



Benjamin HEINTZ

Independent CTO & IT Strategy Advisor
R&D Transformation | Product & Engineering Scale-up Expert

"Scaling business growth through technological excellence."

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Key advisory offerings

- R&D Organization Transformation (Scale-Up & Enterprise Scaling)
- Technology strategic roadmap
- Cloud & Platform Modernization (Go-to-Cloud Strategy)
- Architecture & Technology Due Diligence (PE / M&A)
- Discovery / Delivery Standards & Operating Model
- Domain-Driven Design & Software Craftsmanship
- API Strategy, Platforms & Ecosystem Monetization
- AI & Low-Code / No-Code Acceleration Models
- R&D Talent, career path & organizational capability building
- Financial Steering of R&D Organizations & Analytical accounting

Technologies & Solutions

- Cloud : Azure (IAAS, CAAS, PAAS, SAAS, FAAS)
- Backend: Rest, GraphQL, gRPC, clean architecture, micro-services
- IA : MCP server, Spec driven development, process automation
- Low code/no code : Airtable, N8N, PowerPlatform
- Backlog : Azure DEVOPS
- Languages / runtimes : .NET, Node, JS/TS, rust

Training & Certifications

- Master 2 IT & Management Expert – Supinfo international University (major de promotion)
- Product Owner (PSP01), SAFE 5 SPC

Sector Experience

- **Industry** : Renault Trucks - SEB Group – Michelin - Euromaster
- **Energy** : mylight150 - EDF - IPFEN
- **Transportation** : SNCF DSIM / DSIFS / TER - ATMB
- **Healthcare** : Almerys - BAYER SAS

Recent Engagements & Significant Experience

mylight150 - 2022/2026

Head / Vp of engineering

Lead distributed, cross-functional teams of ~45 engineers, driving delivery, scalability, and operational excellence to support the company's hypergrowth.

Hypergrowth Management: Scaled the engineering department from 16 to 45 engineers (+180%). **International Expansion:** Orchestrated technology deployment across 2 countries (France & Spain). **Operational Scale:** Managed the technical rollout of 20k to 40k EMS units (Energy Management Systems). **Time-to-Market Optimization:** Drastically reduced the "Energy Offering" lifecycle to 1 month (from initial idea to production).

- Operating Model & Organization
 - Designed and implemented a scalable operating model (Squads & Tribes) aligned with business domains
 - Structured the organization into 9 squads across 4 tribes (B2C, B2B, Platforms, Enablers)
 - Managed managers, building a strong servant leadership layer to support scale
 - Ensured organizational alignment through OKRs, tightly connected to company-wide strategy and priorities
 - Defined team topologies, including platform teams and enabling functions
 - Built acceleration units (Low-Code / No-Code & AI) to increase delivery speed and innovation capacity
 - Led quarterly Product Increment (PI) planning across the entire R&D organization
- Product & Delivery (SOPs)
 - Structured the end-to-end delivery lifecycle: framing, design, build, and run
 - Defined and monitored engineering performance KPIs, including DORA metrics (lead time, deployment frequency, MTTR, change failure rate)
 - Established product and engineering practices ensuring quality, predictability, and fast time-to-market
- People & HR Leadership
 - Managed a growing engineering organization of ~45 engineers through Engineering Managers & Drove talent development and performance management at scale
 - Defined career paths, role frameworks, and progression models across engineering roles
 - Led hiring strategies to support hypergrowth and strengthen internal capabilities
- Financial Management
 - Owned and managed the full R&D budget, including analytical accounting (CAPEX / OPEX)
 - Aligned investment strategy with business priorities and growth objectives
- Partnerships & Vendor Management
 - Managed strategic partnerships, including contract negotiation and commercial relationships
 - Oversaw external vendors, ensuring alignment with internal standards and objectives
- Technology Strategy
 - Defined and executed the company-wide technology roadmap
 - Ensured scalability, resilience, and alignment with product and business strategy

soprasteria next - Senior manager - 2016/2022

Euromaster – Digital & API Transformation Roadmap

- Development of the Euromaster Digital & IT Transformation Roadmap
- Define digitalization priorities (business needs) and the API strategy to support them
- Identify different types of APIs (private, partner, public), analyze the current landscape, and initiate the catalog
- Design the Euromaster API program framework: catalog, categorization, selection and benchmarking of the API Management solution
- Define the methodological and technical framework for developing, exposing, and managing APIs
- Identify key skills as well as the target organization and governance
- Define the budget (5 years, CAPEX/OPEX) and the deployment roadmap