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Consulting and support for business & IS transformation
- Consulting & Support for business transformation, information system modeling: applications, technology, data, capabilities and processes
- Business and technology asset modelling with BPM, ArchiMate, SYSML, UML
- Support for the transformation of information systems and organizations: enterprise architecture, business, functional, application and technical modeling, product vision of the information system.
- Information system project scoping studies; needs analysis, definition of business and functional scope, measurement of impacts on existing solutions and on the organization, value analysis and risk analysis.
- Implementation of a project portfolio, support for governance and decisions, proposal of an arbitration file
- Implementation of Business Architecture and Data Architecture practices to support IS transformation

Occasional Trainer: SQLI & ASTON Institut, IPI Lyon, Ahead Technology

Certifications:

TOGAF, ArchiMate, ITIL, CESAMES Associate (System Engineering), Business Architecture (OPEN-GROUP)

Since March 2016: Independent Consultant

I perform audits and consulting missions to support organization transformation, enterprise architecture, ArchiMate modeling, TOGAF 9.2, process modeling with BPM, project management, product management. Since 2016, in addition to my consulting activities, I conduct trainings:
- IPI School, Lyon: ITIL V3, project scoping, IS audit and evaluation, process modeling, IS master plan and enterprise architecture as well as information system discovery for learners in professional reconversion
- Training organisations such as SQLI Institut (ArchiMate), AHEAD TECHNOLOGY (ITIL V3)

2006 to 2016: Project manager and consultant - SQLI Company

Management of fixed-price projects. Consulting missions in organization transformation. First enterprise architecture missions in 2008.

Responsible for Quality Assurance and monitoring the delivery of the Lyon SQLI agency's projects (20 projects per year), implementing the CMMI approach and obtaining level 5 in France and level 3 in Morocco.

2001 to 2006: IT Manager for the R&D departments - Bayer CropScience

I come from the world of industry where I built the first part of my career before joining the company SQLI. Until 2006, I always worked in an international context.

In charge of a team of 11 people based in France and Germany, responsible for international R&D projects (laboratory and industrial computing).

System analyst role for R&D complex installations: lab equipment, IS, validation & verification: sample managements, formulations & chemistry, LIMS…

Before 2001

Various technical positions: application development, DBA Ingres and Oracle, network, office automation, e-mail…

Main competencies

Languages

- Missions performed in English or French, sometimes both languages are required.
- I already did some consultancy with people in France, England, Ireland, USA, India, Germany, Italy, Nederland, Slovakia, Brazil and South America, Asia (Singapore, China, Japan), Russia….

Since my first day of working at Bayer CropScience (Former Rhône-Poulenc Agro) until now, I have been working with people from many countries.

Modeling the information system and processes

- Maintain a catalog of IT solutions and common reusable components,
- Maintain the Information System maps and propose recommendations to optimize asset management, flow management & data,
- Very comfortable with process modeling with BPMn2, information system with ArchiMate, application solution with UML and complex system with SYSML.

Business architecture

- Understand company's business strategy, operating vision, business imperatives, and capabilities, and how they affect technology imperatives,
- Identify and assess the different enterprise business capabilities. Use reference architectures to simplify capabilities assessment,
- Contribute to reingineer organisations, business processes or ITSM processes.
- Analyze long-term impacts of architecture choices on the business model (processes, flows, data, applications), evaluate business benefits, sustainability and total cost of ownership.

Support evolution of the Information System – Support project teams in there daily activities

- Understand the emerging trends and technologies, support architects and project leads to evaluate their business value, applicability and utility to specific businesses units,
- Support the implementation of projects & programs portfolio as well as decision matrix (dossier),
- Establish master plans, blueprints and overall visions of the existing and future information system (schéma directeur),
- Support translating the IT master plan into an operational plan for the business domains, including financial, human and material aspects. Contribute to business investments' prioritization
- Analyze the impact of the possible integration of new hardware/software solutions within the architecture landscape,
- Provide guidance and advice to technical teams on solutions and system integration,

- Ensure that the application design at the project/program level is aligned with the architecture standards,
- Review prototypes, enterprise blueprints, and scope of initiatives to meet business imperatives,

Knowledge transfer – Train people – Make teams as autonomous as possible

- Communicate the enterprise architecture vision, at business, application, data and technology levels, and translate this vision into a target architecture, with transition states and dependencies
- Contribute to the development of the enterprise and business architecture practice.
- Train teams and people to do the modeling of information system, process, capabilities and value streams.

Publications   **www.competensis.com**

I regularly publish synthesis documents on topics of interest related to modeling, information system modeling or enterprise & business architecture.

> *https://fr.slideshare.net/chdessus*

> *https://en.calameo.com/accounts/5800170*

> *https://www.youtube.com/channel/UC1P64bxRTmh5963FrT8dArg*

> *https://www.amazon.fr/BUSINESS-ARCHITECTURE-Transformer-organisations-efficacit%C3%A9-ebook/dp/B086G578D8/ref=sr_1_2?__mk_fr_FR=%C3%85M%C3%85%C5%BD%C3%95%C3%91&dchild=1&keywords=business+architecture&qid=1627035117&sr=8-2*

MISSIONS RECORD – COMPETENSIS

2022 – 2023

OMNIUM FINANCES/FINZZLE – ASSET, REAL ESTATE AND FINANCIAL SOLUTIONS FOR INDIVIDUALS   **JAN. 2023 – MARCH 2023**
AUDIT & DIGITAL TRANSFORMATION

- Perform an audit of the Information System Department and Digital Solutions Department organizations after a major organizational change. Identify pain points and improvements to be implemented.
- Engage a team of 3 consultants to support the improvement of the IT organization and to support the digital transformation of the company:
  - ✓ Improve the governance, scope and project management (1 consultant)
  - ✓ Improve the efficiency of the existing and future IS by providing advanced technological skills in software development and technical infrastructure (2 consultants

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[CONFIDENTIAL] – AEROSPACE INDUSTRY
ENTREPRISE ARCHITECTURE – BUSINESS ARCHITECTURE – SYSTEM ARCHITECTURE   **MAY 2022 TO JUNE 2023**
– MBSE – ARCHIMATE – CESAMES – ARCADIA - INCOSE

- Support to the scope definition of a military project that aim to implement digital products for the maintenance in operational condition of civil and military helicopters:
  - ✓ Implementation of a system approach (MBSE) with the modeling of use cases and solution, business and functional needs
  - ✓ Support for the drafting of project scoping documents. Participation to workshops
- Propose and implement an enterprise architecture and MBSE system architecture approach that convers strategic vision (organizational capabilities, solution capabilities and value chains), business vision (use cases, processes and business functions), functional vision (application services), technological vision (technical services and functions, software, technical infrastructure), physical vision (engine, vehicle) and data vision (data repository, data governance and inter-application flows, as well as flows between physical objects and data warehouses)
  - ✓ The proposed MBSE approach is based on INCOSE, ARCADIA and CESAMES principles
  - ✓ The ArchiMate modeling language is used for modeling.
- Modeling the business value chains for the design, manufacture, and maintenance of helicopter engines, prepare and realize military flight missions.
- Deploy the modeling language ArchiMate 3.1 and now ArchiMate 3.2

2019 – 2022

EURONEXT
ENTERPRISE ARCHITECTURE – BUSINESS ARCHITECTURE
NOV. 2021 TO MAR. 2022

- Support the implementation of the chosen ArchiMate and BPMn modeling solutions
- Conducting training sessions on ArchiMate 3.1 and BPMN
- Support working groups to define new architecture practice and new modeling practices with ArchiMate and BPMN: data, capability map, processes, applications and technologies (including the modeling of AWS technical architectures)
- Implementation of Business Architecture practices, enterprise capability map modeling. Each capability is a "bounded context" defined by processes, applications, data and technology to ensure overall consistency and systemic vision.

SOCIETE DU GRAND PARIS
ENTERPRISE ARCHITECTURE COACHING
AUG. 2021 TO NOV. 2021

- Support the implementation of MEGA HOPEX, propose an enterprise architecture pragmatic approach
- Review current IS governance practices and propose advice
- Supporting the lead Enterprise Architect to implement EA best practices

RCF RADIOS CHRETIENNES FRANCOPHONES
ARCHIMATE MODELING TRAINING
JUN. TO NOV. 2021

- Introduction to the enterprise architecture approach and modeling with ArchiMate
- 3 days of seminars to understand:
  - ✓ Why model? - What to model? When to model?
  - ✓ What modeling deliverables? - How to do the modeling?
- Discovery of the layered approach: strategic, business, application, functional and data, technological modeling.
- Start ArchiMate modeling on real cases

MICHELIN
ENTERPRISE ARCHITECTURE – BUSINESS ARCHITECTURE
APR. 2019 TO APR. 2022

- Implementation of the ArchiMate and TOGAF enterprise and business architecture approaches
- Harmonization and professionalization of architecture practices.
- Training in modeling with ArchiMate of >80 architects based in Clermont-Ferrand, USA and India
- Proposal of a shared and harmonized approach for data, business, functional, application and technological modeling, in a context of decommissioning of old applications and progressive transformation of the existing IS into microservices. Currently more than 2350 applications.
- Modeling value chains, capabilities of the company in relation to functional and technological modeling, proposal of modeling patterns/models
- Integration of the modeling approach in the programs and projects scoping and management
- Integration of Business Architecture with Enterprise Architecture practices as part of the ongoing simplification project
- Modeling tools: www.archimatetool.com, BizAgi

FRENCH GOVERNMENT- CUSTOMS DNSCE
APPLICATION MANAGEMENT AND ENTERPRISE ARCHITECTURE COACHING
FEBRUARY TO JUNE 2021

- Support to the DNSCE (National Directorate of Statistics and Foreign Trade) in the implementation of an application repository, modeling of the information system and implementation of an enterprise architecture approach.
- Modeling tool: MEGA HOPEX

LPG SYSTEMS
SUPPORT FOR DIGITAL TRANSFORMATION
MAY 2020 - DECEMBER 2020

- Supporting the Industrial Methods Office and the Customer Relations Department in the digital transformation of the company's "Order-to-cash" processes. These processes cover the commercial and industrial activities from the customer order to the delivery of a connected machine at the customer's premises
- Modeling value chains, processes, information system, data
- Scoping the digital transformation project, drafting the requirements: transformation of the Order-To-Cash process and solutions
- Writing the requirements for the digital transformation project, definition of the target processes and orchestration requirements between the application solutions and the data hub

TECHMETA
AUDIT OF THE ORGANISATION & INFORMATION SYSTEM IN LESS THAN 10 DAYS
FEBRUARY - MAY 2020

- Audit of the company organisation and information system with the objective of ensuring the adequacy of the solutions deployed with the targeted commercial and technological strategy
- Carry out 10 face-to-face and remote interviews with the company's employees during the COVID lockdown
- Writing the audit report presenting the points of improvement, search for organizational and application improvements based on the modeling of value chains, organization, process, information system, balanced scorecard and SWOT analysis.

PARIS-DAUPHINE UNIVERSITY
ARCHIMATE MODELING TRAINING
MARCH 2020

- Introduction to the enterprise architecture approach and modeling with ArchiMate
- 3 days of seminars to understand:
  - ✓ Why model? What to model? When to model?
  - ✓ What modeling deliverables? How to do the modeling?
- Discovery of the layered approach: strategic, business, application, functional and data, technological modeling.
- Discovery of ArchiMate tooling

GOVERNMENT OF THE PRINCIPALITY OF MONACO – DIGITAL DEPARTMENT
ENTERPRISE ARCHITECTURE
DECEMBER 2019 TO JANUARY 2020

- Implementation of the ArchiMate approach within the framework of projects to improve the information system:
- Review the capability and IS master plan, content and form
- Start application and technology modeling
- Modeling of business functions and processes in relation to the functional and application modeling
- Document the modeling approach. Propose modeling patterns.

CONDUENT
ENTERPRISE ARCHITECTURE
JULY 2019

- Participate to a tender for the Lyon subway: structuring the service offering for ticketing machines integrating ticketing equipment ("appliance"), machine infrastructure and software development
- New clients expect some enterprise architecture practices: Integration of an enterprise architecture approach to the response: business, functional, application and technical vision.

SOPRA STERIA SOLUTIONS IMMOBILIER
ORGANIZATIONAL TRANSFORMATION
MAY 2018 TO APRIL 2019

- Transformation of the Real Estate division, reorganization of the division:
  - ✓ Propose Product Management competence centers, roles of agencies, support to the implementation of the product-oriented organization through the definition of the software backlog and roadmap; roles & value stream for product management
  - ✓ Implementation of enterprise architecture practices for real estate solutions, more than 6 software packages: definition of enterprise architecture rules. Organization of the group in charge of enterprise architecture. Definition of functional areas, then collect product documentation and start modeling of business, functional and application layers according to ArchiMate 3.0®.

ANDRITZ-PERFOJET
ENTERPRISE ARCHITECTURE & MODELING: TRAINING & IMPLEMENTATION
NOVEMBER 2018 TO AUGUST 2019

- Mission to develop the lead architect skills in enterprise architecture
- Modeling of processes and IS, as part of the redesign of administrative and industrial processes project, followed by an analysis of IS coverage and a proposal for the integration of additional application developments

SKYGUIDE
ENTERPRISE ARCHITECTURE
NOVEMBER 2018 TO MARCH 2019

- The objective is to ensure the regulatory compliance of air traffic control systems and subsystems:
  - ✓ IS structure: support for the modeling of the functional, application and technical layers of the information system and appliance
  - ✓ Modeling of technical and physical layers (radars and equipment integrated into the information system), communication network
  - ✓ Tools: ARIS IDS SCHEER v10 solution and ArchiMate 3.0

EVERIAL
TRANSFORMATION OF THE IT DEPARTMENT
APRIL 2018 TO AUGUST 2019

- In 2018, support for the IT department in its transformation. Personal and collective coaching
  - ✓ Workshops to listen employees, identify sources of discomfort, search for improvement and quick win
  - ✓ In-depth work on the project approach and the organization of the IT department, training in modeling according to ArchiMate
  - ✓ In-depth work on the shared responsibilities between the IT Department and the Digital Department
- In 2019, support for the implementation of the ArchiMate approach to structure the information system with technical architects, security managers and functional project managers: modeling of application solutions, flows between applications and technical views.

2016 - 2018

EST METROPOLE HABITAT
PROJECT MANAGEMENT - STRATEGIC FRAMEWORK -
IMPLEMENTATION OF OPERATIONAL MONITORING TOOLS

JULY TO OCTOBER 2018

- Scoping and assist the launch of the "Espace Locataires" project - 3 developers, 1 architect
  - ✓ Project committees, steering committees
  - ✓ Definition and monitoring of the workload plan, time tracking
  - ✓ Quality Reviews
  - ✓ Client relations managements. Monitoring project committees

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EST METROPOLE HABITAT
IS - SECURITY AUDIT: IMPLEMENTATION OF SEGREGATION OF DUTIES PRACTICES

MARCH TO JUNE 2018

- Implementation of SOD (Segregation of Duties) practices, for IS and HR job definition
- Define the approach adapted to the company organization, SOD matrices, financial and operational processes
- Conduct interviews with operational staff, collect issues, risks measurement and propose remediation action plan.

INTERPOL
PROJECT MANAGEMENT - PRODUCT OWNER

FEB. TO JUNE 2018

- Project manager of the Big Data project "SQP" to prevent cybercrime. I also hold the role of business analyst for the realization of the business workshops, writing specifications and tests cases (in English).
- Big data project (solr, HTFS)
- Project conducted exclusively in English. Business teams are in Singapore. We are conducting the project remotely: specifications, tests, managing the mission with the client (weekly meeting) and the implementation team
- 120 days of a highly technical project, 2 developers + 1 technical architect

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LIMAGRAIN
IS AUDIT

DECEMBER 2017 TO MARCH 2018

Coherence audit of the information system to check coherence with the LEAN processes of the HM Clause factory in Portes Les Valence

- IS improvement mission: identify weak signals, receive improvement requirements from business departments, IS audit: performance, functionalities, security, continuity, availability
- Definition of the business value chain of the Portes-Les-Valence plant
- IS / Business value chain modeling to measure the contributions of the IS to the value chain and to operational business activities. Identification of critical points and activities
- IS performance audit: functional IS (check if the solutions are meeting expectations) and operational IS (check availability, continuity, security, capacity)
- Drafting of the audit report (PPT 80 pages) and the validated and prioritized action plan. Presentation of the action plan to the HM Clause general management

SOPRA-STERIA SOLUTIONS IMMOBILIER	JUNE TO DECEMBER 2017
FRAMING & PROJECT MANAGEMENT	

Implement a new Governance process of software solutions improvements

- Propose and deploy appropriate tools and an approach to validate changes of the division's solutions (IKOS, ULIS, ALTAIX, ACTIVE3D, Collaborative Supplier Platform)
- Propose and deploy the tools and the innovation approach of the application solutions: SWOT, ANSOFF, Value proposition design, lean start-up, Moskow (requirements management), solution and process modeling (ArchiMate)
- Propose an enterprise architecture approach with functional modeling.

Business Architect

- Redesign of innovation processes and project decisions. Integration of value analysis practices (Value Proposition Design)
- Proposal of a decision process based on 5 tools: Value proposition design (value analysis), Lean Start-up (solution scenario, innovation), Business requirements and solutions (MoSKoW), Solution modeling, Risks: risk analysis and SWOT of scenarios

Modeling

- Develop the modeling approach. 4 areas: strategic (strategy and decision, value proposition, capabilities), business (processes), functional (functions, data), application (components, modules and data)
- Choose the modeling tool: specifications and POC solutions: WINDESIGN, CASEWISE, ARCHI
- Experimentation of the approach on use cases: response to a call for tenders, decisions on solution evolutions, solution evolution roadmap, integration of the new practices in the project life cycle
- Start modeling: business modeling (value proposition, value stream, evolution scenarios, innovation), operational processes, functional and application modeling, modeling of business objects and data, data life
- Transfer of skills to internal teams

CONDUENT-XEROX	APRIL TO JUNE 2017
FRAMING & PROJECT MANAGEMENT	

- Consulting mission to improve the respect of project commitments in charge and planning (schedule) by a team of project managers (30 project managers) in the field of ticketing industry (technology, IOT, digital and IT).

"RED CROSS" HOME FOR THE ELDERLY NEAR LYON (FRANCE)	MAY 2017
IS AUDIT	

- Audit of the organization's + improvement of the IT solution (TITAN) used to follow-up patients care and medical treatments.
    - Review teams' organization of medical care nurses, allocation of responsibilities, workshops to share organizational difficulties.
    - Review the use of the software solution (TITAN)
- Propose software improvements.

LVL MEDICAL	
IS - SECURITY AUDIT: IMPLEMENTATION OF SEGREGATION OF DUTIES PRACTICES	SEPTEMBER 2016 A JANUARY 2017

IS Consultant

- Implementation of SOD (Segregation of Duties) practices, for IS and HR job definition
- Propose implementation approach, SOD matrices, financial and operational processes
- IS modeling, risks evaluation
- HR Job Modeling
- Identify conflicts of interest
- Facilitation working groups to find solutions
- Prioritization of the IS and HR risk mitigation plan.

SIEMA	
REDESIGN OF THE AFTER-SALES SERVICE PROCESS - SOLUTION SPECIFICATIONS	**AUGUST 2016**

- Redesign the after-sales service process, define requirements for process automation.
- Scoping the transformation project and drafting the specifications
- Assist the solution choice.

MISSIONS RECORD – SQLI (2006 TO 2016)

PROJECT DIRECTOR, IS CONSULTANT

CMMI 5 QUALITY ASSURANCE MANAGER

SNCF SHARED SERVICES DEPARTMENT	
PROJECT MANAGEMENT	**2015 -2016**

Consultant – Project management

- Define the end-to-end monitoring solution in order to assess and improve the performance of business activities and IT solutions that support the business.
- The offer is global, for the 3 company EPICS, all IT departments and operational branches.
- The goal is to improve the quality and performance of services for external customers (those who buy the train tickets).
- Concept definition, use-case, project vision. Define project best practices and standards
- The solution is based on BIG DATA technology (ELK).

CEGID	
PROJECT MANAGEMENT	**2014 – 2015 -2016 2017**

Build the project management method

- Defining the project management method for the "SAaS Infrastructure, Systems, Networks & OPS" department (Production SAaS). Develop standards for the whole project lifecycle: project initialization, build and run phases, project management and follow-up. The method proposed is based on PRINCE2.
- Coaching the teams (infrastructure, sys-admin and network teams) to manage projects: elicitate requirements, define project scope, project planning and scheduling and how to follow-up projects.

EDF - ESIP (EVOLUTION OF THE PRODUCER'S SI)	
TRANSFORMATION OF THE DSI	**NOV 2011 TO MARCH 2014**

BPM and process consultant – IT process and service improvement

- Support the organizational change of an IT department (1000 persons): process reengineering in order to implement 6 service centers.
- 10 working groups, more than 70 participants, 80 workshop, 35 processes that cover the whole IT lifecycle: IT governance, project management, application in service (run), application integration (release & deployment), change management, defect management, testing and requirement elicitation methodologies.
  I'm the program manager leading 4 consultants during more than 3 years: from process definition to process implementation and adoption.

LYON SAINT EXUPERY AIRPORTS	
PROJECT MANAGEMENT - BUSINESS ANALYST	**2010 A 2013**

Technical and Functional migration of the EAM tool, from CARL Master to CARL Source in order to improve the airport equipments availability and to comply with new safety standards.

Business Analyst

- Collect business needs
- 35 persons interviewed, 14 workshops
- Write the functional specifications for the new solution
- Process modeling to improve the airport maintenance practices
- Project management

- Coordinate activities of stakeholders and operational teams: customers (industrial maintenance department representatives), software editor and the internal IT team.
- Organize and animate steering committees: ensure balanced participation; assist in workplan and meeting preparation; facilitate meetings; prepare the draft and final report.
- Monitor the building phases of deliverables (both documents and software deliverables)
- Promote project management practices by assessing requirement cover and their implementation in the solution
- Promote agility and iterative standards
- Organize and monitor testing phases and legacy data transfer

EDF - GENERATION & HYDRAULIC ENGINEERING DIVISION	
TRANSFORMATION OF DPIH ORGANIZATION MAINTENANCE OF HYDRAULIC POWER PLANTS	**2008 A 2010**

BPM consultant – Industry organisation improvement (production of electricity – Maintenance of dams)

- Support the organisational change of hydropower plants: improve the maintenance of dams and improve the efficiency of the production process of electricity:
  - ✓ Animate workshops to define the future organisation. Stakeholders groups of people are composed of 10-15 persons. 40 workshops over a period of 8 months.
  - ✓ Define the future organisation and perform the process modeling (MEGA): reengineer 30 processes of maintenance of the dams (MEGA) – 450 facilities in France.
  - ✓ Define the functionnal scope of the EAM project. Elicitate business expectancies and requirements.
  - ✓ Collect and bring expertise to improve the organisation of the maintenance of dams: equipment trees, maintenance plan, promote highlevel maintenance standards

ADECCO IT SERVICES	
ITSM	**2007 A 2008**

ITIL Change manager for both data centers located in France and Spain.

Support for process modeling and implementation in the context of outsourcing operations and transition management (ITIL) at HP

- Writing the ITIL v2 processes: incident management, problem management, change management and configuration management, then deployment of the processes in the new organization.
- BPM Consultant – ITSM process improvement
- ITM Process modeling. Support process implementation during the datacenters outsourcing project to HP (Madrid and Lyon)
- ITIL proces reengineering: incident management, problem management, change management, configuration and asset management.

INTERNAL TRAINER CMMI PROJECT APPROACH QUALITY ASSURANCE MANAGER CMMI LEVEL 5 — 2008 A 2016
QUALITY CONTROL & PROJECT DELIVERY

Trainer

- Training of SQLI employees involved in project management, AGILE projects (JIRA) or V cycle: engineers, project managers, business managers
- Over 150 people trained: engineers, project managers, project directors and BU managers
- Drafting of training materials and facilitation of training sessions

Quality Assurance Manager

- Project follow-up:
  - ✓ Ensure that the project delivers on the client's expectancies
  - ✓ Monitoring the implementation of methodological recommendations (Agile, Jira, CMMI…)
  - ✓ Support for the structure definition and costing of projects
  - ✓ Planning & Schedule checks
  - ✓ Audit and risk reviews and quality assurance
- Coaching of project managers. Provide additional training when required.
- Organization and preparation of external audits for CMMI 3 to 5 certification. Actions plan follow-up.

VARIOUS CLIENTS FOR SQLI — 2006 A 2016
PROJECT MANAGER & PROJECT DIRECTOR

- Management of 10 fixed-price projects for SQLI, on various technologies: JAVA development, implementation of MAXIMO, SHAREPOINT, OPEN-TEXT:
  - ✓ Animation of steering committees, project committee
  - ✓ Coordination of internal teams
  - ✓ Project management: risks, scope, requirements, charge (man/days and €) assessment and follow-up
  - ✓ Functional specifications of the implemented solutions
  - ✓ Organization and execution of the tests
  - ✓ Accompanying customers to the recipe
  - ✓ Project close-out reports

BAYER CROPSCIENCE (1986 TO 2006)

HEAD OF IT R&D LYON AND DUSSELDORF

BAYER CROPSCIENCE	1987 A 2006

From June 2001 to October 2006, IT R&D Manager

In charge of a team of 11 people based in France and Germany
I come from the world of industry where I built the first part of my career before joining SQLI. I have always worked in an international context.

After an experience of project management, I became in 2001 the **R&D IT manager of the research center** and this until 2006 when I joined the company SQLI. Some examples of projects and activities:

- ✓ Team management: 11 people spread over 2 sites in Dusseldorf (DE) and Lyon. We are leading projects to redesign the R&D IS, in an international context
  - o Formulation sample management for the Villefranche s/Saône, Frankfurt and Research Triangle Park (North Carolina, USA) plants:
    - ▪ 46 user countries,
    - ▪ Integration of new functional and regulatory requirements,
    - ▪ Design of a multi-site and multi-language tool
    - ▪ Budget (excluding hardware): 800K€, load: 1200 days/man development
  - o Build the residue analysis IS: LIMS, study management, editing & composition of study reports. Budget: 3M€ (+ 2M€ hardware). Project carried out with the Düsseldorf site (DE).
  - o Rebuild the physical cabling system in the Lyon site: full IP architecture supporting gigabits
- ✓ Project management: investment choices, budget, resources, planning, project committee, functional scope, partners selections and purchase
- ✓ In charge of the quality system and solutions validation, within the strict framework of good laboratory practice - Application of the OECD 95(115) standard
- ✓ Selection and coordination of service providers, negotiation and review of contracts in English and French, monitoring of maintenance contracts negotiated in coordination with the purchasing department.
- ✓ Technology watch
- ✓ Production of functional specifications, test plans (validation & verification)
- ✓ Run of deployed tools, choice and management of outsourced human resources.

Before 2001

Various technical positions: scientific computing and coding with SAS, application development, DBA, network, office automation, e-mail