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Conozca más sobre Roberto



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Summary

Industrial engineer plus MBA, fluent in English and Basque. **More than 20** years of experience in positions of **Managing Director** and **Operations Director of family owned and multinational industrial companies**, in national and international environments.

Out of my career path, I'd highlight two significant achievements: the **setup of a company in Poland** (offices and factory), starting from greenfield and **to keep the social peace** after carrying out an **employment regulation plan of 20%** of the total number of people. My main skills rely on the **management capacity for projects orientated to results, the communication and persuasion**.

My professional goal is to bring my knowledge and my management skills to an industrial sector company as Managing Director or Operations Director. I have **full geographical mobility** at national level and total availability for travelling.

Career path. Management of areas and critical processes



22.04.2020 / Present. Servitalent (www.servitalent.com/interimadvisoryboard). Advisory Board Member. Advisory and Strategic support projects for companies. Sector: Interim Boards.

Advisory and strategic support projects for SMEs, Venture Capital Companies, Family Offices, Startups and Family owned companies, carried out by independent advisers.



01/12/2017-Present time. Tubos Reunidos Group (www.tubosreunidos.com). Group Tube Division Director. Spanish Multinational. Manufacturing and Sales of carbon steel, alloys and stainless seamless pipes. Sector: Metallurgy and Steelmaking - Bilbao. Turnover: € 350 Mio. Managed Employees: 1.150 people.

Steel company focused on oil, conduction, energy, automotive and consumption sectors, both standard and tailored to the client.

Reporting to the Executive Presidency, member of the group management team, directly in charge of 11 Department Directors. Full responsibility for the results of the division.

Main challenges

The **costs** and the **culture** of the company. Productivity problems, excess people in general, and in some areas in particular.

Solutions adopted

1. Company **restructuring** plan in the pipe plant OD \geq 7", by eliminating 150 people and relocating to other parts of the group.
2. **Creation** of the Tubes Division, non-existing until then. It is done at the group level, and forms a committee of operations managers (MMC), whose mission is to harmonize everything that happens in plants and companies, seeking to move from a conglomerate of independent units to a common group in thought and actions.
3. Establishment of a **flexible** organization system. Creation and implementation of an organization chart for the Tubes Division based on the five levels, that is, that between the operator and the Executive President of the company there must be a maximum of **five levels** (Operator-Section Master, Head of Department-Director of the Tubes Division-Executive President).

4. **Effective** implementation of the culture of continuous improvement, through five basic pillars:
 - 4.1. Safety.
 - 4.1.1. Creation of work permits.
 - 4.2. **Competitiveness** and Productivity
 - 4.2.1. Creation of the Industrial Competitiveness department.
 - 4.2.2. Improvement initiatives.
 - 4.2.3. **Lean Manufacturing** and its corollaries, Value Stream Mapping, Kanban, 5Ss and SMED.
 - 4.2.4. Measurement and monitoring of the service level, together with the planning department. Target \geq 95% of the order lines on time in the warehouse, with respect to the total number of order lines.
 - 4.3. Human resources **management**.
 - 4.3.1. Description of **roles** and performance **evaluation**.
 - 4.3.2. **Training** in “out of the box” thinking methodologies, in people management, maintenance masters, and many others for personnel of 2nd and 3rd level of the company.
 - 4.4. Execution of a **Temporary Employment Regulation Plan** in the largest company in the group, due to the drop in orders, the custom tariffs imposed by the US administration and our exposure to the American market.
 - 4.5. Technical área.
 - 4.5.1. **Maintenance** management. Implementation of a Computer Maintenance Management System (**CMMS**) for cost control and OT systems.
 - 4.5.2. Cash management of the **investment plan**. Due to the financial situation of the company, we only accepted investments with RoI below the payment term.
 - 4.5.3. Computer maintenance and investment shutdown planning system.
 - 4.5.4. Creation of the **Preventive-Predictive Maintenance** department, putting human, material and training resources to start the department.
 - 4.6. Cost control and action plans.
 - 4.6.1. Setup of a cost control system at group level, for the simple detection of **deviations** and consequent implementation of **action plans**.

Achievements

1. Productivity **increase** by 24% in 10 months, measured in Kg. / FTE.
2. Increased turnover of the division by 12% in the first 8 months.
3. Lean Manufacturing and **process reengineering**: 5% increase in machine **availability** and **reduction** of cycle time by 13 seconds over 45. Decrease in the total cost of the section by 12% in ten months.
4. Decrease of the total cost of the area by 12% in ten months.
5. During the first twelve months, and benefited by the mix of products we manufactured, we achieved in several weeks to reach 100% of the **service level**, something never seen in the company. In twelve, we increased this parameter from 67% to 90%.
6. Start of the implementation of the Preventive-Predictive Maintenance, with the most modern techniques in the matter (vibrations, ultrasounds, tomography of muons, augmented reality, motor programs, etc.).
7. Definition of organization chart, roles, objectives, role descriptions, talent management, etc. in ten months, for an organization of more than 1.000 people.

Experiences learned and / or consolidated, added to previous roles

1. How to **negotiate** a comprehensive staff reduction plan in a large organization. How to take into account all the parties involved, external and internal. How to establish a **contingency plan** in case things are not going as they should, especially as far as the liquidity is concerned.
2. Manage a large organization, which has excellent professionals, but in need of **guidance**, and a group of **people** reluctant to change due to the inbreeding of said organization.





Medoka Pack, S.A.
Envases y Embalajes

2014/10/27-2017/11/30.

Medoka Pack, S.A.

(www.medokapack.wixsite.com/medoka). **Managing Director.** Family owned business. Manufacturing of metallic cans and packaging. Sector: Metallurgy & Steelmaking-Food & Beverages-Plastic and Cardboard Packaging. Bolueta-Bilbao (Bizkaia). Turnover: € 5 Mio. Managed employees: 25 persons.

Company focused on the Food and Beverages sector, which produces on standard (35%) and tailor-made basis (65%), All of this, forces to know, correct and improve continuously our processes, flows, procedures and legal aspects, in line with the requisites of this sector.

Reporting to the Owner-Administrator. I was in direct charge of 4 Department Directors (Managing Committee). Full responsibility for the company results.

Main challenges

The company was emerging from a **Chapter 11** and it had to be **repositioned** in the market, making customers trust us and workers being involved in the new project.

Solutions adopted

1. **Design a market strategy.** There was a logical reluctance on the part of customers to buy from us. We focused on the small client, the one to whom large companies in the sector either ignored or asked for production conditions that they could not afford. In return, we got a substantially higher price than the competition.
2. **Adjust our costs, especially raw materials.** We started buying the program RM from Chinese and Indian **suppliers**, leaving spot orders to local service centres.
3. **Analysis and solution plan** of our two main problems: quality and productivity, which in turn resulted in our service level. We had to start from scratch to make templates, and collect data to define objectives and action plans.

Achievements

1. **Evaluation** of the market strategy: **positioning** in the small customer, getting an increase in the gross margin from 22% to 26.5% in three years. Smaller lots, better reaction times, more price.
2. **Stable financial capacity**, due to cost savings, and negotiations with Banks, despite the increase in the stock of finished goods and international purchases of raw material.
3. **Development** of raw material suppliers in China and India: saving 30% of the cost between 2014 and 2017.
4. **People management.** Customized training, variable remuneration, employee of the month, etc. Result: from 3.5 to 5.2 in 3 years in our work climate survey.
5. Lean Manufacturing and **process reengineering**: increase of the OEE by 30%, in punctuality from 30 to 70% over total deliveries, of total costs have decreased by 30% in 3 years.
6. Implementation of ISO 9001, procedures, check-lists-control-standards: **cost reduction and incidences** by 20%.

Experiences learned and / or consolidated, added to previous roles

1. Work in a **small company**, also a family business, with an owner present and working. The management of balances in an organization in which you have to do a lot of things and roll up your sleeves every day, to maintain your own personality in a complicated market, such as that of canned marine and, to a lesser extent, vegetable one, very speculative.
2. The value of **planning**, and having good means to carry it out. We wanted to do too many things with little means.
3. The relationship with customers. Learn to see your organization, your processes, your business, **as your customer sees it.**



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2013/07/01-2014/10/26-EKLSarea (www.eklsarea.com). **Managing Director and Director of the Industrial Projects. Advice of industrial experts for management Sector: Strategic consulting. Erandio (Biscay). Variable turnover and employees.**

Company of new creation, with low structural costs, starting from zero – 2 partners (MD, Sales Director). Full responsibility for the company results and for all the industrial profile projects.

Main challenges

Create a **new organization**, starting from scratch, in an unknown business for me with respect to the industrial world, although, yes, related.

Solutions adopted

1. **Design** a small, agile and economical organization, based on three legs: the commercial, the financial and the productive ones. Everything else was outsourced.
2. Limitation of management of the number of clients -> no more than 5 at the same time. **Concentrate** on a very specific niche in the market, that of micro-SMEs, with a clear methodology of involvement, in order to know the problems in detail and thus be able to arbitrate the solutions. Our client knew that something was wrong, but not what. We were running away from the big recommendations, in order to be me improvements on the ground.

Achievements

1. Achievement of 5 projects in 9 months with a **customer satisfaction rate** of 80%.

Experiences learned and / or consolidated, added to previous roles

1. The work in a **newly created** company, in the **consulting** sector.
2. See things from the **other side of the barrier**, it means, the person who advises. Completely new to me. But due to the way we worked and got involved, the responsibility was higher than in conventional consulting.





1997/07/01-2012/08/31-RMIG Group (www.rmig.com). *Managing Director and Group Operations and Quality International Director*. Danish multinational, world leader perforation of sheets. Sector: Metallurgy & Steelmaking. Turnover: € 140 Mio. Employees: 1.100 in 15 companies and 14 plants in Europe, besides 5 joint-venture companies worldwide.

Company with tailor-made **production** (30%) and standard one (70%), for all kind of sectors: householding appliances, automation, construction, exterior claddings and decorative facades and interior surfaces, industrial, sound attenuation, acoustic, labs, mechanical stamping, cable trays, electrical boxes, agriculture and wholesalers, in all type of metallic materials, and in exceptional cases, plastic, cardboard and wood.

- 2007/07/01–2012/08/31-RMIG Iberia (Spanish-Portuguese subsidiary). (www.rmig.com). *Managing Director*. Urduliz (Biscay). Turnover: € 18 Mio. Managed employees: 115 persons.

In hierarchical dependency of the group CEO, and of the local board of directors. Direct Reporting - 4 Dir. Dept. (Management Committee). Full responsibility for results for Spain, Portugal and Morocco.

Main challenges

To put in profits a company at a loss, in the midst of the biggest crisis in recent years.

Solutions adopted

1. **Reinforce** the sales department, eliminating assets that were not performing their work correctly for new ones, more dynamic, motivated, and with **new ideas**.
2. **Design** a sales strategy, in which the selling responsibility was 360° of the sales person over the customer, from the offer up to the material in the customer. Division of long and short-term markets, of volume and of margin ones.
3. **Propose** to the Labour Committee, a significant reduction in total staff to reduce costs, through a **detailed and personalized plan** of company departures.
4. **Improve** productivity and lead time through Lean techniques.
5. **Inform** the staff in detail of the situation, results and improvement plans.

Achievements

1. **Decrease** in the impact of the crisis: increase in turnover between 2008 and 2012 by 15%, compared to the market and competition.
2. **Change** in the strategy of raw material suppliers: from service centres and local warehouses to steel mills in Europe and Asia. Increase of EBITDA by 20%, in 3 years, and reduction of obsolete stock to 2% of the total.
3. **Implementation** of Oracle ERP, with office **procedures and processes**. Benchmarking with the strongest RMIG companies. Increased productivity and job amortization by 20%.
4. **Reduction** of the workforce by 28 people. Management of exits and social peace with the local and provincial union centres: 5 years without strikes, and increase in the labour climate survey from 4'8 to 6'6 in 3 years.
5. Avoid a company closure, with the corresponding **Chapter 11**, so that today the company continues to operate.

Experiences learned and / or consolidated, added to previous roles

1. The importance of maintaining **peace** and **calm** in the most difficult moments of the crisis, and thinking about the long term.
2. In a crisis, the only department that is not affected is the **Commercial** department. On the contrary, it is reinforced.
3. When facing a particular or general crisis, it is essential to prepare the **scenarios and contingency plans**.
4. Always **explain** the data, the reasons and the plans to the **staff**, without hiding the essentials. Information, well managed, is a very powerful weapon of motivation and alignment with the company's objectives.
5. **Commercial management**. I have never before represented the company before those who represent its prime focus.
6. The importance that even in the most difficult circumstances agreements can be **reached between the different parties**, if both act honestly. I was lucky that the exit plan was executed with a ben Works Council in front.



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- 2002/09/01-2011/10/30-RMIG Group (www.rmig.com). **Group Operations and Quality International Director**. Copenhagen (Denmark). Turnover: € **140** Mio. Managed employees: **1.100** people in **15** companies and **14** plants in Europe, besides **5** joint-venture companies in **5** continents.

Reporting to the Group CEO and the board of directors of the Foundation, owner of RMIG. Direct report: Operations and Quality Directors. Functional report: Managing Directors. In both cases, of all the companies and plants worldwide. Full responsibility for the operations and quality results in **all the sites of the world (15+5)**.

Main challenges

Tu put in black numbers a group at serious loss, which threaten its survival, by building a group of 15 companies that operated independently.

Solutions adopted

1. **Closure** of 6 plants in Western Europe and open one in Eastern Europe (Poland) plus 5 collaboration agreements in 5 countries worldwide.
2. **Change** of production strategy: from every plant does everything to say which plant does what and for which one. 2 global plants for each type of production, standard and custom, and local specialties in each country having a plant.
3. **Harmonize** processes and procedures, purchase, materials and raw materials.
4. **Create** a logistics network at European level.
5. **Implement** Lean Manufacturing as a productive working method.
6. **ISO** accreditations and **quality notebooks** common and agreed among the plants. In this way, the sales person was not concerned with which plant made the product, but with the cost of logistics.

Achievements

1. **Reduction** of the cost of structure by 40% and the number of people by 34%. **Increase of the** turnover from 120 to € 140 Mio. Closure of 6 plants and setup of a structure of 2 global plants and 6 local ones.
2. **Installation** of the operations module of the Oracle ERP in the 14 plants of the Group., and setup of a tailor-made quality module for Oracle for the 15 companies of the Group.
3. **Increase** of the of the production capacity with technical agreements with 5 plants in different countries worldwide: China, USA, Australia, India and Brazil, to produce RMIG products for the local market.
4. **Setup** of a company in Poland, starting from zero up to the complete setup of the plant and offices.
5. **Implementation** of the **Lean Manufacturing** in 4 factories of the Group, and the shop floor data collection in all the plants. Increase of the average productivity: from 60 to 75% in 2 years.
6. Implementation of the ISO 9001 in all the productive plants. **Quality cost** reduction by 20%

Experiences learned and / or consolidated, added to previous roles

1. Wherever you go, you must **learn** and **respect** the local culture. Only from the understanding of it can things be changed.
2. **Attend** to think small things to **think big**. The small details are what change the big things.
3. The **search** for **help**, from local people, organizations, authorities, professional centres, clusters both at destination and at origin is vital.
4. **Do not touch** those you are not sure can be changed. Staying halfway is fatal.
5. **Learn to listen** and **live** with many cultures. To look at reality with different eyes. It is priceless.



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- 1997/07/01-2002/08/31-RMIG Iberia (Spanish-Portuguese subsidiary) (www.rmig.com). **Deputy manager and Operations Director**. Urduliz (Biscay). Turnover: € **14** Mio. Managed employees: **125** persons.

In hierarchical dependence of the CEO of the company in Spain and of the local board of directors. Direct report: all the department directors (4). Functional report: the sales manager. Complete responsibility for the operations of the company and subsidiary for the company results for Spain, Portugal and Morocco.

Main challenges

Profit a losing company that had been badly hurt by managerial embezzlement and had completely changed the management team.

Solutions adopted

1. Completely change management team and next-level team in **key positions**.
2. Factory data management through a **shop floor data collection system (SFDC)**, which existed, but was not used.
3. Introduction of **preventive and predictive maintenance** and **TPM**, as well as the concept of failure analysis.
4. Management of investments with cash criteria and **RoI <1 year**.
5. **Implementation** and start-up of new machinery.
6. **Sales strategy**: the first two years, gaining quota, due to a significant loss after the previous stage. The following three, consolidation and increase of the margin of each operation and global.

Achievements

1. **Opening to new markets**, some with high margin and others with high volume. In 1997, the EBT was -1.7 Mio €. In 2002 of € 0.8 Mio. Multiplication of turnover by 2.5 and margin by 1.2.
2. Increase of staff from 100 to 125 people and maintenance of employment for 2 years. **Agreement** with the trade **Unions** not to apply salary increases in the period.
3. Implementation of a **new ERP**: new techniques and factory management tools; 20% reduction in costs per hour, and the value of obsolete stock on the total to 2% at standard cost.

Experiences learned and / or consolidated, added to previous roles

1. Management of an investment plan.
2. **Reporting** to the council.
3. Initial presence in customers and suppliers.
4. Preparation of a **sales plan**, aimed at gaining market share and then consolidating what had been earned.
5. Labour relations with the Committee and in the Health and Safety Committee.



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1993/09/08-1997/06/30-Derivados del Fluor (subsidiary of Bayer Hispania) (www.ddfluor.com). **Maintenance and Utilities Plant Manager**. Ontón-Castro Urdiales (Cantabria). German multinational, which produced Inorganic Fluorochemicals. Sector: Inorganic Chemical. Turnover € 55 Mio. Managed employees: 175 persons.

Chemical company, which produces for the following sectors: petrochemical, pharmaceutical, nuclear energy, food, ceramics and electronics, among others.

Reporting to the Technical Director. In direct charge of all the maintenance area managers (4) and the utilities plant manager. Fully responsible for the result of both functions, being double, depending on the referred area:

- (1) To guarantee the operativity of the 8 plants of the site, according to the department budget.
- (2) To ensure the needed fluid supply to the other 7 plants, so they could operate correctly, at the right cost.

Main challenges

It was about replacing Maintenance and utilities Plant Manager who had been dismissed in a complicated environment of plant shutdowns and cost overruns versus budgets, which had caused the company's first historic losses.

Solutions adopted

1. Computerize the department, **enhancing** the existing and underused maintenance software.
2. Design of a **cost control system** and Work Orders to have the cost for each OT immediately.
3. Change of **fixed cost** (own personnel) by **variable** (subcontracted).
4. Setup of the Preventive-Predictive Maintenance department -> purchase of a data collector system for vibrations, and of all the necessary equipment for the inspection of pipes and tanks and other dynamic and static devices, as well as the supportive software.
5. Purchase of a new ammonia condenser for the power plant, since it was the cause a large part of the factory shutdowns.
6. New ammonia-marine water condensation system for the power plant.
7. Design and implementation of an automatic data collection system in the plant, to capture and analyse incidents in real time.

Achievements

1. In four years, the 8 plants went from stopping once a month to being **18 months without stopping** at the time of my departure.
2. **We reduced our own staff** from 47 people to 12, and costs were reduced from 30% to 14% on turnover, despite the fact that it remained stable during the time I was working at Derivados del Fluor. We use a powerful maintenance management software for all this.
3. We change the **concept of safety** at work: talks, videos, accident investigations. The work was correct only when it was safe. We dropped from 18 accidents (9 with sick-leave and 9 without sick-leave) to 1 without sick-leave in 3 years.
4. Through an ambitious investment plan to reduce the excess energy of the power plant, we **reduced** them by 15%, changing the technology of condensers, exchangers, mechanical seals of pumps and compressors, etc.

Experiences learned and / or consolidated, added to previous roles

1. Team **motivation**. They had lost the reference with everything that happened.
2. The value of **mutual loyalty**. I made them believe in them, and they more than gave me back the trust that I placed in them.
3. **Leadership** in troubled times. We had to improvise a lot, especially in matters of materials, which we did not know, and since we were the only plant in Spain that made our product, we had no valid references.
4. Technique. The plants had a very large park of machinery and a large number of technical problems.
5. I **kept learning** from others, and at the same time, I had to teach.
6. I learned my first concepts of prudence and to have **full responsibility** for important numbers and many people.





1989/01/01-1993/09/07-Dow Chemical Iberica, S.A. (filial de Dow Chemical Company) (es.dow.com). **Maintenance Deputy Chief and Head of Preventive-Predictive Maintenance (PPM)**. La Pobla de Mafumet (Tarragona). American multinational producer of hydrocarbon derivatives, among others, ethylene and polyethylene. Sector: Petrochemical.

Dow Tarragona produces for sector like: packaging, industry, food, infrastructure, energy or automotive, among others. It works continuously, with programmed shutdowns of the plant every 5 years.

In hierarchical dependence of the Maintenance Manager of the Tarragona North site. Functional reporting: the 5 area managers of the departments. Full responsibility for the coordination of the Maintenance areas, planning and control, department costs, safety, Employee Satisfaction Surveys, etc.

Main challenges

There was no specific challenge. The challenge was the position itself. Cover it and work as an engineer for the first time.

Solutions adopted

1. **Participate** in investments and manage several of them.
2. I was part of the Preventive-Predictive Maintenance team.
3. I participated in the preparation of the general shutdown that was held every 4 years, and I supervised a team.
4. **To coordinate** safety programs, especially the Behaviour program, based on measuring people's behaviour towards safety.
5. To coordinate at the Spanish level the project to replace asbestos material with graphite.
6. As assistant to the Maintenance Manager, to **coordinate** all projects and programs involving the participation of more than one department.
7. Coordinate the implementation of the Computer Maintenance Management System (**CMMS**), made by the company itself at its Midland headquarters, called EMTS.

Achievements

1. For my report on the stoppage of the ethylene cracker in Dow-Terneuzen (Netherlands) and its comparison with ours, I received the **award for the best employee of the year from the Tarragona site**, which I repeated the following year for the project to change Asbestos material by graphite in joints and gaskets of static and rotating equipment, as well as by the implementation of the new EMTS maintenance software carried out by the company itself in Midland (USA).
2. We introduced a **cultural change in safety**, through the American Behaviour program, based on the measurement of human behaviour towards safety. Accidents with sick leave and without sick leave were reduced by 15%.
3. We **reduced** the number of incidents in the rotating machinery of the site by 20%, by introducing 10 in-line vibration probes on critical machines, directly connected to the production control panel.

Experiences learned and / or consolidated, added to previous roles

1. The value of a **grouping work**. It was a company with a high degree of camaraderie and empathy among employees.
2. The application of **values** at work, and the support in difficult times. Dow promoted safety, quality and the environment, invested in it, even in difficult moments of crisis. It reduced expenses in other items, but not in these.
3. The power of the multinational concept. Without a doubt, when applied correctly, **the union becomes strength**.
4. Work by SMART objectives (specific, measurable, achievable, realistic and attainable).
5. The value of continuous training for the application of continuous improvement.



Academic Training

- **Senior Industrial Engineer.** STSII-Bilbao. Specialty: Mechanic. End-of-course project: Bulk product loading system for port facilities. Completion: June-1988.
- **MBA.** INSIDE-Deusto Business School-Bilbao. Specialty degree in Strategic Planning, and in Short-Term Planning and Management Control. Completion: June-1996.
- **Training in SMEs Management.** Biscayan Federation of Metal Enterprises. Completion: March-2007.
- **Master in Marketing and Sales Management.** European Quality Business School. Completion: June-2014.
- **Master in Production Management, Lean Manufacturing.** European Quality Business School. Completion: June-2015.

Languages

- **Native (C2):** Spanish, Basque.
- **Very High (C1 -> C2):** English.
- **Medium (B2):** Catalan.
- **Low (A2):** French.

Computers (*both Windows and MAC*)

- **High:** Office, Email, ERP (SAP, Oracle, File Maker), Internet-Intranet-Social Networks.
- **Medium:** MS Project, Open Project, Word Press, Other programs.



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