

ROMULO GONZALEZ

Senior Director | Global Operations | NPI | Product Launches | Manufacturing Transfers | Engineering

Ciudad de México, México | English / Spanish / Portuguese

PROFESSIONAL SUMMARY

Global Operations and Engineering Executive with 25+ years of leadership experience within Procter & Gamble and Gillette, leading New Product Introduction (NPI), manufacturing transfers, global engineering organizations, capital portfolios, automation, supply chain transformation, and operational excellence initiatives across North America, Latin America, Asia, and Europe. Proven success delivering complex multi-site product launches, technology deployments, governance programs, operational readiness, and cross-functional business transformations. Extensive experience leading multicultural teams, managing CAPEX portfolios exceeding \$100M, and driving business growth through engineering innovation, manufacturing excellence, risk management, and strategic execution.

CORE COMPETENCIES

New Product Introduction (NPI) • Product Launches • Manufacturing Transfers • Global Program Management • Operational Readiness • Stage-Gate Governance • Risk Management • CAPEX Management • Automation & Digitalization • Manufacturing Engineering • Supply Chain Integration • Lean Manufacturing • Continuous Improvement • Executive Stakeholder Management • Organizational Design • Portfolio Management

PROFESSIONAL EXPERIENCE

LA Market Operations Engineering – Enterprise Automation + Capital System Management
Director | Procter & Gamble | 2024–2025

- Achieved 4% productivity improvement YoY through strategic automation business cases and operational transformation initiatives.
- Designed and staffed a new LATAM engineering organization supporting regional automation and manufacturing transformation programs.
- Identified automation opportunities across 80+ projects with productivity potential exceeding 800 FTEs.
- Developed a 4-year regional automation master plan aligned with global manufacturing strategy.
- Managed a capital portfolio exceeding \$100M with 98% cash-flow adherence, zero compliance issues, and 100% schedule adherence.

- Led governance, operational readiness, risk mitigation, and cross-functional execution of strategic engineering programs.

Corporate Real Estate & Governance Director LATAM | Procter & Gamble | 2019–2023

- Directed a \$30M real estate portfolio across Latin America.
- Delivered \$35M capital cash flow while ensuring full compliance across multiple countries.
- Led organizational redesign and governance processes supporting business expansion and operational continuity.
- Managed complex cross-functional stakeholder networks across legal, finance, facilities, procurement, and operations.

Engineering Director | Procter & Gamble | 2015–2019

- Achieved 5% productivity improvement through operational model redesign and organizational transformation.
- Increased annual capital investment from \$5M to \$10M while maintaining 97% forecast accuracy.
- Achieved 85% vertical startup success through implementation of standardized project management methodologies.
- Established regulatory compliance programs and delivered more than one million safe work hours twice consecutively.
- Generated over \$500K in savings through predictive maintenance and reliability programs.

Dry Laundry Global Engineering Head Director – Packaging Technologies | Procter & Gamble | 2013–2015

- Established and led a global packaging engineering organization supporting NPI, technology transfers, and manufacturing launches.
- Managed capital investments exceeding \$100M across LATAM, India, and global markets.
- Delivered over \$900K in savings and more than \$5M in cost avoidance through strategic engineering initiatives.
- Directed cross-functional teams across engineering, manufacturing, quality, procurement, and supply chain.
- Led deployment of new packaging technologies and manufacturing capabilities worldwide.

Supply Network Organization & Project Management Director | Procter & Gamble | 2006–2012

- Delivered over \$3M in savings through supplier agreement optimization and strategic sourcing initiatives.

- Reduced inventory by \$10.5M through end-to-end supply chain redesign and supplier collaboration.
- Led regional project portfolios supporting manufacturing, logistics, and operational improvements.

R&D Senior Project Manager (Expat Assignment) | Gillette Headquarters, Boston | 2004–2006

- Managed more than \$20M in capital projects supporting capacity expansion, product introductions, and equipment replacement.
- Led launch readiness activities across Latin America and Asia.
- Directed cross-functional teams through planning, execution, governance, risk management, and operational implementation.

Senior Industrial Engineer | Gillette Manaus, Brazil | 2003

- Led end-to-end launch of a disposable razor platform for the Mercosur region.
- Coordinated manufacturing, packaging, supply chain, and startup activities across multiple functions.

Lean Manufacturing Operations Department Manager | Gillette | 1999–2002

- Delivered 20% productivity improvement, 98% case-fill rate, and 10% maintenance cost reduction.
- Implemented lean manufacturing systems across a production line with more than 20 machines.
- Achieved zero quality complaints and zero accidents while improving operational efficiency.

EDUCATION

- Executive MBA (MEDEX) – IPADE Business School
- B.S. Industrial Engineering – Universidad Panamericana
- Finance Post-Graduate Certificate – Universidad Panamericana
- Lean Enterprise Certificate – Worcester Polytechnic Institute
- Communication in Business Diploma – Harvard University

LANGUAGES

Spanish (Native) • English (Professional) • Portuguese (Advanced)