**MARIUS ISTODE**

Ing. Dipl. EPFL, MBA, APICS, PMP



Rue Sigismond-Thalberg 8, 1201 Geneva, Switzerland

Phone : +41 78 705 0055

[marius.istode@yahoo.com](mailto:marius.istode@yahoo.com)

Born 11th April 1971, married, 1 child

Swiss national

**PRODUCTION SYSTEM GLOBAL LEADER**

17 years’ experience driving organizational change and capability improvements in global corporations. Led global, strategic, cross-functional projects delivering multimillion$ savings and best practice implementation in different sites and regions across the world. Is able to wear “2 hats”: deliver manufacturing and/or end-to-end supply chain organization excellence and previous experience leading teams in both these areas.

* Designed and implemented a company’s production/operations system based on Lean Management principles - a repository of best practices per area and related audit tool & procedure, for evaluating operations and processes. Scope 12 areas amongst which People Empowerment, Lean, Production, Maintenance, Planning, Quality, EHS and managed expectations of over 200 stakeholders.
* Experience in Organizational Restructure. Planned and led site and cross-site projects. Selected and employed the most relevant Lean tools, to build the capabilities of the organization. Ensured tools were utilized in a practical, results-focused, and efficient manner. Kaizen events facilitator.
* Implemented sustainable operational excellence programs to reduce operating costs and streamline organizational efficiency. Savings amounted to 8-20% of site budget. Used to leading multicultural teams from production personnel from the shop-floor to regional executives and division heads.

|  |  |
| --- | --- |
| * Supply chain optimization | * Manufacturing improvement |
| * Organization transformation | * Lean Six Sigma Black Belt |
| * PMP (Project Mngt. Professional) | * APICS CSCP |

**PROFESSIONAL EXPERIENCE**

**SOFTELLIGENCE** – Bucharest, RO, Geneva, CH **Jan2015 – present**

**CONSULTANT SUPPLY CHAIN PROCESSES E2E**

Provide input on configuring the Supply Chain according to the SCOR model, linking business processes, metrics, best practices and technology. Defining specific supply chains according to products or customer channels (supply chain definition matrix).

Executed a SIPOC diagram for the Demand Management process and implemented SCOR Level 1, 2, 3 metrics scorecard (with a focus on SC Agility - flexibility and adaptability) to improve planning, service and inventory levels.

**NEWELL RUBBERMAID** - Geneva, CH **2011–Jul2014**

Global marketer of consumer and commercial products with a strong portfolio of leading brands, sales in

more than 100 countries, 18K employees and $6B in revenues.

**SUPPLY CHAIN OpEx GLOBAL LEADER**

Reporting to the Vice President of Operations, had a strategy and execution role to build the capabilities of the integrated Supply Chain, responsible for the supply chain network optimization, supply from external and internal sources, contract manufacturing performance, new product introductions.

**DC logistical profile in EMEA, 10 locations**

Led a study to optimize the DC network in EMEA. Mapped inbound / outbound flows, sales and inventory analysis per SKU. Resulting in closure of 4 DCs, Excess & Obsolete inventory drop from 34% to 15%.

**Manufacturing Footprint optimization**

Responsible for the move of 2 European sites i.e. mapped process flows including inventory of machinery, identified future model & location, supply build-ahead and transfer plan. Sites moved within 1 year.

**Contract Manufacturing management**

Managed contractor qualification and development in EMEA & APAC. Improved performance in terms of service levels, quality, capabilities build-up.

**Product supply and performance**

Coordinated the S&OP executive meetings. Analysed the sales performance, complexity and proposed rationalization measures: portfolio optimization -25% SKUs reduction.

**BACARDI MARTINI** - Geneva, CH  **2009 – 2011**

Largest privately held, family-owned [spirits](http://en.wikipedia.org/wiki/Distilled_beverage) company in the world, with a portfolio of more than200 brands

and labels,6K employees and $6B in revenues.

**OPERATIONAL EXCELLENCE LEADER EMEA & APAC**

Head the OpEx function in EMEA and APAC, 15 plants. Subject matter expert tasked with driving a continuous improvement (CI) culture within Bacardi. Team of 10 C.I. Managers in plants.

*“Marius has displayed a high degree of professionalism and has earned the respect of a wide range of colleagues across all geographies and at different levels of seniority as coordinator of a team that developed a role model organizational structure and target setting program applied to 11 plant sites”*

John Broadbridge, Director Manufacturing EMEA & APAC, Bacardi-Martini

**Bacardi Operating System (BOS)**

Global Program Manager for BOS, a repository of 150 plant best practice in 12 areas and related KPIs that define and measure daily operations. Managed cross-functionally a team of 200 stakeholders, with dotted line reports in every plant.

**Global Lean strategy deployment**

Designed the framework & roadmap that assured effective Lean deployment. Determined the optimal roll-out approach for Organizational Effectiveness / LEAN methodology in the targeted areas.

**Plant organization**

Standardized and aligned plant organization in 11 sites across Europe. Coordinated a team of 20 functional experts from 5 functions.

**Consultant Quality Environment Health & Safety**

Coordinated the management system for implementation of the standards ISO 9001, 14001 & OHSAS 18001 for an all in one triple certification QEHS. Achieved in 2009.

**IATA (International Air Transport Association)** - Geneva, CH **2007 – 2008**

*“Marius’s energy and commitment is without boundaries and he will drive for success with unrelenting determination. His commitment to meeting targets is matched only by his emphasis on building strong relationships”*

Silvia Lorente, Director HR, IATA

Is the trade association for the world’s airlines, representing some [240 airlines](http://www.iata.org/about/members/Pages/airline-list.aspx) or 84% of total air traffic.

**GLOBAL PROGRAM MANAGER**

Heed the Program Management Office (PMO), 30 staff and $12M budget, for internal re-organization projects in IATA. Resulting organizational restructure: migration of 8 European local office operations to a regional Hub.

Re-designed / aligned business processes in 3 main departments; established management controls and accountability for the business processes and data ownership.

**NESTLE SA** - Vevey, CH

Is the leading nutrition, health and wellness company in the world, with 340K employees and CHF92B sales.

**MANUFACTURING MANAGER** GLOBE Technical, Production and R&D **2004 - 2007** Standardized and deployed plant processes across factories worldwide. Developed and implemented a best-in-class manufacturing organization and a culture of operational excellence.

Subject matter expert (SME) in evaluating and creating Manufacturing & Labour Standards for Nestlé factories.

**SUPPLY CHAIN SYSTEMS MANAGER,** Corporate Technical - Industrial Performance **2000 – 2004**

Implemented and audited the production Planning and Purchasing procedures and system set-up in the factories. Developed a team of 10-12 Regional Master Planners and factory Planners in 200 factories, standardizing best practices, rolling out standard S&OP processes, templates and KPIs, ensuring regional and companywide alignment.

**OPERATIONS EXCELLENCE ENGINEER,** Nestlé Productivity Team (NPT) **1997 – 2000**

Participated and led 6 projects, each of 5 months duration at the factory site. Plant experience in Production, Maintenance, Planning, Logistics, Warehousing, Quality.People management included oversight and development of teams of 5 to 10 line personnel, for the implementation and studies carried out.

**EDUCATION, LANGUAGES**

Executive MBA – Management and Corporate Finance, HEC Lausanne School of Business, CH, 2010

M.SC. – Fluid Mechanics Engineer, Ecole Polytechnique Federale de Lausanne (EPFL), CH, 1997

ENGLISH, FRENCH, ROMANIAN – fluent, SPANISH – intermediate.