

# Niko Muñoz.

## CURRICULUM FOR ACADEMIA.

### a.-) Personal details.

Full name	<b>Nicolás María Muñoz Durán</b>	Work Address	<b>ESCP Business School - Madrid Campus -María de Molina 4, 28006 Madrid</b>
Work	<b>+34 91 171 90 21</b>	Home address	<b>Eustaquio Soler, 18 28224 – Pozuelo de Alarcón (Madrid - Spain)</b>
Mobile	<b>+34 695 65 94 02</b>	Home phone	<b>+34 91 352 41 18</b>
E-mail:	<a href="mailto:nmunoz@escp.eu">nmunoz@escp.eu</a> <a href="mailto:niko.munoz@iese.net">niko.munoz@iese.net</a>	Nationality	<b>Spanish</b>
Skype	<b>Niko.Munoz</b>	Languages	<b>Proficiency in English</b> (Cambridge C1 certificated)
Twitter:	<b>@NikoMunoz</b>	Other info	<b>57 years., married and three kids</b> <a href="https://es.linkedin.com/in/nikomunoz/">es.linkedin.com/in/nikomunoz/</a> <a href="https://escp.eu/munoz-niko">https://escp.eu/munoz-niko</a>
Updated	<b>July 2025</b>		

### b.-) Teaching and Research interests.

<b>Digital business strategy:</b> analysis of the impact of technologies in business models and business situations in the digital economy. <b>Digital Innovation and entrepreneurship:</b> product, market and business model coherence.
Media and Entertainment business management. Digital marketing, content development storytelling and effectiveness evaluation. Integrated Communications Management, brand management and media plan.
Research is interested in changes in consumers by digitalization and implications in value proposition, product offering, design science in entrepreneurship, business models, and product-market fit.

### c.-) Practitioner's experience.

More than two decades <b>launching disruptive digital products and leading business development</b> in Spain, EMEA and Latam. A <b>technology-savvy marketer</b> with a strong focus on accountability and consumer needs. A lateral thinker who is driven by innovation and willing to help foster competitiveness in digital channels through deep thought of strategic positions.
At the forefront of <b>strategy analysis and digitalizing businesses</b> by connecting the dots between economic models, consumers' wishes, technical developments, and business processes. Deep financial acumen. Product design & development expertise with advanced skills in project management of cross-functional international teams. Willing to continue translating market requirements into business models driven by consumer needs

### d.-) Academic qualifications and additional education.

#### Official Academic Diplomas.

From	To	Institution	Grade	Specialization.
Oct 2014	July 2017	<b>Pontifical University of Comillas</b> Management and Economy School.	PhD in Economics and Management with distinction.	Dissertation "The contribution of online social networks to brand building: a measurement model based on Brand Equity Theory and its empirical application through automated text mining."
Oct 2010	Sept 2013	<b>ICADE.</b> University of Comillas.	Master of Research in Business Administration.	Marketing track with quantitative analysis modelling. Dissertation with Suma Cum Laude: "How engagement in online social networks can contribute to building consumer-based brand equity".
Sep 1994	Jun 1996	<b>IESE Business School.</b> University of Navarra.	MBA	Majors in strategy and marketing
Sep 1986	Jun 1991	<b>Law School</b> University of Navarra	Juris Doctor	Major in commercial law

#### Additional education.

From	To	Institution	Grade	Specialization.
June 2013	August 2013	<b>McDonough School of Business</b> Georgetown University	Visiting Doctoral scholar	Research on the concept of engagement and measure of word of mouth with Prof. Luc Whatieau (Vice Dean) and Prof. David Godes (University of Maryland)
January 2009	Dec 2009	<b>INSEAD</b> Executive Education	Scholar	Leverage Marketing Communications program (in-company and residential)
Sept 1999	2021	<b>IESE Business School.</b>	Scholar	Digital Strategy, Marketing strategy, advanced communications, direct marketing and sales management. Telecom, Media and Retail Industry

### e -) Academic tenure.

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From	To	Institution	Position	Description
March 2025	Today	<b>ESCP Business School</b>	<b>Teaching Professor</b>	<ul style="list-style-type: none"> <li>Promoted to permanent teaching professor.</li> <li>Academic Director <b>Bachelor in Management</b>.</li> <li>Academic <b>Director Entrepreneurship Programs</b></li> </ul>
July 2021	March 2025		<b>Permanent Affiliate Professor</b> and Academic Director	<ul style="list-style-type: none"> <li>Academic Director <b>Bachelor in Management</b>.</li> <li>Academic <b>Director Entrepreneurship Programs</b> (MIM-Option E and MBA track)</li> <li>Teaching 300+ hours/year at MBA, Master in Digital Marketing, Master in Management (MIM), Master in Digital Project Management and Bachelor.</li> <li>Supervise Bachelor and Master Thesis.</li> </ul>
Sept 2019	Today		<b>JB Say institute Member</b>	<ul style="list-style-type: none"> <li>Member <a href="https://www.sayinstitute.eu/">https://www.sayinstitute.eu/</a></li> <li>Fellow of the <a href="#">Research Center for Design Science in Entrepreneurship</a></li> </ul>
Sept 2018	July 2021		<b>Senior Teaching Fellow</b> and Executive Director Part-time	<ul style="list-style-type: none"> <li>Executive Director in <b>Marketing and Digital Media</b> and <b>Entrepreneurial</b> track (OptionE) in the Master in Management.</li> <li>Teaching 300 hours/year.</li> <li>Supervise Bachelor and Master Thesis.</li> </ul>
May 2017	Dec 2021	<b>EAE Business School</b>	Part-time Professor	<ul style="list-style-type: none"> <li>Teaching 300 hours in Strategy, Digital Marketing and IT at Executive MBA; MBA; Master in International Business and Master in Entrepreneurship and Innovation.</li> <li>Supervising Master Thesis in MBA and MIM.</li> <li>Supervising Internships in different programs.</li> <li>President or Secretary of Master Thesis Tribunals</li> </ul>
Jan 2018	June 2019	<b>Saint Louis University</b> Madrid Campus.	Part-time Professor	Teaching "International Marketing" to senior students (4th year).
Sept 2015	Sept 2017	<b>Universidad de Navarra</b> Madrid	Lecturer	"Measurement systems" at Master Executive en Gestión de Empresas de Comunicación (MEGEC), College of Communications.
Sept 2014	Feb 2015	<b>Universidad Carlos III</b> Madrid	Lecturer (in English)	"Introduction to Content Marketing Strategy" at Master in Branded Content and Transmedia storytelling. Tutorial of Master's Thesis. College of Communications.
May 2014		<b>ICEMD-ESIC</b> Malaga	Lecturer	"Marketing in Social Networks" at Master in Digital Business.
Sept 2013	Feb 2014	<b>C.U. Villanueva</b> Universidad Complutense	Lecturer	"Introduction to digital business" to bachelor degree students in communication, law and business.
2010	2013	<b>Universidad Europea de Madrid</b> Laureate Universitas	Lecturer	"Introduction to Marketing Management" and "Marketing in the Digital Era" at Master's degree in Digital Journalism, College of Communication.
July 2004	2017	<b>IESE</b> Business School.	Part-time Research fellow	Support to marketing Profs. Julián Villanueva, JM Toribio, José Luis Nueno, Lluís Renart and Information Technologies Prof. B. Subirana.
Jan 1997	2010	<b>CESMA, ESIC, EOI</b>	Lecturer	Lecturer in strategy, marketing, e-commerce, and new media at several programs

## f.-) Courses taught at ESCP Business School.

- o **BACHELOR IN MANAGEMENT:** European Marketing (36 h)
- o **MASTER IN MANAGEMENT:** Definition and Prototyping (30h), Business Model Design (12h), Digital Marketing Strategy (15h), Media Planning and Negotiation (15h), Data Driven Marketing (30 h), International Marketing Strategy (30h)
- o **MBA IN INTERNATIONAL MANAGEMENT:** Value Proposition and Business Model (12 h), Capstone Project on Entrepreneurship (15h)
- o **MASTER IN MARKETING AND DIGITAL MEDIA:** Branded Content (15h), Media Planning Elective (15h), Live Case Study (15h), International Consulting Project (30h)
- o **MASTER IN DIGITAL PROJECT MANAGEMENT AND CONSULTING:** Live Case Study Telecom company (15h)

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## f.-) Academic congress and publications.

### Participant at Academic Congresses:

- o **June 2025:** The London School of Economics and Political Science and Fundación Ramón Areces Masterclass in Social Science: "Intelligent Futures: IA and transformation of Society"
- o **September 2024:** 35 AEMARK International Conference <https://aemarkcongresos.com/congreso2024/es/>  
Evaluator of Doctoral Thesis for Best Thesis Award  
<https://www.aemark.org/index.php/en/about-us/aemark-awards>
- o **June 2024:** IAP - International Academic Program **"Management and Innovation in the Digital Age"** Symposium, from June 10<sup>th</sup> to 14<sup>th</sup>, 2024 in Cambridge, MA, at **Harvard University** organized by Universidad Autonoma de Madrid and The David Rockefeller Center at Harvard University  
<https://www.iapsymposia.com/>
- o **June 2024:** «II Congreso Internacional Comunicación en la sociedad digital. Comunicación, desinformación e inteligencia artificial» Universidad de Vigo, Ponencia "EL AUGUE DEL BRANDED CONTENT DE PROPÓSITO: EL CASO DOVE Y SU MANIFIESTO SOBRE EL USO RESPONSABLE DE IA."
- o **May 2024:** Center for Design Science in Entrepreneurship ESCP Business School. Course code: DS:E 700 "Design Science in Entrepreneurship and Innovation" May 6-8, 2024 in Berlin, Germany 6 ECTS.
- o **January 2024:** Double blind review communication "El "Método RIU como vector de aplicación de la estrategia de inversión social hotelera: ¿Cómo incidir en el desarrollo sostenible de las comunidades en destinos turísticos?" (L. Herrero, A. Hurtado, N. Muñoz), accepted and presented, in [Twentieth International Conference on Environmental, Cultural, Economic & Social Sustainability. University of Aveiro, Portugal 24-26 January 2024](https://www.ingentaconnect.com/content/hsp/ama/2023/00000008/00000003/art00004). published in the conference proceedings under ISBN (pdf): 978-1-963049-28-2 (pg 133) DOI: <https://doi.org/10.18848/978-1-963049-28-2/CGP>.
- o **September 2023:** 34 AEMARK International Conference (<https://aemarkcongresos.com/congreso2023/en/>) ESIC Business School, Member of the Jury of The Best Doctoral Thesis in Marketing Award  
<https://www.aemark.org/index.php/en/about-us/aemark-awards>
- o **September 2022:** 33 AEMARK International Conference Universitat de Valencia: Muñoz, N., Gonzale H & Kremer, B. A. (2022). The voice era. Boletín Empresarial 2022 page 15  
<https://aemark.org/media/attachments/2023/02/02/boletin-empresarial-aemark-22.pdf>

### Publications:

- o Muñoz N, Rodríguez-Rabadan M (2024) El auge del Branded Content con Propósito: el caso Dove. Universidad de Vigo.  
<https://sociadaddigital.info/ponencia/el-auge-del-branded-content-de-proposito-el-caso-dove-y-su-manifiesto-sobre-el-uso-responsable-de-ia/>
- o Muñoz, N., & Kremer, B. A. (2023). The voice era: Future acceptance of digital voice assistants and how they will transform consumers' online purchasing behaviour. Applied Marketing Analytics, 8(3), 255-270.  
<https://www.ingentaconnect.com/content/hsp/ama/2023/00000008/00000003/art00004>
- o Muñoz-Duran, N., (2017) La contribución de las Redes Sociales Online a la construcción de la marca: un modelo de medición basado en el Capital de Marca y su aplicación empírica. Universidad Pontificia de Comillas Madrid, Facultad de Ciencias Económicas y Empresariales. <http://hdl.handle.net/11531/23359>
- o Muñoz, Subirana and Renart (2006) RFID in June 2005: A fundamental innovation for the retail industry, IESE Publishing OP 06/10 May 2006. <https://media.iese.edu/research/pdfs/OP-06-10-E.pdf>
- o Muñoz, Subirana and Renart (2005) The Metro Group position in RFID in June 2005, IESE Publishing SI-155- E Nov 2005 (IESE case study)
- o Muñoz and Renart (2006) ¿Pagarías por oír la radio? IESE Publishing OP 06/8 April 2006.  
<https://media.iese.edu/research/pdfs/OP-06-08.pdf>
- o Muñoz and Renart (2006) La radio digital: cómo convertir oyentes en clientes, Harvard-Deusto Business Review Num 151 November 2006.  
<https://www.harvard-deusto.com/la-radio-digital-como-convertir-a-los-oyentes-en-clientes>
- o Muñoz and Renart (2007) A new golden age of Radio?, ViewsWire - The Economist, March 2007

## g.-) Business practitioner tenure.

From	To	Company & industry	Position	Key functional description
Sept 2022	Today	<b>Dugopa S.A.</b> (import and commercialization of industrial components)	Member of the Board of Directors.	Family business founded in 1940 in the 3 <sup>rd</sup> generation. Head of Innovation and Corporate Development. <a href="https://dugopa.com/">https://dugopa.com/</a>
Sept 2015	Sept 2021	<b>Inicia Corporate</b> (corporate development services and M&A)	Innovation Hunter (self employed)	Advisor in evaluation on digital opportunities and business models fine tune. Equity rise processes and acquisitions. Alliance development.
Sept 2005	Sept 2015	<b>Havas Media Group.</b> (advertising and media planning)	Head of Global Corporate Development, SVP.	Reporting into Global CEO looking outside the boundaries of the industry to bring into digital innovations that drove transformation. Analyzed, designed and executed R&D projects, launched new ventures, rolled business in different countries, set up alliances and managed acquisitions pipeline.
May 2004	Sep 2005	<b>Keller &amp; Partners.</b> (marketing consultants)	Founder and co-owner.	Helped clients to design digital products, market and execute biz development plans:

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From	To	Company & industry	Position	Key functional description
Jul 1999	Jul 2004	<b>Telefonica Group - Terra Networks</b> (telecommunications portal and broadband services)	Managing Director Global Entertainment Products.	Product design, supervised tech-development, market and operated entertainment category in 6 countries (Spain, US and Latam), managed 44 people with 15M€ in revs and accumulated a marketing budget of 30 million. Lead a team that built and rolled 4 global services in 18 months. Launched 5 e-commerce joint-ventures with partners such as Amadeus or BBVA helped by leading A-class consultants, tech developers and marketing and ad agencies.
Jun 1996	Jul 1999	<b>Electronic Arts</b> (entertainment video games)	Business Development Director.	Developed online channels for marketing and sales. Partners' development for co-marketing actions. Handle sales in non-retail channels. Achieved 123% of revenues.
Jun 1995	Sep 1995	<b>Pescanova (frozen food)</b>	Internship at MBA studies	Implemented sales processes managing a 6 people deployment team that increased sales by 17% volume and 12% in value.
Sep 1991	Sep 1994	<b>Zurich Financial (insurance)</b>	Key Account Manager.	Served corporate and industrial clients with insurance needs. Lead marketing projects including online connections with brokers.

## h.-) Details in business practitioner positions, tasks and achievements.

**2015 - 2021. INICIA CORPORATE.** Partner, Innovation Hunter. Introducing innovative companies to blue chip clients. Supporting star-ups and SME in business model fine tune and raising equity for growth. Restructuring. Helping marketing agencies in consolidation processes. Corporate development services for editorial business.

**Sept 2005-2015. HAVAS MEDIA GROUP** Head of Corporate Development, SVP. Looking outside the boundaries of the industry to bring into digital innovations that drive transformation.

- o Leading contributor in **digital strategy proposals for key clients or prospects:** Air Asia, BBVA, Telefonica, Air Europa, Grupo Prisa, Vodafone, Hotetur, Carso (Slim), Hyundai-Kia among others.
- o **Operating and financial evaluation of more than 450 companies** in technology, media or marketing services to screen acquisitions and alliances. **Drove acquisitions in** United Kingdom (billings 20m GBP), Turkey (billing of 10m TL), South Africa (18m ZAR), Czech Republic (8m EUR) and Switzerland (65m CHF in billings)
- o Design and launched **new ventures and lead business development activities** at early stages:
  - o Havas Sports and Entertainment a network that creates branded contents: lead deployment as COO (64m euros in revenues) launched 15 countries (UK, France, Spain, Italy, Germany, Switzerland and Latin America) Drove the acquisition of Cake Group, a leading London agency and instrumental to roll into USA (staffing and biz development)
  - o Ad-netik (now *Digilant*) independent trading desk incubated (2007) and lately spun-off in 2009.
  - o Mobext a full service mobile marketing agency in operation in 14 countries after 4 years starting in 2007.
  - o Three additional business units actually integrated into other operations (creative, consulting and events).
- o **Lead innovation projects in areas that disrupted advertising business:**
  - o Connected devices (TV & Mobile): designing advertising models and systems for over-the-top TV and online video, dynamic ad insertion and addressable advertising. Working in commercial pilots with players as Samsung, Smartclip, TubeMogul, Telefónica, Antena3, Abertis or Hispasat.
  - o Marketing automation tools: marketing services platforms; technologies and models for real time marketing and data trading. Alliances with tier-1 vendors (IBM, Adobe, Oracle...)
  - o Social media tools and services: heading an R&D team in platforms design for measuring, modeling and tracking customer behavior, aiming to automate marketing actions. Partnerships with Yahoo, Facebook, SocialBakers or Sprikler among others.
  - o Native advertising, designing distribution platforms and influencing standardization of advertising formats.

**Jul. 1999 – 2004 TELEFONICA GROUP – (TERRA NETWORKS, DIGITAL BUSINESS UNIT).**

- o Jul '02 – Jul '04: Managing Director Global Entertainment Products. Generated a 35% of margin, invested 6 M € in product development. Achieved 106% of the stated objectives. Accountable for 15 M € in revenues, guiding sales and co-marketing actions with Sony, Disney, Nokia or Universal. Oversaw product definition, local adaptation and operations leading 16 product marketing people in Spain (5), US (6), Brazil (3), Mexico (1) and Chile (1) that increased 59% product penetration. Coordinated up-to 28 developers (including Accenture consultants and engineers) in product development and integration with legacy systems that built from scratch 4 new services in 18 months.
- o Oct '01 - Jul '02: Marketing Director at corporate contents division. Defined products, contents and services strategy. Achieved 113% of the stated objective. Responsible for the reorganization and prioritization of content categories that ended up with 3 M € in monthly savings by re-designing product management teams and processes helped by Roland Berger consultants. Managed marketing due diligence process for Lycos Korea concluding with a divestment.
- o Jul '99 - Oct '01: Marketing Manager Managed strategic positioning, product definition, brand identity, marketing plan and go-to market process of new venture businesses working with top tier developers, strategic consultants, agencies and brand & design consultants. Accountable for an accumulated launching communications budgets of 4,6 M € and achieved 112% of objectives. Lunched Rumbo a leading travel agency that owned a 38% of market share in joint venture with Amadeus. Prepared the launch of an online insurance broker working with Caser, McKinsey, Razorfish and Ogilvy. Also an automotive B2B and a real estate e-commerce in venture with BBVA; VoIP; multimedia contents (Big Brother and Disney); instant messaging;

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personal pages; SMB services and others.

**July 1996 - 1999. ELECTRONIC ARTS SPAIN.** *Business Development Director*, Marketing and Sales thru new channels and alliances. Starting in June 1997, designed and developed online business: presence, advertising, gamer's communities and e-commerce in coordination with game licensors (such as Lucas Arts or Fifa), European and Global headquarters.