

SUMMARY

Highly effective team leader with 25+ years of experience in Organizational Transformation, Project, Program and Portfolio Management, Business Process Improvement (BPI) and Management (BPM), Customer Relationship Management (CRM) and other System Implementation, across industries. Dynamic, visionary, thought leader with proven ability to deal with complex situations, build high performance team, drive execution and deliver lasting results.

ACHIEVEMENT HIGHLIGHTS

- ♦ Founded, operated and currently selling OmPrana.ca, a wellness business who reached profitability within two years.
- ♦ Managed a PPM migration impacting 5,000 users on time, in scope within a budget of \$3.4M. Received PMI Distinguished Project of the Year Award in March 2012
- ♦ Standardized key initiatives reporting across 32 business units providing oversight to \$1B in BOP commitment.
- ♦ Developed and rolled out a corporate program management office (PMO) for process improvement initiatives in less than one month. Led program office including 6 direct reports, 100+ indirect reports and reported to Executive Officers.
- ♦ Built a BPM team that generated \$4M in additional revenue and 1M of cost avoidance during the 1st year.
- ♦ Re-aligned and led CRM initiatives resulting in a \$6M + savings.
- ♦ Introduced innovative ways to perform CRM engagements resulting in 60% profitability increase, customer satisfaction improvement and up-sell. Promoted to establish Siebel Professional Services Practice.
- ♦ Led process reengineering to help a utility company move from a product-centric culture to a customer-centric culture to protect market base in preparation for deregulation.
- ♦ Managed implementation of new processes and Siebel CRM application for a pharmaceutical firm that resulted in a 5% increased market penetration of some of their products.
- ♦ Implemented strategic vision by reviewing the product offerings and defining suitable business processes that supported a growth of 100% in a year, shifted the revenue structure, and increased net income.
- ♦ Received an award from Royal Trust – Global Custody Group for developing and implementing a new system that automated 80% of the production of their financial statements and increased productivity by a factor of five.

EMPLOYMENT HISTORY

Kerry Inc., Entreprise de transformation alimentaire, USA et CA, www.kerry.com

CONSULTANT, '13 to '16 & **PROJECT MANAGEMENT DIRECTOR**, October '16 to April '19

- ♦ Led Project Management activities for the Liquid Beverage division
- ♦ Coached and guided teams to deliver on time, on budget and within scope
- ♦ Ensured the right projects were prioritized and that the right people were assigned
- ♦ Acted as escalation point to help resolve issues and conflicts
- ♦ Managed an \$18M new line implementation on time, on budget and above scope
- ♦ Documented many project application and business case for Capital approval
- ♦ Established PMO structure and governance to properly manage resources
- ♦ Established New Product Commercialization highly efficient team
- ♦ Improved on time delivery from 64% to 85% in 8 months
- ♦ Documented the full New Product Development and Commercialization Process
- ♦ Provided Change Management, Project and Portfolio Management training

Centre Holistique Om Prana Inc., Wellness, Restaurant, Retail, Quebec, www.omprana.ca

CHIEF EXECUTIVE OFFICER, OWNER AND FOUNDER, January '13 to now

- ♦ Defined the business model, prepared and submitted Business Plan for financing.
- ♦ Found location, design the space and led all construction work and startup activities (legal documents, permits, etc.)
- ♦ Recruited, trained and developed team as well as managed all HR activities.
- ♦ Defined, implemented and documented all operating procedures.
- ♦ Implemented accounting system (Sage) and Inventory Management system (Best).
- ♦ Negotiated with multiple suppliers and business affiliates. Setting healthy partnership.
- ♦ Led all marketing activities from website design, social media presence, newspaper, tradeshow, and more.
- ♦ Developed and offered DETOX program that helped build quick brand recognition and customer loyalty.
- ♦ Led two Om Prana product development: the first kombucha with no sugar and a plant based protein powder.
- ♦ Provided yoga classes and spent many hours servicing customers to understand their needs and coach employees.

Sears Holdings Corporation, Retail Industry, Hoffman Estates, IL (searsholdings.com), January '09 to December 2012

CHIEF OF STAFF, August '12 to December '12

- ◆ Led annual planning and budget control activities for a budget of \$30MM+.
- ◆ Provided VPs, DVPs and Directors with HR, Finance and Portfolio Management reports.
- ◆ Oversaw hiring, OD, resource planning, allocation and tracking of 400 people distributed in India and the US.
- ◆ Managed PMO and projects reporting team. Streamlined administrative and reporting processes
- ◆ Coordinated presentations for Chairman and Board of Directors.

DIRECTOR LOYALTY PROGRAM, January '12 to July '12

- ◆ Developed mission, vision, approach, business model and 2 year forecast.
- ◆ Defined sales cycle, sales reports and rolled out salesforces.com for pipeline management in 2 weeks.
- ◆ Built operation processes, tools roadmap, reports and dashboard to track and program performance.
- ◆ Established internal relationship and cross functional collaboration needed to support program.
- ◆ Defined requirements evaluated and negotiated new technologies to support program.

DIRECTOR CHANGE LEADERSHIP, July '11 to December '11

- ◆ Conducted market research, tracked emerging technologies and evaluated SHC positioning.
- ◆ Clarified and influenced SHC integrated retail strategy and deployment approach.
- ◆ Initiated and transferred integrated retail academy and information sharing platform.

DIRECTOR PROGRAM AND PROCESS, PMO January '09 to June '11

- ◆ Led definition and implementation of PPM processes for the Online Business Unit totalizing a budget of 65.6M and a volume of a 1,000+ projects per year. Promoted to scale processes to 32 Business Units focusing on Board initiatives totalizing \$1B in BOP across 300+ initiatives.
- ◆ Managed team of 6 to 34 based on projects volume including Program, Project, Process Managers.
- ◆ Consulted with Business Units to define PPM Processes, Structure, Maturity Model and OCM approach.
- ◆ Led 32 Business Units (4,000 users) migration from Daptiv to WorkLenz on time, on budget (\$3.4M) within scope.
- ◆ Established relationship and communication channel with all level of the SHC organization.
- ◆ Rolled out communication and training resulting in a 3 Months adoption of new processes and PPM tool by 32 Business Units. Provided coaching on different initiatives and scoped level of effort on multiple Corporate Programs.

BPM DIRECTOR, September '07 to November 2008

OfficeMax, Retail Industry, Naperville, IL (OfficeMax.com)

- ◆ Defined BPM approach, processes and standards. Planned and executed BPM rollout.
- ◆ Established, trained and managed BPM Team (3 core team members and 10+ matrix team members)
- ◆ Led BPM tool vendor evaluation selection and application implementation.
- ◆ Managed transition of BPM Team from IT to the Business, developed relationship and gained support.
- ◆ Aligned BPM processes with PMO, regulatory compliance, record retention, training, LEAN and audit teams.
- ◆ Provided oversight to 10+ projects involving BPM including contact center upgrade, SharePoint deployment, alternative store format, product data management, fidelity program, ecommerce and new store development.
- ◆ Managed process central repository and established process ownership structure and governance.
- ◆ Planned (staffing, cost, timeline, deliverables) major SAP upgrade process work and other strategic initiatives.
- ◆ Led current process documentation for SAP upgrade and prioritized improvements based upon cost/benefit analysis.

PRINCIPAL CONSULTANT, December '05 to August '07

SAIC, Commercial Consulting, Gas and Oil industry, Lisle, IL (SAIC.com)

- ◆ Rescued projects in difficulties by implementing project management and change management best practices.
- ◆ Facilitated 'as is' and 'to be' process workshops and designed to be process to meet business objectives.
- ◆ Successfully implemented new processes improving incidents tracking, in-line-inspection and DOT reporting.
- ◆ Defined and led change management strategy activities in downstream and pipeline industries.
- ◆ Institutionalized process and data governance to support a Master Data Management initiative.
- ◆ Prepared and provided training, communication, stakeholder assessment and peer to peer coaching on project.
- ◆ Monitored adoption and planned and tracked corrective actions as needed to ensure sustainability.
- ◆ Led change management activities for Asset Management and Procurement SAP implementation at a major US refinery. Effort included stakeholder identification and engagement, project branding, training strategy, change readiness approach and communication.
- ◆ Performed comparative organizational impact assessment of an SAP implementation versus maintaining current applications for 5 years.
- ◆ Led SAIC's change management methodology development and key contributor to BPM practice.

SR PROGRAM MANAGER\ PRINCIPAL BUSINESS ANALYST, IT Strategic Programs & Planning, July '01 to July '05
Openwave System Inc., Software Industry, Redwood City, CA (www.openwave.com).

- ◆ Provided tactical and strategic guidance to align Business and IT and execute IT roadmap.
- ◆ Planned and managed multiple projects on time, on budget, and within scope resulting in satisfied customers.
- ◆ Standardized Business System Analyst requirements and project management methodology.
- ◆ Evangelized and implemented BPM tools and practices: provided team of 100+ people with guidance, motivation, and discipline to consistently achieve individual and organizational goals.
- ◆ Designed applications and processes architecture framework.
- ◆ Improved IT processes using the Capability Maturity Model and the Information Technology Infrastructure Library.
- ◆ Supported Sarbanes-Oxley compliance activities and corporate process improvement initiatives.
- ◆ Guided reengineering and improvement of multiple processes: 3rd party components management, pricing management, customer support, revenue recognition, data management, P&L reporting, professional services, etc.
- ◆ Led CRM strategy, vision, and process workshops to improve CRM readiness. Led vendor evaluation(s) process.
- ◆ Negotiated applications and consulting deals and managed vendors' relationship.
- ◆ Led change program; reduce silos mentality and increased cross-functional work.

MANAGING CONSULTANT, Professional Services, September '00 to May '01
USInternetworking inc., Milpitas, CA (www.usi.com)

- ◆ Participated in Siebel application implementations for High Tech companies; led CRM vision and process mapping.
- ◆ Improved application implementation methodology; developed and implemented new templates and processes.
- ◆ Promoted to build Professional Services practice for Siebel implementations and coached team.

MANAGEMENT CONSULTING SERVICES, February '99 to September '00
PricewaterhouseCoopers (Big 4), Montreal, Quebec (www.pwc.com)

- ◆ Led change management activities on CRM projects.
- ◆ Designed CRM process and led multiple reengineering initiatives that increased sales and reduced cycle time & cost.
- ◆ Led CRM application selection; defined objectives, "to be" processes, requirements, RFP, and vendor evaluation.
- ◆ Developed consulting proposals including project approach, timeline, deliverables and cost.

KEY STRENGTHS

- Ability to communicate effectively and establish excellent rapport with all levels of the organization
- Problem solver, deal tactfully and effectively with difficult situations. Innovator, Achiever
- Ability to manage multiple initiatives

SKILLS

- **PPM:** WorkLenz, Daptiv, Clarity, Power Steering
- **CRM:** Siebel, ONYX, Oracle, SAP, Salesforce.com
- **BPM:** Corporate Modeler, ARIS.
- Fluent in French and English

EDUCATION

MBA, Keller Graduate School of Management, Project and Quality Management, April 2005. GPA: 4/4
Business Administration Bachelor, University of Sherbrooke, Management, September 1994. GPA: 3.6/4
International Cursus, École supérieure de commerce de Rouen, International Management, Winter 1993.

Certification:

CBPP, Association of Business Process Management Professional, February 2010
PMP, Project Management Institute, May 2006
MAPAC, Health and safety training for restaurant, Mai 2013
HED, Health Educator, Hippocrates Health Institute, May 2015
Nutrition Advisor, Sanoviv Medical Institute, February 2016

Professional development:

- Communication Workshop, Institute of Design, Chicago
- Portfolio Management, University of Chicago
- Building High Performance Teams, OfficeMax University
- Economic Value Added training, University of Notre-Dame
- Project Management and Personal Skills, Cadence
- Process Improvement Project, Rummler-Brache
- Change Management, Prosci
- Managing Transition, William Bridges
- First Time Manager, AMA training
- Franklin Covey, FOCUS and 7 Habits
- Mastering the Integrated Program, Harvard (HBS)

SPEAKING ENGAGEMENTS

Ancient Wisdom in BPM – Yoga thinking applied to BPM: ABPMP, October 2012

PMI Spring Leadership Breakfast: Fine-tuning the partnership: PMI, July 2012

The BA: A Powerful Change Agent: IIBA, Chicago, March 2012.

Driving Large-scale Change throughout the Organization: Retail Forum for Process Excellence, Minneapolis, March 2011.

Process Governance and Ownership: Brainstorm BPM conference, Chicago, April 2009.

BPM at OMX: Casewise User Group, Chicago, May 2008.

The marriage of Process and Data Governance: Brainstorm BPM conference, Chicago, 2006

Your Project is done: Now What?: Brainstorm BPM conference, San Francisco, June 2005.

Transforming Openwave culture to become a process-focused enterprise: Casewise Optimize, London, September 2004.

The user adoption challenge: Brainstorm BPM conference, Chicago, April 2004 and ABPMP.org, Chicago, May 2004.

Management buy-in and user adoption: Brainstorm BPM conference, San Francisco, June 2004.

Published articles:

Process Ownership and Governance; paradigm shift, BPM Institute, April 2009

The Marriage of Process and Data Governance: Key to BPM and SOA Initiatives' Success, BPM Institute, January 2007

Déjà Vu! From Project to Process Portfolio Management, BPM Institute, November 2008

Teaching Engagement:

Organizational Change Management: Brainstorm Conference, Chicago 2011 and 2012

COMMUNITY INVOLVEMENT

Art of Living, volunteer 2013 -now

Project Management Institute (PMI.org), Executive Ambassador Program, 2011-2012

ABPMP.org, CBOK reviewer, 2012; VP & Director, 2006-2007; Officer 2003-04

IAHV.org, Disaster and Trauma Stress Relief Agent, Yoga Instructor and Prison-Smart Volunteer, 2010-11

Infant Welfare Society, volunteer Santa's Special Gifts Event, Christmas 2003 to 2005

ADMA (adma.qc.ca), Youth Program Officer 1997 –1998; Mentor Program Director, 1998 – 2000