



**MARTÍN SANTOS TEMPONI**

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Presented by Shore Executive Search

Martín is a Computer Systems Engineer, has a Master's degree in Marketing, and a Master's degree in Top Business Management, as well as over 21 years of professional experience in the restaurant industry in Mexico, with international experience.

Martin helped open a Wingstop Franchise, growing it while he was a consultant at Medix here at which is now managed completely by his partner.

From August 2016 to April 2018 he worked at Medix / Salulleza as Operations & Development Director where he was responsible for the research, development, manufacturing, and marketing of pharmaceutical chemicals with specialization in overweight and obesity treatments. He developed a business model, strategic growth plan, operations structure, and operation manuals. Changed the image of the Slim Center brand in Mexico, created the 180 degrees and Become Yourself brands.

He worked at Alsea for over 15 years. He was Brand Director – PF Chang's for one month, and before that, as Master Franchise and new business development Director – Domino's Pizza he reactivated Domino's Pizza, opening 70 stores in three years and 9 new franchisees. In charge of the operational development of the brand in Mexico, managing a budget of MXN \$240 million annually. He developed and implemented the new image of Domino's Pizza Mexico, remodeled 436 stores, and reactivated the consultancy service to franchisees resulting in an increase in sales of 8% vs previous year. He participated in the purchase of Grupo Zena in Spain for almost one month (due diligence), a company dedicated to fast food, casual dining and traditional dining with 450 locations mainly in Madrid and Barcelona including Domino's Pizza, Burger King, Fosters Hollywood, Cañas y Tapas and La Vaca Argentina.

He was earlier Operations Director – Burger King where he analyzed the regional strategic indicators including weekly key indicators, and monthly operational indicators, as well as the administrative and financial indicators, P&L (sales, costs, EBITDA), and Capex. Implemented home delivery nationwide resulting in a ROI of 55% a year and 9% up for restaurant sales. Developed a new maintenance scheme reducing costs by 40% and managed to turnaround stores with negative ROI to positive (14 stores).

As Brand Director - Popeyes Chicken & Seafood he developed and managed the brand in Mexico, focused on its growth and the pursuit of profitability (33% ROI). Developed a model of stores according to the needs of customers in Mexico reducing investment by 20% and increasing sales from 2% in 2006 and 8% in 2007, reducing food costs of 7 pp replacing 35% of imported products.

Before that as Regional Operations Director – Domino's Pizza he developed the brand Domino's Pizza in the South East region with a total of 70 stores in 5 States of Mexico, with sales of MXN \$458 M per year. He managed P&L indicators (sales costs, EBITDA), Capex, analysis of profitability, budget, rotation, coverage of staff by store, employee satisfaction, and training, becoming the region of the year 2003 for exceeding goals on growth, sales and operation levels.

Martín is a results-oriented professional, expert in growth strategies, and in the creation of new business models, improving return on investment, reducing costs and diversifying its organic growth. Proven experience in operation creating efficiencies through technology and people. Leader and developer of large workgroups. Extensive knowledge of strategic working plans focused on growing the commercial market for products and services. His most remarkable skills include operation and management, marketing, training, negotiation, statistical analysis, and teamwork.

## **PROFESSIONAL EXPERIENCE**

### **Medix / Salulleza, S.A. de C.V.**

**August 2016 to April 2018**

International leader in manufacturing medicines for the integral treatment of overweight and obesity, improving the quality of life.

*Operations & Development Director*

**2017 to 2018**

*Operations & Franchise Development External Consultant*

**2016 to 2017**

- Responsible for the research, development, manufacturing, and marketing of pharmaceutical chemicals with specialization in overweight and obesity treatments.
- Worked in consumer brands Slim Center, Become Yourself and 180 degrees, developing a business model, strategic growth plan, operations structure, operation manuals, training and implementation of new products and services.

**Reference:** December 2018 / 600 Director of Administration of Operations

- Reported to General Director, and direct supervision of 7 people.
- Changed the image and opened centers brand Slim Center in Mexico.
- Creation of the 180 degrees and Become Yourself brands.
- Development of new products and services for the 3 brands.

**WingStop-Franchise****2016 to date**

The largest international restaurant chain of chicken wings in the world.

*Partner*

**Alsea****September 1991 to June 2016**

Company dedicated to the representation and operation of fast food QSR and casual dining establishments in Latin America and Europe.

*Brand Director – PF Chang's*

**May 2016 to June 2016**

*Master Franchise and New Business Development Director – Domino's Pizza*

**2011 to 2016**

- Reactivated the Domino's Pizza openings with 70 stores in three years and 9 new franchisees.
- Assessed the ability of openings for the next 5 years (Market holding capacity).
- Reported to the General Director with 7 direct reports and a team of 10 people. In charge of the operational development of the brand in Mexico as Domino's master franchise Pizza with a total of 624 stores, (400 corporate and 224 in 29 sub-franchises), managing a budget of MXN \$240 million annually.
- Developed and implemented the new image of Domino's Pizza Mexico and the remodeling of 436 stores with increases of 11% above the rest of the stores or control stores.
- Developed new business as Domino's "Fast Casual" models "Store in Store" Combo Domino's – Burger King and low population stores.
- Reactivation of the consultancy service to franchisees resulting in an increase in sales of 8% vs previous year.
- Developed new products like Cheese Stuffed Crust Pizza, PanPizza, Canelazo bites, among others, as well as the operational manual for Mexico. Implemented the bike with a light vest for security to be distributed nationally.
- Participated in the purchase of Grupo Zena in Spain for almost one month (due diligence) Company dedicated to the restaurant industry, both fast food, casual dining and traditional with 450 locations mainly in Madrid and Barcelona of brands: Domino's Pizza, Burger King, Fosters Hollywood, Cañas y Tapas and La Vaca Argentina.
- Evaluation of the units from the operational perspective, including equipment and furniture, structure of operations, state of the premises, sales and promotions, market for expansion, competition, franchise system, and distribution system.

*Operations Director – Burger King*

**2009 to 2011**

- Operational development of the brand in Mexico as a franchise of Burger King in the cities of Monterrey, Guadalajara, Acapulco, Bajío & Mexico City, with annual sales MXN \$1,100 billion and a total of 110 stores, managing 2,420 people, and reporting to the General Director.
- Analyzed the regional strategic indicators of the brand for decision-making. Weekly key indicator, sales, orders, ticket on average, product sales, the performance of promotions, food cost, labor cost, etc.
- Monthly operational indicators, mystery shopper, Center customer service, operational standards assessment, rotation, coverage of staff by store, employee satisfaction and training.
- Responsible for the administrative and financial indicators, P & L (sales, costs, EBITDA), Capex, analysis of profitability and budget.
- Extended service hours for customers and 24-hour stores (breakfast and dinner).
- Development of the pilot project of home delivery in Acapulco and nationwide implementation with the BK corporate advisement for its implementation for the whole brand. ROI of 55% a year and 9% up for restaurant sales.
- Implementation of operational improvements through new technologies (service and production times for demand measurement) (Kitchen Minders, electronic Menus, drive-thru), improving productivity and service times.
- Developed of a new scheme of maintenance (internal, external and service desk) reduced costs by 40%.
- Creation of a Department of customer service with 01800 number, mail, and "apologize to customers" kit.
- Development of the new store image for Mexico as well as in concept, design, and construction.
- Opened the stores in new markets, development of the model of desserts centers and kiosks.
- Converted the stores with negative ROI to positive (14 stores).

*Brand Director - Popeyes Chicken & Seafood***2005 to 2009**

- Development and management of the brand in Mexico, as well as search target profitability for Alsea. The most important project of the brand was its growth and the pursuit of profitability of the business. (33% ROI)
- Reported to the General Director of Casual and Projects / Partner.
- Development of a model of stores according to the needs of customers in Mexico and the profitability of the brand. Reduction of the investment by 20%.
- Developed the strategic Partnerships (Pilgrims, Bachoco, Coca-Cola, and day).
- Increased the sales at the same store from 2% in 2006 and 8% in 2007, reducing food cost of 7 pp replacing 35% of imported products.
- Disincorporation of the holding brand Popeyes, close brand in the market, recovery of company's assets, the sale of the brand and the relocation of employees.

*Regional Operations Director – Domino's Pizza***1998 to 2005**

- Implementation of programs in areas such as human resources, marketing, management, and operations. Development of the brand Domino's Pizza in the South East region with a total of 70 stores in 5 States of the Mexican Republic, in charge of 1200 and sales of MXN \$458 million per year.
- Reported to the General Director and direct supervision of 8 people.
- Analyzed the regional strategic brand for decision-making indicators, key indicator weekly (AWUS, sales orders, average ticket, product sales, the performance of promotions, food cost, labor cost).
- Monthly operational indicators, mystery shopper, customer service, evaluation of operating standards, among others.
- Responsible of the administrative and financial, P & L indicators (sales costs, EBITDA), Capex, analysis of profitability, budget, rotation, coverage of staff by store, employee satisfaction, and training.
- Region of the year 2003 for exceeding goals on growth, sales and operation levels.
- Franchise of the year in 2004 for exceeding goals on growth, sales and operation levels.
- Development of the brand in 19 cities, market analysis and opening of more than 50 stores in the region.
- Development of the program "8.5 managers" for the evaluation of results and payment of incentives nationwide.
- Creation of the magazine "Master" for the region for all store personnel.
- Development, implementation, and logistics of workshops for the repair of motorcycles, reducing maintenance costs.

*Operations Supervisor – Domino's Pizza***1996 to 1998***Store Manager – Domino's Pizza***1992 to 1996***Pizza Maker – Domino's Pizza***1991 to 1992****ACADEMIC BACKGROUND****Instituto Panamericano de Alta Dirección de Empresas (IPADE)****2013 to 2014***Top Business Management, D-1**Mexico City***Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)****2008 to 2009***Master in Marketing**Mexico City***Universidad Del Sol****1994 to 1999***Bachelor in Computer Systems Engineering**Cuernavaca, Morelos*

Extracurricular formation including Management skills by STF Consulting Group, 2003; Organizational Culture & Values by STF, Consulting Group 2002; Mapping for Profits, Coca-Cola of Mexico, 1998; High performance, Group ALEPH, 1998 leadership; Rally of high impact coaches, Domino's Pizza, Mexico 1997; Supervisors Seminar, Domino's Pizza International, Miami, FL, 1997; Dynamic training, costs and profits, Personnel management, participation in the market, product management, Domino's Pizza Mexico, 1994, 1997.

**PERSONAL DATA**

Martín is a Mexican citizen, bilingual in English and Spanish, and computer literate with skills in major software packages including Office, Adobe, Oracle, AutoCAD, MapInfo, web programming, (HTML5, PHP, Joomla).

