

to day basis, you work more closely with the founders of the business, enabling you to gain greater insight into how things work. Actually getting to see the results of your efforts and then being able to make strategic changes quickly makes it very exciting too. Your colleagues essentially become an extension of your family and going to work is more like a hobby than a job. This can also be a bad thing though because it begins to completely take over your life. There is also a distinct lack

"Consumers are increasingly worried about their privacy and consequently companies are having to work harder to reassure customers that their personal data is safe and can't be compromised."

of procedure and protocol, especially early on, which can sometimes be frustrating. To succeed in that environment you must be flexible, positive, eager to learn, love team building and not be afraid of change, because there are a lots of changes taking place every day.

#### You've worked in the E-commerce sector your whole career, what excites you the most about working in that sector?

The most exciting thing about the sector is the enormous amount of potential there still is to develop and grow it. This is especially the case in Spain where the market is changing quickly. It's true that the majority of Spanish people still prefer to visit actual stores, rather than shop online. This is partly due to a pervading fear of fraud, as well as the fact that getting online in Spain is also still fairly expensive compared to elsewhere in Europe. The reality is though that it's only a matter of time until Spain catches up with the rest of its peers in Europe, and the world. E-commerce sites continue to provide consumers with greater convenience, speed and usability features that are evolving and improving all of the time, which makes them very hard to ignore. The biggest opportunities perhaps exist in mobile commerce, which grew from 5% to 13% between 2013 and 2014.

#### What trends do you anticipate impacting the E-commerce sector over the next few years?

I think privacy, personalisation and segmentation are the big trends beginning to impact the E-commerce sector. Consumers are increasingly worried about their privacy and consequently companies are having to work harder to reassure customers that their personal data is safe and can't

be compromised.

This is actually becoming a key point of differentiation in company marketing strategies. Furthermore, consumers are demanding more niche products and services today that

are specifically tailored to their individual needs. Customer segmentation for companies, therefore, is becoming increasingly complex. The other aspect in this regard is a need for greater efficiency in logistics. E-commerce businesses must ensure that purchases are delivered in a shorter time; this is a key driver of growth in the sector.

#### What motivated you to step down from your role at LetsBonus? What's next for you?

Every phase of your career comes to an end eventually. I'd been with the business since the start and helped it to consolidate its position as a market leader around the world (opening eight new markets in LATAM and Southern Europe during my first 12 months) and it just felt like the time was right to move on. People typically stay at internet start-ups from between one and three years; I've had the pleasure of serving LetsBonus for five. My next step in 2015 is to launch a new E-commerce venture with two other partners, one of whom is also a founding member of the LetsBonus team. It should go live within the next two to three months and we believe it will be a revolutionary new development in the Spanish E-commerce sector. I can't say anything else at this stage!

#### Market snapshot

### SPAIN

The Spanish economy has undergone a major turnaround since emerging from its worst recession in decades last summer. A marked rise in household consumption, as well as growth of the country's gross domestic product rate, is evidence that the environment has changed for the better.

A Eurostat report published last year revealed that Spain was the third biggest job creator in the Eurozone between April 2014 and June 2014. As such, the number of people in work during the second quarter of 2014 compared with the first quarter grew by 0.7%, almost half a per cent more than the Eurozone average.

Despite product prices still falling and high unemployment in Spain, economists are hopeful that reforms enacted over the past two years will continue to enhance growth over the next few months.

#### What is the best piece of advice you have received in your career?

Always listen to common sense first.

#### What brands or businesses do you look to for inspiration?

Big brands that I admire include Amazon, Trip Advisor and Booking.com. Some other niche E-commerce sites that I've been impressed by in recent years are Westwing (furniture), Privalia (Fashion), El Tenedor (Restaurants).

#### How do you keep yourself busy outside of work?

I spend my weekends skiing during the winter and on the beach in summer. I enjoy travelling and discovering new restaurants and hotel. I love to spend time with my family and friends, listen to the music, go to the theatre and watch movies.