

# Kaoutar Yakubi

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**Innovation Technology & Transformation Leader** Platform Ownership | Product Development | Operating Models | Governance | AI-Enabled Capabilities

Amsterdam, Netherlands | KaoutarYakubi@gmail.com | +31 6 19269661 |  
linkedin.com/in/Kaoutar.Yakubi

## Executive Profile

**Innovation Technology & Transformation Leader** with 13 years of experience shaping and scaling business capabilities, digital platforms and innovation ecosystems across global FMCG organizations. Proven track record defining strategic roadmaps, establishing governance frameworks, designing operating models and driving adoption of technology-enabled capabilities that connect innovation, product development and business strategy.

Combines consulting expertise gained at Accenture with enterprise leadership experience at Danone to align senior stakeholders, influence investment decisions and translate complex business challenges into scalable solutions that deliver sustainable business value. Recognized for building cross-functional alignment, simplifying complexity and driving transformation from strategy through adoption.

## Areas of Expertise

- Product Ownership & Capability Roadmaps
- Platform strategy & Ownership
- Innovation Governance & Portfolio Visibility
- Operating Model Design
- Organizational Change & Global Adoption
- Executive Stakeholder Alignment
- Product Development & R&D Transformation
- AI-Powered Knowledge Management
- Digital Capability Development
- SAP PLM, Signavio & Enterprise Platforms

## Professional Experience

### Senior Systems & Business Process Manager | Danone Nutricia Research

- Own and evolve global business capabilities, governance frameworks and digital platforms supporting Danone's product development and innovation ecosystem across Europe, North America, Latin America and Asia-Pacific.

- Partner with senior leaders across R&D, Packaging and Digital functions to define strategic priorities, shape transformation roadmaps and align investment decisions.
- Act as business owner for strategic business capabilities and supporting digital platforms, translating business priorities into roadmaps, adoption strategies and continuous improvement initiatives.
- Served as business product owner for Recipe Management capabilities across Asia-Pacific, India and China, defining priorities, validating requirements, shaping enhancement roadmaps and driving regional adoption.
- Designed and embedded governance frameworks, portfolio management practices, and decision-making forums.
- Built and scaled global Communities of Practice and key-user networks spanning North America, Latin America, Europe, India, China, Russia, Iran, Southeast Asia, Australia and New Zealand.
- Developed operating models covering governance, communications, release management, support, training, stakeholder engagement and adoption.
- Defined governance and scaling approach for AI-enabled knowledge management capabilities, supporting the transition from local pilot initiatives to globally deployable agent-based solutions connected to Danone's specification and recipe management ecosystem.
- Provided leadership and direction to five offshore delivery teams, ensuring alignment between platform priorities, business objectives and implementation outcomes.

**Platforms & Capabilities:** SAP Signavio Business Process Management | Recipe Management | Portfolio Planning & Resource Management (iProView) | AI-Powered Knowledge Management

### Senior Business & IT Consultant | Accenture BV

- Led workstreams within a multi-million-euro, multi-year SAP PLM and S/4HANA transformation at Unilever, one of the world's largest innovation and product development transformations, supporting global R&D teams across all categories and regions.
- Supported the design and deployment of global Product Lifecycle Management capabilities connecting innovation, specification, packaging and commercialization processes.
- Helped shape future-state innovation, specification, packaging and product development capabilities.
- Partnered with senior stakeholders to define transformation priorities and align strategic investments.
- Designed governance structures and portfolio management approaches that improved executive decision-making.
- Facilitated executive workshops and leadership forums around transformation roadmaps and operating models.

- Contributed to Accenture Industry X.0 initiatives focused on IoT, predictive maintenance, digital twins and smart manufacturing technologies.

## Education

- MSc Business Administration, Strategy and Organization | VU University Amsterdam, 2011-2013
- MSc Public Administration, Crisis and Security Management | Leiden University, 2011-2013
- BSc Public Administration and Organization Science | VU University Amsterdam, 2008-2011
- Erasmus Exchange Program, Barcelona | Minor: Human and Artificial Intelligence, Social Structure and Change, Conflict Analysis

## Certifications

PMI-Project Management Practitioner | PMI-Agile Certified Practitioner | PRINCE2 Foundation | ITIL Foundation V3 | Lean Six Sigma Green Belt (Trained) | Professional Scrum Master (Trained)