

Arnaud Rager

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VICE PRESIDENT BUSINESS TRANSFORMATION

Pharma | Biotech | Medical Devices | Aerospace | Semiconductors

EXPERTISE

Strategy Planning, Deployment & Execution | Business Analytics

Portfolio/Program/Project Management | Process Excellence | Change Management

PROFESSIONAL EXPERIENCE

Bio-Rad Laboratories • Hercules, CA

11/20 - Present

Vice President, Business Planning & Transformation

Transformed fragmented objective processes into a holistic strategy planning, deployment and execution process.

- Created a customized approach to Strategy Planning and Deployment and trained groups across the company through workshops.
- Initiated and implemented new Mission, Vision, Values for Bio-Rad.
- Designed and facilitated Executive meetings from the C-Suite to 70+ top leaders.
- Created the Balanced Scorecard & owned a portfolio of KPI improvement projects for Scrap, OTIF, Revenue forecast accuracy, Customer Up Time...
- Reshaped the Annual Operating Planning process in partnership with Finance.

Drove the design and implementation of end to end business processes for:

- Sales and Operations Planning (S&OP).
- Procure to Pay (PTP).
- Market to Order (MTO).
- Order to Cash (OTC).
- Master Data Governance and Management.
- Enabled improved decision making through Data Analytics and Insights.

Led business transformation projects and programs.

- EMEA restructuring with manufacturing site transfer to Asia.
- Initiated Lean Transformation in two pilot plants before transferring to Supply Chain: Daily Management, Obeya & A3 problem Solving.
- Designed and delivered the Bio-Rad Academy in 6 months: e-learning to leadership development program before transferring to the HR team.

Sangamo Therapeutics • Brisbane, CA
VP, R&D Strategy and Operations
Chief of Staff to the CEO

02/19 – 11/20

- Two weeks after joining, replaced exiting General Counsel to prepare & facilitate Board of Directors meetings.
- Articulated the CEO vision to enable clear communication through the company.
- Trained groups on best practices for objective definition and cascade.
- Created roadmaps for R&D, M&A and NPI from various insights including analysis from Merryl Lynch, The Boston Consulting Group...
- Developed an R&D prioritization model blending R&D (Probability of Technical and Regulatory Success) and Commercial insights - 6 weeks from concept to delivery.
- Designed & facilitated quarterly Executive and yearly Senior Leadership Team off-sites (60+ Sr Directors to C suite).

Johnson & Johnson - Global Services • New Brunswick, NJ
Chief of Staff to the VP Strategy & Operations

06/17 – 01/19

- Owned the strategy planning and deployment process (Hoshin-Kanri).
- Delivered the strategic plan to sustain the 1 Billion-dollar recurrent cost savings delivered over the past 2 years through Global Shared Services Transformation.
- Led special projects:
 - Organizational design for the 3,500 employees of J&J Global Services.
 - Portfolio management improvement.

Johnson & Johnson – Janssen • Spring house, PA
Associate Director, Strategic Business Improvement

04/14 – 06/17

- Led Change management to centralize and harmonize “One J&J” Regulatory Operations for the Pharmaceutical, Medical Devices and Consumers sectors.
- Designed and implemented the Project Management Office including governance, portfolio reviews, training and coaching, to deliver on double digit growth with no incremental resources.

Johnson & Johnson – Vision Care • Jacksonville, FL
Manager, R&D Product Development

06/12 – 04/14

- Identified synergies between R&D, QA, Design Control, PMO..., redesigned and implemented the new product development process resulting in the first new product launch in 4 years and in the inversion of the market share loss trend.
- Applied Lean and Risk Analysis concepts new product development resulting in accelerated development time and launch of a new product line expected to deliver 60% of projected organic growth from new products by 2020.

Plasma-Therm • St Petersburg, FL
Customer Program Manager

10/11 – 06/12

- P&L responsibility for a \$20 Million project portfolio including a \$10 Million Joint Development Program representing a 30% increase in company revenue.

Essilor of America • St Petersburg, FL
Manager, R&D Quality

03/02 – 04/11

- Led the R&D Quality organization and ISO 17025 Testing Lab, providing technical expertise and validation for over 100 projects a year generating over \$ 500 million in incremental revenue.
- Led own department to reach the 50% faster time to market corporate objective by improving operational efficiency by 20% and decreasing turnaround time by 35% within a year.

Mecaprotec Industries, Airbus, and Eurocopter • France
R&D Engineer in the Aerospace Industry

1998/2001

EDUCATION

Executive MBA - University of Florida Gainesville, FL

M.Sc. in Materials Science Engineering – ISITV - University of Toulon, France

B.Sc. in Physical Chemistry - University of Toulouse, France

PROFESSIONAL DEVELOPMENT

- Participation in Lean Summit with www.lean.org (2023)
- Team dimension for Leaders, Westwood International (2022)
- Speaker and Judge at the Business Transformation and Operational Excellence Summit (2019)
- Participation in the Shared Services & Outsourcing Network conference (2018)
- Participation in various Lean Summit with www.lppde.org and www.lean.org (2014, 2015, 2016, 2017)
- Certified PROSCI Change Management Practitioner (2016)
- J&J Lean Black Belt training, by Rhidian Roach – J&J Supply Chain Academy (2015)
- Lean Six Sigma Green Belt, Center for Quality at University of North Florida (2014)
- Certified Flawless Project Execution (FPX) Coach - J&J (2013)
- Project Management Professional, PMP License # 1575898 (2013)
- Certified Flawless Project Execution (FPX) Project Leader - J&J (2012)
- Design Control "Requirements and Industry Practice" by AAMI (2012)
- DiSC for Coaches and Managers by John Smith (Lee Hecht Harrison) (2010)