

Giuliano Almeida Marodin

Operations and Supply Chain Center
Management Science Department
Darla Moore School of Business
University of South Carolina
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Academic Employment

Management Science Department, University of South Carolina, Columbia, South Carolina
Aug 2020 – Present: Clinical Associate Professor Aug 2015 – Present: Fellow of the Operations and Supply Chain Center Aug 2015 – Aug 2020: Clinical Assistant Professor
Teaches undergraduate and master’s level courses on a broad range of operations and supply chain management, in particular in Lean Six Sigma and Continuous Improvement. Participates in curriculum development. Works with Moore School’s corporate partners, including those in the Operations and Supply Chain Center to identify student projects that will have specific assessment metrics. Advises students and actively manage student project teams through problem definition, issue identification, and development of project and work plans. Contributes to development of additional corporate partners to further enhance student placement upon graduation.
Department of Management Sciences, The Ohio State University, Columbus, Ohio
Aug 2014 - July 2015: Visiting Professor & Fellow of the Center for Operational Excellence
Conducted research about the beliefs and assumptions subsumed in lean as a management philosophy and to investigate how misalignments between individual values and their agreement to these lean beliefs and assumptions affect effectiveness and sustainability of lean implementation. Taught a core undergraduate course of “Introduction to Operations Management” in the Summer 2015. Advised and performed training on operations management best practices to companies that were members of the Center for Operational Excellence, Fisher College of Business (Nucor, Agrana and others). Attended to PhD Seminars. Prepared, published manuscripts and presented research findings in conferences (POMS and DSI).
Department of Industrial Engineering, Federal University of Rio Grande do Sul, Porto Alegre, Brazil
April 2013 - July 2014: Post-Doctoral Researcher & Adjunct Professor
Conducted research to understand how firms could better overcome barriers to their implementation of lean and continuous improvement programs and, once implemented, how these programs could be sustained for continued benefits in their operational performance. Taught undergraduate courses of operations management to students with major in Industrial Engineering. Advised undergraduate students. Provided services to the department, university and profession. Prepared, published manuscripts and presented research findings in conferences.
Department of Industrial Engineering, UNIVATES, Lajeado, Brazil
Aug 2009– Dec 2009: Adjunct Professor
Taught undergraduate courses in operations management to Industrial Engineering and other Engineering majors.
Business School, Federal University of Rio Grande do Sul, Porto Alegre, Brazil
March 2007 – Dec 2008: Adjunct Professor
Taught core operations management and supply chain management courses to undergraduate students of all majors.

Education

Ph.D. (Industrial Engineering), Federal University of Rio Grande do Sul, March 2013.	
Major Area:	Production Systems
Dissertation title:	Assessing risks in lean production implementation processes
Advisor:	Tarcísio Abreu Saurin
Academic Honors:	<ul style="list-style-type: none"> • Graduate student fellowship from Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES) • Doctoral student exchange program fellowship to be a visiting scholar at the Fisher College of Business, The Ohio State University, from May to September of 2012, Cnpq. • 2013 Emerging Economies Doctoral Student Award, Production and Operations Management Society (POMS)
Master (Industrial Engineering), Federal University of Rio Grande do Sul, March 2008.	
Major Area:	Production Systems
Dissertation title:	Guidelines for assessing lean production in manufacturing cells
Advisor:	Tarcísio Abreu Saurin
Academic Honors:	<ul style="list-style-type: none"> • Graduate student fellowship from Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES)
B.S. (Business Administration), Federal University of Rio Grande do Sul, August 2005	
Major Area:	Production and Systems
Academic Honors:	<ul style="list-style-type: none"> • Exchange student for a year (non-degree seeking) at the École Supérieure des Affaires, Université Pierre Mendès, Grenoble, France

Publications

Research Gate (read more than 48,000 times)

https://www.researchgate.net/profile/Giuliano_Marodin

Google Scholar (cited more than 1,700 times)

https://scholar.google.com/citations?user=x1_Rw0UAAAAJ&hl=en

Refereed papers

1. Henrique D.B., Filho M.G., Marodin G.A., Jabbour A.B., Chiappetta Jabbour C.J. (2020). "A framework to assess sustaining continuous improvement in lean healthcare." International Journal of Production Research, 1-20.
2. Seidel, A., Saurin, T.A., Tortorella, G., & Marodin, G.A. (2019). "How can general leadership theories help to expand the knowledge of lean leadership?", Production Planning and Control, 1-15.
3. Marodin, G. A., Frank, A., Tortorella, G.L., & Fettermann, D. C. (2019). "Lean production and operational performance in the Brazilian automotive supply chain", Total Quality Management & Business Excellence, v. 30, n. 3-4, pp. 370-385.
4. Pelizzon, A, Saurin, T., & Marodin, G.A. (2019). "Help chain: guidelines for design and operation in Lean Production Systems", Gestão & Produção, v. 25, n. 4, pp. 1-19.
5. Negrão, L., Godinho Filho, M., Ganga, G., Chopra, S., Thüerer, M., Sacomano Neto, M., & Marodin, G.A. (2019). "Lean Manufacturing Implementation in Regions with Scarce Resources: A Survey in the Amazon Region of Brazil", Management Decisions.
6. Marodin, G.A., Frank, A., Tortorella, G.L., & Netland, T. (2018). "Lean Product Development and Lean Production: Testing Moderation Effects", International Journal of Production Economics, v. 203, pp. 301-

7. Tortorella, G.L., Fettermann, D.C., Frank, A. Marodin, G.A. (2018). "Lean manufacturing implementation: leadership styles and contextual variables", International Journal of Operations and Production Management, v. 38, n. 5, pp. 1205-1227.
8. Calegari, L. P., Barbosa, J., Marodin, G. A., & Fettermann, D. C. (2018). A conjoint analysis to consumer choice in Brazil: Defining device attributes for recognizing customized foods characteristics. Food Research International, v. 109, pp. 1-13.
9. Marodin, G. A., Saurin, T. A., Tortorella, G.L., & Fettermann, D. C. (2018). "Model of risk interactions hindering lean production implementation", Gestão & Produção, v. 25, n. 4, pp. 696-712.
10. Enrique, D.V., Ayala, N.F., Ferreira Lima, M. J. R., Marodin, G.A., Gzara, L., Frank, A.G. (2018). "The use of ICT tools to support collaborative product development activities: evidences from Brazilian emerging industry", Production, Vol 28, pp. 1-13.
11. Tortorella, G. L., Miorando, R. Marodin, G. A. (2017). "Lean Supply Chain Management: empirical research on practices, contexts and performance." International Journal of Production Economics, v. 193, pp. 98-112.
12. Marodin, G.A., Frank, A., Tortorella, G.L., & Godinho Filho, M. (2017). "The moderating effect of Lean Supply Chain Management on the impact of Lean shop floor practices on Quality and Inventory Turnover," Supply Chain Management, v.22, No.6, p. 473-485.
13. Seidel, A., Saurin, T.A., Ribeiro, J. D., Marodin, G.A. (2017). Lean Leadership Competencies: A multi-method study. Management Decision, v. 55, No. 10, pp 2163-2180.
14. Anzanello, M., Mazzillo, C., Tortorella, G. L., Marodin, G. A. (2017) "Variable selection framework for allocating products to recommended replenishment models in VMI applications", Journal of Advances in Management Research, v.14, n. 2, 128-142.
15. Negrao, L., Godinho Filho, M., Marodin, G.A. (2017). "Lean practices and their effect on performance: literature review." Production Planning & Control, v. 28, n. 1, p. 33-56.
16. Tortorella, G.L. Fogliatto, F.S., Anzanello, M., Marodin, G.A., Garcia, M., Esteves, R.R. (2017) "Making the value flow: application of value stream mapping in a Brazilian public healthcare organization". Total Quality Management & Business Excellence, v. 28, n. 13-14, p. 1544-1558.
17. Tortorella, G.L., Marodin, G.A., Fettermann, D.C., Fogliatto, F.S. (2016). "Relationships between Lean Product Development enablers and problems". International Journal of Production Research, v. 54, n. 10, p. 2837-2855.
18. Marodin, G.A., Tortorella, G.L., Frank, A., & Saurin, T.A. (2016) "Contextual factors and Lean Production implementation in the Brazilian automotive supply chain". Supply Chain Management, v. 21, p. 417-432, 2016
19. Enrique, D. V., Bertoni, V. B., Paslauski, C. A., Marodin, G.A., Frank, A.G. (2016). "Study of the joint implementation of Information Technologies and Lean Practices." Journal of Lean Systems, v. 2, n. 3., p. 119-134.
20. Marodin, G.A., Saurin, T.A., Tortorella, G.L. & Denicol, J. (2015) "How context factors influence Lean production practices in manufacturing cells?". International Journal of Advanced Manufacturing Technology, 79 (5), 1389-1399.
21. Marodin, G.A., & Saurin, T. A. (2015). "Identificação, classificação e priorização de riscos na implantação da produção enxuta". Production Journal, v. 25, n. 4, p. 911-925.
22. Marodin, G.A., & Saurin, T. A. (2015). "Managing barriers to lean production implementation: context matters". International Journal of Production Research, 53(13), 3947-3962.
23. Tortorella, G. L., Marodin, G. A., Fogliatto, F. S., & Miorando, R. (2015). "Learning organisation and human resources management practices: an exploratory research in medium-sized enterprises undergoing a lean implementation". International Journal of Production Research, 53(13), 3989-4000.
24. Marodin, G. A., & Saurin, T. A. (2015). "Classification and relationships between risks that affect lean production implementation: a study in Southern Brazil". Journal of Manufacturing Technology Management, 26(1), 57-79.
25. Tortorella, G. L., Marodin, G. A., Miorando, R., & Seidel, A. (2015). "The impact of contextual variables on learning organization in firms that are implementing lean: a study in Southern Brazil". International Journal of Advanced Manufacturing Technology, 78(9-12), 1879-1892.
26. Flessas, M.; Rizzardi, V.; Tortorella, G.; Fettermann, D.; Marodin, G.A. (2015) "Layout performance indicators and systematic planning: a case study in a southern Brazilian restaurant". British Food Journal, 117(8).

27. Fettermann, D.C.; Echeveste, M.; Tortorella, G., & Marodin, G (2015). Benefícios e os fatores de sucesso na cooperação com o fornecedor durante o processo de desenvolvimento de produto. *Espacios* (Caracas), v. 36, p. 17, 2015.
28. Escobar, L., Rodrigues, C., Tortorella, G., Denicol, J. & Marodin, G.A. (2014). “Índice de satisfação geral (ISG) aplicado a pesquisa de clima organizacional: uma nova abordagem voltada a instituições bancárias”. *Espacios* (Caracas), 35(12).
29. Flessas, M., Rizzardí, V. M., Tortorella, G., Denicol, J., & Marodin, G.A. (2014) “Planejamento sistemático de layout aplicado à cozinha industrial de um restaurante temático”. *Revista Produção em Foco*, 4(2), 449-480.
30. Fettermann, D., Marodin, G.A., Martins, V.L.M., Pereira, J.P.C.N. (2014). “Avaliação comercial da utilização do toolkit para customização online de automóveis”. *Revista Produção em Foco*, 4(2), 367-387.
31. Fettermann, D., Guerra, K., Mano, Marodin, G. A (2014). method for fraud detection in water supply system. *Interciencia* (0378-1844), 40 (2), p. 114.
32. Marodin, G. A., Saurin, T. A. & Fettermann, D.C. (2014) “Uma sistemática para a avaliação de riscos na implantação de produção enxuta”. *Revista Produção Online*, v. 14, p. 364-401.
33. Tortorella, G. L., Fogliatto, F. S., Marodin, G. A., Vieira, J.F.F., Denicol, J. (2014) “Dimensões do aprendizado organizacional: variáveis contextuais em empresas em implementação enxuta”. *Revista Produção Online*, v. 14.
34. Marodin, G. A., & Saurin, T. A. (2013). “Implementing lean production systems: research areas and opportunities for future studies”. *International Journal of Production Research*, 51(22), 6663-6680.
35. Marodin, G. A., & Saurin, T. A. (2013). “A influência das práticas de produção enxuta nos atributos qualificadores das células de manufatura”. *Revista Produção Online*, v. 13, p. 1252.
36. Marodin, G. A., Eckert, C.P., & Saurin, T. A., G. (2012). “Avançando na implantação da logística interna lean”. *Revista Produção Online*, v. 12, p. 455, 2012.
37. Saurin, T.A., Marodin, G. A., & Ribeiro, J. L. D. (2011). “A framework for assessing the use of lean production practices in manufacturing cells”. *International Journal of Production Research*, 49(11), 3211-3230.
38. Saurin, T.A., Ribeiro, J. L. D., & Marodin, G. A. (2010). “Identificação de oportunidades de pesquisa a partir de um levantamento da implantação da produção enxuta em empresas do Brasil e do exterior”. *Gestão & Produção*, v. 17, p. 829-841.
39. Marodin, G. A., & Saurin, T. A. (2007). Modelo de avaliação de arranjos físicos sob a ótica da manufatura celular. *Revista Gestão Industrial*, v. 3, p. 66-86.

Special Issue Editorials

1. Marodin, G., Tortorella, G.L., Saurin, T.A. Guest Editorial at the Special Issue of the “IV Conference of Lean Systems” at the *Produto & Produção* journal, December, 2014.

Books and Book Chapters

1. Marodin, G., Saurin, T.A., Tortorella, G.L. (2015) *Gestão de riscos em processos de implantação de produção enxuta*. Novas Edições Acadêmicas, ISBN: 978-3-639-83965-
2. Tortorella, G. L., Fetterman, D.C., Fogliatto, F., Marodin, G. A. (2015) “Lean Product Development (LPD) enablers for product development process improvement”, 31-57, In: Davin, P. *Research Advances in Industrial Engineering*, Springer.
3. Tortorella, G. L., Marodin, G. A. (2015). “Dimensions of learning organization and contextual factors: an exploratory study in companies undergoing a lean implementation”. In: Lewis, H. “Organizational Learning: Individual Differences, Technologies and Impact of Teaching”, Nova Science Publishers: NY, USA.

Conference presentations

1. Marodin, G.A., Frank, A., & Tortorella, G. L. "Lean Production, Information and Communication Technologies and Operational Performance", Production and Operations Management Society Annual Meeting - POMS, Houston, 2018.
2. Marodin, G.A., Tortorella, G.L., Frank, A., & Godinho Filho, M. "The Impact of Lean Supply Chain Management on Quality and Inventory". Decision Science Institute Annual Meeting (DSI), Washington, November 2017.
3. Marodin, G.A, Frank, A., Tortorella, G. & Fettermann, D. "The Impact of Lean Product Development and Lean Shop Floor Practices on Quality and Inventory". Production and Operations Management Society Annual Meeting - POMS, Orlando, 2016.
4. Seidel, A.; Saurin, T. A. & Marodin, G. "Lean Leadership, Lean Shop Floor Practices, and Operational Performance." Production and Operations Management Society Annual Meeting - POMS, Orlando, 2016.
5. Marodin, G.A., Rungtusanatham, M., Ward, P. & Wilk, S. "Beliefs and assumptions embedded in lean: a multi-method study". POMS Annual Meeting, May, Washington, 2015.
6. Marodin, G. A., & Saurin, T.A. Barriers to Lean Production Implementation: Validating a Framework through a Case Study. Decision Science Institute Annual Meeting (DSI), Tampa, November 2014.
7. Marodin, G. A., Tortorella, G., Saurin, T. A. & Seidel, A. "Factors that affect Lean Production practices implementation in manufacturing cells". Decision Science Institute Annual Meeting (DSI), Tampa, November 2014.
8. Marodin, G. A., & Saurin, T. A. "Towards a model to understand risk factors that affect the lean production implementation". Production and Operations Management Society (POMS) Annual Meeting, Denver CO, May 2013.
9. Marodin, G., & Fensterseifer, J. "Using manufacturing strategy to develop focused factories: a case study". International Conference of the Production and Operation Management Society (POMS), Rio de Janeiro. 2007.
10. Marodin, G., & Saurin, T.A. "A model for assessing layouts from a cellular manufacturing perspective: results of two case studies". International Conference of the Production and Operation Management Society (POMS), Rio de Janeiro. 2007.

Industry Presentation

- Speaker at the "4th Annual - Supply Chain Continuous Improvement Conference, organized by Syracuse University & University of South Carolina & APICS, Syracuse, New York, March, 2017.
- Speaker at the "Leading Through Excellence: COE Summit 2015", organized by the Centre for Operational Excellence, Fisher College of Business, The Ohio State University, US, April 2015.
- Speaker at the "2nd South Brazilian Forum of Lean Manufacturing", organized by the SindiMetal, Brazil, 2013.
- Speaker at the "Continuous Improvement Week", organized by AGCO Brasil, Brazil, 2011.
- Lean Summit 2010", organized by Lean Institute Brasil, August, 2010.
- Speaker at the "Continuous Improvement Week", organized by AGCO Brasil, Brazil, 2010.
- Speaker at the "Committee of Entrepreneurship" of the American Chamber of Commerce (AMCHAM), Porto Alegre, Brazil, 2008.

Professional Experience

Lean Institute Brasil – Lean Global Network, Porto Alegre, Brazil	
March 2008 – Aug 2014	<i>Consultant</i>
Lead workshop activities and guided lean implementation in several national and global companies (e.g. Philip Morris, Parker Hannifin, Stihl, Dana, Whirlpool, John Deere, Legrand). Also he was responsible for creating, presenting and negotiating business proposals and contracts. Workshops included several Lean practices, such as Value Stream Mapping, Pull Systems/Kanban, Kaizen and Continuous Improvement, Lean Internal Logistics, Visual Management, Creating Continuous Flow, Standardized Work and others. Worked with more than 30 different companies in more than 40 consulting projects.	
Kybernetics Consulting, Porto Alegre, Brazil	
Aug 2005 – Dec 2014	<i>Co-owner and Project Manager</i>
Managed projects and implemented tools and techniques to improve operational performance, especially those related to lean management systems in more than 25 Brazilian national firms and several global companies (e.g. Fluid Management, Yara International, British American Tabaco, GKN Driveline). Workshops included several Lean practices, such as Value Stream Mapping, Pull Systems/Kanban, Kaizen and Continuous Improvement, Lean Internal Logistics, Visual Management, Creating Continuous Flow, Standardized Work, Daily Management, Lean Leadership and others. Worked with more than 20 different companies in more than 30 consulting projects.	
Hypertac France Ltd, Rouen, France	
May 2004 – Sept 2004	<i>Purchasing Intern</i>
Worked as a buyer of products from French and international suppliers (US, Italy, England, Germany, etc.) and helped to improve and standardize logistics and purchase processes.	

Service

AT Moore School of Business, University of South Carolina

- Mentoring student teams every semester on Operations and Supply Chain Capstone Consulting Projects with OSC Centre partner companies, such as Alpek, Avaya, BMW, Atrium HeathCare, Coca-Cola Consolidated, Continental Tires, Cummins, Electrolux, Sonoco and Textron (2015 – present)
- Member of the Operations and Supply Chain Major Curriculum Revision Committee (2019-present)
- Chair of a Search Committee for a Global Supply Chain and Operations Management Full-time Lecturer Position (2017)
- Thesis Director for the Honors Thesis of Lyndsey Wilson entitled “Evaluating replenishment systems in make-to-order firms”, Spring 2018
- Thesis Director for the Honors Thesis of Christopher Messer entitled “Phi Sigma Kappa Process Improvement Thesis”, Spring 2016
- Faculty Advisor of the Phi Sigma Kappa fraternity (student organization) (2015 – 2018)
- Member of a Search Committee for an Information Technology Clinical Professor position (2016)
- Member of a Search Committee for an Information Technology Full-Time Instructor position (2016)

AT Department of Industrial Engineering, Federal University of Rio Grande do Sul, Brazil

- Member of a PhD Committee of Marlon Soliman, Dissertation entitled “The impact of Lean Production Systems at the Complexity of Production Systems”, 2016.
- Member of 4 Masters’ Thesis Committees
- Member of 11 Undergraduate Thesis Committees

Service to the Profession

- Chair of the Invited Section of “New trends in achieving Operational Excellence”, Production and Operations Management Annual Meeting, Minneapolis, 2020.
- Member of the Editorial Board of the “VI Conference of Lean Systems”, held at Pontificia Universidade Católica of Parana, Curitiba, Brazil, June 2016.
- Member of the Consulting Committee for “Gestão e Produção” journal (2016 – present).
- Session Chair on “Manufacturing Empirical Research” at Production and Operation Management Society (POMS) Annual Meeting, Washington, 2015.
- Session Chair on “Implementing Lean Practices and Tools in Manufacturing and Non-Manufacturing Settings” at the Decision Science Institute Annual Conference, Tampa, 2014
- Program Manager and Proceedings Editor for the “IV Conference of Lean Systems”, held at the Federal University of Rio Grande do Sul, Porto Alegre, Brazil, May 2014.
- Reviewer for Production Planning and Control (2019 – present)
- Reviewer for International Journal of Operations and Production Management (2018 – present)
- Reviewer for Total Quality Management and Business Excellence (2017 – present)
- Reviewer for Production and Operations Management (2016 – present)
- Reviewer for International Journal of Production Economics (2013 – present)
- Reviewer for Journal of Manufacturing Technology Management (2015 – present)
- Reviewer for Gestão & Produção (2013 – present)
- Reviewer for Production journal (2012 – present)
- Reviewer for a conference: Academy of Management Annual Meeting (2012)
- Reviewer for International Journal of Production Research (2011 – present)
- Session Chair of “Global Applications for JIT, TQM and TOC”, International Conference of the Production and Operation Management Society (POMS), Rio de Janeiro, 2007.

Capstone Consulting Projects Conducted as Senior Consultant for the Operations and Supply Chain Center at University of South Carolina

Alpek Polyester

Fall 2020 – Improving Project Management in Logistics Department
Spring 2020 – Reducing transportation and storage costs in rail logistic network
Fall 2019 – Improving railyard utilization: reducing number of rail cars on site

Atrium Healthcare

Spring 2019 - Operating Room Supply Chain Efficiency Process Improvement
Fall 2018 – Assessing and Improving the Low-Level Equipment Cleaning Process at CMC
Spring 2018 - CHS Lincoln Supply Chain Evaluation and Redesign
Fall 2017 - CHS DC Delivery Truck Route Optimization

Avaya

Fall 2016 – Improving raw component purchasing and inventory management strategies
Spring 2016 – Reducing cost in the billing adjustment process
Fall 2015 – Improving demand forecast with sales funnel forecasting

BMW

Fall 2018 – Improving inventory accuracy of test car parts
Spring 2018 – Reducing trailer dwell time in BMW Greer plant
Fall 2017 - Optimizing rounding quantity and mixed pallets deliveries
Spring 2017– Improving service parts readiness for new models launch
Fall 2016 – Calculating Safety Lead time for material planning and orders

Continental Tires

Fall 2020 – Reducing Order to Delivery times of tires from San Luis Potosi plant to US Warehouses
Spring 2020 – Improving tread tires supply chain replenishment processes

Coca-Cola Bottling Consolidated

Fall 2015 – Improving shop floor daily communication – KPI boards

Cummins

Spring 2018 – Value Stream Mapping of Beta line product family
Fall 2017 - Demand Management with International Inbound Transportation
Spring 2017 - Transportation cost reduction opportunities with parcel shipments

Electrolux

Spring 2020 – Attracting top candidates to entry level positions in a manufacturing environment
Fall 2019 – Supply base consignment and VMI strategy analysis
Spring 2019 – Improving raw material inventory management in Juarez Mexico campus
Fall 2018 - Volume vs. Price Analysis and Methodology Consolidation (VPAMEC)

Sonoco Packaging

Spring 2019 – Southeast region warehouse optimization strategy for Sonoco packaging
Spring 2018 - Sonoco Elk Grove, Illinois forming films inventory reduction
Spring 2017 - Inventory replenishment process improvement for reels division
Spring 2016 – Inventory management process improvement at Sonoco Flexibles division

Textron

Fall 2017 - Improving Inventory Accuracy
Spring 2017 - Scheduling the Plant to gain Shipment Linearity
Fall 2016 – Re-designing TSV fabrication facility layout to improve flow and prepare for expansion
Spring 2016 – Designing sub-assembly operations for TSV High-School & Manufacturing program