







Experienced Programme Manager, Coach & Trainer, Change Agent *MSc University of Oxford + Engineer « Grande Ecole » ENSIIE*

Work Experience

- 2017-present Programme Manager – PLM Transformation** *Les Mureaux 78, France*
 **@ArianeGroup** *leader in Europe for Space Transportation*
Mission : Lead an Harmonization & Transformation Programme for ArianeGroup
- Transformation & harmonization of Engineering, Manufacturing & Services processes for ArianeGroup (following merge between Herakles, Snecma Space Propulsion, and Airbus Launchers activities)
 - Design, Implementation & Deployment of a large set of PLM/ERP/MES processes (biggest internal project)
 - Programme Management & Project Mgmt (60 FTE including business key users, process consultants, architects, migration team, trainers,...) and the industrial set-up with external partners (Tools : Siemens Teamcenter & OpCenter, coupled with SAP ERP) – Report to Exec Committee member
 - 2000 employees trained, 1100 active, Ariane 6 design & manuf. engineering on-boarded
- 2014-2016 Programme Manager - Research & Development, Civil Launchers** *Les Mureaux 78, France*
 **@ArianeGroup** *leader in Europe for Space Transportation*
Mission : Lead a R&D Programme to demonstrate technologies for future launchers
- Manage a self-funded project to raise TRL of cutting-edge space technologies, through an incremental approach with prototypes
 - Lead a multi-disciplinary team of up to 35 people from 4 locations, 3 countries (budget of several million € per year) : set objectives, manage financial and scheduling aspects, manage all internal (VP) and external stakeholders
 - Contribute to the Business Development of the technologies with external partners such as space agencies
- 2014-present Co-Founder – Consultant & Trainer** *Paris 75, France*
@ Visual PM *Consulting agency – <http://www.visual.pm>*
Mission : Bring startup mentality to industry and vice-versa, lean methods to startups.
- Coaching, training and consulting services in Lean, Project Management, Facilitation, Team Development
 - Creation & Delivery of public workshop « [Visual Facilitation for Project Managers](#) » - in partnership with [The Grove](#) (trainings delivered in France and USA 2016-2019)
- 2011-2013 Improvement Project Coach (Consultant in Lean & Project Mgmt)** *Les Mureaux 78, France*
 **@EADS Astrium Space Transportation** *(now Airbus DS) leader in Europe for Space*
Mission : Provide Lean, Change Management & Project Management skills to Transformation Programmes
- Initiated a dedicated project to improve Programme Management – acting as PMO and Work Package Leader for People Development (Animated a community of 500+ Project Managers through workshops, community days, best practice exchange,...)
 - Coached 7 « Transformation Project Leaders », providing them Change Management & Lean methods
 - Led the deployment of Visual Management to reach over 40 teams (Virtual VM with IT tool iObeya)
 - Coached a Design Office team for 9 months to decrease by 80% the lead time of their process, and by 220 K€ its cost
- 2007-2010 Investments Project Manager & Portfolio Manager** *La Courneuve 93, France*
 **@Airbus Helicopters** *worldwide helicopter manufacturer*
Mission : Lead Investments projects, Coordinate the Portfolio of Investments and Plant Layout projects
- Managed functionally 4 projects managers to ensure overall planning coherence. Recruited and trained 2.
 - Standardized PM methodology, analyzed critical paths, risks. Presented strategies 6 times a year to Management
 - **and in 2010:** Special Assignment – Performed a feasibility study with a multi-functional team to assess the opportunity to build a new 80 million euros factory. Project was presented to CEO and got accepted for execution.
 - Typical Investments Projects managed (40 K€ to 900K€): Lean transformation of a blades workshop to achieve 20% lead time reduction on painting, Replacement of robotic system for surface treatment unit to increase by 15% its profitability...
- 2005-2006 Software Engineer @Airbus Helicopters**
 *Mission : Lead the design and development of a software dedicated to Production Test Benches*
- Managed Functional Analysis and Specifications, Developed a JAVA software for Blades testing
 - Obtained buy-in of technical experts and production workers to ensure final qualification of the software

Education / Diplomas

2016	Team Performance Practitioner Certification from The Grove		<i>The Grove</i>
2012	EADS Black Belt Certification – Lean 6 Sigma (<i>4 weeks training + 9 months project</i>) <i>(now AIRBUS Group)</i>		<i>Airbus</i>
2011	PMP® Training and Certification from P.M.I.		<i>PMI</i>
2004-2005	University of Oxford , M.Sc. In Computer Science - awarded with Distinction. MSc Thesis (4 months) in Artificial Intelligence Topic: "Learning Behaviours of External Agents" (<i>available at: http://benoit.helicos.com/ms</i>)		<i>Oxford, United Kingdom</i>
2002-2005	Ecole Nationale Supérieure d'Informatique pour l'Industrie et l'Entreprise Engineering Degree, French « Grande Ecole » in Computer Science & Mathematics.		<i>Evry 91, France</i>

Skills

Main skills :	<p>Programme & Project Management (up to 60 people, budgets up to 10 Millions € / year)</p> <ul style="list-style-type: none"> • Leadership role for various types of projects : Lean, Improvement, Transformation, Software Development, IT, Building, Infrastructures, Space Technologies • Trained internally by EADS Eurocopter in 2007 and 2008, and by Astrium in 2013 • Certified PMP® (Project Manager Professional) from P.M.I. in 2011 (renewed in 2014) <p>« Soft Skills » (People skills):</p> <ul style="list-style-type: none"> • Coaching, Change Management, Project Team Dynamics, Conflict handling • Facilitator / Moderator skills : Workshop design & animation, facilitation, brainstorming... <p>Lean / Six Sigma / Process Improvement :</p> <ul style="list-style-type: none"> • Lean Manufacturing : SMED, 5S, KAIZEN, Flow & Process Analysis, MIFA-MIFD (EADS Black Belt Certified 2012, EADS Green Belt Certified 2010) • Lean Engineering / Lean Product Development : Value-Stream Mapping, Visual Management, Obeya, Virtual Obeya • Transformation projects, Business Process Modelling <p>Partners & Sub-contractors Management :</p> <ul style="list-style-type: none"> • Specifications, Request for Proposals, Selection, Follow-up and Qualifications • Functional Analysis & Value Analysis <p>Information Systems, Collaboration Tools, Knowledge Management :</p> <ul style="list-style-type: none"> • Ergonomics and Design of Automated Systems (UX design) • Deployment of collaborative tools and knowledge management tools within the company
Languages :	French, native English (Fluent – one year spent in Oxford, UK)
IT Tools :	Project Mgmt: MS Visio, MS Project, Planisware, PRIMAVERA, Collaboration: Atlassian Confluence/JIRA, iObeya & SMART Boards, Mural.co Others: AutoCAD, LaTeX
Software Development :	Requirements Capture, Functional Analysis, Architecture analysis & Design, Data Modelling <i>Databases :</i> SQL <i>Programming:</i> Object-Oriented Languages, Java, C, C++, OCaml, Prolog
Computer Science :	Automatas & Information Systems, Artificial Intelligence

Passions & Hobbies

Passion for:

- **People collaboration & development, Visual coaching & facilitation, Personal & Team productivity**
- **Aeronautics (Helicopter private pilot 2000-2007), Space, Complex industries & Systems**

Other hobbies :

- Raise awareness on carbon emissions through a crowd-funding campaign & card game : www.Carbon-Lean.com
- Theatre playing, Cinema
- Travelling & Hiking trips : 25 countries visited since 2007, hiking in a lot of them : Tour du Mont-Blanc (France, Swiss, Italy), Austria, Slovakia, Slovenia, Germany, Italy, Corsica, USA (California), Japan, Norway, Mongolia,...