

CV Toni Barp



Personal information

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I'm a manager with 24 years of experience in two multinational Companies, the last 17 leading their production Operations in my hometown Belluno (Veneto – Italy). During these years I acquired a broad skillset that allows me to work successfully on a global scale on the very diversified challenges that such companies require, such as Lean implementation, worldwide projects, sustainable development, people growth. Now, after 15 years, with Diab we agreed it is time for me to change, both considering a new position in the company, or also moving to a new one; I'm open to the first option, but I see very favourably the second that would let me go ahead doing what I like a lot: building a motivated team in a production unit, working in the gemba, generating day by day the improvement that brings value to the customers, the shareholders and the employees. I believe in a loyal, passionate and long lasting commitment in the company; I'm not looking for "hit and run" or "internal consultant" positions; I aim to be the one who makes the difference, taking the company to leave its footprint in the global progress.

Working Experience

11/2003 - today **Diab Group:** Swedish company, global leader in the core materials for composite sandwich applications in wind energy, boatbuilding, aerospace. Roughly 1500 employees, turnover 1500 MSEK

Working place: Longarone, Veneto - Italy

Job: Operation mgr. of the local production unit. I reported initially to the Group CEO, then to an Operations Director, now to the Europe Region mgr.

The site is one of the largest in the Group and manufactures and sells to other Diab Operations and to end customers expanded polymers boards. In Longarone there are roughly 300 employees, of which 230 are production blue collars working 24/7; there are different production technologies to produce the expanded foams through owned chemical processes, such as mixing, pressing, extrusion, besides the cutting technology derived from the wood industry.

Main tasks and achievements. I can divide my 15 years in Diab in three phases:

- 2013-today: after the global market restart, the mission is the Operational Excellence. Initially thanks to internal dedicated specialists, then in the last two years with the partnership of the Milliken Performance System, I'm leading the journey to the excellence, aiming to transform the plant into a case study, where ambitious students are wishing to come, and where "zero" targets are pursued, such as zero accidents, zero claims, zero breakdowns. The 2 years cooperation with Milliken is coming to its end and in the involved areas the improvements are dramatic, such as OEE 60% up, close to zero defect rate, a true empowerment achieved with the blue collars, able to take daily relevant decisions.
- 2009-2012: the years of the recession, when the cost reduction has been the necessary priority to transit the company through. Our market is young and expanding, but the financial crisis hit many of our customers, and us consequently, forcing us to downsize the plant to much lower numbers. I have been able to manage in those years, without heavy bumps, the headcount reduction to 180 employees, with the indirect staff reduced from 78 to 52. Despite the nearly zero investment activity, the plant kept all the production capabilities, as well as the good service and quality level.
- 2003-2008: the transformation of the plant from a pretty primitive environment in term of culture and technology. The facility was deeply under-utilised and out of control. I first focused on creating a developed organisation and an industrial processes, hiring/developing a staff with the needed skills, clarifying roles and responsibilities, introducing KPI's, investing in automation, lean methodologies, also putting a strong effort in integrating the plant in the Group, until then rather distant. The main achievements have been to grow the turnover from 18 to 51 M€, grow the first pass acceptance level from 40% to 90%, reduce the delivery lead time from 3-4 months to 3-4 weeks, reduce the inventory from 90 to 40 days. Earnings and cash performance were outstanding, turning the unit into a goldmine for the owners.
- As a consequence of the relatively small size of Diab when compared with much more structured multinational companies, in my 15 years I often had second hat assignments, such as global Quality coordination, EHS coordination, Group Purchasing of some raw materials.

November 1994 – November 2003 **Invensys**: Very broad English Company, in those years active in many diversified segments; 110.000 employees, 30 BGBP turnover. Our division was producing Appliances Controls.

Working place: Belluno, Veneto - Italy

Job, main tasks and achievements

- 06/2001 – 11/2003: **Plant mgr.** The plant used to produce electromechanical controls for washing machines and dishwashers; 500 employees and more than 50 M€ turnover. Although the market was shrinking and extremely competitive, I succeeded in keeping the plant to a good profitability level (6-8%) thanks to very deep actions of cost control and efficiency increase. The main service indicators were at best in class level: on time delivery steadily above 96-97%, customer PPM at 185, internal PPM reduced by 40%, cost of poor quality reduced to 2,5% on sales. The key success factors have been the 6 Sigma methodology and the persistent involvement of all the workforce and the supply chain in the continuous improvement process.
- 12/1996 – 06/2001: **Logistics and Customer Service mgr.** The department was taking care of all the order and the material flow from the supplier, through production, until the delivery to the customer, just not having the ownership of the commercial purchasing activity. Initially 10 clerks and 30 storekeepers reported to me, but they drastically reduced over the years through a significant waste reduction process review both in the order flow and in the material flow. In a first step the MRP II was the driver, but then a deep Lean manufacturing program took over, with the creation of pull and kanban processes from the customer to the supplier. The performance showed huge improvements, such as the inventory reduced from 5,5 to 0,9 M€, the order delivery time reduced from 9 to 3 days. During this time I also have been local project mgr. for the new Group ERP introduction, BPCS6.
- 11/1994 – 12/1996: **Production Planner.** I mainly worked with the supplier's planning, production capacity analysis, intercompany supply and introduction of IT tools where manual. I've been also involved in the ISO9001 tasks for the Supply Chain area and as internal auditor.

Education

10/1987 - 06/1993 **University of Udine**

- Master Degree in Industrial Engineering

Activities and interests

I'm married, two sons 13 and 14. Beside my family, I like to dedicate my time to outdoor mountain sports, like cycling, running, skiing.

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