

RADOSŁAW KACPRZAK

Commercial Leader | European Market Expansion, Go-to-Market & Trade Engagement

+48 509 509 440 | radekkacprzak@gmail.com | [linkedin.com/in/rkacprzak](https://www.linkedin.com/in/rkacprzak)



PROFILE

Commercial leader with nearly 20 years of experience building and scaling go-to-market operations across FMCG, tobacco and next-generation product categories in Poland and throughout Europe. I specialise in market expansion, commercial transformation and building scalable commercial structures connecting strategy, distribution, trade engagement and operational execution.

Throughout my career, I have operated at the intersection of manufacturers, distributors, key accounts and regional commercial teams — leading market entry projects, commercial partnerships and route-to-market development across complex multi-channel environments. My experience combines strategic planning with hands-on execution, covering the full commercial cycle from portfolio development and pricing strategy to field execution, distributor management and revenue growth.

I have worked closely with international leadership teams and global stakeholders across Europe and Asia, acting as a bridge between commercial strategy and in-market execution. My strength lies in translating market dynamics, consumer behaviour and competitive intelligence into scalable commercial models delivering measurable business growth and long-term market positioning.

EXPERIENCE

Co-founder, Partner | RTM Partners (rtmpartners.eu)

01.2026 – till now

I run a consulting initiative under the RTM Partners, focused on supporting international manufacturers in entering and scaling across European markets. Leveraging my existing network of distributors, wholesalers and industry contacts across Europe, I work on building practical route-to-market setups and commercial partnerships.

Head of Commercial Development & Trade Marketing | Heaven Gifts (Shenzhen) & Paris Tobacco Commercial (Singapore)

09.2022 – 12.2025 | Poland / Europe

Returning to the nicotine and next-generation products industry, I played a key role in connecting one of the world's largest vape manufacturers — Heaven Gifts (Elfbar & Lost Mary, Shenzhen) — with Paris Tobacco Commercial (part of YSQ International), a Singapore-based manufacturer and distribution platform operating across European markets. Acting from the European headquarters in Warsaw as the strategic and operational bridge between both organisations. I supported the development of a scalable commercial partnership covering distribution, trade marketing, product launches and market expansion across Poland and selected European markets.

Operating at the intersection of manufacturer, distributor and regional commercial structures, I coordinated collaboration between teams in Shenzhen, Singapore and Europe, aligning commercial objectives, go-to-market execution and market-specific regulatory requirements. My role combined

trade marketing leadership, commercial development and market expansion responsibilities, with direct involvement in introducing new vapor and modern-oral categories into European markets.

I was responsible for building and managing the commercial structure across multiple channels, including Traditional Trade (field force operations), wholesale, and Key Account engagement. This included designing the commercial operating model, developing trade engagement frameworks, implementing route-to-market structures and managing day-to-day coordination between sales, trade marketing and activation teams.

I led the implementation of advanced segmentation, Sell-In and Sell-Out performance tracking and activation ROI measurement, while managing cross-functional cooperation between commercial, marketing, legal and operational departments. I also translated regional market insights into scalable execution models supporting future European expansion.

Key achievements included:

- Establishing and scaling the commercial partnership between Heaven Gifts and Paris Tobacco Commercial across Poland and selected European markets
- Building and leading the commercial team structure covering Traditional Trade (field force), wholesale, and Key Account operations
- Successfully introducing Elfbar and Lost Mary products into Vape and Mass Market channels, including key accounts such as Żabka, contributing to rapid market share growth from 0% to 6% within 3 months. Despite operating with significantly more limited commercial resources than major Big Tobacco competitors, the portfolio consistently outperformed larger market players in both speed of adoption and overall market performance.
- Developing scalable distributor management, trade activation and go-to-market frameworks for future regional expansion
- Coordinating product launches, packaging development, regulatory alignment and trade marketing execution across multiple European markets, including introducing some of the first next-generation product formats in Poland and expanding the portfolio beyond Heaven Gifts by introducing three additional international brands.

Strategy Consultant | Comarch

04.2022 – 08.2022 | Poland / Global Markets

Advised global clients including ExxonMobil, ADNOC, Heathrow Airport and Vodafone on loyalty and consumer engagement strategy. Designed customer lifecycle, segmentation and omnichannel engagement models to drive retention and customer value. Supported development of CRM/CDP-based solutions, enabling personalised communication and data-driven campaigns. Gained exposure to a wide range of loyalty, CDP and marketing automation platforms, building strong understanding of MarTech ecosystems across industries

Trade Marketing & Activation Manager | Paris Tobacco Commercial (part of YSQ International, Singapore)

03.2020 – 03.2022 | Poland / EU Markets

As part of the founding commercial team, I helped build Paris Tobacco Commercial's European operations from zero, designing the full commercial and engagement ecosystem for next-generation nicotine products. I created the Consumer Engagement system end-to-end, including processes, field structure, materials and in-market training programmes, while delivering all trade tools, POSM concepts and on-the-job sales training frameworks across multiple countries. I also developed the company's digital and sales infrastructure, launching the CRM, e-commerce and field-reporting environment that

connected sales, marketing and analytics into one operating model. I delivered a complete, scalable commercial and marketing foundation fully ready for rollout.

Independent Consultant & Entrepreneur

02.2017 – 02.2020 | Poland

Ran an independent consulting practice focused on marketing strategy, CRM and data-driven growth across real estate and FMCG sectors. Acted as an interim **Marketing Director** for **Cavatina Holding**, leading marketing and performance strategy for premium office assets, including brand positioning, lead generation, digital campaigns and customer journey design. Developed and executed marketing frameworks supporting asset commercialization and targeted communication to drive occupancy and sales performance.

In parallel, I managed **private investment activities** across real estate and short-term rental operations, while also supporting the launch and early operational setup in the restaurant sector.

Philip Morris Polska Distribution

Consumer Engagement Supervisor | Wholesale Executive | Business Unit Supervisor

05.2014 – 02.2017 | Poland

I built a strong commercial foundation at Philip Morris through progressive roles across consumer engagement, wholesale distribution and regional sales—gaining hands-on expertise that shaped my later commercial leadership. As part of the early IQOS commercialization process, I supported the preparation of consumer trials and pre-launch activations, delivering field insights and engagement models that fed into the national rollout. In my first role as Consumer Engagement Supervisor, I co-developed and executed PMI's engagement strategy in major Polish cities and built a 56-person field team, which contributed to increasing Marlboro's share within the targeted 29+ urban segment from 12% to 18%. Moving into Wholesale Executive, I managed relationships with several key distributors—including Poland's third-largest distributor, Frega—overseeing approx. PLN 960M in annual throughput. Through data-driven analysis and commercial negotiations, I improved PMI's share of sales within distributor portfolios by 2pp, a significant uplift in such a mature category. As Business Unit Supervisor, I aligned field teams with updated commercial policies, strengthened performance culture and trained the salesforce to deliver consistent execution across traditional trade. These combined experiences formed the core of my commercial, analytical and field-operations expertise.

Marketing Project Manager | Autodistribution Polska

05.2011 – 04.2014 | Poland

My first managerial role gave me first responsibility for marketing budgets, agency cooperation, supplier negotiations and early-stage team leadership within Poland's third-largest automotive aftermarket distributor. I led the marketing and trade marketing agenda for both private labels and global brands, coordinating activities across sales teams, workshops and partner networks. I designed and launched the AD Club loyalty programme—an advanced, data-driven incentive system integrating budgets and engagement mechanisms across thousands of trade partners. Through targeted promotions, bonus schemes and CRM-driven communication, I consistently activated more than 12,000 customers nationwide, with 63% of the company's total volume growth generated directly through the campaigns and loyalty initiatives under my management. This role formed the foundation of my commercial and analytical approach, combining data, partner activation and cross-functional coordination in a complex B2B environment.

Marketing Specialist I Carlsberg Polska

01.2006 – 03.2011 | Poland

My first professional role introduced me to large-brand marketing within a corporate environment, where I worked in a highly execution-focused field marketing function while completing my studies. Over time, I was given increasing responsibility—moving from supporting nationwide campaigns for Carlsberg, Okocim and Harnaś to contributing to the design and coordination of consumer activations and participating in recruitment and field-team support alongside the manager. I helped translate brand plans into measurable in-market outcomes and collected consumer and event feedback to improve campaign effectiveness and ROI. This role provided a strong foundation for my later commercial and marketing experience, giving me early exposure to brand management, operational discipline and hands-on execution.

EDUCATION

European MBA, *School of Business and Management, Cracow University of Economics* (2012–2014)

Master of Arts (MA) in Sociology, *Jagiellonian University, Cracow* (2008–2010)

Bachelor of Arts (BA) and Master of Arts (MA) in Philosophy, *Pedagogical University of Cracow* (2004–2009)

TRAININGS

Salesforce Trailhead & Trailblazer Community
– CRM & Marketing Automation
Supervisory Skills Workshop (PMI) –
Leadership & People Management
Brand Management (Procter & Gamble) –
Strategic Marketing Principles
The 7 Habits of Highly Effective People
(Franklin Covey) – Productivity & Leadership
Human Resources Management & Labour
Law (PMI)

Communication Psychology & NLP (Homo
Creatore) – Persuasion & Negotiation
CORE – Territory Management (PMI)
Managerial Skills (McClelland / PMI) –
Motivation & Coaching
Presentation Skills (Klos Training) – Business
Storytelling & Public Speaking
PMI – The Marketing Code – Strategic Brand
Building

SKILLS

Commercial Leadership & Strategy:
P&L Ownership • Go-to-Market Strategy •
Market Entry & Expansion • Route-to-Market
Design • Pricing & Margin Optimization •
Commercial Transformation

Sales & Channels:
Key Account Management • Distributor
Management • Modern Trade • Traditional
Trade • Retail • HoReCa

Strategic Execution:
Commercial Analytics • Performance

Management • Portfolio Strategy • Consumer
& Market Insights • Cross-functional
Leadership

Market Analysis • Project Management • Data
Interpretation • Digital Transformation • Team
Leadership

Languages:
PL Polish – Native | GB English – Fluent

Other:
Driving Licence (Cat. B, since 2003)

HOBBIES & INTERESTS

Skiing • Bouldering • Paddleboarding • Music & Live Performances • Wine Enthusiast • DIY Projects