



## SENIOR MANAGEMENT CONSULTANT

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In a 20-year career in Consulting, Financial Industry and Entrepreneurship, I have acquired a strong expertise and a multidisciplinary that allows me to adapt to any situation

### Know-how

- Interim Management
- Sparring Partner
- Cost Manager
- Process Manager
- Project Manager
- Strategy & Digital

### Soft skills

- Team spirit
- Pragmatic
- Result-oriented
- Leadership
- Problem solver
- Emergency Management

### Languages

- French (native)
- English (fluent)

### Outside of work

- Volunteering for causes that are dear to me
- Member of Rueil-Malmaison's Lions Club
- Music

### Education

2020 – General Management Acceleration Program  
EDHEC BUSINESS SCHOOL

2019 – BA Professional Web Designer & Developer  
LE WAGON PARIS

2001 – Master in Management & Entrepreneurship  
ESSCA SCHOOL OF MANAGEMENT

### Continuous Learning & Certificates

2020 – Growth Strategies  
PENN UNIVERSITY

2020 – Innovating with the Business Model Canvas  
UNIVERSITY OF VIRGINIA

2019 – Sustainable Development  
CENTRALE SUPELEC

2019 – Impact Investing  
ESSEC BUSINESS SCHOOL

2019 – Private Equity & Venture Capital  
UNIVERSITÀ BOCCONI

2018 – Computer Science CS50x  
HARVARD UNIVERSITY

2018 – Positive Psychology GG101x  
UC BERKELEY

2007 – Six Sigma Black Belt  
HSBC GROUP

## Work Experience (1/3)

### Since 2020 – Founder & CEO | Senior Consultant

C4SENSE

- Creation and development of an ecosystem for Impact Entrepreneurs, Startups, and SMEs
- Interim Chief Product Officer for a LegalTech (confidential) :
  - Supported the Founder & President in challenging his strategy, his product vision and the management of the company
  - Defined the product strategy and roadmap, defined and implemented the Product Management process and optimized the Customer Delivery
  - Designed and implemented the company's Product and Delivery processes. Trained the Product & Tech staff
  - Supported the Executive Committee in optimizing the company's running cost and preparing a Series A
- Co-Founder & Interim CEO/CTO of OURIO SAS :
  - Defined the 5-year strategic plan for product management, client acquisition, finance and growth
  - Responsible for Build and Run. Management of the Delivery roadmap, implementation of DevOps processes
  - Web Development and Infrastructure Management

### 2015-2019 – Head of Technology for Finance, Legal, HR and Procurement | Digital Lead

AXA INVESTMENT MANAGERS

- Started the digital transformation of the company and followed up on the progress until the Chief Digital Officer position was filled. Implemented the work plan, methodology, initiated the digital strategy and managed the first projects: Robo-advisor, Robotic Process Automation, Machine Learning, Advanced Analytics
- Lead a team of around 40 FTEs located in Paris, London and Tunis, managing the information system for AXA-IM's global support functions
- Deployed the deferred compensation management solution of the payroll system in 15 geographies
- Managed the Finance & Procurement information system transformation project, deployed the solution on 10 geographies
- Analyzed the cost of the support function information system and saved 15% of costs with offshoring the functions that were not related to the core-business

### 2009-2015 – Head of Operational & Commercial Efficiency, Senior Manager

ALFI CONSULTING

- Co-created and co-managed the Consulting Branch, developed the client portfolio
- Designed, launched to market and managed OPEX (Operational Excellence) and CX (Customer Experience) offers: Lean, Six Sigma, Shared Services Organizations, Profitability Management, Change Management, CRM (Customer Relationship Management), ABC (Activity-based Costing), Customer Acquisition and Retention Strategies
- .../...

## Work Experience (2/3)

### 2009-2015 – Head of Operational & Commercial Efficiency, Senior Manager (cont'd)

ALFI CONSULTING

- Finance Project Director for AXA INVESTMENT MANAGERS :
  - Defined business requirements, validated the Business Case and managed the RFP process to implement a global Revenue Management tool
  - Validated the target solution and deployed it worldwide
- Coach & Sparring Partner of the Head of Internal Control at CRPN :
  - Coached the Head of Internal Control in starting her new position, defined the stakes of the position, implemented the work methodology, helped her finding her position within the organization
  - Defined the mission statement in collaboration with the Management Board and the shareholder AIR FRANCE
  - Defined and implemented the Process & Risk Management framework for the Company
- Strategic Planning pour BNP PARIBAS SECURITIES SERVICES :
  - Defined the 3-year roadmap to centralize the Change Management function globally. Crafted the related business plan
- Process Excellence Project Manager for OSTRUM ASSET MANAGEMENT :
  - Coached the Head of Operational Excellence in defining a roadmap, implementing Lean Six Sigma and helped finding his positioning vis-à-vis the Executive Committee and the other departments
  - Coached the Head of Legal Department for Products in evaluating his reporting team, optimizing operations and redefining his mission statement
  - Deployed the Coda Financials accounting solution at the retail AM branch. Aligned the accounting key and rules with the head office
  - Redesigned the enterprise governance model and the Balanced Scorecard for the Executive Committee
  - Implemented operational procedures and service agreements for the launch of a new ETF business (Exchange-Traded Funds)
  - Reengineered the project governance process, deployed the methodology and the Lean Six Sigma toolbox, designed the process taxonomy, defined the Operational Efficiency roadmap and managed the first projects
- Project Director MIFID Transaction Reporting for HSBC GLOBAL ASSET MANAGEMENT :
  - Designed and implemented MIFID legal compliance processes
  - Managed the implementation project and transition to BAU

## Work Experience (3/3)

### 2006-2009 – Strategic Planning Project Manager

HSBC GLOBAL ASSET MANAGEMENT

- Monitored the business and corporate strategies for Continental Europe. Set the 3-year sales goals and yearly reassessment with the Executive Committee
- Deployed the Siebel CRM solution in Continental Europe and implemented the related procedures
- Reengineered the client accounts management and revenue calculations business process and supporting information system. Assessed the existing issues, defined the target and implemented it worldwide
- Contributed to the definition of the IT group transformation, offshoring and charge back strategies

### 2003-2006 – Six Sigma Black Belt, OPEX Project Manager

HSBC FRANCE

- Managed the IT department reorganization into shared services. Implemented a service catalog, charge back agreements, analyzed the gaps between the P&Ls of the different business lines and company infrastructures. Designed and implemented a unit price reduction policy of 10% per year. Implemented Centers of Excellence centralizing the best services of the world in terms of cost/quality ratio
- Reduced the costs of the accounts payable department by reducing staff, by offshoring the businesses that did not require to be carried out locally and defined the outplacement strategy with HR. Saved 700k€ p.a. and reduced lead time of the payment process by 70%
- Redefined the subcontractor procurement policy of the IT department. Reviewed the master agreements, reduced the number of referenced suppliers and the number of external headcounts. Saved 4M€ in 3 years
- Coached the General Management of a Bank's REIM branch in monitoring the transformation of the Front-to-Back value chain

### 2001-2003 – Management Consultant

ALTRAN

- Project manager on the ADEL Project (Acceleration of the Closing Process) of BNP PARIBAS. Reengineered the accounting closing processes of the French Retail Bank, and implemented a real-time information system supervision tool to automate controls and monitor interfaces
- Redesigning the error handling process within the framework of the SOCIETE GENERALE's EIC (Cheque Scanning Processing) project

### 2000-2001 – Project Manager, Communications & HR

STATE STREET FRANCE

- Managed the implementation of the Company's website
- Wrote the Social Report for Year 2000
- Participated in implementing the "35-hour-week" French Law operationally