



EDUARDO HOFMANN



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Digital Transformation
Cloud computing
Big data analytics
Edge computing
Smart Factory
Industry 4.0
Automation
Robotics
IIot
Creativity
Leadership
Problem-solving
Project management
Change management

LANGUAGES

English
German (German Citizenship)
Spanish
Portuguese (Brazilian Citizenship)

INTRODUCTION

I am a seasoned industrial manufacturing professional with extensive experience leading projects from concept to mass production, specializing in custom equipment design and process optimization. With expertise spanning software engineering, mechanics, electronics, automation, and hands-on business management, I drive innovation through digital transformation, automation, and data-driven decision-making.

EXPERIENCE

Head of Engineering and Maintenance

Thales Group/Gemalto Oy | Finland

March 2023 - Present

Leading a comprehensive digital transformation to Industry 4.0, achieving a fully paperless operation through advanced automation and connectivity. Innovating the integration of connected machines, real-time material tracking, and the deployment of collaborative robots (cobots) and autonomous mobile robots (AMRs). Focused on delivering secure, efficient, and scalable solutions to drive operational excellence.

Key Achievements & Responsibilities:

Strategic Team Reorganization: Restructured engineering and maintenance teams to balance ongoing support while taking on Operational Technology (OT) responsibilities. Enabling the team to manage OT environments effectively, while prioritizing Research & Development for innovative automation and digital systems.

End-to-End IIoT Implementation: Designed and deployed a robust, secure solution for machine data collection, encompassing hardware integration, networking, servers, and custom applications, ensuring compliance with strict security protocols.

MES Implementation: Led the rollout of a Manufacturing Execution System to eliminate paperwork and redundant tasks, streamlining workflows and improving operational transparency.

Automation Design & Deployment: Conducted in-depth research and development to design fully automated processes using cobots for material loading/unloading and Automated Guided Vehicles (AGVs) for efficient material transfer across production lines.

EDUCATION

2020-2024

Engineering in Industrial Management
SATAKUNTA UNIVERSITY OF APPLIED SCIENCES
Rauma - Finland

2017

Founding a startup
Founder Institute
Helsinki - Finland

2011-2012

Black Belt in Six Sigma
Universidad Iberoamericana Mexico City - Mexico

2006

Electronics Embedded Devices
PUC-PR
Curitiba - Brazil

2002-2004

WEB development
CET OPET
Curitiba - Brazil

1994-1997

Computer Science
ETUFPR
Curitiba - Brazil

1994-1995

Industrial Electronics
SENAI-CIC
Curitiba - Brazil

Engineering and Maintenance Manager

Thales Group/Gemalto Oy | Finland

December 2012 - February 2023

Led transformative initiatives within manufacturing operations, introducing digitalisation, automation and Lean Agile methodologies to significantly improve efficiency, capacity and product quality. Revolutionised the development of new manufacturing capabilities, particularly for high security passports, while managing suppliers and multi-million Euro CAPEX budgets.

Key Achievements & Responsibilities:

Agile Implementation & Lean Methodologies: Successfully implemented Agile methodologies in manufacturing engineering and maintenance teams, driving faster project cycles and enhancing responsiveness to daily operational issues. Focused on continuous improvement and change management to streamline workflows.

Digital Transformation (Manufacturing 4.0): Orchestrated the digitalization of an entire Galvanic department's workflow, leveraging IIoT solutions to collect real-time machine data for quality improvements and defect detection through machine learning. This project got second place in a Thales worldwide innovation competition.

New Product Introduction & Automation: Collaborated closely with After Sales teams to introduce manufacturing capabilities for critical products, such as Swedish, Belgian, Finnish, and British passports. This involved designing automated systems, improving legacy processes, and building custom equipment to meet specific production demands.

Capacity Expansion & Equipment Development: Managed projects that led to a fourfold increase in manufacturing capacity, from 4M to 14M passports per year, while reducing yield loss from 20% to 5%. Worked with international suppliers to develop new equipment, enabling capacity expansion and new product features.

Project Management: Oversaw projects from initial planning and investment justification through to full implementation, managing an annual CAPEX of €4M. Successfully deployed over 15 new machines, with a combined investment of approximately €17M, ensuring smooth integration into existing processes and improved operational output.

Team Leadership: Led a multidisciplinary team of 9 Engineers and 7 Technicians, fostering collaboration and technical expertise while maintaining a strong focus on R&D and the development of innovative systems.

Automation Strategy: For cobots for loading and unloading materials, as well as Automated Guided Vehicles (AGVs) for internal logistics, to replace manual tasks and enhance process automation. This reduced manual labor and improved material flow across production lines.

Kartano Tech Oy | Finland

July 2014 – November 2018

Developed and deployed industrial-grade IoT sensors integrated with cloud systems, leveraging cutting-edge technologies like Linux, time-series databases, embedded computing, and AWS cloud to enhance real-time data collection and processing.

Engineering and Maintenance Manager

Gemalto SA de CV | México

August 2009 – November 2012

Managed three production facilities: a Smart Cards Manufacturing plant and two Cards Personalization Service Centers. Led a cross-functional team of 5 engineers and 23 technicians, overseeing the refurbishment of a legacy production site and its transformation into a high-efficiency operation.

Key responsibilities included driving new product industrialization, introducing advanced equipment, and optimizing manufacturing processes to reduce cycle times, eliminate waste, and increase throughput. Led the validation of new materials and suppliers to reduce costs and improve quality, while implementing a maintenance culture shift from reactive to proactive, leveraging Six Sigma methodologies.

Key Achievements:

- Scaled card manufacturing capacity from 1.5M to 6M units per month.
- Increased card personalization output from 900k to 3M units per month.
- Reduced yield loss from 40% to 5%.

Gemalto LTDA | Brazil

January 1998 – July 2009

Started as a Maintenance Technician, responsible for troubleshooting and repairing equipment to minimize downtime. Promoted to Maintenance Supervisor, where I led a team of technicians, established preventive maintenance schedules, and improved equipment reliability. Later transitioned to Process Engineer for Latin America, optimizing processes, standardizing operations, and driving equipment improvements across regional sites.

Key Responsibilities:

- Maintenance and troubleshooting of complex production systems.
- Supervising and training maintenance teams to enhance reliability.
- Leading process improvements across multiple sites in Latin America.
- Implementing preventive maintenance programs.
- Supporting regional equipment and process standardization projects.

