

## Contato

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## Principais competências

MS Project

Production Planning

Operational Excellence

# Paula Braga

Empreendedor na Better Choices  
Portugal

## Resumo

- Experience of eleven years in Operations – Production, Continuous Improvement and Supply Chain;
- Intense experience in performance improvement management;
- Management of several projects in the packaging, processing, environment and quality areas;
- Ability to organize work teams;
- Person creative, dynamic, determined and easy relationship;

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## Experiência

Better Choices  
Empreendedor  
junho de 2019 - Present (10 meses)  
Lisboa

L'Oréal  
11 anos 1 mês

Industrial Distribution and Co-packing Manager  
fevereiro de 2016 - janeiro de 2019 (3 anos)  
Rio de Janeiro

- Assurance of the products delivery to the clients with reliability, quality and best cost in alignment with SHE practices;
- Optimization of logistics resources and administrative processes, implementing best practices;
- Guarantee reliable inventories;
- Application of SHE policies in the distribution center;
- Controlling the unit budget, definition of KPIs and targets, implementation follow-up processes and action plants;
- Narrowing of a relationship with logistics partners and supervise their operations;
- Management of a team of 25 employees;
- Development of a cell to coordinate the promotions production processes (beginning on the contact with marketing team to define the need; work with

packaging and purchasing team to define packaging components and contract manufacturing partner; production plan coordination, materials purchasing, short term planning, quality release and products delivery in the distribution center);

- Management of strategic projects:

- o Direct Flow: optimization of logistics flows between warehouses to reduce leadtime;

- o New IDC: consolidation of three operations (handling, nationalization of imported products and promopacks production) in one site.

## Performance Manager

fevereiro de 2015 - janeiro de 2016 (1 ano)

Brazil

- Development of the 3 Year Plan of the factory, defining the vision and strategy;
- Implementation of the Balance Score Card Methodology in Rio factory, developing the KPIs that better translated the vision and strategy of the plant and cascading them on indicators for the departments and presenting the results for all employees to clarify the strategy, how to achieve it and the follow-up and controlling process;
- Trainings Organization: 5S methodology, Changing management and Collaborative environment for production teams;
- Management of Packaging Line Optimization Team and Projects;
- Management of Waste Reduction Projects.

## Production Manager

janeiro de 2013 - janeiro de 2015 (2 anos 1 mês)

Rio de Janeiro, Brazil

- Production Unit management: Production Plan, Processing, Packaging, Performance, Maintenance and Strategic Projects;
- Production plan analysis for the year and next three years to validate capacities and project strategies in order to deliver the needs of the business and define the budget for the year;
- Production plan validation for three months in a monthly basis in order to validate resources and short term strategies to guarantee achievement of the goals;
- Organize the Processing and the Packaging activities ensuring safety, quality of finish products, performance optimization and service deliver;
- Optimize performance by development of continuous improvement projects: OEE improvement, losses reduction, quality non-conformity reduction, improvement of safety and working conditions;

- Guarantee maintenance service in Processing and Packaging areas, ensuring the availability of equipment by defining preventive and corrective maintenance strategy;
- Strategic project management as new production lines and processing skids guaranteeing launches dates, modernization and renovation of equipment;
- Production Unit budget/tendency strategy organization, evaluating the results of the period, the needs of maintenance, performance and projects;
- Administer complex situations of emergency of the production unit providing guidance regarding the appropriate activities to be taken;
- Management of a team of 200 employees (direct and indirect) between operators, technicians, engineers, supervisors, coordinators and managers;
- Motivate the team by communicating the strategies, clarifying rolls and responsibilities, accompanying individual professional performance, giving regular feedback, making individual development plan and team development plan;
- Guarantee good organizational climate.

#### Continuous Improvement Manager

outubro de 2011 - dezembro de 2012 (1 ano 3 meses)

Rio de Janeiro, Brazil

- Startup Operational Excellence Program (OPEX);
- Coaching for Green Belts;
- Training and Coaching for White Belts;
- Accompaniment of 10 continuous improvement projects. Ex: Cleaning water consumption reduction, Performance improvement of processing skids and SCOOP development;
- Internal communication program implementation of the OPEX;
- Development of the continuous improvement culture of the factory;
- Presentation of OPEX program results in the Lean Six Sigma SUMMIT;
- Award by the governmental agency SESI/SENAI for sustainability actions for the OPEX program;
- Presentation of projects results in the worldwide performance meeting in the L'Oréal headquarter in Paris;
- Third place in the L'Oréal Beauty Shaker Award - Excellence category (around 500 projects submitted).

#### Production Coordinator at L'Oréal

julho de 2009 - dezembro de 2011 (2 anos 6 meses)

Brazil

- Performance KPIs management: OEE, PUR, Productivity, Efficiency, Losses, Quality non-conformity, Accidents /Incidents;

- Continuous improvement projects implementation;
- Quality continuous improvement group leader;
- Safety continuous improvement group leader;
- Performance coaching for Supervisors;
- Best practices implementation and development of working methods;
- Organization and implementation 5S workshops;
- Implementation of SMED projects;
- Presentation of KPIs and projects results for the steering committee and worldwide directors.

### Production Supervisor

agosto de 2008 - junho de 2009 (11 meses)

Rio de Janeiro, Brazil

- Supervision of a team of 22 employees, organizing them in the production lines in order to guarantee the right person in the right place to produce in one of the segment lines: coloration, skin/hair care, sun screen, deodorant;
- Guarantee performance results of the shift as OEE, efficiency, losses, production line inventory, short term planning, implementation of improvements;
- Team management – results meetings, shielding meetings, employees data and registrations controlling, vacations scheduling.

### Production Intern

janeiro de 2008 - julho de 2008 (7 meses)

Rio de Janeiro, Brazil

- Measurement of losses KPIs per line and products family;
- Analysis, planning and follow-up actions for improvement of losses;
- Presentation of losses results for the steering committee;
- Quality non-conformity investigations;
- Presentation of quality improvement results for the steering committee.

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## Formação acadêmica

### Coppead UFRJ

Master of Business Administration - MBA, Business Administration and Management, General · (2014 - 2014)

### NEOMA Business School

Master of Business Administration (MBA) · (2015)

### Universidade Federal Fluminense

Engineer's degree · (2002 - 2009)