FOUZIA SEGUER

ENTERPRISE TRANSFORMATION & OPERATING MODEL LEADER

Enterprise Transformation | Operating Model | Business Performance & Value Creation | Digital, Data & AI Enablement
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EXECUTIVE PROFILE

Transformation leader with 15+ years of experience delivering enterprise, operating model and digital transformation across global technology distribution and regulated financial services. Translates strategic priorities into scalable operating models, measurable business value and sustainable growth. Currently leads transformation initiatives within BNY's Trustee & Depositary business, focused on operational resilience, data quality, automation and regulatory readiness. Targeting Director-level roles that combine enterprise transformation, operating model evolution and value creation.

TRANSFORMATION EXPERTISE

Strategy & Operating Model: Enterprise Transformation • Target Operating Model • Organization Design • Strategy Execution

Value Creation: Business Cases • P&L Modeling • Benefits Realization • Cost-to-Serve • Margin Improvement

Transformation Leadership: Program Governance • Executive Reporting • Stakeholder Alignment • Change Management

Digital & Automation: Process Optimization • Data & Business Intelligence • Automation • AI Use Cases

Growth & Scalability: Commercial Transformation • Client-Centric Services • Scalable Growth • Regulatory Readiness

Further case studies in Executive Portfolio

PROFESSIONAL EXPERIENCE

BNY | Luxembourg — Aug 2024 – Present

Vice President, Business Transformation – Custody, Trustee & Depositary

Lead transformation initiatives for Luxembourg Trustee & Depositary operations, with a scope of 55 people, partnering with the Europe POD, the Head of Depositary and Senior Vice Presidents.

- Standardize and optimize the operating model to support scalable growth and resilience, translating regulatory requirements into operational controls, governance and transformation roadmaps.
- Strengthened the data and control foundation of Trustee & Depositary operations, giving management clearer oversight and business intelligence and a scalable base for further digitization and automation.
- Automated book-of-business reporting and digitized checklists and fund documentation inventories, strengthening management information and data governance.
- Automated 100% of NAV controls for Liquid funds (3 FTE capacity) and 60% of NAV collection (6 FTE capacity).
- Implemented the Eliza bot to automate fund-list population, reducing manual processing and improving data consistency.
- Serve as Custody subject matter expert.
- **Scope:** 1,250 funds • 82 clients • €900B+ assets under custody and administration (AuCA)

TD SYNNEX | Global — 2021 – 2024

Senior Transformation Analyst – Global Transformation Office

Member of the central Transformation Office, driving enterprise-wide transformation and operating model integration across an organization of 24,000 employees serving 150K+ customers in 100+ countries.

- Led the Global Transformation Office's end-to-end governance and value tracking for the transformation plan, overseeing program performance, risks, dependencies and benefit realization.
- Coordinated strategic cost-to-serve programs across business, operations, technology and finance functions.
- Supported post-merger synergy execution, including the TD SYNNEX rebrand and operating model integration.
- **Key Results:** $197M realized benefits • $230M annualized value • $252M value plan. Realized savings supported the Tech Data–SYNNEX merger and execution of its synergy plan.

TD SYNNEX | Europe (formerly TECH DATA) 2012 – 2021

Transformation & Project Leadership – EMEA Strategy, Adoption & Digital Business Models

Led transformation and growth initiatives across EMEA and France, translating strategy into market execution and adoption, engaging 160+ management leaders across EMEA and supporting a 600-person organization in France.

- Turned regional strategy and business cases into country roadmaps and rollout plans (Microsoft & Adobe).
- Aligned commercial, operations, technology, marketing and sales teams across markets.
- Led transformation initiatives from business case to market rollout, including customer lifecycle automation, cloud adoption, as-a-service models and digital commerce models.
- Led ERP/EDI integration and order automation initiatives.
- **Key Results:** Programs deployed across 24 EMEA countries • 30K partners enabled • 500K customers supported • Supported an Azure program generating $315M in revenue • Delivered $200M+ in incremental revenue • Supported a software business generating $50M in annual revenue • Achieved 80% order-line automation

French Ministry of Finance | France 2008 – 2011

Economist | Project Manager

- Advised French companies expanding across Africa on funding and procurement from international financial institutions.

EDUCATION, CERTIFICATION & METHODOLOGIES

- Executive Master in Political Sciences | Sciences Po Paris
- Executive Master in Finance, with Honors | Sorbonne Business School
- **Program Management:** PRINCE2 • Lean Six Sigma Green Belt • ADKAR Change Management • Agile Ways of Working
- **Investment Funds Certifications:** Private Equity • Real Estate Funds • Sustainable Finance
- BNY European Bank Talent Program: private-market collateral and tokenization

LANGUAGES

- French: native | English: fluent / professional