

PIET SWARTELÉ

**GLOBAL OPERATIONS – SITE LEADER
OPERATIONAL EXCELLENCE**



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My mission is to help colleagues improve the value of their contribution in a supportive organization.
We build a culture that motivates continuous personal development.
Our team engages participants along the value stream to standardize and improve production, support, and delivery processes.

Pharmaceutical Operations Leader - Supply Chain - Certified Production & Inventory Manager (CPIM) – Six Sigma Green Belt - International Experience.

Leader of pharmaceutical operations with experience in Biologics, Aseptic Processing, Oral Solid Dosage, Plasma Derivatives.

ROLE	EXPERIENCE		
<p>OPERATIONAL EXCELLENCE SR DIRECTOR</p> <p><i>Lucca, Italy</i> <i>Oct 2020 – Feb 2022</i></p> 	<ul style="list-style-type: none"> ■ Lead the Global Transformation & Operational Excellence teams <p>MISSION:</p> <ul style="list-style-type: none"> ■ Enhance the continuous improvement culture in all functions, building on achievements demonstrated in manufacturing. ■ Implement global multi-year Transformation targeting Gross Margin improvement. <p>APPROACH:</p> <ul style="list-style-type: none"> ■ Improve Operational Excellence governance and align functions to support execution. ■ Coaching Site Leaders and Leadership Teams in Lean Leadership & Team Management. ■ Diagnostic of opportunities, oversee planning and execution of the transformation. <p>RESULTS:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ■ Improved pipeline governance and introduced project life cycle approach. Managing 100+ projects pipeline in support functions and 5 production sites. ■ Obtained endorsement of initiatives portfolio to achieve EBITDA growth target. </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ■ Achieved 2% GM improvement in 2020-21 by completing 95% of CIP milestones ■ Created global OpEx training and coaching network to leverage and develop skills. ■ Consolidate Lean & Six Sigma culture. ■ Train and certify >150 YB, 40 GB, 5 BB, 2 MBB. </td> </tr> </table>	<ul style="list-style-type: none"> ■ Improved pipeline governance and introduced project life cycle approach. Managing 100+ projects pipeline in support functions and 5 production sites. ■ Obtained endorsement of initiatives portfolio to achieve EBITDA growth target. 	<ul style="list-style-type: none"> ■ Achieved 2% GM improvement in 2020-21 by completing 95% of CIP milestones ■ Created global OpEx training and coaching network to leverage and develop skills. ■ Consolidate Lean & Six Sigma culture. ■ Train and certify >150 YB, 40 GB, 5 BB, 2 MBB.
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<p>GLOBAL MANUFACTURING DIRECTOR</p> <p><i>Lucca, Italy</i> <i>2016 – Sep 2020</i></p> 	<p>Leader of 5 manufacturing plants in Europe and in the US operated by 950 colleagues. Fractionation, Purification, Aseptic Filling and Packaging of plasma-derived products.</p> <p>MISSION:</p> <ul style="list-style-type: none"> ■ Consolidate effectiveness of Production, Safety, Quality, EMU and Continuous Improvement systems to support profitable growth and international expansion. <p>APPROACH:</p> <ul style="list-style-type: none"> ■ Implement 5-Year improvement roadmap while achieving short-term successes. ■ Restructure site management and establish Operational Excellence support teams. ■ Align inter-functional governance and KPI's using strategy deployment and plant roadmaps. ■ Improve plant structure, utilities and equipment to create a sustainable base. ■ Map the processes, standardize execution, and improve process capability. <p>RESULTS:</p> <p>5-Year Plan achieved, surpassing targets in all areas by Year 4:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ■ EHS: TIR from 2.3 to 1.3 ■ Improved COGS yearly average 3% ■ Quality RFT from 73% to 91% </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ■ Lead time reduced by 40% ■ Batch rejection reduced by 65% ■ Process yields improved by 10% </td> </tr> </table>	<ul style="list-style-type: none"> ■ EHS: TIR from 2.3 to 1.3 ■ Improved COGS yearly average 3% ■ Quality RFT from 73% to 91% 	<ul style="list-style-type: none"> ■ Lead time reduced by 40% ■ Batch rejection reduced by 65% ■ Process yields improved by 10%
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<p>SITE LEADER</p> <p><i>Olot, Spain</i> 2012 – 2016</p>  	<p>Leader of site team composed of 230 colleagues. Responsible for Aseptic and Biologic Manufacturing, Packaging, EMU, Planning & Supply, Quality, Operational Excellence and Process Engineering.</p> <p>MISSION:</p> <ul style="list-style-type: none"> Introduce the site to company management systems and reach corporate performance standards. <p>APPROACH:</p> <ul style="list-style-type: none"> Learn how to tie it all together: working for colleagues & customers by involving everybody in the standardized execution of management and production processes. Started from a shared Vision and then evolved to a continuous improvement culture based on colleague development, engagement and inclusion supported by the Lean toolkit. <p>RESULTS:</p> <ul style="list-style-type: none"> Consistently improved safety, quality, customer satisfaction and competitiveness: <ul style="list-style-type: none"> EHS: “0” accidents for up to 1.5 years Quality RFT improved to 97% Conversion cost improved 25% Lead time reduced by 30% site volume and SKU’s +50% Two FDA inspections, no 483 issued after the second one. Brought two products back to market after process capability improvements. Site became role model for Lean culture in the group. Approval of site expansion investment: new aseptic filling and solid dose suites. Site won Kaizen Institute Award for its Continuous Improvement System. Coached, developed and nominated a successor from the leadership team.
<p>MANUFACTURING DIRECTOR</p> <p><i>Ascoli, Italy</i> 2008 - 2012</p> 	<p>Leader of site operations teams composed of 300 colleagues, including oral solids manufacturing and packaging operators, Planning, Quality, Operational Excellence and Process Engineering staff.</p> <p>MISSION:</p> <ul style="list-style-type: none"> Promoted internally to implement a continuous improvement mindset in manufacturing. Improve competitiveness, customer alignment and ability to manage complexity. <p>APPROACH:</p> <ul style="list-style-type: none"> Introduced operational flow teams to manage product families end-to-end from planning through product release. Redefined plant KPI’s with leadership team to understand product flow and align between functions. Started Visual management, TPM and standardized work. <p>RESULTS:</p> <ul style="list-style-type: none"> Maintained consistent Service Level. “0” Major Observations in Regulatory Inspections. Continuously improved efficiency, while supporting 50% growth in portfolio complexity and 40% in volume (1’600 SKU’s, 100 Mio Packs).
<p>SUPPLY CHAIN DIRECTOR</p> <p><i>Ascoli, Italy</i> 2000 – 2008</p> 	<p>Responsible for Planning, Customer Service, Warehouse, Artworks & Manufacturing Documentation. Managed team of 70 colleagues and a Procurement budget of €40 Mio.</p> <p>Member of renewed leadership team charged with turning around plant reliability and service level.</p> <ul style="list-style-type: none"> Organized and developed the materials management function. Introduced a systematic approach to demand and materials planning organized according to product families. Mapped the management processes to reduce variability in execution. Project Leader for 10’000 pallet AS/RS warehouse implementation Project Leader ERP migration to SAP

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<p>LOGISTICS MANAGER <i>Rome & Geneva</i> 1990 – 2000</p> 	<p>Responsible for Supply Chain and Logistics for Italian production plants (API, Aseptic Filling).</p> <ul style="list-style-type: none"> ▪ Learned the basics of Supply, Demand and Inventory Planning. ▪ Implemented S&OP process. ▪ Drafting financial forecasts, budget submissions and presentations taught me the basics of industrial controlling. ▪ Early learner of continuous improvement techniques by volunteering for innovative programs like SPC and Total Quality Management. ▪ Implementing production planning & reporting tools stimulated my interest in Supply Chain.
<p>OFFICE COORDINATOR <i>Rome, Italy</i> 1987-1990 World Energy Ltd.</p>	<ul style="list-style-type: none"> ▪ As jack-of-all-trades gave this small consulting firm logistics support and could learn the basics of office management, feasibility studies and business cases, business planning. ▪ 1989: Military Service in the Belgian Naval Infantry.
PERSONAL INFORMATION	
<p>EDUCATION</p>	<p><i>General Management (M.Sc.), Boston University Questrom School of Business</i> 1990 - 1992 <i>Political & Social Sciences, Universiteit Gent, Belgium</i> 1985 - 1986 <i>Foreign Languages and Literatures (MS), Universiteit Gent, Belgium</i> 1980 - 1985</p>
<p>CERTIFICATIONS</p>	<ul style="list-style-type: none"> ▪ <i>Certified Six Sigma Green Belt, Rath & Strong, Pfizer</i> ▪ <i>Certified Production & Inventory Manager, CPIM, APICS</i> ▪ <i>Certified Quality Systems Assessor, Confindustria, Rome, Italy</i>
<p>TRAINING</p>	<ul style="list-style-type: none"> ▪ <i>ICF Coaching Techniques Specialist, Instituto Superior de Coaching, Barcelona, 2014</i> ▪ <i>Occupational Risk Prevention (50 h.), FREMAP, Spain, 2013</i> ▪ <i>Leadership Development Program, INSEAD, France, 2008</i>
<p>PROFESSIONAL ASSOCIATIONS</p>	<ul style="list-style-type: none"> ▪ Vice-President and keynote speaker with AILM (Associazione Italiana Lean Managers) and ALES (Advanced Leadership & Engagement Society for Continuous Improvement). ▪ Founding member of Catalan Association for Continuous Improvement.
<p>PERSONAL</p>	<ul style="list-style-type: none"> ▪ Fluent English, Italian, French, Dutch, Spanish & German ▪ Nationality: Belgian ▪ Married, two daughters ▪ Hobbies: Lean Leadership, Travelling, Running & Cycling, Reading, Philosophy, Fine Wines