

PROFILE

Sam Torkia has more than 30 years of experience in corporate and consulting environments. Throughout his career as senior executive in large industrial concerns such as General Electric and afterwards as senior consultant, he has used his project management, coaching and consulting expertise in the areas of business transformation, change management, and business processes to contribute to the successful development, implementation and adoption of innovative and effective strategies and programs. His interventions include:

- Over 12 SAP and Oracle implementations as Senior Organizational Change/Business Transformation Consultant and Project Manager
- 9 turn-around and restructuring assignments at GE Canada
- 4 interim management assignments as a Senior Executive

EXPERTISE

- Business and Project Turnaround
- Business Transformation – Strategy Development and Performance Optimization. Lean Six-Sigma.
- Organizational Change Management – ASAP, AIM and ADAPT methodologies
- Knowledge Development & Management - Executive Coaching & Training

CLIENT ASSIGNMENTS

Year	Client	Description
2008 to Present	<i>Crystal Ball Services</i> <i>(Division of Technology Partnerz)</i>	Consulting and solution development using probabilistic simulation, optimization and analysis in the following areas : <ul style="list-style-type: none">• Business Analysis/Modeling, including risk and performance management• Financial Analysis, forecasting and budget analysis• Contract Reviews and Stress Testing• Project Risk Management.
2009	UniSelect	Business Impact Analysis during SAP “Rapid-Blueprint” phase. IT group Business Transformation, Business Transformation & Center of Expertise model. Recommendations.
2008	City of Montreal	Analyzed peripheral systems with the objective to centralize & consolidate IS/IT applications and migrate towards a unified platform.
	TransWeave -	Assessment & discovery session at a Retail

	Canada	organization, development & presentation of the OCM plan
2007	<i>Government of Canada (Public Works – FST Project)</i>	Lead a team of 8 SAP consultants in the development and delivery of a process centric approach to business transformation for an SAP implementation involving 5000 users.
	<i>NB Power</i>	<ul style="list-style-type: none"> • SAP Executive Education for Finance Directors • Business Process Perspective – An Approach to Business Transformation and Knowledge Transfer
	<i>TransWeave - India</i>	SAP IS Retail Academy - Principles of Integrated Retail Management
2006	<i>BNP Paribas</i>	<p>Development of project management competencies and best practices.</p> <ul style="list-style-type: none"> • Delivery of skills based training on Project Management best practices • Coaching project managers to integrate project management best practices in their day to day activities and operating processes
2005	<i>City of Montreal</i>	<p>Turnaround of the Oracle implementation for Finance and Procurement organizations.</p> <ul style="list-style-type: none"> • Analysis and validation of business processes (with directors and operating managers) and aligned them with Oracle's capabilities and functionalities. • Development and implementation of sponsorship and project ownership initiatives • Coaching of directors and managers in the redesign of their organization's structures to reflect the roles and responsibilities as defined in the new processes. • Development of process workshops for managers and end-users.
2004	<i>Manitoba Telecom Systems (MTS)</i>	Identified the business impacts triggered by an impending technological change (POC) and developed the plans to mitigate these impacts. Developed a preliminary Change Management plan for an eventual implementation.
	<i>Government of Nova Scotia – Ministry of Education</i>	Conducted a walkthrough of 47 processes at the Government of Nova Scotia - E-Merge project to facilitate the adoption of these processes by 8 school boards across the province. This activity led to the adoption and signoff by all stakeholders on these processes.
2003	<i>NB Power (Énergie Nouveau Brunswick)</i>	Actively participated in the implementation of the SAP (WCM module) at PLGS leading the Change Management and training activities.

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2002	<i>NB Power (Énergie Nouveau Brunswick)</i>	Conducted an in-depth analysis of the processes at Pointe Lepreau Generation Station with the objective to use technology for facilitating the plant maintenance planning. Facilitated the conceptual development of a Program Management Office in the IT group.
2001-2002	Lead 2 concurrent projects: <i>City of Edmonton & North Carolina Department of Transport (NCDOT)</i>	In tight collaboration with both project teams: <ul style="list-style-type: none">• Lead a team of 3 SAP Change management consultant (1 at the city of Edmonton and 2 at NCDOT) throughout both concurrent implementations.• Provided guidance, coaching, training, and quality assurance for OCM deliverables.
2000-2001	<i>Université du Québec à Trois Rivières</i>	Analysis and optimization of finance and HR processes leading to a redesign of their organization's structures to align the roles and responsibilities to the new processes.

PARTIAL CLIENT LIST

- PWGSC - Public Works and Government Services Canada
- City of Montreal
- BNP Paribas
- Bombardier Aerospace
- EXFO
- Pratt & Whitney
- SAP Canada
- SAP AG
- NB Power
- North Carolina Department of Transportation
- City of Edmonton
- Manitoba Telecom Services (MTS)
- Government of Nova Scotia E-Merge project
- Université du Québec à Trois-Rivières (UQTR)

Large and medium size SAP implementations with multiple modules

EXPERIENCE AND BACKGROUND

SAM TORKIA & ASSOCIATES

1995 - 1999

Consulting in the fields of Coaching, Change Management and Organisation Development to a varied number of clients spanning the manufacturing, distribution and service sectors by using a systems approach that encourages individuals to enlarge their vision and understand the impact of their actions and behaviours on the organisation's performance.

- Business Development Bank of Canada
- BGM
- Black & McDonald
- Crane Supply
- Pharmascience
- Sonepar Distribution
- Juran Institute

EMCO LIMITED

1989 – 1995

Vice-President and General Manager
Emco Distribution Group - Eastern Region
((\$100 MM in revenues - 220 employees)

A \$1.1 billion company dedicated to the manufacturing and distribution of plumbing and building products

ACCOMPLISHMENTS:

- **Break even point lowered by 32%**
- **Productivity per employee increased by 58%**
- Managed effectively a losing business during one of the worst recessions in the industry.
- Led the turnaround and stabilized the erosion of sales and profit during the recession, positioning the region to achieve record profits and return on assets in 1994.
- Fostered an environment where communication, personal development and empowerment were the foundation of the turnaround.

Achieved financial success by:

- Implementing a TQM program across the organisation.
- Developing and implementing a re-engineering culture aimed at changing operational and transactional processes leading to dramatic profitability improvements and supported by a comprehensive compensation plan.
- Reviewing all procedures and methodologies of different functions and tasks. Developing and implementing analytical tools and processes to **increase sales by 42%**, dramatically improve margins and **decrease expenses by 30%**.
- Developing, implementing and enforcing asset management disciplines, leading to an asset turnover of 6.9.
- Requesting specific modifications to a computer system, in support of re-engineering, allowing for an improved performance and productivity.
- Participating in a multidisciplinary team responsible for the development of the functionality and characteristics of a new computer system.
- Implementing effectively a new computer system.
- Segmenting the region both geographically and by market to increase focus and specialisation, resulting in greater customer satisfaction.

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- Conducting manpower review, enhancing employee morale, improving communication, encouraging training and development and team building initiatives.

MANAGEMENT EXCELLENCE INC.

1984 - 1989

President and Principal

- **Nedco** (a division of Westburne)

Developed and implemented a high technology venture to service the accelerated growth of factory automation. Growth of \$1.6 million in 18 months.

- **Acklands** (an automotive distributor)

Improved profitability and achieved a profit turn-around of \$2 million in one year.

- **Alliance Ballast** (*a joint venture between **General Electric Canada** and **Jannock Limited***)

Developed the joint venture with both organizations. Established and implemented the infrastructure and strategy required to salvaging the business and returning it to profitability.

GENERAL ELECTRIC CANADA

1966 - 1984

- Established a highly respected reputation with the organization and its customers as a strategist, program manager and an action-oriented executive driven by a vision of the future.
- Demonstrated an in-depth expertise to turn-around businesses, creating and managing change, steering them to growth and profitability through innovative thinking and people leadership.

- **Manager - Marketing** 1982-1984
Construction Products Department
- **Manager - National Sales** 1979-1982
Construction Products Department
- **Manager - Marketing** 1978-1979
Gescan Business Department
- **Manager - Strategic Planning** 1977-1978
Construction Products Department
- **Manager Marketing - Wire and Cable** 1976-1977
Construction Products Department
- **Manager** 1975-1976
Electronic Components

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- **Manager - Western Quebec Branches** **1972-1975**
Gescan Business Department
- **Regional Engineer** **1966-1972**
Lighting Department

EDUCATION

- Master of Business Administration Program, York and McGill Universities
- Bachelor of Science, Electrical Engineering, Laval University
- Bachelor of Arts, Mathematics and Physics, Sainte-Famille College (Jesuits)

CONTINUOUS DEVELOPMENT

- **SAP Certification Business Integration 4.6** – Septembre 2002

Inter-relationships and Integration points in SAP R/3 between the following modules: Sales & Distribution (SD), Production Planning (PP), Material Management (MM), Finance (FI), Control (CO) and Human Resources (HR). Application of the best practices associated to these processes and practical knowledge of these operations in SAP R/3.

- **Juran Institute** – Breakthrough for quality improvement teams and quality improvement tools
- Canadian Securities Institute course and commodities' trading.

LANGUAGES

- French – Written and Spoken
- English – Written and Spoken