



SPEAKER KIT · 2026

FREDERIC GOMER

He builds the factories and supply chains the rest of the panel debates, so he can say what nobody else on stage will.

Panel speaker · Moderator · Keynote · Based in Riyadh · English and French

THE PANEL THAT DOES NOT END IN AGREEMENT

Most industry panels end in agreement. Everyone nods, nobody is contradicted, and the room leaves with the slides it already had. Frederic Gomer is booked when an organiser wants the opposite: he builds the factories and supply chains the rest of the panel debates, so he can say the thing nobody else on stage is willing to say, and back it with what it actually cost.

Anyone can be provocative on a panel. What makes it land is having done the work. Frederic has been on the ground in Saudi Arabia since 2011, taking Aramco, SABIC, Ma'aden, Nahdi and Saudi Ceramics from business case to operating asset, typically eighteen months from decision to a running facility. And long before the Riyadh circuit he ran his own room: four years convening supply chain directors from Airbus, Valeo, Philips, Leroy Merlin, Schindler and Boehringer in Paris, chairing every one of those mornings himself. So when he contradicts the comfortable answer, he is not speculating, and he already knows how to hold a room while he does it.

8	Stages in 2025-26
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20+	Years in industry
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15	Years in Asia
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100+	Industrial projects
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WHAT HE WILL ACTUALLY SAY

01 **“Localisation is decided at the supplier, not in the business case.”**

The room prefers to debate investment and policy. He will point at the local supplier who cannot yet hold tolerance or pass the audit, and argue that everything else is downstream of that.

02 **“Most transformation programmes stall at month fourteen.”**

Not at launch, when everyone is watching. At month fourteen, when the consultants have gone and the plant reverts to its old habits. He will say why, and what the sponsor should have done in month two.

03 **“Planning is not the problem. Companies finish the plan and nothing changes.”**

The argument behind his books. He is willing to say on stage that the planning ritual most organisations defend is theatre, and to describe what replaces it.

04 **“Technology pays back in operations, and there are expensive places where it does not.”**

He has installed the systems and seen which ones earned their cost. Useful on any digital panel drifting toward the brochure.

05 **“Resilience and sustainability are the same decision, taken twice.”**

From hosting operators at Schneider Electric and Zuellig Pharma: the shift that cuts carbon is usually the shift that removes risk. He will take the contrarian seat on greenwashing.

06 **“A turnaround is a people problem wearing a P&L costume.”**

Twenty-five years of multi-site, multi-cultural recovery work. He will tell the room the part most speakers leave out, which is who has to be moved.

FOUR SESSION IDEAS

Each can run as a panel he joins, a panel he moderates, or a keynote. Titles and questions are adapted to your theme during the briefing call.

Who really localises the supply base?

Vision 2030 localisation, argued from the supplier floor rather than the business case.

- Which local suppliers could pass your audit today, and what would it take for the rest?
- Is localisation being decided in the wrong room?

Month fourteen

Why industrial transformations stall after launch, and what sponsors must do in month two.

- What changed in your plant the week the consultants left?
- Who owns the programme when the steering committee stops meeting?

The end of planning theatre

From a monthly planning ritual to an operating model executives actually steer with.

- Which decision did your last planning cycle actually change?
- What would you stop doing if the plan were only one page?

Resilience and carbon: one decision

Why the shift that removes risk is usually the shift that cuts emissions.

- Which of your sustainability projects paid for itself, and which did not?
- Where does greenwashing start in a supply chain?

THE RECORD

EVERY STAGE, NAMED AND DATED

Jun 2026	Riyadh International Industry Conference 2026 Advanced Technology Solutions for Logistics Transformation: Robotics, Drones, Autonomous Vehicles, AI, IoT	Panel
Jan 2026	SIMEC Expo 2026 Smart Seafood Manufacturing: Automation, Yield Optimization & Food Safety	Panel
Dec 2025	Saudi Made 2025 Bringing World-Class Supply Chain to Saudi Products	Panel
Dec 2025	Gulf 4P 2025 Digital Transformation in Printing & Packaging	Panel
Dec 2025	Industrial Transformation Saudi Arabia 2025 Foreign and National Industrial Investment in Saudi Arabia: Empowering Industrial Transformation	Moderator
Oct 2025	Saudi Agriculture 2025 Feeding Tomorrow: The Future of Food Processing, Packaging and Supply Chains	Panel
Oct 2025	Saudi International Rail 2025 Localising Saudi Arabia's Railway Sector: developing expertise, empowering local talent, ensuring sustainability	Panel
Oct 2025	Saudi Maritime & Logistics Congress 2025 Smart Ports: Digital Twins, Data Ecosystems & Intelligence-driven Infrastructure	Panel

HE HAS STOOD IN FRONT OF THEIR AUDIENCES

ESCP Business School · Marcus Evans · Supply Chain Magazine · Gulf 4P · Saudi Made · SIMEC ·
Industrial Transformation Saudi Arabia

WATCH HIM HOST

ON PLAN, ON TARGET

His executive podcast. Long-form conversations, recorded in full and published unedited. Each title below opens the episode.



The brutal truth about leadership

Emmanuelle Quentin, VP Urology, Critical Care & Surgery, BD · 34 min

[WATCH ON VIMEO](#)



Never kill the messenger

Olivier Guilluy, Head of Asia Pacific, Onduline Group · 41 min

[WATCH ON VIMEO](#)



Sustainability is everyone's responsibility

Hélène Houdreaux & Brett Marshall, Schneider Electric & Zuellig Pharma · 55 min

[WATCH ON VIMEO](#)



The biggest fear of C-suite leaders

Georgina Halabi, Performance and well-being coach · 34 min

[WATCH ON VIMEO](#)

“NORMALLY CONSULTANTS HAVE A TENDENCY TO SAY WHAT THE BOSS IS EXPECTING. THE CONCLUSION WAS NOT WHAT I WAS EXPECTING.”

Olivier Guilluy, Head of Asia Pacific, Onduline Group. On a study his team delivered, in episode 2.

BIO, READY TO COPY

Frederic Gomer helps global and Saudi companies build advanced manufacturing, supply chain and procurement capability for Vision 2030. With 25 years of international experience, 15 of them in Asia, he has supported Aramco, SABIC, Ma'aden, Nahdi and Saudi Ceramics, and delivered more than a hundred industrial projects worldwide. He is the author of The Turnaround Blueprint.

Frederic Gomer builds advanced manufacturing, supply chain and digital capability for Saudi Arabia's Vision 2030. With 25 years of global experience, including 15 years in Asia, he helps global and Saudi companies set up greenfield factories, develop end-to-end supply chains, launch procurement organisations and redesign distribution networks to compete at world-class standards.

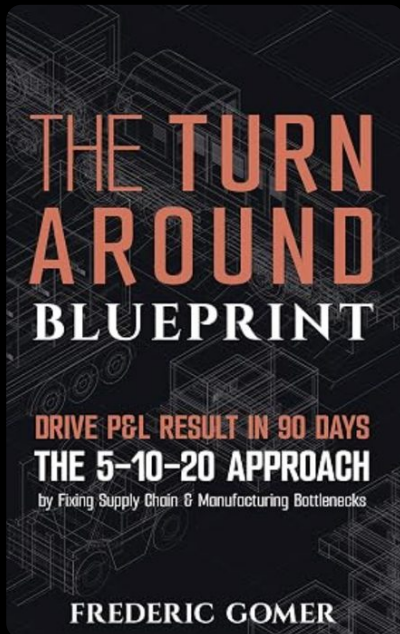
Working between Houston, Paris, Singapore, Bahrain and Riyadh, he and his teams have supported Aramco, SABIC, Saudi Ceramics, Ma'aden and Nahdi, with more than a hundred industrial projects delivered worldwide. He is a managing partner in an industrial consultancy present in the Kingdom since 2011.

Name	Frédéric Gomer
Title	Managing Partner, industrial consulting
Based in	Riyadh, Saudi Arabia, since September 2025
Track record	8 stages in 2025-26, every one listed · 1 of them as moderator
Languages	English, French
Formats	Panel, moderation, executive forum, keynote
Topics	Supply chain · Manufacturing · Localisation · Procurement · Digital · Leadership
Audiences	Boards, C-suite, industry leaders, government and investors

WRITTEN DOWN

THREE BOOKS, ONE ARGUMENT

All three written from inside operations, not from a research desk.



OCTOBER 2024

The Turnaround Blueprint

Drive P&L results in 90 days with the 5-10-20 approach to fixing supply chain and manufacturing bottlenecks. Written for the divisional president, the COO, the VP of Supply Chain staring at two sets of numbers. 180 pages, rated 4.5/5.



SEPTEMBER 2026

The IBP Blueprint

A system for executive teams who need results, not meetings. A field manual for leaders done with planning as theatre. Nine phases, for those tired of firefighting, planning the past and carrying inventory that will not move. 413 pages.



2026

How Saudi Arabia Builds \$150B by 2030

Third book, first edition: the 90-day execution blueprint behind the Vision 2030 industrial build-out. How the capacity gets financed, sited, staffed and delivered, and why the China-default is no longer the answer. Written from the projects themselves.

APPROVED PHOTOS

READY FOR YOUR PROGRAMME

Cleared for event programmes, websites and social posts. The official portrait can also be downloaded on its own from the website.



OFFICIAL PORTRAIT · SPEAKER CARDS AND AGENDAS



SPEAKING · SOCIAL ANNOUNCEMENTS

No credit required. Please do not crop the portrait tighter than the shoulders.

HOW HE WORKS

Panel discussion His default. Specific, evidence-led, willing to take the contrarian seat. 30 to 60 min.

Moderation Briefs every speaker individually beforehand and keeps the room on the hard questions.

Executive forum Closed-door sessions with boards and leadership teams.

Keynote 20 to 40 min, built around one framework the audience can apply on Monday.

What is included

A briefing call with the organiser, preparation around your theme, and for moderation an individual briefing with every speaker beforehand.

What he needs

Lapel or handheld microphone. For moderation: the speaker list one week ahead and the final running order 48 hours before.

Where does he speak?

He is based in Riyadh. His core circuit is Saudi Arabia and the GCC, and he takes engagements in Europe, Asia and the Americas, the regions he has operated in.

Virtual sessions?

Possible for keynotes and executive forums. In person is strongly preferred for panels and moderation, where the room is the point.

What does it cost?

It depends on format, preparation and travel. You receive a written proposal after the 15-minute call, before anything is committed.

HOW BOOKING WORKS

THREE STEPS

01

You send the brief

Event, date, city, audience and the question you want the panel to answer. Two minutes with the form below.

02

A 15-minute call

To test the fit. If he is not the right person for that room, you will be told so, and pointed to someone who is.

03

A written proposal

Format, preparation, briefing calls and logistics, confirmed in writing before anything is committed.

Every enquiry receives a personal reply within two working days.

SEND YOUR BRIEF

CONTACT@B2G-CONSULTING.COM

Event, date, city, audience size and the question you want the panel to answer.