



Jerome MUZET

Business Unit Manager

English / French – 30 years of experience in IT, Finance and Commercial Development
Specialist in public and private complex environments, in France and International

CONTACT

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LANGUAGES

English Courant - C1
German Basic
French Mother tongue

PROFILE

- Experienced manager of strategic business units, with strong technological, regulatory and financial component.
- Expert in P&L recovery, digital transformation, international profits centers structuring and complex projects management in sensitive environments (aerospace & defense, finance, French public market).
- Recognized leadership in change management, in harmonization of multi-country economic models and in sustainable trust relationships construction with internal and external stakeholders.
- Solid experience in multidisciplinary teams' management, up to 300 people, in matrix environment.

KEY SKILLS

- P&L & Finance Group steering: budgets over €100 million, profitability on multi-country EBIT, risk management, financial governance.
- Leadership & Management: team management up to 300 people, recruitment, operational & strategic management.
- Commercial & Development Strategy: design and signature of new offers, pre-sales, customer relations, partnerships in France and internationally.

PROFESSIONAL EXPERIENCE

Since August 2021: Detached to the French Ministry of Finance
Interministerial Digital Identity Business Unit

Interministerial Digital Identity Programs' Director

Implemented innovative Security Solutions with new business signings for the Business Unit Recovery of the program's entity for the BU's benefit, from a negative P&L to one profitable thanks to operational restructuring, cost rationalization and commercial revitalization. Restored client trust within tense and difficult context (with both clients and internal teams). Financial plans' Design, investments and partnerships thru sector analysis (over 100 million EUR) Profitability (P&L EBIT) for programs as well as for the BU alongside the Commercial team. Managed the Industrial Product Department (PKI & smart cards for Ministries, INTERPOL). Managed 30 experts (business, IT, security & commerce), in complex public-private environment.

2019 – 2020: CREDIT AGRICOLE (Bank 256,000 people France)

Director of IT & Finance Digitalization Program Operations

Led national and then European rollout of the mortgage loans digital strategy. Management and recruitment of a business operational team (35 people) Budget control, subcontracting and profitability contracts of the entity Significant support for digital business and IT transformation

2018 – 2019: DETECON (Consulting Firm, Deutsche Telekom - Switzerland)

Consulting Director / Transition International CIO

Turnover Development (> € 10 million) in French-speaking Switzerland and Rhône-Alpes region. Design of harmonized economic models and change support. Structuring of Commercial Offer and Delivery Model. IT organizational redesign for multi-site industrial customers in Europe.

2003 – 2017: T-SYSTEMS / DEUTSCHE TELEKOM (Global Telecom Provider

256,000 people – Paris, Toulouse, Munich, Hamburg, Barcelona, Madrid, Bristol)

Director of Aerospace Profit Center – P&L / EBIT with Depreciation Europe Profit Center / Finance Manager France since 2011

Permanent member of the French Board for Deal Approvals (Profitability, Investments, Risks, Compliance) Total profitability responsibility on EBIT and compliance of local and international contracts carried out from France with follow -up including the Airbus Group frame contract for 440 million/3 years Steering Sales and Presales phases on new deals for Aerospace & Defense Industry Aerospace and Defense International Finance Manager (P&L 10 – 500 mEUR / 3-7 years) Operational management of Aeronautics and Defense contracts (Cloud, Applications, Managed Services)

SAP & PLM Profit Center / Finance Manager for Big Deals 2008 - 2011

Manager of the Intl. (Europe, US, India, Asia) Contracts on Aeronautic Stress Calculation (Airbus & Airbus Group) 25 people (9 mEUR contract turnover)

- Management of European Sales Team (FR, GE, SP, UK)
- Cost Harmonization & Optimization on existing contracts and for the new deals
- Design and Control of the Global support on 24x7 to the aircraft stress calculation experts (Airbus and their partners in Europe, USA, Russia, China and India)

PLM Service Center creation in the USA (Wichita for Airbus) 2009

- Center located in the heart of the Wichita aeronautical ecosystem (Airbus, Spirit, Boeing)
- PLM services for Airbus, within the profit center "SAP France & PLM Aerospace Europe".

SAP France and Aerospace PLM Europe profit center creation 2008

- Design of Service Offer with Sales and Pre-Sales teams
- Head of P&L, Steering of French Sales activities with European synergies

- IT, security & digital transformation: ITIL, Infrastructure and applications management, cybersecurity (PKI, smart cards), support in digital transformation with business dimension.
- Public environment: ANSSI repository, RGS / EIDAS regulatory management.
- International experience (Europe, USA, China, India): 20 years of experience, Multi-Currency Complex projects, Multicultural teams.

AWARDS

- 2008 Best I Class France in piloting contracts
- 1998 Total Quality College

EDUCATION

- 2014 International Business Management (Deutsche Telekom)
- 2006 ITIL Certification Service Management
- 2001 Finance Management US vs. FR
- 1999 International Team Management Course
- 1998 Total Quality Course
- 1991 B.T.S. (Associate Degree) IT & Business Finance

Head of Team Merger for Guedas FR following the acquisition 2006 - 2007
Harmonization of teams, jobs, and integration of the budget (OPEX and CAPEX)

Head of International Pre-Sales Service at Airbus Group 2003 - 2005

Head of the International Pre-Sales Team at Airbus – 5 people (1 to 10 million EUR)

- International qualifications and financial negotiations, Client and Sales contact
- International technical responses coordination (FR, UK, GE, ES, IT, China)
- Design and implementation of international Costing & Pricing tools, cost optimization

Head of Airbus International Change Management Service 2003 - 2005

Creation and leadership of the "International Change Management" service (17 people)

- IT Production Team (230 people. Support Services) multi-clients, over 600 projects in 4 years
- Design of the whole budget including P&L control, CAPEX and OPEX, yearly revenue 1.2 mEUR

2001 – 2003: ROCKWELL-COLLINS (Defence & Aerospace Industry)
20,000 people – Paris, Toulouse)
Senior Program Manager for Airbus

Managed the Aerospace Infrastructure Profit Center – 2 million EUR turnover

- Strategy and investment plan design, budget tracking, margins, recruitment
- Supervised 20 people (sales, infrastructure IT outsourcing, systems, networks, security)
- Created service offers around support for interconnected networks across multiple sites
- Ensured profitability with client relationship management (Airbus, Crédit Lyonnais, DGA)
- Managed subcontracting and co-contracting partnerships in France, UK, and Germany

1999 – 2001: TISCALI. (Internet Provider – 1,000 people – Paris)
Deputy Technical Director

Supervised 30 people (Systems, Network, Application Development)

- Commercial support with design of B2B professional hosting offers
- Service commitments for quality & deadlines monitoring, recruitment, 24/7 supervision
- Supplier relations: financial conditions, deadlines, partnerships

Head of Team Merger for World Online - Tiscali during the acquisition

- Merged teams, harmonized budgets, and IT resources with cost reductions

Ensured the proper functioning of platforms and their scalability

1996 – 1999: ARJO WIGGINS (Global Leading Paper Manufacturer)
19,000 people – Paris)
IT Production Manager

Head of IT Production Europe 1998 - 1999

Set up the France budget and participated in the European budget (3 million EUR CAPEX/OPEX).
Supervised 20 people in Europe for Systems and Networks Operations

Systems & Networks Engineer 1996 - 1998

Design and Set-up the European Private Network with full budget control (CAPEX and OPEX)

1989 – 1996: Software firms (Paris)

Development Engineer then Project Manager

SILICOM Company (100 people) – Project Manager for Client / Server Architecture

ASTON Company (50 people) – Development Engineer