



## Álvaro Morales Fonseca

CHIEF SUPPLY CHAIN & COMMERCIAL STRATEGY EXECUTIVE. IBP / S&OP | P&L Contribution | Revenue Growth | Commercial & Distribution Strategy. Integrated Business Planning (IBP) / S&OP | Commercial & Distribution Strategy | Demand, Supply & Production Planning | Network Optimization & Dealer Performance | Working Capital & Inventory Optimization | Data-Driven Decision Making | Cross-functional Executive Leadership | Business Transformation & Continuous Improvement.

**FORD MOTOR COMPANY — Mexico / Washington DC, USA Sales Planning & Distribution Manager** October 2023 – June 2025.

Accountable for sales planning, allocation, and distribution strategy across **109 Ford dealerships in the U.S. (Washington Region)**, managing an annual portfolio of **72,000 vehicles (\$2.8B USD)**.

### Key Achievements:

- Spearheaded the design and implementation of performance-based allocation models, improving dealer productivity and strengthening market positioning.
- Optimized inventory distribution and balancing, increasing operational efficiency and reducing commercial friction.
- Delivered advanced performance analytics (trend analysis, sales effectiveness, market opportunity insights) to support executive decision-making.
- Acted as a strategic interface with Dealer Principals and commercial leadership, directly influencing sales outcomes and customer satisfaction.
- Led cross-functional initiatives across marketing, service, and customer experience, ensuring end-to-end execution alignment.

**3M MÉXICO. Regional Demand & Supply Chain Manager.** 2021 – 2023.

Led regional IBP transformation aligning demand, supply, and financial objectives across multiple business units.

### Key Achievements:

- Designed and deployed an Integrated Business Planning (IBP) model, integrating commercial, financial, and operational functions.
- Increased service levels from **88% to 95%** and improved forecast accuracy from **57% to 80%**, enhancing product availability and customer experience.
- Optimized inventory and working capital through S&OP process redesign.
- Strengthened team capabilities and organizational maturity in strategic planning.

**Business Planning Engineer** 2017 – 2021.

Managed regional planning across Mexico, Central America, and the Caribbean, overseeing portfolios of up to **\$300M USD**.

### Key Achievements:

- Led IBP/S&OP portfolios of **\$180M USD**, improving profitability through cost optimization and financial scenario modeling.
- Drove service improvements (up to **93% service level** and **81% forecast accuracy**) with direct impact on sales and cash flow.
- Partnered with commercial and finance leaders to align execution with business strategy.

**GRAND VISION GROUP Procurement Manager** 2015 – 2017.

### Key Achievements:

- Transformed procurement operations across 114 stores and 72,000 SKUs.
- Reduced inventory from **\$131M to \$80M USD**, unlocking significant working capital.
- Supported M&A evaluations and supplier strategy development.

## PREVIOUS EXPERIENCE

Luxtica México — **Planning Manager** (2012 – 2015)

Unilever México — **Junior Planning Manager** (2010 – 2012)

Schlumberger (Saudi Arabia) — **Field Operations Engineer** (2008 – 2010)

Nestlé México — **Planning Coordinator** (2006 – 2008)

Becton Dickinson México — **Planning Supervisor** (2003 – 2006)

## Professional Profile.

Global executive with extensive experience leading operations, supply chain, and commercial strategy across complex industries including automotive, consumer goods, industrial, healthcare, and energy.

Specialized in translating demand, operations, and analytics into business decisions that directly impact revenue, EBITDA, profitability, and working capital. Proven track record managing portfolios exceeding \$2.8B USD, leading regional IBP/S&OP transformations, and optimizing commercial and distribution networks within multinational environments.

Recognized for accelerating profitable growth, improving service levels, and transforming operations into competitive advantage.

## EDUCATION.

- Master in Finance — EGADE Business School (ITESM)
- B.S. in Industrial Engineering — ITESM.

## Certifications.

- CPIM — APICS.
- Certified Financial Advisor — Mexican Ministry of Finance.

## Languages.

- Spanish (Native)
- English (Fluent)