



Kashif Rafique

FMCG Growth Strategist | Turning Markets into Performance Engines

+964 783 560 0299 | aksah786@gmail.com | kashifrafique.pro | linkedin.com/in/imkashifrafique/

Summary

Commercial and marketing professional with over two decades of experience leading strategic market transformation across Middle East and Pakistan. Proven track record of turning around underperforming and complex markets by translating brand plans into channel-specific execution strategies, rebuilding route-to-market systems, reforming execution frameworks, and developing high-performing teams. Recognized for driving transformation with structured clarity and composed leadership in high-pressure environments. Focused on fixing processes rather than replacing people, delivering sustainable commercial outcomes through operational discipline, market insight, and people-first leadership. A consistent ability to revive growth, restore competitiveness, and build execution excellence defines my value in high-stakes markets.

Value Creation Highlights

- **Iraq Market Turnaround** – Revived Coca-Cola Icecek Iraq’s performance with an 11-percentage-point market share gain, surpassing revenue and profit targets while reorganizing the marketing team. *(As Marketing Director, CCI Iraq)*
- **Global Execution Leadership** – Positioned Iraq at **#1** in Coca-Cola’s Global Execution Cup 2024 and **#3** in 2023, outperforming over 40 international markets. *(As Marketing Director, CCI Iraq)*
- **Multan’s Rise to #1** – Delivered Pakistan’s highest revenue and earnings before interest and taxes per unit case (EBIT/UC) growth by revamping 40 out of 50 distributors’ infrastructure and deploying 100+ Presellers in Multan territory. *(As Territory Commercial Manager, CCI Multan)*
- **Key Account Revival at Reckitt Benckiser** – Achieved 100% growth in key accounts (international modern trade and local modern trade) by redesigning route-to-market structures and modern trade strategies. *(As Modern Trade Lead, RB Pakistan)*
- **People-First Performance Uplift** – Grew promotion-ready teams across markets by coaching execution discipline and unlocking internal talent instead of replacing it. *(Team Development, CCI Iraq & Multan)*
- **Distribution System Reform** – Introduced and secured first-ever bank guarantees in Lahore, strengthening financial discipline and improving network accountability. *(As Territory Commercial Manager, CCI Multan - Pakistan)*

Professional Experience

Coca-Cola Icecek,
Iraq
Oct 2021 – Present

Marketing Director

- Advanced Revenue Growth Management and E-commerce by establishing clear pricing strategy, pack role clarity, and competitive Outcome-Based Pricing and Promotion Consulting — driving turnaround profitability with optimized marketing spend.
- Eliminated discount inefficiencies, restoring pricing balance across retail.
- Drove localized brand relevance through insight-driven strategy and channel execution.
- Transformed team culture from toxic to empowered and collaborative.
- Strengthened in-store visibility and conversion across key retail channels.
- Reorganized marketing structure and built team capability around accountability and performance.
- Fostered agile cross-functional collaboration to accelerate market reaction.

Coca-Cola Beverages Pakistan Nov 2019 – Oct 2021	Territory Commercial Manager – Multan <ul style="list-style-type: none"> Delivered the highest revenue and EBIT (Earnings Before Interest and Taxes) per unit case across Pakistan in 2020–2021. Revamped RTM by fixing 40 out of 50 distributors and deploying 100+ pre-sellers to enhance service delivery across retail and key customer channels. Enhanced operational efficiency by standardizing distributor warehouses and adding 800K cases of capacity.
Coca-Cola Beverages Pakistan Jan 2018 – Oct 2019	Territory Commercial Manager – Lahore <ul style="list-style-type: none"> Increased market share by 1.2 percentage points, numeric distribution by 1 point, and weighted distribution by 3.1 points YoY. Secured first-ever bank guarantees from Lahore distributors to mitigate credit risk and enforce financial discipline. Strengthened in-store execution and brand presence through field discipline. Managed budget and profitability targets in alignment with corporate strategy.
Coca-Cola Beverages Pakistan Jan 2017 – Dec 2017	National Distribution Development Manager <ul style="list-style-type: none"> Introduced Satellite Distribution Model across regions. Built operational KPIs and business planning frameworks for all territories.
Coca-Cola Beverages Pakistan Jul 2015 – Dec 2016	Modern & Emerging Trade Manager <ul style="list-style-type: none"> Led channel development for super and mini markets in emerging trade. Enhanced modern trade execution by aligning Joint Business Plans with key customers and internal stakeholders.
Reckitt Benckiser Pakistan Aug 2014 – Jul 2015	Head of Modern & Emerging Trade <ul style="list-style-type: none"> Achieved 2x growth in International & Local Modern Trade (IMT/LMT) channels by redesigning the Route To Market model and enhancing trade partnerships. Planned & executed annual trade calendars, improving visibility & performance. Elevated retail execution standards & built capability in key account teams.
Reckitt Benckiser Pakistan Jan 2014 – Jul 2014	Head of Shopper & Customer Marketing <ul style="list-style-type: none"> Developed and implemented 4P (Product, Price, Place, Promotion) strategies. Increased revenue and profitability by optimizing trade investment allocation. Translated brand plans into channel-specific execution strategies.
Reckitt Benckiser Pakistan Jan 2012 – Dec 2013	National Key Accounts Manager <ul style="list-style-type: none"> Led the transition of major accounts from passive to active growth status. Built long-term revenue plans with strategic partners in modern trade.
Coca-Cola Company Pakistan May 2010 – Jan 2012	National Key Accounts Manager <ul style="list-style-type: none"> Converted multiple national chains to Coca-Cola, adding over PKR 400M in annual revenue.
Coca-Cola Company Pakistan Jan 2008 – Apr 2010	Key Accounts Manager – Lahore <ul style="list-style-type: none"> Gain market leadership in HoReCas of Lahore
Coca-Cola Company Pakistan Jan 2005 – Dec 2007	Marketing Services Manager – Lahore <ul style="list-style-type: none"> Managed trade Marketing and execution plans in Lahore region. Led promotional planning and consumer engagement programs.
Coca-Cola Company Pakistan Nov 2003 – Dec 2004	Key Accounts Executive – Lahore <ul style="list-style-type: none"> Acquired & retained all local Key Accounts.

Coca-Cola Company

Pakistan

Jun 2000 – Oct 2003

PepsiCo

Pakistan

Jan 1999 – Jun 2000

Sales & Asset Management – Lahore

- Handled asset tracking and sales coordination for the Lahore region.

Sales Manager / Marketing Research

- Every Highest Sales Volume Growth in Postmix Sales Operations
- Conducted regional marketing analysis and supported frontline sales.

Education & Certifications

- **Master of Public Administration (MPA)**
University of the Punjab, Lahore
1996 – 1998
- **Diploma in Computer Science**
Infomate Systems, Lahore
1995 – 1996
- **Bachelor of Science (B.Sc.)**
University of the Punjab, Lahore
1993 – 1995
- **Critical Thinking** – eCornell University (1-Year Certificate Program in advanced decision-making)
- **Accelerate Master Class** – Leadership, Strategy & Value Creation (Turkey)
- **Leading with Impact** – Developing influential leadership behaviors (LUMS)
- **Enhancing Team Effectiveness** – Building high-performance teams (LUMS)
- **4Ps Excellence – Train the Trainer** – Best practices in product, price, placement, promotion (Dubai)
- **Storewars Business Simulation** – Strategic business management simulation

Core Capabilities

- **Market Turnaround Strategy:** Reverses underperforming markets by restructuring execution systems, teams, and performance frameworks.
- **Trade Marketing & Channel Execution:** Aligns brand strategy with in-store execution to drive visibility, shopper conversion, and retail dominance.
- **Modern Trade & Key Account Growth:** Scales revenue by building profitable partnerships with international and local retail chains.
- **Route-to-Market (RTM) Rebuild:** Designs and implements efficient RTM models that optimize coverage, cost, and distributor effectiveness.
- **Distributor Network Optimization:** Upgrades and stabilizes distribution infrastructure through performance reform, contracts, and capability uplift.
- **Capability Building & Team Succession:** Transforms internal teams through coaching, role clarity, and leadership pipeline development.
- **Pricing Architecture & Profitability:** Builds sustainable pricing structures to balance volume, margin, and retail competitiveness.
- **P&L Ownership & EBIT Maximization:** Delivers profitable growth by controlling commercial levers, cost centers, and operational investments.
- **Leadership in Volatile Markets:** Drives stability and performance in complex, high-risk environments through structured calm and strategic discipline.
- **Execution Metrics & Retail Visibility:** Establishes frontline KPIs to track distribution, share of shelf, and in-outlet brand performance.