

GLOBAL OPERATIONS LEADER

A leader with extensive problem-solving experience in all aspects of Operations and Supply Chain including: Procurement, Manufacturing, Product Development, Demand and Supply Planning, Distribution and Customer Care with full P&L responsibilities. Hands-on, results focused leader, with multi-site and multi-discipline management experience in fast-moving consumer goods and luxury beauty industries. Recognized for effective analysis of existing operations, identification of problems and opportunities, and mobilization of teams to develop and implement enhanced solutions and strategic plans. Demonstrated leadership in change management and continuous improvement for increased shareholder value. Career highlights include:

- Consulting & Advisory proprietorship within dietary supplement and cosmetics industries
- Led two L'Oréal operational divisions through supply chain and manufacturing rationalization/reorganization: plant extensions, plant closures, production transfers, distribution network rationalizations and MRP transitions.
- Headed four industrial plants of which two were unionized; improved all key performance indicators (KPIs).
- Developed top-performing talent and fostered employee engagement through mentoring/coaching/integration programs, succession planning, employee survey, communication strategy, and union avoidance programs.

PROFESSIONAL EXPERIENCE

CONSULTING & ADVISORY

Proprietorship

2016 – Present

Provide consultancy to private equity firms in the fast-moving consumer goods industries. Offering improved profit, due diligence evaluation, operations integration solutions, customer fulfillment improvement, structure optimization, leadership development and team performance.

- Integrated acquisitions for growing private equities
- Boosted efficiency
- Developed Global Supply Chain Operation

GROUPE L'ORÉAL from 1995 to 2015 (\$25.8 billion consolidated sales, \$3.89 billion operating profit)

Operations Senior Vice President – Americas Corporate

2014 – 2015

L'ORÉAL USA

Responsible for the Hispanic (sales of \$1.35 billion) manufacturing and supply chain strategic plans and investments.

- Engineered the manufacturing solution for the Southern Cone of South-America (500 million units). Established product sourcing strategies: compared capacity, product needs and landed costs
- Implemented solutions to Argentina's governmental importation constraint (65 million units)
- Supported the San Luis Potosi Mexico plant expansion (170 million units, 440,000 square feet)
- Contributed to the Hispanic zone supply chain and logistics network strategy (14 facilities, 770 million units)

Operations Senior Vice President – Professional Product Division

2009 – 2013

L'ORÉAL USA

Overall direction of the L'ORÉAL Professional Product Division Operation in North America (\$1.35 billion sales). Direct responsibilities included: Product Development, Manufacturing, Demand and Supply Planning, Physical Distribution and Customer Care totaling an annual operating budget of \$495 million with 1690 employees.

- Reorganized and integrated the SalonCentric structures and systems within the Professional Product Division (service level improvement of 11%, shrinkage reduction of \$465K and inventory reduction of \$35M)
- Optimized the SalonCentric physical distribution network going from 15 to 6 distribution centers serving 48 states. This resulted in 10 distribution center closures, 3 distribution center extensions, 1 new distribution center construction, 1 new corporate office construction and the transition of 11 different IT systems to SAP (annual operating saving of \$9M and a headcount saving of 260)
- Consolidated shampoo and conditioner productions resulting in the closure of the Solon plant (130Munits) and the transfer of production to the Kentucky and Montreal manufacturing facilities (more than \$10M annual saving)
- Integrated ESSIE operations (also directly involved in the due diligence of this 2010 acquisition)
- Improved supply chain talent and organized tailor-made induction for SalonCentric operation employees

**Operations Senior Vice President – Luxury & Active Cosmetic Divisions
L'ORÉAL USA** **2008 – 2009**

Overall direction of the L'ORÉAL Luxury and Active Cosmetic Divisions Operation in North America (\$1.1 billion sales). Direct responsibilities as above totaling an annual operating budget of \$245 million with 700 employees.

- Improved new product development on time delivery from 68% to 92% by leading a launch process reengineering
- Reengineered logistics processes to improve flexibility and reactivity, and achieved 10% of SKU rationalization, 4% format rationalization and 15% reduction of total inventory
- Reduced finished goods cost by an average of 7% every year and reduce cost to serve by 2%

**Manufacturing Vice President – Clark Consumer Product Division plant
L'ORÉAL USA** **2006 – 2008**

Overall direction of a unionized L'ORÉAL Consumer Product Division facility producing 160 million units with an operating budget of \$175 million and 390 employees. Direct responsibilities included HR, Finance, Procurement, Logistics, Production Units (2), Quality and Engineering.

- Created an inclusive culture where management and unionized employees were actively collaborating; injected talent
- Decreased consumer complaints by 20% compared to the previous years; decreased FG rejects to 1.2% from 1.7%
- Improved service level from 94.1% to 98.5% (reduced monthly cuts from \$2,813k to \$641k) by increasing plan achievement from 91.1% to 98.2%
- Obtained positive accounting results for the first time in 5 years with significant efficiencies and losses improvement

**Manufacturing Vice President – Franklin Consumer Product Division plant
L'ORÉAL USA** **2004 – 2006**

Overall direction of a L'ORÉAL Consumer Product Division facility producing 165 million units with an operating budget of \$200 million and 425 employees.

- Improved customer service results by raising product availability to 99.6% and delivering all 82 launches, 7-line extensions and 53 promotional programs on time while reducing in-plant inventory by 10 DOS
- Achieved 8% cost reduction with a plant productivity of 18%, tight control on temporary needs and overtime, and substantial purchasing actions and projects

**Manufacturing Vice President – Montreal Professional Product Division plant
L'ORÉAL Canada** **2000 – 2004**

Overall direction of a unionized L'ORÉAL Professional Division facility producing 135 million units with an operating budget of \$127 million and 270 employees.

**Group Leader – Production & Logistique, Direction Générale Technique
L'ORÉAL France** **1999 – 2000**

**Production Director – UPI of Laboratoires Industriels de Vichy, Active Cosmetic Division
L'ORÉAL France** **1998 – 1999**

**Engineering Director – Montreal plant
L'ORÉAL Canada** **1995 – 1998**

NATIONAL SILICATES LTD from 1989 to 1995 (An affiliate of the private PQ Corporation)

Plant Manager – Valleyfield Plant, Canada **1992 – 1995**

Unit Production Manager – Valleyfield Plant, Canada **1989 – 1992**

EDUCATION

MBA, Management & Finance, H.E.C. University of Montreal, Canada
B.Sc., Mechanical Engineering, University of Sherbrooke, Canada

PROFESSIONAL DEVELOPMENT

ASC, Director/Board member Governance Certification – LAVAL UNIVERSITY, Canada
Executive Management Program – C.E.D.E.P. INSEAD, FRANCE