

Nicolas ZECHES

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Ingénieur Centrale Paris (92)

French, English, German

Lean Six Sigma

SENIOR DIRECTOR - ENGINEERING & PROJECTS

Strategy & Transformation, Performance Improvement, Engineering & Project Excellence

KEY COMPETENCES

Over 25 Years' operational and project leadership experience in both consulting and internal positions, across several high-tech industries (Energy, IT & telecom, Aerospace) in international & multicultural environments.

- Strong expertise in engineering, technology & innovation management,
- Large Project management - EPC, Capex, IT, and Product development
- broad experience as Project director for strategy formulation & deployment, driving complex transformation projects & global performance improvement programs, Change management,

WORK EXPERIENCE

2023-2024 **McPhy Energy, Paris/Berlin** (transition manager)

Develop & implement product development & project engineering transformation (~50 engineers) to transition electrolyser activity from technology developer to industrial scaleup.

2011-2022 **ALSTOM GRID, then GENERAL ELECTRIC Grid Solutions, Paris la Défense / Boulogne-Billancourt**

2019-2022 **Global Engineering Leader**, within CTO office, in charge of overall Engineering function and community management across the 7 product lines (3000 engineers in over 30 countries). Drove convergence of Product, System & Project Engineering processes across Alstom & GE legacy toward global ISO certification
Led efficiency program targeting 30% cost reduction over 3 years, through make/buy strategy, organisation rightsizing, offshoring center development, digital & productivity improvement programs
Implemented Technical Competence management & Expert program (1000+ certified experts)

2016-2019 **Engineering Process & Tools Leader**, in charge of engineering improvement initiatives, digital transformation, tools & information systems deployment (PLM / CAD / BIM - 2000+ users), process convergence & integration across the organisation. Support to tenders capture teams, projects setup & monitoring through critical phases, and troubleshooting.
Led "large projects transformation" initiative on the project engineering scope (projects > €100m).

2011-2015 **Lean Engineering Program Director**: developed lean engineering methodology through the EPC Projects organisation (12 major sites) ; led engineering process improvement initiatives, designed & rolled-out standard Project Engineering delivery processes globally (40+ entities, ranging 5-200p)
Deployed Lean Engineering into critical R&D programs to secure time to market (-6 month lead time).

2007-2010 **AREVA T&D (5.5b€ Sales - 30,000p), Paris la Défense**

2009-2011 **Strategic Program Director**, in charge of T&D 4-Year Plan strategy deployment and execution (target 15% market share, operating income >10%).
Deployed strategic goals globally throughout 14 Product Lines & 6 regions, coordinated 10 transverse initiatives, implemented management system for follow-up of action portfolio execution & results (€1b savings over 4 years, >700 projects), monthly reporting to ExCom
Contributed to the Areva T&D sale & takeover process, carve-out to Alstom & Schneider and integration of the Transmission business into Alstom Grid.

2008-2009 **Project Manager - China Technology Center**: led the development of a new Ultra-High Voltage R&D infrastructure (350p, €45m Capex) in Shanghai: coordinated across product-lines, developed facility requirements, industrial strategy, set-up of local PMO, project execution follow-up

- 2007-2009** **Leader of a Six-Sigma performance improvement program** for Turnkey Gas-Insulated Substations (~€1.5b sales), to strengthen market share and competitive position, optimise commercial strategy, offers & processes, secure project execution performance & reduce solution costs.
Led 6 transverse groups (~50p) to optimise end-to-end process & cross-business collaboration ; achieved 20% cost reduction and 8-months lead time reduction
Supported Sales Teams on strategic tenders totalling €1.8b (Middle-East, Africa, Asia)
- 1994-2006** **ALTRAN GROUP (European leader in Hi-Tech Consultancy - 16,000p), Paris**
- 2005-2006** **COO Office manager**, *ALTRAN Group* in charge of corporate transformation missions
- Nearshore/offshore business development : designed strategy & business model, reviewed targeted industry segments, countries & development modes, assessed partners (India, Russia) and supported local operations setup to reach 150p.
 - Fixed-price projects governance : defined and deployed corporate processes & guidelines (tendering, project management, controlling, risk management)
 - Transformed a division into high-value-added specialized consultancy offering
 - Reorganized the French operations of Technology Consulting (7000 consultants) resulting in the merger of 26 companies into 4 main vertical divisions
- 2000 - 2005** **Senior Manager / Principal**, *OSYS Consulting (strategic consultancy firm, ALTRAN subsidiary)* in charge of business development and delivery of strategic consultancy assignments, aimed at Venture Capital & high-tech Start-Ups (telecom, hardware, software, e-commerce, healthcare), as well as Corporate industrial accounts (procurement strategy / supplier management, industrial rationalization & restructuring, business development & strategic marketing, build-up strategy and pre-M&A, technology roadmapping, cross-sector benchmarking)
Managed a team of 6 consultants, along with ca. 60 consultants and experts from ALTRAN group, in over 80 assignments delivered for senior executives in Aerospace, Telecom, IT, e-commerce, industry
- 1994 - 2000** **Consultant, then Project leader**, *ALTRAN Technologies*
- Cost-Killing “Stretch30” Program Leader**, *ALSTOM T&D Transformers Product Line, 400m€*
Designed and rolled out the methodology (costs analysis, target setting & action plans) on 8 manufacturing units worldwide; coached & led units’ project managers, implemented metrics and reported monthly to Alstom Corporate board
Implemented transverse actions, new « sourcing coordination » organisation and processes
Results : 24% savings achieved in 2 years, over 210 M€ total sourcing cost
- IT Project leader**, *Bouygues Telecom, Direction des Systèmes d’Information*
Led a taskforce of 9 experts for the RFQ and project launch of the Commercial Information System for Bouygues Telecom Caribbean (new operator), within 3-months timeframe.
Project manager for Network Engineering & Planning System development
- Tendering manager**, *SAGEM/REOSC (High Performance Optical Systems Division)*
Led Capture team for 3 tenders for the IASI optical system (satellite payload) – 2 awarded
- Product development manager**, *THALES Defence*
Developed & industrialised 8 products for the PR4G tactical radiocom system (France & export)
Revamped the marketing & sourcing strategy for a 200+ products portfolio serving 43 countries
- System Engineer**, *EADS Astrium*
Coordinated System Design and Integration/Verification/Validation activities for Ground segment of the HELIOS 1A reconnaissance satellite (France/Italy/Spain) , up to in-flight acceptance.
- 1993 - 1994** **CEA, Service du Réacteur Osiris - R&D engineer**
Designed and implemented measurement & non-destructive test bench for irradiated samples
- 1992 - 1993** **IBM, Almaden Research Center, “Advanced Manufacturing Process Control”, San Jose, CA**
Software development for industrial process control (SPC) at the Hard Disk manufacturing plant

OTHER ACTIVITIES

Teacher - Trainer in Project Management (ENSTA, Altran Group)

GE Crotonville Leadership Trainings : “Activating Strategy & Culture” & “Change Acceleration Process”

Water sports & board sports, Ju-Jitsu