

Ana María Segura Escudero  
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I have built a rising career which has given me the opportunity to appreciate the importance of the participation of Human Resources in achieving Business' strategies. Since I have been aware of this, I have developed competencies such as analytical thinking, assertiveness, influence and impact, empathy and communication, all of which, let ideas transcend, thus becoming tangible and measurable business benefits.



Reporting to CEO

Total period: 1 year

May 2019 – Actual

- Active participation in the company's downsizing strategy, based on a new business model while implementing an effective key talent retention strategy.
- Implementation of "GEN MIRA" Culture Branding Strategy. After running focus groups to identify MIRA's DNA, an action plan was implemented to reinforce these principles into internal policies, communications, training, and talent attraction process.
- Implementation of new Soft Skills Competence Model based in the new business strategy and "GEN MIRA".
- Implementation of "Ganar-Ganar" {Win-Win} employee value proposition strategy. Using a dynamic digital booklet, we branded all benefits to MIRA employees. We published this information in MIRA's website as a talent attraction strategy.
- Implementation of "TRS" initiative. Total Reward Statement's main goal is to make employees aware of their annual income in its competitiveness vs market.
- Implementation of Top Talent Retention Strategy. By identifying key positions and top talent I was able to implement a succession planning process, develop individual plans for top talents and implement proactive recruitment.
- Lead Oracle HR Implementation as a service platform on time, and keeping business as usual.



Reporting to LAN HR Vice-president and dotted line to Affiliate Managing Director

Total period: 1 year

January 2018 – April 2019

- Took part in the organizational design of 2 new Business Units as a result of acquisitions' process, managing the HR process from an M&A perspective.
- Reviewed and improved the variable pay model for Sales Reps in Mexico.
- Reviewed and improved key benefits for all employees with "0" budget impact.
- Consolidated the Managing Director Hiring Process in 2 months.

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- Enhanced a compliance and ethical environment in the Affiliate by means of an extensive training in Brenntag's Code of Conduct.



### **Regional Flavors HRBP LAN & Sr. HRBP Mexico**

Reporting to HR Vice-president and dotted line to Affiliate Managing Director

Total period: 5 years

January 2017 - September 2017

Regional Flavors HRBP

- Aligned HR global strategic processes across the 4 affiliates (Argentina, Brazil, Colombia, and Mexico) into the flavors' Division.
- Ensured succession plans for key Executive positions by working with the Regional Flavors VP in their development plans in a short, medium and long term; making the right investment in each of them based in Competencies' gaps analysis.
- Was the voice of LAN in the Flavors HR Global Community to ensure local talent inclusion in key development programs as well as in global succession plans outside LAN region.
- Participated in the Annual Strategic Business plan meeting, mostly in the re-organizational strategy, helping the business to localize efficient process, work-flow and talent.

January 2012 – December 2016

### **Sr. HRBP Mexico & Colombia / LAN Compensations Head**

Reported to HR Vice-president and dotted line to Affiliates Managing Directors

Sr. HRBP Mexico & Colombia

- Member of the local leadership team as HR representative (in Mexico and Colombia)
- Implemented a regional Engagement action plan which resulted from the annual employee survey, based on the key drivers the employees told us about:
  - Implemented "Hablemos" {Let's talk} as a communication & continuous improvement strategy. By means of holding quarterly discussions with the Managing Director we obtained a sense of quick wins with low cost that improves the employee's perception on the KPI "I can impact my environment".
  - Improved "High Potentials" and "Critical Jobs" Total Compensation competitiveness by 25% during talent annual reviews with BU's VPs continuous dialogues.
  - First time participation of LAN in the "Flavorist trainee global program". By designing a robust selection process between the BU and HR we attained the presence of LAN in the global training program with 3 Latins out of 10 open spots worldwide.
- Created and presented to the leadership team initiatives that turned real like:
  - Creating Pension Plan Committee to regulate and improve the existing pension plan with clear policies and procedures.
  - Health Insurance cost control by creating Statutory Procedures, which resulted on a 15 % expense decrease vs the previous year.

Compensations LAN Head

- Presented and defended the Annual Salary Increase budget request, across the region's 4 countries to the corporate offices. With the support of the HR VP I was able to explain each country's economic dynamics, general market salary and total cash benchmarks. As a result, we were able to obtain a benchmark increase for 4 years down the road, for 3 out of the 4 countries' local market.

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- Participated as a LAN representative in the design phase of “Compensations Bridge” global tool. During the design phase, I was able to propose differential merit’s increase based on the individual comp-ratio vs individual performance, golden bonus, etc.



### **Compensations and Development Regional Manager (Mexico & CA)**

Reporting to Human Resources Director

Total period: 7 years

2008- December 2011

- Design and Startup of “Employee Branding” strategy considering university relationships, social media, professional development programs, targeting new generations’ values and motivators.
- Did the localization and implementation of the “On Board” program at a Regional level.
- Startup of Flexible Time Policy for Mexico and Central America.
- Did the localization and startup of the Career Management Strategy in Mexico and Central America achieving the training of 91% of the population, by the end of 2009.
- Participation in the design team, localization and implantation of “My career @ BASF” System in North America. This is an assessment, succession, career management, and professional development integral system.
- Design and Startup of Key training programs based on business strategy and VP vision for the future, ensuring the effective comprehension of all participants of the BASF mission, vision, leadership framework, Business model (IPADE, ICAMI, and Leadership Compass).
- Compensations’ structure alignment within Central America market practices, focused on having the competitiveness to acquire the best local talent.
- Personnel cost planning process leadership, amongst 9 different business units and platform services, ensuring personnel cost aligned to market salary dynamics and business effectiveness.

2007- 2008

### **Integration and Development Manager – Reporting to Human Resources Director**

- Localization and implantation of the Talent Pools’ Strategy for the corporate site and 5 plants.
- Coordination and Implantation of the Employee’s annual survey for Mexico and Central America.
- Design, Presentation and Approval of the Action Plan of Work Environment survey, for Mexico and Central America.
- High level acknowledgement for the process of scouting for and hiring top executives in strategic positions.

2005- 2007

### **Human Resources manager – Reporting to Human Resources Director and Business Director**

- Development and Implantation of the High Performance Organization Model to align ourselves regionally to the high performance acknowledgement methodology.
- Development and Implantation of the Professional Development Program new graduates. Having hired 3 talents the first year. 2 of them are now in leadership positions.
- Analysis and compensational alignment at management levels to guarantee competitive salaries VS the Market in every key managerial position.

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- Direct Participation in the negotiation of the collective bargaining agreement proposing the annual negotiations closing indexes. 100% of Negotiations closed on time and in accordance with the Market.
- Design of technical and human competencies profile for key positions and key services and laboratories. Based on this, the development profile was generated for these positions.

Binney & Smith “ CRAYOLA”

Total period: 5 years

2000 – 2005

**Human Resources Manager – Reporting to Managing Director of Latina America.**

## EDUCATION



2020

Leadership for Senior Executives



2004 – 2006

1994- 1998

MBA Business Administration



## LANGUAGES

English: Fluent Speaker

French: Medium

Ana María Segura ha construido una carrera de 25 años de experiencia en Recursos Humanos.

Ha colaborado en importantes empresas nacionales e internacionales en las cuáles ha sido parte de momentos importantes de transformación organizacional tales como BASF (Empresa alemana líder en la industria química), Firmenich (Empresa suiza entre las 3 principales casas perfumistas y saborista a nivel mundial), MIRA (Empresa mexicana líder en la creación de desarrollos de usos mixtos).

Ha participado en equipos internacionales en materias específicas de recursos humanos para creación de prácticas y procesos de Recursos Humanos exponiendo y defendiendo los intereses regionales. Ha liderado equipos regionales de Recursos Humanos en Centro y Sudamérica.

En los últimos 8 años ha sido parte de los comités directivos donde ha influenciado en las decisiones de negocio con una perspectiva humanista.

Puesto actual Directora de Recursos Humanos en Mira.