

Marco Saitta



German-speaking industrial transformation leader with 20+ years of experience across EMSTEEL, ArcelorMittal and Linde Engineering, including 15+ years delivering complex transformation, PMO and value-creation programmes. Hands-on track record translating strategic priorities into governed workstreams, measurable KPIs and finance-validated P&L impact—including AED 269M+ in EBITDA improvement across 13 sites and 300+ initiatives. Experienced in aligning senior executives, plant management and cross-functional teams, removing execution barriers and driving sustainable operational change in international matrix organisations. German-Italian citizen with unrestricted German work authorisation; fluent in German and English and prepared for an onsite assignment.

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📍 Abu Dhabi, UAE

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WORK EXPERIENCE

Director, Business Transformation – Group CEO Office

EMSTEEL Group

Abu Dhabi, UAE

2022 – Present

- Spearheaded the Group's value-creation and transformation programme, 'ValuePlus', delivering AED 269M+ EBITDA against baseline by implementing standardised KPIs, cadence-based performance reviews, and a cross-site Community of Practice, rather than relying on one-off cost actions.
- Engineered and deployed the Group operating model's performance management framework, encompassing KPI architecture, governance cadence, business-case discipline, and value verification with Finance across multiple business units and production sites; this framework was subsequently utilised to assess and integrate acquired assets.
- Established the governance cadence for global knowledge transfer, translating Group standards into site-level execution and facilitating the upward flow of best practices from the plant floor to the central team through a structured 'best-month' benchmarking method across all plants.
- Provided direct executive support to the Group CEO, focusing on board readiness, strategic reviews, and operational interventions across the entire portfolio.

Head of Business Transformation

EMSTEEL Group

Abu Dhabi, UAE

2019 – 2022

- Collaborated with McKinsey to define a comprehensive five-year transformation strategy, subsequently leading the transformation office and achieving \$149M in verified savings through the programme preceding 'ValuePlus'.

Manager, Procurement Excellence | Safety Transformation Lead

EMSTEEL Group

Abu Dhabi, UAE

2014 – 2019

- Transformed procurement through SAP Ariba, category management and supplier-performance analytics, delivering €46M in savings, increasing contract coverage from 9% to 80%, and reducing lead times from 78 to 10 days.
- Concurrently led the Group-wide Safety Excellence transformation with DuPont, applying Kaizen and frontline daily-management practices to reduce the Lost Time Injury rate by 90%, from 0.5 to 0.05.

- Led the cross-business operational diagnostic that identified the EBITDA opportunity pipeline subsequently implemented through the enterprise transformation programme.

Manager, PMI Optimization & Procurement Transformation, CEO Office

ArcelorMittal

Paris, France

2009 – 2014

- Led procurement transformation and post-merger integration across 17 European steel plants, connecting CEO Office priorities with plant-level execution.
- Harmonised procurement strategies across Southern France and Italy with Group objectives, coordinating stakeholders across multiple sites and functions.
- Established and led a continuous-improvement “Progress Cell” for spare-parts and warehouse management, implementing just-in-time inventory and consignment-stock solutions.

Manager, Post-Merger Integration (Navigator)

ArcelorMittal

Chicago, USA

2007 – 2009

- Applied Total Cost of Ownership (TCO) methodology across 12 NAFTA plants (US, Canada, Mexico), coordinating 12 project teams and presenting findings to an ArcelorMittal Board member.
- Within a project scope of approximately \$2.4B TCO, identified a savings target of 12% on solid fuels and verified delivered savings of \$9M on solid fuels and \$12M on metallics.

Project Engineer

Linde Engineering

Munich, Germany

2001 – 2004

- Managed the delivery of engineering projects for industrial gas plants.
- Developed a foundational understanding of German industrial engineering principles, which has significantly influenced my operational and engineering discipline throughout my subsequent industrial career.

EDUCATION

Master of Business Administration (MBA)

IESE Business School

Barcelona, Spain

2005 – 2007

Dipl.-Ing. (FH) - Mechanical Engineering

University of Applied Sciences Munich (Hochschule München)

Munich, Germany

1996 – 2000

LANGUAGES

German

native 

Italian

native 

English

full professional (C2) 

French

full professional (C1) 