

STÉPHANE COUDÉ

10 942, Jeanne-Mance Street
Montreal, Quebec, Canada, H3L 3C6
Phone: +1 514.214.9835
Email: scoude@xsm2.com
Citizenship: Canadian

Research expertise in strategy, B2B/B2G/G2B/G2G marketing strategies and management. Particular interest for academic publications and presentation during international conferences. Recognized skills in in-company training as well as MBA teaching. Coaching and training of senior and middle managers as well as teams specialized in strategy, sales, marketing and client support. Leadership and perseverance in project realization. Results oriented. Extensive knowledge of government procurement, electric energy, IT, banking, insurance, distribution networks, professional services and disruptive technology sectors.

EDUCATION

Executive Doctorate in Business Administration (EDBA) (Sept 2009 – June 2014)

PARIS-DAUPHINE UNIVERSITY (FRANCE)

Government Procurement and Strategy: The Case of China Government Procurement Liberalization and the Consequences for Foreign Multinational Corporations, doctoral thesis publicly defended in June 2014 (3 years after academic courses), Thesis director: Honorary President and Professor Emeritus Bernard de Montmorillon, Jury's mention « très honorable avec les félicitations du jury » [summa cum laude] and administrative mention "very good" (highest distinction of the university), 492 p. [in French]

Professional thesis on publication specialized in business strategy (4 distinct researches, 3 publications [in French, English and Mandarin] and 12 international conferences [in English]). The contribution suggests new analysis tools for companies to better understand countries' strategic choices when they are at the same time the clients and the one who define the market rules. Government Procurement represents more than 30% of the worldwide export and research in this domain is more and more recognized and emerging. The tools proposed in this thesis can be employed to better understand and anticipate countries' choices to optimize the strategy of private corporations that wish to develop government procurement markets. The research is grounded on the case of China's government procurement protectionist measures and its potential liberalization, the negotiation for its accession to the Government Procurement Agreement of WTO and the mistakes made by Foreign Multinational Corporations in the Chinese public utilities market that explain their failure. In this last part of the thesis, it is suggested that the limit of their own strategy, which was mainly constructed on a narrow vision of normative schools, is the main cause of their own failure. Therefore, the thesis presents the 10 schools of research in strategy suggested by Mintzberg et al. and propose to add two recent schools in their suggested taxonomy: the school of innovation and the school of expertise. These 12 schools are also utilized as a model to study the behavior and decisions of top managers in a company (unique case study) to/and expose the importance for top managers to develop a complete knowledge of strategy.

Summer school in creation management (June - July 2015)

MOSAIC GROUP, HEC MONTREAL (CANADA)

Creation management for Private Corporation seminars and practical workshops.

Certificate – Advance research in procurement and supply chain management (July 2011)

16TH INTERNATIONAL FEDERATION OF PURCHASING AND SUPPLY MANAGEMENT SUMMER SCHOOL (SALZBURG, AUSTRIA)

Advanced research seminars for doctorate candidates.

Post MBA – Business development in China (April – November 2009)
HARBIN INSTITUTE OF TECHNOLOGIES IN SHENZHEN (CHINA)
Diploma obtained with a perfect mark. Master thesis: Chinese government procurement markets [in French].

Executive MBA (EMBA) (January 2005 – June 2006)
PARIS-DAUPHINE UNIVERSITY (FRANCE)
Fellow from *Université du Québec à Montréal* for the double diploma in partnership with the Paris-Dauphine University. Master thesis: Practical Guide for private corporation describing how to do business with the countries that have ratified the Government Procurement Agreement of WTO, 350 p. [in French]

MBA for executives (September 2003 – June 2006)
UNIVERSITÉ DU QUÉBEC À MONTRÉAL (CANADA)

Certificate in applied computer science (18 academic credit completed) (Sept. 1998 - Dec. 2001)
UNIVERSITÉ DE MONTRÉAL (CANADA)

Minor in economics (June 1997 – December 1999)
UNIVERSITÉ DE MONTRÉAL (CANADA)

PUBLICATIONS

Coudé S. (to be published in 2018), “Le paradoxe américain, entre protectionnisme et libéralisme” [American paradox, between protectionism and liberalism], work-in-progress research report to be published on the Grenoble Geopolitical Festival website in late April or beginning of May after the presentation made in March 2018, France (Please note that the final paper will be published in English when the research is completed).

Coudé S. and G. Chabot (2017), “Le pouvoir économique des villes” [Municipalities Economic Power], research in progress report presented during the Grenoble Geopolitical Festival in March 2017, France, available at : <https://www.festivalgeopolitique.com/stéphane-coudé-et-guillaume-chabot-le-pouvoir-économique-des-villes> (Please note that the final paper will be published in English when the research is completed).

Coudé, S. (2014), “Worldwide Electric Energy Market: Beware of the Statistics Trap in Government Procurement”, *Electra*, International Council on Large Electric Systems, Paris, October 2014, Vol. 276, pp. 4-9.

Coudé, S. (2014), “China’s Government Procurement International Trade Negotiations in the Electric Energy Sector With WTO Members: A Suggested Theoretical Model”, *International Journal of Emerging Markets*, Emerald, Vol. 9, No. 2, pp. 294-315.

Coudé, S. and P. Bernard Jr. (2014), “Is China Ready to Join the Government Procurement Agreement (GPA) of the World Trade Organization?”, 中国准备好加入世贸组织政府采购协议了吗?, *China Government Procurement Journal*, Economic Sciences Press, Beijing, No. 154, pp. 14-29 [published in Mandarin and English]

Coudé, S. (2010), “Marchés publics chinois : un pari à 100 milliards de dollars” [Chinese government procurement market: a 100 billion dollars bet], *Magazine ChinePlus*, Éditions Hachette Filipacchi Médias, Paris, No. 16, October-November, p. 52-53.

Coudé, S. and S. Fleury (2002), for *Info Opportunités*, under the supervision of S. Coudé, “*Les marchés publics*” [Government Procurement Markets, Collection: Faire affaire avec les gouvernements [Doing Business with Government]], Éditions Transcontinental, Montreal, Canada, 127 p.

Fleury, S. et S. Coudé (2002), For *Info Opportunités*, under the supervision of S. Fleury, “*Rédiger une soumission gagnante*” [Writing a Winning Proposal], collection: Faire affaire avec les gouvernements [Doing Business with Government], Éditions Transcontinental, Montreal, Canada, 82 p.

WORK IN PROGRESS RESEARCH

Coudé S. (2018), “Le paradoxe américain, entre libéralisme et protectionnisme” [American paradox, between protectionism and liberalism], the research compares protectionist and liberalization measures of USA with China and European Union and relies on an analysis of 690 measures adopted by them from 2008 to 2017.

Coudé S. and G. Chabot (2017), “Le pouvoir économique des villes” [Municipalities Economic Power], this research in progress is grounded on 96 countries and their economic leading municipalities and addresses the question of centralization and decentralization of Governments purchasing power.

Coudé S., “Libéraliser ou protéger, quelle rationalité ?” [Liberalize or protect, which rationality?], this research in progress is inscribed in a longitudinal research that addresses protectionism and liberalization countries’ decisions and relies on case study of the international negotiation with China in government procurement. The preliminary results have been presented during the 2016 Grenoble Geopolitical Festival.

UPCOMING RESEARCH

Coudé S., “When disruptors cannot innovate anymore”, this research project is based on a multiple cases analysis of disruptive companies that have deeply changes markets structures and failed after their revolution. The main research question is why do they failed and what can we learn from their experience?

Coudé, S., “*B2G: Competitive and Marketing Strategy When the Client Have the Power to Establish the Market Rules*”, book, long-term project.

ACADEMIC CONFERENCES

10th Grenoble Geopolitical Festival, “*Le paradoxe américain entre protectionnisme et libéralisme*” [American paradox between protectionism and liberalism], work-in-progress research report, Grenoble, France, 16 March 2018.

9th Grenoble Geopolitical Festival, “*Le pouvoir économique des villes*” [Municipalities Economic Power], presented with my co-author G. Chabot, Grenoble, France, 10 March 2017.

Guest Speaker for a presentation to World Affairs Canada employees and diplomats that are negotiating with China its accession to the Government Procurement Agreement of WTO (GPA) and that are helping Canadian companies in China. The conference addresses the following questions: Why the Negotiations for China’s Accession to the GPA still on their Way? And, What are the Failure Causes of Foreign Multinational Companies in China Government Procurement market? Canada Government, Ottawa, 18 November 2016.

Guest Speaker in the context of Desjardins ExcentriQ conferences, private conference to Desjardins employees (Desjardins is considered among top 5 worldwide more stable banks by Bloomberg), presentation of the main issues addresses during the 2015 Grenoble Geopolitical Festival and the consequences for banks' corporate and government clients, Montreal, 5 May 2015.

7th Grenoble Geopolitical Festival, "*Libéraliser ou protéger, quelle rationalité ? Le cas des négociations internationales avec la Chine en matière de marchés publics*", [Liberalize or Protect, Which Rationality? The Case of International Government procurement Negotiation With China], Grenoble, France, 13 March 2015.

6th China Goes Global Conference, "*China's Government Procurement Negotiations in the Electric Energy Sector with WTO members: A Suggested Theoretical Model*", Harvard Kennedy School, Harvard University, Cambridge, MA, USA, 6 October 2012.

International Public Procurement Conference 2012, "*China's Government Procurement Negotiations in the Electric Energy Sector with WTO members: A Suggested Theoretical Model*" (work in progress version), Seattle, WA, USA, 18 August 2012.

5th China Goes Global Conference, "*Is China Ready to Join the Government Procurement Agreement of WTO*", Harvard Kennedy School, Harvard University, Cambridge, MA, USA, 3 October 2011.

16th International Federation of Purchasing and Supply Management (IFPSM) Summer School on Advanced Purchasing Research for doctorate students, "*China's Government Procurement Negotiations in the Electric Energy Sector with WTO members: A Suggested Theoretical Model*" (work in progress version), International Kolleg of the University of Salzburg, Salzburg, Austria, 9 July 2011.

1st Engaged Management Scholarship Conference, consortium doctoral, "*The Evolution of the Business Strategies and Models of Foreign Multinational Companies in China: An Analysis of the Renewable Energy Sector*", Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio, USA, 2 June 2011.

20th IPSERA Conference doctoral colloquium, "*Multinational Companies Failures in Foreign Countries, Between Expertise, Strategic Thinking and Cognitive Limits: the Case of Foreign Multinational Companies in the China's Public Utilities Sector*", School of Business and Economics, University of Maastricht, Maastricht, Netherland, 10 April 2011.

International Public Procurement Forum 2010, "*Is China Ready to Join the Government Procurement Agreement of WTO*" (work in progress version), Central University of Finance and Economics (CUFE), Beijing, China, 16 October 2010.

Guest Speaker at Beijing International Relations University, private conference to professors and doctoral students, "*Canadian Sub-Central Entities' Procurement Processes and the Role of the Central Government in this Environment*", Beijing, China, 17 October 2010.

International Public Procurement Conference 2010, "*Is China Ready to Join the Government Procurement Agreement of WTO*" (work in progress version), Seoul, South Korea, 28 August 2010.

Guest Speaker at Jiao Tong University, private conference to professors and doctoral students of economics and EDBA departments, "*Is China Ready to Join the Government Procurement Agreement of WTO (Preliminary results presentation)*", Shanghai, China, 21 June 2010.

Guest Speaker at La Compagnie Financière Edmund de Rothschild (CFER), private conference to the bank's employees and their guests from Bank of China, RTE international and Paris-Dauphine University, *"Is China Ready to Join to Government Procurement Agreement of WTO and what will be the consequences for private corporations of this accession"* (preliminary results), Head Office of CFER, Paris, France, 6 April 2010.

Guest Speaker at Jiao Tong University, EDBA joint program of Paris-Dauphine University and Jiao Tong University presentation and promotion, Shanghai, China, 3 January 2010.

Ontario Power Summit, *"Outsourcing IT Trends"*, Toronto, Ontario, Canada, April 2008.

Guest Speaker at Quebec Municipalities Union, *"Marchés publics, mythes et réalités, une perspective d'achat et de ventes"* [Government Procurement, myths and realities, a purchasing and selling perspective], conference to municipalities purchasers and private corporation sellers, Montreal, Quebec, Canada, May 2004

Guest Speaker at Serdex International, *"Faire affaire avec les gouvernements (B2G) et rédiger une soumission gagnante"* [Doing Business with Government (B2G) and writing a winning proposal], Chicoutimi, Quebec, Canada, December 2003.

Guest Speaker for 8 conferences, *"Faire affaire avec les gouvernements (B2G)"* [Doing Business with Government (B2G)]:

- Quebec Metropolitan Chamber of Commerce, Quebec City, Quebec, Canada, March 2003.
- World Trade Center of Montreal, Montreal, Quebec, Canada, 3 conferences: October 2000, April and November 2001.
- Canadian Technology Network, Montreal, Quebec, Canada, September 2001.
- Montreal South West Chamber of Commerce, Montreal, Quebec, Canada, May 2001.
- Montreal South Shore Chamber of Commerce, Longueuil, Quebec, Canada, September 2001.
- Entrepreneur Objective Show, Montreal, Quebec, Canada, October 2000.

Guest Speaker at the National Colloquium on Youth Working Realities, *« Un appel à la solidarité intergénérationnel »* [A Call for Intergeneration Solidarity], Montreal, Quebec, Canada, March 1998.

Guest Speaker at the 8th Entretiens of Jacques Cartier Center, 17th Colloquium : The employment stakes, *"Le démarrage d'entreprises, quels appuis ?"* [Start-ups, Which Supports?], Lyon, France, December 1995.

TEACHING ACTIVITIES AND STUDENTS SUPERVISION

Supervisor of a promising student (Guillaume Chabot) at the M Sc. in International Business at HEC Montréal, supervised project, November 2016 to March 2017. I have met this student during his supervised internship at World Affairs Canada (I was a member of his jury master's thesis). I found him particularly intelligent, therefore I suggest him to join me in a research project in order to give him a research experience in a real environment with a presentation in an international conference. He has accepted this invitation and made this experience recognized as a credited course by HEC Montréal. I presented after this alternative education project to the Geopolitical Festival and they accept to pay his fees (transportation from Paris to Grenoble, lodging and food) as well as mine, to present our preliminary results during the festival. The student also obtained a grant from his own initiative for his transportation from Montreal to Paris.

Lecturer in Emerging Markets Strategy for full time and part-time MBA students, two classes [English and French], HEC Montreal, Montreal, Quebec, Canada, winter trimester 2016.

Coach of teams in competition and Final Jury Member for three editions of the HEC Montreal's International Graduate Competition. Marketing Coach (2014), Public Policies Coach (2015) and Innovation and Business Development Coach (2016).

Guest Speaker for a presentation to MBA students during the *Creating Value Through Procurement and Logistics* course, "Government Procurement Initiation and How Governments Create Value From Their Purchasing", McGill University, Montreal, Quebec, Canada, 31 March 2015.

Guest Speaker for a presentation to M. SC. International Business students in the *International Competition and Business* course Strategy, "Rivalités concurrentielles : Les impacts pour les entreprises et la stratégie d'entreprise des négociations internationales en matière de libéralisation des marchés et du protectionnisme" [Competitive rivalry: The Impact of International Negotiation in Free Trade and protectionism impacts for private corporations,] HEC Montreal, Montreal, Quebec, Canada, 20 March 2015.

Guest Speaker for a presentation to M. Sc. International Business Affaires during the China Campus Abroad, "Business Strategies in Emerging Markets: The Case of China in the Electric Energy Sector," HEC Montreal, Quebec, Canada, 28 March 2014.

Guest Speaker for a presentation to last year students of the B. Com. during the Marketing international course, "Government Procurement and International Negotiations: Case Study and Business Development," Telfer School of Management, Ottawa University, Ontario, Canada, 15 October 2012.

Guest Speaker for a presentation to M. SC. in librarianship during the Entrepreneurship in strategic information course, "L'importance des réseaux" [Network Importance], Librarianship and Information Sciences School, *Université de Montréal*, Montreal, Quebec, Canada, November 2001.

Guest Speaker for several presentations and workshops to B. Design students during the research initiation course, « la recherche efficace d'information sur internet » [Effective Internet Information Research], *Université du Québec à Montréal*, Montreal, Quebec, Canada, November 2001 and 2002.

TEACHING LEARNING MATERIALS

Strategy: A science of complexity. Developing a complete and critic perspective of strategy knowledge and developing expertise in strategy.

This course presents the 12 schools in strategy in 12 different modules. Each module presents the main authors in strategy in a 3D timeline with their main contributions as well as their suggested models of analysis that are still employed in strategy and marketing today. The influence and emerging context of each school are also presented. When publicly available, videos from authors who present themselves their main ideas are projected. Each presentation is followed by a discussion with the students that must imagine the potential limits of what have been said. The discussion is followed by a presentation of the limits and critics that have been formulated by or to the presented authors. During that presentation, frequent mistakes in models usage as well as real cases are exposed.

Module 1: Introduction (including an introduction game) and the design school

Module 2: Planning School

Module 3: Positioning School

Module 4: Entrepreneurial School
Module 5: Cognitive School
Module 6: Learning School
Module 7: Power School
Module 8: Cultural School
Module 9: Environmental School
Module 10: Configuration School
Module 11: Innovation School
Module 12: Expertise School and Conclusion

Strategic selling

This 10 modules training presents selling approach to support business strategy as well as B2B and B2G marketing strategies. This training addresses complex sales that are characterized by long sales cycles, larger sales in terms of revenues and professional purchasing processes.

Module 1: How to identify potential clients, event participation and network development.
Module 2: Sales indicators of success.
Module 3: Sales techniques introduction.
Module 4: Cold call, with a simulation activity.
Module 5: The client meeting, with a simulation activity.
Module 6: Tandem sales with a technical expert or a professional.
Module 7: Preparing a winning proposal, with a simulation activity.
Module 8: Preparing and signing a contract, with a simulation activity.
Module 9: Client relationship, client retention and client services.
Module 10: Sales cycle, key success indicators planning and optimization and reverse engineering to establish sales activities.

Canadian Public Procurement

This training addresses Government Procurement of Canadian central and sub central entities and how to position an enterprise on this market. This conference is based on the book I've published with S. Fleury with an update of the data at every presentation.

Doing Business With Governments: the Government Procurement Agreement of WTO context and how to position yourself in such markets.

Purchasing processes and Government Procurement Agreement of WTO, multiple case studies and models of analysis to better understand and anticipate the foreign government purchasers in order to better position a company on this market.

Business strategy in emerging markets: The Case of China in the electric energy Sector

Case study that helps to better understand China's positioning in this sector as well as the foreign multinational companies mistakes that conduct them to fail in this sector in China.

Writing a Winning Proposal

Optimizing our chance of success in proposal writing. This course also presents distinction between private and public proposal writing.

Please note that these training can be adapted for academic teaching and in-company training. In every case, the classes are built on a seminar approach with important students participation and multiple practical workshops.

SCIENTIFIC REVIEWER CONTRIBUTIONS

Journal of small Business and Entrepreneurship, Reviewer since 2017.

Journal of Public Procurement, Reviewer since 2015.

Revue Management International, Reviewer since 2014.

International Journal of Emerging Markets, Reviewer 2012.

OTHER ACADEMIC CONTRIBUTIONS

Grenoble geopolitical conference (2018)

MAIN REALIZATIONS

- Animation of the round table entitled: “La sécurisation des frontières terrestres, quelles conséquences ?” [Land Borders’ Securing: which consequences?]. Round table participants: Guillaume Poirer, Master of Conference, Université Paris Est Créteil; Pierre-Alexandre Beylier, Master of conference, Université Grenoble Alpes; Cléa Fortune, Doctoral Student, Paris 3 Sorbonne Nouvelle and Marie-Carmen Macias, Researcher, Université Paris 3 Sorbonne Nouvelle, Grenoble, France, 15 March 2018.

China Goes Global Conference (2011 – 2016)

MAIN REALIZATIONS

- Member of the steering committee for the 10th edition hosted by Macerata University, Italy, 2016.
- Member of the scientific review committee and programming committee for the August 2014 edition hosted by Jiao Tong University, Shanghai, China. I was in charge to develop the first relations with Jiao Tong University as well as contribute to the program development.
- Member of the programming committee for the 2013 edition hosted by Jacobs University, Bremen, Germany. Contributions: Adding the government procurement theme in the conference program and invitation of the keynote speaker, M. Nicholas Niggli, WTO former deputy responsible for the Government Procurement Agreement of the WTO.
- Reviewer of 2 academic papers for the 2011 edition and 2 academic papers for the 2012 edition. Harvard Kennedy School of Harvard University hosted both conferences.

International Public Procurement Conference (IPPC) and Association (IPPA), (Atlantic University of Florida, Forth Lauderdale) (2010 – 2012)

MAIN REALIZATIONS

- Founder President of the committee.
- This committee had the responsibility to plan the continuity of IPPC and IPPA that attract every two years 450 researchers, professors and specialized in government procurement. The final report of the committee was delivered in December 2012.

PRACTITIONER EXPERIENCES

Founder president and senior advisor (Jan. 2009 until now)

XSM² Group Inc.

Consulting firm in strategy, marketing and management (B2B and B2G).

MAIN REALIZATIONS

- Main services: in-company training, entrepreneurs and executives coaching, feasibility studies, strategic planning and positioning, marketing and business plans, products and services commercialization, etc.
- Main clients: Cirque du Soleil – Sanszo, Bombardier aerospace, Interpro Consultants, EH2 Solar, Cedrom Sni – Eureka, la Compagnie financière Edmond de Rothschild (Paris et Shanghai), World Affairs Canada, etc.
- Main major accounts developed for clients: Cirque du Soleil, Rothman Benson and Hedge, Quebecor Media, Titan, BMO, Bell Canada, etc.
- Main major public accounts developed for clients: Cities of Cambridge, Boston, New York, Washington D.C., Minneapolis, London and Melbourne as well as multiple public utilities in Canada and the USA.
- Main distribution networks developed for clients: Wal-Mart, Canadian Tire, Rona, Couche Tard, Vitro Plus, etc.
- Industrial visits, events participation, client meetings and representations for our clients in Canada, China, France and the United States.

Professional Corporate Director and Expert Advisor in strategy (May 2001 – July 2016)

DESJARDINS GROUP

CAISSE POPULAIRE DU MONT-ROYAL (May 2001 to April 2010)

MAIN REALIZATIONS

- Elected Member of the board of directors (May 2001 – April 2010).
- Elected President of the audit committee (May 2007 – April 2010).
- National Delegate to Annual General Assembly of Desjardins Group.
- Regional Delegate to regional assembly of the West of Montréal Vice-Presidency.
- 2003 delegate to represent the West of Montreal region during the Desjardins young leaders day.
- 300 million CAD under management.

DESJARDINS GENERAL INSURANCE GROUP

MAIN REALIZATIONS

- Appointed Member of the board of directors (April 2005 – April 2008).
- Elected Member of the audit committee (April 2005 – April 2008).
- 4 billion CAD under management.

DESJARDINS GROUP FEDERATION

FIRST VICE PRESIDENCY ENTERPRISES

MAIN REALIZATIONS

- Expert in strategy and positioning (August 2014 – July 2016)
- Advise top executives of all entities and subsidiaries of the bank in their local and international B2B and B2G strategies.
- 240 billion CAD under management.

Vice-President Sales and Marketing and Partner (Feb. 2005 – Jan. 2009)

INTERPRO CONSULTANTS INC.

Firm specialized in IT dedicated to the electric energy sector.

MAIN REALIZATIONS

- Implemented B2B and B2G strategy has procured a 45% annual growth of sales for 4 years.
- Organization and planning of the entire sales and marketing functions.
- Business development on new territories (West of Canada, the United States, Europe and Africa).

General Manager, Founder Member and Member of the board of directors (Nov. 98 – Feb. 2005)

INFO-OPPORTUNITÉS

Monitoring and Expertise Centre on Government Procurement with a mission to help private companies to develop their business in such markets.

MAIN REALIZATIONS

- Generation for our clients of new sales on government procurement markets of 30 million CAD per year in 2002-2003 comparatively to 350k CAD in 1996-1997 (statistics compiled by Economic Development Canada).
- Clients retention increased from 30% to 85%
- Development of the corporation expertise through several research projects.
- Products and services as well as promotion tools development.
- Demand and negotiation of government subsidies to support the organization.

Development agent (1998 summer)

VILLERAY CHAMBER OF COMMERCE

MAIN REALIZATIONS

- Double membership base in 3 weeks.
- Identification of new financial partners and double revenues.

Liaison Officier (part-time during study in economics) (April 97 - April 98)

ASSOCIATION QUÉBÉCOISE DES ÉTUDIANTS HANDICAPÉS AU POSTSECONDAIRE (AQEHPS)

Université de Montréal, Québec, Canada.

MAIN REALIZATIONS

- Identification of new financial partners and increasing subsidies by 150%.
- Double revenues from auto financing and sponsorship activities.
- Corporation restructuring.

Pounder President (Dec. 1990 – Feb. 1997)

ATELIER SOLO CRÉATION, Montréal, Québec, Canada.

MAIN REALIZATIONS

- First entrepreneur experience and management of 18 employees.
- Conception and realization of sets for theaters, television and museums.
- Restoration of antics.
- Technical drawing (DAO, CAO) for interior cabinet of airplanes (Challenger from Bombardier aerospace).
- Training in sculpture and art cabinet making.

PROFESSIONAL ACTIVITIES AND VOLUNTEER WORK

Centre à la petite enfance (CPE) les Abeilles bricoleuses (2017 until now)

Kids garden of my younger kids

MAIN REALIZATIONS

- Elected Member of the board of directors.
- Government negotiation and sponsorship research.

Chantiers Jeunesse (1989 until now)

Chantiers jeunesse organized volunteer work camp projects for youth from 16 to 30 years old in Quebec province as well as organizing international work camp exchanges in 25 countries (Asia, Europe and North America) that help local organizations. Every year, 500 youths participate in these work camps and the corporation has developed international relationship with similar organisms in more than 40 countries.

MAIN REALIZATIONS

- Named Honorary Member (life member) by the Members General Assembly (2007) for the entire contribution.
- President (2002 – 2005) and Outgoing President (2005 – 2006).
- 2004 – 2007 found raising campaign: 2 million CAD.
- Vice-President (2001 – 2002).
- Co Official Spokesperson (1994 – 1996).
- Member of the committee that founded the International Exchanges' program (1993).
- Elected Member of the board of directors (1992 – 1997).
- Participation to an international work camp, Mogilev, Belarus (1992).
- Participation to a local work camp, Saint-Donas, Québec (1989).

Quebec Electric Industry Association (May 2006 – May 2007)

MAIN REALIZATION

- Appointed member of the marketing committee
- Advise the QEIA on its marketing strategies and implementation or a sponsorship program.

Business Club, Montreal Youth Chamber of Commerce (September 1998 – September 2004)

MAIN REALIZATIONS

- President (2003-2004), Recruiting Director (2002-2003) and Member (1998 à 2004).
- Exceeding recruiting objectives and multiple business relation development.

Hydro-Québec Consumers Committee (September 1995 – February 2002)

Appointed member

MAIN REALIZATION

- Advise top executives of Hydro-Québec on all issues related to consumers.

Youth Permanent Council (February 1994 – 1997)

EXECUTIVE COUNCIL OFFICE FROM 1994 TO BEGINNING OF 1997 AND RELATIONS WITH CITIZENS MINISTRY FOR THE END OF THE MANDATE, QUEBEC GOVERNMENT.

MAIN REALIZATIONS

- Elected Member by an electoral college define by the Prime Minister or Quebec Province.
- Instruct and advise the Minister responsible for youth on all issues regarding youth.
- Responsible minister of youth during the mandate: Very Honorable Prime Ministers Robert Bourassa, Daniel Johnson, Jacques Parizeau, Lucien Bouchard and André Boisclair.

Advising Committee on the child and youth mental wellness (June 1994 – June 1995)
HEALTH AND SOCIAL SERVICES MINISTRY, QUEBEC GOVERNMENT.

MAIN REALIZATIONS

- Appointed Member of the committee.
- Realization of an inventory of services offered in mental wellness for children and youth and elaboration of a new services structure for youth from 0 to 17 years old including a perinatal segment.

Youth Montreal Council (September 1992 – September 1994)

MAIN REALIZATIONS

- Co-opted Member of the board of directors (1993 – 1994).
- Two participation and one organization of a Montreal city council simulation to provide a first experience for youth. The simulation occurred in the real Montreal City Hall.

OTHER EDUCATION

MS Project (April 2001)

SYNESIS FORMATION, Montreal, Quebec, Canada

Internet for competitive intelligence and market analysis (May 2000)

EXECUTIVE RESOURCE, Montreal, Quebec, Canada

Certificate of English as a second language (Intermediate) (May - July 1998)

MC GILL UNIVERSITY, Montreal, Quebec, Canada

Certificate of English as a second language (beginner) (June – August 1987)

QUEEN'S UNIVERSITY, Kingston, Ontario, Canada

DISTINCTIONS

Appointed top 3 best reviewers of the journal International Management in 2018.

3 appreciation certificates obtained from HEC Montreal for my contribution as a coach of teams in competition as well as member of the final jury for the 2014, 2015 and 2016 editions of the International Graduate Competition

Doctorate obtained in June 2014 with the jury's mention "très honorable avec les félicitations du jury" [Summa Cum Laude] and the administrative mention "very good" (highest distinction of the Paris Dauphine University).

Paper presented in 2012 at the *China Goes Global* hosted by the Harvard Kennedy School of Harvard University ranked among the top 10 papers of the conference. From that ranking, the paper was eligible for publication in the International Journal of Emerging Markets that selects the top 5 papers during another reviewer process. The paper ranked among them and was published in 2014.

Appointed Member of the Educator Board of Honour of the Telfer School of Business at Ottawa University since 2014. I receive this honor after my presentation on International Government Procurement issues during a course of international marketing.

Post-MBA diploma obtained with a perfect mark in 2009.

Appointed Honorary Member (lifetime member) of Chantiers Jeunesse by the members of the general assembly in 2007 in recognition of my entire contribution.

Fellow (scholarship holder) from Université du Québec à Montréal [Quebec University in Montreal] in 2005 to go study at Paris-Dauphine University in their double MBA/EMBA diploma program.

Appointed Desjardins Youth leader in 2004.