

LOUINEAU OLIVIER

Waterloo, Belgium | +32496594249 | olivier@louineau.be
<https://www.linkedin.com/in/louineau/>

SUMMARY

Catalyst leader with 20+ years of proven track records in software development life cycle (SDLC), ICT operational areas and projects. Extensive experience in leading local and virtual teams. Mature professional at ease in both large international organizations and local midsize companies.

CORE EXPERTISE & VALUE PROPOSITION

ICT SDLC & Operations management

- Managing development projects and daily operations (supporting 7 countries).
- Increasing operational efficiency and quality, focusing on high added-value activities, implementing saving programs.
- Deploying ad hoc project management, Prince2 or Agile based, promoting Agile thinking and continuous improvement.

Process & organizational improvement

- Running audits, understanding business process and needs.
- Developing enhanced processes/organizations inspired by best practices.
- Defining and running an action plan, promoting change, implementing continuous measurement and improvement.

Transition management

- Outsourcing/offshoring of services (100 people for 9 countries), merger in a post-acquisition context, major software deployment (up to 10 simultaneous projects), and digital transformation.
- Performing impact study, setting up infrastructure, organizations, processes, and tools.
- Handling change management.

Leadership

- Leading multicultural local and virtual multidisciplinary teams.
- Building team spirit and cohesion, developing team autonomy and employee empowerment.
- Coaching, mentoring future leaders in the professional environment.

WORK HISTORY

Oct. 2011 – Sept. 2019: Senior Manager, Brussels, **MLOZ (insurance fund)**.

Mar. 2010 – Oct. 2011: Transition Manager, Brussels, **Capgemini (consulting)**.

Apr. 2008 – Nov. 2009: Engagement Manager, Brussels, **Devoteam (consulting)**.

May 1998 – Jan. 2008: Management positions, Brussels and Bangalore, **IMS Health (pharma software)**.

EDUCATION

1990-1994 Major in business economics, minor in human resources, **ICHEC**.

LANGUAGES

	Speak	Listen	Read	Write
French	Native	Native	Native	Native
English	Fluent	Fluent	Fluent	Fluent
Spanish	Good	Good	Fluent	Fair
Dutch	Fair	Good	Good	Basic

EXPERIENCE

- Oct. 2011 – **SENIOR MANAGER**, Brussels, *MLOZ (insurance fund)*
- Sept. 2019
- Hold various positions with a strong focus on process improvement, coaching, mentoring of managers and development of autonomy within the teams.
 - Deployed a software suite, introducing a major shift in application lifecycle management for approximately 50 mainframe developers across 3 locations.
 - Improved stability of production, measured in terms of unavailability of the systems, based on the input of the clients. Production consists of 1700 servers, 4500 laptops on 362 sites being subject to 1100 yearly applicative changes and 2000 operational changes.
- Reached key improvements through the detection and promotion of 54 best practices, review of the release process, better preparation and testing.
- Reduced unplanned downtime and interventions by 45% in 2017 and 2018 compared with 2016.
- Leading Portfolio management office (2 years), kept overall projects and change requests within budget: yearly average around 100 projects (17000 man-days), 1000 change requests (12000 man-days) and 40 going concern areas (18000 man-days).
- Mar. 2010 – **TRANSITION MANAGER**, Brussels, *Capgemini (consulting)- For Delhaize, a large retailer*
- Oct. 2011
- Outsourced the activities of 3 internal development teams, resulting in a total of 25 people. Services were smoothly transferred in 1 year without any negative impact on quality or continuity of service.
 - Took full responsibility for the quality of an HR package being adopted in replacement of 100+ internal applications. The key focus was on salary calculations of 16.000 Belgian employees.
- Apr. 2008 – **ENGAGEMENT MANAGER**, Brussels, *Devoteam (consulting) – for STIB, a public transportation company*
- Nov. 2009
- Led the implementation of IT service management (ITIL based) as well as the MoBIB card deployment in Brussels.
- May 1998 – **VARIOUS MANAGEMENT ROLES**, Brussels and Bangalore, *IMS Health (pharma software & data)*
- Jan. 2008
- Managed international activities within the ICT operations, implementations, development, support, documentation, and quality.
 - Did setup activities in India dedicated to European subsidiaries. Ran preliminary audits of operations in Italia, Spain, Belgium, UK, Portugal, Greece. 100 positions were concretely moved from Europe to India within 2 years.
 - As the implementation manager, followed up on up to 10+ parallel projects (50 to 1000+ man-days per project), coordinated the European deployment of a CRM for UCB.
 - Managed change and organizational models along with 4 mergers: Walsh, IMS Health, Synavant, Dendrite, Cegedim.
 - Created a variety of solutions to facilitate recurring cost-saving plans: sharing resources with partner companies, detecting issues on the client-side rather than waiting for support requests, externalizing very specific expertise, etc.
 - Completed a 4-week assignment as the country crisis manager to resolve an issue affecting about 100+ people not being able to work due to repetitive cyber-attacks.