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Interim CIO&IT Manager –Digital transformation, IS Governance & Performance, Data management & Protection, Compliance & Risk Consulting, Project & Program Director

Professional experience	**Since 2012**	**Information Governance Consulting (IGC Group) SAS, President** Interim manager, consultant, expert, IS project trainer and director
	2011-2012	**Gfi Group - Consulting** Head of IS governance consulting services
	2006-2011	**Altran group** IT strategy and organisation director (IS governance and performance) Director of the consulting division at MAP (Altran subsidiary)
	2004-2005	**BearingPoint** Senior manager
	2001-2003	**Capgemini group** Sales director and development of the e-business and web division (Darestep)
	1991-2000	**Concept Media SA (founder)** Chairman and managing director, founder
	1989-1991	**Vidéo Expansion SA** Associate director, in charge of development
Education	**2013** **1986-1989**	Certified and accredited on the governance framework COBIT5 –ISACA Graduated from the *Institut Supérieur de Gestion* (ISG)
Languages		• English (fluent), Italian-Spanish (basic knowledge)
IS Consulting skills		• IS governance and performance • IT department governance and organisation audit • IT blueprint • Project portfolio management • Economic management of the IS • IT due diligence and support in carve-outs • Outsourcing strategy and support in its implementation • Writing requests for proposal (RFPs) or technical specifications for IS transformation • IT department dashboards • IT risk management, information security • Data management and protection (GDPR) • Accompanying change
Professional certifications		• COBIT5 (ISACA) certified-accredited: IS governance and management framework • ITIL v3 certified: IT service management framework • Prince 2 certified: project management framework • Certificate courses: CGEIT, enterprise architecture framework TOGAF, PRAXEME
Training and Teaching		• Certified trainer on the COBIT Foundation framework (COFACE, CNP, BNPP...): France and Morocco • Trainer on IS governance audits (AFAI-CIGREF, IFACI) • Conference speaker at Capgemini Institute on "Enterprise and IS Transformation" • Lecturer in specialised masters and continuous education: Ecole Centrale Paris, Supelec, EDHEC, ISG, ICD
Publications in French		• Author of *l'Assurance Qualité des SI* ("IS Quality Assurance") • Author of *Piloter l'Entreprise par les tableaux de bord de la DSI*, published by AFAI ("Managing the enterprise using IT dashboards")

	• Contributor to *Tableaux de Bord de la DSI*, published by Dunod 2016 ("IT department dashboards") • Co-author of the *Guide d'audit des SI*, published by AFAI-CIGREF-IFACI ("IS audit guide")
Sectors	• Bank, insurance, mutual insurance, industry, energy, media, real estate, public sector, civil service, healthcare

SFAM, 2018 DUE DILIGENCE IT & GDPR   MAY-JUNE 2018

SFAM designs, develops, distributes and manages on the European market, insurance contracts and additional services on consumer staples through distribution networks (1,300 employees and 500 M € turnover). The company has undertaken due diligence in connection with a future acquisition around loyalty and online monetization services.

IT / IS Due Diligence and RGPD Compliance
• Analysis of documents in Data Room
• Interaction with the Law Firm
• Relationship and restitution with the Group's General Management
• Drafting of the final report and recommendations

PROCADRES INTERNATIONAL, AUDIT & COMPLIANCY GDPR OFFER 10/2017 > 2018

As part of the interim mission of PROCADRES International

Design and development of the GDPR Transition offer
• Realization of the communication media of the Opportunity Oriented Offer and Value Creation
• Design of compliance kits and questionnaires for compliance audits
• Creation of the GDPR ecosystem (Data Privacy, Security, Questionnaires tools and treatment register)
• GDPR trainer for interim managers, CIO's and Consultants (seminar and toolbox) France -Switzerland
• Support for compliance audits, recommendation, roadmap and action plan
• Change management, consultancy and support for managers in the context of ongoing GDPR missions (public sector, press group, investment funds, and retail)

PREMIUM PEERS, DATA PRIVACY, GDPR WORK GROUP   06/2017 – 09/2017

Premium Peers is the first international platform focused on high-level consulting and expertise dedicated to business transformation. It gathered more than 350 highest levels experts and consultants.

Consultancy and operational marketing mission - Design and running of a working group on the General Data Protection Regulations (GDPR) compliancy.
- Animation of the working group (12 members) composed of DPO, lawyers, consultants in organization, change and IT.
- Creation of a requirements matrix, a roadmap, and a deployment and compliance toolkit.
- Participation of working groups restitution: Microsoft, Cigref, IFACI and CNIL and specialized law firms
- Validation of an offer around the compliancy assessment, external DPO, implementation support and compliancy maintenance.
- Monitor the regulation development and the latest case law in the field of personal data protection
- Participation and intervention in numerous events, round tables dedicated to the GDPR.
- Author of several issues related on RGPD application and implementation within organizations.

CHUV (CENTRE HOSPITALIER UNIVERSITAIRE VAUDOIS, SWITZERLAND   11/2016 - 05/2017

The CHUV is one of the 5 Swiss university hospitals with more than 11,000 employees around care, training and medical research.

Consulting, audit and support mission - Operational alignment of the CHUV strategy on its IT services, implemented processes and change in terms of IT service management.
The IT department (150 people), following a strategic directive on the service orientation of the organisation, wants to set up a permanent management system for IT services. Following an awareness-raising seminar on services and an official kick-off of the Services@CHUV project, it was decided to set up an IT service management system process-oriented compliant with ITIL v3 best practices.
- Training on ITSM best practices and the ITIL v3 reference framework;
- Service maturity audit including recommendations, target and IT service roadmap;
- Conducting change with the management and IT operational teams (interviews, workshops, communication, training, ...);

- Identification and communication of stakeholders (business, support, medical personnel, researchers, etc.);
- Design of the IT and business services catalog in a portfolio management;
- Implementation of priority processes align to the validated action plan.

COFACE, FRANCE   10-11/2016

World leader in credit insurance and a recognized expert on commercial risks. With a turnover of 1.5 billion and 4,400 employees, including 1,200 in France, Coface experts secure the sales and activity of 50,000 companies worldwide every day.

Consulting, auditing and compliancy mission - Training and certification Governance (COBIT5) and Risk IT)

The Information System Department (DSIG) wanted to train and certify all of its IT staff to an IS governance and management system, COBIT5 compliant.
DSIG then initiated a computer risk management in connection with the business activities of the organization and an extension of the IT development activities, especially in Romania.

- Flash Governance and IT Risk Audit;
- Training and certification based on COBIT5 (ISACA);
- Training on the main methodologies and risk references;
- Design of an initial version of an IT risk mapping;
- Preparation and animation of a management seminar on IT risk management;
- Identification and implementation of the risk management process.

CANTON OF VALAIS IT DEPARTMENT, SWITZERLAND   07/2016 – 09/2016

To respond to the technological developments and informational stakes of the Canton of Valais administration and to ensure the continuity of the information systems, the Council of State developed an IT strategy for the period 2015-24. As part of this, a certain number of requests for proposal (RFPs) were issued in order to accompany an ambitious transformation programme.

Consulting assignment

This IS transformation was split into 6 distinct parts. The corresponding RFPs and technical specifications were formalised and written by an external provider in accordance with the required terms and compliance for public administration. They will be published later in the *Journal Officiel* (the official publication in which public notices appear) on the basis of a predefined schedule.

- Analysis of the existing situation of the topics that group the 6 parts together;
- Interviews with the different stakeholders of the parts being looked at;
- Writing the RFPs and corresponding technical specifications;
- Validation, correction and publication.

LA MUTUELLE GENERALE (LMG), FRANCE   11/2015 – 6/2016

Third largest French mutual insurance company, with almost 1.5 million members covered (individuals and professionals), 12th largest French healthcare insurer, 70 years of experience in insuring people, in health and personal insurance. 2015 turnover: 1.14 billion euros and 2,300 employees.

Interim manager – Economic management of the IS

In a nervous economic context and as part of the failed closer links with Malakoff Médéric, the IS and strategic management department (*DSIP*) wished to provisionally strengthen its team so as to launch a study on the economic management of the IS within the *DSIP*, notably on the group's Total Cost of Ownership (TCO) applications.

- Assessment and analysis of what already existed with a view to doing a maturity assessment on the economic model in place within the Administration, Finance and Controlling department;
- Interface with the Strategic Management and Support department (*DPS*), the business areas and IT controlling;
- Awareness sessions on knowledge of Activity Based Costing, activity nomenclature (CIGREF) and modelling IT costs;
- Design and validation of cost models geared to TCO applications;
- Building the cost framework on the scope of key applications;
- Feedback of results and final study report to the *DSIP*.

APRIA RSA, FRANCE   04/2016 – 07/2016

Apria RSA (*Réunion des Sociétés d'Assurances*) is a centre of skills and means dedicated to the health and insurance sectors and has approximately 1,500 employees, 90 customer contact points in France, and is responsible for managing more than 2.4 million people in the management of the *RSI (Régime Social des Indépendants)* healthcare branch.

Consulting assignment

The general management team wanted to carry out a complete audit of the organisation, processes and relations of the IT department. Their aim was to establish an initial assessment and to propose an CIO ad hoc profile with regard to the initial recommendations, in order to begin a new recruitment process.

- Business audit of the IT department's organisation;
- Interview with all IT and business managers (30 people);
- Situation assessment and recommendations;
- Writing the profile and job description of the future IT director;
- Proposal of an initial roadmap according to the business priorities and strategic objectives of the company;
- Feedback of results to the Executive Committee of Apria RSA.

PRAGMA CAPITAL, FRANCE   02/2016 – 03/2016

Independent management company dedicated to equity support for small and medium-sized French enterprises (SMEs).

Consulting assignment

As part of the takeover of a company specialised in online real estate, a due diligence was ordered by the fund and the lawyers prior to the takeover. The IT and IT risks part was ordered with regard to the online stakes of the target company.

- IT assessment with the IT teams still in place;
- Feedback of results to the General Manager and the fund;
- Writing the recommendations and risk analysis study for the lawyers.

PUBLIC HEALTH OFFICE - CANTON OF VAUD, SWITZERLAND   12/2015 – 04/2016

The Public Health Office (*Service de Santé Publique – SSP*) is the Vaud cantonal health authority. With a budget of more than a billion Swiss francs, the *SSP* is responsible for covering the healthcare needs of the population. To do this, it evaluates these needs as regards treatment and prevention and organises the whole Vaud healthcare system.

Consulting assignment

The *SSP*, in anticipation of an important reform of business tax rates, diligently carried out an outsourcing study of part of the IT department to IT health partners or service companies, notably within the scope of a key player in healthcare, the home care and treatment services association AVASAD.

- Assessment and analysis of what already existed;
- Analysis and prefiguration of the target to be outsourced;
- Interviews and workshops with all IT department managers;
- Writing the request for proposal and the technical specifications for the scoped part;
- Consultation with the partners and service companies concerned and validation of their capability to deliver the services to be outsourced;
- Delivery of a final report on the partners and the definitive technical specifications.

EDUCATION DEPARTMENT - CANTON OF VAUD, SWITZERLAND   09/2015 – 02/2016

The General Directorate of Compulsory Education (*DGEO*) manages compulsory education in the Canton of Vaud and is responsible for the schooling of pupils from 4 to 15 years old. It operates in the following domains: pedagogy, human resources, the organisation of the school system, its administration and its finances.

Consulting assignment

The *DGEO* has an IT activity, dedicated to education, representing an IT department of more than 80 employees coming from different departments including from the central IT department of the canton. Its supervisory department wanted to reorganise this IT department, review its processes and its relations with the business areas from scratch, and finally realign it with the strategic objectives of the canton.

- Assessment of the governance and organisation of the IT department;
- Brainstorming workshops on strategy and prefiguration of the target with all managers;
- Recommendations on governance and processes in accordance with the COBIT5 framework;
- Training sessions on good practice for frameworks (COBIT5 and ITILv3);
- Feedback of results and writing the final report including proposals for the new organisation.

THE JUDICIARY – GENEVA, SWITZERLAND 09/2015 – 01/2016

The mission of the judiciary (*Pouvoir Judiciaire - PJ*), the third largest State office, is to deliver justice. It gathers all the jurisdictions responsible for delivering justice in Geneva and represents some 2% of the running costs of the State of Geneva, that is to say some 170 million Swiss francs for 650 employees.

Consulting assignment

The *PJ*, through a recommendation of the *Cour des Comptes* (national audit office), wanted to put in place new IS governance in accordance with the governance and IS management framework, COBIT5. This IS governance target would have to establish new processes in accordance with the recommendations from the *Cour des Comptes* and, in particular, concerning information security and the risk management that goes with it.

- Assessment and analysis of what already existed;
- Design of a maturity grid for assessing practices;
- Interviews and workshops with all IT department managers;
- Training sessions for all management on the COBIT5 framework of good practice;
- Identification of priority processes to be brought to maturity and implemented;
- General recommendations, writing the final report, feedback of results to the General Secretary.

DIRECTION GENERALE DES SI OF GENEVA, SWITERLAND 08/2014 – 07/2015

The *Direction Générale des Systèmes d'Information* (*DGSI*), with 650 in-house employees, is in charge, along with the State departments, of drawing up the information system and communication strategy of the cantonal administration, as well as the information security policy, and then turning it into reality.

Interim management

The *DGSI* wanted to put in place a new economic model in the context of its transformation and cost-reduction plan. It was an absolute priority to establish good practice in this domain, in particular with regard to the will for transparency in relation to the IT costs for citizens, in general, and the elected representatives, in particular.

The management of this strategic project, not having been possible in-house for budgetary reasons and the long cycle inherent in hiring such a profile, the *DGSI* sought to call upon an experienced interim manager to manage and coordinate this project, reporting directly to the chief information officer and chief financial officer of the institution.

- Assessment and analysis of existing models;
- Running training and awareness workshops on Costing models, methodologies and existing nomenclatures;
- Design of the IT economic model, based on the Activity Based Costing (ABC) methodology and the Service activity nomenclature;
- Formalisation of the IT services and business catalogues and the Costing framework;
- Organisation of the operational and strategic management committees;
- Reporting to the Managing Director and interface with the business;
- Tooling of the model using an ABC-type tool, valorisation and industrialisation of the model;
- Setting up the revision committee for the economic model and its updating.

CLARINS, SWITZERLAND 01/2014 – 06/2014

Clarins group is the leader in high-end face care products in Europe and the Middle East, and in body care products in the world. The brand employs more than 10,000 employees worldwide.

Coaching assignment

Clarins Switzerland, based in Geneva, is one of the largest logistics centres of the group and, in that capacity, the company has its own IT department. The IT director of this entity wanted to share the key subjects of his roadmap with an IS governance expert so as to challenge himself and be supported across all the strategic projects undertaken during the year.

- Preparation of an IS governance seminar at the Group level;
- Formalisation and proposal of an IT service catalogue;
- Training on the IT department frameworks;
- Preparation of the budgets and careful consideration of the IT costs;
- Preparation of the IT project roadmap for the year underway and the following one;
- Updating of the Swiss IT Disaster Recovery Plan as part of the group Business Continuity Plan.

BOBST GROUP, SWITZERLAND   09/2013 – 07/2014

BOBST, one of the world leaders in equipment and services for packaging manufacturers in the packaging industries, is present in over 50 countries and has 12 production sites in 8 countries. The group employs 5,000 people worldwide and had a turnover of 1.33 billion Swiss francs in the 2015 financial year.

Interim management

The deputy of the assistant IT director having just resigned after more than 15 years spent with the company, the group IT director wanted to call upon an interim manager to provisionally replace the manager, who was particularly active in managing the IT services, and to supervise a strategic project around IT Costing.

The IT director, as part of a drive for transparency linked to reducing costs due to the sector's strong economic tensions, wanted to put in place an economic model as part of his transformation plan. This desire for cost transparency also had a direct impact on the information systems.

- Review of the activity and key processes around service management;
- Formalisation of the service catalogues;
- Assessment and analysis of existing models;
- Running training and awareness workshops on Costing models, methodologies and existing nomenclatures;
- Design of the IT economic model, based on the Activity Based Costing (ABC) methodology and the Service activity nomenclature;
- Formalisation of the IT services and business catalogues and the Costing framework;
- Organisation of the operational and strategic management committees;
- Reporting to the Managing Director and interface with the business;
- Tooling of the model using an ABC-type tool, valorisation and industrialisation of the model;
- Setting up the revision committee for the economic model and its updating.
- Recommendations on establishing an IS governance charter for the group.

GFI CONSULTING   06/2011 – 06/2012

Gfi group is one of the most important digital service companies in France and in Europe, where it is present in 9 countries, employs 12,500 employees and had a turnover of 895 million euros in 2015. Gfi Consulting has almost 300 consultants working in its consulting business in France.

Head of consulting activities in IS Governance

- Responsible for the IS Governance offering: blueprint, project portfolio, audit, IT risks, e-sourcing, IT scorecard.
- Responsible for pre-sales: ADEME, Ministry of Justice, the Senate, Agefos PME, ADP, SCOR, OCDE, and La Poste.
- Develop the Enterprise Architecture-IT city planning offering: new SAP architecture, agile IT city planning.

Consulting assignment

- Lyonnaise des Eaux: support of a transformation project within the IT department. Integration and deployment of a customer management ERP within the IT department. Solution: CC&B from Oracle.

ALTRAN GROUP   01/2006 – 12/2011

Founded in France in 1982, Altran today devotes about half of its activities worldwide to two major activities: the world of technology and innovation, and organisation and information system consulting. Its 2015 turnover was 794.3 million euros and the group employs nearly 10,000 employees.

IT Director for strategy and innovation - 2008-2011   (IS governance and performance)

Altran Paris, with its 2,200-strong consultancy staff, provides end-to-end IS solutions in each of the industries in which the company has gained solid experience.

- IT Strategy and Organisation management at CIS Paris: responsible for the strategy of the offerings around IT governance and organisational performance.
- Organising and managing the IT governance community in France and abroad. Managing the skills and performances of the Parisian team.
- Design and marketing of the offerings: assessment of the level of maturity of the IS governance using the COBIT reference framework, Val IT and Risk IT, project portfolio dynamics, IS blueprints, dashboards and IT scorecard.
- Managing responses as part of the IT governance activities: strategic project ownership assistance, blueprint, IS maturity audit, performance or project portfolio management (CG92, CNAMTS, ANAP, BNPP, Crédit Agricole CIB, Axa IM, Ministry of Finance…).
- Consulting assignments: Altran CIS, Cetelem, BNPP…

Internal assignments
- Management by transformation risks at Altran CIS Paris (merger of 12 companies in 2008) to a governance and control mode (co-management with the UK thanks to a tooled Project Management Office (PMO) and an innovative methodology "Zero trust management" from Sutherland, an English subsidiary of Altran group).
- Establishing Altran CIS Paris Performance Managers, based on a type of Balanced Scorecard approach and measurement tool (scope: 2,200 consultants, business managers and management).
- Optimisation and presentation of the governance and decision models to the Executive Committee at Altran CIS Paris.

Director of the consulting division - 2006-2008
MAP, French leader in IS Quality Assurance, 320 people, turnover 27 million euros, 17% growth, EBIT 2.6 million euros.

- Management Committee member, development of the consulting, expertise and fixed-fee project management activity;
- Consolidation and reporting of results to the Management Committee;
- Solutions Centre, 40 people: consulting engineers, experts, project directors, project managers;
- Responsible for the development of international offerings: 10 European countries, running seminars and training sessions in Barcelona, Zurich, Lisbon and London;
- Management of all responses to the Requests for Proposal and fixed-fee proposals (structured technical assistance).

Consulting assignment
Service contract, flat rate… 3,000 man-days in 2006
- National tax office (*Direction Générale des Impôts*), COPERNIC (renewal of a functional acceptance testing contract, 7,000 man-days in 2006, 20 million euros over 4 years), IRSN, RATP, CNP, SNCF, Bouygues Télécom, SFR…

BEARINGPOINT   06/2004 – 2005

In France, BearingPoint, a management and technology consulting firm, is one of the main actors in the operational consulting market. Among its clients are CAC 40 companies and the majority of the ministries and administrations. The firm today has 850 employees for a turnover of 128 million euros.

Senior Manager GTIS (Global Technology Integration Solutions team)
Activity integrating 95 consultants dedicated to information systems.
- Development of the decision-making, integration-IAE-portal, IT transformation, PLM and TPAM activity and offers. 2003 turnover > 9 million euros, 2004 forecast > 15 million euros;
- Recruitment of 35 people: business analyst, consultants, managers, IT city planner…;
- Putting in place activity monitoring tools and a KM database for the team;
- Management of the pre-sales and response teams: MINEFI (Copernic project), *Direction Générale de la Comptabilité Publique,* (*DGCP*, project ownership assistance, INDIA project), *Direction Générale de la Gendarmerie Nationale* (*DGGN*, Puls@r project), *Agence pour le Développement de l'Administration Electronique* (*ADAE*, "*Mon Service Public*" portal project), AP-HP (*Assistance Publique et Hôpitaux de Paris*, portal project), UNEDIC, SNCF (e-training platforms).

Assignment management:
- AVAYA: leading US telecommunications equipment manufacturer (project ownership assistance for a European deployment of the group KM portal via the UK);
- *Direction Générale de la Comptabilité Publique (DGCP)*: project ownership assistance of the national data warehouse for state expenditure (*Infocentre National de Dépenses de l'Etat*), 1 million euros over 2 years.

CAPGEMINI   01/2001 – 12/2003

With some 180,000 employees, present in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing. The group's turnover in 2015 was 11.9 billion euros.

Sales director and development of the e-Business and web division (Darestep)

Darestep 100 consultants. Implementation of the sales strategy for the interactive group Named Accounts. Darestep turnover in 2001: 0 > 2 million euros; in 2002 > 6 million euros.

- Recruitment and management of a team of 30 people: sales reps, consultants.
- Definition of the sales strategy and tracking of the activity.
- Development of offerings (User Centre Design, Enterprise Content Management), pre-sales and drawing up of contracts.
- Development of new projects on existing accounts: Renault, PSA, Thales Group, Essilor, Dassault Systèmes, OCP, Pfizer, Aventis, BP, Air France, GDF, PSA, ACCOR.
- Opening new accounts for the group: AFM -Téléthon, Union Française des Industries Pétrolières (UFIP).

Assignment management:

- AFM, OCP, Essilor, Thales Group, Renault.

CONCEPT MEDIA SA   1991 – 2000

Setting up a multimedia communication agency specialised in new ITC: 10 employees and a turnover of 1.5 million euros.

Chairman and Managing Director

Development of the activity: Cogema, Office National des Forêts, Ecureuil Vie, GMF Vie, Lectra Systèmes, 3M France, Alcatel. Healthcare: MSD, Glaxo, Sanofi.

VIDEO EXPANSION SA   1989 – 1991

Acquisition of a company in difficulty specialised in institutional and enterprise videos: 10 employees and a turnover of 2 million euros.