

## Etienne Touzain

### CEO, BERGOZ INSTRUMENTATION

#### Hi Etienne, what can you tell us about yourself?

My name is Etienne Touzain and I am CEO of an industrial French SME called Bergoz Instrumentation, a company I took over in October 2018.

Proud of my Master in Microengineering made at EPFL in Switzerland, and of my executive MBA done at ESCP in Paris, I spent 28 years in big companies, learning and learning again through several positions. Not so easy to describe my profile except to say that I am a pure generalist. 😊



Indeed one decade in medical devices industry, within Becton Dickinson (glass syringes) and Guerbet Biomedical (catheters for radiology), and two decades within Areva Group via FCI (connectors), Areva HQ, Areva Transmission & Distribution (now Schneider and Alstom), Areva Heavy Components (nuclear primary loop), and Canberra (radiation measurement), highlight the diversity of sectors. I multiplied my positions as well enlarging my experiences in operations, in support functions and, finally, in business unit management at worldwide level. All to say that in 2018 I was ready to attempt a new adventure where I could be free to make my own decisions: be the owner and leader of a small company and make it sustainable.

And... leave Paris area, go closer to French Alps! After 3 weeks of full time training in Lyon (at CRA) to better ring the process of company takeover, I found that small “pepite” and bought it in 9 months.

Beside that professional description, I am married, and have 2 boys, both at the nearly end of their master studies. My wife is the founder of Exergone, where she can demonstrate every day her high competencies in coaching and training management teams in change management. I am proud of all of course !

#### Can you present us your company: BERGOZ Instrumentation?

**Bergoz Instrumentation** is a French company, founded in 1981, and is the worldwide leader, actually the only one, in providing solutions for non-destructive diagnostics for low current measurements. Its market is a niche since it is the particle accelerators field, meaning the fundamental physics, the material science and the current growing medical treatment (oncology). This market represents less than 300 customers worldwide, but their requirements in speed, quality and precision measurement is higher and higher.

Our products are current transformers, with the same technology concept than the transformer you use for charging your phone but with much higher specifications, since the goal is to measure electron or proton beams, sometime close to the light speed.



Our strength is our 38 years of experiences and know how, which leads us to provide the perfect technical advice to our users, and our ability to develop, produce and sell our product ranges. We are 10 people, including 1 PhD, 4 Master degrees and 4 highly qualified operators.

Located very close to the Swiss border and the CERN, we are in a very pleasant area. However, there is a risk of swiss salary attraction, and my key role is to keep the staff in-house.

Being monopolistic means high net margin (above 20%) but being in a very small niche means modest turnover, at 2 m€. Anyway, our cash flow gives us the ability to pass through demand turbulences (this is not a regular business) and the capability to invest in R&D.

## **To conclude Etienne, can you share with us your thoughts regarding your first CEO-CF experience?**

My very first challenge at CEO-CF was to answer the question related to a no-problem-of-margin-and-cash status: should I stay as is or should I grow? Not so easy answer when you are alone. **Thanks to CEO-CF discovery day, the group helped me to confirm my feeling that growing is the only path**, and provided good advices for finding the best diversification.

This is in good progress, and that leads for a second challenge: how to avoid the pitfalls of moving from single-product to mass production? From well known market to new one? I know in advance that the so rich in experiences group will be very helpful !

**To know more about BERGOZ INSTRUMENTATION**

**[www.bergoz.com](http://www.bergoz.com)**