

PROFILE

Since 1999, Eric Torkia MASc has worked as a management consultant and business analyst with organizations spanning multiple industries and sectors, most notably – Professional Services, Manufacturing/Distribution/Retail and Public Sector organizations. His clients include Hydro-Quebec, Xstrata Copper, Pratt & Whitney, Bombardier Aerospace, Goody's Family Clothing, only to name a few.

He is personable, highly versatile and meets consulting challenges head-on. Thoroughly focused on delivering sustainable results, each assignment provides him the opportunity, like a samurai, to continuously refine a unique set of skills and competencies revolving around performance, risk and change management:

- Certified Oracle Crystal Ball Trainer and Consultant
- Project Risk Management on multi-million dollar projects
- Performance Management business analysis and consulting
- Change Management consulting and training and instructional design
- Spreadsheet Modeling and VBA automation for simulation, forecasting and optimization

In order to promote and share best practices in project and performance management, he lectures on these topics to master's level student at ÉNAP (École Nationale d'Administration Publique) the National School for Public Administration.

Mr. Torkia's academic background includes a Master's degree in information systems management from the University of Québec in Montreal as well as a BBA in international marketing and management from Northwood University Florida.

EXPERTISE

- Predictive analytics and decision analysis using Monte Carlo Simulation and Optimization (Certified ORACLE Crystal Ball Trainer)
- Collaborative inter/intra-organizational processes and strategies (Enterprise Relationship Management)
- Process Re-design and optimization
- Performance Management and Digital Dashboards
- Project Risk Management (IS/IT, Web and Marketing)
- Deep understanding of design and implementation phases of technological architectures / infrastructures
- Change Management

EXPERIENCE

Spring 1999 to present	<i>Executive Partner (Practice Lead and Consultant)</i> <i>Technology Partnerz Ltd.</i>
Activities at <i>Technology Partnerz Ltd.</i>	<ul style="list-style-type: none">• Practice Lead<ul style="list-style-type: none">○ Relationship Management○ Project Management○ Bid preparation○ Practice marketing and business development○ IS/IT planning / deployment / management for practice• Management Consulting (See client assignments section below)

	<ul style="list-style-type: none"> • Research and Development <ul style="list-style-type: none"> ○ Project Risk Management models using Monte-Carlo-Simulation ○ Enterprise Relationship Management best practices ○ Business applications for social and organizational network analysis ○ Instructional design and customized training.
Accomplishments:	<ul style="list-style-type: none"> • Established Technology Partnerz Ltd. in 1999. Since, the Technology Partnerz team has <ul style="list-style-type: none"> ○ Carried out or participated in over 35 client projects, including 12 SAP and Oracle implementations and dozens of spot engagements. ○ Developed and delivered training for hundreds of business analysts and managers on : <i>Project Management, Retail Management Best Practices, Software Specification Development, Change Management, Risk Management, Bid Management, etc.</i> • Negotiated an alliance with Oracle Crystal Ball in 2007. • Launched Crystal Ball Services Canada in April 2008 (including an online store) in collaboration with Oracle Crystal Ball to train and coach individuals/teams on using Monte Carlo Simulation to improve decision making. (https://www.crystalballservices.com)

CLIENT ASSIGNMENTS

DATE	CLIENT / ASSIGNMENT
July 2009 – Nov. 2009 Note on sustainability: <i>Through my analysis, a pilot project of 300 users would save more the 250K\$ over five years just in power consumption.</i>	<p>Hydro-Québec Trans-Énergie (Transport Division)</p> <p>Principal Business Analyst on the Desktop Virtualization project's feasibility analysis and planning. The project's main objective was to find an optimal and cost efficient way to migrate 3300 users over 3 years.</p> <p>In tight collaboration with the project manager, the technology partner (Bell/CGI) as well a various stakeholders in the organization, I conducted the following activities:</p> <ul style="list-style-type: none"> • Reviewed the contract with the project manager to identify areas of contractual risk and litigation. • Actively contributed to the project planning activities, including defining/validating working assumptions. • Performed quality assurance reviews on all the technology partner's deliverables as part of HQ's approval process. • I developed the following key deliverables: <ul style="list-style-type: none"> ○ Corporate recommendation and the notice of compliance for the compliance review process ○ Project charter ○ Change management strategy and project change charter ○ Project Impact Analysis ○ Project risk identification and quantification ○ Conducted detailed and comprehensive financial, forecasting and budget analysis over a 5 year period (ROI, Total Cost of Ownership, Payback, NPV, IRR...) using Monte-Carlo simulation to assign probabilities.

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April 2007 - Today	<p>Crystal Ball Services (Division of TP)</p> <p>Launched Crystal Ball Services Canada (including an online store) in collaboration with Oracle Crystal Ball to train and coach individuals/teams on using Monte Carlo Simulation to analyze and optimize complex business models and scenarios leading to better performance via improved decision making. (https://www.crystalballservices.com)</p> <ul style="list-style-type: none">• Sales, Support and Training for Oracle Crystal Ball• 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.○ VBA Automation <p>My clients include : <i>ValeInco, Pay-O-Matic, Polygon Sécurité, ACME Risk Management, Bell Canada, Xstrata Zinc, Multiple government agencies in Canada and the US, etc.</i></p>
Oct 2008	<p>Pay-O-Matic Corporation (USA)</p> <p>Pay-O-Matic wanted to centralize their Cash Management process and required a way to forecast cash requirements for 130 stores by day.</p> <ul style="list-style-type: none">• Using 3 years of historical data, I broke down 100,000 transactions using MS Access into multiple dimensions for analysis• Tested 4 time-series forecasting techniques and tools and provided a recommendation for the one that best met organizational requirements.• Assessed which of the 130 store had the highest probability of requiring funds using Oracle Crystal Ball's Monte-Carlo simulation tool.
June 2008 - Present	<p>Polygon Security (Viking)</p> <p>Polygon Security is currently deploying MS Solomon ERP to improve reporting and integration across 4 sites and 600 users. They are implementing several modules including Order Management, Procurement and Requisitions.</p> <ul style="list-style-type: none">• Competency development in the areas of project and change management with the IS/IT Management team.• Coaching and knowledge transfer with the ERP project Manager<ul style="list-style-type: none">○ Reviewed / redesigned the project plan and developed key project management deliverables (i.e. Project Charter)○ Crafted a change management framework for the project○ Developed a stakeholder management strategy

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Oct 2007 – Jan 2008	<p>Xstrata Copper Canada</p> <p>Business Analyst on the Mincom Ellipse implementation project to obtain, analyze and validate business requirements for HR/Payroll reporting in the Business Objects Module. The implementation spanned 4 sites and 2500 users.</p> <ul style="list-style-type: none">• Working closely with business stakeholders, obtained business needs and requirements from all 4 sites and translated them into report development specifications• Drove and managed the reports development and version control process to ensure that all the required reports were developed and validated with all the appropriate stakeholders for go-live.• Supported report field mapping and development teams for the interpretation, validation and troubleshooting of Business Object reports. <p>Accomplishments</p> <ol style="list-style-type: none">1. Developed, aligned and delivered the business specifications for 20 global/standard Business Objects reports2. Developed, aligned and delivered the business specifications for 32 Site Specific Reports3. Coordinated and ensured the cradle-to-grave development of Business Objects reports with Mincom and the report developers.4. Identified and communicated issues (to the appropriate echelons) relating to the security and usage policy surrounding Business Objects within Mincom Ellipse5. Identified new reports and consolidated existing reports in accordance with user requirements, resulting in a reduction from 100+ reports to 52.6. Identified data and conversion issues through the analysis of legacy reports
June – Sept. 2007	<p>Pratt & Whitney Canada</p> <p>Developed and delivered a 2 day workshop covering Software Project Estimation for the Solutions Architects. The workshop focused on:</p> <ul style="list-style-type: none">• Developing more accurate estimates quickly and communicating them in ranges• Incorporating Risk Management into project estimates• Software testing approaches and best practices <p>Developed and delivered a 2 day workshop covering requirements and business rule writing for the Solutions Architects. The workshop focused on:</p> <ul style="list-style-type: none">• Understanding and developing software requirements in accordance with IEEE830 standard• Developing portable business rules for business systems/processes

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June 2007	<p>TransWeave Inc. (SAP Services and Solutions Partner)</p> <p>Developed a 3 day workshop that is the intro course to 12 week SAP boot camp for IS retail. The workshop covered performance management and operations in a retail environment.</p>
Nov 2006 – June 2007	<p>Goody's Family Clothing (US Retailer with 1.5\$ Billion in revenue)</p> <p>Working with the VP of e-commerce:</p> <ul style="list-style-type: none"> • Provided E-business strategy consulting to development and marketing teams. • Conducted a detailed usability study on www.goodysonline.com to improve general ease of use leading to enhanced sales performance. • Benchmarked Goody's Online in terms of usability, functionality and design against its top 5 competitors
Oct-Nov 2006	<p>Longueuil Symphony Orchestra</p> <p>Performance Management coaching and consulting:</p> <ul style="list-style-type: none"> • Analyzed commercial and operational performance spanning the last 20 years to identify new opportunities to improve performance and effectiveness. • Prepared detailed financials for a 100 000\$ grant request.
Apr 2006 - Now	<p>FlexInnov Solutions</p> <p>Coaching and consulting in the areas of:</p> <ul style="list-style-type: none"> • Product strategy and orientation • Marketing and product commercialization • Application Portfolio Planning • IS/IT infrastructure optimization and the deployment of a Site-to-Site VPN using CISCO PIX routers
Jan 2006	<p>Polygon Fire Security- 100M\$ Industrial Fire Protection Manufacturer</p> <p>In collaboration with the IS and IT managers, benchmarked the IS/IT organization (against 3 different peer groups) and conducted a diagnostic leading to recommendations on restructuring to improve service delivery capability.</p>
Mar – Nov 2005	<p>Bombardier Aerospace</p> <p>Working with the Vice President of Processes and ERP as well as his team of Directors, conducted:</p> <ul style="list-style-type: none"> • a thorough review and analysis of ERM collaborative best practices, including their repeatability, predictability, measurability and alignment to business objectives and capability requirements. • a detailed 360° feedback to identify organizational alignment issues relating to how different functions and stakeholders perceived collaboration within the firm's operations and strategies

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Jan – June 2005	<p>Peerless Clothing: 300M\$ Contract Textile manufacturer (run SAP)</p> <p>Working with the Vice President of Technology and Operations as well as his IS Director, conducted a thorough review and analysis of ERM collaborative best practices, including their repeatability, predictability, measurability and alignment to business objectives and capability requirements.</p>
April – June 2004	<p>Raymond Chabot Grant Thornton – Manufacturing and Distribution Practice</p> <p>Census and analysis of ERP vendors and packages (tiers 1, 2 and 3) available in Quebec. 40 applications and vendors were identified, analyzed, compared and classified by major functionality.</p>
Oct. 2003	<p>Bélanger UPT: 35M\$ Faucet and plumbing accessory manufacturer</p> <p>Risk management and strategy planning workshops to identify opportunities/strategies to improve operating performance and market share.</p>
May 1999 – Dec 2003	<p>OTA Inc. : Specialized SAP Services Partner</p> <p>As a sub-contractor to <i>Organizational Transition Associates</i>, I have</p> <ul style="list-style-type: none"> • Contribute on projects and co-develop training materials focusing on soft-skills development, i.e.: <ul style="list-style-type: none"> ○ Negotiation and Conflict Management Skills ○ SAP Consulting Skills ○ Help Desk Skills ○ Presentation and Communication skills ○ Change Agent Skills ○ «Train-The-Trainer» for Université du Québec à Trois-Rivières SAP implementation • Participated in a 6 person change management team for the implementation of SAP Canada's Customer Engagement Lifecycle's Bid and Opportunity Management processes. • Participated in over 6 SAP change management projects as an in-house consultant providing the following services to external consultants: <ul style="list-style-type: none"> ○ Research and Development ○ Project Planning and Management using MS Project ○ Data Analysis and reporting ○ Concept Modeling with Visio ○ IT and Document support <p>Clients: <i>Pratt & Whitney, SAP Canada, SAP AG, SAP America, Bombardier Aerospace, Rolls-Royce Canada, Université du Québec à Trois-Rivières</i></p> <p>OTHER PROJECT AND RESPONSABILITIES</p> <ul style="list-style-type: none"> • Product Management and Instructional Design <ul style="list-style-type: none"> ○ Mapped-out major processes ○ Produced project plans for course development using MS Project ○ Developed a competency set specific to the client and his training and development objectives

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	<ul style="list-style-type: none"> ○ Evaluated which competencies required development ○ Researched and developed courseware ○ Managed document production ○ Obtained and integrated customer feedback to improve subsequent versions • Marketing <ul style="list-style-type: none"> ○ Bid Preparation ○ Marketing Project - Brochure, Promotional articles and Dynamic ASP website ○ Implementation of a new corporate look, including project management, coordination with designers, development of templates, and management of product updates. • Operations <ul style="list-style-type: none"> ○ Development of the collaborative model and negotiation support for an alliance with another consulting organization. ○ Windows 2000 Deployment (Architecture, Active Directory, Hardware et configuration, Users) ○ Development of Corporate Intranet
July – Sept. 2001	<p>AIN Consulting: Egypt's largest IT outsourcer</p> <p>Researched and developed a business case for a large IT-outsourcing partnership project between Egypt and Canada.</p>
May –Aug. 2001	<p>STOP OXYGEN: Asset Security Management Products</p> <p>Consulted on product strategy and coordinated the entire product packaging for "Compu-Guard" (a computer security tagging product).</p>
Oct. 1999 – Mar 2000	<p>K2 Communication: Specialized Advertising, Web and Marketing firm catering to industrial firms.</p> <p>Strategy consulting and implementation support for the operationalization of an alliance between K2 and Bell Canada to deliver e-business and web marketing consulting services to Quebec SMEs</p>
Sept – Dec 1999	<p>Black & MacDonald: 400M\$ multi-trade construction and maintenance contractor</p> <p>Analysis of tasks and responsibilities of individuals of 3 operating divisions and the accounting group to identify duplicated and non-value adding activities.</p> <ul style="list-style-type: none"> • Mapped-out major processes • Developed a competency set for each major function • Evaluated which competencies required development • Identified areas of redundancy and suggested courses of action • Report and recommendations <p>BENEFITS</p> <ul style="list-style-type: none"> • Reduced overhead and increased profitability. • Eliminated non-value adding and duplicated activities from processes. • Clarified process users' roles and responsibilities.

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March – June 1999	<p>OPGroup Consulting: Performance Management Consulting</p> <p>Development of a 360° feedback analysis tool (Analysis, design, development, and debugging)</p>
Summer 1991 to Spring 1995	<p>EMCO Ltd. : A \$1.5 Billion Canadian Division of MASCO Int'l.</p> <p>I worked either in a summer or part time capacity from the summer of 1991 to the spring of 1995. Each assignment was a short-term project that gave real life experience in the realm of distribution, operations, the supply chain, ERP and management.</p> <ul style="list-style-type: none"> • Designed and implemented a Bin-Location program (Bin-Location is a system that uses an Alphanumerical code to locate a product within a defined area of space). • Special Projects – MIS • Software Training/Support and Installation

PROFESSIONAL REALISATIONS/ACCOMPLISHMENTS

PROJECTS	DESCRIPTION - [ACCOMPLISHMENTS]
ERM Framework Development	<p>Applied R&D to create an Enterprise Relationship Management Framework to support managers in identifying new synergies and opportunities within their organization's portfolio of relationships.</p> <p><i>ERM is primarily about business strategy for value creation. It focuses not on cost containment, but on leveraging the network-enabled processes and activities from any program/approach (i.e. CRM, PRM, SRM, ERP, SCM, etc.) to transform the relationships between the organization and all its internal and external constituencies in order to maximize current and future opportunities.</i></p> <p>The ERM framework integrates process re-design, IS/IT strategy, change management, supplier relationship management, CRM and risk and business continuity management into a comprehensive continuous improvement lifecycle model and framework that supports people and organizations in:</p> <ul style="list-style-type: none"> • Benchmarking collaborative capability • Understanding and deploying collaborative best practices • Aligning and leveraging new and existing business relationships to business objectives • Accelerating/Facilitating the adoption of business change related to processes, policies, systems and culture changes. • Accelerating decision making resulting in improved corporate responsiveness to changing market conditions

PROJECTS	DESCRIPTION - [ACCOMPLISHMENTS]
	<p>BENEFITS</p> <ul style="list-style-type: none"> • Simplified Knowledge transfer of ERM best practices • Ability (for Users) to design collaborative processes with the support of the latest and most proven best practices • Mitigates risks and maximize opportunities in a multi-partner environment • Incorporates the principles of repeatability, predictability, measurability and alignment into business processes
<p>Benchmarking and measurement toolkit for the adoption Enterprise Relationship Management Best Practices</p>	<p>Developed a benchmarking and measurement toolkit for the adoption and use of collaborative best practices.</p> <ul style="list-style-type: none"> • Designed measuring tools (using Access 2003 and Excel) for conducting 360 feedbacks and benchmarking against best practice. • Used and validated tools with Bombardier Aerospace and Peerless Clothing • Toolkit is reusable and adaptable to the clients' context. • The toolkit also serves as a prototype for an organizational intranet to support the adoption of collaborative best practices.
<p>Emco Ltd, MIS – Special Projects</p>	<p>Designed and implemented a Bin-Location program (Bin-Location is a system that uses an Alphanumerical code to locate a product within a defined area of space). This project lead to an immediate reduction in direct and indirect cost relating to the inventory management process</p> <ul style="list-style-type: none"> • Defined system changes with MIS department on system • Developed Bin-Location Process and Framework • Produced floor plans with HP Gallery • Mapped and Classified 6000 SKUs in Bin-Location system • Created reports to ensure 100% accuracy of bin-location system

IS/IT COMPETENCIES & TECHNICAL REALISATIONS

- Oracle Crystal Ball (Monte Carlo Simulation)
- Vose ModelRisk
- Microsoft Office
- Microsoft Excel and Project VBA
- Adobe Creative Suite (Illustrator, Photoshop, Acrobat Pro, ect)
- MS Visio and Project
- MS Access and SQL Server
- Web design (HTML, Active Server Pages and DB Integration, JavaScript)
- Windows 2003 Server Environment
- SharePoint, Project Server 2003, CRM 3.0, ISA Server 2004
- Mincom Ellipse (Working Knowledge)
- P+ Methodology

PROJECTS	DESCRIPTION – [TECHNICAL REALISATIONS]
<p>Microsoft Virtual Office (3 Windows 2000/2003 Server Deployments)</p>	<p>Design and implementation of a Microsoft virtual office environment</p> <ul style="list-style-type: none"> • Facilitation of IS/IT strategy planning with the firm's various stakeholders and partners. • Designed network architecture and server topology using Microsoft Visio • Documentation of applications and information assets in MS Visio • Application Portfolio Planning (Microsoft CRM 3.0 Professional, Sharepoint Portal, MS EPM Project Server, SQL 2000 & 2005) • Developed migration plan using Bates Project Management Methodology and MS Project • Procurement and Installation of Hardware • Implementation and configuration of Windows 2003 Server and application portfolio • Configuration of a CISCO PIX 501 and implementation of Microsoft ISA 2004 • Security analysis and data recovery strategy <p>Benefits</p> <ul style="list-style-type: none"> • Direct reduction in consultants time at the office • 24/7 availability of information and methodological resources • Secure, Flexible and reliable infrastructure for the deployment of future applications
<p>Dynamic Web Site Projects</p>	<p>Content Design and Architecture of several commercial websites</p> <ul style="list-style-type: none"> • www.ota.ca [2000], <ul style="list-style-type: none"> ○ Designed User Interface ○ Developed a CMS – Content Management System and guest book in ASP – Active Server Pages and Access 2000 ○ ASP Programming ○ Tests and debugging ○ Project management and sub-contractor management • OTA Intranet [2000]: The client needed to package its methodology into a documented process with the relevant accelerators. <ul style="list-style-type: none"> ○ As part of a 3 person team, I contributed the definition of the deliverable → The main components of the ERP Change Management Methodology. ○ Project Planning and Management using MS Project ○ Conceived the packaging strategy and the delivery support process (Intranet and VPN) ○ Deployed IIS 5.0 and ADO 2.5 Objects ○ Web design and intranet development using Access 2000 and ASP • www.technologypartnerz.com [5 major redesigns, including the migration of the site to DotNetNuke CMS technology] <ul style="list-style-type: none"> ○ Analysis and documentation of communication objectives to be achieved through the new web site

PROJECTS	DESCRIPTION – [TECHNICAL REALISATIONS]
	<ul style="list-style-type: none">○ Content and copy creation, including graphical design elements○ Customized and tested UI - user interface using CSS technology○ ASP programming○ Tests et debugging○ Project Management and Sub-Contractor management.• www.crystalballservices.com [Developped using DotNetNuke and contains an online store]<ul style="list-style-type: none">○ Analysis and documentation of communication objectives to be achieved through the new web site○ Content and copy creation, including graphical design elements○ Customized and tested UI - user interface using CSS technology○ Integration with Online Store and Merchant Accounts○ Online search and marketing strategy, including Google Adwords.

ARTICLES AND CONFERENCES

- Torkia, Eric & Luc Cassivi “The Dynamic Enterprise Alignment Model for E-collaboration”, Encyclopedia for E-collaboration, IGI Global, Summer 2007
- Invited speaker for the ProAchat 2004 conference to present collaboration in the procurement process
- *Thesis: Velox ERM, Building an Enterprise Relationship Management Framework*, UQAM – University of Quebec in Montreal, November 2005

EDUCATION

- MAsc Information Systems Management
UQAM – University of Quebec in Montreal, November 2005
- Bachelor’s of Business Administration with a dual major
in Marketing & Management, Northwood University: Florida Campus, May 1998

LANGUAGES

- **French** – Written and Spoken
- **English** – Written and Spoken
- **Spanish** – Basic Writing Skills and Spoken

BUSINESS RELATED COURSES

- ORACLE Crystal Ball (Monte-Carlo Simulation) Trainer Certification
- Introductory and Advanced Crystal Ball (Monte Carlo and probabilistic modeling and analysis) – Decisioneering Inc.
- Planning and Organizing for Projects – Quebec Project Management Institute.
- Business French - The Chamber of Commerce of Paris
- Train The Trainer – Productivity Point Montreal
- Consulting Skills – Organizational Transition Associates
- Change Management Skills - Organizational Transition Associates

OTHER

Sports

Sailing, racquetball, golf, skiing and judo

Interests:

Cinema, politics, current events, sports cars and literature.