

MARIELA CASTAÑO-KUNST Senior Vice President and COO

Mariela's career history started as an Industrial Engineer in her native Colombia, where she developed skills to "work with less" in an environment of limited resources in order for companies to compete internationally. During this process, Mariela developed her Lean Tools to close the resource gap, and successfully managed to convert "hard" waste into new sources of revenue.

During the course of her career, Mariela has held positions such as:

- **Industrial Engineer for ATM Ingenieria Ltda.** While working in the Oil and Gas industry she became deeply involved with international visionaries of companies such as British Petroleum Co. and Shell international. With her solid knowledge in Strategic Design, Lean Project Management and Engineering, Mariela succeed in this very conservative, yet leading industrial sector.
- **Industrial Engineer for Harvester International.** Her rapidly expanding working knowledge of Lean Manufacturing soon had Mariela working for some of North America's most progressive organizations as they strove to implement the best of World Class Principles. Focusing on customer satisfaction, Takt Time and Service Application Tools, Mariela designed and implement a "Service Application's Model" based on pure Lean Techniques for Harvester International across North America.
- **Industrial Engineer for Operations for CTS of Canada.** A Tier 1 supplier engaged in the design and manufacture of electromechanical position sensors for the ultra-competitive auto industry. Mariela's application of Lean principals quickly escalated her profile to lead the Lean Manufacturing initiative. Mariela tailored the principles of Cellular Manufacturing through a radical change of culture, implementing Value Stream Mapping, One Piece Flow, 5S+1, Leadership and Coaching for shop floor employees, Reward and recognition and many other systems. This resulted in a 75% reduction of assembly time, 95% reduction of WIP, and an overall plant performance increase of 70% in productivity. Based on the Lean initiative enabled CTS to become a Tier 1 supplier to Toyota.
- **Manufacturing Engineer for Kraft Foods Canada.** Working for the Food Service Division, she had divisional responsibilities across Canada. With terrific results, Mariela implemented Lean Manufacturing principles and tools that have positioned this Division as the Bench Mark not only within Kraft itself, but within the food industry in general. Leading her team, Mariela created and implemented what has been quoted by Mr. Massaki Imai "The Most enhanced and elevated version of Kanban"... a system that responds to triggers from over 500 SKU's within process Lead Time. As she worked to move the regional distribution centre closer to the manufacturing facility the Kanban system was seamlessly integrated to be a true pull system starting from finished goods through to the acquisition of raw materials. The equipment refurbishing facility was

relocated from Calgary to Toronto using Lean Principals allowing for a 50% reduction in refurbishing equipment lead time. During her tenure, the facility contributed the best bottom line numbers for this division.

- **Regional Continuous Improvement Manager for Nestle Waters Canada.** In this role, Mariela created another Bench Mark within the food industry. Developing a Continuous Improvement program at the organization's largest water bottling facility in North America she initially heavily focused on Health and Safety. Mariela lead the creation and implementation of what is being defined by the Ontario Ministry Of Labour as the "most robust LOTO [Lock Out Tag Out] Program in the industry, this program has now been defined as the minimum standard for all Nestle Waters' plants in North America to adopt. The LOTO program combined with other Lean Tools such as 5S+1 moved the plant's safety record from the worse position to the second best within 2 years.

By introducing work place organization and standardized work, Nestle Waters has seen the benefits of simpler and much more robust processes that have reduced searching times by 90%. With the implementation of Kanban systems for Consumables, Packaging Materials, Safety and Stationary Supplies Mariela has reduced inventories by over 70%, opening up over 60% of warehousing space. Her involvement with Lean Supplier Development has being a significant contributor to the elimination of downtime and the increase of direct shipments to the customers from 12% to 52%.

As a Six Sigma Black Belt, Mariela has lead major projects to reduce variation in the process. She has also certified a group of 13 Green Belts that have identified and delivered significant dollars to the bottom line.

Leading a very dedicated team from the Warehouse, Mariela has used Enterprise Value Stream Mapping as the key tool to improve performance in this department, resulting in significant reductions in truck turn around time, increased customer service and improved material handling.

As a female providing her ability and credibility as an Engineer, while developing and deploying tactile tools for the implementation of Lean Manufacturing make her a much in demand resource and coach to other organizations and female professionals. Her track record of working and assisting organizations globally makes her a highly requested speaker on the topic of Lean and Organization transformation around the globe. Mariela is a former Director of AME Canada.

Mariela now runs with Richard Kunst the successful consulting practice KUNST Solutions Corp. [www.kunstartofsolutions.com] devoted to helping organizations of all sizes and commodities to become and remain competitive and to preserve jobs in North America.



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