



VINCENT BOZONNET

BUSINESS UNIT & OPERATIONS DIRECTOR

GENERAL MANAGEMENT • P&L • TRANSFORMATION

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LANGUAGES

- French: native
- English: fluent (C1)

Operational leader with 20 years of experience in Business Unit management, P&L and B2B platform transformation. Multi-country organisations (up to 45 team members, ~€8M P&L), transformations in M&A environments — growth and downsizing alike — and protection of value and margin. I align strategic vision, financial performance and on-the-ground execution.

P&L & PERFORMANCE

 €600M REVENUE SUPPORTED multi-country B2B platforms	 ~€8M P&L MANAGED budget & payroll	 +€4M VALUE SECURED partner contract exit	 -40% COST BASE legacy tools & IT	 45 TEAM MEMBERS cross-functional teams
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PROFESSIONAL EXPERIENCE

 Independent 2025 – Present <i>Aix-en-Provence</i>	ENTREPRENEUR & STRATEGIC ADVISORY <i>Transition phase: entrepreneurial projects, advisory and executive repositioning.</i> <ul style="list-style-type: none">• Advisory on product strategy, platform transformation and operational excellence.• Business-acquisition training (CCI Aix-Marseille) and start-up programme.• Leading a personal construction & renewable-energy project.	4 acquisition deals assessed
 AVIV Group 2022 – 2024 <i>Europe · FR·BE·DE</i>	HEAD OF PRODUCT PLATFORM & CUSTOMER SUCCESS <i>Contributed to the group's Product / Platform / Data strategy and drove European adoption across 100K B2B customers and 1,000 partners.</i> <ul style="list-style-type: none">• Co-built the Product / Platform / Data strategy and the core data model.• Customer Success TOM & governance (SLO, SLA) at group scale; FR/BE Salesforce harmonisation.• Third-party partner onboarding & adoption across Europe; +400% flow automation via APIs.• Customer productivity gain (~30 min/day) through journey simplification.	€600M revenue supported +400% automation 100% key-account adoption 100K B2B customers
 SeLoger Group 2020 – 2022 <i>France · Europe</i>	HEAD OF PRODUCT B2B & TRANSFORMATION <i>Transformed the B2B ecosystem (ERP, CRM, telephony, business tools) and modernised platforms at group scale.</i> <ul style="list-style-type: none">• Overhaul of 2 B2B extranets.• Rationalisation of Customer Service tools.• Migration from ERP (SAP + in-house) to Salesforce.• Telephony migration from Eloquant to Diabolocom.• Data & AI services (analytics, content moderation).• Adoption & rollout of Print tools for customers and internal users.• Data owner of listing models; Product / Customer Service / IT coordination.	€350M revenue supported -40% digital costs -15% Print costs 15 → 4 tools

Logic-immo

2013 – 2019

SPiR

Concept Multimedia

Europe · 6 countries

COO – B2B PLATFORMS & BUSINESS OPERATIONS

Led an integrated Customer / Product / Data / Operations organisation across a hybrid value chain (software, industrial production, logistics, customer service).

- Built a team of **45 people**, operating budget **€5M+**, capex/opex trade-offs and complex supplier ecosystems.
- IT securing & transformation (reverse-engineering, insourcing); oversight of **Print & digital industrial production**, logistics & transport; Customer Service systems (e.g. Dimelo, Eloquant).
- Business owner of the Leboncoin relationship, **AI** for moderation/fraud/voice (Leboncoin & Logic-immo).
- Developed & commercialised an **omnichannel API platform** (call, email, SMS, call tracking).
- **Took over a team** (Lyon) from an in-house company in liquidation — pleading before the **Commercial Court** (mandate delegated by the CEO) and integration into the target BU.
- **Competition Authority**: built the confidential "data room" (on a competitor's site) for the acquirer's review.
- **M&A**: negotiation of group contracts (data, AI, call tracking), supplier securing and in-house manufacturing.
- Contributed, with my team, to the **asset valuation at divestment** (Axel Springer): recurring revenue, margin and controlled churn — key multiple drivers.

■ **+€4M value secured on exit of strategic contracts (customer recovery / re-invoicing of revenue due).**

€105M revenue supported
P&L ~€8M

×3 customers (same headcount)
tool costs ÷3



CIP

2012

Aix-en-Provence

HEAD OF PLATFORM DELIVERY & STRATEGIC CLIENT RELATIONS

Took over and industrialised the delivery of white-label mobile apps within a B2B media ecosystem.

- **Took over the project** after the prototype phase (~50 apps with degraded quality/deadlines, product/sales tensions) → **industrialisation** of the delivery chain.
- Production of **1,200+ white-label mobile apps (€2M manufacturing revenue)**.
- Pre-sales & delivery for **100+ key accounts** (contribution >€10M, +100%); VIP-customer interface.
- Management of **6 project managers & designers** across two subsidiaries (SLA, quality).

1,200+ apps
€2M revenue

€10M key-account revenue

Team of 6

Logic-immo

2008 – 2011

Europe

DIRECTOR CUSTOMER SERVICE & INTERNATIONAL OPERATIONS

Led customer service and international rollout programmes across several European markets.

- Creation & structuring of **Customer Service France** (12 people), **L1/L2/L3** model, SLAs & quality standards.
- Design and **coding of a CRM & ticketing platform** (PHP/MySQL); international back-office rollout (BE, CZ, HU, CH).
- **Managing the 2008-2009 subprime crisis: one-third headcount reduction** while maintaining service quality.
- Operating model that enabled **×3 volumes** and improved satisfaction.

Churn –90%
NPS 85

95% answer rate
50K tickets/year

Logic-immo

2006 – 2007

Aix-en-Provence

HEAD OF DIGITAL

The company's first digital hire; project management, development and go-to-market.

- Led **Logic-immo.com V4** and the **Logic-immo Pro** tool.
- Launch of **Lux-residence.com** and **Realcity.cz**.

4 platforms launched

FOUNDATIONAL BACKGROUND

SPiR Multimedia

2004 – 2005

Aix-en-Provence

DIGITAL CONSULTANT & PLATFORM STRATEGY

Product scoping and coordination of the digital transformation.

- Led **Logic-immo.com V3** — the first dynamic version (real-time updates), the largest digital project of the year.
- Product scoping & coordination; transition into an operational role.

€20M revenue supported

Logic-immo.com V3
#1 digital project

SPiR Multimedia

2000 – 2004

Aix-en-Provence

TRAFFIC MANAGER & HEAD OF STATISTICS

Pioneering role in digital advertising, performance analytics and data-driven growth across large-scale media platforms.

- In-house & external ad sales (**Petites-annonces.fr**, **Topannonces.fr**, **Maville.com**, **20minutes.fr**).
- Produced the **first digital certification report in France with the OJD**; tagging plans, tracking, dashboards.
- Set up the **first IAB advertising standards** in France.

€6M ad-sales revenue
4 media brands

1st OJD (ACPM) audit

IAB standards



7th BCA

1999 – 2000

Bourg-St-Maurice

AIDE-DE-CAMP & DRIVER TO THE COMMANDING OFFICER

Military service with the 7th Alpine Light Infantry Battalion.

- Aide to the commanding officer, rank of **Master Corporal**; **Defense Confidential clearance**.
- Volunteer for overseas operations (OPEX); rigour and team spirit.

Defense Confidential
OPEX volunteer



STMicroelectronics

1998 – 1999

Rousset

PRODUCTION CONTROLLER

Control of semiconductor manufacturing flows in a highly critical industrial environment.

- **0 wafers scrapped** (protected batches >€1M); process control, quality assurance & production optimisation.

0 scrap · batches
>€1M

KEY SKILLS



BU
MANAGEMENT &
P&L



STRATEGY &
TRANSFORMATION



PERFORMANCE
MANAGEMENT



SAAS
PLATFORMS &
DATA



M&A &
INTEGRATION



CUSTOMER
RELATIONS



LEADERSHIP &
MANAGEMENT

EDUCATION & INTERESTS

EDUCATION & CERTIFICATIONS

- Master's in Economics
International Economics – Finance & Statistics
University of the Mediterranean (Aix-Marseille)
- Top Management & D.I.S.C. – Krauthammer (Lepaya)
- Product Strategy & OKR – Benext
- Data Management & Governance – Pramana
- Product Management – Thiga
- Customer Relations – Voxia
- Lean Six Sigma Yellow Belt – SPiR
- AMF Certification – Lefebvre Dalloz

INTERESTS



MOUNTAINS



CYCLING



HISTORY



TRAVEL



DIY



STRATEGY

