



CRISTIAN WELSH MIGUENS, CMC

Rua Comendador Eduardo Saccab, 269, Apt 73
Brooklin - São Paulo/SP
CEP 04601-071
Tels:(55)(11) 5531-5937...Residence / 99111-4977....Cell Phone

Argentine
Married
65 years old

Capability Statement

Since 1995, when I joined as a senior partner IRON Consultoria I have been involved in a wide range of engagements in companies in the textile, plastics, food and service sectors. I help clients in their search to improve productivity and competitiveness introducing awareness about necessary change to guarantee the company's survival in the new competitive environment of the Brazilian market. Focusing on organization development, enhancing existing operational tools and introducing management information systems allow the development of a short term action plan and later, middle and long term strategies and policies.

Professional Background

- ✓ 40 years of professional experience in Industrial Engineering, Material Handling, Logistics, Project Management, Systems Development and Purchasing in the Textile Industry (Santista Textiles), Sales in the chemical industry (Olin Brasil) and Management Consulting (IRON Consultoria) .
- ✓ Industrial Engineer Graduate and Business Administration post-graduation.
- ✓ 8 years experience in the Industrial Engineering area: work measurement, work methods, productivity measurement and control, GMP, plant lay-out, material handling, storage and warehousing, High-bay warehouse project development and implementation (distribution centers), project and implementation of new manufacturing sites and facilities in Brazil and overseas. Organizational development of logistics areas.
- ✓ IT: leadership of systems development teams, Warehouse Management System software development, ERP and Sales Force Automation systems implementation.
- ✓ Purchasing: purchasing manager responsible for the supply of 9 manufacturing sites worth US\$ 120 Million a year.
- ✓ Sales: Sales manager responsible for the introduction of a new chemical product in the Brazilian Market.
- ✓ Management Consulting: since 1995
 - Temporary management of an apparel industry: economic and financial recovery, strategic planning and sales and brand expansion;
 - Logistics area structuring and implementation at a food industry; software development in their ERP, specially the WMS built-in software; transportation firms and freight fees control; introduction of GMP – Good Manufacturing Practices; assistance to implement ERP and sales force automation.
 - Material handling and industrial lay-out restructuring including physical assets and operational controls in a plastics injection industry;
 - Concept and operational assessment and restructuring of cost system at an veterinary drug and animal food manufacturer; productivity measurement system; process improvement implementation; assistance to introduce a new ERP software; development of GMP.

- Review and implementation of management practices and operational controls at an engineering service provider for the pharmaceutical and construction industries; preparing procedures and documentation for future ISO9000/2000 certification.
 - Other interventions in industrial and manufacturing sites and firms (food, plastics injection, master batch manufacturing for the plastics injection industry) as well as commercial firms (coatings for glass inserts) over issues such as manufacturing and inventory management, implementation of ERP systems and strategic business analysis;
 - Business Plan development for a new vehicle tracking and monitoring firm; economic and financial business viability assessment; advice service providing through start-up and business consolidation period; implementation of management control tools and ERP; ISO9001 certification; member of the Advisory Board; Strategic Planning for the 2007-2015 period.
 - Active participation in the task force group with government agencies and other business areas representatives that developed through a 5 year period Brazil's public vehicle tracking and monitoring system as Vice-president of GRISTEC, the tracking and monitoring firms association.
 - Developing of Code of Ethics and Compliance Procedures according to SEDEX standards, assessed by international assessment and auditing company on behalf of a service provider to a multinational company.
- √ Competent in interpersonal relationships and team working;
 - √ Qualified IT tools user (Windows, Excel, Word, Power Point, Access, Internet).
 - √ Fluent in English, Spanish and Portuguese
 - √ President of IBCO (Instituto Brasileiro dos Consultores de Organização / Institute of Management Consultants Brazil) period July 2002/June 2006 and since July 2010; Certified Management Consultant (CMC)
 - √ Ex-Member of the Board of GRISTEC, the Brazilian Association of Vehicle Tracking and Monitoring Technology Companies.
 - √ Professor of Business Strategy at MBA Programs and at IBCO's Development of Competencies in Management Consulting Course.
 - √ Professor In Business Administration Graduation courses (Strategy and Business Plan construction) until July 2018.
 - √ Partner since 1991 of IRON Consultoria (www.ironconsultoria.com.br).

COURSES and SEMINARS (as instructor or speaker)

- √ **Computer Integrated Manufacturing (Manufatura Integrada por Computador)**
Escola Politécnica - USP – 1985
- √ **MATERIALS' HANDLING AND WAREHOUSING MANAGEMENT (Administração, Movimentação e Armazenagem de Materiais)**
Excelcior Atacadista em Papelaria – 1996
- √ **A MODERN APPROACH OF PURCHASING (Uma Visão Moderna de Suprimentos)**
Tortuga Cia. Zootécnica Agrária – 1998

- √ **E-Business**
Fundação Pro-Unirio – 2001
- √ **SEMINARS FOR SMEs (Ciclo de Palestras para as PMEs) – 2003 e 2004**
Princípios e Aplicações da Gestão da Melhoria Contínua
Princípios da Gestão de Custos
Princípios e Aplicações da Gestão de Compras
- √ **NATIONAL AND INTERNATIONAL MANAGEMENT CONSULTING TRENDS (Consultoria e Tendências do Mercado Nacional e Internacional de Consultoria)**
PUC/SP – 2002
Faculdade Ítalo-Brasileira – 2003
Universidade Metodista – 2004, 2005 e 2006
FAJ – Faculdade de Jaguariúna – 2007, 2008, 2010 e 2012
PGQP (Prêmio Gaúcho de Qualidade e Produtividade) - 2013
- √ **KNOWLEDGE MANAGEMENT (Gestão do Conhecimento)**
Câmara de Comércio Brasil-Alemanha – 2003
- √ **GMP FOR THE ANIMAL NUTRITION INDUSTRY (Boas Práticas de Fabricação para a Indústria de Ração Animal)**
Fundação Carlos Alberto Vanzolini – 2004
- √ **SEMINAR MODERATOR (Moderador no I Seminário de Gerenciamento de Risco e Rastreamento “Resolução 245 do Denatran – Cenário Atual sobre rastreamento e monitoramento de veículos” no painel Expectativa e Inter Relacionamento dos Players).**
2ª Expogops (Feira e Congresso Latino-Americano de Localização e Rastreamento), no Centro de Exposições Imigrantes, em São Paulo – JUL2009
- √ **DEVELOPMENT OF MANAGEMENT CONSULTANTS COURSE (Curso de Formação de Consultores)**
IBCO – Instituto Brasileiro dos Consultores de Organização – 2008 a 2013
- √ **SPEAKER (Palestrante)**
CONARH – Congresso Nacional de Recursos Humanos 2012 e 2013

ARTICLES AND INTERVIEWS

- √ Artigo: Liberdade e eficácia – ABR2006 - <http://www.ibco.org.br/artigos-de-associados/1182-o-que-ja-foi-conseguido-e-passado-ha-que-se-conquistar-mais.html>
- √ Artigo: Revista Crescimento Empresarial – Ano 2 NO. 12 – Setembro/Outubro 2012 pág. 42 – em coautoria com Eduardo Rocha – A Eficácia da Função Empresarial. http://www.vip-systems.com.br/imagens/pdf_destaque/crescimento-empresarial.pdf
- √ Artigo: A Consultoria de Organização é uma profissão - 25Mar2013 - <http://www.amanha.com.br/gestao-internas/50-gestao-1/4371-que-tipo-de-consultor-sua-empresa-esta-contratando>
- √ Entrevista revista "Fomento Mercantil" nº 86 pág. 11 30. Trim. de 2012 - Conheça a sua empresa através do DRE - <http://www.anfac.com.br/v3/uploads/revista/revista-anfac-fomento-mercantil-86.pdf>
- √ Entrevista portal Empregos - http://carreiras.empregos.com.br/carreira/administracao/planejamento/120902-mercado_consultor.shtm
- √ Entrevista portal competência – 19Fev2013 – A hora e a vez das consultorias - <http://www.portalcompetencia.com.br/conteudo/7/913/a-hora-e-a-vez-das-consultorias>

- √ Entrevista portal Banas Qualidade 2012 - **A consultoria organizacional necessita ser levada a sério** - <http://www.banasqualidade.com.br/2012/portal/conteudo.asp?codigo=16146&secao=Revisita>
- √ Entrevista portal Ticket 20Jun2013 – A entrada de um sócio no seu negócio - <http://www.ticket.com.br/portal/ticketgestao/pequenas-e-medias/mundo-pme/a-entrada-de-um-novo-socio-no-seu-negocio.htm>
- √ Entrevista portal terra – transporte e logística – Segurança na estrada: como funciona a vigilância eletrônica dos caminhões – 2012 - <http://transporteelogistica.terra.com.br/noticias/integra/12/seguranca-na-estrada:-como-funciona-a-vigilancia-eletronica-dos-caminhoes>
- √ Entrevista – Portal UOL Economia - Saiba detectar oportunidades para deixar de ser empregado e virar consultor – 28JUL 2012 - <http://economia.uol.com.br/noticias/redacao/2012/12/13/saiba-detectar-oportunidades-para-deixar-de-ser-empregado-e-virar-consultor.htm>
- √ Entrevista Portal SINDICOM Itabuna – Aumente suas chances ao negociar com grandes clientes - <http://www.sindicomitabuna.com.br/noticias/31-administracao/326-aumente-suas-chances-ao-negociar-com-grandes-clientes.html>
- √ Entrevista revista Silk Screen No. 333 – Abril / Maio 2013 pág. 18 – Os riscos e os benefícios da sucessão em empresas familiares - http://issuu.com/btsinforma/docs/silk_digital_333
- √ Entrevista a AD Consultores – Consultoria segmentada vira oportunidade de negócio – 22Abr2013 - <http://www.adconsultores.com.br/varejo-e-redes-empresariais/redes-empresariais/consultoria-segmentada-vira-oportunidade-de-negocio/>
- √ Entrevista Revista Banas Qualidade, Diretório de Consultorias 2010 – OUT2010 – Afinal, o que é ser consultor? - <http://www.itacbr.com/noticias/afinal-o-que-e-ser-um-consultor/>
- √ Entrevista portal do trânsito – Tecnodata Educacional – SIM Rastreamento é recertificada pelo CESVI Brasil - <http://www.tecnodataeducacional.com.br/noticias-portal-do-transito.asp?id=169375>
- √ Entrevista Estratégia e Cia. – 21FEV2010 – Consultoria é coisa séria, não basta querer fazer ! - http://estrategiaecia.blogspot.com.br/2010_02_01_archive.html
- √ Capítulo do Livro The International Guide to Management Consultancy: The Evolution, Practice and Structure of Management Consultancy Worldwide – Barry Curnow and Jonathan Reuvid – Editora Koogan-Page – 2002 e 2003 – em co-autoria com Eduardo Rocha – Profile do mercado Brasileiro de Consultoria de Organização . <http://books.google.com.br/books?id=oTcBQIUKWScC&pg=PR15&lpg=PR15&dq=cristian+welsh+miguens&source=bl&ots=65FnnpSEPd&sig=maLo4zQGf1nznseYqk- JeB1U0&hl=pt-BR&sa=X&ei=TYr1Uc3mC5HI9gTml4DwBw&ved=0CDMQ6AEwATgy#v=onepage&q=cristian%20welsh%20miguens&f=false>
- √ Valor Econômico – 09ABR2012 – Ex-executivos iniciam nova carreira como consultores - <http://www.valor.com.br/carreira/2605788/ex-executivos-iniciam-nova-carreira-como-consultores>
- √ Entrevista à Newsletter da Gauss Consulting – O Cenário da Consultoria no Brasil - <http://www.trabalhosfeitos.com/ensaios/Consultoria-No-Brasil/919116.html>
- √ Entrevista portal CQCZ (Centro de Qualificação do Corretor de Seguros) – Fundação Vanzolini certifica SIM Rastreamento – 10SET2010 - <http://www.cqcs.com.br/noticia/fundacao-vanzolini-certifica-sim-rastreamento/>

RECENT READING

Journals O Estado de São Paulo and Valor Econômico;

Subscriber of The Economist and Harvard Business Review;

- A Escola Austríaca – Jesus Huerta de Soto – Instituto Ludwig Von Mises – 2010

- Ação Humana – Ludwig Von Mises - Instituto Ludwig Von Mises – 2010
- Teorias do Comércio Internacional e Política Comercial – Henrique Marinho – Editora Ciência Moderna – 2011
- Credibilidade – James M. Kouzes and Barry Z. Posner – Campus – 2011
- Mapeamento e Gestão por Processos (BPM) – Orlando Pavani Jr. E Rafael Scucuglia – M.Books – 2011
- Ecoeficiência – A Gestão do Valor Ambiental – Flavio Oliveira – EPSE – 2007
- Design de Negócios – Roger Martin – Campus – 2009
- O Que Importa Agora – Gary Hamel – Campus – 2012
- A Neo Empresa – César Souza – Integrare – 2012
- Elvis, Mito e Realidade – Maurício Camargo Brito – M Britt – 1998
- Business Model Generation – Alexander Osterwalder & Yves Pigneur – Alta Books – 2011
- Criar o Morir – Andrés Oppenheimer – Debate – 2014
- Essentials – Harvard Business Review Collection
- The Prince – Nicolau Maquiavel
- Blockchain Revolution – Don Tapscott & Alex Tapscott – SENAI-SP
- Até Onde a Vista Alcança – Jorge Hori - PNBE

ACADEMIC BACKGROUND

√ Industrial Engineer

Facultad de Ingeniería - Universidad Nacional de Buenos Aires – 1980 - Argentina

√ Post-Graduation in Business Administration

Escola de Administração de Empresas de São Paulo, Fundação Getúlio Vargas-1984 - Brazil

PROFESSIONAL HISTORY

Since 1995	IRON Consultoria – Partner
1994 - 1995	Olin Brasil Ltda. – Sales Manager
1981 - 1994	Santista Têxtil S.A.
1990 - 1994	Purchasing Manager
1989 - 1990	IT Systems Developing Supervisor
1985 - 1989	Chief of Logistics Projects
1981 - 1985	Industrial Engineer