

# TAMARA NUROWSKA

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## Innovation ♦ Supply Chain ♦ Strategic Projects

- Strategic leader and change agent with over 13 years of experience driving cultural transformations to grow markets, optimize capabilities, streamline processes, and boost corporate performances.
- Proven track record of quantifying targeted marketing efforts into measurable business results and designing and implementing cutting-edge solutions to create sustainable business value and maximize profitability and ROIs while reducing costs.
- Exceptional understanding of current business drivers in global market, with notable skills in areas of strategic road mapping, business case development, organizational structures, supply chain management, product innovation, and LEAN principle implementations.
- Dynamic leader, building and motivating teams to deliver top performances in international and multicultural environments across Europe, Asia, and the United States.

### KEY COMPETENCIES:

Strategic Management • Procurement/Sourcing • Product Innovation/Value Creation • Operations  
Program/Project Management • Product Portfolio Management • Strategic Road Mapping  
Change Management • Business Development • Supplier Partnership Management  
Process Engineering/Optimization • Communications • Cross-Functional/Multicultural Team Leadership

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## PROFESSIONAL EXPERIENCE

### XXXXXX, Europe Headquarters/ XXX, Poland • from 2003

XXX multinational electronics company, with over €23B in sales turnover and 115K employees worldwide. Worked for 2 product sectors: XXXX (B2B) and XXXXX(B2C).

### Senior Manager, Industrial Operations, Consumer Lifestyle Sector (2011–2014)

Directed cross-functional team of 50+, developing and implementing industrial footprint strategy for health & wellness business unit, with focus on European markets. Steered establishment of in-house manufacturing. Developed robust fit-to-market supply chain structure in areas of product and components sourcing and manufacturing, and supply chain setup on tactical and operational levels. Defined MoB (make or buy) business cases, analyzing areas of resources development, technology fit, and financial results. Built and expanded supply base, and optimized supply chain.

### Strategic Highlights

- Delivered 4–6% IGM (integral gross margin) improvement, 10%+ CLS (customer service level) improvement, and 20%+ FG (finished goods) inventory reduction along supply chain by driving strategic development and implementation of technology road map tailored to real-time market capabilities and trends on local level.
- Drove marked improvement of manufacturing flexibility via establishment of right balance between in-house manufacturing capacity and CM/OEM contract manufacturing.
- Orchestrated end-to-end LEAN program implementation, delivering 3% productivity improvement, 20% inventory reduction of component parts, and 10% inventory reduction of finished goods.
- Led 2 product family manufacturing transfers from North America to Europe, bringing in case value of €70M.
- Coordinated post-merger integration activities of manufacturing site, optimizing business processes and synchronizing manufacturing and supply chain processes.

### **Company XXXX (continued)**

- Recruited and trained 20+ staff members to drive capabilities development efforts for 2 European manufacturing sites. Efforts delivered engineering and procurement competency development in line with current market needs.
- Established critical partnerships with 7 new regional suppliers for 3 main commodities in support of manufacturing capacity increase, thereby strengthening supply chain structure.
- Fostered notable performance improvement across CM/OEM partners by implementing new KPI goals and leveraging relevant LEAN tools.

### **Program Manager, XXX Sector (2010–2011)**

Led road map development as part of initiative to strengthen product portfolio position in market segment. Developed and implemented strategies to create and introduce successful market distribution channels. Supported development and execution of product category strategy, focusing primarily on procurement and supply chain setup. Coordinated efforts of internal project teams and global external suppliers.

#### **Strategic Highlights**

- Delivered number of successful projects and programs to ensure realization of current business goals, with focus on areas of product development, procurement, and product industrialization.
- Introduced end-to-end engineering concept to enhance product portfolio. Led late customization of products based on proven business case, and ensured robust supply chain to support efforts. Resulted in significant IGM increase, customer service level improvement, and finished goods inventory reduction.
- Identified, pursued, and secured 2 new partner suppliers to incorporate unique competencies into product and technology creation process.

### **Product Marketing Manager, EMEA Region, XXXX Sector (2008–2010)**

Steered product creation process for defined product portfolio, and coordinated market introduction of products in line with IGM/EBITA targets. Developed market programs based on product road mapping, USPs (unique selling points), and long-term product line goals. Defined and implemented targeted strategies for channel distribution and key account management. Supervised marketing activities, ensuring optimum brand positioning in all market segments. Collaborated with local marketing teams. Oversaw top line sales and IGM management.

#### **Strategic Highlights**

- Spearheaded creation, implementation, and facilitation of Regional Annual Marketing Plan EMEA to coordinate and optimize efforts among local teams across 15 major country organizations.
- Targeted and penetrated low-mid segment through strategic new product creation and introduction efforts, resulting in 23%+ mid-segment sales growth and 46% EBIT growth.
- Boosted IGM by 4% while minimizing product/brand conflict and cannibalization through development and implementation of new channel strategy. Unified product lines within distribution channels (25% portfolio complexity reduction) to drive additional overall 2% IGM improvement.
- Delivered successful market introductions of 5 new product types to Western Europe B2B channel and dedicated Central Eastern European markets.
- Leveraged current brand positioning to increase overall category value.

### **Integral Project Manager, XXX Sector, XXX, Poland (2005–2008)**

Defined and analyzed financial, technical, and resources business cases for industrial investment, technology modernization, and new product industrialization, leading cross-functional and multinational teams of 40+. Focused strategy development on improving business performances and optimizing manufacturing costs. Led industrial project management across Europe, Asia, and North America.

## **Company XXX, Integral Project Manager (continued)**

### **Strategic Highlights**

- Generated 15% reduction in costs by leading manufacturing capacity extension (€5M investment project) that included new technology implementation and manufacturing process automation.
- Designed new outsourcing process setup based on defined criteria and KPIs, and established more cost flexible organization/process. Efforts resulting in and 10% overall cost reduction.
- Orchestrated relocation of manufacturing activity from Europe to Asia, overcoming cultural gaps to build strong multicultural teams while taking LEAN principles to next level.

### **Production Manager, XXXX Sector, XXX Poland (2003–2005)**

Led manufacturing department, including staff of 50. Coordinated LEAN implementation process on all levels. Supervised manufacturing and engineering processes to ensure highest level of quality assurance.

### **Strategic Highlights**

- Reduced costs by 6% by setting up project teams to improve production output via LEAN tool implementation.
- Extended production capacity by 25% by transferring technologies from XXX industrial sites to Poland.

**Career note:** Additional professional experience includes Product & Process Development Engineer, XXX Poland SA (2001–2003) and Trainee at XXX, Germany (2000). Details available on request.

## **EDUCATION**

### **Post Graduate Diploma in Business Strategy**

University of Economics, Poznan, Poland

### **Master of Science in Engineering**

University of Technology, Szczecin, Poland

## **CERTIFICATIONS**

Marketing Management (Management Centre Europe, Brussels, Belgium)  
Green Belt Certification

## **PROFESSIONAL DEVELOPMENT**

End 2 End LEAN Leadership Program ■ Leadership Development Program ■ Lean Executive (Gent University of Technology) ■ World Class Customer Experience Management ■ World Class Manufacturing ■ Finance for Non-Financial Managers ■ Multicultural Team and Change Management ■ Industrial Engineering Courses ■ Design for Six Sigma

## **TECHNICAL SKILLS**

MS Office Suite • SAP/ABAS (ERP Systems)

## **LANGUAGES**

Polish • English • German (Basic)