

TECHNICAL PROFILE

PMO · Group CIO Office — Transition Manager

Claire Van De Sype

€150M+ in IT budgets managed · 500+ projects steered · up to €6M in savings identified

Available immediately
Native French · fluent professional English

€150M+

IN IT BUDGETS MANAGED

500+

PROJECTS STEERED

€6M

IN SAVINGS IDENTIFIED

10+

INDUSTRIES

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 Book a call

EDUCATION

2024/2025 — AI Training + PMI

AI for Project Managers

2012 — Master's degree

*Business engineering & project management
(INSEEC, Paris)*

Languages: native French

fluent written English, professional spoken

Certification ITIL V3 Foundations (2014)

METHODS & TOOLS

Prince2 · GANTT · PERT · Agile (SCRUM) · SAFe · SMART

SAP S/4HANA · Planisware · Clarity · Sciforma · JIRA · Ivalua · Power BI · SharePoint ·
Airtable · Figma · Make · Business Objects · IA générative (Claude)

INDUSTRIES

Banking / Insurance / Brokerage

Public sector / Retail

Pharmaceutical

Luxury

Defence & Aerospace

Professional distribution / Energy

STEERING EXPERTISE Project portfolio management (PPM) · Program management · SAP S/4HANA migration & cutover · Run management · CAPEX/OPEX budgeting · IT governance · Executive reporting · Capacity planning · Change management · IT master plans · Application rationalisation · Scoping · Business analysis · AI-augmented delivery (automation, agents, smart reporting)

YOUR NEED → MY PROOF

Steer a multi-site ERP program or cutover

GSK: 3-site transition plan (€250M wave), 12 satellites orchestrated, zero supply disruption targeted

Build and hold an IT budget under constraint

SGD Pharma: €6.3M scoped from scratch in 6 months, arbitrated at ExCom · €51.4M banking portfolio secured

Rationalise and create recurring value

InVivo / Tercat: 155 applications assessed, -€2.3M/yr in confirmed savings, €3-6M potential

THEY TRUSTED ME

GSK



invivo

THALES



Entoria



altavia.paris

bpifrance



cla.com.groupe

coface
FOR TRADE

PROFESSIONAL TRACK RECORD



PMO & Cutover Lead · SAP ECC → S/4HANA Migration

Structure and prepare the ERP cutover of the Évreux site — 1 of the 3 Wave 0 France sites (€250M) of a €1bn global program (65 countries, 35 sites, 100k+ users) — program continuing to its planned Q1 2027 go-live

PERIOD

Jan. 2026 — Jul. 2026 (6 months)

Pharmaceutical (Pharma & Vaccines)

GMP pharmaceutical manufacturing — GlaxoWellcome Production, Évreux

€1bn program · 65 countries · 35 sites · 100k+ users

€1bn

GLOBAL ERP PROGRAM

€250M

WAVE 0 FRANCE

12

SATELLITES ORCHESTRATED

0

SUPPLY DISRUPTION
TARGETED

6 mo.

PREPARATION PHASE

ACTIONS & IMPACT · by project domain

CUTOVER

3
PHASES SEQUENCED

Consolidated site transition plan — slowdown, transition, ramp-up

A single plan integrating program activities and GMP operations, single source of truth for all stakeholders. Wave 0 France: Saint-Amand, Mayenne, Évreux — proof of concept for the 2027-2030 global rollout.

Single transition plan · 3 sequenced phases · shared source of truth

GMP / QUALITY

0
DISRUPTION TARGETED

Zero supply disruption targeted — cutover in a GMP environment

Secured cutover strategy (regulatory compliance preserved) · hypercare sized from the scoping phase (KPIs, triage, escalation) · dress rehearsals & mock cutovers prepared for the switch.

Secured cutover strategy · hypercare sized · dress rehearsals prepared

INTEGRATION

12
SATELLITES

12 satellite systems orchestrated in interface with Wave 0

ATTP · EWM HBSM · SiBR/MpMS · DBL · Cold Chain · Loftware · QC Processes · Ariba SLP · BRH · PMAR · COA · Vx EHS — sequenced with the cutover; GP&T / GSC D&T / central program coordination formalised.

12 satellites sequenced with Wave 0 · coordination formalised

GOVERNANCE

2
GOVERNANCE LEVELS

Two-level governance animated — “Adopt, Not Adapt” upheld

Program SteerCo (GSC & Commercial, GLT escalation, cross-site synchronisation) ↔ site Technical Direction (operations, quality, supply chain). Site exceptions filtered through design authority.

2 levels animated · “Adopt, Not Adapt” upheld · exceptions filtered

FUNCTIONAL SCOPE Manufacturing & Quality (GMP) 28% · Supply chain 22% · Finance & Procurement 18% · Master Data & Integration 16% · Change & Learning 16% — Q1 2027 go-live, program continuing beyond the assignment.

TOOLS & SKILLS SAP S/4HANA · SAP ECC · Cutover / hypercare · GMP · EWM · ATTP · Ariba · Cutover runbook · Hypercare KPIs · Program governance



Project Manager Officer · Group CIO Office

Scope €6.3M of IT investment across 4 industrial sites and 3 countries in 6 months

PERIOD

Jul. 2025 — Jun. 2026

Pharmaceutical

World leader in pharmaceutical glass packaging
15+ countries · €410M revenue

€3.3M

OPEX STEERED

€3.0M

CAPEX STEERED

30+

IT PROJECTS

400 users

PPM DEPLOYED

3

COUNTRIES COVERED

ACTIONS & IMPACT · by project domain

METHOD

194 → 74

REQUESTS → PROJECTS

2026 IT budget built & arbitrated — from scratch

194 requests collected · consolidated into 74 structured projects · P1/P2 arbitration · CAPEX/OPEX classification · Build/Run per site.

Budget finalised · 4 industrial sites · 3 countries covered · ExCom aligned

PPM

CHANGE

400 u.

PPM USERS

Group PPM tool deployed — 400 users onboarded

Project methodology & PPM platform · 400 users · €21.5k · all SGD entities · 4 industrial sites · group IT governance + local correspondents.

Exhaustive prioritisation · 100% of projects ranked P1/P2 · aligned with group roadmap

BUDGET

SAP

6,3 M€

BUDGET ARBITRATED

2026 IT budget governance & arbitration — 4 sites / 3 countries

OPEX €3.3M (52%) + CAPEX €3.0M (48%) · 70/30 Build/Run target ratio · bi-monthly CIO reviews · investment trajectory committed. Budget zoom: RUN/BUILD ratio 48/52 · projects arbitrated 194 → 74.

Budget validated at ExCom · variances under control · two-level IT governance running

IT PORTFOLIO — BREAKDOWN BY PROJECT TYPE · 74 PROJECTS SAP S/4 · CRM · QMS · Security · Infra · Supply · Finance · R&D — Services 53% · Software 34% · Consulting 10% · Hardware 2% · Other 1%. 70/30 Build/Run benchmark set as long-term target · governance of 5 group IT referents + 20 local · bi-monthly CIO reviews.

70/30 Build/Run target · 74 projects arbitrated · ExCom validated · group PPM deployed

TOOLS & SKILLS Group PPM · CAPEX/OPEX budgeting · Power BI · SharePoint · Portfolio steering · PPM selection · Project methodology · Change management · Capacity planning · Executive reporting · IT governance



Project Manager Officer · Group HR CIO Office
Build the HRIS Master Plan for the 2030 horizon in 3 months

PERIOD
Jan. 2026 — Mar. 2026
Public services / Mail & Distribution
≈ 240,000 employees · La Poste Group

≈€22M HRIS MASTER PLAN BUDGET	5→2 SCENARIOS ASSESSED	6 EVALUATION CRITERIA	4 VENDOR LEARNING EXP.	3 mo. ASSIGNMENT DURATION
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ACTIONS & IMPACT · by project domain

DIAGNOSIS

14
WORKSHOPS RUN

HRIS assessment — multi-subsidiary & multi-population scope

14 workshops run: 6 internal i-TEAM sessions + 8 Act-On workshops. 17 cross-functional contributors mobilised to identify the pros, cons and impacts of each scenario. Scope: HR admin, Payroll, Talent, Time, employee portal — LPMM populations, civil servants, group agents, subsidiaries (≈240,000 employees).

Exhaustive diagnosis · 5 scenarios assessed · single 6-criteria grid set

BENCHMARK

4
VENDORS MET

Learning expeditions — 4 major vendors met

SAP · Workday · Oracle · Sopra HR — independent market insight to secure the scoping of each scenario. Evaluated on 6 axes: functional coverage · governance & data · AI · UX ergonomics · legacy impacts · project & run costs.

Independent market benchmark · vendor offers secured · objectivised grid

SCENARIOS

5 → 2
SCENARIOS

5 → 2 scenario funnel — SteerCo arbitration

5 scenarios evaluated, funnelled to 2 finalists submitted to the SteerCo: SC2 (consolidating HRIS) and SC5 (hybrid Core HR) — SC1, SC3, SC4 discarded in December 2025. 6-criteria evaluation grid: employee journey · HRIS rationalisation · data mastery · scalability · run costs · project — common basis for every arbitration.

5 → 2 scenarios · SteerCo aligned · decision ratified 5 Feb. 2026

BUDGET

×1,35
SCENARIO GAP

×1.35 gap between scenarios — BUILD ≈€16M vs ≈€22M

SC5 hybrid Core HR: BUILD ≈€22M · RUN ≈€0.8M/yr. SC2 consolidating HRIS: BUILD ≈€16M · RUN ≈€0.7M/yr. SC2 wins on 52.1% of criteria (188 pts vs 173 pts); SC5 dominates on open group HRIS, scalability & data mastery.

Scenario 5bis selected · SaaS hybrid Core HR · SteerCo decision ratified

TWO-LEVEL GOVERNANCE SteerCo with group CIO/CHRO sponsors · i-TEAM referents for IT/Architecture/Urbanisation · arbitrations closed in session · Scenario 5bis ratified — SaaS Core HR as master, civil-servant HR admin & payroll maintained.

TOOLS & SKILLS Multi-vendor HRIS (HR admin, Payroll, Talent, Time, HR portal) · SteerCo / i-TEAM · Power BI · SharePoint · IT master plan · Scenario analysis · Arbitration grid · IT governance



Project Manager Officer · CIO Office

Rationalise 155 IT applications and identify up to €6M in savings in 8 months

PERIOD

May 2025 — Dec. 2025

Retail / Garden centres

Gamm Vert · Jardiland · Nalods

€4.2M

IT MASTER PLAN BUDGET

155

APPLICATIONS ASSESSED

37

TEAMS · 150+
CONTRIBUTORS

-€2.3M

ANNUAL SAVINGS

75/25

CAPEX/OPEX RATIO

ACTIONS & IMPACT · by project domain

SCOPING

155
APPLICATIONS

155 applications assessed — 5 IT domains in 6 weeks

Scope: MDM · Offers (assortments, promotions, pricing, CRM) · Supply Chain (replenishment, WMS, transport) · Stores (ERP, POS, e-commerce) · Finance & BI — 37 teams · 150+ contributors. Keep / Arbitrate / Decommission grid shared between IT and business · objectivised, ExCom-defensible decisions.

155 apps assessed · 5 domains · IT/business grid operational in 6 weeks

BUDGET

4,2 M€
MASTER PLAN BUDGET

€4.2M IT master plan steered — 75/25 CAPEX/OPEX ratio

Monthly forecast/actual tracking · 37 teams · variances flagged from month 1. CAPEX/OPEX ratio of 75/25 vs 70/30 target — virtuous Build trajectory, +5 pts vs target. Budget: €3.15M CAPEX (decommissioning, migrations, integrations) + €1.06M OPEX (maintained SaaS licences).

€4.2M budget steered · 75/25 CAPEX/OPEX · variances under control from M+1

RESULTS

-2,3 M€
PER YEAR CONFIRMED

-€2.3M per year · ≈62 applications to decommission

Savings: -€2.3M/yr (85% OPEX / 15% CAPEX) by decommissioning ≈62 redundant applications out of the 155 in the TERACTION estate. Additional potential: €3-6M/yr through further rationalisation — submitted to ExCom for board arbitration.

-€2.3M/yr confirmed · €3-6M/yr potential identified · ExCom aligned

TARGET IT

62
TOOLS TO DECOMMISSION

Target architecture map — scenarios estimated per domain

PIM Syndigo kept · single group SAP ERP FICO · Imagino as CDP · PROGEST for store management · REFLEX as WMS · PRICING HUB for pricing. ≈62 tools to decommission (IBM PIM, SAP JDL, NAIA, KNIME, QlikView, BFC...) · ExCom sponsors / domain-referent governance.

Target IT map validated · 62 tools to decommission · two-level governance

BREAKDOWN BY DOMAIN MDM Items/Suppliers/Sites · Offers · Supply Chain · Commerce/Stores · Finance & BI — 5 domains · 37 teams · 150+ contributors · 8-month assignment.

TOOLS & SKILLS SAP S/4HANA · IT audit · Portfolio steering · Strategic reporting · Keep/Arbitrate/Decommission grid · CAPEX/OPEX budgeting · IT mapping · Power BI · ExCom / Board

11

RELEASE STEPS

3

PARALLEL CYCLES

6

FUNCTIONAL DOMAINS

7/18

IVALUA MODULES LIVE

15d

AMS BRANCH SPRINTS

ACTIONS & IMPACT · by project domain**AGILITY**

3

PARALLEL CYCLES

3 parallel cycles orchestrated without interference

eACQ agile squad: 3 distinct cycles — Build (functional release) · AMS Sprint (15 days, dedicated branches) · Upgrade (Ivalua version upgrades) — zero interference guaranteed. 7/18 Ivalua modules live — a deliberate choice defended at the Advisory Board. 6 domains: Supplier Risk · Sourcing · Financial Performance · Procurement · Audit · Data.

3 parallel cycles without interference · 7/18 Ivalua modules · 0 delivery blockage

GOVERNANCE

7+

INSTANCES

Unified product governance — 7+ cadenced instances

Squad Weekly · Advisory Board · SteerCo · Ambassador Meeting · Sprint Planning · Grooming · Retros — aligning vendor (Ivalua), business and squad. Prioritisation through a roadmap arbitrated each sprint at the Advisory Board · systematic explication of run-induced costs (SaaS licences, outsourcing) before any decision.

Unified governance · 7+ instances · Advisory Board as source of truth

DELIVERY

11

DoR/DoD STEPS

Full 11-step cycle — DoR/DoD · zero ambiguity

11 release steps (Framing → Retrospective) with defined DoR/DoD. 4 RACI profiles (PSTF Buyer, Category Buyer, Supplier Creator, PPM) — least-privilege principle. eACQ Reference Book written: environment, rights, tools, practices — JIRA dashboards (tickets, AMS, test quality).

11 DoR/DoD steps · 4 RACI defined · Reference Book operational

CHANGE

400+

USERS

Multi-channel change management — 400+ users

eACQ intranet · video guides · field ambassadors · role-based training (U-Learn + native Ivalua modules). Multi-entity · multi-ERP Thales (GERP, Aerobase, ERPF). Ivalua SaaS vendor coordination · EIP/EAI · Descartes Trade · VTOM · EDIR/DDM — complex integrations steered in parallel with releases.

Change management deployed · active ambassadors · U-Learn training running

TOOLS & SKILLS Ivalua SaaS · JIRA · EIP/EAI · Thales ERPs (GERP, Aerobase, ERPF) · Power BI · Descartes Trade · VTOM · EDIR/DDM · DoR/DoD · Advisory Board · Agile/Scrum



Project Manager Officer · SPEED Program · Headless architecture
Double delivery velocity while holding the collections calendar — across 60 markets

PERIOD
May 2023 — May 2025
Luxury & Fashion
€5M program · 60 markets

×2

DELIVERY VELOCITY

5

DELIVERY STREAMS

60

MARKETS ROLLED OUT

14

RISKS MAPPED

–1 mo.

AHEAD OF GO-LIVE

ACTIONS & IMPACT · by project domain

DELIVERY

×2

VELOCITY

5 coordinated streams — ×2 velocity achieved

5 delivery streams: Web · App · Back · BFF façade · QA — per-stream dailies, weekly sprint planning, systematic grooming and retros. 100% of the MVP delivered in the October 2024 window · one month ahead of go-live · radically prioritised MVP · teams available before the docking window.

×2 velocity · MVP 100% delivered · 1 month ahead of go-live

RISKS

14

RISKS TRACKED

14 risks mapped — named owners, tracked mitigations

14 risks mapped: named owners, defined mitigations, weekly tracking. Business-continuity plan for the digital platforms. Critical dependencies managed: SPEED/ML China (WeChat InCHANEL), QA alignment (Headless/SPEED/PEARL), end-to-end test strategy.

14 risks mapped · owners named · BCP operational

PROGRAM

5 M€

PROGRAM

Headless architecture — 4 platforms · 60 markets · 25 components

Migration of Chanel.com, Fashion App and the WeChat ecosystem to a headless architecture. €5M budget (Build €3.6M / Run €1.4M — 72/28 ratio vs 70/30 target). Split: Front 32% · Back/CMS 24% · BFF façade 20% · QA 14% · WeChat 10%. 60-market rollout in 3 weeks.

€5M steered · 60 markets rolled out · 72/28 Build/Run · 3-week rollout

GOVERNANCE

3

PARTIES ALIGNED

Tripartite governance — single source of truth

Sponsors & IT Digital Fashion · Platforms · Publishing · Architecture — arbitration instance across platforms × delivery × partners. Tech calendar aligned with the business calendar: Shows & Campaigns freezes respected — Chanel collections maintained without interruption.

Tripartite governance · business calendar held · collection freezes respected

TOOLS & SKILLS Planisware · JIRA · Power BI · Headless architecture (CMS, BFF façade, Web, App) · Tripartite coordination · Program steering · Risk management · Change management



Project Manager Officer · Group CIO Office

Structure the transverse PMO and make the capacity view reliable — over 16 months

PERIOD

Jan. 2022 — Apr. 2023

Insurance / Brokerage

≈400 employees · 3 sites

€6.6M

CONSOLIDATED IT BUDGET

48

BUILD PROJECTS + 14 AMS

136

IT RESOURCES

–32 pts

BUILD/RUN DRIFT REVEALED

16 mo.

WEEKLY CADENCE HELD

ACTIONS & IMPACT · by project domain

PMO

16 mo.

WEEKLY CADENCE

BUDGET

6,6 M€

CONSOLIDATED

Transverse PMO structured — 16 months of weekly cadence

48 Build projects + 14 AMS + run base · 136 IT resources · €6.6M budget · weekly cadence on Sciforma without interruption for 16 months. Build/Run drift objectivised (–32 pts): Build at 38% of budget (vs 70% target) — first clear view of the IT department's real capacity.

16-month weekly cadence · –32 pts Build/Run drift objectivised · capacity view

€6.6M consolidated — weekly forecast/actual tracking

Single consolidated budget (€6.6M) with spend, workload and variance tracking. 55% external resources (Java, PHP, CLEVA configuration). RUN alert thresholds per domain — any overrun of the target base triggers a formalised alert escalated to N–1 then ExCom governance.

€6.6M steered · RUN thresholds alerting · two-level governance running

GOVERNANCE & TIMELINE M1–2 (Sciforma & referential audit) — M3–5 (weekly rituals & dashboards) — M6–11 (run control, variances, arbitrations) — M12–16 (industrialised steering, handover & anchoring). ExCom + operational N–1 (BOA/FMI/Production managers + PMs + PMO).

TOOLS & SKILLS Sciforma · JIRA · Power BI · Portfolio steering · Capacity planning · ExCom reporting · IT governance · Run control · Weekly governance

REXEL

Project Manager Officer · Group CIO Office

Steer a 65-project IT portfolio and contribute to the 2022 roadmap

PERIOD

May 2021 — Dec. 2021

Professional distribution / Energy

World leader · Multi-country

65

IT PROJECTS IN PORTFOLIO

€12M

CAPEX/OPEX BUDGET

30+

BUDGET COMMITMENTS

4

DOMAINS SUPERVISED

ACTIONS & IMPACT · by project domain

PORTFOLIO

65

IT PROJECTS

BUDGET

12 M€

CAPEX/OPEX

65 IT projects steered — 4 domains supervised

Infrastructure (datacenter, network, workplace) · Middleware & Data (APIs, Informatica, Azure) · Applications (CRM, BI, Finance, HR) · Business (logistics, e-commerce, pricing, omnichannel). Drift detection (workload, deadlines, prioritisation) and real-time corrective coordination with project managers.

65 projects · 4 domains supervised · drifts detected and corrected

≈€12M CAPEX/OPEX — 30+ budget commitments

Annual budget of ≈€12M (CAPEX/OPEX) across 30+ budget commitments — tracked and consolidated in Clarity. Contribution to the 2022 roadmap · IT initiative prioritisation · daily interaction with domain leads, run teams, PMs and external partners.

€12M steered · 30+ commitments · 2022 roadmap co-built

TOOLS & SKILLS Power BI · SharePoint · Clarity · Portfolio steering · CAPEX/OPEX budgeting · IT roadmap · Reporting · Risk management

1

STRATEGIC APP DELIVERED

Agile

SCRUM / JIRA

100%

BACKLOG OWNED END-TO-END

ACTIONS & IMPACT · by project domain

PRODUCT

100 %

BACKLOG OWNED

Backlog 100% owned — Design, Build, Run

Functional & technical needs identification · full backlog written (Design, Build, Run) · user stories · translation of business needs into features. Close synergy with Product Management to embed the business strategy and commercial stakes of mass retail.

1 strategic app delivered · backlog 100% owned · user stories written

AGILITY

1

APP DELIVERED

Agile SCRUM — continuous iterations

Application delivered in agile SCRUM / JIRA · business feedback embedded into every deliverable in an iterative, incremental logic. Product change management (planning, workload, deliverables) in coordination with the development team and Product Management.

App delivered · SCRUM operational · business feedback in every sprint

TOOLS & SKILLS Agile methodology (SCRUM) · JIRA · Google Suite · Backlog management · User stories · Product management

€51.4M

BUDGET STEERED

293

PROJECTS · 6 IT DOMAINS

266

GO-LIVES

73%

SPEND SECURED YTD

10

PROGRAMS RING-FENCED

ACTIONS & IMPACT · by project domain

PPM

293

PROJECTS · 266 GO-LIVES

293 projects · 6 IT domains · 266 go-lives

Banking IT in intensive transformation: 85/15 Build/Run ratio at takeover (70/30 target). 293 projects · 6 IT domains · ≈2,800 IT staff. 10 major programs ring-fenced (24% of the Build budget): regulatory compliance, core-business overhauls, partner platforms, digital client, data & platform modernisation.

293 projects steered · 266 go-lives · 10 programs ring-fenced · ratio normalised

BUDGET

51,4 M€

STEERED

€51.4M steered — 73% of spend secured YTD

€51.4M budget steered (CAPEX Build €43.5M · OPEX Run €7.9M). Secured spend: €37.5M (73% YTD). Consolidated monthly reporting, landing aligned with ExCom. Single arbitration grid: budget, risk, business criticality, dependencies · “In offsets Out” rule · quarterly Go/No-Go · 72 at-risk projects handled by mid-year.

€51.4M steered · 73% secured · In/Out rule · quarterly Go/No-Go

GOVERNANCE & REPORTING Board & sponsors (General, Financing, Investment and Risk directorates) for strategic arbitrations + N-1 steering referents for monthly reporting & alerts. One single ExCom report: monthly deliverable consolidating budget, landing, risks, planning alerts & go-lives.

TOOLS & SKILLS Power BI · SharePoint · Clarity · Arbitration grid · “In offsets Out” rule · Quarterly Go/No-Go · ExCom reporting · CAPEX/OPEX budgeting · Portfolio steering



Portfolio PMO · IT Direction

Build and arbitrate the 2019 project budget of €11.2M – from scratch in 6 months

PERIOD

Nov. 2018 — Jun. 2019

Personal insurance

1,500 employees · France & International

€11.2M

BUDGET RATIFIED AT INVESTCOM

70+

PROJECTS · 10 RING-FENCED

4

BUSINESS UNITS · 3 DEPUTY GMs

9.6→11.2

BUDGET BRIDGE (€M)

ACTIONS & IMPACT · by project domain

BUDGET

11,2 M€

RATIFIED AT INVESTCOM

Budget bridge €9.6M → €11.2M — from scratch in 6 months

Initial budget of €9.6M (Nov. 2018) · 3-step bridge with line-by-line justification · CAPEX €6.5M (58%) · OPEX €4.7M (42%) · €11.2M ratified at InvestCom (June 2019). Split: strategic priorities 46% · stability & performance 24% · external partners 13% · urbanisation 12% · compliance 5%.

€11.2M arbitrated · 58/42 CAPEX/OPEX · InvestCom ratified · decisions locked

EXCOM

10

RING-FENCED

10 projects ring-fenced — one single decision pack

10 major projects ring-fenced (top 10 prioritised, staffed, protected from arbitrations): regulatory compliance, partner platforms, data & digital. One single ExCom pack: executive summary + budget bridge + consolidated roadmap + 9 thematic focuses + risk matrix. Short ExCom iterations over 6 months.

10 projects ring-fenced · single ExCom pack · consolidated roadmap

TOOLS & SKILLS Power BI · SharePoint · Clarity · Single arbitration grid · “In offsets Out” rule · Go/No-Go · Short ExCom iterations · CAPEX/OPEX budgeting



Project Director

Coordinate project managers and deploy CA Solutions' products across retail chains

PERIOD

Sep. 2017 — Jun. 2018

Mass retail

CA Solutions (Omnipublish & Brand and Shop)

PMO

STEERING & COORDINATION

2

SOLUTIONS DEPLOYED

Retail

MASS-RETAIL SECTOR

ACTIONS & IMPACT · by project domain

IMPACT

Pilotage PMO & coordination des chefs de projet (solutions Omnipublish & Brand and Shop)

BUDGET

Reporting hebdomadaire COPROJ/COPIL, maîtrise des risques, budget et délais

CHANGE

Déploiement chez les enseignes

formations, accompagnement & conduite du changement

CONTEXT CA Solutions is a startup offering a complete suite of flexible, scalable solutions orchestrating in a single system the business-data challenges of mass retail for commercial publication (leaflets, e-catalogue...). Assignment: steer as PMO and coordinate all project managers ensuring the smooth running of the Omnipublish & Brand and Shop solutions.

DELIVERABLES & RESULTS ▶ PMO steering & coordination of all project managers ensuring the smooth running of CA Solutions' products. ▶ Deployment across mass-retail chains: training, support & change management. ▶ Weekly reporting shared at project and steering committees, reassuring all stakeholders on progress. ▶ Risk, budget and deadline control: solutions to optimise every project stage.

TOOLS & SKILLS Office Suite · Power BI · SharePoint · Clarity · Project & steering committees · Change management · Project management



Business Analyst · Group Organisation Direction
Design steering indicators and standardise Coface Group reporting

PERIOD
May 2014 — Sep. 2017
Credit insurance / Finance
Coface Group · International

10

QUERIES IN PRODUCTION

BO 4

BUSINESS OBJECTS (WEBI)

3 yrs

ASSIGNMENT DURATION

ACTIONS & IMPACT · by project domain

REPORTING

10

QUERIES SHIPPED

10 queries shipped to production — Business Objects 4

Design of consistent query universes · dashboards and steering indicators for general management · standardisation and automation of group reporting. 10 queries shipped to production for Coface services · data quality guaranteed · user support.

10 queries live · BO4 Webi operational · group reporting standardised

ANALYSIS

3 yrs

ON ASSIGNMENT

Steering indicators — General Management · 3 years

Needs gathering, analysis and prioritisation with business directorates · consistency of operational tool plannings · project management for new reporting. Credit insurance / Finance · international Coface Group · 3 years of continuous assignment within the Group Organisation Direction.

GM KPIs delivered · business needs prioritised · planning consistency ensured

TOOLS & SKILLS Business Objects 4 (Webi) · VBA · Office Suite · JIRA · Clarity · Reporting · Dashboards · KPI steering