

François LE COGUEC

Permanent Resident Singapore | +65 9008 4358 | francois.le.cogiec@gmail.com | <https://www.linkedin.com/in/francoisl>

CAREER SUMMARY

Enterprise Data Governance | AI Strategy & Integration | Large-Scale Platform Architecture | APAC & Global Leadership

Strategic and deeply technical senior leader with significant international experience delivering transformational enterprise platforms, data governance frameworks, advanced analytics, and scalable software solutions contributing to business growth across complex global matrix environments. Proven track record for bridging technical architecture with overarching business outcomes—aligning C-suite priorities, software engineering, enterprise security, and operations around high-ROI technology programs.

A pioneer in modernizing enterprise data ecosystems, who recently architected and scaled a global data governance and access control framework for a top-tier pharmaceutical enterprise—enabling 800+ data products, 152,000+ governed assets, and 3,000+ active enterprise users. Exceptional track record of building scalable data platforms, establishing agile governance, and translating emerging tech into high-impact enterprise capabilities. Passionate about merging enterprise data foundations with frontier AI, driving cross-functional alignment on modern workflows, and remaining hands-on with technical architecture and solution design.

Core Competencies:

- **Executive Strategy:** Enterprise Digital Transformation | Cross-Functional Matrix Leadership | C-Suite Engagement | Vendor Procurement & Negotiations
- **Stakeholder Management:** Cross-Functional Alignment | Business & IT Architecture | Enterprise Enablement & Training | Talent Development
- **Data Governance & Architecture:** Enterprise Data Mesh | Data Product Lifecycles | Attribute & Policy-Based Access Control (ABAC/PBAC) | Metadata Strategy
- **Emerging Tech & AI:** AI/ML Ecosystem Integration | Generative AI & Copilot Workflows | AI-Assisted Discovery | Data Readiness for AI
- **Platform & Operations:** Scalable Cloud Architectures | Agile Analytics Delivery | Global Program Management | Talent & Stewardship Development

PROFESSIONAL EXPERIENCE AND ACHIEVEMENTS

MSD (Merck, Sharp & Dohme) – Central Data & Analytics | 2016 – Present

Lead Architect & Product Manager – Discover Platform (Data Product & Governance) | 2022 – Present

Executive architect and product vision owner for the Discover Platform, a flagship global governance initiative consolidating three enterprise pillars: a self-service Data Marketplace, Policy-Based Access Control (EDAC), and the Collibra metadata platform.

- **Platform Scale:** 800+ Data Products | 152,000+ data assets under governance | 180+ Stewards across Clinical, Regulatory, Manufacturing, Finance, Sales, Marketing, IT | 3,000+ Global Users
- **Enterprise Data Strategy:** Architect and lead for the Discover Platform—a strategic governance program merging three initiatives: a Data Marketplace, self-service EDAC, and Collibra metadata management while driving program continuity through successive leadership changes.
- **Platform Capabilities & Enablement:** Drove platform capabilities enabling data producers to build, govern, and catalogue trusted data products, while empowering consumers to discover and consume assets via self-service governance and access control.

- **Global Enablement & Escalation:** Trained over 300 people across Clinical, Regulatory, Manufacturing, Finance, Sales, Marketing, and IT, serving as the primary support and escalation point for adoption, engineering, and product leadership.
- **Data Mesh & Product Strategy:** Defined the company's "Data Product" concept, distilling Data Mesh into adoptable practices and creating an agile lifecycle adopted across different divisional maturity levels.
- **Vendor Selection & Procurement:** Researched and evaluated multiple vendor solutions in partnership with Global Procurement, including selecting and managing vendor relationships while deploying Immuta for global policy-based access control.
- **Access Control Innovation:** Introduced Attribute-Based (ABAC) and Policy-Based Access Control (PBAC), inventing "User Data Passports" and "stamps" to drive cross-functional adoption.
- **AI & Frontier Tech Integration:** Expanded platform scope beyond structured data to BI artifacts, data pipelines, AI/ML models, SharePoint, API endpoints, and streaming data, enabling AI-assisted discovery and chatbot interaction.

Data Science Manager & Chief of Staff (Singapore Global Innovation Center) | 2016 – 2021

Led the regional Central Data & Analytics (CDnA) team, guiding its technical evolution from data integration and reporting into a global Data Science center of excellence.

- **Global Team Evolution:** Led Central Data & Analytics (CDnA) team in Singapore (8 direct reports spanning Data Integration & Dashboarding), facilitating team evolution into a global Data Science practice in close coordination with US scientific data science and Prague modeling teams.
- **Conference Leadership:** Organized and hosted MSD's Big Data Science Conference (~400 attendees), advancing knowledge sharing and analytics best practices across global teams.
- **Executive Alignment & EDB Strategy:** Rotated as Chief of Staff to the Singapore Tech Center leader, leading discussions with the Singapore EDB regarding hiring and capability-building incentives.

MSD (various Asia Pacific IT & Analytics Leadership roles based in Hongkong and Singapore) | 1996 – 2015

Leadership Evolution: Go To Market Business Analytics (Asia Pacific) Lead (2013–2015) ← Regional Account Manager & Project Manager (2010–2013) ← Helpdesk, Solutions Delivery & IT Lead (1996–2009)

Progressive 19-year career trajectory across business analytics leadership, regional enterprise systems delivery, and software engineering:

- **Commercial Analytics & Growth (2013–2015):** Led Asia Pacific Go-To-Market Analytics team applying advanced analytics to sales and marketing through agile 6–8-week cycle using R, SAS, Python, Hadoop, Oracle, and Spotfire. Partnered with stakeholders to develop data-driven recommendations. Spearheaded the Hong Kong Sales Resources Analysis Project, uncovering \$2.4M USD in top-line growth opportunities over 3 years.
- **Global Program & Integration Delivery (2010–2013):** Led and managed distributed vendor team delivering field force data integration for Veeva CRM in MSD Japan (2,800+ field force users, driving a 15% increase in call impact). Led data workstream for interim SAP ERP rollout across 12 Asia Pacific subsidiaries as AP Account Manager as well bridged regional demand with global BI, analytics, data integration, governance, and MDM services.
- **Regional Systems Architecture & Co-Authorship (1996–2009):** Designed unified regional data models for sales & marketing analytics across Korea, Singapore, Hong Kong, and Malaysia. Co-authored published research on JADE diabetes management analytics (PubMed PMID: 20465815). Led Web Development team as well as built long-standing regional platforms including iExpense (handled all APAC employee expenses through 2019) and AMPLE (product launch management application used across Asia).

UNISYS FRANCE | Software Architect / Pre-Sales Engineer / Software Engineer | 1990 – 1996

Engineered CASE tool interface products for LINC 4GL, including selection for a 6-month development mission at Unisys Malvern, PA Center. Transitioned to Pre-Sales Architecture, converting a 1-week engagement into a 10-month billed architecture transformation at Crédit Agricole SA (largest French retail bank).

EDUCATION & TECHNICAL CREDENTIALS

- Masters of Computer Science – IFSIC, Rennes, France
- Data Governance & Security: Immuta, Collibra, ABAC/PBAC Frameworks, User Data Passports, Data Mesh Strategy
- Data Platforms & Cloud: Databricks (Unity Catalog, Delta Lake), AWS Redshift, Starburst Trino, Hadoop, Oracle, SQL Server
- Analytics, AI & Workflows: Generative AI & Copilots, AI-Assisted Discovery, Spotfire, Cognos, Qlik, Power BI, Python, SQL/PL-SQL
- Architecture & Engineering: Enterprise Data Modeling, Web Servers (Apache, IIS Nginx), Front-End & Web Technologies (HTML, CSS), API Integration, Linux/BSD, Win32, C/C++, Rust, Java, JavaScript, Software Architecture
- Continuous Learning: AI Literacy certified; actively applying generative and agentic workflows to enterprise platforms.

ADDITIONAL SKILLS

Language skills: Fluent English & French; conversational German & Spanish