



**IT/Digital Transition Manager – Program & Project Manager – PMO
Innovation -Processes improvement and digitization
Mobility for Europe, Africa, South America & Asia**

I am used to reinforcing the executives and their teams, in their transformation, digitalization, or innovation projects, in contexts such as merger/acquisition, reorganization or operative results improvement. You can rely on me as a CIO, Software Executive, Product Owner, Program/Project director or PMO, wherever you need me (Europe, Africa, South America and Asia, or remotely).

EXPERIENCE

Responsibilities	Areas	Departments
IS Transition Management Program/Project Management Program/Project Management Office Optimization of organizations and processes Innovation	Health Hospitality Services Luxury Media & Telecom Transport Distribution Pharmacy	IT Marketing / CRM /Sales HR / Finance / Accounting Management / Administration Communication

SKILLS

Professional Skills	Soft skills	CRM & ERP
Management Management of suppliers and service providers RFP/RFQ Team coordination Planning Financial management Communication Reporting / Dashboard Training Meetings leadership Process management CMMI – PMP – BPM – ITIL	Adaptable Flexible Meticulous Methodical Analytical Synthesis capabilities Communication Listening Helpfulness	Salesforce CRM Dynamics Sugar Siebel Epiphany Libra Nav / Navision
	Language	Project Tools
	French - Native Spanish - Bilingual English - Bilingual Portuguese - Beginner	Project Sciforma (PS Next) Office Visio Mindmap Simplemind

WORK EXPERIENCE

Company	Period	Position
James Consulting	Since 2012	Senior Manager – Founder
Velvet Consulting	2005 – 2011	Senior Manager – Head of BU
SFR	2002 – 2003	Knowledge Manager (Customer Service)
Fnac	1997 – 2001	Project Manager, Organizer (IS)
Demare	1995 – 1997	Organization Manager (DG)



DUTIES

DIGITAL PROGRAM DIRECTOR – THALYS – FROM OCTOBER 2019 TO SEPTEMBER 2020 (11 MONTHS) - BRUSSELS

Under the CEO authority, recovery of the digital strategic program at its midterm, for the implementation of the new railway booking and aftersales solution.

- Program governance restructuring, reorganization, comitology, processes, etc to give a vision, to gain the commitment of the teams and to secure the deadline
- Management and coordination of more than 80 persons and 8 providers
- Direct Management of the PMO, the business coordinator and the technical coordinator
- Preparation, leading and minutes of the committees, vertical Thalys but also horizontal with the parent companies, including the preparation of the Board on the program scope
- Risks management, deliveries managements, global planning management, actions management, financial and legal management
- Business support for the construction of the run as a distributor

CEO - TRANSITION MANAGEMENT – SYNELIENCE – FROM JANUARY TO JUNE 2019 (6 MONTHS) – PARIS/LYON

Supporting the President regarding the Group transformation in its areas: healthcare site's IS Integration and Services.

- New offers structuration and development of its marketing and sales action plans
- 3 years budget planning
- Initialization of the ISO 9001 project regarding sales, administration, HR and operations processes
- Operational management of the company (3 subsidiaries, 7 offices, 100 employees 15M€ of turnover in 2018)
- Recruitment of the intern General Director and the first key positions

PROJECT DIRECTOR – ORPEA GROUP – FROM JANUARY TO DECEMBER 2018 (1 YEAR) - PARIS

For the Innovation department, management of a confidential and strategic emergent business project, transversal to the group

- Governance committee's implementation and leading, as well as the operational committees and workshops (legal, technical, business, PI, GDPR, ...)
- Requirements studies, functional specifications, use cases and business needs specifications
- Requests for grants
- Business model and business case
- Management of the technical team to design the solutions (technical requirements, RFI, RFQ, RFP, benches)
- Startup acquisition studies and recommendations (acquisition down)

IS OFFICER - TRANSITION MANAGEMENT – ORPEA GROUP – FROM FEBRUARY TO DECEMBER 2017 (9 MONTHS) – PARIS

Strategy, Innovation & Front Office IT Officer reporting to the Group CIO

- Management of the Strategy and Design IS departments
- Building & Management of the Innovation and Front Office IS Departments (Study, Build, Run) for CR, Digital, BI and Health functions
 - 30 people
 - 6M€ annual budget
- Contract closing and follow up, suppliers budget management
- 3 years IS roadmap & budget plan conception



IS PROGRAM DIRECTOR – ONET GROUP – FROM SEPTEMBER 2016 TO JANUARY 2017 (5 MONTHS) - GENEVA

Coordination of 10 projects to run the renewal of the International Onet IS

- Functional and technical IS audit of the selected countries and their mapping
- Change recommendations, roadmaps, plans and budgets
- Partners selection, contracts and follow up
- Preparation and running of the workshops, the requirements, tests, software translations, and deployment
- International CO reporting
- Program leading:
 - Lead of the steering committees (build, run, minutes) of each project
 - Lead of the 10 IT providers involved, planning, budgets and key users
 - Coordination in 3 languages and in 4 countries including agile best practices and deadline oriented

PMP TRAINER – EUROFORUM – FROM MARCH TO JULY 2016 – MADRID / ROUEN (FRANCE)

Development of a specific project management training module based on the PMP method

- Creation of the training book
- Trainings facilitation

REENGINEERING OF PROCESSES – CLARINS – FROM JANUARY TO JUNE 2016 (6 MONTHS) – MADRID

Quality analysis of Clarins Spain's multi-channel customer service

- Analysis of processes and clients' statements on different customer service channels (telephone, web, Social Networks, Distributors)
- Reviews and recommendations

IS PROJECT MANAGEMENT – ONET SPAIN – FROM AUGUST TO DECEMBER 2015 (4 MONTHS) – MADRID

Coordination of Onet Spain's IS Migration project

- Technical migration of the whole IS within a Prosodie data center
- Applicational migration of A3, Navision, and Winnett into the ERP Libra software
- Coordination of the software and hosting company regarding the requirements up until the stabilization of the new IS
- Project Management
 - Management of the decision and follow-up committees, facilitation, organization and reporting
 - Management of the software firm, planning, budgets and key users
 - Organization of specifications, testing, training and pedagogical documentation

IS PROJECT MANAGEMENT – SERIALIA (ONET GROUP) – FROM NOV. 2014 TO JUNE 2015 (7 MONTHS) – MADRID

Coordination of the IS Migration project

- Functional audit of the IS
- Functional and technical requirement specifications of the migration
- Tendering and selection of the software firm
- Project Management
 - Management of the decision and follow-up committees, facilitation, organization and reporting
 - Management of the software firm, planning, budgets and key users
 - Organization of training and pedagogical documentation
- Management of a consultant



PROCESS DESIGN – HEXAGONE LANGUAGE SOLUTIONS – FROM JANUARY 2012 TO JUNE 2012 (6 MONTHS)

Modeling of the operational, administrative and business processes in order to prepare a maintenance audit of the ISO 9001 certification

- Interviews, flow analysis and analysis of areas for improvement.
- Visio modeling and creation of the catalog of the company's processes

CUSTOMER SERVICE TRANSITION MANAGEMENT – SNCF – FROM MARCH TO JUNE 2011 (4 MONTHS) - PARIS

Coordination of the creation of the operational service and interim management service (3 months), followed by coaching of the new internal service director (1 month)

- Management of training programs for officers, trial runs and operational launching
- Monitoring of Service Quality and production of reports for the company's GM
- Management of agents (10 people), followed by coaching of the Director
- Management of a consultant

REENGINEERING OF PROCESSES – GALERIES LAFAYETTE – FROM NOV. 2010 TO FEB. 2011 (4 MONTHS) - PARIS

Assistance to the IS Customer Manager to improve the effectiveness of its project's governance

- Diagnosis of processes, governance, deliverables and tools
- Preparation and facilitation of an improvement plan

CRM PROJECT MANAGEMENT – LA POSTE – FROM JUNE 2010 TO JANUARY 2011 (8 MONTHS) - PARIS

Coordination of the integration project of Epiphany Services and Marketing (Outbound)

- Coordination of internal and external resources for the client (PMO and Prime Contractors)
- Planning of the project and sub-projects, management of planned workload
- Organization of the monitoring and steering committees
- Definition of target processes for managing multi-channel and customer relationship campaigns
- Monitoring of the phases of development, acceptance, deployment
- Management of a consultant

REENGINEERING OF PROCESSES – SNCF – FROM JANUARY 2010 TO JUNE 2010 (6 MONTHS) - PARIS

Management of the optimization of processes and of the CRC's mail organization

- Analysis of existing processes, process design, tools, players and management indicators
- Short-term optimization recommendations aimed at increasing production capacity by 40% through levers, such as the sizing of internal teams, specification of outsourced processing, process adaptation, actions on change management, prevention of social risks, definition of KPIs and dashboards
- Medium and long-term recommendations at IS levels, staff-operated machines, process and inter-center organization
- Management of the implementation of the short-term recommendations as a multi-player roadmap project and supervision of the drafting of the specifications for the future customer file processing tool
- Management of one consultant



PROGRAM MANAGEMENT – AEPM – FROM JULY 2008 TO SEPTEMBER 2009 (14 MONTHS) - PARIS

Management of an innovation project (>1M€ in 2008 and 2009) for a group of banks

- Implementation of the management strategy for the program
- Facilitation of the steering and monitoring committees
- Facilitation of the marketing group responsible for monitoring pilots and test runs, and for defining the needs (functions, kinematics, GUI, workflows)
- Coordination of the technical, legal and security teams, of the Technical Manager, and management of a consultant
- Handling of the planning, risk identification and corrective measures
- Management of a consultant

PROJECT MANAGEMENT – BAYER – FROM OCTOBER 2008 TO FEBRUARY 2009 (5 MONTHS) - PARIS

Management of the design, preparation and deployment of the training program for medical representatives in France (around 500 MR) on the new CRM (Siebel) tool

- Management of a team of 2 consultants
- Definition of the training strategy
- Project planning
- Facilitation of the managing committee
- Follow-up of actions and risks
- Validation of the deliverables and training strategy

ORGANIZATIONAL CONSULTING – SNCF – FROM MARCH 2008 TO AUGUST 2008 (6 MONTHS) - PARIS

Assistance to the DG for the creation of the "service development and support to project management" department

- Definition of service provision and fee structure
- Pre-sale and production process design
- Development of deliverables
- Implementation of monitoring, management and project arbitration reports
- Multi-project management
- Management of a consultant

MASTER SCHEME – JC DECAUX VELIB – FROM SEPTEMBER 2008 TO DECEMBER 2008 (4 MONTHS) - PARIS

Scope definition of the IS CRM target and assistance with the solution to be applied

- Definition of the customer's vision at a 2-year horizon
- Identification of key processes and IS scope
- Functional mapping
- Solution benchmarking
- Master Scheme and associated implementation plan
- Tendering, CDC, regulation and planning
- Tendering support



REENGINEERING OF PROCESSES – WOLTERS KLUWER – FROM JULY 2007 TO JANUARY 2008 (7 MONTHS) - PARIS

Management of the scope definition project for the redesign of processes and tools of a small advertising agency

- Analysis of the existing business and applications
- Definition of the target processes
- Assessment report of the target IS needs
- Specifications of the tender
- Assistance for selection of the proper tool
- Project for the implementation plan
- "Change Management" plan
- ROI analysis
- Management of a consultant

CHANGE MANAGEMENT – FRANCE TÉLÉVISIONS – FROM JANUARY 2007 TO SEPTEMBER 2007 (9 MONTHS) - PARIS

Creation of the "Change management" plan linked to a new organization of the IT Department

- Qualification of the portfolio of activities submitted by each team
- Mapping of skills and players
- Formalization of the portfolios of target activities
- Impact analysis of the target teams
 - Tools
 - Skills
 - Charges
 - Projects
 - Customers (Project management)
- Transformation plan

PROGRAM MANAGEMENT – GIE EGP – FROM SEPTEMBER 2006 TO MARCH 2007 (8 MONTHS) - PARIS

Management of the French mobile phone number portability project

- Implementation of the project structure based on worksites and reporting
- Implementation and facilitation of steering and monitoring committees, and reporting
- Coordination of 12-operator projects
- Organization of roles and responsibilities of the 3 PMO consultants and coordination
- Management of Prime Contractor (external)
- Monitoring of the Prime Contractor and PMO schedules, deliverables (70) and actions
- Monitoring of risks and alerts

INTERIM MANAGER – FRANCE TÉLÉVISIONS – FROM JULY 2006 TO DECEMBER 2006 (6 MONTHS) - PARIS

Organization and management of cross-section cell, methodological and technical support of the IT Department

- Definition of the organization of the cell, roles, responsibilities, positioning
- Management of teams, definition of the mission, motivation, monitoring and assessment
- Management and coordination of projects entrusted to the cell



REENGINEERING OF PROCESSES – FRANCE TÉLÉVISIONS – FROM MARCH 2005 TO JUNE 2006 (14 MTHS) - PARIS

Design and implementation of management methods and processes for projects

- Definition of software development and project management processes
- Establishment of steering and monitoring committees and creation of IS dashboards, performance and quality indicators
- Creation of the document library of projects and models of deliverables, implementation of the IT Department portal
- Definition of design standards, projects, acceptance, and integration
- Transformation of the organization, tools and processes in order to optimize operations and be able to outsource some development and maintenance activities
- Definition of PMOs and Prime Contractors' team organization
- Management of the project team (5 consultants)