

DIRECTOR OF OPERATIONS | SUPPLY CHAIN | LOGISTICS & TRANSFORMATION.

Multisite Operations • Transportation & Distribution • Last-Mile Delivery • Cost Optimization • Logistics Transformation • Leadership of Large-Scale Organizations

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EXECUTIVE VALUE PROPOSITION

I have built my career in operations, logistics, and distribution, leading high-impact transformations in large-scale organizations. My experience combines operational management, cost optimization, safety, service, technology, and leadership of complex teams. I have managed structures of up to 4,500 employees, budgets of up to USD 98 million, national and regional transportation and distribution operations, multisite networks with up to 60 distribution centers, and volumes of 55+ million hectoliters. In my current role, I manage an operation of 650 people and 1,350 units, with a focus on efficiency, service, safety, continuity, and cost discipline.

20+ years of experience | 4,500 employees | USD 98 M budget | 3,500+ units | 60 distribution centers | 300,000 customers | 55+ M hectoliters.

PROFESSIONAL EXPERIENCE

Operations Director • MEXAMERIK | November 2024 – Present

650 people • 11 direct area managers • 1,350 units (530 tractors + 820 trailers)

I lead the strategy and execution of the operation, integrating dispatch, traffic, maintenance, logistics, safety, and operational human resources. I manage fleet availability and utilization, service continuity, and cost discipline, with direct interaction with critical customers and suppliers. I drive efficiency and profitability initiatives across fuel, maintenance, and operating structure, while using technology to strengthen planning and dispatch.

RESULTS: Reduced the logistics dispatch structure from 10 to 7 people (-30%) through the use of artificial intelligence in trip planning; improved fuel efficiency by 3% from 2024 to 2025, from 2.70 to 2.78 km/liter; reduced maintenance cost by 5%, measured in \$/km traveled, versus 2024; achieved 92% On-Time performance in 2025; reduced the theft rate by 50% from 2024 to 2025; and added 3 new suppliers, securing better pricing and greater service availability.

Logistics Director • Central Bajío Region • Grupo Modelo – AB InBev | July 2021 – September 2024

Puebla, Tlaxcala, Morelos, State of Mexico, Mexico City, Hidalgo, Querétaro, and Guanajuato • 17 direct area managers • 1,200 routes • 60 distribution centers • 155,000 customers • 22 M hectoliters • USD 98 M budget.

I led regional distribution, asset and industrial safety, maintenance, cost management, planning, and warehousing, aligning execution with demand and network profitability. I made decisions on capacity, service, productivity, and cost, and contributed to technology evolution through SAP, distribution applications, Marketplace solutions, and improvements to cash-collection systems.

RESULTS: Increased NPS from 35% to 70% between the beginning of my tenure in 2021 and year-end 2024; reduced accident rates by 40% over the same period; reduced cost per hectoliter by 20% between 2022 and 2023; and contributed to the deployment of order-tracking solutions that improved customer experience and supported the evolution of NPS.

National Distribution Manager • Secondary Transportation • Grupo Modelo – AB InBev | January 2020 – June 2021

National coverage • 3,000 routes • 3,500 units • 55+ million hectoliters • 300,000 customers.

I managed national distribution and coordinated initiatives focused on service, customer experience, productivity, and network control. I led the evolution of the internal distribution tool and its quarterly releases, working with SAP and the distribution application.

RESULTS: Increased national NPS from 40% to 80%; reduced operating structures by 20%; and established a historical distribution record in 2020, exceeding 55 million hectoliters of beer distributed nationwide. The structural reduction represented approximately 1,000 positions by eliminating one helper position per team.

National Process Manager – T2 • Grupo Modelo – AB InBev | January 2018 – December 2019

T2 = Second Tier: secondary distribution / last mile • 3 audit teams of 8 people each.

I redesigned and standardized operational processes, strengthened audits, and aligned teams through KPIs and OKRs. I implemented initiatives to reduce losses associated with freshness and product expiration, anticipating market placement and improving preservation strategies. I extended the methodology to operations in Central and South America, including Colombia, Peru, and Ecuador.

RESULTS: Generated 15% operating savings between 2017 and 2018, primarily through reduced losses associated with freshness and expiration; achieved process certifications or audits for 95% of distribution centers within the program scope; and deployed improvement programs across approximately 50 distribution centers in Colombia, Peru, and Ecuador.

REGIONAL OPERATIONS

Operations Manager · Tabasco, Veracruz & Chiapas · Grupo Modelo – AB InBev | July 2016 – December 2017

600 employees • 2 operations managers • 8 direct reports • 25 distribution centers • 7 M hectoliters/year • USD 2 M annual maintenance spend in 2017.

I simultaneously led operations across three states, coordinating distribution, maintenance, service, and network performance. I made decisions on capacity and asset availability, with a focus on continuity and safety.

RESULTS: Increased fleet availability from 60% to 85%; reduced Supply Chain Losses by 40% between 2016 and 2017; and reduced accident rates by 40% between 2016 and 2017.

Regional Automotive Maintenance & Warehousing Manager · Mérida · Grupo Modelo – AB InBev | January 2012 – June 2016

Yucatán, Quintana Roo, Chiapas, Campeche, Tabasco, Veracruz, and Oaxaca • 800 employees • 7 operations managers • 55 distribution centers • 9 M hectoliters/year • USD 4 M maintenance.

I managed asset reliability and warehouse operations across a multisite regional network, coordinating maintenance and operations teams to increase fleet availability and control cost.

RESULTS: Increased fleet availability from 70% to 88%; reduced Supply Chain Losses by 25% between 2013 and 2014; and reduced operating structures by 10% between 2012 and 2015, including refrigeration technicians, route helpers, and warehouse positions.

Operations Manager · Oaxaca · Grupo Modelo – AB InBev | January 2006 – December 2011

650 employees • 4 direct area heads • 14 distribution centers • 5 M hectoliters/year • 120 routes.

I led statewide distribution operations, 14 warehouses, asset and industrial safety, and 5 internal automotive workshops, developing service capabilities, cost control, and operating discipline to meet demand and improve customer experience.

RESULTS: Increased NPS from 35% to 70% and reduced Supply Chain Losses by 45%. I do not include additional indicators because I do not have verifiable metrics for this period.

EARLY CAREER

Human Resources Unit Manager · DIF Estatal Oaxaca | March 2002 – September 2005

1,200 employees served • Statewide coverage.

I managed human resources processes within a state organization, including labor relations and coordination with unionized personnel, with a focus on workforce continuity and operational compliance.

RESULTS: Maintained 98% workforce fulfillment and managed union negotiations within required timelines.

EXECUTIVE COMPETENCIES & TECHNOLOGY

Operations & Supply Chain: Operations Management | Supply Chain Management | Transportation Management | Distribution | Last Mile | 3PL | Fleet Management | Network Optimization | Cost-to-Serve | Operational Excellence | Lean Six Sigma | KPIs | OKRs | Cost Management | Operating Profitability | Budget Administration.

Technology: SAP | WMS (Warehouse Management Systems) | TMS (Transportation Management Systems) | Microsoft Office | Samsara | Foxtrot | Telematics | Satellite Tracking | Distribution Applications | Process Digitization | Planning and Dispatch.

EDUCATION

Master's Degree in Quality and Productivity — Tec Milenio.

Diploma in Logistics — Universidad Iberoamericana.

Executive Management Diploma — Universidad del Valle de México.

Bachelor's Degree in Public Accounting — Universidad Autónoma Benito Juárez de Oaxaca.

EXECUTIVE DEVELOPMENT

Lean Six Sigma Green Belt — AB InBev | Internal program by selection.

Psychological Safety — Siki Instituto | 2021.

Managing & Leading — AB InBev | 2017.

LANGUAGES, MOBILITY & TARGET POSITIONS

Spanish: Native | English: B2.

Available for national relocation | International availability.

Target positions: Operations Director | Logistics Director | Supply Chain Director | VP of Operations | COO.