

## JUSTIN MCKENDRY

5174 chemin de la côte des neiges, Montreal, QC, Canada H3T1X8, Canada  
Language: Native American & French (**ELIGIBLE TO WORK IN THE US**)

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### Education

**HEC Montreal, Bachelor in Business administration (B.A.A),** June 2018  
• Major: Financial engineering (**Academic excellence scholarship: GPA > 3,5**)  
• Exchange in Singapore management university (SMU) (GPA > 3,5) January 2016 – May 2016  
**International Baccalaureate (IB) – Economic & Science, Lycée Honoré de Balzac** June 2013

### Professional Experiences

**Activity, Freelance Business Strategy Consultant (IoT LPWAN market leader) #Minicorn (100M)** August 2017  
IoT marketplace assessment (Thing park customer journey and sales conversion), reporting automation, growth hacking, LPWAN market sizing, tree structure, UX. Google analytics integration (Google data studio).

**Capgemini Consulting, Junior digital consultant (Digital strategy consulting)** January – August 2017  
Implication in new AI & platform intermediation based business model for an aerospace market leader, building a DMP for 1<sup>st</sup> Telecom Bank in France, Scoping & KPIs selection for banking and financial services concierge application (Alipay, WechatPay)

**Locura, Founder (Clothing accessories brand & company)** <https://goo.gl/Q8asXa> November 2016 – Present  
Online clothing brand. Catalogue optimization, SEM, import-export, cash model, inventory forecast, pricing strategies, sourcing on Chinese ecommerce ecosystem (Taobao, 1688.com) 11K€GMV first 2 months. Consulting branch clients (Vilebrequin, Marc Rozier (Hermes Group), Rhodriguez, Teqoya,...). +21% avg sales QoQ

**Fast up partners, Junior digital consultant & E-commerce BM (Digital strategy consulting)** May – December 2016  
Consulting pole: business audit, market research, data crunch, data mining, hack, client ppt, crowdsourcing. E-commerce pole: Brand manager for EU & NA clients on marketplace deployment, Asian Business development; SEM, monitoring, EU fiscal aid.

**Secrets fine food, Associate & Shareholder, Singapore (Gourmet retailer)** January 2016 – April 2017  
Associate & shareholder of a gourmet retailer in Singapore. Responsibilities: Accounting & financial manager. Ongoing digital marketing (Affiliation / PRM-CRM / SM / Paid ads / Feedback mngt/ SEO). New opening in NYC Q4 2018.

**Groupama (PJ), Marketing Project Manager (Insurance and banking group)** May - July 2015  
Refurbishing of sales & visual identity tools in the deployment of new digital insurances, corporate competitive Intelligence, community management, conceptualisation of commercial pamphlets, migration of a new IT system (Cicéron to Solfège)

**Kabo Productions, Executive assistant CFO (Communication & Movie production Company)** May 2014 - July 2014  
Concept, risk & financial assessment of BPs for a board of BA: French Dragons Den

**Model United Nations (HDBMUN), Co-founder (Academic simulation & competition)** January 2013 - Present  
Vice secretary-general & Security Council chair: in charge the project's organization & fundraising campaign, in charge of external relations. Successful launch with guest: J.Lang & Najat Vallaud Belkacem. Raised a total of 35k€. Elected MVP

### Other experiences

**CFA institute research challenge** November 2017- March 2018  
Conducting an Equity Research Report based on a valuation report & financial models for Dollarama.

**TMX, Montreal exchange, Options trading competition** September - December 2017  
Option Portfolio management (Covered call, bear spread & strangle - \$ 100,000) as part of an option trading simulation.

**MKG & Communication manager, "Project identity", Singapore** February - July 2016  
Research and outreach initiative on national identity in Singapore. Exhibition: July 2016

**Consultant – Management consulting club, Montréal,** September - December 2015  
Team leader (4 consultants): financial viability on FSE/UEM's continuing vocational training product. BCG's training program.

**AIESEC HEC Corporate relations, CR portfolio Director, Montréal,** September 2014 – May 2015  
Cold call coaching of 6 members. Development & sales of AIESEC's GIP, signed 2 TNs. Designated best CR member.

### IT skills:

Salesforce, Adobe suite, Google suite (analytics, tag manager, data studio,...), FB ad, Alexa, Lengow, Mirakl, Boxshot with mastery marketplace environment, keepa, junglescout, marvel, html, wordpress, notions of python.



Justin Mckendry Cadiou

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Montréal, 16/12/2017

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I'm writing to you in response to your *entry-level consulting positions* for 2018 graduates

Why interest in the *digital consulting* field ? For 3 reasons

- There is no such thing as digital corporations and non-digital corporations but corporations in a digital world making digital an open platform accessible to any company willing to take on the challenge.
- The magic of consulting for me is all about finding the customer's pain points in non-foreseeable places that may be incremental changes in essence but impactful when well executed.
- Deloitte's entrepreneurial driven mindsets may well be the key to making agile transformation & solution implementation seamless for large corporations.
- The variety of actors and functions within the Digital would enable me to continuously benefit from a knowledge sharing working environment, a holistic view of how a business is run from a variety of perspectives (data scientist, dev full stack, architect, Product owner) and a harmonized and versatile team available to the client.

How can I contribute to Deloitte's Digital expertise and its clients?

- My current experiences as a digital junior consultant and freelance consultant in various fields (IoT LPWAN leader, Aerospace, Banking services, Ecommerce, Utilities) will simplify the integration process and provide immediate efficiency,
- My current experiences as a business owner in Ecommerce and business associate in traditional retail across multiple countries gave me the opportunity to better understand consulting clients, being business owners themselves.
- For my entrepreneurial spirit and analytical skills, I shall avoid the catchphrase in consulting and help shape a solution catering to the client's specific issues backed up by valuable data.
- Creating and managing the first model united nations for my high school at the age of 17 years old has taught me to grow an NGO from scratch to bring awareness of global issues, inspire high school students to engage in creating and learning as well as grow their skills in diplomacy, negotiation, critical thinking, public speaking, writing, and research. HDBMUN has now grown to 500 delegates from all around the world with the implication of French politicians such as Jack lang or Najat vallaud belkacem (previous minister of education).

Despite my young age, I've gained a real business sense and have demonstrated real abilities in creating & co-creating profitable companies notably through 2 companies:

- CEO of Locura (B2C), clothing founded company with a consulting branch working with clients (Vilebrequin, Marc Rozier (Hermes Group), Rhodriguez, Teqoya, Marie Casays) on onboarding and growth hacking in ecommerce (Collaboration with Amazon HQ office)
- Associate & shareholder at Secrets Fine Food (High end Gourmet retailer based in Singapore & Dubai). B2C & B2B clients (UAE royal families). New opening of flagship store in NY (USA) opening in Q4 2018 through a JV with an FMCG MNC: <http://www.secretsfinefood.com.sg/>

Sincerely, Justin Mckendry Cadiou

**Consultant** – Engagement Assessment Form (EAF)

- *This form is intended for use on External or Internal engagements (e.g. project, bid, internal contribution).*
- *The EAF is the output of a discussion on development and performance between a Consultant and the Project Manager. The expectations for the project should be set at the beginning of the project and the rest of the form completed at the end of the project.*
- *Please refer to the Consultant's Totem when completing the form.*
- *The completion of the performance should also be based on the self-assessment of the consultant's performance.*

Date feedback given

23/07/2017

Mild engagement

End of engagement

Individual Profile			Project Manager / Individual providing feedback				Project reviewer (if different from Project Manager)			
Justin MCKENDRY	FDT*	Consultant	André-Benoit de Jaegere	FDT	SVP	Dedicated time : 30 %				

PROJECT								
Client / Unit	Project	Role	Type (project, bid, internal contribution)	Start/ End Date	Nb of days on project for the last period	KM done (yes, no, N/A)		
France China	<ul style="list-style-type: none"><li>• Research &amp; Publication on the Sino-French innovation landscape with Huawei followed by</li><li>• Preparation of a conference on the Chinese fintech ecosystem with Paris Finance Innovation</li></ul>	Contributor	Internal contribution	20/06/2017– 28/06/2017	8	YES		

**Description of the project environment & client issues (context, size of team/scope of intervention, main client face off, etc.)**

- R&D on recent governmental measures fostering collaboration and partnerships between the French and Chinese digital ecosystems. Collaboration between Chinese MNCs (essentially BATX + Huawei + Sina Weibo) and Huawei France's incubator (Digital IN-Pulse) and French MNCs with chinese start-ups essentially based in Zhongguancun with the collaboration of ESSEC (Asian strategy project), France innovation, Euratechnologies & La French Touch.
- Justin was in charge of making the research, propose a structure and submit the research paper on upcoming unicorns (soonicorn and minicorns) in different digital spheres and different industries to Huawei. Justin was the sole person on this project and was under my supervision.
- Very important face off with multiple digital references (Huawei, Xiaomi, Alibaba, Ant Financial through Alipay)

**PERFORMANCE & MATURITY Assessment**

Areas	Consulting behaviour	Core Consulting Skills	Delivery	Exposure : Content / People / Client
Objectives set by the Project Manager	<ul style="list-style-type: none"><li>▪ Acquérir et commencer à mettre en œuvre les bonnes pratiques du consultant en stratégie : professionnalisme, curiosité, sens de l'analyse, rigueur, autonomie, capacité à aller chercher la bonne info...</li></ul>	<ul style="list-style-type: none"><li>▪ Démontrer ses capacités d'expression écrite</li><li>▪ Démontrer sa capacité à intégrer vite puis à anticiper le coaching de son VP sur le fond et la forme analytiques (storyboarding et rédaction à la fois en ppt visuel et en word bien écrit)</li></ul>	<ul style="list-style-type: none"><li>▪ Participer à la réalisation des supports et de leur valorisation pour la communication (PoV commun avec Huawei)</li></ul>	<ul style="list-style-type: none"><li>▪ En face off d'Isabelle leung directrice France Huawei France</li></ul>
Achievements, strengths	<ul style="list-style-type: none"><li>▪ Forte implication, curiosité, souhait manifesté de comprendre les enjeux</li><li>▪ Enthousiasme, attitude positive, et pro activité</li></ul>	<ul style="list-style-type: none"><li>▪ Bon premier niveau de storyboarding</li><li>▪ Sait utiliser à la fois le mode visuel et le mode rédactionnel</li><li>▪ Très bonne maîtrise de l'anglais</li><li>▪ Grande capacité d'écoute et de prise en compte des feed-back</li><li>▪ Sait utiliser les sites spécialisés du web et les scraper</li></ul>	<ul style="list-style-type: none"><li>▪ Excellente capacités de veille</li><li>▪ Capacité de multitasking</li><li>▪ Sollicitation du management à bon escient</li></ul>	<ul style="list-style-type: none"><li>▪ Très bon relationnel avec les tiers clients (Huawei, Paris Finance Innovation, French Touch, Xiaomi, Alibaba, Ant Financial)</li></ul>
Development needs, Concerns		<ul style="list-style-type: none"><li>▪ H2 systématiquement cross checker les infos et challenger le buzz ambiant</li></ul>	<ul style="list-style-type: none"><li>▪ H2 anticiper les itérations de rédaction et les délais de validation avec les partenaires</li></ul>	

Performance assessment							

[illegible]

## Explanation of performance and maturity assessment

### Performance for each area

Nota Bene: the performance per dimension is the result of 2 criteria : stretch (High/Normal/Low) and performance (exceeded/met/met with support/did not meet)

	Performance for each area				
	Performance & Stretch	High ***	Normal **	Low *	
<b>STRETCH</b> <ul style="list-style-type: none"> <li><b>High:</b> Operated in a role above that expected from someone of their grade and mastery level e.g. extremely complex environment (client/project), new content, very ambitious timing and deliverables, unusually high level of face-off.</li> <li><b>Normal:</b> Operated in a role compatible with that expected from someone of their grade and competency level.</li> <li><b>Low:</b> Operated in a role beneath that expected from someone of their grade and competency level.</li> </ul>	Exceeded objectives				<ul style="list-style-type: none"> <li><b>Exceeded</b> : Consultant delivered over and above agreed objectives. Exceeded client expectations.</li> <li><b>Met</b> : Consultant successfully delivered according to agreed objectives.</li> <li><b>Met with support:</b> Consultant met agreed objectives, however he/she required support from project manager or other team members (i.e. beyond that expected), and/or consultant did not deliver fully on all agreed objectives unless agreed beforehand with the project manager.</li> <li><b>Did not meet</b> : Consultant failed to deliver on the agreed objectives, and/or demonstrated unacceptable consulting behaviours as outlined in the competency description for their grade</li> </ul>
	Met objectives successfully				
	Met objectives with support, or partially met objectives				
	Did not meet				

### Maturity for each area

<b>WD – Well Developed</b>	Relative to their grade, the consultant has demonstrated a full command and application of this competency and coaches others.
<b>D – Developed</b>	Relative to their grade, the consultant has demonstrated a good command and application of this competency with minimal support.
<b>IA – In Acquisition</b>	Relative to their grade, the consultant has shown a good understanding and application of this competency with support.
<b>E – Entry</b>	Relative to their Grade, the Consultant has gained exposure to and demonstrated some development in this competency.

Project Reviewer comments on performance rating (justification must be given for “pink” and “blue” performance)

Consultant's comments on the appraisal

**Consultant** – Engagement Assessment Form (EAF)

- *This form is intended for use on External or Internal engagements (e.g. project, bid, internal contribution).*
- *The EAF is the output of a discussion on development and performance between a Consultant and the Project Manager. The expectations for the project should be set at the beginning of the project and the rest of the form completed at the end of the project.*
- *Please refer to the Consultant's Totem when completing the form.*
- *The completion of the performance should also be based on the self-assessment of the consultant's performance.*

Date feedback given

07/06/2017

Mild engagement

End of engagement

Individual Profile			Project Manager / Individual providing feedback				Project reviewer (if different from Project Manager)			
Justin MCKENDRY	FDT*	Consultant	Salah Nihal	CC	SC	Dedicated time : 100 %				

PROJECT							
Client / Unit	Project		Role	Type (project, bid, internal contribution)	Start/ End Date	Nb of days on project for the last period	KM done (yes, no, N/A)
Aerospace spare part market leader (Confidential)	Framing and creation of AI micro services for a platform intermediation		Contributor	Projet	01/03 - 27/05 2017	45	Yes

**Description of the project environment & client issues (context, size of team/scope of intervention, main client face off, etc.)**

- Disintermediation of the spare part aerospace market thanks to multiple micro-services integrated in a platform intermediation. Procurement, matching, alternate, planning, operations and other capabilities with complex algorithms capable of facilitating BLUs day to day work for the clients of our clients. Task automatization to minimize time of response and AOG.
- Justin contributed on multiple work streams across different managers, partners & VPs : "As Is" & "to Be" internal digital ecosystem, client expectations, market studies on multiple subjects (vendor & marketplace model, competitor benchmark, pricing, procurement optimization...), Front & Back platform architecture with APPS working alongside Data engineers and data scientists at Capgemini Group.
- Size of team varied based on work stream : on avg worked with 3-4 people.
- Major client faceoff : participated in ASEs and c-level interviews across Europe in different client offices. Worked independently with Data HQ & Machine learning department in Germany.

PERFORMANCE & MATURITY Assessment									
Nota Bene: the completion of the performance should also be based on the self-assessment of the consultant's performance.									
Areas	Consulting behaviour	Core Consulting Skills	Delivery	Exposure : Content / People / Client					
Objectives set by the Project Manager	<ul style="list-style-type: none"> <li>Acquérir et commencer à mettre en oeuvre les bonnes pratiques du consultant : professionnalisme, curiosité, agilité, proactivité rigueur...</li> <li>Etre capable de travailler avec des équipes pluridisciplinaires et multi-sites dans des environnements culturels différents</li> </ul>	<ul style="list-style-type: none"> <li>Démontrer ses capacités d'expression écrite</li> <li>Démontrer ses capacités d'expression orale (partager ses convictions au sein d'une équipe très senior)</li> <li>Démontrer ses capacités analytiques et de résolution de problèmes (storyboarding)</li> </ul>	<ul style="list-style-type: none"> <li>Participer à la réalisation des analyses, notamment pour le séminaire et les restituer de façon claire (écrit/oral)</li> <li>Répondre aux objectifs de production en gérant ses priorités, et en sollicitant son management à bon escient</li> </ul>	<ul style="list-style-type: none"> <li>Monter en compétences sur des problématiques digitales appliquées au marché de l'aéronautique</li> </ul>					
Achievements, strengths	<ul style="list-style-type: none"> <li>Forte implication sur projet, curiosité, souhait manifeste de comprendre l'ensemble des dimensions du projet / l'objectif global au-delà de son stream</li> <li>Enthousiasme, attitude positive, et pro activité</li> </ul>	<ul style="list-style-type: none"> <li>Bonnes capacités d'expression orale, force de conviction et crédibilité lors de prises de paroles au sein de l'équipe</li> <li>Bon premier niveau de storyboarding</li> <li>Très bonnes capacités analytiques</li> </ul>	<ul style="list-style-type: none"> <li>Excellente capacités de veille : a permis de bien expliciter les modèles de marketplaces</li> <li>Capacité de multitasking : a géré de front deux projets</li> <li>Sollicitation du management à bon escient</li> </ul>	<ul style="list-style-type: none"> <li>Très bonne montée en compétences sur les sujets de marketplaces</li> <li>Apport proactif de contenu pour alimenter le reste de l'équipe</li> <li>Face-off fréquent avec équipes et profils divers. Bonne capacité de feedback, de reporting et d'indépendance.</li> </ul>					
Development needs, Concerns	<ul style="list-style-type: none"> <li>H2 veiller à bien être team player</li> </ul>	<ul style="list-style-type: none"> <li>H2 davantage travailler le « so what » de chacun de ses messages</li> </ul>	<ul style="list-style-type: none"> <li>H2 bien gérer les alertes avec son management</li> </ul>	<ul style="list-style-type: none"> <li>H2 mettre à profit sa forte curiosité et ses capacités de veille au profit des autres consultants (ex. diffuser des articles au sein de l'équipe, sur Share) ?</li> </ul>					
Performance assessment									
Maturity assessment									



## Explanation of performance and maturity assessment

### Performance for each area

Nota Bene: the performance per dimension is the result of 2 criteria : stretch (High/Normal/Low) and performance (exceeded/met/met with support/did not meet)

	Performance for each area				
	Performance & Stretch	High ***	Normal **	Low *	
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	Met objectives successfully				
	Met objectives with support, or partially met objectives				
	Did not meet				

### Maturity for each area

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Project Reviewer comments on performance rating (justification must be given for “pink” and “blue” performance)

Consultant's comments on the appraisal



## Relevé de notes non officiel

Cadiou, Justin Etienne  
114, rue Aristide Briand  
France  
92300

Date d'impression : 2017-09-23  
Matricule du dossier HEC : 11175520  
Date de naissance : 1995-05-26  
Code permanent : CADJ26059508

Matière	Cours	Titre du cours	Nombre crédits	Crédit acquis	Note	Moyenne groupe	Remarque
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### Année préparatoire BAA

#### Automne 2013

##### Programme : Preparatory year

LANGUES	3610613A	Effective Business Writing	3.0	3.0	B	C+
LANGUES	3611502E	Espagnol des affaires - inter.	3.0	3.0	B-	B-
MNGT	1040213A	Core Compet. in Mgmt Learning	3.0	3.0	A-	B+
MQG	1060011A	Differential Calc. Appl. Mgmt	3.0	3.0	C-	C
MQG	1060111A	Vector & Lin. Alg. Appl. Mgmt	3.0	3.0	C	C
TI	1070011A	Using Business Software 1	3.0	3.0	B-	B-
Moy. trim.: 2.63			Crédits acquis :		18.0	
Moy. cum.: 2.63			Créd. acquis cum.:		18.0	

#### Hiver 2014

LANGUES	3611603E	Espagnol des affaires - avancé	3.0	3.0	B	B-
MNGT	1040013A	World of Business	3.0	3.0	A-	B+
MNGT	1040111A	Business Context in Quebec	3.0	3.0	B+	B
MQG	1060211A	Integral Calculus Appl. Mgmt	3.0	3.0	B-	C
Moy. trim.: 3.18			Crédits acquis :		12.0	
Moy. cum.: 2.85			Créd. acquis cum.:		30.0	

##### Année préparatoire BAA - Total

Moy. cum.: 2.85      Créd. acquis cum.: 30.0

### Autres activités

#### RELEVÉ DE NOTES DES TESTS LINGUISTIQUES

Test de français écrit ORTHOGRAM partie I - Exigence satisfaite  
Test de français écrit ORTHOGRAM partie II - Niveau B- (Très bien)  
Test diagnostique d'anglais des affaires HECTOPE - Niveau A- (Excellent)  
Test diagnostique d'espagnol des affaires ELENHEC - Niveau C (Bien)

### Fin du relevé

## Relevé de notes non officiel

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### Cours reconnu(s)

Provenance des cours : Singapore Management University - Singapour  
Cheminement : Baccalauréat  
Programme : Administration des affaires

#### Hiver 2016

COMPT	290013	Comptabilité de gestion	0.0	DI	**		
DIVERS	302315	Cours au choix en gestion	0.0	DI	**		
MNGT	240197	Fondements psycho. et organis.	0.0	DI	**		
MNGT	343014	Mgmt stratégique des organis.	0.0	DI	**		
MQG	265110	Élément de R.O.	0.0	DI	**		
		Crédits compt. dans la moy.:	0.0				
		Crédits non compt. dans la moy.:	0.0				

### Baccalauréat

#### Automne 2014

Programme : Administration des affaires

COMPT	190113	Présentation info comptable	3.0	3.0	B-	C+	
MNGT	140412A	Sociology of the Firm	3.0	3.0	B+	B-	
MNGT	140700	Management	3.0	3.0	B+	B-	
MQG	161109	Modélisation et optimisation	1.0	1.0	A-	B-	
MQG	161296	Mathématiques financières	1.0	1.0	B+	C+	
MQG	161307	Probabilité	1.0	1.0	B+	B	
ÉCONOMIE	180307A	Microeconomic Analysis	3.0	3.0	A	B-	
		Moy. trim.: 3.35	Crédits acquis :	15.0			
		Moy. cum.: 3.35	Créd. acquis cum.:	15.0			

#### Hiver 2015

COMPT	190213	Utilisation info comptable	3.0	3.0	A	B	
GOL	250009A	Operations Management	3.0	3.0	A	B-	
MARK	210000A	Marketing Management	3.0	3.0	A-	B-	
MQG	162007A	Statistics	3.0	3.0	A-	B-	
ÉCONOMIE	180412A	Macroeconomic Analysis	3.0	3.0	B	C+	
		***MENTION D'EXCELLENCE***					
		Moy. à la mention :	3.51				
		Moy. trim.: 3.68	Crédits acquis :	15.0			
		Moy. cum.: 3.51	Créd. acquis cum.:	30.0			

#### Été 2015

MARK	319309	Stage spécialisé en marketing	3.0	3.0	A-	**	
		***MENTION D'EXCELLENCE***					
		Moy. trim.: 3.70	Crédits acquis :	3.0			
		Moy. cum.: 3.53	Créd. acquis cum.:	33.0			

#### Automne 2015

ENTINNOV	241208	Entrepreneuriat	3.0	3.0	A-	B+	
FINANCE	220097A	Basic Corporate Finance	3.0	3.0	A-	B	
FINANCE	224097	Diagnostic fin. et utilisation	3.0	3.0	B	B-	
TI	270004A	Info Technologies in Organiz.	3.0	3.0	A-	B	
		***MENTION D'EXCELLENCE***					
		Moy. à la mention :	3.53				
		Moy. trim.: 3.53	Crédits acquis :	12.0			
		Moy. cum.: 3.53	Créd. acquis cum.:	45.0			

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Matière	Cours	Titre du cours	Nombre crédits	Crédit acquis	Note	Moyenne groupe	Remarque
<b>Hiver 2016</b>							
INTERNAT	3521597	Prog. échanges inter. - 15 cr.	15.0	15.0	ES	**	
		Moy. trim.: 0.00		Crédits acquis : 15.0			
		Moy. cum.: 3.53		Créd. acquis cum.: 60.0			
<b>Été 2016</b>							
MNGT	349309	Stage spécialisé en management	3.0	3.0	B	**	
		***MENTION D'EXCELLENCE***					
		Moy. trim.: 3.00		Crédits acquis : 3.0			
		Moy. cum.: 3.50		Créd. acquis cum.: 63.0			
<b>Hiver 2017</b>							
PROGR	209309	Stage multidisciplinaire	3.0	3.0	B+	**	
		Moy. trim.: 3.30		Crédits acquis : 3.0			
		Moy. cum.: 3.48		Créd. acquis cum.: 66.0			
<b>Automne 2017</b>							
FINANCE	220115	Placements	3.0			**	
FINANCE	321099	Options et contrats à terme	3.0			**	
GRH	230097A	Human Resources Management	3.0			**	
ÉCONOMIE	285107	Problèmes & politiques écon.	3.0			**	
		Moy. trim.: 0.00		Crédits acquis : 0.0			
		Moy. cum.: 3.48		Créd. acquis cum.: 66.0			
<b>Baccalauréat - Total</b>							
		Moy. cum.: 3.48		Créd. acquis cum.: 66.0			

### Autres activités

#### RELEVÉ DE NOTES DES TESTS LINGUISTIQUES

Test de français écrit ORTHOGRAM partie I - Exigence satisfaite  
Test de français écrit ORTHOGRAM partie II - Niveau B- (Très bien)  
Test diagnostique d'anglais des affaires HECTOPE - Niveau A- (Excellent)  
Test diagnostique d'espagnol des affaires ELENHEC - Niveau C (Bien)

**Fin du relevé**