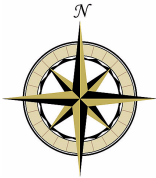


RESUMÉ
of
ROBERT MICHON, MBA, C.Dir., CMC, PMP, CISA

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Robert Michon

MBA, C.Dir., CMC, PMP, CISA

Profile

Mr. Robert Michon received a Bachelor of Science (Honours) degree in Computer Science from the University of Manitoba in 1978, a Master's degree in Business Administration (M.B.A.) from Laval University in 1986, a Certificate in Law from Laval University in 2016 and a Certificate in Global Management from INSEAD in 2017. He has over thirty-seven years of experience in IT. Mr. Michon is a C.M.C. member of the Canadian Institute of Management Consultants. He holds the following certifications: **Project Management Professional (PMP)** from the Project Management International (PMI), **Certified Information Systems Auditor (CISA)** from the Information Systems Audit and Control Association, a Foundation Level certification in ITIL and TOGAF V9 Certified (Open Group). He is a **Chartered Director** from the Director's College at Laval University and McMaster's University.

Mr. Michon is an entrepreneur and an independent advisor in management and technology, specializing in Software as a Service (SaaS). With over 37 years experience in the IT sector, he is known for his expertise in technology as well as for his mastery of business issues relating to IT. He has worked in both the public and private sectors, both in Canada and internationally. He has worked for companies such as **American Express, PwC, CA Technologies, DELL, Oracle, Learn.com, John Hancock Insurance, State of Oregon** in the U.S. and for **Banca Serfin** and **Prosa** in Mexico.

Mr. Michon was the co-founder of 4Degrees Colocation (sold to Vidéotron in 2015) and of Clear SaaS. He is also an angel investor supporting other entrepreneurs.

Experience Summary

Mr. Michon is an independent consultant providing strategic consulting, program management for major transformations, enterprise architecture services and interim management. As a corporate Director, he was chairman of Sogema Technologies Inc. and a board member of 4Degrees Colocation.

He was formerly Vice-President of IT Operations at Taleo. At Taleo, he was responsible for all aspects of Software as a Service operations as well as internal IT. This involved the management of three major data centres, operating 24/7, an operating and capital expenditure budget of several million dollars as well as corporate security and business continuity planning.

Prior to Taleo, Mr. Michon spent 22 years with DMR/Fujitsu Consulting in a variety of consulting and management roles. At the time he left DMR, he was Vice-President responsible for DMR's Oracle practice for the Quebec Region.

Mr. Michon started his career as a Defence Scientist with the Canadian Department of National Defence.

Work Experience

IT Strategy Inc.

August 2006 to present

Independent consultant & contract worker

As an independent consultant and contract worker, Mr. Michon provides his clients with strategic services in IT Management, Data Center Consolidation, Software as a Service, IT Governance, Program and Project Management and Project Auditing.

Among his **major projects**:

Programme Manager for **American Express Technologies**: insourcing of Major Incident Management function from IBM Global Services. Review of staffing, training, procedures and tools to allow for increased innovation and more efficient service restoration.

Co-lead for the transformation of **Sogema Technologies Inc.** Interim Vice-president of Product Development. Review of business processes, financing requirements and strategic orientations.

Advisor to **Bombardier Aerospace** and to **PwC Global Services** on Cloud migration and operation strategies.

Project manager for the implementation of the operational Service center for a new data network, covering the needs of the public sector organizations and the health sector for the Quebec provincial government.

He was a member of the Programme Management Office (PMO) at the Quebec Workmen's Compensation Board, providing management and oversight to their 150M\$ Modernisation Programme. This programme includes the implementation of Siebel and Oracle E-Business Suite, a major re-organization of work processes in 21 regional offices, the transition of the IT organization from custom development to package implementation, risk management and benefits management. Mr. Michon was responsible for global planning, risk and benefits management, vendor management and communications, and high level architecture decisions.

Software as a Service

Advisor to **CA Technologies'** SaaS Operations group. Review of current operations and development of a new world-wide hosting strategy that would reduce hosting costs by 50%. Program management for the consolidation of 8 US data centers into a single consolidated data center.

Implementation of SaaS for a software company. The mandate was to assist Kinaxis to transform its business model from a subscription basis to a Software as a Service model. Assistance in the selection of a collocation service and an Internet access service. Validation of rack design and power requirements. Review of operational and support processes. Definition of the SaaS value statement.

Project Manager for the transfer of **DELL's** worldwide career sites from an internally hosted solution to a Software as a Service solution provided by Taleo. Establish of test and cutover plans including database migration between data centers, development of integration points, single sign-on, custom reports. migration.

Project Auditing & Security Compliance

Element AI: SOC2 Compliance and Readiness Support;

GeoTracability: Core SaaS services security policies and program implementation;

Videotron: Audit of the Quality Assurance processes for IT deployments into Production.

Enterprise Architecture

For the real estate management agency of the Quebec Provincial government, development of an enterprise architecture of all major business function. Development of a proposal to Board of the Directors for a phased overall of major IT systems.

For the Quebec Workmen's Compensation Board, development of an enterprise architecture to support the implementation of a Siebel case management system for insurance claims.

Technology Consulting and Data Center Management

Data center consolidation following a major acquisition by a software company. Project manager for the migration of over 600 client sites running a SaaS solution from a Miami-based hosting center to a Chicago-based platform.

Responsible for the vision and governance of telecommunications in the Québec healthcare system, Definition and implementation of a national strategy for IP telephony in the public healthcare system in Québec. Target infrastructure includes over 1200 telephone switches and 200,000 telephones. Definition and implementation of a national strategy for videoconferencing (over 1000 fixed stations) and telemedicine. Requirements definition for the renewal of the health sector shared telecommunications network.

Data center consolidation following a major acquisition by a software company. The mandate consisted of planning, testing and moving clients in production from one data center to another with no data loss and minimal downtime. Coordination of due diligence visits, security audits and contract termination negotiations. Transfer of European clients running in the New York data center to the Amsterdam data center. Transfer and close out of the London and Paris data centers. Transfer of clients from Sydney to San Jose and close out of the Australian data center.

For the Quebec provincial government, development of an opportunity analysis for data center consolidation involving all government departments and agencies.

For Hydro-Quebec, preliminary analysis of a data center consolidation programme to consolidate 8 data centers to two; one greenfield build and a major renovation of the other one, while in operation.

ERP selection for engineering firm. This mandate included a review of project management, materials order management and accounting processes. Drafting of an RFP, preliminary vendor selection and assistance in evaluating vendor presentations.

Responsible for the technology component of the Enterprise Architecture for Services Québec, the Québec Government's e-government service delivery organization.

Executive coaching

Executive coach for a newly appointed managing director of a small, high-growth, consulting firm.

Angel Investor
Member of Anges Québec

November 2016 to present

Early stage investment in disruptive and innovative companies.

Current Portfolio: Cité Affaires
 Hyasynth Bio
 Kalgene Pharmaceuticals
 GO Rendezvous

Clear Saas Inc.
CEO and co-founder

January 2014 to March 2017

Clear-SaaS was software startup, developing management tools and dashboards for SaaS Providers.

4Degrees Colocation Inc.
Co-founder

January 2013 to March 2015

Mr. Michon was a co-founder of 4Degrees colocation, the first Tier III data center in the Québec City region. Active as an advisor and board member during the financing, construction and commissioning phases. 4Degrees was sold to Videotron, a Canadian cable company, in March 2015.

R3D Consulting inc.
Senior consultant

May 2005 to August 2006

As a senior consultant, Mr. Michon was involved in several strategic projects within the Quebec Government, participating in Programme Management, Project Management and strategic consulting. Clients in this period include Quebec Revenue, University of Quebec, Quebec Public Service Pension Administration (CARRA), and Quebec Workmen's Compensation Board (CSST).

Taleo (formerly Recruitsoft)
Vice-President, IT Services

April 2003 to April 2005

Mr. Michon was Vice-President, IT Services. He managed Taleo's ASP infrastructure and operations. As such, he had responsibility for three major data centers operating 24 x 7 x 365 for clients in 65 countries. He has managed significant technology transformations such as the migration to an all-Linux computing platform, the complete build-out of a new data center in San Jose, the migration to new versions of Oracle, Business Objects and Web methods. He managed a staff of over 70 highly skilled technicians, analysts and architects. He also managed an operating and capital expenditure budget of over 10 million dollars US.

He was also responsible for internal IT management. In this role, he initiated a complete transformation of the telephony system to an IP infrastructure, allowing the integration of Taleo's three call centres. Mr. Michon headed the corporate security committee and was responsible for business continuity planning,

penetration testing, disaster recovery tests and overall IT security, based upon ISO 17799.

DMR Consulting inc.
Vice-President, DMR's Oracle Solution Center

July 1980 to April 2003

Mr. Michon spent 22 years with DMR Consulting in a variety of roles. He left as Vice-President responsible for the Oracle Solution Center and a member of the Quebec Region management team. During his career with DMR, Mr. Michon was involved in some sixty projects, in a variety of roles. These included mandates for strategic planning, technology architectures and orientations, technology consulting, telecommunication network design and optimization, data center management, project management and systems development.

Defence Research Establishment, Valcartier (Québec)
Department of National Defence
Defence Scientist

July 1978 to July 1980

Analyst with the Tactical Data Systems Group. Participation in the design, development and evaluation of software for a Command and Control Testbed for the Canadian Armed Forces. His work included the study of problems associated with the distribution and updating of data throughout a network of minicomputers, the organization and storage of tactical information and preliminary analysis of command structure and operating procedures for military users.

General Information

Academic Studies Certificate in Global Management, INSEAD, 2017
Certificate program in Law, Université Laval, 2016
European Union – Recognition of qualifications Level 7, « Centre international d'études pédagogiques »
Chartered Director (C.Dir.), McMaster's University, 2009
"Administrateur de société certifié" (ASC), Collège des administrateurs, Université Laval, 2008-2009
Faculty of Arts - Université Laval, 4 courses in Spanish completed (1997 to 2000)
Master's degree in Business Administration (MBA), Faculty of Business Administration – Université Laval (1985 to 1986) – Dean's Honour List 85-86
Graduate diploma in Business Administration, Faculty of Business Administration - Université Laval (1980 to 1985)
Bachelor of Sciences (Honours), Computer Science - University of Manitoba, Winnipeg (1974 to 1978) – Dean's Honour List 74-75, 75-76

Working languages

English, French, Spanish

Expertise/ services

Consulting in management and technology

- Programme management
- Software as a Service (SaaS)
- Organisation of large projects
- Establishment of consortiums
- IT investment planning and benefits management
- Coaching

Strategic planning

- Business plans
- IT strategic plans
- Commercial viability studies

Architecture

- Enterprise Architecture
- Technology Architecture

Auditing

- ASP and outsourcing audits and reviews
- Project reviews
- Project risk analysis
- Technical and commercial audits

IT Service Management

- Evaluation
- ITIL Awareness & training
- Process review & improvement
- Selection of co-location and managed service providers

Project Management

- *Management of projects*
- *Project management office*
- *Coordination of user participation*

Solution implementation and deployment

- *Selection of commercial solutions*
- *Systems design*
- *Technical architecture*

Methods and tools

ITIL – IT Infrastructure Library

PMBOK – Project Management Book of Knowledge (PMI)

DMR Productivity Centre™

COBIT – Control Objectives for Information and related Technology; IT Governance Institute

TOGAF – The Open Group Architecture Framework

Associations

Certified Information Systems Auditor (CISA) and member of the Information Systems Audit and Control Association (ISACA)

Certified Management Consultant (CMC), member of the Canadian Institute of Management Consultants

Project Management Professional (PMP) and member of the Project Management International (PMI)

Certified ITIL Foundation V3

TOGAF V9 Certified

Member of the Laval University Alumni Association

Member of the Canadian Internet Registration Authority

Boards

Member of the Board of Directors of Sogema Technology inc. (2011-2017)

Chairman of the Board; September 2016 – March 2017

Member of the Advisory Board of Vooban Inc. (2015-2016)

Member of the Board of Directors of 4Degrees Colocation Inc. (2013-2014)

Publications

The Complete Guide to Software as a Service (2017)

ISBN: 9781546 308492