



RICHARD van Toorenburg

CONTACT

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LANGUAGES

Dutch

Native

English

Fluent / full professional

German

Good working knowledge

INDUSTRY EXPERIENCE

Consumer products
Medical devices
Aerospace
Food-contact packaging
Food ingredients

INTERNATIONAL REACH

Based in the Netherlands.
Working internationally.

Independent Quality & Improvement Consultant

Interim Quality Director / Manager
Senior Project Quality Lead

PROFESSIONAL PROFILE

I help manufacturing businesses improve quality, solve persistent process problems and build stronger quality teams. I combine more than 35 years in manufacturing and over 25 years in quality with international leadership experience and a practical engineering background.

My career began on the factory floor and progressed to Director of Supplier Quality at Philips. Through Qforge, I now advise management teams, lead interim and project quality assignments, and work directly with engineers, operators and suppliers on the detail needed to make improvements last.

I am direct about risks, careful about conclusions and open to challenge. I listen to the people doing the work, use facts to guide decisions and coach rather than dictate. I bring a calm, supportive approach and a sense of humour, including when the pressure is on.

SELECTED RESULTS & SCALE

45%

fewer internal complaints with

67%

reduction of complaint costs at FrieslandCampina improvement programme over 3 years.

70%

fewer supplier-caused incidents at Philips Grooming & Beauty over five years, with component failure below 20 parts per million and a supplier-caused return rate below 0.2%.

600+

suppliers, €550m+ annual supplier spend and 37 quality professionals within my global supplier quality responsibilities at Philips.

CORE EXPERTISE

- 01 Strategy & leadership.** Quality strategy, organisational assessments, interim management and implementation planning.
- 02 Complex improvement.** Cross-functional programmes, technical investigations and statistical process improvement.
- 03 Suppliers & projects.** Supplier qualification and development; quality leadership for equipment and facility investments.
- 04 People & capability.** Competency assessments, coaching and practical training that teams can apply themselves.

INDEPENDENT PRACTICE

Qforge

Owner, Quality & Improvement Consultant

April 2023 - Present

Established as RVT Quality Services in April 2023; Qforge became the main trading name in 2026.

Assignments range from focused assessments and training to longer-term quality leadership and improvement programmes.

HOW I WORK

- 01 Define the problem
- 02 Check the measurements
- 03 Investigate the causes
- 04 Test improvements
- 05 Verify the result
- 06 Build team capability

CLIENT CONTEXT

Palsgaard

Food ingredients
Juelsminde, Denmark

FrieslandCampina

Food-contact packaging
Leeuwarden, Netherlands

45%

fewer internal complaints

67%

Cost reduction associated to the complaints.

achieved with the site team through better quality practices, inspection criteria and process settings.

02 / PROFESSIONAL EXPERIENCE



Client assignments

Palsgaard

Senior Project Quality Lead & Quality Strategy Consultant (Interim)

June 2026 - Present | Juelsminde, Denmark | Self-employed assignment; hybrid

Combine project quality leadership with strategic quality advice at the Juelsminde site. The assignment covers major production-equipment replacement and new manufacturing facilities, alongside quality organisation and improvement work.

- **Project quality planning.** Develop quality plans, inspection approaches and acceptance criteria with project management, engineering, production, quality and equipment suppliers.
- **Risk and acceptance evidence.** Translate product-quality and food-safety risks into practical controls and the evidence needed for installation, commissioning and handover decisions.
- **Verification and supplier follow-up.** Review factory and site acceptance testing (FAT/SAT), food-contact material suitability and cleaning verification; assess findings and follow up corrective actions.
- **Quality strategy.** Assess organisational capability and priorities, develop strategy proposals and implementation roadmaps, and advise management on responsibilities, resources and team development.
- **Investigations and CAPA.** Lead structured root cause investigations and corrective action planning. Work includes timely intervention on abnormal measurement results and process-utility contamination investigations, with a cleaning approach supported by pH measurements.
- **Coaching.** Develop practical guidance and training materials, and help colleagues assess evidence and apply quality methods themselves.

FrieslandCampina

Interim Quality Transformation Lead

June 2023 – May 2026 | Leeuwarden, Netherlands | Self-employed assignment

Led a multi-year, plant-wide quality improvement programme at the Leeuwarden can factory. The work connected management priorities with practical improvements in quality culture, inspection reliability and manufacturing processes.

- **Operator involvement.** Put operators at the centre of structured DMAIC problem-solving through workshops, tailored training and coaching, building ownership of quality in day-to-day production.
- **Process improvement.** Used process capability studies and design of experiments (DOE) to investigate welding and lacquer application and establish improved process settings.
- **Inspection and measurement.** Introduced ergonomic stainless-steel inspection tables with dedicated lighting; improved measurement equipment and criteria, and used measurement system analysis (MSA) to assess inspection agreement and reliability.
- **Supplier collaboration.** Worked with operators, engineers and suppliers on porosity standards, visual inspection, welding and stamping-press performance.
- **Communication and follow-through.** Shared progress through production-line screens, workshops and factory updates; recognised contributions and translated findings into practical process controls and working methods.

600+

Suppliers

€550m+

Annual supplier spend

37

Quality professionals

EARLIER CAREER

Philips, Drachten

2009-2010**Supplier Quality Manager****2004-2009****Senior Supplier Quality Engineer****1999-2004****Production Quality Engineer**

Production quality across electronics, plastic moulding, assembly and packaging in the shaver factory.

1990-1999**Production Operator & Soldering Specialist / Trainer**

Assembly operations, soldering equipment and maintenance; developed and delivered hand- and machine-soldering training for individuals and groups.

Corporate leadership

Philips

Director of Supplier Quality, Personal Health

April 2016 - June 2023 | Drachten, Netherlands | Global responsibility

Led global supplier quality for Grooming & Beauty, plus selected Oral Healthcare and Mother & Child Care activities: 600+ suppliers, annual supplier spend above €550 million and 37 quality professionals.

- **Quality strategy.** Defined supplier quality strategy and priorities across supplier assessment, qualification, development, performance and the quality management system.
- **People and collaboration.** Led managers and engineers across countries and cultures; worked with procurement, development and operations on supplier selection, industrialisation and new product introductions.
- **Supplier performance.** Developed and implemented a Grooming & Beauty supplier quality strategy that reduced supplier-caused incidents by 70% over five years, achieving component failure below 20 PPM and a supplier-caused return rate below 0.2%.
- **Supplier change control.** Developed and deployed the corporate-wide Supplier Introduced Change Request (SICR) process, including supplier communication, QMS integration, roll-out and dedicated implementation support.
- **Escalations.** Challenged root cause findings and corrective actions against the evidence, while supporting teams and maintaining clear priorities.

Philips

Senior Supplier Development & Quality Manager

September 2011 - March 2016 | Drachten, Netherlands

Responsible for the development and performance of more than 400 suppliers with annual spend above €300 million, leading a team of eight professionals.

- Developed and deployed Advanced Product Quality Planning (APQP) for Grooming & Beauty, including procedures, QMS integration, training and continued process improvement.
- Led supplier and product qualification, process approval and industrialisation; worked with development, manufacturing and suppliers to resolve technical risks before and during series production.

Fokker Aerostructures

Programme Quality Manager, F-35 / JSF

January 2011 - August 2011 | Hoogeveen, Netherlands

Responsible for programme, product and process quality, direct quality-related customer communication, and audits and inspections involving Lockheed Martin, Northrop Grumman and the Dutch government.

- Reduced foreign object debris (FOD) through a structured awareness programme and daily and weekly production sweeps involving senior management.
- Used DMAIC to reduce damage, delamination, honeycomb defects and wrinkles in composite flaperons and doors. Both initiatives received positive customer recognition.

STANDARDS & COMPLIANCE

Experience with

ISO 9001 / ISO 13485

ISO 14001 / AS9100

EU MDR

21 CFR Part 820

Good Manufacturing Practice (GMP)

Food-contact material compliance

Risk-based quality controls

MANUFACTURING

Electronics; plastic moulding; metal components; composite structures; assembly; surface finishing; welding and coating.

PERSONAL BACKGROUND

I live in Aalsum in the Frisian countryside with my wife, Tineke. We have two adult children, Liam and Ailish.

Born in Amsterdam, I also spent four childhood years in County Galway, Ireland.

BEYOND WORK

Hiking; restoring vintage watches and making leather watch straps; high-end audio and music; science fiction; fitness and tennis.

Expertise & qualifications

Education

Post-HBO Diploma — Quality Engineering

Hogeschool Drenthe / Kenniscentrum Drenthe, Emmen | 2004-2005

Postgraduate professional programme; diploma awarded in July 2005. Four certificated modules: Introduction to Integrated Quality Management; On line Quality Control; Off line Quality Engineering; Regression Models for Process Analysis.

Bachelor of Engineering — Electrical Engineering

Hanzehogeschool Groningen | 1999-2003

Completed part-time alongside work in manufacturing; degree awarded in July 2003. Subjects included electronics, control engineering, analogue engineering, information technology, power engineering, digital signal processing and business administration.

Mechanical Engineering — vocational studies

PBNA | 1992-1994 | Studies undertaken; no diploma awarded.

Quality engineering & improvement

Methods

01 Lean Six Sigma; DMAIC; root cause analysis; corrective and preventive action (CAPA); 8D; structured experiments and verification of results.

Measurement and statistics

02 MSA, Gauge R&R and attribute agreement studies; process capability and performance (Cp, Cpk, Pp, Ppk); statistical process control (SPC); DOE and regression analysis. Practical analysis using Minitab.

Supplier and project quality

03 APQP; Production Part Approval Process (PPAP); supplier qualification, process approval and development; quality control plans; FAT/SAT; inspection and acceptance criteria; validation, verification and cleaning assessment.

Assessments and audits

04 Quality management systems, manufacturing processes, supplier capabilities and team competencies; lead auditing and process auditing; supplier sustainability assessments.

Professional development

Lead auditor experience: ISO 9001, ISO 13485 and ISO 14001; process audits. Lean Leadership (Toyota approach); Green Belt training at Philips (2005); leadership, team development and instructional skills.

2022

17 October 2022

Nominated by Cheena Chu
1,000 recognition points

**Take ownership to
deliver fast.**

“Richard was recognized by Alberta Z. and Balaji N. during Oct’s PH Productivity Review meeting for providing exceptional Supplier Quality support within the crisis management for MG Hoi Lung Sheet Metal Supplier.”

2021

16 December 2021

Nominated by Mazin Sabra
2,500 recognition points

**Patient safety, quality
& integrity always.**

“Recognized in PH Dec MPR and leading the way in driving continuous and impactful quality improvement.”

LEADERSHIP APPROACH

Clear about risks.
Open to challenge.
Supportive of people.

What colleagues say

**Erik Raadsheer, PhD**

Sr. Dir. Regulatory & Government Affairs and Quality Assurance EMEA at Align Technology

It was my privilege to have been the direct leader of Richard from November 2015 - November 2017.

Richard worked in my leadership team as head of supplier quality assurance and did an outstanding job. He provided pro-active input and ensured that supplier quality assurance was perceived as an important business enabler. Richard is willing to challenge the status quo and his pragmatic attitude resulted in several process simplifications. His major contribution in these two years was his support in defining leading compliance indicators.

If you are looking for an experienced and knowledgeable supplier quality assurance lead/professional, I am highly recommending to include Richard in your recruitment process.

**Kristina Bagita**

Director, Supplier Quality Assurance at Philips

I am blessed that I could work together with Richard! His level of knowledge regarding quality and especially supplier quality is impressive.

I had a pleasure to work with him on a project where I experienced his great skills. Richard is very organized and has a good sense for details. He also knows how to challenge the team and bring the best out of them. He is a nice person to work with, he has strong opinion, but also can listen to others very well. Last, but not least: he is a very emphatic person with a great humor. Any employee would be lucky to have Richard as a leader.

**Bhupinder Gupta**

Supplier Quality | Product Quality Engineering | Medical & Food specialist at Philips PH

Richard is a great leader and one of the best leaders I have ever worked with. I have been in his team from some years and find it great privilege to work with him.

Richard is a very experienced, knowledgeable, composed, respectable and truly empathetic leader who one can always rely on for strong support and mentorship.

Richard constructively challenges his team members/status quo with eyes to details however remain focused on bigger picture and always resolve challenging situations with pragmatic, lean, logical and forward-looking conclusions.

Richard is fun to work with, easy to take on even stressful situations with a smile and positive attitude. Richard is very respectful to cultural differences and knows how to keep a One Team, positive feeling in the teams all over the globe in multicultural environment.

Richard is always easy to approach, always there to support the team and such a kind human being who can go to large extents to keep his team motivated. He is always a great support system for the teams in any circumstances. It will be a great blessing for anyone who gets the chance to work with him in any capacity!