Rebuilding HR for a $1B+ Global Food Trading and Logistics Group

Interim Global Chief Human Resources Officer | HR²Advisory

Client International food trading and logistics group, $1B+ revenue (name withheld)
Role Interim Global CHRO, reporting to the CEO and the board **Footprint** Venezuela, Spain, United States, Brazil, Panama

THE SITUATION

A family owned commodity trading and food logistics group growing fast across five countries and three currencies, past a billion dollars in revenue, running the entire people function through one payroll administrator. Pay decisions were made case by case. There was no job architecture, no HRIS, no succession discipline and no people voice at the board table. The group was in a growth and post acquisition phase where every one of those gaps was becoming expensive.

WHAT I DID

- **Built the function.** Took HR from one payroll person to a team of eight to ten across talent acquisition, talent management and culture, compensation and benefits, and HR operations and technology. Defined the structure, wrote the roles, hired and onboarded the team.
- **Delivered a three pillar people plan in under 90 days.** A plan the CEO and the board could fund and hold me to, sequenced so the urgent work started immediately and the structural work did not stall.
- **Multi country compensation philosophy.** Job architecture and salary bands across five countries, short term incentive design tied to business goals, and a long term incentive structure for executives outside the family with the family economics ring fenced.
- **HRIS evaluation and recommendation.** Ran the market comparison and the vendor demos, and put a recommendation in front of the board with the implementation path behind it.
- **Governance.** Delegation of authority matrix, a monthly HR KPI cadence with the leadership team, and quarterly CHRO reporting to the board covering headcount and cost, attrition hot spots, engagement, bench strength, succession and people risk.
- **Performance management.** Designed the framework and trained the manager population on it in Spanish and English.
- **Executive search.** Led the CFO search for the group.

OUTCOME

- HR moved from payroll administration to a governed function with a seat at the board table and a scorecard the board reads every quarter.
- Pay decisions moved from case by case to a defended architecture, consistent across five countries and auditable.
- Succession and bench gaps named out loud for the first time, with external slates opened where the internal bench was not there.
- The permanent team was in place and running the plan before my mandate ended.

WHERE I ADD VALUE

Interim and fractional CHRO work for founder led and private equity backed companies in the middle of something real: scaling, restructuring, post merger integration, a cultural reset. I have run HR across three continents in four languages, and I build functions that keep working after I leave.

Client identity withheld under confidentiality. Available to discuss the approach in detail.