

From program management to change management — every engagement in detail, with the real challenges, the decisions made and the measurable results.

*This document presents the full professional record of Stéphane Ngalli Ngoua: 20 years of mandates in digital transformation, program governance and change management, across 3 countries and 15 sectors.*

## 2022 — PRESENT

### Desjardins

Montréal · Banking

Jan. 2022 — Present

Program Director — IBM TRIRIGA & Intelligent Buildings

#### *IMMO 360 Program — Optimisation of Desjardins' Real Estate Application Portfolio*

Recovery of a critically failing program — 5 M\$+ spent with no results, multiple successive project managers who left burned out. Scope: occupancy, real estate planning, lease management (IFRS 16), asset maintenance, BMS, intelligent buildings, digital twins, BIM. Replacement of Archibus/Tagetik by IBM TRIRIGA.

#### KEY ACHIEVEMENTS

- Full program recovery — governance rebuilt, business/IT authority rebalanced, solution architecture redesigned
- RFP coordination — selection of IBM TRIRIGA and integrator JLL
- Business case design and detailed program planning
- Agile/Scrum implementation — ceremonies set up, team ownership established
- First TRIRIGA dual-module go-live (Leases + Occupancy) — delivered on time, November 2023
- RPA solution for energy data acquisition at source — delivered July 2025
- Occupancy data quality improvement in TRIRIGA — delivered July 2025
- TRIRIGA Capital Projects module — full real estate lifecycle management — delivered November 2025
- TRIRIGA database migration DB2 → AWS — delivered September 2025
- Budget management ±25 M\$ — multi-team coordination: IT, security, lines of defence, business, political dynamics in a highly hierarchical organisation

#### ONGOING PROJECTS

- IBM TRIRIGA version upgrade
- TRIRIGA migration to IBM MAS (M-REF architecture)
- CMMS RFP — IBM Maximo Manage vs ServiceNow Asset Management
- Master BMS integration — intelligent buildings: occupancy sensors, Wi-Fi data fusion, real-time energy control
- Business case: intelligent buildings deployment across the full Desjardins portfolio

**Budget: 5 M\$/year**

#### TECHNICAL ENVIRONMENT

IBM TRIRIGA · IBM MAS · IBM Maximo · ServiceNow · AWS · RPA · BMS · JIRA · MS Project

## 2019 — PRESENT

# Kâ Expertise

Montréal · Consulting

Jan. 2019 — Present

Founder & CEO

## *Consulting firm — Root problem formulation before any strategic decision*

Creation and development of Kâ Expertise, a firm specialising in identifying the root problem before any strategic decision or execution launch.

### KEY ACHIEVEMENTS

- Clients: HappyFresh, Iprosper, Ucareskin, Omnivore, Construct, Groupe DMV, Insitu-IT, Finally
- Company structure set up and brand identity defined
- Communication tools established — website, logo, social media
- Sales team built
- Resources recruited — project managers, scrum masters, developers, solution architects

2017 — 2022

# Banque Nationale du Canada

Montréal · Banking

Jun. 2017 — Jan. 2022

Senior Project Director — Scrum Master

## *Techno Recruitment — Recruitment, Mobility & Talent Development Solution*

### KEY ACHIEVEMENTS

- RFP coordination — evaluation of Talentbrew, SuccessFactors, Avature, Phenom, SmartRecruiter
- Business case built
- MMM — Marketing Mix Modeling solution vendor selection
- Stakeholder impact analysis and identification
- Target process design
- Change management strategy and plan
- Operational process implementation
- Execution team coordination

## *Financing Value Chain — Coordination of 8 Delivery Squads*

### KEY ACHIEVEMENTS

- Coordination of all financing value chain deployments
- Impact analysis
- Deployment visibility ceremonies organised for stakeholders

## *Legal Department — Replacement of Enact and Legal Suite by JurisConcept*

### KEY ACHIEVEMENTS

- Project planning
- Vendor relationship management
- Internal project teams managed — business and technical
- Budget tracking and steering committee management

## ***RASA Artificial Intelligence — Delivery of a Cross-Functional Chatbot Capability***

Deployment of the SBIP-v2 chatbot (My Online Banking) to answer retail customer questions.

### **KEY ACHIEVEMENTS**

- Agile delivery — JIRA backlog created, Scrum ceremonies facilitated
- Budget management between 1 M\$ and 2 M\$
- Teams managed — stakeholders, vendor, internal teams
- Risks and issues management

**Budget: 1–2 M\$**

## ***Collibra & IBM IGS — Metadata Governance***

Implementation of the business, human and technical processes required to optimise metadata governance across the bank. Deployment of Collibra replacing IBM IGS.

### **KEY ACHIEVEMENTS**

- Agile delivery (SAFe — Scrum)
- Budget management between 3 M\$ and 6 M\$
- Teams managed — stakeholders, vendor, internal teams
- Risks and issues management

**Budget: 3–6 M\$**

## ***Fenergo & IBM MDM AE — 360° Customer Data View***

Deployment of the IBM MDM AE user interface — 360° view of all commercial and retail customer data for all BNC employees. Replacement of the ICOP application by FENERGO for client compliance management.

### **KEY ACHIEVEMENTS**

- Agile delivery (SAFe — Scrum) — JIRA backlog created
- Budget management between 15 M\$ and 25 M\$
- Teams managed — stakeholders, vendor, internal teams
- Risks and issues management

**Budget: 15–25 M\$**

### **TECHNICAL ENVIRONMENT**

IBM MDM AE · SOA · Openshift · JIRA · Fenergo · Crac · Fircosoft · Melissa · Collibra · RASA · JurisConcept · SmartRecruiter

2016 — 2017

**ENI**

Paris · Energy

**May 2016 — Apr. 2017**

**Senior Project Director**

## ***Overlord — Electricity Offer Commercialisation for Retail Customers***

Agile deployment of Salesforce coupled with Pardot for email campaigns targeting gas customers for electricity contract subscriptions, with electronic signature and archiving in DocuSign.

### **KEY ACHIEVEMENTS**

- Salesforce/Pardot/DocuSign deployment in Agile mode
- Contract push-back into SAP CRM 7 via an EAI
- Contract activation via interface with electricity provider Enedis

**Budget: 1–2 M\$**

## ***IT Department Organisational Redesign***

### **KEY ACHIEVEMENTS**

- Capacity management process implementation in Sciforma
- Migration from Waterfall project management to Agile
- Business-oriented service organisation established
- Ernst & Young audit — ELC control deficiencies resolved
- Technical authorisation matrix updated
- Critical application controls identified from a financial perspective
- Log management and application mapping
- Data classification matrix implemented
- Application support and third-party application maintenance
- Team of 15 consultants managed
- Production tickets reduced from 600 to 25
- CGI contract amendment drafted and negotiated
- TMA and Level 1 & 2 support resources selected and recruited
- New ITSM tool selection and deployment project managed (JIRA Service Desk)

### **TECHNICAL ENVIRONMENT**

SAP BW · SAP CRM 7 · SAP ISU · SAP FICA · Salesforce · Pardot · DocuSign · Magic Software (EAI) · JIRA Service Desk · Sciforma

2013 — 2016

## **BDC & Multiple Clients**

Montréal · Québec · Multi-sector

**Feb. 2013 — Mar. 2016**

**Senior Business Analyst & Project Director**

## ***BDC — Technology Investment Plan and System Selection***

Supporting BDC clients in their technology investment and action plans.

### **KEY ACHIEVEMENTS**

- Information system assessment and alignment with strategic objectives
- Master business process mapping and technology recommendations
- Current state review, functional needs analysis, RFP drafting
- Potential solutions and integrators identified, demonstrations organised
- Contract negotiation with selected vendor

## ***Pharmascience — FDA Compliance / SAP ECC6***

SAP ECC6 evolution to meet FDA (Food and Drug Administration) compliance requirements.

### **KEY ACHIEVEMENTS**

- Agile project management
- System compliance gap identification
- Gap understanding workshops and requirements workshops facilitated
- Source and target business process mapping
- Communication strategy implemented
- Weekly monitoring committees and monthly steering committees organised and facilitated

**Budget: ~1 M\$**

### **TECHNICAL ENVIRONMENT**

SAP MM · SAP PP · SAP WM · SAP QM

## ***EBC — ERP Selection Following Failed Implementation***

Selection of a new ERP system following a failed previous implementation. Departments impacted: procurement, accounting, forecasting, document management, asset management, payroll, project management.

### **KEY ACHIEVEMENTS**

- Current state and growth strategy review
- Source and target business process analysis and mapping
- RFP drafted, vendor demonstrations organised
- Contract negotiation with selected vendor

### **SOLUTIONS EVALUATED**

- CTRL Construction · SAP All in One · NetSuite · Divalto · Maestro · MS Dynamics AX · Oracle EBS · Sage X3

## ***Groupe Océan — SAP All in One Implementation · Change Management***

### **KEY ACHIEVEMENTS**

- Preliminary analysis and HR Director coaching
- Stakeholder identification and analysis, impact analysis
- Source and target business process mapping
- Communication and training strategy developed
- Business resource readiness measured
- Communication, support and training plan executed

### **TECHNICAL ENVIRONMENT**

SAP ECC6 · SAP PS · SAP MM · SAP FICO

## ***Paladin Labs — Post-SAP Migration Stabilisation***

Management of the SAP information system migration stabilisation from the Pharmascience environment to the Endo environment.

### **KEY ACHIEVEMENTS**

- Gap analysis between Endo and Paladin Labs business processes
- Teams coordinated to resolve production anomalies

### **TECHNICAL ENVIRONMENT**

SAP ECC6 · SAP MM · SAP PP · SAP QM · SAP FICO · Solution Manager

## *Pharmascience — Travel & Expense Management · Solution Selection*

### KEY ACHIEVEMENTS

- Business needs analysis and process mapping
- Requirements matrix and RFP drafted
- Solutions and potential vendors identified, responses analysed
- Demonstration workshops facilitated, solution evaluated and selected
- Business case drafted

### SOLUTION SELECTED

- Concur

## *Multi-sector ERP Selections — Société Laurentide · Groupe Emballage Spécialisé · Groupe Simoneau · Kubota · Averna · Atlas Aeronautik · Cartouches Certifiées · Clinique GO*

ERP system selection and technology investment plan mandates in manufacturing, engineering, aerospace, retail and services sectors.

### KEY ACHIEVEMENTS

- Current state and growth strategy review
- Source and target business process analysis and mapping
- Potential improvement areas identified
- RFP drafted, potential solutions and integrators identified
- Vendor demonstrations organised and facilitated
- Contract negotiation with selected vendor

### SOLUTIONS EVALUATED

- Odoo · NetSuite · Epicor · SAP Business One · SAP All in One · Infor · MS Dynamics AX · MS Dynamics NAV · Genius · Sage X3 · IFS · Salesforce · Fieldone · ServiceMax

2013 — 2014

## Halo Pharma

Montréal · Pharmaceuticals

Jul. 2013 — Feb. 2014

Project Director

## *SAP Server Migration from Germany to CGI Dickson Montréal*

### KEY ACHIEVEMENTS

- Planning and budgeting
- Client relationship managed — Halo Pharma Montréal, TEVA Germany and CGI Dickson (integrator)
- Task monitoring and steering committee facilitation
- Crisis communications management

## *SAP PS Module Implementation for the R&D; Department*

Analysis of the opportunity to implement the PS module for R&D; project management — distinction between production vs R&D; raw materials, R&D; project cost tracking, billing management.

### KEY ACHIEVEMENTS

- Business case and source/target business process mapping
- Requirements matrix drafted and initiative scoped
- Integrator selected and integration managed

**Budget: 1–2 M\$**

### TECHNICAL ENVIRONMENT

SAP ECC6 · SAP PS · SAP MM · SAP PP · SAP WM · SAP SD · SAP LE

2011 — 2013

## LogteamERP · ENI

Paris · Consulting · Energy

**Dec. 2011 — Jul. 2013**

**Management Consultant — Quality Project Director**

### *ENI — SAP CRM 7 and ISU ECC6 HP5 Implementation Following Altagaz Acquisition*

Team of 7 consultants managed.

### KEY ACHIEVEMENTS

- Impacted resources identified and business process mapping completed
- Use cases and test cases drafted — over 2,500 test cases, 60 business processes
- Workload assessed and test execution planning completed
- JIRA and Squash TM test tools configured
- Monitoring indicators set up
- Business resource training managed and delivered

**Budget: ~7 M\$**

### TECHNICAL ENVIRONMENT

SAP CRM 7 · SAP IS-U ECC6 HP5 · JIRA · Squash TM

2007 — 2011

## CGI · ENGIE · AIRBUS

Paris · Consulting · Energy · Aerospace

**Jul. 2007 — Dec. 2011**

**Management Consultant — Project Director · ■ Best Consultant Award — Logica Paris, 2011**

## ***ENGIE — End-to-End Test Strategy · SOA / SAP CRM / ISU Implementation***

### **KEY ACHIEVEMENTS**

- Stakeholders identified and business processes mapped
- End-to-end test strategy designed (RRBT methodology)
- Mercury Quality Center 11.0 configured
- End-user testing planned and coordinated

### **TECHNICAL ENVIRONMENT**

Advisor Portal · SOA · SAP CRM 7 · SAP ISU ECC6 · Mercury QC 11.0

## ***AIRBUS — Multi-scope Projects · Budget 7 M\$+***

### **KEY ACHIEVEMENTS**

- Memotech (CPA Global) deployed for EADS group patent management
- Search engine solution selected for the marketing department
- Internet Explorer version upgrade (IE6 → IE8) for the entire EADS group
- Business case — ROI calculated and five-year business plan developed
- Design workshops organised and facilitated
- International coordination travel to Italy, Spain, England and Germany

**Budget: 7 M\$+**

## ***RATP — Third-Party Application Testing · Oracle EBS Version Upgrade***

### **KEY ACHIEVEMENTS**

- Business processes at risk mapped against the version upgrade
- RRBT methodological framework established — team of 5 Oracle EBS consultants managed
- Salomé and Mantis tools configured
- Test scenarios designed, executed and tracked

**Budget: 1.8 M\$**

### **TECHNICAL ENVIRONMENT**

Oracle EBS 11.0 · Oracle EBS 12.0 · Salomé · Mantis

## ***ENGIE — SUEZ/ENGIE Merger · 32 Applications Impacted***

### **KEY ACHIEVEMENTS**

- Test strategy, test plan and acceptance execution tracking
- Team of 20 functional consultants set up and managed
- Business processes at risk mapped against the database merger
- Steering committees facilitated and system anomaly correction cycle tracked

**Budget: 2.4 M\$**

### **TECHNICAL ENVIRONMENT**

Oracle EBS · SAP · 32 applications

## ***ALSTOM — Non-Regression Test Automation · Global SAP Version Upgrade***

### **KEY ACHIEVEMENTS**

- Business processes at risk mapped and version-related changes identified
- Use cases and test cases drafted
- Quality Center and Quick Test Pro configuration team managed
- Business test reporting, budgeting and planning

### **TECHNICAL ENVIRONMENT**

SAP MM · SAP PP · Mercury Quality Center · Quick Test Pro

## ***SHELL / Butagaz — On Board Computing Training · Fleet of 60 Trucks***

Deployment of an OBC with printers in the liquid gas delivery truck fleet — remote access to the central SAP system, route management and delivery note printing.

### **KEY ACHIEVEMENTS**

- End-user impact analysis and process mapping
- Training kit developed based on business processes
- Truck drivers trained across the entire French territory

2003 — 2007

## **ENGIE · EDF · ALLIANZ**

Paris · Energy · Insurance

2003 — 2007

**Project Director · Change Management · Crisis Communication**

## ***ENGIE (Savelys) — Change Management · Oracle EBS Deployment · Gazelle Project***

Change management to facilitate Oracle EBS adoption by the finance department of the Île-de-France regional office of Savelys. Modules AP, AR, GL.

### **KEY ACHIEVEMENTS**

- Target population counted and impact-analysed
- Business process mapping and end-user training materials produced
- System gap analysis between As-is and To-be
- Resistance to change measured and communication actions taken
- End-user training delivered

### **TECHNICAL ENVIRONMENT**

Oracle EBS · HP 3000 · AS 400

## ***EDF — Communication Strategy for Long-Lived High-Level Nuclear Waste Management***

Following the opening of the European electricity market and in response to the Bataille Act requiring nuclear waste producers to find a long-term management solution.

### **KEY ACHIEVEMENTS**

- Senior management communication objectives elicited
- EDF positioning defined — electricity producer versus nuclear waste producer
- Target audiences analysed and communication channels determined
- Lobbying conducted with influence groups — AREVA, political representatives, INDRA
- Communication strategy defined and communication plan implemented

## ALLIANZ — AGF Overseas Division Intranet

### KEY ACHIEVEMENTS

- Business case — initiative rationale elicited
- Impacted departments identified and impact-analysed
- Impacted business processes mapped
- Requirements elicitation workshops planned and facilitated
- RFP drafted, potential vendors identified
- Demonstration workshops organised and vendor selection supported
- Integration project managed

### EDUCATION

<b>Master of Philosophy</b>	Université La Sorbonne, Paris	<b>2002</b>
<b>Master in Communication</b>	IICP, Paris	<b>2003</b>
<b>Bachelor of Physics</b>	Université Jussieu, Paris	<b>1998</b>
<b>Preparatory Class — Mathematics</b>	Chaptal, Paris	<b>1994</b>

### LANGUAGES

- French — Native language
- English — Bilingual

*20 years in the field. The same question asked everywhere. Kâ is the answer.*