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Married, Chinese wife

Nationality: French **China's permanent resident card (5-star green card)**



General Manager, Plant Manager, Operations Manager **+ Strategy, Sales, Business development, Projects, Supply Chain** **Transformation, Continuous improvement** **Interim Manager, Consultant**

Know-how and experience forged by 30+ years' experience,
of which **17 years in General Management, 15 years in CHINA**
in large groups, medium and small companies
for automotive components, industrial equipment, packaging, composite parts
in Asia (China)/ Europe (France, Russia, Austria, Serbia, Portugal)/ Africa (Morocco)

Work experience

2025-2026/03 ELAY, mechanical parts for automotive, Spanish group, 115 M€, 650 people

INTERIM GENERAL MANAGER, Chinese subsidiary, 15 M€, 80 pax

Suzhou, CHINA

Responsibilities:

The initial goal of the assignment was to prepare the deputy CEO to become CEO and improve the company's industrial performance. I quickly discovered that the economic outlook was much worse than had been announced. The assignment then shifted to crisis management, a plan to restore profits and reduce costs, and a new organizational structure.

Actions:

- Organizational changes: creation of a stamping activity, transfer of warehouses to the Supply Chain department, appointment of leaders to better manage processes (stamping, final inspection and reworking, etc.).
- Ongoing support for managers to improve performance, particularly in Production, Quality, Supply Chain and Finance. Implementation of a Lean approach and GEMBA.
- Continuous improvement approach for operational and management improvements (analysis, reporting, communication).
- Develop cooperation between departments by setting up working groups on priority topics.
- Detailed report of observations presented to the Group CEO.
- Preparation and presentation of the 2026 budget to the group's executive management
- Participation in Group Board meetings and Group management committees.

Achievements:

- Profit recovery through a 10% reduction in internal and external costs
- Key performance indicators (KPIs) at or above target
- Improved overall performance, quality, and productivity
- Enhanced quality management with strong field involvement
- Improved accuracy and analysis of financial reporting
- Improved manager skill level, better management and control of activities
- Strengthened cooperation between the group and subsidiaries
- Successful integration of new managers (Quality, Sales & Marketing, Stamping)
- Industrialization of new projects according to customer objectives
- Successful IATF16949 and customer audits

2021-2024

WALOR, forged and machined parts for automotive, French group, 230 M€, 1300 people

GENERAL MANAGER, Walor Suzhou, 6 M€, 30 pax (whole staff Chinese)

Suzhou, CHINA

Responsibilities:

- Manage the industrial operations, sales and business development of the subsidiary
- Upgrade overall level of the plant by improving productivity, technology, procedures, reporting, ...
- Secure current business, get new business
- Establish the company budget and business plan
- Supervise new product, technologies, and processes industrialization, with support of the group
- Maintain or develop strong relation with local customers, develop business with new customers
- Ensure a proper administration of the plant in general

Actions:

- Start forging operations (core strategic activity to grow, as machining alone is not competitive)
- Secure operations amid the Covid-crisis and European crisis
- Continuous improvement approach led to purchasing, process and office productivity
- Implement Technical department and completed development of new products
- Strong support to empower managers to improve knowledge, procedures, efficiency

Achievements:

- Excellent overall performance within 3 years:
1 single accident (without leave), 100% On Time Deliveries, 0 official customers claim, 100% customer evaluation "A" or "Excellent", 88% OEE, very high employee satisfaction, very low employee turnover and absenteeism
- Significantly improved working environment: new/renovation workers and office facilities, set-up 3 new workshop with A/C, team building, events, ...
- Excellent operations and cost control which led to profit although huge sales negative impacts (sudden EOP of several programs).
- 100% audits (ISO/IATF, Customers) without major non-conformity
- Cash management, that could be used to support the group in France and finance local investment
- Price increase up to 25% and keep business to compensate 40% cost increase of imported parts from Europe (due to raw material, energies and inflation cost surges)

⇒ *The investment fund Mutares acquired Walor and changed the organization, thus my contract ended*

2018-2021

ACRELEC, phygital equipment, French group, 150 M€, 800 people

Self-ordering terminals for restaurants, airports and supermarkets

INTERIM MANAGER, Operations and Quality for China plant – Revenue EUR 12 M, 40 pax.

(whole staff Chinese, except GM)

Shanghai, CHINA

Responsibilities:

- Start operations at a new site: integration of the Chinese partner's production, transfer part of the production from France to China (the French site focusing on new products and the European market)
- Increase capacity and set up organisation to achieve a level of quality, performance and safety similar to that of the site in France
- Reduce customer complaints and improve the quality of metal frames suppliers
- Obtain ISO 9001 certification

Actions:

- Organise and manage the workshop and storage areas (1,500 m²): implementation, flows, procedures, traceability, deployment of the ERP group, improvement of supply chain
- Adapt group procedures to the local context (legislation, skills, clients)
- Implement the Quality Management System, preparation for ISO9001
- Recruit, train, coach staff to support growth of the business
- Set up of continuous improvement spirit and project management
- Technical and quality support to key suppliers (metal frames, PCs, screens)

Achievements:

- + Start-up operations within 1 month, then launch 6 product families within weeks; all goals and commitments delivered
- + ISO9001 Certification passed

- + Health & Safety: 0 accidents after 16 months of operation
- + Quality: customer claims reduced by 50% and suppliers' quality levels increased up to 95%
- + Set up an effective organisation from the first year, managing at the right pace of development not to demobilize but to integrate and obtain the commitment of all the teams (100% Chinese staff, very volatile in China)
- + Staff turnover: 0 resignation for professional reasons
- + Set up very compact and optimized workshops (product and operator flows, component storage line-to-line, procedures) according to principles of Lean Management, 5S
- + ACRELEC China site considered a benchmark site by the Group's General Management and customers

⇒ *The Japanese group Glory acquired Acrelec, thus my fixed term contract was not renewed a 3rd time.*

2017 - 2018 ECHOSSENS, Medical equipment for hospitals, French group, 120 M€, 300 people

INTERIM MANAGER, advisor to Group CEO for the Chinese subsidiary Shenzhen, CHINA
(whole staff Chinese, except 1 engineer))

Responsibilities:

- Support operations and identify improvement/corrective opportunities

Actions:

- Support start-up of assembly operations in China (set up workshop, audit and certification)
- Budget preparation
- Team recruitment

Achievements:

- + Implemented workshop for product assembly
- + Recommendations to simplify financial and logistical flows between group and subsidiary
- + Recovery of customers overdue payments (EUR 2 million), and proposals to improve cash flow
- + Improve after-sales organization
- + Support for set up of partnership agreements (lawyer, doctors, opinion leaders)

⇒ *The Chinese group Furui acquired Echosens, thus my mission ended*

2015 - 2017 TOP CLEAN PACKAGING, Plastic Medical Packaging, French family group, 35 M€, 350 people

GENERAL MANAGER, CARTOLUX CHINA Subsidiary - EUR 2.5 million, 42 pax. Suzhou, CHINA
Packaging manufactured in clean room for medical, pharmaceutical, and cosmetics (whole staff Chinese)

Responsibilities:

- Turnaround the company back to profitability, which was in loss (loss = 11% of turnover) and increase revenues (which were down -10%)

Actions taken:

- Development and presentation to CEO of new business plan, budget and implementation plan
- Set up new system of operations to increase efficiency of the organisation, to increase revenue and profitability in the short term:
 - . high delegation of responsibilities and interaction engendering a participatory mindset
 - . clear objectives on all projects and continuous improvement
- Cost control: implementation of new purchasing strategy, savings plan
- ISO13485 certification (necessary to offer new services with higher value added)
- Improve technical expertise, product development with new materials, and productivity for products and processes
- Development of a new business strategy, improvement of customer relationships, optimizing trade show participation and increasing number of deals generated
- Setting up new management dashboards by department and across the organisation

Achievements:

- + Profitability: up to 9% of revenue (vs. losses in 2015)
- + Revenue: up 15% (highest since subsidiary's inception in 2006).
- + Sales: Q1 2017 sales up 30% compared to Q1 2016
- + Reduce the number of customer complaints to just 5 for the year (for 250 active customers)

- + Customer satisfaction rate: 88% compared to 70% for our top competitors
- + Success on 10 customer audits (no major issues) / audits certifications ISO9001 and ISO13485
- + Strengthen revenue with major accounts, including foreign groups (reconquest, loyalty, acquisition)
- + Improve technical expertise of the organisation and work environment (product design, moulds, machine settings, etc.)
- + Widen managers' scope of work through delegation of responsibilities and accountability for results, which led to a higher commitment from each employee to face the challenge of turning around the company and adopting a new way of working
- + Secure raw material by setting up supplier warehouses in China mainland

2015 **LIK, Design and Manufacture of automated production lines, Chinese SME, 10 M€, 80 people**

INTERIM MANAGER for BUSINESS DEVELOPMENT (whole staff Chinese)

Shanghai, CHINA

Responsibilities:

- Introduce the Chinese company to international automotive suppliers

Actions and results:

- Strategy: strategic advice to the Chinese 2 co-founders-owners on strategy and development of relationships with foreign contractors
- Communication: preparation and improvement of commercial presentations and leading the company's participation at AMTS Shanghai (trade show)
- Prospecting: contact with 30 tiers, support preparation of offers, and implementation of a more strategic approach to answer consultations, in line with the bidding processes from customers and partners

**2012 - 2014
and
2006 - 2009**

STRATYUM, International Development Consulting

Paris, FRANCE / Casablanca MOROCCO

FOUNDER & TRANSITION MANAGER, Consultant

Consultancy: Strategy, Commercial, International Development, Partnerships, Low-cost Outsourcing

Interim Manager: **Managing Director SME**, composite parts (spatial, military, aeronautics)
Project Manager, U.S. Auto Tier1

Expert for EU-funded programmes, **USAID, WORLD BANK**, and **OECD** conference speaker

Consultant to industrial groups and SMEs (**ALCOA, SEGULA, TECHMA**), organisations and large consulting firms (**BOOZ ALLEN HAMILTON, UCOTRA**)
Sectors: automotive, aeronautics, machining, industrial equipment, etc.

Co-investment with a French SME in Morocco in R&D office and machining workshop

Project examples:

- **USAID/BAH:** industrial upgrade and business development mission, extended several times, on behalf of a panel of 10 Serbian SMEs and international automotive equipment manufacturers
- **TECHMA:** sales of SME increased by 30% in a few months thanks to well-prepared prospecting plan, improved communications and customer relations, which led to the creation of two subsidiaries in Morocco
- **ALCOA:** prospecting for low-cost subcontractors (precision cutting for aeronautics), starting a partnership with a SME in Morocco then buying out the partner
- **JOHNSON CONTROLS** consulting mission and then integration of this group in 2009

2009 – 2012 **JOHNSON CONTROLS, U.S. automotive Tier1, 30 bn€, 160 000 people**

SALES DIRECTOR, RUSSIA Seats, components

FRANCE and later St-Petersburg, RUSSIA

- Commercial development of the Russian market
- Set up a local sales team (3 pax.) Revenue: EUR 120 million
- Support French and German teams to prepare offers, with a strong emphasis on cost-cutting (product design, opex, capex, partnerships with Russian companies)

Key Results:

- + Acquisition of targeted markets for Renault and GM
- + Strengthening group's reputation in Russia
- + Recovering bad debt (equivalent to Euros 2 million when I arrived)

MARKETING DIRECTOR Textiles automobiles (MICHEL THIERRY GROUP)**Paris, FRANCE**

Definition and implementation of Marketing Plan, guidelines for new product development, eco-design
(later took new function following acquisition by Johnson Controls, refer to above position)

2002 – 2005**Groupe EYBL, Austrian automotive supplier Tier1/2 –350 M€, 3,800 people****MANAGING DIRECTOR, Subsidiaries FRANCE and MOROCCO - EUR 35 M, 85 pax.****Responsibilities:**

Upon instructions of new CEO, to diversify and conquer new markets in Europe via a subsidiary in France, due to the group only being present in the German market up to that time

• Business Development:

- Presentation to CEO of a short- to medium-term sales strategy, highlighting differences between Germany and rest of Europe (decision-making process, market trends, organisational requirements to be implemented): how to differentiate and innovate to enter into highly competitive saturated markets
- Implementation of action plan: recruitment of a team of 20 people (sales, project managers, designers, etc.), intensive prospecting, preparation and negotiation of offers for French, Spanish and UK markets, development of customer relationships, proactive business management.
- Diversification of products for vehicle interiors

• Industrial development:

- Proposal to CEO to set up production in North Africa in order to develop a low-cost offering to our customers and geographically diversify production (leather and/or fabric seat covers)
- Setting up the project: partnering with a company in Morocco, recruiting and mentoring a local team in a few weeks, in order to secure the client FAURECIA which was urgently looking for a new low-cost supplier
- Integrate production in a new subsidiary (75 pax.)

Key Results:

- + Revenues quadrupled to EUR 45 M in 2 years
- + 3 car manufacturers won through contracts with new Tiers customers
- + Rapid acquisition of a large market share, which allowed the company to retain 300 workers in the Romanian factory who were in partial unemployed following the termination of another contract
- + First market won for the group in product diversification

1989-2002**FAURECIA, automotive supplier Tier1, 10 bn€, 70,000 people. Seats Division****HEAD OF INTERNATIONAL DEVELOPMENT (1999-2002)****FRANCE**

Responsibilities: win the international markets of PEUGEOT-CITROËN, the group's main customer, and ensure follow up of serial projects

Key Results:

- + Acquisition of all targeted markets (including a project in Brazil and Argentina worth EUR 100 M over 5 years)
- + Implementation of new reporting dashboards, which were applied to the whole group after presentation to the Managing Director

GENERAL MANAGER CHINA (1996-1998)**Beijing, Wuhan, CHINA**

- Set up of Faurecia's first operations in China, which formed the basis of further development:
 - creation and management of the Rep. Office (10 pax.)
 - co-leading operations at previously acquired projects (2 factories in partnership in Wuhan for ZX seats)
 - partnership negotiations (JVs, licences) for local production of seats and components
- Introduction of the company to stakeholders and decision-makers in China
- Participation in automotive trade shows

INTERNATIONAL BUSINESS ENGINEER (1991-1995)**FRANCE, CHINA**

Project manager for seats production for the CITROËN ZX car in China

- Coordination of technical teams (spread over several sites in France) on product and process engineering, preparation of equipment and technical files, training of Chinese partners
- Business negotiations with Chinese partners and CITROËN

+ Acquisition of the market (Euros 10 million) thanks to a very complete industrial and commercial offer, successfully combining equipment suppliers (automated welding line, textile cutting, etc.) to secure a seamless start-up in China

HEAD OF WORKSHOP REORGANIZATION, Subsidiary Porto, (1990-1991)**PORTUGAL****Responsibilities:** upgrade company's 2 plants following takeover (1 200 pax),**Key Actions:**

- Setting up the first fully automated site (welding) designed in France (previous job)
- Coordination, facilitator of the reorganization of production (implantation, flow, identification, traceability, ERP)
- Leadership on implementation of Quality Management System and Group Procedures

Key Results:

+ Success of group audits by RENAULT and FORD, which resulted in the first major orders, which were decisive for the future site

METHODS ENGINEER, Pierrepont Workshop, Meurthe et Moselle (1989-1990)**FRANCE**

- Design and development of automated sites for subsidiaries
- Process productivity on automated welding

Education

2000-2001 **MBA** **GROUPE HEC**, Paris, France**1986-1989** **M. Sc.** **ECOLE CENTRALE MARSEILLE**, France
Master of Science in Engineering**Languages**

French:	Mother tongue
English:	Professional
Chinese:	Intermediate (HSK3)
German, Portuguese, Spanish:	Basic

My strengths and added value

- Thanks to a rich international experience in auto parts and other industries and in China, having worked successfully on various challenges, I can quickly understand and integrate a new environment, define action plan and support teams to achieve results.
- 25 years in operations (manufacturing, supply chain, quality, technical, ...), mostly in auto parts industry, production equipment, packaging, ...
- 15 years at the head of subsidiaries, including production plants and business development
- International experience in China, Russia, France, Morocco, Portugal, Serbia, ...
- Robust experience in technical and industrial activities (product development, industrialization, manufacturing, sourcing, quality, logistics, projects, ...) to attain business objectives and production schedules while ensuring product standards that will meet customers' expectations and group's goals
- Results, performance, continuous improvement driven
- Strong leadership skills, independent thinking, strong organizational and planning abilities and excellent analytical and problem-solving skills
- Manager by objective, but also "coach, teacher" supporting teams to achieve significant results and enhance individual enthusiasm and satisfaction
- Mental strength, leadership and ability to operate under high pressure in this demanding situation where the urgency of value creation tolerates no delay.
- Continuous support to CEO, executive managers and managers, by sharing my ideas, experience, proposals, tools
- Customer satisfaction focused
- Vision, curiosity, and creativity; problem solver
- Strategic mindset + Hands-on management

March 2026