GRETTEL ZAMORA ESTRADA

ENTERPRISE TRANSFORMATION & STRATEGY EXECUTIVE | DIRECTOR, ENTERPRISE TRANSFORMATION STRATEGY

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EXECUTIVE PROFILE

Enterprise transformation and strategy executive with 20+ years simplifying complexity and leading measurable business improvement across the Americas. Bridges strategic intent and operating reality: assessing performance, shaping investment choices, aligning C-suite leaders, leading diverse teams and delivering measurable results. Career spans enterprise operations, regional portfolio governance, strategic consulting, complex program recovery and multinational business readiness. Known for translating ambiguity into clear priorities, accountable execution and sustainable operating capability.

SELECTED EXECUTIVE IMPACT

- Dell: led end-to-end regional transformation, rebuilt delivery capacity and mobilized a 60-person team; achieved 12% productivity improvement against a 10% target.
- Liberty Latin America: built governance for an approximately $1B Capex/Opex portfolio across 20 markets; coordinated a $300M operating portfolio and a 2% year-over-year Opex reduction.
- Liberty: drove initiatives associated with $3M administrative savings and $600K annual supply-chain savings; improved finance reporting efficiency by 50%.
- Panama Ministry of Economy & Finance: led roughly 100 staff and technology operations; reduced technology budget by 25% while managing continuity of critical services.

STRATEGIC & EXECUTIVE CAPABILITIES

Enterprise Strategy & Transformation • Operating Model Design • Financial & Portfolio Governance • Business Cases & Value Realization • Operational Excellence • C-Suite Advisory • Change Leadership • Crisis & Program Recovery • Cross-functional Team Leadership • Digital / ERP Modernization

PROFESSIONAL EXPERIENCE

Managing Director / Enterprise Transformation Advisor — Transformation Latam Partners | *Jul 2024–Present*

- Lead advisory and execution work for multinational transformation mandates, linking leadership priorities, workforce readiness, operational continuity and evidence-based adoption.
- Payless Retail: lead business readiness within a multi-wave SAP S/4HANA Private Cloud retail transformation involving approximately 1,000 people across Finance, Supply Chain, Retail and Corporate functions; provide sponsor-ready insights on risk and adoption.
- Roche Americas: led change and readiness work for an SAP-enabled program affecting 14,000+ employees across the region; improved participation in alignment sessions through structured stakeholder engagement.
- Designed a leader mentorship and engagement approach to improve change capability, connecting executive messages, change impacts and readiness actions across the Americas.

Strategy & Transformation Manager / CTO Center of Excellence — Liberty Latin America | *Jan 2021–Jul 2024*

- Established $1B portfolio governance across 20 markets and executive reporting to align investment priorities, business cases and decision-making.
- Directed planning and governance of a $300M Opex portfolio with senior leaders; contributed to a 2% year-over-year reduction and streamlined recurring financial-reporting effort by 50%.
- Simplified the annual operating-budget process from four rounds over two months to two rounds in two weeks; introduced proactive financial quality controls and automated reporting routines.
- Led operational improvements producing $3M in administrative savings and $600K annual inventory and supply-chain efficiencies; supported a four-month operating-model decentralization affecting a 5,000-person organization.
- Convened regional leadership and vendor workshops to shape enterprise priorities, align investment decisions and develop multi-year transformation roadmaps.

Project Manager → Director of Innovation & Technology — Ministry of Economy & Finance, Panama | *Jan 2019–Apr 2020*

- Served on a five-member Presidential Committee addressing recovery and normalization of a $100M+ national SAP financial platform; moved into technology director leadership and system ownership.
- Led approximately 100 staff across infrastructure, cybersecurity, applications and vendors; oversaw a technology platform with approximately $116M Capex and $27M Opex responsibilities.
- Reduced the technology budget by 25% through contract renegotiation and supplier consolidation; refocused the initiative portfolio on critical national priorities.
- Enabled 2,500 employees to work remotely within four weeks during COVID-19; responded to an infrastructure crisis using a solution costed at approximately 10% of the original estimate.
- Established an internal SAP Academy for knowledge transfer and long-term ownership.
- Directed a broad technology operation serving approximately 10,000 internal users and coordinating more than 100 suppliers and 200+ contracts, while managing operational and cybersecurity exposure.

Managing Director — Transformation Latam Partners | *Oct 2014–Dec 2018*

- Led advisory work in business transformation, logistics, operational excellence and continuity for clients in aviation, telecom and retail.
- For an aviation client, mobilized executive sponsorship and agile delivery for a business-continuity program whose scope expanded significantly, sustaining high stakeholder engagement.
- Directed consolidation and relocation of two warehouses within one month after a major-client revenue loss, protecting business operations.

Strategy & Operations Advisory Manager — KPMG, Central America | *2013–2014*

- Led strategy, operating-model and transformation advisory engagements, with team leadership and approximately $1M in consulting engagement financial responsibility.
- Directed organizational change for a national SAP/financial transformation involving 5,000 users across 10 government institutions; recovered an enterprise architecture initiative supporting the Panama Canal expansion, preserving about $750K of investment.
- Identified an 8% unit-logistics-cost improvement opportunity for a regional consumer products client, influencing go-to-market choices.

Transformation Manager / Regional Chief of Staff — Dell Technologies | *2011–2013*

- Led LATAM sales and enterprise transformation across multiple countries, mobilizing a 60-person delivery team and enabling 6,000+ people; delivered a 12% productivity gain versus 10% target.
- Developed operating routines, executive enablement and process consistency to support a shift toward a services-led commercial model.

Logistics PMO & Chief of Staff — Pfizer, Regional Hub | *2010*

- Contributed to regional logistics consolidation into a Panama hub; historical career materials attribute approximately $10M in program savings.

GLOBAL OPERATIONS & LEADERSHIP

L Brands — Global Technical Services: managed an international supplier network of approximately 30 providers supporting 1,000+ product launches annually; selected for a China knowledge-transfer mission. General Electric — completed the Operations Management Leadership Program and developed a Lean Six Sigma foundation.

BOARD SERVICE & COMMUNITY LEADERSHIP

Board Director, SUME 911 (2019–2020) • Rotary club board leadership and Panama national Diversity, Equity & Inclusion leadership • PMI volunteer leadership and regional transformation speaking engagements

EDUCATION & CREDENTIALS

M.S. Pharmaceutical Sciences, University of Cincinnati | M.S. Higher Education, ISAE | B.S. Chemical Engineering, LSU

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