

MEHDI BOUZOUAD

Principal Product & Process Transformation Leader | Lean & Agile at Scale

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Product and transformation leader operating under direct executive mandate. I build the platforms and the governance that let large groups steer what they cannot yet compare: shared data model, standardised workflows, executive reporting, and the change management required to decommission what was already in place. My job is to serve three clients at once, the sponsor who needs strategy, the users who need operations, and the engineers who need something they can maintain and scale.

EXPERIENCE

Principal Transformation Leader | Lean Six Sigma Executive Mandate

SUEZ | CTO Office | Energy | Freelance (B2B contract)

Oct 2025 - Present

Paris, France

Group CTO mandate: sequential Lean transformation across IT directions

- Deployed by the Group CTO as an independent transformation partner operating at Comex level, one-to-one with C-level stakeholders (CTO, CISO, Network and Security Directors): **Cybersecurity (IAM/PAM)** with the CISO, then the **Network Direction**, then **Operational Security**, with the scope extended after each delivered mission.
- Fragmented operational diagnostics turned into board-level arbitration and quantified transformation roadmaps.

Principal Product Manager | SAFe DevSecOps Lean Portfolio Mgt.

Société Générale | Cybersecurity Dpt. | Banking

Jun 2022 - Sep 2025

Paris, France

Group cyber data platform: 150+ entities worldwide, 34 people, 3 squads

- Direct mandate from the Group CISO** to end the fragmentation of the cyber strategy across every entity and subsidiary worldwide (hundreds of dashboards and tools, no comparable indicator, therefore no steering of risk or budget at group level). **Took over the product after five months of waterfall with no deliverable:** architecture, data model and functional specifications rebuilt, MVP then iterations.
- Designed the end-to-end chain:** multi-modal ingestion, parsing, enrichment, data lake, event generation, cross-source correlation, executive reporting, retention and archiving. One interface, with differentiated views, rights and workflows per population (SOC, CERT, Red/Blue/Purple Team, Control, IAM/PAM) and *poka-yoke* safeguards on evidence quality.
- Built the organisation:** from one offshore squad to three squads (34 people across France and India, operational leadership without hierarchical authority), Waterfall to SAFe DevSecOps, PI Planning, measured delivery flow (*lead time*, deployment frequency, MTTR, change failure rate).
- Migrated 150+ entities worldwide**, decommissioning their incumbent local tools, under NIST CSF and a DORA compliance programme audited by the ECB. **35% faster incident resolution, +20% detection accuracy, €1.2M yearly savings.** Team grown during a group-wide cost reduction programme, on demonstrated value over cost. The platform is still the group's central cyber tool.

Senior Product Manager | Lean Startup Agile Scrum ISO 27001

International Bank of Luxembourg | IT Dpt. | Banking

Sep 2020 - May 2022

Luxembourg

Pan-European B2B banking onboarding

- Redesigned B2B KYC/AML onboarding to fix fragmentation, delays and compliance overheads across Europe: API-first platform integrated with the Temenos core system, modular compliance logic, automated verification.
- Co-created features with users, sponsors and regulators, aligning Legal, Compliance and IT stakeholders.
- 40% false positives, NPS +47, €2.7M yearly savings.

Lean Product & Process Development Manager | LPPD ISO 9001

ALSTOM | Supplier Quality Dpt. | Rail Transport

Sep 2018 - Aug 2020

Strasbourg, France

- Global supplier performance platform (SAP + Power BI) replacing fragmented tools and enabling predictive analytics: **20+ countries, 100+ users trained, €3.2M yearly savings.**
- Trained and coached cross-functional teams on LPPD, embedding Lean principles, continuous improvement practices and problem-solving capabilities across the engineering and supplier quality organisations.

CERTIFICATIONS

- SAFe PO/PM™ - Scaled Agile, 2025
- PSPO III™ - Scrum.org, 2023
- Lean Six Sigma Master Black Belt™ - Council for Six Sigma Certification, 2020

SKILLS

- Strategy & Leadership:** product lifecycle vision, Lean Portfolio Management, roadmapping and governance, OKR and KPI, executive stakeholder management, change management at scale.
- Lean, Agile & Innovation:** Lean Six Sigma, SAFe, PI Planning, Scrum, LeSS, Kanban, DevSecOps, Lean Startup / MVP, Design Thinking, TRIZ.
- Product & Data:** functional specifications, data model, product architecture, discovery, multi-squad backlog, data lake, BI and SQL, AWS, Azure, GDPR.
- AI & Automation:** advanced prompt engineering, LLM integration, agent orchestration, n8n workflow automation, React app development (Claude Code), APIs.

EDUCATION

Ph.D. in Industrial Engineering

Doctoral School: Engineering Sciences

2029

Strasbourg

- Agile enterprise governance models and performance measurement for Industry 5.0.

MSc. in Industrial Engineering

Faculty of Physics and Engineering

2018

Strasbourg

BSc. in Industrial Engineering

Faculty of Physics and Engineering

2016

Strasbourg

CONTRIBUTIONS

- The Lean Odyssey* (2nd ed., Jul 2026, 410 pp.): operational excellence from medieval guilds to Industry 5.0. English edition Sep 2026.

LANGUAGES

- French:** native
- English:** full professional proficiency (C1)