



Arnaud RIOCHE

Delivery | Efficiency | Profitability

With 20+ years of experience, Arnaud specializes in translating strategic visions into operational success by optimizing processes, cutting costs, and driving growth. He combines leadership and hands-on execution, ensuring he does not only guide teams but actively works with them to deliver impactful results.

His leadership approach empowers teams, fosters collaboration, and drives meaningful outcomes. Known for being approachable, fair, and results-oriented, he has built strong relationships and successfully tackled complex challenges throughout his career.

Beyond his professional commitments, Arnaud actively contributes to the Community through his involvement with the Lions Club and is a dedicated practitioner of Aikido.

WORK EXPERIENCE

- Since 2020: **C4SENSE**, Founder & CEO | Senior Advisor
 - Interim SLT Member, Program Director Business Migration, *Spendesk*
 - Interim Chief Operating Officer, *Spendesk Financial Services*
 - Program Director, Payment Institution Build & Go to Market, *Spendesk*
 - Strategic Planning Advisor, *Twineeds*
 - Interim Chief Product Officer, *Legalcluster*
 - Strategic Advisor, *Legalcluster*
- 2019: Career Break & Formation
- 2015-2018: **AXA IM**, Head of Technology for Global Support Functions & Digital Lead
- 2009-2015: **ALFI Consulting**, Head of Advisory in Operational & Commercial Efficiency
 - Program Director, Finance & Procurement Transformation, *AXA Investment Managers*
 - Program Director, Internal Control Implementation, *CRPN / Air France*
 - Global Engineering Strategic Planning, *BNP Paribas Securities Services*
 - Operational Excellence & Lean Deployment, *Ostrum Asset Management*
 - MiFid Transactions Reporting, *HSBC Global Asset Management*
- 2006-2009: **HSBC Global Asset Management**, Strategic Planning Manager
- 2003-2006: **HSBC France**, Operational Excellence Project Director, Black Belt
- 2001-2003: **Altran**, Business Consultant
 - Business Process Analyst EIC, *Société Générale*
 - Project Business Analyst Regulatory Accounting, *BNP Paribas BDDF*
- 2000-2001: **State Street Global Advisors**, Client Service Manager

INDUSTRIES

- Investment & Wealth Management
- Asset Servicing
- Banking & Payment Services
- FinTech & LegalTech
- SaaS

KNOW-HOW

- Program Delivery
- Operational Efficiency
- Cost Management
- Strategic Planning

SOFT SKILLS

- Leader & Doer
- Team Spirit
- Pragmatic
- Result-oriented
- Problem Solver
- Emergency Management

EDUCATION

- 2020: EDHEC, General Management Program
- 2019: LE WAGON, BA Web Development
- 2001: ESSCA, MSc Capital Markets





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Track Record

PROGRAM DELIVERY

- **Program Director, Business Migration, Payment Institution – Spendesk (2023-2024)**
 Led the 'Company Objective #1' program, aimed at migrating a minimum of 80% of Spendesk clients to the new internal payment institution (SFS) in Europe and to a partner platform (Adyen) in the UK, within 8 months. Successfully completed the migration on time, with 95% of Annual Recurring Revenue (ARR) transitioned. Directed the entire project, involving 100+ FTEs, and coordinated with other company-wide initiatives, including a comprehensive transformation plan focused on OpEx reduction, workforce restructuring, and reorganization. Additionally, prepared the post-restructuring growth plan for the SFS payment institution. Interim Member of the Company's Senior Leadership Team.
- **Program Director, Build & Go-to-market, Payment Institution – Spendesk (2023)**
 Successfully led the development of the core banking system and its seamless integration with Spendesk's core spend management product. Launched the internal Payment Institution (SFS) in both alpha and beta phases within 7 months, and completed the Beta phase in just 5 months, achieving General Availability. Coordinated the development and go-to-market strategy for the Payment Institution in collaboration with core product teams and roadmap planning. Supported Group Product Managers in defining the annual and quarterly payment roadmaps, ensuring alignment with business goals
- **Initiative Lead, Digital Strategy and Delivery – AXA Investment Managers (2017-2019)**
 Contributed to shaping the Digital Strategy and led the adoption of agile methodologies within the Technology Department. Delivered company-wide digital products, including a robo-advisor, robotic process automation (RPA), advanced analytics & machine learning, and optical character recognition (OCR) solutions. Successfully rolled out the Group HRIS across AXA-IM globally in just 12 months.
- **Technology Head, Finance & Procurement Transformation – AXA Investment Managers (2012-2015)**
 Successfully completed the LTOM Finance Program, executing a global rollout of Coda GL, Ariba, RevPort, and Oracle Essbase. Aligned and integrated the Finance & Procurement Information Systems with Group platforms. Reengineered data repositories, interfaces, and operating systems to calculate client positions and revenues in just 10 months. Led and delivered the LTOM Finance Fee Processing Project, aimed at reengineering global revenue management processes and tools with a €3m budget. Managed a team of 8-15 people across 4 geographies, while overseeing contractual relations with suppliers and vendors. Optimized the repositories for Products, Market Data, Instruments, and Financial Data, along with their interfaces to the financial information system, streamlining revenue calculation and billing.
- **Program Director, ETF Launch (Exchange-traded Funds) – Ostrum Asset Management (2010-2011)**
 Successfully delivered the operational launch of the ETF business line. Established service agreements between the subsidiary and its holding company for IT, HR, Middle Office, and Legal & Tax functions.
- **Strategic Planning Manager | Program Director, Business Development Transformation – HSBC Global Asset Management Continental Europe (2007-2009)**
 Led the deployment and enhancement of the Group CRM solution (Siebel) and sales processes across Continental Europe (Paris, Milan, Madrid, Luxembourg, Stockholm), successfully decommissioning Selligent and an in-house CRM system within 12 months, achieving 100% data quality and 95% user adoption. Reengineered the liabilities management IT system across three fund management legal entities, streamlining fund liabilities processes (AuD, net flow calculation, P&L estimate, and business forecasting), delivering interim solutions in 6 weeks and the target system in 12 months.
- **Project Director, Front-to-Back IT Remediation – HSBC Real Estate Investment Managers (2003)**
 Led the deployment of Cassiopae Business Applications for the Group's REIM business, reengineering management and accounting processes. Successfully decommissioned Sopra Altaix within 8 months. Managed a team of 2 Project Managers and oversaw a budget of €800k.
- **Business Consultant, Legal Accounting Closing Acceleration – Altran x BNP Paribas (2001-2002)**
 Led the redesign of legal financial statement production and validation processes for Retail Banking et BNP PARIBAS, cutting financial closing lead time by 40%, implemented a real-time information system monitoring tool (Business Bridge) and designed an accounting validation tool using VBA



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OPERATIONAL EFFICIENCY

- **Interim Chief Operating Officer – Spendesk Financial Services (2023)**
Collaborated with the CEO to define and implement robust governance structures and policies. Led the Payment Operations, KYC Operations, and Strategy & Partnerships teams, ensuring alignment with strategic objectives. Reorganized the Payment Institution to accommodate future growth and scalability. Optimized the Operations Department's framework for seamless interaction with Compliance, Product & Technology, and Business Development teams. Outsourced the KYC Periodic Reviews process, enabling internal teams to focus on new business.
- **Head of Technology, Definition of the Global Legal Long-term Operating Model – AXA Investment Managers (2017-2018)**
In collaboration with the General Secretary and General Counsel, defined the target operating model for the Legal Department, including the information system, contract management processes, regulatory fund reporting, and legal storage/archiving.
- **Executive Advisor, Company Process Taxonomy and Internal Control Implementation – CRPN / Air France (2011-2012)**
Coached the Head of Internal Control in designing the target internal control model and procedures. Developed the project plan and provided guidance throughout its execution. Led Steering Committees with the Board, CEO, COO, and Business Heads to ensure alignment and successful implementation.
- **Deployment Lead, Operational Excellence & Lean Management – Ostrum Asset Management (2009-2011)**
Launched an Operational Excellence initiative sponsored by the Executive Committee. Conducted a gap analysis of current processes versus international standards (ISO, SAS70) and formalized a comprehensive transformation roadmap. Trained the Process Excellence team in Lean tools and methodologies and led a pilot project to reengineer the Funds Lifecycle Management process. Redesigned the Project Governance Process and implemented new Project Management procedures and tools for both IT and Process Excellence teams. Developed a strategic dashboard (balanced scorecard) for the Executive Committee, defining key KPIs, and implemented interim reporting tools and quick-win initiatives.
- **Supervisor, MiFID Transaction Reporting Delivery – HSBC Global Asset Management Continental Europe (2009)**
Reengineered the Transaction Reporting process to achieve 100% compliance with MiFID standards. Redesigned the reporting tool for full automation and completed the gap analysis and target operating model design within 6 weeks.
- **Strategic Planning Manager | Lean Six Sigma Black Belt, Operational Excellence Deployment – HSBC Global Asset Management Continental Europe (2006-2009)**
Oversaw the coordination of all high-impact transformation projects for the Asset Management business line in Continental Europe. Managed communication with the Group on global projects with a European scope. Led the deployment of the Group's Lean Six Sigma initiatives within the Asset Management business line across Continental Europe.
- **Project Director | Lean Six Sigma Black Belt, Procurement Risk Mitigation – HSBC France (2004-2006)**
Coordinated Procurement and Technology efforts to mitigate legal risks associated with subcontracting in collaboration with Group HR. Identified contractors posing legal risks (economic dependency, abuse of subcontracting) and developed an action plan to mitigate these risks in compliance with French labor law. Achieved €4m in savings over 3 years by restructuring procurement policies and implementing a rebate process with key suppliers. Improved and offshored the Accounts Payable Department, reducing process lead time by 70% and generating €700k in annual savings.
- **Business Consultant, Cheque-imaging Defect Handling – Altran x Société Générale (2002)**
Served as Business Analyst for the Cheque Image Exchange (EIC) project at SOCIETE GENERALE, defined and implemented a new defect handling process, trained operational teams, and successfully reduced the defect rate from 20% to 5%.



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COST & PROFIT MANAGEMENT

- **Senior Advisor, Prolongation of the Financial Runway – Legalcluster (2021-2022)**
Advised co-founders in refining the company's organizational structure and optimizing operating costs, reducing cash burn and extending the company's financial runway.
- **Technology Head, Run Cost Improvement – AXA Investment Managers (2016-2018)**
Achieved a 15% reduction in operating costs for the Technology for Support Functions Department, through offshoring and streamlining the Information System, decommissioning over 20 applications.
- **Program Director LTOM Finance, Budget Overrun Mitigation – AXA Investment Managers (2012-2015)**
When the LTOM Finance Program had to be delayed, averted budget overruns through strategic negotiations with vendors, optimizing delivery processes, and reallocating budget resources, ensuring cost neutrality at the Technology level.
- **Advisor, IT Strategic Cost Management – BNP Paribas Securities Services (2011)**
Developed a 3-year plan to globalize Engineering and Change Management activities, prioritizing productivity and profitability through offshoring initiatives. Identified recharging opportunities across internal client entities to further optimize cost efficiency.
- **Deployment Lead, Operational Excellence & Lean Management – Ostrum Asset Management (2011)**
Integrated the company's process taxonomy with analytical accounting systems to enable accurate assessment, monitoring, and control of the costs associated with each process.
- **Strategic Planning Manager | Program Director, Shared Services Roll-out – HSBC Global Asset Management Continental Europe (2006-2007)**
Reorganized the Continental Europe Technology Department into a Shared Services Centre, aligned with Group standards. Achieved go-live within 8 months with an annual budget of €10m, 40 FTEs, and 10 internal clients. A post-implementation review by Group IT Internal Audit confirmed a satisfactory outcome. Identified and implemented cost efficiency initiatives by leveraging the SSC model and relocating costly IT activities to in-house centers of excellence.
- **Group Activity-based Costing Expert & France Deployment Leader, Shared Services Organization – HSBC (2004-2006)**
Designed and implemented the target Technology Shared Services Model. Contributed to defining the Group's target budget model using the ABC (Activity-Based Costing) method and executed the target budgetary process. Successfully launched within one year the French SSC overseeing an annual budget of €250m, managing 1,000 FTEs, and supporting approximately 50 internal clients in France. Defined and implemented service agreements between Technology and internal clients. Developed tools to benchmark IT services across locations, identifying internal offshoring opportunities and centers of excellence.



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STRATEGIC PLANNING

- **Advisor, Business Strategic Planning – Twineeds (2022)**
Collaborated with co-founders to formalize a comprehensive 3-year business plan. Conducted in-depth analysis of results, identifying key opportunities to optimize working capital and drive financial performance improvements.
- **Interim Chief Product Officer – Legalcluster (2021-2022)**
Developed the strategy and product roadmap for the Legal & Compliance Management Platform. Designed and implemented the Product Management process while optimizing the Customer Delivery workflow in collaboration with the CTO and Customer Success Managers (CSMs). Managed and coached Product Managers and Product Owners on best practices, methodologies, and tools, empowering them to autonomously execute the product roadmap.
- **Strategic Advisor, Organizational Audit – Legalcluster (2021)**
Conducted a comprehensive 6-week diagnostic of the company's strategy, organizational structure, and product management. Developed a targeted action plan to enhance delivery quality and reduce time-to-market. Presented key findings and recommendations to the executive leadership team and the Board.
- **Technology Head, Management of the Information System for Global Support Functions – AXA Investment Managers (2015-2019)**
Led teams across Paris and London, managing over 25 applications and 35+ projects annually with a global scope spanning 10+ geographies. Acted as a strategic business partner to C-level executives, collaborating to define technology roadmaps that aligned with business strategies and OPEX reduction targets. Within 18 months, expanded responsibilities to include all support functions, Client Analytics, and Digital. Managed over 40 applications in production and 50+ projects annually, overseeing an average budget of approximately €12m.
- **Head of Advisory in Operational & Commercial Efficiency – ALFI Consulting (2009-2015)**
Co-founded and co-led the Consulting Branch of an IT Services company. Drove client portfolio development and managed consulting engagements, achieving breakeven in the first year and consistent profitability thereafter. Designed, marketed, and managed capabilities in Operational Excellence and Commercial Efficiency, including Lean, Six Sigma, Shared Services, Profit Hunt, Change Management, Activity-Based Costing, CRM, Client Acquisition & Retention Strategies, and Business Analytics.
- **Strategic Planning Manager – HSBC Global Asset Management Continental Europe (2006-2009)**
Coordinated strategic planning initiatives for Continental Europe and actively contributed to strategic reporting for the Executive Committee and Group. Prepared materials for Management Boards, Executive Committees, and Business Committees.