

# HOUCEM BOUGOUSSA



## CIVIL STATUS

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- Marital status: Married - 2 children
- Nationality: Tunisian
- Age: 47
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## RESUME

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24 years of experience in various managerial positions within leading companies and multinationals, namely in automotive wiring and in the pleasure boat, food and agriculture, and cheese industries in Tunisia and in Algeria. Strong leadership skills and a proven track record in the management of complex industrial projects. Ability to work in a competitive environment where the issues of development of supply, quality of products and customer relations are crucial.

## PROFESSIONAL EXPERIENCE

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**From January 2018:** **LU Algeria – JV Mondelez International & Saida Group**  
*General Manager* Biscuit industry under the brand LU - Algiers  
Workforce: 300

General Manager of LU Algeria with organizational objectives, implementation of change in managerial model, industrial optimization, business issues and overall profitability, and this in a changing, challenging, and highly competitive environment.

### **Main achievements:**

- Implementing change from a matrix management model to a country model with focus on strengthening the team and improving their managerial skills in their respective areas.
- Resizing of the company by restructuring the various administrative and industrial processes (100% flow chart optimization rate) while maintaining a healthy social climate.
- Refurbishment of industrial facilities: rehabilitation of a biscuit production line (additional capacity of 500 tons per month) - Restarting a second wafer line (additional capacity of 180 tons per month) - restarting a Capper machine after it has been grounded for 4 years (leading to a better-quality product).
- Optimization of production indicators (yield +22%, overweight -12%, rework -3%, scrap -3%) as well as an optimization of material and packaging consumption (-15%) with the implementation of an efficient industrial management control process.
- Ensure a productivity gain by reducing the prices of the main raw materials: sugar - 18%, fat -15%, flour -11%. In 2018, the productivity gain stood at 600,000 euros following the deployment of the sourcing/price plan (materials, packaging, services).

- Introduction of a second distributor (a major stakeholder in the Algerian market) by ensuring an optimal distribution of the scoop of business (SOB) between the two distributors.
- Establishment of a Sales Department within LU Algeria. A light structure (1 manager + 4 area managers) which, on one hand, lends support to the distributor in its RTM development plan and, on the other hand, ensures the control of the execution of this plan, draws up corrective actions and prepares the necessary backups.
- Successful launch in 18 months of 11 new references in the local market: Wafer 6 SKU including 2 pockets - 3 SKU pockets sandwich biscuits - 1 SKU cake - 1 SKU coated biscuit (IMS - In additional Market Sales +17%).
- P&L: better profitability as a result of controlling and optimizing operating expenses by setting up a regular budget control procedure. Decrease in value of all items (raw materials and packaging -33%, consumables -21%, TFSE -55%, personnel costs -10% Gross operating income before marketing and discounts increased by 12%.
- Export: structuring of the process and widening of the scoop to Europe (Netherlands) and North Africa (Morocco) following annual forecasts.  
Increase in exports to the Netherlands by 39% in 2018 with a goal of tripling the rate in 2019.
- Business Plan: Establishment of a business plan over 5 years from 2019 approved by the JV (February 2019): doubled the volume and the NR in 5 years, the RTM plan and volume are the main drivers of growth, gross operating income before marketing 27%, 13% Net Result.
- Launch of the ISO 9001/22000 integrated certification project - deadline: December 2019.
- Obtained the status of authorized economic operator (Import - Export), green circuit in May 2019.

Appointed manager of SFD in June 2016 with a view to reviving the distribution activity in the Algerian market.

- SFD's reactivation plan to revive the finalized activity; submitted for authorization and deployment.
- Contact person of the Algerian tax administration (SRV) as part of the 4-year tax audit (2014-2016) with no taxes.

- Monitoring of the group's industrial activities in Algeria (LU Algeria).
- Group's representative with the Mondelez International partner in Algeria.

- Member of the ad hoc committee in charge of the file regarding the resumption of LU management: legal context, shareholders' pact, structuring of the offer, identification of the HR to be assigned, contact person for the audits carried out jointly (industrial, quality, and food safety).
- Management resumed in December 2017.
- Prospecting of the Algerian market with a view to setting up a chocolate factory. Presentation of two partnership projects with two major players in the Algerian and international market to the group management.

**March 2012 – May 2016: Saida Group Holding - Tunis**

Leading group operating in the food-processing sector

Workforce: 3,800 persons

*Group Human Resources Director*

Promoted to the position of Group Human Resources Director after 8 years spent in one of the subsidiaries, including a year after the Tunisian revolution.

Holder of a unifying HR project to be deployed in the different companies involved in food-processing industry, including the holding company in a complex and unpredictable socio-economic context (2012-2015) but very challenging.

**Main achievements:**

- Establishment of a Group Human Resources Department alongside its operational (administrative) and strategic (HR development) components.
- Establishment of the Group's Human Resources policy and management of the deployment plan within the various companies (3 industries, 1 service company, holding company (2013-2014)).
- Implementation and monitoring an annual plan that includes HR projects (transversal and specific) in alignment with the established HR policy.
- Harmonization of HR procedures (administrative, development) in alignment with the established HR policy.
- Development, deployment and monitoring of the first structuring and consolidating HR reporting for the group from 2012.
- Member of several project committees within the group:
  - IDENTITY project of the agri-food group: team member empowered to study and set up the Saida Group's identity in the group (2013-2014).
  - Group's commercial development project in Libya: setting up of the distribution structure (allocation of necessary resources, management of various aspects related to expatriation (2012-2015)).
  - Project to buy a biscuit production unit in Senegal.  
Participation in the Business Plan - HR component (2015).
  - SFD's restructuring and upgrading project - HR component: LU's sales force transfer plan to SFD, resizing of the company (recruitment and departure plans), direct management of the company's administrative component (2012-2015).
- LU Algeria's HR factory takeoff project management: resizing industrial management processes, flowchart optimization, aggressive training plan to strengthen the skills of the various stakeholders, setting up a reference framework of key skills and motivation systems (PRI, PRC), organization and follow-up of Sotubi technical experts' interventions (2013-2015).
- Management of the group's post revolution social conflicts from 2012 to 2015.

**March 2004 – February 2012 : Industries Alimentaires de Tunisie - Tunis**

Food company (Cheese), subsidiary of Saida Group

Under International License (Lactalis)

Workforce: 700 persons

*Human Resources Director*

Recruited in March 2004 at a time when the company had just launched several restructuring projects to upgrade the company's processes (organization and sizing, flow and process management, integrated certification projects, HACCP plan, reflection on the RTM plan and business development, innovation and marketing plan, etc.).

**Main achievements:**

- Establishment of a Human Resources Department with its operational (HR Administration) and strategic (HR Development) components.
- Establishment of a manual of HR procedures (2006). The 1st of the agri-food group.
- Development and deployment of the global skills management process within the company (integration plans by profession, specific training plans, skills assessment system, value-creation using PRI/PRC plans, monitoring of authorizations, career and succession plans...).
- Implementation of the first HR software package with its HR Development component (training, skills management, evaluation system, career and succession plans, social assessment and monitoring of performance indicators, etc., (2010)).
- As part of the various certification audits launched by the company (ISO 9001, 22000, Environment...), obtaining the HR process of the special mention lasts several years.
- Implementation of the manual of socio-professional classification of positions.
- Management of post revolution (2011) social conflicts by creating a healthy and lasting social climate.
- Triennial negotiation of the dairy convention (2005 and 2008): Permanent member of the Employer Committee, Central Union and Ministry of Social Affairs.

**March 2001 – February 2004: Wally Magic – Wally Yacht Group - Bizerte**

Domain: Construction of pleasure boats

Workforce: 300 persons

*Administrative and Financial Manager*

**October 1999 – February 2001: Sylea Tunisia – VALEO Group - Mateur**

Domain: Automotive wiring

Workforce: 1,000 persons

*Financial Controller*

**July 1997 – September 1999: Khrystal Engineering& Khrystal Sarl – Tunis**

Domain: Design and construction of industrial wastewater treatment plants

Workforce: 30 persons

*Administration and Financial Manager*

**November 1995 – June 1997: Hoechst Tunisia, part Hoechst AG Group, Germany**

Domain: Sales

Workforce: 250 persons

*Management officer*

**EDUCATION**

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**1995:** Tunis Higher College of Commerce

*Maîtrise en gestion Bancaire (A French Master's in Banking Management)*

**LANGUAGES**

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|----------------|-----------------------------|
| <b>Arabic</b>  | Excellent (native language) |
| <b>French</b>  | Excellent (bilingual)       |
| <b>English</b> | Good                        |
| <b>Italian</b> | Good                        |