



Mathieu Guastella

Senior Program & Project Manager

Digital Transformation & Program Delivery



Belgian • Italian

Married • 2 children

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Senior Program & Project Manager with 26 years of experience in IT transformation and delivery of mission-critical programs (public sector, telecom, finance, industry).

Expert in leading complex initiatives, coordinating multi-vendor ecosystems, and ensuring delivery assurance (risk, governance, performance), with a strong focus on recovering and stabilizing challenged programs.

Hands-on, results-driven leader with the ability to deliver large-scale strategic programs.

🔑 Core Expertise

- **Digital transformation & complex programs** (public sector, telecom, industry)
- **Large-scale Digital Workplace & Microsoft 365 deployments**
- **ERP / CRM / Data (SAP, Salesforce, data platforms)**
- **Cybersecurity & risk management** (NIS2, ISO 27001, GDPR)
- **Program governance, recovery & delivery stabilization**

🏆 Key Achievements

- **Programs up to €10M – teams up to 180 FTE**
- **Recovery of complex programs** (Digital Workplace, CRM, 5G Core)
- **Large-scale deployments** (900+ meeting rooms, 35k+ interactions/year)
- **International multi-vendor environments** (Microsoft, AWS, SAP, Google, Nokia...)

🛠 Skills

🔧 Expertise	Program & Project Management • IT Governance • Change Management • C-level Stakeholder Management • Risk Management • Cybersecurity
🔧 Methodologies	Agile/Scrum • Waterfall • Prince2 • ADKAR
🔧 Tools	Jira • Confluence • Planview • Microsoft Project • Azure • Microsoft 365 • SAP • Salesforce

📁 Experience Highlights

Public Service of Wallonia (SPW) • **Cross-functional Project Manager**

- Led a **Digital Workplace** and **meeting room** standardization program across **5 administrative buildings** (~86,000 m²), including **videoconferencing** and AV environments
- Defined scalable technical architectures for **workplace**, meeting room and connectivity solutions (**AV, networks, Wi-Fi**)
- Coordinated **cross-functional teams** (IT, infrastructure, real estate, audiovisual, vendors) in a complex multi-site environment
- Managed **public procurement** processes and authored technical specifications for workplace and AV solutions Integrated **cybersecurity requirements** (secure access, data protection) and ensured compliant delivery through go-live

Public Sector • Digital Workplace • IT Governance • Infrastructure • Cybersecurity

Proximus • **Program Manager — Digital Workplace, IT & Telecom**

- Led a large-scale **Digital Workplace** transformation program covering collaboration, security, and user adoption
- Deployed **Microsoft 365** at scale (**Teams, Office 365, Windows 10, SharePoint**)
- **Migrated** communication environments and **standardized collaboration tools** (900+ meeting rooms)
- Implemented **security frameworks** (classification, encryption, secure access)
- Managed multi-vendor ecosystem and **C-level reporting**, ensuring stabilization and large-scale adoption

Telecom • Microsoft 365 • Digital Workplace • Cybersecurity • IT Governance

Telenet • **Senior Program Manager**

- Led a **strategic** multi-track 5G Core **program** (5G SA, Packet Core, Telco Cloud)
- **Coordinated dependencies** across network, IT platforms, and cloud infrastructure
- Established **program governance** (planning, risks, steering committees, reporting)
- Oversaw **testing, automation, and production rollout** phases
- Managed an **international multi-vendor ecosystem** (Nokia, Ericsson, Google...)

Telecom • 5G Core • Cloud • Program Governance • Automation

Orange • **Domain Manager – IT, Telecom & Billing Systems**

- Led the **migration** of a mediation and billing system within a complex OSS/BSS environment
- Coordinated an **international transition** (Europe) and knowledge transfer
- Structured teams, roles (**RACI**), and **operational processes**
- Strengthened **Revenue Assurance** through audits and data flow optimization
- Reported to **CIO** and governance bodies

Telecom • OSS/BSS • Billing Systems • Revenue Assurance • International

City of Brussels / i-CITY • Digital Transformation Program Manager

- Led the New Way of Working (NWoW) program across **multiple sites**
- Deployed **collaboration solutions (Microsoft 365, Teams, Windows 10)**
- Coordinated **technical teams** and **vendors** in a complex **public environment**
- Drove **change management** across leadership and users
- **Delivered ahead** of schedule (-3 months) with measurable adoption improvements

Public Sector • Digital Transformation • Microsoft 365 • Change Management

European Commission • Senior Project Manager

- Led critical customs IT programs (ICS2) at European level
- Coordinated between the Commission, **Member States**, and **IT integrators**
- Oversaw **full lifecycle** delivery (analysis, development, testing, production)
- **Managed dependencies** between national systems and EU platforms
- Ensured **regulatory compliance** and **governance reporting**

European Union • IT Programs • Regulatory Compliance • System Integration • Governance

Christian Mutuality • Service Delivery Manager

- **Managed ICT services** operations and user support
- **Led multidisciplinary teams** (~70 FTE)
- Delivered CRM transformation (**Oracle** → xRM) and omnichannel platform (>35k interactions/year)
- Integrated **multiple systems** (Genesys, Siebel, Amazon Connect...)
- **Managed budget** (~€5.5M) and reported to ICT leadership

Healthcare • CRM Transformation • Service Delivery • Omnichannel • IT Operations

Barco • IT Program Manager

- Led CRM transformation program (**SAP CRM** → **Salesforce**) in an international industrial environment
- Rationalized **ERP/CRM** processes and integrated business systems
- Implemented a data platform (**Azure**) and multi-system consolidation
- **Coordinated cross-functional teams** (IT, production, logistics, infrastructure)
- Reported to **CDIO**

Industry • CRM Transformation • SAP • Salesforce • Data Platform

Banque Group ex-Unifiedpost • Chief Delivery Officer

- Built and structured the **Delivery department** in a **post-IPO** context
- Managed **product portfolio** and aligned with group **strategy**
- Led **international teams** and coordinated **multi-site** operations
- Established delivery governance and managed **technology partners**
- Reported directly to **CEO** and contributed to strategic decisions

FinTech • Payments • Product Delivery • Cloud • International

Education

Microsoft Certified System Engineer (MCSE)

Bachelor's Degree in Computer Programming

Bachelor's Degree in Management & Accounting

Languages

LANGUAGE	UNDERSTANDING	WRITING	DICTION/PRONUNCIATION
French	C2 • ●●●●●	C2 • ●●●●●	C2 • ●●●●●
English	C2 • ●●●●●	C2 • ●●●●●	C1 • ●●●●○
Dutch	B2 • ●●●●○	A1 • ●○○○○	A2 • ●○○○○
Italian	B2 • ●●●●○	A1 • ●○○○○	A1 • ●○○○○