



Ricardo Fernandez Jubany

Interim Transformation Executive | Executive Program Leader

Digital transformation / IT modernisation

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Barcelona / Madrid



EXECUTIVE SUMMARY

International Transformation Executive with more than 25 years of experience leading business transformation, operational improvement and strategic execution across multinational organizations in Europe, Middle East and Africa.

Trusted advisor to CEOs, Executive Committees and senior leadership teams, with a proven ability to translate strategic priorities into executable transformation programs that deliver measurable business outcomes.

Throughout my career I have been repeatedly appointed to lead complex transformation situations requiring executive governance, cross-functional leadership, organizational redesign and business change across highly matrixed international environments.

My experience combines executive leadership, operational transformation, program governance, organizational effectiveness and technology-enabled business transformation, allowing me to successfully coordinate multiple concurrent initiatives while maintaining executive alignment and delivery momentum.

As an Interim Executive, I specialize in rapidly assessing complex situations, establishing governance, aligning stakeholders, removing delivery roadblocks and accelerating execution in organizations undergoing significant transformation, restructuring or growth.

SELECTED ACHIEVEMENTS

- Leading Spain's enterprise transformation program for Alpiq, redesigning the operating model supporting contract management, trading, settlement, billing and customer operations while coordinating multiple business and technology workstreams.
- Appointed by the President of RSM Spain to establish governance for the firm's enterprise transformation program and design its future IT operating model until the appointment of a new CIO.
- Led the post-spin-off transformation of Corporación Cervino, simplifying the enterprise application landscape, redesigning the operating model and delivering more than 30% recurring IT cost savings.
- Managed the organizational transformation program at the Spanish Association Against Cancer (AECC), increasing operational efficiency by over 20% while aligning 52 semi-autonomous regional organizations behind a common transformation roadmap.
- Directed the restructuring of Hewlett Packard Enterprise's Consulting Practice across EMEA, increasing operating profitability from 0.5% to 9.8%.
- Led the turnaround of UST Global's Infrastructure & Business Applications business unit, achieving 48% revenue growth, increasing gross margin from -8% to +20%, improving productivity by 52% and significantly reducing employee attrition.

CAREER PATH: ROLES and MAIN ACHIEVEMENTS

2018-today INTERIM MANAGER (FREELANCE)

June25-todate **Spain Transformation Program Manager (Interim)** at **Alpiq**: Appointed to lead one of the company's most strategic transformation programs, supporting the executive leadership team in redesigning the operating model behind Spain's commercial energy business. Responsible for coordinating multiple business-critical transformation initiatives involving Contract Management, Trading, Market Operations, Settlement, Billing, Customer Services and Enterprise Data Management while aligning business leaders, external partners and technology teams. Key responsibilities are:

- Executive governance of the transformation program
- CEO-level reporting and Steering Committee coordination
- Cross-functional coordination across business and technology
- Transformation roadmap ownership
- Executive decision support
- Program prioritization and risk and dependency management
- Stakeholder alignment across internal and external organizations
- Organizational readiness and business adoption.

2024-2025 **Interim CIO & Transformation Director** at **Corporacion Cervino**: Appointed immediately after the company's carve-out from Grupo Molina to lead its enterprise transformation program and redesign its technology operating model.

Led organizational simplification, application rationalization, SaaS migration strategy and executive governance while supporting executive management through the post-separation transformation.

Key achievements:

- Simplified enterprise application landscape
 - Delivered more than 30% recurring cost savings
 - Redesigned IT operating model
 - Successfully completed post-spin-off transformation roadmap
- 2023 **Executive Transformation Advisor** at **RSM ESPAÑA**: Personally appointed by the President of RSM Spain to support the executive leadership team in defining the firm's transformation strategy. Established governance for the enterprise transformation program, redesigned the IT organization and prepared the transition to the newly appointed CIO. Additionally conducted executive IT Due Diligence assessments supporting M&A transactions
- 2022-2023 **Transformation Program Director (Interim)** at **AECC**: Led a nationwide transformation program across one of Spain's largest non-profit organizations, operating through 52 highly autonomous regional entities. Focused on organizational effectiveness, governance, operating model redesign and executive alignment while driving business process transformation and improving service delivery.
- Key achievements:
- 20%+ operational efficiency improvement
 - Significant service quality enhancement
 - Faster executive decision-making
 - Strong stakeholder alignment across a highly decentralized organization
- 2021-2022 **Transformation Program Manager** at **FUNDACION ACI**, **IDEL**: Led digital and organizational transformation programs focused on operational excellence, process automation and business transformation.
- 2018-2019 **Country Manager – Consulting Business** at **UST-GLOBAL**: Led the turnaround of a €5M international business unit with full P&L responsibility.
- Achievements:
- Revenue +48%
 - Productivity +52%
 - Gross Margin from -8% to +20%
 - Significant reduction in employee attrition.

PREVIOUS EXECUTIVE EXPERIENCE

- 1992-2018 **HEWLETT PACKARD ENTERPRISE**
- EMEA Practice Director**
- Led executive transformation initiatives across EMEA focused on organizational restructuring, operating model redesign, governance and business growth.
- Achievements
- Increased operating profitability from 0.5% to 9.8%
 - Directed EMEA Growth Initiatives PMO
 - Increased opportunity pipeline by 71%
- Country Manager – Consulting Services**
- Full P&L responsibility for HP Consulting Iberia. Successfully integrated acquired organizations, developed executive teams and positioned Iberia as HP's Best Consulting Country worldwide.
- Earlier Career**
- Progressive leadership positions including Project Manager, SAP Consultant, Customer Information Manager and Customer Support Manager, developing strong expertise in business transformation, customer operations and executive program delivery.

EDUCATION

- **MASTER ON ARTIFICIAL INTELLIGENCE** (it includes Microsoft AI certification), FOUNDERZ 2025
- **BIG DATA ARCHITECTURE** (IFCT127PO), ASPASIA GROUP 2024
- **DIGITAL MARKETING, E-COMMERCE AND SOCIAL NETWORKS**, C.E.F. UDIMA University 2020
- **BUSINESS TRANSFORMATION MANAGEMENT CERTIFICATION**, CXO Transform.com 2019
- **LEAN MANAGEMENT**, Escuela de Lean Management 2018
- **FUNCTIONAL MANAGEMENT DEVELOPMENT PROGRAM**, Universidad Complutense /INSEAD
1994 Managing People / 1996 Finance / 1997 Marketing
- **INTERNATIONAL M.B.A**, La Salle University /Manhattan College 1990
- **TELECOMUNICATION ENGINEER**, Universitat Ramon Llull (EUETT) 1986



Accreditation on: Industry 4.0, digital strategy and innovation management