

# JOSE LUIS LOPEZ MARTIN

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## PROFESSIONAL GOALS:

- ✓ Manage companies focused on Growth, P&L and Cash. Rapid improvements in results. Align all teams –sales, operations, HR, finances, logistics, legal...- towards these objectives.
- ✓ Apply my wide experience as a Managing Director in the management of large companies, in very different geographical environments, and in the direct negotiation of the main national and international contracts.
- ✓ Develop teams towards high performance structures - formation, motivation, demand -.
- ✓ Maximize the potential of digitalization in terms of product and internal processes.
- ✓ Draw on my M&A expertise to develop and carry out inorganic growth plans.
- ✓ Extensive experience in Union management both internally and institutionally.
- ✓ Effective management of crisis situations -COVID-, improving results.

## BOARD BACKGROUND:

- ✓ Chairman WP SAFETYKLEEN Spain-Board member-
- ✓ Sole Director SAFETYKLEEN ESPAÑA-Board member-
- ✓ Chairman PROSEGURIDAD, PROSEGUR TECNOLOGIA, PROSEGURIDAD SELVA, PROSERVICIOS & ORUS Peru -Board member-
- ✓ Director PROSEGUR COLOMBIA -Board member-
- ✓ Director PROSEGUR MEXICO -Board member-
- ✓ Chairman PROSEGUR SECURITE HUMAINE France & Luxembourg -Board member-
- ✓ Chairman PROSEGUR TELESURVEILLANCE France -Board member-
- ✓ Chairman PROSEGUR SECURITE ELECTRONIQUE France -Board member-
- ✓ Director PROSEGUR TRANSPORT DE VALEURS France -Board member-

## PROFESSIONAL EXPERIENCE:

**SAFETYKLEEN, International Group integrated in APAX Partners. Industrial Parts Cleaning, Waste Management and Environmental Advisory. Turn over: 400 MM€. 3.000 employees.**

**Managing Director SAFETYKLEEN Spain-LATAM & Investor. September 2019 – October 2023**

Turnover 2023: € 50 million and 310 employees. 9.000 customer portfolio. Activities: Industrial Parts Cleaning, Waste Management and Environmental Advisory.

Assuming the leadership of the region in September 2019, managing the whole operation –sales, operations, HR, finances, logistics, legal...- improving the net sales by 400% between 2019-2021, keeping the balance between growth and profitability. Over the period 2019-2023, Turnover growth +32%. EBITDA growth +34%. Main achievements:

*Deep change of the company strategy and team motivation, based on:*

- Accountability, Productivity & Digital transformation.
- Strengthening the results orientation of the teams.
- Development of an inorganic growth plan (M&A) for Spain, Brazil, Mexico, Peru & Colombia.
- Union relations radical change – improving communication, balance, accountability-.
- New commercial strategy: digital marketing department creation, large-scale Webinars, Call Center for new and existing customers, new leads generation system...-, deep change in the structure –chart flattening, hunters-farmers-KAM specialization-, maximum sales projection through digital means, new commission scheme, Kick-offs of the entire sales team using 3D Virtual Reality.
- Restructuring of the Customer Care Department. Reduction of portfolio turnover by -134% in 3 months.
- Establishing a HUB scheme between Spain and LATAM to optimize the entire operation & reducing costs.
- Setting up a structured methodology and a specialized team for price increase campaign.

*Successful management during the pandemic:*

- Previous experience in managing large-scale contingency plans - avian influenza in France-.
- Anticipation: development and contingency plan implementation in early stages of the crisis.
- Bases of the plan: safety of clients and collaborators -protocols and IPEs-, reinforcement of stocks -chemicals and machines-, massive use of digital technology in all areas – both internally and externally-. Maximum focus on cash collection. Price increase in 2020 successfully achieved in the middle of the crisis.

## **PROSEGUR, International Security Group. Sales volume: 4.300 MM€. 170.000 employees. General Manager Prosegur LATAM North. 2015 – January 2019**

Turnover 2018: € 200 million and 21,000 employees. Geographical scope: Mexico, Colombia and Peru. Activities: Custody of merchandise in transit, guarding, security technology, fire safety, general services, alarms, GPS and security consulting.

Assumed leadership of the region in 2015, improving EBITDA by 176% in one year. Developed and implemented a regional strategy, based on:

### **Growth**

#### *Net Sales*

- Implementation of in-depth product-level innovation and alignment of commercial teams towards a consultative sales model throughout the region. Developing indirect sales channels and new marketing strategy.
- Opening new markets: public clients and energy sectors in Peru, seaport sector in Colombia and Mexico.

#### *Gross Margin*

- Creating and setting up a regional methodology of price increases by sector and adaptation of commercial contracts. Aligning the three countries in terms of optimization of personnel direct costs (labour and outsourcing).

#### *Cash*

- Consolidating the cash-flow improvement model regionally (finance-operations-commercial triangle).
- Renegotiating payment terms with customers and suppliers, as well as stock management by the latter.

### **Management and Structure**

- Shaping a new approach: more level, motivated, better remunerated and less numerous teams. First lines assessment general process and restructure without affecting the activity.
- Widespread application of the outsource model and regional concentration of operational positions.
- Aligning support units, assuming direct management of the main legal and HR dossiers.
- In Colombia, integrating the newly acquired company and start of the activity Fire protection technology.
- In Mexico, opening agencies over 53% of the territory, with a model of approved subcontractors in States without a presence. Developing a specific action plan for the activity of custody of merchandise in transit.

### **Technological Transformation**

- Externally, reinforcing the technological component in the commercial offer.
- Internally, maximizing digital options in management.

### **M&A Development**

- Responsible for the integral M&A process – target detection, negotiation, due diligences, SPA, integration-.
- Developing and implementation of a M&A Plan for Peru and Colombia. Purchase of a GPS company in Colombia.

### **Social Management and Sector Development**

- In all three countries, holding direct dialogue with the unions. No relevant social conflict during this period.
- Vice President of the SNS in Peru. Council of Fedeseguridad in Colombia and of the AMESP in Mexico.
- Participation as speaker in different countries for CELAES, ASIS, Euro America Foundation, ABBE, SINACOOP.

## **General Manager Prosegur Peru. 2013 – 2014.**

Turnover 2014: € 75 million and 7,500 employees. Geographical scope: Peru. Activities: Custody of merchandise in transit, guarding, security technology, fire safety, general services, alarms, GPS and security consulting.

Developed and applied an **immediate shock plan** that increased EBITDA by 230% in 12 months, by:

- Creating and setting up a price increase strategy based on actual profitability per customer. Shaping specific pitch per customer. Carrying out the negotiation of the Top 10 directly.
- Debugging the portfolio based on profitability criteria and correction of unbilled benefits.
- Restructuring labour costs.

In parallel, developing and implementing a long-term development strategy, based on:

### **Growth**

#### *Net Sales*

- Maximizing added value in the global offer of services. Loyalty of the portfolio, with direct management of the Top 10. Start-up of a new organization of hunters, farmers and key accounts.
- Creating a new company: Proservicios in 2013, with a focus on general services offering for new and existing clients.

#### *Gross Margin*

- Standardizing the price increase model.
- Start-up of the monthly monitoring system of the real gross margin per client.

#### *Cash*

- Making the collection philosophy evolve, with the integration of sales and operations in the cycle. Renegotiating new contract conditions with customers and suppliers.

### **Management and Structure**

- Consolidating the management team –main focus on team motivation-.
- Promoting new dynamics in the support areas. Direct management of the main legal dossiers and HR.
- Outsourcing technology activity. Reducing the indirect structure by 60%.

### **Social Management and Sector Development**

- Renewing dialogue with Unions.
- Actively participating at sector level - SNS, CONFIEP, Chambers of Commerce-.

### **General Manager Prosegur France. 2005 – 2012.**

Turnover 2012: € 140 million and 3,500 employees. Geographical scope: France and Luxembourg. Activities: Guarding, security technology, fire safety, alarms and security consulting.

Improving EBITDA by 130% in the first year with an immediate shock plan focused on:

- Increasing prices and cleansing the portfolio. Establishing a direct relationship with the Top 10, dealing specifically with the negotiation, signing and renewal of the 2 main contracts that represented 40% of the total turnover.
- Implementing a new human resources team emphasizing motivation, responsibility and communication.

Structuring a **business strategy** to maintain this progression based on:

#### **Growth**

- Aggressively pursuing commercial development with axes in global offer, national presence, and reinforcement of commercial teams.
- Systemizing the price increase model.
- Opening of agencies to promote organic development.
- Crossing over into the aeronautical market and nuclear power plants, creating an ad hoc society.

#### **Management and Structure**

- Structuring a team adapted to the new strategy.
- Shaping a model of operating costs by type of client.
- Overseeing the start-up of the Kaizen KPI system.
- M&A: Acquiring a guarding company in France and Luxembourg. Purchasing two fund transport companies.

#### **M&A Development**

- Negotiation, *due diligences*, SPA and integrating 4 groups of companies in France and Luxembourg.

### **Social Management and Sector Development**

- Improving social dialogue, with direct participation in Union management and social conflicts.
- Member of the CDSE and the board of directors of the professional association USP, creating by this means the CNAPS in collaboration with the Ministry of the Interior of France.

### **Operations Manager Prosegur France. 2001 – 2004.**

Turn over 2004: € 80 million and 2 400 employees. Geographical scope: France.

Activities: Cash in transit, guarding, technology, fire safety, security consulting.

Start of Prosegur activities in France with the purchase of 3 companies. Led the integration process in operations area, union management and resolution of social conflicts.

### **Controller Prosegur Spain. 1999 – 2000.**

Depending directly on Corporate HR and Security Manager, responsible for the control of internal procedures as well as the control and calibration of cash chambers, in all the Spanish delegations.

### **Lawyer Madrid (Spain). 1996 – 1998.**

## **EDUCATION**

Bachelor of Law from the Complutense University of Madrid (1992).

State Attorney Opposition (1994 -1995).

EM Lyon Accounting and Finance (2012).

## **LANGUAGES**

Spanish (native), French (bilingual), English (proficiency).

## **INTEREST**

History books & movies, boxing, bicycle, fishing