

Rafael Vela (Mr)

Nationality: Italian

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Operations, Logistics and Supply Chain Executive

+30 years of international executive experience forming and directing multinational procurement, logistics, operations, and supply chain organizations.

Seasoned professional with solid history of success as consultant and on-staff leader in multinational manufacturing, service, and technology environments. Strong ability to create and execute programs and initiatives that enhance business operations. Highly adept at developing and leading teams that meet and exceed established goals and expectations. Demonstrated skills in managing projects from inception to final delivery while maintaining budgets and schedules. Extensive background in Lean management and sustainability activities. Multilingual, native in English and Spanish, advanced Italian and basic French.

Highlights of Expertise

- Strategic Business Planning and Partnerships
- Program and Project Management
- Team Building and Leadership
- Staff Training and Development
- Customer/Supplier/Vendor Relations
- Contract Negotiations and Administration
- Supply Chain Sustainability
- Budget Development and Oversight
- Inventory, Procurement, and Sourcing
- Process Improvements
- Change and Risk Management
- Demand, Distribution, and Fleet Planning
- Quality Control and Assurance
- Operations and Production Planning

Career Experience

Self-Employed, Panama City, Panama

SENIOR CONSULTANT (2019 to Present)

Advise clients in different industries on, 3PL/4PL programs, import/export hubs operations, warehousing and distribution management and best practices, supply chain management, strategic procurement, and logistics. Create and execute written procedures and implement 5S methodology to launch continuous process improvement initiatives featuring all operational areas. Introduce best practices in warehouse operations. storage, inventory management. and procurement, Develop and initiate appropriate set of KPIs.

Westgate International Consulting Inc., Panama City, Panama

CHIEF OPERATING OFFICER (2017 to 2019)

Oversaw numerous consulting projects in warehouse organization and management assisted by 35 people. Defined procurement strategy. Chose and executed of ERP systems. Managed vendor inventory programs. Improved production planning.

- Developed outsourcing initiatives related to inventory management and procurement.
- Established and implemented KPIs to measure performance and detect improvement areas in procurement, complete supply chain, logistics, operations, distribution, point of sales inventory efficiency, and distribution center design.

Brinks Regional Services LLC, Panama City, Panama

GLOBAL TECHNOLOGY ASSET MANAGER (2015 to 2017)

Devised and initiated global asset management program worldwide. Supervised 68 personnel, built and simultaneously focused multilingual and multicultural asset management teams in 26 countries on 5 continents. Designed, implemented, and controlled IT asset management strategy, processes, and best practices. Initiated KPIs to measure all related activities and determined corporate communications roadmap on all asset management related issues.

- Devised, executed, and led IT asset management strategy saving \$10M in first two years by avoiding penalty from software developers for use of unlicensed software.
- Introduced best practices for proper disposal of e-waste complying with environmental regulations in 18 countries.
- Reached complete compliance with all major software producers.

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Nexel Solutions Inc., Panama City, Panama

CHIEF OPERATING OFFICER (2011 to 2015)

Built and led 20-person sales and operations teams in 6 countries. Directed all sales and SCM activities promoting expansion in Caribbean basin and Central and South American countries. Established S&OP guidelines and facilitated all activities to guarantee highest potential level of customer satisfaction. Managed all procurement, inventory, and distribution activities (local, national and international). Raised market presence to 13 countries in Caribbean basin and Central/South America.

Comium Group, based in Abidjan, Cote D'Ivoire. West Africa and managing operations in 7 more countries.

GROUP PROCUREMENT AND LOGISTICS DIRECTOR (2010 to 2011)

Managed 80 personnel in 7 countries. Spearheaded various warehouse organization and management initiatives. Defined procurement plan. Guided outsourcing programs related to inventory management and procurement. Selected and oversaw vendor inventory activities.

Designed and deployed KPIs to track performance and detect improvement areas in procurement, supply chain, logistics, operations, distribution, point of sales inventory efficiency, and distribution center design.

Cable & Wireless, based in Panama City, Panama and managing operations in 16 more countries.

REGIONAL VP LOGISTICS AND SUPPLY CHAIN OPERATIONS (2006 to 2009)

Managed all SCM and logistics operations for the LATAM and Caribbean region supervising +400 personnel encompassing 16 countries. Delivered SAP ERP Materials Module for LATAM area, developed and implemented KPIs and best practices for all SCM functions, developed and implemented inventory redeployment opportunities program between all countries to eliminate dead and/or slow-moving inventory. Orchestrated multiple consulting projects in warehouse organization and management for important tier 1 suppliers, actively participated in definition of procurement strategy. Directed outsourcing programs for inventory management and procurement. Also:

- Designed and operated vendor managed inventory initiatives.
- Created, executed, and led REGIONAL disaster emergency and assistance program for 16 countries to sustain operations continuity during and after natural disasters by guaranteeing adequate supply of products and components.
- Reduced fleet maintenance expense by 70% through outsourced model (fleet size nearly 200 vehicles)
- Decreased inventory by 90% in one year (about US\$45M).

Additional Experience

Demand Planning, Logistics, and Inventory Manager ▪ Cable & Wireless (British Telecom company), based in Panama City in Panama and Kingston in Jamaica.

Materials Flow Manager ▪ Daimler Chrysler, Valencia, and Caracas in Venezuela

Interim Operations and Logistics Manager ▪ Digital Corp., Caracas, Venezuela

Materials Manager ▪ Cementos Caribe CA, Maracay, and Caracas in Venezuela

Logistics Manager ▪ Sudamtex S.A.C.A., Maracay and Caracas in Venezuela; Montevideo in Uruguay; New York and Miami in USA; Manchester in UK

Education, Credentials, Training

Bachelor of Business Administration

My learning and preparation together with my experience of many years have allowed me to achieve a high level of proficiency in SCM, procurement, logistics, operations, project and program management, corporate finance, business strategy, organizational leadership, change management, people management, lean management, six sigma, business intelligence, HR strategy, and communications management.

Languages (as per CEFR – Common European Framework of Reference)							
English	C2 (Native)	Spanish	C2 (Native)	Italian	C1 (Advanced)	French	B1 (Basic)

Certifications

- [Lean Management and Manufacturing BKO accredited](#) / Six Sigma Academy, Amsterdam (Netherlands University Teaching Qualification)
- [Become a Portfolio Manager](#) (6 modules)
- [Six Sigma Black Belt Certification](#) (14 modules)
- [Six Sigma Green Belt Certification](#) (14 modules)
- [Six Sigma Green Belt \(SSGB\) BKO accredited](#) / Six Sigma Academy-Amsterdam (Netherlands University Teaching Qualification)

Areas: Supply chain management / Logistics / Procurement / Operations
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(35+ years of experience)

- **Implementing Supply Chain Management** by National Association of State Boards of Accountancy (NASBA)
- **Inventory Management** by National Association of State Boards of Accountancy (NASBA)
- **Logistics Foundations** by Project Management Institute and National Association of State Boards of Accountancy
- **Managing Logistics** by Project Management Institute and National Association of State Boards of Accountancy
- **Negotiation Foundations** by Project Management Institute and National Association of State Boards of Accountancy
- **Operations and Supply Chain Management** by Udemy
- **Operations Management** by Project Management Institute (PMI)
- **Procurement: Cost Based Pricing for Procurement Organizations** by Udemy
- **Purchasing** by National Association of State Boards of Accountancy (NASBA)
- **Reverse Logistics Management and Sustainability** by Operational Excellence Training
- **Supply Chain and Operations Management** by LinkedIn Learning
- **Supply Chain Cybersecurity** by National Association of State Boards of Accountancy (NASBA)
- [Supply Chain Logistics](#) by Rutgers University – USA
- [Supply Chain Operations](#) by Rutgers University – USA
- **Supply Chain Risk Management** by Operational Excellence Training
- **Supply Chain Sustainability Strategies** by Project Management Institute and National Association of State Boards of Accountancy
- **Transformational Change (Managing organizational change)** by LinkedIn Learning

Areas: Project, program, and portfolio management / Product management

(20+ years of experience)

- **Adaptive Project Leadership** by Project Management Institute (PMI)
- **Agreements for Success in Global Projects** by Project Management Institute and National Association of State Boards of Accountancy
- **Artificial Intelligence for Project Managers** by Project Management Institute (PMI)
- **Blending Project Management Methods** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Cert Prep: Project Management Professional (PMP)** by Project Management Institute (PMI)
- **Cert Prep: SCRUM Master** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Enterprise Agile: Changing Your Culture** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Leading Productive Meetings** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Learning Gantt Charts** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Managing Project Stakeholders** by Project Management Institute (PMI)
- **Operational Excellence** by Project Management Institute (PMI)
- **Product Management: Building a Product Roadmap** by Project Management Institute (PMI)
- **Product Management: Building a Product Strategy** by Project Management Institute (PMI)
- **Program Management** by Project Management Institute and National Association of State Boards of Accountancy (NASBA)
- **Program Management Foundations** by Project Management Institute and National Association of State Boards of Accountancy (NASBA)
- **Project Management** by Project Management Institute (PMI)
- **Project Management: Communications** by National Association of State Boards of Accountancy (NASBA)
- **Project Management: International Projects** by Project Management Institute and National Association of State Boards of Accountancy
- **Project Management: Iterative Methods** by Project Management Institute (PMI)
- **Project Management: Laying Good Ground Rules** by Project Management Institute (PMI)
- **Project Management: Preventing Scope Creep** by Project Management Institute (PMI)
- **Project Management: Procurement** by Project Management Institute (PMI)
- **Project Management: Teams** by Project Management Institute and National Association of State Boards of Accountancy
- **Project Portfolio Management Foundations** by Project Management Institute and National Association of State Boards of Accountancy
- **SCRUM: Advanced** by Project Management Institute (PMI)
- **Transitioning from Waterfall to Agile Project Management** by Project Management Institute and National Association of State Boards of Accountancy (NASBA)

Areas: Lean / Six Sigma / Lean Six Sigma / Operational excellence
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(20+ years of experience)

- **5S Workplace Productivity** by Gemba Academy
- **A3 Problem Solving for Continuous Improvement** by Project Management Institute (PMI)
- **Culture of Kaizen** by Gemba Academy

- **Hoshin Planning** by Gemba Academy
- **Lean Foundations** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Lean Inventory Management** by National Association of State Boards of Accountancy (NASBA)
- **Lean Six Sigma Foundations** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Lean Six Sigma: Analyze, improve, control tools** by LinkedIn Learning
- **Lean Six Sigma: Define and measure tools** by Project Management Institute and National Association of State Boards of Accountancy
- **Minitab (Statistical analysis)** by National Association of State Boards of Accountancy (NASBA)
- **Operational Excellence, Workouts & Kaizen Facilitator** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Six Sigma Black Belt** by Project Management Institute (PMI)
- **Six Sigma Foundations** by Project Management Institute (PMI)
- **Six Sigma Green Belt** by Project Management Institute (PMI)
- **Statistics 1, Statistics 2, Statistics 3** by National Association of State Boards of Accountancy (NASBA)
- **Stay Lean with Kanban** by Project Management Institute (PMI)
- **Workplace Visualization** by Gemba Academy

Areas: Strategy / Productivity / Management / Sales / Personal development / Life skills and other career supporting training
(30+ years of experience)

- **Activity-Based Costing** by National Association of State Boards of Accountancy (NASBA)
- **B2B Marketing Foundations: Pricing Strategy** by Project Management Institute (PMI)
- **Boosting Your Team's Productivity** by Project Management Institute (PMI)
- **Branding Foundations** by National Association of State Boards of Accountancy (NASBA)
- **Breakeven and Cost-Volume-Profit (CVP) Analysis** by LinkedIn Learning
- **Building Customer Loyalty** by LinkedIn Learning
- **Business Development Foundations** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Business Development Foundations** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Business Ethics** by National Association of State Boards of Accountancy (NASBA)
- **Business Intelligence for Consultants** by National Association of State Boards of Accountancy (NASBA)
- **Change Management** by LinkedIn Learning
- **Collaboration Principles and Process** by National Association of State Boards of Accountancy (NASBA)
- **Controllo di Gestione** by Udemy
- **Creating a Business Plan** by National Association of State Boards of Accountancy (NASBA)
- **Creating a Culture of Strategy Execution** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Critical Thinking** by LinkedIn Learning
- **Cultivating Mental Agility** by National Association of State Boards of Accountancy (NASBA)
- **Data Governance** by LinkedIn Learning
- **Decision-Making Strategies** by National Association of State Boards of Accountancy (NASBA)
- **Developing a Competitive Strategy** by Project Management Institute (PMI)
- **Developing a Service Mindset** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Disrupting Yourself** by LinkedIn Learning
- **General Data Protection Regulation (GDPR) Compliance: Essential Training** by LinkedIn Learning
- **Global Strategy** by Project Management Institute (PMI)
- **Leading Change** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Leading Globally** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Leading with Vision** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Learning Agility** by Project Management Institute (PMI)
- **Learning GDPR** by National Association of State Boards of Accountancy (NASBA)
- **Managing Globally** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Managing in a Matrixed Organization** by National Association of State Boards of Accountancy (NASBA)
- **Measuring Business Performance** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Organization Communication** by National Association of State Boards of Accountancy (NASBA)
- **Organizational Culture** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Problem Solving Techniques** by Project Management Institute (PMI)
- **Sales Forecasting** by LinkedIn Learning
- **Sales Management** by LinkedIn Learning
- **Setting Business Unit Goals** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Solving Business Problems** by National Association of State Boards of Accountancy (NASBA)
- **Strategic Cost Management for Procurement and Supply Chains** by Udemy
- **Strategic Negotiation** by LinkedIn Learning
- **Strategic Partnership** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Strategic Planning** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Strategic Thinking** by Project Management Institute (PMI)

- **The Euro: History, Issues, and Solutions** by The Duomo Initiative (EU, EMU, ECB, EMF, etc.)
- **Writing Articles** by LinkedIn Learning

Area: Finance / Economics (20+ years of experience)

- **Corporate Finance: Robust Financial Modelling** by National Association of State Boards of Accountancy (NASBA)
- **Entrepreneurship: Raising Startup Capital** by National Association of State Boards of Accountancy (NASBA)
- **Finance for Non-Financial Managers** by LinkedIn Learning
- **Finance: Risk Management** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Financial Accounting 1** by National Association of State Boards of Accountancy (NASBA)
- **Financial Analysis: Business Performance Analysis** by National Association of State Boards of Accountancy (NASBA)
- **Macroeconomics** by University of California (UCI) – Irvine
- **Managerial Economics** by Project Management Institute (PMI)
- **Mergers & Acquisitions** by National Association of State Boards of Accountancy (NASBA)

Areas: Tech / ERP / IT / Systems (20+ years of experience)

- **Assessing Digital Maturity** by National Association of State Boards of Accountancy (NASBA)
 - **Cloud Computing: Cloud Security** by CompTIA and National Association of State Boards of Accountancy (NASBA)
 - **Creating your IT Strategy** by National Association of State Boards of Accountancy (NASBA)
 - **Cybersecurity Awareness: Security Overview** by National Association of State Boards of Accountancy (NASBA)
 - **Digital Transformation** by LinkedIn Learning
 - **Excel 2013: Financial Functions in Depth** by Project Management Institute & National Association of State Boards of Accountancy (NASBA)
 - **Excel Quick Tips** by Project Management Institute (PMI)
 - **Excel: Power Pivots** by LinkedIn Learning
 - **Excel: Value Stream Mapping** by LinkedIn Learning
 - **IoT Foundations** by LinkedIn Learning
 - **Learning BlueJeans Meetings** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
 - **Learning Excel Online (Office 365)** by National Association of State Boards of Accountancy (NASBA)
 - **Learning Microsoft Dynamics 365** by LinkedIn Learning
 - **Magaya** (SCM, warehousing and cargo management software)
 - **Microsoft Project Quick Tips** by Project Management Institute (PMI)
 - **Microsoft Teams Quick Tips** by LinkedIn Learning
 - **MS Power BI (Business Intelligence)** by National Association of State Boards of Accountancy (NASBA)
 - **Office 365 New Features** by Project Management Institute (PMI)
 - **Oracle JD Edwards EnterpriseOne / ERP**
 - **PowerPoint Quick Tips** by Project Management Institute (PMI)
 - **RPA, AI, and Cognitive Tech for Leaders** by National Association of State Boards of Accountancy (NASBA)
 - **SAP ERP Essential Training** by LinkedIn Learning
 - **SAP Materials Module / ERP** by SAP Andina
 - **SAP S/4 HANA Financial Accounting** by LinkedIn Learning
 - **ServiceNow** (Asset management)
 - **Taking Charge of Technology for Maximum Productivity** by Project Management Institute (PMI)
- } *15 years of experience using SAP*

Areas: Human resources / Talent management / Inclusiveness (20+ years of experience)

- **Building Accountability into your Culture** by National Association of State Boards of Accountancy (NASBA)
- **Building Resilience** by LinkedIn Learning
- **Creating a Culture of Change** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Creating a Culture of Service** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)
- **Developing Adaptability** by Project Management Institute (PMI) and National Association of State Boards of Accountancy
- **Fighting Gender Bias at Work** by LinkedIn Learning
- **Human Resources Strategic Workforce Planning** by HR Certification Institute (HRCI), Society for Human Resource Management (SHRM)
- **Managing a Multigenerational Workforce** by Project Management Institute (PMI)
- **Managing Conflict** by National Association of State Boards of Accountancy (NASBA)
- **Managing Diversity** by Project Management Institute (PMI)
- **Managing High Performers** by Project Management Institute (PMI)
- **Managing High Potentials** by Project Management Institute (PMI)
- **Managing Managers** by Project Management Institute (PMI)
- **Multinational Communication in the Workplace** by National Association of State Boards of Accountancy (NASBA)
- **Performance-Based Hiring** by HR Certification Institute (HRCI), Society for Human Resource Management (SHRM), and the National Association of State Boards of Accountancy (NASBA)
- **Remote Work Foundations** by National Association of State Boards of Accountancy (NASBA)
- **Skills for Inclusive Conversations** by HR Certification Institute (HRCI) and the Society for Human Resource Management (SHRM)

- **Teaching Civility in the Workplace** by HR Certification Institute (HRCI) and the Society for Human Resource Management (SHRM)
- **The New Rules of Work** by Project Management Institute (PMI)
- **Unconscious Bias** by Project Management Institute (PMI) and National Association of State Boards of Accountancy (NASBA)