



## Head of PMO

### Charlotte DIMET

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As Head of PMO in the Yacht Refit Industry, I am involved in the operations but also in the strategy, governance, and organisation of the operations department. I have been accompanying its significant growth which answers an ever-growing demand at the highest level of quality, by developing the project team, by re-thinking the work methods and tools (digitalisation), never losing sight of client's satisfaction. As a real "Swiss knife" I can wear multiple hats, I am "result" oriented, with strong analytical skills and very good client's relationship.

## Experiences

### MB92 La Ciotat

2018 – Ongoing



#### Head of PMO

2020 – Ongoing - La Ciotat

Main challenges:

- Accompanying the growth of MB92 (from 32 M€ when I started to 127 M€ in 2023): operational excellence, department's strategy, scale up re-organisation, tools and processes definition
- Management of a team: recruitment and development of a team which has grown from around 30 to 60 project managers; involving to dimension, to train and to follow carriers as well as managing the day to day plannings, strategy and project related challenges

Achievements:

- Projects results follow up and monitoring (performance at all levels)
- Department growth from 30 to 60 people: dimensioning, recruitment, personal follow up, salary, bonuses
- Commercial and Contract management: Client's follow up, help in critical situations during projects
- Re-thinking the organisation and processes, intra and extra departmental
- Digitalisation: participation to the deployment of a new ERP (SAP), project management tools (homemade), "Business Intelligence" tools and trainings platform
- Definition of the strategy and objectives for the project department and follow up of achievements
- Resource management (projects staffing), projects set up and help to launching
- Definition and set up of « continuous improvement » processes (trainings, feedbacks, internal mobility, coaching, engagement)

#### Project Manager – Super and Mega Yachts refit

2018 – 2020 – La Ciotat

Projects lasting 2 à 9 months, from 500k€ to 13 M€ turnover, involving technicity and state of the art craftsmanship.

- Commercial and contractual management – client relations, negotiations, sales of additional works
- Planification and coordination of resources
- Management of quality and technical constraints
- Financial management (budgets, orders, invoices, margin control)
- Risk and unplanned events management
- Participation to sustainable development internal project aiming at reducing emissions in the air and in water

### SAIPEM SA

2016 – 2018



#### Operations Engineer

2016 – 2018 – Paris and Western Africa (Nigeria) – rotations 6-3-3

In the « Oil and Gaz » industry. Responsible for an offshore construction vessel's activities on subsea oilfield development: vessels in charge were successively BE 801 (exploitation cost: 100k€/day) then Normand Maximus (exploitation cost : 500 k€/jour)

- Management of chartering contracts and other subcontractor's contracts
- Supervision of the logistic associated to installation aids and teams on board
- Supervision of purchases related to the work scope
- Review and optimisation of installation
- Client interface
- Preparation, planification, organisation and follow up of works on board

## Competencies

#### Soft Skills

- Entrepreneurial mindset
- Result oriented
- Analysis and projection capacity
- Interpersonal and communication

#### Know How

- Strategic thinking
- Team management
- Commercial relations
- Project management
- Decision making
- Operational Efficiency

#### Languages

- French: native
- English: bilingual
- Spanish: advanced

#### Software

- Office suite (Excel et Planning)
- ERP: Wrike, SAP
- CRM: Salesforce

#### Certification

- Coastal Boating Licence
- Car Driving Licence
- Certification from the "Center for Sustainability and Excellence"

## Activities

#### Activity:

Member of the Administration Board of « Agora pour l'Habitant ».

#### Points of Interest:

- Design and architecture
- Gastronomy

#### Sports:

- Water Sports (Surf, Kitesurf, Paddle)
- Yoga
- Horse riding

# Expériences

## Methods Engineer

2014 – 2016 – Paris

- Installation methods for the ROV (Remotely Operated underwater Vehicle) part of deepwater subsea fields and tidal turbines projects
- Research activities on « the Oil Field of the Future » and in particular on Inspection, Maintenance and Reparation activities in deep and ultra deep waters

## TECHNIP



## Internship in Operations

2014 – 6 month – Paris

- Installation aids assets management and logistic
- Pipe in Pipe assembly system supervision of fabrication project

## METHODES et PILOTAGE

## Internship Operations, Planning and Coordination

2012 – 3 month - Paris

- Renovation project on the Tour A of Defence Ministry in Paris

## Centrale Marseille



## Associative Activities

2012 - Marseille

- Consultant for KSI – Centrale Marseille Junior Entreprise
- Membre of the Sports Bureau of Centrale Marseille

# Formation

## Ecole Centrale de Marseille

2011 – 2014 - Marseille

- Global Engineering degree with specialisation in Maritime Industry.



## IAE Aix en Provence

2013 – 2014 – Complementary training – no certification

- International management module



## Pontifica Universidad de Chile

2013 – University Exchange Semester in Santiago, Chile



## Preparatory Classes at Lycée Jacques Decour – Paris

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Depuis juin 2022 – Fondateur – Conseil et transaction en immobilier pour des structures de l'ESS



Depuis juin 2022 - Cofondateur, administrateur et DGA. Foncière solidaire d'accession sociale à la propriété



**Juillet 2018 à juin 2021 : DIRECTEUR GENERAL FRANCE & BELGIQUE – Membre du Comex du Groupe**

**Périmètre** : Direction générale de la principale filiale du groupe Klepierre, leader européen des centres commerciaux  
280 collaborateurs

Patrimoine d'une cinquantaine de centres commerciaux - P&L c. 400m€

**Challenge** : Alignement de la filiale avec la stratégie Groupe, transformation du modèle économique, gestion de crise (gilets jaunes, Covid-19)

**Résultats** : **Remaniement/stabilisation du Codir, travail sur la culture (clients, collaboration...), atteinte des objectifs budgétaires**



**Juillet 2013 – Juin 2018 DIRECTEUR DES OPERATIONS FRANCE – Membre du Comex de la filiale**

**Périmètre** : Direction opérationnelle de la filiale française d'Hammerson (directions commerciale, réseau, développement durable, juridique)  
80 collaborateurs

Patrimoine d'une dizaine de centres commerciaux. P&L c. 90m€

**Challenge** : Dynamisation commerciale, développement des synergies opérationnelles France-UK, conduite des relations clients clefs

**Résultats** : **Refonte de l'organisation RH, internalisation du property management, commercialisation/ouverture de 2 projets neufs**

**Octobre 2010 – Juin 2013 DIRECTEUR ADJOINT DE L'ASSET MANAGEMENT, DU DEVELOPPEMENT ET DES INVESTISSEMENTS**

**Périmètre** : Leader sur une demi-douzaine d'actifs existants ou projets (1,2 milliards € de valeur)  
6 collaborateurs

**Challenge** : Coordination de projets complexes, relation avec les partenaires externes (copropriétaires, associés, mairies)

**Résultats** : **Déploiement d'un programme de capex > 100m€, lancement d'un projet > 300m€ investissement, constitution de l'équipe**



**Décembre 2006 – Septembre 2010 : SENIOR ASSET MANAGER**

**Périmètre** : En charge de l'acquisition, la vente et la gestion d'un patrimoine d'immeuble de bureaux situés en Ile de France et à Bruxelles

**Challenge** : Stratégie immobilière « valeur ajoutée », (re)financements bancaires dans le contexte des « subprimes », pilotage multi-pays

**Résultats** : **Rénovation lourde de 30.000m<sup>2</sup> de bureaux, restructuration de bureaux en commerce (3.000m<sup>2</sup>), refinancement (50m€)**



**Avril 2003 – Novembre 2006 : ASSET MANAGER**

Gestion d'un patrimoine de centres commerciaux : projets de rénovation / promotion immobilière. Responsabilité des engagements budgétaires

#### MANDATS

**SCA Foncière Bellevilles** Foncière solidaire - Membre du Conseil de Surveillance

**Surface + Utile** Association (thématique : transition solidaire de l'immobilier) – Administrateur

**ZeroMacho** Association (thématique : lutte contre le proxénétisme) - Administrateur

#### DIPLOME

HEC

Promotion 2003

# Olivier Langlois – Chief Product and Data Officer

**Objective:** deliver high-value products and experiences, from vision to release

## Contact

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## Languages

Fluent in French and English  
Basic understanding of German

## Skills

learner, listener, perseverant,  
strategic, organized, collaborative,  
problem solver, creative

## Trainings (100+ days)

Situational Leadership,  
Management excellence,  
Negotiation, Power presentations,  
Crucial conversations, Coaching,  
Diversity and Inclusion,  
Interpersonal and cultural  
awareness, MBTI, Insights

## Education

Post graduate diploma in artificial  
intelligence and computer science  
(DESS - Nancy, France)  
September 1991

A-levels in Math and Physics  
(Baccalaureat C - Dijon, France)  
June 1986

## Career summary

**Product Management:** strategy, planning, envisioning, roadmaps management, features specifications, agile development, end to end product lifecycle, product-led growth, data driven decisions, vendors management.

**Leadership:** 20 years of experience in direct and remote management, conduct of change, alignment of diverse stakeholders to business goals, influencing for impact.

## Work experience

**Chief Product and Data Officer** - France - **Coffreo** - Dec 2023 - Now (Paris, France) - 2 Product Managers, 1 Product Designer and 2 Data Engineers

- Shaped the product vision and built the product roadmap to create alignment within Coffreo: focus more on the important, less on the urgent
- Restructured the Product team and Data team (3 new hires from May 2024) for greater focus on business impact
- Created and led a Business Asks meetings (monthly) to streamline interactions between customer-facing teams and engineering teams

**Principal PM Lead for Teams Platform** - Europe - **Microsoft** - Sept 2020 – Dec 2023 (Paris, France) - recruited team of 5 PMs

- Engaged with partners to **deliver 60 envisioning** (personas, scenarios, UX mockups) for customers with **40 MVPs built and released**.
- Created the Partner Success Framework to guide ISVs in their development of high-value apps with a **focus on product-led growth**.
- Convinced Amadeus (travel industry leader) to invest significantly on the Teams Platform to create new revenue streams. App has been released 6 months ago, **revenue on track with plan**.

**Principal PM Lead for Bing** (France, UK, Germany, Spain, Italy, Canada, Australia) - **Microsoft** - Dec 2017 - Aug 2020 (Paris, France) - team of 8 PMs

- Received praise from 30+ development teams up to Bing's Corp VP by providing unique market insights to improve Bing.com quality in top international markets: **NPS equivalent KPI improved from -7 to >0**.
- Bing APIs for syndication: grew Europe's syndication partnerships revenue **(+40% YoY vs goal of +20%)** by helping partners leveraging APIs capabilities and also getting improved APIs released.

**Principal Group PM for MSN** (Europe and Americas) - **Microsoft** - May 2016 to Nov 2017 (Paris, France) - team of 11 PMs

- **Restructured team of 11 PMs** (3 left, 2 hires) to address low performance issues and align resources with business opportunities.
- Defined global market requirements and deployed new features and experiences for Monetization (Advertising, Sponsored Content) and for the Publishing Platform. **Streamlined operations allowed editorial cost reduction of 30%** (automation of low value tasks) **and higher value editorial work** (pre-selection of most engaging content).

**Regional Director for MSN** (CEE & MEA, France, Belgium, Netherlands) - **Microsoft** - Feb. 2015 to Apr. 2016 (Paris, France) – team of 12 FTEs

- Fixed revenue issues in Poland and Greece by mobilizing internal resources and challenging Sales House partners reverting revenue trend from decrease to increase.

**Principal Lead PM for MSN** (France, BENELUX, Switzerland, French Canada) - **Microsoft** - Oct. 2011 to Jan. 2015 (Paris, France) - team of 6 PMs

- Onboarded more than 1000+ media brands across 50+ markets in our new Content Management Platform in 8 months for the new MSN launch in Oct 2014.

**Group Manager for MSN** (Europe, Middle East Africa) - **Microsoft** - Jan 2007 to Sept 2011 - team of 20 FTEs and 10 vendors located in 14 countries.

- **Specified and deployed platforms, products and solutions** contributing to the increase of MSN's audience and revenue, and to the growth of Bing.
- Created and implemented of a prioritization framework to **select development activities based on projected business results and development costs.**
- Advertising Special Solutions development for France and for the UK: Sales >\$4 M for a development cost of \$2 M
- Vendor budget responsibility and management: \$1,4 M in 2010

Lead PM for MSN (France, Spain, Italy, Netherlands) - Microsoft - 2 years

Senior Program Manager for MSN (France) - Microsoft - 5 years

Subsidiary Program Manager for Server products (France) - Microsoft - 3 years

Support Engineer for Database and Server products (France) - Microsoft - 4 years