

THEODOR COJOCARU-TOTH

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EXECUTIVE SUMMARY

General Manager and senior manufacturing leader with over 20 years of experience leading complex industrial and engineered-product manufacturing operations. Proven record of full P&L ownership, profitability improvement, and operational excellence across single-site and multi-site organizations ranging from 150 to 4,500+ employees. Strong engineering foundation combined with financial discipline, strategic leadership, and a hands-on approach to shop-floor execution. Recognized for building high-performance cultures, driving lean manufacturing and continuous improvement, and leading transformation initiatives in fast-changing, highly competitive environments. Experienced in client and supplier partnership management, capital investment, and innovation-driven growth. Fluent in Romanian and English, with extensive international leadership exposure

CORE COMPETENCIES

- General Management & Full P&L Ownership
- Operational Strategy & Execution | Hoshin Kanri | Transformation Leadership
- High-Reliability Operations | Safety Culture | HSE Performance Management
- Quality Systems & Compliance (ISO 9001/14001; GMP; FDA; auditor experience)
- P&L Leadership up to \$1.2B | Capital & Operational Expenditure Governance
- Global Supply Chain | Regionalization | Risk Mitigation | Business Continuity
- Manufacturing Excellence | Lean | Six Sigma (Green→Black Belt) | CI
- S&OP / IBP | Forecast Accuracy | Capacity Planning | Throughput
- Greenfield Build-outs | Industrialization | Technology Deployment (IIoT/ERP)
- Program/Portfolio Management | PMO | Complex, Multi-site Delivery
- Talent Strategy | Organizational Design | Succession & Leadership Development

LEADERSHIP HIGHLIGHTS

- Built and led global operations organizations (up to 4,500 employees / 17 directs) with end-to-end accountability—procurement, planning/fulfilment, quality/OPEX, manufacturing, project management, value-chain excellence, and HSE—across a \$1.2B division.
- Drove S&OP maturity and forecast accuracy—from 43% to 90% in year one—enabling disciplined capacity decisions, supplier readiness, and improved on-time delivery to customers.
- Improved customer and supplier delivery performance (ROTD/COTD; Supplier OTD +15 pp) and executed a global footprint/regionalization strategy delivering +2.0 pps EBIT.
- Instituted a safety-first operating system with measurable HSE improvements (-45% LTIFR; -33% TRIFR YoY) and sustained zero-incident streaks—core to nuclear-sector culture expectations.
- Delivered \$39M CI savings via Lean Six Sigma programs and \$16M raw-material cost savings YoY while maintaining or improving quality benchmarks.
- Executed comprehensive supply-chain risk mitigation and continuity planning with quantified COVID-19 disruption cost avoidance (~\$26M).
- Led Greenfield launches and complex restructuring/transfer programs (HCC→BCC) to stabilize quality, reduce cycle/lead times, and scale output under rigorous governance.

PROFESSIONAL EXPERIENCE

SETNEXT SRL – Cluj-Napoca, Romania | January 2023 – Present

Founder & Chief Executive Officer

- Advised CEOs/owners on problem-solving, strategy deployment (Hoshin Kanri), change leadership, and operational turnarounds across construction, manufacturing, chemical, and automotive sectors.
- Redesigned end-to-end value chains and implemented Lean systems aligned with ERP capabilities; delivered rapid wins to maximize profitability and cash generation.
- Applied Theory of Constraints and robust project governance to compress a 2-year program to 9 months; implemented risk-mitigation and readiness plans.
- Optimized supply chains for JIT/JIS with a 30% improvement in inventory turnover (ITO)—capabilities directly transferable to nuclear supply-chain readiness and material control.
- Executed portfolio pruning using DMAIC methodologies to focus capital and resources on value-accretive products/services.

TAPARO S.A. – Brocuț (Târgu Lăpuș), Romania | July 2024 – November 2024

Group Chief Executive Officer

- Defined long-term vision and strategic goals for a multi-business group; aligned structure and governance to drive synergy across units.
- Accountable for overall financial performance—revenue, cost management, and profitability; oversaw planning, budgeting, and performance management.
- Led portfolio pruning and customer contract renegotiations, adding €1.8M in revenues and increasing EBITDA by 5 pps.
- Represented the group with external stakeholders (customers, banks, government, industry bodies) and ensured risk and compliance management.

ABB Inc. – Como, Italy / Zurich, Switzerland | January 2020 – June 2022

Vice President of Global Operations – Process Automation Measurement & Analytical

- Directed global operations performance and execution across procurement & logistics, planning & fulfilment, project management, quality/OPEX, manufacturing, value-chain excellence, and HSE.
- Built enterprise processes, tools, best practices, KPIs, and succession plans; staff of ~4,500 with 17 direct reports. CapEx ~\$45M; OpEx ~\$240M on \$1.2B revenue.
- Designed and implemented a 3-year operations strategy establishing global minimum standards across E2E processes.
- Implemented S&OP; doubled forecast accuracy from 43% to 90% in year one; improved customer ROTD from 33%+ to 67% and COTD from 68% to 81%.
- Developed a global footprint/regionalization and BCC vs HCC plan delivering ~+2.0 pps EBIT.
- Established global supply-chain strategy; improved Supplier OTD from 70% to 85%; achieved \$16M raw-material cost savings (NMI (3.3)% YoY).
- Executed supply-chain risk mitigation yielding ~\$26M COVID-19 cost avoidance and minimal disruption.
- Drove Quality & CI program delivering \$39M savings via LSS BB in 2020; strengthened safety culture with LTIFR -45% and TRIFR -33% YoY.

EMERSON EL Co. – Houston, TX, USA & Cluj-Napoca, Romania | October 2006 – December 2019

Vice President of Global Operations – Daniel Measurement & Control Inc. (Sep 2014 – Dec 2019)

- Owned daily operations, strategy, and key initiatives for profitable growth, risk mitigation, manufacturing, supply chain, and delivery worldwide (500+ staff / 10 directs).
- CapEx \$9M–\$15M; OpEx \$65M–\$72M on \$150M–\$300M revenue; executed a 3-year operations strategy in 26 months amid market downturn and leadership transitions.
- Integrated Lean, invested in technologies/IIoT, and implemented global S&OP—boosting forecast accuracy from 23% to 85%.
- Reduced average lead time from 86 to 29 days (≈196% improvement); increased GP by 12 pps and OP by 5 pps.
- Re-architected global footprint for customer service, order management, production lines, and launch; cut front-end lead time by 75% and quotation lead time by 61%+.
- Established Global PMO and executed a \$7.5M restructuring program in 18 months for \$2.8M annual operating cost savings.
- Transferred production from high-cost to best-cost regions, saving \$2.5M and improving GP by 8 pps while maintaining or improving quality.
- Cut production cycle time from five days to six hours and touch time from 12 to four hours through Lean flow redesign.
- Realigned global supply base to operations strategy—achieved RDSL improvement from 250%+ to 93% and sustained levels for FY'18–FY'19; NMI (1.6)% YoY; freight-in cost-of-sales –50%; freight-out cost recovery 150%+.
- Sustained 1,050 days with zero safety incidents; recipient of 2018 Corporate Perpetual Safety Award for safety culture leadership.
- Led \$2.6M ERP implementation and digital transformation; reduced inventory days on hand by 56% and doubled ITO/cash flow in three years.

Director of Operations – Flow Solutions Group (Apr 2012 – Sep 2014)

- Established and scaled the newly formed Flow Solutions Group to meet regional growth, profitability, and competitiveness objectives while mitigating risk.

Director of Operations – Regulators Technologies Inc. (Sep 2011 – Apr 2012)

- Consolidated four European plants into one facility—propelling GP from 5% to 36%.
- Grew sales 400% (from \$8M to \$41M+) via best-cost country adoption, site certification, customer approvals, and NPIs.
- Raised supply performance from 85% to 92% and contract coverage from 20% to 61% through regionalized supply and spend alignment (26%→43%).
- Increased inventory turns by 12% YoY via SKU restructuring and attribute management; improved OTD from 83% to 92%.
- Enabled \$40M global sales from Mexico/China/Romania factories by winning a design patent for CST Pilot.

Plant Manager – Regulators Technologies Inc. (Jul 2008 – Sep 2011)

- Owned P&L delivery, OSHA/EPA compliance, and service levels for a 126-person plant (8 directs). CapEx \$3.2M; OpEx \$600K on \$8M revenue.
- Delivered 500% sales growth (\$0.5M→\$3M) via a 3-year profit turnaround of the natural gas domestic regulator line and European product adoption.
- Swung GP from –30% to +5% in two years; reduced logistics cost-of-sales from 7.6% to 1.6%.

- Improved OTD by 42%+ via S&OP and segregation of hard demand vs. forecast; removed two weeks from ETO lead time through insourcing.
- Lifted service levels by 23%+ through a local strategic supply chain; optimized factory layout with spaghetti diagrams to reduce touches and segregate inventory.
- Secured a design patent for high-purity laboratory regulators, enabling \$8M additional sales in the U.S. and Germany.

Division Program Manager – Regulators Technologies Inc. (Oct 2006 – Jul 2008)

- First hire for a Romania Greenfield engineering site; established engineering support/test labs for manufacturing; implemented NPD, sustaining engineering, and cost-reduction programs.
- Managed multi-disciplinary projects and teams to deliver on-time, on-budget outcomes; built early-career pipelines and professional development.

EARLY CAREER

- OMEGA-TEHNOTON GROUP SA – Iași, Romania | Research & Development Manager (Dec 2002 – Oct 2006)
- TECHNOPACK SRL – Iași, Romania | Owner (Mar 2003 – Dec 2005)
- ANTIBIOTICE SA – Iași, Romania | Chief of Engineering & Maintenance (Aug 1995 – Dec 2002)

EDUCATION

- LE CNAM Paris – EMBA, Business Administration & General Management
- The Bucharest University of Economic Studies – MBA, Economics
- Gheorghe Asachi Technical University of Iași – MS, Material Science; BS, Mechanical Engineering

CERTIFICATIONS & TRAINING

- Lean Sponsor & Lean Six Sigma (Green to Black Belt progression)
- Emerson: Perfect Execution Training; Leading Edge I, II, III
- Quality/Safety: GMP; FDA; Certified Auditor – ISO 9001 (I, II, III)

PATENTS & LANGUAGES

- U.S. Patent No. 9593781 (2017); U.S. Patent No. 9151400 (2015); U.S. Patent No. 8033293 (2011)
- Languages: Romanian (native); English, Italian (fluent); French, Spanish, Hungarian (proficient)