

# Alexandre Galvão Okubo

São Paulo/SP/Brazil  
Phone: (55-11) 97989-3120 mobile  
E-mail: alex\_g\_o@yahoo.com.br / agokubo@gmail.com / [br.linkedin.com/in/aokubo/](https://br.linkedin.com/in/aokubo/)

Brazilian  
Age 38  
Married, 2 children

## SUPPLY CHAIN / OPERATIONS EXECUTIVE

Management of the Logistics, Planning, Quality and Customer Service Areas

Career developed in companies such as Grupo Fiat, GM, Ford, Toyota, Medial Saúde, Fresenius, B2W (Submarino, Americanas.com and Shoptime), Cnova-GPA's (Casas Bahia, Ponto Frio and Extra.com) and Ivalis Group

## Summary of Qualifications

- Management of the entire Supply Chain, including Transport, Purchasing, Stocktake, Contract Management (ZBB - Zero Based Budgeting) and Supplier Quality.
- Logistics warehouse management, involving national and international distribution strategies (retail, manufacturing and ecommerce)
- Experience in the Import and Export areas, including customs agents and third-party management.
- Start-up and restructuring of logistics operations.
- Responsible for the Production Planning and Control (PPC) area.
- International experience in Japan, Argentina and United States, participating in production-line Kaizen projects and Germany, Switzerland, Spain access training and best practices;
- Implementation of Quality and Management tools (Deployment of Goals, DMAIC, PDCA, Visual Management, Kaizen, Lean).
- Development and implementation of projects in the customer service area, including relations with government bodies (PROCON, SINDEC and Regional Courts of Justice), call center start-up, operations planning and management.

## Academic Background, Certifications and Languages

Six Sigma - Black Belt Recertification - Fundação Vanzolini (POLI/USP), 2013  
MBA in Business Economics Strategic Management - Fundação Getúlio Vargas (FGV), 2008  
Bachelor's Degree in Mechatronics Engineering - Escola de Engenharia Mauá, 2005  
Fluent in English

## Professional History

### INDEPENDENT CONSULTANT *(1 Ano e 2 meses)* / **May/2018 – Present**

- Miniso's Brazil startup, warehouse management preparing workflow to stand distribution throughout 45 stores in 4 BR states, SP, RJ, SC e PR; business of \$ 20Mbrl /month

### IVALIS BRASIL –

*(8 months)* / **Aug/2017 – May/2018**

*French multinational company longer than 20yrs into stocktake segment, with open capital at Paris stock's market, present currently in 8 countries: Brazil, France, Spain, Portugal, Germany, Switzerland, Austria and Italy.*

### Operations Director **(Aug/2017 – Current)**

Reporting to Brazilian CEO and managing a direct team of 9 regional managers (SP, RJ, MG, PR, RS, CE, BA, PE) and 815 indirect coworkers.

- Responsible for all daily stocktake functions (Retail solutions and Warehouses), amounting \$21MBRL /year;
- Operational turnover to attend growth of 130% (17x18);

### CNOVA – GPA **(Grupo Pão de Açúcar)**

*(3 years, 4 months)* **July/2013 – Nov/2016**

*Company in the e-commerce retail segment, owner of the following brands: Extra.com, Casas Bahia.com, Ponto Frio.com.br)*

### General Manager Operations **(Oct/2015 - Nov/2016)**

Reporting to Operations Director and managing a direct team of 4 Senior Managers and 4.600 indirect coworkers.

- Responsible for all DC's daily processes (Inbound and Outbound activities), 8 Warehouses, 40K daily orders, 15million BRL/day);
- Start Up / Shut Down operations;
- Restructured Management layers, reducing from 4 to 3;
- Planned and supported Black Friday and Christmas Deliveries until customers (500millions/10 days);
- Handled annual Budget of 600 Brl millions.

### Planning and Project Manager **(July/2013 - Oct/2015)**

Reporting to COO and managing a direct team of 3 coordinators and 10 indirect coworkers.

- Responsible for annual company Capex and control as well as deployment of score card; (100million Brl/yr)
- Implemented improvement projects based on the Lean methodologies (entire chain);

**B2W DIGITAL - CIA. GLOBAL DE VAREJO***(2years, 2 months) March/2011 - May/2013**Company in the e-commerce retail segment, leader in Latin America and owner of the following brands: Submarino, Blockbuster, the.com, Shoptime and B2W Viagens.***Customer Service General Manager (August/2011 - May/2013)***Reporting to the Operations Director and managing a direct team of 9 Senior Managers and 1,450 indirect coworkers.*

- Planned and internalized the customer service operation, creating 1,855 service positions with 2.1 million calls/month. The project involved a R\$7 million investment and eight months to be implemented.
- Restructured the Customer Service area, creating a new strategy of servicing clients through voice, chat and e-mail channels, reducing complaints by 92% and the volume of calls received at the call center by 62%.
- Implemented improvement projects based on the Lean methodologies, reducing the number of lawsuits received by 52% (R\$ 30 million/year).
- Restructured the servicing of consumer protection agencies (PROCON and SINDEC), reducing the number of requests received by 243%, representing a R\$2.2 million gain in 2013 versus 2012.
- Restructured the servicing of customers in special channels (Ombudsman), having received service excellence awards from Reclame Aqui® and Consumidor Moderno®.
- Managed the customer service budget, reducing its value by 67% (R\$ 96 million down to R\$ 58 million/year).
- Prepared and implemented KPIs to measure the performance of operational areas (Customer Service and Logistics), implementing a results-based management model using PDCA, DMAIC and their respective tools.

**Planning and Quality Manager (March/2011 - August/2011)***Reporting to the Planning and Projects General Manager and managing a team of 4 direct and 20 indirect coworkers.*

- Planned and controlled the supplying and shipping curves of the distribution center.
- Redesigned shipping processes aimed at gaining productivity and quality at the two largest distribution centers (1.1 million orders/month).
- Designed specific packaging for shipping perishable items.
- Provided support in implementing the automating of picking and packing for 6 km of moving conveyors.
- Developed and organized teams for productive planning and quality (continuous improvement), providing support to external consulting firm INDG.

**FRESENIUS KABI BRASIL LTDA****September/2009 - March/2011***Multinational pharmaceutical company.**(1year, 6 months)***Logistics Supervisor***Reporting to the Supply Chain Manager and managing a team of 28 direct and 10 indirect coworkers.*

- Managed the Production Planning and Control area (PPC).
- Planned and supervised all movements of products and finished materials in the warehouse earmarked for domestic distribution, comprising the Receiving, Warehousing, Billing and Shipping areas with a monthly movement of R\$22 million and 450 products.
- Managed freight and service contracts of logistics operators with a volume of seven transport contracts amounting to R\$6 million/year.
- Provided support and assisted in specific internal and external ANVISA audits for executing inventory counts and logistics processes. Implemented indicator controls and visual management based on Lean methodologies.

**MEDIAL SAÚDE S/A****November/2007 - May/2009***Brazilian healthcare plan and hospital administrator.**(1year, 6 months)***Logistics and Planning Coordinator (February/2009 - May/2009)***Reporting to the Executive Director of Planning and Claims, managing a team of 9 direct and 53 indirect coworkers.*

- Designed the outsourcing of stockroom activities regarding the distribution of materials and medication according to logistics operator. Was responsible for planning and monitoring the project for 8 Hospitals and 42 Medical Centers (transition from R\$8.5 million and 12,000 products), obtaining an annual gain of R\$600,000.
- Implemented controls for purchasing hospital materials and medication using ABC costing and Kanban, reducing costs from R\$10.5 million down to R\$8.5 million/year due to an increase in inventory turns.
- Standardized the purchase of hospital product lines and suppliers, reducing the number of products from 15,000 down to 8,000 while also reducing the total monthly purchase amount by 5%. Reduced inventory coverage from 23 to 15 days.

**Strategic Planning and Control Coordinator (November/2007 - February/2009)***Reporting to the Executive Director of the Hospitals Business Unit.*

- Implemented the Balanced Scorecard concept at business units.
- Developed projects based on the DMAIC and Six Sigma methodologies ((ROI - R\$ 500 thousand/year).

**TOYOTA DO BRASIL (Worldwide japanese autotmobile manufacturer )****October/2004 - November/2007****Logistics and Production Control Engineer***(3 years,1 month)***FORD MOTOR (Worldwide american autotmobile manufacturer)****March/2002 - October/2004****Logistics Analyst***(2 years,7 months)***Intern: FIAT, GM, MAGNETTI MARELLI COFAP****April/2000 - March/2002***(2 years)*