



## Adolfo Moreno Espíndola

To lead multidisciplinary teams in transforming data into strategic decisions that strengthen public and private management. Experienced in telecommunications and broadcasting regulation, as well as national-level media and audiovisual content analysis. Applying market research methodologies, strategic planning, foresight, and data science, integrating economic approaches with cutting-edge analytical technologies. Improving operational efficiency and decision-making through projects that optimize processes, generate verifiable savings, and strengthen institutional transparency. Anticipating digital trends—AI, IoT, and OTT—and converting them into development and competitiveness opportunities.

### *Federal Telecommunications Institute (IFT) 2017 -- 2025.*

#### *Director of Statistical Information and Media Analysis | 2019 -- 2025.*

Led the consolidation of the **National Survey of Audiovisual Content Consumption (ENCCA)** as a strategic national instrument to measure the media habits of the Mexican population. Directed all project stages—methodological design, field supervision, processing, and dissemination of results—ensuring technical rigor, national, urban, and rural representativeness, and efficient use of public resources.

Established the ENCCA as a public reference source, with **700 press mentions**: 77% in news articles, 19% in opinion columns, 3% in interviews, and 1% in specialized commentary. Implemented a comprehensive planning, management, and results publication model adhering to institutional quality standards, strengthening **transparency and accountability**.

Championed the development of the **ENCCA Dashboard**, integrated into the **Telecommunications Information Bank (BIT)**, an interactive environment with historical indicators on infrastructure and audiovisual consumption. This innovation increased data accessibility for citizens, academia, and decision-makers, solidifying the IFT as a national benchmark in sector analysis.

Led international comparative research for the design of **indicators derived from the Economic and Programmatic Information (IEP)** submitted by broadcasting licensees, integrating coverage, performance, and regulatory compliance variables that strengthened the technical measurement of the sector.

Coordinated the integration of **three official reports** in compliance with the General Guidelines for Signal Retransmission (MC/MO), identifying signals with coverage equal to or greater than 50% of the national territory—Las Estrellas, Azteca 7, Azteca 13, Canal 5, adn40, a+, Imagen TV, and Excélsior TV—reinforcing the transparency and public availability of strategic information.

Supervised **national public tender** processes for ENCCA statistical services and OTT service supply and demand databases, ensuring budgetary, technical, and administrative efficiency. Furthermore, designed and implemented an **internal activity management system** that enabled performance measurement, workload optimization, and quality metrics, fostering a culture of efficiency, transparency, and continuous improvement.

#### *Deputy Director of Planning and Foresight | Apr. 2017 -- Aug. 2019.*

Coordinated the development of the **2017 and 2018 Regulated Markets Performance Reports**, instruments that evaluated the impact of IFT public policies through strategic indicators aligned with the **National Development Plan**. These reports documented progress in reducing service prices, narrowing the digital divide, and expanding national infrastructure, among other areas.

The results became a technical reference for the **Federal Superior Auditor (ASF)**, enabling the tracking of the efficient use of public resources in adherence to the principles of **transparency, efficiency, and accountability**.

Led **regulatory foresight** studies on networks, telecommunications, and digital transformation, identifying key trends in **OTT services, Artificial Intelligence, and the Internet of Things (IoT)**. These investigations led to the design of the "**Vision 19-23**" project, which laid the conceptual foundations for the **IFT 2020-2025 Roadmap**, the guiding document that defined objectives, goals, and regulatory action lines.

### Professional Profile.

Economist with a proven track record at the intersection of the public and private sectors, specializing in statistical analysis, indicator design, data science, and public policy applied to the telecommunications and broadcasting sectors. I have led technical and multidisciplinary teams focused on transforming complex information into strategic decisions with national impact, strengthening transparency, institutional efficiency, and the intelligent use of data. My strength lies in combining strategic vision, knowledge of analytical tools, and collaborative leadership ability in high-demand, constantly changing environments with a service-oriented focus and measurable results.

### Career Objective.

To lead strategic data analysis, foresight, and public policy projects that strengthen decision-making in institutions, companies, or regulators that need to drive innovation, efficiency, and digital transformation in environments with social and economic impact.

### I am particularly interested in opportunities that require:

Designing and coordinating data analysis and data management projects aimed at strategic decision-making.

Leading teams in digital transformation processes, promoting efficiency, innovation, and inter-institutional collaboration. Strengthening decision-making capabilities in public bodies and private companies, integrating statistical evidence with strategic vision.

Generating public and organizational value through the creation of strategic indicators that drive competitiveness and innovation in dynamic markets.

The Roadmap was recognized nationally and internationally and contributed to the **International Telecommunication Union (ITU)** distinguishing the IFT as a **fifth-generation regulator (G5 Benchmark)**, for its forward-looking planning, inclusive approach, and technical professionalism.

**Telcel 2000 -- 2017.**

**Head of Operational Support and R9 Series Control** | May. 2009 -- Jan. 2017.

Implemented technological solutions that optimized commercial and operational processes, reducing implementation times to less than 30 days. Key projects included:

- **Operational Support Call Logging System**, which analyzed over 2,800 monthly calls and automated service and performance metrics.
- **IMEI and ICCID Blocking System**, which protected the network against theft reports and improved operational integrity.
- **Number Administration System**, with over 90% efficiency in the use of series assigned by the IFT, later replicated nationwide.
- **Preactive Lines Production Control**, managing between 300 thousand and 1 million lines monthly and reducing release time to 72 hours per batch.

Participated in the implementation of **IoT solutions**, coordinating the configuration of new network categories and strengthening technological modernization.

Led a **commercial optimization project** focused on low-consumption users and a **cost reduction program** that deactivated 500 thousand unused lines, generating **estimated savings of 100 million Mexican pesos**. Also implemented the **"Paperless" initiative**, which automated the assignment of numbers and IPs, reducing 100 daily processes and generating **monthly savings of approximately 1.5 million Mexican pesos**.

**Supervisor of Information and Statistical Analysis** | Sep. 2005 -- May. 2009.

Designed and implemented the **Comprehensive Statistics Control System (SICOEST)**, a platform that automated and centralized previously dispersed operational information, integrating it into a structured and dynamic database.

Responsible for the design, programming, and validation of the capture and query modules, eliminating redundancies and significantly reducing registration times, ensuring data consistency and traceability.

The system optimized operational management and evidence-based decision-making, marking a structural shift in data administration.

**Other Positions Held:**

**Telcel Operational Support and R9 Series Control Advisor** | May. 2000 -- Sep. 2005.

**BBVA | Bank Teller** | \*Nov. 1998 -- Jan. 2000.

## Education and Professional Development.

- Master's in Applied Economics | ITESM | 2020 – 2023.
- Bachelor's in Economics | IPN | 1995 – 2002.
- Diploma in Econometrics | ITAM | 2017 – 2018.
- Diploma in Business Intelligence | ITAM | 2009.

## Courses and Certifications:

Data Scientist with Python (CIMAT), Scrum Certificate (SFPC), Forecasting Using SAS (SAS Institute), Digital Transformation (CEABAD), Hostile Negotiation Certification (EMNH), among others.

**Languages:** Intermediate English (B2.1)

**Tools & Technologies:** Python, SQL, PostgreSQL, R-Studio, SAS, SAP, MS Project, MS Access, Visual Basic, Power BI, HTML.