

Vanessa FERNANDEZ

Enterprise Transformation Executive

AI Operationalisation & Execution | Strategy Execution, Operating Models & Value Realisation

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I lead enterprise transformation, connecting business priorities, investment decisions and technology execution from investment assessment through delivery, adoption and operational improvement.

I work with C-suite sponsors to evaluate technology options, resolve competing priorities and define operating responsibilities. I then lead execution across business functions, IT teams, technology vendors and system integrators, including teams outside my reporting line, with accountability for business readiness, adoption and value realisation.

With 18+ years across banking, trade credit insurance, aerospace, industry and the public sector, I now lead K-Invst from Dubai. My current work focuses on AI and Agentic AI operationalisation, connecting business priorities with operating ownership, adoption and value.

50+ processes

Process automation
42% higher efficiency
20% lower operating costs

29 entities

Common enterprise data
60,000+ users
35% less migration time
25% fewer data errors

USD 30M

Unified portfolio governance
5 entities across 3 countries

5+ workstreams

From technology to enterprise transformation
Connecting CIO & COO priorities

WHEN TO INVOLVE ME

Before investment

Uncover business needs and hidden constraints. Assess technology and supplier options against operating requirements. Build the business case, clarify costs, risks and ownership, and decide what to fund.

During transformation

Programme governance, executive reporting, budgeting, forecasting, resource allocation and cost control. Manage scope changes, vendor performance, risks and dependencies, keeping delivery aligned with contractual commitments and business benefits.

Operational performance

Lead stabilisation, adoption and operational improvement, including after implementations led by others. Coordinate incidents, changes and provider reviews; track service performance and business benefits. Specialists retain technical operation.

TECHNOLOGY & DIGITAL TRANSFORMATION

Applications, data, cloud, integration and automation: investment assessment through modernisation and transition into service.

AI & Agentic AI

AI-enabled executive intelligence and decision-support workflows; AI and Agentic AI operationalisation covering operating ownership, human oversight, adoption and value measurement.

Enterprise Applications & Data

SAP FI/CO, Salesforce, Dynamics; Semarchy MDM, SQL, DataHub, Power BI; REST/SOAP APIs and SFTP.

Portfolio & Delivery

Jira, Clarity PPM and Microsoft Project.

Intelligent Automation

UiPath, Mendix and RPA; leadership across requirements, delivery, business acceptance and transition into operation.

Cloud, Security & Services

AWS, Azure, VMware, ServiceNow, CMDB, IAM/PAM and DLP; migration governance, remediation and transition into service.

Digital Workplace

Microsoft 365, SharePoint Online/DMS, Exchange Online readiness, Teams, OneDrive and Windows 11.

K-Invst

Founder & Enterprise Transformation Director

Paris | May 2020–2025 · Dubai & GCC | January 2026–present

Executive Transformation Practice leading transformation programmes internationally.

Enterprise Transformation Capability™: executive mandate, operating model, adoption and value accountability.

Client Partner: market and opportunity development, and client-facing programme leadership for consulting firms, integrators and solution providers.

AI Operationalisation & Execution | Flagship offer

Helping organisations turn new and existing AI initiatives, including Agentic AI, into accountable business operations. K-Invst leads investment decisions, operating ownership, human oversight, adoption and value review; qualified technical partners lead engineering, integration and technical assurance.

Global Trading Business (UAE-based) | Technology Integration & AI Adoption

Prepared an enterprise AI integration strategy and 60-day pilot roadmap covering technology choices, data ownership, operating responsibilities, adoption and value measures. An interim mandate with the same client, covering technology integration, pilot execution and AI adoption, is in contracting.

UAE Diversified Technology Group | Group performance and transformation priorities

Framework development: financial and operational baselines, executive KPIs, decision cadence and accountable initiatives.

UAE International Audit and Advisory Firm | Tender and proposal development

UAE transformation tender and proposal development: executive governance, provider responsibilities and delivery stabilisation.

Global expert networks | Executive technology and transformation advisor

Confidential consultations for investors, consulting firms and corporate clients on technology investment, vendors, cloud, enterprise applications, PLM, aerospace and trade-credit insurance.

SELECTED CAREER EVIDENCE

Enterprise transformation and business results

Safran Seats

Aerospace | CIO and CISO Office
| 2024 to 2025

Established priorities, investment oversight and decision rights across a USD 30M IT transformation portfolio: five entities in France, the UK and the US. Mobilised 20+ programme managers, architects and regional teams without formal reporting authority. Coordinated cloud, workplace and cybersecurity programmes for 5,000+ employees, connecting business readiness and transition into operations. Established a ServiceNow service-management capability and structured handover to the successor PMO.

Microsoft 365, Windows 11, AWS/Azure, ServiceNow, Active Directory, SD-WAN and PLM environments.

Allianz Trade

Trade credit insurance | COO
Office | 2021 to 2024

Led three transformation streams across a USD 16.5M+ portfolio, restoring COO Office visibility while maintaining continuity. Directed an approximately USD 5M application/data programme connecting local and Group teams. Led automation of 50+ processes with 25+ analysts, developers and business owners, from requirements and acceptance to operation. Recorded 42% higher efficiency and 20% lower operating costs. Led workplace adoption for 1,200+ employees through Business Champions, training and communications, with 25% higher M365 engagement. Monitored budgets and resources across seven departments. Coordinated incidents and changes with teams in Romania, tracking MTTR and reopening rates.

UiPath, Mendix, Microsoft 365, SharePoint Online DMS, Exchange Online readiness, SAP reporting, Data Warehouse, DataHub, DataViz and APIs.

BPCE Group

Banking | Regulated data and
investment decisions | 2018 to
2020

Directed MDM and enterprise data governance across 29 entities, coordinating 30+ specialists and entity representatives. Led requirements, data mapping and integration strategy with technical teams, overseeing testing, deployment and transition into operation. Established common reference data and regulatory quality controls for 60,000+ users. Recorded 35% less migration time and 25% fewer data errors. Led vendor evaluation and three SaaS proofs of concept with technical architects. Developed private-cloud business cases and investment-risk assessments, and reviewed managed-service performance.

Semarchy MDM, SQL, Azure, Jira, Squash; TeamMate/Enablion SaaS evaluation.

BNP Paribas

Banking | International Trade
Finance | 2017 to 2018

Led delivery governance and Waterfall-to-Agile transition for a USD 19.6M Trade Finance programme across Europe and APAC, with approximately USD 10M annual budget responsibility. Coordinated 25+ contributors, executive decisions, forecasting and delivery priorities. Agile adoption rose from 40% to 89%; independent QA scored 3.83/4. A separate Geneva infrastructure assessment identified a 15% three-year decommissioning opportunity. Formalised service-level agreements alongside configuration and deployment plans.

Jira, Clarity PPM, SharePoint, HP Quality Center; Geneva legacy assessment: AIX, AS/400, Oracle Database, Db2 and SQL Server.

Solunio

Trade credit insurance | Post-
merger transformation and
integration | 2016 to 2017

Supported post-merger integration across Paris and Madrid, connecting credit-insurance and surety processes, data migration and SAP/Oracle harmonisation across a USD 4.4M Big Data programme and USD 1.6M surety integration. Established traceable requirements, delivery approvals, change control and functional acceptance across the corporate stakeholders.

SAP FI/CO, Oracle, SharePoint, ServiceNow and HP Quality Center.

InterHyve Group

IT services | Enterprise technology
and strategic accounts | 2012 to
2014

Turned enterprise requirements into scoped propositions, fixed-price engagements and accountable delivery, contributing USD 3M+ portfolio growth and USD 500K+ Microsoft/AWS upsell. Designed and delivered a USD 1M B2B platform for 500 users across 22 EMEA offices, centralising new-joiner IT and telecom requirements. Reported to the CEO and led 25+ engineers, managing delivery resources and the team performance cycle alongside solution scoping and strategic account development.

Salesforce, Harvest ERP, Microsoft/AWS, VMware and custom B2B solutions.

Safran and Allianz Trade mandates were delivered through K-Invt Advisory via Computacenter and Huxley respectively. Earlier banking mandates were delivered through consulting firms; InterHyve was direct employment.

ADDITIONAL EXECUTIVE EVIDENCE

International Labour Organization (United Nations) | Partnerships, programme governance and public-private collaboration. Developed a USD 4M partnership pipeline, secured a Novartis Foundation partnership and contributed to programme governance for a USD 46M international initiative. Tools: IRIS, Microsoft Project and Office.

IT Controls & Assurance | Reviewed IT general controls across public-sector and insurance organisations, assessing access, change, operations, outsourcing, data migration and financial-reporting controls, with remediation recommendations. SQL and Excel.

International Supply Chain & Operations | Cross-border logistics, supplier negotiation, customs documentation and operational control across European supply chains supporting industrial and international trade environments. Microsoft Dynamics and Excel.

CREDENTIALS AND EDUCATION

PMP | CISA | COBIT 5 | ITIL 4 | Microsoft 365 Enterprise Administrator Expert | ANSSI Cybersecurity | ISTQB

MBA, Business Administration | BSc Economics

Completed AI training: One Million Prompters (DCAI); Agentic AI for Business Leaders (Dubai Chambers Academy, 2026)

ISO/IEC 42001 Lead Implementer | 2026