

Moufid Karray MBA, MSc, B. Eng.

IT project management expert

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Goal

Contribute to performance improvement and the control of costs, quality and deadlines, through the provision of 30 years of coaching experiences in IT project management, digital transformation and deployment of Intelligent Systems.

Training

Research (PhD researcher)

Bilkent US University 1997

Specialty: Decision Systems

Field: Collective decision making

Project: Information technology investment decision support algorithm (IT decision support for an interdeparments integrator project)

MBA, Master in Business Administration

Laval University 1996

Specialty: OSD - Operations and Decision Systems

Field: IT Project Management

Project: **Decision support system** for the evaluation, selection and scheduling of IT Projects

MSc, Masters in Sciences

Laval University 1993

Specialty: Genie Mechanical

Field: **Artificial intelligence**

Project: Movement strategy for AGVs (Automated Guided Vehicle)

BSc, Bachelor of Engineering

University of Quebec UQTR 1990

Specialty: Genie Manufacturing Mechanics

Field: Optimization of trajectories

Project: Obstacle avoidance strategy for mobile robots - Simulator of robot movement in congested environment

Skills

Digitalization of processes, management of large-scale projects and change management

Knowledge

Perfect command of Information Systems: ERP, CRM, BI, AI, TQM, BSC, BPR ... of Project Management STDs: PMBOK (PMI), AGILE ... and supporting software (Ms Project, TQM ...)

Professional experience

2006-2021, Project Director - International Consulting Canada

Missions: Specification of needs, Preparation of the Project Chart, Management of the development team and deployment of solutions, Change Management ...

Responsibilities: Manage the relationship with clients from the needs analysis to the end of the project. Ensure the planning, organization, implementation and control of the project. Guarantee compliance with costs, the quality of deliverables and deadlines

Achievements: + 200 missions and projects carried out, including 80% of digitalization projects for industrial multinationals, banks and insurance companies, agro-industry, pharmaceuticals, metallurgy, textiles, chemicals, mechanics, shipbuilding ... engineering companies, petroleum and gas, Transport & Transit,

2003-2005, Business Development Director - Discovery Software

Missions: Manage a team of Business Development Managers for the marketing of ERP integrated management software (SAP, SAGE, NAVISION, MFG PRO, etc.) and the sale of specific development, installation, configuration and maintenance services

Responsibilities: Ensure the development of new markets and guarantee the maintenance of notoriety at the international level. Manage the relationship with clients from the needs analysis to the after-sales phase. Check the technical sales team.

Achievements: A 200% increase in Export turnover (New markets), enrichment of the product range (SAP) and services (Change management)

2000 to 2003, Research and Development Director - Interface Consulting

Missions: Study of customer needs and development of IT systems

Responsibilities: Develop, implement, and maintain IT applications to improve performance and reduce waste.

Achievements:

- **BIG DATA project:** transform a transactional database comprising billions of records into a knowledge base useful for studies.
 - o **Result:** 80% reduction in market research costs.
- **GIS project:** develop a Geographic Information System and equip a fleet of vehicles with on-board computers that record commercial speeds by road axis and supply software for optimizing delivery routes.
 - o **Result:** 20% reduction in transport costs and control of deadlines.
- **SI-REC project:** develop a Recruitment Information System
 - o **Result:** 20% reduction in costs associated with recruiting executives.

1997 to 1999, Scientific Advisor for Defense - Gouv. Canadian

Missions: Study of the need for Command and Development of Information and Decision Support Systems useful for the Command of the 1CAD Canadian Region of NORAD (North American Air Defense Headquarters)

Responsibilities: As a Scientific Executive of the DGOR (Directorate General of Operational Research) and member of the Group of five NORAD Advisors, I contribute to the Big Data analyzes of Military Experiences and I develop projects to optimize efforts to improve performance and skills.

Achievements:

- **Y2K project:** Year 2000 IT, provide an approach that has significantly reduced the investment required to manage the risk associated with the Year 2000 transition
- **RECAP project:** REadiness and CAPability, to propose models and methods that rationalize the investment necessary to maintain the level of capacity and the rate of availability of fleets, crew and maintenance personnel
- **CREWS Training project:** analyze the performance of air force pilots in relation to the quality of training and identify avenues for improvement
- **ABACUS project:** contribute to the improvement of the performance of military exercises and obtain a Certificate of Recognition of Effort signed by the Commander General of the Canadian NORAD Region

1996 to 1997, IT Consultant - Bilkent University (US University in Turkey)

Mission: Establishment of a research unit specializing in decision support for investment in information technologies

Responsibilities: Contribution to the study of the Turkish government's need for rationalization of investments in NICT information technologies and proposal of a consensus approach that makes it possible to rationalize investments

Achievements: Research unit set up which has made it possible to unify efforts and define inter-ministerial projects which reduce costs and deadlines.

Summer 1994, Artificial Intelligence Consultant - Canimex (Drummondville)

Mission: Contribution to the analysis of the knowledge produced by the technical sales experts of Canimex and to the development of a digitalization approach of the data acquisition process from the quotation requests received.

Responsibilities: Interviews with technical sales representatives, modeling of knowledge sources, establishment of a knowledge acquisition protocol.

Achievements: Real-time digitalization of requests for quotes received and intelligent archiving by keyword allowing rapid access to relevant information.

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1992 to 1994, Expert Systems and KMS Consultant - Renault (France)

Mission: Development and implementation of an intelligent multi-expert system which makes it possible to extract the knowledge of experts and the sharing of know-how as well as the guarantee of the sustainability of Know-How following the departure of retirees

Responsibilities: Interviews with the experts who are going to retire, modeling of know-how, development of a multi-expert system, integration with the CAD-CAM tool, change management and contribution to the creation of an artificial intelligence unit

Achievements: Artificial intelligence unit trained and trained on the NexpertObjet System. 80% improvement in efficiency thanks to the SIACTA tool developed

1989-1992, Teaching and research assistant (UQTR and Univ. Laval)

Mission: Contribute to research in the field of Robotics, Intelligent Systems and Expert Systems (Artificial Intelligence)

Since my young age: Summer work as a worker in different sectors (carpentry, sweat, plumbing, electricity...). Salesman on the road, salesman in store ...

Titles and certificates

Year	Distinction	Business	Reason
2008	Title Coach in KMS and Expert in ToT of the United Nations	United Nations, KMS Unit - Knowledge Management Systems	Coaching of United Nations Experts for KMS upgrading
1999	Secret Title II of the Federal Government	Canadian Department of National Defense	Loyalty to the general principles of human rights and sincerity
1998	Certificate of recognition of efforts	Canadian Air Defense General Command (NORAD HQ)	Preparation and development of scenarios for military training
1998	National security consultant	Interministerial Emergency Planning Group (NCPG)	Participate in national reflections on Y2K issues
1997	5 first among +1500 applications	Canadian Air Defense General Command (NORAD)	Eminence in the recruitment phase
1986-1992	scholarship of Excellence	Govt. Tunisien and CIDA Canadian Dev. international	Excellence in academic record
1992-1994	scholarship of Excellence		Excellence in University Studies

Experience with Quebec industrialists

ABC's QMS Project (Montreal) (3 years) Jan 2017 to Dec 2020

Project

Development and implementation of a computerized QMS management system

Customer: ABC Composite Montreal (Manufacturer of composite-based aircraft and ships)

Role of Project Manager

- Project management from the recruitment of senior executives to the certification of the integrated management system
- Clarify the customer's need and Specify the functionalities sought
- Delivery and configuration of TQM-Performance modules

Deliverables

- Supervision of consultants and executives specializing in Digital Transformation
- Validation of the complete mapping of the management, production and support processes with the information and control flows as well as the records
- Steering System (TB, SWOT, meetings, management review)
- Quality management system, Risk Management, Process, Organizational chart ...
- Talent management system (OHS, training, objective agreement, 360-degree evaluation, etc.)

Results

- ISO certified integrated management system
- Better controlled decision-making process
- More controlled action monitoring workflow
- Digital transformation modules deployed
 - Risk management
 - Complaints management and Analysis of Non-Compliance
 - Supplier Assessment
 - Audit management
 - Document Management
 - Regulatory Watch
 - Management of Meetings and follow-up of decisions
 - SWOT analysis and Monitoring of Stakeholder Satisfaction
 - Training management
 - Skills and Career Management
 - Management Dashboards and Objectives Agreement

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Project Eutectic (Gramby) (2 years) 2016-2018

Project

Development of a computer application for quality control and mastery of chemical composition

Customer: Eutectic Gramby Quality Department

Coach role of the Developer Consultant

- Analysis of the Client's need and delimitation of the Consultant's Scope of Work
- Coaching of the Developer Consultant to develop the database, interfaces
- Validation of deliverables

Deliverables

- Modules of:
 - Quality management
 - Treatment of non-compliance
 - Management of chemical composition
 - Risk calculation and simulation

Results

- 100% of the modules have been validated and used internally and have been maintained for 5 years

Norgate REC project (Guadeloupe) (3 months) Sept to Nov 2009

Project

Selection of Technicians and Team Leaders for steel construction projects

Customer: Norgate Metal (Quebec)

Role of Recruitment Consultant

- Job analysis and definition of required skills profiles
- Selection of psychotechnical tests
- Administration of assessment interviews
- Selection of candidates

Deliverables

- 10 Technicians and Team Leaders selected

Results

- 100% of the Technicians and Team Leaders selected have been retained

Experience in the Financial Sector

Ekuity PMBOK project (16 months)

August 2019 to Dec 2020

Project

Digitization of the project management process and assistance in setting up a computerized project management system compliant with the PMI standard (PMBOK)

Client: Ekuity Capital Financial Group

Role of Project Manager

- Clarify with the Client the charter of the project to digitize its project management processes and the terms of reference for PMBOK compliance
- Establish the specifications of the target international project management system that meets the requirements of the PMI PMBOK standard
- Define deliverables and establish milestones and risks associated with the project
- Manage the team of consultants in the digitalization of Project Management processes to perform the modeling and reengineering of the processes and propose improvements to the process before launching the digitalization
- Specify and manage the development team of the requested TQM modules

Deliverables

- A new model of the management process for major projects
- A model of all the implementation and management support processes of 100% digitized projects with a project monitoring dashboard
- Mapping of project management processes according to PMBOK

Results

- Successfully prototyping the real estate project management unit (STKE)
- Reengineering of all business processes and orientation towards PMI standards
- Validation of the complete mapping of management, production and support processes with information and control flows as well as records
- Digital transformation modules deployed
 - SWOT Analysis and Stakeholder Satisfaction Monitoring
 - Project Management Dashboards
 - Management of Project Meetings and follow-up of decisions
 - Risk Management by Project and Quality Management of Deliverables
 - Management of Customer Complaints and Analysis of Nonconformities
 - Supplier and subcontractor assessment
 - Management of regulatory compliance audits
 - Documentary Management and Regulatory Watch
 - Skills and Career Management

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QNB Bank BPR Project (3 months)

Oct to Dec 2020

Project

Implementation of a computerized project management system in accordance with PMBOK's PMI standards

Customer

Kuwaiti financial group Ekuity Capital

Role of BPR-Audit Coach

- Training and Coaching of all the Executives of the AUDIT Department to succeed in the Modeling of QNB processes.

Deliverables

- Process models developed by the coached team
- Assessment report of trained and coached people

Results

- Certification of 8 bank auditors on new management practices (Process Modeler in the banking sector)

GRH-IT project (Stock Exchange) (6 months)

Jan. to June 2018

Project

Development and implementation of a skills management framework for the IT team of the BVMT Stock Exchange

Customer

Tunis Stock Exchange BVMT

Role of HR-IT Consultant

- Clarify the needs of the customer and that of the IT Department
- Development of a skills framework for the IT team
- Job analysis of IT Department executives
- Coaching of Senior Management executives on New Skills, Process and Performance Management Practices
- Proposal for a balanced scorecard for the Stock Exchange

Deliverables

- Competency framework for the IT Department
- BSC process template and dashboards for the Stock Exchange

Results

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- Mastery and adoption of the 360-degree evaluation by the HRD of the Stock Exchange

COM-BCT project (Central Bank) (6 months) Jan. to June 2017

Project

Development and implementation of a program to improve inter and intra departmental communication of the Central Bank BCT

Customer

Central Bank of Tunisia (BCT)

Role of Project Manager

- Study of the context of inter- and intra-bank communication of the BCT
- Development of Modules for Seminars in intra and interbank communication and Management of the team of trainers
- Development of COM skills of directors and heads of department of the BCT and training in NLP (Neuro Linguistic Programming)

Deliverable : Diagnostic report and Communication improvement plan

Results

- 600 Central Bank executives trained in Coaching and Communication (PNL)

Olivier Bank's TQM project (4 months) Sept to Dec 2011

Project

Development and implementation of a module for monitoring the decisions of the Bank's Board of Directors

Customer : Qatar financial group

Role of Project Manager

- Management of the development and deployment project of a platform for the management of board meetings
- Clarify the customer's need and Specify the functionalities sought
- Delivery and configuration of Meeting modules and follow-up of actions

Deliverables

- Meeting management software
- Decision and action tracking software

Results

- Automated meeting minutes
- Better controlled decision-making process
- More controlled action monitoring workflow

Experience with the European Bank

EBRD ELEC project (1 year and ½) June 2019 to Dec 2020

Project

Development and implementation of a total quality management system (TQM-Performance). EBRD-funded enterprise upgrade project

Customer: European Bank for Reconstruction and Development (EBRD)

Responsibilities

- Manage the relationship with clients from needs analysis to the end of the project
- Ensure the planning, organization, implementation and control of the project digitization (Guaranteeing compliance with costs, quality of deliverables / deadlines)
- Validate reports and ensure compliance with agreed deadlines and milestones
- Coaching of Consultants in digital transformation to analyze existing processes and reengineering processes according to ISO-45001 Standards

Deliverables

- Performance management dashboards by Department
- Validation of the complete mapping of management, production and support processes with information and control flows as well as records
- Competency Framework with a 360 Degree Assessment
- Organization chart, Function Sheets and Job Sheets
- IT applications of digital transformation implemented
 - Computerized Risk and Quality Management
 - Management of Customer Relations and Analysis of Non-Conformities
 - Supplier Assessment and Audit Management
 - Documentary Management and Regulatory Watch
 - Management of Meetings and follow-up of decisions
 - SWOT Analysis and Stakeholder Satisfaction Monitoring
 - Training, Skills and Career Management
 - Management Dashboards and Objectives Agreement

Results

- EBRD Financing Decision for the ELEC Digitization Project
- Guarantee of 100% reliability of digitized data (Remote control with Dashboards by Department with 100% integration with ERP)
- ISO-45001 and ISO-9001 certification of the ELEC company thanks to the Digitization tool put in place
- Digitization of all business and support processes (Production, Maintenance, Commercial, Purchasing, Logistics, Accounting and Finance, HR Management, Quality, etc.)

Experience with the United Nations

KMS Project - United Nations (9 months) March to Sept. 2016

Project

Coaching of the team of experts in charge of the United Nations KMS knowledge management IT system for the upgrade of the KMS system

Customer

Unit responsible for the United Nations Knowledge Management System

Role of Project Manager

- Management of the project and of the consultant responsible for studying the current KMS system used by the United Nations International Experts to capitalize on knowledge
- Pilot the prototyping of a new version of the KMS with the improvements proposed by the team of experts and potential users

Deliverables

- New version of the KMS: Knowledge Management System (system for capitalizing on knowledge and sharing know-how between experts)

Results

- About ten international United Nations consultants connected in real time on the same platform to exchange their expertise and experiences
- A very powerful tool for digitizing and exchanging documents

ToT Project - United Nations (2 months) March to April 2013

Project

Coaching of United Nations Executives for the redeployment of skills through the development of Soft-Skills in project management

Customer: United Nations UNAMID Skills Development Unit

Role of ToT Expert

- Training of Trainers in the field of skills development in project management

Deliverables

- Project Management Trainer's Guide

Results

- Team of 60 people trained to become management trainers

Experience with Multinationals

Hutchinson BSC project (duration: 1 year) May 2020 to April 2021

Project

Digitalization of 12 Business and Development Processes and implementation of BSCs (Dashboards for the Operational Management of 13 factories around the world)

Client: The Multinational HUTCHINSON (TOTAL Group)

Responsibilities:

- Manage the relationship with clients from needs analysis to the end of the project
- Define the WBS and balance the load between developers and consultants
- Ensure the planning, organization, implementation and control of the project (Guarantee compliance with costs, the quality of deliverables and deadlines)
- Validate reports and ensure compliance with agreed deadlines and milestones
- Manage the process digitization team in accordance with the SBVR (Semantics of Business Vocabulary and Business Rules)
- Validate the user-friendliness, the functional richness and visual aspect of the applications. Validate prototyping, workflows, database structure and Interfaces

Deliverables

- Dashboards for monitoring the performance of the Processes and the 13 Plants (Matrix Management which facilitates Benchmarking between Production sites)
- Mapping of the 12 Business Processes that exist in the 13 production sites
- IT platform with modules:
Risk Management and Quality Management, Non-Conformity Analysis, Supplier Assessment and Audit Management, Documentary Management and Control, Meeting Management and Decision Monitoring, Stakeholder Satisfaction Monitoring, Prospective Dashboards and Agreement 'Goals

Results

- Generalization decision after successful prototyping on 1 production site
- 100% reliability guarantee of Performance Control data (Remote control with Dashboards by Management with 100% integration into the ERP)
- Digitization of all business processes (12 processes covering 13 factories)
- Gain estimated at 80% in terms of productivity of site operations management
- 100% successful migration at the management system level since the end of 2020
- Annual maintenance contract signed for the 1st prototyping site
- Order form obtained for the deployment of the platform on 12 other sites
- 100% successful change management (the Operations Department uses the platform to remotely manage 13 sites around the world with 100% reliability)

HANCHO project by DRAXLMAIER (1 ½ year) July 2017 to Jan 2019

Project

Deployment of a new Japanese approach for the digitalization of operational management processes (HANCHO) and development of associated Lean tools.

Customer

The German multinational DRAXLMAIER

Responsibilities

- Define with the Client the Project Charter and the terms of reference
- Define the stages of the digital transformation project and its deliverables as well as the milestones and criteria for measuring the added value of the project at the operational level (Performance and NC)
- Ensure the planning, organization, implementation and control of the project (Guarantee compliance with costs, the quality of deliverables and deadlines)
- Validate project reports and ensure compliance with agreed deadlines / milestones
- Coach the project team which includes 20 Consultants and Field Coach to ensure the deployment of the HANCHO approach at all operational levels
- Train and certify Internal Coaches of the production department in Process Digitization and on LEAN tools for continuous process improvement
- Standardize the new management processes of the execution team
- Pilot the capitalization of the knowledge produced and document the lessons learned.
- Present the lessons learned to Quality, Production and Logistics Directors of other DRAXLMAIER sites
- Monitor the electronic and real-time performance scoreboards project (Performance and non-compliance rate)
- Validate the final report and the standardization of the related processes

Deliverables

- Line performance management dashboards and production team
- Pilot the development and implementation of a Competency Framework adapted to the context of the automotive wiring sector
- Digital skills management system including
 - Competency Management and Behavioral Coaching Repository
 - Behavioral Leadership Development Framework
 - Performance Management Tools by Line and by Workstation

Results

- Successful HANCHO model with spectacular performance results
- New management culture based on collective intelligence and delegation

SIVO-Essilor's TQM project (duration: 2 years) March 2014 to Feb 2016

Project

Digitalization of Business and Development Processes and implementation of TB performance management

Client: The Multinational Essilor (SIVO Subsidiary)

Responsibilities:

- Manage the relationship with clients from the needs analysis to the end of the project
- Ensure the planning, organization, implementation and control of the project digitization (Guaranteeing compliance with costs, quality of deliverables and deadlines)
- Validate reports and ensure compliance with agreed deadlines and milestones
- Coaching of Consultants in digital transformation to analyze existing processes and perform process reengineering according to ISO Standards
- Manage the process digitization team and ensure compliance of deliverables with the SBVR (Semantics of Business Vocabulary and Business Rules)
- Validate the user-friendliness, functional richness & visual aspect of the applications
- Validate prototyping, workflows, database structure and Interfaces

Deliverables

- Performance management dashboards by Department (Sales, Technical, Financial, Logistics, Quality, HR Management, etc.)
- Complete mapping of management, production and support processes with information and control flows as well as records
- Competency Framework with a 360 Degree Assessment
- Organization chart, Function Sheets and Job Sheets

Results

- Guarantee of 100% reliability of organizational data (Remote management made possible with KPIs by Department and 100% integration)
- 100% successful change management (the Quality Department uses the platform)
- Success of the proposed export strategy
- Successful organizational transformation with sharing of strategic development responsibilities between the members of the steering committee
- Guarantee of sustainability of know-how following the departure of the development manager of the export market
- Productivity gain and cost control which attracted Essilor Internationale to enter into a partnership and buy SIVO shares. Successful sale of SIVO shares internationally

Other Experiences in Digital Transformation

MASSODA KMS project (2 years ½) **July 2018 to Dec 2020**

Project

Development of a new KMS version of the digital transformation platform (TQM-Performance) and a deployment strategy for MASSODA's digital transformation clients

Customer: MASSODA (Swiss Consulting Firm)

Responsibilities

- Manage the relationship between the expert in Digital Transformation KG-Group and the MASSODA Client from the analysis of the expectations of the 2 stakeholders of the project to its closure
- Ensure the planning, organization, implementation and control of the project
- Validate reports and ensure compliance with agreed deadlines and milestones
- Coach of the WEB and MOBILE development team to successfully develop the new KMS version of TQM-Performance
- Coach KG's team of experts in Digitization to adapt the old version of TQM-Performance to the target sectors of MASSODA (Maritime Transport, Management of Local Authorities, Single Window, etc.) in accordance with the SBVR
- Train and certify MASSODA Consultants in Process Digitization according to QPR Business Process Reengineering (BPR) Standards
- Develop the Specifications for the migration to the new sector-based KMS (Knowledge Management System) digitalization platform deployed by MASSODA Consultants for its European and African Customers

Deliverables

- Supervision of Digital Transformation consultants
- Process mapping for target sectors
- Competency framework adapted to the contexts
- Digital transformation modules deployed
 - Risk Management and Quality Management
 - Management of Customer Complaints and Analysis of Nonconformities
 - Supplier Assessment and Audit Management
 - Documentary Management and Regulatory Watch
 - Management of Meetings and follow-up of decisions
 - SWOT Analysis and Stakeholder Satisfaction Monitoring
 - Training, Skills and Career Management
 - Management Dashboards and Objectives Agreement

Results

- Applications ready to be deployed for MASSODA Digitalization Customers

SI-HR project of the TRAPSA

(1 year)

Jan to Dec 2007

Project

- Development and implementation of a decision support system in terms of professional scaling

Customer

TRAPSA (Compagnie des TRansports par Pipe-lines au Sahara)

Responsibilities

- Project management from the analysis of the problem to the reception of the career management system
- Clarify the customer's need and Specify the functionalities sought
- Delivery and configuration of the delivered software modules
- Specification of improvements to the current career management system
- Pilot the development project of a decision support system in terms of professional scaling

Deliverables

- **Software** career management
- **Software** simulation of career advancement decisions: system to simulate the impact of decisions on the payroll budget

Results

- Successful prototyping on a sample of TRAPSA frames
- Adoption of the new system and rationalization of career development decisions and rationalization of the decision-making process

ICT IS-HR project

(1 year)

Jan to Dec 2007

Project

Development of a human resources management system (management of recruitment, training and career management)

Customer

TIC (Company of Inspection and Non Destructive Control of Petroleum Projects)

Responsibilities

- Project management from the study of the need to the delivery

Deliverables

- **Solution** complete HR management including the recruitment, training, skills management, career management, 360-degree assessment module

BATAM Digital Project **(1 year)** **Jan to Dec 2001**

Project

Digitization Customer Forms and Collection Data

Customer

BATAM Group

Responsibilities

- Project management from the study of the need for digitalization of data to the delivery of the complete solution with a supporting prototype
- Coaching of the Call Center team to carry out the work according to the rules of the art

Deliverables

- Complete digitalization solution
- Datamining and Data Warehouse Project Reports
- Advice on the use of COGNOS (BI tool)
- Decision-making tools

Results

- Behavioral database
- Successfully exploit 10 years of statistics on over a million customers

HELA ELECTRO GIS project **(1 year)** **Jan to Dec 2000**

Project

Geographic information system for the optimization of delivery routes

Customer

Héla Appliances

Responsibilities

- Project management from the study of the need for digitalization of data to the delivery of the complete SIG-HELA solution with a supporting prototype
- Technical coaching of the GIS development team

Deliverables

- Complete GIS solution coupled with Dashboards for recording spatio-temporal data

Results

- Spatio-temporal database
- Time optimization and 20% reduction in transport costs

Consulting missions

Below is a table which recapitulates the experiences in project management and consulting missions grouped by sector of activity, These missions include: the Digitization of Processes, the implementation of Software, the ISO Certification, the development of Dashboards , the development and implementation of Competency Repositories, strategic diagnosis, business development, management coaching, implementation of Lean tools and HR and Teambuilding consulting.

Sector	Sub-sector	Clients	1. Digitization Process	2. Setting up software	3. AT at the ISO certification	4. Tables on-board (BSC)	5. Repository Skills	6. Diagnosis Strategic	7. Development Business	8. Coaching of management	9. Implementation of Lean Tools	10. HR advice and Teambuilding
Services Sector	Finance	BVMT	x				x			x		x
		BCT										x
		QNB	x							x		
		Ekuity	x	x	x	x				x		
	Oil	TRAPSA	x			x	x			x		x
		GST		x		x						x
		SOHATRAM								x		x
		SOCOMENIN	x	x			x			x		
	Engineering	EPPM	x			x	x			x		x
		MIG					x			x		x
		MERI	x	x	x	x	x	x		x		
		TIC	x	x			x			x		
	Transport	Sohatram	x			x	x			x		x
		Mohab	x	x	x	x	x	x	x	x		
		CTA	x	x	x	x	x	x		x		x
		OACA			x							x
Electrical and Electronics	Auto Wiring	Draxlmaier	x			x	x	x		x	x	x
		Renault	x	x		x						
		Leoni				x				x		x
		Lear Corp						x				
	Aero	Hutchinson	x	x		x						
		ABC Composite	x	x	x	x		x		x		
		Emp	x	x	x	x	x	x		x		x
		InnovAtm							x	x		
	Electric	Bulgin	x			x	x			x	x	x
		Elektron	x			x	x			x	x	x
		APEM		x						x		
		VEGA			x	x				x		x

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Sector	Sub-sector	Clients	1. Digitization Process	2. Setting up software	3. AT at the ISO certification	4. Tables on-board (BSC)	5. Repository Skills	6. Diagnosis Strategic	7. Development Business	8. Coaching of management	9. Implementation of Lean Tools	10. HR advice and Teambuilding
Process Industry	Injection	Plasteel		x		x				x		
		Primaqua	x	x	x	x	x	x	x	x	x	x
		Plastika					x			x	x	x
		Inpackt	x	x	x	x	x	x	x	x		
	Drinks	CocaCola (SBT)	x			x	x			x		x
		Jecktis					x			x		x
		Rahli	x	x	x	x	x	x		x		
		TIC	x	x			x			x		
	Food	White Rose	x			x	x			x		x
		The mill					x			x		x
		Vitalait					x		x	x		x
		YOGO	x	x	x	x	x	x	x	x		x
Heavy industry	Metallic	SCIN	x			x	x			x		x
		Global	x	x	x	x	x	x	x	x		
		Flexoprint								x		x
		SBT	x			x	x			x		x
	Chemical	GCT	x			x	x			x		x
		Afrocjim	x	x	x	x	x	x	x	x		
		Tifert	x	x	x	x	x	x		x		x
		Eutectic			x							
	Pharma	Galpharma	x			x	x			x		x
		Sivo Essilor	x	x	x	x	x	x	x	x		x
Other industries	Textile	Grinparapha	x	x	x	x	x	x	x	x		x
		AdheEls		x								x
		SBM	x	x	x	x	x	x		x	x	x
		CIS	x	x	x	x				x	x	x
	Packaging	Sasio	x				x		x	x		x
		Windeco	x	x	x	x	x	x	x	x		x
		TEC Poulina	x			x	x			x		x
		Inpackt	x	x	x	x	x	x	x	x		
		Flexoprint								x		x
		SBT	x			x	x			x		x

Quantitative assessment of the missions

Coaching of general managers

+ 500 days of Coaching for General Managers and Company Directors over the last 10 years (on average one day per week)

Senior management recruitment

+ 50 engineers recruited over the past 10 years and more than 1000 recruitment interviews with executives, engineers, masters and senior technicians.

Social audits, conflict management and HR diagnosis

+40 diagnoses in the field of human resources management and improvement of the social climate (conflict management)

Animation of seminars for the general public in personal development

+200 seminars with an average of 300 participants, i.e. +60,000 participants worldwide: France, Canada, Tunisia, Oman, Malaysia, Germany, Algeria, Morocco

Strategic planning

+ 20 strategic plans carried out over the last 10 years for Tunisian and multinational companies

Development of managerial skills

+ 1000 executives and general managers who participated in seminars on new management practices (Coaching, Management by Objective, BSC, BPR, etc.)

Development and coaching of the sales force

+ 2000 executives and sales agents who have participated in professional training in the field of new sales techniques (CRM, NLP, Coaching, etc.)

Market development

+20 missions abroad to establish and / or strengthen business relations between Tunisian companies and foreign partners

Affiliations and social activities

- Member of the board of the Faculty of Science and Engineering, Laval University 1991-1992
- Member of the Tunisian Scientific Association TSS 1997-1988
- Former president of the AEMUL Association of Laval University 1994-1995
- Member of the association for Islamic-Christian dialogue in Laval 1994-1995
- Former CFO at the CIQ Center in Quebec, Canada 1995-1996
- Member of the Middle Management Middle Management Association 1997-1999
- Coach and contributor to the creation of the Free Women's Association Since 2010
- Coach member and contributor to the creation of the leadership club Since 2010
- Coach of numerous volunteers and trainer in the art of communication 2011