

ACHILLEAS TSIOTAS, PhD

Senior NPI & Technology Solutions project and program manager

APM PMO accredited practitioner, Black Belt in Lean Product Development, member of the Joint Replacement division, Additive Diversity and Inclusion champion within Stryker Advanced Operations

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Biographical information:

Date of birth: **24/08/1984**

Place of birth: **Alexandroupolis-Evros, Greece**

Hometown: **Soufli-Evros, Greece**

Citizenship: **Greek**

Permanent resident of: **Republic of Ireland**

Marital status: **Single**

Language skills:

Greek: Native language

English: Fluent

Finnish: Learning

German: Basic

French: Daily communication proficiency

Education:

- Ph.D. “Polymer Science and Engineering”

Materials Science Centre, University of Manchester, United Kingdom, (2007-2011)

Thesis title: **The effect of the chain extender structure on the phase behaviour and morphology of high hard block content polyurethanes** (Industrial sponsor: Huntsman Corporation)

- M.Eng. “Materials Science and Technology”

Department of Materials Science and Technology, University of Crete, Greece, (2002-2006)

Work experience:

Period: April 2019 – present, Carrigrohilly, Cork, Ireland

• *Stryker Orthopaedics, Senior R&D and Technology solutions Project and Program Manager-Polymer Products Portfolio owner, Additive Manufacturing, Advanced Operations*

Responsibilities Include: **Owner of the polymer portfolio within Advanced Operations**, accountable and responsible for the **first ever polymer product platform launch within additive manufacturing**. Main point of

contact with existing and new suppliers of raw materials, blasting, printing, cleaning, polishing and packaging equipment. Accountable for margin expansion, brand boosting, supply chain simplification and talent development initiatives. **Fully accountable for the smooth cross functional collaboration among the R&D, Technology Solutions and NPI teams.**

Highlights of career:

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Period: May 2018 – April 2019, Carrigrohilly, Cork, Ireland

• *Stryker Orthopaedics, Senior NPI Project and Program Manager, Additive Manufacturing, Advanced Operations, Division of Joint Replacement*

Responsibilities Include: Fully accountable for the definition, initiation, planning, execution, control and closing of the largest in history on-site program in additive manufacturing within the joint replacement division. Leading and guiding a cross-functional team of **38 engineers, associate managers, managers, and team leads** from the; new product industrialisation, quality, validation, regulatory, manufacturing, technology solutions and operations departments. Ultimately responsible for reducing cost of goods (**total program contribution >=\$18M**), improving substantially the manufacturing site's yield output and ramping up of novel equipment, while meeting marketing expectations by ensuring the right product mix roll-out. On time, on budget and on performance delivery of program's deliverables. Effective and efficient communication with all major and extended stakeholders. Daily, weekly and monthly program status updates to the wider audience within Advanced Operations, developing team members, balancing resource requirements and ensuring cross-functional collaboration for the benefit of the organisation. Delivering great results ahead of baselined schedule commitments as seen in the design transfer agreement protocol and the program definition document.

Highlights of career:

- Created an extensive, detailed, master schedule for the undertaken program within the first 3 weeks in the role
- Successfully led to completion 3 interconnected workstreams -production yield, cost and volume- (each consisting of 3 individual projects), while meeting and exceeding the stakeholders' requirements and initial program commitments
- Secured assignment and retention of key cross-functional resources and aligned with stakeholders on prioritisation of individual program and subsequent project tasks
- Increased the manufacturing plant's yield by a substantial amount (>40%) within only 6 months in the role,** while ensuring a consistent, long-term equipment performance and a successful transition of work packages between the NPI and Operations departments
- Successfully finalised the ramp-up of equipment coming from different manufacturing sites, while ensuring the correct product family mix according to the requests from marketing** (7 months after taking over role)
- Successfully introduced and fully validated new equipment needed for the increased net output, on time, on budget and on performance (7 months after taking over role)
- Successfully reduced more than \$150 per part in the cost of goods, by eliminating unnecessary processes and duplicated work** via a separate workstream of activities, including novel validation strategies and meeting additional regulatory requirements (deliverables achieved between 3 and 6 months ahead of baselined scheduled for several individual initiatives)
- Finalised all associated legacy change requests and respective documentation while achieving **record sign-off times** compared to historical data.

Main cross-functional interactions:

Daily interactions with all involved departments. Extensive interaction with operations engineering, manufacturing, new product industrialisation, quality, regulatory, validation, engineering and technology solutions. Weekly status updates with senior site and divisional leadership. Monthly status updates with extended senior leadership team, spanning over different production sites.

Period: August 2016 – April 2018, Colmar-Berg, Luxembourg

• *The Goodyear - Dunlop Tire & Rubber Company, Fundamental Technology Portfolio Manager, Innovation and Technology Creation Process Management (GIC*L)*

Responsibilities Include; Selection of the technology portfolio for the quality, technology and innovation organisation (QTI). Communication with functional directors as well as program directors in order to assign priorities and responsibilities for the projects under execution, including currently ongoing projects as well as idea and technology gap projects. Presentations to leadership with regard to new developments, execution timelines, budget updates, business case reviews and probability of success for groups of projects/programs/workstreams. Daily interaction with project teams and process experts in order to ensure continuous improvement of the company's approach to innovation and development strategies. Maintaining of a cross-functional database of more than 250 active projects. Ensuring execution of projects within the portfolio according to the strategy roadmap.

Highlights of career:

-**Successful implementation of a new, dedicated database for all the technology projects within the organization with integrated traffic light indications and status updates (budget, performance, time, resources).**

-Presentations to leadership with regard to the new database released and the connection between the available technologies and their application in future products/SKUs

-**Successful completion of the PMO project and program management training**

-Completion of more than 60 business case reviews for gated projects within a timeframe of 3,5 months

-**Creation of a sharepoint database for the fundamental project management team with live links to risk/impact/cost bubble charts, migration maps** (current stage and target), technology summaries and available portfolios per program manager

-**Successful completion of the Lean Product Development certification and the A3 problem solving methodology within 2016**

-Multiple Gembas carried out with all technical program and project managers and leaders in order to identify opportunities for improvement in the current process

-**Creation of new stage gate control documentation in an effort to apply lean methodology in the idea and technology creation process**

-Release of 8 new fundamental technologies within 2016, and 3 within 2017 through stage gate

-Enhancement of technology portfolio visibility to the leadership team, global innovation alignment

-Deep involvement in specifically oriented workshops dealing with **customer satisfaction for the creation of documents/databases** as well as providing visibility to the broader organisation of a new portfolio of 100 additional technology projects.

Main cross-functional interactions:

Extended interaction with the Program Management Office and the teams of project and program managers and leaders. Daily interactions with technology directors, functional directors, and project teams. Organising and carrying out stage gate reviews with stakeholders and gatekeepers for the presented projects, extensive interaction with the Knowledge Management Office. Innovation Creation Meetings with regional and global teams, strategic alignment.

Period: October 2012 – August 2016, Colmar-Berg, Luxembourg

• *The Goodyear - Dunlop Tire & Rubber Company, Regional (2012-2014) and Global (2014-2016) Sourcing Engineer, Global Materials Science – Global Raw Materials Development and Approvals (GIC*L)*

Responsibilities within the last 4 years included; handling of all technical approvals (new sources and new materials) for: resins, liquid rubbers, natural rubber, natural rubber master batches, reclaim rubber, crumb rubber, recycled materials, carbon black (all different sub-categories of ASTM and special grades), additives, adhesives/glues, foams, curatives (accelerators, anti-reversion agents, fatty acids, retarders, metal oxides, sulfurs), weathering protectors (waxes, antioxidants, antiozonants), plasticizers (peptizers), rubber chemicals (Cobalt salts), peroxides, dioximes. Lean 401 Global Materials Science representative, chair member of the cross-functional continuous improvement team

Highlights of career:

- Full technical approval of 18 new sources of carbon black raw materials (including the carbon black “direct material optimisation” projects) within a time frame of 1,5 year
- Full technical approval of two new codes for rubber reclaim (MDPO -material design process optimisation-) coming from an external scientific partner in the framework of a project driven by the European Union
- Full technical approval of 10 new sources of “specialty chemicals” raw materials (accelerators, waxes, Cobalt salts and metal oxides) within 2015-2016
- Full technical approval of 2 polyurethane foam raw materials from 3 different supplier plants and 2 different glue/adhesive raw materials from 4 different supplier plants in the framework of the foam in tire project (OEM requests)
- Full technical approval of the dioxime material used in the GY sealant project (OEM requests) as well as leading all technical approvals for the peroxide raw materials
- Identification of several new suppliers for peroxide materials to be used in the GY sealant project (supplier leverage)
- Successfully obtained the specifications sign-off from 87 “specialty chemicals” raw material supplier entries within 5 months (December 2015 - May 2016)
- Successful updating of the raw material technical specifications for “specialty chemicals” masterbatch codes
- Appointment as one of the Global Materials Science Lean 401 trainees/experts (trainings included among others; influencer, decision maker, deep-dive analysis, A3 problem solving/root cause analysis techniques, continuous improvement) in order to become certified as a Lean Product Development Expert within the organisation
- Heavy involvement as a technical consultant in identifying how the thermal stability and the particle size distribution of insoluble sulfur grades are affecting the final compound properties (Technology Creation Process)
- Active participation in identifying similarities and differences among new source (NS) and source change (SC) projects that were completed at a different pace, as an effort to identify opportunities for improvement in terms of cycle time reduction for future raw material code approvals

Main cross-functional interactions:

Extended interaction with the plants at a global level (NA, LA, EMEA, AP), regional and plant quality (QTech), global consumer and commercial compounding teams, physical/chemical metrology labs, forensics, regional and global procurement of direct materials, supplier qualification, supply chain, Technology Creation Process and Product Creation Process project teams, regional and global Health-Safety and Environment teams (HSE)

Period: September 2011 - October 2012, Colmar-Berg, Luxembourg

- *The Goodyear - Dunlop Tire & Rubber Company, Staff Engineer, Global Materials Science – Heavy Tire Compounding Technology (GIC*L)*

Responsibilities included: fuel efficient tread compound development for Radial Medium Truck (RMT) tires (all SKUs) within the EMEA region, alignment of all EMEA plants on utilizing the same compound booksheets, assistance in the development of the new high-mileage tread compound for RMT long haul line, competitor benchmarking, handling of the engineering mechanics requests for tire compound performance simulations, GY representative in the Tire Technology conferences (responsible for all associates from the Luxembourg Innovation Centre attending as well as organizing the distribution of gained knowledge via our knowledge management office – KMO- team), scientific consultant for special projects (sealant development for commercial and consumer tires, spring tire for LA, new-innovative filler systems).

Highlights of career:

- Member of the team (compounding representative) of the release of a new construction for fuel efficient tires for RMT
- First trials with a full-silica tread compound for RMT tires
- First treated silica trials in RMT tread compounds
- Low rolling resistance sidewall compound for RMT
- Post cure vs built-in sealant compounding development for consumer applications

- Polyurethane materials investigations for a new version of the spring tire for LA
- Member of the cross-functional team that received the Luxembourg Green award in 2012

Main cross-functional interactions:

Extended interaction with the EMEA plants, regional QTech, engineering mechanics, commercial compounding teams as well as the physical labs in the Goodyear Innovation Centre * Luxembourg (GIC*L), Dunlop Development Centre * Hanau (DDC*H) and Goodyear Innovation Centre * Akron (GIC*A).

Computer software experience:

Among others:

Microsoft Office (advanced), Microsoft Project, Microsoft 365 (Sharepoint, One Drive, One Note), SAP, Lotus Notes, Upland powersteering, Origin

Trainings successfully completed in the current and previous organisations:

- Business contact manual
- Anti-bribery
- Contact with competitors
- Contact with suppliers/ advanced supplier management techniques
- Supplier collaboration (one team approach)
- Supplier innovation / discovering supplier potential
- Cross-functional networking
- Presenting with impact
- Careful communications
- How to innovate and inspire change
- Material selection and approval process
- Quality and government compliance
- Enterprise project management
- Conflicts of interest
- Export compliance
- Financial integrity
- Insider trading
- Privacy and data protection
- Working capital
- Strategy roadmap
- Microsoft office package (advanced level)
- Time management
- Project management/Portfolio management
- Managing difficult situations/decision making
- Risk management/mitigation and contingency planning
- Supplier qualification and Innovation/Technology Creation stage gate process
- Ethical leadership
- Cross-functional collaboration
- Bridging technical and commercial team knowledge
- Manager as a coach
- Root cause analysis, A3 methodology
- Cost of delay
- FMEA (DFMEA, PMFEA)

- Lean 401/Lean product development expert, Influencer
- Managing to learn (problem solving methodologies)
- Communication with presence
- Leading and influencing without authority
- PMO 3-day training with external partners
- PMP 4-day training
- Diversity and Inclusion – unconscious bias
- Finance for non-finance leaders
- APM PMO accredited practitioner

Hobbies and recreational activities:

Travelling (enjoying my vacation time among Greece-Canada-Finland-Belgium), playing music, writing lyrics and music, cooking for my friends, cinema, karaoke, swimming, basketball, camping