

WILHELM HITZ

Barcelona, Spain • +34 628 182 169 • w.hitz@outlook.com • HitzCFO.com • linkedin.com/in/whitz

Professional Profile

I transform businesses by aligning strategy, people, processes and technology to deliver sustainable value creation

International Managing Director and Business Transformation Executive with 30+ years of experience leading growth, turnaround and transformation across multinational corporations and family-owned businesses in retail, logistics, pharmaceuticals and consumer goods. Extensive leadership experience spanning General Management, Finance, Operations, Supply Chain, Procurement, Human Resources, IT and Commercial functions.

Recognized for transforming businesses into high-performing, data-driven organizations by combining strategic vision with disciplined execution. Proven track record in profitable growth, operational excellence, cost optimization, working capital improvement, digital transformation, post-merger integration, governance and people-centric leadership. Trusted advisor to founders, shareholders and Boards of Directors.

Executive Capabilities

- General Management & P&L Leadership
- Business Transformation & Turnarounds
- Strategy Execution & Value Creation
- Operational Excellence
- Digital Transformation & AI Adoption
- Finance, FP&A & Performance Management
- Commercial, Procurement & Supply Chain Leadership
- Corporate Governance & Board Relations
- Business Integration & M&A
- People-Centric Leadership
- Organizational & Cultural Transformation
- Customer & Employee Experience (NPS / eNPS)
- Executive Stakeholder Management
- Data-Driven Decision Making
- Coaching & Change Leadership

Education

- MIT – Digital Transformation
- MBA Accounting – University of Phoenix
- MBA Marketing – University of Phoenix
- Industrial Engineering – University of Murcia
- Technical Engineering (Electronics) – University of Murcia

Professional Experience

Managing Director | Herraiz

Tortosa, Spain | 2026 – Present

Leading the company's end-to-end transformation across Commercial, Procurement, Operations, Finance, Human Resources and IT. Responsible for driving profitable growth, operational excellence, organizational integration and digital transformation while building a high-performance, people-centric culture.

- Leading a company-wide business transformation focused on profitable growth, operational excellence, organizational integration and digitalization.
- Delivering sustainable value creation through cost optimization, procurement excellence, inventory optimization, working capital improvements and KPI-driven performance management.
- Building a people-centric organization by launching the company's first Employee Net Promoter Score (eNPS) programme and leading a 22-initiative transformation roadmap focused on engagement, leadership, communication and organizational effectiveness.
- Embedding a customer-centric management model through the implementation of the company's first Net Promoter Score (NPS) programme.
- Professionalized a family-owned business by introducing governance, standardized processes, executive reporting, AI-enabled decision making and cross-functional accountability.

Interim CFO & Business Transformation Director | Herraiz

Tortosa, Spain | 2025 – 2026

Appointed to stabilize the Finance function and lead the company's financial and business transformation during a period of significant organizational change.

- Restored financial stability and governance, transforming Finance into a strategic business partner for executive decision making.
- Established the company's first integrated performance management framework including budgeting, forecasting, executive reporting, KPI dashboards and structured performance reviews.
- Led the redesign of Finance processes and ERP governance, creating scalable systems, stronger internal controls and reliable management information.
- Built a high-performing Finance organization with clear ownership, accountability and performance management.

Corporate General Director | Grupo Agora Invest

Barcelona, Spain | 2021 – 2025

Led Corporate Functions for a multinational family-owned holding company, including Finance, Controlling, HR, IT, Legal, Procurement, Compliance, Risk Management and the Family Office. Member of the Advisory and Compliance Boards.

- Led the Group turnaround, returning the business to profitability after three consecutive years of losses through a comprehensive business transformation programme.
- Delivered sustainable value creation by simplifying the operating model, reducing approximately 50% of legal entities, implementing Shared Services and strengthening governance.
- Improved profitability and cash generation through commercial transformation, cost optimization, working capital management and procurement excellence.
- Accelerated digital transformation through SAP S/4, Transportation Management Systems and standardized business processes across the Group.
- Built a high-performance organization by redesigning the operating model, empowering leaders, strengthening accountability and embedding a performance-driven culture.
- Led two Business Units with full P&L accountability, consistently exceeding top- and bottom-line objectives.
- Reduced the financial closing cycle to five working days across European operations while improving reporting quality and governance.
- Strengthened banking relationships and financial resilience through cash planning, debt restructuring and long-term funding strategies.

General Manager, Corporate Services | Lacer Pharmaceutical Group.

Barcelona | 2018 – 2020

Member of the Executive Committee, leading Finance, HR, IT and Legal Affairs. Responsible for accelerating business transformation, improving organizational effectiveness and enabling profitable growth through digitalization, governance and operational excellence.

- Delivered record financial performance while co-leading the corporate strategic plan together with McKinsey & Company.
- Led the enterprise-wide digital transformation agenda, defining the IT strategy and accelerating ERP modernization, cybersecurity, Microsoft 365, remote working, PLM and governance initiatives.
- Transformed Corporate Services into a customer-centric business partner by redesigning processes, upgrading capabilities and significantly improving management information for decision making.
- Strengthened governance by redesigning Finance, HR, Treasury and Capital Investment processes, improving internal controls, working capital management and enterprise risk management.
- Led strategic corporate projects including carve-outs, organizational transformation and M&A-related initiatives while supporting long-term business growth.

Executive Career (Barcelona Period) | PepsiCo, Inc.

Barcelona, Spain | 2007–2018

Progressive executive leadership career across Finance, Risk Management and Global Digital Transformation, supporting one of the world's largest consumer goods companies. Led large-scale international transformation programmes, strengthened governance and performance management, and drove operational excellence across Europe and global organizations.

Global Asset Management Director (2014 – 2018)

Led the Global IT Asset Management function, defining and executing the worldwide strategy, governance and operating model for technology assets across all PepsiCo regions.

- Defined and executed PepsiCo's Global IT Asset Management strategy, establishing governance, standardized processes and lifecycle management for more than 100,000 devices and 17,000 servers worldwide.
- Built a global operating model through regional organizations, governance frameworks and performance metrics enabling consistent execution across all continents.
- Delivered multimillion-dollar productivity improvements while reducing compliance and operational risks. The LATAM programme alone generated more than \$4.5M in productivity savings.
- Strengthened executive governance, supplier management and financial control of global technology assets, improving operational efficiency and investment transparency.
- Achieved the highest Internal Audit rating ever awarded to an IT organization through world-class governance, controls and accountability.

Risk & Compliance Director – Europe & Sub-Saharan Africa (2011 – 2014)

Led the IT Risk, Compliance, Cybersecurity and Business Continuity agenda across Europe and Sub-Saharan Africa, embedding governance, controls and organizational accountability.

- Led the implementation of enterprise governance, risk and compliance frameworks across more than 25 countries, creating a standardized operating model adopted as the global benchmark.
- Introduced ownership and accountability across more than 100 process and control owners, strengthening governance and execution discipline.
- Successfully implemented SOX controls in Russia, receiving the PepsiCo European Finance Award.
- Accelerated cybersecurity and business continuity capabilities through enterprise security programmes, Business Impact Assessments and disaster recovery governance.
- Developed high-performing international teams through coaching, mentoring and leadership development.

Chief Financial Officer (CFO) – Europe IT (2007 – 2010)

Provided financial leadership for PepsiCo's European IT organization, supporting one of the company's largest transformation programmes and the implementation of the Global Operating Model across Europe.

- Built the European IT Finance function from the ground up, establishing financial governance, planning processes and executive reporting across more than 25 countries.

- Enabled strategic investment decisions by developing business cases for multiple SAP implementations across Europe, consistently exceeding targeted financial returns.
- Led the financial transformation supporting PepsiCo's Global Operating Model, improving transparency, governance and value realization.
- Directed the financial modelling and business case for the outsourcing of Data Centre and Network Operations across Europe, Middle East and Africa, optimizing cost structures and scalability.
- Developed finance governance practices later adopted by AMEA and Latin America.

Executive Career (Latin America period) | PepsiCo, Inc.

4 countries | 1994–2007

Built an international executive career through progressively broader leadership roles across Operations, Supply Chain, Information Technology, Business Intelligence and Finance. Developed a strong reputation for business transformation, operational excellence, profitable growth and digital innovation while supporting multiple PepsiCo businesses across Latin America.

Chief Financial Officer (CFO) – Central America Business Unit

Guatemala | 2004–2007

Led the Finance organization for the Central America Business Unit, partnering with commercial and operational leaders to accelerate profitable growth, strategic planning and business development.

- Delivered record financial performance, achieving a 22% CAGR in bottom-line results through disciplined performance management and strategic planning.
- Strengthened business growth by negotiating commercial partnerships, developing new business models and expanding profitable revenue streams across the region.
- Led the local finance workstream of a strategic M&A transaction involving the acquisition of a regional food business.
- Enhanced governance, forecasting, treasury and executive reporting, enabling faster and better-informed decision making.
- Acted as strategic business partner to the General Manager across Finance, IT, HR, Legal and Supply Chain.

Financial Planning Manager

Mexico | 2002–2004

Led Financial Planning and Performance Management for four PepsiCo businesses in Mexico, providing strategic insights to support investment and commercial decisions.

- Built advanced financial models and scenario analysis supporting long-term strategic planning and executive decision making.
- Developed business intelligence and market analytics identifying pricing, promotion and profitability opportunities.
- Introduced performance reporting by plant and production line, improving productivity visibility and operational efficiency.
- Strengthened capital investment evaluation and financial governance for major business initiatives.

Information Technology & Financial Planning Manager

Puerto Rico | 1998–2002

Led Information Technology and Financial Planning, driving digital transformation and business process redesign across the Caribbean business.

- Led the post-merger integration following PepsiCo's acquisition of Quaker Oats, coordinating operational, financial and IT integration across the Caribbean.
- Delivered an award-winning Business Intelligence platform providing daily profitability and commercial insights by product and channel.
- Accelerated digital transformation through ERP modernization, sales automation and warehouse management technologies, significantly improving revenue cycle performance.
- Led the Y2K business continuity programme, modernizing legacy systems and establishing governance adopted across Latin America.

Logistics Manager

Puerto Rico | 1996–1998

Led Supply Chain planning, forecasting, inventory management and international procurement for Puerto Rico and the Caribbean.

- Transformed supply chain planning processes, reducing delivery times while improving cash flow by 35%, customer service by 13 percentage points and product returns by 30%.
- Negotiated international freight agreements reducing maritime transportation costs by 19% and generating significant annual savings.
- Strengthened inventory governance and demand planning through data-driven forecasting and procurement optimization.

Plant Manager

Dominican Republic | 1994–1995

Led manufacturing planning, warehouses and production support functions, driving operational excellence across the plant.

- Introduced KPI-driven manufacturing management, improving direct costs and manufacturing overheads by 15%.
- Embedded a performance culture focused on accountability, productivity and continuous improvement.
- Strengthened JIT production and inventory management, improving operational efficiency and manufacturing reliability.

Honors / Awards / R&D

- Honored by the Dean with a SPECIAL AWARD for being the best qualified of all students having finished an Industrial Engineering degree in 1993. University of Murcia.
- NATIONAL AWARD for the Development and Deployment of the “Decision Support Systems” in PepsiCo during 1999. Electronic Information Systems Directors Association of Puerto Rico, 2000.
- EUROPE FINANCE AWARD for the implementation of SOX in Russia. PepsiCo, Inc., 2013
- 2 PAUL HARRIS AWARDS for the contributions made. Rotary International, 2019 and 2017.
- Member of the R&D Group “Artificial Vision Applications to the Industrial Processes”. University of Murcia, 1991 - 1993
- Member of the R&D Group “Mobile Robots”, (Project ESPRIT 2483, EEC). Polytechnic University of Madrid, 1993.

Volunteering

- Rotary International, 2016 - 2024
- Member of the Board, 2017 - 2021
- President, 2019 - 2020
- Secretary, 2017 - 2018
- Delegate of youth, 2016 – 2019
- Fondo Unido de Guatemala
- Treasurer and Member of the Board, 2004 - 2007



<http://www.pepsico.com>

PepsiCo, Inc. is an American multinational food, snack and beverage corporation headquartered in Purchase, New York. PepsiCo has interests in the manufacturing, marketing, and distribution of grain-based snack foods, beverages, and other products. As of January 26, 2018, 22 of PepsiCo's brands generated retail sales of more than \$1 billion, and the company's products were distributed across more than 200 countries, resulting in annual net revenues of \$64.7 billion. Based on net revenue, PepsiCo is the second largest food and beverage business in the world, behind Nestlé.



<http://www.lacer.com>

Lacer is a company specializing in the research, development, and marketing of pharmaceutical products. It provides products for personal health, including products for oral, hair, skin care, massage, cholesterol control, blood pressure management, etc. The company also offers medicines for musculoskeletal health, cardiovascular health, urology, and gynecology.



<https://www.tradisa.com>

Tradisa is an integral logistics multinational company with operations across Europe and subsidiaries in France, Germany, Poland, Italy and Romania for the automotive sector, covering everything from vehicle transport and delivery to fleet management, remarketing and mobility initiatives.



<https://www.herraiz.com>

Herraiz is a family-owned industrial distribution and retail company serving both B2B and B2C markets. Through its specialized business divisions, the company provides industrial products, technical solutions and value-added services, with a strong focus on operational excellence, customer experience and sustainable profitable growth.