



Leonel Romero Borges de Sousa

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Objective: A executive senior position or AE in the consulting business.

Key Qualifications

- Team leading skill – experience in developing, motivate and team coordination;
 - General management (> 10 years of experience);
 - Top level negotiations – Board level, CEO & President;
 - International work exposure – Canada, USA, Brazil, Mexico, Argentina, Paraguay, Venezuela, Chile, Portugal, Spain, England, France, Germany, South Africa, Zimbabwe, Namibia, Mozambique, Angola, Congo;
 - Results oriented;
 - Excellent presentation and communication skills;
 - Fluent in English and Spanish (besides Portuguese, the mother language)
 - Work well under pressure
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Professional Experience

As a General Manager, I have a large and consolidated experience, for more than 10 years, in both industrial and services activities. This includes develop and implement the defined strategy, the business plan, HR policies, as well as team leading (project management) in operations, Sales, Marketing and Financial.

Experience in design, develop and implement the organizational model of a start up – done it as a manager and as a consultant.

As VP or Director of Operations, in the consultant business, operational experience in coordinating the several project teams in achieving and sustain the planned measurable financial results, agreed with the clients, as well as, install the right management behaviour (active management). Accountable, also, for developing and sustain the relationship with the key clients (CEO, president, board members), sell more work (extensions to the current project), qualify each client as a reference and get referrals.

As a Management Consultant (>20 years), exposed to several industry activities, such as: Bank and Insurance, sales, supply, manufacture (chemicals, pharmaceutical, metal, glass, automobile, textile, food and beverage.....), buildings/houses and road construction, mining (underground and open pit),

As an expert in organizational reengineering and performance analysis I had develop and implement the operational organizational model (processes & management systems & people behavior) in many companies and in several countries, such as: Portugal, Spain, France, England, Brasil, Mexico, USA, Canada, Chile, Argentina, Paraguay, South Africa, Zimbabwe, Namibia,

I have a large experience in the design, develop and implementation of integrated operational improving programs (processes, systems and people) in industry as an overall, as well as in admin. areas.

Summary description of the key responsibilities as a General Director

⊕ **General Management** including objectives setting and follow up, organizational planning, empowerment strategy, implementation of the culture “results” and the “client” and organizational alignment “top down and bottom up”;

⊕ **Design the Organizational Strategy**, develop and implement the business model and business plan;

⊕ **Create, develop and follow up “Advisors structure”** (high level people recognized in the market by their influence capability) with the objective of increasing/sustain the business volume;

⊕ **Leading and motivating the teams** to achieve the expected results, through frequent communication, training, challenging them;

⊕ **Sales**, frequent contacts to key clients – current and closing meetings;

Summary description of the key responsibilities as Dir. of operations

⊕ Lead the several project teams to deliver the client the expected results, hard and soft, and keep tracking project costs in order to make sure project is producing the planned operational margins;

- ⊕ Run and/or participate the key client meetings
- ⊕ Design, with the project manager, the overall architecture of the project - the overall schedule, milestones, "how to cash the cheque", who are the key clients, how to build the relationship.....;
- ⊕ Develop and sustain (behind the project) the client relationship (at a senior level);
- ⊕ Sell "more work", or extensions to the current project, qualify the client as a reference and get national and international referrals;
- ⊕ Evaluate and train the project team members according requirements and specific needs;
- ⊕ Interview and hire the new consultants;
- ⊕ Participate, with the key account team, in the sales meetings;
- ⊕ Participate in the "business review" (identify and quantify the client opportunities;

Summary description of the key experience as consultant

- ⊕ **Carry out "business reviews"** in the client organization in order to identify and quantify the opportunities within the operations and evaluate the financial impact (bottom line results) as a result of the program implementation;
- ⊕ **Organizational reengineering**, rationalization of organizational structure and document flow redesign, general man loading (rightsizing);
- ⊕ **Productivity analysis** and operational/commercial processes efficiency;
- ⊕ **Identification of training needs**, both skills and management, training plans, timings, control and training evaluations, co-trainer;
- ⊕ **Develop and implement "master plan"** defining resources (human, machines, raw material) to achieve defined targets;
- ⊕ **Operational organization** through design, develop and implement operational management systems (with short interval scheduling) in order to give the right information to the right person at the right time. This systems include a set of KPI's and schedule review meetings for gap analysis & action taken.

Professional Experience

2004 to January 2009

**Director of operations of Alexander Proudfoot
Europe (from 2006 to 2009 in Brazilian unit as a
VP of Operations for South America)**

Proudfoot Consulting is an international management consulting company with offices in all continents and with a turn over around 200 Millions €/year. It is a PLC. in the London stock market with the main Office in London. The holding company is MCG – Management Consulting Group.

Proudfoot Consulting was formed in 1946, so, has more than 60 years old and it was the first company focus on productivity. Proudfoot offers to their clients “bottom line results”.

As a Director of operations I’m responsible to manage all operation in South America, meaning, keep the crew “billing 5 days a week, hight motivated and focus on the goals. Also includes the general management of the several projects, that can be located in several countries. Managing the project sucessfully, in the client perspective, means to deliver the client the bottom line results, conforming with the expected quality and in the right time. As an internal perspective, means, turn this client an happy client, pleased with what had been done, get more work, achieve the right projects margins, qualifiy the client as a Proudfoot reference and get referrals.

Key achievements

- Develop the Proudfoot team within 2 years and implemented a team building culture, focus on results and long term client relationship (Proudfoot was in Brazil since June 2006);
- Achieve 100% of conformance in delivering the results to clients – as an example, a siderurgy in state of SP: plan benefits of 40 MR\$, delivered 47MR\$, due mainly to an improvement in the OEE (overall machine efficiency) between 60% and 117%. A iron mine located in Corumbá, MT: plan benefits of 12MUS\$, delivered 16MUS\$. Major achievement, recognized by client had been the better efficient logistics and transportation of the iron ore by tugboats across the Paraguay river to Argentina and Atalantic ocean (load, unload cycle time reduced in 26% leading to more ore tonnes transported;
- Qualify 90% of clients to be a Proudfoot reference and got referrals from the same clients;
- Got “more work” of 70% of the clients – target was 50%;
- Created a system for sharing frequent information between projects (case studies, benchmark, sucess, what was wrong...);

- Implement the continuous performance improvement through formal and “on the floor” training;
- Develop productive and Professional relationship with all the clients;

Some clients I had been involved with:

Egesa, Financeira VW, Vilares Metals, Rio Tinto, DPachoal, Bayer... (*Brasil*), NewGold (*Canada*), Telefonica (Mexico), Michilia mine (*Chile*), Banco Popular, Adeslas, Kutxa (*Spain*), Barclays Bank, Unicem, Asbestos, National Breweries (*Zimbabwe*), Sapeokoe, BTR Dumlop, Abakor, (*South África*) 3M (*France*), BPN, Labicer (Portugal) among many others around the world.

1997 to 2003

General Director of Tracy Business Consulting and member of the Board of Tracy international – 8 companies

Tracy International is a Portuguese consulting business with a large scope of operations – Management consulting (same method as Proudfoot), Information technology, Behavior training with outdoor activities (experiential learning, Sales, team building, supervision,), IT training, Document management, Digital cities construction.

Tracy Business Consulting, one of the companies of the group, has, as a core business, to deliver bottom line results to his clients.

In 1997, I was invited to join the group with the challenge of create the “business consulting” business and with the mission to make this company profitable in the first year of operation.

In matter of fact , results had been outstanding, over the most optimistic expectations.

Key achievements

- Achieve 100% financial objectives in the first year of operation, as planned;
- Create and train the project team with know how transference – focus on AE training and on project managers;
- Implementation of a culture of performance, high customer satisfaction and respect to values;
- Developed and installed a “sharing the results” scheme, through specific selected KPI's.;
- Accountability with defined objectives, for cross selling for every one;
- “Modus Operandi” defined, with tools developed for the “business review” and for the “project management”.

Some clients in Portugal:

Philip Morris(tobacco), Pingo Doce(supermarket), Gestnave(naval industry), Metalocar(steel), M. Coutinho(auto retailer), Reffer(train transportation), MR Cortez(auto retailer), Corvauto(auto retailer), Aleluia(ceramic industry), Alves & Bandeira(auto retailer), HCI(construction), Finicrédito(bank), Grande Centro(auto retailer), OPCA(construction), José Maria da Fonseca(winery), Escom(international trade), Caves Aliança Marketing(wine marketing), etc.

1993 – 1997 **Director of Operations of Proudfoot
Consulting Brasil**

1986 – 1993 **General Manager of Inarpol, Equip.
Industriais, Lda**

Inarpol is an industrial company, PME, located in São Paulo, Brazil, that designs, manufacture and install fiberglass reinforced plastics equipments (FRP). The main clients are the chemical industries or any other where corrosion is in place

The turn over was 6 MUS\$. The major difficulty at that time was the “positioning”. The company was not recognized, by the market, for the technical expertise and know how. It was a new company in the market, so far, not yet proved to be reliable in satisfying client technical requirements.

The major challenge was positioning the company in the “square” right price with high quality.

Key achievements

- Positioning of the company, with technical and quality recognition, for equipment design, manufacture and installation (turn key) with adequate price, within 2 years (superior quality level);
- Increasing Sales in a sustain way, year after year;
- Developed and launch other products, with new technology but with the same raw materials - ETAR's

1976 – 1986 **Director of Operations of Proudfoot
Consulting do Brasil**

I had initiated in Proudfoot as a trainee consultant. I was promoted to Senior consultant, Installation Manager, Project Manager, Senior Project Manager and Operational Director in this period.

Education

Mechanical Engineer – Universidade de Luanda (Angola)

Additional training

- Qualified Trainer – Philippe Crosby - 1995
- TQM/QCC, Total Quality Management – Philippe Crosby - 1997
- Process Modeling – Philippe Crosby - 1998
- TPM – Spain - 1998
- Leadership International Semminar – Peter Senge, Tom Peters - 1999
- Change Management – Richard Chang Associates - 2000
- CPI, Continuos Process Improvement - RCA - 2000
- Sales Technics (Nova Psicologia de Vendas) THP - 2000
- Presentation Skills – Tracy Human Performance - 2001
- Psicology of Sucess – THP- 2001
- Balanced Score Card - Kaplan/Norton - 2001
- Leadership and Team Performance – Ken Blanchard - 2001
- Letter of Competiveness – AIP - 2003
- The role of the operational Director – Proudfoot USA - 2008
- OEE (Overall equipment effectiveness) – Proudfoot Brazil - 2008



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March 2010

Belo Horizonte