

Fabien GUIZELIN

Head of Manufacturing & Supply Chain

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Dynamic and innovative manager bringing products from concept to industrial successes for over 18 years. I led the design, prototype and volume production of complex industrial equipment for harsh environment (surface, downhole, marine). Skilled in leading cross-functional, multisite team of up to 330 HC, I championed implementation of disruptive technology and organizational changes. Lean Six Sigma Black-Belt certified, I led large process and structural optimization delivering \$40M savings from optimized, multi-site operation. I nurture close communication, empowerment and diversity along with clear roadmap and KPI to drive internal teams and partners toward Excellence.

EXPERTISE

- ☑ **Manufacturing Operations**
 - ☑ **Industrialization (NPI/TRL)**
 - ☑ **LEAN – Six Sigma, Black Belt**
 - ☑ **Strategy & KPI definition**
 - ☑ **Change Management**
 - ☑ **Multicultural experience**
 - ☑ **Empowering, listening leader**
 - ☑ **Team engagement**
 - ☑ **P&L | Budget accounting**
 - ☑ **Strategic & analytical skill**
 - ☑ **Innovative thinking**
 - ☑ **Persuasive communication**
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- ☑ **Manufacturing Management**
 - Rooted Q & HSE commitment
 - Close to the shop-floor, Gemba
 - Production planning & ERP
 - Matrix management
 - Objective, KPI alignment
 - Risk management & control plan
 - Multi-tier Supply Chain
 - Make vs Buy analysis
 - Cross-function engagement
 - Multisite and partner leveraging
 - Forecasting, inventory optimization
 - Work force optimization
 - Employee representative relationship
 - Negotiation & partnership
 - Financial accounting, P&L
 - Product lifecycle management
 - Analytical approach to decision-making

- ☑ **Continuous Improvement**
 - Manufacturability, TRL / MRL
 - Large scale industrial organization
 - Hoshin planning, resource alignment
 - Project prioritization
 - Budget & resource management
 - Load analysis and optimization
 - Full Continuous Improvement toolset: 5S – KAIZEN – VSM – DMAIC – SPC
 - Design for Manufacturing, DFSS, DFT

- ☑ **Computer Skills**
 - Microsoft Office Pack
 - ERP and MES solutions
 - PLM platform, 3DS Enovia
 - Production flow, iGrafx, simul8
 - Statistical analysis, SPC XL
 - Data analysis, VBA, Macro
 - Task automation, PHP, SQL, Bash

- ☑ **Language**
 - French: native
 - English: bilingualwork language for 15 years

EXPERIENCE

Head of Manufacturing & Supply Chain (multisite)

Shearwater GeoServices

📅 July 2018 to today

📍 Oslo, Norway

Restructuring and management of production sites post divestiture from Schlumberger

- Coordinated the divestiture of Manufacturing activity and consolidation under new ownership:
 - Thorough Change Management to control risks and drive adoption throughout the transformation
 - Close communication to safeguard competencies and employee engagement
 - Consultation and settlement with employees and employee representatives
 - Negotiation with suppliers to transfer or define new commercial agreements
 - Product portfolio rationalization (incl. Make vs Buy analysis)
 - Advance Operational Excellence: safety, compliance, efficiency, quality and financial execution
 - Definition of global strategic goals; focus & align resources through Hoshin planning and KPI
 - Coordinate and leverage internal and external manufacturing network
 - Elevate the manufacturing capabilities (people, systems, processes, infrastructure)
 - Responsible for overall financial performance
 - Establish rolling forecast, prioritize CAPEX, monitor execution, report P&L / cashflow performance
 - Management of >100 employees, coordination across division: Manufacturing, Supply Chain, Quality, Health Safety Environment, Technical Support, Finance, HR and Facility
 - Competency management at individual and department levels; internal promotion to key roles
 - Coaching, career planning and performance recognition; structured career evolution scheme
 - Drive step-change projects to improve On-Time Delivery, Quality and Cost
 - Implemented new business systems: ERP (QAD), Product Lifecycle Management (Enovia), MES
 - Cross-functional engagement toward ISO 9001:2015 certification
 - Variance reduction from optimized part issuance during repair processes
- ⇒ **Complex Change Management to restructure the business and team from large-cap to SME**
⇒ **Head efficient turn-around: 8-to-1 downscaling (2018), followed by 3x growth (2020)**
⇒ **Developed a committed, collaborative, diverse, gender-balanced and multi-cultural team**
⇒ **\$5.2M loss avoided through optimization of resources, production plan and inventory**

Program Manager R&D (multisite)

Schlumberger

📅 July 2014 to July 2018

📍 Oslo, Norway

Development of a cost-efficient, high technology, novel marine seismic platform

- Lead multi-discipline, multisite team of 35 engineers and managers across 5 centers in 4 countries: research, mechanics, electronics, software, data processing, new product introduction (NPI)
 - Complex requirements and risk management; product optimization through trade-off analysis
 - Champion market analysis and end-user engagement to ensure fit-for-market product
 - Close engagement with multifaceted, business and technical, stakeholders
 - Resource prioritization; chairing of technical reviews and reporting to the management board
 - Orchestrate a very diverse set of >20 projects toward the Program's end goal:
 - Map complex interdependencies and derive itemized action plan
 - Structured project execution to scale Verification & Validation activities based on sub-project risk
 - Implementation of novel Big Data concepts to extract higher value of existing seismic systems
 - Product industrialization from Technology Readiness Level (TRL) maturity 3 to 7
 - Concept demonstrator, laboratory testing, validation of prototypes in operational environment
 - Design-to-cost optimization: system cost reduction through optimized system architecture
 - Secure similar data quality from a 25% reduced system size via redundancy and novel concepts
- ⇒ **\$20M cost optimization over the deployment cost of existing seismic systems (25%)**
⇒ **5x improvement of Reliability and improved Total Cost of Ownership (TCO)**

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CERTIFICATIONS

- ✓ **Lean Six Sigma - Green Belt**
Schlumberger-Motorola
📅 2006 📍 New Jersey, USA
- ✓ **Lean Six Sigma - Black Belt**
Council for Six Sigma Certification
📅 2020 📍 Norway
- ✓ **Wind Energy Certification**
Technical University of Denmark
📅 2020 📍 online program

EDUCATION

- ✓ **Master of Science**
Electronics & Communication
École Centrale Lyon
📅 1998 – 2001 📍 Lyon, France
Classes Préparatoires MP*
📅 1996 – 1998 📍 Reims, France

RECOGNITIONS

- ✓ **Principal Engineer**
Schlumberger's top 0.2% technical experts
- ✓ **Patents**
 - Seismic Sensor Cable [PCT/US2016/036299]
 - Gel seismic streamer [PCT/US2016/066049]
 - Apparatus and Method for Decoupling a Seismic Sensor [PCT/US2011/0273957]
 - Compact Radiation Generator [US2010/056658]
- ✓ **Awards & Distinctions**
 - Lean "Outstanding Enterprise Project" step-change efficiency gain in sensor assembly
 - Silver award 'Performed by Schlumberger' seamless technology introduction to key client
 - Reservoir Symposium 'Best R&D collaboration', cross-department collaborative development

EXPERIENCE

Manufacturing Technology Manager

Schlumberger 📅 March 2013 to July 2014 📍 Penang, Malaysia

Definition of the Advance Manufacturing roadmap and associated CAPEX & Technology execution

- Managed the Seismic Manufacturing Technology group of 35 engineers across Europe and Asia
- Definition & execution of the Manufacturing 4.0 roadmap, footprint strategy and value optimization
- Lead technical projects for new product introduction in Manufacturing (M/TRL 4 to 9), process FMEA
- Championed knowledge sharing and partnership with university and technology partners
 - ⇒ **4x efficiency gain and 10x quality improvement from automation & novel technologies**
 - Opportunity identification, concept definition, roll-out of step-change technology
 - ⇒ **Interim Center Manager (H1-2014): responsible for a \$110M revenue P&L and 330 employees**

Manufacturing Manager, Land Product-Line

Schlumberger 📅 October 2010 to March 2013 📍 Penang, Malaysia

Pioneer set-up of new Manufacturing operation in Malaysia: >\$40M/year from footprint optimization

- Established & ramped-up a Product-Line: greenfield to \$100M yearly revenue
 - Identification and execution of ambitious recruitment and training program
 - High-volume production of high-tech equipment: >500,000 land seismic sensors in 2 years
 - P&L responsible: COGS+CAPEX, on-time delivery, quality, cost both internally and at suppliers
- Load balancing and Continuous Improvement of mature products and processes (MRL 9-10)
 - Lead and champion LSS: Kaizen, TPM, Lean, Six-Sigma, Statistical Process Control (SPC)
- Mentoring and competency management to establish a company-culture of empowerment, strong commitment to QHSE and to promote the Lean-5S mindset among new population
 - ⇒ **\$40M/year efficiency gain from industrial footprint optimization: coordination & synergies**
 - ⇒ **Award-winning Lean project: +80% productivity boost of Sensor assembly [VSM, cell layout]**
 - ⇒ **Anchor a strong culture of empowerment, Quality, HSE and Lean**

Design For Manufacturing Team Leader

Schlumberger 📅 January 2008 to October 2010 📍 Oslo, Norway

Optimize New Product Introduction through Design-for-Manufacturing and Design-for-Test

- Lead Industrialization of production both internally and at suppliers to achieve quality and takt-time
 - Coordination of activities to bring lab prototypes (TRL 4) toward volume production (TRL 9)
 - Strategical sourcing-for-cost initiatives: \$4M saving across 16 electronic / mechanical parts
- Completed numerous product / process improvement projects
 - Proficiency in Lean (5S, flowchart, VSM, fishbone, 5 whys), Six Sigma (DMAIC, Cpk, anova, t-test, DOE, MSA gage R&R) and software (iGrafx, Minitab, SPC XL)
 - ⇒ **\$6M/year cost avoidance from hydrophone encapsulation redesign: 45% reject-rate to 0 reject**
 - ⇒ **Technical expertise of a broad range of manufacturing processes and inspection methods** machining, extrusion, crimping, injection molding (moldflow), electronics (J-STD, IPC), ...
lab equipment: sample preparation, accelerated testing, microscope, SEM-EDS, XRF, DMA, ...

Manufacturing Engineer

Schlumberger 📅 July 2003 to January 2008 📍 Princeton, NJ, USA

Technical ownership of product and processes to manufacture nuclear generators for downhole use

- Optimized Man, Method, Machines to increase Yield
- Close collaboration with Research to identify root-cause and resolve process issues

Test Engineer

Airbus (Transiciel) 📅 February 2002 to July 2003 📍 Toulouse, France