Maya Ter-Minassian

Strategy & Transformation Manager | Corporate & Investment Banking

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EXPERIENCE

2016 – Present — **Crédit Agricole CIB**, **Strategy & Transformation Manager** — **Montrouge**

Global Transformation Unit, reporting to the Deputy Chief Executive Officer

- Act as internal strategy consultant to senior leadership, having advised most Executive Committee members on strategic priorities and transformation choices
- Run a broad portfolio of missions across the bank's business lines and functions, from initial framing and diagnosis to execution
- Lead cross-functional transformation projects: organisational redesign, operating model evolution and process transformation
- Structure complex, multi-stakeholder initiatives and drive them through to delivery

2011 – 2016 — **Capgemini Consulting** (now Capgemini Invent), **Senior Consultant, Strategy & Transformation** — **Paris**

Advised public-sector executive teams on large-scale transformation programmes, from target design to execution:

- **Transformation Programme Management:** governance design and implementation, structuring and coordination of workstreams, project monitoring and performance analysis
- **HR & Organisational Performance:** organisational design, process engineering, target operating model definition, roles and responsibilities, training strategy, skills management
- **Change Management:** impact assessments, change and communication strategies

2009 – 2011 — **Vinci Concessions**, **Project Finance Associate** — **Paris**

- Managed project financing for public-private partnership (PPP) and motorway concession projects in France and Russia
- Contributed to bid strategy, structured the financial offer and negotiated financing documentation with lenders

2008 — **Consulate General of France**, **Consular Affairs & Citizen Services** — **Tel Aviv**

- Assessed candidates, analysed the local labour market and conducted employer outreach

2007 — **BNP Paribas**, **Middle Office** — **Madrid**

- Performed middle-office controls on OTC derivatives

2006 — **IDT Europe**, **Internal Consultant – Operations & Service Quality Transformation** — **London**

- Design and implementation of a Shared Services Centre from London to Ireland

EDUCATION

2005 – 2009 — **ESCP-EAP** (now ESCP Business School), Master in Management (Grande École programme), Finance and Public Management — **London Madrid Paris**

Also awarded an MSc in Management by City University London. Intensive multilingual programme delivered across three countries, with one academic year and one internship in each of three capitals

2007 – 2008 — **Hebrew University of Jerusalem**, Master's Degree in Middle Eastern & North African Studies — **Jerusalem**

One-year graduate programme, taken as a gap year from ESCP (Terrorism and Security Studies, Political Communication, Regional Politics and International Relations, Islamic Law), completion of research papers

2003 – 2005 — **Lycée Hoche**, Classes préparatoires (2-year preparatory programme for Grande École entrance exams) — **Versailles**

ADDITIONAL INFORMATION

Languages — **French** native · **English** fluent · **Spanish** fluent · **Hebrew** fluent