

# FRENCH-AMERICAN CHAMBER OF COMMERCE TEXAS

## RICHEMONT TECHNICAL CENTER

LUXURY WATCHMAKING  
SAVOIR-FAIRE AT THE  
HEART OF DALLAS-FORT-  
WORTH AREA

**HELENA PINTO,**  
VP CUSTOMER SERVICE AT RICHEMONT GROUP

## Thriving in Texas...

Texas economy retains strength. Our members are thriving, and we are thriving too.

Catering to the need of our members, in recent months, we accomplished recruitment missions to help our members navigate the tight job market, notifying the strength of our members' brands.

Texas benefits from dynamic French Investments, we delivered business plans and market entry missions for growing French businesses in diverse industries.

The booming tech landscape caught the attention of our best French Business Schools, we hosted learning expeditions in Austin. We hosted a MedTech delegation in Houston and our membership grew the most in Dallas.

Last June, the official visit to Paris of the Mayor of Houston's team and the GHP for a week illustrates the dynamism of exchanges between France and Texas. With our Consul General, our members played an instrumental role.

The success of our members in Texas, the engagement of our Board of Directors, the commitment of our Consul General, and the dedication of the FACC's team accelerated our growth.

Our French American Chamber of Commerce received the 2022 performance prize in June in Paris, a strong recognition for our organization and a symbol of the strong French economic footprint in Texas.

This magazine is a celebration of our members. Thank you for sharing with us your news, innovation, and personal career paths.

As we are building our 2023 program, this is a great time to join us.



A tres bientôt!

Constance Bost  
Executive Director



## Join us

Our mission is to foster business relationships among France and Texas, and help businesses thrive into the local ecosystem in both continents.

The FACC Texas built a business community of over 200 corporate members and 12,000 professionals across Texas.

We assist our members in providing a wide range of business services that you will discover throughout this magazine.

Our team would be thrilled to meet with you and discuss your project. Do not hesitate to reach out!

**[facctexas.com](http://facctexas.com)**  
**[contact@facctexas.com](mailto:contact@facctexas.com)**



## SAVE THE DATE November 17th

Come celebrate the French Food and Wine Festival in Houston and in Dallas on November 17th.

The French Festival is a unique all-inclusive food & wine concept gathering the best French & local cuisine and a fine selection of French wine and Champagne.

We welcome foodies, wine connoisseurs, and France lovers in a wonderful venue with top chefs serving delicious bites and bartenders filling your glass with bubbles or fruity French wine.

Spend the evening in a festive and "à la française" atmosphere with your friends, colleagues, partners, or clients, and enjoy great entertainment.

[Houston: info & tickets](#)  
[Dallas: info & tickets](#)



## Key player of the Team France Export

The US market ranks #2 for French exportations. FACC Texas works with Team France Export to support and facilitate the growth of French companies in the US. Over the last few months, FACC Texas engaged in various events and seminars to work with all export stakeholders. Constance Bost, FACC Texas Director, participated in the Export round table at the French Embassy last June and received a prize for "Best Performance 2022" in Paris for leading the Chamber of Commerce with the strongest growth worldwide.

## Connect with Tech in Austin, TX

Last May, MBA students in digital transformation from the ESCP Business School came to Austin, TX to discover the tech ecosystem and to learn from the best C-level executives in town. Aurore Ladeveze, FACC Austin Director, leveraged our strong local footprint to guarantee outstanding speakers from major companies: Oracle, Meta, Canva, Whole Food Market, Firefly, and more ... during an incredible 4-day tailor-made program. Go to page 63 to learn more!



## Supporting French Industrial projects

The FACC Texas facilitates the export of French industrial projects in Texas and is working closely with Gattefosse to recruit talents for its new laboratory. The 140-year-old family-owned French pharmaceutical corporation chose Lufkin as its first North American manufacturing plant. The site will produce lipid-based specialty ingredients for the personal care and pharmaceutical industries. The facility is projected to be completed by 2023. On the left: Stephane Martin (Plant Project Manager), Edouardo de Purgly (CEO), Lea Catanzano (FACC Texas Director DWF area), and Eric Brun (CEO USA & Canada) at the groundbreaking ceremony in June 2022.

## MedTech in Houston

We welcomed a group of French MedTech experts and French startups eager to learn more about the healthcare industry in Texas. Thanks to the long-lasting relationships between the FACC Team and major actors from the Texas Medical Center, the group had the opportunity to meet with experts and develop future partnerships. We could not wish more for this fruitful business delegation!

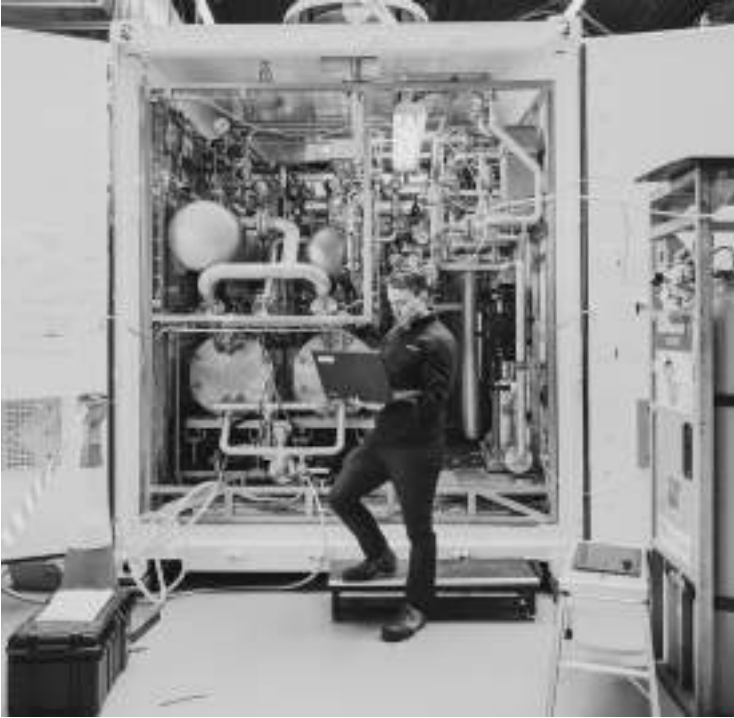


## French Festival in Austin

On September 25th, we launched the 1st edition of the French Food and Wine Festival in Austin, TX. The FACC Team (left picture) welcomed 400 guests at the Springdale Station where 15 Chefs were serving amazing dishes. The bars were fully furnished with a great selection of French wine (French Country Wines), and the French iconic liqueur Suze added a nice twist to the cocktails (BCI Bonneté). Bonneval Water and Perrier kept the guests cooled down from the Texas heat. We'll bring the same good vibes next year! Special thanks to our festival chairs, Kevin d'Andrea (Foliepops) and Sophie (Austin Rotisserie), and to all the talented local Chefs.



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# LEADING IN THE AGE OF DIGITAL DETERMINATION

HOW DO WE REBUILD ORGANIZATIONS FOR A NEW FUTURE FOCUSED ON NET-ZERO CARBON?

WHAT TYPE OF LEADERS WILL MAKE COMPANIES' AMBITIONS A REALITY?

LET'S HEAR MARTIN KAESTNER'S THOUGHTS.

Martin is a senior leader in KPMG U.S. AI and Advanced Data & Analytics group. He helps clients transform to become digitally enabled and driven by data and analytics.

Martin has over 20 years of business and system consulting experience, helping clients leverage technology and analytics to achieve tangible business value. He delivers comprehensive solutions to implement business strategies, manage risk, reduce costs, improve efficiencies, and comply with regulations by turning data and analytics into business insights.

Martin has extensive experience applying advanced analytics and technologies to a variety of business problems. He has hands-on experience with system implementations and integration. In addition, Martin has executed several projects that develop advanced data and analytics, create and implement business strategies, gather business requirements, manage projects, improve business processes, realign organizations, build financial models, and develop business performance scorecards, and other key performance drivers.



## Martin Kaestner

KPMG Principal, U.S. Analytics and AI Lead



With the increased need for organizational adaptability, an opportunity is emerging for people with the strength and vision to transcend the traditional limits of digital technology. These people don't want incremental improvement; they want to rebuild organizations fit for a new future. And they want to do it fast.

The role of "digital leader" is open to anyone whose unconventional mindset remains untouched by the attritional anti-value of conformity. It is for those who believe in something bigger and better beyond what has been achieved thus far. They are digital mavericks.

Yet, the reality is that few people in energy and natural resources firms possess this enriched blend of digital DNA and iconoclastic worldview. The inevitable question is: Can you upskill someone to become a digital maverick? How?

As a sector, energy is front and center in the development of this dynamic. With IOC super majors announcing ambitious strategies to move their businesses to net-zero carbon output over the coming decades, CEOs are enticing investors and analysts with the notion that, in the pursuit of far greater profitability, traditional energy and natural resources firms can radically simplify upstream and downstream components to create new business models that are fit for the renewable energy world of the future.

This in turn is spurring the emergence of a new leadership model that pivots away from the traditional qualities of corporate leadership. Of course, traits such as integrity, vision, commitment, and passion remain important, but the profile of a digital leader is increasingly skewing toward a less predictable model. Indeed, we are seeing the unrelenting rise and, more importantly, the mass adoption of digital non-conformism.





## ***The digital maverick mindset: Multimodal thinking***

Digital mavericks have a unique capacity for interoperating in a multimodal fashion. In our view, today's digital leaders must acknowledge and gravitate four distinct, interconnected modes of thinking.

### **Mode 1: From strategy to solution.**

This mode recognizes that digital is about action. It's not about pointing to a "North Star" and vowing to get there in three or five years through an immutable path. There's a place for big thinking, of course, but the true value is within the deeper work of finding solutions. This model ensures that all the moving parts fit together at a scale never previously achieved.

### **Mode 2: From production to purpose.**

Digital leaders must think about generating positive, sustainable, and repeatable outcomes, and that means inspiring everyone to think and act accordingly. A truly digital organization is instinctively and strategically digital, not grasping one day for a broad enhancement of its IT architecture, or the next day pivoting to gimmicky venturing programs with limited sustainable business value. The focus

should be on developing products and generating ideas that ultimately become business lines or enable improved efficiencies in existing businesses.

### **Mode 3: From champion to spark.**

Tomorrow's digital leaders must assume the role of evangelist, motivating and inspiring the organization as a whole, at every level, to move from awareness to action. This mode of thinking provides the spark that ignites the whole movement often through practical demonstration and shared learning.

### **Mode 4: From marshal to ethicist.**

While digital mavericks must acknowledge the importance of the ethical ramifications and inherent risks in everything the organization does from a digital perspective. This mode helps ensure that all the connections across an organization are ethically aligned with the company's core business vision.

[Visit the KPMG U.S. website](#)

A portrait of Ghadi Hobeika, a man with a beard and a shaved head, wearing a dark sweater over a light blue collared shirt. The background is a blurred grey wall.

*Ghadi  
Hobeika*

**Managing Partner USA  
at Artefact**

**ARTEFACT**  
VALUE BY DATA

**Tell us how did you join the Artefact U.S adventure?**

Firstly, I have known Artefact since its inception in 2015 as I had already worked with them in France as a client. I loved their deep data expertise, and their ability to take risks and innovate and work in the trenches with their clients to deliver tangible outcomes.

When Vincent Luciani, co-founder, and CEO of Artefact, contacted me at the end of 2020 to expand their operations to the US, I knew it was the perfect opportunity to blend my strategy-consulting toolkit with my operational-industry background. I have led data and analytics transformations for years in retail, e-commerce, and real estate and at Artefact, I could use my experience to help other organizations fast-track theirs.

**Ghadi Hobeika, Managing Partner, U.S.A. at Artefact explains the reasoning behind why he joined the data consulting company, what his team's ambitions are, and the type of profiles they look to recruit. Furthermore, he draws from his years of experience to share his insight into data governance, data maturity, and the role of AI.**

**Looking ahead, he explains his predictions for the evolution of the data industry and how it will change companies' business strategies and decisions in the coming years.**



## What is your ambition for the U.S?

The US is the largest data consulting market in the world as it captures approximately 60% of global spending with an estimated \$20 Bn annually, growing double digits every year.

Our goal with Artefact USA is threefold:

- (1) position Artefact as a global consultancy capable of winning and servicing global Data RFPs
- (2) serve the US subsidiaries of our European, Middle Eastern, and Asian clients.
- (3) grow the business organically with new US-based logos.

We started our operations about a year ago and we've grown faster than we had planned.

We have about 35 team members now, with 25 across our New York, Dallas, and Los Angeles offices and 10 supporting us from Sao Paulo, Brazil.

Our objective is to rank across the top three countries within Artefact by the size of the business by 2025.

## What kind of profiles do you recruit for your U.S team?

In the professional services world, more than anywhere else, our employees are our key asset.

That's why since its inception, Artefact has always taken pride in hiring high-quality talent across various specialties that we call internally "chapters" to keep up with the constantly moving data environment and of course, to bring the most value to our clients.

We are constantly looking for bright and talented people to join our consulting team, our data analysis team, and our



tech team (data engineering, data science). Beyond an obvious edge in digital, data, or tech, we are looking for entrepreneurial-minded people to help us grow the office, contribute to work beyond their project scope and be an inspiration for other candidates to join our team.

## What trends and needs do you see emerging in data governance?

Data governance is not a new field in the data world as highly-regulated industries such as banking, insurance and healthcare have tackled it years ago. However, in the retail or CPG space, it's certainly a field that has captured more interest and attention recently. There are multiple reasons for this:

First, an increasingly complex technical and legal environment around consumer privacy (GDPR, CCPA) has forced every enterprise to mitigate those risks with a defensive approach in order to protect their brand and reputation. Second, the data maturity of most companies has leapfrogged in the last two years,

fueled by COVID and the transition to digital. The need to have qualitative and business-ready data has been reinforced as most of them realized that their data programs would not deliver the expected results if their data inputs were weak.

Third and last, tooling has also become more accessible as new data fabric, data cataloging and other types of solutions have developed strongly. We have designed and are operating a number of these programs at a large scale for leaders in the CPG, telecommunications, and healthcare industries and we are noticing more C-level sponsorship than ever before.

### **What is the role of AI in your industry?**

The technology, exponential multiplication, and adoption of digital customer touchpoints have made it impossible for any organization to manually ingest, process, and activate the data sets that they have collected. In marketing and media, for instance, the number of customer segments, customer journeys, and campaign scenarios has outpaced any team's capacity to monitor that efficiently, let alone optimize it.

In this context, AI becomes a necessity as it augments the human capacity to manage complexity in a timely manner. We have built advanced customer segmentation and media activation use cases for our clients using AI in one of our best-selling solutions called the Audience Engine, which ingests multiple sources of data, creates audiences on the go, sends them to a number of media platforms for activation and then analyses the results. AI is used at most steps to be able to optimize media training and generate the highest value for our customers. This is only one example of many.

**c**

I believe that with a new generation of consumers, who are more demanding and connected than ever, and with increasing levels of competition in virtually every market, companies that do not become more customer-obsessed will not only not thrive in the years to come, but will have trouble surviving.

Data will be an enabler of that as it allows companies to listen to your customers, identify pain points, highlight areas where your company is delivering magic, fix the former, and scale the latter.

Data for data has no meaning per se, and although external factors such as regulations are forcing companies to take it more seriously, it is only the business value powered by data that will seduce C-level executives to start looking at data more like an offensive capability, not just a defensive one.

Data to pursue customer-centricity and deliver tangible value is what we've believed at Artefact since the start, and this is where the market is headed!



## **What are your client's biggest challenges and how do your teams address them?**

The level of data maturity of our clients varies across a wide spectrum, from nascent to extremely proficient.

At each stage comes a variety of challenges that we help solve.

For clients on the lower side of the data maturity spectrum (“crawlers”), the challenge is often to align the organization on a strategy and data programs that will create the most impact and value in the shortest amount of time and to agree to invest in technology, people and processes to capture that value. We help them through data maturity and strategy assessments as well as building the enablers or foundational elements of the strategy.

These clients also struggle to attract expert data talent so reaching out to Artefact is a great solution to both backfill open roles as well as upskill their organization.

For clients that are in the middle of their journey (“walkers”), their goal is usually to accelerate their data transformation and optimize fields where data has not been leveraged yet.

Most companies will start their journey with marketing and digital use-cases, but data applications in sales organizations, supply chains, or other departments (Finance, HR) will tend to be less mature. In parallel, we help them venture into more predictive types of analytics rather than focusing on descriptive use cases.

For example, we can not only explain why they haven't been able to produce and ship enough goods to meet demand but rather how to avoid doing that in the future, by building advanced demand forecasting algorithms. For clients that are very proficient (“runners”), the challenge is



to start innovating and creating new business models thanks to data, as well as shifting beyond predictive analytics to prescriptive models that will automate or semi-automate some of their decision-making. In the retail space, data monetization through second-party data partnerships or retail media types of offerings are illustrations of that.

*More info: <https://www.artefact.com/>*

# THE MEETING REVOLUTION GOES FAR BEYOND VIDEO CONFERENCING AND COLLABORATIVE TOOLBOXES



The pandemic redefined work in many ways and forced all of us to adapt to different ways of collaborating. We've all sat for hours in front of our computers in meeting after meeting. It's time for collaboration and meeting tools to adapt to the new reality of work so that teams in organizations can be more productive no matter where (or when) they are. After hosting more than 10 million workshops, we've witnessed teams gain vast efficiencies transitioning meetings into more collaborative workshops.

Klaxoon exists to provide teams with an environment and tools to work effectively, regardless of location, to make work both more human and more responsible.





***Lately, the irruption of hybrid work as a new framework paved the way for a fundamentally new approach to teamwork.***

***But isn't it time to question the very way we exist as teams?***

We are on the brink of a revolution. It's not uncommon, if not a daily phenomenon, to hear that one's meeting was way too long, too top-down, and lacked efficiency. Those are regular complaints that I'm willing to bet all of you have heard - if not uttered - at some point. But when we look deeper, that's actually just the tip of the iceberg.

Teamwork is at the heart of every enterprise and has undergone many a revolution. And yet, meetings, as we conduct them, are over 40 years old and nothing about them has changed ever since. Not only that, but meeting after meeting, it has somehow lost its purpose: less than a fourth of them ever lead to actual decisions, it hinders productivity and creativity while fostering a noxious climate of frustration. Still, they take up so much of our time. Given that, as an executive, you will spend

around 16 years of your life in meetings, one can't help but wonder: how many of these were truly efficient?

Change usually is a process; yet Covid left us with no other choice but to drastically modify our routines, thus becoming a defining turn-point in our History. How can we seize this opportunity to radically rethink our working habits?



## BRIEF HISTORY OF MEETINGS

In the United States alone, around 55 million meetings are held every day, and 34% of Americans consider unnecessary meetings to be the number one source of money loss for their companies. Indeed, the cost of poorly organized meetings reached around \$399 billion in 2019.

“

THE AVERAGE ATTENTION SPAN  
IN A MEETING IS ROUGHLY  
14 MINUTES LONG.

”

We observe a tendency to rush from one meeting to another, having barely digested previous information before jumping into another hour of formal speeches. Yet, a broad review of literature on the matter would estimate that the average attention span in a meeting is roughly 14 minutes long.

It then comes as no surprise that meetings often create a sense of confusion, and end up distracting us from the productive work that could have been led otherwise.

Despite these statistics, meetings have only sparsely evolved for the past 50 years.

Work is evolving fast, yet our tools remain a step behind. We multiply focused apps (videoconferencing, time management...)

- sometimes to the point we're overwhelmed by the abundance of it - but we miss out on tackling the issue of collaboration itself.

## EXPERIENCE WORKSHOPS: COLLABORATION AT ITS BEST

Technology now enables us to decentralize knowledge, and also provides us with the perfect tools to build a collaborative structure in which everyone can access information anytime, anywhere.

Goodbye silos and withheld information, welcome to the workshop approach.

## LAUNCHES BOARD, AN INTERACTIVE MEETING FOR VIDEO CALL





*Matthieu Beucher*  
CEO & FOUNDER OF KLAXOON

A telecom engineer from ENSSAT, Matthieu Beucher decided in 2014 to design a technology that would disrupt the business tools market. By combining proven industrial and agile methods with the power of digital tech, he launched Klaxoon In 2015, a platform that transforms the way people work together. It has become a gold standard in the collaborative tools market, used worldwide by millions to run efficient workshops anywhere, anytime, driving team engagement and unlocking participation.

## The purpose of collaborative workshops is rather simple :

- Engage various profiles and perspectives by focusing on ways to
- Bring down corporations' silos and tear down under-performing top-down structures
- Unleash creativity by promoting asynchronous and hybrid work

This new meeting format can be introduced into any aspect of the company's processes: from customer relationships up to training and onboarding, workshops create engagement, facilitate rapid decision-making, help get feedback and validation, and secure the next steps.

Those new effective, participative, and engaging meetings can really enhance innovative decision-making processes but also empower all contributors to express their full potential, by making sure that everyone is involved in the process regardless of their ability to speak louder than the next.

And this whole approach is also what creates a flexible environment, where autonomous and responsible individuals can thrive.

It's a brand new working culture; a revolution, on which all teams are gradually embarking, on collective intelligence.

Talent is everywhere; flexible work is here to stay; technology is ready. Let's workshop !

*Laurent Charpentier*  
CEO, YOOZ

# 5

## KEYS TO SUCCESS WHEN BREAKING INTO THE U.S. MARKET

"Going into a new market is hard, no matter the country. If you're trying to bring your brand into the ultra-competitive U.S. market,"

Laurent Charpentier, CEO of a leading SaaS company with 12 years of experience in the French market and 8 years in the U.S. market has 5 things you need to know to be successful.



# YOOZ AN ENTREPRENEURIAL SUCCESS STORY

Yooz is a SaaS solution to automate the processing of supplier invoices. Relying on AI for a rate of automation exceeding 80% saves considerable time and money for SMEs and accountants.

The success of Yooz relies on an incredibly strong-willed community formed by its 270 employees and more than 200,000 users across 33 countries.

Based in France and the United States (Dallas, Texas), the company has been growing at an average rate of +50% per year.

From a visionary project to a key player in AP automation, Yooz is the result of an entrepreneurial adventure relying on intuition, team spirit, and audacity.

## About Laurent

*Laurent Charpentier received his Bachelor of Science in Electrical Engineering and Computer Science from the Massachusetts Institute of Technology and his Master of Science in Electrical Engineering from INSA Lyon.*

*Prior to joining Yooz, Laurent served as Solution Lead Architect and Security Lead Consultant for Accenture, and was Business Analyst for Dell Inc. Since 2016, he has been Yooz NORAM COO and CIO and became Yooz CEO in 2022 to lead the next growth momentum.*

## WHAT ARE THE FIVE KEYS TO SUCCESS WHEN BREAKING INTO THE US MARKET?

You would think a major brand like Target would have no problem succeeding in Canada. After all, the cultural differences between the U.S. and Canada aren't huge, especially compared to other countries. But after about two years, the company shut down its Canadian stores, citing financial loss as the reason.

Going into a new market is hard, no matter the country. If you're trying to bring your brand into the ultra-competitive U.S. market, here's what you need to know.



# 1

## **Start with a differentiator**

To succeed in the U.S., you need to offer something that no one else does, something unique or unexpected. Be sure you bring a solid core product that's already proven.

Your initial efforts should focus on a specific market segment with a significant pain point that you can solve. Don't try to be all things to all people.

## **Understand the competition and where to position your brand**

Back at home, your company might be an industry leader, but that doesn't guarantee you success in the U.S. The U.S. economy means fierce competition from both hungry startups and deeply entrenched brands.

Competitive research is essential for success. Identify the leaders in your segment and what they do right, as well as which brands lag and why.

# 2

# 3

## **Expect differences - and adopt**

Don't expect 100% of what worked at home to work in the U.S. There will inevitably be differences in business practices, and cultural ones, which you'll have to navigate. While 70% of your core product might remain the same, it's critical to plan for your team to focus on adapting the other 30% to the cultural, legal, and technical differences.

## **Bring in good talent at home and abroad with a strong U.S. base**

Talent is often the primary difference between a good company and a great one, and a strong company culture plays a huge role in attracting new talent. Cultivate a family atmosphere where everyone carries a stake in the firm's success and works together toward the same goal.

Don't underestimate the importance of a robust home base for your U.S. operations. Your international employees might be capable, but a team hired and based in the U.S. allows you to navigate the cultural differences more successfully. You'll spend less time adapting and more time expanding.

It is equally important you remember they are a part of an international team with a wealth of business and domain expertise. For sustained global growth, international teams must work closely together to align strategies, and share expertise, and experience.

# 4





# 5

## **Be open to new use cases for your product**

Your limits or capabilities are never fully explored until reaching the dynamic U.S. market. Be open to consumer feedback and always be ready to capitalize on new opportunities.

For example, when my company first entered the U.S., we learned that many of our clients found data capture elements of the product useful for form management in their legal and human resources departments. Even though the platform was built for purchase-to-pay automation, this offered us another way to differentiate ourselves in the U.S. market.

As you navigate the U.S. market, be open to new ideas and points of view. Perform your due diligence, find your space and ways to expand beyond, but approach it all with an open mind.

You've already cleared the toughest threshold: You've developed a product people find value in. Taking the time to embrace a new culture, new means of doing business, and how your product serves the U.S. consumer is a sure pathway to years of success.

***By Laurent Charpentier, CEO of Yooz Inc.  
Adapted from an original article published on Forbes  
September 22, 2021***





# **Net Zero's Allies Choose Four Paths**

*By Amy Chronis, Vice Chairman, Oil, Gas & Chemicals  
Leader and Houston managing partner, Deloitte LLP*

**Amy Chronis, Vice Chairman, US Oil, Gas & Chemicals Leader and Houston managing partner describes 4 major archetypes for companies in the oil & gas industry as they position themselves for the energy transition**

**Deloitte**

**A growing number of oil and gas (O&G) companies are pledging net-zero goals, but not all are clear about how to get there.**

A recent Deloitte survey addressed this issue by asking 100 c-level senior executives and environment, health, and safety leaders of global O&G firms about their transition plans. Their responses and insights have been distilled into Deloitte's research report, *Positioning for green: Oil and gas business in a low-carbon world*, which articulates four major archetypes: net-zero pioneers, green followers, low-carbon producers, and hydrocarbon stalwarts. All four are expected to, at least for a while, mix and match traditional systems with newer ones. Here's how each archetype generally approaches the transition.



**Net-zero pioneers:** These companies boast bold plans to reach net zero sooner rather than later, and they are more than willing to make sustainability their number one business priority. They are able to dismantle the businesses that took decades to build and show the patience to build green businesses in their stead. This is a small group; only 5% of surveyed executives associated with this type of plan. Although it is currently small, this group will likely grow the fastest, especially after Russia's invasion of Ukraine has heightened energy security concerns.



**Green followers:** For green followers, remaining in hydrocarbons and managing shareholder expectations looks pretty good at this juncture. These companies are expected to assemble funds to acquire green businesses when it makes economic and technical sense to do so. And these funds are substantial, weighing in at 1.5 times the cumulative market cap of all publicly traded renewable energy companies in the world. Eighteen percent of the executives surveyed identify with this approach. They want to go green, but when green projects are sizeable, scalable, and economical. Additionally, they will likely prioritize green projects where there are barriers to entry or accessibility of existing infrastructure or ecosystem dependency (for example, those that utilize carbon capture use/utilization and storage).

**Hydrocarbon stalwarts:** These resource-rich companies will continue to supply reduced oil demand—even in a net-zero world—as they own assets which can be developed at comparatively low-cost. Their position in maintaining the hydrocarbon standard will, ironically perhaps, be supported by other firms forging ahead with greener methods. What they might do is shift to natural gas from oil or create many new greener derivatives from natural gas (such as hydrogen and ammonia), and 60% of this group indicated in the survey that this indeed is their strategy. One Middle East-based firm, for instance, said it plans to spend \$US110 billion to develop shale gas in a Middle Eastern country.

**Low-carbon producers:** A handful of O&G firms are already on the energy-transition path, having made major changes to their strategies to reach a lower-carbon future. This structure – and 47% of surveyed executives say their vision aligns with it – has survived every downcycle. The companies that have adopted it will continue to play a role in energy's new future. They can also continue to improve and decarbonize the core hydrocarbon business, for instance offsetting emissions by improving operational efficiency, enhancing oil recovery projects, and using existing assets for carbon storage.



High oil prices and energy transition can happen together to mutual benefit.

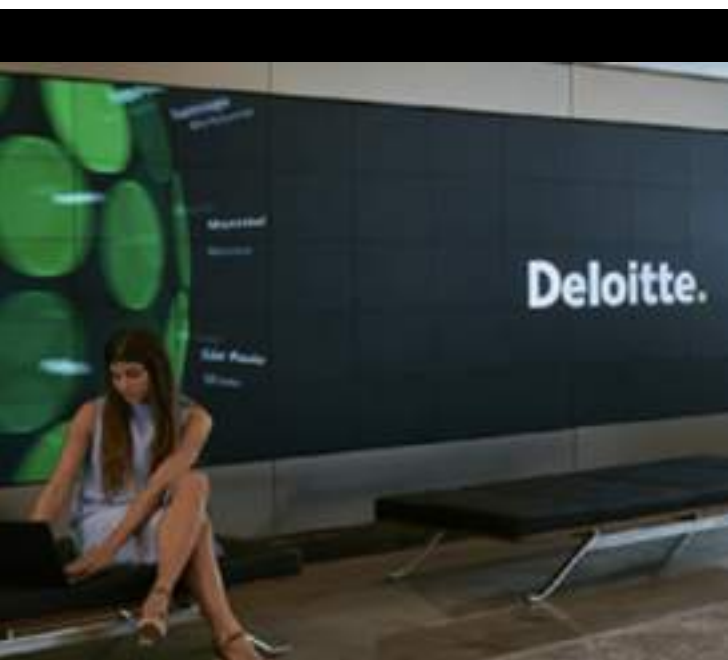
Underinvestment in the oil and gas business will eventually play out, which could put a floor on oil prices. A healthy oil price or a healthier state of the O&G industry is fundamental in enabling expensive new energy solutions like carbon capture, utilization, and storage. The world can benefit from all forms and sources of energy, especially after Russia's invasion of Ukraine has heightened energy security risks. All forms of energy and all shades of green—without undermining the core need to greatly reduce carbon emissions—are needed to smoothly ride the long journey to net-zero.

## Which approach is most efficient?

It will likely depend on the initiation and execution of each strategy across four factors: operations, digital, the organization and its workforce, and the supply chain. The Deloitte report is filled with insights and economic detail for each of these approaches. They vary, but in the end, will contribute to achieving the same goal: A greener world for all.

***[More about Deloitte](#)***

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A large, black, stylized letter 'A' that serves as a graphic element for the first paragraph.

my is a CPA, licensed by the state of Texas, and is a member of the American Institute of Certified Public Accountants and the Texas Society of CPAs.

She received her BSBA in international studies and accounting from The Ohio State University and completed the executive program at Columbia University Business School. Amy was named to the Houston Business Journal's (HBJ) Women Who Mean Business list, is an inductee to the Greater Houston Women's Chamber of Commerce Hall of Fame, a recipient of the 2020 HBJ Most Admired CEO award, and one of HART Energy's 25 Most Influential Women in Energy in 2022.

For more information, please visit Amy's page on LinkedIn or follow her on Twitter at @amywchronis.

A portrait of Amy Chronis, a woman with long brown hair, wearing a dark blue V-neck top, standing with her arms crossed against a background of colorful, layered rock formations.

# Amy Chronis

She is Vice Chairman and US Oil, Gas & Chemicals Leader, and the Managing Partner for Deloitte's Houston practice. Amy has more than 30 years of experience serving public and private enterprises from emerging businesses to Fortune 500 companies, with a focus on the technology, and manufacturing industries.

She plays an active role with several civic organizations, including serving as the 2021 Chairman of the Greater Houston Partnership (GHP) Board of Directors, the United Way of Greater Houston, The University of Texas Accounting Advisory Council, The Ohio State University Board of Trustees' Audit and Finance Committee, Texas 2036 and the Texas Business Hall of Fame Foundation Board. She is a past member of the National Advisory Council of the Women's Energy Network (WEN), the board of directors for the Deloitte Foundation, and the Nominating Committee of the U.S. board of directors.

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# Decarbonization through **ELECTRIFICATION AND DIGITAL**

## HOW DO WE ENABLE A DECARBONIZED WORLD?

In the past two years, the world has experienced a few crises, but they did not change the priorities of everyone. Energy is responsible for over 80% of the world's CO2 emissions, and 60% of the energy consumption today is either lost or wasted.

Therefore, the world needs to decarbonize fast. The next five years are crucial to limiting global temperature rise above pre-industrial levels. Global CO2 emissions need to be saved between 3 to 5 times by 2030 to stay on track for a 1.5-degree pathway. The good news is that the much-needed technologies already exist.

The solution is the convergence of electric and digital at scale, which we call Electricity 4.0 at Schneider. We believe this is the future of the energy revolution, and hence the foundation of all solutions.

- Electrification makes energy green: electricity is the most efficient energy, proven to be 3-5 times more efficient than other sources and it is also the best vector for decarbonization when sourced renewably
- Digital builds a smart future: It makes the invisible visible, meaning we can clearly see how much and where we are consuming energy and drives efficiency through optimizing the use of energy and eliminating waste

Life Is On

**Schneider**  
Electric

## ABOUT SCHNEIDER ELECTRIC

At Schneider, we believe access to energy and digital is a basic human right. We empower all to make the most of their energy and resources, ensuring Life Is On everywhere, for everyone, at every moment.

We provide energy and automation digital solutions for efficiency and sustainability. We combine world-leading energy technologies, real-time automation, software and services into integrated solutions for Homes, Buildings, Data Centers, Infrastructure and Industries.

We are committed to unleash the infinite possibilities of an open, global, innovative community that is passionate about our Meaningful Purpose, Inclusive and Empowered values.

[www.se.com](http://www.se.com)

**Gwenaëlle** is Chief Strategy & Sustainability Officer of Schneider Electric and has been a member of the Executive Committee since April 1, 2022. Gwenaëlle leads the development of Corporate Strategy, Mergers & Acquisitions and Divestment activities Sustainability, and

Customer Satisfaction & Quality.

Prior to her current position, Gwenaëlle led Schneider's Corporate Strategy as SVP, Corporate Strategy, and Energy Management Strategy between March 2021 and March 2022.

Before joining Schneider Electric, Gwenaëlle worked for ENGIE from 2010 to 2021, first as a Senior Vice-President for European and Regulatory Affairs, then Chief Executive Officer of ENGIE France.

Renewable Energy, and in her last role as part of the Executive Committee of Engie, serving as the Chief Executive Officer of ENGIE North America and in charge of the Global Business Line on Renewable Energies. She started her career in scientific research at the French National Research Institute and the French Atomic Energy

Commission on nuclear energy, before joining the World Bank as a consultant in Washington D.C.

She also worked for the Service of the Prime Minister in France within the General Secretary for European affairs overseeing energy and

competitiveness matters, and as the advisor for various ministers.

Gwenaëlle is an Independent Director at the Board of Air France-KLM since May 2021. She has been nominated as a Young Global Leader by the World Economic Forum. In 2019, she received a Knight of the National Order of Merit in France.

Gwenaëlle holds a degree in Physics and Chemistry from the Ecole Normale Supérieure in Cachan, a post-graduate diploma in Molecular Chemistry from France's Ecole Polytechnique, and an engineering degree from the Corps des Ponts et Chaussées.

She is currently located in Boston MA, United States.



*Interview with*

**GWENAELLE AVICÉ-HUET**  
**Chief Strategy & Sustainability**  
**Officer, Schneider Electric**

## **What is the role of Hydrogen in decarbonization?**

Even though renewably generated electricity will play a significant role in decarbonization, the application has certain limitations, such as its intermittency. Therefore, hydrogen is an optimal solution for the harder-to-abate sectors where direct electrification is likely to be technologically challenging or prohibitively expensive, such as steel production and long-distance shipping. In the zero-carbon economy, we believe electricity will become the dominant energy with around 70% share, complemented by green hydrogen and the fuels derived from it, making up 15-17% of the energy supply in 2050.



## **What are the expected gains for customers through deploying the EcoStruxure solutions?**

EcoStruxure enables enhanced safety, reliability, efficiency, sustainability, and connectivity by using advancements in IoT, mobility, sensing, cloud, analytics, and cybersecurity. Businesses and users can expect optimization of up to 80% in engineering costs and time, 75% in maintenance costs, and 50% in carbon footprint when adopting our solutions.

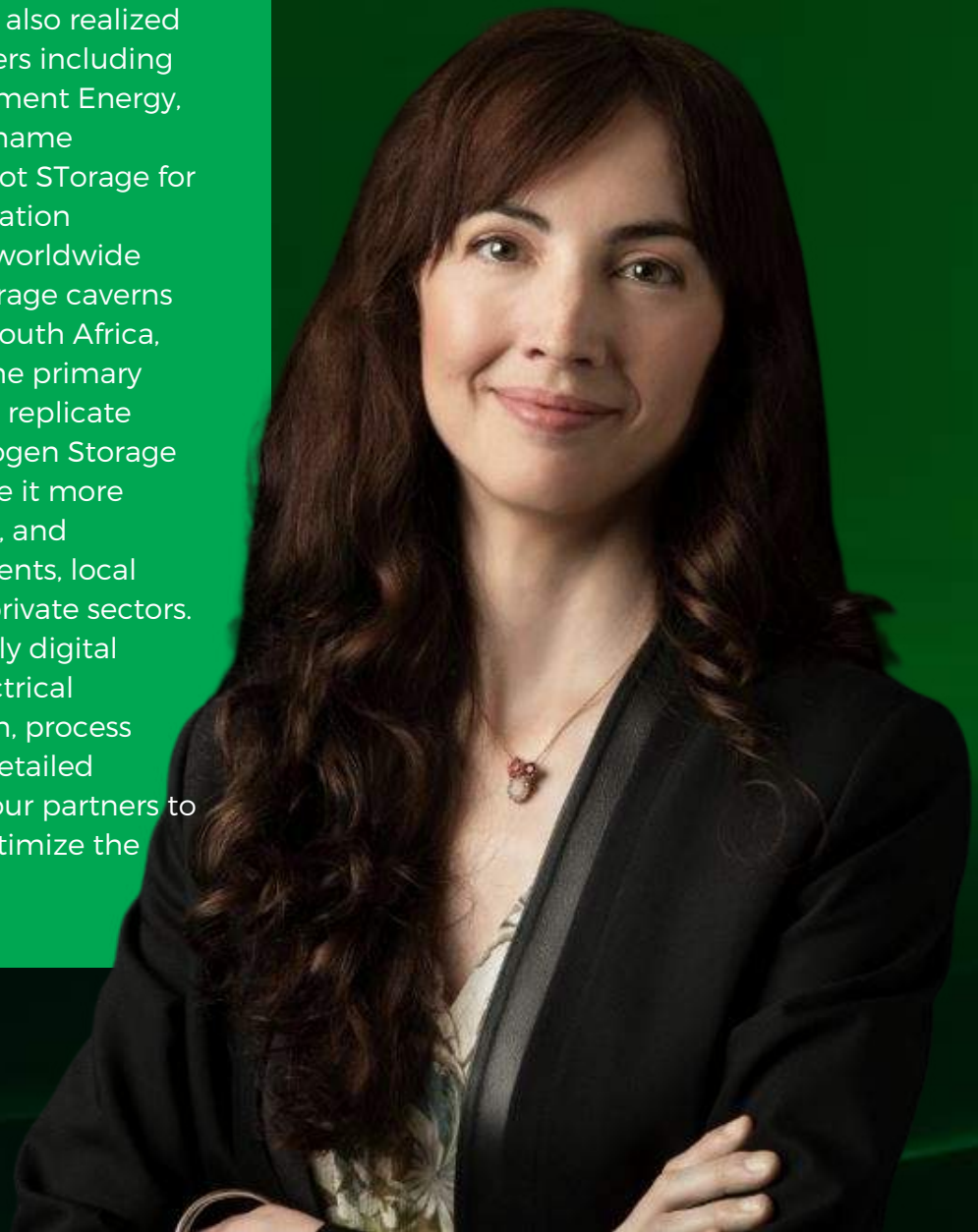
## **What offers do we have at Schneider to help customers in different sectors decarbonize?**

At Schneider, we leverage our digital platform, EcoStruxure solutions, to help customers decarbonize through renewable electricity and digitally optimized energy use. Our solutions are adapted for Homes, Buildings, Data Centers, Infrastructure, and Industries, with Innovation at Every Level from Connected Products to Edge Control, and Apps, Analytics, and Services. At the same time, we are proud to present our partnership with ENGIE and TechnipFMC to bring together the best of those companies for the renewable hydrogen program, along with the many other areas we are collaborating. At Schneider Electric we provide our expertise in the fields of our dedicated electrical studies, automation solutions, process instrumentation, gas analysis and energy distribution.



**Can you provide an example of a project for Schneider on Hydrogen?**

As shared briefly, we have built a partnership with ENGIE, TechnipFMC, on a collaborative project with a combination of different capabilities called the HyPSTER Project. This is the first worldwide green hydrogen project in a saline cavern to convert a CH<sub>4</sub> Natural Gas cavern into a Green storage, and located in France. The HyPSTER project is also realized with many other partners including Inovyn (Ineos), ESK, Element Energy, Ineris, and more, as its name indicates: HYdrogen Pilot STorage for large Ecosystem Replication reproducible for other worldwide countries with saline storage caverns (e.g. Australia, US, UK, South Africa, Chile, and Germany). The primary goal of this project is to replicate projects in Green Hydrogen Storage and to scale up to make it more competitive, accessible, and affordable for governments, local authorities, and other private sectors. From our end, we supply digital solutions, software, electrical equipment, automation, process instrumentation, and detailed electrical studies with our partners to fill in their gaps and optimize the project.





# DECARBONIZING INDUSTRIAL HEAT COST-EFFECTIVELY

**FRANCK LAHAYE,  
CO-FOUNDER AND COO OF AIRTHIUM**

**Airthium was founded only a few years ago, how did the company evolve?**

My co-founder Andreï started the company in 2016 after his Ph.D. at École Polytechnique and I joined him later that year. 2017 was a key year for us - we got accepted into Y Combinator, the most prestigious startup incubator in the world, and created a US entity to raise funds. In 2019, we moved our labs to Air Liquide's startup accelerator, inside their Paris R&D center. We now have 12 employees (including 10 engineers, and we're about to sign a lease for a 1350m<sup>2</sup> industrial warehouse close to Massy so that we can further develop our prototype.

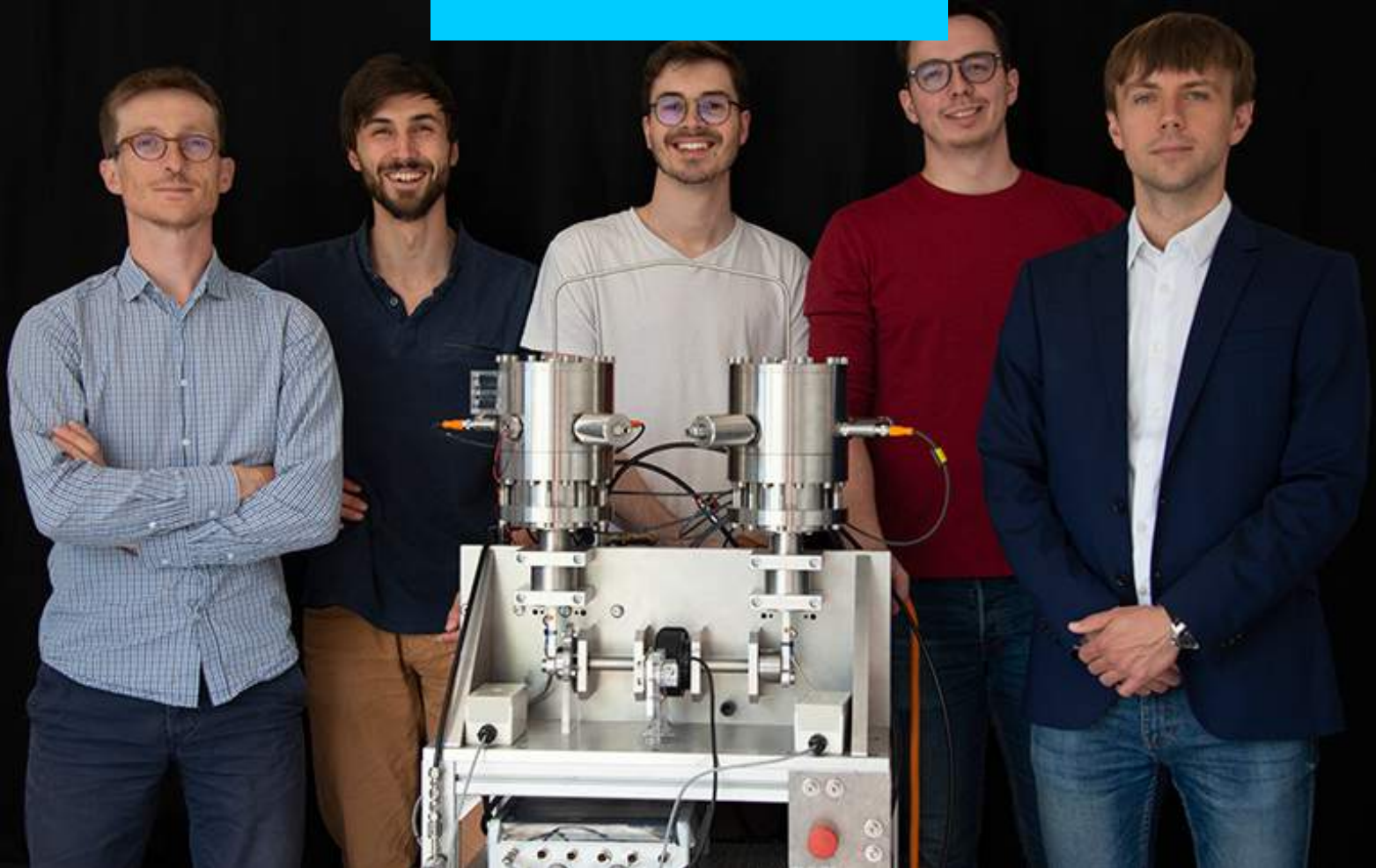
**What is the actual context of industrial heat?**

Every industry requires heat, either to heat up their factories, melt materials (like glass), dry goods, generate steam, etc. Today, this heat comes primarily from burning natural gas and coal, which heavily pollutes the air and emits large amounts of CO<sub>2</sub>.

In fact, It represents roughly 20% of the world's CO<sub>2</sub> emissions. Industries could use electricity to produce heat instead, but electricity is usually more expensive, mostly

**“We make a breakthrough electric heat engine capable of producing CO<sub>2</sub>-free heat up to 1000F (550C), cheaper than natural gas. We target 3% of the world's CO<sub>2</sub> emissions.”**

# THE TEAM



because the electricity is generated by using natural gas! It is simply cheaper to pollute until we have a technology that can make green heat and electricity cheaper at scale.

### **Can you tell us more about your innovation “the electric heat engine”?**

We make a very high-temperature electric heat engine that can operate as a heat pump, all the way up to 550°C, or more than 1000°F - without the use of fossil fuels. A heat pump produces heat from electricity at a fraction of the cost of other solutions, and our heat pump has close to zero existing competitors in 80% of its target market. Another key benefit of our engine is its extremely high reliability - it has no sliding/rotating seals.

### **What are the existing solutions to reduce/decarbonize it?**

Solutions that use green electricity and heat pumps do exist today, but they cannot reach temperatures higher than 200C (400F), not enough for many industrial processes.

### **What is the industrial application of this product, and with what type of clients are you currently working?**

We plan to sell this heat pump to industrial customers for carbon-free steam generation, drying, and heat treatment applications. We estimate the total addressable market for our heat pumps to be about \$56B/year in size, which will allow us to industrialize the engine cost-effectively.



**What are your next objectives for the upcoming years?**

We will raise capital to build our first heat pump demonstrators. Those demonstrators will allow us to validate the heat pump market with the leading industrial companies with whom we've already begun building partnerships. This work will eventually bring our heat pumps to the market, and from there, we plan to scale our heat pump products worldwide. In terms of environmental impact, we expect our heat pumps to prevent billions of tons of CO2 from being released into the air.



**We heard that you are launching a crowdfunding campaign, can you tell us more about it?**

We raised \$1.3M via our first community round on Wefunder in early 2021. The response from the community was astoundingly positive, and we reached the limits set by the SEC after only 3 months. This summer, we are back on Wefunder with a \$5M fundraising. The funds will be used to equip our facility with systems required to manipulate high-temperature heat safely, like a custom molten salt loop, and to hire industry veterans with experience in bringing these products to market. This will put us in a strong position for a Series A funding round.

[Everyone can join our mission to decarbonize the planet by participating in this next community round:](https://wefunder.com/airthium)

[https://wefunder.com/airthium.](https://wefunder.com/airthium)

You can invest as little as \$250 or up to \$50k and more. We encourage you to join our fight against climate change!



Empowering a sustainable world



*Interview with*  
**Stephane Maillard,**  
COMMERCIAL DIRECTOR OF ELOGEN

Elogen, a technological expert in the service of green hydrogen, is developing advanced technologies to design and produce PEM (Proton Exchange Membrane) electrolyzers to meet new uses of hydrogen in mobility, industry, and energy storage. Elogen, a GTT technology group company, relies on powerful R&D and a robust manufacturing process to provide its customers with competitive, reliable systems tailored to their needs. The technological solutions developed by Elogen, particularly suited to renewable energies, demonstrate high efficiency and performance.

*More information on [elogenh2.com](https://elogenh2.com)*





THE BIDEN ADMINISTRATION'S RECENTLY ANNOUNCED \$8 BILLION PLAN TO SUPPORT THE CREATION OF A NATIONAL NETWORK OF REGIONAL HYDROGEN HUBS IN THE UNITED STATES GIVES US ADDITIONAL CONFIDENCE IN THE DEVELOPMENT OF THE HYDROGEN ECONOMY IN NORTH AMERICA.



Stéphane Maillard is the Commercial Director of Elogen. He joined the company following its acquisition by GTT in 2020.

Stéphane Maillard has worked for GTT Group since 2006. Starting his career within the engineering team, he then joined the commercial division in 2010 where he was in charge of business development with Oil & Gas companies, ship-owners, and industrial partners.

**Stéphane, you said that you were originally a naval architect, tell us about what made you join Elogen**

My training as a naval architect allowed me to join the GTT group, which is at the heart both of global maritime transport and energy issues. GTT is indeed developing advanced technologies for the storage and maritime transport of liquefied gases

When Elogen joined the GTT group in October 2020, I seized the opportunity offered to me to get even closer to the technological challenges posed by decarbonization, particularly in industry.

However, I remain close to the world of the sea as Elogen is working, with the GTT teams, on the offshore deployment of our electrolysis solutions!

Since 2015, he was managing GTT subsidiary in Singapore, developing the Group activities in the transportation and storage of liquefied natural gas in South-East Asia, North-East Asia and Oceania.

Stéphane Maillard is an Engineer in Naval Architecture and a graduate from ENSTA Bretagne.

**How can hydrogen contribute positively to the energy transition?**

Hydrogen, and more importantly green hydrogen, has an essential role to play in the energy transition, including decarbonizing many sectors that currently generate high emissions, such as heavy industry, mobility, and electricity production.

At Elogen, we develop cutting-edge PEM electrolyzers to produce green hydrogen for mobility, industry, and energy storage. Our technology is mature and particularly adapted to operate with renewable energies thanks to extremely fast response times.

At Elogen, we are very proud to contribute to decarbonizing all segments of the economy, by facilitating the integration of renewable energies into the energy system.

## *3D model of the new factory, in Vendôme, France*



### **What can you tell us about the new factory that you are planning on opening in 2025?**

Elogen has been developing an electrolyzer production plant project for several months, with the aim of producing high-capacity stacks there from 2025. This project is one of the 15 files pre-notified by the French Government to the European Commission as part of the Important Project of Common European Interest for hydrogen. With this new factory, Elogen's electrolysis stack production would reach more than 1 GW by 2025.

As announced a few months ago, the town of Vendôme, in the Centre-Val de Loire region in France, has been chosen to host our future “gigafactory”. It is important to add that as part of this project, Elogen will also increase its presence in Greater Paris (Ile-de-France) with the strengthening of its R&D at its site in Les Ulis, close to the technological and scientific cluster of Paris-Saclay.

Elogen will articulate its R&D developments around, in particular, the design of high-power stacks as well as new membranes, in partnership with international academic and industrial players.

### **Why do you think technology will be able to tackle the challenges of the upcoming years?**

At Elogen, we are convinced that technology will be the cornerstone for the industrialization of carbon-free hydrogen production. Let's take the cost of hydrogen today. It is mainly driven by the cost of electricity. If we want to make hydrogen more affordable and more competitive, we have to improve the efficiency of electrolyzers, as well as reduce their cost.

Elogen implements a mastered technology, PEM technology, the potential for improvement of which makes it possible to consider, in particular through the development of innovative membranes, the optimization of the efficiency of electrolyzers in order to lower the costs of green hydrogen products.

# What are your ambitions regarding the American market?

The American market is one of the most important markets when it comes to enabling energy transition with green hydrogen. The Biden administration's recently announced \$8 billion plan to support the creation of a national network of regional hydrogen hubs in the United States gives us additional confidence in the development of the hydrogen economy in North America.

Elogen recently made its first move in the North American market, with the signature of a Letter of Intent with Charbone Hydrogène for the supply of PEM electrolyzers, for a total capacity of up to 100 megawatts over a period of 4 years.

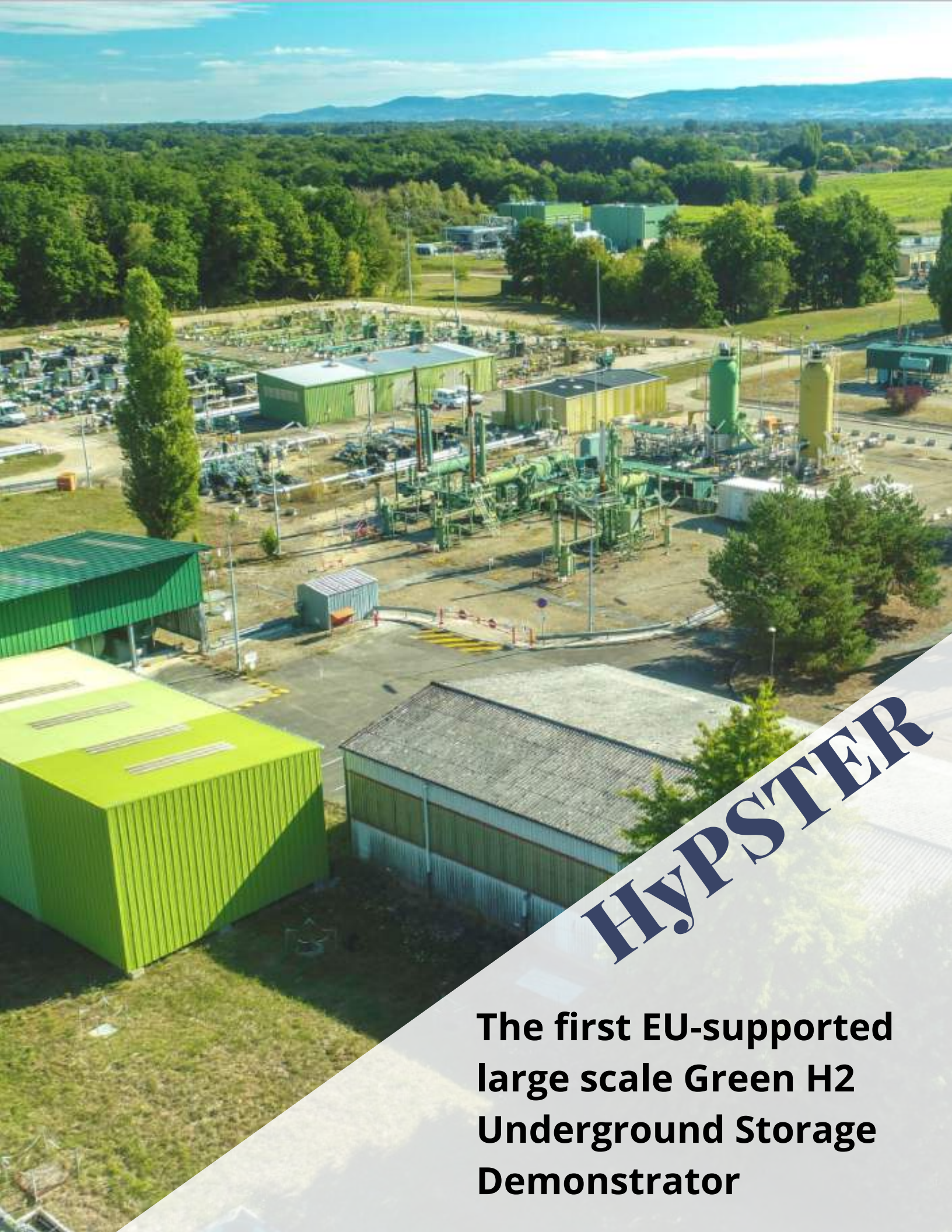
In the region, Elogen can also count on the support of GTT North America, which has been established in Houston in 2013.



## What is the role of your innovation team?

Our innovation aims at developing ever more efficient and effective PEM electrolyzers. For that, we rely on a team of highly qualified engineers, with a unique combination of skills, as well as on prestigious academic partnerships (including with the Université Paris-Saclay). Being part of the GTT group brings also strong support to our innovation efforts. Elogen focuses its innovation efforts on two fields: first, develop its own membranes, integrated into its electrolyzers, and, secondly, reduce, or even eventually eliminate, the use of precious metals currently used as catalysts for the electrolysis reaction.





# HYPSTER

**The first EU-supported  
large scale Green H2  
Underground Storage  
Demonstrator**



Storengy is a business unit of the ENGIE Group. Its main activities are natural gas storage, renewable gas production and storage, and the development of geothermal solutions. Since the opening of its first natural gas storage site in France in 1956, Storengy has demonstrated a great ability to adapt to its customers' needs by driving energy transitions, with the development of geothermal energy and renewable energies like hydrogen and biomethane. These challenges have enabled Storengy to build up its great technical experience and to develop first in France, then in Europe and worldwide.

### **HypSTER pioneer project: preparing the deployment of fast-cycling large-scale underground hydrogen storage**

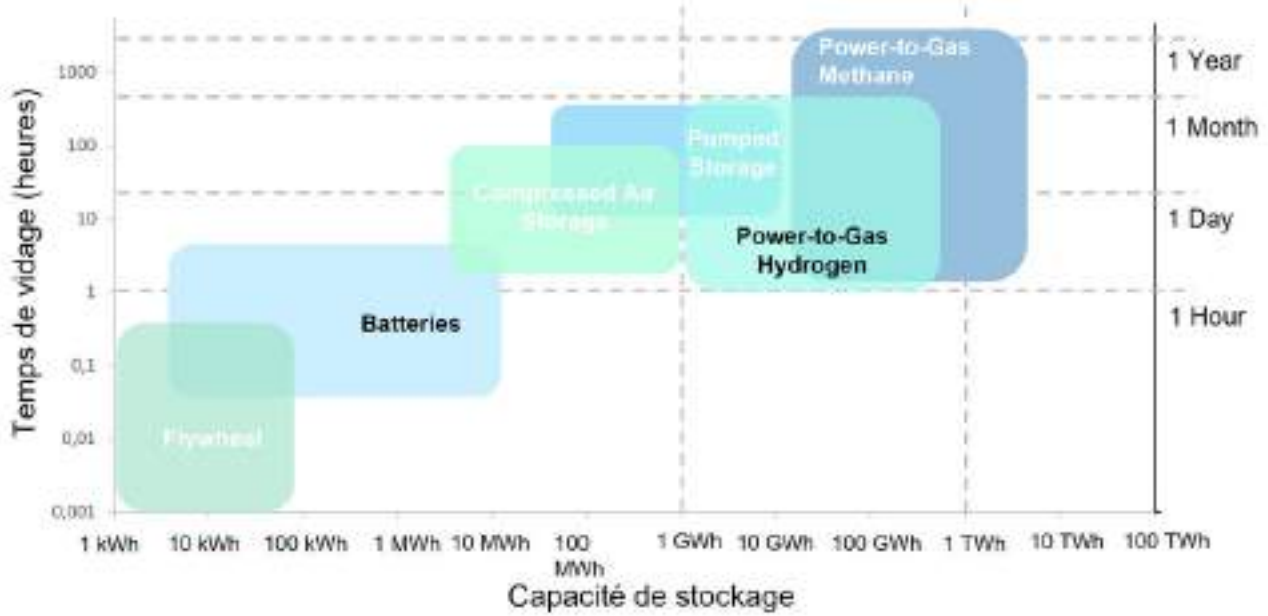


#### ***Julien BRETON, Head of New Business & Services, STORENGY – ENGIE Group***

Julien Breton is Head of New Business & Services. He is in charge of developing new business streams and third-party services related to Underground Natural Gas storage (performance optimization & repurposing to CCS, pure H<sub>2</sub> and H<sub>2</sub> blending), Underground Hydrogen Storage, and Syngas production. He has more than 10 years of experience on various positions within ENGIE's infrastructures. Previous work experience was in GRDF (French natural gas Distribution System Operator) as Advisor to the CEO.

The production of renewable power (e.g., wind and solar) is expected to grow significantly in the coming years to decarbonize the energy mix. However, intermittency poses great challenges for their integration into the electricity grid. Sector coupling and flexible long-term storage are key to overcoming those challenges, and eventually increasing renewable power share in the energy mix.

One of the most promising solutions is transforming the surplus of renewable electricity into hydrogen by electrolyzing water and coupling this hydrogen source with a fast-cycling Underground Hydrogen Storage (UHS). UHS offers indeed the possibility of storing massive amounts of energy over the long term while remaining flexible.



Discharge time and storage capacity of several storage facilities by the authors.

**Hydrogen** is also seen as the only way to decarbonize hard-to-abate sectors requiring high-intensity energy or as a means to decarbonize long-haul transport. Continuous supply at an affordable price shall then be mandatory to hedge against variable green hydrogen production, supply chain disruption, and market pricing fluctuation.

Large-scale infrastructures are needed to support market growth



To meet these challenges, Storengy has launched the **HyPSTER** project. HyPSTER stands for Hydrogen Pilot Storage for large Ecosystem replication innovative and supported by the European Union and 8 European partners, it is the first project to use fast-cycling salt cavern hydrogen storage to connect hydrogen production by electrolysis to industrial and mobility uses. The demonstration facility will be in Entrez, France.

### What is UHS?

Underground storage of natural gas is mainly carried out in three types of assets: porous rocks, depleted fields and salt caverns. Salt caverns are usually smaller yet have the highest maximum injection-withdrawal rate, thus perfectly adapted to the type of fast-cycling storage required for the hydrogen market.

## Aims of the HyPSTER project

- Illustrate the values of large-scale hydrogen infrastructure at a regional scale
- Reach operational readiness to design and operate fast-cycling hydrogen storage by studying different technical aspects

**hypster**

- Project start : 2020
- Location : Etrez (Ain), France
- H<sub>2</sub> Production : Electrolyzer (1 MW)
- Storing Capacity : 3 tons H<sub>2</sub> (pilot phase)
- Total budget : 13 M€ (5 M€ funding)
- End of Pilot Phase : 2023
- Storing Capacity : 44 tons H<sub>2</sub> (phase 2)
- 9 partners, 4 countries :

**Consortium Partners**

HQ & Subsurface expertise

Regulation & Safety

Storage replication potential

Technical and economic assessments

Bacteriology Purification

Communication

Coordination

**EZ53 cavern**

- Geometric volume : 8 000 m<sup>3</sup>
- Hydrogen volume : 500 000 Nm<sup>3</sup> / 1.7 GWh

To create a salt cavern, water is injected into a borehole reaching a geological salt formation, aiming at dissolving a salt pocket and obtaining a cavity. The brine is then extracted and replaced by hydrogen. Developing a greenfield UHS facility is estimated to last 5 to 10 years.

6 UHS sites have been in operation since the seventies, showing that hydrogen can safely be stored in salt caverns over decades. Nevertheless, these storages were designed as strategic back-up and thus are not cycled, while storage aiming at offering flexibility to the renewable hydrogen market could be cycled 6 to 14 times a year.

HyPSTER will be the first industrial-scale pilot of hydrogen fast-cycling storage in a salt cavern, with 100 cycles of 3 tons of hydrogen in 3 months planned as soon as 2023.

**Storengy** is convinced large-scale hydrogen infrastructures have a leading role in supporting the development of an affordable clean hydrogen market. As a pioneer in high cycling frequency hydrogen storage, the aim of the HyPSTER project is to facilitate the replication of these key assets on a European scale. Insights gained by HyPSTER on the design of facilities, equipment, and materials, as well as on subsurface and bacteriological behaviors, shall accelerate the development of large-scale hydrogen storage infrastructures.





# *Helena Pinto*

Helena leads a team of +220 collaborators in the Dallas - Fort- Worth area and oversees the customer service operations in over 40 countries for one of the most world-famous luxury groups.

**RICHEMONT**



**You spent most of your career at Richemont Group, what attracted you the most to this company?**

I discovered Richemont when I started to work at the Grande Maison Jaeger-LeCoultre. I knew nothing about luxury or the watchmaking industry. However, when I entered this iconic Grande Maison, I discovered a fully integrated Manufacture, run by around 800 passionate people at the time. I discovered what luxury means: not the simplified perception of luxury's shining image but a real savoir-faire distinguished by the highest levels of craftsmanship and creativity. From technical innovation to mechanical, industrial, aesthetical, and historical savoir-faire which gets transmitted through the generations of our colleagues and our customers.

The passion could be felt by every single colleague, from the ones designing the upcoming novelties, manufacturing the movement wheels, "bluing" tiny screws, assembling the movements, welcoming customers at the Manufacture, working with the markets or points of sale...and so much more.

It took one single visit to the Manufacture to fall in love with the Maison and its people. It is what attracted me and what made me stay there for 11 years where I learned so much.

As part of my first role, I was part of the Manufacture tour guides crew which enabled me to discover every single step of the conception and manufacturing of a timepiece, while also getting to know the history of this leading Grande Maison.

I had the opportunity to work in several departments from communication, operational marketing, business development, and retail to customer service. This gave me an amazing overview of the entire business across the world and made me dream about one day joining a market team.





I transitioned from Jaeger-LeCoultre to Dallas in 2016 to take over first the customer service operations for USA and Canada focusing on repairs for Timepieces and Accessories. Since then, my scope was extended to cover Mexico, Brazil and more than 40 countries in Latin America. Thanks to a team of 220+ colleagues across the region and an internal and external network of workshops, we offer a best-in-class, omnichannel service to our customers in the region.

Our core expertise focuses on:

- Technical operations related to the maintenance and repair of the products of our Maisons.
- Spare parts supply chain (upstream exclusively from Switzerland and downstream flows) serving our own or decentralized workshops in the region (>80 in the region)
- B2B support for our internal and external network (>1500 POS)

We are clearly a support function for our Maisons but at the same time, we function like a specialized business unit. We are the voice and hands of our Maison's strategy while being obsessed with their customers' experience.

I will expand my scope in the coming months with additional responsibility for our digital operations, overseeing a team that supports e-boutique services including phone sales, after-sales service, concierge, web sales support, client development, boutique overflow, and pop-up support.

WHAT IS YOUR ROLE TODAY

AT THE  
TECHNICAL  
CENTER IN  
FORT  
WORTH,  
TX?

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## YOUR CUSTOMERS ARE SENDING LUXURY WATCHES TO BE FIXED AT THE CENTER, WHAT CHALLENGES ARE YOU FACING IN TERMS OF LOGISTICS?

I would highlight two main areas where we had to adapt to new logistics challenges.

The first one is linked to the international transport disruption linked to the Covid pandemic. The spare parts or tools we use for our repair and maintenance operations come exclusively from Switzerland. Despite Health and Safety impacts and restrictions, our Manufactures have efficiently adapted their production capacity to meet worldwide demand to maintain an excellent level of service throughout the pandemic.

While before Covid we could rely on a well-oiled supply chain, with daily deliveries from our worldwide hub in Europe, our operations have had to adapt, like many other industries and businesses, to international transportation changes.

Technically there are still daily flights from Europe to the USA but there is a backlog at all levels of the supply chain

and we have had to manage irregular deliveries which take much longer than before Covid.

The second one is linked to the increase in digital sales, which significantly increased the share of direct-to-customer deliveries. It impacted our fulfillment operations capacity for deliveries of Timepieces and Jewelry.

We had to adjust our capacity, and also the skillsets of our staff. For example, the packaging process for deliveries to end customers is not the same as for business partners or boutiques. Indirectly it also impacted the service levels of our spare parts deliveries, as, during some busy periods of the year, such as Thanksgiving and the December Holidays, we had to review priorities for our logistics service levels.

***For both areas, we anticipated as much as possible and adapted our local model stocks to limit the impact on our lead times.***



## WHAT PROJECTS ARE YOU MOST PROUD OF?

Our customers are at the heart of everything we do. As a Group, we are always curious and continually strive to provide outstanding services and the most personalized experiences. In 17 years in the Group, I have been very fortunate to work on numerous customer experience projects. While at Jaeger-LeCoultre we had to revamp the accessories collection supporting timepieces and redesigned the worldwide supply chain to improve the service level. A real success thanks to a great collaboration with internal and external stakeholders. Here in Dallas upon my arrival a complete redesign of

the facility had been initiated a few months prior and I was tasked with implementing the project to completion to leverage every single possible optimization of the physical flows to gain time and efficiency on our repair lead times. That is what I am the proudest of having worked with numerous colleagues and business partners, sometimes with very tight schedules, but always with a common goal to offer the best service possible to our customers. It is very representative of our company culture and one of the many reasons I am so proud and grateful to be part of the Richemont family.

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**Doing business responsibly is at the core of Richemont's values**

and an essential benchmark for all our stakeholders, from our colleagues and customers to our suppliers, shareholders, and society. As one of the world's leading luxury goods groups, we are fortunate that our unique portfolio of prestigious Maisons is known for its highly qualitative craftsmanship and creativity, which produces creations that are naturally long-lasting and timeless in style. Our Maisons is committed to environmental

management through product development and innovations. For example, IWC launched its TimberTex™ watch straps in 2020. These straps are made from low-impact paper-based and European FSC-certified material by a supplier that also runs their premises on renewable energy.

Panerai introduced eLAB-ID™, a concept watch pushing the limits of recyclability in our industry, with the highest percentage of recycled material ever. Panerai shared information concerning their suppliers

and collaborators, recognizing that the entire watch industry must have access to the same materials to broaden opportunities for sustainable watchmaking. As support and operational function, we also contribute indirectly to the Group's sustainability goals.

Richemont decided to stop the use of PVC in all products and packaging by the end of December 2022. This initiative aims to reduce the negative impacts on human and natural ecosystems linked to PVC and to engage the luxury industry in more responsible management of synthetic polymers. Across all our technical centers worldwide, we have established a comprehensive list of all our operational supplies and have found alternative solutions providing the same quality of product but with less environmental impact.

“

WE CREATED THE NORTH AMERICAN INSTITUTE OF SWISS WATCHMAKING, SPONSORED EXCLUSIVELY BY RICHEMONT, AND LOCATED UNDER THE SAME ROOF AS OUR TECHNICAL CENTER.

”

### *A Senior Technician at Richemont*



**Indeed, being the voice and hands of our Maisons,** we have the responsibility to ensure that our talents have a wide and detailed knowledge of our Maison's history, DNA craftsmanship, and unique products.

Our Maison ambassadors who support our telephone and web sales, go through a very detailed and structured onboarding to not only offer excellence in service but also share Maison's passion and values with our customers. Our Maisons is committed to environmental management through product development and innovations. For example, Indeed, being the voice and hands of our Maisons,

We have the responsibility to ensure that our talents have a wide and detailed knowledge of our Maison's history, DNA craftsmanship, and unique products.

Regarding our Digital operations, for example, our Maison ambassadors who support our telephone and web sales, go through a very detailed and structured onboarding to not only offer excellence in service but also share Maison's passion and values with our customers.

More specifically for our technical talents, in 2009 we created The North American Institute of Swiss Watchmaking, sponsored exclusively by Richemont, and located under the same roof as our technical center.

The vision was to develop a watchmaking culture across the USA, and we have a wonderful talent pool to recruit for our different internal workshops. We also offer the possibility to our business partners to sponsor students for their own workshops.



### North American Institute of Swiss Watchmaking:

- Established in 2009
- 100 students have gone through our programs
- 95% Graduation Rate
- Job Placement available to all Graduates at the Richemont Technical Center- DFW area, Richemont Boutiques in USA/ Canada, Richemont Business Partners in USA/ Canada

WORKING IN THE LUXURY WATCHMAKING INDUSTRY REQUIRES PASSION AND "SAVOIR-FAIRE",

## HOW DO YOU RECRUIT TALENTS?

#### We offer:

- programs certified by the WOSTEP which is the referring entity for trade certifying watchmakers after a 12-month program.
- Internal programs for our own colleagues who can become watchmakers while keeping their full-time employee benefits. It is a unique opportunity to develop and retain them.

Both types of programs provide strong technical foundations, as well as deep-dive into Maison's history, heritage, craftsmanship, and creativity. Specific Maison training led by our Maison experts is also available in our training facility or in Switzerland which has many watchmaking

schools as well as our own Manufactures.

The profession has indeed changed a lot because of technical manufacturing enhancements, new techniques, and processes. However:

- You do not maintain a vintage car the same way you maintain a modern one.
- You do not maintain a unique formula 1 car the same way you maintain a mass-produced car.

The same applies to our timepieces or jewelry creations.

While the increasing quality and reliability of our creations have enabled the simplification of the maintenance processes and decreased the frequency of the maintenance cycles, we will always need the unique savoir-faire, craftsmanship, and analytical skills of our watch and jewelry experts and the specific product knowledge and history of our Maisons. This is the unique heritage we pass on from generation to generation.

**FRENCH  
EXPERTISE &  
"SAVOIR-FAIRE"  
IN AUSTIN, TX**

*Maison Janneau*  
**LUXURY FRENCH WINDOWS  
MOVING TO TEXAS**



Since the establishment of Groupe Janneau in 1973, the transmission of their exceptional know-how through the years has allowed them today, to become one of the leading French companies for windows.

In 2022, Groupe Janneau has decided to launch a new brand in the USA, Maison Janneau, starting in Austin, Texas. Their past experiences in Oklahoma, with the installation of their most high-end windows while running the business from France has comforted them in bringing the French Touch to the American windows market and they now come back with much more ambition to create a sales subsidiary.

*"Beauty pleases the eyes sweetness charms the soul" Voltaire*



# Marc Fauchreau

## GENERAL MANAGER USA

Marc has spent 20 years developing marketing and sales of different brands, among them a famous American one: New Balance. His entrepreneurial spirit led him to create several companies in Digital Marketing, Consulting, and mass media advertising during his career.

Marc has been working for Groupe Janneau, the French holding of Maison Janneau, for 7 years and he is very proud to open the Maison Janneau subsidiary here in Austin, TX.

### KEY FIGURES

- Creation: 1973, in Nantes
- Turnover: €90 M
- More than 600 employees
- More than 100,000 windows a year
- Specialized in wood, steel, aluminum, and vinyl windows

[www.maison-janneau.com](http://www.maison-janneau.com)

[marc.fauchreau@maison-janneau.com](mailto:marc.fauchreau@maison-janneau.com)





## WHY AUSTIN, TEXAS?

One year ago, we conducted market research to determine the best location. Our main identified markets are California, Florida, the Northern East Coast, and Texas.

After a business trip in March, we decided to establish the headquarters in Austin, Texas.

This is the location that gathers the most key points: the number of architects and builders specializing in Luxury houses, the number of building permits and forecasts, type of architecture, weather conditions conducive to wood windows, economic dynamic, easy access from France, central to deploy the brand in the rest of the country.

## WHAT IS YOUR STRATEGY REGARDING THE AMERICAN MARKET?

Our positioning has always been to target the market of new luxury home constructions.

With our recent implementation in Austin, we had to define a new strategy to promote Maison Janneau efficiently. For that, our priority is to meet architects, designers but also builders specialized in this niche market, around Austin.

Our conviction is that the always more demanding clientele could be interested in our unique products, and therefore our partnership with the professionals could help in the promotion of Maison Janneau. Another thing we are also working on is to find partners that would be able to feature our products in showrooms or events so that architects or even end users could check by themselves the delicacy of our products.

***We hope to follow up quickly to expand in other relevant regions thanks to the hiring of sales representatives to achieve a 20% of our global sales made in the USA.***

## WHAT IS THE ADDED-VALUE FROM MAISON JANNEAU?

Maison Janneau respects the tradition of fine French homes, for us, windows are considered much more than a simple framework: they represent precious effects that grace a façade. And for five decades, we had the privilege of redefining beautiful homes, focusing on the artisanal tradition of crafting excellence.

We strongly believe that our historical French craftsmanship and the elegance of our windows can suit the needs of the American clientele.





## How do you adapt your work to your clients and new projects?

Our strength is that our windows can adapt to any project. We offer different styles: Modern, Hill Country, French Country, Mediterranean, Ranch, Colonial, Victorian, Tudor...

We can as well produce any shapes, dimensions, and colors to suit our clients' projects

Finally, we offer a wide choice in terms of customization such as choice of wood, handles, glass, and ironwork. The numerous elegant choices give a lot of freedom to our customers.

## What makes your windows so unique?

The uniqueness of our windows relies on elegant French design, the respect for artisanal tradition guaranteeing the quality of sustainable products, the use of noble materials like the famous French Oak, and the best insulation performances. 50 years of woodworking experience and passion have led us to complete precision and ultra-accuracy.

## Texas is well-known for its high temperatures, how you will improve the energy performance of houses?

Our main features provide outstanding performances. Thanks to a sturdy and robust structure, specific wood, and glasses, we provide a high degree of energy efficiency, weather protection, special soundproof insulation, and significant burglary resistance.



“

**WE ARE SUPPORTING TWO OF  
THE LARGEST AIRLINES IN  
THE U.S.**



**newrest**

INTERVIEW  
WITH

**JEREMIE  
REYNAUD**

GENERAL MANAGER USA



**Y**ou landed in Texas not so long ago, can you tell us about your background?

I have been working in France for about 15 years, mainly in Procurement and Operations, and I have also had the opportunity to conduct several projects for Newrest in more than 20 different countries.

I arrived in Texas 10 months ago now, and I must say that Houston is an easy city to live in. I quickly felt at ease, even if life is very different from Paris.

### **Can you present Newrest?**

A specialist in out-of-home food service, Newrest is a global leader in multi-sector catering.

Founded as Catair in 1996, the company sells its expertise in 57 countries: Newrest is the only caterer active in all catering and related hospitality segments, including inflight, rail and group catering, retail, and buy-on-board, duty-free, remote site, and support services. 31,000 employees turn out millions of meals per day.

### **From your perspective, what are the differences that you observe between the American market and the French one?**

Managing a major hub for one of the world's largest airlines is a daily challenge. The need for reactivity and permanent and proactive communication with stakeholders facilitates the foundations for success.





To compare with my experience in France and Europe,

- High volumes and logistics management play a predominant role
- Standardization and implementation of changes in project mode are more easily transposable to the American market from my standpoint.
- Similar level of requirements. The consumer experience is at the heart of United's approach
- A common challenge: innovation & digitalization, both continents are moving at the same pace

### **What are your ambitions regarding the USA?**

We are supporting two of the largest airlines in the U.S. We hope to expand our operations with our clients in the country, but our main priority is to handle the return of high activity in the aviation industry by ensuring a quality of service during the summer and holiday seasons. We are more focused on operational efficiency than the opportunity for growth. This is our philosophy and the way our contracts in the USA are built.

### **What is the nature of your collaboration with Houston's international airport?**

Our operation is run by nearly a thousand employees working at our facility in the IAH airport area.

We have 1 client - United Airlines and our mission is to prepare around 10,000 meals per day and to cater 400 flights every day.

We have become a significant player in the Houston Airport System and are very involved with the local United representatives at IAH. Our goal is to contribute to the economic

development of the city but also to make a positive impact on the local community, by for example participating in donations to the Houston Food Bank to avoid waste related to our activity.

### **How do you respond to new consumers trend?**

Our role is to support airlines in their transition and transformation process. In this context, we work closely with our clients' experts and make proposals thanks to our leaders.





Our chefs travel all over the world and are in contact with the biggest airlines. We provide this culinary know-how (culinary innovation) but also technological (digital innovation). We insist a lot on food hygiene which is the keystone of our business.

**Can you explain to us what is your internal ecosystem and what are your next targets?**

We have teams dedicated to innovation in the following areas:

- Culinary
- Work for organization
- Consumer experience
- Business transformation

All of this contributes to

maintaining our operational efficiency, sharing best practices, and staying focused on the customer and their expectations. It is the work of the entire organization to maintain this state of collective agility.

**What are some of the challenges you faced or are facing on the American market?**

There are 2 main challenges from my standpoint.

First supply chain issues, leadtime, and availability of material might be a challenge in our industry, agility and being able to anticipate and solve

problems are the keys to success.

The second challenge is the competitiveness of the Job market, hiring is an ongoing process that requires expertise and innovation. Our HR team is doing an amazing job to promote our company and what we do. We want to demonstrate that Newrest is a company that cares for its employees by offering benefits, but also many opportunities for growth, and a real possibility to achieve a long career.





## FOCUSING ON ANIMAL HEALTH, FROM THE BEGINNING.

Just 15 minutes from Dallas-Fort Worth International Airport, in Westlake, TX, a French-based animal health company has been making a name for itself in the US and Canada. Founded over 50 years ago, in 1968, by a French veterinarian, Virbac offers a practical and effective range of products and services to diagnose, prevent and treat the majority of pathologies, while improving the quality of life of animals near and far.



***As it relates specifically to the US, over 30 years ago (1987),*** the company acquired Allerderm, a leader in the animal skincare market. In 1999, Virbac also acquired Agri-Nutrition, a St. Louis manufacturer of dental, hygiene, nutritional, and grooming products for cats and dogs. Once that second acquisition was complete, Virbac Corporation chose Texas as its permanent home.

The animal health industry is at the crossroads of some considerable social, health and environmental challenges: food safety, biodiversity, and a fight against epizootics. To provide an effective response to these challenges, Virbac, from its inception, has opted to remain fiercely independent, to be exclusively dedicated to animal health, and to innovate relentlessly and tirelessly.

OVER THE YEARS,  
OUR COMPANY  
HAS GROWN  
IMMENSELY. WE  
NOW EMPLOY  
MORE THAN 5,000  
WORKERS  
AROUND  
THE WORLD  
AND HAVE A  
PRESENCE  
IN MORE  
THAN 30  
COUNTRIES.

Today our company devotes its energy to developing effective treatments and vaccines for everyday animal infections while taking into account emerging or hard-to-fight diseases on a global scale.

In addition to the regular launch of new products, Virbac is backing its development with a comprehensive range that covers the majority of species and pathologies. It is doing this by strengthening its presence in the major markets, in developed and emerging countries alike, in order to contribute, day after day, to shape the future of animal health.



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**In the North American market, specifically, Virbac is active in the following categories:**



*As a member of the FACC Texas, we encourage all of our members to find out more about this French-based and Texas-headquartered company. Please visit them at [ivet.com](http://ivet.com) and [us.virbac.com](http://us.virbac.com).*

**Dental hygiene:** Our chews, oral hygiene rinses, and dental kits help prevent the risk of periodontal diseases, thanks to their scientifically-proven effectiveness against tartar, dental plaque, and bad breath.

**Pet food:** Because spayed and neutered pets have very different needs from intact pets, Virbac has developed, with veterinarians, a specific line to help these animals maintain their health and quality of life at each stage of life.

**Dermatology:** Pioneers in veterinary dermatology, we are continually improving our formulations to provide a wide range of innovative products suitable for an animal's skin.

**Parasiticides:** Internal and external parasites are disease vectors that can also impact humans. Our medical expertise and the broad range of products allow us to promote a responsible approach to parasiticide protection that takes the human-animal-environment balance into account worldwide.



**Livestock Health:** With the launch of three livestock health products in just the first six months of the year, Virbac is demonstrating its strong commitment to veterinarians and their customers, cattle and swine producers, with a strong portfolio of new alternatives to improve and maintain the health of livestock.

**Antibiotics:** Thanks to the efforts of our formulation development teams, we provide veterinarians and farmers with antibiotics designed to meet their needs as part of responsible antibiotic therapy.

# Micah Bellieu



## THE STORY OF A SUCCESSFUL ENTREPRENEUR IN THE EDUCATION INDUSTRY

CEO and Founder, Micah Bellieu, dove into language acquisition at an early age. Her grandmother spoke five languages, and Micah wanted to follow in her footsteps, although she never thought of making it a job. But after nearly 8 years in Spanish, French, and Japanese formal classrooms, she was not able to speak any of these languages clearly and confidently.

But she didn't realize this fact until she had accepted a job in Mexico, and she tried to speak with her colleagues there. She was shocked and disappointed that so much time and money had been spent on 'language classes' that had taught her grammar rules, conjugations, vocabulary lists she would never use, words that real people don't say daily, and above all, literature that no one understands, not even the native speakers. Even English speakers must take classes on Shakespeare, right? Even then, it's useless in terms of daily fluency with native speakers.

So, she went on a quest to find the true way to get fluent. She wanted a fluency that would allow her to assimilate, make friends, talk comfortably to the person connecting the Wifi at her house, be able to attend a party and not sit in the corner, and above all, do her job at the level she knew she could in her first language.

For the first 6 months at work, she sat in the corner avoiding the front row at meetings, because she only understood about 50% of what was being said, so she didn't trust herself to give feedback or her ideas, since she wasn't completely sure what others were suggesting or saying about the topic.





Her employer was not getting the full capacity of her abilities due to her communication skills in her second language. After fifteen months of this, Micah gave up. Even though she was slightly better at communicating, it was overwhelming, a little depressing, and she felt defeated at work. She went home.

But what if someone had intervened before she lost all confidence and threw in the towel?

What if she had had a language fluency coach?

What's unique about Fluency Corp is that it has a trademarked Bellieu Method for assessing learners, creating insanely relevant sessions for learners, and then meeting with HR managers, the managers of the learners, the learners, and the fluency coaches, to get a 360 view of exactly what the learner needs. Since 2009 Fluency Corp has been working with international companies to provide insanely relevant language coaching to their multilingual workforces.

**DID  
YOU  
KNOW?**

- 90% of Fluency Corp learners are professionals at international companies that need to level up their communication in their second language - the language they're doing business in (most of the time in English)
- After the English language, Spanish and French are the second most requested globally.
- Learning requests are primarily to bridge the gap between workforce and management, or management and clients/
- French and Spanish are also requested for improved communication and breaking barriers between executives at a French-based company.
- one of the top reasons that international relocations fail is because family stress and dissatisfaction while language and assimilation are the last thing on people's mind but hits hard after 3 to 6 months. That's when a language coach should begin connecting with the family to ensure the success of the relocation and help them navigate through this new culture and communicate with the local community.

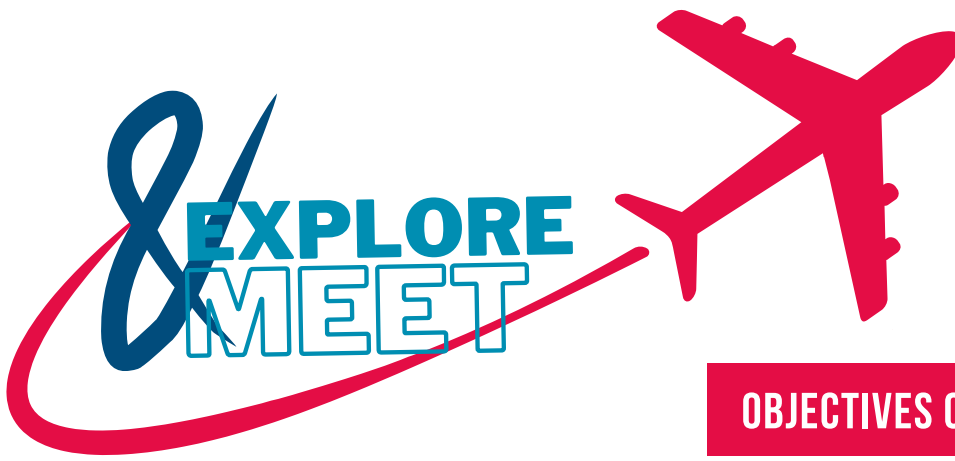
A globe is the central focus, showing parts of Africa and Europe. A wooden ruler is placed diagonally across the top right. A white airplane model is positioned horizontally across the middle of the globe. The text is overlaid on the globe and ruler.

# **BUSINESS EXPLORATION TRIPS**

**2022**

**TEXAS**

**THE NEW ELDORADO FOR BUSINESS & TECH**



## OBJECTIVES OF A BUSINESS DELEGATION TRIP

The main objective of a business delegation coming to Texas is to gather information about the local ecosystem, analyze the market trends and get insights from experts. The other goal is to connect our business visitors with C-levels and leaders in their industry thanks to a targeted and strategic approach deployed by the FACC Texas team.

## HOW DO WE WORK?

The first step is to meet with our team to understand your objectives and requirements during this business trip and exchange some insights about Texas and the FACC Texas network. The second part of the process is focused on understanding your strengths, achievements, solution/product maturity, and your needs for a fruitful Texas exploration. Then, we define a strategic B2B approach and elaborate a tailor-made immersive program to deliver a unique Texas experience to you!

## OUTSTANDING PARTNERS AND SPEAKERS WHO WORKED WITH US



# ESCP

INSPIRING & INNOVATIVE  
BUSINESS MODELS  
IN TEXAS



**MAY 2022 / AUSTIN, TX**

Austin is the capital of Texas. The city is currently experiencing an economic boom. Indeed, in recent years, iconic Silicon Valley companies such as Tesla, Apple, and HP have relocated from California to Texas.

MBA students meeting with tech leaders and the most innovative companies in Austin, TX

[www.escp.eu](http://www.escp.eu)

# Austin

The Capital Of Texas.



Within the framework of its Specialized Masters in Transformation Project Management and Marketing & Communication, ESCP Europe worked with the FACC Texas to organize their international seminar program in Austin, Texas.

## WHY AUSTIN, TEXAS?

Austin is the capital of Texas. The city is currently experiencing an economic boom. Indeed, in recent years, iconic Silicon Valley companies such as Tesla, Apple, and HP have relocated from California to Texas. Texas now leads California as the top exporter of technology.

Austin, also known as the "Silicon Hills," has become one of the most popular relocation locations for technology industry professionals and has proven lucrative for businesses and professionals alike: 35 companies had moved or opened new facilities in the Austin area in 2020 alone.

Texas has one of the youngest, most dynamic, and diverse populations in the world, making it a very dynamic economic hub. The Houston and Austin startup ecosystems are growing, which means unicorns are on the rise.

## GOALS

The goal of this program was to create a tailor-made, immersive program in Austin including innovative company tours, but above all, exchanges and meetings with top decision makers of influential companies from different sectors and departments. The selection of companies and meetings was made according to the demand of the ESCP group, their interests, and, motivations.





Founded in 1977, **Oracle** is now the 2nd largest software company in the world by revenue and market capitalization. With more than 132 000 employees worldwide, the company's annual revenues are on average \$40,5B. Its headquarters are located in Austin, Texas since 2020. Oracle is providing integrated cloud applications and platform services. Its products and services include applications and infrastructure offerings that are delivered through a variety of IT deployment models including on-premise deployments, cloud-based deployments, and hybrid deployments. The company serves automotive, financial services, healthcare, hospitality, retail, utilities, construction, and other industries.

**NXP Semiconductors N.V.** is an American Dutch semiconductor designer and manufacturer founded in 2010 and has now 29 000 employees. The company enables a smarter, safer, and more sustainable world through innovation. As a world leader in secure connectivity solutions for embedded applications, NXP is pushing boundaries in the automotive, industrial & IoT, mobile, and communication infrastructure markets.



Founded in 2004, **Meta Platforms, Inc.** is one of the biggest social technology companies. The company has its headquarters in Menlo Park, California. With its 44 942 employees, the company generates more than \$86B of revenue each year.

Meta enables people to connect, find communities, and grow businesses. It is the parent organization of Facebook, Instagram, and WhatsApp, among other subsidiaries.

Meta is one of the world's most valuable companies. It is considered one of the big five American information technology companies.



**Whole Foods Market IP, Inc.** is a subsidiary of Amazon is a multinational supermarket chain. Whole Foods Market was founded in 1980. This supermarket chain is owned by Amazon and sells products free from hydrogenated fats and artificial colors, flavors, and preservatives.

Based in Austin, Texas, the company generates \$16.03B annually.

It is part of the NASDAQ-100 index. Today, Whole Foods Market has 464 outlets.

**Whole Foods Market** sells only products that meet its self-created quality standards for being natural which the store defines as minimally processed foods that are free of hydrogenated fats as well as artificial flavors, colors, sweeteners, and preservatives. Whole Foods Market has also announced that it does not intend to sell meat or milk from cloned animals or their offspring. The U.S. Food and Drug Administration (FDA) has ruled them safe to eat.



# DISCOVERING THE FASCINATING HEADQUARTERS AND CONCEPT STORE





**Canva** is an Australian graphic design platform, used to create social media graphics, presentations, posters, documents, and other visual content. It was created 10 years ago, in 2012 in Sydney.

It's a graphic design platform that allows users to create graphics, presentations, posters, documents, and other visual content on social media.

In its first year, Canva had more than 750,000 users. As of now, Canva has more than 60 million monthly active users across 190 countries, with big-name companies on the enterprise plan.

Canva is a global company with teams working from Austin, San Francisco, Beijing, Wuhan, Sydney, Manila, London, and more.

*Canva*





**The company completed its \$75 million Series A investment round in May 2021, which was led by DADA Holdings.**

Firefly Aerospace Inc. is an American private aerospace firm based in Austin, Texas, that develops launch vehicles for commercial launches to orbit. It is developing a family of launch and in-space vehicles and services that provide industry-leading affordability, convenience, and reliability.

Firefly's launch vehicles utilize common technologies, manufacturing infrastructure, and launch capabilities, providing LEO launch solutions for up to ten metric tons of payload at the lowest cost per kg in the small-launch class.



Marcos Cervantes, Leader & Partner in Global Innovation at Capital Factory



*Thank you Marcos for hosting our delegations at Capital Factory!*





**GSD&M**

**GSD&M** is an advertising agency headquartered in Austin, Texas, founded in 1971.

It works in the Marketing, Advertising & Branding industry, specializing in Advertising, Austin, Digital, and Marketing.

GSD&M Advertising is one of the top 30 advertising agencies in the U.S. The firm's clients include Wal-Mart, Southwest Airlines, Charles Schwab, DreamWorks SKG, Brinker International, and Chili's restaurant chain. GSD&M's ads are often irreverent and witty, and the company has won many industry awards for work like its "Don't Mess With Texas" anti-littering campaign.

**Indeed** is a provider of an employment-related search engine for job listings.

It aggregates job listings from websites, including job boards, staffing firms, associations, and company career pages. The company enables job seekers to search for jobs, post resumes, and research companies, as well as helps employers post and promote jobs, search resumes, and find candidates for jobs.



**indeed**



**Electronic Arts** is one of the world's leading publishers of video and computer games software. EA develops and delivers games, content, and online services for Internet-connected consoles, mobile devices, and personal computers. Famous for these high-quality brands such as EA Sports FIFA, Battlefield, Madden or also The Sims, EA uses the best innovative services and powerful technologies to give the best game experience to their million players.



Founded in 1996, **Expedia** is the leading American online travel group. With Over 14,800 employees around the world, the group helps travelers easily plan and book travel with vacation packages, flights, hotels but also rental cars, cruises, or activities.

Its brand portfolio includes Brand Expedia but also localized websites such as Hotels.com, Orbitz, Travelocity, CheapTickets, Hotwire, Wotif, Trivago, Vrbo, and Ebookers.

**SparkCognition** is a company developing artificial intelligence solutions.

It is an award-winning AI solution that allows organizations to predict future outcomes, optimize processes, and prevent cyberattacks. It offers Darwin, a machine learning product that accelerates data science by automating the building and deployment of models.

SparkPredict is an Asset Protection and Optimization product that learns from sensor data to identify impending failures before they occur, and flags sub-optimal operations



before they can cause any harm. DeepArmor is an AI-powered endpoint security solution that provides protection against a broad spectrum of threats.

Finally, DeepNLP, a solution that retrieves information with minimal user training, adds structure to documents by extracting key entities and automates business processes by classifying documents in a configurable way. Sparkcognition's products serve different industries such as aviation, cybersecurity, financial services, manufacturing, maritime oil and gas, utilities, and defense industries. SparkCognition Attains Unicorn Status as its Raises \$123 Million in Funding.







# THE UNIVERSITY OF TEXAS

Public Research  
University Based In Austin



**The University of Texas** at Austin is a public research university. It has a total undergraduate enrollment of 40,048, its setting is urban, and the campus size is 437 acres. The University of Texas at Austin's ranking in the 2022 edition of Best Colleges is National Universities.

They are divided into 13 schools and colleges, the biggest of which is the College of Liberal Arts. Students can participate in more than 1,000 clubs and organizations or in the sizable UT Greek system. The university has several student media outlets, and its sports teams are notorious competitors in the Division I Big 12 Conference.

# MIMS DELEGATION

FROM FRANCE TO HOUSTON: PROMISING  
HEALTHCARE & MEDTECH STARTUPS



MAY 2022 / HOUSTON, TX

The Texas Medical Center is the largest life sciences destination in the world. Located in the heart of Houston, Texas Medical Center campus is home to leaders in research, medicine, and innovation in healthcare.

[www.mims-france.fr](http://www.mims-france.fr)

MIMS, the Maison of Innovation in Specialized Medicine, is a French organization whose aims are to prepare the profession of tomorrow's physicians in a fast-paced and changing health system.

MIMS



La Maison de l'Innovation  
de la MÉDECINE SPÉCIALISÉE



Olivier Colin, President

### About The MIMS

The MIMS association is the leader in medical innovation since 2001. Their "Cabinet 2030 project" drives collaborations with key players to enhance medical research and accelerate the future of the health industry.

**The goal** of the 3-day business exploration trip was to create a tailor-made and immersive program in Houston including innovative company tours, discussions with leaders and project managers, as well as interaction and networking for the participants. The selection of companies and meetings was made according to the demand of the MIMS group, their interests, and, motivations.

## Why Houston, Texas?

Houston is one of the most culturally diverse and vibrant cities in America. The fourth largest city in the country, it offers world-class options for entertainment, dining, sports, education, business, and more.

The city is known internationally as the home to the Texas Medical Center, the largest medical complex in the world, Houston is at the forefront of advancing medicine and ranks among the country's best cities for health care with more than 85 hospitals in the area, and 100,000 healthcare professionals.

Houston is also home to leaders in research, medicine, and innovation in healthcare.



**Gesika** TÉLÉCOM

### Gesika Telecom:

- Specializes in telecommunication analysis, advising, call and email management.
- Offers a custom training program tailored to your needs.
- 20 years of experience in telecommunication consulting, certified as a trusted training center.
- Partners with several clinics and hospitals.



### **Music Care:**

- A therapeutic way of using music that helps patients overcome diverse conditions (Alzheimer's disease spread, anxiety, pain management.)
- 15 years of research, endorsed Sanofi, already used by major hospitals
- About being FDA-approved in 2022, 150 studies show the efficacy of the treatment.

MUSIC CARE





Dinner and meeting with entrepreneurs and the French Tech ecosystem in Houston



Visit of JLABS Start-up accelerator and Biotech Incubator Space. JLABS (JLABS) is a global network of open innovation ecosystems, enabling and empowering innovators across a broad healthcare spectrum including pharmaceutical, medical device, consumer, and health tech sectors to create and accelerate the delivery of life-saving, and wellness solutions to patients around the world.



Texas Medical Center is one of the largest hospital groups in the world. It regroups over 60 Medical institutions and employs 106,000 people and host 10 million patient annually.



TMC Innovation drives collaborations with medicine and cutting-edge technology from around the world to the Texas Medical Center. By supporting entrepreneurs as they broaden their vision and network, they help companies take their products from bench to bed.



Meeting and discussion with the Senior Director Europe, Middle East, and Africa (EMEA) of Greater Houston Partnership, about the Texan & Houston ecosystem and the state of the medical sector.

The Greater Houston Partnership is the largest chamber of commerce in the Houston area. GHP assures the economic development and growth of the region. Its mission is to make Houston one of the best places to live, work and build a business.



Houston Methodist was established in 1919 and is now the flagship quaternary care hospital of Houston Methodist academic medical center. It is ranked as "One of America's Best Hospitals" and has earned worldwide recognition in multiple specialties. It comprises eight hospitals, an academic institute, and more than 300 locations throughout greater Houston.



**Tietronix** Software was founded in 1999 and is delivering complex, mission-critical systems to NASA's space flight operations. They have expertise in diverse areas such as medical, information technology, training, and education, commercial, and research.

**Galen Data** develops and build Cloud platforms for medical devices and solves IT Healthcare infrastructure. Discussion about Cloud solutions for medical device connectivity, visualization, and analytics.





Discussion about the FDA Regulation. The **Global Clinical Engineering Alliance** (GCEA) was created in October of 2020. Its mission is to serve the international community of Clinical Engineering professionals by promoting research and sharing best practices through collaboration with healthcare stakeholders.

The **MIMS** delegation also visited the 911 Emergency Call Center and met with an Associate Medical Director of the City of Houston fire department to discuss rehabilitation hospitals and research centers.



Dinner with a Senior Assistant City Attorney at the City of Houston to discuss different topics such as complex commercial, construction, and technology litigation in the US.



Axiom Space has been involved with every ISS mission since the program's inception. In 2022, they completed the first private mission to the ISS and are currently building the first commercial space station set to launch in 2024.

Discussion on bridges between space research and health innovation but also astronauts' health and risks.





**NASA** was established in 1958, succeeding the **National Advisory Committee for Aeronautics**, to give the US space development effort a distinctly civilian orientation, emphasizing peaceful applications in space science. Since its establishment, most American space exploration efforts have been led by NASA, including the Apollo Moon landing missions, the Skylab space station, and later the Space Shuttle. NASA is supporting the International Space Station and is overseeing the development of the Orion spacecraft, the Space Launch System, Commercial Crew vehicles, and the planned Lunar Gateway space station. The agency is also responsible for the Launch Services Program, which provides oversight of launch operations and countdown management for uncrewed NASA launches.

**The National Aeronautics and Space Administration is an independent agency of the US federal government responsible for the civil space program, aeronautics research, and space research.**



*Visit the NASA Johnson Space Center: Space Museum & Educational Center.*

*<https://www.nasa.gov/>*





MEMORIAL  
HERMANN



**Memorial Hermann Health System** founded in 1907, is now the largest not-for-profit health system in southeast Texas and consists of 17 hospitals, and numerous specialty programs and services.

It is one of the nation's busiest Level I trauma centers and also serves as a teaching hospital. They employ more than 29,000 medical professionals.

During our visit, we also had the opportunity to see their Life Flight program.

## RESULTS/IMPACT OF THE SEMINAR

- Installation of MIMS's office in Houston near Downtown and the TMC.
- New collaboration with Houston Methodist to promote exchanges with French physicians and innovation of French startups. Agreement operational from August 1st.
- Discovery of Houston's booming ecosystem
- Partnerships with MD Anderson, the largest cancer center
- Qualified and commercial appointments for our French startups

# FRENCH-AMERICAN CHAMBER OF COMMERCE

JOIN OUR VIBRANT BUSINESS COMMUNITY

**#NetworkingEvents #MarketTrends #BusinessOpportunities**

The FACC Texas builds connections, fosters a large business community, informs you on the local market trends, and boosts your career opportunities.

Become a member today and join a network of 200 companies and 12,000 professionals in Texas.



## NETWORKING & KNOWLEDGE SHARING

*Connect with professionals  
Access to experts and mentors  
Exchange of best practices  
+50 events per year*

## BUSINESS SERVICES

*Business Development  
Hiring services & VIE program  
Start-up scouting  
Entrepreneur program  
Marketing & Communications support*

## CAREER DEVELOPMENT

*Workshop Series  
Job Search & Career Program  
French Lessons for Business use*

## FRENCH/TEXAN BUSINESS OPPORTUNITIES

*We support your international journey and company's implementation and growth in both markets.*



## BUSINESS MEMBERSHIP

innovative startups to large companies

### BENEFITS

- Complimentary invitations to events (+50 events per year)
- Personalized business introductions within our network
- Speaking opportunities
- Contribute to sector-specific Committees
- Receive invitations to exclusive C-level networking clubs
- Extended visibility through our communications channels (12k qualified contacts)
- Access to our business services and VIE program
- Preferential rates on media kit offer
- Complimentary job posting sharing
- Voting rights at FACC Annual Assembly Eligibility

2 OPTIONS TO BECOME AN ACTIVE MEMBER

[Discover Memberships](#)

[Discover Bundle offers](#)

MAXIMIZE YOUR MEMBERSHIP WITH A BUNDLE

EXTENDED VISIBILITY

+

ACCESS TO THE GALA AND FRENCH FOOD AND WINE FESTIVAL

## INDIVIDUAL MEMBERSHIP

boost your professional connections

### BENEFITS

- Access to professional networking and knowledge-sharing events (+50 events per year)
- Complimentary publication of your profile in our Newsletter (job seeker)
- Eligible for the job search and career program with a certified coach.
- Eligible to request a recommendation on specific job offers within our network.
- Eligible to become a mentor on specific-sector program.
- Voting rights at FACC Annual Assembly Eligibility.

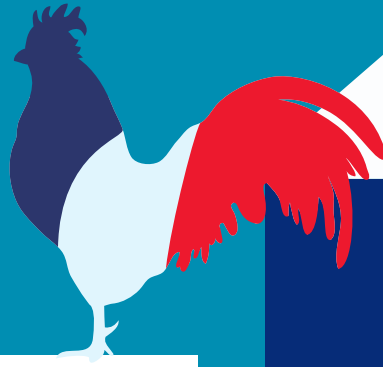
3 LEVELS OF INDIVIDUAL MEMBERSHIPS

[Individual Memberships](#)



Ask us anything  
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# BUSINESS FRENCH PROGRAM



## WHY A DIPLOMA IN FRENCH FOR BUSINESS?

**To certify your ability to use french in your field of work**

**To distinguish you from other candidates in the job market**

**To be able to perform a variety of new tasks**

**To expand your opportunities for mobility**

**Communicate efficiently with francophone colleagues and clients**

**Develop cultural sensitivity, international awareness, and global mindset**

**Add an official certification to your resume**  
*"Diplôme du Français des affaires"*

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*HEC Paris, Ecole Hotelliere de Lausanne, Harvard Business School, Duke University, University of Virginia State, University of Southern California, King's College London, International Business School, and more..*

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### SMALL GROUPS FOR A BETTER LEARNING EXPERIENCE

**Our objective is to provide a great learning environment and experience to each student**

A maximum of 6 students by class

Teacher will evaluate your level and monitor your progress

Very beginner to advanced levels  
(A1 to C1)

Unlimited access to our online training platform

Full program is 60 hours of class to pretend to the exam

Schedule is 2 times per week for 1 hour

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FOOD & WINE

FRENCH

FESTIVAL

Houston - Nov 17th  
Dallas - Nov 17th

[facctexas.com/events/](http://facctexas.com/events/)