

Olivier H. Larue

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PROFESSIONAL HISTORY

More than 20 years of international experience leading clients from *Fortune 500* to minority companies in the design and implementation of industrial engineering business solutions. Expert knowledge and hands-on experience of the Toyota Production System/lean manufacturing. Proficiency in supply chain management and Six Sigma. Excellent ability to work with individuals at all levels of a complex organization, from the president to the shop floor team members. Documented client savings exceed two billion dollars. Formation of Lean-Sigma disciples worldwide.

AREAS OF EXPERTISE

- Toyota Production System / Lean Enterprising
- Operational Cost Estimation
- Manufacturing Strategy
- Scientific Problem Solving
- Change Management
- Human / Team Development

PROFESSIONAL EXPERIENCE

YDATUM OPERATIONS MANAGEMENT ENGINEERING, Danville, CA (2000-present)

Senior Consultant

Responsible for the development and delivery of best operational practices and methods. Lead business development and project execution of industrial engineering solutions at client sites. Support TSSC, Inc. project companies.

Sample of Current Engagements (not including Genentech, Metalsa, Dana)

- Merck Pharmaceuticals, West Point, PA (2007 to present). \$22 billion in sales.
 - Hired to direct the lean implementation at Merck Manufacturing US and Europe, develop an internal high performance Lean consulting division. Total contribution: \$1.9 billion increase in sales and savings combined.
- Magna Corporation, Intier Plant, Nashville, IL (2006 to present). \$22 billion in sales.
 - Managing TSSC, Inc.'s TPS/lean implementation for new '07 Camry interior trim at Intier plant. Increased efficiency by over 50%.
- Federal Mogul Corporation, Skokie, IL (2006 to present). \$7 billion in sales.
 - Hired to train and develop high level experts in the lean corporate office through advanced hands-on workshops and seminars. Hired to evaluate current lean practices at the Skokie plant.
- MOOG, Inc., Torrance, CA (2001 to present). \$800 million in sales
 - Deployment of lean in high-precision commercial and military job shop.
 - Reduced operational lead-time from 8 months to 2 months. Cost and quality results available upon request to non-competitive organizations.
 - Responsible for implementation of Lean Systems in the design of Boeing 7E7 high lift systems. On-target to reduce project cost from \$15 million to \$8 million per system.

Completed Engagements

- Takata North and South America, Greensboro, NC (2000 to 2007). \$1.2 billion in sales
 - Operational strategy and cross-cultural lean implementation to support world-class, vertically-integrated manufacturing system for steering wheels, airbags and seatbelt restraints from North America to Brazil.
 - Reduced operational lead-time from 4 weeks to 4 days. Reduced operational cost by 16% per year.
- AMO/Visx Corporation, Santa Clara, CA (2004 to 2005). \$1 billion in sales.
 - Shop-floor implementation of lean operational practices for large equipment used in surgical vision correction. Total operational lead-time reduction from 24 days to 3 days resulting in make-to-order production system. Site readiness to support merger.

- Robert Bosch Corporation, Clarksville, TN (2006 to present). \$7 billion in sales.
 - Hired to establish and implement material handling system in operation. Eliminated 12 operations.
- ATMI, Napa, CA (2000-2001). \$270 million in sales.
 - Responsible for the design and implementation of assembly line for high-tech capital equipment.
 - Reduced lead-time from 9.7 days to 1 day. Reduced labor cost from \$2,292,160 to \$844,480. Reduced cost of material from \$379,940 to \$60,980. Reduced capital cost from \$55,259 to \$27,625. Improved overall process cost by 130%.
- Clear Com, Emeryville, CA (2001). Vitec Group Communications, UK.
 - Lead the implementation of lean manufacturing in a low-volume, diversified PCB manufacturing environment, producing large made-to-order intercom systems.
 - Reduced lead-time from 8 weeks to 3 weeks. Reduced manufacturing cost by 18%.

TOYOTA MOTOR MANUFACTURING NORTH AMERICA, Erlanger, KY (1996–2000)

Toyota Supplier Support Center (TSSC, Inc.)

Selected for elite team of high-priority strategic initiative to participate in the development of Toyota's internal and external manufacturing system capability in North America. Responsible for the implementation and advancement of the Toyota Production System (TPS) at Toyota's North American manufacturing plants, selected supplier sites and other American companies seeking to develop their own version of the Toyota Production System.

- New United Motor Manufacturing Inc. (NUMMI), Fremont, CA (1999-2000)
- Canada Auto Parts Toyota Inc., British Columbia, Canada (1998)
- Toyota Motor Manufacturing Kentucky, Georgetown, KY (1996-1997)
- Gentex Corporation, Zeeland, MI (1997-1999) - results published in *Wall Street Journal*; 3/15/2001
- Delphi, Dayton, OH; AutoLive, Ogdon, UT; ITT Industries, Juarez, Mexico (1996-1997)
- Viking Range Corporation, Greenwood, MS (1999)
- Coach Leather, Carlstadt, NJ (1997-1998)
- MiCo Industries, Grand Rapids, MI (1997-1999)
- Herman-Miller, Spring Lake, MI (1996)

LEEMAK, INC., Milpitas, CA (1991–1996)

Silicon Valley-based independent management consulting firm

Led large projects in the design and implementation of quality management systems. Six Sigma Black Belt. Led teams in business strategy formulation, business process re-engineering, operations improvement and technology integration. Managed and developed staff consultants at customer sites and delivered seminars and workshops worldwide. Yielded measurable financial results and behavioral changes.

EDUCATION AND PUBLIC ENGAGEMENTS

Education

- MS International Business (8/1988 – 7/1990), Saint Mary's College, Graduate School of Business, Moraga, CA
- BS Finance and Economics (9/1984 – 6/1988), University of Hoch, Economic Sciences and Management, Rennes, France

Professional Affiliations

- Senior Member, Society of Manufacturing Engineers (SME)

Professional Speaking Engagement:

- *Building Confidence in Lean Manufacturing*, Society of Manufacturing Engineers (SME)
- *Lean Summit* (Lean Institute, Hartford, CT)
- *Applied Materials LSA Lean Conferences*, San Jose, CA and Austin, TX
- *University of California at Berkeley, Civil Engineering Graduate Program*

Special Skills and Qualifications

- Bilingual French/English, entry-level Spanish