



## Dantar P. Oosterwal

---

[Dantar@TheLeanMachine.org](mailto:Dantar@TheLeanMachine.org)

Phone: 1+630 391-0130

Dantar has over 25 years of experience in new product development across a variety of industries. He is a fact-based, decisive executive, well balanced between strategic thinking and tactical execution and has led development from consumer insights through launch and production. Dantar is a passionate thought leader with global experience in comprehensive operations of lean product development systems, creating and delivering product strategies, and developing personnel. Seeing a need while leading product development at Harley-Davidson, Dantar sought out and learned, then led a transformation in product development resulting in over a 5-fold improvement in new product throughput.

Although well versed in a variety of operational areas from Procurement to Manufacturing, Dantar has a particular passion and is well recognized as a thought-leader in the area of Lean Product Development. Dantar is sought after as a speaker and is the author of the book, “The Lean Machine” which describes the lean product development transformation at the Harley-Davidson Motor Company. Dantar is a co-founder of Milwaukee Consulting Group and the founder of Knowledge Based Product Development.

### **Professional Experience**

Sara Lee:

- Reversed a 4% annual sales decline to 6% growth through Introduction of Lean Innovation practices in the European Household & Body Care division.
- Improve European Trade Spend efficiency over €24M over a 2 year period.
- Increased new business win rate success from below 10% to over 74% through creation of processes for quotation of new business for institutional customers.
- Improved North American R&D efficiency 35% and accelerated time to market over 30% through implementation of Lean methods.
- Established practices that increased new product revenue from \$8M to \$43M through a more effective Innovation system for institutional customers.
- Modified existing launch practices in Europe saving over €15M annually in indirect procurement.
- Increased revenue contribution of new product sales from 5% to 20% through engaging the organization to create an innovation vision and establish a Lean development system.
- Improved project delivery from 50% on time to over 90% on time *in full* while reducing delivery time through providing product development and project management leadership.

- Delivered over \$150M in annual savings on a global operating basis by exercising a network of functional expertise world-wide to implement lean principles and establish a continuous improvement mindset.

#### Harley-Davidson Motor Company:

- Drove a 5-fold improvement to product development throughput and over 50% acceleration in time to market while maintaining a quality level and customer satisfaction of 98% repurchase intent.
- Seamlessly delivered over 10% compound annual revenue growth (CAGR) and over 15% profit growth (CAGR) by establish and deliver cross-functional innovation strategies.
- Chaired corporate product planning committee that delivered quarterly record revenues and profits.
- Led executive quality and reliability council with ISO responsibility resulting in consistent top tier JD Power quality rankings and zero ISO non-conformance findings.
- Ensured P&L and improved effectiveness of \$50M capital and \$100M expense budgets.
- Led transformation to Target Based Performance Management (VA/VE) affecting over \$2 B in annual cost.
- Established cost control in new product development stemming cost increases with Profit & Loss (P&L) oversight.
- Instituted parametric cost modeling for profit planning, (Lean) cost reduction techniques, and Target Based Performance Management. (TBPM)
- Instituted standard protocol for procurement processes and developed supplier relationships resulting in 5% annual cost reduction in COGS.
- Improved product quality from bottom to top tier according to JD Powers surveys of Buell Motorcycles.

#### General Motors / Delphi:

- Set up a technical center for Delphi in France.
  - Hired, trained, & managed the engineering organization in Europe.
  - Provided technical sales support with existing customers and developed new customers throughout Europe securing over \$200 M in contracts and positioned over \$1 B in additional contracts.
  - Responsible for product development and production support globally (UK, Spain, Italy, US).
  - Reversed plant performance in England resulting in extension of supply agreement that had been terminated by the customer.
- Managed the operations of multiple manufacturing and assembly departments initiating lean principles such as: J.I.T., pull-systems, and 5-S programs.
- Managed the Corvette Steering system for both vehicle dynamics and crashworthiness functions.
  - Reduced warranty over 50% annually, reduced vehicle cost over \$150 per vehicle.
  - Created and implemented technology roll-out and business plans.
  - Initiated programs to improve vehicle dynamics.
  - Approved FMVSS documentation.

#### **Education**

Dantar holds a Bachelors Degree in Mechanical Engineering from The University of Michigan and a Masters Degree in Management from The Massachusetts Institute of Technology (MIT).

#### **Awards**

Dantar has been granted 4 US and international patents and was recipient of the Outstanding Corporate Innovator award by the Product Development Management Association (PDMA).