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Experience, projects and transformation

**Global Supply Chain | Operations & P&L |
Leadership | Digital Transformation**

A standalone professional portfolio about responsibilities, decisions, operating mechanisms, projects, systems and selected evidence. It complements the CV; it does not reproduce the website.

Global Supply Chain Director

Additional responsibility: Supply Chain & Operations Digital Transformation



10+ years industrial experience	150+ people in global/local scope	Europe Asia Americas international scope	Aug 2026 public edition
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HOW TO READ THIS DOCUMENT

The CV says what. This dossier goes into how.

The objective is not to repeat positions and metrics. It is to show how complex operating problems were structured: what had to be decided, how processes and responsibilities were designed, which data and systems supported execution, and how people were developed so the result could last.

129% India sales vs budget	+30% India EBT	+13% India operating efficiency	12x early aerospace automation productivity
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What it contains • Global and plant projects with explicit responsibility. • Planning, inventory, logistics and transformation mechanisms. • Decision, process, data and systems architectures. • Direct and cross-functional leadership patterns. • Selected earlier projects and reusable lessons.	What it deliberately excludes • Raw internal operational data, infrastructure or credentials. • Internal screenshots or employer-sensitive implementation detail. • Unpublished internal scenarios and employer-sensitive calculations. • Third-party personal information or unapproved references.
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01 | PROFESSIONAL EVOLUTION

A progression built from the operation up.

Each step added a different layer of responsibility: process engineering, Supply Chain execution, planning and logistics, information processes, team leadership, global operating models, plant P&L and digital transformation.

2015-16	Bombardier Aerospace - UK	Process engineering and robotic automation.
2017	HMY / Bloquotech	Supply Chain execution for 35 store openings/refurbishments.
2017-19	Fersa - Zaragoza	Logistics engineering, customization and B2Z intralogistics.
2019-22	Fersa - Zaragoza	Information processes, planning, logistics and capacity.
2022-present	Global Supply Chain	Global model, inventory, flows, service and digital roadmap.
2024	Plant Director - India	Concurrent P&L and full operating responsibility.

Current role: Global Supply Chain Director (Feb 2026-present), with additional Supply Chain & Operations Digital Transformation responsibility since Jan 2025.

Convert complexity into a decision system.

The recurring pattern is to start with the business decision rather than the tool. Process, data and technology are then designed around ownership, cadence, exceptions and adoption.

01 Decision What must improve, what trade-off exists and who owns it.	02 Process Cadence, rules, inputs, outputs, escalation and exceptions.	03 Data One shared reading of demand, capacity, inventory and service.	04 System ERP/MES/APS/WMS/BI or a specific layer where a real gap remains.	05 Adoption Rituals, KPIs, accountability and team development.
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Principles • Clear accountability before more reporting. • Exceptions and trade-offs before false precision. • Enterprise standard first; custom build only for a real gap. • Improvement must survive the person who launched it.	Typical translation • S&OP / S&OE and escalation rules. • Inventory policy and master-planning parameters. • Capacity scenarios and decision ranges. • Dashboards and alerts oriented to action.
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A common operating model without erasing necessary local autonomy.

International growth increased the cost of fragmented decisions. The design challenge was to decide what should be governed globally, what should remain local, and which indicators, cadences and escalation rules should connect the network.

~43% business growth context	150+ global/local organization	3 regions Europe, Asia, Americas	1 model global logic + local execution
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Responsibility - Global Supply Chain strategy and operating model. - S&OP, demand/supply planning and inventory governance. - Cross-regional material flows, logistics and service. - Cross-functional deployment with Operations, Sales, Purchasing, Finance, IT and local teams.	Operating mechanisms - Decision cadences and accountabilities. - Integrated demand, supply and capacity reading. - Shared inventory policy connected to service and working capital. - Common KPIs and exception-based escalation.
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The growth figure is period context and contribution framing; it is not presented as the result of one initiative or one individual.

04 | INVENTORY & WORKING CAPITAL

Treat inventory as a system outcome, not a line to cut.

Coverage reflects demand behaviour, variability, service expectations, lead time, lot sizes, planning parameters, commercial choices and redistribution options. A linear reduction target can simply move the problem into service.

~175 -> ~135 days of stock coverage	>20% conservative public coverage reduction	growth business expanded during the same period
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01 Segmentation ABC/XYZ, demand behaviour and criticality.	02 Buffers Safety-stock and coverage logic adjusted to risk.	03 MOQ / MRP Review rules that structurally create inventory.	04 Redistribution Use available stock before generating new need.	05 Obsolescence Earlier visibility, substitution and action ownership.
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Coverage improvement is not presented as an equivalent percentage reduction in absolute inventory value. Unpublished internal scenarios remain outside public documents.

Replan frequently without replacing the planning system with firefighting.

During 2020-2021, Zaragoza planning operated through COVID under demand, supply and capacity uncertainty while the business continued to grow. The problem was not simply to react faster, but to keep one structured view of priorities and constraints.

~EUR39M -> ~EUR55M Zaragoza revenue context	+41% period growth	~30 planning team	service maintained during COVID
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01 Replanning Refresh plans as demand, materials and capacity change.	02 MRP / MPS Use planning signals to prioritize real constraints.	03 Capacity Reallocate while preserving a plant-wide view.	04 Supply Assess alternatives, risk and selective contingency.	05 Service Commit from realistic capacity rather than optimism.
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A robust S&OE layer protects the short term without disconnecting daily decisions from the medium-term plan.

P&L, operation and organization under one responsibility.

The Lodhika assignment combined financial results, Operations, Supply Chain, Quality, IT, HR, operating discipline and local leadership development while global Supply Chain responsibilities continued in parallel.

129%	+30%	+13%	~100
sales vs budget	EBT	operating efficiency	people in plant scope

What changed • Leadership structures and accountability. • Shifts, planning, logistics and quality routines. • MES, BI and automation for visibility and control. • Manager development to reduce dependence on the expatriate assignment.	Management lens • P&L and operational performance in the same review system. • Quality, planning and people issues treated as connected causes, not separate departments. • Local autonomy as a sustainability requirement. • Alignment with the Group operating model without ignoring local reality.
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Results are stated as observed during the assignment. No single intervention or individual is presented as the sole cause.

Design the future plant before growth creates the bottleneck.

The Zaragoza Industrial Park project translated growth scenarios into physical and operating requirements: production capacity, warehousing, material flows, layouts, support areas and investment sequencing.

01 Scenarios Growth, mix, constraints and time horizons.	02 Capacity Manufacturing, warehousing, docks and support areas.	03 Flows Material movement and congestion points.	04 Alternatives Comparable layout and expansion options.	05 Phases Investment sequence compatible with live operations.
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Decision questions • What capacity is needed and when? • Where does the first bottleneck appear? • Which decisions are irreversible? • What can be phased without creating future rework?	Management deliverable • Multi-year capacity and logistics roadmap. • Comparable physical alternatives. • Sequenced expansion phases. • Technical basis for investment and construction decisions.
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Technology as an operating architecture, not a tool collection.

The digital roadmap connects the transactional backbone with execution, advanced planning, warehousing, analytics, automation and custom layers. The value is the decision or operating capability each layer enables.

6 D365 subsidiaries	ERP + MES/APS + WMS connected architecture	BI + analytics decision layer	custom apps only where a real gap remains
Business decision	service inventory capacity cost cash risk		
Process & governance	S&OP/S&OE planning logistics plant routines		
System of record	Microsoft Dynamics 365		
Execution & planning	Siemens Opcenter MES/APS Blue Yonder WMS		
Data & decision support	BI analytics digital twin SQL/Python		
Last-mile automation	workflow automation specific web applications		

09 | DATA, ANALYTICS & DECISION SUPPORT

Make exceptions visible before automating decisions blindly.

Analytics has been used as part of recurring management processes across inventory, S&OP, logistics, service and operations. The objective is not more dashboards, but earlier detection, clearer ownership and faster action.

Examples	Applied technology
• Inventory and obsolescence visibility. • Demand/supply and service analysis. • Logistics and operations performance. • Supply Chain digital twin as an end-to-end decision layer. • Extensible web platform for integrated Supply Chain & Operations management.	• Power BI / Qlik for management views. • SQL Server, Vertica and Postgres in data work. • Python and automation for analysis and process gaps. • Django / FastAPI / Docker and web tooling in self-built solutions.

Technical capability is presented as an execution differentiator inside an executive Supply Chain/Operations profile - not as a career pivot to software engineering.

Enterprise platforms only create value when process ownership travels with them.

Several roles combined operational ownership with system implementation, creating a repeated pattern: define the business process, establish responsibilities, configure the standard platform, make gaps visible and then support adoption.

D365 Spain	Supply Chain process lead; EUR1M slow-moving inventory reduction in the same role.
US D365 scope	Supply Chain responsibility during the Zaragoza Planning Director stage.
Global D365	Supply Chain & Operations direction across 6 subsidiaries.
MES / APS	Siemens Opcenter integration in Spain; MES deployment also part of India plant transformation.
WMS	Blue Yonder WMS integrated into the logistics architecture.
Analytics / apps	Digital twin and custom web tools used only where enterprise software leaves a decision gap.

The repeated capability is business ownership of digital transformation: process + system + data + adoption.

Engineering depth before executive breadth.

Earlier projects established habits that still shape the current management approach: observe the real process, quantify constraints, test alternatives and measure the result on the whole flow rather than on an isolated task.

Bombardier Aerospace - UK	Robotic process automation in aerospace; audited CV reports a 12x productivity improvement. Public positioning keeps this as a specific-project result.
HMY / Bloquetech	Supply Chain execution for opening/refurbishment of 35 Mercadona stores.
Fersa Logistics / B2Z	Designed intralogistics for the new B2Z warehouse; role records +24% productivity and +35% output.
Customization / information processes	Combined Planning & Logistics ownership with D365 Spain process leadership and slow-moving inventory reduction.

These are not separate 'skills badges'. They show how detailed engineering work evolved into broader operating responsibility.

Supply Chain performance is created at the interfaces.

A large part of Supply Chain leadership happens between functions: Sales, Operations, Purchasing, Finance, Quality, IT and local Supply Chain. Governance should make shared trade-offs explicit instead of allowing each function to optimize its own metric.

Typical trade-offs	Mechanisms
- Forecast vs capacity. - MOQ / price vs inventory / cash. - Efficiency vs flexibility / service. - Buffer stock vs supply risk. - Local optimization vs cross-regional flow.	- Shared definitions and KPIs. - Decision owners and RACI logic. - S&OP / S&OE cadence. - Escalation by exception. - Budget, cash and P&L context when priorities compete.

The goal is not consensus on every decision. It is a transparent decision process with clear ownership and consequences.

13 | LEADERSHIP

Build teams that need less of the leader over time.

Leadership combines clear expectations, proximity to the operation, frequent feedback, disciplined use of data and conscious delegation. In multicultural environments, trust must be strong enough to discuss difficult trade-offs without slowing decisions.

01 Clarity Objectives, responsibilities and priorities are explicit.	02 Presence Understand the real operation before designing the answer.	03 Feedback Frequent, direct review - especially with managers.	04 Delegation Move decisions with clear limits and expectations.	05 Development Turn live problems into learning and ownership.
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Direct leadership • Plant organization in India. • Zaragoza planning/logistics teams. • Global and local Supply Chain organization. • Manager development and organizational redesign.	Cross-functional leadership • ERP/MES/WMS programs. • Inventory and S&OP transformation. • Industrial capacity programs. • Digital roadmap across Operations, Finance, IT and local teams.
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Global standards work only when local context is understood.

Professional experience spans the United Kingdom, Spain and India, with global responsibilities across Europe, Asia and the Americas. The management challenge is to preserve a common logic without assuming that every plant, market or team should execute identically.

International exposure

- United Kingdom: aerospace process engineering.
- Spain: planning, logistics, systems and global Supply Chain base.
- India: plant P&L and organizational leadership.
- Europe / Asia / Americas: global Supply Chain coordination.

Working principles

- Separate non-negotiable standards from local execution choices.
- Use common definitions before comparing sites.
- Adapt communication without weakening accountability.
- Develop local managers so international assignments create lasting capability.

Languages: Spanish and Galician native; English professional fluency; Portuguese intermediate; French basic.

Industrial engineering foundation, operations depth and executive development.

Global Executive MBA

EAE Business School | Madrid, Shanghai, New York | 2018-2019
| Leadership and Organizational Behaviour specialization.

Master in Operations and Logistics

University of Zaragoza | 2016-2017 | Operations, logistics and Supply Chain depth.

Postgraduate in Advanced Aerospace Engineering

Queen's University Belfast | 2015-2016 | Aerospace engineering and UK international stage.

MSc in Industrial Engineering

University of Vigo | 2008-2015 | Industrial Management specialization.

Additional development

- Leadership & Communication.
- Conflict Management.
- Agile IT Project Management / Scrum.
- Database Administration & Development.
- Big Data & Hadoop.

Applied self-learning

- Power BI, SQL and Python.
- AI and automation applied to business problems.
- Databases and web applications.
- Modern software delivery tools used to build decision-support products.

Executive core supported by analytical and technical depth.

Executive core	Global Supply Chain Operations & P&L Leadership & Management Business Transformation
Operating depth	S&OP / S&OE Demand & Supply Planning Inventory & Working Capital Logistics & Service Capacity & Plant Operations
Digital differentiators	D365 MES / APS WMS BI / Analytics SQL / Python Automation / web solutions
Ways of working	Cross-functional governance Change management Problem structuring Stakeholder management Multicultural leadership

Technology stays subordinate to the business profile: it is valuable because it extends the ability to close an operating or decision gap.

From an operating gap to a governed digital product.

ITOpStudio is the independent space used to build tools at the intersection of Operations, Supply Chain, data and AI. It demonstrates the ability to reach the final digital layer when a standard platform does not solve a specific problem.

What this adds to the profile • Translate domain problems into product requirements. • Build decision-support and automation prototypes. • Understand release, quality and governance constraints. • Evaluate where AI can help without removing accountability.	What it does not mean • It does not replace the executive Supply Chain/Operations identity. • It does not justify building custom software when enterprise products fit. • It does not make confidential employer systems public. • It is evidence of end-to-end problem solving, not a software-engineering title claim.
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The same logic informs AppCenter and other self-built tools: cybersecurity, reliability and governance before speed or novelty.

Where this combination creates the most value.

Global Supply Chain leadership	Multi-plant networks, growth, inventory, service and operating-model transformation.
Operations / Plant leadership	P&L, capacity, organization, operating discipline and manager development.
Business transformation	Redesign of cross-functional decision systems, processes and governance.
Supply Chain & Operations digital transformation	Connect ERP/MES/WMS/BI/AI with operational outcomes and adoption.

Problems I am strongest at • Complexity that has outgrown local ways of working. • Working capital and service trade-offs. • Growth constrained by planning, capacity or logistics. • Digital programs disconnected from the operating decision.	What I try to preserve • Cybersecurity and reliability before apparent speed. • Clear decisions and explicit ownership. • Teams that gain autonomy as the system matures. • Measurable improvement without optimizing one function at the expense of the whole.
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EVIDENCE & CONTACT

Depth is available when the conversation needs it.

This public dossier is intentionally selective. Deeper examples, references and project material can be discussed in advanced processes when publication rights and confidentiality allow it.

~EUR140M → ~EUR200M	Business scale during the global Supply Chain stage; contribution framing only.
~175 → ~135 days	Approximate stock-coverage evolution while the business grew.
129% / +30% / +13%	India: sales vs budget / EBT / operating efficiency during the assignment.
EUR1M	Slow-moving inventory reduction in the 2019 information-process role.
+24% / +35%	Productivity / output in the 2017-2019 logistics role.
12x	Productivity improvement in the audited early aerospace automation project.

Public figures are kept in their original context and are not strengthened into unsupported causality. The website evidence layer maintains the same principle.

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