

EXECUTIVE PORTFOLIO

Transformation & Operating Model Leader | Financial Services & Technology | Luxembourg & EMEA

EXECUTIVE VALUE PROPOSITION

I drive enterprise transformation through operating model redesign, value chain optimization, digital enablement and scalable growth: turning strategy into measurable enterprise value, in regulated and global environments alike.

15 years leading large-scale business, digital and operational transformation across Financial Services and Technology Distribution.

\$500M+ Approx. business value created across initiatives	\$230M annualized value, global programs	€900B+ AuCA supported: 1,250 funds, 82 clients	100% of NAV controls automated for Traditional Funds
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LEADERSHIP IMPACT

DIMENSION	WHAT I DID	BUSINESS VALUE
Vision	Translated business, client, regulatory and growth goals into target operating models and roadmaps.	Strategy and execution aligned; stronger governance and resilience.
Results	Delivered programs at TD SYNnex and BNY across operating model, revenue growth, automation and risk.	Measurable value: cost, recurring revenue, productivity, controls.
Leadership	Mobilized business, operations, technology, risk, compliance and client teams around one agenda.	Faster decisions and delivery of strategic initiatives.
Execution	Led standardization, simplification, digitization, automation and operating model redesign.	Efficiency, scalability, control effectiveness, resilience.
Digital & data	Delivered data remediation, reporting transformation, analytics and process digitization.	Better data quality, insight, transparency and decisions.
Growth	Scaled capacity through operating model redesign, automation and client-centric service.	Client and volume growth without proportional cost or headcount.

Vision → Results → Leadership → Execution → Growth

Define the direction. Deliver the outcomes. Mobilize the organization. Execute the transformation. Enable sustainable growth.

TRANSFORMATION LEADERSHIP FRAMEWORK

I help organizations transform and scale by orchestrating five interconnected dimensions. My expertise is the end-to-end value chain: how an organization creates, delivers and captures value.

DIMENSION	KEY QUESTION	FOCUS AREAS
Strategic	<i>Where are we going?</i>	Strategy execution, operating model design, business model innovation, revenue diversification, M&A integration
Operating model	<i>How do we operate?</i>	Standardization, simplification, governance, controls, Lean, organizational redesign
Digital & technology	<i>How can technology create value?</i>	Automation, AI, data & analytics, cloud, process digitization, platform modernization
Organization & people	<i>How do we mobilize people?</i>	Leadership alignment, change management, capability development, stakeholder engagement
Client & growth	<i>How do we create client value and growth?</i>	Client-centric operating models, service transformation, onboarding, scalability, customer experience

SCALE OF IMPACT

- Global enterprise serving 150,000+ customers across 100+ countries; 24 EMEA countries reached by large-scale transformation and growth programs.
- \$250M+ recurring and incremental revenue enabled through cloud, marketplace, subscription and digital commerce initiatives.
- BNY Luxembourg Trustee & Depositary: 1,250 funds, 82 clients and €900B+ AuCA supported through automation, data and operating model change.
- 100% of NAV controls automated; 60% of funds' NAV feed automated; 80% of order lines automated (EDI platform).

LEADERSHIP POSITIONING

Transformation & Operating Model Leader with 15 years delivering large-scale business, digital and operational transformation across Financial Services and Technology. Specialized in value chain optimization, business model innovation, digital enablement, automation and scalable growth, with a proven record of turning strategy into measurable enterprise value.

SELECTED BUSINESS CASES: PROOF THROUGH EXECUTION

INITIATIVE	COMPANY	ACHIEVEMENT	KEY FIGURES
STRATEGIC TRANSFORMATION			
Global Business Optimization (GBO)	TD SYNnex Worldwide	Enterprise-wide operating model simplification, profitability, working capital and commercial effectiveness.	\$230M annualized value • \$197M realized • \$252M plan • 100+ countries
Microsoft StreamOne Cloud Marketplace	TD SYNnex EMEA	Shift from transactional distribution to subscription-based cloud and recurring revenue.	30K partners • 500K customers • 24 countries • \$315M Azure revenue
Software Marketplace & Digital Commerce	TD SYNnex EMEA	Multi-vendor self-service marketplace: automated provisioning, renewals, licensing, cross-sell.	\$200M+ incremental revenue
As-a-Service & Circular Economy	TD SYNnex France	Leasing, buy-back, refurbishment and lifecycle services creating recurring revenue and retention.	New business model and recurring revenue engine
OPERATING MODEL TRANSFORMATION			
Client Onboarding Digitization	BNY Luxembourg T&D	Digitized onboarding from due diligence to production go-live and first cash movement.	Major clients onboarded (e.g. Allianz / AGI)
E-Business & EDI Integration Platform	TD SYNnex France	End-to-end order management and partner integration via ERP-to-ERP services.	80% of order lines automated • 30K partners
DIGITAL & TECHNOLOGY TRANSFORMATION			
NAV Automation: traditional funds	BNY Luxembourg T&D	Automated NAV controls, monitoring, reconciliation and reporting.	100% of 7 key controls • 60% of NAV feeds automated
Funds Documentation Repository & AI	BNY Luxembourg T&D	Central data and documentation platform with AI-enabled extraction and reporting.	3,000+ documents digitized
Funds Reporting & Analytics	BNY Luxembourg T&D	Digitized fund inventories and operational reporting with Power BI and data automation.	1,250 funds • 82 clients • €900B AuCA
CLIENT & GROWTH TRANSFORMATION			
PACE Digital Engagement	TD SYNnex EMEA	Scalable digital engagement model for SMB customers: automation, analytics, self-service.	21K resellers • \$70M GP run-rate • +26% YoY
Electronic Software Distribution	TD SYNnex France	Physical distribution to digital on-demand fulfillment for Microsoft and 60+ vendors.	\$50M annual revenue
Microsoft Security (MFA) Adoption	TD SYNnex EMEA	Faster security adoption across partners: revenue growth, lower cyber-risk exposure.	\$50M+ risk mitigation and loss avoidance