



Florian Barcat

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Mobility France

LANGUES :

- Fluent English
- Native French
- Understanding German

TOOLBOX :

- DfSS / DMAIC Six Sigma Black belt
- Lean deployment
- Co-construction : CoDev, Vortex, ...
- Systematic Innovation

ENGAGEMENTS :

- Various roles at Scouts and Guides of France – Association for citizenship and international solidarity education.
- AFS Intercultural Programs – Bringing cultures together through international educational and intercultural exchange programs in over 50 countries.

Operations Director / Factory Manager

Project and operations management in highly technical and commercial innovative industries
Organizational transformation and change management

Demanding, enthusiastic and humanistic manager, I carry vision and commitment.
I create a trust framework that enables collective performance with teams and all stakeholders.
I work on organizational robustness and fostering value-creating initiatives.

My target : To contribute to the company's value proposition towards a regenerative economy.

PROFESSIONAL EXPERIENCE

SKF

Factory Manager and Group Industrialization Director HW Condition Monitoring 2014-2025
24 M€ sales +5% yoy – P&L : +10% operating margin growth – 60 people.
Worldwide scaled responsibilities.

- Business model transformation while increasing operating margin : Diversification of applications and customers to achieve > 50% of sales in new industrial sectors.
- Transition from an economy of ownership to one of service functionality : Operational management of the transition from a product offer to a service offer.
- Industrial deployment of the "Condition Monitoring" offers embedded for Rail and Truck applications.
- Drastic improvement in Safety / Quality / Delivery / Costs performance through a Lean and Six Sigma continuous improvement approach.

Operational Unit Director and Product Line Manager 2014-2017
Railway axle boxes. 17 M€ sales – P&L : Double-digit operating margin – 30 people in France and internationally.

30% sales increase in 3 years by improving industrial performance, establishing strong collaboration with sales teams in all countries, and developing operations in China and India.

- Operations transformation to manage a business with a >50% mix change every year. Supply chain reorganization and creation of a PMO.
- Redefinition of strategy by segment and region and development of international markets. Implementation of effective shared governance.
- Major restructuring of the supply chain and supplier base ÷3 and production transfer.

Project Manager –Product and process development – Sensor Integration 2008-2014

- Management of cross-functional multidisciplinary teams.
- Management of technological projects and industrial scale-up.
- Pioneer in the introduction of robust design and industrialization methods.

ZF - Bosch Automotive Steering Systems

2001-2008

Mechatronics Design and Industrialization Project Manager

- Management of international industrial projects for premium automotive OEM customers.
- Transformation of the company's area of business, knowledge, customer relationships and supplier base for the introduction of innovative mechatronic systems.
- Deployment of multi-physics modelling tools, PLM, and test systems.

EIGSI – School of Engineering in Industrial Systems Engineering Research Professor – Electrical and automation engineering.	1998–2001
Engie Ineo (Equans) – GTMH Business Engineer – Industrial Electrical and Automation equipments – Energy and Process. ○ Bid response, project management, technical studies, and site management.	1997 – 1998
ESIB – Beirut School of Engineering – Lebanon Assistant - Lecturer – Electrotechnics and fundamental sciences.	1994–1996

EDUCATION

GERME – Innovative Network for Humanistic Management Member and group president. An experience ahead of its time : A network for humanistic and positive transformation of the managerial practices that the world needs.	2014 – Present
Dipl. Engineer in Electrical Engineering and Digital Mechatronics ESME-Sudria – Paris.	1989 – 1994