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Hello,

I am a Senior IT executive with 40 years of practice in my field, providing enterprises with pragmatic, expert-level consulting services in the areas of IT Governance, Enterprise Architecture, Programme and Project Management.

I worked for SWIFT, M-Team, RealDolmen, Inno.com and Seco. I joined Touring in 2018, in a role of Program Manager and then of CIO, helping the enterprise to modernize its IT function, increase digitalization, re-inforce cybersecurity, and carry on the transformations required by the recent merger with AG Insurance and BNPPF. I am now assisting the new management team as a strategic consultant.

At the core of my profile are strong managerial and technical skills, a pragmatic result orientation, extended relational abilities, and a deep sense of commitment and ethics. My long-standing experience, broad vision and communication skills makes me an expert in aligning the IT strategies with the business needs. My Togaf, Itil, MSP, Prince2, Agile and Six Sigma certifications help me to build my daily practice on strong foundations.

I am usually considered as a strong and reliable person, delivering effective solutions that bring value to the business in a pragmatic and result-oriented way. My broad experience, combined with my analytical and decision making capabilities, allow me to make the difference in complex and rapidly changing environments. My leadership and interpersonal skills enable me to interact with a variety of people at all levels. My personality helps me to operate effectively under stress and difficult conditions, in a reassuring atmosphere of trust and professionalism.

The enclosed resumé provides more detail about my specific knowledge and core competences, along with my professional experience. If this profile is raising your interest, I would appreciate the opportunity to meet you, and explore further collaboration options at your best convenience.

You can contact me
- by phone: +32 475 864 964
- by email: jean-pierre@hogne.com

Hoping to hear from you soon,
Best Regards,

Jean-Pierre Hogne



Jean-Pierre Hogne

Personal Profile

Senior IT executive

- 40 years of practice in IT, including 11 years of Operational & Project Management at SWIFT, 9 years of Executive Management at M-Team, 2 years of Business Development and Strategic ICT Consulting at RealDolmen and inno.com, and 3 years as CIO at SECO.
- Currently working for Touring. After modernizing the sales processes using Salesforce in 2018, I assumed the role of CIO helping the enterprise to modernize its IT function, increase digitalization, re-inforce cybersecurity, and implement the transformations required by the recent merger with AG Insurance and BNPPF. I am now assisting the new management team as a strategic consultant.
- Particular focus on IT Governance and Strategy, Enterprise Architecture and Programme Management. Powerful *helicopter view*, articulating a high-level management perspective with the ability to dig into the most intricate technical detail when required.
- Financial management capabilities, budgeting, cost modeling, ICT projects profitability analysis. Strategic management capabilities, developing and negotiating corporate governance plans at the Board level.
- Strong multinational and multicultural exposure, managing teams, projects and vendors in Europe, US and Asia. Support of customers and colleagues worldwide. Long-standing exposure to Oriental cultures.
- Practical experience of outsourcing agreements in Europe, US and Asia, including service definition, vendor selection, service deployment and performance management.

Extensive ICT knowledge

- Robust technical background in software engineering, system programming, telecoms, databases, ICT architecture and security.
- Particular focus on Enterprise Content Management solutions, dematerialisation of administrative logistic chains, automation of business processes and long-term documentary assets archiving.
- Strong IT Governance approach, aligning the enterprise architecture on business priorities and providing end-to-end programme management across organisational, technological and budgeting boundaries.

Strong and reliable person

- Effective inter-personal skills, able to interact with a variety of people from various levels and cultures, and to gain respect from technical people. Ability to align multiple teams on common approaches, arbitrating their specific perspectives towards positive consensus and synergy.
- Powerful analytical and decision-making capabilities. Fast learning, open to change and new ideas, able to acquire competences, integrate into new environments and become operational very fast
- Excellent team player, pragmatic and result-oriented, quickly adopting the most appropriate role to get successful results, including "putting the hands in the dirt" when needed.
- Stable and robust personality, able to operate effectively under stress, time pressure and difficult conditions, establishing an atmosphere of trust and professionalism in the most hectic circumstances.

Education

University of Namur, Belgium (1981 - 1986)

- Master degree in IT - Thesis: Artificial Intelligence and advanced programming techniques.
- Bachelor degree in Economic and Social Sciences - Specialties: Public Economy and Law.

Special Interests

Owner of the inforpratique.com blog

- Help people leverage technology to support their family life
- Publish articles about personal computer usage, configuration and security
- Develop e-learning solutions for kids and students, and tools & techniques for family budget management

Digital life

- Develop websites for the family, friends, and the painting artist Wado
- Develop private extranet to securely share files, calendars, music and pictures with the family
- Write and publish E-books for the Kindle platform

Hobbies

- Japanese martial arts and culture, practice of karate and aikido since more than 45 years
- Motorbiker during weekends and holidays
- Enthusiastic gardener and do-it-yourselfist

Personalia

- Belgian, born 30-Mar-1963
 - Married, 2 big children (civil engineer and lawyer), 2 grandchildren
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Knowledge and Competences

Specific Knowledge	Management <ul style="list-style-type: none"> IT Governance, Enterprise Architecture and Programme Management: pragmatic approach based on sound methodologies to align IT with the business, actively manage investments and deliver multi-year projects. People management, coaching, negotiation skills, personal effectiveness, creative thinking: robust practical experience developed over 30 years.
	Information Technology <ul style="list-style-type: none"> Electronic Content Management solutions: dematerialise large-volume document-based process flows. Development: object-oriented programming languages & architectures, development & deployment. Databases: relational database theory, knowledge engineering, database design and administration. Operations: system administration, performance and capacity planning, system programming. Telecom: service management, architecture, protocols, infrastructure design and management. Office Automation: design, installation, management and support of large Mac- and PC environments.
	Finance <ul style="list-style-type: none"> International Banking & Financial Markets: working knowledge, developed through various educational and managerial programmes at SWIFT, and through support of SWIFT's back-office applications. Particular interest in Financial Management of project-driven business units, developed through specific trainings (Finance for Non-Financial Managers, MCE Brussels, 1996 & 1999), improved by hands-on management of SWIFT's Office Automation budget worldwide, and consolidated by the definition and management of the M-team Operational Plans since 2003.
	Security and Audit <ul style="list-style-type: none"> Long-standing interest for security administration & auditing techniques, network security, microcomputer & mainframe security, disaster avoidance and recovery planning. Security of health insurance systems: relationship with Belgian medical regulatory instances (Direction Médicale de l'Union des Mutualités Libres, Service d'Etudes et de Contrôle Médical de l'Inami, Banque Carrefour de la Sécurité Sociale) Public key infrastructures: deployed fully operational Public Key Infrastructure at SWIFT in 6 months Member of the Information Systems Audit and Control Association from 1995 to 2000. Brought back Touring online in 1 month after a major cyberattack that affected 250+ servers in 2 datacentres
	Languages <ul style="list-style-type: none"> French (mother tongue) Fluent English, spoken and written (11 years work experience in English) Good Dutch (managing people in French and Dutch since 2003)
Core Competences	Managing <ul style="list-style-type: none"> Strong people manager, mobilising competences, energy and enthusiasm. Able to deal with various audiences at all levels inside and outside the organisation. Effective negotiation skills, building win-win solutions with the most difficult people.
	Delivering <ul style="list-style-type: none"> Extremely strong result-orientation, pragmatic, action-oriented, both feet on the ground. Delivers concrete and effective solutions, bringing value to the business.
	Transforming <ul style="list-style-type: none"> Powerful change agent, promoting a culture of continued improvement towards greater effectiveness. Effectively copes with stress, time pressure, unexpected change of scope and priorities. Strong ability to deal with crises, difficult situations, personal issues and aggressiveness.
	Thinking <ul style="list-style-type: none"> Strong analytical mind, quickly processing large amounts of complex information. Sound decision maker, taking good and fast decisions. Fast learner, combining wide synthetic view with in-depth understanding of technical matters.
Certifications	<ul style="list-style-type: none"> TOGAF 9.2 MSP Foundation Prince2 Foundation ITIL Foundation Scrum Fundamentals Six Sigma Black Belt



Professional experience (one-page summary)

Strategic ICT Consulting	Strategic ICT Consultant, founder of Zenconsulting.be 10/2017 - ...
	<ul style="list-style-type: none"> Currently working for Touring. After modernizing the sales processes using Salesforce in 2018, I assumed the role of CIO helping the enterprise to modernize its IT function, increase digitalization, re-inforce cybersecurity, and implement the transformations required by the recent merger with AG Insurance and BNPPF. I am now assisting the new management team as a strategic consultant.
	CIO, SECO Group Belgium 01/2014 - 08-2017
	<ul style="list-style-type: none"> Brought the IT function under control, reducing obsolescence while cutting costs by 40% vs 2013. Secured critical enterprise data (numeric datasafe, online encyclopedia, enterprise portal). Developed a web portal allowing the sector to certify 20.000 construction projects per year. Developed a mixed web-tablet solution allowing engineers to inspect 2000 construction projects per year. Deployed an ERP solution to improve management while reducing admin costs.
	Strategic ICT Consultant, inno.com Belgium 03/2013 - 11/2013
	<ul style="list-style-type: none"> ICT Strategy Consultant providing expert advice to customers in the area of IT governance and the related disciplines of enterprise architecture, programme-, project-, transformation- and change management.
	Strategic ICT Consultant, RealDolmen Wallonie 05/2011 - 02/2013
	<ul style="list-style-type: none"> ICT Consultant providing advice to customers in the IT Governance and Strategy areas, and managing projects in the private (insurances, industry) and public sector (Service Public de Wallonie, Hospitals). Commercial prospection and pre-sales. Post-Merger Integration of a subsidiary acquired in Nov-2012
Executive Manager	Executive Manager, CTO, Programme Manager 04/2003 - 04/2011
	<ul style="list-style-type: none"> Member of the Executive Committee (4 directors supporting the CEO) actively contributing to the company management (operational plans, project portfolios, finance and budgets, HR policy, customer relationship). In charge of the technical strategy, methods, tools and cross-enterprise delivery processes including demand management, enterprise architecture, quality and testing management, release and deployment management, package selection and implementation. Best IRISNext Implementation Award in 2010. In charge of migrating a legacy applications portfolio from RPG to Java/J2EE (50 staff). Provided support to the large customers deploying Enterprise Content Management solutions to dematerialise their paper-based business processes, achieve economies of scale, and secure long-term storage of their administrative content.
M-team Brussels	Enterprise Systems Programme Manager 11/1999 - 03/2002
	<ul style="list-style-type: none"> Started-up 3-years strategic programme for SWIFT's Enterprise Systems Managed major re-engineering project of corporate Back-Office environment (SAP FI-CO-MM-HR)
	IS Manager 04/1999 - 10/1999
	<ul style="list-style-type: none"> Reorganised SWIFT IS department as part of IT Reorganisation world-wide (50 staff involved) Managed Y2K switchover as part of SWIFT Command Centre staff for Back-Office environment
	Security Programme Manager 07/1998 - 03/1999
	<ul style="list-style-type: none"> Took over portfolio of security projects going out of control, brought it back on track (500 MBEF savings) Delivered fully operational Public Key Infrastructure in 6 months
IT Manager	Internal Systems Support Manager 10/1994 - 06/1998
	<ul style="list-style-type: none"> Supported 2000 users in Europe, USA & Far East) relying on international outsourcing agreements Consolidated un-coordinated teams into single integrated organisation
	Internal Systems Development Manager 03/1992 - 09/1994
SWIFT Brussels	<ul style="list-style-type: none"> Supported 250 admin & technical staff managing SWIFT network Developed & maintained software supporting internal logistic chains
	Internal Systems Security Supervisor 04/1991 - 02/1992
	<ul style="list-style-type: none"> Ensured confidentiality, integrity & availability of internal systems
Research & Development	Software Engineer, Sema Group, Research & Development Division 10/1990 - 03/1991
	<ul style="list-style-type: none"> Contributed to EEC research project on distributed s/w integration
	Research Assistant, Namur University - IA research lab 01/1989 - 09/1990
	<ul style="list-style-type: none"> Defined object-oriented language & methodology. Managed university workstations and network.
	Civil Service, Organisation for Research & Treatment of Cancer, Brussels 01/1987 - 12/1988
	<ul style="list-style-type: none"> Deployed physical infrastructure (computers and network). Developed new statistical database system.

Professional experience (detailed)

TOURING Brussels	Strategic ICT Consultant After realizing the IT transformations required by the merger with AG Insurance and BNPPF, I am assisting the new management team as a strategic consultant. <i>IT governance and strategy, Programme management, Business transformation, Digitalization</i>	07/2025 - ..
TOURING Brussels	ICT Director I helped the enterprise to modernize its IT function, increase digitalization, re-inforce cybersecurity, and implement the transformations required by the recent merger with AG Insurance and BNPPF. <i>IT governance and strategy, Programme management, Business transformation, Digitalization</i>	10/2019 – 07/2025
Office de la Naissance et de l'Enfance Brussels	Senior Project Manager The ONE wishes to reorganize its information systems and establish methods and tools to ensure it adequately fits its business needs, while extending its boundaries to the beneficiaries, partners (families, structures, partnerships...) in a context of increased digitalization. <i>IT governance and strategy, Programme management, Business transformation, Digitalization</i>	05/2019 - 09/2020
TOURING Brussels	ICT Strategy consultant, Programme Manager Took over Salesforce implementation program going wildly out of control since 3 years. Restored project governance, right-sized project team, re-established project objectives and user requirements, defined a 1-year project plan combining Prince2 (direction) and Scrum (execution) methodologies. Proceeded with a step-by-step delivery approach accelerating realization of business benefits, maximizing usage of standard package functionalities and decommissioning custom modifications as much as possible (98% standard). Major deliveries in September and December 2018 will finalize the company adoption of the package. <i>IT governance and strategy, Programme management, Business transformation, Digitalization</i>	10/2017 - 04/2019
Seco Group Belgium	IT Director, member of the Executive Committee Brought the IT function back under control, reducing technical obsolescence, and provided the enterprise with the tools required to conduct its business in the long run. Renewed infrastructures, workstations, tablets and mobile phones (300 users) while reducing operational cost by 40% vs 2013. Developed a web portal allowing the sector to certify 20.000 construction projects per year. Developed a mixed web-tablet solution allowing Seco engineers to inspect 2000 construction projects per year. Secured critical enterprise data (customer files in a numeric datasafe, technical knowledge in an online encyclopedia). Deployed an ERP to improve management while reducing admin costs. <i>IT governance and strategy, Executive management, Business transformation</i>	01/2014 - 08/2017
inno.com - BNP Paribas Fortis	IT organisation consultancy BNPPF wanted to create an IT Security Shared Services Centre for Belgium, France and Italy entities. The project involved the setup of a services catalogue, the identification of opportunities for synergies, mutualisation and rationalisation, the pre-positioning of key players, the documentation of transition and transformation projects, and the presentation of the resulting business case to senior management, along with a 3-years implementation roadmap. <i>IT governance and strategy, IT organisation, IT roadmaps, Project management</i>	07/2013 - 10/2013
inno.com - KIALA	Post Merger Integration UPS coordinator KIALA has been acquired by UPS in 2012. The post-merger integration caused a number of organisational and technical issues, and suffered from considerable delays adversely impacting the business. The mission consisted in getting the integration project back on track, documenting the new business processes, producing an IT roadmap, and adapting the roles and responsibilities between Finance, Development and Support teams in order to resolve the backlog and get the business back to cruise mode. <i>IT governance and strategy, IT organisation, IT roadmaps, Business process modelling, Project management</i>	06/2013 - 08/2013
inno.com - ING	IT organisation consultancy Faced with major technological and organisational transformations, ING wanted to reorganise its IT Architecture function to provide better support to the business, while increasing its proactivity and effectiveness. Starting with an audit of the Architecture function, the mission delivered recommendations to evolve, re-organise and re-position the function, together with an implementation roadmap aligned with the schedule of the major on-going corporate initiatives. <i>Organisational audit, management and organisation consultancy.</i>	04/2013 - 06/2013
inno.com - BPOST	Interim Management IT In April 2013, BPOST started a feasibility analysis with Oracle to explore possibilities of adapting the existing Siebel platform to new business requirements. The short-term mission consisted in managing the project in the absence of the Chief Architect, who was unavailable due to an accident. <i>Interim management, project coordination, project follow-up and reporting.</i>	04/2013 - 04/2013

RealDolmen	Post-Merger Integration Alfea coordinator	12/2012 - 03/2013
	<p>In November 2012, RealDolmen acquired the Alfea Consulting Company, to speed-up the development of its RealDolmen Wallonie subsidiary created in April 2011. The mission consisted in managing the post-merger integration of both companies.</p> <p><i>Management, project coordination, project follow-up and reporting.</i></p>	
RealDolmen - Centre hospitalier CHR Citadelle	Project Manager	07/2012 - 12/2012
	<p>The project delivered an IT Infrastructure Strategy Roadmap that will allow the CHR to drive its technology investments and operations over the next 5 years, to resolve the existing issues and address the new business challenges, in the highly constrained environment of Belgium Public Markets.</p> <p><i>Project Management, interviews and analyses, strategic consulting, roadmap planning and documentation, presentation of the results to the Executive Committee.</i></p>	
RealDolmen Wallonie	Business Development Strategic IT Consulting	01/2012 - 07/2012
	<p>Design and definition of a Strategic IT Consulting offer allowing RealDolmen to address its customer needs in the areas of IT Governance, Enterprise Architecture and Program Management. Pre-sales and prospection activities by +/- 10 interested customers.</p> <p><i>Strategic IT consulting</i></p>	
RealDolmen - Service Public de Wallonie	Project Manager	10/2011 - 12-2011
	<p>Project for the Direction générale opérationnelle des Pouvoirs locaux, de l'Action sociale et de la Santé. The project was two-fold. The first part consisted in performing the functional analysis of a new management system that the Administration intended to develop. The second part consisted in producing an applicative strategy and roadmap, and recommendations about the best way to collect field data from the involved citizens and social service providers. The results were presented to the Cabinet of the Ministry of Social Affairs and Health of Wallonia, and to the representatives of the sector.</p> <p><i>Project management, IT strategy, executive/ministry cabinet-level presentations</i></p>	
RealDolmen - Alliance Groupe Liège (insurance broker)	Project manager	05/2011 - 10/2011
	<p>The project consisted in replacing the existing IT solution by a new integrated solution based on Microsoft CRM and SharePoint, providing end-to-end, customer-oriented follow-up of the business from prospect identification to service delivery and invoicing, and integrated with the cross-insurance network PORTIMA using BizTalk.</p> <p><i>Project management, scope management, subcontractors management.</i></p> <p><i>Microsoft Dynamics xRM, Microsoft SharePoint, BizTalk</i></p>	
M-team Anderlecht	IT Director	04/2003 - 04/2011
	<p>M-team is a mid-size company (200 staff) developing, operating and supporting the IT solutions of the Free, Neutral and Liberal mutualities in Belgium (27 mutualities, 6000 administrative staff, providing social security to 25% of the Belgian citizens).</p> <p>Executive Manager, member of the Executive Committee (4 directors + CEO), actively contributing to company management (operational plans, project portfolios, finance and budgets, HR policy).</p> <p>Chief Technology Officer, in charge of the technical strategy, methods, tools and cross-enterprise delivery processes including demand management, enterprise architecture, quality and testing management, release & deployment management, package selection and implementation. Best IRISNext Implementation Award 2010.</p> <p>Programme Manager, in charge of migrating a legacy applications portfolio from RPG to Java/J2EE (50 staff).</p> <p>Large Accounts Manager, supporting the large customers deploying Enterprise Content Management solutions to dematerialise their paper-based business processes, achieve economies of scale, and secure long-term storage of their administrative content.</p> <p><i>Java/J2EE, Websphere, Mule, JBOSS JBPM, IRISNext, Kofax AscentCapture, AS400, Linux</i></p>	
SWIFT La Hulpe	Enterprise Systems Programme Manager	11/1999 - 03/2002
	<p>Strategic implementation of SAP (FI-CO-MM-HR), including Euro migration.</p> <p><i>Project and programme management, vendor management</i></p> <p><i>SAP, HP Unix, Oracle</i></p>	
SWIFT La Hulpe	IS Manager	04/1999 - 10/1999
	<p>Reorganisation of the IS department world-wide (50 staff). Replacement of 1500+ workstations with migration to new operating system. Y2K switchover as part of SWIFT Command Centre staff.</p> <p><i>IT management, Project and programme management, vendor management</i></p> <p><i>Windows and Mac operating systems.</i></p>	
SWIFT La Hulpe	Security Programme Manager	07/1998 - 03/1999
	<p>Took over portfolio of security projects going out of control, brought it back on track (500 MBEF savings). Delivered fully operational Public Key Infrastructure in 6 months.</p> <p><i>Project and programme management, vendor management.</i></p> <p><i>Windows and Mac environments. SMTP and X400 messaging. Unix development. Web.</i></p>	

SWIFT La Hulpe	Internal Systems Support Manager 10/1994 - 06/1998 Supported 2000 internal customers world-wide (Europe, USA, Far East). Consolidated un-coordinated teams into single integrated organisation. Outsourced non-business specific activities to service companies. Created fully supported multi-platform environment open to Internet. <i>IT Management. Infrastructure management. Project management</i> <i>Windows and Mac environments. SMTP and X400 messaging. Unix development. Web applications. Filemaker Pro applications</i>
SWIFT La Hulpe	Internal Systems Development Manager 03/1992 - 09/1994 Supported 250 admin & technical staff managing SWIFT network. Developed & maintained software supporting internal logistic chains. Maintained availability, reliability & integrity of the network Back-Office databases. <i>IT Management. Infrastructure management. Project management</i> <i>Windows and Mac environments. SMTP and X400 messaging. Vax/VMS development environments. ADA language application development</i>
SWIFT La Hulpe	Internal Systems Security Supervisor 04/1991 - 09/1994 Ensured confidentiality, integrity & availability of back-office systems. <i>IT Management. Infrastructure management. Project management</i> <i>Windows and Mac environments. SMTP and X400 messaging. Vax/VMS development environments. ADA language application development</i>
Sema Group Belgium, R&D Division	Software Engineer 10/1990 - 03/1991 Contributed to EEC research project on distributed s/w integration <i>Software development</i> <i>Unix, C, C++</i>
University of Namur	Research Assistant, Namur University - IA research lab 01/1989 - 09/1990 Defined object-oriented language & methodology. Managed university workstations and network. <i>Research and development. System management</i> <i>Unix, SunOS, Prolog, Lisp, C, C++</i>
Organisation for Research & Treatment of Cancer, Brussels	Civil service 01/1987 - 12/1988 Deployed physical infrastructure (computers and network). Developed new statistical database system for clinical trials <i>Analysis, software development, system management</i> <i>Digital Equipment Microvax II, Vax/VMS, RDB/VMS, C et Fortran, PCs MS-DOS, ethernet</i>