OPERATIONS

JOÃO SILVA · REGIONAL HEAD OF OPERATIONS, IBERIA & FRANCE · BIRD

joao.vitor.cardoso.silva.jvcs@gmail.com · linkedin.com/in/jvcsilva · Download CV

Porto · open to relocation

# Operations: making a hard-asset business profitable

I've run operations in micromobility, quick commerce and car rental. The pattern is the same: find where the money leaks, fix it with a process or a tool I build, and measure the result.

**1st**
year of positive EBITDA (Earnings Before Interest, Taxes, Depreciation & Amortisation) in Portugal

**42% → 30%**
regional cost of sales, yearly average

**4K → 10K+**
vehicles in Portugal, unit economics protected

**−20%**
food waste across 8 Glovo dark stores

## Portugal's first EBITDA-positive year

Bird · Country Manager, Portugal · 2024–2026

### THE PROBLEM

Portugal had never had an EBITDA-positive year. The goal was to grow and become profitable at the same time, in a business with expensive assets and very volatile demand.

### WHAT I DID

- Scaled the fleet from 4,000 to 10,000+ vehicles (€100M+ in assets) while keeping unit economics in check.
- Owned pricing, the rider lifecycle and the launch of the subscription programme.
- Led most of the expansion, to about 30 municipalities including Lisbon, Porto, Cascais, Braga, Faro, Coimbra and Funchal.
- Hired and developed a 50+ person organisation across operations, government partnerships and field teams.

**RESULT**

**First EBITDA-positive year** for Bird in Portugal

Revenue **doubled (2x)**

Yearly rides **2.4x**

## Regional cost of sales from 42% to 30%

Bird · Regional Head of Operations, Iberia & France

### THE PROBLEM

Across Portugal, Spain and France, cost of sales was 42% of revenue. Some markets run in-house, others through 3PL (third-party logistics) partners on Bird-owned vehicles.

### WHAT I DID

- Renegotiated vendor contracts and restructured 3PL contracts.
- Put SLAs (Service Level Agreements), penalties and KPIs (Key Performance Indicators) into every vendor and 3PL contract.
- Ran efficiency programmes with a team of 8 and a field workforce of up to 150 people.

**RESULT**

Cost of sales **42% → 30%**, yearly average

Region tracking **8% ahead** of the 2026 target, driven in part by the regional pricing strategy I own

## A €4 part that stopped €250K a year in vandalism

Bird · Strategy & Operations Manager, Portugal · 2022–2024

### THE PROBLEM

150 to 200 vehicle IoT (Internet of Things) units were vandalised every month, at about €120 each. That is roughly €21K a month, or €250K a year.

### WHAT I DID

Designed a steel component that protects the IoT unit, found a supplier to produce it, and fitted it across the 4,000-vehicle fleet for about €16K in total (€4 per vehicle).

**RESULT**

Vandalism incidents **–90%**

**Paid back in the first month**

## Fewer vehicles, better fleet

Bird · Regional Head of Operations, Iberia & France

**THE PROBLEM**

We couldn't procure some spare parts, so broken vehicles stayed broken and fleet quality dropped.

**WHAT I DID**

Designed a cannibalisation model that picks the lowest-performing 1% of the fleet, by ratings, ride duration, cancellations, repair frequency and depreciation, and scraps those vehicles for parts. A smaller fleet, in better condition.

**RESULT**

Average fleet rating **3.9 → 4.5** out of 5

Cancellations and very short rides **–10%**

## 8 dark stores, profitable in 7 months

Glovo · Operations Manager, Micro-Fulfillment Centers · 2021–2022

**THE PROBLEM**

Store managers spent 6 hours a day building supplier orders by hand, instead of running the store. Orders were inaccurate, and food was bought and thrown away.

**WHAT I DID**

- Pulled sales and stock from Odoo every day and built a tool that suggests an order per supplier, based on past sales and the growth trend. The manager only reviews, corrects or adds items. New SKUs (stock keeping units) get a manual first order, and the tool takes over once there is sales history.
- Built a second tool for near-expiry stock: if one store has products it doesn't sell, it finds the store that sells them and creates the transfer order automatically, instead of a new purchase.

- Managers used the time they got back to lay out shelves by best-selling SKU, control fresh produce and organise pickers.

**RESULT**

Ordering time **6h → 1h** a day per store

Pick time per order **2:50 → 1:45**, under the 2-minute target

Food waste **–20%**

Helped the 8-store network reach **CM2 (Contribution Margin 2) profitability in 7 months**, with an 85+ person team

# Let's talk

**Open to product, growth, revenue, operations and partnerships roles. Based in Porto, Portugal: remote, hybrid, or relocation with a relocation package.**

Company revenue figures are shown as growth rates. I'm happy to go through the absolute numbers in an interview.

**joao.vitor.cardoso.silva.jvcs@gmail.com**

**linkedin.com/in/jvcsilva**

**Download my CV (PDF)**