




Barbara Hernandez

HUMAN CAPITAL MANAGEMENT LEADER

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PROFILE

Solutions focused, highly analytical management executive offering comprehensive and verifiable experience leading HR & Benefits COEs, developing total rewards programs, directing business process improvement initiatives, overseeing P&L valued at \$1.6B+ in annual revenue and energizing stateside and offshore client service teams. Engaged learner who thrives in dynamic environments, infusing innovation and driving bottom line growth.

KEY AREAS OF EXPERTISE

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|------------------------------|------------------------------------|--|
| • Total Rewards | • Compensation Strategy | • Incentive Design & Administration |
| • Human Capital Management | • Benefits Design & Administration | • Performance Management |
| • Leadership & Team Building | • Job Architecture & Leveling | • Strategic Planning |
| • Salary Benchmarking | • Expat Payroll Management | • Financial Planning, Analysis & Control |
| • Employee & Labor Relations | • Succession Planning | • P&L Management |

PROFESSIONAL EXPERIENCE

Digicel Group, Miami, FL

2018 – present

International telecommunications operator serving over 14 million subscribers in 32 markets

DIRECTOR, HUMAN RESOURCES

Lead the talent analytical elements in support of the organization-wide business transformation initiative. Redesign the full suite of compensation and benefits program for a diverse region, including fixed and variable pay programs, benefit packages and providers, competitive analysis, and benchmarks. Effectively manage the rewards program, including negotiations and contracts renewals. Prepare and present executive level financial analysis, cost reduction initiatives, and productivity models.

- Effectively designed and implemented organization-wide incentive plans, inclusive of plan design, financial feasibility, plan documentation, employee communication, and orientation with a focus on driving a results-oriented culture and improving overall profitability.
- Developed a new corporate Job Architecture framework coupled with a Labor Market Matrix for salary banding to effectively manage labor costs and improve spend visibility.
- Collaborated on organization-wide business transformation initiative on all labor costing (FLC) and productivity elements.
- Reduced overhead costs of mobility program via partnership with Tax, Legal, Talent Management, and Finance.

Bacardi USA, Coral Gables, FL

2016 – 2018

World's largest, privately-held spirits company with sales across 170 global markets

DIRECTOR, PLANNING & ANALYTICS | DIRECTOR, NATIONAL PERFORMANCE

Drove the commercial planning across North America, liaising between Sales, Operations, and Finance groups. Represented Commercial Performance in the S&OP cross functional team. Activated commercial communication across functional groups, removing non-value added activities from the field and sales support functions, channeling needs in an efficient manner, and centralizing thought leadership and planning design in the Commercial Center of Excellence.

- Enabled standardized performance measurement for the Commercial organization by introducing the Commercial Scorecard, inclusive of design, communication, training, and support model for +250 users.
- Simplified and enriched performance and analytical standards by engaging as commercial Business Lead for Greenfield reporting workstream and Integrated Business Planning (IBP) initiative.

Automatic Data Processing (ADP), Miami, FL

2007 - 2016

Global provider of cloud-based HCM solutions serving over 700K clients

STRATEGIC BENEFITS PLANNING & ANALYSIS EXECUTIVE (2015-2016)

Directed the strategic planning and analysis functions for the BU's largest revenue stream (benefits) to ensure attainment of business objectives. Developed forecasting models specific to benefits revenue (\$1.6B P&L impact). Led the client benefits billing and carrier reconciliation function, valued at \$2.2B+ in annual premium. Acted as thought leader in design of next generation client benefit billing function. Executed vendor pricing analysis, contract evaluation, and negotiation. Engaged as a subject matter expert providing strategic pricing leadership, guidance, and management.

- Enabled an incremental deployment of \$4M+ in support of participant benefits experience by designing control processes to manage and reconcile commission expenses, auditable under ERISA.

PROFESSIONAL EXPERIENCE - CONTINUED

SENIOR DIRECTOR, BENEFITS OPERATIONS | HR & BENEFITS SERVICE DELIVERY EXECUTIVE (2011-2015)

Articulated vision and provided strategic leadership for the development and management of Benefits service and operational functions. Enhanced margin expansion opportunities via centralized teams and offshoring talent to India. Empowered 7 management/analyst direct reports, with reporting responsibility for an additional 47 stateside, skip-level associates and 46 off shored, dotted-line associates. Instrumental in performance improvement of business via training, reporting, accountability and measurement against target.

- Spearheaded full centralization of Field Benefits organizations, exceeding operational targets in a growth environment with no increase to stateside headcount via a fully offshored 40+ associate back office group in India.
- Eradicated \$1M+ of revenue leakage from the P&L by infusing automation into the business, driving process improvement, establishing the Benefits Billing & Reconciliation group, and cross-training.
- Successfully managed the BU's Benefits P&L valued at \$1.6B+ in annual revenue with zero write-offs.
- Improved associate engagement index by 25% vs previous year, resulting in zero voluntary turnover.

SENIOR DIRECTOR, FINANCE | CONTROLLER (2007-2011)

Conceived and launched new financial modeling techniques, processes, and reports enabling the business to assess margin expansion opportunities and risks. Patterned closely with Sales and Account Management in the pricing of new business. Led profitability enhancement initiatives related to new business pricing. Led monthly business review processes, delivering executive management reporting and providing financial guidance to senior leadership to ensure achievement of financial goals. Enabled success via richer understanding of business dynamics, deal structures, financial models and trends, leading indicators, and business statistics.

- Successfully managed the region's P&L worth \$450M+ in annual revenue while exceeding client retention targets.
- Defined pricing guardrails to enable sales, support profitability initiatives, and provide agility.
- Envisioned and developed a comprehensive monthly reporting package with P&L variance analysis, retention analysis, forecasting, and other business analysis to support decision making.
- Analyzed existing clients' profitability to support client retention and financial target attainment goals.

Bacardi USA, Miami, FL

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2003 – 2007

DEMAND PLANNING MANAGER

Led monthly Demand Planning meetings with Brand Marketing groups, gaining insight into market trends to improve the sales forecast, foster interdepartmental communication, and contribute to S&OP meetings. Orchestrated the Consensus Forecasting process with the goal of continued improvement in forecast accuracy. Optimized capacity planning at Bacardi Bottling and the Distribution Center through improved analysis, reporting, and communication with the distribution facilities.

- Successfully prepared monthly reviews of 40+ internal reports and metrics via the implementation of the Analytical Team, delivering a one-stop source for all the analytical needs of the Operations Department.
- Contributed to a forecast accuracy improvement for core brands with average forecast accuracy above 90%.

EDUCATION

Master of Business Administration (MBA)

Specialization in International Business & Finance

University of Miami, Coral Gables, FL

2002 – 2004

Award of Academic Merit; GPA 4.0/4.0

Bachelor of Business Administration (BBA)

Double major in Economics & Finance

University of Miami, Coral Gables, FL

1998 – 2001

Cum Laude; Departmental & General Honors; GPA 4.0/4.0

TECH & SKILLS

Data Analytics

Data Visualization (MS PowerBI, Tableau)

Business Intelligence

Modeling

Forecasting

Balanced Scorecards

Process Mapping

Executive Reporting

Executive Presentations

MS Office suite (Advanced Excel)

PROFESSIONAL DEVELOPMENT

EXECUTIVE EDUCATION | PROCESS MANAGEMENT SERIES

University of Florida, Leadership Development Institute

EXECUTIVE EDUCATION | SALES FORECASTING MANAGEMENT COURSE

University of Tennessee, School of Business, Knoxville, TN

GROUP BENEFITS ASSOCIATE (GBA) 1 | CEBS

SHRM-SCP SPRING 2019 EXAM CANDIDATE | SHRM

LANGUAGE

Native Fluency in Spanish