

Orange Results

S.A. DE C.V.

A TRUSTED PARTNER ON THE GROUND IN MEXICO

Turning intention into *traction.*

Execution support for European and US companies that
need their plans in Mexico to become progress.

Enter the brochure →

MEXICO | INTERNATIONAL

ORANGE-R.COM

CONSULTING · MEXICO
EDITION 2026



Foreword

A pair of eyes and ears in the Mexican market – and a trusted network that *gets things done*.



Niels van Vliet

ORANGE RESULTS S.A. DE C.V.



We are not here to hand you a report. We are here to spend time with your team, bridge the cultural gap, and follow through on the ground until things actually run smoothly.

Orange Results supports international companies that operate in Mexico – or plan to – and struggle to turn strategic intent into local traction.

We are typically engaged when an organization has ambition, resources and good intentions, but execution

slows down, fragments or loses momentum. Decisions are made, plans exist, advisors have delivered input – yet progress remains limited.

We step in to make sure strategy translates into action, responsibilities are followed through, and commitments turn into results.

When we work with a company, we do not operate as outsiders. We integrate, we become part of the organization, and we work as if the outcome were our own.

“

That is Orange Results. This is us.

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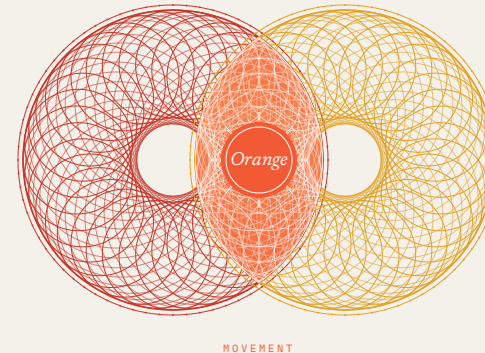
01

Who we are

Why a company is called Orange — and what that says about the way we work.

Red for urgency. Yellow for rebuilding. *Together, movement.*

Orange is the combination of powerful red and vibrant yellow — a color that stands for energy, visibility and movement. It does not stay unnoticed. When it is present, something is happening.



When it matters

Organizations call when decisions can no longer be postponed — because something matters.

Optimistic, not naïve

Things can be fixed, built and improved — provided there is commitment on all sides.

Two worlds

European by origin, two decades in Latin America. English, Spanish and Dutch.

FAIR WARNING

Orange can be intense.

When we are involved, we are present. We don't let go easily — which can create friction with those who have accepted “good enough”. We are comfortable challenging that mindset.

02

The gap we fill

Many companies active in Mexico aren't yet at the size that justifies a full-time resident expat — but they still need someone who understands both sides: the parent company's expectations and the day-to-day reality of operating here.

That gap is where we work. We sit in the boardroom conversation as the outside pair of eyes, and we are just as comfortable being the one who calls the customs agent to get a shipment moving.

In Mexico and Latin America, execution fails less often because of strategy and more often because of follow-up. Deadlines slip, accountability fades, and priorities compete.

We bring structure, rhythm and persistence to prevent that from happening — and additional senior capacity without building a permanent structure.

“

We don't replace advisors. We make sure their advice actually lands inside the company.

HOW WE SEE OUR ROLE

Working with experts. We work alongside legal, fiscal, regulatory and technical experts when needed. Expert advice only creates value when it is followed up, implemented and monitored — that follow-up is the core of what we do.

KEY SITUATIONS

When we are brought in

- 1 An international company has entered Mexico but struggles to gain traction.
- 2 Local operations exist but lack structure, ownership or pace.
- 3 Projects stall through weak follow-up on planning and deadlines.
- 4 Communication between headquarters and Mexico is inefficient.
- 5 Senior capacity is needed — without building a permanent structure.



03 — Three situations. *One way of working.*

These three profiles are where we add the most value. They are not a limit — if none fits, tell us directly what you need.

1



Foreign companies below expat scale

Active in Mexico, but not at a size that justifies a full-time resident expat. You need someone who bridges cultures and spends regular time — weekly or monthly — with your local team.

TYPICAL NEEDS

- ✓ Monthly tax filings that happen on schedule
- ✓ Parent-company policy in Mexican commercial norms
- ✓ A consistent presence between your visits

2



Mexican companies wanting outside experience

Younger, fast-growing companies that want 20+ years of operational and commercial experience they don't yet have in-house — without the overhead of a full executive hire.

TYPICAL NEEDS

- ✓ Pricing decisions made for the first time
- ✓ Contracts and commercial terms
- ✓ Organizational structure

3



Companies in crisis or reorganization

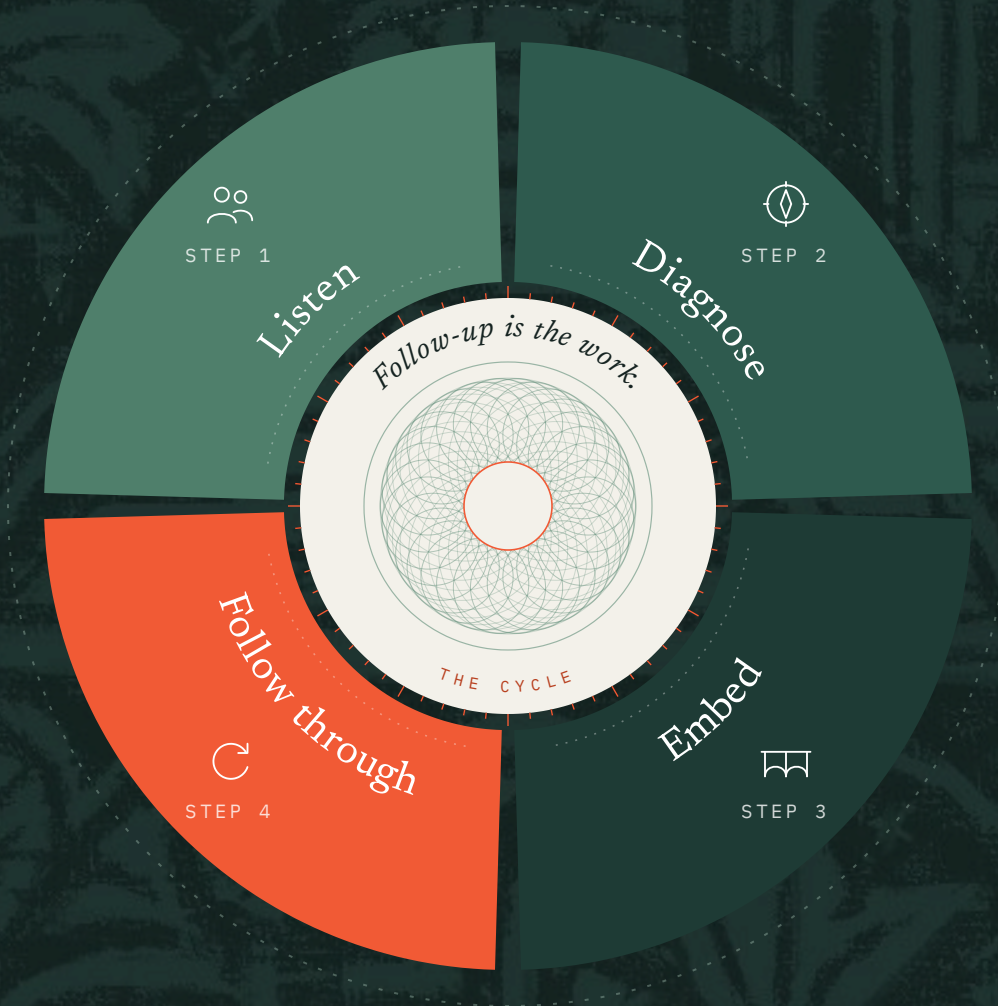
A difficult period — financial, operational or internal, including family businesses working through conflict. As much about the people in the room as about the numbers.

TYPICAL NEEDS

- ✓ Stabilizing finance and operations
- ✓ Difficult conversations, in the room
- ✓ Rebuilding the team around the plan

Something else? Tell us about your situation — even if it doesn't fit neatly into one of the three.

[Get in touch →](#)



A cycle, *not a straight line.*

Our engagements are designed around clarity and commitment, not formality. At the start, objectives, responsibilities and expectations are aligned.

- 1 Listen**
We start with your team's own account of the situation — not a generic assessment framework.
- 2 Diagnose**
We identify what is actually blocking progress: a process, a person, a policy gap, a cultural mismatch.
- 3 Embed**
We show up on a real cadence — weekly or monthly — as a working member of the effort, not an outside auditor.
- 4 Follow through**
We stay until the fix actually runs on its own. Then, if needed, the cycle starts again.

What “embedded” looks like

AN ILLUSTRATIVE DAY

MORNING

Strategy conversation in the boardroom

MIDDAY

With the accountants on this month's filings

AFTERNOON

On site with the operations team

LATER

A supplier meeting — or a difficult conversation that needs to happen

05

Get a team, correct the team, never give up — *get results.*

Twenty-two years running BR Medical as General Manager taught the pattern behind every engagement: walk into a situation, build or rebuild the team around it, correct course as many times as it takes — and don't leave until the result is actually delivered.

22_{yrs}

General Manager of BR Medical, 2004–2026

20+_{yrs}

operating in the Mexican market

4_{yrs}

continuous engagement with one European client

3

working languages: English, Spanish and Dutch

CASE 01 Called in — and asked to stay

INDUSTRIAL EQUIPMENT · US HQ

SITUATION

The Mexican subsidiary of a US-headquartered industrial equipment manufacturer, in the middle of a hiring search. An outside consultant was brought in to hold the fort.



WHAT WE DID

- 01 Rebuilt the finance and administration team structure
- 02 Unblocked a quotation process that bottlenecked through one person
- 03 Adapted a maintenance contract to Mexican Spanish and commercial norms
- 04 Negotiated a local contract-manufacturing arrangement
- 05 Revised internal policy directly with the managing director

OUTCOME

Now embedded full-time as the subsidiary's Finance & HR Director.

05 • CONTINUED —

Still going, *four years in.*

CASE 02 An ongoing relationship

LIVESTOCK HEALTH • EUROPE

SITUATION

The Latin America operation of a European livestock-health company, with expectations set at a Dutch head office.

WHAT WE DO

Reconcile Mexican regulatory reality (SADER, SENASICA) with head-office expectations — and stay close enough to the ground to keep both sides aligned as rules and circumstances change.

OUTCOME

Consultant since January 2022 — an active relationship, not a study that was delivered once and shelved.

BEYOND CLIENT WORK

2016 Chairman of KJF

2021 Interim chairman, Dutch Business Club

Leadership roles built on being trusted to walk into a room, take responsibility, and keep something running long after the first meeting.



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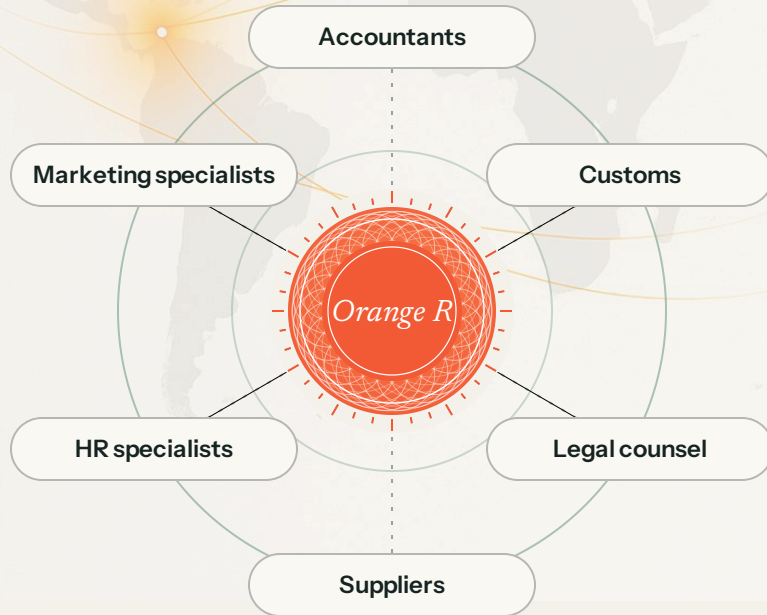
What surprises our clients most is how strongly we connect our own name to their outcome.

ORANGE RESULTS

06

Not a lone consultant.

Part of what we offer isn't just our own time — it's a network built over 20+ years in Mexico: people who actually pick up the phone. When something needs to get done, we usually already know who can do it.



COMPARISON

Why this isn't *a report*.

Most consulting engagements end with a document. Ours may start with one, if that is useful — but it doesn't end there.

	TYPICAL ENGAGEMENT	ORANGE RESULTS
ENDS WITH	A document	A fix that runs on its own
PRESENCE	Interviews, then a presentation	Weekly or monthly, inside the team
MEASURED BY	Hours and deliverables	An agreed result and compensation
ACCOUNTABLE FOR	Recommendations	Outcomes
WHEN PROGRESS STALLS	A proposal for a next phase	We stay and follow up

“

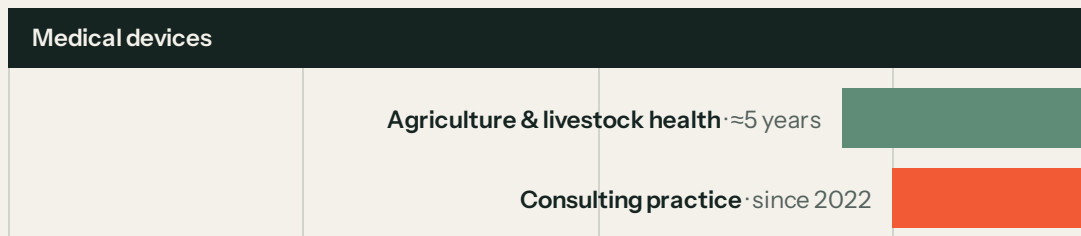
A report in a drawer doesn't bridge a cultural gap — or get a shipment through customs.

07

Deliberately broad — *not industry-locked.*

20+ years in medical devices and roughly five more in agriculture and livestock health. The skills that matter transfer across industries more than they are industry-specific.

2004 2010 2016 2022 2026



Regulatory navigation
COFEPRIS, SADER, SENASICA



Distributor relationships
Finding and managing the right partner



Financial & HR structuring
Teams, reporting, policy



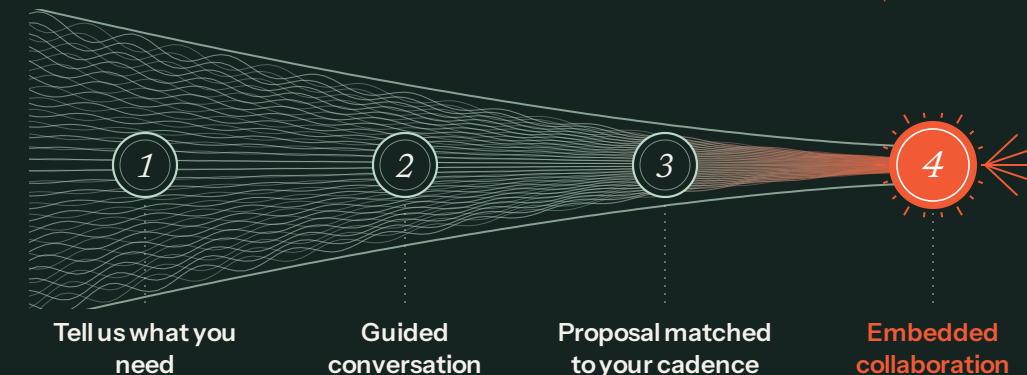
Cross-cultural management
Headquarters ↔ local team

ENGAGEMENT MODEL

Every engagement starts with a conversation, *not a template.*

OPEN CONVERSATION

FOCUSED, EMBEDDED WORK



CADENCE — MATCHED TO WHAT THE SITUATION NEEDS

Weekly

On site with the team

Monthly

Recurring rhythm and review

Project-based

A defined outcome

Part-time, full-time for a fixed period, or open-ended · on-site when required · direct reporting to headquarters or regional management.

08

Vision: to turn intention into traction, and plans into *progress*.

Commitment

We commit fully and remain accountable until objectives are achieved.

Ownership

We take responsibility for outcomes, not just tasks or recommendations. We bring structure, rhythm and follow-up.

Context

We work with teams, cultures and realities as they are, not as we wish them to be — and build trust through consistency.

MISSION

Orange Results strengthens execution for organizations operating across borders.

Execution is not an abstract concept. It is daily discipline, follow-up and ownership. That is where we operate.

WHERE WE ADD VALUE

- ✓ Deep familiarity with European and US business cultures
- ✓ Long-standing operational experience in Mexico
- ✓ Fluency in English, Dutch and Spanish
- ✓ Understanding of cultural, legal and organizational differences
- ✓ A hands-on, execution-driven mindset

A bridge between headquarters and local teams — and between plans and reality.

CONTACT

Let's talk about what *you need*.

Every organization and situation is different. Rather than proposing predefined solutions, we start with a conversation. No sales pitch. No generic proposal. Just a direct exchange to see whether working together makes sense.

FIND US ONLINE

orange-r.com



*We are not observers.
We put things in motion. We get it finished.*

Orange Results

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