

ADRIEN GUILLIERE

Miami, FL

786-448-9076

Adrien.guilliere@gmail.com

SUMMARY

A dynamic and entrepreneurial professional with over 10 years of experience in Program Management, Change Management, and Business Optimization. Known for the proven ability in influencing teams to execute process improvement while delivering results that increase productivity, sales, and ROI. Fluent in English, Spanish, and French.

EDUCATION

Master's Degree in International Business
May 2012

Member of BGS Honor Society
Florida International University:
Miami, FL

Master of Business Administration
May 2012

Audit Manager for SEGMA Junior Enterprise ESC Clermont & Studied Abroad at Dalian University of Technology, China
ECS Clermont:
Clermont-Ferrand, France

Bachelor in Mechanical Engineering
May 2006
Université Technologique de Toulon:
Toulon, France

Scientific Baccalauréat
July 2003
Lycée Albert 1er: Monaco

WORK EXPERIENCE

Sr. Program Manager, F&B Ops. Excellence | Apr 2021 – Present
Royal Caribbean International – Miami, FL

- Managing the full lifecycle of cross-functional programs, overseeing everything from vision and planning to budgeting, development, deployment, maintenance, and optimization of all food waste processes, systems, practices, and personnel.
- Currently leading and developing the Win on Waste program, a 5-year cross-functional initiative aimed at reducing food waste by 50% (\$0.9/PCD) using proprietary Artificial Intelligence (AI) systems - including applications & dashboards - and continuous improvement methodologies.
- Steering the conceptualization, design, and implementation of innovative solutions that leverage industry best practices and emerging technologies to address food and beverage challenges within RCI prioritizing efficiency, speed, scale, and predictability.
- Developing the overall program strategy, setting objectives, analyzing data, and driving improvements quantified with metrics, while tactically leading teams both within and outside the organization to achieve results.
- Overseeing a global team of over 50 shipboard and shoreside employees, ensuring alignment and collaboration across various locations.
- Actively solving ambiguous problems and proactively identifying and mitigating risks to ensure program success.
- Engaging in discussions and sharing insights with business leaders, the executive team, and external partners, while maintaining ongoing communication with the entire fleet on program progress.
- Responsible for managing formal capital appropriation requests and the WOW program budget, currently valued at \$16 million with a remarkable 300% internal rate of return, surpassing returns achieved to date.

Sr. Project Manager, Catering Development | Jun 2019 – April 2021
Royal Caribbean Cruises Limited – Miami, FL

- Managed a \$100M portfolio of galley construction and modernization projects.
- Led galley development for startup and competitive restaurant concepts from ideation to launch, enhancing fleet modernization for Royal Caribbean International, Celebrity, and Pullmantur.
- Reduced galley design process timeline by over 50% and construction costs by 20% through waste reduction and quality gate implementation.
- Key leader of the COVID-19 Crisis Management Team, developing and overseeing the Sanitation & Outbreak Prevention Program for fleet's Healthy Return to Service and Newbuild portfolio.
- Led value engineering exercises, defining project scopes for budgeting and cross department alignment.
- Created bid packages, conducted vendor bid reviews, and contributed to supplier sourcing decisions.
- Oversaw project transition from development to construction phase, supporting architectural design, supply chain, and project delivery teams.

PMO, Program Manager | Jun 2018 – Jun 2019
Royal Caribbean Cruises Limited – Miami, FL

- Led the PMO Royal Amplified Program, overseeing 10 major modernization projects totaling \$1.2 billion in spend over 4 years. Notable achievements include the launch of innovative projects like the longest water coaster at sea.
- Practiced effective stakeholder management by delivering regular product and status updates to various groups, including steering committees, executive leadership, and internal stakeholders ensuring alignment with project expectations.
- Collaborated with the Business Excellence Team to implement a transformative Business and Project Management Process Improvement Plan. This initiative facilitated comprehensive monitoring of risks, issues, dependencies, contingency plans, and available resources, resulting in a 100% increase in milestones achieved on time.

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CERTIFICATIONS

Vessel Sanitation Public Health
Course:
2019, CDC Center for Disease
Control & Prevention

Value Stream Mapping (LSG): 2017

Green Belt Lean Six Sigma: 2016

Problem Solving Technique &
Tools (LSG): 2016

Project Management (LSG): 2016

Change Management (LSG): 2016

ECDL Certificate (Office Suite): 2009

LPS (Continuous Improvement) Manager | Feb 2016 – Jun 2018 *LSG Lufthansa Service Holding AG – Miami, FL*

- Implemented and maintained the Continuous Improvement and Operational Excellence Programs for the South Florida Market by managing all Continuous Improvement, new systems implementation, and Productivity Initiatives to drive business optimization, productivity, and consistent ROI.
- Supported market management in the accomplishment of business performance and optimization targets and KPI's by leading strategy workshops to define market vision, operational roadmaps, and performance targets for each department.
- Mentored management and core employees on production system methodologies and lean principles.
- Used sound judgment to implement competitive operational strategies resulting in bottom line savings of \$1.5 million in 2016 exceeding a \$1 million target, \$2.3 million in 2017 for a \$1.5 million target, and \$900K as of April 2018 for a \$1.5 million target.
- Implemented an operational quality management system with quality gates for every operational department.
- Developed, implemented and sustained an electronic Variable Production Schedules for production departments (VPS).

Senior Operations Consultant | Aug 2012 – Feb 2016 *Strategic Foodservice Engineering (FPG) – Miami, FL*

- Conducted audits and provided advisory services to national and international Fortune 500 organizations in the Hospitality, Retail and Entertainment industries for business and product optimization, decision-making, facility redesign, labor management, maximization of throughput and other operational opportunities.
- Delivered over 20 performance measurement projects to include the development and implementation of labor scheduling tools, which resulted in savings higher than 3% of sales while preserving quality.
- Improved run rates by 10% through process reengineering, workload optimization, and bottleneck elimination.
- Delivered conceptual designs to gain up to 15% of floor space requirements in targeted operational areas for future client facilities while improving throughput by 100%.
- Performed process reengineering and cost analysis to improve management of variable costs (food, inventory, labor) by more than 6% of sales.

Team Lead, Master Project | Jan 2012 – May 2012 *Nokia Corporation – Miami, FL*

- Served as Project Manager and Business Analyst to deliver a Supply Chain analysis and audits on the overall impact of the grey market on Nokia in CARICOM and Latin America.

Junior Consultant, CRM | Feb 2011 – Aug 2011 *Capgemini – Paris, France*

- Provided advisory services to International CPG and Retail companies while cooperating with enterprise software providers, such as Oracle and Salesforce, and delivering guidance in CRM decision-making.

Beach Manager | Aug 2004 – Aug 2008 *Thermes Marins de Monte Carlo – Monaco*

- Responsible for the daily operations including but not limited to: Staff Supervision, Staff Training, Inventory, Customer service and Quality Assurance.