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**Pierre VILLATTE**

*Project Management EPCM, consortium management  
Infrastructure works, water treatment, Oil& Gas.  
Africa, Latin America, Middle East*

*Specialization in complex projects and negotiations, with expertise in defending the company's long term financial and commercial interests.*

*Restructuration of operational entities, change management and team support.*

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| Year | Situation and actions implemented |
| 2019 | Context: French Fiber Optic provider, installation of FTTH network. Difficulties to achieve the deployment of the FO network as per the yearly targets (below 60% of the objective) and delays in hand-over to the operators. Needs to improve the processes to achieve growth of the production (+100% in 1 year, +800% the last 2 years). Position: PMO and Design office manager Target: Yearly production and implementation of new processes. Actions taken: Implementation of project scheduling tool and reporting tool for the project’s portfolio management. Up-date of the processes to accommodate new production rates and implementation of a workflow in the design office and improvement of the production by association with new subcontractors.  Result: Improvement of the production to achieve 105% of the mini objective and 80% of the initial target. |
| 2017 | Context: Tramway construction project - 250 M€- Constantine - Algeria  Failure of a consortium partner and project stopped. Position: Director of Consortium / Operation Manager Algeria Target: Risk mitigation (contractual / partner risks, delays and exposure to liquidated damages, technical risks), project re-start and progress recovery. Actions taken: Management of the failing partner's withdrawal - transfer of its scope to the other partners, support partners after the hand over and assist them in updating technical skills.  New execution strategy, negotiation of new schedule and introduction of a contract amendment and claim.  Result: Significant improvement of project margin (+5%) |
| 2015 | Context: Tramway construction project - 80 M€ - Mostaganem - Algeria Under-staffing and significant delays - High risk of claim from partner (cost of the delay and exposure to liquidated damages for the whole consortium circa 25M€) Position: Project manager Target: Claim risk mitigation Actions taken: Staffing key positions (Deputy PM, construction manager, technical team remobilization).  Construction of a claim against the partner based on project history and pointing partner's failure in its position of consortium leader. Result: Reversed the balance of power and transformed the risk into opportunity. |
| 2014 | Context: Oil & Gas on-shore project - 300 M€ - Obagi - Nigeria. Dismissal of the project manager by the Client.  Degraded relationship with Client and strategic partners. Management of the Ebola epidemic.  Position: Operation manager Nigeria Target: Improvement of the relationship with key partners, works progress pace improvement.  Implementation of an action plan against Ebola Actions taken:  Medical follow-up with access control (daily fever control at check-point, quarantine for infected people and transfer to dedicated medical centers)  Replacement of the project manager. Turnaround of relations with key stakeholders (Client, partner, strategic sub-contractors). Increase of works progress pace. Result: Establishment of win-win situations with partners and key sub-contractors, customer confidence recovery. Ebola action plan in place with possibility of withdrawal for any staff member at any given time. No Ebola outbreak detected but several malaria cases identified and cured. |
| 2014 | Context: Off-shore Oil & Gas project - 300 M€ - Port Harcourt - Nigeria. Significant delays, scheduled shut-down of the platform jeopardized. Position : Operation Manager Nigeria Target: Meet sheduled date and duration of the shut-down  Actions taken:  Rescheduling of the remaining works, detection of bottlenecks and implementation of specific recovery plans, hooks-up production rate increase. Result: 3 months recovered and shut-down deadlines met. |
| 2012 | Context: Transition phase after acquisition by a major US industrial group - Massy - France Restructuration of operational department with engineering and industrial reorganization. Issues related to project's profitability and work organization with 15 engineering and construction centers.  Conception issues with call for guarantee. Position: Operation manager for Industry vertical (metal, mining, power generation) Target: Guarantee issues resolution and achievement of financial objectives (Sales, margin, cash) Actions taken: Implement project follow-up and operational rythm adapted to project's size and risk profile - Fix targets and new matrix organization to interface all centers. Resolution of conception issues, mobilization of a dedicated task force, maintenance contracts proposal.  Result: Convert technical risk of guarantee into opportunity of maintenance contracts. Financial targets met at 100%. |
| 2006 | Context: New organisation of the activity in geographical business units. - Rueil - France New P&L. Issues with several projects' profitability. Issues with strategic partners. Position : Africa Business Unit Manager Targets: Long term durable relationship with Client and achievement of financial objectives (orders, sales, margin, cash) Actions taken: Implement new BU strategy and project follow-up  Fix and close unprofitable projetcs Implement a new and more selective commercial strategy and local representative organization. New agreements / MOU with local strategic partners. Result: Significant increase of financial performances (Sales +30%, GM x2, positive cash flow). Establishment of win-win situations with strategic partners. Expanded business to new countries. |
| 2004 | Context: Fertilizer Unit revamping project - 30 M€- Kuweit Degraded relations with Customer, major losses and very negative margin.  Very slow project progress pace. 2nd Gulf war, invasion of Irak through Kuwait.  Position: Acting Project Manager Targets: Project pace and margin recovery. Actions taken: Reorganization of the construction team. Difficult relation with client to be managed.  Emergency and evacuation plan reviewed on a daily basis in response to the war context.  Result: Back to normal works progress pace. Claim built circa 90% of the initial contract, 35% negotiated with margin recovery. |
| 2001 | Context: Restructuration of Engineering Department - Oil & gas - Nanterre - France Position: Engineering & Construction Department Director  Target: restructuration of a design office with pyramidal organization into an Engineering department with new tools - Cost control - Integration of the Construction department. Actions taken: Incorporation of technical expertise formerly belonging to project's management department into a new department and separation between engineering and project management functions. Reorganization of the engineering team's with direct assignment to projects instead of the former pyramidal organization, change management, staff optimization. New low-cost engineering center in Abu Dhabi - UAE. Implementation of new 3D tools and shared data-base. Result: remobilization of the technical teams and internal cost reduction. |
| 1999 | Context: Set up new Electrical & Instrumentation Engineering department (E&I) - Caracas - Venezuela Technical skill update of the local subsidiary of a major French engineering company to carry-out new grass root refinery projects.  Position: E&I Department Manager Targets: Carry-out design and material specification for 3 grass-root major projects. Actions taken: Hiring engineers and designers in the Electrical, instrumentation & process control for the projects made in consortium with US and French companies. Managed turn-over risks. Result: Completion of E&I part for Jusepin, Petrozuata and Sincor projects from local Caracas office. |