

# KOSERTO

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Languages: Français, English

Available on a contractual basis

### Areas of Expertise

- Project/Portfolios/Programs Management
- Project Recovery
- PMO setup, PM Training & Coaching
- Process Improvement
- Change Management
- Business/Requirements Analysis

### Project Types

Application Development & Integration, ERP deployment, Process Improvement

### Keywords

Projects/portfolios/programs Management, PMP,  
Business Analysis, Use-Cases, Change management, Business architecture  
Software engineer, Rational Unified Process, Agile, MS Project,

### Summary

- Certified Project Management Professional in 2004 (PMP).
- Certified SCRUM Master in 2013.
- 20 years of varied experience as project manager.
- A management philosophy focused on quick delivery of tangible benefits for the business customer.
- 7 years of experience as developer/architect: A solid technical background.
- Possesses excellent communication skills and leadership.
- A proactive individual who shows initiative and is always keen to learn and share.
- Excellent analysis skills and very much results oriented.

## Professional History

### KOSERTO

since October 2003

Principal Consultant, Koserto, Montréal, QC, Canada

Currently

#### Client: Cirque du Soleil

October 2013 – ...

##### PROJECT MANAGEMENT CONSULTANT (DEV & INTEGRATION)

**Mandate:** In charge of various development & integration projects.

**Environnement:** Agile, use-cases, Azure, cloud computing, web application, MDM, PCI, ...

**Résultat:** Successful delivery in July 2014 of a system used to manage definition of shows, tours, performances, on sales, .... Team of 8 in Agile mode. Currently wrapping up a very innovative gift card implementation project involving 5 vendors from the payment industry. Setup of a simplified governance framework and oversight of a portfolio of initiatives with Cirque's main ticketing vendor.

**Domain:** Live entertainment.



1M\$+



12 contributors



Reporting to PMO



Managing IT & Business

##### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement  
Impact Analysis  
Development

Business Analysis ✓  
Change Management  
QA

#### Client: iWeb Technologies

February 2013 – October 2013

##### PROJECT MANAGEMENT CONSULTANT (IMPLANTATION & INTEGRATION)

**Mandate:** Implement the [übersmith](#) ERP, a system that weaves recurring and usage-based invoicing tools with data center and infrastructure automation. System and customer's business processes had to be adapted one to another in order to leverage best practices embodied in the system and yet respect the organization culture and methodology. Mandate entailed conducting a thorough analysis of key business processes, adaption to the tool and customization of the tool, planning, execution and control of the overall project as well as change & vendor relationship management.

**Environment:** Agile, use-cases, [übersmith](#) ERP by übersmith, JIRA, Confluence.

**Results:** Two successful consecutive deliveries in spite of deadlines "aggressive to the extreme", to quote the vendor. Yet no iWeb customization of the system was required and excellent relationship with vendor led to significant and ongoing improvement of the system in alignment with iWeb's requirements.

**Domain:** Server hosting services, dedicated, cloud, colocation.



7M\$



8 directs contributors (matricial)



Reporting to PMO



Managing IT & Business

##### Expertises

Projects/Portfolio Management ✓

Process Improvement

Business Analysis ✓

Business Architecture  
Solution Architecture

Impact Analysis  
Development

Change Management ✓  
QA

## Client: Vidéotron

April 2012 – February 2013

### PROJECT MANAGEMENT CONSULTANT (IMPLANTATION & INTEGRATION)

**Mandate:** Plan and oversee a major initiative aimed at replacing all [POS](#) systems across all three of Quebecor's retail banners: Vidéotron, SuperClub and Archambault. As such I'm leading a team of 20+ internal contributors working in collaboration with a US vendor whose role is critical to the project. This project will ultimately impact close to 300 stores, over a thousand point-of-sales (cash registers) and many thousand employees

**Environment:** MS Project, use-cases, POS software [XStore](#) by Micros-Retail,

**Results:** Management of a very complex analysis & planning phase, successful delivery of a realisation plan along with a comprehensive cost estimate. On the basis of this solid information and in light of a changing business context, customer decided not to proceed with execution of the project.

**Domain:** Retailing of products & services



7M\$



25 directs contributors  
(matricial)



Reporting to  
top-level mgmt



Managing  
IT & Business

#### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement  
Impact Analysis  
Development

Business Analysis ✓  
Change Management ✓  
QA

## Client: La Survivance Inc.

January 2011 – June 2011

### PROJECT MANAGEMENT CONSULTANT (FEASIBILITY STUDY)

**Mandate:** Produce a feasibility study pertaining to a very large scale ERP deployment project. The study was very closely aligned with the organization strategic goals and needed to consider not only technical feasibility but, even more importantly, the organization readiness to change and adopt a new system. Final report covered: business objectives, business analysis & architecture, high level project plan, detailed cost analysis, detailed ROI analysis, risks & impact analysis, change management plan

**Environment:** MS Project, use-cases, ERP [Wynsure](#) by Wyde,

**Results:** Successful delivery of a very detailed feasibility study. Business architecture (actual and target).

**Domain:** Collective Life & Health Insurance



300K\$



7 directs contributors  
(matricial)



Reporting to  
top-level mgmt



Managing  
IT & Business

#### Expertises

Projects/Portfolio Management ✓  
Business Architecture ✓  
Solution Architecture

Process Improvement ✓  
Impact Analysis ✓  
Development

Business Analysis ✓  
Change Management ✓  
QA

## Client: Cogeco Cable Inc.

March 2010 – Nov 2010

### PORTEFOLIO MANAGER (INTERIM)

**Mandate:** Manage of a portfolio of around 10 projects worth approximately 8M\$. Managed a team of 5 PMs, 4 business analysts and 4 architects. Continuous improvement of a number of practices including: Agile development process, sound business analysis using use cases, sound project management practices.

**Environment:** MS Project, WEB development, IVR-CTI, IT aspects of an acquisition project (Cogeco is in the process of acquiring 11 radio stations from Corus Entertainment), projects related to new major online services, online security initiative and web site re-factoring.

**Results:** Successful delivery of many projects, one notable project recovery, improved business analysis & project management methodologies, one Agile pilot-project.

**Domain:** Cable distribution and operation, telecommunication



8M\$



13 directs contributors  
20+ indirects (matricial)



Reporting  
according to  
projects



Managing  
IT & Business

#### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement ✓  
Impact Analysis  
Development

Business Analysis ✓  
Change Management  
QA

**Client: University of Montréal, Office of Alumni's relations.**

May 2009 – Nov 2009

#### PROJECT MANAGER (ERP)

**Mandate:** Implement the [SungardHE Advance](#) ERP, a donor, prospect and events management system that helps higher education advancement offices manage their constituent relationships. Tool and customer's business processes had to be adapted one to another in order to leverage best practices embodied in the tool and yet respect the organization culture and methodology. Mandate entailed conducting a thorough analysis of all business processes, adaption to the tool and customization of the tool, planning, execution and control of the overall project as well as change management.

**Environment:** MS Project, [SungardHE Advance](#).

**Results:** Successful & durable implementation of the ERP within the organization. (reconfirmed 2 years after project closure)

**Domain:** Higher education fundraising.



322K\$



6 directs contributors  
(matricial)  
75 end-users



Reporting to  
top-level mgmt



Managing  
IT & Business

#### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement  
Impact Analysis  
Development

Business Analysis ✓  
Change Management ✓  
QA

**Client: Cogeco Cable Inc.**

April 2008 – April 2009

#### PROJECT MANAGER (DEV & INTEGRATION)

**Mandate:** Setup and manage a development & integration project, aiming at deploying Internet usage billing. This one is about integrating a third-party product (rating engine) within Cogeco's operational environment comprised of two provisioning systems, two billing systems, Cogeco's extranet and Cogeco's network infrastructure. Customer facing application. Coordination with all stakeholders. Negotiations with vendors. Quality Assurance. Etc.

**Environment:** MS Project, [HighDeal](#), in-house, legacy provisioning and billing systems, Oracle, Java web services and corporate extranet.

**Results:** Successful delivery & integration of the system. Significant ROI for the customer.

**Domain:** Cable distribution and operation, High Speed Internet access.



2M\$



20 directs contributors  
(matricial)



Reporting to  
mid-level mgmt



Managing  
IT & Business

### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture ✓

Process Improvement  
Impact Analysis  
Development

Business Analysis ✓  
Change Management  
QA

## Client: Cogeco Cable Inc.

February 2007 – July 2008

### PROJECT MANAGER (BI DEV)

**Mandate:** Setup and manage a business intelligence program comprised of 4 projects aiming at C-198 compliance. Coordination with all stakeholders. Negotiations with vendors. Quality Assurance. Etc.

**Environment:** MS Project, Oracle Financials, Oracle Warehouse Builder, ETL processes and automation, MicroStrategy, Java front-end development.

**Results:** Successful delivery of 3 of the 4 projects. Requirements for the last project were never fully fleshed out by customer.

**Domain:** Cable distribution and operation.



4M\$



25 directs contributors  
(projectized)



Reporting to  
top-level mgmt



Managing  
IT & Business

### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement ✓  
Impact Analysis  
Development

Business Analysis  
Change Management  
QA

## Client: TQS Inc.

February 2006 – February 2007

### PROJECT MANAGER (ERP)

**Mandate:** Implement an ERP system covering the sales and traffic functions of this TV broadcaster. The system is comprised of three software applications interconnected together. Responsible for global project planning, execution and control. Coordination with all departments concerned. Negotiations with vendors. Change management across a community of 150 users: Setup and management of a training program, communications to users' community, continuous efforts to secure and maintain buy-in with all stakeholders, integration with surrounding business processes, etc.

**Environment:** MS Project, [Cindy – Air Time Sales](#), [Louise – Traffic Scheduler System](#), Crystal Report.

**Results:** Successful implementation of the ERP but circumstances have changed since acquisition of TQS by Remstar.

**Domain:** TV broadcasting.



900K\$



6 directs contributors  
150 end-users



Reporting to  
top-level mgmt



Managing  
IT & Business

### Expertises

Projects/Portfolio Management ✓  
Business Architecture  
Solution Architecture

Process Improvement  
Impact Analysis ✓  
Development

Business Analysis ✓  
Change Management ✓  
QA

## Client: ING Canada.

June 2005 – December 2005

### BUSINESS ANALYSIS ADVISOR

**Mandate:** As part of a major revamp of BelairDirect's CRM system on both the call center and the WEB channels., provide some methodology supervision (coaching, reviews and assistance) for a team of ~20 business analysts in charge of eliciting and modeling requirements for the new generation of this CRM solution. Coordination with suppliers. Maintenance of the global model and documentation. Responsibility for consistency and quality of the final business analysis documentation set.

**Environment:** RUP, Rational Requisite Pro, Rational Rose, Rational ClearCase UCM, MS Project.

**Results:** A much improved catalog of use-cases. An improved business analysis practice at the client. However, due to project circumstances, I have come think my value-added to the client was limited and I moved on before the project was over. It was actually cancelled soon thereafter only to be reorganized and finally delivered successfully a few years later.

**Domain:** Goods Insurance.



nd\$



20 direct contributors



Reporting to mid-level mgmt



na

#### Expertises

Projects/Portfolio Management

Process Improvement

Business Analysis ✓

Business Architecture

Impact Analysis

Change Management

Solution Architecture

Development

QA

### Client: Loto-Québec,

April 2004 – March 2005

#### PROJECT MANAGER (PROCESS IMPROVEMENT & ERP)

**Mandate:** Definition of a software configuration management (SCM) process compliant with the CMMI framework. Writing and communication of the SCM plan along with actual implementation of the process and the tools supporting it (ClearCase UCM, ClearQuest). Setup of a SCM service team (administrators, librarians). Integration of the SCM initiative with the regular development schedules of the teams concerned. Change management across the community of 200 developers and managers directly concerned with this initiative. This included setup and management of a training program, communications to all parties concerned, setup and leading of many series of technical workshops, continuous efforts to secure and maintain buy-in with all stakeholders, integration with surrounding business processes, etc. Monitoring of the actual use of the process by the community of users in a spirit of continuous improvement.

For more details: [http://www.koserto.com/documents/public/lqcc/CC\\_UCM\\_Loto-Quebec.pdf](http://www.koserto.com/documents/public/lqcc/CC_UCM_Loto-Quebec.pdf)

**Environment:** MS Project, Rational ClearCase & ClearQuest UCM.

**Results:** Successful and durable implementation of both the process and infrastructure supporting it. This success was reconfirmed recently. According to some at the client, this successful delivery was a 4th attempt after 3 unsuccessful ones by other consultants.

**Domain:** Loteries.



nd\$



6 direct contributors  
200 end-users



Reporting to mid-level mgmt



Managing IT & "Business"

#### Expertises

Projects/Portfolio Management ✓

Process Improvement ✓

Business Analysis ✓

Business Architecture

Impact Analysis ✓

Change Management ✓

Solution Architecture

Development

QA

### PMI-Montreal

April 2004 - ...

**FOUNDER AND MODERATOR** of the *IT Round Table Breakfast*, a monthly event by the PMI-Montréal

- [http://cf.groups.yahoo.com/group/pmi\\_mtl\\_table\\_ronde\\_TI/](http://cf.groups.yahoo.com/group/pmi_mtl_table_ronde_TI/)

## **Previous permanent positions**

August 1994 - October 2003

### **Sabbatical**

January 2003 – October 2003

- Explored the world

### **Borland Software Corp., Scotts Valley, CA, US**

July 2001 – December 2002

#### **PROGRAM MANAGER,**

- Successful delivery of two consecutive versions of Kylix (Delphi for Linux) (~450 person-months each);
- Coordination of all planning, executing, controlling and delivery activities; Coordination of a process improvement initiatives. Management of a team of about 60 contributors across 5 teams: R&D, QA, Tech writing, Internationalization, Integration. Coordination with other departments and business units. Planning and execution and coordination of field tests programs involving end customers. Coordination with marketing dept.

### **Tumbleweed Comm., Redwood City, CA, US**

November 1999 – July 2001

#### **PROJECT MANAGER, SOFTWARE DEVELOPMENT,**

- Successful delivery of 5 vertical applications (~50 person-months each) built on top of the IME (Integrated Messaging Exchange) platform. Authored the architecture of 3 of the 5. (RUP, UML, Rational Rose, CVS);
- Supported sales as well as professional services organization through direct interactions with customers;
- Definition and deployment of development best practices based on RUP notions of use-cases, architecture focus, as well as iterative and incremental development.

### **TCSI Corporation, San José, CA, US**

January 1999 - November 1999

#### **PRODUCT DEVELOPMENT MANAGER,**

- Managed development of a Java GUI framework interfacing with other Catalant OSS products.

### **TCSI Corporation, San José, CA, US**

June 1997 - December 1998

#### **SENIOR SOFTWARE ENGINEER,**

- Involved in all stages of the development of Catalant (now Rocket Catalant), a distributed fault-management system. (UML, Rational Rose, ClearCase, C++, CORBA);

### **Bell Sygma (a division of Bell Canada), Montréal, Québec, Canada**

August 1994 - June 1997

#### **SOFTWARE ENGINEER,**

## Education

- [Professional Scrum Master](#) .....2013  
Pyxis Technologies, Montréal, Québec, Canada
- [Certificate in Project Management](#), ..... in 2001  
University of California, Berkeley, CA, US;
- Master studies, classes completed, Computer Engineering ..... 1992-1994  
[École Polytechnique](#), Montréal, Québec, Canada.
- B.Eng. , Computer Engineering ..... 1987-1991  
[École Polytechnique](#), Montréal, Québec, Canada.

## Affiliations

- Professional SCRUM Master I, [scrum.org](http://scrum.org).
- Certified PMP (#182990). Member of the Project Management Institute ([www.pmi.org](http://www.pmi.org)).
- Certified Foundation ITIL (#54875).
- Member of the [Ordre des Ingénieurs du Québec](#).
- Member of the [Association Québécoise des Informatiennes et Informaticiens Indépendants](#).

## References

References for all positions available upon request.

Many recommendations available on LinkedIn: <http://ca.linkedin.com/in/koserto>