

# MARCIO ROBERTO LIOTTI

Senior Operations Executive | Plant Manager | Automation & Industry 4.0 Specialist

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## PROFESSIONAL SUMMARY

Senior Industrial Operations Executive with an international career leading manufacturing plants and large-scale transformation programs within multinational environments across the automotive and capital goods sectors. Proven expertise in driving operational performance through industrial digitalization (Industry 4.0), asset optimization, plant relocations without supply chain disruption, and ERP implementations (SAP/TOTVS) as enablers of efficiency, visibility, and control. Strong track record in improving OEE, increasing productivity, reducing operational costs, and establishing sustainable Continuous Improvement and TPM cultures. Experienced leader of multicultural teams of 100+ professionals, combining strategic vision, operational discipline, and people leadership to deliver operational excellence, competitiveness, and long-term business value.

## CORE COMPETENCIES

Plant Management | Leadership of Multicultural Teams (+100) | Automation and Industry 4.0 | ERP Systems (SAP & TOTVS) | Lean Manufacturing & Six Sigma | Total Productive Maintenance (TPM) | OEE Optimization & Downtime Reduction | Plant Relocation | Budget Management | Strategic Planning (Production Planning and Control/MRP) | EHS | IT Tools: C++, SQL, BI, CAD/CAM

## PROFESSIONAL EXPERIENCE

### PLANT MANAGER - LUVATA - MITSUBISHI GROUP | 2020 - 2025

Multinational Automotive & Special Materials Company

- Spearheaded the complete physical relocation of the industrial plant to a new site without interrupting customer supply, coordinating multidisciplinary teams and ensuring operational continuity throughout the transition
- Led the full implementation and development of the TOTVS ERP system, transforming an underutilized tool into an integrated solution that yielded significant efficiency gains and internal process optimization
- Managed daily plant operations with a focus on exceeding customer expectations by effectively allocating resources and increasing asset productivity, capacity, and flexibility
- Developed and executed strategies aligned with the annual operations plan, monitoring monthly results via KPIs and implementing preventive and corrective actions
- Optimized inventory control systems by establishing minimum/maximum raw material levels, implementing automatic replenishment, and eliminating time loss in production processes
- Championed a safety and well-being program, engaging employees in regular meetings to discuss processes, improvements, and the application of safety procedures

### OPERATIONS MANAGER - FIVES CINETIC CORPORATION | 2018 - 2019

USA - Multinational Automation Machinery & Equipment Company

- Planned and managed production capacity based on schedules integrated with sales and production, optimizing workforce forecasting for the near future
- Led the SAP (ERP) project implementation, conducting data gathering and defining the necessary methods and resources to organize and structure business processes
- Developed preliminary proposal schedules in collaboration with Project Managers, based on templates and similar projects, ensuring stakeholder alignment
- Established accounting classifications integrated with purchasing and accounting departments, collecting machine construction costs and enabling precise budget definitions
- **Key Achievement:** Successfully implemented over 80% of the company's internal processes within a few months, with a special focus on Engineering, Production, and Logistics

## **DIRECTOR OF ENGINEERING - WEBER AUTOMOTIVE CORPORATION | 2015 - 2018**

USA - Multinational Automotive Company

- Managed a multidisciplinary team of 25 professionals across 3 departments (Manufacturing Engineering, Automation & IT, and Tool Management), leading the development of technical solutions
- Optimized 5 production lines, improving cycle times, reducing overall costs, increasing product quality, and achieving a higher OEE (Overall Equipment Effectiveness)
- Implemented a Change Management program in partnership with the Quality team, establishing new standards for change control
- Developed production plans for a new Ford Transmission model (8HP75), coordinating the complete startup of the production line
- Introduced real-time production monitoring through performance reports, implementing new KPIs and visual management on the shop floor using Lean Manufacturing principles
- **Key Achievement:** Increased equipment availability from 80% to 90% in a few weeks through a productivity awareness campaign and bi-hourly performance checks

## **MAINTENANCE MANAGER - WEBER AUTOMOTIVE GmbH | 2015 - 2015**

GERMANY - Multinational Automotive Company

- Managed a specialized team of 30 professionals, including 3 supervisors, shift leaders, and engineers, maintaining equipment in optimal working condition
- **Key Achievement:** Implemented a TPM (Total Productive Maintenance) program using tools such as BEC (Basic Equipment Care), reducing downtime from 32% to 12%
- Led a "Safety First" program, identifying and prioritizing corrective tasks, resolving 65% of items in 3 weeks with low-cost internal resources

## **MANUFACTURING MANAGER - B. GROB DO BRASIL S.A. | 2012 - 2015**

Multinational Machining Centers Company

- Managed over 100 highly skilled professionals, including 4 supervisors, 3 shift leaders, and 2 tool engineers
- Implemented an MES (Manufacturing Execution System) to track real-time machine events (setup, production, downtime), optimizing production control
- Led the on-shoring of Spindle Motor component production from Germany to Brazil, transferring complex manufacturing processes, equipment knowledge, and procedures
- **Key Achievement:** Restructured the production team based on a skills matrix, reducing labor by 10% while increasing productivity by 15% through strategic promotions and improved division of responsibilities

- Implemented a team development program that enhanced collaboration, skills, and motivation, uncovering new internal talent
- **Key Achievement:** Reduced rework levels from 20% to 8% by implementing self-control at each manufacturing stage and deploying quality tools
- Led the implementation of the EHS (Environmental, Health & Safety) program in collaboration with the German headquarters
- Spearheaded the restructuring of CNC machines, defining new equipment and training plans while introducing advanced technical concepts in programming, machining, and tooling
- Served as Key User for the SAP implementation project, working with the German team (GROB/SAP) to gather requirements and specifications, completing the implementation in record time

## **PREVIOUS EXPERIENCES (1986 – 2012)**

**MANUFACTURING ENGINEERING SUPERVISOR - B. GROB DO BRASIL S.A. | 2007 - 2012**

**MANUFACTURING ENGINEER - B. GROB DO BRASIL S.A. | 1990 - 2007**

**PROCESS AND METHODS TECHNICIAN - INDÚSTRIAS ROMI S.A. | 1986 - 1990**

## **EDUCATION & CERTIFICATIONS**

Six Sigma Green Belt - University of Michigan

MBA, Business Administration - Universidade Estácio de Sá

B.S. in Mechanical Engineering (Industrial Focus) - Universidade Santa Cecília dos Bandeirantes

Technical Degree in Mechanics - ETI Lauro Gomes

## **PROFESSIONAL DEVELOPMENT**

- Lean Manufacturing for Executives - Porsche Akademie (Germany)
- Kaizen 0 & 1 - Wilson Cerqueira Consultores Associados
- Shop Floor Visual Management & Lean Manufacturing - Grob (Germany)
- Global Leadership Program (Phases I, II, III) - Sabine Lanius Training & Coaching (Germany & USA)
- Integrated Management - Weber (Germany) & Grob (Brazil)
- SAP (Key User) - Grob/SAP (Germany)
- Conflict Management - Grob (Brazil)

## **LANGUAGES**

Portuguese: Native | English: Fluent | German: Advanced | Italian: Intermediate

## **INTERNATIONAL EXPERIENCE**

Germany, USA, Canada, Switzerland, France, Austria (training, projects, and client/supplier visits)