

Didier Douziech
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French - Married - 2 children

3 impasse du Moulin Maillet
37390 Mettray - France

Managing Director

ARTS & METIERS Engineer
INSEAD Advanced Management Programme

36 years' work experience, 26 in France,
10 in foreign countries: Japan, Germany, England, Spain



French: mother tongue; **English and Spanish:** fluent; **Japanese and German:** professional use.

MAIN COMPETENCIES

- **Company transformation**
- **Plant management**
- **Impact management**
- **International management and negotiations**
- **Marketing and business development**
- **Sustainable development**

PROFESSIONAL RECORD

2006 to present, INTERIM EXECUTIVE MANAGER and CONSULTANT:

- **Service offer:** Interim management as Managing Director, Plant Manager and Sales & Marketing Manager.
- **Market:** Industrial and B to B service companies.
- **Experience:**
 - **Managing Director, SIARR a subsidiary of Horizon Global (2019-2020 - 9 months)**
 - **Company:** subsidiary of an American group listed on the NYSE, 190 employees, 35 Million € turnover
 - **Activities:** development, manufacturing and supply of automotive accessories (towbars, wiring kit, carrying equipment) to Renault, PSA and Nissan and to "After Market" networks in Europe
 - **Role:** back to the head of the company, following a first assignment in 2013-2015 in the same position, to manage a growth crisis resulting in delivery delays, a level of quality not acceptable by customers (presence of a quality wall), a lack of cash and negative financial results.
 - **Main achievements:** design and launch of an improvement action plan, renewal of half of the management committee (change of key managers, creation of the supply chain function, etc.), return to profitability after 3 months, sharp reduction in the number of work accidents and customer delays, then management of the COVID-19 crisis for 3 months, including 3 weeks of shutdown, before the achievement of record turnovers in July and August.
 - **Managing Director, Liberty Wheels France (2018-2019 - 10 months):**
 - **Company:** about 340 employees and 40M € turnover, a subsidiary of the British group Liberty Engineering, a member of the GFG Alliance.
 - **Activities:** manufacturer of aluminum alloy wheels for the European automotive market.
 - **Role:** to revive the activity of the company, following its bankruptcy and the acquisition of its assets, as part of a four-party agreement between the Group, the French State, Renault-Nissan and PSA, including financial aid and order volume commitments from the car manufacturers.
 - **Main achievements:** development and launch of a company transformation plan that helped to structure the recovery of the company, remobilize the teams, restore confidence to customers and reassure the shareholder; drastic drop in the number of work accidents; gain of a new client; keeping deadlines for new projects entrusted by historical customers; implementation of the Group's operational management system; IATF certification; progression of the score in the annual Ecovadis CSR audit; 35 hour workweek agreement with trade unions; improvement of the attractiveness of the company through communication actions on the web and local media.
 - **Chairman, Leroux & Lotz Technologies (2017 – 11 months):**
 - **Company:** 160 employees, € 40 million turnover, subsidiary of the Altawest Group.
 - **Activities:** designer and manufacturer of biomass and waste to energy boilers, modular oil and grease processes and large special machineries.
 - **Markets:** industry, district heating, electric power generation, oil & gas and renewable marine energy (RME) sectors.
 - **Role:** make a carve out to create an autonomous subsidiary taking over half of the workforce and part of the activities.

- **Main actions:** study of various ways to restructure the company, consulting as Chairman of the Works Council on the carve out project and coordination of administrative, financial, fiscal, legal and reorganization actions. Search of partners for the future subsidiary with a Fusion & Acquisition firm.
 - **Other achievements:** action plan aimed at improving quality of life in the workplace and minimizing psychological risks which has drastically reduced the number of people at risk and contributed to the absence of social conflict despite a strong opposition to the carve out project. Launch of a digital disruption project: development of an activity combining our boiler design expertise and the use of control system data of our equipments to offer to the boilers operators new value-added services.
- **Chief Operating Officer, AEG Power Solutions France (2015-2016 - 8 months):**
- **Company:** Subsidiary of AEG Power Solutions Group, 150 employees, company based near Tours (France).
 - **Activities:** Designer and provider of power electronic systems and solutions for critical power supply needs.
 - **Market:** Industry and infrastructure such as oil, gas and petrochemical companies, power generation and transportation, Data & IT, renewable energy plants.
 - **Role and achievements:** Run a social and restructuring plan, reduce cost, manage operations and prevent negative impacts of the restructuring plan on quality and efficiency.
- **Managing Director, SIARR Westfalia Automotive (2013-2015 - 14 months):**
- **Company:** 90 employees, €19M turnover, French subsidiary of the German Group Westfalia Automotive.
 - **Activities:** Development, production and distribution of automotive accessories (tow bars, wiring kits and roof racks).
 - **Market:** Renault, Nissan, PSA and European After Market distribution networks.
 - **Role and achievements:** Renewing of 50% of the board of directors, sales of an additional €3M project to PSA, 7% turnover and 3% margin increase of After Market activity, € 250K reduction in inventory levels, implementation of Lean Management, division of the number of work accidents by 3.
- **Industrial Director, DUBUS Group, manufacturer of CNC machines, 130 employees and €20M turnover (2012-2013 - 13 months)**
- **Industrial Director, IXSEA (2010-2011 - 10 months):**
- **Company:** 200 employees and €40M turnover in 2010, 3 sites in France (Marly, Brest, La Ciotat)
 - **Activities:** Development and manufacturing of high-technology products, fibre-optic inertial and navigation systems, high performance mapping sonars, acoustic positioning systems...
 - **Market:** Offshore, navy, defence, space, geophysics
 - **Role:** Improving the efficiency of the supply chains of the company
 - **Achievements:** €200K annual purchasing cost decrease, implementation of 10 5S projects, contribution to the definition of the PLM (Product Lifecycle Management) IT system, ...
- **Managing Director, French publishing and distribution group (2009-2010 - 17 months):**
- **Group:** 4 subsidiaries, 220 employees, turnover of €17M in 2008, after 10 years of annual losses.
 - **Activities:** Publishing of educational products, purchasing in Europe and Asia of educational games, toys, books, furniture and sport equipments. Distribution through a network of travelling salesmen, a call centre, mail orders and a web site.
 - **Market:** Schools and municipalities.
 - **Role and achievements:** Renewing of 80% of the board of directors, merging of the 4 companies, reorganization of the product offer, reorganization and downsizing of the sales force.
- **Managing Director, Technorop Industries (2008 - 6 months):**
- **Company:** Subsidiary of Dubus Industries, 25 employees, company based near Nantes (France).
 - **Activities:** Engineering, manufacturing and installation of CNC machines, handling systems and robot cells.
 - **Market:** House window and door manufacturers, aeronautic (Airbus) and various industries.
 - **Role and achievements:** Acquiring the assets of a bankrupt company and starting a new one, preparing its budget, employing and training new employees, organising the whole company, project management, financial reporting and training of the new site manager. Thanks to my strict cash management, I ran the company for 6 months and we invoiced about €1M without any additional financial input from the shareholder other than the initial assets of €60K.
- **Business development, SPIE-DPA, engineering, manufacturing and installation of production systems for the car industry, 90 employees, €20M turnover (2007 - 3 months).**
- **Managing Director, Spanish subsidiary of the engineering Group, SPIE (2007 - 6 months):**
- **Company:** 110 employees, €20M turnover, loss of €4M in 2006, 3 sites, head quarter in Barcelona.
 - **Activities:** Engineering, manufacturing and installation of automatic handling systems.

- **Market:** Automotive industry worldwide and other industries.
 - **Role and achievements:** Improving the management of the subsidiary (financial reporting, price offer validation, project management, cost decrease, ...) to facilitate its takeover, then management of the company during the chaotic management buy out (MBO) operation.
- **Consultant and supplier of innovative solutions to save resources and preserve the environment;** product and service offer: biological cleaning, water treatment, use of rain water, air purifying, noise reduction and energy saving; market: industry and local authorities (2006 - 12 months).

2002-2005, TOP EXECUTIVE MANAGER, ARO GROUP:

- **Group:** Worldwide leader in resistance welding, headquarter located in Château du Loir in **France**, €125M turnover, 700 employees, 10 subsidiaries and 30 agents in the world. A division of IWKA Group (KUKA Group now) listed on the Frankfurt Stock Exchange.
- **Market:** Car industry worldwide.
- **My experience in the Group is outlined below:**
 - **2003-2005, Member of the Board of Directors and Sales & Marketing Director of ARO Group:**
 - Member of the Boards of the subsidiaries and managing 100 people worldwide.
 - Responsible for the global commercial and marketing activities, diversification (in laser welding), sales administration, after sales service and international development.
 - I limited the price cutting requested by the car manufacturers, thanks to my worldwide sales coordination and a tough stance during the negotiations with their headquarters, plants and assembly-line builders.
 - In 2005, this success contributed to the best financial result of ARO Group in the last 23 years.
 - I founded in China a subsidiary to manufacture welding equipments.
 - **2002, Managing Director, ARO Welding Ltd, the British subsidiary of ARO Group:**
 - **Achievement:** Turnaround of the company thanks to the renewal of 90% of the work force and the product lines, the implementing of price increases, externalization of manufacturing and moving of the company.
 - **Figures:** £3,5M turnover and 12 employees. The company has been in profit since 2003, after 3 years of annual £700K losses.

2000-2001, FOUNDER and MANAGING DIRECTOR of ELLORA SAS (INTERNET COMPANY):

- Based in France (Tours and Paris).
- I acquired and developed a BtoC web magazine, created his WAP version, increased the number of visitors tenfold and signed the first eBay's commercial partnership in France.
- I convinced a bank and several investment companies to finance our project.
- Because of the "new economy" crisis I finally stopped the project, but manage to sell our web site.

1986-2000, EXECUTIVE MANAGER, SAINT-GOBAIN GROUP:

- **Group:** A world leader in production and distribution of materials, 15 billion € of sales, 100.000 employees
- **Market:** Construction and various industries.
- **My experience in the Group:**
 - **1996-2000, Plant Manager, Charles André S.A.S., Joué-Lès-Tours (France):**
 - **Company:** Producer of mirrors, €15M turnover and 100 employees
 - **Market:** Construction and furniture industry, with IKEA as main customer.
 - **Achievements:** I kept the plant profitable despite difficult conditions. I dismantled the only profit-making but polluting production line, ran a cost cutting program and had to make 20% of the employees redundant. I then renewed 30% of the activity of the plant, invested in new machines and in a no discharge water treatment system, launched new product lines and implemented lean manufacturing (5S, TPM, SMED, Kaizen...).
 - **1994-1996, Sales and Marketing Manager (Asian customers), Sekurit Saint-Gobain, Aachen (Germany):**

- **Company:** Division of Saint-Gobain Group, the European market leader in automotive glass, €760M turnover and 6000 employees.
- **Responsibilities:** Coordination of 10 salesmen and engineers in Europe and Japan with an €18M turnover.
- **Achievements:** Penetration of all Japanese car plants in Western Europe and successful implementation of the “Kaizen” method in a German plant to recover our relationships with Toyota.

- **1990-1994, Automotive Glass Department Manager, Nihon Saint-Gobain KK, Tokyo (Japan):**
 - **Company:** sales and representative offices of Saint-Gobain Group in Japan.
 - **Achievements:** I proposed and implemented a successful strategy to start and develop a global business with Japanese car makers. I succeeded in seeing through the first import of glass windows from Europe to Japan and in the support of projects between Saint-Gobain and Japanese car assembly plants in Europe. 10 years later, Saint-Gobain was supplying 5% of the local Japanese market.

- **1990-1991, Setting-up of the technology watch office of Saint-Gobain Group in Japan.**

- **1986-1989, Information System Project Manager, Saint-Gobain Emballage (Packaging company), La Défense (France).**

1984-1986, Software Engineer, Tokyo Branch of Credit Lyonnais Bank.

1983-1984, Military service as a Software Engineer, French Air Force, Paris.