



MARC GUAY
Experiences and Achievements

Experiences

Actual:

STRATEGUIDE INC. , President	04-2015 -
GROUPE MELOCHE INC. , Chairman of the Board	02-2019 -
STAS INC. , Chairman of the Board (Independent)	02-2019 -
GRYB INC. , Member of the Advisory Board (BDC)	06-2019 -
POLYRIX INC. , Member of the Advisory Board (Fondation CSN)	07-2019 -

Previous Roles:

Employment:

ARION TECHNOLOGIES AUTOMOBILES INC. , Chairman and CEO	2016 -2017
CAMOPLAST SOLIDEAL, (CAMSO) Vice-President, Strategic Initiatives (Chairman– Camoplast Korea 2012 - 2013)	2004 - 2015
SCAFA CONSULTANTS INC. , President	2001 - 2004
NORTEL NETWORKS , Supply Chain Executive, Americas	2000 - 2001
NAPA CANADA (KNIGHT REBUILDING INC) , General Manager	1997 - 2000
BELL CANADA , Vice President, Supply Chain Transformation	1996 - 1997
CMC ELECTRONICS , General Manager	1994 - 1996
ASEA BROWN BOVERI INC (ABB) , Different management positions	1979 - 1994

Board of Directors and Advisory Boards

SPECTRA PREMIUM INC. , Board Director (Fonds de solidarité FTQ)	05-2011 à 02-2020
CONGEBEC INC. , Board Director (Fondation CSN)	10-2015 à 04-2020
STIQ , Chairman (Non-Profit Organization)	10-2007 à 07-2017
FENPLAST INC. , Member of the Advisory Board (Independent)	06-2015 à 07-2017
MARTINS INDUSTRIES INC. , Member of the Advisory Board (FSFTQ)	08-2016 à 07-2017
C.A.T. INC , Board Director (Desjardins Capital)	10-2016 à 04-2017



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Main Achievements

ARION TECHNOLOGIES AUTOMOBILES INC., Chairman of the Board and CEO

Joint Venture (PSA Group-(Peugeot), Exagon Motors, Investments Quebec and Hydro-Quebec) created towards completing a feasibility study (\$30M budget) with the intent to implement a design and assembly company of luxury and high-performance electric cars.

- Prepared a business plan, including a detailed financial plan towards launching an electric car manufacturing company in Quebec
 - Reorganized management team and led a team of 90+ employees to complete the preliminary car design, all manufacturing processes and equipment design, as well as the plant layout and site selection.
 - A \$600M total investment and the creation of 700 direct jobs and several thousands indirect jobs were expected to be created.
- Identified and implemented several agreements with potential European partners who planned to invest and implement design and manufacturing operations in Quebec
- Reorganised and refocused the project following my nomination as CEO, reassuring our client and investors
 - Hired and implemented a new senior management team, competent and efficient
 - Implemented operational and project management best practices towards meeting project cost and timeline requirements

STRATEGUIDE INC, President

Consulting firm offering strategic guiding for executives for business transformation and M&A projects

- Guided the Division leader of a large Off the Road tire company in implementing a new \$650M rubber mixing division (600+ employees). Mandate included the development and the implementation of a new strategic plan. Several \$M's in annual savings were achieved within the first year.
- Led an « Insourcing » project to transfer rubber mixing operations from Asia to NA for a large rubber tracks manufacturer. Project was implemented in 8 months and generated several \$M's in annual savings, without any major investment. Initial plans included a few tens of \$M's in investment.
- Provided strategic guiding to a CEO and his board in developing and implementing an acquisition process for their planned M&A projects based on industry best practices.
- Provided strategic guiding to the CEO and his management team of an important equipment manufacturer in developing and implementing a business transformation plan. The project included the acquisition of a European company, as well as its integration.



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CAMOPLAST SOLIDEAL, (CAMSO- Now a Michelin Company)

Vice President, Strategic Initiatives - Chairman Camoplast Korea (2012-2013)

A \$1.2B global leader in the manufacturing and distribution of Off the Road tires and rubber tracks

- As Chairman, managed, reorganized and refocused Korean division (sales > \$45M) from a marginal and erratic performance to achieve strong and consistent profitability (EBITDA > 18%).
- Completed several acquisitions, including a US based service operation, a Spanish distributor, an Austrian distributor, a New Zealand distributor.
 - Completed nine acquisition & divestiture projects during my last five (5) years with Camso
 - Three divestiture projects made which all were sold at a much higher than expected (several times) price.
- Organized and managed transfer of manufacturing of various products from USA and Korea to Sri Lanka, achieving several \$Millions in recurring annual savings.
- Developed & implemented a manufacturing strategy for one of our key operations in our Sri Lanka facilities, generating several \$Millions in recurring annual savings
- Implemented a Global Sourcing program and organization for purchases in Asia for several tens of \$Million, achieving recurring annual savings of several \$Million
 - Opened a purchasing office (Representative Office), hired and developed a new purchasing & QA team in China in 2005
- Developed and implemented a strategic plan for the wheel's division, focusing on core products and divested of non-core business. Plan generated cost reduction of 30% and all investments were fully financed with the proceeds from the divested business.

SCAFA CONSULTANTS INC, President

Private consulting firm specializing in Supply Chain Management and Manufacturing improvements

- Implemented a Strategic Sourcing program for an important financial institution, including the negotiations of large supply contracts, achieving recurring annual savings of \$12M.
- Developed an integrated and robust Supply Chain process for raw material purchases for a large international aluminium smelting company, generating annual savings >\$ 5M.
- Developed and implemented a thorough planning and manufacturing system, generating productivity improvements (15%), important cost and scrap reductions, while enabling production volume increase, for total benefits of > \$8 M.

NORTEL NETWORKS, Supply Chain Executive

Former \$40B world leader in Telecom Equipment

- Consolidated 15 regional departments into one homogeneous and focused team, reduced workforce > 70%. Aligned priorities to deliver on global initiatives to improve customer satisfaction, generated cost savings (\$8.5M) and improved cash flow.
- Designed and implemented a dedicated customer Supply Chain, improving on-time delivery from 30 to 98% and reducing lead times from 12 to less than 2 weeks.



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NAPA CANADA (KNIGHT REBUILDING INC), General Manager

A \$45M remanufacturer of alternators, motor starters and brake calipers

- Modified and transformed the company culture; achieved a 67% profit increase the first year, and 95% in the second.
- Significantly improved employee relations by implementing empowerment and Kaizen concepts, generating productivity gains > 45%.
- Designed and implemented a Sales & Marketing strategy, including branding, achieving a 20% growth in the first year, in a flat market.

EDUCATION

Board Director Courses, IGOPP – Institute for Gouvernance	2015
MBA, UQAM, Montreal, QC.	2005

ADVANCED EDUCATION

Total Quality Management, Motorola University, Schaumburg, IL.	1991
Executive Program, in General Management Queen's University, Kingston, ON.	1991
Operations and Production Management Columbia University, New York, NY.	1989



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