

## Carlos J. Perez Escobar

**Director / Senior Manager of Operational Excellence, IT Governance, and Quality.** I help organizations achieve and sustain high levels of operational maturity and governance. I translate quality models and process frameworks into measurable business outcomes by reducing rework, deviations, and operational risk. I integrate international standards with agile, execution-focused approaches, strengthen delivery predictability, SLA compliance, and profitability, and design and lead Centers of Excellence that scale best practices while supporting executive leadership in transformation and operational control decisions.



### INDRA | **Operational Excellence Center Manager 2024 – 2025.**

I led the Operational Excellence Center, aiming to correct long-standing project management deviations that adversely affected costs, delivery performance, and financial outcomes. Based on root cause analysis of critical projects, I drove the disciplined adoption of contract management, scope control, risk management, change management, and communication practices, establishing formal review and governance mechanisms.

As a result, the number of critical projects was reduced by 67%, improving from one out of every five projects in critical condition to one out of every twenty. I consistently maintained 80% of projects with margins above 20% and contributed to sustaining organizational EBITDA above 10%.

Additionally, I redefined and focused the service catalog toward high-value offerings perceived by clients, eliminating overly generic services and strengthening competitive differentiation. I led the creation of a leadership community of more than 100 directors, managers, and project and service leaders, with weekly alignment, training, and communication sessions, increasing measured knowledge effectiveness from 60% to 90%.

As part of the governance optimization effort, I reduced by more than 50% the non-core processes managed by the PMO, allowing it to focus on critical operational monitoring and control activities.

### AXITY | **Governance, Quality, and Processes Manager 2016 – 2024.**

I was responsible for leading and maintaining the organization's integrated governance, quality, and process management system, ensuring the ongoing compliance of ISO 9001, ISO 20000, and ISO 27001 certifications, as well as CMMI Level 5 appraisals. I led the initiative that achieved TMMI Level 5 certification for the Software Development Center, consolidating advanced quality assurance and testing practices aligned with business strategy.

I designed and implemented strategic quality plans and continuous improvement programs that resulted in a 30% reduction in rework and a 20% improvement in SLA compliance, strengthening operational stability, customer satisfaction, and commercial trust. My management approach focused on aligning processes, metrics, audits, and governance models with the organization's growth and profitability strategy.

In addition, I coordinated a regional initiative to standardize minimum documentation for project and service control across Mexico, Chile, and Colombia, simplifying operations, enabling distributed team collaboration, and optimizing cross-country resource utilization.

I also defined and governed a multi-year project with a leading retail company, establishing KPIs, tools, and formal weekly and monthly tracking and control mechanisms within a multi-vendor environment. This governance model enabled continuous contract renewals for five consecutive years without SLA penalties and remains in effect to date.

### Professional Profile.

I am a senior executive specialized in Operational Excellence, Quality, IT Governance, and Organizational Maturity, with extensive experience leading complex transformations within technology services, consulting, and software development organizations.

Throughout my career, I have focused on designing, implementing, continuously improving, and sustaining management processes based on internationally recognized models and standards such as CMMI, TMMI, ISO 9001, ISO 20000, and ISO 27001. I integrate Agile approaches, Lean Six Sigma, and IT Service Management to deliver tangible business impact through improved operational efficiency, quality, risk control, and financial performance.

I have worked closely with executive leadership, leading Centers of Excellence, audits, certifications, continuous improvement programs, and governance strategies that enable organizations to scale, comply, and compete effectively in highly regulated and demanding markets, both locally and internationally.

During the pandemic, I led and consolidated the Leadership Community through remote training, communication, and collaboration models, conducting weekly sessions focused on integration, coaching, and skill development for managing projects and services in distributed environments. This initiative extended beyond the pandemic and was institutionalized as a monthly information and update forum for more than 100 project and service managers and leaders, strengthening alignment, governance, and operational culture.

#### **QUARKSOFT | Consulting Business Unit Manager 2014 – 2015.**

I assumed responsibility for assigning and managing consultants specialized in quality and PSP practices across projects with durations ranging from six months to one year. During this period, the organization faced a corporate loss of approximately MXN 60 million within the Governance area, impacting all business divisions.

I ensured continuity by keeping client-assigned consultants actively billing, while the remaining structure was downsized as part of an acquisition process that ultimately led to the closure of the consulting unit. This experience strengthened my capabilities in crisis management, operational continuity, and executive decision-making under adverse financial conditions.

#### **ASPRO TECH | Consulting Manager 2010 – 2014.**

As Consulting Manager, I led training, consulting, and process improvement initiatives focused on quality and organizational maturity. I delivered more than 80 official “Introduction to CMMI” courses required for appraisal processes, training over 880 professionals in Mexico, Spain, and Argentina.

I led the successful implementation and appraisal of CMMI Level 3 for fifteen companies integrated into a business cluster in the state of Sinaloa, consolidating shared standards and organizational capabilities over a two-year period. My management positioned the company as a regional benchmark in quality and process improvement.

#### **AVANTARE | Consulting Manager 2000 – 2010.**

I consolidated and scaled the consulting practice, expanding the team from three to twenty-one consultants specialized in quality process improvement and project management. Between 2001 and 2004, I directly participated in the successful CMMI appraisals of the first five Mexican companies to reach this maturity level.

I was part of the expert team that contributed to the creation and adoption of MOPROSOFT, which later evolved into the national standard NOM-151-SCFI-2016, contributing to the development of Mexico’s regulatory framework for software quality.

#### **IBM | Quality Analyst 1998 – 2000.**

I began my professional career participating in software development process improvement initiatives to achieve ISO 9000 certification and CMM Level 3 appraisal, positioning the organization as the first Mexican company to reach this maturity level. I collaborated in audits, process definition, and operational standardization, establishing a solid foundation for my subsequent career in quality and governance.

#### **Professional Objective.**

To provide strategic leadership in senior management or director-level roles where operational excellence, quality, process governance, and organizational maturity are key drivers for improving financial performance, reducing risk, increasing delivery predictability, and strengthening trust with clients and stakeholders, ideally within technology services organizations, technology consulting firms, or global and remote environments.

#### **Education, Certifications, And Languages.**

Master’s Degree in Computer Science, IIMAS UNAM, 1996–1998. Graduated with Honors and received the “Antonio Caso” Medal as the top graduate, with a focus on systems, applied mathematics, engineering, and software development methodologies.

Postgraduate Specialization in Project Management, Instituto Europeo de Posgrado, 2016–2017, certified as Internal Auditor for ISO 21500 Project Management Systems by Bureau Veritas.

Bachelor’s Degree in Systems Engineering, ISPJAE, Cuba, 1989–1994.

Certified CMMI Associate, issued February 2021, valid through April 2027.

English proficiency: Upper-Intermediate / Advanced (B2–C1) for professional environments.