



Chief Information Officer

- Transverse business & IT approach, results-oriented, performance culture
- **Transformation** specialist, I love taking on and **simplifying complexity**
- Creative, entrepreneurial, agile, communicant, curious
- Preferred environment: human-sized organizations with **strong developments objectives**
- Fluent English, **international experience** in Europe, North America and Asia

PROFESSIONAL EXPERIENCE

2022 - 2024

CHIEF OPERATIONS OFFICER



Stabilize operations and enact shareholders growth strategy

Member of the Executive Committee. Chief Executive Officer of the Multifleet joint venture: 100,000 managed vehicles, B2B, yearly turnover: 19 M€ (120 employees, 4 sites), yearly volumes: 1 Bn€ purchasing, 250 M€ used cars remarketing

- Implementation of **steering indicators** to lead ExCom and Board meetings
- Cost optimization to attain profitability targets set by the Supervisory Board
- **Crisis management** in claims management department, root cause analysis
- Design of a transformation plan for the joint venture: governance, organization, processes, IT

2019 - 2022

DIRECTOR TRANSFORMATION AND BACK-OFFICE



Setup an efficient organization for Operations, then ensure continuous improvement

160,000 financing contracts B2C and B2B managed by 80 operators, outstanding amount: 4 Bn€

- **Transformation** of the organization of Operations
- Digital transformation:
 - **Internal workflow** tool to reduce end-of-contract payment collection time, and manage 30,000 installments deferrals requests following COVID-19 (200 times the usual volumes)
 - **Power BI** and **Datawarehouse** extension to steer quality and performance
 - Freshdesk to manage clients' requests
- Customer service optimization: **Lean Management** method roll out (systematic clients surveys, lead time measurement), prioritization of complaints and escalations management, documentation

2015 - 2019

CHIEF INFORMATION OFFICER



Define and lead a strategic plan to enable important business growth over 5 years

Member of the Executive Committee, IT team of 25. Scope: 20 business applications, 300 users, 8 sites

- Definition and implementation of a **strategic plan** to maintain quality level while tripling the managed fleet over 5 years (35,000 → 100,000). Implementation of a **service layer** to connect clients and partners directly to the Athlon information system
- Deployment of the **ITIL** framework and KPI measurement to improve the service delivered to users and customers
- Implementation of **Scrum Agile** method to increase performance and enhance project management
- **IT migration** after Mercedes-Benz bought Athlon (datacenter migration, end-user devices replacement, software evolutions and replacement, IT policies deployment). No major incident reported after migrations
- **Strategic partnership** contract signed with a software development company to reduce IT costs

2013 - 2015

CRM PROJECT MANAGER



Deploy a CRM tool to all Private Banking subsidiaries whilst meeting extreme security and confidentiality requirements

- Functional workshops organization, and ultimate business requirements approval despite change-adverse end users
- Creation of Avaloq Center of Expertise, software parameterization
- Deployment of testing and deployment strategy and tools

2010 - 2013

DIRECTOR IT SOFTWARE DESIGN AND DEVELOPMENT

Implement liquidity reports compliant with regulatory requirements, following the subprimes and liquidity crises

- Management of 55 (direct) + 130 (indirect) Business Analysts, Developers and Quality Engineers in Paris, London, New-York, Singapore, Tokyo and Bangalore
- **Liquidity program manager:** all liquidity-related regulatory requirements met in quality, time and budget
- Implementation of a new application: Datawarehouse + advanced algorithms modelling all liquidity needs to sustain SGCIB market activities (balance sheet: 600 Bn€)
- Cost optimization (budget 30 M€, 50,000 m.d over 4 years)
- Agile methods implemented in all my teams

2005 - 2010

CHIEF TECHNOLOGY OFFICER

Manage and improve IT infrastructure for Fixed Income, Currencies and Commodities markets activities

Global responsibility of infrastructure over 4 continents: 200 business applications, 3 000 servers, 500 databases...

- Infrastructure cost management and invoicing, running costs optimization
- Crisis management: datacenter loss, databases performances issues...
- Project prioritization to maximize business impact of IT deliveries

2004 - 2005

IT PROJECT MANAGER



Merge IT infrastructures of Crédit-Agricole and Crédit-Lyonnais

- Target architecture design for all IT services
- Functional management of all service experts to deliver the project

2002 - 2004

IT INFRASTRUCTURE TEAM MANAGER



Manage UNIX servers and storage cabinets of the trading room

2000 - 2002

NETWORK AND TELECOM ENGINEER



Update, maintain and supervise network infrastructure of Crédit Lyonnais

FORMAL EDUCATION

1997 - 2000

Qualified Engineer graduated from **ENSIIE**, a French leading IT engineering school

LANGUAGES, METHODS & TOOLS

- Fluent English, practice daily both written and spoken language
- ITIL, Lean Management (DMAIC), Agile methods Scrum & Kanban, Process Com
- Microsoft Power BI, Excel/Power Query, Freshdesk

PERSONAL INTERESTS

- Golf, karate (black belt preparation), snowboard
- Cards and board games, with a marked preference for cooperative games
- Puzzles (jigsaw and others)
- Reading novels, mostly written in English