Sylvain Lasnier

Chief Digital Officer

e-Commerce · Performance · Security

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Chief Digital Officer, an expert in e-Commerce, web performance, cybersecurity and ROI-driven management. IT services provider since 1993, in France and internationally, through his company WEBSTRAT, founded in 2005. Assignments at AOL and Yahoo!, work with Google and eBay; web and API architectures serving more than 100 million visitors with an SLA on the service delivered above 99.99%.

Looking for: Chief Digital Officer, Digital Program Director, Senior Digital Consultant (occasionally).

SKILLS

Project management	Project committee, Steering committee, ROI-driven steering, EBITDA, Lean, Kanban, Scrum, Fixed price, Remote international teams
Quality management	RACI, OTOBOS, PDCA, 5W2H, Risk management
Cybersecurity	Akamai (DDoS, WAF, malicious bots, customer data theft, content scraping, API reverse engineering), Qualys (code security audits, TLS certificate usage), Tenable (PCI-DSS compliance), OpenSSL
Web performance	CDN, Next.js, Vercel, Load testing, k6, PageSpeed, Monitoring, Resilient, distributed architecture
e-Commerce and profit management	Google Analytics e-commerce, A/B testing, Personalisation, SEO, SEA, Acquisition campaigns, SONCAS, 3U, « Simple is Better »
DevOps and delivery framework	Ticketing, Git, DevOps CI/CD pipeline, Unit tests, Regression tests, Security tests, Performance tests, Test coverage, KPI monitoring
Tools	GitLab, Postman, Swagger, Jira, Confluence, Selenium, Jest, Qualys, k6, ZenCoder
AI	AI across the project lifecycle: scoping, development, documentation, QA and delivery
Technologies	GCP, AWS, Akamai, Vercel, Next.js, commerce.js, Docker, LXC, Nginx, Drupal, PHP, OpenSSL, Monit, Linux, Google Ads, Email, SMS

EXPERIENCE

WITH WEBSTRAT

Web, Performance and Security Manager — CELINE (LVMH group)

2023 – present

Paris

Securing the websites of the CELINE Maison and other LVMH Maisons against the rise in cyber-attacks ahead of the Olympic Games, working with IT teams, the CSO, business units, marketing, external partners, the Fashion division and the LVMH group (EMEA, JP, US and CN).

- Inventory and security audit of CELINE's 350 websites
- Definition of the security strategy
- Compliance plan for partners and websites
- Standards framework: SSL, caching, security
- Costing and organisation of migration workstreams and run: partner integration, enhancements
- Technology watch, technical solution migration, documentation and reversibility

Team: Technical, security, marketing and e-commerce teams, Akamai
Stack: Salesforce SFCC, SFDC, React, Akamai WAAP and Delivery, PageSpeed, Jira, Confluence, Office

Senior Performance and Monitoring Consultant, international — Yahoo!

2022

International

Prototyping and monitoring a resilient, high-traffic Next.js frontend.

- KPI definition
- Prototype implementation modelled on the yahoo.com portal
- Migration of backend CMSs from Drupal to Strapi and integration of partner feeds
- KPI monitoring with Checkly / Vercel: availability, response time and usage
- Load testing: peak, availability and stability
- Definition of the skills required for BAU
- Build/Run costing and deployment plan

Team: In-house frontend and backend teams, Vercel as partner
Stack: Next.js, Strapi, Checkly, Drupal 9, Vercel, GitLab, LoadView, PageSpeed

e-Commerce and Digital Transformation Director — Schneider Electric

2022

International

Redesign of the international Telemecanique Sensors e-commerce website. Definition of how the new digital IT department, independent from the Schneider Electric group, operates and interacts with ERP, CRM and PIM/DAM systems.

- « Hudson » team spread across the USA, Spain, India, France and China
- Interviews with sales, marketing, IT, logistics, customer support and HR leadership, and with teams handling regional specifics (China, USA)
- Definition of the production, UAT, QA and development architecture on AWS
- Selection and setup of development tooling: Jira, Confluence, Scrum, GitLab, lifecycle
- Definition of the target web solution: Drupal 9
- API scoping with back-office systems: Stibo Systems STEP for PIM and DAM (15,000 products, up to 1,400 assets versioned by country), SAP for products and online sales by country, Salesforce for customer care, 3PL for forward warehouses and distribution
- Staffing of the international development team: Tech Lead in the USA, designer in Spain and 3 Drupal developers in France
- Costing, initial planning, kick-off, initial epics, user stories and technical validation POCs

Team: A Drupal team plus IT support, product, sales, customer support and marketing teams, organised in Scrum
Stack: AWS, Drupal 9, RDS MariaDB, S3, ElastiCache, EFS, CloudFront, CloudWatch, CloudSearch, Route 53, EC2, SNS, MongoDB, Google Analytics, Google Tag Manager, Nginx, GitLab Ultimate, Jira, Confluence, Stibo Systems STEP, Salesforce, SAP

Head of in-vehicle mobility services — Groupe PSA

2019 – 2020

Prototyping a platform for in-vehicle mobility services.

- In-vehicle store for toll and parking access services
- Connection of an embedded VINCI toll badge prototype
- Geolocation of available Indigo car parks around the vehicle, badge and usage reporting
- Subscription management for in-vehicle services
- Android Auto integration

Team: React front-end and Android Auto team, VINCI support, business owners
Stack: Google Cloud, React, Android Auto, Google Analytics, GitLab, Qualys, Opendatasoft

Head of International Online Sales Development — RCI Bank and Services (Renault group)

2015 – 2019

International

- Build and run of an international acquisition platform based on Drupal Commerce
- Email and SMS campaigns, personalised user experience
- A/B testing of email and SMS campaigns, landing page and sales funnel
- Marketing of innovative offers
- Data collection and performance management dashboards
- Architecture hardening: firewall, OpenSSL, DDoS countermeasures, Qualys A+ rating
- Platform reversibility and handover to maintenance in 2019

Team: A Drupal Commerce team, a back-office team, 3 business teams (Netherlands, France, Italy), organised in Scrum
Stack: Google Cloud, Drupal Commerce, Google Analytics, Google Tag Manager, Nginx, Memcached, MySQL, GitLab, Worldpay, ING, Allianz, OVH, Qualys

Head of Promotion and Acquisition Platform — Pernod Ricard

2014

- Requirements gathering and international legal constraints
- Gamification
- Drupal technical foundation: event website factory, promotional banner distribution for partners, cocktail recipe website, anti-counterfeiting website using RFID bottle identification
- Solution architecture
- Integration on top of Oracle APIs

Team: 6 Drupal developers, a designer, an international business team and IT support
Stack: Adobe SiteCatalyst, Drupal, GCP, Email, SMS, NFC, Oracle API

Data Intelligence and Acquisition Platform Director — Cellfish Media

2012 – 2013

International: Europe, USA, Canada

- Owner of company governance dashboards and of the acquisition platform
- Redesign of multichannel web and mobile acquisition front-ends on Drupal, connected to the billing systems of major European carriers (SFR, Orange, Bouygues Telecom...), to a catalogue of more than 150,000 mobile personalisation products and to the tracking systems of major mobile and web ad networks
- Performance improved by 150% and acquisition rate up 14%
- Integration of the acquisition platform, Google Ads, BI and automated personalised campaigns

Team: A data team in France and Canada, and a team of Drupal experts for the acquisition front-ends
Stack: Google AdWords MCC, Google DoubleClick DFA, Drupal 7, Akamai, Google Analytics, Google Tag Manager, Adobe Omniture, Nginx, Memcached, MySQL

Web and Mobile Project Manager, web portal architect — Carrefour Group

2011 – 2012

International: Taiwan, Belgium, France

- Definition and rollout of the Carrefour group's high-availability, high-performance multichannel Drupal architecture for web and mobile
- Management of the international Store Locator project
- Advisory on the Acquia, Carrefour Banque and Carrefour Drive tenders

Team: Capgemini project team (Toulouse and India), Prosodie and a local team of consultants
Stack: Drupal 7, Varnish, Apache, PHP, MySQL, Solr, Google API, AT Internet, Gomez, Limelight

Ad Server, Web Analytics and Affiliate Marketing Consultant — Cellfish Media 2011

- Internal audit, market study, financial and organic study, contract negotiation and scoping
- Set-up of the strategic Google DoubleClick DFA partnership
- Set-up of the Adobe SiteCatalyst (formerly Omniture) partnership for behavioural analysis and A/B testing with the Publishing BU
- Support to BU directors and presentations to executive committees

Stack: Web and mobile internet, Google DoubleClick for Advertisers, Google DART Search, Adobe Omniture, Tradedoubler, Effiliation

Web Project Director, publishing websites and video platform — Canal+ Group 2010

- Coordination between the Content department, integrators, partners and operations
- Takeover of maintenance for the portal and its 122 associated content websites
- Optimisation of Akamai, Apache and MySQL configurations: speed doubled and audience up 30%
- Integration of sport.canalplus.fr and Idalgo content for the 2010 FIFA World Cup
- Redesign of Canal+'s high-availability VOD platform
- Creation of the 2010 Cannes Film Festival website
- Redesign of the 10 thematic channels of the Canal+ bundle
- BAU for the Télétoon, Seasons (shop and classifieds) and Kaïrashopping websites
- Event websites: 24, Weeds, Dexter, FlashForward, ChangerLeMonde...

Team: B&D Interakting, Noven, FullSix and other media agencies, eZ Systems as software vendor, SFR Business Team as host
Stack: Apache, Zend PHP, XML, eZ Publish, Symfony, MySQL, Oracle, Omniture, Akamai, Keynote

Interim Digital Director — AOL France / AOL Europe 2008 – 2010

International: United Kingdom, USA, India

Creation and management of the aol.fr internet portal.

- Daily work in English with AOL UK, AOL US and AOL India
- Portal optimisation: OPEX divided by 4
- Backend redesign for real-time integration of partner content
- Redesign of the white-label revenue-share advertising system and optimisation of AdTech ad templates
- RSS feed production for the PopEater and PopPlace verticals (Europe, USA, Canada)
- Rollout of Omniture US tracking
- Migration of the AOL video system to Brightcove
- White-label integration of SFR as a partner
- Optimisation of Akamai configurations

Team: Multidisciplinary teams of 4 to 35 people
Stack: Akamai, Omniture, Keynote, Drupal, Apache, Tomcat, J2EE, Spring, PHP, XML, Jira, Eclipse, CVS, SVN, Maven 2, MS Project, Linux cluster, XP method, Sybase, Oracle, Application Manager, AdTech

BAU, QoS and Partner Integration Manager — AOL France / AOL Europe 2006 – 2008

- Management of corrective and evolutive maintenance for all aol.fr portal websites
- Partner relationship management, redesign of technical contract appendices and SLA set-up
- QoS monitoring and portal optimisation: preventive internal monitoring with Application Manager and Nagios, external monitoring with Keynote
- Bottleneck identification and optimisation of code and data model
- Continuously updated travel search engines with suggestions
- White-label system integration across verticals

Technical Project Manager — AOL France / AOL Europe 2005

- Creation of the aol.fr internet portal and its News, Search, AOL Shopping and Games verticals
- Worked with the architect on a proprietary CMS
- SEO: actualite.aol.fr, the first European AOL channel to reach PageRank 7
- Business owner support, requirements scoping, technical specifications, implementation, testing, management

Founder — WEBSTRAT

2005 – present

Services company specialised in agile, ROI-driven management and web performance, based on 4 KPIs: management, marketing, technology and data analysis.

- Bids on RFPs: online sales of services, high-performance architecture, service digitalisation
- Creation of an international software development factory: an expert unit in France and an offshore development centre absorbing workload fluctuations
- Unified methodology and tooling to enable remote work

Stack: GCP, AWS, CDN, Qualys, Google Analytics, Omniture, API, Web Performance, GitLab, CI, LXC, Docker, Drupal, PHP, JAMstack, MySQL, Debian, Google API

WITH API GROUP (SODIFRANCE)

R&D Director, project management and pre-sales — API Group (Sodifrance)

1997 – 2005

- Staffing, management and account follow-up
- Responses to tenders and pre-sales support
- Training and technical support for consultants on assignment
- Quality processes based on CMM

Stack: Eclipse, Rational, Mercury, Windows, Mainframe, Linux, UML, Java, XML, Tomcat, JBoss, MySQL, JSP, Servlet, VBA, Access

Project Manager – PHONEA redesign — ADP-GSI

2004 – 2005

- Redesign of the PHONEA phone-based payroll application
- Audit of the existing system and project scoping as application maintenance (TMA)
- Framework definition
- Team recruitment and training in the agile XP method
- Contribution to the Log4CPP open source project

Budget: 2,640 man-days including 880 fixed-price; 4 developers
Stack: C++Builder, QBasic, CVS, Eclipse, ArgoUML, CPPUnit, Log4CPP, Btrieve, Windows 2000, Bugzilla, MVC, XP method, Citrix

CRESUS Project Director — AXA Corporate Solutions

2003 – 2004

- Redesign of the AXANET claims management application
- Steering committee management
- Rollout of the « NORMM » CMM level 3 quality plan across business, IT and operations teams
- Tooling of the integration unit with MEGA and Mercury tools

Budget: 4,000 man-days, 25 people
Stack: CMM-3, XP, WebLogic, J2EE, CICS, Cobol, MEGA, Rational, IntelliJ, PVCS, TestDirector, QuickTest, WinRunner, MS Project

Project Manager, offline PVCL — Sofinco

2004

- Offline credit approval management
- Fixed-price project scoping
- Technical framework definition

Budget: 40 man-days fixed-price; 1 developer
Stack: VBA Excel, XML, IIS, ASP

Consultant for the consolidation of pension fund information systems within GICR — Groupe Médéric

2002

- Integration of INIRS pension points management into the GICR system: project plan, requirements, resources, costs and planning (853 man-days, 3 business and 8 IT staff)
- Integration of IRSCO pension points management into the GICR system: change management, configuration of ARRCO processing automata, industrialisation of the integration process (822 man-days, 8 business and 5 IT staff)
- IS audit and contribution to the IT master plan: interviews, functional coverage analysis, costing of enhancements and maintenance, presentation to the executive committee (40 man-days)

Stack: Pension management, PowerPoint, MS Project, Excel, VB

Project Director, Electronic Credit File (DCE) — Société Générale 2001

- Audit of a stalled pilot release
- Financial and functional trade-offs with the division head, consultants and users
- Team restructuring mixing mainframe and J2EE skills
- Simplification of development standards

Budget: 4,800 man-days, 24 people
Stack: MVS, Pacbase, WebSphere, VisualAge for Java, Rational Rose, ClearCase, RUP

R&D Manager — API Group (Sodifrance) 2000 – 2002

- Set-up of the CICS/Cobol and Java J2EE training centre: 15 employees trained
- Tooling for consultants on assignment: quality metrics tracking for Air France's maintenance team (Sunset), document management (GDix), HR and sales needs management (Gerico), maintenance defect tracking for AXA France (Sam)

Stack: J2EE, WebSphere, DB2, MQSeries, Oracle, Linux, TCP/IP, MVS, Cobol, CICS, Windows

Head of the « Year 2000 Certification » business unit — API Group (Sodifrance) 1999 – 2000

- Creation of the solution, sold at a fixed price, and pre-sales
- Mapping of multi-environment information systems and development of multi-language automated migration tools
- 50 million lines of code audited in 18 months
- FRF 17 million in revenue, 13 clients including 12 new accounts, 10 Société Générale divisions opened

Team: 6 project managers, 35 people, 1 salesperson
Stack: Cobol, CICS, Natural, C, C++, Pascal, Delphi, Lex/Yacc, Clipper, PL/1, VB, CoolGen, REXX, Vision Inspect, Shell, MVS, AIX, VMS, Tandem, AS/400, Windows, DOS, Unix

Year 2000 Migration Engineer — CIGMA Magdeburg 1998

Magdeburg, Germany

- Information system mapping and migration

Stack: MVS, Cobol, CICS, Assembler, DL/1

Year 2000 impact audit — Michelin 1997

- Mapping of programs and data
- Year 2000 migration

Stack: MVS, VMS, Cobol, CICS, IMS, DB2, Vision Inspect

Co-founder and CTO of a dating website — AllianceA2 1996

- Creation of an affinity-based online dating service
- Business plan, requirements, cost scoping
- First version of the website, patent and trademark filings

Stack: HTTPD, C, CGI, C-ISAM, TCP/IP, Transpac

Technical Manager - automotive MRP software vendor (EDI, blanket orders, forward warehouses, just-in-time) — INFODEV

1993 – 1996

- Consulting, implementation and customer training on MRP and EDI hardware and software solutions
- Synchronous flow management between PSA and Tredel for the Peugeot 406: line-side delivery of ordered parts in under 10 minutes
- Electronic invoicing between Renault, the French tax authority (DGI) and DEFI (national pilot)
- Server scoping, installation and hardening: disaster recovery, RAID 10
- Stock management with laser barcode scanners, RFID gates and data entry stations for Frisquet
- Kanban, just-in-time and forward warehouse production methods

Stack: AIX, Windows, RISC/6000, EDIFACT, Galia, TCP/IP, NetBEUI, C, RAID, Informix, C-ISAM

EDUCATION

Engineering degree (MSc equivalent), Computer science, project management and distributed computing — 3IL – Institut d'ingénierie informatique de Limoges (1992)

LANGUAGES

French: Native
English: Full professional proficiency

INTERESTS

Mountain biking, Horse riding, Travel, Reading, Open source contribution

CERTIFICATIONS

Akamai Bot & Abuse Protection — Akamai (2026)

Akamai Fraud Management — Akamai (2025)

Akamai Web Performance Foundations — Akamai (2025)

Akamai Web Application & API Protection — Akamai (2024)

AWS Certified Cloud Practitioner — AWS (2022)

Google Analytics Individual Qualification (GAIQ) — Google (2014)

Google AdWords Certified Individual — Google (2012)

SiteCatalyst — Adobe (2007)

Java and Java Enterprise — IBM (2000)

TOEIC — ETS (1992)