



Information Technology Executive

Director / Senior Vice President / CTO /CIO

PROFILE

An innovation evangelist, a multi-functional executive in IT operations, DevOps, CloudOps, service delivery, software development, information technology management and cloud strategies. I have 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 machine learning and 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 (B2B, B2C, SMB, SME, large Enterprise). Managed \$1.2B Revenue, \$600M Operating budget, 20% EBITDA and above 1000-person Human Capital. Influence spanned 220+ sites worldwide.

Proficiency in leading highly accomplished technical staff to build innovation hubs, centers of excellence, achieve business targets, facilitate competitive advantage and transform business through innovation and motivation. Expertise in IT governance, cloud strategies, IT 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, foster an open communication culture, promote a value driven mind set and drive toward excellence).

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.

AREAS OF EXPERIENCE

- P&L • IT Governance and Management • Private and Public Cloud enablement • CloudOps • Consolidations & Expansions • Strategic Partnerships • Acquisitions and Integration • Cost & 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 • DevOps • Artificial Intelligence • Product Development • Software Development • Product Management

SELECTED ACHIEVEMENT HIGHLIGHTS

- Developed, launched and operated the first Cloud based Common Use Systems for Airports.
- Patent a baggage messaging system that does not rely on the traditional type-B messaging protocol.
- Developed and launched the first cloud based full suite of Airport Operations Systems enhanced with machine learning algorithms.
- Developed and Operated a Worldwide Public Cloud product (Cloudⁿ) 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
- Restructured development processes, lowering cost by 36% and improved Time to Market resulting in a 12% revenue increase.
- Produced measurable year-over-year improvement (CAGR 14% over 3 years) under dynamic markets

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, Managed System Services

As a member of the Senior Leadership Team of Airport IT business unit at Amadeus, I am responsible for operating and supporting Airport Systems installed on premise at Airports. In parallel I am responsible for managing our SaaS offering deployed in Private, AWS and Azure public clouds.

- Innovation** > Created a DevOps team that changed the cultural philosophies, practices and tools that increased Airport IT ability to deliver applications and services at high speed.
- Product Development** > Evolved and improved products delivery and systems maintenance at a faster pace than organizations using traditional software development and infrastructure management processes.
- Cost Reduction** > Reduced Airport IT shared cost by 50%. And running operating budget by 65%

Vice President, Research and Development

I was 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 rationalize on premise IT infrastructure.

- Innovation** > Common Use Check-in Systems is governed by two industry standards, CUPPS for agent assisted 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.
- Product Development** > 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 rationalizing their IT infrastructure and management. Artificial Intelligence machine learning algorithms is at the heart of our products. We serve Airports with products like:
 - o Flight Operations
 - o Flight Scheduled Management
 - o Flight Turnaround Management
 - o Airport Fixed Resources Managements Systems
 - o Ground Handling Resource Management Systems
 - o Common Use Check-in Systems
 - o Biometric Boarding Systems
 - o Aeronautic Revenue Systems
 - o Amadeus Smart Messaging Systems
 - o Flight Information Display Systems
 - o Baggage Handling and Reconciliation
 - o Departure Sequence Planning
- Cost Reduction** > 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.
Professional Experience

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:

IT Governance and Strategy	➤ 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 success.
Innovation Public Cloud	➤ 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.
IaaS, SaaS Cloud Operation	➤ I operated a Public Cloud offering (Cloud [®]) that delivered IaaS, PaaS and SaaS products worldwide in multiple datacenters both for SMB and enterprise.
Increased ARPU	➤ 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.
Cost Reductions	➤ 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.
Increase Revenue	➤ 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: [NTT com to Launch New Enterprise Cloud](#)). I also operated a Public Cloud offering (Cloud[®]) 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 maintained 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.

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:

Improve Productivity	➤ Implemented ITIL service delivery model for operations teams across 220 airports that resulted in 50% productivity increase.
Business Continuity	➤ Reduced internal IT spend through offshoring without impacting current productivity.
Cost Reductions	➤ Directed business continuity human capital planning at SITA in case of pandemic Avian Flu outbreak.
Performance & Quality Standards	➤ Deployed Virtualization across multiple Data Centers decrease footprint and improving cost by 18%.
	➤ Developed and implemented branch scorecard that would be used as companywide template for specific KPI's that encompassed customer satisfaction, financial and operational objectives

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 million operating budget and \$10 million capital expenditure.

Selected Achievements:

Change Management	➤ Eliminated redundancies and improved operational effectiveness through site consolidation without impact on productivity and employee morale.
Innovation Kiosk	➤ Holds a patent on the creation of Kiosk check-in process. Improved Kiosk manufacturing using mistake proofing (POKA YOKE) techniques to eliminate defects and reduce cost by 33% avoiding the shutdown of the unit.
Offshoring	➤ Transformed previously accepted work norm of the IT staff by implementing a hybrid model of in-sourcing, Off-shoring and out-sourcing strategies.
Self Service	➤ 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.
Increase Productivity	➤ 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.

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:

Desktop	➤ 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.

PROFESSIONAL EXPERIENCE

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

EDUCATION, CERTIFICATIONS, PROFESSIONAL DEVELOPMENT

Patents

- Check-in Kiosk design and process @SITA
- Cloud based Common Use Check-in @Amadeus

Education:

- Ph.D. (abd), Management Information Systems, Concordia University, Canada. 1995
- MSc, 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 Artificial Intelligence*, 2019
Massachusetts Institute of Technology (MIT):
Computer Science & Artificial Intelligence Laboratory, MIT Sloan Business School,
USA & IMD Business School, Switzerland. New strategic approaches and quantitative
tools developed for driving innovation throughout an organization.
- *Executive Certificate in Management and Leadership*, 2005-2006
Massachusetts Institute of Technology (MIT), Explore how machine learning,
Robotics and Natural Language Processing can be used to gain strategic advantage.

Technical Training:

- Machine Learning for Airport Operation 2019
- Contracts: Reading, Writing and Negotiating, Nahabit/Marell 2005
- Legal Aspect of Purchasing, Nahabit/Marell 2005
- Interviewing and Counseling, Institute of personnel Management 2004
- 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:

- Moderator at Cybersecurity Challenges of Air Transport – Dubai 2017
- 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