

**Industrial Management / Strategic Planning / Costs / Performance / Quality - Customer
Turnaround / Interim Manager C-Level**

Executive Manager with over 30 years of experience in the Automotive Industry, including 5 years at VW Headquarters in Germany, in leadership positions as Plant Manager and responsible for Manufacturing Engineering (Powertrain and Vehicles) as well as for Central Pilot Plant and Tool and Die Shop.
Member of the strategic planning process committee.

Director of Manufacturing Engineering responsible for the implementation of production processes (Powertrain and Vehicles) and capacity increase in existing production processes (brown field) and new processes (green field) including the management of factory construction and installation of infrastructure and the whole production process.

Development of Operations strategic planning for the 4 VW do Brasil plants, it's alignment with the VW do Brasil Board as well as presentation and approval with the Head Office in Europe.

Director of Mass Production Factories. Implementation of work routines with managers and employees with a focus on the following KPI's: Daily Volume / Quality / Budget Control / Cost Reduction / Corporate Governance.

CEO of Aktos Consultoria Ltda., focused on business/industrial restructuring, turnaround and management.

Transmitting knowledge and empowering multicultural and cross-functional teams as well as aligning the organization to achieve established goals are part of my skills.

Develop effective working relationships, sense of leadership, negotiation and communication complement my profile allied to the ease in solving problems and conflicts and adaptability to new roles and new environments.

PROFESSIONAL EXPERIENCE

AIMP – Associação de Interim Management Portugal

Nov 2024 - Current

Partner Association of INIMA (Internacional Network of Interim Management Associations)
and DDIM (Dachgesellschaft Deutsches Interim Management e.V.)

- Member of the Board of Directors since Feb. 2025, responsible for Relations with Associations and Organizations

Member of the CCICLA – Câmara de Comércio Luso Alemã

Aug 2023 - Current

AHK – Deutsch Portuguisische Industrie und Handelskammer

Aktos Consulting Ltd.

Nov 2016 – June 2022

Business Management Consulting

- CEO - Founding Partner
- Customized restructuring of medium-sized (Middle Market) companies to ensure global competitiveness and drive transformations through increased productivity and cost reduction, redesign of production and administrative processes, internal alignments and implementation of an effective management routine.
- Clients: Food, Furniture, Metal-mechanical Transformation, Plastics and Label industries.

Main Achievements:

- Furniture Industry: - Increase in customer satisfaction index by 20 percentage points (72 to 92%), - Reduction of items shipped with deviations by 70%, - Recovery of delays (of 4 weeks) and maintenance of the production program, - Financial performance (reduction of costs/avoided costs) of 5% of the annual sales value in the first 4 months of operation.
- Food Industry: Conducted the Strategic Planning with alignment between all areas and restructuring operations, maintenance, quality and the Commercial Areas.
- Graphic Industry: Interim CEO for the turnaround process:
 - Significant increase in revenue (150 %) and results (25 %) through:
 - Reduction in organizational structure, Processes redesign, Implementation of management routines (S&OP, among others) and Cost reduction.

Volkswagen do Brasil

Jun 1995 to Nov 2015

German multinational company, manufacturer of high-volume vehicles, with 4 units in Brazil

Plant Director / São Bernardo do Campo

(Sep 2011 to Nov 2015)

- Reporting directly to the Vice President of Operations and managing 9,500 employees.
- Responsible for the development and implementation of a global strategy for the plant and the respective performance control methodology.
- Continuous improvement of indicators with a focus on quality, costs and productivity through their daily/weekly management, mainly on the factory floor ("Structured Gemba Walks"), resulting in a benchmark in manufacturing costs and field quality (Satisfaction Index of the Client/TGW/R/1000) in the VW Worldwide Group.
- Decision making and implementation of quick actions to align internal resources to variations in demand/production mix in a high volume (1650 vehicles/day) and high complexity environment. (Press Shop, 3 Body Shops, 2 Painting Lines, 3 Assembly Lines and a total of 11 different vehicles).
- Productivity/Cost Management to reduce waste in production and logistics processes.
- Quality/Field/Product Function/Product Audit and Compliance/Process Audit management.

Main Achievements:

- Implementation of a new Body Shop area for Saveiro vehicle, for the expansion of the plant's production volume.
- Implementation of Gol VI / 2 Doors aligned with marketing strategies and market demand.
- Flexibility and adaptation of Gol IV / Gol V Assembly Lines.
- Implementation of the VW Production system based on Lean Manufacturing concepts.
- Implementation of the "War Room" Concept for Cost Reduction with results of EUR 2.0 Mio of avoided costs/year.

Plant Director / Taubaté

(Oct 2008 to Aug 2011)

- Direct reporting to the Operations VP and leadership of 5 thousand employees.
- Responsible for the development and implementation of a global strategy for the plant and the respective performance control methodology like those applied at the São Bernardo do Campo/SP plant.
- Other actions, methodologies and management tools were improved based on the experience acquired as Manager of the São Carlos Plant and had another improvement in the São Bernardo do Campo Plant.

Main Achievements:

- Implementation of Gol V and Voyage models reaching the limit of installed technical capacity.
- Implementation of the VW production system, based on Lean Manufacturing principles, recognized by Central Industrial Engineering as the most advanced plant in this model.
- Achievement of 100% of CSI (Customer Satisfaction Index)
- Benchmark in Scrap Costs (less than BRL 3.00/vehicle) and in the Implementation of Continuous Improvement Methodology (PDCA/Kaizen/Customer Value)

Director of Manufacturing Engineering / Tool & Die Shop / Central Pilot Plant - S.B.do Campo

(Mar 2004 to Sep 2008)

- Reported to the Operations VP and managed 1,100 employees in Manufacturing Engineering, Tool & Die Shop and Central Pilot Plant.
- Responsible for all technical data related to the Operations Area - Plant Occupancy, Investments, Direct Costs, Manufacturing Time, New Products and Processes Implementation Schedule and for the strategic definitions of the 5-year cycles of the VW World Group (Planning Round).
- Transfer of know-how of Manufacturing Processes and adaptation to the methodology for launching new products in line with the norms of the VW Group.
- Technical and financial approval at VWAG headquarters for all relevant investments for the 4 plants of VW do Brasil (São Bernardo do Campo/SP, Taubaté/SP, São José dos Pinhais/PR and São Carlos/SP).
- Chairman of the E-Comex (Extended Executive Committee – second level of corporate analysis and decisions)
- Interim Vice President of Operations from Nov.2004 to Apr. 2005 and in his absences.

Main Achievements:

- Implementation of Fox Europa Project - Curitiba/Anchieta Plants.
- Planning and Implementation Gol V/Voyage at the São Bernardo do Campo/SP and Taubaté/SP plants.
- Expansion of the capacity of the São Carlos/SP Engine Plant.
- Planning and approval of a new Paint Shop for the Taubaté/SP Plant with the VW Group Board.

Volkswagen AG / Germany

May 2003 – Feb 2004

German multinational company, manufacturer of high-volume vehicles

VW do Brasil Front Office for Manufacturing Engineering

- Technical interface between VW do Brasil and VWAG.
- Approval of Investments for VWB plants at VWAG technical and financial forums.

Volkswagen do Brasil

Jun 1995 – Apr 2003

German multinational company, manufacturer of high-volume vehicles, with 4 units in Brazil

Executive Plant Manager / São Carlos

(Oct 1999 to Apr 2003)

- 1.0L Turbo Engine Implementation.
- Volume increase - Plant capacity - Use of the Theory of Constraints - TOC.
- Development and Implementation of a Specific Production System for Powertrain Plant.
- Implementation of Work Routines for the Continuous Improvement of KPI's related to:
Quality / Field / Function / Product Audit and Compliance / Process Audit.

Manager – Powertrain Process Planning (Aggregates) – Engines/Transmissions/Axles/Foundry

(Jul 1996 Sept 1999)

- Conducting the decision-making process to define the location for the implementation of a new Transmission Plant in South America – Brazil / Argentina.
- Planning for the implementation of a new 1.0L Turbo engine.

Manager – Engine Process Planning

(Jun 1995 to Jun 1996)

- Strategy for 1.0L Motorization implementation in VWB.
- Planning and Implementation of the São Carlos Engine Factory – Civil Construction / Retrofitting and Transfer of a Used Machining Line from VW Germany / Technical Definition and Purchase of Assembly Lines and Test Benches with the first cold engine test in South America.
- Timing, Quality and Ramp Up performed according to established goals.

Volkswagen AG / Germany

(Apr 1991 to May 1995)

German multinational company, manufacturer of high-volume vehicles

Engineer – Production Corporate Strategy/South America and South Africa Regions **(Sep 1993 to May 1995)**

- Participation in the definition and approval process of Production Strategies (allocation of products/ volumes/ verticalization) for VW plants in South America and South Africa.
- Participation in the decision-making process to produce a 1.0L engine at VW do Brasil.

Engineer – Exterior Production / VW South America **(Apr 1991 to Aug 1993)**

- Technical support to VW's Manufacturing Engineering as well as Powertrain and Vehicle Plants in Brazil and Argentina.
- Preparation of Reports with the main indicators of the Operations Area of VW South America for the Advisory Board Meetings among VWAG, FORD USA, FORD Brasil, FORD Argentina and VW do Brasil/VW Argentina.

Mercedes-Benz do Brasil

Nov 1986 to Mar 1991

German multinational automotive company, belonging to the Daimler Group.

Executive Supervisor – Diesel Engine Assembly Lines (light and heavy) **(Jul 1989 to Mar 1991)**

- Implementation of a series of new engines. Timing and quality achieved, internal customers in the pre-launch phase supplied according to schedule and ramp up carried out according to market demand.
- Alignment between the Assembly of Engines and the Quality Area with a focus on compliance and product quality towards the end customer with a focus on the performance of field occurrences.

Production Engineer **(Apr 1989 to Jun 1989)**

Production Technician **(Dec 1987 to Mar 1989)**

Intern **(Nov 1986 to Nov 1987)**

ACADEMIC EDUCATION

- 2002 – STC/ Skills, Tools and Competences – Dom Cabral Foundation / Northwestern University – Kellogg School of Management / USA
- 1998 – MBA / master's in business administration – BSP - Business School São Paulo / University of Toronto – Rotman School of Management / Canada
- 1988 – Graduation in Production / Mechanical Engineering – FEI - Faculty of Industrial Engineering

SAE BRASIL (Volunteer Activity)

Jan 2013 – Dec 2022

Society of Automotive Engineers

- Member of the Executive Board and Superior Council (Jan 2017 – Dec.2022)
- President (Jan 2015 to Dec 2016)
- Vice President (Jan 2013 to Dec 2014)
- Responsible for managing people, technical activities, financial results of the entity and for strategic planning aligned with SAE International (USA) as well as global and national mobility trends.

COURSES:

2016 – Finance for Executives – INSPER - Institute of Education and Research

2017 – IBGC – Brazilian Institute of Corporate Governance – Management Adviser Course

LANGUAGES: Native German and Portuguese / Fluent English / Intermediate Spanish

PERSONAL: Move from Brazil to Portugal in Nov. 2022