

MANUEL LORENZO

INDEPENDENT COMMERCIAL ADVISORY

Build the business behind the brand.

Twenty years growing consumer brands in Europe and Latin America, at Campari, illycaffè, Ferrero and Beiersdorf. I work on what sits under the P&L: pricing, distributors, channels, inventory and the market choices that decide whether growth scales.

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WHERE I HELP

Entering new markets

Which markets first, distributor or own company, choosing distributors, contracts and joint business plans.

Brands that need a push

Repositioning, launches, category building and innovation.

Getting more from existing markets

Pricing across countries, portfolio and SKUs, trade spend, sell-in versus sell-out, distributor performance.

Changing the setup

Taking a market back from a distributor, reorganising the commercial team, deciding who decides what.

EXPERIENCE

Campari Group — France

Country Manager
2013–2021

Making Aperol the number one aperitif in France.

Campari International's most strategic market. In 2013 the French afterwork ran on mojitos and pastis, and tasting samples failed: people expected sweet and got bitter. It was an adoption problem, not an awareness one, so we served full Aperol Spritzes and grew the ritual outwards from a small group of Paris trendsetters.

Launched Riccadonna, moved Grand Marnier from the kitchen to the bar, and built the case for moving from a third-party distributor to Campari France, our own subsidiary. The board approved the acquisition.

illycaffè — Europe & Latin America

Regional Director

More than 50 markets, all through distributors.

Partners ranged from entrepreneurs to large established companies, and the brand's promise of quality, retail selling price and positioning had to hold across all of them. Led distributor performance and joint business plans, set up a regional pricing framework and reworked the route to market in the Nordics, the Balkans and Central Asia. In Latvia sales grew more than fivefold; in Greece modern trade started growing again.

Campari — Mexico & Central America

Group Brand Manager, 2009–2013

Sky Vodka and the liqueur portfolio: brand, media and innovation plans across the region.

Ferrero — Mexico

Brand Manager

Relaunched Tic Tac with a new positioning and innovation pipeline; ran the national marketing plan.

Beiersdorf (NIVEA) — Latin America

Brand Assistant

Packaging and launch projects across the region, out of Mexico City.

WORKING TOGETHER

Focused Review

Days to weeks

A close look at one question: a market, a price, a distributor.

Defined Project

Weeks to months

A clear objective, a start and an end, and something you can act on.

Hands-on Support

Months

Leading the commercial side for a period, or seeing a change through in a market.

EDUCATION

MBA, Luxury Brand Management — ISML, Paris
MBA, Finance & Marketing — Tec de Monterrey
B.Sc. International Marketing — Tec de Monterrey, HEC Montréal, Solvay

LANGUAGES & PLACES

Spanish, English, French, Italian, Greek.
Lived and worked in Mexico City, Guadalajara, Canada, Belgium, Greece, Paris, Milan and Trieste. Based between Paris and Trieste.