



Senior Program & Project Manager — Critical IT Programs & Transformations

Specialized in recovering, structuring and securing complex projects and programs, including IT transformations, digital workplace initiatives and large-scale migrations — 26 years of experience

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✦ GENERAL SKILLS — **COMMUNICATOR** • **ENTHUSIASTIC** • **PROACTIVE** • **ANALYTICAL** • **STRUCTURED** • **NEGOTIATOR** • **RESULTS-ORIENTED** • **HANDS ON** • **METICULOUS** • **RIGOROUS** • **AUTONOMOUS** • **POSITIVE** • **DIPLOMATIC** • **ASSERTIVE**

🔗 AREAS OF EXPERTISE — **DIGITAL TRANSFORMATION** • **CYBERSECURITY** • **CLOUD & DATA** • **IT GOVERNANCE** • **AI** • **SMART WORKPLACE** • **MIGRATION** • **INFRASTRUCTURE** • **COMPLIANCE** • **PUBLIC PROCUREMENT** • **PROGRAM MANAGEMENT**

Public Service of Wallonia (SPW) • Regional government

POSITION **Cross-functional Project Manager**

DIVISION SPW General Secretariat / SPW Digital

PERIOD January 2024 → October 2025 **PUBLIC TENDER**

CONTEXT Definition and deployment of an **institution-wide standard for videoconferencing rooms** across five new administrative buildings, in a context of large-scale relocation, public procurement constraints, and high cybersecurity requirements.

PROJECTS

- Definition of **meeting and videoconferencing room equipment standards** (audio, video, displays, connectivity, networks, Wi-Fi, multifunction devices).
- Translation of business needs into **reproducible technical architectures**.
- Operational deployment of videoconferencing rooms across **5 buildings** (≈ 86,000 m²).
- Cross-functional coordination between **IT, real estate, furniture, low-voltage electrical systems, audiovisual teams and vendors**.
- Drafting of **functional and technical specifications** for public procurement.
- Integration of **enhanced cybersecurity requirements** into equipment and network choices.
- Establishment of **project governance**, progress tracking and knowledge transfer.

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

POSITION **Strategy & Technology Advisor**

PERIOD January 2015 → October 2024

CONTEXT Modernisation and securing of the IT environment of a European organisation (Brussels), with strong requirements for service continuity and protection of legal data. Long-term advisory role conducted in parallel with other assignments.

PROJECTS

- Definition and management of the **IT roadmap** (infrastructure, security, collaboration).
- Modernisation of **servers, storage and backup solutions**.
- Migration **Exchange** → **Microsoft 365 (Office 365, Teams, SharePoint)**.
- Implementation of **IT security policies** (access, endpoints, data).
- Deployment of a **document archiving system with OCR** for legal documents.
- Supervision of **external IT providers** (infrastructure, security, support) in a small European organisation.
- Direct operational support to users and executive management on Microsoft 365 and critical infrastructure.

European Commission • European Government

POSITION **Senior Project Manager**

DIVISION DG TAXUD - Taxation and Customs Union

PERIOD September 2023 → January 2024

CONTEXT Management of critical **European customs IT projects** (ICS2, customs platforms) with high regulatory impact for Member States and economic operators.

PROJECTS

- Management of **ICS2, Common Repository and Shared Trader Interface** projects.
- Coordination between the **European Commission, Member States and IT integrators**.
- Monitoring of **analysis, development, testing and production deployment** phases.
- Validation of **functional and technical specifications**.
- Management of **dependencies between national systems and European platforms**.
- Tracking of **regulatory milestones and legal obligations**.
- Reporting to **European governance bodies**.



Telenet • Telecom & television provider

POSITION **Senior Program Manager**

DIVISION Technology, Innovation & Operations
DEPT. Business Navigation Team / Project Management Chapter

PERIOD November 2022 → August 2023 **RECOVERY & STABILIZATION**

CONTEXT Takeover of the strategic **5G Core program** to secure the deployment of the mobile core network in a critical, multi-vendor telecom environment.

PROJECTS

- Overall management of the **multi-track 5G Core program**.
- Coordination of **5G Stand-Alone, Packet Core, Telco Cloud and SDM (HLR/HSS/UDM)** domains.
- Management of dependencies between **networks, IT platforms and cloud infrastructure**.
- Establishment of **program governance** (planning, steering committees, reporting).
- Supervision of **testing, automation and production deployments**.
- Coordination of vendors **Nokia, Ericsson, Google, HPE and VMware**.
- Reporting to **executive management**.

Christian Mutuality • Healthcare mutuality & Social secretary

POSITION **Service Delivery Manager**

DEPT. ICT

PERIOD May → November 2022 **INTERIM / REPLACEMENT**

CONTEXT Interim management assignment aimed at ensuring **ICT service continuity** and delivering CRM and omnichannel projects.

PROJECTS

- Operational management of **ICT services and user support**.
- Supervision of a team of approximately **70 staff** (analysts, developers, testers).
- Migration **Oracle CRM → xRM**.
- Deployment of an **omnichannel platform (> 35,000 interactions/year)**.
- Integrations with **Genesys, Siebel, Verint, Amazon Connect and Calabrio**.
- Budget monitoring of approximately **€5.5M**.
- Reporting to **ICT management**.

Barco • Medical devices & Images processing

POSITION **IT Program Manager**

DEPT. Strategic Initiatives / CDIO Organization

PERIOD December 2021 → April 2022 **HANDOVER TO INTERNAL TEAM**

CONTEXT Securing and delivering strategic IT programs following the departure of a senior Program Manager, in an international industrial environment.

PROJECTS

- Management of the **CRM 2.0 program: SAP CRM → Salesforce**.
- Rationalisation of **SAP CRM / SAP ERP → SAP ECC** processes.
- Implementation of an **Operational Data Store on Microsoft Azure**.
- Data consolidation from **SAP ECC, SAP BYD and Salesforce**.
- Launch of **Business Intelligence projects** linked to logistics flows and **SAP EWM**.
- Coordination between **IT, production, logistics and infrastructure** in an international context.
- Direct reporting to the **Chief Digital & Information Officer (CDIO)**.

Banqup Group formerly Unifiedpost • Digital Bank and documents processing

POSITION **Chief Delivery Officer**

DEPT. Payments

PERIOD March → November 2021

CONTEXT Creation of the Delivery department following an **IPO**, followed by transition to a permanent management profile.

PROJECTS

- Creation of the **Delivery department** (spin-off from Product teams).
- Management of the roadmap: **PowertoPay, OCS, Itspaid, CAF, IBIS, PXG (PSD2), Albatros (KYC), Banqup, Billtobox, Banqware**.
- Management of **international teams** (Europe and Asia).
- Coordination of technology vendors and partners.
- Direct reporting to the **CEO**.
- Handover of the department to a **permanent management team**.



BICS • International roaming provider

- POSITION **Program Manager**
DEPT. Corporate Programs & Processes / Service Platform & Solutions (CPP/SPS)
PERIOD June 2020 → April 2021 **INTERIM / REPLACEMENT**
CONTEXT Continuity of critical telecom programs related to roaming, IoT and 5G during successive maternity leave replacements.
PROJECTS
- Management of the **Roaming Evolution portfolio** (RBMT/ROAMT, MVNE, OSS/BSS).
 - Deployment of **IoT solutions** (Tomia, Topaz).
 - Implementation of **5G NSA, VoLTE, NB-IoT, LTE-M and Instant Roaming**.
 - Integration of **AWS and Azure** platforms.
 - Application modernisation using **ReactJS**.
 - Management of **international peering agreements**.
 - Reporting to **Corporate Programs & Processes management**.

City of Brussels / i-CITY • Government

- POSITION **Digital Transformation Program Manager**
PERIOD July 2019 → March 2020
CONTEXT Replication and extension of a digital transformation model following the award of a public procurement contract.
PROJECTS
- Management of the **New Way of Working (NWoW)** program.
 - Migration to **Office 365, Teams, Skype for Business and Windows 10**.
 - Deployment across **multiple public administrative sites**.
 - Coordination of technical teams and vendors across sites.
 - Change management support for executives and end users during Office 365 and Teams deployment.
 - **Early delivery (-3 months)** and measured improvement in collaboration.

Orange • European telecom operator

- POSITION **Domain Manager IT, Telco & Billing Systems**
DEPT. Customer Factory
PERIOD March → July 2019 **HANDOVER TO INTERNAL TEAM**
CONTEXT Short-term assignment to reorganise the mediation service and strengthen coordination between Belgian and Moldovan teams during a transition period.
PROJECTS
- Migration of the **mediation/billing system** from **TechMahindra (India) to Orange Moldova**.
 - Supervision of recruitment and **knowledge transfer**.
 - Definition of **RACI and operational processes**.
 - Development of the **evolution roadmap**.
 - Redesign of **Revenue Assurance** based on audit findings.
 - Reporting to the **CIO and C-level Steering Committee**.

Proximus • National Belgian landline phone, mobile and digital services

- POSITION **Program Manager Digital & Collaborative Workplace, IT & Telco**
DEPT. Architecture, Roadmap & Project Management (ARP)
PROGRAM Telecom, IT, Digital Workplace & Collaborative Workspace
PERIOD September 2017 → February 2019 **RECOVERY & STABILIZATION**
CONTEXT Leadership of a major digital transformation program aimed at modernising collaborative tools, communication infrastructures and office buildings.
PROJECTS
- Leadership of the **Digital & Collaborative Workplace** program.
 - Definition and implementation of the **cybersecurity policy**.
 - End-to-end implementation of the **#WAP (WeAreProximus) intranet** on Jive.
 - Definition and deployment of videoconferencing solutions in **900+ meeting rooms**.
 - Migration **Cisco** → **Skype for Business**.
 - Deployment of **Office 365, Teams and Windows 10**.
 - Migration of **Microsoft SharePoint and Streams**.
 - Implementation of **data classification and encryption** (Azure AD, AIP, RMS).
 - Development of the **Smart Office** (IoT, sensors, cameras).
 - Deployment of **secure remote access (Awingu)**.
 - **C-level reporting** on progress, risks and user impact.



Toyota Motor Europe • Car manufacturer

POSITION **Project Manager Telematic & Multimedia**

DEPT. Connected Car / Business Strategy

PERIOD March → September 2017 **HANDOVER TO INTERNAL TEAM**

CONTEXT Management of **connected car and telematics projects** in an international automotive environment.

PROJECTS

- Launch of **Toyota Supra 2019 connected services** (BMW partnership).
- Deployment of the **European eCall system**.
- Negotiation with **telecom operators**.
- Acquisition and management of approximately **1 million SIM cards**.
- Adaptation of **vehicle industrial processes**.
- Design of a **fleet tracking system** for insurance use cases.
- Reporting to the **Business Strategy Board**.

Pirelli • Tyre manufacturer

POSITION **ICT, Digital & Marketing Development Manager**

PERIOD January 2013 → January 2017

CONTEXT Management of **ICT, digital and marketing activities** for the Benelux region, aligned with the international headquarters, in a context of IT transformation and office relocation.

PROJECTS

- Supervision of **ICT and digital operations** for Benelux, with reporting to headquarters (Milan).
- Definition and implementation of the **digital roadmap** (IT, processes, marketing).
- Implementation of **EDI protocols** and integration with **SAP**.
- Migration of **Cisco telephony** and integration of the **Genesys Call Center with SAP**.
- Automation of **pricing** and digitalisation of commercial processes.
- Deployment of a **national website** and digital marketing tools.
- Supervision of **office relocation**: IT, cabling, telephony and security.

Expression

LANGUAGE	LEARNING	UNDERSTANDING	WRITING	DICTION/PRONUNCIATION
French	Mother	Proficiency • C2	Proficiency • C2	Proficiency • C2
English	Professional	Proficiency • C2	Proficiency • C2	Advanced • C1
Dutch	Academic	Intermediate • B1	Beginner • A1	Elementary • A2
Italian	Paternal	Upper intermediate • B2	Beginner • A1	Beginner • A1