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Current residence: Panamá City, Panamá

I am a C-suite level SCM, procurement, logistics, operations, change & project management professional with many years of international executive experience. Developed and managed high performance and extremely efficient teams in more than 26 countries. Hard core advocate to lean management and sustainability philosophies in SCM and everything else. Highly proficient in lean six sigma, lean management, and six sigma (Green and Black belt accredited). Have held COO, Regional VP, and group Director positions in operations in different multinational companies.

I am a team leader, an educator, avid learner, a mentor, designer of solutions that add real value, good communicator at all levels, critical thinker, data literate, a collaborator capable of complex decision making

WORK EXPERIENCE

Chief Operations Officer (COO)

Company: Westgate International Consulting Inc.

Period: Jan 2017 – June 2019

Country: Panamá

Brief description: With profit / loss responsibilities I directed all activities from identification of customers' requirements to assignment and management of resources, human or otherwise, to ensure successful completion of all consulting projects in the area of SCM, procurement, logistics, operations, CRM, VRM, organizational transformation, etc.

Global Technology Asset Manager

Company: Brinks Regional Services LLC

Period: May 2015 – Dec 2016

Country: Panamá

Brief description: Designed, implemented and controlled the IT asset management strategy, processes, and best practices leading teams in 18 countries. Implemented KPIs to measure all related activities and defined corporate communications strategy on all asset management related issues. Implemented best practices for the adequate disposal of e-waste in compliance with environmental laws in 18 countries. Responsible for achieving full compliance with all major software producers avoiding penalties of more than eight million dollars a year on average due to the use of unlicensed software.

Chief Operations Officer (COO)

Company: Nexel Solutions Inc.

Period: May 2011 – Apr 2015

Country: Panamá

Brief description: Directed all sales and SCM activities to drive growth in the Caribbean basin, central and south American countries. Established S&OP philosophy and coordinated all its activities to ensure highest possible level of customer satisfaction. Responsible for all procurement, inventory and distribution activities (local, national and international).

Group Procurement and Logistics Director

Company: COMIUM Group

Period: Feb 2010 - Jan 2011

Country: Cote D'Ivoire, West Africa, managed teams in 8 countries

Brief description: Designed and implemented all procurement and SCM strategies for the whole group (Lebanon, France, Cote D'Ivoire, Ghana, Liberia, Sierra Leone, U.A.E., The Gambia, and Brazil). Implemented and controlled best practices on S&OP activities. Introduced and put in place lean tactics to manage inventory and strategic procurement eliminating all sorts of waste increasing operational efficiency and productivity and put in place a demand planning program to ensure customers satisfaction while maintaining adequate inventory levels and proper resource management.

Regional VP Logistics & Supply Chain Operations

Company: Cable & Wireless - British Telecom with operations in 48+ countries

Period: May 2006 - July 2009

Country: Panama, managed teams in 16 Countries

Brief description: Managed all SCM and logistics operations for the LATAM and Caribbean region encompassing 16 countries. Developed and implemented KPIs, best practices, and inventory redeployment opportunities between all countries to eliminate dead and/or slow-moving inventory. Actively participated in the implementation of SAP Materials Module for the region.

Demand Planning, Logistics, and Inventory Manager

Company: Cable & Wireless - British Telecom with operations in 48+ countries

Period: July 2003 - May 2006

Country: Panama

Brief description: Designed, implemented and managed all demand planning activities. Responsible for all warehousing, inventory management and OPEX procurement activities

Materials Flow Manager

Company: Chrysler - Today's FCA (Fiat Chrysler Automobiles)

Period: May 1998 - March 2003

Country: Venezuela

Brief description: Joined as part of the transition team when the German company Daimler AG acquired Chrysler Corp. During this period implemented good practices in all processes related to procurement, warehousing, logistics, and distribution activities in the manufacturing plant in Venezuela.

Interim Operations and Logistics Manager

Company: Digital Corp (later Compaq, now HP)

Period: March 1998 - October 1998

Country: Venezuela

Brief description: For a brief period of time on an interim capacity directed all procurement, distribution, and warehousing activities in Venezuela preparing for the imminent merger / acquisition by Compaq.

Materials Manager

Company: Cementos Caribe C.A. (Today LafargeHolcim) - Cement manufacturer

Period: June 1996 - February 1998

Country: Venezuela

Brief description: Responsible for all procurement, inventory management, VRM, and warehousing activities and initiatives in two manufacturing facilities in Venezuela while supporting same activities in production facilities in Peru and Ecuador.

Logistics Manager

Company: S.A.C.A. - Multinational manufacturer of chemicals and textile products with operations in Venezuela, Brazil, Argentina, Bolivia, Uruguay, U.S.A. and U.K.

Period: May 1980 - January 1995

Country: Venezuela

Brief description: Managed all aspects of the SCM function including procurement, inventory management, distribution, production planning, warehousing, etc.

ACHIEVEMENTS (VERY BRIEF DESCRIPTION)

Set up S&OP program; achieved inventory reduction in excess of 80%; implemented and directed strategic procurement programs; designed and directed important outsource programs attaining significant cost reductions and increasing operational efficiency; designed, negotiated, and implemented various strategic partnerships with important suppliers; guided end-to-end procurement and SCM projects with positive impact on multi countries operations; developed and implemented SCM emergency program to maintain operations running during and after natural catastrophes, (mainly hurricane season in the Caribbean countries); formed and trained high performance, multi-cultural, multi-language, multi-generational teams of up to 400 members in more than 26 countries.

ACHIEVEMENTS (DETAILED)

ACHIEVEMENT: Reduced inventory by 90% in one year (approx. US\$45 million)

Where and why: In a telecom multinational company with operations in 18 countries in the Caribbean and Central America. The company had accumulated enormous amounts of inventory through the years due to lack of procurement and inventory management strategies that created the need of multiple additional warehouses, reduced inventory turnover, increased value of slow moving and dead inventory, increased losses due to obsolescence, etc. As Regional VP Logistics & Supply Chain Operations, it was my responsibility to find sustainable solutions for these problems.

How:

1. Created strategic partnership with 3PL operator that bought all our on-hand inventory in 18 countries at book value.

2. Bought back inventory from partner at a markup which covered all partner's expenses and expected margin and at the same time was significantly lower than the cost of holding our inventory.
3. Gave partner first option in sale of future parts and component requirements if prices were market competitive.

ACHIEVEMENT: Created asset management organization and strategy spreading to 26 countries with savings of nearly \$10 million in first two years.

Why: As Global Technology Asset Manager for a secured logistics company with operations in 26 countries and multiple agreements with different software publishers (Microsoft, Adobe, Oracle, VMware, etc.) it was my responsibility to ensure proper hardware and software asset management to prevent major software producers from imposing penalties on the use of unlicensed software. There was no clear acquisition process or software installation controls which after audits from suppliers produced fines for use of unlicensed software of close to US\$10 million in 2015 alone.

How:

1. Integrated control teams in all countries with a unified control center to create and maintain full visibility on new software acquisition and installation.
2. Implemented methodology to execute virtual inventory of all hardware and software in all operations. First count produced nearly 80,000 pieces of hardware (laptops, PCs, servers, routers, etc.) with almost 1.4 million software units installed.
3. Instituted best practices and KPIs organization wide to give full visibility.
4. Eliminated all software copies, cancelled unnecessary software subscriptions, and rationalized software use according to function requirements.

ACHIEVEMENT: Developed and managed **NATURAL EVENTS EMERGENCY CONTINGENCY AND ASSISTANCE PROGRAM** for 18 countries.

Why: Hurricane season in the Caribbean (June through November) causes terrible damages usually bringing down telecom services for days and sometimes isolating entire towns and cities. As Regional VP Logistics & Supply Chain Operations for a telecom company, it was my responsibility to secure parts, components, and other supplies to restore telecom service in the shortest time possible and supply employees with basic supplies in countries affected by hurricanes or tropical storms.

How:

1. Developed communication strategy via satellite devices to bypass regular comms usually unavailable after hurricane events.
2. Created common list of critical parts and components usually required to reestablish service after hurricane events.
3. Secured temporary storage facilities in elevated areas to minimize flooding risks to maintain essential parts and components.
4. Identified and reached agreements with small airlines willing to go to devastated areas and land in small airfields carrying supplies.
5. Identified and secured small shipping companies willing and capable to deliver products between islands.
6. Created the **REDEPLOYMENT INITIATIVE** to redeploy and use in affected areas surplus as well as slow moving or dead inventory located in other countries.

ACHIEVEMENT: Lowered fleet maintenance cost by 70% through an outsource model (fleet size nearly 200 vehicles)

Why: The fleet management function was a non-core function that took up many resources including human resources (mechanics and supervisors), spare parts inventory, repair shop facilities, etc.

How: The fleet was fully outsourced. Cost reduction came from personnel reduction, elimination of repair shop facilities and associated services, sale of inventory, redeployment of procurement efforts, etc

ACHIEVEMENT: Successfully led **SAP ERP materials module** implementation.

Where and why: In a telecom multinational company with operations in 18 countries in the Caribbean and Central America. The company's first experience implementing SAP Materials Module in one of its biggest operations almost failed as systems parameters were set by the finance and accounting team and were intended to satisfy the reporting and control needs of the finance organization. All parameters for adequate inventory management, distribution, life cycle control, returns, etc. were completely ignored. As a result, bottle necks in inventory control, and inefficient material reception and dispatch processes led to stock-outs in point of sales due to long delivery lead times which in turn produced very dissatisfied customers, both at distributor and end customer level, as per VOC analysis.

How:

- Established adequate logistics parameters, prior to implementation, that would allow prompt response to customer requirements.
- Supervised / approved system test runs.
- Directed first data upload.
- Designed system's standard reporting and KPIs for all function phases from product requisition and purchase order issuance to reception, storage, inventory management, distribution, transport, and returns.

AREAS OF EXPERTISE (YEARS OF EXPERIENCE)

Team leader **(+30)**; Demand Planning **(+30)**; Inbound logistics **(+30)**; Inventory Mgmt. **(+30)**; Operations & Production Planning **(+25)**; Sourcing and procurement **(+30)**; Project Mgmt. **(+25)**; Quality assurance **(+25)**; Reverse logistics **(+25)**; SCM **(+30)**; Warehousing **(+30)**; Business Process Improvement **(+20)**; Contract Mgmt. **(+20)**; CRM **(+20)**; Distribution and fleet Mgmt. **(+20)**; IT Asset Mgmt. **(+15)**; S&OP **(+15)**; Supply chain sustainability **(+15)**; Change Mgmt. **(+20)**; VRM **(+20)**; Lean Mgmt. and Six Sigma Philosophy **(+10)**

EDUCATION:

Bachelor business administration + innumerable courses and certifications directly related to my area of expertise.

LANGUAGES (as per CEFR): English (C2); Spanish (C2); Italian (C1); French (B1).

STRENGTHS

Work ethics; common sense; innovative; ability to analyze different viewpoints and understand the bigger picture; knowing I don't have all the answers; adaptable to new situations and data; team empathy.

WEAKNESSES

None big enough to stop me from reaching targets I commit to. Sometimes I become too detail-oriented, too critical of my job and its results, zero tolerance for toxic people and working environments.

MOTIVATION

Currently acting as senior consultant in various projects but looking actively to insert myself back in the corporate world and face new challenges directing, designing, implementing, or transforming operations as required and create and implement strategies that add value to the organization and its customers. Willing to relocate.

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