

# FABRICE CAVARRETTA

## Experience

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- 2007-present **ESSEC** **Paris, France**  
**Assistant Professor.** Organizational Behavior and Entrepreneurship.
- 1996-2003 **VIVENDI UNIVERSAL** **Paris, France**  
00-03 **Founder/CEO iPropi.com (on a sabbatical)**  
The startup innovated by creating and patenting the first "word of mouth ad service with rewards". Concept implies solid revenues based on transaction fees and viral marketing growth.
- 98-99 **Managing Director BOL FRANCE (J.V. with BERTELSMANN)**  
Managed, from launch to market leadership, the e-commerce branch of Havas and Bertelsmann in the French-speaking market. (see [www.cavarretta.com](http://www.cavarretta.com) for more information)
- 96-97 **Head of Consumer Internet Access CEGETEL**  
Start-up of the business unit from business plan phase to operational ramp-up (50 000 customers). Revenues 1998: \$10M. **Merger and operational management of Havas On Line (4th French ISP):** Growth of the customer base +100% in 6 months.
- 1991-1994 **SCHNEIDER ELECTRIC** **Grenoble, France**  
**Production Manager.** Responsible of 4 workshop, industrial method and logistics departments (16 supervisors and 180 workers). Implemented 25% G&A cost reduction, Just-In-Time reorganization and ISO9002 quality certification.
- 1988-1989 **ORACLE CORPORATION** **San Francisco, CA**  
**Software Engineer - User Interface Division.** Participated in the early design and the development of a new Visual Communication application. Testing manager.

## Boards / Advisory

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- 1997-2002 **G Partners (Venture Capital)** Member of the Investment Committee **Bruxelles, Belgium**  
2000 **Texas Pacific Group (Private Equity)** Ad hoc advisor **London, UK**
- 1999-2000 **Envol (Venture Capital)** Ad hoc advisor **Paris, France**
- 1998-2000 **Viventures (Venture Capital)** Ad hoc advisor **London, UK**
- 1991-curr **Hexagone SA (Manufacturing)** Advisor to the CEO (mergers) **Chicago, USA**

## Education

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- 2003-2008 **INSEAD** **Fontainebleau, France**  
**PhD in Management.** Research on team composition on organizational risk.
- 1994-1996 **HARVARD BUSINESS SCHOOL** **Boston, MA / London, U.K.**  
**MBA.** First-Year Honors. Arthur Sachs and Harvard Fellow.  
Summer internship in **Merger & Acquisitions at Morgan Stanley**, developed a restructuring plan for a holding in the telecommunications industry.
- 1990-1991 **ENSTA / STANFORD UNIVERSITY** **Paris, France / Stanford, CA**  
**Master of Science in Computer Engineering .** Thesis on High Definition and Digital TV markets.
- 1985-1988 **ECOLE POLYTECHNIQUE** **Paris, France**  
**Bachelor of Science in Mathematics.** Thesis in Artificial Intelligence on an expert system simulation of Spinoza's Ethics.

## Other

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- **International:** 10 years in Cameroon; 4 years in the USA. Fluent French/English
- Licensed private pilot. Graduate of the Military Reserve Staff School.