

FRANÇOIS BETHAZ

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PROFESSIONAL EXPERIENCE

BOSTON CONSULTING GROUP (Technology & Digital Advantage Practice) | Dubai, UAE

JUN 2022 – ONGOING

Associate

Project: USD \$100M+ Middle Eastern Bank Digital Transformation

- Assessed technology program health status, interviewing 10+ stakeholders in 2 weeks, identifying key challenges, and recommending 10 remedy actions to mitigate and overcome initially estimated 6-month delay
- Managed client team dedicated to software defect resolution, coordinating recovery plan, timelines, processes, and reporting, implementing progress dashboard for C-level, and ultimately restoring COO confidence in the plan despite delays
- Steered expansion of client digital transformation team, performing resource gap analysis, supporting budget negotiations, and orchestrating recruiting and onboarding activities, resulting in increased client team headcount from 15 to 21 in 4 months

Project: Cybersecurity Agency National Sector Development

- Led primary research for cybersecurity agency holistically mapping the national industry, covering demand, supply, investments, human capital, and research capabilities to inform industry development initiatives
- Coordinated team of 3 international vendors to reach 8K+ respondents in one month across 8 target groups

Project: Customs' Agency National Logistics Strategy

- Recommended enhanced national regulatory guidelines for licensing, construction, and operations of warehousing and transport facilities for freight forwarding, express shipping, and e-commerce companies
- Performed in-depth analysis of global best-practices in customs clearance procedures for e-commerce shipments

Project: Airline Infrastructure Strategy

- Conducted baseline assessment of existing infrastructure, needs, and gaps, covering 10 key airports in the Middle East
- Designed vision and value proposition for the company's headquarters in the context of newly launched international airport

Project: 10-year Governmental Agency Digital Transformation

- Oversaw IT stream, project-managing 2 implementations of data centers part of critical national infrastructure
- Coordinated 3-vendor project to introduce new IT governance, org. charts, and processes across entire organization

OLIVER WYMAN | Dubai, UAE

MAR 2021 – MAY 2022

Consultant

Project: Middle Eastern Telco Group Strategic Overhaul

- Outlined B2B strategy revamp, recommending restructuring of 30 people sales force, developing new sales incentives scheme, and creating roadmap for USD \$5M yearly revenue increase in new enterprise sales with constant gross margin
- Guided the development of Power BI/SQL dashboard to measure UX by tracking and classifying 100,000+ customer complaints to inform quality improvement and retention strategies ahead of regulatory changes on mobile number portability

Project: ICT Agency Industry Development

- Analyzed and classified 30+ telecom operators in clusters; synthesized best practices with a focus on emerging technology
- Recommended roadmap for public-sector support to the development of regional champions in Middle East telecom industry

Project: Internal Revenue Agency Organizational Transformation

- Identified and outlined key initiatives for digital systems' integration, in the context of merger with other ministerial entity

ETICHETTIFICIO LGL | Santarcangelo di Romagna, ITA
Private equity (search fund)-backed label converting company

AUG 2020 – FEB 2021

M&A and Strategy Intern

- Conducted in-depth financial analysis and modelling on acquisition targets and supported end-to-end deal execution, leading to two successful acquisitions of small companies (2-10M€ valuation) to help the company external growth strategy
- Organized raw material purchase renegotiations and implemented process improvements as part of post-merger integration

EDUCATION

BOCCONI UNIVERSITY | Milan, ITA
MSc in International Management

SEP 2018 – DEC 2020
Graduation grade: 110L/110

IVEY BUSINESS SCHOOL | London, CAN
CEMS Global Alliance Exchange Program

AUG 2019 – DEC 2019
GPA: 88/100

BOCCONI UNIVERSITY | Milan, ITA
BSc in International Economics and Finance

SEP 2015 – OCT 2018
Graduation grade: 109/110

OTHER INVOLVEMENT

Extracurricular associations and activities: Società della Taula, Studenti Bocconiani Liberali – Milton Friedman Society, Circolo Bocconiano, ACT Bocconi

Languages: Italian (primary), English (fluent), French (fluent), Spanish (fluent)

Technical: SQL (advanced), Power BI (intermediate), Python (intermediate), VBA (intermediate), JavaScript (basic)