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### Competencies

#### Architecture of large IS programs

- EUROCLEAR: architecture of the future settlement & delivery system for FR-BE-NL-UK
- UPC: technical architecture and ramp up of the Data Centre (+1000 users and 4M clients)

#### Program Management of large IT based enterprise transformation programs

- GRDF : rehosting of two large critical applications (3500 and 1500 users)
- CEGETEL: new integrated solution for Sales, Delivery and Billing (+10 M€)
- TDF: new HRMS (HR, GT & GP) with PEOPLESOFT v8
- LA POSTE: new Registered Letter Web Site (Java/J2EE, WEBSPHERE)
- EIFFAGE : head of Technical architecture set up and acceptance for new Group solution
- PMU : responsible for coordinating quarterly update of global information systems

#### Technical Architecture

- ERP : SAP MM-WM-FI-CO ; PS V8 ; CLARIFY/AMDOCS ; ARBOR/KENAN
- RDBMS : Oracle, Sybase, MySQL, Access
- Communication : TCPIP, VOIP, LAN/WAN, Routers, DNS

Background: Engineering diploma from Ecole Supérieure d'Electricité (SUPELEC) in 1979  
 Master of International Economic Relations, Institut d'Etudes Politiques, Paris, 1987

Languages French: mother ; English: fluent ; Spanish: moderate

### Experiences

- 2009-Present Since September, Owner of PASSAT Consulting and Project Management  
<http://www.passat-conseil.fr/>
- 2008 Since February, General Manager of Columbus IT France, number one integrator of the MICROSOFT DYNAMICS ERP (NAV & AX).
- 2007 Since December **PMO** in GFI, in Industry Distribution Transport Services Sector.
- 2005-2006 Since September 2005, **CTO** in J3C, on engagement for EUROCLEAR as Senior Enterprise Architect for the new common Information System for FR, NL, BE & UK.
- 2000-2005 **Partner** in ACCENTURE, responsible for client satisfaction and project delivery.
- 1995-2000 **SITA EQUANT JV**. Program Management Director for Customer Solutions.
- 1990-1995 Manager in the **Andersen Consulting** Paris office
- 1982-1989 Team Leader of a R&D Division at EDF

- 2009-2017 Managing Partner of PASSAT Consulting: <http://www.passat-conseil.fr/>
- GRDF (2016-2018) : reengineering and rehosting of the whole IT ; migration of two large critical applications (3500 and 1500 users) for gas network maintenance
  - SUREMESS (ongoing) : editor of a secured message exchange service  
<http://www.suremess.eu/intro.htm>
  - INNOTHERA (private pharma, 2016) : RFP writing for infrastructure update
  - LAZARD Frères bank (2015-2016) : operation procedures documentation
  - INRA (2014-2015): review of partner management systems and system planning
  - PMU (2011-2014): responsible for coordinated quarterly update of information systems
  - EIFFAGE (2009-2011) : technical architecture acceptance for new Group solution
- 2008-2009 General Manager of Columbus IT (Danish Group) France, integrator of the MICROSOFT DYNAMICS ERP (NAV & AX): 50 staff, 8.5 M Euros turnover.
- 2007 Since December **COO (PMO)** in GFI, for the Industry Distribution Transport & Services Sector. Responsible for:
- Pre-Sales: proposals, reply strategy, finance estimates.
  - Fixed terms projects: management of the Project Directors and customer satisfaction, quality control, evaluation of the estimates to complete, general PMO & reporting to the Group. Main projects:
    - On line bet site for PMU (LIFERAY portal, MQ Series link)
    - Priority Letter on Line for La POSTE (Java/J2EE, liaison MQ Series)
  - Responsible of the Consulting Department (40 consultants): recruitment, evaluation.
- 2005-2006 Since September, **CTO** in J3C, on engagement for EUROCLEAR as Enterprise Architect for the new common Information System for France, Netherlands, Belgium and UK.
- Exchanges Security between the Unix front-end in DMZ and the IBM mainframe
  - Flow Architecture between the partner applications (cash, securities, OST)
- 2000-2005 Partner in **ACCENTURE**, responsible for client satisfaction and engagement success
- For the national electric grid operator, planning of their business management and technical applications and analysis of their networking requirements.
- For a pan-European cable-operator, Architecture Director of a large development project (more than 250 staff, integrating Customer Management - Provisioning - Billing), Co-Director of the Solution Centre (8 SUN servers, 240 NT workstations) and Manager of the Customer Data Migration. Director of the technical support team (35 staff). Responsible for the IT operations industrialization (4 M+ customers, 1000+ users), the performance benchmark and the progressive deployment. Quality control of the workload estimates.

For a German editor, review of the planned SAP R/3 fully integrated solution (PS, APO, BW, MM and FICO) deployment plan and costs for the French subsidiary. Recommendation was issued to stop the project.

For a French editor, security audit of the infrastructure, systems and applications involved in the payment process.

For TDF, a telecom infrastructure operator, design and implementation of their new PeopleSoft based human resource, time control and payroll management system. System is live and under AM. Project team peaked at 24 ACCENTURE staff.

For a foreign telecom operator, design and project sizing of the new stocks and warehouse management system under SAP R/3 (MM, WM, PM, BW).

For the corporate branch of a national telecom operator, CEGETEL, design and integration of their new integrated management solution (ordering - CRM - delivery - activation - billing). Project went successfully live in 3 releases in mid-2004. The combined ACCENTURE (75 staff) & client team represented more than 100 people. Project size over 12 M euros. (01 Informatique 21/05/04).

1995-2000 **SITA EQUANT** A Joint Venture

For this international (220 countries) telecommunications operator, Customer Solutions Program Management Director. Functional responsibility on the organization, methods, IT tools and quality control of the 250 staff in the Division (Technical Consultants, Customer Project Managers and Solution Integration Engineers) distributed in 35 cities of 20 countries.

This included design and validation of special procedures to deal with political or regulatory constraints (custom or export bans, network access or usage restriction).

As key owner of the economic model, my team was responsible for budget preparation in light of marketing forecasts and activity drivers.

1990-1995 Manager in the **Andersen Consulting** Paris office

I conducted a large variety of projects, with a focus on technology and telecommunication.

**Consulting**

For a group of 30 mutual banks, review of their communication needs, definition of their network requirements, writing of the RFP and assistance to the selection of providers.

For a group of newspapers, review of their telecommunication expenses and proposal for cost optimizations.

For a Research Centre in charge of applied development and agricultural improvement, contribution to their scientific plan and evaluation of IT impacts.

For a national Institute in charge of distant learning, IT planning with respect to their strategic plan and budget constraints.

For the back-office of a large bank, revue of their accounting and capital management systems by product and geography, definition of a transition and conversion plan.

For a large oil company, system planning and definition of the transition plan to SAP R/3 for the most critical applications (production control).

For an automotive equipment provider, architecture of their new design (CAD) and production systems with progressive deployment of part management system on SAP R/3.

### Architecture design

For the French railways, preliminary study for a new application architecture for Fret handling applications, from commercial management to train and wagons logistic.

For a French utility, design of their new SAP R/3 based procurement system and evaluation of business benefits. Evaluation of several architectural variants.

For the French committee in charge to organize the Football World Cup, global technical architecture. AC was short-listed but finally withdrew for financial reasons.

For SITA, technical analysis and benchmark of the prototypes built by the 3 companies short listed to provide the Megaswitch system, a high capacity message switch.

### Development and System Integration

For AMADEUS: technical architecture of travel agency reservation systems Pro-RES, and Pro-Base, definition of hooks for integration of other providers such as ESTEREL in France or START in Germany. The project lasted 9 months with 13 staff from Andersen Consulting (10 from Paris, 1 from Frankfurt, 2 from Houston) and 25 from Amadeus.

For ESTEREL: integration of the Travel Agency system with the SNCB (Belgian Railways) reservation system. The project lasted 7 months with 6 staff from Andersen Consulting and 2 from ESTEREL.

For EUROSTAT (European Commission): a multi-platform handler for statistical data collection and integration between the 12 National Statistical bodies. The project lasted 14 months and represented 9 staff from Andersen Consulting (6 from the Paris office and 3 from the Brussels office), 2 from EUROSTAT and was driven by a Steering Committee where all 12 Member States were represented.

1982-1989	Engineer in the R&D Direction of <b>Electricité de France</b> , in charge of specifications of RETINA the data network (file transfer and unified transactional access). Since 1987, Manager of the group in charge to implement this model on IBM mainframes (15 staff).
1980-1982	Engineer in <b>CASSIE</b> , developing CBT courses on Nuclear Plant Operations.
Expertise	various operating systems (IBM MVS, DEC VMS, OS/2, Unix, DOS/Windows) Network protocols and architectures (LAN, WAN, TCP/IP, Routers) Tools (RDBMS, HTML editor, transactional Web interfaces, Lotus Notes) Application packages (SAP R/3, Clarify V8-V10, Vitria V3, Arbor/BP V9, PeopleSoft V8) System design and project management methodologies (Method/1, Merise, SDM/S) Webmaster of the <i>Pamir Memorial</i> ( <a href="http://pamir.pagesperso-orange.fr/Indexm.htm">http://pamir.pagesperso-orange.fr/Indexm.htm</a> )
Skills	Excellent writing competence

Familiar with presentations in front of hundreds of people

Languages French: main language; English: fluent; Spanish: moderate