

# Gus Salamoun

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## Information Technology Executive

Senior Vice President / CTO /CIO

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### PROFILE

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A multi-functional executive in software development, information technology management, operations, cloud strategies and service delivery with more than 30 years' experience in diverse IT industries. A strategic thinker, innovative and a change agent; combines business acumen, technical expertise and strategic perspective to achieve business goals. Skilled, versatile, communicator, tri-lingual and effective with participants at all levels. Achieves goals and objectives through commitment, intellect and expertise.

Passionate about improving productivity and quality while increasing profits and customer satisfaction. Have proven success records in industry-diverse, multi-site, global organizations serving multi-channel customer markets (SMB, SME, large Enterprise). Managed \$1.2B Revenue, \$600M Operating budget, 20% EBITDA and above 1000 Human Capital. Influence spanned 220+ sites worldwide.

Proficiency in leading highly accomplished technical staff to build centers of excellence, quality assurance, achieve business targets, facilitate competitive advantage and transform business through innovation and motivation. Expertise in IT governance for business alignment, cloud strategies and infrastructure, problem solving and products makeovers. In depth experience in offshoring and outsourcing transformation.

Proven progressive leadership experience in large multi-divisional and multi-national organizations. Advocates and practices a management style that focuses on pragmatism, staff mentoring, communication and value-based management (champion customer interest, develop staff potentials and decision making skills, grow value mind set in the organization, promote open communication).

Extensive expertise in all aspects of service delivery, technical management and engineering. Responsible for world-class and mission critical technology systems including private and public cloud infrastructures. Responsibilities included revenue management, information systems, policy and governance, product management, technical architecture, product development, technical operations, data center management, quality assurance and customer care.

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### AREAS OF EXPERIENCE

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P&L • IT • IT Governance and Management • Private and Public Cloud enablement, CRM Turn-Around • Consolidations & Expansions • Strategic Partnerships • Acquisitions and Integration • Cost Reductions & Profit Improvement • Global Service Delivery • Customer Care • Offshoring and Outsourcing • Risk Management • ITIL • Process Reengineering • Change Management • Enterprise Solutions • Customer Care • Global Operations • Data Center Management • Systems Architecture • Product Development • Software Development • Product Management

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### SELECTED ACHIEVEMENT HIGHLIGHTS

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- Developed, launched and operated the first Cloud based Common Use Systems for Airports.
- Developed and launched the first cloud based full suite of Airport Operations Systems.
- Developed and Operated a Worldwide Public Cloud product (Cloud<sup>n</sup>) for NTTcom to compete with Amazon
- Focused Professional Services on client needs improving customer loyalty and increasing ARPU by 250%
- Increased hosting service stability by 77%, reducing outages, MTTR and losses for customers
- Reengineered Customer Care operation, increasing customer satisfaction, and reducing costs 22%.
- Restructured development processes, lowering cost 36% and improving Time to Market resulting in a 12% revenue increase.
- Turned around self-service unit "Kiosk" manufacturing by reducing costs 33% and increasing orders 600%.
- Produced measurable year-over-year improvement (CAGR 14% over 3 years) under dynamic markets

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## PROFESSIONAL EXPERIENCE

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### **Amadeus (2015-current)**

*Amadeus is one of top 10 software companies (Forbes 2018 global ranking) in the world. Included for 6 consecutive years in Dow Jones Sustainability Index. For 30 years Amadeus has been building critical solutions to help airlines and airports, hotels and railways, search engines, travel agencies, tour operators and other travel players to run their operations and improve the travel experience, billions of times a year, all over the world. Operates in 190+ markets, 16000+ employees from 146 nationalities. Amadeus solutions include several 1st in market SaaS applications and Cloud platforms that enable customers to drive online success.*

#### **Vice President, Research and Development**

As a member of the Senior Leadership Team of Airport IT business unit at Amadeus, I am responsible for software development and engineering activities. I lead a team of 300+ professionals in developing and managing SaaS products for the Air transport Industry.

My successful contribution to Amadeus is the development of industry 1st Common Use Check-in System and fully cloud hosted Airport Operations Systems, enabling Airport to operate without IT infrastructure on premises.

Selected Achievements:

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|----------------------------|--|
| <b>Product Development</b> | ➤ Common Use Check-in Systems in governed by two industry standards, CUPPS for check-in desks and CUSS for self service Kiosks. These standards were development to organize multi-vendor use of same physical assets at the airport premises. My team revolutionized the industry by porting the CUPPS and CUSS software to a cloud-based deployment freeing local physical asset from software deployment and all associated cost. Also, enabling Airport to better manage space distribution among airlines as dedicated airline equipment are no longer needed.  |
| <b>Product Development</b> | ➤ Airport Operations consist of many behind the scene sophisticated IT processes and requires products built for operational needs. At Amadeus we have been successful to redevelop and serve all locally deployed operational software in a cloud-based setting, hence enabling Airport to reduce their cost by removing local IT infrastructure deployment and management.<br>we serve Airports with products such as: <ul style="list-style-type: none"><li>○ Flight Operations</li><li>○ Flight Scheduling and Management</li><li>○ Flight Turnaround Management Systems</li><li>○ Flight Connection Management Systems</li><li>○ Airport Fixed Resources Managements Systems</li><li>○ Ground Handling Resource Management Systems</li><li>○ Aircraft Departure Sequence Planning</li><li>○ Common Use Check-in Systems</li><li>○ Biometric Boarding Systems</li><li>○ Aeronautic Revenue Systems</li><li>○ Amadeus Smart Messaging Systems</li><li>○ Flight Information Display Systems</li><li>○ Baggage Handling and Reconciliation</li><li>○ Baggage Drop Systems</li><li>○ Blockchain Baggage Tracking</li></ul> |
| <b>Cost Reduction</b>      | ➤ Successfully reduced R&D investment and unit cost 2 years ahead of plan, placing it in line of expected Revenue proportions in long term planning.   |

Under my leadership Airport IT recovered its business case by succeeding to deliver to the market two innovations that were running over budget and over time. Success was achieved by using a combination of talent acquisition, staff motivation, communicating the bigger picture of value add of the tasks at hand and by outsourcing several common software components.

### **Revenue Cycle Experts (2013-2015) (an EGB Company)**

*RCX was a startup created to manage revenue cycle in the health care industry. It addressed a niche market that cross-sectioned: Auto Accidents, Hospitals, Health Providers, Insurance companies and Florida finance ministry. The startup was sold to Florida Government as a vehicle to reduce fraud.*

#### **Chief Information and Operating Officer**

Successfully developed an online gateway to manage auto accident claims information between the stakeholder parties, reduce errors, false claims and serve the public with faster insurance compensations.

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## PROFESSIONAL EXPERIENCE

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### **Verio Inc. (2008-2013)** (an NTT communication company)

*Verio is a recognized industry leader in delivering internet and online business solutions to SMB, SME and Enterprise worldwide. Distributed through its network of OEM, Partners and Retail customers, Verio's solutions provide web hosting, Managed Services, application hosting, SaaS applications and Cloud platforms that enable customers to drive online success.*

#### **Senior Vice President, Development and Global Service delivery.**

As a senior member of the Senior Leadership Team I was responsible for external and internal performance of Verio. I lead all aspects of customer facing products development and technology decisions for the Verio.

My successful contribution to Verio is finding new sources of revenue, keeping margin steady while traditional hosting revenue is being challenged.

Selected Achievements:

<b>IT Governance and Strategy</b>	➤ Deployed an adaptive global IT strategy and governance to standardize internal IT cost while keeping flexibility for end users to select and deploy technologies of choice. Staff were less resistant to change with higher adoption for standards. Virtual desktops were at the forefront of such success.
<b>Public Cloud Launch</b>	➤ Launched the first globally seamless enterprise cloud service to incorporate OpenFlow network virtualization technology for networks built within and between data centers to position Verio/NTTcom as a competitive alternative to Amazon AWS worldwide.
<b>IaaS, SaaS Cloud Operation</b>	➤ I operated a Public Cloud offering (Cloud <sup>®</sup> ) that delivered IaaS, PaaS and SaaS products worldwide in multiple datacenters both for SMB and enterprise.
<b>Increased ARPU</b>	➤ Professional Services attraction at Verio was depleting by continuous ARPU reduction and customer churn. Refocused PS to put customer demands first irrespective of product relevance to Verio, hence increasing their customer loyalty and increasing ARPU and revenue.
<b>Cost Reductions</b>	➤ Customer Support cost became a corporate liability in cost, quality and customer satisfaction. Introduced an offshoring model that reduced cost by 22% and increased quality (SLA and speed of resolution). Consequently, customer satisfaction started increasing.
<b>Increase Revenue</b>	➤ Engineering development costs were rising and time to market was increasing. Outsourced selected legacy products maintenance to lower cost venues. Diverted best in-house human capital to more profitable products. Attached target bonuses to revenue increase. The result: 36% lowered cost (15% above industry average) and improved delivery time to market that allowed sales to capitalize faster on revenue for a 12% increase.

Under my leadership NTTcom launched the first globally seamless enterprise cloud service to incorporate OpenFlow network virtualization technology for networks built within and between data centers (Read more here: <http://risetothecloud.com/ntt-com-to-launch-new-enterprise-cloud-sacramento-bee/>). I also operated a Public Cloud offering (Cloud<sup>®</sup>) that delivered IaaS, PaaS and SaaS products both for SMB and enterprise. I had responsibility for products P&L. I established and grew Professional Services to significant revenue levels in 2 years. I overhauled Product Management portfolio to reinvigorate commoditized webhosting products and increase ARPU. I introduced messaging as a line of business. I chaired Systems Architecture and established technical governance in the organization. I restructured Customer Care achieving 40% cost reduction while maintaining SLA and customer satisfaction. As Verio's CIO I was responsible for Corporate Information Systems including global security and internal enterprise IT systems. I had responsibility for Global Infrastructure and associated service delivery such as data center engineering & operations, supply chain and procurement. I modernized Verio's datacenters across the world increasing performance, stability and reducing footprint and MTTR.

**SITA INC. (2000-2008) (Société Internationale de Télécommunication Aéronautique)**

*A world's leading service provider of IT business solutions and communication services to the air transport industry. With over 60 years' experience, SITA manages complex airline, airport and desktop solutions for its air transport, government and GDS customers over the world's most extensive communication network. Complemented by consultancy in the design, deployment and integration of communication services SITA has a global reach that is based on local presence in over 220 countries and territories, with services for over 600 members and about 1,800 customers. SITA employ people of more than 140 nationalities, speaking over 70 different languages.*

**Vice President, Global Operations and Information Technology      SITA-2007-2008**

Lead customer support, airport sites deployments, datacenter management and application provisioning. Responsibility included three Data Centers, 190 airports installations, 220 SITA locations, five mission critical systems, \$600M operating budget and \$25M capital expenditure.

Selected Achievements:

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|-----------------------------|---|
| <b>Improve Productivity</b> | ➤ Implemented ITIL service delivery model for operations teams across 220 airports that resulted in 50% productivity increase.                              |
| <b>Kiosk</b>                | ➤ Reduced internal IT spend through off-shoring without impacting current productivity.   |
| <b>Business Continuity</b>  | ➤ Improved Kiosk manufacturing using mistake proofing (POKA YOKE) techniques to eliminate defects and reduce cost by 33% avoiding the shutdown of the unit. |
| <b>Cost Reductions</b>      | ➤ Directed business continuity human capital planning at SITA in case of pandemic Avian Flu outbreak.   |
|                             | ➤ Deployed Virtualization across multiple Data Centers decrease footprint and improving cost by 18%.  |

**Vice President, Information Technology and Solutions Engineering      SITA-2003-2007**

Lead all aspects of customer facing products development and technology decisions for the Airport and Desktop business unit. 190 Staff in 5 countries, \$55 millions operating budget and \$10 millions capital expenditure.

Selected Achievements:

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|--|---|
| <b>Change Management</b>                   | ➤ Eliminated redundancies and improved operational effectiveness through site consolidation without impact on productivity and employee morale.   |
| <b>Offshoring</b>                          | ➤ Transformed previously accepted work norm of the IT staff by implementing a hybrid model of in-sourcing, Off-shoring and out-sourcing strategies.   |
| <b>Self Service</b>                        | ➤ Developed and implemented an IT strategy that allowed further advancement of self-serve products for the customer, operational planning tools and real-time decision-making products for the employees. |
| <b>Increase Productivity</b>               | ➤ Established a regional staff consolidation that reduced costs by 15% and increased productivity by 20% with an annualized savings of \$5 million without any negative customer or operational impact.   |
| <b>Performance &amp; Quality Standards</b> | ➤ Developed and implemented branch scorecard that would be used as companywide template for specific KPI's that encompassed customer satisfaction, financial and operational objectives.                  |

**Senior Director, Desktop Solutions and Development, SITA-CANADA, 2000-2003**

Lead design and development of Desktop products for front and back office environments with 100 Staff in three countries and \$40M total budget.

Selected Achievements:

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|----------------|--|
| <b>Desktop</b> | ➤ Lead the launch of thin client Desktop for airport check-in desks managed as an ASP from a centralized location.   |
|                | ➤ Designed Mobile Alert Dashboard for alerting executives about escalations from major clients and for KPI tracking. |

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## PROFESSIONAL EXPERIENCE

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- Electronic Data Systems, Canada**, Senior Technical Architect,  
Technical Consulting in major accounts. 1998-2000
- BellSygma, Canada**, Lead System Engineer,  
Software Development team prime for the department of Office Services. 1995-1998
- Infopro Canada**, Intranet developer,  
Intranet solutions for multiple industries: carpet manufacturer (CARPET ART DECO),  
medical supplier (SDP INC), chemical manufacturer (POLYMERSOURCE INC.) 1993-1995
- Notre Dame University, Lebanon**, Academic Director,  
School of Natural and Applied Sciences  
Teaching Software development 1987-1990
- Sargent and Lundy, USA**, Structural Design Engineer,  
Design Structural Engineer for a Nuclear Power Plant "Clinton I" in Illinois 1985-1987

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## EDUCATION, CERTIFICATIONS, PROFESSIONAL DEVELOPMENT

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### Education:

- Ph.D. (abd), Management Information Systems, Concordia University, Canada. 1995
- MS, Structural Engineering, minor Computer Science, University of Kentucky. 1985
- Bachelor of Science (BSc) Civil engineering, University of Kentucky. 1983

### Certificates / Registrations / Licenses:

- Executive Certificate in Management and Leadership, 2005-2006  
Massachusetts Institute of Technology (MIT)  
MIT Sloan Business School, USA & IMD Business School, Switzerland. New strategic  
approaches and quantitative tools developed for managing products, technology,  
change and driving innovation throughout organization.

### Technical Training:

- Contracts: Reading, Writing and Negotiating, Nahabit/Marell 2005
- Legal Aspect of Purchasing, Nahabit/Marell 2005
- Interviewing and Counseling, Institute of personnel Management 2004
- Data, Voice and Video Solutions over IP, CISCO University, Montreal, Canada 1999
- Virtual Private Networks, CISCO University, Montreal, Canada 1999
- Systems Management, BMC Patrol headquarters, Houston, Texas, USA 1998
- Systems Administration with Tivoli TME 10, IBM, Montreal, Canada 1996

### Speaker Engagements:

- Speaker at BMC Day in the Middle East 2011
- KeyNote Speaker at IT Service Management (itSFM) International Japan 2010
- Panelist at "Check-in 2007" in Las Vegas 2007
- KeyNote speaker at the Baggage World Conference in Singapore 2004