

# Frédéric L. Casagrande, PMP

## Senior Project Director & PMO Expert

36 years; married; one child; French nationality  
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### Executive Summary

A charismatic leader with over 13 years experience in strategic Project, Program & Portfolio Management in fast paced and international environments and a successful track record of team building, post-merger integrations, high-tech projects (infrastructure, software, network) and quality improvement projects and always giving the extra mile to achieve objectives and results, extremely passionate about driving organizations towards excellence, bringing shareholder value and enterprise effectiveness, promoting change and improving processes.

### Key skills

#### Leadership

- Natural leadership, empathy with key players at all levels, strong team-building & motivation skills
- Effective performance within deep changing and fast-paced environments, flexibility & adaptability
- Matrix management of cross-functional teams in an international environment to maximize results
- Convincing presentation of ideas & facts, gaining commitment, support and influencing decisions outcome
- Team player promoting participation, co-operation and information sharing across organizational boundaries

#### Project Management

- Expert in Project & Portfolio Management (PMBOK, MSP, Prince2)
- Expert in Program Management (identify, document & manage complex dependencies between projects)
- Expert in Organizational Project Management Maturity (OPM3 Knowledge Foundation)
- Expert in Strategic Project Management (alignment of a portfolio with strategic drivers)
- Expert in effectively prioritizing & managing resources (internal & contracted)
- Expert in risk management (analysis, qualification, quantification and response)

#### Management

- P&L responsibility (project, department or company, \$5M+ budgets)
- People Management (remote, local, direct and matrix)
- Communication Management, Change Management and Stakeholder Management
- Strategy definition & implementation
- Strong experience in KM & E-learning (Trainings, conferences and lectures for 200+ participants)
- Enterprise Architecture (cohesively bridging strategic, operational, and technical elements)
- Procurement (suppliers selection & management, contracting & negotiation)

#### Technical

- Expert-level proficiency in Microsoft Office products
- Creation of Software Development Lifecycles (Agile, Waterfall)
- ERP, CRM and incident management tools (Prism, Resolve, Siebel 7.5.3 & 7.8, Oracle 11i, SAP)
- Web languages (HTML, XHTML, VRML, JavaScript, PHP, Perl, CSS, XML, RSS)
- Networks (TCP/IP, SDH, MPLS, Routing) and Systems (Windows, Linux)
- Databases (MySQL, PG/SQL, Oracle)
- SOA (EAI, ESB, Enterprise Architecture, integration)

#### Languages

- French (mother tongue)
- English & German (fluent)

## Professional experience

### Abu Dhabi Airports Company

**Abu Dhabi (United Arab Emirates) – Since 2010**

ADAC operates five airports and eight subsidiaries spanning across all aviation-related activities.

#### Standards & Sourcing Manager

Responsible for driving the technology standardization program; setting up the procurement framework backing up these standards; managing the procurement processes and administering the sourcing agreements for IT.

##### Key accomplishments

- Defined key processes for creating standards and for procurement (resources/RFQ/RFP)
- Created the technology tree for ADAC IT & assigned technology owners for each technology
- Created and implemented a strategic roadmap for the technology standardization
- Created 5 technology standards (with the technology owner) backed up by suppliers & contracts
- Achieved AED 1m/year cost reduction through better suppliers management

### Amer Group

**Al Alamein (Egypt) – 2009 to 2010**

Amer Group is the leader hospitality group in Egypt, with luxury resorts & spas all around Middle East.

#### Senior Project Director

Responsible for setting up the Project Management Office for Golf Porto Marina (65 residential buildings), upgrading the services, service levels & quality, formulating and executing the transformation strategy of the organization.

##### Key accomplishments

- Defined & implemented a full scale online strategy (website, social networking and links to our back office)
- Created & streamlined delivery & operations processes framework and inventory management system
- Managed the “Special Projects” portfolio (ERP, organization, animation)
- Created and implemented standard KPI reporting processes and templates
- Coached Senior Managers to use Project Management best practices to run their operations
- Assisted the Managing Director in formulating a successful Strategy, and presenting it to the board

### Universal Studios Dubailand

**Dubai (United Arab Emirates) – 2008 to 2009**

A partnership between Universal Studios and Dubai Holding to build the biggest theme park in the Middle East.

#### Head of Program Management Office

Setup the IT PMO and the framework (governance, methodology, tools & templates) for Project, Program & Portfolio management (PMBOK); Change Management (ITIL V3); Risk Management (PMBOK); Knowledge Management (ITIL V3) and Software Development (ISO 12207), and reporting directly into the CIO.

##### Key accomplishments

- Defined the Strategy, managing external consultants to conduct interviews with division heads to identify all business needs for IT services, aiming for ISO 20000 and ISO 27000 certifications at launch
- Built the transformation roadmap and the portfolio of IT projects (107 Projects across 8 lines of business, representing 11'000 days worth of Project Management effort)
- Recruited a team of professionals in a challenging environment and within very aggressive timelines (9 talents hires within the first 3 months)
- Initiated a Center of Excellence in Project and Program Management across all entities by coaching & mentoring other project management personal
- Became member of the Dubailand Business Excellence Council applying the EFQM model for Quality Management (Leadership and People committees)

## Interoute

### 2005 to 2008

ISP operating 56,000 km of fibre spanning 22 countries, 93 major cities, and supported by 6 Data Centres.

### Director, Program Management Office

#### Prague (Czech Republic) – 2007 to 2008

Promoted to setup and head the Program Management Office, reporting directly into the VP of Service Delivery. Set up the PMO framework (governance, methodology, tools & templates) aligned with PMBOK.

#### Key accomplishments

- Demonstrated clear improvements through deployment of proper Project Management methodology
- Led culture switch through Project Management best practices advocacy
- Recruited and developed a team of certified Program Management professionals
- Developed a Project Management Training Plan with HR for Senior Management & Interoute staff
- Selected & implemented an Enterprise Project Management software solution (Daptiv)
- Coached & Mentored Senior Project Managers across the group through their PMP certification
- Played an instrumental role in identifying and recovering troubled projects
- Managed strategic projects (8 post-M&A integrations; Business Excellence & Quality Improvement)
- Managed ERP & CRM implementation projects (Oracle 11i upgrade & Siebel 7.8 upgrade)

### Senior Manager, Service Management & Remote Operations

#### Prague (Czech Republic) – 2006 to 2007

Promoted to head the Service Management function of Interoute, reporting directly into the VP of Customer Operations. Responsible for SLA management for Top Tier customers (50M€+ annual revenue portfolio) and 2<sup>nd</sup> line Management Escalation. Senior member of the Change Advisory Board.

#### Key accomplishments

- Managed 25 staff across Europe (remote and local, direct and matrix)
- Standardized and engineered the Service Management processes across 17 countries
- Enabled the measurement of customer satisfaction and raised satisfaction to the target set by the board
- Chaired the Service Management Review Committee (managing the Top Tier customers list)

### Customer Service Manager

#### Geneva (Switzerland) – 2006

Promoted to manage the customer relationship of all Switzerland key accounts (2M€+ annual revenue portfolio), reporting directly into the General Manager and responsible for the project management of strategic customer service implementations (hosting; collocation and managed services).

#### Key accomplishments

- Installed a climate of trust & confidence with key customers through creation and implementation of adequate and dedicated communication management plans
- Managed the pilot project for a prototype managed security product for a large banking customer
- Managed a large disaster recovery project for an international banking customer under BASEL2 constraints
- Managed a large collocation (100 sq.m.) project for an international manufacturing customer
- Supported the Bid Management team to win a large international MPLS network deal (12M€)

### Senior Project Manager

#### Geneva (Switzerland) – 2005

Joined PSINet Europe before the merge with Interoute, reporting to the Director of Operations. Responsible for project management of International customer services implementations; for resource planning & third parties management and deputy Facility Manager for a 6'000 sq.m. Tier IV data centre.

#### Key accomplishments

- Reengineered the Project Management and Customer Operations processes for the post-M&A integration
- Collected and documented all data centre policies and procedures for the post-M&A integration
- Recovered and managed a troubled complex VPN project between Europe and South America

## Brainware

### Strasbourg (France) – 2003 to 2005

“Brains for hire” helping companies to achieve their IT vision by developing and implementing new service solutions.

#### Senior Consultant

“Brain for hire”, developing and implementing new service solutions, ranging from technological audits to Project Management & Recovery. Responsible for the strategy definition and P&L.

#### Key accomplishments

- Founded the company and recruited two engineers to support business operations
- Managed a hosting provider data centre migration project (500km distance) without service interruption
- Organized and participated to several conferences on social networking and web 2.0
- Became *intuitu personae* consultant for the Chamber of Commerce & Industry of Strasbourg, France
- Sold the business to a partner company and managed the integration of the companies

## COLT Telecommunications

### Zürich (Switzerland) – 2000 to 2003

European ISP operating 25,000 km of fibre spanning 13 countries, 34 major cities, and supported by 18 Data Centres.

#### R&D Engineer

Joined the start-up R&D unit of this pan-European telecommunications provider to build their next generation IP services, responsible for all aspects of software development and user experience.

#### Key accomplishments

- Managed the software development project of the “IPortal” application for customers, resellers and partners
- Created a unique GUI for the application, enabling non internet-savvy users to take full advantage of the features of the application
- Developed the technical and user documentations (French, English and German) and trained 270 staff to use and explain the application

## Morpheus

### Strasbourg (France) – 1997 to 2000

One of the first web agencies in North-Eastern France, creating websites and e-commerce applications.

#### Project Manager

Founded one of the first Web Agencies in North-Eastern France, responsible for the strategy definition and P&L, development and project management of web applications using HTML, JavaScript, VRML, Perl and MySQL.

#### Key accomplishments

- Identified a radical change in Strategy (subcontracting for bigger companies) and established a stable relationship with the customer base to sustain the business in a challenging environment
- Created, developed and brought online more than 100 web applications (with budgets up to 1M€)
- Taught web development at the Strasbourg Design School (MJM) and business computing at the Strasbourg Graduate School of Management (IECS)

## Previous experiences

**Logistics Manager**, Leroy-Merlin (Strasbourg, France) – 1996 to 1997

**Sales Manager**, GeHol (Strasbourg, France) – 1995 to 1996

**Pre-Sales Consultant**, SBEI France (Strasbourg, France) – 1993 to 1994

**Computer Salesman**, UCA Rond-Point (Strasbourg, France) – 1992 to 1993

## Education & Professional certification

### Project Management Professional

- **PMP certification (#466571)**  
2007, Project Management Institute (PMI)

### M.Sc. in Management, Marketing & International Business

- **Masters degree, majored in e-business**  
Project: *Setting up a virtual art auction for underprivileged children*  
2005, EMS (Graduate School of Management of Strasbourg, France – formerly IECS)

### Graduation

- **Mathematics and Physics**  
1992, Lycée Louis Pasteur (Strasbourg, France)

### Trainings & Seminars

- **How PMO's Save Money**  
2009, PMI – PMO SIG
- **Data Centres Technologies & Virtualization**  
2009, SNIA (Dubai, U.A.E.)
- **Organizational Project Management Maturity Model (OPM3) Knowledge Foundation**  
2008, PMI – Arabian Gulf Chapter (Dubai, U.A.E.)
- **Enterprise Project & Portfolio Management Capability Assessment**  
2008, UMT Consulting
- **Project and Portfolio Management Europe Summit**  
2007, Gartner (Prague, Czech Republic)
- **The Power of Enterprise-Wide Project Management**  
2007, PMI – PMO SIG
- **PMO Value and Metrics**  
2007, PMI – PMO SIG
- **Building a successful PMO**  
2007, PMI – PMO SIG
- **Psychology in the Corporate Environment**  
2007, CNFDI (Paris, France)

## Miscellaneous

### Conferences & Publications

- **Working with various stakeholder risk profiles**  
Speaker at the Risk Management Forum – 2008, Stamford Global (Prague, Czech Republic)
- **An Accord of proven practices for building and operating a Program Management Office**  
Contributing author and editor to the “PMO Accord” – 2007, PMI – PMO SIG
- **Corporate blogging: Risks & Benefits**  
Speaker at the Chamber of Commerce of Strasbourg – 2005, Chamber of Commerce (Strasbourg, France)

### Project Management & Enterprise Architecture

- Active member of the PMI (Project Management Institute)
- Member of the Board of Directors, PMI PMOSIG (Specific Interest Group, Program Management Office)
- Active member of the PMI French Chapter
- Member of the CAEAP (Center for the Advancement of the Enterprise Architecture Profession)

### Other

- Former Vice President of the Strasbourg Business School Alumni
- Former Vice President of the Strasbourg Student Society
- Sports (Golf, Squash, Ninjutsu, Medieval fencing)
- Music (Piano; Rock'n'Roll, Classical, instrumental and New Age music)
- Member of the *Emirates Mustang Club*
- Knight of the *Equestrian Order of the Holy Sepulcher of Jerusalem*