

# BOARD PROFILE

**REGINA GARCÍA-CUÉLLAR, PH.D.**

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PROVEN STRATEGIST & TRANSFORMATION EXPERT | GLOBAL GROWTH  
DIGITAL INNOVATION & TRANSFORMATION | BUSINESS INTELLIGENCE  
P&L M&A INTEGRATION | CUSTOMER EXPERIENCE & CUSTOMER LIFE  
TIME VALUE ENHANCER | INCENTIVE COMPENSATION POLICY  
ANALYSIS & LEGISLATIVE ADVOCACY  
PhD ECONOMICS HARVARD | SELECTED 50 WOMEN TO WATCH FOR  
BOARDS

## VALUE-ADDED EXPERIENCE FOR BOARDS

- Senior executive with 25+ years of leadership experience and recognized expertise in strategy and transformation of diverse organizations.
- PhD and MA degrees in Economics from Harvard University, combined with completion of Leading Customer-Centric Growth Program from the University of Pennsylvania's Wharton School of Business
- Experience in telecommunications, banking, energy and healthcare working both in North and Latin America
- Skilled change agent able to drive innovation, build consensus, foster organizational buy-in, and lead highly successful transformation initiatives aimed at increasing organizational agility, profitability, and performance
- Experience in the areas of economic analysis, business intelligence, customer experience, digital transformation and commercial strategy
- M&A experience leading the team that achieved Pemex's first and only farmouts and risk sharing contracts with Australian, US and European oil firms obtaining over 2 billion in investment
- P&L management of telecom retail business (broadband, cable TV, telephone, streaming and mobile) of over 2.6 US billion, managing client lifetime value as well as client relationship lifecycle (offer, segmentation, upsale and retention)

## BOARD EXPERIENCE

15+ years of corporate and nonprofit board leadership and participation, board presentation and collaboration to set strategies, define agendas to produce top results

- **Board Member** | Grupo Rotoplás (2024) Grupo Gigante (2024) Member of audit committee in Grupo Gigante and Grupo Aeroportuario Centro Norte (OMA) 2024 and member of the Corporate Practices Committee
- **President** | Harvard Mexico Foundation (2008 – ongoing) non-profit organization that awards scholarships to Mexicans accepted into Harvard graduate degrees.
- **Co-Chair** | **50/50 Women on Boards** | Co-chair for the Mexico chapter (2024)
- **Women Corporate Director** | Member (2024)
- **Board of Trustees Member** | Museo Memoria y Tolerancia (2024)
- **Elected** | **50 Women to Watch for Boards** | 50/50 Women on Boards (2023)
- **Board Chair** | **Citibanamex Women's Board (2019 – 2022)**
- **Board Contributor** | Citibanamex (2019 – 2022) Agenda setting as well as customer experience metrics and quarterly results presentations to the board
- **Board Contributor** | presented 2016-21 Pemex Business Plan to board for approval as well as M&A deals for board approval

## EDUCATION & DISTINCTIONS

- **Ph.D. in Economics** | Harvard University—Cambridge MA (2000)
- **M.A. in Economics** | Harvard University—Cambridge MA (1997)
- **B.A. in Economics** | Instituto Tecnológico Autónomo de México (ITAM)—Mexico City, Mexico (1994)
- **Fulbright & Ford MacArthur Foundation** Scholarship Recipient
- **Citibanamex** National Economics Award Winner | 1st Place Doctoral Thesis (2001)
- **Leading Customer-Centric Growth Program** | Wharton School of Business—(2021)
- **Exponential Technologies** | Singularity University— (2021)

## CAREER HIGHLIGHTS

**Izzi Telecom** | Chief Strategy Officer (2022 – July 2023)

- C-Level commercial strategy position with a +180 team. Supervising various functions (marketing, market research, product development, go-to-market strategies, digital UX, digital sales, client communications, data analysis and business intelligence). Designed telecom products & services for residential and small business segments (broadband, pay TV, streaming integration, mobile and fixed phone)
- Managed client retention strategies through segmentation and cross selling. Adapted strategies to stay ahead in the evolving broadband and telecom industry. Navigated growth opportunities in a highly competitive market

**Citibanamex** | Managing Director Customer Experience and Strategy (2019–2022)

- Led cultural transformation towards a client centered bank that resulted in Citibanamex rising from #5 to #2 in NPS among Mexican banks
- Key contributor to the all-across incentive scheme change from sales to NPS variable compensation. Contributed to capturing a substantial share of multi-product clients and industry leading online banking satisfaction rate. Leveraged digital transformation to measure/manage the customer journey and implemented proactive, self-service solutions for various common banking issues (payment disputes, card delivery, authentication, and netkey replacement)
- Managed the 25-member Customer Experience committee—a pivotal internal group reporting to the CEO. Oversaw the analysis of a broad spectrum of customer insights. Collaborated with C-level officers to translate these insights into actionable strategies to increase market share, customer engagement, and client retention

**PEMEX** | Chief of Staff (2016–2018)

- Led the development of the 2016-2021 PEMEX Business Plan based on implementing tools granted by the 2013 Energy Reform. Headed the Energy Reform Implementation team, achieving critical objectives of the BoD. Orchestrated Pemex's first farmouts and risk sharing contracts (first deep water farmout to BHP (AU) \$1.2B USD, first offshore farmouts to Chevron (EG)/DEA (GE) \$1.4B USD, first risk sharing contracts Petrofac (UK) and Tecpetrol (AR))

**IMSS (MEXICAN SOCIAL SECURITY INSTITUTION)** | Chief Planning Officer (2013-2016)

- Managed various projects to improve financial stability and customer satisfaction. Executed improved procurement strategies and process efficiencies that reduced IMSS deficit from \$1.3B to \$5M USD.
- Introduced a revised methodology to gauge beneficiary satisfaction among 70M+ beneficiaries. Accomplished substantial improvements in service efficiency and quality. Reduced waiting times by 40%, eliminated 7 million unnecessary annual appointments, pioneered impactful digital transformation initiatives (automated patient referral process, optimized medicine vouchers, streamlined bed-time scheduling), among others