



FRANCESCO CIAFFONE

GENERAL MANAGER & PROJECT MANAGER

f.ciaffone@inwind.it, +39 338 1855264, Via Costantino Morin 27, 00195 Rome, Italy.

Versatile, results-driven professional with 19+ years of experience in plants and projects management in large-size and complex companies. Strong expertise in streamlining workflows and procedures ("LEAN" and "Six-Sigma" methodology), increasing company profits and efficiency whilst reducing costs. Extensive and robust proficiency in operations, supply chain management, HSE standards implementation, business and strategic planning drawing up. Proven problem solving and analytical thinking skills, a fast-learning curve, and ability to adapt to evolving industry trends. Solid organizational, analytical, communication and managerial skills. Able to propose innovative and sustainable solutions.

AREAS OF EXPERTISE

- ✓ Plants management
- ✓ Projects management
- ✓ Continuous improvement
- ✓ Budgeting
- ✓ P&L
- ✓ Cost control/reduction
- ✓ Supply Chain management
- ✓ Business planning
- ✓ Strategic planning/analysis
- ✓ HSE excellence & compliance
- ✓ Operations excellence
- ✓ People Training & Development

CAREER SUMMARY

- ❖ *Master's degree with honors in Chemical Engineering.*
- ❖ *19 years of experience in Oil&Gas and Chemical Industry:*
 - *9 years of experience in Plant Management.*
 - *10 years of experience in Project Management.*
- ❖ *Managed large and complex plants in all aspects and worldwide.*
- ❖ *Managed large scale capital projects across a broad of range of areas (production, maintenance, HSE, organization, IT, administration, quality, management system, sales), from FEED until close-out and post completion analysis.*

PROFESSIONAL EXPERIENCES

GENERAL MANAGER [3V SIGMA, Venice (Italy), Jun 17 – present day]

In charge of the management and innovation of five chemical plants, one of which in USA.

- Increase the overall production promoting new products and technologies in close coordination with R&D and other departments.
 - Increase the Company efficiency mapping the entire value stream, removing wastes, eliminating non-added value operations, improving the quality system and reducing the delivery time to meet client satisfaction (Lean methodology).
 - Enhance the monitoring system introducing new operational and financial KPIs and a more effective daily/weekly/monthly reporting system to ensure that objectives are met.
 - Improve the safety level of plants to be in compliance with national laws and local authority prescriptions promoting a new permit to work system and specific HSE training to personnel.
 - Reduce plant shutdowns drastically by the implementation of new maintenance philosophy.
 - Draw up a business plan review due to new market strategic opportunities and internal developments.
- **Thanks to these interventions, the turnover grew by 20% in 2017. The same rate should be confirmed in 2018.**

PROJECT DIRECTOR [Total Exploration & Production, Pau-Paris (France), Oct 14– June 17]

Defined and implemented projects across a broad of areas in all subsidiaries (worldwide), which aimed to increase overall efficiency and decrease operating expenditure (OPEX) using Lean methodology.

- Streamlined and enhanced production, quality management system and sales measuring programs and processes for weaknesses and strengths and implementing changes as needed to satisfy client requests.
 - Oversaw and comprehensively managed financial needs of organization from original budgets to spending by continuous analysis of monthly cash flow, variance analysis and profit and loss reports.
 - Decreased personnel costs by a staff reorganization and harmonization (contracted personnel reduction, internal talents development or reallocations, incentive plans, benefits and reward programs).
 - Improved the productivity through investments in new technologies (automation, remote control).
 - Prospected and driven the entire sales process finding synergies with local buyers and suppliers.
 - Renegotiated main subsidiary contracts (General Maintenance, Chemicals supply, logistic, etc.) finding excellent savings on a case- by-case basis (global framework contracts, multi-suppliers/vendors, etc.).
- **Reduced OPEX by 10%.**

PLANT MANAGER [Total Exploration & Production, Angola, Indonesia, Argentina, Jan11– Sep 14]

Managed Oil & Gas plants (onshore and offshore) worldwide.

- Ensured effective day-to-day leadership of operations input across all aspects of the plant.
 - Streamlined and accomplished new production and maintenance procedures.
 - Implemented continuous improvement culture at each level arranging training and coaching.
 - Improved HSE and Operations excellence by more efficient risk analysis for plant activities.
 - Driven profitable operations by maintaining and overseeing budgets and executing detailed forecasting, income and cost analysis, in weekly/monthly basis, to drive corrective actions.
- **Achieved a significant increase in production and the historical objective of “zero lost time injury”.**

PROJECT MANAGER [Total Exploration & Production, Rome (Italy), Aug 08 – Dec 10]

Developed large scale capital project for the construction of new large plants (budget more than 1 billion USD).

- Prepared and managed calls for tender (three main EPCs).
 - Defined and approved basic and detailed engineering, according to highest technology standards.
 - Got permits and managed relationships with external authorities.
 - Ensured the compliance with Italian/European laws and Company policies.
 - Prepared a top performing asset for Operations by high level of automation, minimum manning, low running costs.
 - Recruited a highly motivated operations and project team (administrative staff included).
 - Developed talents and a performance management system.
 - Driven strategic planning through reporting and recommendations based on weekly/monthly results.
- **All project phases were delivered on time. Savings in capital and operational costs of over 15%.**

PLANT MANAGER [Eni Refining & Marketing, ITALY, JAN 05– Aug 08]

Managed day-to-day refinery operations and supply chain.

- Reduced plant/units shutdowns and downtimes by identifying real sources and triggering short/medium/long term corrective actions during planned / unplanned maintenance.
 - Implemented internal and international best practices to reach Operational Excellence.
 - Improved HSE management system through a more effective auditing and the implementation of both Casual Tree Analysis methodology and new KPIs.
 - Prepared budgets and promoted an innovative IT system able to monitor gaps and track corrective actions.
- **Achieved significant fix and variable costs savings. The proposed solutions were applied in all other refineries.**

PROJECT MANAGER [Eni Refining & Marketing, ITALY, JAN 02 – Jan 05]

Managed large, multi-disciplinary and complex projects across refineries.

- In charge of old units revamping and new plants construction.
- Increased international competitiveness by implementation of best practices and new technologies in production, maintenance, HSE, supply and logistic.

- Put in place daily, weekly, monthly reporting and share point in the intranet able to support management decisions, give high visibility and traceability, share experiences and corrective actions.
- Developed and implemented comprehensive sales and marketing strategies while providing productive administration management involving business, financial and human resources responsibilities.
- **Achieved a medium-long term strategic advantage versus Competitors anticipating market requests, new product specifications and bad business scenario.**

PROCESS & PROJECT ENGINEER [AgipPetroli, ITALY, JAN 00 – Jan 02]

- Plant units process engineer:
 - Improved key performance parameters of assigned units.
 - Performed feasibility studies for plant revamping.
- Project engineer:
 - Developed project objectives, execution strategy and work breakdown structure of several projects in refineries (i.e. implementation of multivariable control systems).

EDUCATIONAL QUALIFICATIONS

- Licensed Professional Engineer Examination, Feb 1999 -“Università degli Studi” - L’Aquila (Italy).
- Master’s degree in Chemical Engineering, **with honors**, July 1998 -“Università degli Studi”- L’Aquila (Italy).
- Courses in Project Management (Jan 2004)-Eni Corporate University (Milan).
- Courses in Lean and Six-Sigma methodology (Jan 2005) -Eni Corporate University (Milan).

LANGUAGES

- Fluency in **English**.
- Fluency in **French**.
- Italian mother tongue.

COMPUTER SKILLS

- Professional knowledge of Word, Excel, Powerpoint, Lotus Notes, etc.
- Good knowledge of main ERP software (SAP, AS 400, etc.) and specific software like Autocad, Pro II, Hysys, Matlab.
- Basic Knowledge of C++, Java, SQL, HTML Fortran, Visual Basic.

PERSONAL INFORMATION

- **Born:** 4th October 1972, Sora (FR) - Italy.
- **Status:** Married with a child (4 years old)
- **Mobility:** Available for national and international mobility.

FRANCESCO CIAFFONE

I grant permission for processing of personal data pursuant to Italian Legislative Decree no. 196/03. Aut Min N. 13/1/0007145/03.04 April 1, 2008 and GDPR UE 2016/679.