



# RICARDO PENA

## Curriculum Vitae

54 years old - Driving License

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📍 Condomino Equipetrol Norte , Piso 6 F  
Santa Cruz de la Sierra  
Bolivia

Professional with over 24 years of experience in the freight forwarding and shipping industry. Strong communicator with exceptional negotiation skills and a proven track record in leadership, team building, and change management. Highly responsible with expertise in delegation, coaching, and P&L management, consistently delivering successful results.

### SKILLS

#### International Bussiness Management

- Strategic Thinking
- Problem Solving
- Reactive decision making
- Multicultural managment
- Comunication and negotiation skills
- Logistics

### EXPERIENCES

#### General Manager Bolivia & BD Southern Peru & Northern Chile



Cma Cgm Bolivia - Since September 2024 - Full-time - Bolivia

Took responsibility for increasing the company's market share in Bolivia, identifying and improving internal processes to correct deviations. Actively sought commercial opportunities in northern Chile and southern Peru to drive business growth.

#### Country Manager & Legal representative



Hapag - Lloyd - May 2018 to September 2024 - Full-time

- Led the successful establishment of HL in Bolivia, taking the company from the ground up to develop a strong administrative and commercial organization. Managed all aspects of the setup, including strategy development, team building, and operational execution, ensuring a solid foundation for sustained growth and success.
- Establish and maintain fluid and solid communication with government authorities, port terminals, international land transport associations, port agencies.
- Increase our market share from 6% to 25% since the opening up today.
- Import and export trucking development.
- Promoting and driving digital transformation in the Bolivian market, accelerating the adoption of the company's e-tools to enhance operational efficiency and customer engagement.

## General Manager & Legal representative

Andes Logistics Bolivia S.R.L. - October 2015 to March 2018



- Startup of the company in the Bolivian market.
- General management of the company.
- Business development.
- Organization optimization.
- Procurement & Contract negotiations.
- New business developments.
- Improve relation with port ( Arica & Iquique) authorities, Bolivian and Chilean Customs authorities, Bolivian Transport unions, others.

## Commercial Director (Country Manager) & Legal representative



CMA CGM - November 2011 to September 2015 - Full-time - Santa Cruz de la Sierra - Bolivia

- Leading the company as Commercial Director and Legal Representative since 2012, responsible for overseeing all aspects of the agency's operations. This includes managing commercial strategies, driving business growth, ensuring legal compliance, and coordinating day-to-day activities to achieve organizational goals.
- In charge of team building and process restructuring for the different areas of the company: Commercial, Administration, Finance, Logistics, Operation and intermodal.
- Implemented a commercial strategy which resulted in the company maintaining a steady growth in market and increase total volumes in a 120% during my period of management.
- Continual analysis and implementation of cost cutting procedures

## Sales Executive Senior

CMA CGM - September 2010 to November 2011 - Full-time - Santiago - Chile



- In charge of the export traffics of a portofolio of Chilean freight forwarders, traders and other companies.
- Sell CMA CGM lines products, services and solutions by partnering with established and prospective customers to ensure the achievement of individual and company sales.
- Collaborate cross functionally with colleagues to ensure achievement of team and corporate sales goals.
- Negociations with the customers and the lines, quotations .
- Managing disputes with customers, along with close day-to-day relationship with the regional office, and the operational parties, to resolve them appropriately and on time.
- Develop a quality relationship with the customers, by mails, in- and out-bound calls, outside visits.

## Commercial Manager

GST Chile Ltda - July 2009 to July 2010 - Full-time - Santiago - Chile



- In charge of sales and customer service department, its admistration , management and productivity.
- Developed a network of qualified and well know agents worldwide for the company, such as CMA CGM LOGISTIC CHINA, Cool Chain Group, others.
- Implementation of a CRM for commercial team.  
Implementation of KPI for commercial and customer service teams.
- Reorganized and structured the company (Sales and Logistics' departments) to boost revenues and cost savings

## Sales Execution Coordinator

Hapag Lloyd Chile - June 2006 to June 2009 - Full-time - Santiago - Chile

- Develop and expand the freight forwarders portfolio, with a focus on Global and Key Accounts, achieving targets in terms of volume and profitability.
- Responsible for increasing sales and ensuring customer loyalty.
- Identified new business opportunities in the frozen cargo and project cargo segments.

## Sales Manager - Central Area

Delfin Group Co. - 2005 to May 2006 - Full-time - Santiago - Chile



- Led the commercial team, ensuring high-quality customer service.
- Monitored client visits, commercial activities, and performance results.
- Implemented corrective actions to address deviations and ensure goal achievement.

## Branch Manager North Chile

Aprile Chile S.A. - November 2003 to February 2005 - Full-time - Iquique - Chile



- Led the startup of the Iquique, Chile office.
- Responsible for managing legal matters, overseeing the hiring process, and developing the commercial plan.
- Develop of truck service between Iquique and Arica port to main destinations in Bolivia.
- Develop FCL & LCL ( Import & Export)

## Country Manager

ABX Logistics - March 1998 to May 2003 - Full-time - La Paz & Santa Cruz - Bolivia



- Startup of the company in the Bolivian market.
- Responsible for managing legal aspects, overseeing the hiring process, and developing a comprehensive commercial plan.
- Develop of truck service between Arica port to main destinations in Bolivia and vice versa.
- Develop FCL & LCL ( Import & Export)

## INTERESTS

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### Deportes

- RUNNING
- MOUNTAINBIKE
- TRAVELING

## EDUCATION

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### Marketing & Digital Innovation

THE POWER BUSINESS SCHOOL (SPAIN)

Since June 2022

Currently pursuing an online comprehensive business program to gain a 360-degree understanding of tools, methodologies, and concepts in Marketing and Digital Innovation.

## **Permanent Learning**

### **HAPAG LLOYD LEARNING CAMPUS**

Since 2019

Permanent learning, with the latest updates in the industry. (260 courses completed)

## **Diploma in Engineering and Integrated Logistics**

### **Support**

#### **CHILEAN MILITARY POLYTECHNIC ACADEMY.**

June 2006 to July 2007

## **Diploma in Business Management and Sales**

### **UNIVERSIDAD DEL DESARROLLO**

March 2010 to June 2010

Through his training in commercial management and sales, he gained advanced skills in leading sales teams and driving growth across organizations of various sizes. He learned to design and execute agile strategies, improve market penetration, and strengthen relationships with key clients. He also developed expertise in managing and motivating teams, as well as designing training, incentive, and compensation programs to enhance performance. Additionally, he learned to anticipate market trends and adapt commercial strategies accordingly.

## **Army Officer finance & logistics**

### **CHILEAN MILITARY SCHOOL**

January 1989 to December 1992

The Military School trains leaders who apply critical and creative thinking to solve complex professional challenges, utilizing the principles learned in their training. They design military instruction processes following operational doctrine, developing personnel potential, and manage human and material resources to enhance unit efficiency and capabilities, in line with institutional doctrine and state regulations.