

# MARC SAUTY

Senior Executive – Complex Multi-Organization Transformations – Operational Excellence through AI

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## EXECUTIVE SUMMARY

Business transformation leader with 30 years of international experience, including 17 years in the strategy and optimization of Shared Services Centers (GBS) within complex multinational environments. Recognized for expertise in post-merger integration, multi-vendor governance, and automation of financial processes (RPA, AI, Process Mining, ERP), with success in negotiating and managing strategic contracts (over €350M) and deploying digital solutions on a global scale. Combines **strategic vision, technological expertise, and measurable impact** on operational performance.

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## CORE COMPETENCIES

- **Transformation & Continuous Improvement:** Designing and leading major transformations (post-merger, restructurings) or Lean Six Sigma initiatives at a global scale, achieving measurable cost savings and efficiency gains.
  - **Program Leadership:** Multi-vendor governance, multi-country coordination, KPI/SLA monitoring, and crisis management, ensuring on-time, on-budget delivery.
  - **Negotiation & Strategic Partnerships:** BPO/IT agreements over €350M, contract optimization, and long-term supplier relationship management, driving sustainable value creation.
  - **International Leadership:** Direct and matrix management of multicultural teams (up to 1,000 FTE) across several continents, fostering collaboration and high performance.
  - **Innovation & Technology Integration:** R&D, process optimization, automation (RPA, Process Mining), and AI integration into operations, enhancing productivity and data quality by double-digit percentages.
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## SELECTED ACHIEVEMENTS

- Negotiated and implemented strategic BPO/IT outsourcing contracts (~€350M) with complex tripartite agreement (2012–2019).
  - Led global transformation of Shared Services Centers and financial processes in post-merger contexts (2009–2020), delivering up to 30% productivity gains.
  - Executive education in AI to integrate automation and AI into transformation programs (2025 – ongoing).
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## PROFESSIONAL EXPERIENCE

### SODEXO – Transformation Director, Finance Shared Services Centers

Paris, France – Jan 2020 to Present

- Defined a 5-year roadmap for Finance SSCs, including global and cross-functional extensions, integrating intelligent automation and AI.
- Managed process owners and supplier governance for ERP, ITSM, and P2P, O2C, R2R solutions.
- Deployed transition methodology and built associated teams.
- Led continuous improvement and automation teams (RPA, Process Mining).
- Optimized cost/quality ratio of global financial processes.

## **ALCATEL-LUCENT / NOKIA – Transformation & IT/Finance Governance Director**

*Paris, France – Sep 2012 to Dec 2019*

- Negotiated and managed two strategic BPO/IT contracts (~€350M), including a complex tripartite agreement between competitors.
- Oversaw IT & BPO governance (1,000 FTE) with KPI/SLA management and post-merger process harmonization.
- Managed crisis resolution and post-M&A change management.
- Delivered up to 30% annual productivity gains on transformed scopes.

## **ALCATEL-LUCENT – Multi-Organization Transformation Lead**

*Paris, France – Nov 2009 to Dec 2015*

- Outsourced 500 positions (Finance, Procurement, Customer Orders) to an Indian BPO provider.
- Extended governance to all provider projects, including R&D and Go-to-Market.
- Drove Lean initiatives and RPA automation to enhance performance and reduce costs.
- Delivered over 27 scope extensions (+70%) and reduced total costs by 60%.

## **ALCATEL-LUCENT – Procure-to-Pay Modernization Project**

*Paris, France – Dec 2008 to Oct 2009*

- Led procurement processes and tools for the group (€10B/year) across components, services, software, and hardware, with a 23-person team in 5 countries.
- Initiated and led SAP/SRM project and reverse factoring program generating ~€50M annual savings.

## **ALCATEL – Mobile Operations Director, North America**

*Dallas, USA – Jun 2005 to Nov 2008*

- Scaled and led operations for two nationwide deployments in the US, managing 70 engineers.
- Delivered €17M in savings across both deployments through R&D, operations, and commercial optimization.
- Pioneered WiMAX introduction in North America and oversaw certification process.

## **Earlier Roles at Alcatel (Paris, France) – 1994 to 2005**

- SFR Client Program Director: Tripled annual sales to €150M while leading the first 3G deployment in France (28 people, 4 sites).
- LMDS Project Lead (LATAM, Europe, Scandinavia): Achieved significant financial risk reduction and executed technology transfer.
- 2G Industrialization Manager: Led industrialization of GPRS R&D project (1,500 man-years/year) and supervised 52 people in 4 countries.
- Field Acceptance Lead: Supervised submarine cable supervision systems (Europe, Asia).

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## **EDUCATION**

- Executive MBA in Artificial Intelligence & Data Innovation – De Vinci Executive (Ongoing, expected Feb 2026)
- Executive Program in Business Administration – EM Lyon Business School (2000–2001)
- MSc in Engineering

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## **LANGUAGES**

- French: Native
- English: Fluent (5 years expatriation in the USA, daily professional use)