



moncio
DSI DE TRANSITION • CONSEIL • COACHING

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Pierre-Albert Carlier

Interim CIO • Advisory • Coaching

*80+ assignments in 13 years
15 years at LVMH*

What I do

I step in when IT becomes a business risk: leadership missing or to be replaced, a project or a budget out of control, a cyber crisis, an investment decision that has to be right.

I bring the IT function back under control, I de-risk the decisions that matter, I build the team's autonomy, and I leave.

Thirteen years as an independent working with small and mid-sized companies and mid-caps, after fifteen years leading IT at LVMH — at maison, division and group level. I learned this trade at the scale of global luxury; I practise it at human scale, with the same standard of quality.

Three ways to bring me in

Interim CIO

Taking the CIO seat for a defined period: a vacant post, a resignation, a leave of absence, an exit to organise, the creation of the function, a transformation to run.

I hold the post, I stabilise it, I prepare the succession and I make it work.

Advisory

Diagnostic review, strategic plan, project audit, competitive tender, outsourcing, contract negotiation.

One deliverable, one decision, one budget.

Coaching

Day-to-day work on the situations a leader actually faces: governance, leading a team, personal authority, handling conflict.

I also work on the balance between professional commitment and personal life, the condition of performance that lasts.

Results

A selection of results achieved on assignment since 2013

- **Succession secured in an industrial group:** an internal manager promoted to Chief Information Officer after an unsuccessful external hire. She has run the function on her own since January 2026, at a materially lower salary cost, and she is the one who called me back for a cover assignment.
- **Major cyberattack in a luxury and retail group:** crisis room set up the same day, convened every two hours through the first week, then three times a day for three weeks, Saturdays and Sundays included. Retail trading back up on day 9, SAP on day 12, business intelligence on day 17.
- **CRM replaced in six weeks:** 15% saved in the first year, 55% recurring thereafter, with more users and more functionality.
- **Feasibility and design study for the replacement of a pension administration system:** delivered on time and 16% below the budget allocated to the vendor, to the joint satisfaction of client and vendor.
- **Core management system of a European passenger transport operator replaced in eight months:** the choice had been made but the project would not move and go-live had to come before the peak season. Scope reset in a workshop with the executive committee, hard decisions taken and owned, on-site work in Estonia alongside the software vendor and integrator, then go-live on time with a cutover run to the hour, day and night, across three days.
- **Order-to-cash process of an international group steered over sixteen months:** more than 250 defects identified and 180 resolved, more than 280,000 orders released before any of it became visible to customers or staff.
- **Leasing contracts taken back in hand:** ten months of rentals wrongly charged, recovered.
- **Programme director for the complete replacement of the management system of an international jeweller,** eight countries, from tender to simultaneous go-live (client based in Hong Kong). Along the way I had to recruit the IT manager, the previous one having resigned mid-project.
- **European IT outsourcing for an industrial group,** covering servers, networks and support: the full tender run end to end, from asset inventory to exclusive negotiation.
- **Coaching of a Chief Information Officer,** followed by four further engagements for the same client on four different subjects.

Clients (selection)

- **Luxury** — LVMH Group (Louis Vuitton Malletier, Sephora, Chaumet, TAG Heuer, Hublot, Zenith, Givenchy Couture, Wines & Spirits), Richemont Group, Lanvin, Kering (Qeelin), Galeries Lafayette Group (Guérin Joaillerie), Assouline, Novi Group (Beauty Success), Zilli
- **Industry, transport and energy** — MSC, Transdev, Eurofins, Imperial Tobacco, Diam International, Telenco, eni
- **Software vendors and IT services** — CGI, SAP, Cisel IT
- **Retail and public sector** — Intersport, Comédie Française

Recent assignments (selection)

Period	Client profile	Scope	Commitment
2026, ongoing	Complex systems engineering, sensitive and restricted-access programmes	Audit and reorganisation of the IT function, coaching of the incumbent IT director, three-year roadmap, artificial intelligence roadmap and proof of concept for AI-assisted application maintenance	4 days / week
2023 – 2027	Industrial group with international subsidiaries	Interim CIO, two successive mandates, then interim cover (maternity leave)	Full time, then part time
2024 – 2025	Swiss pension administration body	Led a feasibility and design study for the replacement of the core system	3 to 5 days / week
2021 – 2023	International jewellery, eight countries	Programme leadership, complete replacement of the management system	2 to 5 days / week
2021 – 2023	Luxury and retail	Oversight of the global order-to-cash process, restructuring of the order management project, coaching, workflow and test-tracking reporting	2 to 4 days / week
2021 – 2023	Perfumes and cosmetics	Reorganisation and governance of the IT function, ERP tender (SAP)	2 to 4 days / week
2022	Luxury and retail	Led the crisis room during a cyberattack	60 days
2020 – 2021	Luxury leather goods	Coaching of the Chief Information Officer, digital roadmap	40 days, mandate renewed
2020	Public-sector body	Audit of remote-working arrangements and their governance	Public tender

How I work

- Fractional, from two to five days a week, or on a fixed-price basis.
- Engagements from a few days to mandates of more than two years.
- Available across France and internationally.

Areas of expertise

Interim management • IT leadership • IT governance • Crisis management • Cybersecurity • Data protection and GDPR • Tendering and outsourcing • Vendor management and IT procurement • Performance management through KPIs • Artificial intelligence applied to the IT function • Executive coaching

Since September 2013 — monCIO, founder

Interim CIO, advisory and coaching for small and mid-sized companies, mid-caps and subsidiaries of international groups. More than 80 assignments across luxury, industry, transport, energy, retail and the public sector.

2008 – 2013 — LVMH — Deputy Group CIO, Head of Projects and Governance

Group-wide remit, reporting to the Group CIO. Created the IT procurement function, delivering more than €1.5m of annual savings. Global outsourcing of SAP support and maintenance and associated technologies: €27m, more than 25% saved, contract still in force today. Ran software licence compliance audits. Monthly reporting for the Group CIO. Represented Group IT on major projects.

1998 – 2013 — LVMH — Chief Information Officer, Guerlain then Watches & Jewelry Division

Watches & Jewelry Division, over two mandates: 7 maisons, 20 subsidiaries, revenue from €300m to €2.5bn. 2013 budget: €10m capital and €58m operating, 150 internal staff and 120 contractors. Integration of Bulgari. Consolidation of subsidiary back offices. Business creation and divestment. SAP rollouts across maisons and subsidiaries in North America, Europe and Japan. Direct oversight of Asia-Pacific. Retail front-office, sales force and CRM projects. Online after-sales service platform generating \$2m of revenue in the United States. CIO of the Zenith maison in transition, 2005-2007. Guerlain, 1998-2000: merged the two existing IT departments, delivered the Y2K and euro changeovers.

1992 – 1998 — Sema Group then Ernst & Young — Senior Manager

Outsourcing advisory and business-side project ownership, international assignments. Complete outsourcing of the European IT of a food group, seven countries, including asset purchase and staff transfer.

1983 – 1992 — Banque de la Cité (BNP-Paribas) and CASDEN

Project manager, then head of IT, then Chief Information Officer.

Education • Languages • Publications • Sports

Education

Engineering degree (diplôme d'ingénieur), Conservatoire national des arts et métiers, Paris • Higher diploma in computing (BTS informatique)

Guest lecturer — CentraleSupélec Exed, executive certificate for CIOs (2024) • Institut Mines-Télécom Business School (2025) • CNAM

Languages

French, native • English, fluent professional • Spanish, intermediate • German, basic

Publications

Prendre en main une DSI – Le guide du DSI de transition à l'ère de l'IA (Taking Charge of an IT Function — The Interim CIO's Guide in the Age of AI), Amazon, 2026

Les relations avec les fournisseurs IT en 40 questions (IT Supplier Relationships in 40 Questions), Dunod, 2022 — chapters 11 and 12

Around thirty articles and interviews (www.monCIO.com/publications/)

Sports

Ultra-trail running • Snow and water sports • Trekking