



ADN - PROFILE ESSENCE | BU Director | VP Marketing | CMO | CDO | C.Biz-Dev.O | Why me?

"I am a specialist in strategy, operational business management and development of transactional digital activities".  
15 years Performance driver within disruptive industry.

Smooth Agitator | Agile Facilitator

What I'm looking for | AMBITIOUS SMALL or MID-CAP COMPANY

A regional, business unit or group management, within markets with strong potentials facing deep transformations and challenging hard competition in international environment

Personal touch and main key features:

- Master of Economics
- Fr. Level I – European CEC 7
- Curiosity works here
- 360 °
- Out of the box
- Great adaptability
- High level of commitment
- Strong resilience
- Creative minded
- Data driven
- Quick & measurable results

I've pitched front of VC's with success 3 times  
(Auriga Partners, Dassault Development, Iliad).

Leading, Managing,  
Thinking, Doing.

### Introduction

Development of strategic road maps, definition and operational implementation of KPI's, international expansion, full responsibility for P&L.

From pure players to leading international Premium brands (FR and EU): massive use of mass media as digital peer to peer (BtoBtoC) channels, sale of services and products (as white label solutions).

Advising since 3 years a fast growing digital agency (ZOL.fr: app, front and back end development).

4 keywords: creation and monetization of traffic / acquisition and retention of paying customers ([millions paid transactions through online services](#)).

### Key skills

Scale-up performer I outperform:

- in mission mode, Go to market and recovery of market shares.
- in Agile Innovations & Approaches.
- in transversal Management and creation of Task Forces.

Intra-preneur I master the management and liaise of all transversal departments: IT, Compliance, Legal, Finances, and external partners.

## Major Professional Experiences that I'm proud of | 13 years abroad (Belgium/UK/Malta).

### 2020-2013

Overhauled all of the JOA group's (3rd French Casino Group: 33 Casinos) digital activities (€ 240M turnover, with an increasing share of the digital channel: + 10%), notably through the creation and leadership of a JV.

- launch of a brand new platform (back & front) (desktop & mobile) at par with the market and increase the average basket of transactions (+ 20%)
- implemented CRM / retargeting policies and aggressive leads nurturing by strata of profiles in a context of high turnover
- divided the structural deficit of online activities by + two – 60% (cost killing and optimization)
- Official representative to state authorities ANJ (previously ARJEL) / AFJEL & TRACFIN.

Raised my region (South East Europe) at first position (27% of group benefits) on the regulated markets of the 1st group of online gaming in the world (The Stars Group).

- took over 5% (18% in total) in 11 months of MS from the French leader and launched simultaneously in three countries with strong ties one of the group's transactional website (BetStars) and the Share Liquidity project.
- 30 M€ annual budget management.

RETAIL: I led the digital transformation of an entity of 400 national points of sale in Belgium (Ladbrokes: 120 people / € 120M turnover (subsidiary of a listed group of 13K people and £ 1.2B turnover)) for inertia for 30 years with success:

- brand dusting, renovation of the physical network,
- launch of the transactional operator app and website: + 7% growth and 15% of market shares.

### 2013-2005

I mainly contributed to the regulation of a complex compliance environment:

a fast growing market, over 1 billion euros / year at that time (5 billion in 2019), having been the very first French Managing Director (2005) for a private Gaming operator (the Belgium "MrBookmaker" bought \$120M by Unibet, not for is Belgian native position but for the results and potential of French achievements in less than 2 years).

I carried 3 brands at leadership position on their specialties with each more than 30% of Mkt Shares and co-founded a 4th sold to the American group Bally Technologies (Chiligaming Group).

Founder and Main speaker of iGamingFrance (French EGReview) I led French lobbying by organizing meetings with the French State authorities (French Gaming Commission and Economy Ministry: ANJ.fr) and private operators in what will become AFJEL (Regulated Private Operators Association)

I took 20 points of Mkt Share to the French local advertising market (Regional Daily Press, and local radios), 40% to the free press, importing an American model on the Entertainment (CitySearch): productions of local contents and services of proximity.

I have constrained the whole ecosystem of the local media to come to my territory, the digital: more than 20 competitors in the space of two years.

I went looking for growth drivers and value creation:

- with the sale of local content (dynamic agendas) to banking portals,
- the creation of LiveCity (local news channel sold to Agence France Press, constraining i-TV (Canal+ Group) to set-up locally,
- creation of added-value services (development of local ticketing tool, premium ticket with Pathé (cinema operator), first car-pooling service, buy-in and integration of CanalFood ...).

I transmitted and transferred to my teams (from 5 to 50 people) while giving them autonomy:

- restored meaning to functions losing their enthusiasm facing digital projects and transformations.

Founder

Consulting 100%



Co-Founder



Employee

