente de los Ríos Medina



1968, Married, 3 children
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Native

Full professional competence (C2)

Medium professional competence (B1)

More than 20 years working in international environments



- Senior Executive with a broad international experience and success leading and transforming businesses (incomes >1.500 M€) and all types of sales and care channels (ecommerce, stores, call center, task forces, indirect) in Telco, Consumer and Internet.
- 6 years experience in advising companies and administrations in their digital transformation projects working with owners and C-level executives
- Extent experience of Internet business with deep knowledge and use of online marketing, eSales, omnichannel strategy and Social Media.
- Outstanding skills for establishing relationships to create value in business and life, with a large and rich professional network of Spanish C-level executives in all sectors.

- More than 20 years of proven experience leading large teams (>800 people) with outstanding success in increasing motivation, professional developing and mentoring, due to an innovative and passionate management style with great communication, creativity, team working and customer-oriented skills.
- Great communication skills for teaching, speaking and writing.
- Used to work in dynamic and complex environments with high targets to achieve
- Mastery in the use of technology as a tool for increasing results, solving problems and transforming businesses.
- Significant knowledge dissemination initiative with "Liderando en Digital" (Leading in Digital - www.liderandoendigital.com) including Newsletter, LinkedIn Live Conversations and Podcast

1990	1995	2000	2005	2010	2015	2022				
Trainee Munich 1990	Degree in Telecommunications Engineering 1992	Executive MBA 1997		Non-executive Director 2009-2010	Strategy (2016), Innovation (2018) & Sustainability (2021)	Digital Transformation (2017)				
1990-1993	1993-1995	1995-1997	1997-1998	1998-2004	2001-2004	2004-2008	2008-2011	2011-2014	2014-2015	2016-2022
Trainee Outside Plant & International Network	Engineer Network Planning	Manager Internal Relations	Head Cost Management and Reports	Deputy Director Marketing and Special Projects	Director International Voice Business Development	Director Information & Directory Enquiry Services	Director Online Channels	Director Consumer C. Valenciana, Murcia and Balearic Islands	Director Global Digital Channels	Fundador y CEO
International Network	International Network	International Communications	International Traffic Business 10 people 500M€	International Traffic Business 25 people 500M€	Telefonica International Wholesale Services 25 people 800M€	Telefónica de España 700 people 80M€	Telefónica de España 125 people 20M monthly visits 8M unique monthly visitors > 1M products sold online 14% sales share	Telefónica de España 300 people EUR 1300M (revenues) 3M Customers	Telefónica, S.A. 5 people 90M monthly visits 20M unique monthly visitors	Líderes y Digitales (www.lideresydigitales.com) 80 customers > 150 keynotes 100 mentees 5.000 students trained
				<ul style="list-style-type: none"> Controller and Responsible for Marketing of International Wholesale Services (Voice, IP, Capacity) Responsible for sales of international P&S to National Operators 	<ul style="list-style-type: none"> Worldwide Responsible for International Wholesale Voice Marketing Responsible of support to commercial team in TIWS's footprint (8 countries) 	<ul style="list-style-type: none"> Business turnaround & transformation after market liberalization (margin from -11,5M€ to +10,8M€ in 4 years) Launch of 11822 that became 2nd player in the market Universal Service Renewal (11818 and White Pages) 	<ul style="list-style-type: none"> Fixed and mobile business digital channels integration Leader of Digital Transformation Project Movistar New brand project implementation Social Media Channels Launch 	<ul style="list-style-type: none"> Responsible for P&L Account and offline channels Leading the project of Transformation of Call Centers and Stores Leading the launch of new convergent offer (Fusión), 4G and Optical Fiber networks in the region 	<ul style="list-style-type: none"> Leading the strategy of the transformation of Telefonica's Digital Channels across Telefónica's footprint (17 countries) Responsible of AVATAR Project to foster online sales in Telefonica's operations with focus in UK, Brazil and Mexico in collaboration with Accenture 	<ul style="list-style-type: none"> Advising Businesses and Professional in their transformation processes Digital Mentoring to Executives Creator and Director of <u>The Digital Transformation Program</u> of EOI Business School (30 ed.) Director of Google Activate course "<u>Transformación Digital para el empleo</u>" Speaker digital transformation, leadership and professional reinvention (<u>Thinking Heads</u> Top 100 Speaker 2022) Writer: "<u>El Misterio de Reinventarse</u>" y "<u>Empresa Sana</u>"

Personal Details



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Professional Summary

- **Senior Executive and advisor, expert in business management and transformation** with extensive international experience and success in leading **important businesses (<€ 1,500 M turnover) and sales and service channels (digital, stores, call center, sales forces serving millions of clients)** in the **Telecommunications, Consumer and Internet sectors**
- After a **25-year career at Telefónica** where I manage **multiple businesses and channels** (digital, call center, stores, direct and indirect channels, task forces) and their **transformation processes**, during the **last 6 years** I have developed an **extensive professional career** with my firm "**Líderes y Digitales**" as **advisor to management committees, mentor executives, academic director and professor and lecturer**, which has allowed me to become a **reference in digital transformation, leadership and reinvention**.
- **Extensive experience in the digital businesses** with extensive knowledge of online marketing, online sales, strategy omnichannel and social media.
- More than **20 years of experience in leadership of large teams** with outstanding results in motivation, people development and mentoring, thanks to an innovative and enthusiastic management style with great communication skills, creativity, teamwork and customer orientation.
- **Great ability to establish trustful relationships** in professional and institutional environments nationally and internationally as a client or supplier, and a large network of contacts in the Spanish and international digital ecosystem.
- **Mastery of technology** and use of it to improve results and transform managed businesses.
- **Great communication skills**, with good results in the field of conferences and teaching, thanks to the ability to empathize with the audience and the mastery of technology
- **Writer** of "**El Misterio de Reinventarse**" (ExLibric 2019) and "**Empresa Sana**" (Almuzara 2021)

Education

- | | |
|-------------|---|
| 1986 - 1992 | Degree in Telecommunications Engineering
Specialization in Transmission & Communications
ETSIT, Polytechnic University, Madrid |
| 1997 | Executive Master's Degree Business Administration (EMBA)
IE Business School, Madrid |

Languages skills

- | | |
|----------------|---|
| Spanish | Native speaker |
| English | Full professional competence (C2). More than 20 years working in international environments |
| German | Medium level (B1) 5 years of studies in the Goethe Institut |

Employment History

From October 2015

CEO
Líderes y Digitales – Madrid

After my departure from Telefónica, I decided to change my professional career and through my firm "**Líderes y Digitales**" get the best from my experience and knowledge to **advise companies and individuals in their digital transformation processes**. I do it through **advising to management committees, training in business schools, mentoring managers and conferences**. Throughout this period, I have created a portfolio of more than **80 clients** in the following activities:

- **Strategic and comercial advising to Boards in their companies digital transformation** in different sectors (Bidafarma, Emasesa, Audiolis, Fundación Botín, AUSSA, Junta de Andalucía, Ayuntamiento de San Sebastián, Baratz, Proinsermant, GSS Covisian, Ooredoo Oman, Scalian-Indizen, NGOs)
- **Founder and Director of "Executive Program in Digital Transformation" in EOI** (Escuela de Organización Industrial) (30 Editions in Madrid, Sevilla, Malaga, Tenerife and Dominican Republic from November 2016). More than **5.000 students trained** in these years with outstanding NPS from them.
- **Creator and Leader of the Digital Transformation Program for social entities and NGOs of the Fundación Botín** with a focus on raising awareness, training and mentoring through the creation of a model of digital maturity.
- **Director of the Course "Digital Transformation for Employment" of Google Activate**
- **In-company training** for companies and associations on digital transformation (Fundación Botín, Liberty, ASPRIMA, FAEEM, Bejob, Axesor, McKinsey-Generation Spain, Spanish Chamber of Commerce in Chile, Tradecorp, ICEA, INESE, AIREN)
- **Digital mentor of executive and managers** helping them in their own transformation. More than **100 professionals mentored**
- **Keynote speaker at public and private events**, both in presence and online. Belonging to **Thinking Heads** network. Conferences for Aena, EdP, Axesor, Cooperativa Única, ICEA, Fundación Botín, Liberty, Bidafarma, XEROX, Diners Club, Endesa, INESE, Telefónica, AJE Málaga, Fundación Arrabal). **One of the Top 100 Speakers 2022 in Thinking Heads**. More than **150 lectures given**
- **Creator of the knowledge sharing initiative "Leading in Digital"** on digital transformation and leadership, a platform that includes a **weekly newsletter, live conversations on LinkedIn Live and Youtube**, and a **podcast** on the main platforms (**Spotify, Apple Podcast, Google Podcast, iVoox, ...**).
- **Investor in digital startups** and other businesses: Guudjob (app), Restaurant Furlé, Varenna (luxury sportswear)
- **Author of "The Mystery of Reinventing"** (2019), a book to help people in their professional and personal reinvention (and "**Healthy company**" (2021), a book that gives companies a framework to success in their transformation process through a analogy among human body and entreprise.

July 2014 – September 2015

Global Digital Channels Director
Telefónica SA - Madrid

In July 2014, I joined Telefonica's Corporation as **Global Digital Channels Director** to lead the **Transformation of Digital Channels in the 17 operations of Telefonica's footprint**. The scope of my responsibility was online sales and eCare to Telefonica's mass market customers (residential and SOHO) via desktop, mobile or Social Media. Currently Telefonica's Digital Channels receive more than **1 billion visits annually and have more than 40 million unique visitors monthly**.

My main responsibilities were:

- **Lead the Telefonica Digital Channels' Transformation Project**, in which are participating Telefonica's local Digital Channels, Strategy and Global IT Teams.
- **Lead the implementation of a global project for boosting online sales (AVATAR) in collaboration with Accenture**, already launched in 2015 in **Mexico, Brazil, Spain and UK**, what have a impact of **multiplying by 3 online sales**.
- **Reach global agreements with vendors and service providers of Digital Channels** to generate cost synergies or additional advantages for local operations.

In November 2011, I was promoted to **Consumer Director for Eastern Region** (Comunidad Valenciana, Murcia and Balearic Islands) in Telefonica España, being **responsible for its residential and SOHO customers** (more than **2 million fixed and mobile customers**) that accounted in 2013 an **annual revenues of 1,3 billion Euros**. I moved to Valencia, where I led a **300 collaborators team**.

My main responsibilities were:

- **Lead the integrated Call Centres** (inbound and outbound) **and Retail organization** of Telefonica in Eastern Region of Spain. In that period, Call Centres in the regions accounted **annually more than 5 million inbound calls managed by more than 500 outsourced and internal agents**. Retail Channels was formed by more than **500 points of sale owned by 50 external distributors that configured our Specialist Channel and more than 1.500 point of sales that configured our Consumer and White & Brown Goods Channel**.
- **Design and execute the transformation of our Retail Channel** to reduce our capillarity to the new needs of business and, at the same time, assuring the profitability of our distributors.
- **Boost the proactivity and sales in both Call Centres and Retail Channel**, to maximize Telefonica's Consumer market share, designing and implementing improvement plans and new remuneration and incentive models.
- **Lead the execution of Telefonica's Consumer commercialization plans**, that included in that period, the **handset subsidies elimination, the launching of its new convergent offer (Fusion) and Ultrabroadband offer (Optical Fiber and 4G-LTE)**
- **Design and coordinate the commercial roll-out of Telefonica's FTTH network in Eastern Region** that accounted more than **1 million households passed in 50 cities (November 2012 - December 2014)**
- **Lead Eastern Region Consumer Team**, boosting its motivation and commitment with Telefonica, becoming **one of the most committed teams in Telefonica Spain (ICC 2013: 96)**.

During this period, I was **Online Channel Director in Telefonica España**, for **both fixed business** (since January 2008) and **mobile business** (integration among businesses took place in November 2009) with **responsibility on online sales, information and eCare to Telefonica's Residential, SOHO and SME Clients in Spain** (30 million customers). I led a **120-person team**.

My main responsibilities were:

- **Lead the "Online Channel Impulse" Transformation Project that achieved the integration of fixed and mobile business online channels** (www.telefonica.es and www.movistar.es) into a unique convergent channel, deploying a new CMS and eCommerce Platform to implement integrated online processes for sales, care, information and self-care. The unified site managed **20 million monthly visits and 8 million unique visitors**
- **Impulse online sales of fixed products**, reaching during this period a **14% of channel mix and more than 1 million products sold in 3 years** (Fixed line, DSL and TV accesses)
- **Boost online sales of mobile products**, that were almost irrelevant in 2009, **reaching a 4% of channel mix in December 2010**
- **Lead the implementation in the online channel of the Movistar Rebranding Project**, that unified our brands in Spain, starting May 1st, 2010.
- **Design and execute the launch of Movistar Forum** (comunidad.movistar.es) and its operational model (2009-2010)
- **Lead "A more commercial team" Project** with HR Unit, to **impulse the involvement in commercial activities of the 40.000 Telefonica's companies employees in Spain**, due to the launch of an exclusive attention channel in which employees could drive the commercial needs of their family environment.
- **Lead "MyCOL" Project**, a global initiative among all online channels in Telefonica's footprint, sharing best practices and defining a common framework to develop and impulse our online channels.

During 2 years I was **non-executive Director in the Board of Directors of Rumbo**, online travel agency leader in Spain, representing Telefonica, who held 50% of Rumbo's shares. The other 50% was held by Orizonia, owned by Venture Capital Funds Carlyle and Vista Capital (Banco de Santander). Rumbo managed **2 million passengers with a 300 million annual sales**.

In March 2004, I joined **Telefonica de España Fixed Residential Business Unit** as **Director of Information and Directory Enquiry Services**. In that position I had the full responsibility for a **700 people team** and an **80 million Euros revenues business**, covering the recent **liberalized Directory Enquiry Services - DQ (11822, 11818, 11825, 09X), Collect Services, White Pages and Maritime Service**. The main challenge of this role was to **transform one of the oldest business in Telefónica de España with red numbers (-11.5 million Euros) into a profitable one and to find a solution for the very bad results of DQ services liberalization**. After having being a monopoly for 80 years, Telefónica lost 50 market share points, only in 11 months.

My main responsibilities were:

- **Define and implement a Business Plan for the Services with a goal of reaching a positive P&L**. Results: **from -11.5 million Euros in 2003 to +10,8 million in 2007**.
- **Define and implement a new agile and dynamic organisation to manage the business for all Telefonica de España Business Units** (Residential, SOHO, SME, Corporations and Operators) adapted to the new liberalized environment, restructuring the structure and deploying new systems to guarantee the business future. Results: **reduction in headcount from 700 people in 2003 to 240 in 2007 and implementation of a new operation and management model**. At the same time we were able to find the best voluntary solution for the surplus of professionals via preretirement plans or allocation in other units adapted to their skills and location.
- **Define and develop a new value added information service (11822) and its commercial and advertising strategy** to recover a leading position in the Spanish DQ market. Results: **11822 became the second DQ service in calls and incomes market share in less than a year**.
- **Guarantee Telefónica's position as DQ and White Pages Universal Service Provider (11818)**, which ended in December 2007. In that decision was at risk the 50% of the Unit's Incomes. Results: **renewal of concession for 3 years**.
- **Develop a work environment plan to increase team's motivation** in accordance with business transformation. Results: increase of employer's satisfaction index **from 28% in 2003 to 70% in 2006**.
- **Define and implement a new operational model for the Maritime Service provision to fulfill commitments agreed with the Spanish Administration**. Results: implementation of outsourced operation to guarantee provision of services and new contracts granted to provide new maritime communications services to different Administrations (AIS Project)
- **Member of Fixed Residential Business Steering Committee**, taking up different global leading roles as **Commitment (2004) and Innovation (2005 and 2006) Programs**.
- In addition to my responsibility as DQ/DA Services Director, **from November 2006 to February 2008, I took up Residential Unit HR Management**. Among the HR activities developed, I was part of Telefónica de España Team to negotiate the **2008-2010 Labour Collective Agreement**.

April 2001 – February 2004

Director of International Voice Business Development
Telefónica International Wholesale Services (TIWS) - Madrid

In April 2001, we started the preliminary works for **creating a Global Carrier for Telefonica (TIWS)** with the merger of Emergia, Telefonica's international capacity company and the international wholesale units of all Telefonica's OBs. In TIWS, I was the **Director of International Voice Business Development**, extending my role in Telefonica de España to others countries in which Telefonica had international wholesale operations (**Argentina, Brazil, Chile, Peru, Puerto Rico, El Salvador and Guatemala**). During that time I led a team formed by **25 people located in 4 countries**. The business volume managed by my unit was **Euro 800 million**.

My main responsibilities were:

- **Define International Voice Business strategy and develop International Voice Portfolio** (Products and Pricing), designing and implementing the processes and systems that integrate TIWS's operations in its footprint
- **Define TIWS International Voice Commercial Budget and P&L and its Strategic Plan**, as well as manage the CAPEX Budget for the Telefonica de España's international network
- **Develop support processes and tools for the TIWS Voice Sales team.**
- **Negotiate international traffic agreements with Spanish Operators and Telefónica's OB**, both local termination of incoming traffic and international termination of its originated traffic.

November 1998 – April 2001

Deputy Director of Marketing and Special Projects
Telefónica de España – International Traffic Business - Madrid

In the restructuring of this Unit at the end of 1998, with its inclusion in the General Direction of Carrier Services and Regulation of Telefónica de España, I was promoted to **Deputy Director of Marketing and Special Projects**. Starting April 2001, I added to this the role of **Director of International Voice Business Development in TIWS**. The business volume managed by my unit was **Euro 600 million**. Direct responsibility for a **25-person team**.

My main responsibilities were:

- **Responsible for marketing for the international carrier services of Telefónica de España** and for developing its business strategy for those services.
- **Controller of the business management** (Incomes, Expenses and P&L Budgeting, Strategic Plan and Investment Plan for the International Network)
- **Negotiation with Operators in the Spanish market for the provision of international services of Telefónica.**
- **Responsible for negotiating within Telefónica de España and Telefónica Group** for issues related to finance, marketing, alliances, strategic planning and information systems **regarding international wholesale business**.

July 1997 - October 1998

Head of Cost Management and Reports
Telefónica de España – International Traffic Business - Madrid

During that period I was responsible for **designing and controlling the Financial Area of the Unit**, developing its Management Control and Information Systems. I was responsible for a **10-person team** and the business volume managed by my unit was **Euro 500 million**.

October 1995 – June 1997

Internal Relations Manager
Telefónica de España – Staff of International Communications General Direction - Madrid

Support to Managing Director (reports and presentations of financial, technical human resources and organization issues).
Coordination of the units of the General Direction (Strategic Plan, Design and Development of the Information System of the Area, Organization, Human Resources and Traineeship Program)

Different responsibilities in **planning of the international transmission and broadband networks** of Telefónica de España. Participant in multiple international projects representing Telefónica de España as, European ATM Pilot and METRAN and projects of Unisource Alliance (Telefónica, KPN, Swisscom y Telia)

Trainee Experience

July – August 1990	Siemens A.G. – Program SIPP (Siemens International Practical Program) Private Communications Department - München
October 1990 – September 1992	Telefónica de España – Trainee Program – Outside Plant Maintenance - Madrid
October 1992 – November 1993	Telefónica de España – Trainee Program – International Communications Network - Madrid

Other education

2021	Sustainable Business Strategy Harvard Business School – Online (3 weeks)
2019	Foundations of Exponential Thinking Singularity University – Online (4 weeks)
2018	Management Research Trends: Nurturing innovation IAP – International Academic Program Harvard Business School Campus (1 week)
2018	Digital Transformation: Platform Strategies for Success MIT - Sloan School of Management – Online (10 weeks)
2016	Disruptive Strategy with Prof. Clayton Christensen Harvard Business School – Online (6 weeks)

Social media presence and other capacities

LinkedIn	Great positioning as a leader in Digital Transformation and Leadership (Social Selling Index - 75) <ul style="list-style-type: none"> • Weekly Newsletter – Liderando en Digital (75 issues – 1.100 subscribers - Spanish) • Live conversations on LinkedIn Live with leading executives in Leadership and Transformation (20 conversations - Spanish) • Podcast “Liderando en Digital Live” in Spotify, Apple Podcast, Google Podcast, iVoox y Anchor.fm (20 conversations - Spanish)
Twitter	Great positioning as a reference in Digital Transformation and Leadership - More than 11 years sharing information on these topics on a daily basis.
Digital Tools	Strong skills in design, creation, communication and implementation of digital media and content in different formats (infographics, video, multimedia documentation, podcast, websites) and technologies (WordPress, Final Cut Pro X, Office 365 and iWork, 360° recording and editing, video streaming, podcasting).
Knowledge Management	Great ability to keep updated in businesses and technologies through top quality information sources and strong capacity to elaborate, structure and draft sectoral reports and studies.