FLÁVIO CARRASCO

Operations Director · Industrial Director

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Portuguese (native) · English (fluent) · Spanish (intermediate) · Based in the São Paulo region

EXECUTIVE PROFILE

Operations executive with over 30 years in manufacturing (metalworking, building hardware and auto parts), including **14 years as Operations Director at Assa Abloy Brazil, reporting directly to the Latin America CEO and leading an operation of approximately R$ 100 million in annual revenue**. Consistent track record of translating corporate strategy into operational execution, **doubling EBITDA and output in five years** through Lean Manufacturing, cutting direct labour cost and order lead time by 50% and sustaining a zero work accident record. Experience in plant integration, transfer and startup, acquisitions and divestments of units, turnaround, budget and capital expenditure management, global supply chain (China and Asia) and leadership development. International exposure in 12 countries, securing budget approval and presenting results to headquarters.

R$ 100 M	+100%	2×	−50%	0
annual revenue of the operation managed	EBITDA in 5 years	volume with +15% direct labour	direct labour cost and lead time	work accidents

CORE COMPETENCIES

- Operations strategy and planning
- Lean Manufacturing, Kaizen, TPM, SMED, VSM
- Turnaround and restructuring
- KPIs, visual management and service level
- VA/VE and product cost reduction
- Budget, capacity and capex management
- Plant integration, transfer and startup
- Global supply chain and Asian outsourcing
- Leadership development and safety culture
- Quality and environment (ISO 9001 and 14001)

PROFESSIONAL EXPERIENCE

FC Serviços Administrativos
Jul 2015 to present

Director · Operations Advisory and Interim Management

Industrial and operations management advisory across the entire value chain (finance, sales, engineering, procurement, planning, HR and production), as an independent consultant and as a member of specialised teams.

- **Metalúrgica Daniel · Managing Director (interim):** full business management, including finance, accounting, tax, costing, engineering, HR and sales; led the turnaround and prepared the company for sale, renegotiating financial and tax liabilities; annual budget and earnings forecasts; liaison with unions, financial institutions and public authorities.
- **PADO (over 1,000 employees):** led the cultural transformation toward operational excellence, deploying Lean Manufacturing and Lean Office across planning, engineering, production, maintenance and tool shop.
- **Dovale Chaves (over 200 employees):** annual budget and investment plan, and support in union negotiations.
- **3F Locks and Padlocks (over 450 employees) and Imab (over 150 employees):** technical and managerial support to engineering, production, maintenance, tool shop, planning and procurement.

Decoridea (glass decoration, over 400 employees)
Jul 2014 to Jul 2015

Industrial Director

Led the industrial operation, serving mainly the perfume bottle, household goods and beverage packaging markets.

- Managed painting, silkscreen, hot stamping, pad printing and laboratory operations, with cost management and performance, quality, procurement, planning and engineering indicators.
- Role restructuring to raise performance and new customer development.

Assa Abloy Brazil (global leader in locks and access solutions)
2000 to 2014

Operations Director · reporting directly to the Latin America CEO

Responsible for the industrial operation of La Fonte, a benchmark brand in the premium lock segment, with annual revenue of approximately R$ 100 million and capital expenditure of around 4% of revenue a year. Full management of production, maintenance, product and process engineering, materials, supply chain, quality, production budget and investment plan, with exports to Latin America, North America and Europe.

- **Strategy and execution:** operations and investment plan aligned with headquarters; budget approval in the US and Chile; industrial results presented to headquarters in Europe.
- **Integration and growth:** led international projects for plant integration, transfer and startup, and for acquisitions and divestments of units; technology transfer between Brazil and the US; output doubled in five years.
- **Operational excellence:** Kaizen and Lean Manufacturing (SMED, 5S, Kanban, TPM, VSM), visual management and performance indicators; capacity balancing and productivity programmes.
- **Supply chain:** supplier base consolidated by 30% with a 10% cost reduction; consignment stock on 30% of purchases, reducing inventory by 15%; integrated planning and outsourcing in Asia.
- **People and culture:** restructured plant roles and developed leaders; ISO 9001 and ISO 14001 implementation; represented the plant to customers, suppliers, unions and community.

Results

- **EBITDA doubled** between 2009 and 2014.
- **Output doubled** with only a 15% increase in direct labour and no increase in indirect labour over five years.
- **50% reduction in direct labour cost** over five years through Lean Manufacturing.
- **50% reduction in order lead time** and 33% reduction in variable expenses through a structured control programme.
- **VA/VE programme across South America** with savings of approximately 20% of total product cost.
- **Logistics and imports:** freight reduced from 2.0% to 1.5% of revenue; landed cost from 35% to 25% of imported value; imported stock coverage from three months to one.
- **Sustainability:** hexavalent to trivalent chrome replacement; scrap recovery equivalent to 0.5% of monthly revenue; lower water, gas and electricity consumption.
- **Zero work accidents.**

Metalúrgica Ática (auto parts) 1999 to 2000

Factory Supervisor

- Coordinated production, tool shop and maintenance: customer fill rate raised from 80% to 97%, 25% productivity gain and 80% reduction in work accidents.

Alcoa Aluminium (auto parts) 1997 to 1999

Engineering Supervisor

- Process coordination, new business development and continuous improvement management; supplier base reduced by 40%.

Indústria e Comércio Brosol (auto parts) 1990 to 1997

Production and Engineering Supervisor

- Managed production and development of automotive components for the country's leading carmakers (GM, Volkswagen, Ford, Fiat, Scania and Mercedes-Benz), mainly carburettors, pumps, locks and window regulators.
- Post acquisition integration: transfer of Forin (1,200 employees) to the Ribeirão Pires site, transfer and startup of the Contagem (MG) plant, and participation in the restructuring after Bradesco assumed equity control.

EDUCATION

- **Executive Program in Business Management** · ESAN, 2000
- **Executive Program in Administration for Engineers** · ESAN, 2000
- **Mechanical Technology degree** · FATEC, UNESP, 1996

PROFESSIONAL DEVELOPMENT

Strategies for Creating Innovation Driven Growth (2010) · Americas Management Conference (2008) · Innovation Technology, Germany (2008) · Foolproof Manager, Crestcom (2007) · ISO 9000 and 14000, BVQI (2007) · Lean Manufacturing, TBM (2006) · Kaizen, TBM (2005)

INTERNATIONAL EXPERIENCE

USA (2003 to 2014): budget, customers and training · China (2007 to 2014): suppliers and new products · Chile (2006 to 2013): budget and technology cooperation · Germany, France, Italy, Sweden and Taiwan: headquarters, innovation and suppliers · Peru, Colombia, Venezuela and Argentina: exports and new business