

VIRGINIE HÉLOIRE

IT Leadership Partner

@ virginie@innovenso.com +33-6-69677198 Leiepark 19, 9051 Gent, Belgium
www.innovenso.com genius.fish linkedin.com/in/virginieheloire/

Ghent, Belgium



EXPERIENCE

CIO

ORAC

February 2024 – now

Ostend

As Chief Information Officer (CIO), I lead digital transformation initiatives, drive the evolution of IT architecture, and enhance business systems.

- With a strategic focus on leveraging cutting-edge technologies, I ensure seamless IT operations and align our tech roadmap with business goals, fostering innovation and operational excellence.
- Passionate about delivering transformative solutions, I lead my team to create agile, scalable, and secure IT environments that support sustainable growth and competitive advantage.
- Additionally, I am committed to refining our digital operating model together with our partners to enhance efficiency and adaptability in a rapidly evolving technological landscape.

IT Director

Showpad

February 2023 – January 2024

Ghent/Chicago

Showpad is a global leader in B2B revenue enablement technology, offering a modern selling solution for maximising sales content sharing, seller effectiveness, buyer engagement and integration with CRM and Marketing. Showpad is recognised as a market leader worldwide, operating across all industries in more than 50 countries.

- Establish a more scalable and efficient IT operating model to deliver Showpad IT services, introducing ITIL best practices and reducing manual tasks through automation and integration.
- Rationalize existing IT solutions and implement fundamental capabilities, in IT infrastructure, end user life cycle, workplace, business applications and data integration.
- Become the go-to partner for technology choices across the enterprise business teams.
- Enhance and communicate around IT strategy, IT principles, IT policies and IT standards, and ensure security, compliance and privacy of our IT processes and solutions.
- Define enterprise target architecture and create alignment around technology roadmaps, supporting both local team agility and global collaboration.
- Develop and support the IT Ops team, the System Engineering team and Enterprise Architecture team to thrive and work in close collaboration with IT business owners and applications owners in the different locations.
- Maximise value from our IT vendors and improve visibility of IT spend to facilitate future investment decisions.

MY LIFE PHILOSOPHY

"A person cannot fully find himself except through a sincere gift of himself."

MOST PROUD OF

 **Built a group architecture function**
Starting with enterprise architecture and then solution architecture practice and team

 **Designed enterprise solutions end-to-end**
Supported the transformation of an organization designing digital, data and backend systems

 **Never afraid of a new challenge**
Took the risk to move out of comfort zone and became a respected IT leader

 **Ran a school for 2 years**
Dedicated to children with intellectual and motricity deficiencies, as well as children with autism.

STRENGTHS

Team leadership Project leadership
Engagement and Focus Result driven
Stakeholder management Influence

EDUCATION

Masters degree (D.E.S.S) Sourcing & Supply Chain

University of Valenciennes

1997 – 2002

EXPERIENCE - CONTINUED

Director of Architecture

Showpad

January 2022 – January 2023

Ghent/Chicago

Establish Enterprise Architecture and Software Architecture disciplines within Showpad to:

- Facilitate cross-departmental coordination: Make enterprise challenges visible and recommend incremental improvements.
- Maximise value of enterprise technology : Continuously enrich enterprise architecture vision to optimise our day-to-day spend decisions, whilst supporting the company scalability.
- Enable Product Innovation : Accelerate delivery of Showpad eOS product roadmap through evolutionary architecture.

Enterprise Architect

Myreas, home for the Enterprise Architects of Colruyt Group

February 2020 – December 2021 Halle

Colruyt Group is a family business that has grown over three generations into a retail group with more than 30 000 employees and a diverse portfolio of B2B and B2C food and non-food formats, in Belgium, France and Luxembourg (601 own stores, 583 independent and affiliates stores, 9.5bn EUR revenue and 431m EUR profit, 410m EUR investment p.a.).

- Myreas appointed me to deliver the Target Operating Model and Strategic Plan for Customer Management in Colruyt Group. The Target Operating Model study resulted into a 3 years strategic transformation programme.

The ambition was to improve the customer experience through meaningful and consistent digital and In-Store customer interactions, whereas keeping the trust of the customers in the way we process their data.

Impacted Capabilities are Customer Identification and Recognition, Customer Information, Consent Management, Customer Data Platform (CDP), Offer Personalisation, Customer Services, Digital and Direct Marketing Automation, Journey Orchestration, Customer Benefit Management and Customer Intelligence.

- Myreas also appointed me to support the development of the Enterprise Architects craftsmanship through recruitment, quality of onboarding, coaching and training of the EA team.

Cofounder

Innovensō

October 2019 – now

Ghent

- IT leadership partner and enterprise architect, helping organisations drive meaningful business outcomes through interim CIO and IT Director roles, and deep architecture expertise.
- We believe in servant leadership, lean principles and evolutionary architecture, with a no-nonsense, pragmatic approach that keeps things simple and efficient.

SKILLS

IT Strategy



Enterprise Architecture



IT Transformation



Leadership



Team Management



Change Management



Manufacturing



Supply Chain



Retail



Travel



LANGUAGES

English



French



German



Dutch



EXPERIENCE - CONTINUED

Cofounder

Genius.Fish

📅 August 2019 - now

📍 Ghent

Genius Fish is an online platform dedicated to families with special needs children.

- Help understanding child development
- Facilitate collaboration within the child support network
- Offer professional guidance to parents

Group Head of Architecture

Thomas Cook Group

📅 November 2015 - January 2020

📍 Ghent/London

- Established the Architecture framework and built up / led the enterprise architecture team. Primary focus when I joined the company has been to align Business and IT strategy, to provide the best IT response to business objectives across markets, and then to define technology directions & standards for the enterprise.
- Onboarded solution architecture practice and team with the remit to design our enterprise solutions, and communicate, educate and govern target architecture and road map across all the enterprise.
- Changed the IT architecture to automate product sourcing, enable real time customer interactions, personalise and improve pertinence of product offers, and develop mobile customer services.
- Encouraged my team to lead the change of the IT organisation to move from traditional waterfall project led delivery to product led delivery with a more agile approach and continuous delivery (following the Spotify model).

Enterprise Architect / Design Manager

Kingfisher

📅 April 2007 - October 2015

📍 Lille/London/Hong Kong/Moscow

- Delivered the Enterprise Architecture and IT road map for the group, encompassing technology, application and information which optimised cost of ownership, robustness, flexibility and long term supportability.
- Standardized applications and data through the implementation of recommended solutions designs and constant guidance to delivery teams.
- Managed a team of solution architects and business analysts, and led the design of SAP, ensuring alignment of solutions to business requirements and IT standards & patterns.
- Led solution choices and recommendations to business stakeholders to maximise business benefits and solution reuse across markets.

Helpdesk manager, responsible for IT support & maintenance

Camaieu

📅 September 2006 - April 2007

📍 Lille/Milan/Warsaw

- Managed IT support teams in the different countries, in the different sites, optimising processes, based on ITIL standards.
- Implemented a centralized and international Help Desk Solution through IT outsourcing.
- Coordinated IT operations for shops' opening and revamping.

INSPIRED BY

People

Jérôme Lejeune

Father of modern genetics, Discoverer of Down Syndrome causes. We are all different: we are called to follow our very unique path and support each other to feel unique! I believe that the beauty of life is when we truly become ourselves.

Companies

Smart With Food

Smart With Food uses the power of data to help people lead healthier lives.

Lego

A great inspiration for both my professional drive to innovate, do it right and make a real difference, and also my personal goals to support children development through ludic activities.

Books

- Berk, Laura E. (Sept. 2013). *Child Development, Ninth Edition*. Pearson.
- Ries, Eric (Sept. 2011). *The Lean Startup*. Crown Publishing Group.

EXPERIENCE - CONTINUED

Project Manager / Design Lead

Soft Solutions

📅 October 2003 – September 2006 📍 Lille/Beirut/Madrid/Toronto/New York

- Managed conception and development of data management & BI solutions.
- Contributed to Presales, coordinating RFPs and Proofs of Concept.
- Speaker in conferences and retail trade shows on MDM & BI.

Carrefour Group - Group MDM (Master Data Management)

- 21 pers. on 3 sites: Madrid, Lille and Beirut
- 2000 men/days – Budget: €4500K - 2 years project
- Managed pre-sales, project scope and plan, transfer of Competency
- Designed Carrefour master data solution across banners and countries

Cora Match - Group PIM (Product Information Management)

- 13 pers. on 3 sites: Paris, Lille & Beirut
- 800 men/days – Budget: €1800K - 2 years project
- Specified and configured the solution for the different brands and markets
- Managed the Go-Live coordinating testing, data migration and integration

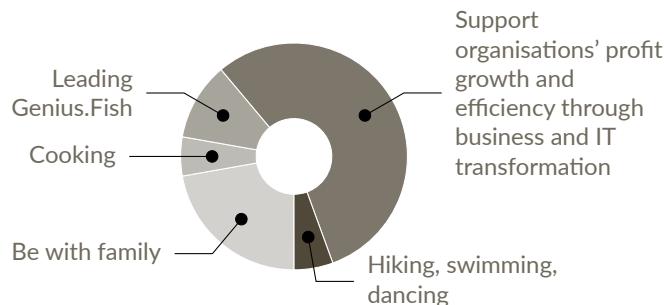
Business Analyst

Eurotunnel

📅 April 2002 - November 2003 📍 Calais/Folkestone

- Coordinated the implementation of SAP Supply Chain module (SAP MM) across UK & FR: business requirements, data cleaning and data migration, integration tests, project communication, end users' training and change management

A DAY OF MY LIFE



MY LIFE PROJECT

Supporting families with special needs children

As an IT consultant, together with my co-founder at Innovensō, we allocate a significant part of our revenue to fund the development of a personal assistance platform and tools for families with special needs children.

We want to facilitate collaboration and access to personalized activities and tools to the family and everyone supporting the child.

CORE COMPETENCIES

IT Transformation

Multiple experiences leading business and IT simplification and standardisation; Led architecture for several enterprise-wide transformation programmes in alignment with IT strategy and C-executive stakeholders' expectations.

Team Management

15 years' experience managing both junior and senior architects, designers, analysts and developers, on multiple distant sites and countries.

Expertise in Data

Designed and delivered data management and Business Intelligence solutions, and more recently grew expertise in event driven architecture and personalisation.

Technology

- Experienced in application lifecycle management and SaaS management
- Experienced in home made digital & data insight platform development
- Experienced in deploying Microsoft Azure and AWS data platforms
- Experienced in implementing SAP solutions. Certified for SAP F&R, MM, FICO, SAP BW on HANA
- Expertise in Microsoft, JDA, Oracle, IBM, Adobe, Opentext and STIBO software suite implementation, in many organisations
- Expertise in Manufacturing, Supply Chain, Retail, Travel and Airlines systems

Certifications

Certified and experienced implementing and personalising TOGAF standards, Enterprise and Solution Architecture developments methodology and architecture templates and frameworks for the enterprise

Presales & Marketing, Fundraising & Event management

- Research of prospective customers & Pre-sales
- Contract Negotiation and maintenance
- Customer portfolio management
- Marketing strategy & operations
- Stakeholder management