

Serge Baccou

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IT Interim Manager

Enthusiast, precise and experienced (several missions as an interim manager), I supervise and federate teams to enable IT transformation.

Skills

IT Management

- Management of large teams
- Change management
- Negotiations, trade-offs, and crisis management
- Financial set-up and follow-up (resources and means)
- Design of a dashboard and a IT monitoring plan
- Organization and leading of IT committees
- Communication with business lines

Program Management

- Project management as described in PMI best practices, use of MS-Project
- Project initiation: opportunity study, functional specifications, statement of work
- Project planning: WBS definition, activity duration estimation, project plan definition
- Project execution: project communication, subcontractors follow-up
- Project control: project reviews, cost and time tracking, earned value management, risk management, change control

IT Transformation

- ITSM processes improvement: configuration management (CMDB), release management, incident management, Service Level Management (SLM), Disaster Recovery Plans
- Development processes improvement: Capability Maturity Model Integration (CMMI)
- Definition of Datacenter strategies: urbanization, new datacenter creation, move
- Definition and normalization of infrastructure systems:
 - Architecture Storage Area Network (SAN), storage arrays (EMC, Hitachi) and replication
 - Virtualization setup (VMWare ESX) and Cloud Computing
 - Active Directory, DNS, DHCP...
 - Mainframe (IBM z/OS) : IBM Parallel Sysplex, Geoplex, GDPS Hyperswap
 - Backup and Restore
 - Network devices (Cisco)
- Setting up of integration and preproduction environments
- Setting up of post-mortems reviews for major incidents
- Setting up of a Project Management Office (PMO)
- Outsourcing: knowledge transfer to offshore teams, follow-up of outsourced projects

Education and languages

- 1998 – Master's Degree in Computer Science - Network & Systems, with Honors
ISIAL (Institut Supérieur d'Informatique et d'Automatique de Lorraine), France
- 1997 – Master in Information Technology for Management (MIAGe)
Université Nancy 2, France
- English: fluent (many international assignments), German: basic

Experience records

From 1995: Managing Director of Baccou Bonneville Consultants

Cofounder and manager of an independent consultancy dedicated to the IT departments of large companies and administrations. The company operates worldwide.

2009 – 2011: Interim Manager / Group IT Continuity Management, BNP Paribas

Creation of a governance structure supported by top management and reporting to the Group CIO to guarantee IT service continuity. The program covers all aspects of continuity: business lines, architecture, development, testing, integration and IT production.

- Setting up of a team of 120 people, distributed in 10 countries
- Training and involvement of 1 000 people worldwide
- Design of the program, of norms & standards and technical solutions
- IS responsible for the program: EDM and CMDB projects
- Relationships with business analysts, security, operational risk, BCP, IT engineering and IT production
- Introduction of a dashboard toward the Group CIO and the C-Level managers

2007-2009: Interim Manager / Integration Department Manager, Veolia Propreté

Replacement of a manager and reorganisation of the department (merge of 2 entities). The team assisted the projects in all the technical aspects, from scope study to final project assessment. The team also worked on deployment in production. I reported to the IT Operation Director. From April 2007 to March 2009, the team assisted about 60 projects (core-business projects, commerce, finance, architecture and infrastructure).

- Recruitment (writing of the job descriptions, interviews, selection, etc.) and management of 20 people (architects, project managers, engineers)
- Creation of a virtualized integration environment composed of more than 130 virtual machines
- Support to outsourcing projects
- Definition of the team budget and follow-up

2007: Interim Manager / IT Production for emerging markets– Danone / Accenture

Supported by Danone top management, the mission applies to a crisis situation on the IT for emerging market. It deals with a team of 30 people in Mexico (Production) and 60 people in Argentina (Development). IT permits to detect the anomalies and to find solutions.

- Infrastructure issue: improvement of the capacity planning and run process
- .NET Architecture issue: performance improvements and technology roadmap
- Methods and development issue : improvement of development processes

2005-2006: CMMI Certification & Outsourcing, Alcatel Lucent

Level 2 and 3 CMMI certification of a development centre in France and outsourcing of the support to Indian tems. The CMMI certification concerned 200 people (managers, project managers and developers). 50 people was concerned by the outsourcing in India.

1999-2004: Setting-up of Shared Service Center (SSC), Alcatel

Setting-up and management of a development Shared Service Center (SCC) (graphical user interface development in HTML & Java). The central team is made of 9 people + 130 developers worldwide spread into 5 sites including 1 in India. I'm the inventor of a language on which two patents are registered for my client.

1995 – 1998: Technique Manager

Management of server and network infrastructure projects for about 50 clients (industry, energy, education, health, sport and services). Project management and team management (8 people).