

# Pierre Savignac

## Resume

Fluent in English, French, Italian  
Basic knowledge of Arabic, Spanish and German

 [www.emergex.com](http://www.emergex.com)

☎ 866-8RESULT

☎ 514-765-3333

✉ savip@emergex.com

### Service Offer

Consulting in enterprise development where my abilities in problem solving, my sense of organization, communication talents, interpersonal skills, team spirit, creativity and determination will help deliver results surpassing expectations.

### Education

Degree	Institution	Year	Results
B.Sc. in Computer Science	University of Montreal	1986	88%
M.B.A. (partial)	McGill University	1988	A-
Certificate in 4 languages	University of Montreal	1991	4.2 (A+)
D.C.S. in Pure Sciences	Bois-de-Boulogne College	1983	84%

*Certified Project Management Professional (PMP)* by the world-renowned authority, the Project Management Institute (PMI). Exam passed with a mark of 84%.

*Certified Information Systems Security Professional (CISSP)* by the International Information Systems Security Certification Consortium (ISC)<sup>2</sup> upcoming.

Plus thousands of hours of continuous professional training in: project management, security, strategic planning, Stage-Gate methodology, ISO 9000, LAN, WAN, ATM, Internet, data warehousing, object-oriented languages, MIS, expert systems, neural networks, recruiting, consultative selling, international marketing and many others.

### Experience and Achievements

**Founder and Principal Consultant**

**Emergex Consulting, 1992 - today**

*Emergex's mission is to design, manage and implement projects. It is through Emergex that I accomplished the projects described further. I won a Silver Award in the best business contest of the National Bank.*

Enterprise development role:

- Managed selected projects on site
- Prepared commercial and technical proposals in response to selected international tenders
- Recruited expert subcontractors and local representatives in foreign markets
- Negotiated and signed contracts with buyers
- Met key decision makers in preparation for future projects

- Relations with embassies and international financing institutions (IFI)
- Proactive follow up and promotion of our solutions during the evaluation phase, until selection
- Business development and prospecting in 50 countries

Organizational role:

- Recruiting, supervision, evaluation and coaching of human resources
- Relations with clients, suppliers, banks and governments
- Management of operations, finances and accounting
- Company startup: business plan, incorporation, financing and structure

### **Project Manager, Public Key Infrastructure (PKI)**

**National Bank, 2001**

*Development, implementation and deployment of a Public Key Infrastructure (PKI) representing an investment of \$3M. Expected benefits: digital certificates and electronic signatures enable new sources of revenue while dramatically improving security for transactions over the web for one of the “Big 6” banks.*

- Hired by the IT Security Director to rescue and turn around the project, that was suffering from its inception of technology hurdles, very tight budgets and lack of internal support
- With technical experts and sponsor, I reviewed the scope statement and schedule initially defined and adapted them in light of the current status, technology evolution and problems encountered until then
- Redefined and structured the respective roles and responsibilities
- Reestablished broken communication channels and human relations encouraging cooperation
- Met outsourcing partners and stakeholders to get them to take the project more seriously and commit more resources
- Re-launched and organized weekly meetings for different groups of stakeholders to foster communications and to gather, share and distribute information
- Confronted and escalated the technology issues with our suppliers, partners and experts
- Analyzed and managed risks, which were mainly technological and financial
- Reviewed all costs overall, focusing my efforts on reduction and control of the most expensive items
- Reviewed the outsourcing partners’ service offers and demanded changes, corrections and simplifications to limit costs
- Followed closely the updated scope statement to negotiate and limit change requests and last-minute user requirements, given our clear priority to deliver on time, first and foremost. With one key supplier in particular, I reached the point where I had to escalate immediately and without notice on any delay or outstanding issue.
- Inspected personally key deliverables (software releases and interfaces) to make sure they were real and conforming to specifications
- Evaluated a business continuity / disaster recovery plan including setting up a remote secondary production site to automatically take over the principal production site in case of failure
- Provided all necessary support (organizational, technical, logistic, political, etc.) to different teams to remove and avoid obstacles, thereby enabling them to perform their work as seamlessly as possible

### **Director of Information Systems**

**Stikeman Elliott, 1999 - 2000**

*As Director of Information Systems by interim for one of the 5 largest law firms and the most profitable in Canada, my role consisted initially in managing resources and projects until I hired a new permanent director. I performed well beyond expectations with a successful turnaround of the whole department for the best.*

- Led several technical projects of deployments and updates (operating systems, software, hardware and network) for 500 desktops

- Opened communication channels with the internal clients, replacing mistrust and opposition by understanding and cooperation
- Reestablished the broken relations with the 9 offices around the world
- Satisfaction of the end users became concretely the mission of the Information Systems Service, while taking into account the constraints of costs
- Restored confidence, loyalty and morale in the team, which directly caused the employee voluntary turnover to drop from 50% before my arrival to below 15% per year during my tenure and even the following 2 years
- Defined scope statements and projects specifications through meetings with the end users and stakeholders, in order to later manage firmly requirements, expectations and scope changes during execution, thereby avoiding the never-ending inflation of delays and costs
- Clarified and documented the roles and responsibilities of all members of the team, including mine, putting an end to the “artistic blur” that prevailed and caused internal tensions and conflicts
- Negotiated with my superior and obtained better resources to replace employees that were under qualified, unmotivated or inadequate
- Reevaluated the salary of my team members after I had benchmarked the job market. Adjusted the salary of key employees to better reflect their value, minimize their dissatisfaction and therefore avoid their imminent departure.
- Demonstrating leadership by the example, I worked on the floors hand in hand with my team to accomplish urgent deployment and offer technical support to end users
- Defined and enforced Service Level Agreements (SLA), both formal and informal, to control end user requirements and expectations and the ensuing projects
- Provided all the necessary support (coaching, training, financial, technical, organizational, political, etc.) to my team to smoothen and avoid obstacles, enabling them to perform their work as seamlessly as possible
- Initiated weekly team meetings to foster communications and to gather, share and distribute information. Met on several occasions with end users to exchange mutual expectations and create better understanding and satisfaction.
- Evaluated, selected, approved and/or contested suppliers. After having to resort to strong arm tactics with some clearly abusive suppliers, I successfully forced them to renegotiate contracts signed by my predecessor.
- Searched, recruited, hired and trained my permanent successor to the position of Director of Information Systems to ensure a smooth transfer of powers and ongoing projects

### **New Business Development, Internet**

### **Videotron Communications, 1996 - 1997**

*Videotron is a telecom enterprise with 4,000 employees and over \$1B a year in revenues. 2<sup>nd</sup> largest television cable company in Canada with 1,300,000 clients. In its move to position itself as a major player in the telecom industry, Videotron innovated with services like Internet over cable, digital video compression, IP telephony by cable, etc.*

My main project consisted of developing and marketing Internet access services based on 3 complementary technologies: bi-directional coaxial cable, telephony and hybrid. The breakthrough technology of *cable modem* offered a bandwidth of 27 Mbps, for an observed effective speed between 10 and 100 times the fastest phone modem.

- We met the objective to launch in only 6 months the fastest Internet access service in Canada and one the first commercial deployments of cable modems in North America
- The scope of the project development phase involved 80 people and \$5M
- The objective I set, supported by a market study and an aggressive marketing plan, propelled us to the 2nd rank of all Internet service providers (ISP) in Quebec

My role was to define and align marketing strategy and project plan, and then execute them:

- Developed the business plan
- Designed the marketing plan: service definition, competitive analysis, positioning, price structure, penetration forecasts (met with 2% accuracy), sales and distribution strategy
- Directed market studies justifying and supporting the strategy
- Advisor for selecting client software and for developing website and software package
- Day-to-day project management as a member of the Project Control Office (PCO)
- Coordinated corporate functional units around the project (customer service, marketing, engineering, information systems, purchasing, finance, etc.)
- Definition and reengineering of business processes to integrate the new activities
- Contribution in building a complex financial model
- Liaison with medias and industry experts
- Technological and competitive watch of the market
- Along with the Vice-president, I led the acquisition team in evaluating and preparing an offer to buy the largest Internet company in Quebec
- Coordinated due diligence between all the functional units involved

### **Director of Market Development**

**Virtual Prototypes, 1993 - 1994**

*Virtual Prototypes is an award-winning company that develops and markets software productivity tools to design graphical user interfaces (GUI) for real-time applications. Clients include IBM, Honeywell, Boeing, Bombardier, BMW and Ford.*

- Initiated and negotiated a strategic alliance with the multinational computer firm Tandem (now Compaq), allowing our salespeople and me to penetrate large accounts: National Bank, Canada Post and Loto-Quebec
- Designed the marketing plan defining the strategy to penetrate new vertical markets
- Executed my marketing plan by identifying the key industry players, developing strategic reference accounts, establishing high-level contacts with trade associations, designing the advertising concept, etc. Expected sales: \$2M the 1st year, \$4M after
- Trained salespeople and technical sales support personnel

### **Director of Development**

**MediaSoft Telecom, 1990 - 1992**

*MediaSoft Telecom develops and markets on 4 continents multinorm and multilingual software tools to create interactive servers for telecommunication networks (principle similar to Internet). Clients include Bell Canada, Korea Telecom and the National Bank of Egypt.*

As a key employee, I assumed a wide range of responsibilities:

- After taking the direction of the development team, major new products were developed and launched, allowing a strategic shift in the company's activities from local consulting to the development of standard off-the-shelf packaged products, which in turn led us successfully to international markets
- Implemented a rigorous system for planning, managing and controlling projects
- Recruited and supervised the team of 5 engineers, analysts and programmers
- Development of a telebanking application on Unix servers for private and public networks
- Consulting, design and proposal of networks for 3 large banks
- In charge of external subcontractors, defining specifications, negotiating contracts and managing progress during development
- Organized sales exhibitions and speaker at conferences and seminars locally and overseas
- Recruited distributors and negotiated contracts

- Participation in strategic decisions in management committees and board meetings

*(The description below applies to the 3 positions that follow)*

*Alis Technologies is a world leader in the development, marketing and sales of computer products supporting graphically complex human languages (Slavic, Arabic, Chinese, etc.). The production is 100% exported. Clients include Microsoft, IBM, DEC, Unisys and NCR. Alis Technologies has since evolved toward the Internet market with its browser Tango, superior to Netscape Navigator or Microsoft Explorer in its multilingual capabilities.*

### **Product Marketing Manager**

**Alis Technologies, 1988 - 1990**

Major achievements:

- I initiated the development of one of the company's most successful products ever with the highest margins of its division and sales surpassing forecasts
- Created a new product line: multilingual laser printers
- Developed the first 2 products of the new line, including an intelligent cartridge for the HP LaserJet
- Coordinated all the elements required by these 2 projects (5 people involved)
- Planned and managed projects of up to 8 months in duration
- In charge of all marketing aspects of a product line (40% of all company sales)
- Conducted a market study exploring the needs and features desired for new products
- Building business plans in their entirety
- Detailing product specifications
- Defined pricing, distribution channels, promotional campaign and advertising
- Presented and defended my proposals to the top management
- Evaluated potential suppliers and preparation of contracts
- Coordinated the groups of research and development, manufacturing, marketing, sales and technical support around my product line
- Trained salespeople and technical support personnel
- Supervised two marketing assistants
- In charge of the technical section of the company newsletter

### **Project Leader**

**Alis Technologies, 1987 - 1988**

- Development and technical support of the most important product line by sales volume
- In charge of the *PLASMA* multilingual core technology, central to all Alis products. I was responsible for the development and maintenance of this technology over a period of 2 years. *PLASMA* has been incorporated in products representing 99% of company sales.
- Worked on the development of the AVT-220 terminal and Arabic MS-DOS on contract for Microsoft
- Supervised a software engineer for one year
- Working experience in foreign assignments
- Study of system configurations with clients and recommendations
- Responsible for interviewing and hiring technical support personnel

### **Software Developer**

**Alis Technologies, 1986 - 1987**

As the key technical person in printer development, I worked on several projects.

- Development and technical support of the multilingual printers
- Study of clients' needs and preparation of proposals

- Organization of training sessions for salespeople and technical support personnel

**IT Consultant**

**A.J. Binding, 1984-1987, on contract**

**Research Assistant**

**University of Montreal, 1985**

**Analyst-Programmer and Instructor**

**Berthiaume-Du Tremblay Center, summer 1984**

And other previous jobs.

## Associations

- Member of the *Project Management Institute* (PMI), the world-renowned authority in the field
- Ex-general secretary, executive committee member and board member of the *Association of Information Technology Professionals of Quebec* or APIIQ (1,000 members)
- Cofounder of *Keynet*, the Key Professional Resource Network (2,000 members)
- Member of the *Federation of Information Technology of Quebec* (FIQ)
- Member of the *Canadian Information Processing Society* (CIPS)
- *Circle of Ambassadors* of Montreal International
- Ex-director of the mentoring committee for the *Junior Chamber of Commerce of Montreal*
- Ex-national advertising coordinator and member of *Mensa*

## Personal Achievements

- Mention of excellence from University of Montreal
- Public relations: 4 appearances on television, a half-hour radio program and 9 interviews in major newspapers and magazines. Featured on the cover page of the business magazine *L'Économique*.
- Speaker at multiple conferences and seminars locally and overseas
- Director of communications for the campaign of a candidate to the federal elections (44% of votes)
- Volunteer journalist in a weekly newspaper for 2 years
- Cofounder and administrator of the *SSDPH* stock market investment group (mutual fund)
- Training and competition in foot racing for 5 years

Excellent references available upon request. Feel free to contact me for any further information.

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