

# “Partnering in delivering value”

Benoît Pomerleau, B.Eng., MBA

# Areas of expertise

---

Operational risk assessment

New product introduction to operations

Efficient configuration of the value chain

Extended-Enterprise architecture and governance

Operational execution and leadership

# Dealing with operational issues such as:

---

- ❑ Industrialization and new product transfer to operations
- ❑ Relationship with major customers in transportation industry
- ❑ Multidimensional risks related to on-time project delivery
- ❑ Recurrence in operational performance gap
- ❑ Current state status / Desired future state design and transition plan
- ❑ Operational efficiency / Core competencies focus
- ❑ Operational business process maturity level
- ❑ Operational process alignment on strategy / Asset readiness
- ❑ Value stream configuration / Lean structure / Operational agility

# Services

---

- ❑ Operational assessment
- ❑ Operational value analysis
- ❑ Operational strategy
- ❑ Operational structure
- ❑ Operational execution and leadership

# Operational assessment

---

- On-time new product launch
- Project / Supplier readiness
- Performance management
- Cross functional risk assessment
  - ❑ Manufacturing readiness assessment on 6 perspectives (Design, Infrastructure, Supply chain, Capacity, Performance and Intangible assets). Contingency plan
  - ❑ Business process maturity level and project delivery capability appraisal
  - ❑ Root cause analysis for operational performance gaps and recovery plan
  - ❑ Operational / Project related cross functional risk evaluation

# Operational value analysis

---

- Value stream analysis
- Core competencies focus
- Outsourcing
  - ❑ Value stream mapping and analysis leading to in-sourcing / outsourcing decision
  - ❑ Operational processes realignment on strategy and focus on enterprise value creation drivers
  - ❑ Outsourcing: supplier selection, qualification and integration through Extended Enterprise framework

# Operational structure

---

- Competitive advantage
- Key processes optimization
- Outsourcing leverage
- Supplier integration
  - ❑ End-to-end value stream configuration and integration
  - ❑ Operational business processes streamlining
  - ❑ Core processes optimization (Plan, Source, Make, Deliver, Return – SCOR model)
  - ❑ Information and management system appraisal (ERP, PLM, CM, CRM, etc.)
  - ❑ Supply / Demand synchronization in value stream
  - ❑ Extended-Enterprise architecture

# Operational strategy

---

- Strategic positioning
- Operational process alignment on strategic theme
- Human and information capital readiness
- Operational plan
  - ❑ Business ecosystem analysis and strategy map layout (4 perspectives: Finance, Customer, Process, Assets)
  - ❑ Operational processes alignment on customer value proposal and shareholders outlook (short term productivity and long term growth)
  - ❑ Human and information capital readiness to strategic operational initiatives. Close competency profile gap.
  - ❑ Operational plan and balanced scorecard



# Operational execution and leadership

---

- Additional capable operational bandwidth
- Project carry out focus
- Time-shared operational leader
  - ❑ Conducting on-site response / Field intervention
  - ❑ Transitory lead on key project realization
  - ❑ Taking charge on restructuring / recovery plan
  - ❑ Additional capability in operational role (planning, sourcing, procurement, contract administration, manufacturing execution, project management, etc.)
  - ❑ Interim operational leadership

# Value add

---

- Profile:

- ❑ B.Eng. Manufacturing system and eMBA
- ❑ Over 25 years in product development and manufacturing within different scale organizations / international exposure
- ❑ Over 15 years in leadership role (Owner, GM, VP, Director) in start-ups and growing technology focus businesses
- ❑ Proficiency in business processes and infrastructure linked to operations, product development and new product introduction
- ❑ Recognized skills in supplier selection and integration within Extended-Enterprise framework

- Industries:

- ❑ Electronics
- ❑ Transportation
- ❑ Medical devices

# Links

---

**bconseils**  
Performance opérationnelle

