

LEVERAGING TOTAL QUALITY MANAGEMENT (TQM), DATA ANALYTICS, AND CULTURE TO DRIVE CONTINUOUS IMPROVEMENT

LOAN NGÔ, DECEMBER 9, 2025



PROFILE: LOAN NGÔ

EXPERIENCE



VP of Quality – Americas



Corporate Head of Quality



VP of Global Quality



VP of Continuous Improvement



Corporate VP of Quality
Corporate VP of Transformation & IT
Division Manager – Ceramics
Director of Quality – Aerospace



Corp. Director, Achieving Competitive Excellence
Aftermarket Business Manager: Mktg & Prod Mgt.
Manager of Configuration Management
Manager of Manufacturing Engineering
Design Engineer

INDUSTRIES

Chemical

Construction (GC)

Chemical

Steel & Metal

Aerospace,
Automotive,
Semiconductor,
Medical

Aerospace



EDUCATION

MS, Strategic Analytics

MS, Manufacturing Ops.

MS, Financial Mgt.

Executive MBA

BS, Mechanical Engrg.
(Aerospace)



HENKEL



HENKEL ADHESIVE TECHNOLOGIES

LOCTITE

TECHNOMELT

BONDERITE

HENKEL CONSUMER BRANDS



Schwarzkopf

JOICO

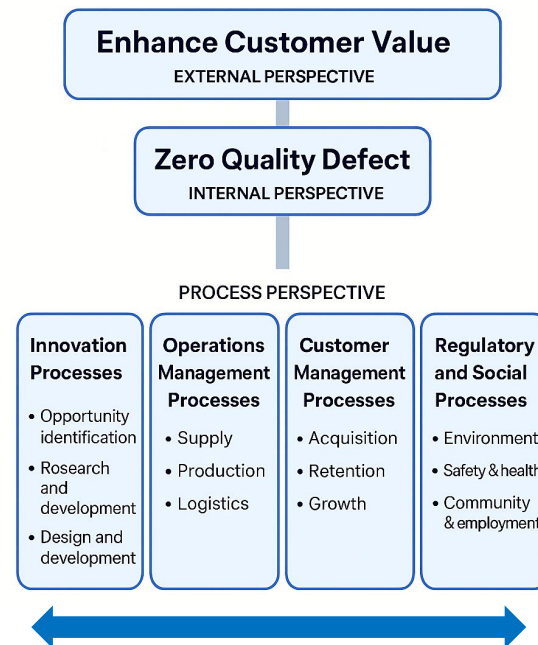


Persil



Snuggly

STARTING WITH BUSINESS STRATEGY – THEN TQM?



COMMITTING TO AND LEADING EXCELLENCE

Leadership

- Establish clear & unwavering commitment
- Maintain organization focus on improving processes
 - Operations management
 - Product design & development / innovation
 - Customer experience
- Model desired behaviors
 - Embed Management Reviews into daily operations
 - Foster a learning mindset
 - Recognize and celebrate employee suggestions and actions



PURSuing EXCELLENCE – ORGANIZATION WIDE

Manufacturing Quality

Site Quality Improvement Plan (QIP)

- Preventive program (5 Fundamentals)
 - Risk management (FMEA)
 - Critical-to-Quality standards
 - Statistical Quality Control (SQC)
 - Problem solving (FRPS/A3/6σ)
 - Management of Change (MOC)
- Product quality improvement projects
- Employee engagement



Supplier Quality

Supplier Quality Requirement Manual

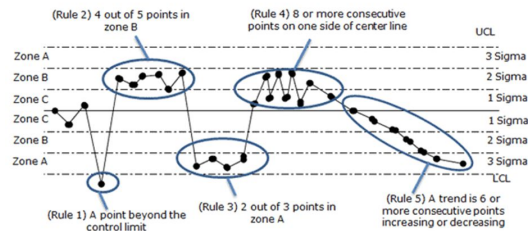
- Standard expectations
- Supplier rating and prioritization
- Supplier engagement plan, including 5 Quality Fundamentals

Other Functions Involvement

Cross-functional Quality Improvement Team (QIT)

- Product Development
- Product Development Engineering
- Application Engineering
- Start Up Lab
- Product Line Management
- Innovation Project Management
- Global Manufacturing
- Global Quality Center of Excellence

PROMOTING CONTINUOUS IMPROVEMENT WITH DATA



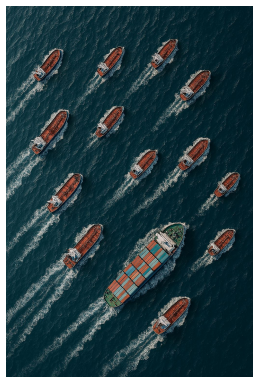
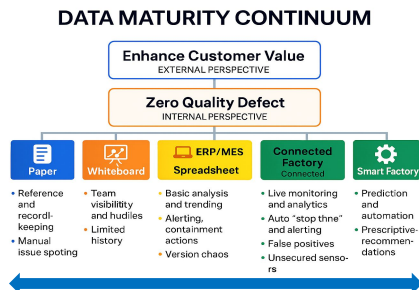
Product Quality Conditions (Statistical Quality Control)

- Out-of-specification => Manage with problem solving (FRPS/A3/6 σ)
- Out-of-control (rule 1) => Earlier detection and decision
 - Finished goods
 - Work in process
 - Raw Material at receiving
- Trending (rule 5) => Earlier detection and decision

Customer Experience

- Problem solving efficiency: leveraging AI to speed up investigation with Microsoft Excel CoPilot Pro – Python

IMPROVING HOW WE DRIVE CONTINUOUS IMPROVEMENT



Internal Data Improvement

- Data integration & consistency to gain complete insights given data diversity & maturity spread

Regional Change Management – Leading & Supporting for Sustained Gains

- Lead in agile way keeping in mind fit for business purpose
 - Start up
 - Turnaround
 - Accelerated growth
 - Realignment
 - Sustaining success
- Stay aligned with business strategy and adjust where needed
- Celebrate sustained gains and recognize different progress

THANK YOU.