

Matthieu Torras

Interim Manager · COO / CTO

Project leadership | Software engineering & delivery | Innovation
Retail & supply chain · Manufacturing · E-commerce · Circular economy

46

years old

22

years of experience

11

companies & assignments



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Profile

Interim Manager COO / CTO — operations, technology and transformation

CAREER HISTORY

- 2026** **RATP** — Interim Manager — Tech strategy & transformation
- 2026** **HOPPEN** — Interim Manager — Tech & Operations performance
- 2024 →** **LIZEE / Loop Logistic** — Interim Manager COO - CTO
- 2023-24** **MANUTAN** — Interim Manager COO - CTO
- 2022-23** **Purpose-driven ventures** — Founder CEO - CTO
- 2020-22** **ACRELEC** — Chief Technology Officer, then Chief Innovation Officer
- 2017-20** **NELSON & BEAMBEAM** — Founder COO - CTO
- 2010-17** **MATRIX SYNC** — Founder CEO - CTO — WMS software vendor
- 2008-10** **FRANCE LOISIRS** — Programme Director
- 2006-08** **FNAC / FNAC.COM** — Project Manager
- 2004-06** **DXC — Saint-Gobain, PSA** — Consultant

AREAS OF EXPERTISE

- Engineering & R&D leadership
- Delivery & software quality
- Software development and rollout
- Business / IT alignment
- PMO & programme management
- Product innovation
- Circular economy

INDUSTRIES

- Software vendors / SaaS
- Supply chain & logistics
- Retail and e-commerce
- Manufacturing
- Transport & mobility
- Circular economy

EDUCATION

- 2004 — MSc in Engineering, EPF Cachan
- 2004 — APICS CPIM - BSCM certification
- 1998 — French Baccalauréat, science track

SOFT SKILLS

- Leadership
- Organisation
- Agility
- Autonomy
- Empathy
- Reliability

RATP — technology strategy, performance and transformation

2026 · Interim Manager · Transport & mobility

- Engaged by the executive team of the RATP Group to run a strategic and operational review of several digital and technology businesses: consumer-facing digital assets and mobility technology solutions.
- Context of strong economic constraints, shifting customer usage and a need to prioritise investment.
- Delivered a 360° assessment combining strategic, financial, organisational, product and technology analysis.
- Assessed business models, organisations, resources and technology architectures; built and compared scenarios: transformation, rationalisation, reinvestment, divestment or shutdown.
- Outcome: a complete diagnosis, identification of significant cost-reduction potential, a path to materially reduce the operating structure, and a clear view of the main technology, organisational and economic risks.

360°

strategic, financial, organisational,
product and technology review

ExCom

interviews with executives and
Business, Tech, Product, Finance leads

REFERENCES & DETAILS

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HOPPEN — cost reduction through technology and operations

2026 · Interim Manager · HealthTech software vendor

- French healthtech vendor specialising in connected patient-room solutions and digital services for healthcare institutions, in a context of pressure on profitability and high shareholder expectations.
- Identified and quantified the levers for performance improvement and cost reduction.
- Rationalised the product portfolio by refocusing on profitable lines and defined the convergence of the solutions towards a single target platform.
- Method: structured interviews with the executive committee, complemented by field-team interviews, alongside rigorous analysis of documentation and financial data.
- Outcome: a complete, shared diagnosis presented to management and investors, a clarified technical convergence roadmap, and organisation and cost scenarios built together with the executive committee.

Board

assignment scoped and run directly
with the CEO and the shareholders

1

single target platform
set as the convergence goal

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LIZEE / Loop Logistic — COO - CTO

2024 → present · Interim Manager · SaaS scale-up, circular economy

- Technology scale-up providing major brands with a SaaS platform to launch and operate rental, second-hand and reuse business models (Decathlon, Rossignol, Vaude, Millet, King Jouet).
- Took over and structured the management of Tech, Product and Operations in a context of company-wide transformation.
- Rebuilt the technical stack: reverse-engineering of the legacy platform, then migration to a modern, AI-enabled stack for greater speed, agility and responsiveness to client needs.
- Improved delivery management and visibility over client commitments; brought technical debt and the main technology risks under control.
- Streamlined the organisation, reduced the cost base and introduced data-driven management with performance indicators.

~10

people led
(Tech and Product)

CEO

direct reporting line to the CEO
and the shareholders

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MANUTAN — COO - CTO, circular economy business unit

2023-2024 · Interim Manager · B2B distribution, €1bn revenue group

- Circular economy division created from the acquisition of the start-up Zack: sustained the existing business (collection, refurbishment and resale of IT equipment) while simultaneously launching a new second-hand furniture range.
- Framed the processes and technology of the new business, designing and delivering a dedicated application stack for refurbishment flows and item traceability, interfaced with the group's core systems.
- Built and opened a 3,000 m² refurbishment warehouse: defined the operating processes, validated the operational scenarios and put the supporting tools into production.
- Constantly bridged start-up agility and large-group governance; managed stakeholders across operations, IT, logistics and business functions.
- Strengthened the teams through coaching, increased ownership and knowledge transfer, securing continuity between run and build.
- Outcome: deadlines met and often beaten, with quality and budget signed off by the group's Chairman and Managing Director.

3,000 m²

refurbishment warehouse
opened during the assignment

Build + Run

delivered in parallel on a business
entirely new to the group

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ACRELEC — Chief Technology Officer, French market

2020-2021 · International mid-cap · 700 employees, 20 subsidiaries, 50 countries

- Built the French technology organisation, previously outsourced almost entirely to Romania: insourcing, recruitment, and set-up of the project management function, tooling and ways of working.
- Led a 40-person team covering production, continuous improvement, projects and software development (Angular), 80% of whom were engineers.
- Took over existing projects and ran new key-account programmes: McDonald's, KFC, TotalEnergies, Carrefour, Leroy Merlin, Auchan, Burger King, Pathé, Five Guys.
- Introduced project tracking and release industrialisation processes to improve quality and lead times.
- Acted as the interface between engineering teams and key accounts to guarantee the functional and technical consistency of delivered solutions.

40

people managed after
bringing the team in-house

€44m

revenue delivered in 2021
(+ 51% vs 2020)

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ACRELEC — Chief Innovation Officer, global scope

2021-2022 · Europe, Americas, Middle East and Asia

- Owned the development of new products as well as the support and improvement of products deployed across all markets.
- Led an international innovation team spread across four sites, with English as the day-to-day working language.
- Embedded artificial intelligence into every new product (recommendation engines, data analytics): ordering kiosks, drive-thru, geolocated table service, self-checkout.
- Defined product roadmaps, prioritised development and drove the industrialisation of innovations across the subsidiaries.
- Introduced product performance indicators and reporting to the executive teams to support strategic decisions.

4

sites: Paris, London,
Chicago, Oklahoma City

20+

software and hardware
products in the portfolio

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MATRIX SYNC — Founder CEO / CTO, software vendor

2010-2017 · WMS and supply chain software · Sold to the Transitic group

- Founded and ran the company for seven years, through to its sale to the industrial group Transitic.
- Vendor of its own warehouse management system (WMS), with an in-house team of developers and implementation project managers (around ten people).
- Created the FluxSync integration platform to offer a fully integrated software suite; Matrix became an official SAP Business One integrator.
- Ran client implementation projects: functional adaptation, configuration and support through operational rollout.
- Full general management: sales (several million euros in cumulative revenue), marketing, HR, administration and finance (more than ten annual accounts, completion of a fundraising round).
- Company backed by BPI France and the Île-de-France Region.

7 years

leading the company,
through to its sale

WMS

proprietary product with an
in-house engineering team

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NELSON & BEAMBEAM start-ups — Founder COO / CTO

2017-2020 · Artificial intelligence and augmented reality

- Nelson: a remote strategy-consulting application delivered through a chat interface, augmented with artificial intelligence to increase consultant productivity.
- BeamBeam: a smartphone augmented-reality application delivering immersive customer experiences.
- End-to-end product ownership: feature definition, development supervision, testing and deployment.
- Managed product priorities and coordinated technical partners to secure delivery and scalability.

2

products designed
and launched

AI / AR

core technologies behind
both applications

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Purpose-driven ventures — Founder CEO / CTO

2022-2023 · Web platforms and executive-team support

- Created and launched InnerBridge.fr, a web platform dedicated to personal development in the workplace: product scope definition, software development management and go-live.
- Supported the leadership team of the Heartfulness.fr meditation association on its internal operating processes, to sustain rapid growth.
- Supported the leadership team of Brighterminds.fr on commercial development.
- Managed full project cycles (requirements gathering, specification, delivery tracking, acceptance testing) and coordinated technical partners.

3

ventures created
or supported

Web

product design and
development management

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FRANCE LOISIRS - CHAPITRE.COM — Programme Director

2008-2010 · Reporting to the CEO · Automated logistics

- Reported directly to the CEO of France Loisirs to produce the logistics master plan, then led the group's logistics programme.
- Managed the construction of a 15,000 m² warehouse and the refurbishment of 30,000 m² of existing space: racking, handling equipment, server room.
- Implemented the Manhattan WMS and its interfaces with two separate ERP systems (France Loisirs and La Martinière).
- Deployed the conveyors and sorting machines connected to the WMS.

€20m

budget of the automated
warehouse programme

45,000 m²

15,000 m² built and
30,000 m² refurbished

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FNAC and FNAC.COM — Project Manager

2006-2008 · Benchmark automated supply chain

- Improved operating processes for e-commerce and store activities, within a supply chain recognised as a benchmark for its level of automation.
- Monitored and coordinated the WMS operated by Géodis to secure the reliability of logistics flows.
- Implemented a robotised tote-stacking cell, based on robots from the automotive industry.
- Led the relocation of the Fnac.com logistics site from Aubervilliers to Massy: completed over two nights with several hundred people mobilised, with no production incident and no impact on customer orders.
- Optimised Fnac.com processes and the interfaces between business functions and systems.

0

production incidents
during the site relocation

50+

articulated lorries mobilised
over two nights

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DXC (formerly CSC) — Consultant, Saint-Gobain and PSA

2004-2006 · Master planning and SAP implementation

- Started his career at CSC Peat Marwick, which became CSC and then DXC Technology.
- First international assignment: business and application master plan for Saint-Gobain and its subsidiary Telhanorte, delivered over six months in Brazil.
- Second assignment: SAP implementation at PSA — project framing, change management and delivery of the application integration phases.

6 months

assignment in Brazil
for Saint-Gobain

SAP

implementation delivered
at PSA

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What I am looking for

Take over an existing estate

Structure an inherited engineering organisation and restore delivery and quality, without starting from scratch.

Hold both build and run

Drive day-to-day production and transformation programmes at the same time, across operations and technology.

Decide and execute

Make the calls at executive-committee level while staying close to the ground, with teams that grow along the way.