

# CURRICULUM VITAE



## PERSONAL DETAILS:

Name: **XAVIER PUJOL CID**

Born in: Tortosa, Tarragona (Spain), 25 January 1961

Civil Status: Married and with 3 children

ID Card no: 39664459Q

Address: str. Mihail Sadoveanu nr. 23, Timisoara (Romania)

Phone: +40.746.156.484

Interests: Reading, writing and teaching

Sports practised: Motorcycling, skiing and gymnastics

## STUDIES:



**PhD in Engineering and Management: subject – World Class Manufacturing in Automotive Industry** at Universitatea Politehnica Timisoara (UPT) – since 2014

**Higher mechanical engineering: specialisation in machine construction** at Universitat Politècnica de Catalunya (UPC), Terrassa, Barcelona (Spain) – 1986

**Technical mechanical engineering: specialisation in machine construction** at Universitat Politècnica de Catalunya (UPC), Vilanova y la Geltrú, Barcelona (Spain) – 1983

## OTHER STUDIES:



**Master in business management and administration (MBA)** from the IMD of Lausanne (Switzerland)

**Lean Master** by Yamada Institute in Nagoya (Japan)

Course specialising in **lean plants production management** sponsored by Sony at Tokyo University (Japan)



**Master in Project Management and design for manufacturing** in the University of Barcelona (Spain)

Note: I did not list small courses or seminars as they are very specific and I made a lot.

## LANGUAGES:



English: 100% spoken and written



Italian: 100% spoken



French: 50% spoken



German: 50% spoken



And my native languages:  
Catalan and Spanish

**PROFESSIONAL EXPERIENCE:**



► from March 2017 till now:

**Volkswagen AG, Germany**

**Job Description: Production and Logistics Manager** in Volkswagen AG, Wolfsburg (Germany)

Main activities and goals achieved during this period:

» *improve the productivity of the branch VW using new concepts of Lean Management and technology with the new VW Production System*



► from December 2014 till February 2017:

**Continental Automotive Romania**

**Job Description: Plant Manager** in Continental Automotive Timisoara (Romania)

Main activities and goals achieved during this period:

» *define the strategy to achieve the most competitive level on Timisoara plant, compared with all the rest of plants in Continental*  
» *rearrange the organization and all the production concepts*  
» *change the physical layout of the plant to simplify the operations and control*  
» *achieve the expected improvement results and increasing the plant's competitiveness*



► from May 2012 till December 2014:

**Continental Automotive GmbH**

**Job description: Executive Vice President** of Business Unit HEV (Hybrid and Electrical Vehicles) in Nürnberg (Germany) as World Wide responsible with 170 staff and 520 engineers, and 8 plants working for my Business Unit

Main activities and goals achieved during this period:

» *improve by 20% the results in the BU HEV in one year introducing **lean-management***  
» *redefine and develop the new family of products for the 12 Volts market (Start-Stop) and board net stabilization, winning new contracts*  
» *redefine and develop a new family of motor for 48V, in line motors and axial motors with low cost and high efficiency, reducing material cost to 50% and productions cost to 70% by **using Lean Design for Manufacturing**, wining new contracts*  
» *design the new concept of DCDC integrated with BMS, with only one microprocessor*  
» *redesign new power electronics, more small and compact with new sintering technology for the power module, reducing the material contend by 30% and the production cost by 70%*  
» *start changing the culture of the BU from design and innovation, **to cost and lean competitiveness oriented** but still keeping the right innovative spirit*  
» *reduce the actual production cost in 20% by working together with the plants in **lean concepts** and support more properly the new products introduction*  
» *get new business for the next years in all the product categories and markets with order intake of 1 Billion Euros in: Europe, Asia and NAFTA*



► from March 2006 till May 2012:

**Continental Automotive Spain** (Automotive industry)

Job description: 1<sup>st</sup> plant: **Operations Manager** (responsible for 320 staff) and 2nd plant: **Plant and Site Manager** (responsible for 480 staff) in Rubi (Spain)

Main activities and goals achieved:

- » *reduce to half the plant cost by applying **lean check** and improve all the areas*
- » *reduce to 1/10 the quality defect of the plant, and the quality cost, **by 6 Sigma methodology***
- » *change completely the culture of the plant in order to become an excellent plant, with **Lean Management***
- » *support from the beginning the design in all new products.*
- » *create a sense of property and support for all the customers: BMW, PSA, VW, FIAT, GM and SEAT*
- » *get two awards from the best innovative plant by the Spanish Government*
- » *train all the people in the plant in order to achieve the best team in Continental with **full lean culture everywhere***
- » *support plenty of plants of Continental AG for Lean methodology, in production, admin and design*
- » *support the new design of Power Electronics Inverter for the BU HEV to get a robust product and simplify the production process in order to reduce cost and increase the flexibility and the quality by **lean value stream mapping** in all the process*



► from May 1994 to March 2006

**Sony España S.A.** (consumer electronic appliances)

Job description: **Production Manager** (responsible for 1380 staff)

Main activities and goals achieved:

- » *introduce 40 different models of Sony Trinitron TV and LCD TV and produce more 27 millions of units during the period that I had been working in the plant*
- » *introduce the Design Centre for TV in the plant of BCN for all Europe*
- » *introduce the Customer Support Centre in BCN for all Europe*
- » *to be considered Sony Barcelona Plant, the best plant for Sony out of Japan for **lean-excellence***
- » *define all the production improvements in the product design*
- » *create a great team of professionals in **lean management***



**United Technologies**

► from March 1993 to May 1994

**United Technologies Gate Italy** (Automotive industry)

Job description: **Plant Manager** (responsible for 140 staff)

Main activities and goals achieved:

- » *improve the operation in quality and plant cost with **lean management methodology***
- » *improve the relation with the customers*
- » *introduce together with the designers the new motor for Climatronic Servo regulated*

► from August 1989 to March 1993:  
**SMD INGENIEROS** (Electronic subcontracting)  
Job description: **Manager and partner** (responsible for 43 staff)

Main activities and goals achieved:

- » *be responsible for the sales and relation with customers*
- » *manage the plant and the business in all the aspects*
- » *re-design products from normal electronics to the SMD technology*



► from June 1986 to August 1989:  
**United Technologies MAI, S.A.** (Automotive industry)

Job description: Head of manufacturing engineering (responsible for 28 staff)

Main activities and goals achieved:

- » *define the full production concept for the new families of Electronic Control Boxes*
- » *introduce **lean methodology in the plant***
- » *be part of the Ford team in the Q1 achievement*
- » *be trainer of Taguchi Methodology in the Company*



► from March 1982 to June 1986:  
**Lámparas Z** – Manufacturer of TV sets for the Philips group (consumer electronic appliances)

Job description: Process engineer (responsible for 3 staff)

Main activities and goals achieved:

- » *new TV models introduction*
- » *process improvement in quality, efficiency and cost*
- » *be part of the Global Design Team for rules and standardization in manufacturing, for all Philips' plants*

#### *OTHER PROFESSIONAL EXPERIENCE:*

**Professor** at, Barcelona University and some Business Schools, **expertise in lean trainings in operations areas:**



UPC (Barcelona University)



ESADE (Barcelona Business School)

RAMON LLULL UNIVERSITY



EADA (Barcelona Business School)



Terrassa – Chamber of Commerce



Cámara de Comercio Alemana para España  
Deutsche Handelskammer für Spanien

Chamber of Commerce of Germany in Spain

**Specialising in:**

- ✓ Lean-management. Lean Coach
- ✓ Optimisation of productive processes by lean management
- ✓ Logistical optimisation taking out waste and only adding value
- ✓ 6 Sigma Black Belt
- ✓ Operations Strategy to achieve “World Class Manufacturing level” by Lean Management
- ✓ Viability plans taking out waste and make innovation as pillars of change
- ✓ Innovation evolution
- ✓ Lean Project management
- ✓ Design for manufacturing
- ✓ Strategy in lean innovation for design

Yours faithfully,

Xavier Pujol

Timisoara, July 2017