



Human Resources Director (HRBP) — Retail, Logistics & FMCG

| Specialist in Project Evaluation | Workforce Planning & Coverage | Labor Cost Optimization | Union Relations | Multinationals | Corporate Governance

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Professional Profile

Human Resources Director with over 20 years of experience in multinational and family-owned companies across retail, logistics, FMCG, and manufacturing. Demonstrated expertise in leading large teams, ensuring optimal staffing coverage, managing compensation strategies, and fostering strong labor relations. Directed structures of up to 40 direct reports, impacting more than 3,000 employees. Delivered measurable outcomes, including a **25% reduction in labor costs**, sustained productivity gains, and **zero union disputes**. Recognized as a strategic, data-driven leader committed to fostering high-performance cultures.

Career Objective

To contribute to a growth-focused organization in a senior HR leadership capacity within retail, logistics, or FMCG, driving workforce coverage, operational excellence, and labor cost optimization—delivering **multi-million-peso savings** aligned with budget targets, enhancing productivity through KPI-driven initiatives, and building high-performance organizational structures.

Professional Experience

2025 – Present. Director of Human Resources, Corporate Grupo Synero — Mexico City & Central-Southeast region

Team: 4 direct reports, 40 total | **Scope:** 300 convenience stores; 3,000 employees



Responsibilities: Provide strategic corporate HR leadership for a convenience-store network across Central and Southeast Mexico. Oversee compensation strategy, performance management, and talent development for headquarters. Designed salary bands by role and area, as well as fixed and variable compensation structures for managerial and executive levels. Implemented the Balanced Scorecard for performance measurement and the 9-Box methodology for talent mapping and succession planning. Led Corporate Governance initiatives to institutionalize decision rights, policies, and succession frameworks.

Achievements:

- Designed and implemented salary bands by role and geographic zone, improving internal equity and reducing frontline turnover by **8%**.
- Developed and launched a fixed + variable compensation model for middle management, increasing staffing coverage from **88% to 93%**, while enhancing retention and performance alignment.
- Deployed Balanced Scorecard and 9-Box methodologies across **100%** of key positions, accelerating talent mapping and reducing time-to-fill for critical roles.

2016 – 2025 | Grupo Farmacias del Ahorro — Held the Following Positions

2022 – 2025. Deputy Director of Human Resources — Retail Operations Grupo Farmacias del Ahorro — Mexico City (National scope)

Team: 3 direct + 20+ regional HR managers (indirect)



Responsibilities: Directed end-to-end HR for national retail operations with a strong focus on labor cost control, staffing coverage, employee separations, and strategic projects. Led severance policy design, digital recruitment platform implementation, last-mile distribution initiatives, and high-volume hiring through chatbot technology. Oversaw payroll administration, bonus programs, and HR budgets/forecasts aligned with operational and financial objectives.

Achievements:

- Optimized the HR budget by **MXN 32M per month**, including productivity-linked bonuses.
- Reduced overtime expenses by **9% monthly** through workload analysis and schedule redesign.
- Increased store staffing coverage by **7%** via strategic reassignments during peak hours, saving approximately **MXN 1M/month** and increasing average ticket per employee.
- Lowered labor costs by **20% YoY** by controlling overtime and enforcing authorized headcount.
- Improved staffing coverage by **15%** in critical zones through profile adjustments and enhanced market competitiveness by role/zone.
- Decreased severance costs by **20%** through standardized offboarding protocols for poor performance or infractions.
- Implemented flexible last-mile delivery models, optimizing delivery times and resource utilization.
- Automated high-volume recruitment using a chatbot, reducing time-to-hire and improving process efficiency.

2016 – 2022. Deputy Director of Human Resources — Logistics & Distribution Grupo Farmacias del Ahorro — Mexico City

Team: 8 direct reports (7 Regional HR Managers + 1 Analytics Coordinator)



Responsibilities: Reported directly to the Executive Director of Supply Chain. Managed labor cost components—including payroll, bonuses, and variable compensation—along with HR budgets and forecasts. Led national labor relations with unions, including CBA reviews and legitimations, termination policies, and leadership training on labor matters. Defined and executed the national training and development strategy for distribution centers, covering structure design, needs analysis, competency frameworks, career pathing, and talent mapping. Managed variable compensation schemes and performance indicators for inbound and outbound operations.

Achievements:

- Achieved a **25%** reduction in labor spend versus prior year by enforcing authorized headcount per area, implementing FTE measurement, and establishing a formal Variable Compensation Policy.
- Maintained **zero union disputes** by building collaborative relationships with union committees, delivering continuous leadership training for delegates, and launching a recognition program to promote joint accountability.
- Designed and institutionalized an operational and leadership training framework with level/function-specific curricula; introduced “Expert Instructor” and “Expert Operator” certifications and formal career paths with union endorsement, creating an active internal talent bench.
- Increased productivity by **30%** through a commission scheme for picking and operational redesign.
- Generated **15%** fuel savings via performance-based incentives and reduced late deliveries.

2011 – 2016. Regional Manager, Labor Relations & Safety— Heineken México

Managed seven collective bargaining agreements across the **Southeast region**, leading union negotiations and preventive workplace safety strategies. Achieved a **30%** reduction in labor claims, saving **MXN 20M** in contingencies. Decreased risk premium by **28%** through preventive actions and operational improvements.



2006 – 2011. Regional Human Resources Manager – Grupo Peñafiel (Beverages)

Served as HR lead for distribution centers and a production plant (**1,500 employees**). Managed collective agreements, variable compensation and commercial training programs. Oversaw operations in **Pacific, Bajío and North regions**; developed training for sales force and implemented effective onboarding programs.

2004 – 2005. Human Resources Manager – Litografía Latina

Implemented an organizational development program across two plants with **800 unionized employees**. Oversaw payroll, personnel administration, general services and medical services. Strengthened plant operations and professionalized administrative processes.

2000 – 2004. Human Capital Lead – Gamesa Quaker



Managed a unionized workforce of **1,800** employees. Led training for operators and middle management; implemented variable pay on production lines; participated in self-directed team initiatives; managed labor processes with external law firms; and oversaw vendor management for outsourcing and general services.

Education & Diplomas

2018 - 2019 - Diploma in Effective Leadership - ITESM Monterrey

2007 - 2008 - Diploma in Managerial Skills - ITESO

1998 - 1999 - Diploma in Investment Project Evaluation - IPN-UPIICSA

1994 - 1998 - B.S. in Industrial Engineering (Specialization in Project Evaluation) - (IPN- UPIICSA).

Skills & Expertise

Project Evaluation & Business Case Development

Workforce Planning & Staffing Coverage

Labor Cost Optimization & Budget Control

Labor Relations & Union Management

Performance Management (Balanced Scorecard)

Talent Mapping (9-Box) & Succession Planning

Organizational Development

Executive & Leadership Training

Data Analysis & Decision-Making

Communication, Negotiation & Stakeholder

Languages.

Spanish: Native.

English: Upper-Intermediate (B2 CEFR)

Tools & Platforms

Implementation of Recruitment Platform

Mass Hiring with EMI Chatbot

Microsoft Office 365 (Excel, PowerPoint, Outlook, Teams) — Advanced

Workday, SAP SuccessFactors & Kronos — Payroll, Timekeeping & Talent Management

Power BI — HR KPIs Visualization & Analysis

Success Profile / 9-Box / Balanced Scorecard — Performance & Potential Assessment

LMS & E-learning Platforms — Content Creation & Training Administration