

Hors-série

JULY 2015

Donnons un sens à l'innovation

Interactions

FROM THE PRESIDENT'S DESK



University of Technology,
Compiègne (UTC),
Engineering Talents and Diversity

I am delighted to invite you to discover this special issue of *Interactions*, portraying the track-records of 33 graduates or actors in the UTC adventure so far. How surprising and rewarding it is to peruse the diversity of the individual talents and outstanding features, and to admire their current positions representing perfectly the key values of the non-conformist UTC model. They stand as witnesses, embodying the depth and reality of these 5 values that underpin our University's successful development: Strong inter-cultural relationships, enhanced Creativity, Co-operative action, our Humanist stance and an unquestioned touch of Bravery.

Enjoy reading as you travel along our UTC alumni's Hall of Fame. ■

Prof. Alain Storck
UTC President & Vice-Chancellor



Special Issue
"UTC's Hall
of Fame"

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An honest man for the 21st Century

With a 'double degree' background (science and philosophy), Bruno Bachimont was recently appointed Director of Research at UTC. His mission is to valorize research activities at UTC, encompassing technological-intensive research in a strong scientific policy.

BIO EXPRESS

1963: born in Paris

1985 : obtained his engineering diploma from the Ecole Nationale Supérieure des Mines de Nancy (ENSMN)

1990 : obtained his PhD in Computer Science – University Paris 6 (Pierre & Marie Curie)

1990 : started his first job with Public Health Hospital administration, followed by Inserm as research scientist in artificial intelligence (AI)

1996 : obtained a second PhD in epistemology at Ecole Polytechnique

1997 : recruited by INA (national audiovisual institute) as their Director of Research

2001 : recruited as research scientist/ lecturer by UTC; change of functions at INA (from Director of Research to Director of Scientific Affairs)

Late 2006 : appointed Director of Research at UTC



With his engineering degree from the Ecole des Mines, followed by a PhD in computer science at the University Paris 6 (Pierre & Marie Curie), Bruno Bachimont could have quite simply set up his own business – as many advocated at the time. But to the extent that Bruno was always attracted by philosophic questions, there was a rapid resurgence of these questions in his research work. “When you’re 25 years old, you do not know what lies ahead – and in this respect all roads are promising”. This was Bruno Bachimont’s credo and it saw him pursue his studies, after the Ecole des Mines, gaining a doctorate in epistemology at Ecole Polytechnique. With these qualifications Bruno first taught philosophy, knowledge and media engineering, in a pluridisciplinary perspective.

“Open-minded and ready for the unexpected”, Bruno began his research in artificial intelligence (AI) applied to medical themes with France’s Public Health Hospital administration and with Inserm (national health research establishment). He then was appointed Director of research at INA (national audiovisual institute). In fact Bruno has always balanced teaching, research and administrative responsibilities. He was recruited as research scientist-lecturer at UTC and last December (2006) was appointed UTC’s Director of Research.

In his new functions, Bruno Bachimont’s first mission was to

enhance the attractiveness of UTC

not only for student applicants for research assignments, but also for potential partners in the socio-economic spheres. “Unfortunately, technological research no longer makes our students starry-eyed; that is what we observe! While being major consumers of techno-gadgets, the young people tend to look down on technology. “Let’s communicate about research. Let’s invent a much needed counter-leitmotiv. Let’s do our research differently, in terms of market opportunities and marked differences with classic research” adds Bruno Bachimont. “Let’s try to demonstrate that technological research is not only an offspring activity from classic laboratory science. Indeed, it is primordial to take the measure of the complexity of issues in their original situation. It is not because a given problem has been solved theoretically and scientifically that it is really solved. The route is often long between the scientific solution and the real, finalized solution. We lack data and insight about the environment and the way to accept the solution. In short, we have to lend meaning to technology”, concludes Bruno. There is surely a way here – for someone who has always been operationally involved in entrepreneurial activities - to introduce more philosophy into the research domain. ■

#2
April
2007



From engineering to finance

As a UTC graduate in Mechanical Engineering, Pascal Mazure today is Director of Finance, Banking & Insurance' with Microsoft France.

Pascal Mazure, who admits that he always “hesitated between engineering and business”, chose to apply for admission to UTC some twenty years ago, in the specialty major of Mechanical Engineering. “I recall being oriented to R2E (Ed. Automation and Electromechanical power links) given that at the time it represented the best potential in terms of job openings and career paths. The generalist courses at UTC allowed me to jump from career path to path as and when opportunities occurred”, he adds. Graduate Pascal Mazure left Compiègne for Austin, Texas, where he obtained his Master's degree in Science and began earning his living – before his courses ended – in the famous company IBM. A year later, back in France he was recruited ‘naturally’ by IBM Montpellier and he worked on a manufacturing R&D site. But fairly quickly Pascal was offered his first position in management – just one

year later, he was appointed manager of a service with over 300 personnel. His mission was to check/validate IBM's mainframe production for Europe (Ed. mainly corporate server stations).

Obtaining “practically all the highest distinctions possible”, Pascal Mazure worked with IBM for almost ten years. In 1998 he accepted an offer to join Capgemini, one of the world's main advisory companies in management and computer systems, taking responsibility of the Banking System Division. He acquired an excellent base experience of how major banking systems evolve, both in terms of functions and technical organization. Pascal was the given the responsibility for development and growth of a Division with some 200 staff in an application field called information management of the Credit Agricole's EXA data processing system. “With

the experience I gained at IBM in the financial and banking sectors, it was easy for me to move over to financial affairs". At Capgemini, also Pascal also worked on a partnership between Capgemini and SAP France, a professional business management software editor. "We had a functional and technical heritage at the banking system division but we could not rely on an industrial editor like SAP", details Pascal. And given that SAP – who are very efficient in handling manufacturing problems – would to develop activities in the banking sector to maintain its corporate growth rate. In an attempt to create a business collaboration between Capgemini and SAP, the latter headhunted Pascal and recruited him to the position of director to supervise the banking sector-France. Our UTC graduate spent 4 years with SAP and helped the company position itself in insurance activities and his division to prosper.

Development of the French subsidiary of SAP however ran into difficulties

while at the same time Microsoft France was looking for a Director for its financial affairs. This provided an excellent opportunity that Pascal accepted. He wanted to return to an American multinational, whose management policies he found attractive; likewise the way the company rewards merit. Pascal also had kept good memories of his studies in the USA and saw this appointment as a way to return on a regular basis to a country that he admires. He was appointed to the

position of Director Finance, Banking and Insurance with Microsoft France in June 2005. Today Pascal Mazure is in charge of a portfolio of close on 100 Meuros/year. In his new functions, it is his role to define a growth strategy for France in Finance, Banking and Insurance, coherent with the other world corporate division directorates, ad managing a team of sales engineers and pre-sale engineers. ■

BIO EXPRESS

1988 : graduated from UTC with the specialty Mechanical Engineering

1989 : gained a Master's degree in science at the University of Texas, Austin

1989 : recruited by IBM where he held several positions in the Server Division, France and the USA

1998 : recruited by Capgemini where he worked in their Banking Systems Division

2001 : joined SAP France as their Director for "Banks and Insurance"

2005 : returned to Microsoft France becoming their director for "Finance, Banking and Insurance"

Today: Sales Manager SAP

Innovation *facilitator*

Eric Briole graduated from UTC in Mechanical Engineering (specialty Industrial Design) and today Chairman and CEO of Efficient Technology and Efficient Innovation, an advisory company active in the fields of corporate organization, finance and innovative project management.

BIO EXPRESS

1966 : born at Gap (Hautes-Alpes)

1989: graduated from UTC in Mechanical Engineering (specialty Industrial Design)

1990: awarded a DESS in Technology and Innovation Management at the University of Paris-Dauphine

1990 /1991: assigned his first work missions with EDF - CEA in France and China

1992 / 1998: became consultant then Chairman and CEO of Danel Technology

1998 : became founder Chairman and CEO of Efficient Technology & Efficient Innovation at Montpellier, France

Today : Pdt Efficient Innovation

Technology and innovation management have become increasingly important in terms of competitiveness of enterprise and Eric fully understood the stakes and challenges. The founder of Efficient Technology (cf. www.efficient-technology.com/) Eric Briole was an

undergraduate at UTC some 20 years ago where he took the specialty courses in Industrial Design, at the time his area of predilection and expectations in terms of technology, novelties found in design work, together with an attraction for management functions. "This creative specialty, contrasting with classic university courses provided all the tools I needed to organize and launch projects" details Eric Briole who, inasmuch as he wanted to acquire more management and finance skills, went on to do a higher degree (DESS) in Technology and Innovation Management at the University Paris-Dauphine. Less than 2 years later - and with a few missions under his belt, thanks to the electricity operator EDF and then French atomic energy agency (CEA) - he became a consultant in organization and launching of technology-intensive projects for Danel Technology. Our UTC graduate moved up the ranks and became the company CEO. In 1988, he founded Efficient Technology, with the clear objective to accompany innovators and developers and help launch new projects into the market-place. Was this a daring move? Well, "yes", judging by

Eric Briole's experience. "Innovation is a world of success stories but there are also numerous project failures. Only one out of three projects will become a major success. Moreover, we decided to set up shop in Montpellier, an industrial desert, so to speak while our main clients were in the Paris and Lyon (Rhône-Alpes) Regions." Efficient Technology, has seen its results in job creation, for example, constantly rising. For a decade now Efficient Technology has brought successful assistance to companies of all sorts of sizes, in their innovative projects, covering France entirely now.

"Helping companies to innovate amounts to playing a positive role in economic development", explains Eric Briole, "because companies really need to innovate to build competitive margins, to be different, or simply to protect their head-start in a given area of products/services". Thus, Efficient Technologies helps out no less than 10 large scale companies in innovation management processes, viz., companies like Michelin, Salomon or Airbus, plus over 100 innovative start-ups and 50 medium-sized enterprises (MEs), advising them to better organize their R&D efforts when managing major technology-intensive programmes. "Faced with the increased demands of global market-places today, innovation is a key factor to competitiveness and even to survival", insists the now Chairman and CEO of Efficient Technologies. It is for these reasons that as it becomes increasingly important to amplify industrial R&D to preserve jobs and limit environmental impacts that our life-styles generate,

the Efficient Technology agency aims at bring the most efficient advice to the client companies helping them build up added value through innovation. The concept of innovation "covers several aspects, whether we are referring to the company's product lines, its processes or its services", explains Eric.

"Fundamentally, the act of innovation boils down to overriding a reluctance to accept change, to adapt to new configurations", to believe in upcoming generations, to understand them and their needs", pursues Eric. Moreover, real innovation also relies on some basic features. The advisory function is a human asset for the consultants; innovation calls for a personal commitment that helps bring together disunited teams, individuals and get them to collaborate. Innovation this is a form of alchemy in a logic of effective collaboration of the actors involved in a given economic sector. "The challenge is to build bridges between the actors, to have them make their relationships more dynamic and, in short, to demonstrate the existence of positive fallout, creating a consortium where each staff member can identify with the project and his/her responsibilities". This is something that Eric Briole has achieved successfully, starting with his colleagues at Efficient Technology, federating all his staff round an energetic, shared corporate spirit. ■



A keen web cartographer

Alain Le Berre, UTC graduate, has been Chairman & CEO of RTGI, a company he founded, since 2006.

There was no writing on the wall to predict that Alain Le Berre – founder of RTGI (cf. <http://www.rtgi.fr>) would become an undisputed leader of strategic information monitoring activities on the Web. After a scientific baccalaureate and 2 years at the University of Technology Belfort Montbeliard (UTBM), he decided to come up to UTC and register for admission to Mechanical Engineering. “UITC really gives you a chance to test and try out every specialty. Thus, with my diploma in Mechanical Engineering, I’m now head of a computer science company. Curiosity, determination and a wide vista on what the word “project” could entail, are all useful features and skills that I acquired at UTC”, says Alain Le Berre. But what undoubtedly brought him most value, from a professional point of view, was his line-up of rich experiences in associations tied to the Maison des Etudiants (students’ social foyer), for example when he was manager of the Picasso (Ed. the student’s in-house bar) for a semester, taking an

active part in all festive events at UTC or his commitment in the sailing club. “UTC really taught me how to accept and assume responsibilities, which I don’t think I would have found in any classic schoolwork”, he adds.

During his study years at UTC, Alain Le Berre became an active member of the research group under the denominator RTGI (acronym for network territories and information geography) which was launched at UTC. “We were just a bunch of students keen to follow our lecturer Franck Ghitalla in his research work on “web territories”. The group met at members’ homes or often at the Picasso Bar, our base-camp for the Monday evening get-togethers. It also proved a great place to recruit new talents and other students who showed enthusiasm for the project”, recalls Alain. As the end of his studies approached, Alain Le Berre was first attracted by an academic career but “unfortunately PhD grants were far and few between”, so he decided to continue

in the web territory project which he had seen from the outset and which was developing nicely. Then he had the idea of turning the group concept into a company RTGI, launched officially in August 2006.

Then Alain ran the classic gauntlet, first to obtain his certification from ANVAR via the Government funded national competition for new start-ups, then did the rounds, meeting numerous local and regional economic actors, identifying those best positioned to accompany, advising and helping them build sets of strategic corporate options, which was the process that led RTGI to where it stands commercially today. RTGI has taken the somewhat madcap bet of constructing a (part) web topography, communities of web sites and their hypertext links, developing special metrology tools to measure web events/items. “A web can be represented on a map provided you do not have the ambition to include the 8 billion current web pages all together!” explains Alain Le Berre. What RTGI did was to first select parts of the web where there were semantic or topologic coherent features. By abandoning a sampling principle, limited to treatment of only about 200 sites, you can gain a more exhaustive view and RTGI does this by placing the data in a 3D map. RTGI, associated with UTC, revealed during the recent French Presidential elections a special cartography of political blogs. Almost 1 200 sites were related to these elections and this enabled the young company RTGI to identify certain trends adopted by the political parties and their e-active members. “Our aim is to enable our clients to know their web



BIO EXPRESS

1998 : gained his scientific baccalaureate

September 1998 /June 1999 :
‘Mathématiques supérieures’ courses at the lycée Henri IV, Paris

2001 : obtained his DUT (technology-intensive diploma at the University of Technology Belfort-Montbéliard (UTBM)

2004 : graduated from UTC in Mechanical Engineering

2006 : became Founder Chairman and CEO of RTGI

Today : Special adviser at LOGEO

environment better, i.e., to know those sites on which their presence is most efficient, what are their opinion relays, how information disseminates among the nodes ...” says the Chairman & CEO of RTGI. We are talking here of highly relevant and precious data circulating in an information-intensive world that is in ‘perpetual motion’. ■

#5
February
2008



Adept of cultural **crossroads**

Romain Mallard, a UTC graduate in Mechanical Engineering, today heads Digital SK, a rapidly growing company in Latin America's largest country, Brazil.

Romain Mallard left “a smallish lycée in the countryside” to come to Compiègne, where his first impression was that “I had a fantastic opportunity to learn, travel and meet other students with varied backgrounds, including the son of a Togolese Minister who had done his lycée in Picardie and a Brazilian girl with carioca origins”. The UTC associations also taught him a lot, participating as he did with a dozen or so friends in setting up Contact au Mali; this totally changes his outlook on development. “At the time, we were a group of young pro-Europe idealists and we did learn a lot through that associative experience”, he

adds. With his diploma in Mechanical Engineering, Romain finally spent over 2 years of his UV studies abroad and covered 8 countries in 4 continents in the process. The young engineer graduate recalls two strong points of his stay in Compiègne. Firstly, the strong scientific and technological culture he picked up at UTC, which “enabled him to continue to increase his knowledge base”. Next, he acquired an open mind on the world that caused him to call himself constantly into question and also to work with people from very varied backgrounds. “As Technical Director (and shareholder) at DigitalSK, I have to mobilize and manage a lot of

different profiles: a Brazilian script-writer trained at the Sorbonne in Paris, a network engineer, a financial director specialist in interest rate fluctuations. I have to be able to make persons with the right skills to work without forgetting my own objectives”.

Completing his studies with a Master's degree in applied computer sciences in Brazil,

the “young and inexperienced student” established a decidedly risky project (in contact with research scientists at UTC and at the PUCPR (Pontifícia Universidade de Católica do Paraná), in the field of digitized editing (e-books), an as yet “unknown market”. However, the robust and innovative technologies developed at UTC as well as the solid network of Brazilian and French actors that had been consolidated for some twenty years, between UTC and ten State of Paraná, have combined to make Romain's project viable and attractive. Brazil, in effect, has a strong growth in several sectors: energy, aeronautics, consumer goods and health and the country has to face huge needs in education, training and knowledge management.

“We have been working since 2003 for majors like Volvo or Electrolux, and nonprofit organizations like the Brazilian Quality and Productivity Institute, the Ministry for Tourism or for companies in the pharmaceutical sector. We offer short training sessions for hundreds of persons working thousands of kilometers away from our

HQ. Our main objective is to see our clients obtaining measurable results using digital editing chains based on scenarios and AV productions produced by Skema. The challenges are colossal. We are in fact on our way to becoming a benchmark actor in the e-education/training field in Brazil by 2010”. What more could we wish him? “To continue to learn through my mistakes. Strangely enough you learn far more when things go wrong and if you are capable of realizing it in time”, replies our young but lucid entrepreneur. “I much prefer to proceed by case examples rather than by listening to advice. Entrepreneurship is a great school if you want to learn how to tale options, make decisions and assume the consequences”. ■

BIO EXPRESS

1978 : born in Chaumont (Haute Marne)

1996 : gained his scientific baccalaureate, followed by admission to UTC

2002 : graduated from UTC in Mechanical Engineering

2003 : completed his training with a Master's degree in applied computer sciences at the Pontifícia Universidade Católica do Paraná (Brésil) and also did higher French degree, DEA, in Technology of Information Processing Systems at UTC

Became co-founder and technical Director of DigitalSK

#6
July
2008



“Daring and

Track-record for a female graduate from UTC whose engineering skills and life-style have helped improve company performance levels all round.

Sophie Baratte had always wanted to do medical studies. But her parents advised her against this at the time, encouraging her to sign up for the biological engineering specialty at UTC. “With hindsight, it was an excellent compromise between the freedom you find in a university and the more structured organization of a French engineering school. UTC allows its students to develop self-reliance and how to become more ‘responsible’”, stresses Sophie. With her diploma tucked under her arm, she had a proposal from one of her lecturers to do a PhD in immunology, under a CIFRE contract with a Compiègne company Biosys. “That made for a key transition between formal studies and a live apprenticeship with an enterprise” adds Sophie, whose mission was to imagine and specify the principles that could guide deleterious bacteria detection in dairy-product environments. “When I think back

to that work, the thesis represented the UTC model in its proximity with industry. I was able to set up a real entrepreneurial project whilst preserving a strong foothold in basic research”.

During her thesis, Sophie raised all sorts of questions about her future, seeking to identify what really interested her. “I revelled in my industrial contacts”, she recalls. In the final year of her thesis, Sophie set up an Asia (Taiwan)-France import/export business with her brother, which venture allowed her to approach interpersonal relationships – in a wider, more global connotation, manpower management. Our UTC graduate, who found herself in charge of mass consumer products, nonetheless felt she was becoming an orphan of the scientific content that had been her day-to-day intellectual intake. She decided to accept a position

with a specialist in cancer diagnosis, the Danish company Dako. “The scientific knowledge base and skills I had acquired during my studies, plus the relationship and communication skills that UTC endeavours to inculcate in

the following year Johnson & Johnson, one of the world’s most important producers of pharmaceuticals, medical equipment, hygiene, health and cosmetic products. Today, her prime objective with the Sorin Group - a European ‘Med-Tech’ leader, specialized in cardiac surgery and treatment of cardiac arrhythmias – relates to teamwork and fostering dialogue. “My personal life style is essential here”, adds Sophie. “Unfortunately, the focus of dialogues in enterprises revolves mainly primarily round financial affairs. But the truth is that finance is only a reflection of team dynamics and individual performance levels!” ■

innovative”

students, assumed their full meaning in the work assignment with Dako”, notes Sophie Baratte.

However, if the technical and technological means used are absolutely necessary for many companies, Sophie question the position of humans in organizations. “The human factor is just as necessary when it comes to accepting risks. The men and women involved must be prepared not only to be daring and innovative but also see opportunities to use their potential and know-how”. So, with several successive experiences in team management and individual resource enhancement, our UTC graduate accepted one of the National sales directorates with Beckman Coulter France, one of the world leaders in hi-tech scientific apparatuses used in diagnosis, research and industrial sectors. Sophie then had the chance to enrol for an MBA at HEC. She learned the fundamentals of corporate management and chose to join Bain & Company 18 months later as a corporate strategy consultant and

BIO EXPRESS

1986 : graduated from UTC specialty Biological Engineering

1989 : obtained his PhD thesis at UTC in the domain Biological Engineering

1994 : accepts as position as National Sales Director Beckman Coulter France

1999 : admitted to the HEC - MBA course (ISA)

2001 : became a strategy consultant with Bain & Company

2002 : became Director General of one of the companies in the Johnson & Johnson Group, France

2006 : joined the Sorin Group as their CEO or Director General, France

Today : CEO at Cellnovo Ltd

The global vista manager

François Praddaude did his UTC final year placement with the company Steria. After occupying several key positions, our UTC graduate, seventeen years further on, is now their Director of Manpower Resources.

The explanation for this great track-record lies in “teamwork”.

Ever since promising a start integrating systems in the aeronautical sector, followed by the telecoms sector, François Praddaude was always able to relay on “the best talents” in Steria. “No matter how brilliant you are, it is impossible to work in total isolation”, he explains. Only teams win the day. Success here, according to our UTC graduate (specialty: computer sciences) “always depends on the relationship you build up round you, with your company’s clients and with your colleagues”. His professional career has been composed as a function of meetings and challenges, always with a degree of risk. “Managing people and projects is a risky business and if you do not assume risks, you will stagnate or even regress”. His technical and managerial skills led to him occupying several key positions in Steria: project head and director, in charge of commercial proposals,

division director for 6 years, director of the risks, quality, computer and data processing division and capitalization for 2 years and more recently, Director of the System Integration Business Unit. « The quality of training we acquire at UTC helps us get you over the hurdles, both in early days in terms of know-how and later in terms of personal development. Moreover, since UTC engineers are very pragmatic, they immediately become operational”, stresses François.

This is how our UTC graduate accompanies development of the global computer science operator, for both enterprises and administrations.

“Since I arrived at Steria in 1991, the company payroll rose from less than 1 000 in France to over 20 000 round the world; spread through 15 European countries and also in Morocco and India ...” In 17 years with Steria,

François Praddaude has launched numerous corporate projects, including a new organization about project risk management, a corporate Project Centre with all Steria's projects grouped together in a single site in the Paris Region, in essence, a training school to 'certify' project leaders and directors in the company. "We even offered part of a course, Project Management, notably a module on Risk Management for a few undergraduates. And we shall re-conduct the operation this coming year", he adds. A nice way for our graduate to say 'thank you UTC', who, when he himself was an undergraduate followed credit courses in start-up creation, corporate management, marketing or communication. These training packages allowed him to "build up the key features needed in an entrepreneurial world: an open mind, team-work, adaptability, operational

results and resolute, personal commitment".

Last April, the CEO of Steria France invited François Praddaude to accept responsibility for the Manpower Resources Directorate, one of the

main challenges for the company. "The executive wanted all its staff to benefit from my experience with Steria in almost all its professional components", explains François, who did not hesitate long before accepting the position – contributing as it does to the development of manpower resources. "The DMP in a SSII (computer science intensive service-oriented company) is the cornerstone to attaining good operational practice. I rely on my Manpower management teams and I bring my own vista and coherency in terms of corporate policy



BIO EXPRESS

1967 : born in Crépy-en-Valois (Oise - 60)

1991 : graduated from UTC (specialty computer sciences and engineering)
Joined Steria after his UTC final year placement

2008 : appointed Director of Manpower Resources at Steria and also member of Steria's Corporate Executive Committee

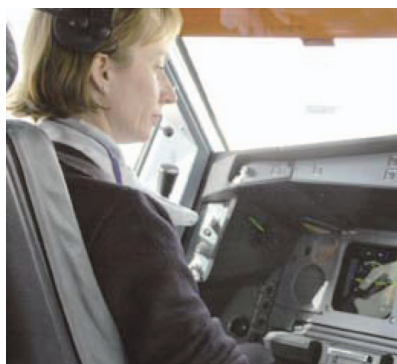
Today: Managing Director SopraSteria Group

and strategic project orientations”, as necessary to have good interpersonal relationships, in negotiations and economic management, “even if the motivation of my team is the major source of commitment and in fine the results in terms of client satisfaction and profitability of our operations”, he adds. My day-to-day aim is to handle the triangle: clients/teams/budget”. As an excellent Manpower Director,

François Praddaude therefore fully masters corporate strategy: its sectorial positions and development of company activities, and also the data processing science bases, in advice work, system integration, info-management and Business Process Outsourcing, offshore, nearshore, etc. “In short, a global vision of my company in a position where, strange though it may seem, I still have lot to discover”. ■

She has the controls

Flight path of Isabelle Py, UTC graduate specialized in computer science... now a qualified pilot with Air France.



Whether she has the controls of a glider or a cargo plane, departing from a Paris Region aero club or from Europe's biggest international flight hub, whether it is for a circuit or for a long haul to Caracas, Venezuela ... Isabelle's passion for flying is intact. This desire or way of life now arose through a vocation that started when she was doing computer science as her UTC speciality, 20 years back. "I wanted to become an engineer and UTC presented all the advantages of an engineering school plus an open

view on the world and a credo for self-reliance, perfect for a dual personal and professional life-style and career". At the time Isabelle was a keen horse rider and was delighted to be able to come to Compiègne, "the city of horses". "However a spot of needed surgery kept me away from saddles for a while, and afterwards, sad to say, I was afraid of mounting again – fear of falling off, I suppose. I just froze", says Isabelle. So what she did was sell all the riding courses she had bought on an annual basis and via the Students' office moved over to gliding. Her first glider flight and even more so her first take-off were a total revelation for me. "This is what I want to do, I said to myself, when only 10 cm in the air and the tow plane had not yet left the ground!" Her course-schedule at UTC led to two placements in line with this desire, one with Dassault Aviation – a global major in aeronautics, as everyone knows – where she managed to gain her basic air licence and the next level private pilot. But remember that at this point flying was a pastime.

Bio EXPRESS

1981 : obtained his Baccalaureate D

1982 : spent a year at the École Supérieure d'Ingénieurs en Électronique et Electrotechnique (ESIEE-Paris)

1984 : obtained her DUT Computer Science (University of Paris 1- Orsay)

1987 : graduated from UTC, specialty Computer Science

1990 : admitted to the Ecole Nationale d'Aviation Civile (ENAC-Montpellier) and qualified as airline pilot

1991 : recruited by Air France

With her UTC degree, Isabelle went on to work 2 ½ years with a computer science company “An SSII (data processing Service Company) serving the SNCF (rail consortium) and the RATP (Paris transportation) was far removed from my aspirations. “And indeed it was this first professional experience that made me reorient my professional path”, says Isabelle. So she decided to register for further studies at the National School of Civilian Aviation (ENAC) at its premises in Toulouse (SFACT). After one year she obtained her professional licence and was recruited by Air France only 4 days after she left ENAC – at a time when the Gulf War was slowing down recruitment of pilots. In August 1991, she settled into the co-pilot’s seat in an Airbus A320. “Thereafter, I was regularly on the Africa/Middle East flights, on A310s, in the co-pilot’s seat as First Officer, before moving to the Boeing 747-400 for

9 years, the biggest commercial aircraft in the world before the A380”. Just less than 2 years ago, Isabelle opted for new lengthy training to upgrade herself to the flight Captain’s seat, on the impressive 4 engine wide body A340. In short an atypical track: “accessing directly to long-haul airliners’ flight decks is rare professionally. The size of the aircraft usually is a function of your experience – the longer you flew, the bigger the aircraft – and here I was going straight to the left seat of an A340!!!”

Isabelle is now an airline pilot. Is it just a job like others? “Certainly not”

replies Isabelle, “as an airline captain, you have chosen a special way of living, with its advantages and disadvantages – and really it is not what I would call ‘just a job’! Many things are synonymous with “flight cancelled”, almost without notice”, she recalls. On a regular basis she follows maintenance/upgrade training, which cover the technical aspects and also physical features. On the training programmes: simulator runs, theoretical examinations, medical check-ups ... Certain obligations impact the routine, which anyway is not exactly repetitive. “There is no such thing as a typical day, in fact. Every flight is unique, and you have to work regularly with new colleagues, heading for new destinations, at the mercy of adverse on-route and local and weather, with varying technical and commercial parameters ... in a word, a terrific window on the world” concludes Isabelle Py. ■

#9
August
2009



The name of the game is ... **anticipation**

With a masters degree in biotechnology from the UTC, Eric Perrier is director of R&D within the Perfumes and Cosmetics division of the LVMH Group. Meeting...

“There is the emotion one has when discovering a new cosmetic blend that awakens all your senses, there is the emotion when an image in a mirror immediately pleases the beholder, and an emotion of total tolerance, when turning a feeling into reality”. Eric Perrier, head of the R&D Centre for the Louis Vuitton Moët & Hennessy Group (LVMH) since 2005, embodies this mission of constantly

placing research in the service of emotion. LVMH’s R&D Centre is considered to be one of the top four advanced research units for cosmetics in the world. Our skin has become his greatest source for innovation. Eric Perrier is in charge of preparing the products of the future, for tomorrow’s consumers and markets, of understanding the constitution, functionalities and dynamics of our epidermis, rendering it more beautiful

BIO EXPRESS

1986 : graduated from Ecole supérieure de Chimie Physique Electronique de Lyon (ESCPE Lyon)

1987 : became post graduate DEA diploma at UTC-Compiègne

1988 : obtained his first professional posting with the Eridania Group: Beghin Say, Brussels, Belgium

1990 : joined Coletica and by 1966 was appointed their Chief Scientific Research Director

Today : Executive VP global R&D Essilor International



to feel and see and in particular arming it against the assaults of age. For this purpose, the LVMH 'prospective and trends' teams have the task, long before the products themselves come to market, to sense and predict consumers' expectations and their evolution. As Eric Perrier puts it "an R&D unit must

reinvent itself every 5 years. Tools, methods and laboratory protocols are constantly being upgraded and introduce revolutions in the traditional ways of the cosmetics and perfume worlds. Today's systems are already behind us."

Ever since he started studying at ESCPE Lyon, Eric Perrier was excited by the connections between chemistry and the living world;

"Could we inter-relate molecular structure and biological functions? Could we modify molecules in such a way as to make them more available and bio-tolerant? Could we create complex molecules by biological rather than by chemical processes? Questions like these led Eric Perrier to enrol for a DEA (a post-graduate diploma, prerequisite for doctoral degrees) at UTC-Compiègne, in the field of bio-technologies. The revelation, so to speak, came when he met Prof. Daniel Thomas, then head of the Laboratory for Enzymatic Engineering at UTC-GEC) and Eric discovered what biology could offer to chemists. Some 20 years later, Eric Perrier is now in a position to appreciate the "giant leap" that occurred in cosmetology research. "New multi-cellular models allow us to modelise the epidermis in three dimensions, adult stem cells, ageing processes, new screening to discover more efficient products, new formulae that improve the bioavailability of the cosmetic active principles, non invasive, non-contact techniques that allow us to assess efficiency of the products we offer ... in a step-by-step iteration in our R&D efforts, we are gradually discovering new areas of skin



physiology. And we believe that this is just the tip of the iceberg! With new tools arriving constantly from the biomedical world – in diagnosis, genomics, histology ... the field of cosmetics will soon be able to invent and develop solutions specific to each kind of population.

Taking the time to explore new disciplines or technologies which were not yet fully controlled in the LHVH Laboratories. This is a positive state-of-mind approach that Eric Perrier tries to instil in his R&D teams. What are, we may wonder, the prime features that characterise an R&D Director? “Above all else, an open mind that allows you to entertain even the most far-fetched, wildest applications, including some that were not even imagined when the

research began”, concludes Erich Perrier, without hesitating one moment. “Our methodology is there to guide the passions inherent in any theoretical discovery and leads immediately to protecting it in terms of industrial property rights and sales. Too many patents are framed in inadequate terms that consequently do not protect the inventors and do not allow the enterprises who so wish, to operate a licence, or to obtain an exclusive right to market the product. Indeed, I personally appreciated UTC’s knowledge-base and acumen in these areas, through the strong links it had developed with the private sectors.” Eric Perrier is totally convinced that France must welcome the existence of strong, independent, private sector R&D laboratories, in a position to receive and analyse the needs expressed by industrial managers at large. ■

#10
March
2010



Entreprene

Julien Mériaudeau, who graduated from UTC in Computer Science, was recently appointed Managing Director of SQLI who count no less than 1 900 staff round the world.

As he willingly admits himself, Julien Mériaudeau has always had an « entrepreneurial fibre».

It was indeed for this very reason that he matriculated as a student at UTC in the early 90s. For his end of studies dissertation and placement, Julien went to Luxemburg and indeed went back for a further ten years to this country, during which period, he founded a company Clear Vision. But before that and with his degree scroll under his arm, so to speak, Julien added to his scientific and technical background by following courses in management. “I had already taken this option at UTC and found the subject interesting enough to want to pursue a little in-depth; I therefore did an advanced DESS degree in management.” Julien’s vision today of management practice is based on a thorough grounding not only in the technical aspects, but also including those elements needed to

manage and finance a company. “It is the alliance or even the alchemy between the two worlds that constitutes the key to success”

Having first the idea to create his own company in the field of IT (Information technology), Julien as a graduate engineer in computer science, began his career with a large French banker the Caisse des Dépôts et Consignations, before moving fairly quickly to join Cedel Global Services in Luxemburg where he had the opportunity to invest in the area of SAP (Systems, applications, and products for data processing) professional software. “After examining several concepts and various business plans, I decided to set up a company myself” And so it was that Julien established Clear Vision, a service sector company working for suppliers and logistics, a core function for corporate strategies. This indeed is a risky

choice. "I myself was neither a consultant nor did I possess a well-heeled address-book. The only chance I had was to go out and prove I could do it!" Fortunately, by word of mouth, his notoriety built up and the first clients started placing orders when then led on to solving the questions

curial spirit

of managing the operational processes (manpower, accounting, finance, sales, distribution, supplies), i.e., making the two worlds of Internet and SAP (Systems, applications, and products for data processing) work together. Julien then decided to join his service company with another company and created Clear Value which, at that time, proposed services and business solutions developed on another technological platform called Netweaver, itself based on e-business concepts.

And so it came to be that SQLI, a French Group for consultancy and acquisitions, whose aim it is to anticipate on major market trends, positioning itself on the leading edge of technological breakthroughs, made it known that they wanted to join forces with Clear Value, proposing that Julien Mériaudeau accept the position of Head of SQLI's SAP Division. The latter is a structure that places a demand on Julien: that he constantly comes up with very high level solutions! And this runs a shade higher than the usual derogatory feeling that "some customers have of a service sector company, viz. simply supplying

qualified manpower for a given need and getting paid for that and that alone, a sort of disguised interim employment situation", says Julien, regretfully. With SQLI, on the contrary, Julien' mission as he sees it, is to deliver high level services in often complex missions with sizeable impact on the jobs concerned. Appointed Managing Director of SQLI in 2009, Julien Merioaudeau would now like to instil his own vision in the Group, viz. "A vision of a job where we must propose and be the proponents for continuous improvement of the processes used by our clients for their operations, their implementation and their accompaniment.■

BIO EXPRESS

1995 : graduated as engineer from UTC in Computer science

1996 : awarded a DESS (advanced degree) in Corporate Management (IAE Aix-en-Provence)

1997 : joined Cedel Global Services in Luxemburg

2000 : created and chaired the company Clear Vision

2005 : became co-Chairman of Clear Value, resulting from a fusion Clear Vision and Appia

2006 : joined the Group SQLI as Director of the SAP Pole

2009 : appointed Managing Director of SQLI

Today : Co-founder Ubigreen

Orchestral conductor

Yvan Lambert will have held all sorts of posts in the automobile sector before heading the team that designed a well-known model of monospace in the range of PSA Peugeot Citroën's vehicles. Here is his portrait:

Automobiles represent one of the richest industrial sectors, in terms of job skills. This was probably what attracted Yvan Lambert, with his engineering doctorate, who today is one of PSA's project directors. His career, however, did not start in the car business but in the nuclear sector. Previously he had done a speciality degree in materials sciences in his final undergraduate engineering year at UTC. Two years later he defended his PhD thesis in collaboration with Framatome, a main supplier for the nuclear power generation industries. "With all its entrepreneurial dynamism, UT Compiègne was a pioneer in partnership contract research and co-operation with industry. I personally was able to engage my thesis studies directly with an enterprise, one of the first in the [CIFRE] category I think: the subject I explored was damage measurements characterising thermal fatigue for pipes used in the nuclear power industries." Our graduate then had the possibility of

working with the national boat-building consortium (DCN) who wanted to integrate new methodologies, used by Yvan during his PhD work, to inspect the thermal protection devices used in warships.

One more year later and now in the Arcelor [steel-making] Group, Yvan found himself closer to automobile equipment and parts. "We were asked to develop new steel formulae for the car makers". Among the latter, Renault and PSA Peugeot Citroën. In 1990, he was recruited by PSA; "I had always wanted to work in car development. I had always wanted in fact to be placed in charge of complete vehicle ensemble and not just the parts, as seen from the materials sciences angle". But first of all, over a span of 10 years, Yvan had a go at every job in the car business, a sort of Jack of all trades as we say, in design, testing, methods, and thereby he built up a tremendous experience, both technical and managerial.

In a word, he acquired a global vision of the company and its R&D divisions. “This mobility inside PSA is part of the management training policy; moreover, today we see the company structured in terms of competences and skills.”

Year 2000 saw Yvan (now Father to 3 children) heading the Car Safety Synthesis pole, where the goal was to test vehicles in the domain of active and passive safety criteria, using crash-tests frequently. In 2004 he took over the Group Strategy Directorate and finally moved in 2008 to East France to overview the development platform, as it's called, with test rigs located at the PSA Peugeot Citroën site at Sochaux. “That was a one-year experience that proved very rich in regard to organisation, management, technical follow-up and real time planning control, before I took the responsibility for a full scale, complete project. When I say project, you are to understand vehicle, of course”. Designing a new car takes 5 years, with 3 separate and distinct phases: basic performance design, styling and part-making and assembly. It's only then that you come to actually making the parts, their assembly protocols and finally start to roll out the prototypes. The final stage of course is when the car is handed over to the mass production lines. “Here we have reviewed a series of stages that the project manager is supposed to bring together successfully, often with contradictions to be solved in terms of quality, costing, delivery dates ... in a prospective vision in phase with market trends and forecasts.” As of 2008, Yvan Lambert was appointed project manager for the future vehicle to replace the monospace C4 Picasso, and

which could reach the market and garage show-rooms end 2012. In full compliance with corporate confidentiality clauses, Yvan cannot tell us any more, except to let us in on the fact that there will be a hybrid option here. More to come ... hopefully. ■



BIO EXPRESS

1984 : graduated from UTC in Mechanical Engineering

1986 : awarded a PhD at UTC for a thesis on material sciences

1987 : began his career at the French Naval Construction Division (Engineering Services)

1988 : recruited by the Arcelor Group

1990 : recruited by PSA Peugeot-Citroën in the Vehicle Design Department

2005 : appointed Head of PSA's Resources and Strategic Planning

2008 : appointed Project Director

Today : Plant Director at PSA Peugeot Citroën

#12
August
2010

A portrait of Gilles Bouvier, a man with dark hair and glasses, wearing a light blue shirt and a dark tie. He is looking directly at the camera with a neutral expression. The background is a soft, out-of-focus light color.

An international inclination

Multi-cultural activities have always marked Gilles Bouvier's life; Gilles is a UTC graduate engineer, who today heads the manpower division of the ALSTOM Group, a world leading corporation in the fields of energy and transportation. Here is his portrait.

Taking up a job in international activities seemed self-evident to Gilles Bouvier, or at least a logical follow-on to his training. Towards the end of the 1980s, UT Compiègne was looking for volunteers to join in an exchange with the Technische Universität, Berlin. Our then student engineer Gilles was one of these pioneers who duly headed off for a year in Germany. “That was the first time I left France for such a length of time”. A revelation. So much so that

he then crossed the Channel to gain his post-diploma degree (or double degree) with Cranfield Institute of Technology (UK). “Both in Germany and England, I learned different ways to tackle subjects and problems. The technical and problem solving approaches were every bit as different as the intercultural differences and exchanges.” From that point on, the double graduate engineer Bouvier had always seen intercultural relations as a source enabling you to avoid getting

locked in any predetermined logic. “Learning how to be intercultural, which indeed is a key feature to any training course at UT Compiègne, ever since it was established [1982], represents a capital added value, that of being able to changes one’s logic stance and viewpoint as a function of the problems and their context”.

Gilles wanted to begin his professional career abroad.

Despite 3 proposals to do a PhD at Cranfield, the quality engineer Bouvier decided to join Fauracia (then called Bertrand Faure) with the prospect of contributing to the creation and start-up of a factory site in England, near Oxford “I had this opportunity to work outside France, for British and Japanese client companies such as Rover and Honda; I was able notably to take in Japanese culture, based on effective improvement methodology, on a notion of progress by small steps, immediate implementation and always designed to serve a collective, community cause”. Gilles returned to France 2 years later to occupy quality assurance functions, up to and including the responsibility for the Quality Assurance Division for PSA, with for example, studies on problems about reliability and bolting arrangements for car seats. One Friday morning in 2001 recalls Gilles, the Director for Manpower services called him in and explained the project he had in mind to create a Manpower Service for each company Division. Gilles’ experience in team management and his technical engineering skills made Gilles the perfect applicant for the job, even if he had never “envisaged moving this line of activity”.

One weekend of hard thought later, our UT Compiègne graduate accepted the offer and rapidly took responsibility for 2 Divisions, notably the Asian Division. “It was during those 2 years that I really learned to live with office jet lag. Some days would start at 05h00 in a phone call to China, and end at 22h00 in a videoconference with Brazil”.

BIO EXPRESS

1988 : did a year’s studies at the Technische Universität (TUB), Berlin

1989 : admitted to Cranfield Institute of Technology (UK) for a Master of Science (MSc) in Aerospace Materials Engineering

1990 : graduated from UTC in Mechanical Engineering - recruited same year by FAURECIA & C° as their Head of Project Quality Assessment

1997 : appointed Head of the Quality Division

2001 : accepted post as Director of Manpower Resources for 2 divisions

2001 / 2003 : enrolled for a higher degree (DESS) in Manpower Resource Management at French Institute for Social Management (IGS) in continuing education programme

2006 : oversaw and monitored the internationalization of R&D for emerging countries

2008 : recruited by the ALSTOM Group as their Director of Technical Manpower Resources

Today : Senior HR Business Partner Saudi Aramco

In 2006, the Faurecia Group had to face a new challenge, to reinforce its R&D work, in emerging countries such as Brazil, India, China or Poland. The Group again called on Gilles who combined international experience, technical know-how and management skills. For 2 years, Gilles continued to increase his business acumen, with numerous monthly trips round the world, to add to his intercultural background, notably “through the unimaginable number of mistakes you can commit when you are dealing with someone from another culture; in some countries, when you hear “yes” it can mean that the person has heard you but does not necessarily agree with what you gave said. Indeed, the person may not even have understood what you said, nor even promise that they will take the action you desire them to carry out!” In India, Gilles had to compose with, such as the cyclic notion of time where

notions and the words ‘yesterday’ and ‘tomorrow’ can be translated by a single word, which naturally leads to all sorts of planning management problems. “Working in an international dimension requires that you adapt constantly as a function of the message, of the addressee and the prism of perception specific to a given cultural sphere”. But very quickly, Gilles, who is also VP of the UTC Alumni Association, Tremplin was looking out for a new challenge. In 2008, after 18 years with Faurecia, he had an opening to join the Alstom Group where one again he was able to combine the two factors: international and manpower. Today as Manpower Manager for the Group, Gilles Bouvier freely advises his staff to “always operate in multicultural network configurations”. Here is a philosophy that opens the way to a never ending learning process about cultures, their history, their interactions. ■

#13
December
2010



World Citizen 2.0

Lebanon, France, Spain, USA. Joey Diab is at home everywhere he goes.. as a software engineer with Apple Inc. Ever since his childhood, he has had the good fortune to evolve in numerous, multicultural places to. Here is his thumb-picture, a portrait.

The following story, in Joey DIAB's own expression, then a young undergraduate engineer from UTC,

is a perfect summary of his international profile. Leaving France one day for California for his end-of-studies final internship, the US Airport Border officials naturally ask him for his ID papers. Joey presents his Lebanese passport and his Residency Permit (France). A Custom's Officer then asks him what he was doing in Spain; Joey presents his Student's ID for the Universidad Polytécnica, Madrid. Lastly, to justify his right to enter the USA, Joey shows his Green Card. Somewhat intrigued, the official takes all these papers to copy them and on returning them, asked Joey "Excuse me, Sir ... but where do you actually live? Joey Diab had in fact decided to take up residency in California, or to be more precise, in the city of Cupertino, home also to the Headquarters of that famous company with an apple on its headed-paper.

Joey received his early education from the Jesuit congregation at Notre Dame de Jamhour, in the Lebanon and never forgets

that his roots are first and foremost in that country which is "rich because of its culture and diversity. From infancy on, we learn to speak French, English and Arabic and indeed none of them is considered to be a foreign language. As we were supposed to choose one, I opted to start learning Spanish as my "foreign" language, at age 14." Indeed Joey was able to perfect his language skills in Spanish, when he registered a double degree course, jointly organised by UTC and the Universidad Polytécnica, Madrid, spending over one year in Spain under the terms of this agreement. "After the War in Lebanon, many Lebanese immigrated to other countries round the world, and my family was no exception. As far as I personally was concerned, in order to come to France, I first had to convince my parents that I wanted to register at UTC, where

the cursus offered corresponded with my personal choices and with my wish to be self-supporting”, Joey explains. Convinced as he was then that his university training would follow his aspirations, he joined UTC’s Computer Science Department and moreover, “made the most” of the UTC associative environment. To illustrate this, he became President of the Esperanto Association, the purpose of which is to help incoming foreign students when they first register at UTC. “I remember being in charge once of a group of about 100 students from 30 different countries. A fabulous experience”. Now that he was fluent in his first four languages, Joey started a course in Chinese: “I realised that I was already keyboard friendly with two language systems and alphabets: Latin and Arabic. What was missing was to get familiar with an Asian language, able to speak it of course, but even more so, to write it !” So, five years later, with his UTC engineering degree in hand, Joey signed up with Apple, in the heart of Silicon Valley. “All the software and hardware majors are there: Facebook, Yahoo!, Google and Hewlett-Packard. This gives you an environment that is conducive to innovation processes, notably because of the sheer number and pervasiveness of computer scientists everywhere you are likely to go and this naturally enhances the discussions you can have that revolve round computer science issues and industries!” In order to see this dream come true, Joey the UTC graduate had to be patient, making the most of the resources available: social networks, Internet sites, graduate or alumni clubs, conversation ... he finally got his job interview after two years, then after three an internship and finally the signing of a tenured position with Apple..

Working as a software engineer with the “Localization and Release” Department,

Joey is currently responsible for the integration of Arabic in Apple’s market products. “Arabic is one of the bidirectional languages, since it is written from right to left”, Joey explains. If you want to correctly display an Arabic text on Apple’s various interfaces, you first have to have a perfect understanding of bi-directional algorithms and of course the specifics of Arabic as a language”. In a multicultural team of engineers and translators, Joey works daily alongside Canadians, Europeans, Asians, Indians ... “Only my boss is America ! And as foreigners in the USA, we defend our cultural values which I think is vital when you are developing products, like Apple’s, for the world market. ■

BIO EXPRESS

2004 : obtained his Scientific baccalaureate in Beyrouth after which he was admitted to UTC

2008 : moved to the Polytechnical University, Madrid (ESP) in the framework of a double degree agreement with UTC

First placement/internship with Iridium Consulting, New York (USA)

2009 : graduated from UTC in Computer Sciences and Engineering and began his career same year with Apple Inc., Cupertino, California (USA)

Today : Cloud services localization Apple

#14
June
2011



Benefactor to *green chemistry*

Dominique Charlemagne, who received his PhD at UTC, has been involved for more than 20 years in plant chemistry and agro-resources. Here is a résumé of his track record...

“If the 19th and 20th Centuries belonged to a coal and oil driven world, the 21st Century will belong to plants and the vegetable realm.

Dominique Charlemagne couldn't agree more". With his degree in chemistry, he could have rapidly joined one of the major chemical industry groups and made a career there. However, he developed an acute interest for biotechnologies and was recruited by UTC "a pioneer establishment doing research and teaching in this speciality", recalls Dominique. "In contradistinction to 'heavy' chemistry (industrial production) biotechnologies are new, with many openings in innovative topics and where UTC was already recognised for its lead positions

in this field." Following his first degree, Dominique went on to gain his DEA (advanced diploma) which opened the way to him investing in a CIFRE thesis with Novance (ex-Robbe), a company specialised in oleochemistry for surfacing products, for agro-chemicals and for industrial formulae. The objective the young graduate adopted: to introduce some green chemistry in this industrial company, proposing various novel products based on natural vegetable oils.

In the early 1990s, when the European Union (EU) introduced and enforced the notion of [non-cultivated] fallow land, there were ongoing developments of certain productions aimed at industrial valorisation, such as colza to produce

diester to be used as an additive to diesel fuel. "There was an abundance of the raw crop (colza)", explains Dominique. "The idea was that we could perhaps replace the mineral chemistry by plant chemistry. This came to be quite rapidly in the form of bio fuels, and the oil-bearing plant farmers invested here to their advantage; as I see things this French agricultural sector has been a success story". Inasmuch as Novance encouraged him to finish his PhD as rapidly as possible, the company also proposed that Dominique be recruited to a posting in their R&D division. As a duo, with a marketing & sales manager, he criss-crossed Europe for nearly 8 years, the duo convincing the people they met that there was a place for "green chemistry" and more especially potential market niches in 4 new products that have been developed directly from plant chemistry applications. Dominique himself concludes enthusiastically, "In a rapidly developing context, we were able to scale up the company's turn-over from 1.5 to 8 Meuros in less than 4 years".

However, the itch for this sailing fan was to take on a new challenge, at a time when a production posting became vacant at Novance. After discussing this opportunity with his Director General, Dominique took the responsibility for one, then for several, workshops, where diester and glycerine were produced, i.e., managing a team of 40 personnel. "Production as I saw it was a black box, in which many items remained to be invented or imagined. I initiated, for example, a set of management tools that related to safety and risk management." Since 2010, Dominique has been

the Technical Director of Novance and in this position is responsible for supervising all the operational services of the site: production, maintenance, supply-chain, quality assessment ... "To do my job properly, I must have both a short term and a long term vision of the production site. What products will we be turning out in say 3-5 years? What will be our marketable products tomorrow?" These are just some of the questions Dominique has to answer in the role he assumes and sees as "an interface between the operational engineer and the research scientist" with the objective of making Novance and the Sofiprotéol Group the first 'centre of excellence' in oleochemistry in Europe, in the framework of IEED*- PIVERT.. ■

* Institut d'Excellence en Énergies Décabonnées –
Institute of excellence for carbon-free energy sources

BIO EXPRESS

1989 : graduated as engineer from ENSI, Caen, speciality "Fine chemistry and Organic Synthesis".

1990 : registered at UTC for a DEA diploma in biotechnologies.

1994 : awarded his PhD in biotechnologies at UTC on "Enzyme synthesis of non-ionic tension-active compounds".

Recruited by Novance (ex-Robbe) Head of R&D then Technical Manager.

2001 : becomed production manager for several workshops.

2010 : promoted General Technical Director for the complete Novance site.

#15
October
2011



From Engineer to Patent Director

Georges Bourgeois, with a “double qualification” in engineering sciences and law, is currently in charge of a large segment of the intellectual property rights for the Groupe Saint-Gobain. Here is his portrait, for UTC's Hall of Fame.

Groupe Saint-Gobain, a world-class leading company in housing, is also an ‘innovator’. The proof lies in the more than 360 new patents claims registered in 2010. “We have two solutions open to us, if we want to stay competitive in any of our core activities,” confirms George Bourgeois, a former engineering graduate from UTC. “We

have to innovate and we have to protect our R&D. Industrial property rights have now become a strategic sector for any company”. Industrial property is a world that rapidly became familiar to Georges Bourgeois after he was awarded his UTC diploma in Chemical Engineering followed by his DEA (advanced diploma). Just after graduating, Georges

BIO EXPRESS

1964 : born in Toulon (83)

1984 : obtained his Bac E at Nogent-sur-Oise (60)

1986 : (BTS-CIRA), post bac qualification, specialised in Industrial Control and Automat Regulation

1987 : military service at Lyon (69), France

1988 : admitted to UTC, in Chemical Engineering (GC)

1991 : graduated from UTC, including the post degree DEA in «Industrial Process Engineering»)

1991 : recruited by Cabinet Armengaud-Ainé (intellectual property rights) 2001: Recruited by Groupe Saint-Gobain as a patent engineer

2009 : appointed Patents Director for 'Glass and Solar Products' at the Groupe Saint-Gobain's Innovating Materials Division

received 3 proposals, 1° as "patent engineer", 2° quality control engineer and, 3° an opening in the management level of an industrial sugar beet company. However, before Georges took what was going to be a very important personal decision, his fiancée and future wife (doing her PhD) suggested that he sought advice from her tutor, Prof. Michel Lavalou, then President and Vice-Chancellor of UTC, former Director for R&D with the Groupe Rhône-Poulenc. The encounter was decisive, all the more so that Michel Lavalou was perfectly familiar with the

industrial world and its codes; he did not hesitate for a second in advising George to look for an opening in a promising speciality: industrial property rights. Thus, Georges Bourgeois was recruited by a first patent agency, where he learned the 'ins and outs' of patent claims. With his acquired technological background, Georges was able to invest in his new missions and at the same time followed a training course in law applicable to patents, registered trademarks, drawings, models at the CEIPI [Industrial Property Rights], Strasbourg. He passed his exams as a professional and legal broker for both French and European patents. These additional diplomas were Georges' 'Open Sesame' to the doors of the profession where he rapidly became an expert in industrial property. And, following a second similar experience in another Patent Agency, Georges was recruited by the Groupe Saint-Gobain, in 2001 as a 'patent engineer'. Eight years later he was appointed Patents Director for 'Glass and Solar Products' at the Innovating Materials Division.

With Groupe Saint-Gobain, his functions today are those of the 'orchestral conductor for the patent portfolio' he explains. Part of the work consists of following new patent claims. "In order to protect and value add to an invention, it is important that you envision upstream the strategies needed to develop the resulting products/processes and how to exploit them industrially". This calls for a degree of anticipation so that the patents in question remain technically and legally "opposable" through time and that the company keeps its technological advance

over the competitors. Another part of the job is to exploit the royalties that derive from the patent rights. “A patent is not a right to do something – it is the right to prohibit someone else doing the same thing” stresses Georges Bourgeois. “A considerable amount of my activities are devoted to handling legal cases, either involving Patent Offices, or Courts, either as defender of our patent rights or as the party attacking patent claims registered by our competitors.” It’s a real game of poker. “When you’re in this ‘game’ composed largely of confrontations and negotiations, you are always well advised to keep some trump cards up your sleeve, and never, never, lose from sight that the stakes are truly global!”

One recent mission assigned to Georges Bourgeois and no small assignment at that, has been to coordinate patent

policy for the Glass and Solar Product activities of Groupe Saint-Gobain, stretching over some 40 different countries. “Our research teams are spread all over the world, and consequently we must ensure that the inventions of two teams do not compete with each other and that the patent(s) be coordinated.” Over the past few months, our UTC alumnus has been ‘doing business’ in Shanghai, Peking, Seoul, Washington and even Minneapolis, not forgetting numerous cities in Europe that are just close suburbs. George’s collaborators are Japanese, American, Korean, German,... and with the time-belts as they are, he manages to fit two days into one. “My official day ‘normally’ starts and ends in Paris, but I’m often ‘hooked’ up to my PC all night to deal with incoming messages.” ■

“Go international” the key to a successful career in R&D

Céline Mahieux is a Director of R&D. Her basic motivations: the international scene and the use of resources on a global scale. This is her portrait ...



At the beginning of the 1990s, with her Bac. in hand, Céline MAHIEUX chose to register at UTC. The simple reason was “UTC’s international vision and the multiple possibilities of doing placements abroad”. Some 20 years later, the international factor is still at the core of this UTC graduate’s career. “In fact I left France in 1995, before finishing my course at UTC, to do a double degree at Virginia Tech in

the USA”. With her American Master’s degree, Celine decided to stay in the USA, where she developed her skills and activities in consulting work for various companies. “That was an immediate hands-on experience in international business”, recalls Celine today. As soon as she finished and obtained her doctorate she moved to Switzerland (German speaking), where she now works and where her son (5 years old) goes to “a kindergarten with more nationalities than there are children, and some with double nationalities”.

Our graduate is surrounded “by excellent manager and leaders, but also some true scientists” that Celine sees as her “mentors”. Her track-record found her with ABB Corporate Research and ALSTOM, where she was director of Capture and Sequestration of CO₂ for electricity power generation stations, the Director of R&D for the optimization of thermal power stations. “ALSTOM and ABB are present in over 100 countries

round the world”, says Celine. “I have also held transverse posts, which were either technical or managerial, in the units of several countries. Today my research projects research projects are being carried forward throughout the world, in Asia, in Europe and also in the USA”. With the large international corporations, she always operated in a multicultural ambiance. “Some of our units have up to 15 different nationalities”. Celine never forgets her other mission, to publish regularly in international peer-reviews and that is “the key to a successful career in R&D”.

Today she holds the position of Director for Renewable Energies at ABB Corporate Research. She does her best to assure “a healthy and non-stop dialogue” with the teams she heads. “When you manage structured and creative minds, you often see how they repel each other like magnets with the same polarity”. She sees her role as leader when the poles are associated, under the pressure of a result-intensive corporate policy. “I have to direct a sufficient number of projects with a high probability of success, even if at the same time we choose to accept certain high risk dossiers, often in research work and with possible high impact. It is this category that most often allows a company to develop truly innovating products that have a leading edge on competition.” To do this successfully, the key-words that guide Celine’s decisions are “passion, curiosity and an ever-open mind”. “A good engineer is more of a humanist than a pure mathematician”, she stresses. It was for this very reason that

BIO EXPRESS

1996 : graduated from UTC with her diploma in mechanical engineering

1997 : received the Torgersen Prize for her Master’s degree dissertation

1997-1999 : successfully defended her doctoral thesis in materials and mechanical engineering at Virginia Polytechnic Institute (USA), before being appointed Project Manager and research scientist at VPI in the field of polymer composites.

1999-2001 : became Project Manager and head of the structural composites division at ABB Corporate Research (Switzerland)

2002-2008 : recruited by ALSTOM as Material Sciences R&D Manager for hydroelectric alternators and then Director of Management of Change at ALSTOM Power

2004 : was awarded the international innovation prize for her research on composites

2006 : published a book on degraded operational composites in an industrial milieu (Elsevier)

2008-2011 : appointed Head of R&D for the ALSTOM Group

2008 : awarded the Virginia Tech Alumni best track-record Prize

2011 : appointed Director of Renewable Energies R&D at ABB

Today : Microgrid Business Lead at ABB

Celine regularly proposed placements for UTC student engineers – and is convinced they do have splendid talents. “I’ve never yet been disappointed!” ■

#17
May
2012

A portrait of Anne-Virginie Salsac, a woman with short brown hair and blue-rimmed glasses, smiling. She is wearing a grey cardigan over a dark top. The background is a blurred laboratory setting with glass equipment.

Where scientific fields *meet, merge and join forces*

Anne-Virginie Salsac is a research scientist who has a passion for her area of expertise: fluid biomechanics. This is her portrait.

She could have become a teacher, an airline pilot, and archaeologist, a diplomat ...and with this rich pallet of professional possibilities, she finally chose to register at the École Nationale Supérieure d'Hydraulique et Mécanique de Grenoble (ENSHMG) when she had finished her pre-competitive exam years. The reasons she offers, with hesitating a second, are that "water and the environment fascinated and strongly attracted me". But it was during her final year in engineering courses – doing her internship at the University of California, San Diego (UCSD), that she developed a passion for a subject matter that till

then had hardly been taught in France "Fluid biomechanics was simply never mentioned in French programmes. It was a revelation for me". She had barely arrived in California when she met with a professor who was trying to apply the principles of fluid mechanics to biology. "To my amazement, the professor invited me to join his laboratory. I was something of 'invader' in their department of mechanical engineering, for two reasons: firstly, here I was as an exchange student, with my personal office; secondly, I was working on a fluid biomechanics project which was not exactly in line with the Department's policy thrusts, since

another department Bio-engineering already existed at UCSD.”

This discovery of the realities of a laboratory helped Anne-Virginie to decide to invest in obtaining a doctoral degree after her engineering diploma.

“Fortunately (and almost ironically) France had turned down my request to do a DEA (pre PhD diploma) in parallel with my Master’s Degree courses in the USA” adds Anne-Virginie wryly. “It became far more enlightening for me to stay in the USA and do a PhD there.” Nonetheless, she wanted to keep ties with France, i.e., not get totally disconnected. “So this was my new dual challenge, so to speak”, recalls Anne-Virginie. “Doing a PhD in the USA costs you a lot and anyway the American universities are not over-warm to double diploma applicants.” Notwithstanding the obstacles, she did manage to get a research grant to study the changes in blood flow patterns in the case of abdominal aortic aneurisms (AAA) and succeeded in obtaining a co-directorship for her thesis from UCSD and Ecole Polytechnique in France. One the thesis was defended and the PhD conferred, Anne-Virginie came back to do several extra months in post-doc. work at Ecole Polytechnique. Soon after, however, she obtained a position as lecturer at University College London (UCL). “In parallel, I was also admitted to the CNRS.” Anne-Virginie stayed finally for nearly 1 year and a half in Britain, before taking up her position with the CNRS and being assigned to the BMBI Laboratory at UTC. Since leaving the USA, she has

not, however, lost her contacts with UCL and still gives lectures and organises various cooperation research topics between UTC and UCL laboratories. As an expert in fluid mechanics applied to clinical problems, Anne-Virginie’s day-to-day schedule is as a research scientist working where scientific fields meet, merge and join forces: physics, mechanical engineering, biology and medicine ... “I love the interdisciplinary features of my research work. It allows

BIO EXPRESS

1995 : obtained her scientific baccalaureate then the pre-competitive exam classes (maths/physics) at Lycée Kléber, Strasbourg

1997 : admitted to the Ecole Nationale d’Hydraulique et Mécanique de Grenoble (ENSHMG)

1999 : exchange internship at UCSD (University of California, San Diego), where she gains her Master’s Degree in Science

2005 : dual PhD (UCSD, Ca and École Polytechnique, France)

2005: post-doctorate studies at École Polytechnique

2006 : joins the Depart. of Mechanical Engineering at University College, London (UK) as a course lecturer

2007 : recruited as research scientist by the CNRS and posted to the UTC’s Biomechanical and Bioengineering Laboratory (BMBI).

Today : Bronze Medal laureate of the CNRS

me to acquire new knowledge, to discover new fields which were unfamiliar to me in the beginning. In short, it is an incommensurably rich window on the world!" adds Anne-Virginie. Together with her research work, Anne-Virginie is adamant in keeping her teaching responsibilities. "The way I see the job is to transmit knowledge, either in my courses or in my research assignments. My role is to ensure that the colleagues

and/or students who work with me are also enlightening themselves." And, over and above the research-teaching combination, Anne-Virginie also finds time to recruit personnel, to manage her budget, to do the rounds to raise funding ... "This is assuredly a multifaceted job to which we must add an international and necessarily cultural dimensions", adds Anne-Virginie by way of offering a conclusion. ■

In the heart of *entrepreneurial finance*

Shirine Maher, a graduate from UTC, is what we call a “private banker” with Credit Suisse. This is her portrait.

**ran, France, Australia ... Shirine
MAHER's father was a diplomat ...**

Shirine followed her parents through

many international postings when she was a young girl, to Tunisia where she successfully passed her Baccalaureate at

BIO EXPRESS

1997 : graduated from UTC in Mechanical Engineering

1998 : took a Master's degree course in innovation management at the > University Paris-Dauphine

Began his career with Merrill Lynch & Co as a product specialist in the team of financial advisers assigned to a Middle East clientele.

2000 : became a private banker in charge of optimising portfolios for a clientele of entrepreneurs and with UHNWI in Europe and in the Middle East.

2012 : joined the Crédit Suisse as a private banker – Deputy Director

Today: Vice Presidente UHNW International Clients - Crédit Suisse



the Lycée français “At that time, I was very attracted by the prospect of becoming a general engineer”, she recalls. “An appointment with an entrepreneur who had previous experience with several UTC graduates was a determining factor. “He strongly recommended that I look at the cursus offered at UT Compiègne, with its already strong links to the outside world and enterprise in particular, plus an envied international vision which was exactly what I was looking for”. Shirine therefore succeeded with her application for admission to UTC and enjoyed a series of international placement, in the course of her study programme, mainly in R&D. Her last placement (internship) was in the Silicon Valley, California after which Shirine thought seriously about adding a “more financial and accounting” asset to her engineering training. She registered at the University Paris Dauphine, which is an attractive focal point for scientific graduates who wish to acquire entrepreneurial skills, notably in the area of innovating companies (start-ups). At “Dauphine” she followed courses in finance, fiscal regulations, economics, accounting, strategy... “these were in fact complementary to the modules I had already done at UTC in management and finance, and I also wanted to meet, to exchange and interact directly with entrepreneurs, especially in the innovating SMEs and capital risk structures. All of this was now possible in my Dauphine courses”, explains Shirine.

Very rapidly, even before her year's courses at Dauphine and the exam period were over, and following suite

to a placement, Shirine accepted an employment offer with Merrill Lynch, and America investment bank. “Everything suddenly seems possible, once I joined Merrill Lynch with its strong international vision of finance. The CEO at the time himself had begun his bank career on the rung as a telex operator”, recalls Shirine. “Entrepreneurial culture is also everywhere and initiatives are always taken into consideration”. The UTC graduate was appointed financial adviser, then private banker, in charge of optimising Middle east clients’ portfolios. To be more specific, her clients were entrepreneurs, and they are all highly appreciative of her work. “I admire the entrepreneurs. They have the capacity to take an idea, or a project, on board and then to do everything possible to implement it, however hard the obstacles encountered on the way to launching the company structures. “Each entrepreneur has special needs and Shirine’s role is to orchestrate the banks resources to best meet these needs and let the clients succeed in their personal aims. “What we are talking about is sets of entrepreneurs in various stages of maturation of their projects and plans. Some of them have already experienced entrepreneurial adventures and want, for example, to reinvest the fruit of their labour and success stories in new projects. Others, once they have sold their companies, find themselves in a new patrimonial status, and this is not always easy to comprehend. Professionally speaking, these persons cannot envisage their not playing a role in new projects, either in the form of investments in other start-ups or creation of new companies.”

After a dozen or so years spent with Merrill Lynch, our UTC graduate has now accepted new responsibilities with Credit Suisse . This move implies new challenges. “It’s a new adventure in an establishing that is growing rapidly in France and this prospect offers me some

fabulous opportunities” says Shirine. “I am delighted to accept the new challenges in a well-tried structure that offers a high level of financial security to its clients in a macro-economic environment today that is largely uncertain”. ■

#19
December
2012

A portrait of Alain Darius, a man with dark hair and glasses, wearing a white shirt. He is standing in front of a thatched roof structure, possibly part of a traditional building. The background shows some greenery.

Real life is a school of its own

As Director of Engineering and Supply Chain in the Thales group's "Transport & Safety Division", Alain Darius is also Vice-President of Tremplin, UTC's alumni association. This is his portrait ...

In 1978, he witnessed the beginnings of the university when it was only just awarding the diplomas for its 2nd class of graduate engineers. The

memories that Alain Darius – a UTC graduate in mechanical engineering with the speciality of acoustics and industrial vibration - has of those distant times, firstly relate to the absence of rooms, lecture-halls ... "We used to follow courses at our lecturer's home, or at Compiègne's municipal library, or even in 'prefabs' supplied by the Army", he recalls. "UTC, which had just been created on the model of the American Institutes of Technology, was a pioneering institution with courses

assessed by value credits, which was totally unknown in France until then". At UTC, Alain discovered the fields of mechanical engineering and acoustics, choosing the specialty of submarine acoustics. Following an internship and a final year dissertation project in a French naval research centre. With his diploma he joined Thales, formally known as Thomson-CSF as manager for the scientific programmes in the company's submarine activities division. Over a 15 year span, Alain Darius held several technical posts, running from design engineering to being head of the skills centre, not forgetting his responsibilities with R&D activities and the post of

laboratory head. "I think I have held all the engineering posts I could have in a Group like Thales", he adds. Over the same period, he was involved in several long term missions and stays abroad, notably in Norway, in the USA, in Australia and New Zealand ... "That experience taught me how to live for international stays of varying length in over 10 countries. In this respect, I have been very fortunate in having a family that proved it could adopt my professional life style".

Then in 1996, our UTC graduate started preparing for an MBA in corporate strategic management.

"At that point in time, I had the feeling that I had learned all I could from a technical point of view", he recalls. "It was this possibility of doing an MBA that acted as a lever to move to the second half of my professional career." Indeed, Alain Darius then took on far more areas of responsibility, notably in management functions "that ran across Thales' activities". Alain Darius was appointed, in turn, Executive manager for certain subsidiaries or Managing Director for profit centres or business units beginning with being Operations Director. "If we borrow the image from the building trade, I would be the architect or the site manager who must have an overall vision of what the building will look like when it's finished. My job is then to ensure that a large number of professional corps work intelligently together. The final result, beyond resembling a standard building is more akin to building a cathedral." From this point of view, all along the way in

BIO EXPRESS

1973 : gains his Baccalaureate E «science and technology»

1978 : graduated from UTC in Mechanical Engineering, with the speciality "Acoustics and industrial vibration"

1979 : joined THOMSON-CSF and put in charge of "Sonar antennae array systems for surface vessels and submarines"

1990 : was appointed Deputy Director of the acoustics division of THOMSON SINTRA (submarine activities)

1996 : did an MBA course on « Strategic Corporate Management» (at IFG - Aix en Provence, South France)

The same year he was appointed Managing Director for S.C.M A. PONS, a subsidiary company specialised in mechanical marine engineering and submarine acoustics components.

1999 : appointed Managing Director of THALES ANGENIEUX, a company specialised in optical and optronics components for both civilian and military applications

2001: joined THALES AVIONICS as their Director General for onboard flight data handling computers (for both passenger and military aircraft) before being appointed General Manager of THALES IN-FLIGHT ENTERTAINMENT based in California, specialised in on-board multimedia systems for passenger aircraft.

2008 : appointed Operations director in the «Transport» Division of the Thales Group.

Today : Vice President Industriel Project Manager - THALES

his career, Alain has always left space for “fun”, which he feels is necessary in posts of responsibility and adds the final touch: “If things turn out the way we wanted, then the success is mine. If things go wrong, it’s my fault alone.”

Throughout his career, Alain Darius has always been generous with his time and professional experience to UTC, and has accepted the position of Vice-President of Tremplin, the UTC alumni association, several times. “It rapidly became self-evident to me that being a member of the executive Bureau had a purpose: UTC, as I see it, is more than just an engineering school or university.

UTC adopts the stance of training each and every student in real life demands and opportunities; this is particularly so in the teaching methods, designed to bring out truly individual personalities. Of course, at the same time, not only do you learn a technology but also you learn to apply what you have acquired. You quickly catch on to the fact that you depend every bit as much on others as they do on you and that the technical skills are never the final answer. Indeed, I often tell young UTC graduates (those I meet in my capacity as VP of Tremplin) that they have learned nothing at all at UTC, except one thing – they have learned how to learn!” ■

#20
February
2013



The art of being **rigorous** and **open-minded**

Catherine Choplin's work lies somewhere between the timeless Mickey dolls and future models derived from next Xmas's annual film, or between Space Mountain and Alice in Wonderland; she is the current Director for Merchandise Planning and it is her responsibility to organise the offer and line-up of products for over-the-counter sales in the shops at Disneyland Paris.

For the past 5 months, Catherine's life has been in tune with the activities of the Park. "I simply love the events and amusements here; they are part of the job" she adds enthusiastically. However, she wasn't really predestined for this position at Disneyland. Catherine graduated in chemical engineering at UTC, with an optional speciality in "rational use of energy" and did a postgraduate degree in industrial process engineering, these diplomas being contemporary with the oil crises that placed energy saving issues in the limelight. "After graduating, my first orientation was re-engineering of industrial processes with energy-saving objectives, but unfortunately the attractiveness for this market slot was extremely short-lived. I wanted to move on and that was how I

turned to the advisory/consultancy world", she recalls. Catherine's first employer was a consultancy office specialised in logistic affairs, where indeed she worked for 12 years. That was where she learned all about warehousing and storage operations. However, given that she felt she could not progress career-wise in such a small structure, she decided to apply for a job with PricewaterhouseCoopers. This brought her a change in scale and a change in responsibilities: "I really did learn a lot about consultancy, advising and accompanying enterprises during change", she explained. "My posting was in the areas of distribution and general public consumer products and I carried out a very important mission for the Fnac". After what we can call a

sequences of lucky events, after 4 years in the advisory business, Catherine was recruited by the Fnac Supply Chain where she could implement her previous recommendations, responsible for the co-ordination of the entire supply chain. "This new posting was the perfect answer to my frustrations, common to those who work in an advisory capacity inasmuch as they never see the results of their recommendations" adds Catherine, with a smile. She was appointed to the Supply Chain Directorate at Conforama, at a time when this brand (as indeed the Fnac) belonged to the PPR Group. She was responsible for a team of around thirty collaborators but with a strong unsatisfied urge to leave fork-lifts behind her in the warehouses and to move closer to shop outlets and consumers.

Among numerous postings offered, one stood out: from Disneyland Paris, to become their next Director of Merchandise Planning. "The objective I follow here is to assess the potential of each line of products and to overview their complete supply path to the customer outlets, from product procurement to the shop shelves. There necessarily is a lot of reactivity between my department and the shops and this is the rewarding part of the business. You must know that 70 to 80% of the goods we offer for sale in our Paris park are exclusive models!" she adds, delighted as she is to hold a position that allows her to rub shoulders with other worlds than those of 'pure' engineering. For example, reporting to Merchandise Planning, we find the teams of designers and artists who create future souvenirs and gifts. "This way, I work at the core of creative activities, heading a Department that brings together a great variety of personalities and professional skills in a typically rich Anglo-Saxon style and

atmosphere. It's a wonderful experience, since you have to find and work together using a common language. We engineers can expand our vision professionally when we open our minds, accept the viewpoints of non-engineers and keep a rigorous approach throughout. UTC taught me this rigour, consisting of being able to identify targets and solve problems within a given time horizon, involving appropriate team work." For students who may be tempted by this sort of job, Catherine recommends strongly that they start with a job in an advisory cabinet and then move on to those products or processes that they specially like and favour. ■

BIO EXPRESS

1981 : obtained her Baccalaureate D, then C, and the prep. classes for engineering school competitive entrance exams (Lycée Chaptal, Paris), based mainly on high level maths and physics

Admitted to UTC

1986 : graduated in Chemical Engineering followed by a DEA in Industrial Process Engineering

1987 : became a Supply Chain Management consultant (cabinet DIAGMA) then Retail/General public products Manager with PriceWaterHouse Coopers

2002 : joined the Fnac as Director for Operational Coordination (of the supply chain and after-sales services)

2008 : director of the Supply Chain, and Member of the Executive Board of CONFORAMA

2012 : appointed Director of Merchandise Planning at DISNEYLAND Paris

Today: Dr Merchandise Planning Fashion Divisions / Galeries Lafayette - le BHV Marais

China : a land of discoveries and growth

Nicolas Souraqui did his end of studies project in Italy; this probably gave him a taste for living and working abroad. He has now been working in China for the past 4 years for Oxylane, the mother company of Decathlon. His job is to decipher scope of features of the Chinese market-place, with its communicative dynamism.

“True, there is the pollution, the noise, the traffic jams, the ever-present cultural differences, but living abroad is an extraordinary source of perpetual discovery” explains Nicolas. In the city

of Shanghai, our Parisian has found an urban, cosmopolitan, universe that he finds pleasant. His home there is 2h away from his office in the area of Suzhou, but that does not worry him. “The train has only been late twice – the underground works very well ... and I work in the transport sector!” Over the 4 years he’s been there, his life style has changed a lot, somewhat like this new China, engaged as it is in endless public works: a road under way has become an almost saturated overhead ring road; the city of Suzhou has grown in an exponential manner and now houses 6M inhabitants with an important

international community, whereas when he set foot there in the beginning, there was literally nowhere to go out



Bio EXPRESS

1998 : obtained his Bac S *cum laudae*, after which he went to UTBM (Belfort-Montbéliard)

2000 : did a semester at Montreal, Concordia University, after which he registered at UTC in Mechanical Engineering

2003 : gained his engineering diploma from UTC, V.I.E. for Decathlon, Italy, Milan, In charge of Supplier Quality

2005 : in charge of Supplier Quality at the production bureau for Decathlon France, Lyon

2006 : in charge of Quality-Industrialisation for Decathlon France at Lyon (expanded foam processes)

2007 : director for QA (mechanical parts) with the Oxylane headquarters at Lille

2009 : directed the purchasing office for mechanical engineering parts needed in China, based at Suzhou

2012 : director at the bike assembly factory at Suzhou

2013 : joined the EMBA UCLA-NUS programme (5th world, Financial Times 2012)

Today : Quality Director J.J.A

“on the town”. “In France, the works programmes can last for decades such as the Greater Paris project. China only counts in months I read lots of French newspapers, but between ex-pats here we rarely discuss the global economic crisis. In fact, the situation is not overbearing”, adds Nicolas.

Nicolas has just spent 4 years supervising the purchasing office for Suzhou, with 50 collaborators to follow up 50 Chinese suppliers, as well as a Oxylane factory with 70 staff to assemble bikes for the local markets. “We became very involved with our suppliers to develop the products, to optimise production capacity, to follow up purchases and quality. Contrary to European and North African markets, the Chinese suppliers foresee the future with high potential and they invest in new production units to meet the coming demand levels. But, their industrial know-how is not yet up to European standards and their work methods are less reliable. They are not very self-reliant and they need our presence in the field to solve technical problems and guarantee the quality standards we demand”. But adds Nicolas, “they listen well and learn fast”.

Nicolas, as a qualified mechanical engineer is responsible for suppliers located in three provinces in East China, all working in mechanical engineering sectors: parts for bicycles, fitness machines, camping equipment, scooters, sports accessories (basket-ball nets, football goal posts and nets, etc.). China’s industrial policy relies on massive R&S investments, technology transfer. The aim is to position the Celestial Empire on very high added value markets. Already in sectors such as textiles, the world’s workshop becomes less competitive than some of its neighbours. “But Chinese engineering schools have not yet reached the level we have in France. When the

Chinese graduate from their universities – where personal initiative is not valorised, whereas the perfect execution of orders is – they must almost everything about problem detection, analysis and resolution. If we can speak Chinese and if we learn about Chinese culture, it proves very advantageous. On the other hand, European manpower resources will not always be welcome here. To obtain a work permit, you must be able to prove you have 2 years' experience; this way they can privilege the recruiting

of young Chinese as a priority. Chinese is now only looking for profiles with a really high added value. This is a trend that will be reinforced over the coming decade, given the number of graduates from Chinese Universities". We, the support of UTSeuS, Nicolas Souaraqui would like to boost the network of UTC alumni who are resident in the Shanghai area – they are estimated at about 40; they would be most useful to guide graduates who would like to work in China. ■

#22
June
2013

A portrait of Klaus Mosbach, an older man with glasses and a dark suit, standing outdoors in front of a building. The image is part of a magazine spread, with the left page showing the portrait and the right page showing the title and introductory text.

Doctor honoris causa UTC

Klaus Mosbach, the ‘playboy’ scientist

Prof. Klaus Mosbach is a “playboy” and his advice is that we should all copy him! With this touch of humour that belies a great intelligence, our playboy professor, in April, received the distinction of a doctorate honoris causa of UTC. His exchange with Interactions goes back over his career and underlines the prime need to keep an open mind.

In the beginning was the Music. Klaus MOSBACH plays the piano, has a perfect pitch ear and loves – with the keyboard - to imitate bird-songs, those he used to hear when walking the streets when he was young. Klaus was born in 1932 in Leipzig, Germany and

grew up in Lund, Sweden. “I noticed that birds sang in different manners depending on the areas of the city. That was what made me choose zoology as my major at University, because I had this dual passion for birds and music”, recalls Klaus Mosbach. At one point, he

hesitated between biology and becoming a professional pianist. Had this been the case, science would have lost a visionary. Obeying firm instructions from his father, he matriculated for chemistry studies, seen as more “stable” for his professional future; Klaus pursued up to and including a PhD in biochemistry.

A free-thinker

“There is a huge world-scale promise for biotechnologies. They can change the way we live in many areas, beginning with health sector and green chemistry”, opines Prof. Mosbach, who really knows what he is talking about. Twenty years ago, when he was “young and handsome” (sic with a smile), the paper he had published in Nature opened up a historic breakthrough. He was the first to demonstrate that molecular print polymers can be used as synthetic antibodies. The process consists of assembling monomers around a molecule and the extracting the molecule from the monomer envelope. What we have here is a ‘shape memory’: the cavity inside the envelope interacts with any molecule that has the same shape as the original now extracted model. This leads to a form of molecular recognition that can be interesting in much the same manner as synthetic antibodies, i.e., that are more stable than those we create naturally. “My bother and I began this work by isolating proteins using affinity chromatographies. We worked with polyacrylamid polymers that my father used to make paints. Then we succeeded in creating envelopes with monomers round the isolated protein molecules and here he had the very base for molecular print

polymers. Nobody at the time believed us, but we really had succeeded!”. Klaus Mosbach then cautiously adds – no doubt so as to avoid being seen as pretentious, even in the face of the evidence - that “as a free thinker, I am constantly having somewhat weird ideas. Moreover, most of the research scientists doing their PhD or post doc work find themselves in stressful situations when they are writing up or readying papers for publication. They no longer have time to play, when in fact they should stay playboys! What they need is more time to test theories, to experiment extravagant or even a priori unreasonable ideas”.

Next stop: valorisation

Prof. Klaus Mosbach has received more than ten major prizes and distinctions throughout his career. He set up the Department of theoretical and applied biochemistry at the University of Lund, Sweden then co-founded the department of Biotechnology at the Ecole Polytechnique de Zurich, Switzerland. The time has not yet come to look back - “What is my best memory? Only the future will reveal that!” – but rather to concentrate on valorising the technology he invented. “Over 100 applications are currently being developed every year. Molecular print polymers can be used to compose new medicinal drugs, or in water treatment, etc. We developed one product specifically to deal with Tamiflu residues that were detected in drinking water after the A-influenza vaccination campaigns. A similar challenge lies in handling residues of pesticide spraying. We are now able to carry out very accurate anti-doping tests after sports

events, using urine samples.” Bioswede, the company he created, holds more than 80 patents but the products proposed are as yet too advanced, ahead of their time. “Let’s just say it is a sleeping company for the time being” regrets professor Mosbach whose track record and research have inspired laboratories all round the world, including UTC. “Professors Karsten Haupt and Daniel Thomas, my long-standing friend, are quite fantastic in this field. Karsten’s laboratory for example is really excellent in molecular print technologies”, asserts Klaus Mosbach, who would love to formalise a relationship between the Sweden’s University of Lund and UTC, by choosing to work jointly on one or two research and innovation projects. ■

BIO EXPRESS

1960 : obtained PhD in Biochemistry, Lund University, Sweden

1964-1970 : Associate Professor, Lund University, Sweden

1970-1997 : Professor of Biochemistry, Lund University, Sweden

1982-1986 : Professor and Co-founder of the Department of Biotechnology, Federal Institute of Technology, ETH, Zurich, Switzerland

1997-2010 : Emeritus Professor, Lund University, Suède

2010 - to date : Senior Emeritus Professor, Lund University

#23
August
2013

A portrait of Frank Bossel, a middle-aged man with dark, slightly graying hair, smiling at the camera. He is wearing a dark suit jacket over a light blue shirt. The background is a dark, textured gray.

Gold-digger

Frank Bossel est directeur commercial de Numergy, le cloud français. Depuis qu'il est sorti de l'UTC avec son diplôme de génie informatique, il a toujours été partie prenante des entreprises pionnières d'Internet.

He left South France, where he was born, to study at Compiègne in 1981 following the recommendations of a friend who had been to UTC two years earlier. Frank discovered the autonomy, job demand, independence and 'responsibilisation' that he hoped for. "It was a very novel at the time", recalls our Frank, who, when at UTC, was President of the Students' Union, the same year that Philippe Laville sang at the UTC Gala. He carried out his internship at IBM and decided to move towards the sales side of engineering, which was closer to his

personality and his career aspirations. In 1988, he joined Control Data, an American company pioneer in super-calculators, before leaving this niche to Sun Microsystems in 1990 (who were champions in 1995-2000). "The key-stone of my career is my curiosity for new technologies. Sun Microsystems invented a multitude of things, including Java, the programming language", adds Frank to illustrate matters. A position in sales allows him to conjugate writing skills and his innate curiosity. Just when the Internet bubble exploded, he move to Dell, where he was first mid-market

Sales Manager before taking over their After Sales Consulting Service.

The 'cloud computing' revolution

In 2012, Frank was head-hunted to join Numergy, on of the entities created via the Government programme Andromède, May 2012, which gave France a 'cloud computing sovereign'. Numergy's capital (225 Meuros) is held for 33% by the banker Caisse des Dépôts, 47% by SFR (French phone operator) and 20% Bull (computer equipment). The concept of cloud computing was in fact invented by Amazon in 2006 who took the decision to marke (ie offer for rent) unused data storage capacity, firstly to private individuals then to business companies. A parallel can be drawn with electricity: no need to build a nuclear power station when you just want enough to light a few bulbs at home! Billing depends on the use made of the cloud facility (data stored), explains Frank Bossel. "Three other phenomena have accelerated matters: cost control, a growing concern for reactivity and flexibility with respect to digital solutions and a need for the users to find such advanced technology for private uses". These 3 forms of pressure have now modified trends of corporate data processing service; they now tend to turn to cloud computing; no need to worry about having equipment (servers) to safeguard and back-up data or share files. "We are infrastructure providers. The objective assigned to Numergy is to supply the digital resources needed by enterprises so that they can concentrate on their core job

BIO EXPRESS

1981-1986: UTC, speciality elective Computer Science

1988-1990: joined Control Data

1990 : Sun Microsystems, where he held several sales/marketing functions, among which Head of Development of Alternate Telecom Operators' markets, the Provider Services and Internet Technologies.

2004-2012 : hired by DELL as their Sales Director. In turn he was appointed Director of Infrastructure Solutions and Director of Cloud Storage – France.

As of 2012 : Frank BOSSEL joins Numergy as their Sales-Marketing Director.

and benefit consequently from higher levels of competitiveness", sums up Frank Bossel.

Why do we need a "cloud computing sovereign"?

"One of the challenges of a digital world is to offer French enterprises the possibility of storage via a French organisation. Today the French marketplace is held by Amazon Web Services and the other majors in the field are all American: IBM, Google, Microsoft, etc. The only problem" notes Frank Bossel, "is the existence of the American 'Patriot act' that authorises the US government to access the data should litigation arise and if this should occur, the it is American law that applies. The recent Prism affair has increased our sensitivity vis-à-vis data security

issues". In order to stay credible on this market place, the input barriers are high: you have to be able to offer guarantees and infrastructures in terms of data centre capacity, networking and computational power. However, the French market holds promises: it has an estimated value of 200 Meuros today and should grow by some 45% over the 5 coming years. "What we have is a sort of Eldorado and we really are at the beginning of a technological paradigm", says Frank enthusiastically, with his tightly knit 15 man team, all complementary to each other which shows 3 management trump cards: exemplarity, proximity and team spirit. Numergy, whose commercial activities only began in 2013, should show a

turnover of 400 Meuros by 2016. The French cloud has 4 data centres, 2 000 clients and employs 81 persons. The forecast is for 400 staff, 300 of which would be qualified engineers, by 2016 with a dozen or so data centres located in the Regions. "What I have found at Numergy is what I had known earlier at Sun Microsystems : tremendous emulation, creation of companies that have become super-stable 'monsters' in just a few years, like Google or Amazon. Today what we see is the development of cutting edge technologies and new start-ups every other day; some are already operating thanks to Numergy infrastructures; our ambition is to become a European leader." ■

The open mind, hard driving CEO

BI-SAM was ranked 23rd 'most beautiful' independent SME in France by the magazine 'Entreprise'. This annual rating rewards "the French champions in profitability and growth". Here 'Interactions' offers a portrait of one of the Founders of BI-SAM, Alexandre Harkous, who initially graduated from UTC with the Computer Science elective speciality.

BIO EXPRESS

1992 : graduated from UTC with the elective speciality Computer Science; head of computing service, successively at Mitsubishi Bank then Demachy Worms.

1995 : special Missions then Director of the Customer Management Department at SIP (Misys Group).

1998 : Deloitte Consulting, where he developed the Asset Management pole, while working on various missions, notably for ABN Amro AM, Banque du Louvre, CIC Group, Dresdner RCM Global Investors, HSBC and Merrill Lynch.

2000 : Co-founded BI-SAM.

Today : Member of the board of Directors at Third Financial BI-SAM



So, what is the most important key to achieving recognition at this high level?

“First you must have a good idea”, says Alexandre Harkous, co-founder of BI-SAM in 2000, 8 years after graduating from UTC with the elective speciality Computer Science, “and you must really believe it will work”. BI-Sam is a software editor specialised in management of financial assets. BI-Sam currently has 100 employees, and generates 20 Meuros annual turnover. The company specialises in analysis of performance ratings for asset portfolio managers, as a function of the risks they tend to take as the markets evolve and fluctuate. Before creating Bi-Sam, Alexandre Harkous worked in financial spheres. “The first key step consists of identifying and carefully validating market needs, leading on to the signing of a contract with the first customer” he explains. “It is the first customer who generates the dynamics for the early development phases of the company. Our first contract came 4 months after the firm was set up”. The second key to success is to build a good team “capable of believing in the product and committing themselves to succeeding”. “The success of BI-SAM relies enormously on the team. We are a young company and we can count on the UTC network to start the staff recruitment. 3 co-founders, 2 are graduates from UTC and one from a commercial college. We were able to attract talent thanks to our own level of motivation and the intrinsic value of our innovative product”, details Alexandre Harkous. Witness the first solution provided by BI-SAM for which the research took two years to mature

fully and the company continues to invest 3 Meuros annually in R&D.

“So, what’s next?”

The third key feature is to go look for contracts. After 3 years as a start up in Compiègne, Alexandre Harkous was able to leave Compiègne with its ideal scientific and technological environment, and move down to the capital Paris, where the potential customers were. “UTC helps us a lot. The university offered the bases of our first team, and our first office space – 15m² in the Technology Transfer Centre, plus the encouragement of President Francis Peccoud and Mr Joseph Orlinski, UTech Entrepreneur and Head of Placements. The decision to leave Compiègne was a hard one, and we also had to take development costs into our stride and the much level of competition that we would face in Paris. But, it was a risk and we took it”, he recalls. After Paris, he moved the business to London in 2005, then to the USA in 2009 and Hong Kong in 2012. BI-SAM now has 80% of its business in international contracts. “London represented a decisive stage and the company took on a new dimension there. Setting up shop in the USA – at that time in the midst of the financial crisis – was in itself risky and frankly our shareholders didn’t believe we would pull through? In the end, they did choose to follow us and today some 35% of our turnover is in US contracts. Each stage called for a risky decision, a new large step forward. And each time, we returned to the question: ‘So, what’s next?’”, without losing from sight our

overarching vision". For BI-SAM, the next stage consists of creating 'a service solution that will enable companies to implement corporate software without having to install it on their servers'. "To do this, we shall move into a cloud configuration thereby enlarging our customers' range of action", summarises Alexandre Harkous. "We are also envisioning a move to South-West Asia and South Africa."

Twenty job positions to fill

Seeing his company ranked #23 in the list of the 100 'most beautiful' French SMEs, was an extra source of pride. "It

was a great surprise, an additional shot of adrenaline! But our best successes lie in our customers' satisfaction and the faithfulness of our collaborators, 20% of whom are the BI-SAM shareholders". The other surprise is the difficulty Alexandre had to recruit 20 computer science engineers! The prime requisite is to be able to speak fluent English. So what makes a good entrepreneur - Alexandre Harkous sees 3 other necessary qualities: "an open, international mind; a know-how for managing and motivating a team; to be tenaciously hard-driving when the going gets tough, to get back on your feet and believe in the next steps". ■

#25
December
2013

A portrait of Fanny Chapelin, a woman with long, wavy brown hair and blue eyes, smiling at the camera. She is wearing a dark blue patterned top. The background is a plain, light-colored wall.

From Stanford, with *passion* and *gratefulness*

The Director of Daldrup-Link, her host laboratory at Stanford, California, proposed a job to Fanny Chapelin, after a 2-month internship. With her diploma in biological engineering, Fanny has been working with Daldrup-Link for the past 2 years and has just been nominated laureate of the 2013 Engineer of the Year Prize (Usine Nouvelle).

While she was at UTC – where she spent “the best years of her life” – Fanny Chapelin studied the speciality “Design and innovation of bio-products”. She did her first industrial placement with the French company Guerbet which allowed her to familiarise herself with contrast media products and to gain

an early insight to research and work in the USA. “At the time, Guerbet was working with an America company who proposed that Fanny did an internship in their laboratories in California. Since I already travelled a lot during my studies, I wasn’t over-enthusiastic about moving to the USA ..., until I heard the magic word, Stanford!” Fanny only came back

to France to present her end of studies dissertation.

Marking stem cells by intravenous injection

In Stanford, the 'rooky' research scientist investigated a contrast media product called ferumoxytol used to monitor the status of an implant replacing bone or cartilage in the human body. The Daldrup-Link Laboratory has been working with this specific product for about 10 years –originally it was an iron supplement for anaemia cases. "Bone marrow in these cases is seen as black when analysed by MRI, and this led to the idea that ferumoxytol could be used as a media contrast product. I developed the technique that now allows us to administer the product by intravenous

injection", explains Fanny Chapelin. If the implant is black compared with the surrounding tissue, this indicates that it has been accepted by the host body. If the implant image is clear, this can mean that the implant is being rejected. Fanny finalised the possibility of resorting to ferumoxytol intravenous injections, which process avoids having to extract stem cells from the patient and culture-replicate them for the purpose of cell marking. "Stem cell extractions, via an invasive process, were a source of worry for surgeons; the possibility to get the results by intravenous simplified the use of the ferumoxytol media product." Clinical trials have begun. "Implant contrast media products were removed from the market-place", notes Fanny Chapelin. "This implies that there is a real need in the health sector and, since the ferumoxytol had already been authorised for anaemia, its certification as a media contrast product should prove simpler. Between 5 to 10 years from now, it could be adopted by the professional practitioners and enable – if necessary – a rapid replacement of an implant, thereby contributing significantly to the patients' wellbeing."

BIO EXPRESS

2006 : obtained her Baccalaureate in Beijing, China

2009 : admission to UTC

2012 : graduated from UTC, followed by a first professional job with Daldrup-Link Laboratory, Stanford, Ca.

2013 : first scientific paper published and first presentation of her research work at the WMIC (World Molecular Imaging Congress) 5 000 attendees, Savannah, Ga)

Laureate of the 2013 edition of the "Engineer of the Year in Science" Usine Nouvelle.

Today : PhD Student University of California - San Diego

On her way to a PhD in the USA?

Fanny Chapelin is captivated by her research. "Our laboratory has extraordinary means and tools. This provides a major opening for further research", ensures Fanny? Another feature is that the lab.team is truly international in its composition. The members hail from India, Pakistan, Russia, Iran, Germany ... "There is a

high level of mutual aid among us, albeit to keep our English technical vocabulary up to par! “Having lived on the campus a while – “Stanford is a magnificent township constantly upgrading its facilities to keep to the forefront, a place where students can live, study, work without leaving the campus” – Fanny moved out of Stanford. She then came over to Paris, just for a few days after being nominated laureate of the 2013 Engineer of the Year Prize awarded by the magazine *Usine Nouvelle*. “My lady lab. director encourages us to participate in a maximum number of events inasmuch as they add visibility and help with seeking finance for the research programme. That was why I applied to be considered for this Prize with for an instant imagining that I would be the winner. After all, I’m

only two years into my career now”, she adds enthusiastically. Fanny Chapelin is also very grateful to Claude-Olivier Sarde, Head of the specialty courses in Design and innovation of bio-products at UTC. “Apart from the fact that his lectures were brilliant, he really looked after us. For example, he fought tooth and nail for me to get the ‘admin’ documents I needed for admission to Stanford”, says this young lady who, this year, will register to prepare a PhD thesis in the USA. “In 5 years’ time, I hope to successfully obtain my PhD and then pursue research into tissue engineering and medical imaging. There will certainly be new developments of MRI techniques, given its totally non-invasive feature”. ■

#26
February
2014



“Yours faithfully, passionately”

Joseph Bravo joined Chanel in 1989, and today he is Executive Operations Director (Fine Leatherwear, Fantasy jewelry and textile accessories). This UTC graduate (Biological Engineering) has moved from fashion shows to slaughter-houses, from 3-year strategic plans to high class back pack details.

“The world of fashion is organized round 6 collections each year”, says Joseph Bravo, by way of an introduction, who now manages a team of 60. 60% of whom are qualified engineers – “with one from UTC and one from UTBM (Belfort-Montbéliard); I recruited both personally! So what exactly is his job? It consists of accompanying the style studio, seeking to secure an environment conducive to creativity, to supervise fabrication, to assure logistics of the products from assembly bench to the shop counter ... and all of this with very short lead-times.

Learning to forget one is an engineer!

“We’re in a logic of perishable goods” adds Joseph Bravo who has a great admiration (and justly so) for the products and their novelty. “The studio is always pushing back the limits of the materials used and the assembly processes. The team is driven by a stimulating creative energy. “Indeed, I ask the engineers

to forget their technical training and qualifications, to accept that they cannot control everything and to accept the challenges of creation, which at times may prove frustrating and uncomfortable for the engineers”. Fine leather-wear is the Department’s main activity, but which department also oversees ties, scarves, head-gear, tennis rackets, fantasy jewelry and even surf-boards. “Our activity is in line with sectorial goods and I regularly visit the slaughter-houses and the livestock farms to check out leather supplies – a very competitive area! We are lucky to be able to work with suppliers who are attached and faithful to the Chanel brand!” says Joseph Bravo “Some of the Paris seamstresses even worked with Mademoiselle Chanel!” Joseph Bravo is deeply attached to his family Region and still lives near to Compiègne even if he is often required to travel between France, the USA and Japan. “Not a week goes by when I don’t drive in front of the UTC campus”.

From the world of luxury to that of fashion

Joseph was admitted to UTC with a Bac. E [mathematics and technology] gained at the Compiègne Lycée ; he initially intended to qualify for a career in mechanical engineering, but instead he chose biological engineering – because, so he hints, there were more female students in this specialty! His end-of-course dissertation and placement with a company called BioCis, turned into his being recruited. BioCis was created by a UTC professor, a company specialized in reactive agents for medical research. “I found this experience very rewarding and it oriented my career to industries close to the medical and pharmaceutical sectors, including cosmetics”, he explains? In 1989 at the age of 27, he became Manager of the bottling/packaging unit for Bourgeois® perfumes (Chanel), at the Compiègne factory, where he supervised a 60-strong team. That was his entry point to the world of luxury goods where his next career step was his appointment as Works & Methods Manager on the same site (in 1992) where his responsibilities were to manage the industrial organization, the investment plans, the launching of new products, including the perfume Allure®. “At the time, Chanel had the policy of launching a new perfume every 10 years. After this exalting phase, the launch teams benefitted from internal promotions. Thus, I became Director for Works and Methods (Fine Leatherwear) at their Verneuil-en-Halatte unit and that was where I discovered the world of fashion”. Joseph Bravo left biotechnologies but with no regrets. “I even learned to use a sewing machine! When you work for Chanel, your credibility depends on your know-how! In 1998, he transferred to the Marketing Dept. at the Home Office in Neuilly, where he set in motion a new project management organization, for perfume and other beauty goods. From

2002 to present, he has been the Executive Operations Director (Fine Leatherwear, Fantasy jewelry and textile accessories). “Chanel is a “house” where we feel comfortable, given the family stockholder structure, and its attachment to ‘all things beautiful’. The entrepreneurial house culture is strongly positive and it is not unusual to cross the paths of colleagues who have been there for 20, even 30 years, despite the hectic workloads and schedules”.

Learning to adapt

Our UTC graduate – who has changed his subscription from the magazine *Usine Nouvelle* to *Elle* – underscores the way he learned to adapt. “Changing and adapting is a real added value and I pay special attention to this when I hire new people. Fashion simply is not an engineers’ universe, seen as they are as people to would stop stylists from designing an unstable perfume bottle! One must never tell the stylists it is impossible – we have to find a solution with them, and this is a passionate quest, whenever you are enamored with the products”. ■

BIO EXPRESS

1980 : admitted to UTC

1985 : UTC engineering diploma in Biological engineering and recruited by BioCis

1989 : manager of the bottling/packaging unit for Bourgeois® perfumes (Chanel), at the Compiègne factory

1992 : Works & methods Manager (same factory)

1998 : Chanel, Project Management Director (Perfumes and Beauty)

2002 : Chanel, Director for Development (Fine Leatherwear)

2007 to date : Chanel, Executive Operations Director (Fine Leatherwear, Fantasy jewelry and textile accessories)

Open-minded and ambitious

Hailing from Calais, Timothée Tronet was admitted to UTC in 2003. It was when he was doing his university exchange programme with the University of Pennsylvania that he discovered burritos, a typical Mexican dish. Since that period, he has set up the brand Fresh Burritos that proposes Mexican flavours and tastes for lunch and dinner venues.

After his stay in the USA, Timothée headed for the Argentine for his last semester of course work and his final project.

With his UTC diploma in the major specialty in Mechanical Engineering where he was recruited by Kraft Foods, in their marketing, financial and corporate planning departments. “I always wanted to be an entrepreneur and I met a lot of business managers in the Argentine. I decided to come back to France and set up Fresh Burritos. The idea grew and took form after his experience in the USA and the Argentine, where there are many ‘Mexican’ style fast-food outlets – but in France, opportunities were wide open. “Yet, when you think about it, Mexican food comes second in the ethnic food purchases in food-malls, after Japanese products and fast-food outlets have been growing fast over the past decade”, adds Timothée, 28 years old.

The first restaurant in Lille (North France)

At the time, Timothée was a bachelor and had no children. The ingredients were assembled for a business launch: he returned to France in 2010 and opened his first restaurant a year later in the city of Lille. This was his pilot scheme, enabling tests for numerous modifications. In terms of house decoration, products, etc., Timothée Tronet did not hesitate to make the changes he felt necessary till he was satisfied. Early 2013, he opened his second restaurant in Lille and started looking at the concept of a franchise development. “My first two franchises are now in operation in Valenciennes and Limoges. My objective is to sign 5 to 7 more franchise agreements in 2014. In parallel, I would also like to set up my own restaurants, one each year” details Timothée, perfectly aware that two hurdles lie ahead: to buy or rent the right locations and to collect sufficient financial support.

Mature and crafty

Timothée is of the opinion that if his basic course in Mechanical Engineering is not directly of use in the restaurant business line, UTC did bring him maturity and self-dependence and a sharp sense of craftiness – if only in the freedom at university he had to choose and build his UTC curricula. “UTC allowed me to travel abroad, without which I would never have had the idea of training in Mexican food. The entrepreneurial management courses I followed at Penn opened my ambitions to do just that. The UTC engineering diploma confers credibility when I’m talking with the bank managers with my project file on their desk before them. Add to this that most of my friends are also UTC graduates”.

“Move it - forward!”

Timothée Tronet now employs 13 staff and has two franchised shops with 10 staff. His turnover for 2013 was 1 M€ and his objective is to double or even triple this in the current fiscal year. “You need to be able to choose your collaborators. I thought I was able to do the ‘deco’ myself but to be honest, the results didn’t come up to expectations! So, I called in a decorator to do the job the way I wanted. You have to recognize your weak spots: I’m a good business negotiator and staff manager but communications and PR are not my cup of tea”. Another piece of advice for graduates who want to create their own business: you must talk openly about your project and not be afraid that someone will steal your ideas. “Discussing matters openly helps test project viability, the way it will be perceived, its relevance in the marketplace. Then you must “move it - forward”! You might be tempted to raise and answer

a thousand questions, but the right thing to do is to progress from the idea to the real enterprise.” This is exactly what the boss of Fresh Burritos did: his ambition is to open 50 restaurants by 2018! ■



BIO EXPRESS

2003 : Admission to UTC

2005 : exchange programme with the University of Pennsylvania, USA

2007 : exchange programme with the Instituto Tecnológico de Buenos Aires, Argentina

2008 : graduated from UTC (major specialty in Mechanical Engineering);

2008 : recruited by Kraft Foods Latin America in their ‘High Potential Programme’ »

2011 : opening of pilot restaurant Fresh Burritos;

2013 : start of franchising operations and opening of three new points of sale (POS) two of which are franchised;

2014 : 5 to 7 new franchise signatures envisaged.

#28
June
2014



The keys to success are selfreliance and active networking

Eric Roussel has resided in South Korea now for 3 years, where he has been busy supervising the development of one of Renault's international projects. He is a totally dedicated car enthusiast and has carried out almost his entire career with Renault.

Eric Roussel enrolled at UTC following the advice of one of his lycée teachers, who spoke about this new engineering school with its special statutes, inspired as it was by similar American models. "We didn't have the Internet back in the 1970s! We did not have much of a clue as to the specialties and the engineering schools in general, compared to young people today," he stresses. Of his UTC days, he recalls the original teaching methods and contents and also how to pull through any situation, almost, when looking for solutions. "If I think of all the UTC graduates I have met, more than 75% have chosen to move away from beaten tracks", he feels.

"A kid's dream!"

With his UTC diploma in mechanical

engineering, Eric Roussel first worked for 4 years in developing new materials for the weapons industry (ground based). Then he moved to Renault, joining a business unit specialized in small commercial vans, where he stayed for 10 years. "I was an automobile architect, an orchestra conductor designing and launching the Kangoo van and Trafic 2. When you like cars the way I do, it becomes a passion: we used to draw the pre-project drafts scale 1 on a drawing table as big as a ping-pong table. A kid's dream!". This small business unit – dynamic and reactive – corresponded well to Eric Roussel, whose credo was to avoid being bored at any time and at all costs. Following this rich experience, Eric was invited by Carlos Tavares – who today is at the head of PSA - to become project manager for the Megane 2 model. So from drawing

board to mass production, Eric followed Megane cabriolet, the Megane break and the Megane Sedan. “Having had the privilege of working alongside people like Carlos Tavares, who at the time was the Director for the Megane 2 model, was a very rich and rewarding experience. They are marvellous managers who possess exceptional levels of intelligence and capacity to analyse situations”.

Round the world

Eric Roussel then felt the urge to travel. In 2004, when his 3 cars were on the production lines, the pressure dropped a bit and this called for ‘new horizons’. So off to Mexico for 3 years as Quality Assessment Director for North Latin America. He was responsible for the manufacturing processes of the Renault factory units in Mexico (a Nissan unit) and for Marketing, Sales and Service Quality in Columbia. “This was a new organization structure at Renault, with the creation of a Quality Director for each major region in the world. I went to the city of Medellin one week every month: the Columbians are dynamic, happy smiling people and efficient. It was a true joy to work with them, just like the Turks with whom I had worked on the Megane project, plus a ‘Latino’ touch! adds Eric Roussel. After that Eric was appointed Deputy Chief Engineer for the Logan model (for the African and Asian regions) and he stayed in that position for 5 years. His job consisted of assuring “second industrialization” changes, viz., the small but necessary adjustments needed to adapt to the countries where the models are marketed, and to find local suppliers for parts and finally to

manage the project development up to and including mass production launch. “I went to Russia, Iran, Morocco, South Africa ... I had to travel a lot and frequently; over those years, I was rarely in my office and almost always “on the road”! Eric is the sort of person who hates seeing each day like the one before. In the course of his travels, Eric met with numerous, very interesting people. “Their levels of skills is something we ignore in France”.

Economic constraints

For the past 6 months he has been living in Korea and Eric feels he has become totally illiterate. “Signs in English are

BIO EXPRESS

1977 : admission UTC

1983 : graduate Mechanical Engineering, MIT (Cambridge, USA) / Cooperation in Algeria – Oran

1985 : head of the materials laboratory at AMX-APX GIAT

1989 : automobile Designer IDVU Groupe Renault

1999 : project Manager for the Mégane II line (cabriolet/break/sedan)

2005 : director Quality Assurance North Latin America, based in Mexico City

2008 : deputy Chief Engineer ‘line entry’ for various industrialization projects in Asia and Africa

2013 to date : deputy Programme Director, based in Korea

Today : Project Manager QHSE - Roussel

few and far between! I managed to buy some orange juice, but only because there was a picture on the pack. This is quite a disturbing experience”, adds Deric with a smile. In Korea, he is now Deputy Director for the preparation of a new vehicle that will be assembled in 2 Asian factory units. In South Korea, he found a total ‘foreign’ atmosphere but every bit as friendly as in Mexico and infinitely safer. “The lockers where the workers leave their laptops when they go for lunch are not locked. This conducive to having pleasant working conditions. In the capital Seoul, everything is so clean and carefully maintained. The city

spreads out for miles between mountain ranges. You only need to travel a few miles and you find a path heading up into the hills”. The advice Eric now hands down to his children is to learn how to build and maintain a network - which he himself thinks he cannot do now. For students who want to get into the automobile business sectors, Eric Roussel underscores that there are now strong economic constraints with top priority. “The economic pressure is such that we are led to reasoning to the nearest 10 cents when we design a car. Technically speaking, it is a marvellous, challenging world of its own! “ ■



Where intuition & risk-taking top the bill

Director General Delegate for Scientific Affairs at the CNRS, Philippe Baptiste prepared his doctorate, awarded in 1998, at UTC. “I wanted dearly to work with Jacques Carlier”, recalls Philippe who went on to enjoy a “passionate” academic career.

The first time he met Jacques Carlier, a research scientist and lecturer at the UTC-Heudiasyc Laboratory, he found him hunkered on the office floor, scrutinizing cardboard rectangles. “He was in fact investigating a concrete case of queuing theory, a topic lying between mathematics and computer science” adds Philippe with a smile. Armed with patience and determination, he had to wait a year before Jacques Carlier found the time to accept to supervise his thesis. “While waiting, I did a so-called Advanced HE Diploma (DEA) at the university Paris 6 (Pierre & Marie Curie) and that was

where I really got to discover the joys of mathematics”.

A passion for discrete mathematics and algorithmics

It was his passion for mathematics that led Philippe Baptiste to start an academic career. He built up a really friendly relationship with Jacques Carlier, who left him lots of degrees of freedom during his PhD work. Here we have a research scientist for whom intuition and risk-taking take top priority, without neglecting the necessary scientific rigorous attention. I stayed on for a

BIO EXPRESS

1994 : engineering diploma from the Ecole nationale supérieure des Mines de Nancy

1998 : PhD in computer sciences and engineering, UTC

1999 : recruited by the CNRS

2000 to 2001 : IBM Research Center, New York

2002 to 2011 : appointed adjunct professor at Ecole Polytechnique

2008 : appointed Director joint CNRS/EP computer science Lab, the LIX

2010 : appointed Director of the Institute for Computer Sciences and Engineering and interactions at the CNRS

2013 : head of the Research and Innovation Strategy Service at the French ministry for HE and Research

June 2014 : appointed Director General Delegate for Scientific Affairs at the CNRS

year at the UTC-Heudiasyc Laboratory with the professional status of ATER (research assistant) after which, with the support of Messrs Carlier, Charara and Dubuisson, my application to join the CNRS was accepted". Between 2000-2001, Philippe Baptiste went over to the USA, to work at the IBM Research Center in New York. His work there revolved round basic research in the theory of complexity. Receiving a proposal to accept a professorial teaching position at the prestigious Ecole Polytechnique, Philippe Baptiste returned to France. "That's the kind of proposal you just

cannot turn down!" At the time, he was supervising or co-supervising (some with Jacques Carlier) several PhD theses. Two of these PhD students joined or stayed at the UTC-Heudiasyc Lab/: Antoine Jougllet (UTC lecturer) and David Savourey (research scientist and lecturer). Philippe then joined the joint CNRS/ Ecole Polytechnique Computer Science research teams at the LIX Lab over which he became director in 2008 and then set up the Computer Science Institute for the CNRS. For a short period, he held the position of Head of the Research and Innovation Strategy Service at the French ministry for HE and Research, after which he was appointed Director General Delegate for Scientific Affairs at the CNRS by President Alain Fuchs.

1 000 start-ups in the past 15 years at the CNRS

In his current position, Philippe Baptiste is responsible for the coordination of the CNRS' 10 Institutes, for interdisciplinary projects, for innovation, international cooperation and partnership agreements and contracts. "The aim is to develop interdisciplinary projects, and this runs against the temptation to enjoy mono-disciplinary comforts. It is easier to work at the core of one's own skills. However, an interdisciplinary approach becomes inevitable for certain scientific topics. We must have the means to take these practical and epistemological hurdles into our stride to encourage and induce more interdisciplinary exchanges and work". Philippe also underscores the little known role of the CNRS to value-add to

research and enhance innovation transfer operations. Thus, the CNRS is preparing to celebrate its 1 000th start-up, created in a partnership with other academic or economic actors. “The CNRS is far from being an ivory tower and its real added value is to see that breakthrough research in the laboratories actually gets transferred to socio-economic applications”. Philippe Baptiste himself participated in the creation of several companies, including Ergelis, specialists in thermal building management using special optimization tools. Philippe would like to see the start-up operations multiply and grow and also to engage the CNRS in wider scope R&D programmes.

Structuring the French university scene

“I have an exciting and captivating job, since it lies at the crossroads of a multitude of scientific fields in close

liaison with the laboratory heads and their highly-qualified research scientists. The CNRS also has an important role to play to help restructure the French university scene; at the present time, the latter is still somewhat ‘disorderly’. The CNRS, with its national vision, its superb equipment and its highly dynamic international policy, is a key actor in HER (higher education and research).” A vast majority of the 1 000 CNRS labs are joint research structures. “It is in our interest at the CNRS to have strong academic and university partners”. For students who wish to take up an academic career, Philippe Baptiste’s advice is to love science and be prepared to take risks. “There can be no such thing as a good thesis without taking high risks! France offers some very attractive openings for young high-flying research scientists.” ■

Combining *good luck* and *resolve*

Today Frédéric Lavigne is the Director for Education at the Image Forum, a place of memory and news about the cinema in Paris. He had managed the UTC Cine-Club when he was a student here.



BIO EXPRESS

1991 : UTC engineering diploma in Biological engineering (GB)

1992-1993 : PhD in foodstuffs (ENSIA, Paris 7 Diderot and Paris 11 Sud)

1992-1995 : junior research officer at ARILAIT Research

1995-1999 : project manager at the Danone International Research Centre

1999-2004 : event programmer at the Festival Premiers Plans, Angers

2004-2006 : audio-visual Attaché in charge of the Ciné Lumière at the Institut Français, London

From 2006 to date : director for Education at the Forum des Images, Paris

With his UTC engineering degree with the specialty Biological Engineering, Frédéric Lavigne began his career in the industrial dairy sector.

"I had carried out a CIFRE thesis on the physico-chemical properties of the fatty contents of milk. I did this work in a CNRS Laboratory at the Pharmaceutical Faculty, Châtenay-Malabry, just South of Paris, on behalf of the association that co-ordinates research work deemed of interest for the dairy produce sector", recalls Frédéric Lavigne, by way of an introduction. "After that I worked for 5 years at Danone's International Research Centre. And at that point, I decided to follow a different career path, taking me to the world of cinema".

The risk-taking volunteer

At the time, Frédéric Lavigne asked his employer to move from full time to 4/5 part-time so he could get involved in the programming of the Premiers Plan film festival at Angers, and event he had discovered a year before but as a simple spectator. "That experience went so well that the team proposed I could accept the job as programmer. I gave up a 'CDI' (unlimited) job position for a CDD (limited in duration), a salary divided by two and I then joined the cinema world", says our 7th art fan. Frédéric went on to assure programming this festival for the next five years and then moved to London, duly appointed audio-visual attaché at the French Embassy in Great Britain. His main function there was to promote French cinema works in the United Kingdom accompanying the film distributors to a festival and projections held in the Embassy premises The

next move was back to Paris, where Frédéric was signed up by the Image Forum and he took on the position of Director for Education – he also directs the international festival called Series Mania, specialized in TV series.

One trump card: project management in the cultural domains

"By chance and by will-power, I did manage to move into the world of cinema whereas in France, in most instances, the diploma defines the career path and making shifts complicated. Bridges from sector to sector are few and far between and rarely self-evident. I could never have found a job opening in the cinema if I had not first of all done my voluntary worker spell. To succeed I accepted to reduce my work schedule to 4/5 full time which left me some spare time to devote myself to the cinema. It was truly exhilarating!" he recalls. The five years' studies at UTC were "terrific" and did not dampen his belief that horizons can be wider than you imagine, especially if you decide to succeed. General culture acquired in the Common Core programme, the Image semiology course (which alone convinced Frédéric Lavigne that his personal path lay here), the course on the world of cinema followed by an exchange internship at the University of Pennsylvania, the rich local association life-style and its cine-club ... were the building blocks for his choice of career. "What I mainly recall is the very open minded attitude in UTC training courses, with the project management modules that have proved very useful to me. In the cultural sector, all other things being equal, having a project management

talent is a definite trump card when it comes to organising, for example a festival event”, underscores Frédéric, who now has a team of 10, managing the budgets, the schedules, the manpower needs and assignments ...

Analysing and deciphering images

The Image Forum, created in 1988, now has 80 staff working on it, with its film ‘cycles’, 2 000 showings and a dozen festivals every year. It also houses a collection of 6 500 films that can be viewed individually, or used in exchanges, meeting and lectures: it is a cinematographic focal point, covering both the latest releases and going back to the famous ‘classics’. “What I have observed is a certain amnesia today. For the younger generations, the history of the cinema starts in year 2000 and there is heavy layer of fog on anything before that date”, analyses Frédéric.

”My job consist of enabling children and their parents to discover films that are our heritage. To be successful here we must release mental brakes, such as impatience and define a suitable sequence of programmes”. As Frédéric Lavigne sees it, education in images is a useful public service at a time when images are indeed predominant. “When I was following the UTC course on Image semiology, we analysed the meaning of a picture frame, and we learned how to analyse images so as to keep control and not be totally under their influence. This is what I and my team doing today. If we use the cinema vector, we can learn to read images of all the videos we see on the Internet, in advertising, etc. But adolescents and teenagers do not come spontaneously to the Image Forum, except outside the school periods and the sessions we programme for their teachers!” ■

#31
December
2014

The prime need for flexibility & stamina

Christophe Rosset is the Managing Director (Continental Europe) for Page Executive, one of the three brands of PageGroup, a specialist recruitment agency present in 35 different countries. Christophe Rosset graduated from UTC in 1987 with the specialty Bio-Industries.

“With a passion for biotechnologies after my Baccalaureate D, I became a keen and regular reader of the magazine BioFutur. UTC was clearly a reference institution in the field and I loved both the campus ambience and the excellent relationships we enjoyed with our lecturers, all of whom were high level specialists, plus the contacts we had with enterprises via our research centre ... I have some great souvenirs of our contacts among students, notably when we were doing group work”, recalls Christophe Rosset. After graduating, he did his military draft period overseas in the island State of the Dominican Republic where he

worked at the local Maison de France on various agricultural development programmes, in a collaboration with the Dominican and French ministries for Agriculture. He then moved to L’Oreal becoming one of the Group’s production engineers in a subsidiary specialized in shampoo and cosmetics formulating. “My job there was to supervise the fine chemistry processes, before I moved to Cardiff, again with the L’Oreal Group and I was appointed to a position of industrial manager”, he adds. At that point our young graduate was tempted by entrepreneurship; he took over his own family’s business for a while which they finally sold. He addressed himself to the Michael page specialist recruitment agents, looking for a job in the cosmetics

sector. "They were looking for an engineer to manage recruitment of other engineers. Two weeks later I signed my contract and I've been with tem now for 18 years"!

Evolving within PageGroup

Thus, Christophe Rosset was one of the first engineers to join the Group, for the purpose of developing the "Engineers and technicians" branch, examining and selecting candidates for industrial enterprises, ranging from R&D, production lines to logistics and purchasing. From 1996 to 2001 he set up several specialist divisions Property & Construction, Logistics & Purchasing and finally Health. In 2001 Christophe Rosset was appointed to the Board of PageGroup in France and in 2006 he left with wife and family to head for Mexico. "The objective assigned was to

create the Group subsidiary in Mexico, ex nihilo. That experience as amazing, both in terms of the entrepreneurial experience gained and for the discovery of the local cultures and the encounters I made in Mexico. After 5 years there, the team had 90 collaborators, 70 of whom were consultants. Our role was not to focus on 'ex-pats' but to recruit the best local talents for this emerging market where the needs for skilled labour were very important, ranging from banks to human resource, health and property management ..." Christophe Rosset returned to Europe in 2011 when he accepted the position of Managing Director for Belgium and Luxemburg. Since the beginning of 2014, he is general managing director for Page Executive for Continental Europe. "PageGroup has 3 brands: Michael Page for the historic activities of recruitment advice and counselling, Page Personnel for those with initial professional experience and Page Executive for the recruiting of executive level managers. Today, our international synergy must be bolstered", details Christophe Rosset.

BIO EXPRESS

1987 : graduated from UTC

1987-1993 : engineer with the Groupe L'Oréal, first in France then in Wales

1993-1995 : company head as Deputy Managing Director, family business H. Rosset

1996 : joined PageGroup, France

2006 : managing Director Mexico to set up local branch offices for the 3 PageGroup brands: Page Personnel, Michael Page and Page Executive

2014 : managing Director (Continental Europe) for Page Executive

The search for new dynamics in Europe

Christophe Rosset's mission is therefore to strengthen the mark in Europe, as well as the Page Executive networks that specialize in Industry, Shopping malls, Financial Services, Health, Human Resources and Manpower management, etc., but he keeps himself on a par by continuing as a consultant for the industrial sectors. "Job markets in Europe are relatively stable, but we

must seek a certain fraction of renewal after a period of cost optimizing between 2008 and 2012. Enterprises are now picking up again in terms of design of new products and services and to this end have begun recruiting new skills, in a cautious context as far as salaries offered are concerned”, says Christophe Rosset. For young graduates from UTC, this expert in the recruiting game advocates that they acquire and develop a wide international vista, opening the mind and finding ways to avail of opportunities for positions carrying high value responsibilities. As he sees things, the qualities you need to evolve favourably in an enterprise are flexibility (to better understand the specific challenges of the

market-place so as to be able to react quickly and rapidly as changes emerge), and staying power or stamina. “Stamina is a quality that is rarely underlined, but it is needed when it comes to conveying a dynamic thrust for one’s ideas, to build on exchanges, to progress rapidly”. Christophe Rosset offers one final piece of advice: that candidates analyse the job but also clearly assess the sector of activities they have in mind. “Young people are generally trained for a profession, but they do not often question what the future might be in that sector whereas other sectors might be far more rewarding. This approach is primordial if you want to love your job!” ■

#32
February/
March
2015

Curiosity and unending self-questioning

Thierry Moussu is Digital Intelligence Manager for the Pierre & Vacances Center Parcs Group. He came originally from Pau (SW France), arriving at UTC in 1994, from which he successfully graduated in the elective specialty Chemical Engineering, before turning rapidly to digital communications.

BIO EXPRESS

1994 : admitted to UTC

1998 - 2007 : Aptalys Group

2007 - 2009 : Survey Analytics
Manager, Opinion Way

2009 - 2011 : Survey Analytics
Manager, OTO Research

2011 - 2013 : Social Media Survey
Analytics Manager, Linkfluence

2013 - 2014 : Social Media Analytics
Manager, DigitaLBI Paris

2014 : Group Digital Intelligence
Manager, Pierre et Vacances Center
Parcs Group

Today : Customer Relationship
Management, Direct Energie



While at UTC, Thierry Moussu, given his affinities with sectors close to innovation management and strategy, continued after his degree award to follow a DESS diploma course on “Technology and Innovation Engineering”. His first job, as of 1998, was with APTA Conseil [consultant company] – obtained via a UTC friend’s uncle – which consisted of carrying out marketing studies for the automobile sector, one of his passions. He spent nine years with APTA, in various positions: Head of the computer sciences and services unit, then Manager for survey studies and Customer Relations Manager. Thierry Moussu then moved on to become Survey Analytics Manager at Opinion Way and then, likewise, at OTO Research. “In this Digital ‘Comm’ Agency, my job consisted of managing and overseeing the on-line surveys and the first e-reputation studies”; he was then recruited as their Social Media Survey Analytics Manager by Linkfluence, a company set up by UTC graduates. At that point in his career, Thierry Moussu was totally immersed in on-line survey analysis allowing him to approach the world of digital marketing. In 2013, he joined DigitasLBI Paris, as their Social Media analytics Manager, with the assignment to create a new business offer of real time marketing, first for Nissan France, followed by Nissan Europe. “The concept here was to make use of current news and events that bore some connection with the corporate trade-mark, with affinities for the marketing policy targets, leading to creation of marketing content to support products on the market-place”, adds

Thierry Moussu. “Numerous company are now adopting this new form of marketing thrust, but when I started it really was the pioneer days in France”. However, he did not stay overlong with DigitasLBI Paris: the Group Pierre & Vacances Center Parcs recruited him to supervise their ‘digital intelligence’ operations.

Metrology for digital activities to improve policy targeting

“My objective was always to move from the survey agencies to the announcers and orient my career to digital marketing. I have a real passion for this segment of the Web world, where everything evolves so fast, where nothing is definitive. Monitoring here is very important, and you have to update and ‘reinvent’ yourself on a regular basis: continuous innovation here satisfies my own strong and constant desire to learn things”, details Thierry Moussu. On a daily basis, he is in charge of measuring all the Group’s digital activities, from ‘main-street’, general public campaigning to more precise, targeted actions. “My job was indeed created to measure the spinoff of actions developed by then team specially in charge of social media such as Facebook®, Twitter® or Instagram® and LinkedIn®, etc. What are the benefits to the Group of their work? How do you measure the ‘notoriety’ they generate? When we measure things, the aim is to improve on the situation and guide the decisions”. For the past five months, he has been ‘glued’ to the screens, following and assessing click rates, pages visited, user profiles ... These operations are carried out in

conjunction with bloggers, to follow the reactions of given communities and to target more precisely the communication aspects. One must also adapt the work as a function of the country. The Group is present in France, in Germany, in the Netherlands and in Belgium and the way social networks are used differs from country to country. "In the Netherlands, everything is on Twitter®; in France the preferred network is Facebook®. We therefore have to adapt the visual and the associate messages, the stories, to the local country habits".

Creating convergence among the Group departments

While the metrology and analytic work is currently in its test phase, the aim is to set up convergence and an improved integration among the various Group Departments: Direct Marketing, Customer Relationships, etc. "Today, when a complaint is lodged on Twitter®, you have to fill out a form for the department concerned and draft a reply for the complainant. In the long term, the tools we are preparing will enable

us to gain in fluidity and time and better serve and answer our final customers, the clients", underlines Thierry Moussu. With some 350 customer generated messages a month for the Group's activities in three different countries, the task before us is well worth our spending time and efforts to improve matter! The Group, moreover has launched 12 workshops in the field of digital communications, and must be able to monitor and measure what is happening. "For all students who are attracted by this sector, my personal advice is that they indulge in endless curiosity. What we cannot achieve today will assuredly become possible tomorrow, or the day after! You must remain open minded and know how to self-question your work and ambitions, otherwise you will rapidly be overtaken by events. UTC taught me a lot in this respect and opened my eyes and mind sufficiently early to a multitude of areas and domains of knowledge, and that alone provide an excellent base-line for my own developing thoughts and ideas". ■

#33
May
2015

A black and white portrait of Eric Bonnet-Maes, a middle-aged man with short, graying hair and a light beard. He is looking upwards and to the left with a thoughtful expression. The background is dark.

The art of innovating technically and humanly

Eric Bonnet-Maes, at 50 years is Deputy Director General, LexisNexis, France, a legal and economic information media group with 650 personnel. With his UTC engineering degree in Bio-engineering, this hardened captain of industry also followed successfully a Master's degree in Marketing & Management at ESSEC. Here is his impressive track record.

Inspired by what he saw as the potential of bionics and biomechanical engineering, Eric Bonnet-Maes chose UTC as his university in 1986, matriculating in bio-engineering and the biomedical elective specialty which at that time was a very novel course offering.

UTC already enjoys a high reputation in the Bonnet-Maes family ... his Father, engineer and entrepreneur appreciates the work he does regularly with the graduates and faculty of UTC. His Mother also has a degree, in commerce

so Eric could also have chosen that track; but he preferred to go through the two year "preparatory" classes aka 'Math. sup., Math. spé.', at the Saint Louis Lycée after completing his science baccalaureate.

A scientific mind with an entrepreneurial touch

"I took on some very special subjects such as recording the biological signals from monkeys turned epileptic but what I found most impressive was the UTC

in-house student-company”, recalls Eric Bonnet-Maes when he talks about the years he spent in Compiègne. Je joined this USEC (Université Services Etudes Conseils), which “hires out” students to external enterprises on request. By the end of his studies at UTC, Eric Bonnet-Maes had become President of the Junior Company. He committed himself to developing a software package for the R&D Centre of the then French coal-mining consortium - Charbonnages de France. His end of studies internship provided another opportunity to explore different new professional horizons. He chose the medical instrument division at Hewlett-Packard, which sells cardio-echographic units, ECGs, holster and other monitoring equipment for professional health agents. He held a sales position with HP. It was his client relationship at HP that Eric Bonnet Maes found decisive: “I understood that technology alone was not enough to satisfy me”. The following year he registered at ESSEC to do a Master’s degree in Marketing & Management and became Vice-President of the French National Junior Enterprises Confederation.

From computers to a service offer

For his first post-graduation position, Eric Bonnet-Maes joined HP again. This period lasting over a decade allowed him to try his hand in various positions, starting as a sales manager when he joined. He rapidly rose the management ladder to become Sales and Marketing General Manager (Health Division), Director e-services, Director Home Sales via Internet, Hewlett Packard in

BIO EXPRESS

1989 : Graduated from UTC, Biological Engineering with Biomedical selective specialty

1990 : Specialized Master’s degree (Marketing & Management), ESSEC

1990-1991 : National Service – Sub-Lieutenant, French Air Force. Aide-de-camp to the Major General, Base Commander

1991-2002 : Sales and Marketing General Manager (Health Division), Director e-services, Director Home Sales via Internet, Hewlett Packard

2002-2004 : Director Trade and Operational Marketing, SVP

2005-2007 : Group General Manager, Europart

2007-2014 : Director Trade and Operational Marketing, LexisNexis

As of Dec. 2014 : Deputy Director General, LexisNexis France

2000. In his quest for new challenges, he offered his talents to SVP, a management consultancy agency. “Integrating an SME allowed me both to decide and implement various projects”. Two years later he was appointed General Manager d’Europarts, a bulk merchant in computer and ancillary spare parts. This function allowed him to discover international management functions. In 2007, he moved to LexisNexis : “Joining this SME, I missed out on the innovation side, but understandingly an SME cannot take as many risks as a major

company can".LexisNexis, proposing a unique, worldwide legal data base, reinvested 7% of its annual revenue in R&D. "With this company, I discovered a rare balance between technologies and contents with a management staff who leave the personnel lots of degrees of freedom for creativity", says the current head of the French operations of a group worth 7 billion euros, present in over 100 countries. The fraction of the annual revenue is digital activities has risen from 30% in 2007 to 50% today. Technological evolutions have been multiplied since the data base was first put "on line" in 2004

and up to the development of a search engine specialized in finding legal information and data over the entire Internet. "The technical data acquired during my studies did not serve me directly but my engineering background did provide for reactivity and gave me a logical mind which proved very useful in negotiations and in my management functions", he concludes. Could his case be a good example for student engineers at UTC? A double competence engineer-marketing & management is a highly sought profile by innovating companies whatever their sector of activity. ■

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to invest in
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project**

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technological
**watchtower
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business in
the **Picardie
Region**

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to protect my
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competitors

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meet
**experts,
scientists ...**

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Why don't I contact the
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