



# Mathieu Guastella

## Senior Program & Project Manager

### Digital Transformation & Program Delivery



Belgian • Italian

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**Senior Project & Program Manager specializing in critical transformations and the delivery of complex initiatives, with over 26 years of experience in demanding environments (public sector, telecom, finance, industry).**

I support organizations in leading and delivering strategic projects and programs, from targeted initiatives to large-scale transformation journeys. I operate in a pragmatic, hands-on manner, with a constant focus on delivery, risk control, and tangible outcomes.

Used to high-stakes environments, I also intervene in programs requiring structuring, stabilization, or recovery, combining governance, operational execution, and change management.

### 🔑 Key Areas of Expertise

- **Large-scale digital transformation** (public sector & complex organizations)  
Public Service of Wallonia (SPW) • City of Brussels • Proximus • European Commission • Council of Bars and Law Societies of Europe (CCBE)  
→ Structuring and leading IT programs (governance, modernization, security)
- **Digital Workplace & collaborative environments**  
Proximus • City of Brussels • Public Service of Wallonia (SPW)  
→ Large-scale deployment of collaborative solutions (Microsoft 365, Teams, IoT), standardization, user adoption, and change management
- **Business systems, ERP / CRM & Data** (SAP, Salesforce, data platforms)  
Barco • Christian Mutuality • Banqup • Pirelli  
→ Evolution and integration of business systems, omnichannel platforms, and data ecosystems
- **Critical programs & complex environments** (telecom, public sector, industry)  
Telenet • Proximus • Orange • BICS  
→ Multi-vendor program leadership, delivery control, and coordination of critical ecosystems
- **Cybersecurity & IT risk management**  
Multi-sector (public, telecom, SMEs, institutions)  
→ Security by design, regulatory compliance (NIS2, ISO 27001, GDPR), risk management, and protection of critical environments
- **Program governance, structuring & recovery**  
Multi-sector (public, telecom, industry, fintech)  
→ Governance setup, turnaround of complex programs, and stabilization of delivery trajectories

### 🏆 Key Achievements

- **Led strategic programs** (up to ~€5–10M, teams of ~50–180 FTE)
- **Recovery and stabilization of complex programs** (Digital Workplace, CRM, 5G Core)
- **Large-scale deployments** (e.g. 900+ meeting rooms, 35k+ interactions/year)
- **Governance of international multi-vendor ecosystems** (Microsoft, AWS, SAP, Google, Nokia...)
- **Delivery in complex multi-sector environments** (public sector, telecom, industry)

### 🔧 Skills

#### 🔧 Expertise & Capabilities

Program management in complex multi-vendor environments • IT governance & PMO • C-level stakeholder management • Large-scale change management • Risk management & cybersecurity (NIS2, ISO 27001, GDPR)

#### 🔧 Approaches & Methodologies

Hybrid delivery approaches adapted to complex environments: Agile, Waterfall, PRINCE2 • Change management frameworks (ADKAR)

#### 🔧 Tools & environments

Jira • Confluence • Planview • Microsoft Project • Azure • Microsoft 365 • SAP • Salesforce

## Public Service of Wallonia (SPW) • Regional government

### Cross-functional Project Manager

◆ Recommendation letter page 6

Led the definition and deployment of an institutional standard for meeting and videoconferencing rooms as part of a multi-site relocation program (5 buildings, ~86,000 m<sup>2</sup>), integrating public procurement constraints, cybersecurity requirements, and complex cross-functional coordination.

- Standardized collaboration environments (**videoconferencing, meeting rooms, AV equipment, connectivity, networks & Wi-Fi**) at institutional scale
- Translated **business needs** into **scalable** and industrialized **technical architectures**
- Orchestrated deployment across **5 buildings** within a **major organizational transformation** context
- **Coordinated cross-functional stakeholders**: IT, infrastructure, real estate, audiovisual, electrical (low current), and vendors
- Structured and authored **technical specifications** within complex **public procurement frameworks**
- Integrated **cybersecurity** requirements into architecture and equipment choices
- Established **project governance**, monitored progress, and secured delivery through go-live

Public Sector • Digital Workplace • IT Governance • Smart Buildings • Videoconferencing • Public Procurement • IT Infrastructure • Security

## Proximus • Leading Belgian telecom operator

### Program Manager — Digital Workplace, IT & Telecom

◆ Recommendation letter page 10

Took over and secured a strategic Digital Workplace and collaboration program in a critical telecom environment, addressing major challenges in scalability, security, and user adoption.

- Led the **Digital & Collaborative Workplace** program covering collaboration, security, infrastructure, and usage transformation
- Defined and implemented **cybersecurity strategy** for end-user and collaborative environments
- Deployed **Microsoft 365** at scale (**Teams, Office 365, Windows 10, SharePoint, Stream**)
- **Migrated** communication environments (Cisco → Skype for Business) and transformed collaboration practices
- Standardized and deployed **videoconferencing** solutions across **900+ rooms**
- Implemented data classification and encryption (**Azure AD, AIP, RMS**)
- Developed **Smart Office** initiatives (**IoT, sensors, cameras**)
- Enabled secure remote access solutions (Awingu)
- Delivered **executive-level** reporting on progress, risks, and user impact

Telecom • Digital Collaboration • Microsoft 365 • Smart Office • IoT • Cybersecurity • Internal Streaming • IT Governance

## Telenet • Telecom & television provider

### Senior Program Manager

◆ Recommendation letter page 7

Took over a strategic 5G Core program in a critical multi-vendor telecom environment with high availability, performance, and deployment constraints.

- Led the end-to-end **5G Core program across multiple tracks (5G SA, Packet Core, Telco Cloud, SDM)**
- Orchestrated **dependencies** between network, IT platforms, and cloud infrastructures
- Established **program governance** (planning, steering committees, risk management, reporting)
- Oversaw testing phases, **automation**, and production releases in a mission-critical environment
- Coordinated **international multi-vendor** ecosystem (Nokia, Ericsson, Google, HPE, VMware)
- Provided **executive reporting** and ensured delivery stabilization and control

Telecom • 5G Core • Telco Cloud • SDM (HLR/HSS/UDM) • Automation • Security • Program Governance • International

## Council of Bars and Law Societies of Europe (CCBE) • European association of lawyers

### Strategy & Technology Advisor

◆ Recommendation letter page 11

Led the modernization of a critical European organization's IT environment, with strong requirements in service continuity and protection of sensitive legal data.

- Defined and led the **IT roadmap** (infrastructure, security, collaboration)
- Modernized core **infrastructure** (servers, storage, backup)
- Migrated to **Microsoft 365** (Exchange, Teams, SharePoint)
- Implemented **IT security policies** (access, endpoints, data protection)
- Deployed a **document archiving** solution with OCR for legal data
- Governed and supervised **external IT vendors** in a constrained European environment
- Provided both **strategic and operational support** to executive management

Legal Sector • European Organization • IT Strategy • Cloud • Microsoft 365 • Security • Digital Transformation

## City of Brussels / i-CITY • Government

### Digital Transformation Program Manager

Led a large-scale digital transformation program (New Way of Working) in the public sector, aimed at modernizing workplace environments and collaborative tools across multiple sites.

- Directed the NWoW program and large-scale deployment of **collaborative solutions**
- **Migrated to Microsoft 365** (Teams, Skype for Business, Windows 10)
- Delivered **multi-site** deployment in **complex administrative and political environments**
- Coordinated technical teams and vendors in a **multi-stakeholder public context**
- Drove **change management** across executive teams and end users
- Delivered the program 3 months ahead of schedule with measurable collaboration improvements

Public Sector • Digital Transformation • NWoW • Collaboration • Microsoft 365 • Governance • Change Management

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## Orange • European telecom operator

### Domain Manager – IT, Telecom & Billing Systems

Led a targeted intervention to restructure a critical mediation service and secure an international transition between teams within a complex **OSS/BSS** environment.

- Managed the migration of mediation and billing systems (TechMahindra → Orange Moldova)
- Structured teams and ensured international **knowledge transfer**
- Defined roles, responsibilities (**RACI**), and **operational processes**
- Built the domain evolution **roadmap**
- Strengthened Revenue Assurance through audit-driven controls
- Reported to **CIO** and governance bodies

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

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## European Commission • European Government

### Senior Project Manager

Led critical European customs IT programs (ICS2), with significant regulatory impact on Member States and economic operators.

- Managed ICS2, Common Repository, and Shared Trader Interface programs
- Coordinated stakeholders across the **European Commission, Member States, and IT integrators**
- Oversaw **end-to-end** delivery (analysis, development, testing, production)
- Validated **functional and technical specifications**
- **Managed dependencies** between national systems and **EU platforms**
- Ensured compliance with **regulatory requirements** and legal milestones
- Reported to **European governance** bodies

European Union • ICS2 • IT Architecture • APIs • Regulatory Compliance • Project Lifecycle Management • Governance • Security

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## Christian Mutuality • Healthcare mutuality & Social secretary

### Service Delivery Manager

Interim management assignment to ensure continuity of ICT services and deliver large-scale CRM and omnichannel transformation programs.

- Led day-to-day ICT service operations and user support
- Managed teams (~70 FTE: analysts, developers, testers)
- Delivered **CRM transformation** (Oracle → xRM)
- Deployed an **omnichannel solution** (>35,000 interactions/year)
- Integrated **multiple systems** (Genesys, Siebel, Verint, Amazon Connect, Calabrio)
- **Managed budget** (~€5.5M)
- Reported to ICT leadership

Healthcare • Insurance • CRM xRM • Omnichannel • VoIP • Conversational AI • Service Delivery • Multi-system Integration

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## Barco • Medical devices & Images processing

### IT Program Manager

✦ [Recommendation letter](#) page 8

Took over and secured strategic IT programs in an international industrial environment following the departure of the previous Program Manager.

- Led CRM 2.0 transformation (**SAP CRM** → **Salesforce**)
- Rationalized SAP CRM / ERP processes (**SAP ECC**)
- Designed and implemented an **Operational Data Store** on **Azure**
- **Consolidated data** across multiple systems (SAP ECC, **SAP BYD**, Salesforce)
- Launched **BI initiatives** linked to logistics flows and **SAP EWM**
- Coordinated cross-functional teams (IT, production, logistics, infrastructure)
- Reported directly to the **CDIO**

Healthcare • Medical Imaging • IT Program Management • Salesforce • SAP ERP/ECC • Azure • Business Intelligence • IT Security

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## Banqup Group ex-Unifiedpost • Digital Bank and documents processing

## Chief Delivery Officer

Built and structured the Delivery department following IPO, addressing scalability, industrialization, and alignment between product and delivery in an international fintech environment.

- Created the Delivery department from scratch (split from Product organization)
- Structured **delivery processes** aligned with group **strategic roadmap**
- **Managed product portfolio** (PowertoPay, OCS, Itspaid, CAF, IBIS, PXG/PSD2, Albatros/KYC, Banqup, BilltoBox, Banqware)
- Led **international teams** across Europe and Asia
- Governed technology partners and vendors
- **Reported directly** to CEO and **contributed to strategic decisions**
- Ensured structured handover to permanent leadership

FinTech • Payments • PSD2 • KYC/Onboarding • Delivery Management • Cloud • International • Digital Banking Transformation

## BICS • International roaming provider

### Program Manager

✦ [Recommendation letter](#) page 9

Led and ensured continuity of critical telecom programs (roaming, IoT, 5G) in an international environment with high requirements in performance, interoperability, and service availability.

- Managed **Roaming Evolution portfolio** (RBMT/ROAMT, MVNE, OSS/BSS)
- Deployed **IoT platforms** (Tomia, Topaz) and associated services
- Implemented advanced telecom technologies (**5G NSA, VoLTE, NB-IoT, LTE-M, Instant Roaming**)
- Integrated cloud environments (**AWS, Azure**) and modernized applications (**ReactJS**)
- Managed **international peering agreements** and operator coordination
- Orchestrated **dependencies across telecom systems**, IT platforms, and partners
- Reported to Corporate Programs & Processes leadership

International Telecom • Roaming • OSS/BSS • IoT • 5G NSA • VoLTE • Cloud (AWS, Azure) • ReactJS • Security

## Toyota Motor Europe • Car manufacturer

### Telematics & Multimedia Project Manager

✦ [Recommendation letter](#) page 12

Led connected vehicle and telematics projects in an international automotive environment, addressing innovation, regulatory compliance, and industrial integration challenges.

- Launched connected services for the 2019 Toyota Supra (**BMW** partnership)
- Deployed **eCall** system **across Europe**
- Coordinated with international telecom operators
- Managed a fleet of **~1 million SIM cards**
- Adapted industrial processes for **connected vehicle** integration
- Designed a **fleet traceability** system for insurance purposes
- Reported to **Business Strategy Board**

Automotive • Connected Car • eCall Europe • Embedded IoT • Telematics • Telecom Operators • Fleet Tracking • Negotiation

## Licence Plate Belgium • Web site of Belgian customized licence plate

### Founder & Full stack lead developer

Designed and developed an innovative digital platform dedicated to Belgian personalized license plates, combining data engineering, web development, and artificial intelligence (ALPR).

- Designed and maintained a **structured database** of Belgian personalized license plates
- Developed the full-stack **platform** (PHP, JavaScript, HTML/CSS)
- Integrated an **AI-based** Automatic License Plate Recognition (**ALPR**) engine
- Built **interactive tools** (custom plate generator)
- Managed full **infrastructure** (hosting, performance, security, SEO)
- Ensured continuous improvement and user support

Web Development • PHP • JavaScript • ALPR • Database • E-commerce • SEO • Digital Innovation

## Pirelli • Tyre manufacturer

### ICT, Digital & Marketing Development Manager

Led ICT, digital, and marketing activities for the Benelux region, aligning with international headquarters in a context of IT and organizational transformation.

- Oversaw ICT and digital operations with reporting to HQ (Milan)
- Defined and executed **digital roadmap** (IT, processes, marketing)
- Implemented **EDI** flows and **SAP** integrations
- Transformed **communication environments** (Cisco, Genesys, SAP integration)
- Digitalized **commercial processes** and **automated pricing**
- Deployed **web platforms** and digital marketing tools
- Led **office relocation** (IT, telephony, security)

Automotive • ICT Management • EDI • Cisco Telephony • SAP • CRM Dynamics • Digital Marketing • Security

## Nanobe • IT Consulting

Founder / CEO / Consultant

Founded and developed an **IT consulting company** specializing in **digital transformation** and **cybersecurity**, delivering services to SMEs and public organizations.

- Delivered **IT governance** missions (assessments, cloud and infrastructure modernization)
- Conducted **cybersecurity** interventions (incident response, hardening, recovery of critical access)
- Supported **regulatory compliance (GDPR, NIS2)**
- Developed web and CRM solutions (PHP, WordPress, integrations)
- Provided **strategic advisory** on digital resilience and **data protection**

Cybersecurity • IT Governance • Cloud • Digital Collaboration • GDPR • NIS2 • Web Development • Digital Strategy

## Education

2025

- AI Discovery Experience
- OutSystems Web Applications
- Artificial Intelligence in the Context of Cybersecurity
- Cybersecurity Risk Analysis
- Integrate generative AI into your creative process

2024

- Online Fraud and Scam Techniques
- Infuse AI into your meetings with Teams Rooms

2023

- Leading with a Heavy Heart
- Leading with Vision
- Interpersonal Communication
- The foundations of Machine Learning
- Generative AI learning path

2022

- Microsoft Teams Calling

2021

- Develop your emotional intelligence
- Communicate with diplomacy and tact
- The foundations of communication
- The foundations of NLP
- The foundations of blockchain
- Design and implementation of cryptography

2018

- GDPR
- IoT – Internet of Things
- Agile

2017

- Rapid, Jira & Sunshine
- Apple Certified Professionals • APPL272872

### — CERTIFICATIONS —

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 • ●○○○○○

## → Leisure

Travel (64 countries) • Gastronomy • Theatre • Music • Painting • Photography • Skiing • Padel tennis • Socializing • ...

# ◆ Recommendation Letters



Public Service of Wallonia (SPW) — March 2025



Date : 18 March 2025

## To whom it may concern

Objet : **Letter of recommendation Mathieu Guastella**

I hired Mathieu Guastella as a cross-functional project manager at the Public Service of Wallonia (SPW Digital).

As General Manager, I worked with him on projects involving the technological development of workspaces and the improvement of collaborative environments. I came to appreciate his professionalism, rigour and project management skills.

Mathieu has distinguished himself by his ability to manage complex projects involving multiple stakeholders. In particular, he was able to :

Demonstrate great flexibility, by taking on technical analyses that were not initially planned.

Integrate quickly into teams, developing a relationship of trust and getting fully involved in his projects.

Breaking down organisational silos by encouraging collaboration between departments and optimising processes.

In his role, Mathieu coordinated with several SPW departments. He was able to manage external suppliers in the context of public procurement contracts, while complying with strict regulatory constraints and guaranteeing the quality of services.

In addition to his technical skills, Mathieu is a good communicator, able to align teams and unite people around common objectives. He shows great adaptability and commitment, while remaining accessible and a good listener.

I warmly recommend Mathieu Guastella for any assignment requiring project management expertise in demanding environments.

David Wattecamp  
Directeur Général  
SPW Digital  
Service Public de Wallonie

www.wallonie.be  
N° vert : 1718 (informations générales)

Service public de Wallonie | SPW Secrétariat général | SPW Digital





**Recommendation letter**

Mechelen, June 2023

To whom it concerns,

I am pleased to compose this letter of recommendation for Mathieu Guastella, who served as the Senior Program Manager at Telenet. I had the privilege of closely collaborating with Mathieu during his tenure, and I am delighted to affirm his exceptional abilities and significant contributions.

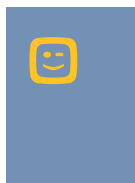
Mathieu skillfully oversaw the implementation of the multi-track 5G Core Program, demonstrating remarkable proficiency in managing a team of project managers. His adept coordination and flawless execution across various program tracks were instrumental in achieving success. Moreover, Mathieu's ability to cultivate strong relationships with both internal departments and external stakeholders such as Google, Nokia, Ericsson, vmWare, HP Enterprise, and others greatly influenced the program's positive outcomes.

One of Mathieu's notable strengths lies in his exemplary leadership skills. He brought structure, alignment, and transparency to the program, ensuring that decision-makers were well-informed. Mathieu's concise and comprehensive reporting to C-level management provided a clear understanding of the program's progress and accomplishments.

Additionally, Mathieu's proactive approach in setting priorities, identifying dependencies, and anticipating potential obstacles enabled him to effectively address challenges in a timely manner. With his strategic thinking and meticulous planning, he ensured the program remained on track, even when faced with unforeseen circumstances.

Based on Mathieu's outstanding performance, I wholeheartedly endorse him for any role that demands a dedicated and accomplished professional. He possesses invaluable expertise, exceptional leadership abilities, and an unwavering commitment to excellence. Please feel free to contact me if you require any further information or have specific inquiries.

Sincerely,



Ioan Voicu  
**Operational Readiness Manager**  
**Operational Readiness and CSI**  
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**RECOMMENDATION LETTER**  
**DATE** March 2022

**FROM**  
Philippe Verlinde  
philippe.verlinde@barco.com  
**T** +32 56 23 32 11  
**M** +32 476 46 70 74

**TO**  
Whom it concerns

Dear,

I am pleased to refer to Mathieu for the position of Program Manager.

Mathieu was leading an important transformational IT front-office program within Barco in which he excelled in framing project structure and successfully, together with the project team, accomplished the expected delivery.

In doing so, Mathieu demonstrated strong interpersonal skills and earned the admiration and respect of both subordinates and superiors alike. Always displaying a positive attitude, Mathieu has a talent for identifying the best abilities of each person on his team, assigning them tasks at which they usually excel and skilfully motivating them so that they put forth their very best efforts. Mathieu handles stressful situations in a calm and methodical manner and knows instinctively when a member of his team needs a little extra encouragement.

His excellent writing and verbal communication skills enable him, not only to make each team member's task clear, but to provide ongoing written reports to management regarding the progress of each phase of the program.

Yours sincerely,

Philippe Verlinde  
VP, Program Head Software Enterprise  
Barco

P 1 / 1

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## Recommendation letter

Brussels, April 2021

To whom it concerns,

I had the privilege of working with Mathieu as a temporary replacement for a member of my team as Program Manager from June 2020 to April 2021.

Thanks to his communication skills, Mathieu has shown a great facility to integrate into our organisation, despite difficult circumstances due to the lockdown...

Mathieu is very structured and carries out a systematic and meticulous follow-up of the actions identified in his projects. He brings the right people to the table to find solutions, has the conclusions validated and communicates clearly.

On a purely human level, Mathieu is a great person to work with: efficient, flexible and quick... he is able to manage the expectations of demanding personalities and remain professional in all circumstances.

A handwritten signature in blue ink, appearing to read "Carbonnelle", with a stylized flourish underneath.

**Cédric Carbonnelle**  
Head of Mobility Solutions Programs  
Corporate Programs & Processes (CPP/SPS)  
**BICS**

**BICS SA/NV**  
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**Recommendation letter**

Brussels, January 2019

To whom it concerns,

Mathieu Guastella worked in my team in the Architecture, Roadmap & Project Management (ARP) department over the period September 2017 - February 2019 at the Proximus Towers.

Mathieu is a hand-on project manager with strong interest in content of the projects he deals with. He interacts fluently with the different stakeholders and fosters a positive, solution-oriented atmosphere in his teams.

During his mission, Mathieu managed multiple complex projects within the Digital, IT and Telco programs. He took care of all aspects until delivery including Migration, Change Management and Digital Transformation. He contributed largely to the roll-out of Digital & Collaborative Workplace within our company.

I can only recommend Mathieu who will certainly be an asset for any company evolving in the digital world.

Kind regards,

A handwritten signature in blue ink, appearing to read "Piet Lemarcq".

**Piet Lemarcq**

Domain Manager Project Management | [Architecture, Roadmap & Program Management](#)

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[www.proximus.be](http://www.proximus.be)





Brussels, January 2019

Dear Sir or Madam,

The Council of Bars and Law Societies of Europe (CCBE) is a non-profit organisation, representing the European Bars and Lawyers. The CCBE employs a team of 12-15 people who, on a daily basis exchange with the European Institutions, communicate with media and stakeholders, and have to create and produce a lot of material and messages. This requires performing hard- and software, and a reliable ICT infrastructure.

The CCBE has, since 2016, been working with M. Mathieu Guastella who, as an independent IT Consultant, advises us for the modernisation of the IT infrastructure and gives support in terms of maintenance and for the backing up of data.

During this time, M. Guastella demonstrated strong commitment to the CCBE, providing appropriate strategic advices for our digital and IT transformation, facilitating change management and successfully delivering on the various projects in his remit, achieving his missions with creativity, determination and faultless professionalism.

When working with the team, M. Guastella always proved to be an exemplary co-worker, easy to work with – conscientious, approachable and responsive – who rose to the challenges he was faced with and complied with our expectations regarding his role and the objectives of his interventions.

In our view, M. Guastella has definitely the competences, skills and capacities which can be immediately deployed in other professional environments, making him an asset to any organisation. We can therefore recommend him and his services without any reservations.

In case further information would be of assistance, please do not hesitate to contact me.

Best regards,

Philip Buisseret  
Secretary General  
Council of Bars and Law Societies of Europe (CCBE)

## TOYOTA

TOYOTA MOTOR EUROPE NV/SA

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B-1140 Brussels - Belgium  
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### Recommendation letter

Brussels, 31 August 2017

To whom it concerns,

Mathieu Guastella has worked as a contractor via MatchTech International over the period 1 March until 31 August 2017 in the role of Project Manager, Telematics projects.

The position required Mathieu to contribute to the following projects:

- eCall implementation
- Telematics programmes
- Navigation & connected services development

Each of the projects has involved:

- Defining the scope of the project based on end customer needs
- Translating needs into instructions for engineering and IT counterparts
- Creation of the work breakdown structure and responsibility matrix
- Follow-up, monitoring and reporting of projects

During his time devoted to these projects, Mathieu has worked in a challenging, cross-discipline, multicultural environment and has had the opportunity to understand end-to-end processes in the automotive industry.

We may consider Mathieu for potential future projects in the area of app development and connectivity.

If you require any further information or clarification, please do not hesitate to contact me.

Kind regards,



Jean-Jacques Serraf  
General Manager,  
Business Strategy Division — Connected Car  
Toyota Motor Europe

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jean.jacques.serraf@toyota-europe.com