Strategic Advice

Axel Douchin Consulting

Strategic Leadership for Transformation
Data, Cloud & AI

www.douchinconsulting.com

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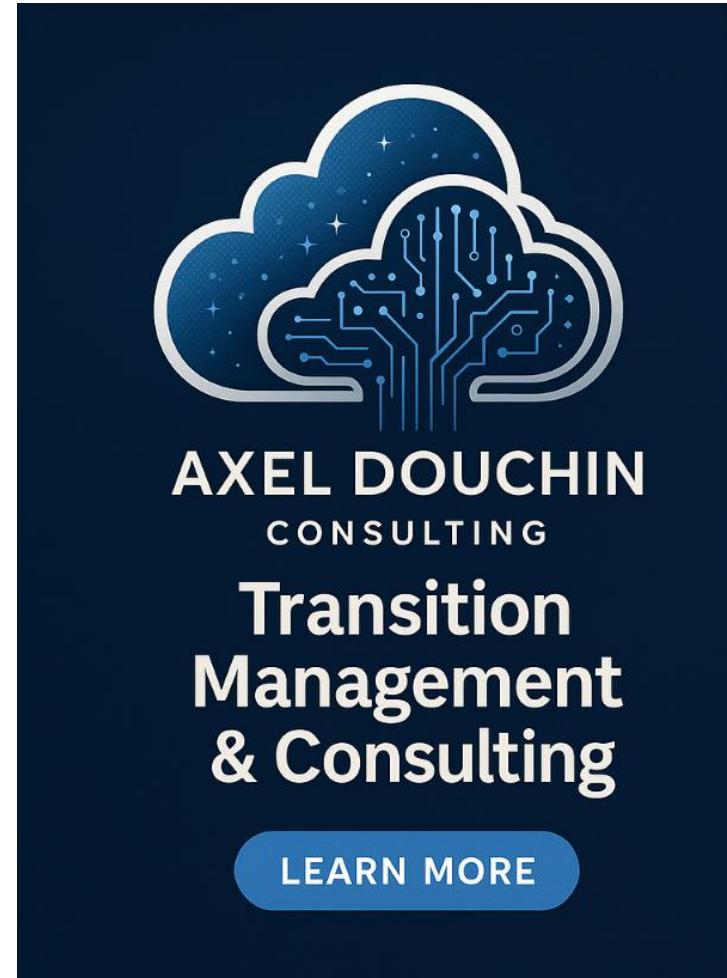
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About Axel Douchin

Main Roles

Chief Digital Officer   Chief Data Officer   CDTO   CTO
Interim Manager   Program Director

Axel Douchin is a seasoned executive and interim manager with over 20 years of experience leading Cloud, AI, and Data transformations within global companies. He brings pragmatic leadership that bridges the gap between strategic vision and execution.

Key Areas of Expertise

Data Strategy   Cloud Migration   AI Integration
Data Governance   MDM   Team Leadership
Digital Transformation   Change Management

International Track

Having lived and worked in Asia, the Americas and Europe, Axel completed most of his studies in the United States, created businesses in the USA, Asia and Europe, and led transformation programs across multiple continents.

"Known for uniting multidisciplinary teams, simplifying complexity, and building resilient digital ecosystems that thrive beyond the transition."

Opinion Leadership

Axel regularly speaks at industry conferences and events on leadership, data, and transformation. He is passionate about aviation, water sports, wakeboarding, and horseback riding.

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Professional Background

Today

Axel Douchin Consulting

Founder and Principal Consultant providing interim management and strategic consulting services for data, cloud and AI transformation in Europe and Asia.

> Paris, France

Previously

Amazon Web Services (AWS)

Practice Lead supporting the world's largest clients across all sectors and geographies. Developing reusable transformation models and leading technical teams, providing consulting on cloud best practices, AI-driven data platforms, and predictive architectures.

> Enterprise AI & Cloud Strategy

Previously

Cognizant & Business & Decision

Director of European Data, Data Governance and MDM. Management of multi-country data programs including full deployments of MDM and data governance in regulated sectors such as finance and life sciences.

> Leadership Data Governance & MDM

Earlier

Entrepreneurial Enterprises

Business creation in the USA, Asia and Europe. Consulting work in the United States, South America, Asia (particularly in China and Hong Kong) managing ERP, CRM, CMS and MDM integrations for multinational companies navigating local compliance requirements.

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Company Presentation

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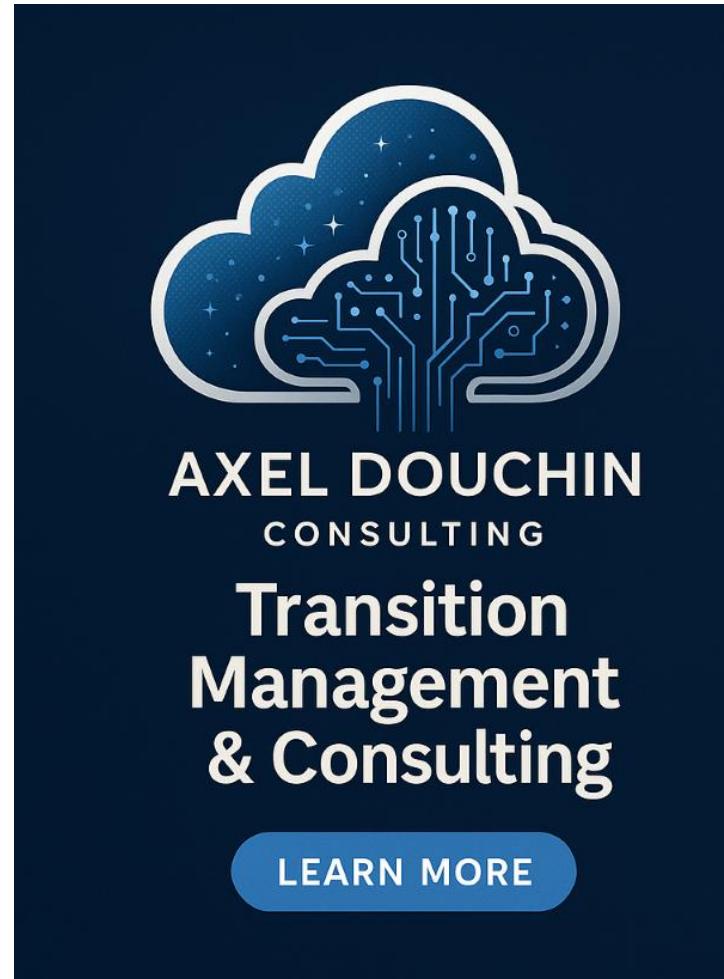
Company Presentation

Specialized Consulting Firm

Axel Douchin Consulting is a specialist firm providing interim management and strategic consulting for data, cloud, and AI transformation. Based in Paris, France, the firm supports clients in Europe and Asia with a single objective: to bring clarity, capability, and speed to transformation initiatives.

My Focus

Helping organizations navigate complex digital and structural transformations through pragmatic leadership.

My Approach

Operate in step with the organization — not alongside it — ensuring that decisions are grounded in reality.

Portfolio of Services

- **Interim Management** — CTO, CDO, CIO roles
- **Strategic Advice** — Data and cloud strategy, digital& AI
- **Program Leadership** — Large-scale transformation
- **Consulting Services** — Team strengthening & governance

What Distinguishes Axel Douchin

- Hands-on, time-bound, and results-oriented engagements
- Over 20 years of multi-sector expertise
- Let organizations become stronger, not dependent.

Paris	Europe	4
France	& Asia	Continents

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Mission & Philosophy

My Mission

Helping organizations navigate critical transitions in technology, data, and leadership by providing structure, direction, and governance that stabilize operations, accelerate transformation, and ensure continuity between strategy and execution.

Core Beliefs

1 Transformation succeeds only when leadership, structure, and capabilities are aligned.

2 Pragmatic leadership bridges the gap between strategic vision and execution.

3 Multidisciplinary teams must be united behind common goals

4 Resilient digital ecosystems thrive beyond periods of transition

Stabilize

Provide immediate structure and direction to stabilize operations during critical transitions. Create clarity amidst complexity.

Accelerate

Drive transformations at the right pace through clear governance, aligned priorities, and empowered teams. Eliminate bottlenecks.

Transfer

Develop internal capabilities and ensure a smooth handover. Leave organizations stronger, not dependent on external support.

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Services

Main Offers

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Transition Management & Consulting

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Interim Management

Executive Leadership on Demand

Axel helps organizations navigate critical transitions in technology, data, and leadership. As an interim CTO, CDO, or CIO, he provides structure, direction, and governance to stabilize operations, accelerate transformation, and ensure continuity between strategy and execution.

When to Hire

1. **Leadership Transition** — Void between leaders

2. **Transformation Programs** — Need for experienced leadership

3. **Crisis Stabilization** — Stabilize operations

4. **Strategic Initiatives** — Launch and develop new capabilities

Transition Roles

Interim CTO
Technology strategy & cloud transformation leadership

Interim Chief Operating Officer
Data strategy, governance & analytics leadership

Interim CIO
IT operations & digital infrastructure leadership

6-18
Month

100%
On Site

EU
& Asia

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Strategic Advice

Strategic & Technical Consulting

Axel provides strategic and technical consulting to help organizations define clear data, cloud, and digital strategies. The focus is on actionable frameworks, architectural alignment, and governance models that translate transformation goals into measurable results.

① Discovery	**②** Assessment	**③** Strategy	**④** Planning	**⑤** Activation
Understanding the current situation, objectives, and constraints	Assess capabilities, gaps and opportunities	Define the target state and the roadmap	Develop the implementation plan	Supporting implementation and strengthening

Areas of Strategy

Data Strategy
Define data enterprise strategy, governance frameworks and operating models aligned with business objectives.

Cloud Strategy
Design cloud migration roadmaps, Landing Zones and multi-cloud architectures.

Digital Strategy
Create digital transformation roadmaps that integrate technology, processes, and organizational change.

AI Strategy
Develop pragmatic AI/ML and generative AI strategies focused on business use cases.

- Actionable Frameworks
- Architectural Alignment
- Governance Models
- Technology Roadmaps
- Vendor Selection
- ROI Frameworks

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Delivery Consulting & Leadership

Connecting Strategy and Execution

Axel helps organizations connect strategy, technology, and execution. From data governance to cloud strategy and team building, its services build the structure, capabilities, and clarity needed for sustainable transformation.

Role of Program Director

As Program Director for large-scale transformation initiatives, Axel provides:

Strategic Direction	Team Strengthening	Delivery Supervision
Aligning executive objectives and technical execution	Building top-level teams	Structuring governance and vendors

Key Capabilities

Operational Model Design	Change Management	Vendor Management
Structuring teams and processes	Driving adoption and cultural change	Select and manage partners
Performance Management	**Team Coordination**	**Talent Acquisition**
KPIs and results tracking	Ensure squad iterative delivery	Recruitment and stakeholder alignment

Bringing the broader CTO/CDO perspective — combining strategic vision, architectural depth, and organizational transformation.

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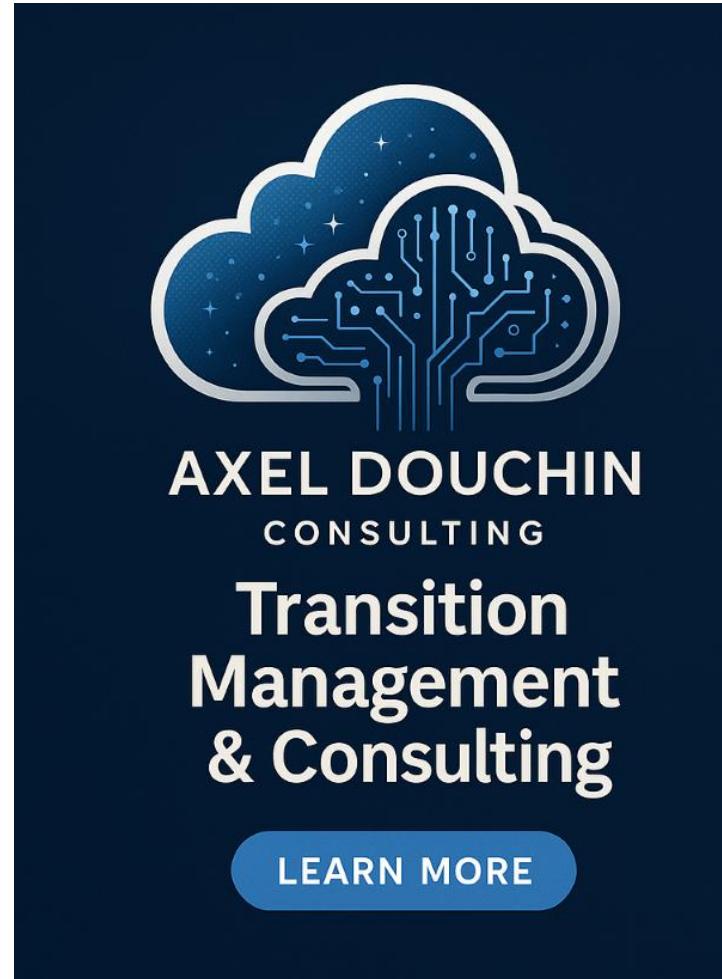
Data Strategy & Governance

Building Data-Centric Organizations

Axel specializes in building data-centric organizations that ensure trust, accessibility, and regulatory compliance. With over 15 years of experience in data governance, he brings expertise in data architecture, governance frameworks, and master data management (MDM).

Compliance & Standards

GDPR   ISO 27001   SOX   HIPAA

Data protection & confidentiality • Information security • Financial compliance • Health data

Engagement Models

Advice — Design framework & roadmap

Interim Leadership — Acting CDO or Head of Data

Program Delivery — End-to-end implementation

Key Areas of Expertise

Data Governance

Designing governance frameworks that make data reliable, compliant and valuable — an accelerator, not a hindrance.

Master Data Management (MDM)

Implement MDM strategies and platforms to unify gold data across regions and systems.

Data Quality

Establish quality standards for data, monitoring and continuous improvement processes.

Data Architecture

Designing modern data architectures including Data Fabric and Data Mesh.

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Cloud & Technology Transformation

Driving Global Cloud Modernization

Axel leads global cloud modernization programs on AWS, Azure, GCP, and hybrid infrastructures. He specializes in designing Landing Zones, data platforms, and governance frameworks that drive agility, scalability, and compliance.

Transformation Approach

(1) Assessment → **(2) Strategy** → **(3) Migration** → **(4) Optimization**

Assessment	Strategy	Migration	Optimization
Evaluate existing environments	Define target architecture	Perform phased migration	Continuous improvement

Cloud Transformation Services

☁️
Landing Zone Design

Secure and scalable foundations

🗄️
Data Platform Setup

Modern data architectures

🛡️
Cloud Governance

Security & Compliance

💰
Cost Optimization

FinOps & Spend Control

Cloud Platforms

AWS   Azure   GCP

"Cloud migration is not just a technical change, it's a transformation of how the business operates. The real value lies in how the cloud reshapes your ways of working."

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AI Integration & Intelligent Automation

Creating Measurable Business Value with AI

Axel leads the adoption of AI/ML and generative AI to create measurable business value. With over 15 years of experience in AI and machine learning, he designs AI-enabled data products, predictive models, and decision-making systems with a commitment to human-centered AI.

"AI is not a magic button — it's a business capability that only creates value when it is reliable, governed, and integrated into real workflows."

Key Principles

- Start with clear use cases
- Evaluate data preparation
- Integrate governance from the outset
- Focus on business results

AI Capabilities

Machine Learning
Deploy ML models for prediction, classification and recommendation systems.

Generative AI
Improve legacy BI and workflows with generative AI capabilities.

Predictive Analytics
Building predictive models for demand forecasting and decision intelligence.

Intelligent Automation
Automate processes with AI-driven decision-making capabilities.

AI Governance & Risk Management

- Clear definition of use cases
- Data preparation assessment
- Governance from day one
- Compliance Guardrails
- Human supervision frameworks
- Principles of Ethical AI

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Chapter 05

Success Stories

Customer Transformations

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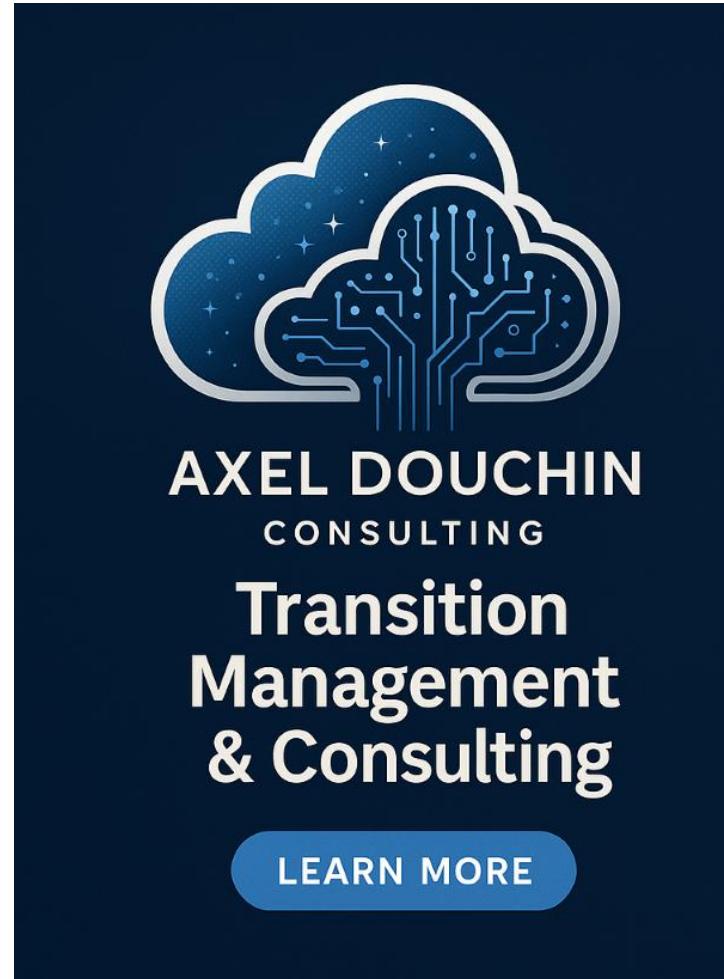
Pernod Ricard: Global Data Consolidation

Role	Sector	Perimeter	Technology
Global Data Interim Manager	Wines & Spirits	Global – multiple markets	Cloud platform migration

Scope of the Mission

At Pernod Ricard, Axel served as Global Data Interim Manager, consolidating the group's global data landscape across markets and domains. He implementedinplace theplotto simplify a fragmented ecosystem ofproductsdata, reports and data flows while defining a unified data strategy to support the migration to a modern cloud platform.

Impact Business

Combining technical leadership with change management to align global teams behind a single goal: making data consistent and accessibleless expensiveand actionable for smarter decision-making worldwide.Creationsquads ofreference dedicatedfor data migration, establishing the standard for future country deployments.

Key Achievements

Consolidation of the global data landscape

Simplification ofthe ecosystemfragmented data

Definition of the unified data strategy

Cloud migration roadmap

Deliverables

- Design Data Landing Zone
- Governance best practices
- Delivery methodology
- First operational squads
- A complete worldwide catalogue of data products and data streams

Data Strategy · Cloud Migration · Governance · Team Lineup

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ManoMano: A Data-Driven Reinvention

Role	Sector	Duration	Result
Interim Chief Data Officer	Tech-Retail Scale-up	12 months	Major step of maturity data

Scope of the Mission

At ManoMano, Axel led the complete reinvention of the company's data strategy for the rapidly growing European tech-retail scale-up. He transformed fragmented initiatives into a unified, data-driven growth engine in just one year (scrapping, DevSecOps, AI / ML, BI etc.).

"Being data-driven is not about dashboards — it's about eliminating silos, aligning squads with business results and integrating governance from day one."

The Transformation Journey

1 Reorganize — Cross-functional teams → **2** Govern — Pragmatic framework → **3** Platform — Self-service launch → **4** Culture — Data as product
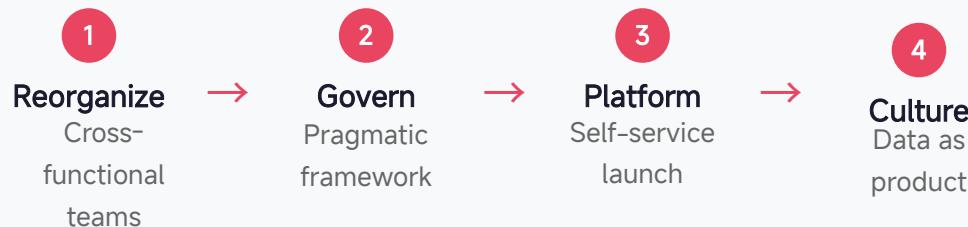
Key Achievements

Complete reinvention of data strategy	Reorganization and alignment of teams (Method(SAFE)
Building the governance framework	Launch of the self-service platform

Transformation Results

Eliminating data silos	KPIs that have become actionable
Strengthening of the trust data (Governance(data)	Cultural change achieved

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Hermès: Excellence in Cloud Operations

Role	Sector	Perimeter	Technology
Head of Public & Private Cloud	Luxury Goods	Global - all regions	AWS, Private Cloud

Scope of the Mission

At Hermès, Axel stabilized and optimized global cloud and infrastructure operations across all regions. He managed four main teams: Public Cloud (AWS), Private Cloud, Data Platforms and Network, improving performance, security and inter-team coordination.

Team Management

Public Cloud (AWS)   Private Cloud   Data Platforms

Global Network

"Operational excellence and collaboration are prerequisites for a true digital transformation."

Key Achievements

Stabilization of global operations

Cloud performance optimization

Strengthening the security posture

Improved team coordination

Operational Excellence Results

Security
Enhanced security posture across all environments

Performance
Improved system performance and reliability

Coordination
Enhanced inter-team communication

Efficiency
Technical debt and reduced costs

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Other Client Missions

Largest Swiss Luxury Group

Role : Interim Chief Data Officer

Challenge : Define and implement the data strategy for the pilot "house" on Google Cloud Platform

Solution : Designing a scalable methodology for deployment across multiple luxury brands

Key Deliverable: AI product enabling Internal shoppers to identify potential best seller products via visual and historical data

(GCP) (AI/ML) (Data Strategy)

Europ Assistance

Role : Interim Head of Data
Challenge : Launch the company's first structured, enterprise-level data program
Solution : Designing a cloud-based data foundation that aligns business objectives and reliable information
Key achievement: Delivery of early, visible results that rebuilt confidence in data-driven decision-making

(Cloud Data) (Governance) (Insurance)

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Other Notable Clients

Technip Industry oil and gas	**RAJA** Retail Logistic	**CMA CGM** Logistic	**LPA Law** Legal
Micropole IT	**BPCE** Banking	**NATIXIS** Banking	**Société Générale** Banking
Saint Gobain Manufacturing	**Gameloft** Gaming	**Takeda** Pharmaceutical	**UCB** Pharmaceutical
AXA Insurance	**Savencia** Food and beverage	**ISS** Services	**Crédit Agricole** Banking
Amadeus Travel Technology	**BNP** Banking	**Thieffry Lawyers** Legal	**Professional Football League (LFP)** Sport
Enedis Energy	**Sanofi** Pharmaceutical	**Total** Energy Oil and gas	**Orange** Telecom
Accor Hospitality	**SFR** Telecom	**IBM** IT Software	**Advancy** Consulting

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Sectors

Areas of Experience

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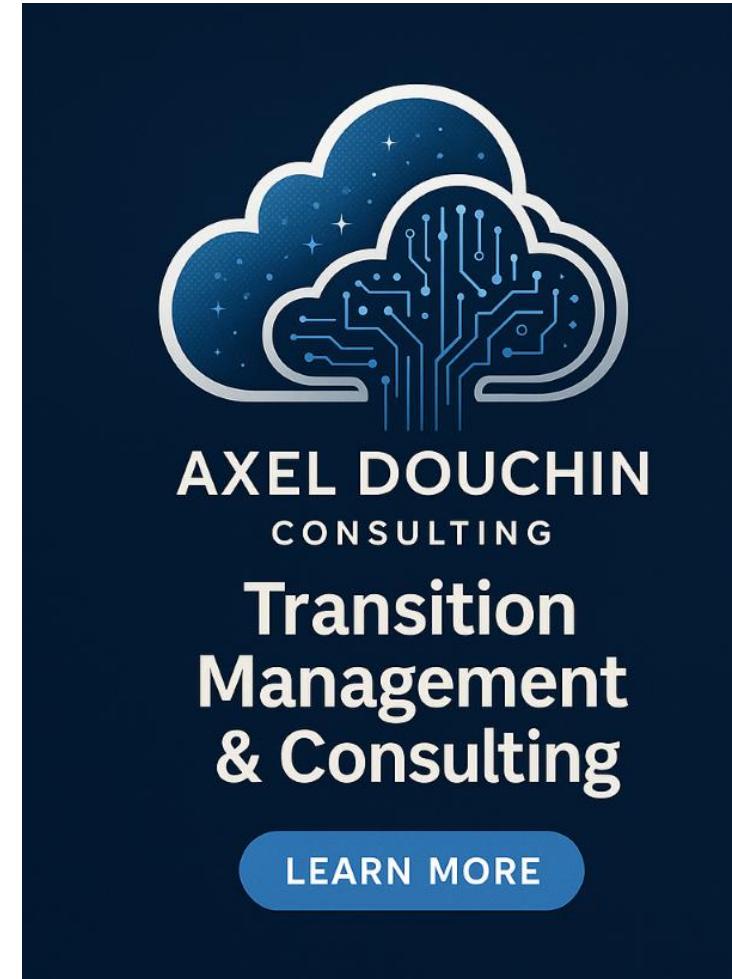
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Business Sectors

Retail E-commerce & physical	**Luxury** High-end brands & goods	**Finance** Financial services	**Bank** Retail & Investment Banking	**Insurance** Life & Property Insurance	**Industry** Manufacturing & Industrial
Gaming Video games & entertainment	**Hospitality** Hotels & Tourism	**F&B** Food & beverage	**Pharma** Life Sciences & Pharma	**Health** Medical & Health Services	**Energy** Oil, gas & utilities
Software Technology & SaaS	**Legal** Legal services & firms	**Supply Chain** Logistics & Procurement	**World of Sport** PropertyIntellectual		

This multi-sector expertise allows Axel to transfer best practices, benchmark performance and accelerate transformation with proven models across industries.

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Customer Types

Global Companies & Groups
Large organizations in transformation

- Modernization of legacy systems
- Streamlining data platforms
- Building new digital capabilities
- Building top-level teams

Private Equity & Investment Firms
Investors seeking operational transparency

- Post-merge integration support
- Digital due diligence
- Data platform setup
- Performance optimization

Medium-sized businesses
Growing companies ready to scale

- Industrialization of data functions
- Organizational structure design
- Structuring transformation programs
- Development of the technology roadmap

Consulting Firms & Service Partners
Firms requiring temporary leadership

- Interim CDO/CTO Leadership
- Strategic engagement support
- Delivery recovery assistance
- Increased expertise

Conducting Wire: All customers share a need for clarity, capability, and speed in transformation — regardless of size or sector.

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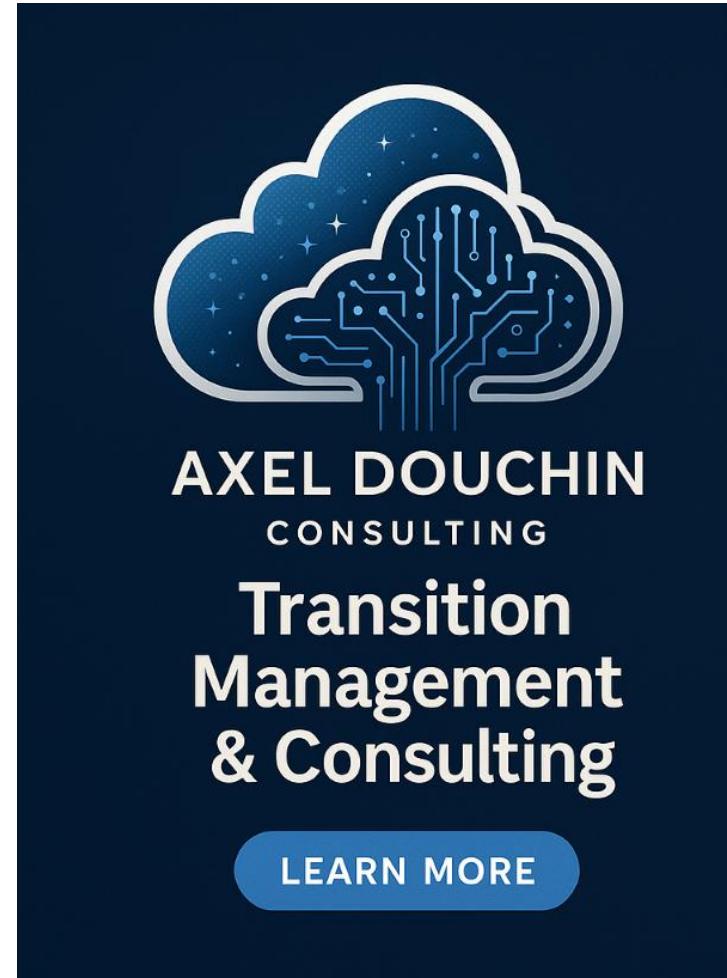
Collaboration Approach

1 Assessment
Understanding objectives, constraints and existing assets to build a complete picture of the current state.
- Stakeholder interviews
- Current state analysis
- Capability assessment

2 Structuring
Define governance, priorities and delivery model to create a clear transformation roadmap.
- Governance framework
- Defining priorities
- Delivery model design

3 Execution
Lead or support the transformation program with hands-on involvement and clear responsibility.
- Program Leadership
- Strengthening the teams
- Delivery supervision

4 Transition
Ensuring handover, autonomy and continuity so that the organization can support progress independently.
- Knowledge transfer
- Capacity building
- Smooth handover

Characteristics of the Commitment

Hands-On— Direct involvement, no detached advice

Time-Bound— Duration and exit criteria defined from the outset

Results-Oriented— Focus on measurable results and business value

Typical Results

✓ Faster alignment between business and technology

✓ Sustainable governance and data ownership

✓ High-level internal teams

✓ Clear visibility on costs and performance

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Philosophy of Commitment

"Every engagement is hands-on, time-bound, and results-oriented. I operate at the pace of the organization — not alongside it — ensuring that decisions are grounded in operational reality."

My Commitment

✓ **Trust**
Every commitment is built on trust, transparent communication, and shared goals.

✓ **Delivery**
Focus on execution and measurable results, not just recommendations

✓ **Impact**
Measurable business value and sustainable organizational improvement

WhenI interveneTypically

Strategy Needs Structure
Required execution framework

Teams Need Leadership
Alignment and leadership gaps

Transition Leadership
Need for an interim manager

Investment Clarity
ROI and prioritization

Formula for Success

| Leadership | + Structure | + Capacity | = Success |

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Global Presence

International Ray

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International Experience

Based in Paris, Available Worldwide

Axel is based in Paris, France and available for consulting and interim management assignments on-site in Europe and internationally. He regularly works in major business centers and can relocate temporarily or long-term depending on the assignment.

Europe	Americas	Asia-Pacific
Paris, London, Amsterdam Geneva, Zurich, Brussels Barcelona, Munich	New York, San Francisco Los Angeles Buenos Aires	Singapore, Tokyo, Hong Kong Shanghai, Taipei Sydney

✓

Fully Available

✓

On-site or Hybrid

✓

Temporary or Long Term

Regions of Experience

Europe
Extensive experience across EU markets

Asia
Japan, Hong Kong, China, Singapore

Americas
Brazil, Argentina, United States

Global Program Leadership

Leading international squads of hundreds of professionals covering Cloud, Data Engineering, AI/ML, DevSecOps and Infrastructure across continents.

Availability & Relocation

For relocation to Europe & Asia   All Countries

Flexible working arrangements

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Multicultural Expertise

A Life of International Experience

Axel has spent much of his life living and working around the world — from France to Japan, the United States, Argentina, Brazil and the Netherlands. These experiences have profoundly shaped his view of organizations and people.

"These international experiences have taught Axel to navigate complexity with clarity and to adapt strategy to the culture — a lesson he brings to every project."

Education & Entrepreneurship

Education :Most of his studies were conducted in the United States, providing a foundation in international business and technology.

Entrepreneurship:Building businesses in the USA, Asia and Europe, gaining firsthand experience in diverse business environments.

Multilingual Capabilities

French	Native language
English	Billing
Spanish	Concepts
Japanese	Concepts
Chinese	Fluent

Cultural Adaptability

💬 **Communication**
Navigateon linguistic and cultural nuances

🤝 **Building Relationships**
Establishtheretrustbetween cultures

⚖️ **Business Practices**
Adapting to local customs

🎯 **Strategic Thinking**
Adapt thestrategyto the local culture

Regulatory Expertise
Experience in navigating GDPR, data residency and local security frameworks across multiple jurisdictions.

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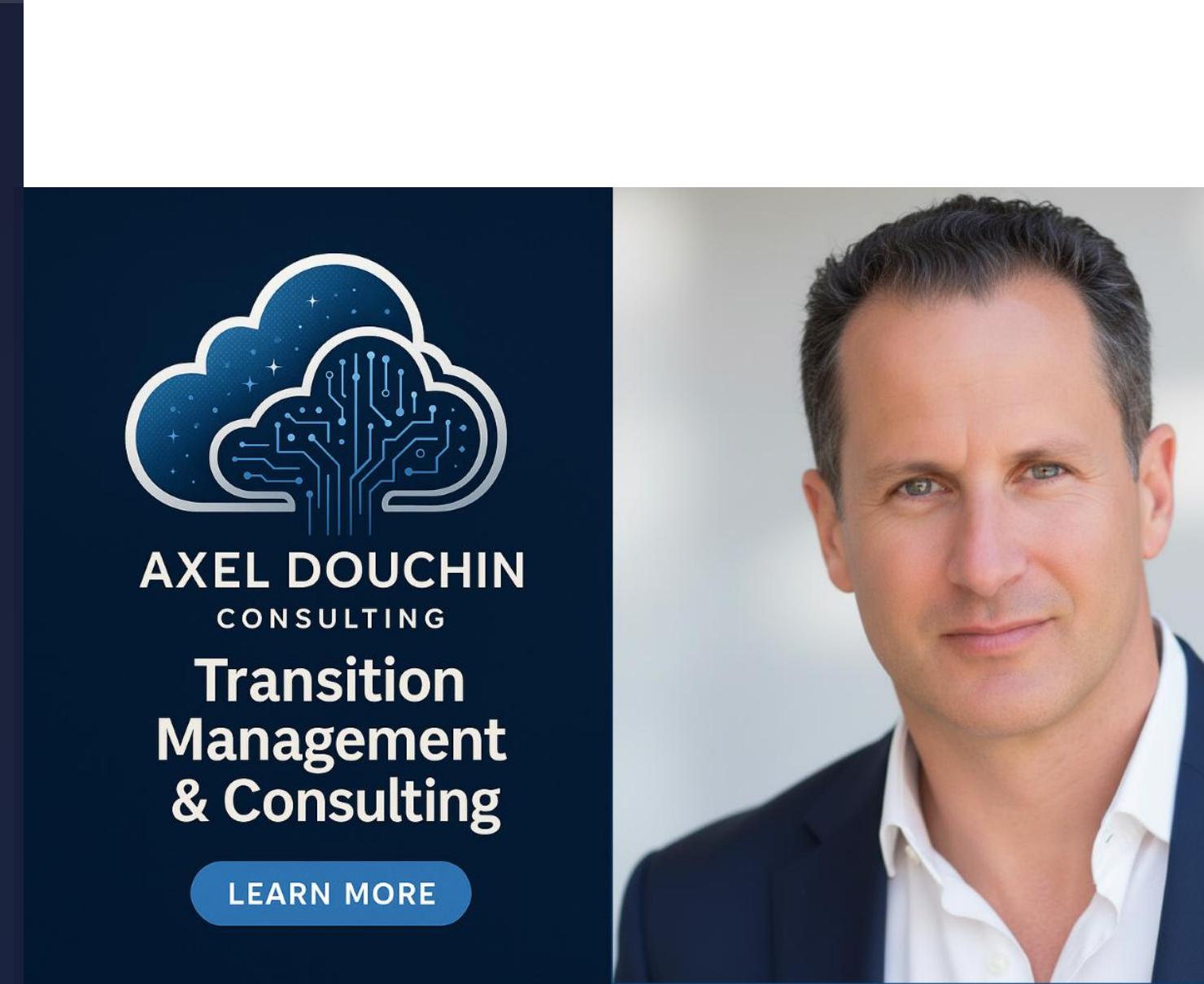
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Contact-Me

Axel Douchin

Chief Digital and Data Officer | Head of Public Cloud | CIO CTO Interim / Transition Manager | Cloud and Data Program Director | Ex AWS

E-mail
axel@douchinconsulting.com

Location
Based in Paris, France

Relocation
Available in Europe & Asia

WhatsApp
Available on request

Response Time
Within 24-48 hours

Types of Commitment
Interim management, consulting, advisory

Data & AI Strategy   Cloud Evolution   Technical Leadership

Transformation Programs

Online Presence
LinkedIn:linkedin.com/in/axeldouchin

Website:www.douchinconsulting.com

Let's discuss your needs.

Governance, analytics, ML   Migration, optimization

Interim CTO/CDO/CIO   Program Management

Transform with**Trust**

"Axel brought clarity and control to a complex transformation. His ability to align cloud, data, and business strategy transformed our challenges into a clear roadmap. He operated as a true internal leader, not just a consultant, but a catalyst for lasting change."

Ready to Start Your Transformation?

Contact Axel Douchin ConsultingToday
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