



Seb F

Supply Chain Director

Paris, France

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Languages

French (Native)

English (Fluent)

Spanish (Basic)

About

20 years of supply chain experience. Hard skills: S&OP, inventory management, supply chain transformation, logistics, advanced planning, digital supply chain, manufacturing, ERP implementation. Soft skills: strategic thinking, effective decision making, transformational leadership, organization management and assertive communication. My focus is to drive organizations in building resilient and sustainable supply chain to mitigate disruptions in a volatile and complex market environment, while accelerating business growth and maximizing return on key investments.

BRANDS WORKED WITH

"Beauty Care" category, French market, P&G

Clarins Group

Eugène Perma

French market, Estée Lauder Cies

"Home Care" category, French market, P&G

Leclerc customer, French market, P&G

P&G

Experience

● Independent Consultant

| Dec 2023 - Now

- Independent consultant in charge of the design and implementation of the supply chain and IT recovery plan for the 3 different buyers of ex-Eugène Perma group (FMCG business, Professional business, and production factory).
- 1- Design recovery plan based on solid foundations, 2- Re-mobilize and support the teams after the complicated period of legal recovery, 3- Liaise collaboration between the 3 CEOs to ensure efficient implementation of the recovery plan, 4- Execute and follow the plan. Target is to finish the transition by end of April 2024.



● Supply Chain and Business Transformation Director

Eugène Perma | Jan 2022 - Jan 2023

- Member of the Executive Committee. Responsible for Supply Chain and IT functions, as well as Business Transformation, in a context of ongoing structural financial challenges. Eugène Perma turnover €100 million in 2022.
- 1- Led a team of 140+FTE (including a factory with 90 employees), 2- Managed the Supply Chain (factory, IBP, 3PL oversight, product launches, packaging, procurement, and quality), 3- Drove cost saving initiatives in a period of high inflation rate, 4- Implemented new industrial and planning strategies to reduce cost and protect margin, 5- Led the tender to renew EPRs and 6- Drove business transformation involving identifying, orchestrating, and executing structural projects that result in substantial cash flow, cost savings, and increased productivity.
- August 2023: Eugène Perma's financial difficulties accumulated over several years, leading to a state of insolvency and judicial reorganization. December 2023: 3 companies took over the 3 main activities of the group.

● Supply Chain and Sustainability Director

French market, Estée Lauder Cies | Jan 2018 - Jan 2022

- Member of the Executive Committee for the French subsidiary. Responsible for the commercial supply chain functions (closely collaborating with business units, customers, factories, warehouses, Global headquarters) and for the Corporate Social Responsibility initiatives. Estée Lauder Companies turnover around \$14 billion in 2022.
- 1- Led a team of 20 employees: demand planning, customer service, master data, and project management, 2- Optimized the transportation model, 3- Led the pilot for a global new End-To-End planning system, 4- Defined a new operating model for the supply chain of Estée Lauder stores (#70 in France), 5- Directed the Corporate Social Responsibility program for the country.



- **Supply Chain Manager, All categories**

Clarins Group | Jan 2013 - Jan 2018

- Supply chain lead at global level, overseeing service and inventory levels, in a context of a comprehensive overhaul of the global supply chain, including the deployment of a new ERP system for supply chain operations (forecasting, procurement, production, DRP). Clarins turnover around \$1,8 billion in 2018.
- 1- Supervised a team of 10 FTE accountable for maintaining service and inventory levels, 2- Devised and implemented new methodologies for demand and supply management, prioritized strong collaboration with manufacturing factory, 3- Coordinated with consulting firms for the design and implementation of a new ERP system.

- **Supply Chain Project Leader**

P&G | Jan 2010 - Jan 2012

- Project lead with the objective of optimizing the "copacking" supply chain (display, bundles, stickers, etc.) 2 main objectives: reducing the unit cost of copacking (\$35 million spent in FY1112) while simultaneously increasing revenue through innovative copacking supply chain solutions. EMEA Oral Care revenue: \$1.8 billion in FY1112.
- 1- Developed and executed a fresh strategy, vision, and organizational structure for customization. This involved coordinating a cross-functional team, establishing the role of copacking in the business strategy, and implementing KPI and 2- Introduced new production capabilities in the manufacturing plants, enabling copacking to occur on-the-line, replacing manual operations in the customization centers. EMEA best cost saving project out of over 50 projects.

- **Demand and Supply, Team Leader**

"Beauty Care" category, French market, P&G | Jan 2008 - Jan 2010

- Team management of 10 demand and supply planners, managing all aspects of demand and supply functions (forecast accuracy, service level, and inventory). "Beauty Care" category: \$550 million turnover and 2000 SKUs.
- 1- Designed and implemented a resilient and agile suite of cutting-edge processes and tools and 2- Established a new organizational culture emphasizing results, recognition, and personnel growth. This new way of operating became role model in EMEA.

- **Demand and Supply, Planner**

"Home Care" category, French market, P&G | Jan 2005 - Jan 2007

- Accountable for enhancing forecast accuracy, service standards, and inventory management for three brands.
- 1- Led the Sales and Operations Planning (S&OP) process and 2- Collaborated closely with manufacturing plants and EMEA headquarter to strike the ideal equilibrium between service and inventory.

- **Customer Logistic Manager**

Leclerc customer, French market, P&G | Jan 2003 - Jan 2005

- In charge of service level, inventory management, and supply chain collaboration for a major customer.
- 1- Managed a team of 5 FTE responsible for order, shipping, and billing functions and 2- Successfully executed multiple supply chain major projects in partnership with this client (digitalization of the supply chain, VMI).

Education & Training

2021

- **UNIVERSITY of CAMBRIDGE**
Business Sustainability Management,

2002 - 2003

- **ESSEC Business School**
Advanced master's degree in supply chain,,

1999 - 2002

● **ENSAM Engineering School**

Master of Science in Industrial Engineering,