

[00:00:40] Good morning and welcome once again to another edition, another episode of Supli Cheyney in Spanish. My name is Enrique Álvarez and today I have as host a person with whom I have already had the pleasure of sharing other interviews. Her name is Sofia and let me introduce her here to Sofia Rivas, who is with us today.

[00:01:07] Sofia, how are you? How are you?

[00:01:11] Hi, how are you Enrique?

[00:01:12] Very nice, very, very nice, thank you once again together in this edition of your Spanish-language Nahua play chain, one of the first interviews that we have, as always. And well, today we have a very, very special guest.

[00:01:26] He is a very capable person, with a lot of experience in different industries and who is also from French Mexico.

[00:01:37] Sofia before introducing her. Why don't you introduce yourself quickly for people who are just getting acquainted with this edition of Supli Cheyney and tell them where they can hear us?

[00:01:50] Of course it is. I am Sofia.

[00:01:52] I'm a planning analyst at Mercado Libre and well, I'm also part of watching the Supply Chain Now shows in Spanish or guest of Host and you can listen to us on all the platforms where you listen to your podcast from Spotify and on the ones you do. And you can also subscribe to the YouTube channel.

[00:02:19] Perfect and well Sofia, again thank you very much. In your second week of the new job, so congratulations again on your new challenge.

[00:02:31] Thank you very much.

[00:02:34] And well, before I bring in our guest of the day, let me read and share with you a little more of her impressive professional trajectory. Paola Núñez will be with us. Paola is a Mexican executive with more than 20 years of experience in Supli Cheyney

and an important professional career at management and senior management level in large companies such as multiples in several multinationals like Inditex, Cemex, Vascular, Apel Logistics, Tricos, Loreal and Grupo Danone. And well, Sofia is going to talk a little bit more about her, about her professional career and all the achievements she has had in those companies. Additionally, Paola was the winner of the 2018 National Logistics Award in the Executive category in Mexico, in recognition of her outstanding professional career. He is also currently a member of the Board of Directors. I am a logistician Association working in Transe Place as General Manager of Introd. Broker March and has given several conferences and webinars. So I mean, he's already more experienced than we are at this podcasting thing. She says it will be easy to interview her. And if that wasn't enough, in her spare time she is a high performance athlete, excelling in sports such as triathlon, golf and running. He has participated in multiple events, such as the New York Marathon, the Mexico City Marathon and the Ironman as well.

[00:04:05] So we have a multifaceted personality with us today. Please. We are very pleased to welcome Paola to our home. Hello, how are you? Good morning to you. Welcome to another edition of Supli choy Now in English.

[00:04:26] Hello. Thank you very much. On the contrary, I am very happy to be here with you today.

[00:04:33] I was reading them, there's a little bit to our people who accompany us and our audience all your resume is impressive. Not just the professional part, but part of everything. Are you a triathlete and high performance athlete? Tell us, tell us a little more about yourself. From you. Athlete of your life.

[00:04:54] Thank you very much. Thank you very much. Because of this. First of all for the invitation to be on this podcast and well, I tell you, the truth is that I've always been a person since I can remember, very athletic, very disciplined. Then I started running practically since I was 15 years old more or less. And from there I didn't stop. I started to develop habits of productivity, not of starting my day, but of starting my day very early in order to be able to make the day work well enough for me. And then, as mom told me later on, other goals began, stronger ones, where I started to run, let's say, in different events. I've run about 11 or so marathons between them.

[00:05:49] Well the truth is the best of all, that was the New York Marathon where I was able to achieve excellent time after this with the birth of my second daughter this I said why something does not improve something more, tougher and have them train?

[00:06:10] There was a lack of challenges after having two children.

[00:06:14] Exactly. So there, there. From there I started training for an Ironman, right?

[00:06:21] Then this is where you put all your limit. You. Well, you don't think you're capable of achieving that much, not in a competition like that, but it inspires you a lot. I really do. You will see people who sometimes have different capabilities. You don't run into people who either have no leg, one leg or. And they do it and they finish it then. It is very inspiring. I think this has been very inspiring and that's why this one. Well, I'm still training and with new challenges.

[00:06:58] Now for this 20:21 as you say, it is very gratifying and above all motivating to see so many other people that maybe with little less than what one has, they achieve many, many more things. How? Where does this love of sport come from? Is it something? How did this love of sport come about? And then I'll go on to ask you a little bit about your more childhood memories and love of logistics. How? How? Good on this.

[00:07:30] Well, look, the reality is. I think I've always been a person of challenges and I found in sport. Well, that one, that one. That desire to cross the finish line. To reach a goal. It's not what makes you persuade him. And for this reason, since I was very young, I can tell you that at 15 I really had to start working at a very early age, not because of some economic problems that I had to face. I am the youngest of this group and I mix a little bit the question you asked me talking to you. Please tell us a bit more about your life in general. Well, I am the youngest of the 4 brothers and sisters. My older brother is 15 years older than me. I have another sister who is 13 years older than me and another sister who is 7 years older than me. Then my number in the family was also like.

[00:08:36] As the one who already happylunes what this is exactly. And the family?

[00:08:42] Exactly. And for the same reason, from a very early age. Well, I was a very independent child, very disciplined, very, very sporty.

[00:08:52] As a result of all this and more because I guess because of the age of your brothers Tamina pushes that also acting and doing what they do is no longer an act a bit in your stages?

[00:09:08] Yes, the truth is that em. For the level of maturity is different. When you are. I think that sometimes the smallest and above all with such a difference. Ages. So. Well, it's all there. This situation led me to work from a very early age. So I started when I was 13 years old and since I had to work and study and so on, I would sometimes walk or until I said let's go running. And that's really how my love for him and for the sport began, because in the end the street is free. A pair of tennis shoes is not enough to make you say it. I'm going to start my day this day and I'm going to move from point A to point B. And this and every time, now yes, as logistically speaking in a much more efficient way, achieving better times. And then very well. The truth is that all this has been very rewarding. I'm from the State of Mexico, this same as part of what I was wondering where I'm from? From the State of Mexico, particularly from the municipality of Naucalpan, is where I grew up this in Vivian zone, satellite zone, in that one they call us SATE Luxo, they call them Jata luxurious. To those who live in satellite and so basically no, eh? If we talk about my childhood or memories that have to do with that sense this one. Well, I think that's what it was. In other words, the fact that I had to be very responsible from a very early age as a child, because it is my own livelihood, sometimes even financially at that time. That responsibility made me this way to open myself to new ones, of course, it is not a responsibility.

[00:11:06] From a very young age this video makes you appreciate life in a different way and there are a lot of very positive things, obviously also of what goes with that and I'm sure that maybe that affected your professional and personal path and has led you to be the successful logistical person you are now, someone you admire in your life in that first stage of your life, someone you maybe admire in your life. Did he train you and leave you something that has helped you afterwards?

[00:11:42] Well look, I think I've had several people who have influenced my life. I think that mainly my parents have been, within all the possibilities, within all that they could not give, the people who have had the greatest influence in my life, in my formation, my development and in my path.

[00:12:07] Well, the truth is that I am this type of person who believes that you always learn something from people and you can have good or bad mentors, let's not say that there are no good or bad, rather I believe that we all have a family member, a teacher, a colleague or a boss or someone who has marked us throughout our career, either personally or professionally, something that you remember from Deesa, a mentor or someone, or your mom, even something that she often told you when you were younger, something that you remember, so be it. Special for you, well the truth is that there have been several, several people, no, I think there was an important figure in my life that challenged me a lot and I talk about a cousin who had the opportunity to live there with us. This one for a couple of years was at home while with my parents and was the one that when I was little I used to correct myself you don't know that you shouldn't get out of your comfort zone. And why don't you get up earlier? And why haven't you done this since I was eight or nine years old? So. For me she opened my eyes and said hey, there are more things out there, this one that you can do and learn and this one and in general no, the truth is that I can point you out to many people, right?

[00:13:49] I believe that in life, because every day you are given new challenges, new obstacles and opportunities and in the end there is no equal, no good, no bad mentors, no bad mentors, no good mentors, no good mentors, no bad mentors.

[00:14:04] I mean, from all the people who have touched my life I have learned something very positive.

[00:14:09] I just think what you're saying is that it depends on your perspective, doesn't it? In the end you might have a bad boss, but even from him you might learn something. Well, as an example of how not to do things is not a matter of the vision with the eyes with which you choose to see your reality.

[00:14:30] Yes, yes, actually I agree with what you said to Sofia. The truth is that both of those that you can categorize as good or bad experiences or bad people, or that you say good, even sometimes from the bad ones you learn more, right? So this is it. It is from. How you use what you learn.

[00:14:54] It is. It is, it is. It is very different. No?

[00:14:57] No, that's a very, very powerful message. You can't learn from just anyone, no matter how good or bad. Master this one is up to you. I really know what you are, what you are telling us. Yes, well, something that is then reflected in your very successful career path before I let Sofia start talking to you about your professional career. Tell us a little bit more about how or how you got interested in logistics, because then you have very, very important positions in multinationals such as the ones we mentioned, Cemex, Inditex, Driscoll. Anything in particular that took you there? How? How was your? Your foray into logistics.

[00:15:38] Notice that it was actually by accident me, me. This one and me. I really wanted to be a communicologist and focus on advertising, doing commercials, media, all of this. But just because I started working since I was a child I always combined my studies with my work. Well, then all these opportunities that were given to me were taking me. For example, I worked at Inditex while Inditex was there. It was part of it since I entered the university and in the middle it was when Cemex arrived, which let's say was where I positioned myself a little more in logistics. In fact, in Inditex I had an app, you know, control, inventories and all these things that are part of logistics. But at that time, it didn't sound like logistics as an area, because I'm talking about the year 1990 and it wasn't even important, right?

[00:16:42] Like someone down in the cellar, be doing it and who knows what it is.

[00:16:48] Exactly. That's when it's my turn to join Cemex. It gives me the opportunity to. At Cemex East. Well, I initially come in as the assistant to the VP of Operations and Logistics. It was just an area that started with the name as such. So. Well, as I've always been one for challenges and saying well, I don't even know what it means, but let's go for it, right? And I think that the fact that I have been a very proactive person and very, very curious, because that has opened many doors for me and above all you also

know that the attitude of service with those three factors. I started covering people going out to eat and I said well, what are they doing in your locked apartment? In other words. Then I would go downstairs as the assistant to the vice-president. As he never was. I was saying well, I need this activity, we're not going to see what they're doing down there. And then I went to the dispatch center, where I was scheduling orders, cement trips, etcetera. And this one?

[00:18:03] I would say hey, let me stay with you for a while, it doesn't stop. To understand what you do. If you're going to eat, I'll stay myself. I'll call you back. After a while they adopted me in such a way that they started to release me from activities that were already part of the area that I was still studying. And the truth is that they were telling me is that.

[00:18:23] Well no, no, this one we don't give you the position because you already need to be qualified or have already completed your degree. I said well, I didn't care. And so, even two months after joining the company, I managed to get myself transferred to that position, not without having finished my degree. So for me it was very rewarding to have opened myself up to. and been curious, right?

[00:18:54] And it was the proactivity speed and you said service, also service. That's the service part and this is my. Before Sofia takes the reins, because you already are, tell us about your professional career. The next question to ask Sofia. But as for the service, which house? So, where does this passion for service come from? Which houses are your favourite outside the professional field? Why is this so important to you that you mentioned?

[00:19:23] Well, when you have an attitude of service, you are open to listen, to understand, even your own opportunities.

[00:19:38] And the fact of giving myself and or my help to other people this, well maybe that also adds up with the proactivity of when you make a decision and with, let's say t t t t t t you focus on giving a good service or being helpful and helping others. That's what opens many doors for you from a personal perspective. And then obviously this one too, because it's already professional. And there as you say just like now that Sofia join me eh? That's the fact of decentralizing in the Customer Century City, not being customer-

centric. Well, they also open a lot of doors and make the company be there too. See, so go on, it continues to grow, doesn't it?

[00:20:42] Yes, I think it's just what you mention, this attitude of service is there. Well, yes, in the way of thinking and acting. It's also for a way in which you just volunteer, you don't volunteer back to. To support someone, to learn something new. And I think that's the best way in which to, well, as you might say give away your time. But in the end, you also have a benefit, a learning that you wouldn't have had if I hadn't been there. And with that mentality.

[00:21:20] No, of course not. Good, good. He says a phrase that I love, which says that your attitude is what determines your altitude. And when you have a good attitude and you're a person who's helpful and who they can go to and who they can ask questions of, this issue opens a lot of doors for you. Not really. There's no reason to take a bad attitude, is there?

[00:21:54] No, I don't listen. Go ahead, Sofia. Ah, sorry. No, no, no, no, on the contrary, I was so pushing it from the attitude, but I was trying to remember who opens that sentence.

[00:22:07] But it's sexy.

[00:22:08] The difference is that I think I read it somewhere in a book. And if I say other than that it rhymes, whether it were true or not. This determines the height. What.

[00:22:26] Well, now you begin to tell us a little bit about it. How did you move from Inditex to Cemex? I know you have different companies and role changes do not ingest. I think in different interviews you've shared a little bit about how you got there, what role you had, what activities you accomplished. I don't know if you can tell us a little bit about how I don't know Lyne. One of the companies that has marked you the most and that experience that has marked you the most in what you say. Thanks to her I have already started. I don't know. I took the next step in my professional career or practically said yes. Logistics is my thing. I want to continue on this path.

[00:23:13] No, of course not. Well, look, it just was. It was definitely Cemex. No, I believe that. That right now. Not to have left because I spent 11 years working at Cemex.

[00:23:26] If I hadn't left, uh, I'd still be there and if you were talking about my 20 and a little over 24 or so 24 years of career, this one would still say Senses Mex.

[00:23:39] It's not a big company, it's just that.

[00:23:45] They give you a chance to learn. They occupy within their methodology is very much this. From the message to Garcia no, I don't know if you've ever heard of about the message. Garcia qu'en no, please tell us about it. Well, someone had to make him come to something like rescuing the soldier from the movie.

[00:24:08] He is rescuing Private Ryan, who nobody knew where he was, but it was his mission to get to Garcia, because it was just to get an important message to a person named Garcia, where he didn't tell you or explain how you had to find a way to successfully achieve that. Well, that mission, isn't it? So that's it at Cemex, huh? The truth is that they give you the tools. Well, it was done. Okay. And they let you you. You form your own development. Professional, then, the truth is that I, and if we go into terms in terms of gender, because you know, the truth is that in the world of logistics, it has always been catalogued as a more, more masculine area. And so yes, obviously I heard some things. So what are you doing there or how do you continue? It's in an area where well yes, the truth is that it was common to see pure engineers and this and that and all that. But honestly I never had situations like that where it seemed like I wasn't going to achieve or accomplish something. This is and that is the same support the company gives you. Me. I held about 5 positions at Cemex that were all in steady growth. During those 11 years I was the first woman with a managerial position at a national level and above all in a transportation area.

[00:25:56] So I took the apprenticeships and the truth is that that's where I was formed. It was. Now that's my alma mater. It is a very structured company, with many processes and above all technology, which have always been at the forefront and have always been at the forefront. So I can tell you that there, that's where all this magic began and then came other companies that have obviously touched me a lot, like the Danone

Group. In Danone Group I was in three occasions, not since Dairy East I was also in Danone Watters, where I continued now learning other skills called cold chain, for example, with the Danone part of Dairy. And then they were joining companies like Driscoll, which also excellent American company, production of Berriz is where Mexico represents by the way 40 percent of its world production of Berriz and come out of Jalisco just come associated with his party in Guadalajara for all that well, it is not rich, but it is not something I've been. The truth is that I have had the opportunity to live there on a couple of occasions and it is a wonderful city. Just in the first round he went for Cemex and the second round he was working at Driscoll. I was there in Guadalajara.

[00:27:34] Yes, they are, aren't they? Well, I find all that very valuable.

[00:27:38] First of all, the analogy you're making about how to get the message across isn't there. I think that lends itself to a lot more analogies from within K is Minister of Logistics and also what you're saying about the different experiences that you've had, each one has been unique and different and I think that's also the cool thing about this world. In the end they are all related in some way, but each one brings you something different. So, I don't know if you want to tell us a little bit more about the role you currently have and this one maybe like what's the difference in activities you do compared to the last role?

[00:28:27] Well, look. The last role. Well, after already of CM, exempted, hail, Elche, and so on. Then came Loreal and wow, I've been in different companies and in my current role I'm as general manager at Trap Brokers working for trans plays I've only had the opportunity to join this company for 3 months.

[00:28:59] Hello, the company where I currently work is also an American company that is a leader in technology and logistics services and therefore houses a proprietary logistics platform. To optimize the supply chain atomize automate processes, network and distribution costs mainly, and as well as support you to provide transparency throughout the process, not with the position I currently have.

[00:29:36] My main responsibility is the growth of the intermodal and ground transportation business, managing, therefore, also an extensive network of transportation providers in Mexico. Through our logistics platform, specifically is a

Transportation Management System that as I said, it is patented and this and then we pretend as a skin chui for this, providing service to various industries. This one, basically. But I missed a little bit of the question if you were asking me about my current role, right?

[00:30:18] Yes, of course. I don't think I needed an overview anymore and what do you do and how do you do it? Don't think. Nothing, huh? Perhaps. Let's see, tell us a secret to success in starting a new job.

[00:30:36] The secret to success in starting a new job. Well, I think it has to do with those factors that I mentioned at the beginning and that can open many doors for you. One is that you are a proactive person, that you go ahead to give your best and that you don't have to be asked for things. The second, then, is, I insist, the attitude of service that you are a curious person, that you like to learn, that you like to learn, just like you, like you, Sofia, who I know is very curious and likes to learn a lot. And and it's also from. For the attitude of good, I already mentioned the attitude of service, proactivity, curiosity and this and the desire to be learning something new.

[00:31:32] Hi, well thank you very much and well, there are not many people who are listening to us, who are wanting to have a career as successful as yours in logistics, in supply chains. And well, this proactivity, that they're not asking you for things, that's, I think that's, I think that's key. And even more so now that we have the technology and all the tools. I think that's very important. Curiosity. They like to learn and have a service attitude.

[00:32:00] Yes, that's right. I think that's been, that's been key to achieving my goals in all of them. All these wonderful companies that have given me the opportunity to work. And so is continuous learning, isn't it?

[00:32:18] Perfect. And well, again, for those of you who are listening, we remind you that this is one more episode of Supply Chain Now in Spanish.

[00:32:26] We have the pleasure of interviewing Paola Núñez, an outstanding not only athlete but also a professional in the area of logistics and supply chain. Paola, if you'll excuse us for a minute, we're going to go to a commercial break and we'll be right back.

Of course. In fact, we asked some kids some logistical questions, so it might be interesting and fun.

[00:32:51] What does the supply chain mean to you?

[00:32:56] I don't know what you imagine is the supply chain they use to mix. I imagine my happy happy. I have not seen oxen like corn. What else does it sound like? Supply and. How to hibernate.

[00:33:29] Well welcome back once again with Paola in this very interesting interview.

[00:33:36] We'll change topics a bit and now we'll dive right into his opinion and his view on the current supply chain landscape.

[00:33:48] East.

[00:33:50] Now that we're still in the pandemic, not as much as we were last year, hopefully we're already trying to get out of it. But well, I talked to her a bit about her opinion, what happened last year, what it reflected in our supply chains and how the future of logistics is expected in Mexico, Latin America and the rest of the world. Sofia.

[00:34:15] Well, Paola, I would like to dig a little bit into your mind and maybe your production skills and tell us one how you have seen the changes and new trends in supply chain and logistics both in Mexico and in Latin America? What have been the points you can highlight? What do you say? Well, they don't do things the same way anymore. What has changed that we have learned?

[00:34:45] Well look, I think that all these opportunities that arose from the pandemic, eh? Well, today I dare to say that the trends and opportunities are on a global scale, eh? Well. Well, the impact has been felt practically all over the world.

[00:35:04] And 20/20, well, it was a year of many changes. The integration of new technologies in logistics and supply chain operations has been more present than ever.

[00:35:18] It is a situation that should certainly be taken advantage of to achieve business improvement in the industry, regardless of size.

[00:35:29] Digital transformation is one of the first and most important of these trends.

[00:35:35] The exponential growth of e-commerce, advances in artificial intelligence, automation, and others. All this is not, the truth is that consumer habits, eh?

[00:35:49] Well, that's it. And habits in general have changed radically for everyone. So this is generating tendencies that I insist on. We are already talking about a global issue.

[00:36:07] I don't particularly say on the subject of trends that would be and of course this one, well clearly, well this one. These changes in consumption and also in the way people live it, because it's not the same as before, eh? It provides opportunities, there are no areas where you can develop as you mention and you eat, it's clearly growing and so that proximity experience towards the end consumer, it's clear it does now. In Mexico, we are lacking, I do not know why it is important to have excellence in the Minister of Logistics in a country like ours.

[00:36:52] Me a definitely the growth and competitiveness of a country are directly related to its logistics performance.

[00:37:02] And speaking particularly of Mexico, if we want to make, well, a more competitive country, we need to strengthen its logistics system and make it much more efficient and reliable. We must, therefore, also create a space that serves the interests of the nation and that is also capable of growth. In the context of international trade. The vision, also holistic of the entire logistics ecosystem, is key to improve the performance of this industry and in fact, it is expected the involvement of both the private sector and the public sector, with an approach that is truly systemic, that integrates the elements of the sector and that seeks it, not only as an extension of the productive chains and distribution of goods, but also as an economic activity in itself, with the ability to serve logistically to other nations and the domestic market. No, so Mexico is today, it is according to the Logistics Performance Index, which is really too bad that it does not have the 20/20 data right now, because this survey, in case you did not know it or little

to let others know. It is a survey conducted by the World Bank and is carried out every two years. The latest data I'm bringing to mind, obviously it's from 2018.

[00:38:47] This should have been the next poll in 2020. But well, Mexico is ranked 51st globally in terms of logistics efficiency. Y. And we are talking about a ranking of 167 countries.

[00:39:02] So this shows, then, the lag that remains in segment A, even though Mexico has a significant potential in transportation, port infrastructure, trade borders and also an important number of trade agreements.

[00:39:25] But the costs on both sides. It makes a trading partner on the northern border that should push us to continue to develop this infrastructure that you mention.

[00:39:37] That's right.

[00:39:37] What is number one? In what I'm saying, if you remember the survey and we're going to put it in there in the notes of this conversation, but I don't know if you remember a little bit more of that survey.

[00:39:47] If number one is Germany.

[00:39:50] Germany has remained this during. I believe that since the survey began, according to this survey, and it began, if I'm not mistaken, more or less in the year two thousand six, that this survey began to be done. And let's say that our top U.S. trading partner is ranked number 14 12.

[00:40:14] I'm sorry. So, there are several factors that this, this, this survey evaluates, this and where obviously infrastructure also plays an important role in Mexico. Well, the truth is that they have a great infrastructure, but the logistics costs in Mexico are high. That is the reality. And also the bottlenecks in the transport of goods, because they prevent this, therefore, these higher standards of competitiveness. No. So this, for example, currently for the country, moving goods represents on average more or less 14 percent of the Gross Domestic Product. While for its trading partners such as the United States and Canada, this represents only between 8 and 9 percent, which means,

therefore, a lower profitability for the different sectors. The logistical costs for companies, for example, still amount to 10 percent. However, if we talk about the case of SMEs, then this segment can amount to even 30 percent of their expenses. So this significantly slows down development, not only on a national scale, but also in international markets. And well, I insist, Mexico, well, today has a relevant national asset in terms of connectivity infrastructure that is represented by more or less I remember.

[00:41:55] They are, look, they are 66 rail terminals and intermodal articulation.

[00:42:02] The road networks exceed thirty-four thousand three hundred and ninety-four thousand kilometres. There are 76 major airports, 49 customs offices, 117 seaports and railways are about 27,000 kilometers. So, the truth is that all this is a great infrastructure.

[00:42:29] But the problem itself is not the logistical infrastructure. In Mexico it is not so much on their highways either.

[00:42:37] The reality is the lack of interconnectivity on land transport, maritime, rail, and so on.

[00:42:44] I'm not saying that's what was going to rescue what you mention.

[00:42:50] The, the.

[00:42:53] The dots are our lines, aren't they? In other words, we have not been able to connect the dots to each other, to form figures, to form areas, to add up spaces. So I guess so. I mean, rescuing what you mentioned about this logistics index, it is important to have it on the radar, because one will be telling you with samples of the infrastructure, how you are in this connectivity, how you are in economic development, how much you are growing, your country in general and how many opportunities or space of opportunity you have to continue growing and to impact, not only on yourself, but also on the countries around you.

[00:43:42] That's right. That's right and I insist, no, the truth is that the country's growth is directly related to that, to its logistics performance. That is why it is so important that today in Mexico there is a living document called the national map, the MNR L, which is the national map of Logistics Route. That where both the public sector and the private sector are involved made a very interesting when you have a chance to see it. He did it through Mexico and in conjunction with all these public and private sector companies. And I insist, it is a living document that has to be updated. The main trends were taken into account and what had to be done in Mexico to achieve not to be, not to stay in the 51st position, because the truth is that since the survey was done Mexico has remained in that position. AS It has hovered between 51, six. No, I don't know, I insist. I need to see the 20/20 data. I'm going to study about it. But there is definitely that great opportunity and another issue is, well, the customs part, not the.

[00:45:04] Above all, digitization and being able to have real-time visibility. And also this whole issue of corruption that impacts, impacts a lot on the whole performance of the country.

[00:45:18] That's another point. So, as well as having people trained in logistics, it has grown more today.

[00:45:27] But the reality is who is it? In my case we did not start studying another career and not necessarily logistics alone, not like life was taking me, but this one. Well, today there are much more careers even or focused on the part of transport, diplomas or master's degrees, not touching this topic.

[00:45:54] What do you think would be the skins or preparation that a person looking to start their professional career in the field of nitrides should have?

[00:46:07] Well look, nowadays the truth is that as a result of the pandemic, the sector, or personal logistics, has taken a lot of relevance, not just to get the goods and move in another way and receive them. In general, if we talk about skills, it. They have also been modified eh?

[00:46:34] But for any professional and not only focused on the sector or area of logistics or supply chain in it.

[00:46:42] The truth is that in such a changing world, in all these situations of uncertainty means an opportunity to redefine the leadership of the collaborators inside the companies and that in the end is reflected outside with the community, with customers and suppliers.

[00:47:02] So, in the face of all, this unprecedented crisis, the ability to respond, recovery and restoration of business productivity, it is possible with professionals, both in logistics and in all areas that are resilient. The truth is that resilience is I think one of the most important characteristics or skills, that they are skilled, that they are empathetic. Be proactive.

[00:47:31] I keep coming back to the topic of speed is a constant from the sport you mentioned to the realm of any race. I think that's, yes, powerful.

[00:47:42] Definitely that they are also flexible, that they are agile, that they are able to respond to crises and anticipate what may arise in the near future. They must be truthful, ethical.

[00:47:59] The truth is that ethics, and especially in the field of logistics, is very important with a high also knowledge of your market. Adaptable to new trends. And I'm talking about commercial, social, technological, environmental trends, and so on. They are also able to create efficient teams that involve others in decision making. They also know how to manage change. To be hyperconnected and above all, most importantly, to be willing to evolve and leave the status quo.

[00:48:38] Openness to change. Exactly. We are seeing the pandemic in a very accelerated manner. If he taught us all anything, it's the need to keep an open mind to change and adapt quickly. I don't think everyone and regardless of what field or industry you're in, our lives changed, for better or worse, for some mix. But it was a change? Probably yes, of course.

[00:49:07] No, and the truth is that it is also very important today. The digital culture is not alone, it has to be present in the company and in the companies where and therefore also in the employees.

[00:49:25] While it is true that the market will demand more digital profiles and skills, the important thing is to adapt to interact, think, communicate without so much, digitally. And this is both internally with this and with our customers. And this adaptation to the new technological environment affects, in the first instance, the professionals. So the market begins to demand more digital, transversal, multidisciplinary profiles, capable of adapting to new situations with greater agility. Another point is agility and flexibility. And obviously, with a clear focus on results.

[00:50:17] And I insist, this type of profile or this need that arises applies to all industries or for all sectors not necessarily focused on logistics. Well, my designs.

[00:50:31] Sorry just thank you so much for this. If it's okay with you, I think that's where Sofia is making eyes for us to see. I think you need to change places now. So if you'd like to come in for a minute.

[00:50:44] I can't change places, rather I'm already being asked to put the doubt. Provocas if you want we can do a closing. I thought we were already at the closing.

[00:50:54] Well, I didn't know. Not your eyes I said something, something you want then? By the way, Ana, another cut here.

[00:51:01] But well, let's do if you want the closure Sofia and you can put on a mask, or if you want I'll put the mask as you want.

[00:51:10] No, it's not that I have to go for him, it's another one, ok?

[00:51:14] Well, then if you want to do the closing. Are you okay with that? Paola I think I say at the end of the day you've given us a lot of information. I've been writing a lot of things down and I think it would be worth having another interview. Then if you want to come back, we'll start over. PAGOLA Well, thank you very much.

[00:51:36] I've been taking lots and lots of notes and I'm sure the people listening to us have been doing the same. It's been a pleasure talking to you. There is definitely no doubt that you are a supply chain expert. You know not only the infrastructure and

processes in Mexico and Latin America by heart, as you proved a moment ago, telling us all the ports, rail terminals and customs that exist in the country. We would love to have you back here on Supli Cheyney or in Spanish. In the future. I think there's a lot of things we'd like to dig into and ask you more in detail. But well, to finish and leave this first interview with you, is there anything you would like? Any challenges? Any, any challenges that you would like to give to our people who follow us to our audience?

[00:52:36] Well, one challenge in particular. So let them join in a life of physical activity. That one really brings a lot of benefits. You learn a lot of things through sport. It is a challenge, for example, that I bring despite how many hispan of me this year is just to run another marathon this year. Y. And so I insist, not through sport you can have many life lessons, many lessons that will help you to be physically healthy, in good physical shape. To clarify your mind. To be more productive. To new ideas coming up as well. Endorphins are wonderful.

[00:53:30] Well, thank you very much. Thank you very much again. It is a pleasure to talk with you again to all who listen to us. Paola Nuñez Be sure to join us for the next episode of this new Supply Chain Now series in Spanish, on whatever platform you listen to your podcast on YouTube or on the Supply Chain Now PuntoCom website. As Paola mentioned. We urge them, and she urges them in particular, to do more sports, to lead a healthy life and something that I took away from her talk, apart from all the interesting things she said, is that the development of countries is proportional to the logistical system they have. It's a very, very important thing. Again Paola, thank you very much.

[00:54:18] On the contrary. Thank you very much, Enrique. A pleasure to have been able to be here with you, with you too, Sofia. Thank you very much. And then at your service, delighted to be able to have another session with you.

[00:54:30] You got it, you got it. Sofia, thank you very much. Close our episode, as you always do.

[00:54:37] Well first of all, thank you very much Parola for being with us. And well, you know, here we're going to be sharing people from different industries, different countries

that speak Spanish and that our common theme is to fall into supply. Minister of Logistics, join us and follow us here. With the information that.

[00:55:00] Thank you and have a nice day.

[00:55:02] Thank you also. Excellent day.