

Miguel Cruz y Celis Ehlinger

Strategy Consultant, Business Facilitator and Passionate Coach

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Experience

More than 30 years in the IT industry, maturing in different roles, from being a partner in a small software development firm to, at SAP, growing from product and sales positions to successfully managing a 270M USD subsidiary. Developed market penetration and sales strategies for Mexico and Central America; and as member of the Latin America Management Team, provided vision on direction and strategy to multiply sales while increasing profitability. Additional to corporate life, my 16 years as an independent businessman have powered me with passion and drive, which in turn have been enablers to deliver quarterly results and growth in: revenues, market share, profitability, employee and customer satisfaction. I strongly care for employee teams that ensure customer success. Recently I have been helping clients with Business and Strategy Consulting. I developed a High Performance Team Development Program directed to companies that want to embrace accelerated growth. At Integralis, I´m in charge of helping companies in Mexico to achieve their next level.

Integralis: Managing Partner (2020-today)

Business Development:

- Strategic Planning with a purpose.
- Executive Coaching.
- Team Development and Business Transformation.

XNOVA: Managing Partner, Business Consultant, IT Business Development and Software Entrepreneur (2010-today) 10 Years

Business Consulting, Strategy Coaching and IT startup supporter. Example of customers:

- Business and IT Strategy: Estrella Roja, Hospital Sedna, Avantis, Vicrila,
- Sales Proficiency: Neoris, Grupo Sicoss, Grupo Taurus.
- Accelerated Growth Strategy Consultancy: Grupo Sicoss, ERN
- Business Transformation, High Performance Team Development: Abilia

SAP (1995-2010) 15 Years

Vice President SAP Latinamerica **1.5 Years**

Responsible for the Large Enterprise segment across the whole region. Enabled sales models in an Industry-verticalized approach while focusing on large deals on multi-million, multi-year contracts, with business value validation.

Managing Director SAP Mexico and Central America **9 years**

Carried Full P/L responsibility for a total operation that grew from 95 M USD in 1999 to 270 M USD in 2008, operating in 7 different countries. Carried the subsidiary through turbulent times of post Y2K and dot.com bubble. Some challenges included management of multiple product transitions in a turbulent industry, developing sales strategies to penetrate new market segments (mid-market, geographies, industries, delivery models, etc.), and adapting the organizational structure and management systems all while maintaining market leadership. Responsible for 500 people covering all revenue generating areas of Software, Maintenance, Consulting, Education, as well as all support areas: Presales, Sales Operations, Marketing, Alliances, Finance & Admin, Human Resources, Global Support. Increased customer satisfaction levels to highest in the whole SAP Group. For 7 consecutive years we achieved the "Best place to work" award.

Sales Director **2 years**

Managed 23 Direct Reports and developed management system and structure to ensure quota achievement, market share growth, while increasing customer satisfaction. Awarded President´s Club. Aligned the sales

structure with the rest of the subsidiary's groups (Professional Services and Presales) on a vertical industry approach. Expanded the partner network to support sales and implementation efforts, and initiated the mid market strategy.

Account Executive **1 year**

260% Quota achievement in first year (never before achieved by any other local AE on that timeframe). My previous experience as product engineer allowed me to better position SAP´s strengths and demystifying SAP´s weaknesses.

Solution Engineer **2 years**

Solution specialist in the areas of Production Planning, Materials Management and Workflow tools. Awarded Presidents Club. Focused on supporting the sale of large accounts.

Grupo Puebla (1991-1995) 3 Years

Managing Partner

Entrepreneurial endeavor where I managed a portfolio of investment projects in a wide range of industries, from discrete manufacturing to real estate. Developed projects from idea conception to sales execution.

Arizona State University (1989-1991) 2 Years

Graduate Research Assistant

While completing a Masters Degree in Industrial Engineering, I successfully developed and executed a collaboration program with the University's Computer Integrated Manufacturing Research Center and Mexican border companies. Co-participated in the sale of a 4 year applied research project, for which I delivered the first 1.5 yrs. which included simulation models and shop floor optimization for truck manufacturing and assembly lines (Kenworth Mexicana)

Servicios en Informática y Desarrollo de Sistemas (1987-1989) 2 Years

Account Executive / Project Manager

Entrepreneurial endeavor where we custom developed software solutions for mid size companies in PC based LANs in the areas of Sales, F&A, Inventory Management, Payroll, etc. Participated as a part owner and learned to struggle to pay employees while breaking even with sales. Eventually brought the company to profitable numbers with the leadership team.

Hylsa (1986-1987) 1 Year

Head of Efficiency and Organizational Development

First formal job after graduating from College. Successfully launched the Quality Circle program, which had failed 3 attempts prior to my joining the steel manufacturer.

EDUCATION:

- B. Sc. Industrial Engineering. Universidad de la Américas, Puebla, México. Graduated with Honors, 1986
- Master of Science in Engineering, Arizona State University, Tempe, AZ. Graduated with Honors, 1991
- Certified Professional Coach by Fred Kofman´s Conscious Business Center, 2019
- Other Courses:
  - SAP Global Leadership Development Program, INSEAD (Fontainebleau, France and Stanford, CA)
  - Executive Development Program, The Wharton School, University of Pennsylvania
  - Numerous Sales Training: Complex Sales, Major Account Planning, Value Engineering, Value Based Selling, Product and Industry Positioning.
  - SAP Product training: Materials Management, Production Planning, Workflow.

- Management workshops such as: The Leader as Coach, Media Training, Cornerstones of Leadership, People Management

Miscellaneous:

- Languages:
  - Spanish: Mother tongue
  - English: Proficient at read, write, speak and listen
  - French: Basic listening and speaking
  - Portuguese: Minimum listening and speaking

- Prizes, Scholarships,
  - Numerous sales awards for overachieving quota: President´s Club and Winners Circle (11 times)
  - 7 Years in a row Best Place to Work Award, while leading SAP Mexico
  - Full Scholarship, Graduate Research Assistant, Arizona State University
  - Academic Scholarship and Loan, Banco de México, to pursue Masters Degree
  - Scholarship Research Assistant, Universidad de la Américas
  - Scholarship Academic Merit, Universidad Panamericana
- Other:
  - Board Member for AMITI (Mexican Association for the IT Industry, 1999-2008)
  - Board Member for Health Digital Systems (IT player in Healthcare Industry, 2012-2014)
  - Mountaineering Expeditions: Aconcagua (Argentina 1987, 2012), Ama Dablam (Nepal, 2012), Kilimanjaro (Africa, 2012), Artesonraju, Huascarán, and Pisco (Peru 2011, 2013); Huayna Potosí and Illimani (Bolivia, 2014), Denali (Alaska, 2017) and Manaslu (Nepal, 2017)
  - National Champion (1980), high school level, track run 800m and 1500m