

Project Manager

Project Director

I work on complex information system transformation, migration, security and evolution projects, from requirements analysis through to production go-live.

Detailed Skills Portfolio

KEY SKILLS

☐ Business support:

- Business analysis support (aMOA), support in drafting requirements specifications.
- Dual expertise: business IT and public administration.
- Support in formalising business needs, formalising business processes, project framing
- Drafting of functional and system requirements
- Support in change management, digital transformation and digitalisation scenarios

☐ Design:

- Analysis of environments, IS mapping, flows, programs and batch processing, infrastructure, technical/functional analysis
- Design and drafting of detailed functional specifications
- Business process modelling, business rules, backlog
- Design and drafting of technical specifications
- IS compliance and certification (NF525 / ISO 9001,...)
- Drafting of test plans

☐ End-to-end project management:

- Forecast planning, IT framing, estimating of forecast costs
- Project organisation and multi-party coordination: integrators, clients, partners, infrastructure ...
- Supervision of development work and teams
- Reporting on progress, costs, functional compliance and risk management
- Test management and validation of deliverables
- Production go-lives, deployment management
- User training and feedback

SOFT SKILLS

- Self-motivation, active listening, proactive suggestions
- Excellent writing skills, attention to detail
- Rigour and adaptability
- Autonomy and cross-functional working, 360° vision

EDUCATION & TRAINING

☐ Further training:

- 2017 - Dale Carnegie, Communication & leadership, Nice.
- 2000 - MS Project advanced use, Paris.
- 1998 - Oracle Express, OLAP client and server, Nanterre.

☐ 1997: DESS (postgraduate degree) in Information Systems and Decision Support (SIAD)

- Analysis, design and optimisation of information systems – UT1 Toulouse.
- Business IT applied to public administration – UT1 Toulouse.
- Business intelligence: datawarehouse, datamining, reporting.
- Public administration management.

☐ 1996: Master's degree in Economic and Social Administration (AES)

- IT tutorial instructor, SIAD preparation
- Specialisation in Trade and International Business – UT1 Toulouse.

LANGUAGES

English: professional, written and spoken.

Spanish: intermediate.

MOBILITY

I am based in the 06 (Alpes Maritimes).

I am available to work in the 31 (Haute-Garonne).

Mobility throughout France (hybrid arrangement preferred: on-site / remote working every other week).

KEY TECHNICAL SKILLS

In **bold** => very good command and autonomy.

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|--|---|
| ☐ Methods and design | V-model, Agile: RAD - Scrum, Merise design, ITIL and best practices, requirements matrix, ISO-9001, Hypercube, datamart, datamining and dataWareHouse modelling. Business Process Modelling (BPM) and IT Service Management (ITSM) |
| ☐ Main languages | PHP, Java, JavaScript, JSP, XML, CSS, XSL, HTML, VBA, SQL, ASP, DOS, Shell, ... |
| ☐ Databases | MySQL, MariaDB, OLAP, AMC Power Designer, Oracle, Ms SqlServer, Lotus Domino, MS Access, File Maker Pro, Sybase, SQL Windows, Oracle Express, Suite Harry, Active Directory, LDAP, DB2, ... |
| ☐ Servers | Cognos, Nginx, Websphère, Business Object, Apache, IIS, Lotus Domino, Iplanet Directory Server, Weblogic, Windows 2000 server, Calendra Directory Manager, File Maker Pro, ... |
| ☐ Tools & software | MS Office suite: Excel, Word, PowerPoint, Microsoft Project, SiteScope, Visio, CVS, Backup.Exe, Mega, VMware, Fireworks, Landesk Management, Quality Center, WebDoc, Ab Initio / Elementum, Talend, Ensure, Nagios, OptiMaint, Doors, Net Screen, What's up, Oracle Express Object, ServiceNow, Jira, Confluence, PostMan , Asana, Sharepoint, ... |
| ☐ Network / security | Windows, Linux, Macintosh.
TCP/IP and data flows: LAN/WAN, HTTPS / SMTP / DNS / PROXY / FIREWALL / VPN, ... |
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PROFESSIONAL EXPERIENCE

Monaco parking (Freelance Alten)		2026 to date
Project Director	IS Migration	Mar. 2026 – present Monaco
Migration and overhaul of the subscriber management IS		
Architecture modernisation and change management		
→ Migration of the centralised subscriber system, interface with vendor Netceler, de-risking of go-lives → Evolution of the booking system, interface with vendor Redbox, enhancements and deployments, issue management → Cegid --> Sage migration, interface with the integrator ADSI, securing of go-lives → Requirements definition, specifications, project management, MCO, go-lives, Steering & Project Committees		
Outcome: Modernised, high-performance and secure solution.		
Technologies: PostgreSQL, PERL, MS Office, Sharepoint, Proxmox, PHP ...		

1.2.3 Ventes (Independent)		2024 - 2025
Self-employed	123 Ventes: e-Commerce CMS	Jan. 2025 – Feb. 2026 Vence 06
CMS and web		
Development of an e-Commerce CMS - continuation of the work started in 2019		
→ Modernisation and hardening of the architecture: • migration to php-fpm, Nginx as front-end, • supervision and monitoring of the PHP/Nginx servers (OpenSuse), • hardening of the servers (2 Linux) / SSL, SSH, Fail2ban, modSecurity ..., • optimisation of system backups, scripts and MariaDB replication. → Implementation of dynamic SEO, optimisation of multilingual SEO tags, → Enhancements, structuring and optimisation of the code for the front and back office interfaces, ajax ... → Adaptations to the corporate website, modernisation → Development of patching, deployment and automatic dynamic site update tools → Implementation of site tracking: creations, activity, follow-ups, deletions... → Budgeting and prospecting for future clients and partners...		
Outcome: Modernised, high-performance and secure solution. Increased PHP expertise.		
Technologies: Apache, Nginx, MariaDB, PHP (8.2), JS, JQuery, Ajax, SCSS, OpenSUSE, Munin, Fail2ban, Nagios, Elastic search, Kibana, shell scripts, ssh, SSL, named ...		

Independent via Prolelan	2023 - 2024
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Time & Materials: Association Merger Project

Data and program migration for the merger of two GIEPS associations

- Analysis of business needs and merger impacts, technical/functional mapping of the IS:
 - requirements-gathering workshops for each entity of the group,
 - analysis of the database and data model, internal and external flows, WS, API, ERP, BATCHES, ...
 - cost analysis, estimating and risks.
- Cross-functional coordination and organisation with the departments:
 - legal, accounting, IT, marketing, document output, CPAM transmission, infrastructure and production,
 - cross-departmental planning.
- General design, requirements and priority matrix, project management:
 - estimating, planning, risks, project and steering committee reporting,
 - drafting of general and detailed specifications,
 - retro-documentation and repository on SharePoint,
 - management of IT teams / tech leads / infrastructure / resources and partners, ...
- Testing, accounting closure simulations, business acceptance testing
 - 5 test and acceptance go-lives,
 - organisation of the final go-live.
- Various smaller enhancement projects run in parallel

Outcome: Successful migration on the scheduled date with no defects.

Technologies: Asana, iBIMI, Sharepoint, Office, web API, PHP.

1.2.3 Ventes (Independent)

2019 to 2023

Self-employed

123 Ventes: e-Commerce CMS

Feb. 2019 – May 2023 | Vence 06

CMS and web

Design and development of an end-to-end e-Commerce solution in PHP

- Framing of needs and objectives, roadmap, project plan, budgeting.
- Scope analysis, competitor analysis, initial contact with partners.
- Design and development of the solution, front office and back office.
- Server setup and configuration. Web development, LAMP/ XAMP /API /CSS / SSL.

Outcome: solution development ongoing. Increased CSS expertise.

Technologies: Apache, MySQL, PHP, JS, JQuery, CSS, OpenSUSE, ...

BEMORE (IT services)

2017 to 2019

Fixed price: Compliance: BOFIP law BOI-TVA-DECLA-30-10-3020160803

Securing the transactions of the payment IS: electronic signature and blockchain, NF525

→ Project framing and design:

- audit, analysis and mapping of IS flows and applications, documentation of the existing system,
- selection of the certification body, validation of the certification process,
- traceability of the regulatory requirements of the BOI 30-10-30 law and induced system requirements,
- general design, drafting of functional specifications and ISO-9001 compliance,
- estimating and costs, schedule, risk management, acceptance testing.

→ Project management and steering:

- weekly reporting to the CIO and escalation of risks,
- recruitment and supervision of 2 developers, agile scrum method, backlog writing,
- test campaigns, adjustments, corrections and pre-production release.

Outcome: compliant, robust solution, limited costs. €150K. 1000 person-days. 100 users.

Technologies: REST API, .net, RSA 2048, MySQL, MSSQL, WinDev, Adonix, Jira, Confluence, ISO-9001.

BA / PMO

**PROBTP: Insurance, Personal Protection,
Pensions**

Oct. 2017 - Feb. 2018 | Cagnes / mer
06

Time & Materials: Compliance: 4th AML/CFT Directive - DMOP/ IOT

Anti-money laundering and counter-terrorist financing, business analysis

→ Requirements analysis and functional design:

- analysis of the regulatory requirements of the 4th AML/CFT Directive,
- consolidation of the specification with the business owner,
- drafting of functional specifications, traceability of regulatory and system requirements.

→ Agile scrum mode:

- backlog writing,
- sprint tracking / schedule and mock-up.

Outcome: design and specification formalised and approved. Mock-up approved. 10 users – 300 person-days.

Technologies: Lotus Notes, Java, web services, Office 2010, Angular.

**Lead Project
Director**

SYMAG: POS software vendor

Jan. 2017 – Sept. 2017 | Antibes 06

Fixed price: R&D: Compliance with BOFIP law BOI-TVA-DECLA-30-10-3020160803

Securing cash register transactions: electronic signature and blockchain, NF525

→ Stabilisation of the project arising from BOFIP law BOI-TVA-DECLA-30-10-3020160803:

- consolidation of scope, estimates, schedule and staffing management,
- supervision of a functional consultant, validation of the design document and specifications.

- Management of the development (5 people), integration (3 people) and support (30 people) departments.
- Management of deployments with the account directors:
 - deployment to client retail chains: Carrefour, Casino and Casino cafeteria, GIF, FNAC, Noz, Simply...
- Weekly reporting on the R&D core platform and each client rollout: progress, actions and risks.

Outcome: complex project successfully delivered. 36 retail chains – 1500 person-days. Thousands of users.

Technologies: MS Project, Change-point, Delphi, Clipper, Office suite, DBF, ISO 9001.

Freelance via Consort NT

2014 to 2016

**Project Manager – BA,
Delivery**

ORANGE: Provider and Telecoms

Sept. 2015 – Dec. 2016 |
Sophia Antipolis 06

Time & Materials: Digital Factory – HEBEX – CAB

Overhaul of the change management tools

- Analysis of the existing system and requirements:
 - consolidation of business needs on the infrastructure: service platforms and servers (3000),
 - design and formalisation of requirements, workflows and business rules.
- Study and benchmark of market software: summary, costs, lead times and risks.
- Selection of an integrator and creation of a mock-up with them: ITIL suite ServiceNow.
- Analysis and optimisation of the DRP: action plan, critical machines, incident scenario,

Outcome: business scope clarified, ServiceNow tool selected. €800K - 3000 servers – 600 users.

Technologies: apache, MySQL, JavaScript, Office 2010 productivity suite, ITIL V3, ServiceNow.

BA / PMO

RATP: Hypervision

Apr. 2013 – Aug. 2015 | Val de
Fontenay 94

Time & Materials: TOSCANE Project – ING – SVM – SGE

Overhaul of the supervision / hypervision tools for the fixed equipment of the Paris metro

- Support in defining requirements and allocating them across the IS.
- Overhaul strategy and presentation of scenarios by type, 10-year costs and lead times.
- Drafting of functional specifications: general design / detailed design / interfaces.
- Forecast schedule, estimating, assessment of resources and lead times.
- Public procurement tender:
 - drafting of the call for applications,
 - analysis and scoring grid, evaluation of the bids received (17),
 - meetings with the shortlisted companies, validation with management.

Outcome: satisfied client on this large project, deadlines met. 56,000 items of equipment - €1,800K – 20 users.

Technologies: Java, Windows XP, MS OFFICE 2003 suite, ESB, ETL, SCADA, LAMP, APPLIBUS.

Coordinating Project Manager**FRANCE TELECOM (OBS): Mobile data**

Nov. 2011 - Mar. 2013 | Arcueil 94

Time & Materials: OTARIE Project – OBS - FT/OF/DSIF/DSIR/DS EXPLOIT/DP TPR**BI on the 'data' flows of the mobile networks, international deployment - English**

- Takeover of the existing system, summary and consolidation of ongoing requirements (BA):
 - technical analysis of flows, ETL and interfaces,
 - product acceptance testing, architecture expertise, monitoring of enhancements.
- Remote management of deployments:
 - POC of the tool with potential clients (Orange subsidiaries),
 - validation of the prerequisites and technical architectures of the interested subsidiaries.
- Organisation of deployments:
 - for Belgium, Moldova, Poland, Romania, Congo and Armenia,
 - facilitation of workshops, coordination of schedules and interventions,
 - training of a three-person team (in English) for the installation of the servers and products.

Outcome: deadlines met, successful deployments. Industrialised deployments. €14K / project – 20 users.

Technologies: MySQL, Cognos, PHP, Talend ETL, Apache, Redhat, Open LDAP, MSOFFICE 2003, MS Project, Putty.

Functional Architect, Delivery**SAGEM SÉCURITÉ (MORPHO): Biometrics**

Apr. 2011 - Oct. 2011 | Osny 95

Capped Time & Materials: MORPHO CORE PLATFORM Project**Design of "cross-functional & turnkey" system administration tools - English**

- Requirements audit by business building block: interviews with architects and product managers.
- Drafting of the requirements statement, formalisation of cross-functional requirements, ITIL approach. English.
- Functional design and definition of the target architecture, security and performance constraints.
- Support in prioritisation and analysis for the selection of open source tools. Tool selection and benchmark.

Outcome: increased Linux expertise, target design ready for development. 1500 person-days - 40 users.

Technologies: Windows XP, MS Office 2007, Doors, Flum, Mule, RedHat, VMware, ITIL V2.

Functional Architect**SAGEM SÉCURITÉ (MORPHO): Radars**

Oct. 2010 - Mar. 2011 | Osny 95

Fixed price: HGV eco-tax (Écotaxe poids lourds)

Response to the CMMS tender for the French government heavy goods vehicle eco-tax project

- Analysis of the government tender: response to the CMMS need and drafting of the requirements specification.
- Design:
 - analysis and formalisation of the maintenance and supervision processes (France),
 - drafting of functional specifications, data qualification,
 - design of the architecture and interfaces.
- Selection of the CMMS tool:
 - benchmarks of the various CMMS software suites on the market, initial contact with vendors,
 - POC with OptiMaint and validation.

Outcome: design and architecture ready for development to begin. 800 person-days - 1,500 items of equipment.

Technologies: Windows XP, Office 2007, Doors, OptiMaint.

Security Supervisor

LA BANQUE POSTALE: Application security

June 2009 - Sept. 2010 | Ivry
94

Time & Materials: Accreditation Programme - DISFE

Management of LDAP application rights on the bank's products

- Functional and technical qualification of business requests for application access rights.
- Rollout to production through maintenance releases.
- Optimisation of batch processing.

Outcome: significant optimisation of processing. Client satisfaction. 1,400 users.

Technologies: Linux, Windows XP, LDAP, RACF, Excel, Word, VBA.

Independent Consultant (UMALIS)

2008, 2009

Webmaster / Developer

MAC CANN G AGENCY: Events

Nov. 2008 - May 2009 |
Clichy

Fixed price: HR for freelance entertainment workers

Creation of the HR intranet site for employment contracts and scheduling

- Requirements analysis, business process analysis and design of the HR workflow.
- Development of the web tool with:
 - transfer and migration of personnel data,
 - engagement requests and their workflow,
 - mail merge of employment contracts,
 - development of the interfaces.

Outcome: optimisation of the HR department. User and CEO satisfaction. 20 users - 140 person-days.

Technologies: File Maker pro, PHP, MySQL, Apache, Debian, Ultra Édit.

Fixed price: Strategic Workforce and Skills Planning (GPEC) project

Design of the HR data warehouse for the GPEC and of the reporting (dashboards)

- Analysis and mapping of the IS with domain managers and enterprise architects:
 - identification of products, processes, flows, data sources and interfaces,
 - gathering of requirements from the business owner (European directives, requested tables...).
- Design:
 - design of the BI architecture: data warehouse and its data feeds,
 - design of the reports and dashboards for mapping the workforce population.
- Drafting and application of the Quality Assurance Plan:
 - project framing, meeting facilitation and schedule tracking.

Outcome: business owner satisfaction. Design document ready. 8 contributors - 20 users.

Technologies: Windows XP, AMC Power Designer, VBA Excel Access, MS Project, Business Object, Sybase.

CONIX (IT services). Security

2005 to 2008

BA, Delivery

SNCF: General accounting

Dec. 2006 - Feb. 2008 | Paris 9th

Time & Materials: Budget framing, deployment

Framing and breakdown of the 2008 National budget

- Business analysis for the 2008 budget framing exercise:
 - analysis of business requirements and hierarchical exchange flows,
 - drafting of functional specifications, design and optimisation of existing tools,
 - supervision of a 3-person team, acceptance testing, corrections, delivery.

Outcome: satisfaction of the business owner and users, improved VBA skills. €3,000K - 80 users.

Technologies: Excel VBA, Oracle, MS Access, Windows XP.

BA, Delivery

TOTAL: Security & Monitoring

June 2006 - Nov. 2006 | Pau 64

Time & Materials: Worldwide management of the security appliance estate

Implementation of the website for managing the worldwide security estate

- Design and development of the CMDB tool for the worldwide inventory of the security estate:
 - design of the web client/server architecture, the conceptual data model and the UIs,
 - data analysis and migration and development of the application in FMKPRO WEB.
- Technology watch on the alerts published by the CERT and corrective action.
- Monitoring, backup management and DRP.

Outcome: optimisation of interventions and support. Business owner satisfaction. 5,000 items of

equipment / 10 users.

Technologies: RedHat, Windows, FMPro, Nokia FW, Net Screen, What's up, Cisco, Barracuda, Server Radius.

Project Manager

SFR SI: People directory

Jan. 2005 - May 2006 | Paris La Défense

AMS: "AUI Flow Reversal" project

Overhaul and centralisation of the flows of the Universal Internal People Directory

- Mapping and audit of existing directory platforms:
 - identification of flows, batches and processes.
- Drafting of general functional specifications, documentation consolidation:
 - supporting the client in defining their needs,
 - management of a team and of application managers by domain (7 people).
- Support on the production platform: PVCS defect tracking and on-call duty

Outcome: large-scale project simplified and optimised. Sensitive go-live. Business owner satisfaction.

Technologies: Unix, redHat, CentOS, Windows, Lotus Domino, Calendra Directory Manager, iPlanet, Ensure, Java, VMware.

EMW company: magazine publishing

2004

Network and Security Manager

EMAP: Magazine publishing

Mar. 2004 - Dec. 2004 | Paris 15th

Fixed-term contract: Website management, security, network and monitoring

Supervision and monitoring of the group's websites, security, infrastructure, network

- Télé Poche, Télé Star, Auto Journal, ADDX, Ciné Chiffres, Top santé, Bateaux Online, FHM, BIBA, 20 ans, ...
- Supervision and monitoring of the 17 event websites running on LOTUS / PHP / ASP hosted by Wanadoo.
- Local network administration:
 - implementation of security policies, remote access and firewall rules,
 - selection of anti-virus and anti-spam software,
 - contact with resellers and purchasing for the workstations (20) and servers.

Outcome: improved website availability and security, elimination of spam, robust architecture.

Technologies: Linux, Windows XP, Windows 2000 server, Mac Os, Lotus Notes and Domino, HTML, ASP, SiteScope, TCP/IP, Firewall Nokia, PHP, MySQL, SQL Server, Backup.exe, Array LoadBalancer, ColdFusion.

TRADITIONET (SARL): IT and communications

2003 to 2004

Partnership with Traditionet: website with Lotus Notes**Creation of the corporate website, automated content feed**

→ Support in finalising the website:

- data migration,
- Client support.

Outcome: client satisfaction. Autonomy and versatility.

Technologies: Windows NT, Windows 98, Lotus Notes and Domino, Visio, HTML, Microsoft Network, Excel.

EXPONENTIEL Technologies: E-business software vendor**2000 to 2002****Integration Project Manager****KELKOO: Web comparison engine**

Jan. 2002 - Dec. 2002 | Paris 9th

Internal: Implementation of the Web (CRM) solution for click counting, in English**Creation of the intranet for click-throughs with the Exponentiel software in 3-tier architecture**

- Analysis of the requirements specification in English.
- Design of the conceptual data model and interfacing with Business Object:
- Drafting of the functional and technical specifications in English.
- Supervision of the developers (3 people) in Java, JavaScript, JSP, XML, XSL, VB.
- Testing, corrections, acceptance testing and release to production.

Outcome: client satisfaction. Increased expertise in new technologies.

Technologies: Windows 98, Windows NT, Java, JavaScript, XML, XSL, SQL Server, VB, IIS, Apache, Jaguar, JRun, Ant, Websphère, MS Project, Power Designer, HTML, Dreamweaver, Microsoft Network, Unix, CVS, Dos, XmlSpy....

Integration Project Manager**PHARMASTORE: E-commerce website**

Apr. 2000 - Mar. 2002 | Paris 9th

Internal: Implementation of the website**Creation of the pharmaceutical products e-commerce website with the Exponentiel software in 3-tier architecture**

- Requirements analysis, drafting of functional and technical specifications
- Design of synchronous web and asynchronous Unix => Windows exchanges for data migration.
- Management of a team of developers in Java, JavaScript, JSP, XML, XSL, VB (9 people).
- Testing, corrections, acceptance testing and release to production, client support.

Outcome: website delivered. Client satisfaction. Increased responsibility and web skills.

Technologies: W98, WNT, Java, JavaScript, XML, XSL, SQL Server, Visual Basic, IIS, Apache, Jaguar, JRun, Ant, Websphère, MS Project, Power Designer, HTML, Dreamweaver, Microsoft Network, Unix, CVS, Dos,

VALORIS (IT services): BI-focused IT consultancy**1997 to 2000****IT Design Engineer****FRENCH MINISTRY OF JUSTICE: AMS**Nov. 1997 - Mar. 2000 | Paris
1st**Capped Time & Materials: Level 2 support for all District Courts in France****Hotline support and management of enhancements on 4 applications used by court clerks across France**

- Level 2 telephone support across France:
 - remote takeover of workstations and servers, manual corrections.
- Development of corrections and enhancements, deployment of updates across the French network.

Outcome: optimisation of interventions. Improved user relations.**Technologies:** Windows 95, Windows 98, Windows NT, Access, SQL Windows, SQL, Landesk, DOS, Novell.**IT Design Engineer****FRANCE TELECOM: Decision support**May 1998 - Apr. 1999 | Paris
14th**Time & Materials: "Cost price" of a telephone minute project****Development of the BI application and dashboards**

- Oracle Express BI design and development:
 - drafting of detailed technical specifications,
 - development of interfaces, dashboards, views and BI indicators.
- Installation of client workstations: support and training of end users.

Outcome: user satisfaction, increased technical expertise in architecture and development.**Technologies:** Windows 98, Windows NT, Access, Oracle Express Object and server, Oracle, Visio, PLSQL.**IT Design
Engineer****FRANCE TELECOM: Billing**Feb. 1998 - Apr. 1998 |
Montreuil 93**Fixed price: Qualification of business rules with the SOPRA "Règles Du Jeu" software package****Design and application of the business rules for telephone communications**

- Drafting of detailed functional specifications for the business rules.
- Development and delivery of the rules with the 'Règles Du Jeu' software package.

Outcome: exposure to large systems and to functional issues.**Technologies:** MVS, Windows 31, Access, RDJ, MVS, OS2.

Fixed price: Analysis of water quality sampling

Development and migration of the VBA application for water analyses

- Migration of the interfaces for the CGE client/server application from VB3 to VB5 (5000 workstations / 500 servers).
- Impact analysis and technical specifications, modification of the UIs.

Outcome: deepening of my knowledge of VB, shared development environment.

Technologies: Windows31, Windows95, Windows NT, MS Office, Dos, Access, Visual Basic.