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DOUGAL MG
& ASSOCIATES

Alfonso Mac Gregor

Curriculum Vitae

Academic Background

M.A. in Learning and Technology | *Royal Roads University* – B.C., Canada

Master of Business Administration | *ITESM, Campus Monterrey* – N.L., México

Certificate in Business Administration | *IPADE Business School* – Florida, U.S.A.

B.Sc. in Information Systems and Administration | *ITESM, Campus CDMX, México*

Mr. Mac Gregor graduated in 1976 with a Bachelor of Science in Information Systems and Administration from ITESM, *Instituto Tecnológico de Estudios Superiores de Monterrey*, campus Monterrey, N.L., Mexico. In 1981 he graduated with a Master of Business Administration (MBA) from ITESM, campus *Ciudad de México*, in Mexico City, Mexico. In 1999, he obtained an International Management Certificate from IPADE Business School in Fort Lauderdale, Florida, U.S.A. Then, in 2009, he obtained an Early Childhood through 4 Generalist Bilingual Teaching Certificate from the Alternate Certification Program of Texas Region 4, from the Texas Education Agency / SBEC, in Houston, Texas, U.S.A. More recently, in 2019, he received the Master of Arts degree in Learning and Technology (MALAT) from Royal Roads University, in Victoria, B.C., Canada.

1973 – 1981: ALFA Group

Mr. Mac Gregor worked 8 years at *Grupo Industrial ALFA*, presently known as Alfa Group. At the time, Alfa Group was a highly diversified conglomerate headquartered in Monterrey, Mexico. He started working at a petrochemical and textile complex as a student intern during the summer recess months; on the second summer there, he was invited to work part-time to continue developing the maintenance information system. In order to do that, Mr. Mac Gregor arranged his school schedule to allow him to work, and never regretted taking an extra semester to complete his bachelor program. The experience gained paid off after graduation time because he had opportunities lined up, which was not the case for some of his classmates that had never been exposed to the actual work environment.

The mix of industries in Alfa Group provided Mr. Mac Gregor with the opportunity to perform in diverse work environments among which were: *Hylsa* –steel factory, *Dinámica* –corporate services, *Titán* –cardboard and packing materials, *Polioles & Petrocel* –petrochemical industries, *Philco* –appliances and electronics, *Casolar* –leisure and resort, *Terza* –synthetic fibres and textiles, *Agromak* –agricultural machinery, and some others. Moreover, the information systems perspective, in general, seemed like an X-ray visor with which Mr. Mac Gregor was able to have a panoramic view of how data and information flows existed and, sometimes, collided or were absent. This inner vision of the businesses, although informal, made him take a holistic approach when preparing proposals and solving needs. He worked there in a variety of positions, including systems programmer and analyst, corporate professional development and documentation standards, data center manager, teleprocessing and data network services, and information systems manager.

1981 – 1983: Banamex (Citibanamex)

From 1981 to 1983 he worked with *Banamex*, later known as *Grupo Financiero Banamex* and presently Citibanamex, after being acquired by Citigroup in 2001. At his Banamex's early days, the bank was privately owned and was one of the two largest banks in Mexico. There he worked as an information systems management specialist joining an entity within Banamex whose objective was to relocate the bank's headquarters and administration out of Mexico City. The name of the department was *Proyecto Relocalización Querétaro*, internally referred to as *PRQ*, and started as a 6-people project within the Information Systems division. A few months later and after researching similar projects carried out by corporations in the U.S.A., the initiative gained momentum and became a sound business proposal; Mr. Agustín Legorreta, then CEO and Chairman of the Board, fully supported the idea of relocating 3,000 families to the area known as Jurica in Querétaro, a city located about 220 kilometers northwest of Mexico City.

Mr. Mac Gregor had one year into the *PRQ* experience when the unthinkable happened: during the annual presidential speech on Wednesday, September 1, 1982, all the Mexican banks were nationalized by the government; the news brought *PRQ* to an immediate halt and the relocation effort never materialized. The transition for the *PRQ* team of 100+ people was not easy. Before 10:00a.m. on Thursday, September 2, 1982, Mr. Humberto Treviño Landau, *PRQ* Director, spoke to the whole team and shared the information he had gathered. His sincere and simple words and his personal commitment were evident and brought good spirit to the ranks. The next thing everybody was asked to do consisted in making an inventory of files and reports including, work-in-progress and place them in boxes to send them to the bank's storage. It was a saddening task but it kept the staff busy while the human resources office looked for internal possibilities to transfer personnel to.

Due to his background and interests, Mr. Mac Gregor joined the information systems division and became in charge of the assessment of operational data processing. As a result, the revision process required a comprehensive mapping and review of data flows and storage. The final report highlighted findings of data redundancy not only at elemental data levels but at divisional master files as well —there were no databases back then, so every division in the bank had its own information system and master files —. Detecting data/files redundancy and similar aspects was foundational not only in determining the new strategy of the bank's operation, but also in redefining the bank's internal policies and procedures. For instance, the design and development of the bank's "*Cuenta Maestra*" product was supported by this assessment report and, similarly, the "*Cuenta Única*" system, both of which acted as the backbone for the whole bank's internal operation, and were rebuilt with the report's recommendations among their guiding criteria.

1983 – 1986: Hewlett Packard (HP)

After Banamex, Mr. Mac Gregor worked at *Hewlett Packard*, commonly known as HP, from 1983 to 1986. There he was in charge of the data center operation serving the *Guadalajara Computer Operation* (GCO) plant that manufactured printers and personal computers like the *HP-150* first (the PC that offered a touch screen), and the *HP-110* later (the PC that was "portable" due to its compact size without being a notebook-like PC). Mr. Mac Gregor was also responsible for operating and maintaining the corporate systems that supported GCO day-in and day-out, like Accounting (subject to corporate & external auditing process), Order Processing (invoicing to other HP locations internally, inventory management & logistics), R&D, Engineering, Materials Management, Payroll, Commercial Sales (domestic invoicing for another HP division hosted at the HP GCO facilities). There were two systems that particularly characterized those years: *COMSYS* and *FLEX*.

Telecommunications between business units relied on dial-up modem connections to send and receive data; *COMSYS*, acronym for *Communication System* was a pioneer software back then that ran on *HP 1000* minicomputers that connected to the corporate offices daily and which, although not in real time, acted as a virtual international network. Every new HP employee was given a *COMSYS* account and was expected to connect at least once during the day to get briefed on HP news and highlights. *COMSYS* also had the ability to send and receive private messages from anyone including Mr. John Young, then CEO, who also replied to messages he received. The *HP 1000* was inside of the data center and anyone would be allowed to enter and access the terminal/console of the system. All things considered, *COMSYS* might be regarded as a precursor of what, a decade later, would be the modern email on a world-wide scale. *COMSYS* was a corporate internal communication tool, and everybody joining HP *GCO* received a two-hour *COMSYS* training session from Mr. Mac Gregor which was required as part of their HP welcome program.

FLEX, which stands for *Files Exchange*, was the other system that played a key role in keeping any HP unit operating “in the loop”. All HP units used the corporate systems like those mentioned above, so all data processed by any local computer anywhere would be compatible with the systems ran on any unit or location. Thus, in order for this to work, file transmission was vital and so were the telecommunication means –at the time there were only telephone lines and microwave channels –. Since the reliability of telecom connections was unstable, the speed of transmission and the size of data packages –files –, often made the difference between reporting to corporate on time. Mr. Mac Gregor attended the *FLEX* training at HP headquarters to be in charge of installing and operating *FLEX* at HP *GCO*. Once it was up and running, and after two months of its implementation, the accounting department informed of “a dramatic increase in savings” detected in the telecommunications costs. So, not only was the reduction in the size of files of all systems impressive, but also the duration of telephone calls decreased noticeably with all connections done via dial-up as a result of the high compression rate of tiles that *FLEX* achieved. Accounting waited two months to report this in the monthly meeting, in order to make sure there were no errors in the telephone bills or the data center processing procedures.

1987 – 1989: Banamex (Citibanamex)

In 1987, Mr. Mac Gregor returned to Banamex, this time under the role of Investment Banking Manager. The stock market was booming and the bank was expanding its operations to cope with demand. Mr. Mac Gregor applied for a position that would allow him to explore new paths and he was selected and joined a group of 30 newly-hired managers that the bank trained and developed to support the growth of the national stock exchange network project that Banamex had recently launched –as mentioned above, the bank was now nationalized –. So, he was appointed to manage the relocation and growth of a new regional office, whose operation at the time was attended from a neighboring regional office located about 200 kilometers from the commercial regional division Mr. Mac Gregor would be supporting.

He was also in charge of the selection, hiring and training of new staff to build the investment bank team, coordinating the moving into new facilities, managing customers’ files, and seeing to the successful results from audit processes. It was an enriching experience for Mr. Mac Gregor, not only due to the change of career, but also because he was able to witness what Banamex was like five years after the nationalization. The comment “back in the days when Banamex was private” frequently came up with customers as well as among colleagues that had been with the bank for

a decade or more. The bank experienced significant changes while Mr. Mac Gregor worked there, and in 1990 shortly after Mr. Mac Gregor left, the bank was re-privatized... but not to the original owners.

ITESM's High School

During this time while Mr. Mac Gregor worked with Banamex, he also became a teacher at *ITESM's* High School campus in *San Luis Potosí*, presently know as *PrepaTec*, from *Instituto Tecnológico de Estudios Superiores de Monterrey*. There he taught for two semesters as a high school computer programming teacher and was also asked by the campus director to chair a special training program for the administrative staff. Administrative staff was now required to type on a keyboard connected to a screen instead of doing all their duties on paper. This was giving a hard time to many employees, particularly to senior clerical employees. So, the training program was aimed to help administrative staff become familiar with the use of technology while performing their tasks.

Regarding the high school class, Mr. Mac Gregor mainly taught a programming language and designed and implemented a capstone project. For the capstone project, the students were randomly assigned to work in teams — a twist in their semester that taught them how to deal with life-like situations because they always expected to be able to choose who to team-up with —. Additionally, the capstone project required the students to research the topic they selected from the list Mr. Mac Gregor prepared, and were asked to do the programming needed to produce the final outcome of the team's project. Mr. Mac Gregor let the students know in advance that, besides turning in their project, among the questions of the final exam, there would be one personalized question for each student about one particular aspect of their specific capstone project.

The capstone project yielded something faculty members, including Mr. Mac Gregor, were not expecting; during a general assembly held at the end of the school year to review the campus overall performance, the high school director made a special mention of Mr. Mac Gregor's "outstanding" achievement with his programming class, and that consisted on having Arnold — a popular student among faculty and staff —, setting foot in the library for the first time! The programming class was a fifth semester subject, which meant Arnold had managed to navigate high school without entering the library a single time for two years until he had to research his way through the capstone project. Several attendees asked if Arnold made the grade, he did.

1989 – 1991: Conductores Latincasa (Ericsson Group)

From 1989 to 1991, Mr. Mac Gregor worked as Information Systems & People Manager at *Conductores Latincasa*, a cables and fiber optics factory expanding in Central Mexico that was partly owned by the *Ericsson Group*. There, his responsibilities included the selection, hiring and training of staff, redesigning of the information management systems function, defining major updates to the hardware platform, and implementing systems that helped standardize reports and tools which the executive management staff frequently used in their monthly meetings. Expansion of operations required Mr. Mac Gregor to look for ways to facilitate the integration of acquired operations in other cities. Among the challenges other than those related to information systems was the resistance to change. Usually, the acquired unit staff would tend to hold dearly to the ways they did things, and their default stance was to refuse to accept change. Mr. Mac Gregor's team discovered that a competition-like approach worked better than imposing changes wearing the corporate hat; and

the economies of scale were always the ace under the sleeve that helped bringing new business operations onboard.

At some point, and due to the increasing demand for fiber optic in the telecommunications market, Mr. Mac Gregor presented a business proposal to the operations division stating that the time might be right for *Latincasa* to look for a joint venture in order to exploit its pioneering achievements in the field. The proposal reached the Ericsson headquarters in Stockholm, Sweden, and Ericsson's business venture Vice President sent Mr. Mac Gregor a thank you letter pointing out the uniqueness of the interest shown regarding the immediate future of *Latincasa*.

1991 – 1992: Xerox (Xerox Holdings Corp.)

In 1991 Mr. Mac Gregor joined [Xerox](#), presently known as *Xerox Holdings Corporation*, with the role of Logistics Systems Manager. At Xerox, as the logistics systems manager, he was in charge of implementing the updates to the logistics management system; all the software development and maintenance was done at their offices in the United Kingdom and distributed globally. Xerox was more brief work experience compared to previous ones, because while working at Xerox a unique opportunity presented itself to Mr. Mac Gregor that he could not turn down.

1992 – 1994: Almacenadora Bancomer (BBVA Bancomer)

In 1992, Mr. Mac Gregor joined *Almacenadora Bancomer*, a subsidiary of the other large Mexican bank, presently known as [BBVA Bancomer](#). While still at Xerox, Mr. Mac Gregor received a call from *Almacenadora Bancomer*; they were looking for the logistics system manager, which happened to be him. He ended up getting hired by *Bancomer* as information systems manager reporting directly to the CEO. He was tasked not only with overseeing the implementation of a system, as told during the interviews, but also with researching and selecting the logistics system which required an in-depth analysis and mapping of data flows to identify relationships and interactions between all areas.

A by-product of his research was the re-engineering of *Almacenadora*, which made sense because it was not connected to the rest of the business units due to the public warehousing business being quite different from all the financial divisions that *Bancomer* had, and also due to being one of the smallest business units within the *Bancomer* group. With the approval of Mr. Hernán Calero, then CEO, Mr. Mac Gregor led the re-engineering initiative and coordinated a three-day workshop with [IBM Consulting](#). He asked the workshop leader to customize *Almacenadora*'s program so that it included a session using *SWOT Analysis* —strengths, weaknesses, opportunities, and threats — techniques to identify feasible ways to revamp the business operation, a task that could have natural synergy with the re-engineering exercise. As a result, the workshop became a four-day session and the leader not only liked the petition, but also asked Mr. Mac Gregor for his collaboration as SWOT co-facilitator, which would ensure the SWOT remained focused on key aspects Mr. Mac Gregor had anticipated.

After witnessing the success of the SWOT techniques Mr. Mac Gregor proposed, the workshop leader asked Mr. Mac Gregor for his permission to incorporate the SWOT exercises into the *IBM Consulting* regular program for other customers.

The conclusions of the re-engineering and SWOT analysis were that integrating Mr. Mac Gregor's team to the corporate information systems structure would give *Almacenadora* access to much needed technology and with important cost-effective updates and adjustments. This came out as the best path forward for *Almacenadora* toward a winning position in the public warehousing industry. Ironically, it turned out that there would be overlapping of roles and duplicate positions, especially at the top of the structure. This meant that Mr. Mac Gregor's role was no longer needed.

There are times when the leader must move out of the way once the leader has done what is needed to have the team set and ready to grow and prosper.

1994 – 2007: CEMEX

In 1994, Mr. Mac Gregor joined *CEMEX*, a Mexican multinational in building materials and one of the world's largest cement companies, headquartered in *San Pedro Garza García*, in the metropolitan area of Monterrey, Mexico. His role at *CEMEX* was as Information Systems and Corporate Change Manager. His primary duty was to collaborate with and train employees and staff throughout all organizational levels and divisions, including management, in the adoption of new information systems (software and hardware) as well as the implementation of new company processes, programs, and protocols.

He designed and developed instructional material, imparted workshops, and managed learning programs with a diverse range of topics and fields, such as; new online payroll systems (*JDEdwards*) collaborating with the accounting and human resources departments, a flight scheduling system (*Andromeda FSS*) collaborating with the company's pilots and aviation personnel, physical and information security workshops (*CEMEX Way*) collaborating with the company's security department and information systems security specialists, internal audit (*SAP/MIC*) and change management (*IBM*) workshops, post-merger integration projects (*CEMEX Way*), among others.

Mr. Mac Gregor acquired a rich and diverse wealth of experience and knowledge while working with *CEMEX*. Most of his time was spent in Mexico and the U.S.A. offices, however he traveled frequently to other countries as well to train personnel and supervise the implementation of systems there. Among those countries were Germany, Singapore, The Philippines, Indonesia, Bangladesh, Colombia, and Venezuela.

Having studied information systems (computer programming) combined with business administration, Mr. Mac Gregor's expertise was key to help *CEMEX* transition to electronic paperwork. While he was leading the implementation of an electronic payroll system, the project faced legal challenges within *CEMEX* because the corporate legal department opposed the use of electronic signature. The legal department argued that governments and courts would not recognize the new electronic payroll slips or contracts, which might represent a high risk of trouble with workers' unions. Mr. Mac Gregor worked hard together with human resources specialists and their consultants researching and obtaining proof that electronic signature of payroll-related documents had been used by other companies that were taken to court and, after positive verdicts, were now recognized by the *International Labour Organization, ILO*, as jurisprudence on the matter.

Mr. Mac Gregor also worked closely with security officers, aviation staff and pilots implementing new security and safety systems and protocols. During this time, his duties involved everything from giving security workshops to general staff, to managing training sessions with security personnel, selecting and implementing a flight scheduling system for the corporate flight department, training pilots, aviation personnel, and executive assistants on using the flight scheduling system, and worked directly with *CEMEX*'s founder and CEO Lorenzo Zambrano's staff supervising security routines and inspections in Zambrano's offices and private properties.

1999: CEMEX International Management Program

While at *CEMEX*, in 1999, Mr. Mac Gregor obtained a Business Administration Certificate from *IPADE Business School* at Fort Lauderdale, Florida, U.S.A. This certificate was sponsored by the *CEMEX International Management Program* and complemented and updated the MBA that Mr. Mac Gregor already had.

At the end of 2007, after 34 years of hard work, almost half of which was with *CEMEX*, Mr. Mac Gregor took an early-retirement plan from *CEMEX* and decided to re-invent himself.

2008 – 2009: ICYL (Brighton School) & Texas Region 4

In 2008, Mr. Mac Gregor volunteered to cover the spot of a middle school English teacher who left in short notice at the *Instituto Científico Y Literario de Monterrey*, presently known as the *Brighton School*, a small private E-12 bilingual school in Monterrey, Mexico. Mr. Mac Gregor, as well as his students, enjoyed his teaching experience so much that he ended up joining the school as a full-time English teacher for 8th grade as well as a substitute teacher across all grades. That same year, Mr. Mac Gregor joined the *Early Childhood through 4 Generalist Bilingual Teacher Certification* program from *Texas Region 4*, offered by the *Texas Education Agency, SBEC*.

2009 – 2015: Fort Bend ISD & Port Arthur ISD

In 2009, he was hired by the *Fort Bend Independent School District* in Texas to comply with his *Region 4 Certification Internship* requirement. There he was unexpectedly assigned to the kindergarten level as a teacher of title. While at Fort Bend ISD, he was also assigned to teach the science class and lab to five 4th grade classrooms. Upon completion of his internship in 2010, he was hired by *Port Arthur ISD* in Port Arthur, Texas, where he remained a full-time teacher for the duration of his U.S. work permit through 2015. At Port Arthur ISD he was, again unexpectedly, assigned as teacher of title to preschool and kindergarten levels, in addition to the lower primary grades.

Mr. Mac Gregor enjoyed the teaching experience with youngsters very much, as did his students. He was a favorite teacher among his pupils, and his experiential teaching methods were also admired by his colleagues. At the end of his first non-internship year in 2011, Mr. Mac Gregor received the *Rookie of the Year* award from PAISD. Despite the satisfaction that teaching younglings and being recognized brought him, the levels of energy required to teach highly-demanding youth while at the same time dealing with the whims of the public education system's bureaucracy proved too draining. Toward the end of his 6th year teaching with Texas' public-school districts, Mr. Mac Gregor prepared a SWOT report on the school's operation practices—which closely represented that of the

School districts —, and turned it in as part of the annual self-assessment all faculty members were required to do. Though not requested and out of a spirit of contribution, Mr. Mac Gregor prepared the SWOT analysis in anticipation of his retirement and to address the redundant and sometimes obsolete administrative practices, hoping it might make a difference for teachers and staff in the future, and for the sake of the quality of the student's education.

2015 – Present: Independent Translator

In 2015, he returned to Mexico and worked part-time as an independent English-to-Spanish and Spanish-to-English translator, working on documents ranging from one to 120+ pages. The contents he translated included industrial manuals, commercial and contractual specifications, corporate communications, and books. Mr. Mac Gregor maintains himself available as an experienced translator — with the added benefit of his wealth of experience — and now offers this service as one of the services covered by Dougal Mac Gregor & Associates consulting.

2017 – 2019: Royal Roads University (Canada)

In 2017, Mr. Mac Gregor was admitted to the *Master of Arts in Learning and Technology* — *MALAT* — program at *Royal Roads University* — *RRU* —, in Victoria, B.C., Canada, and graduated in 2019. After decades of training adults in business and corporate settings, as well as teaching students of all ages and grades, he decided to pursue further studies in human development and technology. His research thesis for his *MALAT* degree focused on the topic of the impact of digital technology in human brain development.

His interest in this subject was partly inspired by similar research and work carried out by his son, Dougal Mac Gregor, who is the leading consultant in the Dougal Mac Gregor & Associates consultancy. In particular, Mr. Alfonso Mac Gregor researched on how screen time could positively or negatively affect the first years of a child's brain development, which represents the most critical period because it is during this time that the brain grows 80% of its total neuronal mass.

2020 – 2022: SensoDrive Technologies Corp.

From 2020 to 2022, after completing his graduate program at *Royal Roads University*, Mr. Mac Gregor returned to the corporate world, but this time with a technology startup. He joined *SensoDrive Technologies Corp.*, a prop-tech startup company located in Vancouver, B.C., Canada, which is developing and implementing an innovative digital app solution for parking, green mobility and other modes of transport. Mr. Mac Gregor had never worked with a startup company before, nor with a company whose primary business unit was a digital application product or service. He welcomed the new experience, and joined *SensoDrive* as Customer Success Specialist, in charge of managing and overseeing the sales and marketing divisions. There he led the prospecting of customers, development of new accounts, devising and drafting training materials for new staff, and also defining new strategies to facilitate breaking the ice for a dramatic innovative approach to a service that has been in the market for over two centuries.

2022 – Present: DMG&A

Now, Mr. Mac Gregor has partnered with his son Dougal Mac Gregor to serve as a partnering senior advisor and consultant with Dougal Mac Gregor & Associates, combining his accumulated wealth of experience, knowledge and skills with that of Dougal's and the other DMG&A partners and affiliated consultants and contractors.

In particular, Mr. Alfonso Mac Gregor brings valuable knowledge and experience to the DMG&A team and its clients in areas such as: improvement of existing or development of new information systems (software) from a business management perspective; training and coaching company personnel and executives in the adoption of new information systems and/or company processes and protocols, as well as in change management; strategies for expansions, relocations, and global operations; identifying risks and areas of opportunity; professional coaching and development in general; etc.

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