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WORK EXPERIENCE

12/09/2022 – CURRENT Lisbon, Portugal

HEALTHCARE CONSULTANT NOS SGPS

- 1. Leading the portfolio** of next generation healthcare solutions focused in Medical AI, Patient Safety and RPM in clinical context of: Stroke, Fracture, MSK, Cancer, Pathology, Neurodegenerative, Chronic Dis., Sleep Management, Mental Health.
- 2. Driving complex sales** that integrate MDaaS with telco commodities, cybersecurity and disaster recovery, cloud and/or data centres management, IoT medical devices IoMT, mostly in large customers in the healthcare services sector, including internal processes redesign. In the manufacturing Pharma sector we provide shop floor OEE metrics and production planning integrated with ERP solutions.
- 3. Project Management and After Sales** of projects from the customer end, using the Customer Voice persona, funnelling and curating external providers according to track record, legal and clinical compliance, and SLAs.
- 4. Supporting design stages** of customers transformational projects and case studies when using IoT, M2M, ML and AI, slicing, edge computing and 5G applications, bridging the physical and digital world.

01/08/2020 – 31/05/2022 Istanbul, Türkiye

GLOBAL GROWTH MANAGER THREAD IN MOTION

Global Growth Manager at Thread in Motion, a Istanbul based, Industrial IoT Wearables company for Retail and Logistics

- 1. Developing sales reps** protocols around the globe, supporting the growth of sales and after sales partnerships - demos, pilots, integration using BLE, LoRa, WiFi.
- 2. Bridging** the integration steps (brief, debug, continuous improvement) for projects custom integrations, leading internal hw & embedded sw teams + customer teams.
- 3. Country Manager** for Portugal, Spain and Morocco: Technical Sales, integration support, training, after sales diligence w/ major logistic corporate players. Market growth 1+m€.
- 4. Direct brand promotion** for PT / ES / MO / BR / FR countries.
- 5. Marketing content supervision** for PT and ES speaking countries.

01/10/2017 – 31/01/2019 Sintra, Portugal

GENERAL MANAGER STORK COMPOSITES

1. Overall task: Design the industrial operation & product market launch

2. Operations

- Shop floor processes design & execution w/ installed capacity of manufacturing STORK slabs 10.000 sq.m per year. Hire engineering + production staff.
- Design and supervision of warehouse/building infrastructure (new walls, upper decks, power supply and internal cabling network, H&S compliance. etc).
- CAPEX investment study. Oversaw manufacturing equipment design and installation/commissioning.

3. Purchasing

- Define supply chain raw materials+services suppliers, direct/indirect materials.
- Selection and supplier chain management, upstream and downstream.
- Design and implementation of brand protocol with sales/rep partners, including compliance with intellectual property (patents) and STORK brand usage.

4. Marketing

- Selection and supervision of overall brand development together with external company, including contents, communication strategy and digital media.

- Event management of formal brand market launch, to architects, interior design, contractors and developers, in October 2018 at Centro Cultural de Belém.

5. Sales

- Definition of target market, product presentation and sales funnel execution.
- First scale up sale obtained in September 2018 valued at 185k€ for the "Hospital da Luz" project in Lisbon, designed by Atelier RISCO (biggest architect firm in Portugal) executed with contractors Mota-Engil and HCI. I also led personally the project.

6. Compliance: Managed the set of testing and studies that enabled the product compliance according to the civil engineering EU standards, together with entity IteCons from Coimbra. These included fire resistance and cyclic fatigue analysis.

7. Quality System: Supervision and collaboration at implementing ISO9001 standards in the internal processes, leading with external contractor.

8. Innovation: Create contents and overview R&D proposals, as well as project management and steering. Steering the international patent filing lawyers in the UK.

9. Institutional: Overall project implementation reporting, included periodic briefing w/ investors - 8 separate investors - overall 1m€ investment value in a 18 months period.

01/10/2016 – CURRENT Sintra, Portugal

GENERAL MANAGER NOSTRA PRIUS

Main tasks and developments as senior external consultant:

1. **Customer A:** Large scale electronics devices B2B, mechanical assembly management and manufacturing, 3d printing prototyping; 3,2m€, 24 months.

2. **Customer B:** Luxury segment (watch making and goggles), various mechanical/technical elements, using conventional manufacturing processes and 3d printed parts (over several projects), 1,6m€, over 8 years.

3. **Customer C:** Services for the elderly/seniors, operations management consultancy, 105k€, 4 months.

4. **Customer D:** Shopfloor (9+23 thousand sq.m.) and Value Chain optimisation in manufacturing layout, Lean and Coaching of intermediate supervisors; 800k€, 4 months.

5. **Customer D:** Productive processes ratios/metrics monitoring, implementing MES sw and ERP interfacing; 125k€, 6 months.

6. **Customer E:** Design support and manufacturing optimisation and prototype production B2B2C, rapid prototyping using CNC and 3d printing, project management; 18k€, 2 months.

B2B2C direct Activities

1. 2016 onwards: Resale, promotion and after-sales for Portugal territory of **IoT based products applied to the livestock breeding industry (Moocall, Ireland)** with over 40k units in service and user management worldwide. www.moocall.com.

- We have **six resellers in the Azores region**, strengthening direct sales and training. In the continental region we sell directly. After-Sales are managed directly w/ end users.

- We periodically **participate in selected breeding contests**, promoting Moocall products (Limousine FACECO - Odemira '22, Limousine Winter contest Fundão Oct'23)

- We periodically **participate in specialty fairs and events**: '17 FIAPE in Estremoz, '17 Technical Seminars Évora, '22 and '23 Agro Innovation Fair in Fundão.

- **Keynote speaker and round tables participation**: May'22 in Fundão Agro Innovation workshops days on Agro 4.0, July'22 Desagro 4.0 FEDER Project Day, Oct'24 Process Automation Challenges in Agro Innovation Fair in Fundão.

2. 8/2020>5/2022 Country Mng Iberia of **industrial IoT wearables** w/ radio connectivity (BLE, LoRa, Wi

01/04/2005 – 31/08/2016

GENERAL MANAGER

1. **Overall task:** operations management (GM), Sales and After Sales management.

2. Sales

- Managed several projects for Tier1 customers, mainly Automotive Industry, in Portugal, Maghreb, Middle East, Asia, South Africa and the Americas.

- Obtained formal customer compliance and acceptance of our products, in 4 out of the 5 main world competitors of the Automotive Industry Electrical Harness Tier1 manufacturers (>80% market share).

3. Operations

- Between 2005 and 2008 I restructured the company core product into a added value service, steadily increasing shop floor and engineering capacity, updating the products adding more complexity and automation features, thus with increased added value. Slowly, customers offered to propose bigger challenges and deal, visible even during

the crisis of 2008-2012 in the automotive industry.

- Using market leverage I was able to update production machines and SW's, including specific training for the machine operators.
- Introduced manufacturing minimum/economic batch concepts, together with standardisation of manufacturing steps and by-products, allowing increased production ratios - lower cost, higher margins, more sales flexibility.
- Identical methodology with our partners within the supply chain: lower costs, faster reaction times, more sales arguments.
- Implemented Kaizen methodologies and principles in 2011 applied to manufacturing and assembly, as well as design and purchasing areas, with overall company benefits.
- Implemented Time Management methodologies in design, purchasing and administrative areas.

4. Innovation

- Implemented IDI certification in 2011 (NP4457) couple with ISO9001 maintenance.
- Front man for the European R&D Impala project (budget 6,4m€) running between 2008-2012, and was selected to personally lead the task of Exploitation and Dissemination Manager, which also prompted me to represent the project in Aarhus 2012 fair and at the project final meeting in Brussels for the European designated commissar. Tag: metallic 3d printing.
- Submitted and managed the Portuguese R&D MTJ project (600k€) running 2010-2013, which aimed to develop new manufacturing techniques based around electro-magnetic induction fields. Tag: magnetic forming.
- Introduced 3d printer machines (FDM) in 2014 in the design area to promote rapid prototype manufacturing enabling independent testing of solutions from our mainstream manufacturing equipments. Tag: Makerbot, Formlabs.

5. Overall

- During my tenure the company EBITDA increased 3x, allowing CAPEX investments of 4x when compared to the previous 10 years of existence of the company. The average y-o-y profits of the last 5 years of my tenure provided 20x increase when compared to the first 3 years.
- I increased several fold our shop floor capacity, resulting from the use of additional manufacturing facilities in 2013 and 2015, providing 350% area layout increase and 250% manufacturing installed capacity increase.

Brussels, Belgium

EXPERT EVALUATOR EC COMMISSION, REA

- Contract under the call H2020-LC-GD-2020-4 (key words "Low Carbon", "Green Deal", "Farm to Plate", "Blockchain").
- Subtopic LC-GD-6-1-2020: **Testing and demonstrating systemic innovations in support of the Farm-to-Fork Strategy.**
- Reports on the metrics: Excellence - Impact - Capacity of **proposals with budgets up to 14m€.**
- Please note this task was performed during a couple of months in partial time synced with the proposal evaluators team, in a sequence: proposals individual evaluation, group discussion, reporting, proposal final evaluation harmonisation. In total I was part of 6 distinct evaluators team, for 6 distinct

● EDUCATION AND TRAINING

01/09/1993 – 24/12/2001 Lisbon, Portugal

MECHANICAL ENGINEERING Instituto Superior Técnico IST-UTL

Website <https://tecnico.ulisboa.pt/> | Level in EQF EQF level 7

01/09/2015 – 31/07/2016 Lisbon, Portugal

EXECUTIVE MANAGEMENT W/ SPECIALISATION IN INNOVATION MANAGEMENT ISCTE-IUL

Website <https://www.iscte-iul.pt> | Level in EQF EQF level 7

07/05/2024 – CURRENT Lisbon, Portugal

DIGITAL HEALTH ISCTE-IUL

Website <https://www.iscte-iul.pt> | Level in EQF EQF level 7

● **LANGUAGE SKILLS**

Mother tongue(s): **PORTUGUESE**

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C2	C2	C1	C1	C1
FRENCH	B2	B2	B1	B1	B1
SPANISH	B1	B1	A2	A2	A2

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● **DIGITAL SKILLS**

Microsoft Word | Microsoft Office | Social Media

● **SKILLS**

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Hard skill and soft skills

- SKILLS:**
- Mechanics, Materials, Electricity, Robotics and Electronics+IoT (NB, Lora);
 - 3D Drawing, Finite Element Methodology, Product Development and Manufacturing Techniques and Processes, including MVP and fast-prototyping techniques;
 - Ideation Techniques and Methodologies (Ex.: Design Thinking);
 - Lean (ex.: Kaizen), 5S, Optimisation, PDCA: for manufacturing and services;
 - Project Management (PMP'2016);
 - Design of linear and complex processes (automations, error-proofing, traceability);
 - ERP & MES & SCADA SWs knowledge, design and integration/implementation;
 - Communication and Mkt, Social Media (SEO, SEM);
 - Languages: English, Proficient (S/W) - French, Advanced (S/W) - Spanish Intermediate (S/W)
- SOFT SKILLS:**
- Trustworthy and mature, experienced at managing target vs risk;
 - Assertive, disciplined and methodic, self-motivated and self-committed;
 - Effective communication, leadership and team mng, goal setting;
 - Flexibility, Ideation and timely Decision Making;
 - Change management using ownership methodologies
 - Active negotiation, evaluation and alternatives scouting;
 - Sales, After sales, market feedback, customer voice methodologies;
 - Experienced in managing multi-cultural teams.

● **INNOVATION**

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(MY) INNOVATION CORNERSTONES

Working with the industry, specifically working for large multinational OEMs normally presents continuous challenges - included, will surely be "price" and "delivery time" - but you can always find ways to be innovative in your delivery. Innovation is much more a practice, an exercise, a mind set for pushing boundaries - than a strike of inspiration. And thus **one can be innovative in product design, process optimisation, service added value, market creation, and so forth**. The more you prioritise innovation the more it will stand out in your throughput. Fortunately specific training in Innovation in 2015/16 helped me mature and structure a lifetime (trying) to innovate! Along my professional career I have had some mental anchors that helped me shape and feel comfortable to push these boundaries, here are some insights:

- My **academical background** allowed me to proactively search and mature technical ideas around the starting point of a task. **My social ability** to interact vertically upstream and downstream inside companies allowed me to learn from people that are experts at what they do, accelerating my own knowledge of any given subject (ex.: talking with a

shop floor blue collar worker might provide you with an edge on lean manufacturing, since he/she is an expert on manufacturing).

- In all professional tasks I am always **very mindful of customer expectations** regarding the outcome of my task (or our company task). This is similar to what you would feel as the **end user or consumer** in any given day scenario. It sort of relates with customer empathy, in a way. This helps me permanently look for ways to improve or better the service, and in many ways you'll see **it does not necessarily have to be more costly to play a better outcome**, its just smarter. There is a thin line towards "optimisation" here.
- If you share with me my previous insight, its easy to understand, that **within a company, there are continuous chains of customers and suppliers**, because its probably a long process chain up to final delivery. If you, I and everyone are aware that our colleagues are either our supplier or our customer, we create a better end result and transparency throughout the value chain. This holds true for outer loops in the process chain (ex.: subcontracting of an intermediate step).
- Innovation is not the end result, most of the times. **But to accomplish something of note, most of the times you got there by pushing boundaries**. Its the means to an end, and while at it you can evaluate how much of a "risk vs reward" are you willing to play on. Its a game.

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PARTICIPATION IN INNOVATION FUNDED RELEVANT PROJECTS

- **PLASCO Remote plasma coating with improved wear and corrosion resistance to replace chromium plating in SMEs** 2001/04, PLASCO- 0,8m€ - EUR based - Grant agreement ID: G1ST-CT-2001-50137 - FP5-GROWTH
- **ISSEA Integration of the Security sub-modules elements in the automotive industry** 2004/06 ISSEA - 1,5m€ - EUR based - FP6-SME - Grant agreement ID: 508097
- **IMPALA Intelligent Manufacture from Powder by Advanced Laser Assimilation** 2008/12, IMPALA - 6,4m€ - EUR based - FP7-NMP - Nanosciences, Nanotechnologies, Materials and new Production Technologies - Grant agreement ID: 214380
- **MTJ Magnetic Tube Joint, joining of tubular components by means of electromagnetic plastic deformation** 2010/13, MTJ - 0,6m€ - PT based - QREN nº5486

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PERSONAL RELEVANT TRAINING AND INITIATIVES DRIVING INNOVATION

- 2008 June, **2006/42/EC Directive on machinery design** - 35hrs of technical training in machinery safety directive, essential to evaluate safety of machinery innovative design, specifically automated machinery for shop floors.
- 2011 over several months, **implementation of Kaizen methodology** at Micronorma: process redesign, layout redesign, metrics output of the improvement.
- 2012 July, **Design and Management of funded projects**, MJCondessa Consulting, focused on POPH Portuguese funding program, 4 hrs.
- 2012 July, workshop with the consultant Professor Paulo Finuras **"As Soft Skills para a Gestão da Mudança com Sucesso"**, a prolific book writer on soft skills and behavioural genetic roots.
- 2014 December, fellowship and 1 day workshop with the Portuguese **"Rede Nacional de Mentores"** initiative, a mentoring program to create synergies between senior professionals that are available to support entrepreneurship projects in their expertise field.
- 2015 September, **Techniques for Time Management and Results Focus**, 14hrs + individual project.
- 2015 October up to July 2016, **Innovation Management Postgraduation** at ISCTE (PT) school, on ideation and innovation methodology, project management (PMP), innovation strategy biz models, 60 ECTS.
- 2016 September, a print magazine 8 page article **"A indústria automóvel para além do automóvel"**, on future claims on assisted driving & value chain, only in print version Sept/Oct 2016 (pdf available).
- 2016 October - **PRODUCTIZED**, a 2 day conference on digital product development and UX/UI added value, a mix of seminars and workshops with international consultants (PT).
- 2016 October - **IoT Solutions Word Congress** in Barcelona, a 2 day conference and networking with the high end companies working that market. **The venue where I met Moocall IoT device** use case in Digital Agriculture, and later worked my way to reseller.
- 2016 December **Keynote speaker @ignite FCT** session themed "IoT, Indústria 4.0"

- 2017 onwards, **Mentor at Startup Sintra** (<https://startupsintra.com/mentores/>)
- 2019 May, **World Shopper Conference: the innovation event in Automotive and Mobility**, a 2 day conference, with a mix of seminars and workshops around the automotive value chain and future sales business models.
- 2019 Sept/October/December, **Pitch Bootcamp a 2+2+2 days** initiative to promote career guidance to graduation finalists: each selected student would pitch their CV, and a panel of 3 or 4 senior professionals would prompt comments on their pitch or promote internships etc. Very interesting.
- 2022 June, printed magazine 4 page article "**5 razões para automatizar processos na sua empresa**", printed in the June edition of Supply Chain Magazine. Check page 58 in <https://www.yumpu.com/pt/document/read/67142825/scmedia-news-revista-junho-2022>