

K. Stephen Cohrs, B.Sc., P. Eng.

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Professional Profile

An innovative leader and manager with over twenty years of progressive business responsibility in the Information Technology, Mobile Internet, e-commerce, Banking and Telecommunications sectors. Outstanding leadership, innovation, interpersonal and team building skills that consistently exceed corporate goals and objectives, with high performance ratings.

Experienced in Start-ups, Business Development and Alliance Program Management, Software Development Management and Support, Customer Care and Sales Support, Marketing and Process engineering.

Strengths

- Program and Project Management
- Customer Orientation
- Innovation and Risk taking
- Teamwork and Leadership
- Interpersonal skills
- Communication and Presentation

Project and Program Management

- Director and Project Manager with 15 years experience managing multiple complex projects, simultaneously.
- First Director, Project Management Office at 724 Solutions. Established and directed a PMO of six project managers and contractors. Determined strategic direction, metrics and discipline. Directed product releases for Citibank, Bank of Montreal and Salmon Smith Barney. First Release Manager for 724 Solutions OEM Financial Service Platform at a cost of approximately \$2M per release.
- Program and Project managed Global software applications and software installations for Nortel Network over a ten-year period. Successfully managed a development team of 25 and commercialized one of the applications with a third party.
- Project managed the \$1M discovery phase of the TD-Canada Trust Corporate Desktop Project. Simultaneously managed the development of the supporting database. Considered a critical resource.
- Experienced in PMI, RUP, Nortel and Telus Mobility development and PM methodologies.

Manager and Team Builder

- Over 15 years experience building, leading and managing professional staff, vendors, and consultants.
- Built and directed Project Management, Software Development and Customer Support teams at start-ups and multi-nationals.
- Director, Shared Development Services at 724 Solutions with a diverse professional staff of 60.
- Matrix-managed a cross-functional Nortel team from UK, China, Japan, Australia, Caribbean and Latin America to specify, build and implement a Sales Order Tool solution at Nortel Networks.
- Hired and built a team of 12 analysts for the TD-CT Corporate Desktop Project.

Customer and Partner Focus

- Directed the Alliance Program at 724 Solutions and established successful programs interfacing with Motorola, Ericsson and Checkfree. Program Managed partner initiatives by working with Alliances, Channel Partners and Sales forces at 724 Solutions. Part of the Nitidus Sales Support team.
- Skilled communicator with Customers, Senior level executives and project teams. Outstanding interpersonal skills in consulting and facilitation. Understands, interprets and communicates technical issues with ease.

Process Design and Implementation

- Project managed Nortel Networks Chrysalis business process re-engineering project with 52 simultaneous sub-projects and team leads. Project cost in excess of \$10M over 18 months.
- Reviewed and helped design a major TD-Canada Trust Corporate Desktop migration. Total project budget in excess of \$4M.

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Business History

TELUS Mobility

June 2004 – current

TELUS Mobility leads the North American wireless industry with innovative digital wireless solutions for businesses and consumers. The Technology Development organization researches and implements solutions that maintain this competitive advantage.

Project Manager – Technology Development - Contract

- quickly learned the technology aspects of the products, the New Technology Introduction (NTI) processes and key players in the organization including the Senior Management team.
- project managed Multi-Media Messaging on Mike (iDEN) Network from Initiation through Development. Liaised with Product Development to clarify requirements; ensuring requirements were documented, and changes managed. Managed on-site Openwave Professional Services team. Managed the Technology Development and Engineering resources to ensure target dates were met. Implementation planned 1Q 2005.
- project managed Video Messaging on PCS from Initiation through to Development. Developed project charter, budget, schedule and all project management controls. Worked cross-functionally to ensure requirements and deliverables were met and that the product will be supportable when put into production. Implementation planned October 2004.
- project managed various Technology Development aspects of the Spotnik Wi-Fi integration into TELUS. Spotnik was acquired in July. This project was complicated by the 'lights-on' aspect of a live system and by the integration of Spotnik resources. The VP, Products & Services commented that "everything from systems to people was executed exceptionally well."
- successfully converted 60 Spotnik fixed wireless sites across Ontario, on schedule and within budget, in one month. Using three installation teams, all sites were reconfigured and turned over to the TELUS Hotspot support teams. Implementation August 2004
- assumed all project management responsibilities for a Fixed Wireless Trail in Hotsprings B.C. currently in the initiation stages. Put all project management methodologies and controls in place. Implementation on hold.

Cancer Care Ontario

November 2003 – June 2004

Cancer Care Ontario's mission is to reduce the effects of cancer and ensure that people in Ontario receive high-quality cancer treatment. A five-year, 98 million dollar Information Management Strategic Plan was created to help achieve that mission.

Portfolio Manager

- reported directly to the Director Project Management Office.
- responsible for facilitating the initiation of strategic, multiple projects, managing the interdependencies of all projects in the portfolio, overseeing them from both a business and technical perspective and providing independent status reporting through to the CIO and Executive Team;
- key member of the team that implemented new PM methodologies, hired and mentored new staff;
- portfolio included system implementation, new application development, business integration and transition and process re-engineering initiatives;
- interfaced and managed relationships with the Sponsors and Executive Management Team; worked with the Executive team to review the CCO strategic plan and Information Management plan.
- Successfully initiated and planned the \$1.8M Computerized Physician Order Entry (CPOE) system, OPIS2005, for Systemic Therapy in Ontario. Project execution began in March 2004 and system development began in May 2004 . AS part of the project, two Hospital installations were planned.
- Manager relationships with several Hospital primes including clinicians and IT to promote and demonstrate the CPOE system.

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GE Information Technology Services

February 2002 – November 2003

Implement the first phase of a TDit Corporate Strategy to migrate 8000 Canada wide clients from disparate operating systems and Information Technology support models to Windows 2000 managed desktops. The Corporate Desktop Project (CDP) team includes GEITS and Toronto Dominion Canada Trust (TDCT) staff.

Project Manager - TD Canada Trust - contract

- key member of the team that engineered a major TD-Canada Trust Corporate Desktop migration process; re-engineered aspects to meet production demands. Total GEITS project budget in excess of \$4M.
- successfully assumed responsibilities from previous project manager with no cross training; recruited and hired staff of 12 including team lead, analysts and Lotus Notes developer; provided guidance and management oversight. Ensured staff was effectively trained and quickly productive.
- project managed the discovery and analysis of over 9000 clients in sites across Canada; discovered and analyzed various network topologies to support a smooth rollout.
- responsible for accurate network, client hardware and application data to support overnight, on-site migration; managed all hardware and software Moves, Adds and Changes. Provided documentation, status and progress reports on a daily and weekly basis.
- exceeded aggressive targets to discover 7500 machines, by 1000; identified and analyzed in excess of 4000 applications that required packaging for distribution. Proposed ways to shorten the development cycle.
- interfaced directly with TDCT and GEITS Project Directors and GEITS Account Executive and VP to communicate and make recommendations to resolve project issues.
- provided support and direction to GEITS including on-site client roll out analysts enabling maximum conversion run rate.
- managed relationships of sensitive client organizations. Maintained clear focus and professionalism in a diverse, high stress environment. As the single point of contact, planned to ensure a smooth migration.
- program and project managed the requirements and development of the supporting Lotus Notes database. Client and Asset Database (CADB) supporting over 250 users from all organizations.

724 Solutions Inc.

January 2000 – October 2001

Established in July 1997 to conceive, design and deliver wireless Internet software applications and infrastructure. Provides applications for Banking, Brokerage and mobile commerce. Products offer a fast path to market avoiding the steep learning curve associated with the emerging technologies of wireless applications.

Director, Shared Development Services

June 2001 – Oct. 2001

Promoted in June. Reported to the GM, Applications Business Unit. Part of the management team, which moved the company from a start-up to a mature software development company.

- provided guidance and general management oversight to 60 software professionals.
- provided Project Management, Configuration and Environment Management, Documentation, Product Requirements and User Interface Design to the organization.
- effected a major re-structuring in June reducing the organization by 15%; re-prioritized programs and deliverables.
- worked with stakeholders such as QA, Custom Development, Sales and Professional Services to chart a course towards increasing operational excellence and the maturity of the development processes.
- defined roles and responsibilities and crafted clear work contracts with stakeholders. Supported the Rational Unified Process implementation.
- worked closely to support Professional Services mission in delivering product to the Customer on time.

Director, Project Management Office

Jan. 2001 – May 2001

Responsibilities increased to establish a Project Management Office.

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- integrated development staff with release management function into single Project Management Office; established a process to develop project costs.
- hired additional project managers and integrated development education function into team.
- worked with VP Development to effect difficult BP3.2 plan re-set and restarted the project. Also effected CitiBank On Line (CBOL) and CitiBank Development Pack re-set plans.
- improved product delivery meeting or exceeding customer expectations.

Director, Alliance Programs

Jan. 2000 – Dec. 2000

Responsible to initiate, staff and direct the Alliance Programs that interfaced with partners to execute on MOU, Agreements, Proof of Concepts and technical evaluations.

- completed the Ericsson GPRS trial and network evaluation of the Financial Services Platform (FSP) at the MAI lab in Berkley. Completed a proof of concept and trial using mobile e-pay software culminating with the integration with FSP, co-marketing literature and sale to Ericsson for use by finance.com in Morocco.
- worked with Invisix in UK / USA to evaluate Motorola's GPRS technology and WAP gateway with FSP.
- managed the Checkfree product evaluation trials and relationship leading to the integration with FSP.
- established and managed the Release Management process; tested the combined process with development. Established project metrics and released FSP within acceptable timeframe.
- integrated Release Management process with Software Development Life Cycle and hired Release Manager for end-to-end product release management.

Nitidus Technology Inc.

March 1999 – November 1999

Provides real-time content translation, enrichment and parametric search technology that enables users of e-business applications find products they want to purchase. CounterPart software enables e-commerce, dynamic trade and collaboration. Company sold to Parametric Technology Inc. in November 1999.

Director, Customer Care

Full P&L responsibility for the set-up, staffing and management of the Customer Care team. Provided Customer support, including post sales activities, pre-sales support, product content and program management.

- part of the team that launched a Venture Capital funded e-commerce initiative, resulting in the profitable sale to Parametric Technology Inc., a \$1B US firm.
- established premises, recruited, staffed and managed a Customer Care team of 10 within two months. Instilled a "Customer Care" culture and "Customer First" attitude.
- launched the first commercial release and implemented the software at lead customer, ABL.
- developed an electronic component taxonomy and content process. Exceeded targets by 600% by processing over 2 million part numbers in 10 weeks. This asset was externally valued at \$US2M in November.

Nortel Networks

March 1982 - March 1999

Manager, System Development and Operations

1994 – 1999

Responsibility for managing a team of 25 developers and program managers for Public Carrier Networks and working with Customers to identify development opportunities and turnkey applications.

- key member of the negotiating team with ProMIRA to complete the commercialization of PlanEx!, a configuration, costing and pricing application, valued at \$20M of a \$100M in a subsequent corporate buyout.
- crafted a JAVA - PC evolution strategy and expanded PlanEx! users to 800 with 30% growth in 1997.
- provided program management for the Global Order Capture Tools program; ensured all systems were ISO 9000 and Y2K compliant.

Manager, International Marketing Process Management

1990 – 1994

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Responsible for the requirements definition and integration of various North American Network Order Management initiatives into World Trade. Responsible for all initiatives within International Marketing and for identifying opportunities, making recommendations and providing support for enhancement strategies.

- matrix-managed a cross-functional International Pricing team. Made key recommendations, developed a \$5M business case, secured implementation funds and staff.
- provided critical support to Nortel manufacturing Joint Venture negotiation team in China. Completed major financial analysis for the team while managing application software development and support.
- provided project management, input, direction and recommendations to Chrysalis, a comprehensive, 18 months, cross-functional task force to re-engineer the "Sales Order Flow" .

Manager, Value Engineering	1986 – 1990
Manager, Material Flow Management and Cost Modeling - HQ	1984 – 1986
Engineer, Mechanical Design and Manufacturing Methods	1982 – 1984

Steel Company of Canada, Engineer, Mechanical Design	1978 – 1982
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Computing Environments

- experience in managing both system and application developers and contractors using C, C++, JAVA, HTML, JavaScript, PERL. Familiar with object oriented language techniques.
- managed database projects using Oracle, MS Access, Filemaker, Lotus Notes and 4th Dimension.
- very comfortable with Win 2000/NT/98/95, Macintosh OS; familiar with UNIX, IBM VM platforms and applications.

Education

- Bachelor of Science (Eng.) – 1978, Mechanical Engineering, Queen's University, P. Eng. 1980
- Process Re-engineering - Rumler-Brache (1991)
- Project Management - Kepner-Tregoe (1990), PMI. Tools - MS Project
- Software Development – Nortel "Gate" process, Rational Unified Process (RUP), Microsoft Process.
- Sales Training - 1-week course in "Solution Selling". Strategies for sales and pre-sales personnel. (1999)
- Effective Business Communications – course for 724 Senior management by Rex Hagon & Assoc. (2000)

Publications

- US & Canadian patents – Nortel, Extrusion Apparatus US 4,551,087 and CDN 1,213,857

Awards

- Award of Merit for "Excellent Support" from the Vice-President, Operations in Nortel Europe
- Service Operations Award of Merit for "Excellence" from the VP, Nortel Services Operations, USA.

Interests

- own and operate a boutique vintage Guitar Amplifier and cabinet manufacturing business
- antique car restoration; woodworking; sailing; computing
- Manager, Don Mills Flyers, AAA, Minor Midget Hockey Team (2002-2003)