

# Bertrand Lavayssière



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## Highlights

- A world class professional in Management consulting, System integration and Outsourcing services.
- Special emphasis on projects connecting strategy, technology/digital and change management
- Specific knowledge of Payments, Insurance (life and non-life), Private banking and Asset Management
- Deep knowledge of the Financial Services institutions and markets in Europe, North America, and some Asian markets (China, Japan, Australia)
- A web of C level relationships
- Proven ability to grow businesses
- Ability to manage team diversity in terms of skills and cultural backgrounds
- Managed teams through out turbulent times (mergers, divestitures, acquisitions, re-engineering...)
- An experienced director (NED and non-NED, see appendix)

## Career:

**As of January 2020, free lance consultant**  
**zeb consulting since October 2016 London**

Senior Advisor, since January 2020

Partner, Managing Director UK. 2016-2019 zeb is a strategy and management consulting firm dedicated to the Financial Services market, see [www.zeb.eu](http://www.zeb.eu)

**HRG Group (Altavia Group) since January 2017** Northampton (UK)

Non-Executive Chairman of this advertising agency see [www.hrg.co.uk](http://www.hrg.co.uk)

**Ares & Co (2011- September 2016)** Paris –London

Partner and Chairman of this Strategy consulting firm dedicated to serve only Financial Institutions. Development of the Paris, London, Milan and Luxemburg offices. 7 m€ turn over.

**Cap Gemini (1984-2011)**

*January 2009 to July 2011:*

Adding the responsibility of **Group Business Development Director**, around Euro 10 bn target, with special emphasis on FS Vertical BPO and still **Managing Director** Global Financial Services

*January 2003 to January 2009*

**Managing Director in charge of the Global Financial Services sector** (Euro 1756 Millions in revenues, 15000 FTE, in one P&L) and **Managing Director for the North American practice**. (2003 to 2006, Euro 300 M). Build from scratch the Indian development centers up to 10 000 FTE.

*2001-2002:*

**Executive Vice President in charge of the Financial Services sector for France** (Euro 350 Million sales), Paris, France. 2500 FTE in France.

*2000:*

**Executive Vice President** in charge of the Financial services division of the information technology services for **CG France, Paris, France**. Euro 80 M, 600 FTE.

*1996-1999:*

**Global leader** for the Financial services industry for **Gemini Consulting**, unit of the CG group. Euro 110 M. 400 FTE.

*1990-1995:*

**Responsible for the European sector for Financial services for Gemini Consulting**, unit of the CG group.

*1984-1990:*

Management Consultant and elected in 1989 Vice President of The MAC Group, which became a unit of the CG Group, in 1990.

**TOTAL**, Oil Company: *1982-1984 Project manager* for offshore oil field developments (Tunisia, Argentina, China). Paris France

**French Navy 1979-1980 Hull design engineer** in the French Navy ship testing basin. Paris France

#### **Directorships:**

- Member of the Board of directors Positive **Planet NGO**, Chairman of the Audit and Risk committee (1999-2019) and member of the Board of directors of **Fondation Positive Planet** (2014-2019)
- Member of the board of Directors of the following companies: **APIS-CA** (1999-2006), **Cyber-comm** (2003-2006) **Answork** (2004-2008).

#### **Other Activities:**

- Part time **Faculty member at HEC Paris**, French business school teaching strategic marketing. 1990-2000.
- Author of e book **“e-marketing for bank and insurance companies”**, **Editions d’Organisation, Paris** Three editions (1999, 2002, 2004), and of **“Wealth”**, Wiley, NYC, 2008 with Bob McCann Vice Chairman of Merrill Lynch.
- Author of the Capgemini World reports (Retail, Insurance, Wealth, Payments)
- Numerous speaking engagements: EFMA, Lafferty, etc.
- Numerous articles and press interviews (Les Echos, The Banker, FT, WSJ, etc)

#### **Education/Others:**

MSc from **Ecole Centrale** de Nantes 1979 (Major in Naval Architecture)

Advanced degree in computer science **Paris Dauphine** 1980

MBA from **HEC Paris** (France) and from **IESE** (Barcelona, Spain)

Fluent in French, English, Spanish, good practice of Italian, Portuguese, and German.

Married to Pascale, judge, 3 children.

Note: Capgemini is now the name of the Group, but it varied a lot along the years. In this Résumé I used Capgemini (CG) although it was once named, Sogeti, Cap Gemini Sogeti, Cap Gemini Ernst & Young.

## **Board member experience**

- 1) 2016- on going **HRG Group (Altavia)** Non-executive Chairman

HRG is an advertising company, dedicated to store activation marketing campaigns, purchased in 2014 by Altavia. The Altavia's chairman asked me to chair the company in order to allow a peaceful relationship with the British managers, as minority shareholders. The "peace mission" being successful, we are now in the growth and further acquisition stage.

- 2) 2016- ongoing **zeb Rolfes Schierenbeck and Associates Ltd** Director  
Director of the this consulting firm dedicated to Financial services institution. The London ltd company is a subsidiary of the mother company established in Germany.

- 3) 1999 – 2019 **Positive Planet**

Board member from its creation, for 20 years, of this NGO led by Jacques Attali, a prolific author and a special advisor on international relationships for multiple French presidents and in other countries. We went through the stage of growth, crisis, merger, demerger, consolidation, etc. I was **the chairman of the Audit and Risk Committee** for the board of directors.

- 4) 2014-2019 **Fondation Positive Planet**

I was also board member of this "sister" NGO which was created to allow tax benefit for some benefactors. This is under the umbrella of **Fondation de France**.

- 5) 2012- 2016 **Ares & Co strategy consulting ltd** Executive Chairman

Ares& co was a strategy consulting boutique dedicated to Financial Services clients. The ltd company is a subsidiary of the French entity. We developed a somewhat successful activity with some key clients like Advent International, the CityUK, Covea UK, HSBC UK and France. It was a creation from scratch. Discrepancies on the investment to be made led to a split in the partnership, and the cessation of the company.

- 6) 2004-2008 **Answork**

Answork was a joint venture between **Société Générale, Credit Agricole, BNP Paribas** and Capgemini at 25% each. The CEO were representing the companies. I stepped in formally for the CG CEO. This marketplace was to provide a full suite of spend management software and services to optimize transaction efficiency between buyers and sellers for non-strategic goods. The banks were the first users and Capgemini provided the consulting and System integration skills. It was sold to Perfect Commerce, a US based marketplace.

- 7) 1999-2006 **APIS-CA**

APIS-CA was a joint venture between regional banks from the **Credit Agricole Group** and the Capgemini Group to provide the software for the banking operations (core banking package and maintenance). I was representing the Capgemini Group and its 49% share of the equity. Capgemini was the operator, and, the CA banks were the users. We grew from 7 regional banks to 17 served (out of 39). Then the company was sold to form a single platform company for the CA Group.

- 8) 2003-2006 **Cyber-comm**

Cyber-comm was a company formed by all the French banks and 2 system integrators (**Capgemini and Atos**) to provide debit and credit card internet security features, for individual and corporate users. It was the merger of 2 companies having the same purpose. I was representing Capgemini as a shareholder but also as the provider. The company was put in runoff after a “coup” from 2 major banks. The asset were stripped, the technology licensed to 2 banks.

Referrals from Chairman or Shareholders upon request