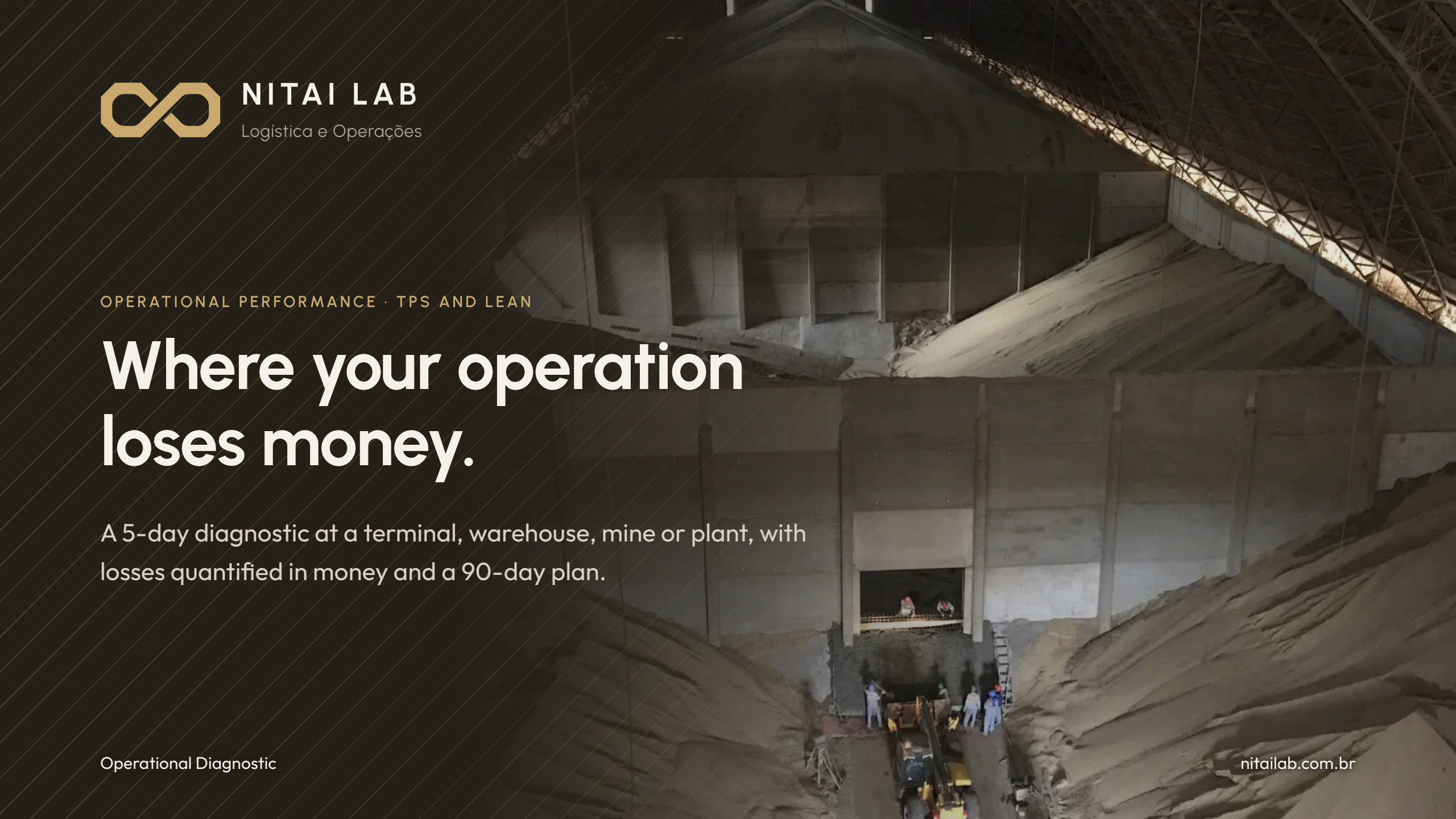
NITAI LAB

Logística e Operações

OPERATIONAL PERFORMANCE · TPS AND LEAN

Where your operation loses money.

A 5-day diagnostic at a terminal, warehouse, mine or plant, with losses quantified in money and a 90-day plan.



Operational Diagnostic

nitailab.com.br

THE STARTING POINT

The big gain rarely comes from new technology

It comes from what nobody has the patience to look at: a redesigned yard, a rescheduled stockpile, a bottleneck that stayed invisible for years, an expense that became house rule.

The diagnostic is a reading of the shop floor, not a slide committee. The method is the Toyota Production System, implemented with TSSC, Toyota's own consulting arm.

A SIMPLE TEST

Ask the operators on one shift what their biggest difficulty in the operation is. Then ask them to propose solutions.

If you are not surprised, either there is a problem with morale and culture, or the operation is already very well run.

HOW IT WORKS

Five days, one critical process

DAY 1

Context

Conversation with the decision-maker and the shop-floor leaders. Choice of the critical process and the plan for the week.

DAY 2

Field work

A full day in the operation, observing the main point. Missing indicators cross-checked against existing ones.

DAY 3

Hypotheses

Data gathering and validation in the field. The plan starts to take shape.

DAY 4

Validation

More field work if needed. Losses valued in money. Consolidation.

DAY 5

Presentation

Executive readout to the decision-maker and a direction-setting meeting with the operations team.

The operation keeps running throughout. Five days do not cover everything: the field reading decides what to tackle first.

DELIVERABLES AND TOPICS

What the company keeps

- Executive presentation for the decision-maker
- Direction-setting presentation for the operations team
- Visual strategic A3
- Diagnostic, 90-day action plan and proposed indicators
- One-page executive summary

Implementing the plan is a separate scope, engaged afterwards if there is interest.

WHERE LOSSES USUALLY SIT

- **Capacity and bottlenecks** almost always roles, not equipment
- **Cost per tonne** what makes up the number
- **Contracts and third-party services** scope still paid for that the operation no longer uses
- **Planned shutdowns** stopping without losing production
- **Budget and EBITDA per unit**

RESULTS

Results achieved over my career

BRL 3.9M
saved in one year, with volume above budget

BRL 8.1M
cut from the budget by redesigning wagon unloading

50%+
cut in the operating budget over three years

BRL 2M
saved per year by restructuring service contracts

CASE

The pen on the glass

Roles reassigned by step, without adding staff: close to 50% more unloading capacity.

METHOD

TPS with Toyota itself

Implemented with TSSC; the terminal became VLI's TPS school, with immersions for professionals from across the company.

WHO LEADS THE WORK

Nitai Morais

16 years at Vale and VLI: commercial roles, planning of terminals integrated with rail and port, and operations management, leading teams of up to 250 people. TPS implementation with TSSC, Toyota's own consulting arm.



BRL 500M
in annual revenue from the terminal operations he planned

15 Mt
of grain exported under plans he drew up

3.2 Mt
of pig iron exported in the account portfolio he managed, over two years

16 years
at Vale and VLI, with 18 promotions

NEXT STEP

An initial assessment of your case

Tell me the type of operation and the main problem. I will reply with where to start and the format of the diagnostic.

- Scope, timeline and fee agreed before work starts
- Confidentiality and non-circumvention both ways
- First conversation free of charge

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