



Héctor José Reboredo

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Core Competencies

Senior Executive:

- Has led as **CEO/COO/VP/MD** multinational & local businesses (e.g. **ThyssenKrupp (TKE), KONE, Schindler, ALCOA**) From Country Operations to **15 Countries Region**, with **100 to 1300+ K FTEs**, budgets from **15 to 500 M EUR**
- Managed Multi Factory-Multi Industry Environments.
- **Industries:** Services, Manufacturing, Petrochemical, Vertical Transportation and Logistics.
- **Board Member** Petrochemical Chamber; President 15 TKE companies in Latam and KONE Argentina
- Engineer with a **focus on people & customers**. Master in Business Innovation

Business Turnaround / Growth:

- Grupo Piero: **500 M EUR** from **10% to 14% EBIT**, **customer satisfaction +30%**
- Petrochemical Rio Tercero load increase from **40% to 95%**, **EBIT from -2% to 17%**, **85 M Euros**
- TKE LATAM: from **68 to 140 M EUR**, from break even to **+7% EBIT** in 5 years
- KONE: from **2 to 5 M EUR** and from break even to **7% EBIT**, **customer satisfaction +30%**

Alliances / Cooperation / M&A:

- M&A from diverse perspectives and stages: as the **acquirer, acquired** or **disinvesting** party.
- **Partnerships** developed with companies as Dow Chemical, Tempur-Sealy and Albaugh among others.
- Successfully integrated KONE and ThyssenKrupp in Latam, after acquisition.

Multi Continent / Cross-cultural Business Development:

- Factories and partnerships developed in **China, USA** and **Europe**
- Has resided in USA, Mexico, Uruguay and Argentina, with exposure and business relationships in China, USA, Korea and **Europe** (Finland, Germany, Belgium, Spain, Austria, Switzerland, Serbia)
- Fluent in **English, Spanish, Portuguese, basic Italian and Learning German**

Professional Experience

RM + Partners GmbH - Business Management & Consultancy Services
Founder – Managing Director

Switzerland, since, 06.2021

Growing Businesses with Operations in Austria, Germany, Switzerland, Spain, UAE, Serbia, Slovenia, Croatia and Latam. Multi-site Sales and Manufacturing Operations for PE Backed International Group and Private Investors Groups from Switzerland, Austria, UAE and Germany with Operations in Europe, Brazil and UAE.

Selected achievements:

- LATAM Disembarking **5 Years Project for a Swiss Multinational**. Examples of topics covered are:
 - Business Volume Considerations. **Sales Team Sizing and Strategy**.
 - Investment, Casflow Needs, **Budget (EBIT Level)**, Payback Potential.
 - Strategical and Risk considerations and Assessments
 - Operational Aspects regarding **Marketing & Sales Structure, Customer Support, Lead Time, Distribution**, including **Business Model Definitions**, among other aspects.
- Blockchain Industry - Electronic Device Manufacturing Facility Turned Around and Re-implemented in Graz/Austria. 18 months turnaround operation, **going from 192 Days delivery delays, to Weekly Deliveries according to Orders Received.46M Euros volume processing per Year**.
- World Wide **Distribution Centre Operation** in Serbia Redesigned and **Reimplemented in 6 Months**, New Logistics and Customs Agents agreements Implemented, Processes revision and reimplementation. **Full Cost Improvement of 32%**.
- Corporate Structure Implemented in Zug/Switzerland, daughter company of a Luxembourgish Holding Co., working together with Legal / Tax Advisors + Spanish / Luxembourgish Attorneys.

- Streamlined **communication and interaction between European Investors and Scientists** from a **Highly Technological Start-up** prototyping a series of Turbine Powered Drones (Aircraft – Max speed 850 Km/h)
 - Investing Plans reviewed and reapproved. **80M USD Project Budget.**
 - **Full Scale Factory Plan and Initial Phase Set up** in Sao Jose dos Campos/SP/Brazil, working directly with the Scientist and Brazilian Team.
 - **Sales and Partnership Negotiations in USA**, with PE, Gov. Contractors and Institutional Authorities.

Ports 4.0 – Open Innovation Spanish State Port Authority Fund
Senior Advisor – Experts Committee

Spain (Swiss Based), since 02.2021

Ports 4.0 equity fund is the corporate open innovation model adopted by the Spanish State Port Authority.

Selected achievements:

- Projects Evaluated with Directly Responsibility out of around 300+ Project Applied where I have participated with a more General Role.
 - Ideas Phase – 18 – Funds Assigned 3
 - Pre-Commercial Phase – 32 – Funds Assigned 5
 - Commercial Phase – 22 – Funds Assigned 4

Projects includes Exponential Technologies Applications, like Digital Twins, Blockchain and IA, to Web Apps, Image Recognition, Drones/Robots/Rovers, Traceability Tools, New Mechanical Designs for Freight Containers and handling Logistics, Ecosystem Integration Tools, Business Efficiencies and Sales, Processes, and more.

SGC | www.sgc-latam.com | www.ssl-latam.com

Europe, China, LATAM, since 06.2015

Co-founder / Board Member

Global Construction Solutions, with extensive experience with Global Applications in the LATAM markets.

Selected achievements:

- Distributorships Agreements signed and under execution with 8 Multinational Companies.
- Sales Network established in 9 Countries for the Non-OEM Market.
- Becoming a niche Solutions Provider of Choice, even Global OEMs have started to place Orders.

Grupo Piero | www.grupopiero.com | 500 M USD revenue | 6 Factories

Argentina, 03.2017 – 05.2018

CEO – Interim

- Stabilization and **transformation** of the operation of Petroquimica Rio Tercero as a first priority.
- Overall Performance Improvement of the other 5 Manufacturing Facilities.

Selected achievements:

- Petrochemical Rio Tercero reached **+95% load** and **+17% EBIT** coming from less than 40% load and minus 2% EBIT:
 - Established a **Customer-Centric approach**
- Signed collaboration / M&A potential agreements with **Dow Chemical, Albaugh, Tempur-Sealy**:
 - Entering Brazilian petrochemical market adding 15 M USD annually and 2.5 M EBIT
 - MOU to explore potential acquisition that would increase targeting revenues increase by 25%
 - MOU for Acquisition, increasing operations (15 M USD) and entering B2C segment.
- Appointed as Board Director of the Petrochemical and Chemical Chamber of Argentina

Argentinian Post | www.correoargentino.com | over 550 M USD revenue

Argentina, 01.2016 – 06.2016

COO – Interim

- Leading Business and Operations in order to **implement the new strategy** to evolve the Argentinian Postal Service to the next level of both business and social service.

Selected achievements:

- **Corporate commercial department grew 30%** in sales, after implementing a new strategy.
- **Set up and run distribution center** for national and international small package logistics, which was projected to **grow from 5 to 10 M USD first year**, and 15% in average the following 5 years.
- Implemented, together with the National Administration of Social Services, a nationwide debit card covering around 70% of beneficiaries (**8 M people**)

ThyssenKrupp Elevators | www.thyssenkrupp-elevator.com | 140 M EUR revenue 05.2002 – 03.2015
President / CEO LATAM Region 04.2010 – 03.2015
 Managing Director Mexico (while being VP Field Ops, EH&S) 01.2007 – 05.2009
 Vice President Field Operations, Health and Safety for LATAM Region 01.2007 – 03.2010
 Vice President New Installations and Modernizations Latin America R. 10.2004 – 12.2006
 Field Operations Director Argentina / Uruguay / Paraguay 01.2006 – 12.2006
 Field Operation Manager Uruguay 10.2004 – 12.2005
 Operations Manager 05.2002 – 10.2004

- Leading **15 countries** region (over 1200 FTEs), establishing regional Field Operation Office for LATAM
- Leading **Share Service Center**: 37 FTEs in finance, sales, technical, HR, IT, EH&S which decentralized regions operation in Argentina, Uruguay, Chile, Panama, Mexico
- Promoting and implementing improvements in Service, New Construction and Modernization businesses of the region as well as monitoring and ensuring economic targets achievement

Selected achievements:

- As President LATAM Region: developed the company from a break-even EBIT and 68 M EUR sales in 2010, **to +7% EBIT and 140 M EUR sales** in FY 2015
- As Managing Director Mexico: established a completely new team and turned around company results of the previous 2 years **from -30% EBIT to a 5% EBIT**

KONE Elevators Argentina, 01.1999 – 04.2002
Managing Director

Selected achievements:

- From **2 to 5 M USD** operations, from **break even to 7% EBIT**
- **Market share** new installations: from 2 to 6% (biggest multinationals had 8 to 10%)
- **Customer satisfaction** overall performance improved by above 30%

Schindler Elevators / Andina Group / ALCOA Group Argentina, 09.1995 – 12.1998
Operations Manager / Process and Development Manager / Process Engineer

- Diverse technical and Operational in some cases with Sales responsibility positions.

Education

Deusto Business School / University of Cambridge 2019 – 2020
 MBI (Master in Business Innovation)

MIT Sloan School of Management 2020
 Digital Business Strategy Program

Hult Ashridge Executive Education 2007 – 2014
 TK Academy Programs / Munich Strategy Group

Hanken & SSE Executive Education 2000
 General management and controlling skills and processes

University of Belgrano 1988 – 1994
 Electromechanical Engineer

Additional Information

Languages

Fluent **English, Spanish, Portuguese** | Basic **Italian** | Learning **German**

Hobbies

Trail Running | Ski | Golf | Advanced Certified Diver | Former Rugby Player | Amateur Astronomer