

Global Sales Director – Global Account Director

Executive MBA
Master 2 in Artificial Intelligence



Laurent Vais

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Education

- ✓ **Executive MBA Paris Dauphine**, UQAM Montreal in 2019
- ✓ Master 2 specialized in **Artificial Intelligence**, Paris 6 in 1994
- ✓ Formation **Lean Six Sigma** (Green Belt)
- ✓ ITIL V1 certified
- ✓ Fluent English for professionals C1 level

Hard Skills

- ✓ Managed key accounts for CAC40 clients, building and nurturing strategic relationships with C-Level executives to enhance collaboration; achieved a 30% increase in account engagement over two fiscal years through tailored communication strategies.
- ✓ Budget Management & **P&L**, Reporting, 3-Year **Strategic Account Plan**
- ✓ Revamped the internal workflow for managing RFQ/RFI/RFP submissions by implementing a project management tool; optimized collaboration between teams, leading to a reduction in response time by 15% and improved stakeholder satisfaction.
- ✓ Analysed customer needs through detailed feedback sessions with over major French banks, leading to the development of tailored service offers that improved client retention rates by 20% within one fiscal year.
- ✓ **Delivery Contracts and Operations Directorate**
- ✓ **Leading multidisciplinary and multicultural teams**

Soft Skills

- ✓ Leadership and ability to unite
- ✓ **Customer service oriented**
- ✓ Adjusted strategies swiftly in response to changing client needs, leading to the successful closure of 15 high-value accounts within tight deadlines while maintaining satisfaction levels above 90% throughout negotiations.
- ✓ **Teamwork, listening, innovation and creativity**

Technical Skills

- ✓ Good knowledge of development, software architecture, infrastructure, **Artificial Intelligence**, and major market Cloud services (SAAS, IAAS, PAAS, NO Code)
- ✓ SAP / MS Dynamics / Salesforce / ServiceNow

Main Professional Experience

Infosys Since January 2022- April 2025

Executive Senior Client Director, French Banking Division

- ✓ **Worldwide scope:** BNPP, SocGen, BPCE, CA and other French banks internationally, in Time & Material and Service Centres activities
- ✓ **Main objectives:** Drive revenue growth, enhance margins, ensure DSO compliance, and oversee strategic account planning and **P&L management**. Directly manage a sales team of 10 FTEs, handle contract renewals, respond to RFI/RFPs, provide financial reports to management, and actively recruit talent (architects, Java/.Net developers, project managers).
- ✓ **Activities:** Management and commercial development of active contracts in the following countries: France, Benelux, Italy, Portugal, Spain, London, Hong Kong, Taiwan, South Korea, Shanghai, Tokyo, Singapore. Detection of new business opportunities, analysis of customer needs, either on existing contracts or on non-revenue-generating departments. Nurturing the relationship with partners
- ✓ **Expected revenue targets:** \$8M annually.
- ✓ **Achieved:** 2024 annual revenue invoiced \$10M (150 FTE India & EMEA)

Inetum May 2020 to October 2021

Executive Client Delivery, Retail Division

- ✓ **Scope:** France, Portugal, Morocco on the Groupe SEB account, in Service Centres activities
- ✓ **Main objectives:** Run digital transitions to the AWS cloud, Operations management, **Delivery management** (15 FTEs, 100 EMEA FTEs on the project), Project and financial reporting to the management.
- ✓ **Expected objectives:** Delivery of the project within the contractual costs (10M€) and deadlines (1.5 years)
- ✓ **Completed:** Project delivered 100% on time, cost in line

Altran-Cap Gemini April 2019 to April 2020

Global Account Director, Banking and Insurance Division

- ✓ **Worldwide scope:** exclusively dedicated to SocGen, in Time & Material and service centres.
- ✓ **Main objectives:** Manage revenue growth, margin improvement, DSO compliance, strategic account planning, and P&L oversight. Lead a sales team of 10 FTEs, oversee contract renewals, RFI/RFP responses, financial reporting, and actively recruit key roles (architects, Java/.Net developers, project managers).
- ✓ **Activities:** Management and business development of active contracts in the following countries: France, Italy, Portugal, Spain. Detection of new business opportunities, either on existing contracts or on non-revenue-generating departments.
- ✓ **Expected revenue targets:** €23M annual.
- ✓ **Achieved:** 2019 annual revenue invoiced €20M (200 EMEA FTEs)

Atos June 2005 to March 2019 (14 years)

Senior Client Executive, Banking, Insurance, Healthcare Division

- ✓ **Scope:** France, Spain, Morocco, Poland on SocGen, BNPP, AXA, LMG, MNH, LBP, in Time & Material and service centre accounts
- ✓ **Main objectives:** Guarantee the proper execution of contracts, expand in order to develop turnover, improve margins, guarantee DSO, **Strategic Account Plan**, **P&L Management**, Transform T&M into vendor consolidation project, Executive Committee Management, Response to RFI/RFP, Financial Reporting, **Direct Delivery Management** (6 FTEs), **Active Recruitment** (Architects, C++ Developers, Java, .Net, PM, PMO, User Support, SAP, Oracle)
- ✓ **Activities:** Management of active contracts and development of turnover on these contracts. Detection of new business opportunities by analysing the customer's needs ("Breads") and proposing adapted solutions. Maintain the relationship with partners (DELL-EMC mainly)
- ✓ **Expected revenue targets:** €15M annual.
- ✓ **Achieved:** 2018 annual revenue invoiced €25M (300 EMEA FTEs)

Laurent Vais
Detailed profile & Deal Illustrations (1/4)

[Infosys](#), Since January 2022 – June 2025

Executive Senior Client Director, French Banking Division, 150 FTEs

Targeted accounts defined by the 3-year strategic plan: BNPP, SocGen, BPCE, CA

- ✓ In main responsibility for customer relations with C-Level and middle management, to set up a solid and lasting trust of customers in Infosys. The main aim is to develop Leads/Opportunities, with a view to receiving RFIs/RFPs (this also involves good referencing with the purchasing departments for the management of Group contracts and application contracts).

Pure hunting and detection of new business opportunities, either on existing contracts or on entities that do not yet generate revenue, are my daily life.

- ✓ Management of the half-yearly Executive Committee meetings with the C-Levels. The topics covered are the progress of projects in RUN (High level view), current purchasing referencing, new points of contact on future projects, renegotiations of group contracts and price lists.
- ✓ **Animation of a sales team of 10 people**, in direct management, spread over the countries France, Benelux, Italy, Portugal, Spain, London, Hong-Kong, Taiwan, South Korea, Shanghai, Tokyo, Singapore. Each salesperson manages the local "business development" of his or her region, both in pure hunting and in the fertilization of existing accounts and contracts.
- ✓ In charge of consolidating the **P&Ls** of each country, ensuring that they are in line with the strategic account plan, establishing new forecasts (turnover, margin, DSO) on a weekly basis, and reporting on them through reports to the general management based in London every Monday morning. All the results of each contract are merged in constant USD.
- ✓ Update strategic account plans every six months, ensuring that revenue grows, margins improve, and implement proper sales action plans to achieve goals. To illustrate, **in January 2022 the annual revenue invoiced was \$4M** on the BNPP account, and **in January 2025 the annual revenue is \$10M** on 2 BNPP and SocGen accounts (**opening of the account with SocGen's Indian captive**).

The RUN contracts are listed for all the countries listed above. The activities delivered are variable, either in T&M or on a fixed-price basis (50/50), ranging from ADM, integration of software packages, **modernization**, move2cloud, architecture studies, etc. Infosys delivers all the services expected by a consulting & digital company or by the financial professions (Fintech, AML, DORA, etc.), and adapts to the customer's request.

- ✓ In full responsibility for contract renewals, the relationship between the different internal entities for the conduct of renewals (Legal, Finance, Delivery, Security, GDPR Departments...), and for conducting the right meetings with the client to close until signature. Has the signature commitment for contracts under \$1M annually.
- ✓ In responsibility, in indirect management, **Delivery managers** (India), with weekly meetings, to ensure that all projects progress according to the schedules and costs defined in the contract. These meetings also make it possible to check and control that SLAs/KPIs are respected, and to implement action plans if necessary.
- ✓ As a final validation of profiles, **for recruitment**, for T&M services (new services or replacement of employees). About 15 profiles to be validated monthly.
- ✓ Market intelligence, organization and invitation of C-Level to various Infosys trade fairs or conferences
- ✓ Partner Relationship Management

Laurent Vais
Detailed profile & Deal Illustrations (2/4)

Illustration of achievements (non-exhaustive, for confidentiality clause I cannot show the turnover/margins):

- ✓ **ADM:** Renewal of the BNPP Taiwan contract (3y+1+1), 15 FTEs on site, and service centre in HK, development and T&M of a GraphTalk application (**migration to Java in progress**) for internal use. The renewal cycle lasted one year and resulted in a **10% increase in turnover and a 15% improvement in margins** (juniorization, and relocation of certain services to shared service centres, upward revision of the fee schedule and indexation to local inflation). Drafting and signing of the contract in English and Chinese, hence the long cycle of renewal.
- ✓ **BPO, Integration & Maintenance:** Deployment and application maintenance on AWS of a NiceActimize AML solution for BNPP Poland. The sales cycle was 5 months. Upon receipt of the RFI, then RFP, my responsibility was to set up the internal response team (Deal Maker, Delivery Manager, Solution Manager, Security Manager, Solution Architect, Legal), to set up daily meetings to review the progress of the response), then to have the solution and pricing validated by the Infosys department.

In direct contact with the client to set up defence meetings, complete the drafting of the contract and set up the proper electronic signatures. Then make sure that the Delivery teams are ready to implement the project.

The difficulty of the project lay in 2 major points: the negotiation of the license prices with the publisher, and the drafting of the contract in Polish. The negotiation with the client was quite easy thanks to the Deal Maker, and the sale of this project is mainly due to our attractive pricing in relation to the market.

- ✓ **BPO, ADM:** Signature of a large project for BNPP Benelux to develop and support a claims management application for BNPP Benelux. The development cycle is 2 years in batches, and in **Agile@Scale** mode. The development platform proposed and chosen by the customer is **APPIAN** (Low Code development).

The project started in March 2022 (**it was my first signing after my arrival**), the relationship with the client was complex, and I was responsible for managing the client (C-Level) and the internal teams so that everything went as smoothly as possible, both on time and on cost (Incident/Change/Problem Management).

The project was delivered correctly on time and on budget. The customer has been satisfied, and a new fixed-price order is in progress.

These same cycles of responses and projects won are repeated, with the same actions on my part on:

- **ADM:** Renewal of the BNPP South Korea contract (7% improvement in revenue, and 10% margin)
- **Integration and service centre support** of a Payroll solution (Oracle) for BNPP Greece, Bulgaria
- **Application modernization:** Re-Design (Php, Python, MySQL) of an intranet site for BNPP Japan
- **Infrastructure Security** Audit (Worldwide) for BNP CIB
- **Integration and service centre support** of an AML solution for BPCE Tahiti and New Caledonia
- **T&M:** Provision of Indian Infosys resources for SocGen India captive (**Java, Ms.Net, Python, Azure**)

The sales cycles for these RFP responses were between 3 and 6 months.

[Inetum](#), from May 2020 to October 2021 (fixed term contract)

Executive Client Delivery, Retail Department, 100 FTE

Target account: Groupe SEB

- ✓ **Application modernization form legacy infrastructure and application:** In charge of leading the digital transformations (AWS) of the SEB group, and essentially the follow-up of the **Delivery** teams, in service centres, based in France, Morocco and Portugal. Ensure that the project plan is respected and that costs are controlled.
- ✓ **BPO, Development**, redesign and maintenance of major applications for migrating to AWS.
- ✓ The complexity of the project lay in coordinating different teams with different skills, in different countries and from diverse cultures.
- ✓ After 1.5 years of digital transformation, the program was delivered on time and on budget. It was a challenge.

[Altran-Cap Gemini](#), from April 2019 to April 2020

Global Account Manager, FS Department

Targeted accounts defined by the 3-year strategic plan: Societe Generale

- ✓ Responsible for Hunting, Breeding and Fertilization of the Societe Generale account (**mainly T&M**)
- ✓ Lead a sales team of 10 FTEs, oversee contract renewals, RFI/RFP responses, financial reporting, and actively recruit key roles (architects, Java/.Net developers, project managers).
- ✓ In indirect responsibility of the BU directors who oversee monitoring employees
- ✓ In summary, all the activities described for my Infosys mission apply to this Altran mission.
- ✓ **Main achievement:** consolidation of **vendor consolidation** activities for a total turnover of **€20M (200 FTE)**

[Atos](#), June 2005 to March 2019

Senior Client Executive, FS Department, 300 FTEs

Targeted accounts defined by the 3-year strategic plan: SocGen, BNPP, LMG, AXA, MNH, LBP

- ✓ Guarantee the proper execution of contracts (KPI, SLA), expand to develop turnover, improve margins, guarantee DSO, Strategic Account Plan, P&L Management
- ✓ Executive Committee Management and Steering Committees
- ✓ Understand customer competitive factors.
- ✓ Position yourself as a business partner at all levels of the organization, focusing first on the overall direction of the organization, focusing first on the overall direction.
- ✓ Anticipate business needs and manage the definition of Atos' value proposition roadmap and all sales activities, Atos' value proposition roadmap and all sales activities.
- ✓ In direct recruitment of profiles for AT and ATG services (20 FTEs per month on average)

Major Achievements

- ✓ **Societe Generale:** Signature, in 2005, of a T&M package contract to take over 3 areas: the maintenance of the ATMs of the SG network, the architecture and methods department at VDF site, production at Tigery site.
Highly active recruitment on all profiles of the 3 perimeters in order to achieve the objectives.

DAB project: The results were incredibly significant, increasing from 0 FTEs to 100 FTEs, from 2005 to 2008

Architecture Project: Went from 0 FTEs to 30 FTEs, from 2005 to 2008

Production Project: Went from 0 FTEs to 70 FTEs, 2005 to 2008

- ✓ **BNPP Cardif: Integration, BPO, Application modernization & ADM**, Signing, in 2011, of a fixed-price outsourcing contract for the provision of computing resources for the FIS actuarial application.

Complex project to implement a physical server farm in grid computing in an Atos datacentre in Aubervilliers, and the provision of technical support from the Atos service centre in France.

The contract was signed in 2011 for an amount of €1M per year, and I renewed the contract (3+1+1) in 2019 for an amount of €7M.

These exceptionally reliable results are the result of several actions that have increased turnover and improved margins:

- Server Farm Virtualization (VMWare ESX)
- **Maintenance offshorization** and support to Poland
- DELL Isilon Storage Significant Additional Sale
- **BPO, ADM:** Sale of a SaaS Cloud (Azure) reporting solution based on FIS software data.

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Detailed profile & Deal Illustrations (4/4)

- ✓ **La Mutuelle Générale: Integration, Application modernization & ADM**, Signing, in 2011, of a fixed-price outsourcing contract for all servers hosted by Equinix.

This project took place in several stages:

- ✓ Relocation of all LMG servers to the Atos Datacentre in Aubervilliers
- ✓ Setting up infrastructure maintenance and support in Atos service centres

The contract was signed in 2011 for an amount of €1M per year, and I renewed the contract (3+1+1) in 2019 for an amount of €6M per year.

These particularly reliable results are the result of several actions that have increased turnover and improved margins:

- **Maintenance and support offshorization** to Morocco
- Sold a transformation of IBM AIX servers to Oracle **EXADATA** in OPEX mode.
- Added sale of on-site project management services
- **Move2Cloud** from internal application estate to AWS

- ✓ **AXA: Exceptionally large contract (TCV 30M€)** for Workplace services, user support, on-site and remote, France, Spain, 60kp in support, 5 Delivery Managers in direct management, invoicing 10M€/year (**300 FTE**)

Different companies, June 1994 to June 2005

Marsh & McLennan, Insurance Broker

From May 2002 to May 2005

Function **France Local IT Manager**

- Mission(s)**
- In charge of
 - IT infrastructures & local Operations
 - End user support.
 - IT budget management
 - Disaster Recovery planning & implementation
 - Quality insurance
 - Team management

Performance tracking End User satisfaction / IT availability / Cost drivers

- **ELDORAWIN, Startup creation, CTO**, February 2001 - May 2002
- **DELL COMPUTER, Manufacturer**, Sept 1999-February 2001: Head of internal applications operations
- **CHRYSEIS, Digital services company**, October 1996- Sept 1999, Project Director in the SNCF research department on the NAVIGO French pass.
- **AGRICA, Retirement fund**, June 1994-October 1996, **Artificial Intelligence**, Expert Systems Project Manager.