

MARC DFOUNI, M.Sc.

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EMPLOYMENT HISTORY

- **Co-Founder & General Manager**

Eastline Marketing SAL (September 2006 – presently)

- **General Manager**

[BlueSponge Inc.](#) (January 2005 – May 2006)

- Assured efficient « governance » and « care » for the company's interests ; in coordination with the team, provided efficient means to meet the results in term of revenue and profitability.
- Created an SEO department in which he formed and trained a team.

- **Chief Project Manager**

[BlueSponge Inc.](#) (February 2004 – January 2005)

- Worked on project planning in terms of team formation, time planning, deliverable coordination, freelance follow-up, problem solving, client care, assistant creative director, and multimedia content management.
- Managed high scale projects that have won numerous awards including South by South-West, PCM Advertising Awards, and the most prestigious Cannes Lion d'Or

- **Research Assistant for the Quebec e-government Initiative Project**

Centre francophone d'informatisation des organisations - CEFRIO (March 2003 – ongoing)

- Conducted semi-structured interviews with five major Quebec ministries who have implemented an online service.
- Researched and analyzing best practices implemented by the Ontario, British-Colombia, New-Brunswick, and United States governments.

- **Research Assistant**

Concordia University (May 2001 – September 2001)

- Researched and analyzed case studies in order to classify knowledge management frameworks by industry sectors.

- **Inventory Coordinator**

Microcell Solutions (January 2000- April 2000)

- Monitored daily production, inventory levels of raw materials and finished products.
- Planned activities while respecting the budget and monitor operating costs.
- Participated in launching new products.
- Relocated inventory and optimized inventory reports.

- **Y2K Consultant**

Microcell Solutions (September 1999- January 2000)

- Gathered, analyzed, and coordinated all Y2K contingency plans related to Microcell Solutions.
- Contributed to the development of the Y2K war room.

- **Process Coordinator**

Microcell Solutions (June 1999 – September 1999)

- Designed, analyzed, modified, and implemented internal and external business processes and policies.
- Worked on the design, analysis, and implementation of an inventory accuracy project in conjunction with the Inventory & Distribution department.

EDUCATION

- **Concordia University, Montreal, Canada (January 2001 – December 2002)**
Master of Science in Administration, specialization in Management Information Systems and Knowledge Management (GPA – 3.92).
Thesis topic: Knowledge Leaders' Critical Issues: An International Web-based Delphi Study
- **Concordia University, Montreal, Canada (January 1996- May 2000)**
Bachelor of Commerce, major in Management Information Systems, minor in Production/Operations Management (GPA – 3.01).

CONFERENCES & PUBLICATIONS

Une étude internationale des enjeux des gestionnaires des connaissances (March 2004)
HEC (Centre d'études en transformation des organisations), Montreal, Canada

Information Technology and Knowledge Creation (January 2004)
Working Paper, Concordia University, Montreal, Canada

Choosing Technologies to Support Knowledge Creation (January 2004)
Submitted to the International Journal of Information Technology and Management (IJITM)
(Special Issue on 'Tools and Techniques to Manage Knowledge in Organizations')

Une étude internationale des enjeux des gestionnaires des connaissances (November 2003)
Fédération de l'informatique du Québec, Montreal, Canada (FIQ)

International Web-based Delphi Method: An Application to the Knowledge Management Field
(June 2003)
Working Paper, Concordia University, Montreal, Canada

Knowledge Management Technological Issues, Roles, and Obstacles: An International Web-based Delphi Study (May 2003)
Working Paper, Concordia University, Montreal, Canada

Knowledge Management Roles and Technological Issues: An International Web-based Delphi Study
(March 2003)
Working Paper, Concordia University, Montreal, Canada

SKILLS

- Computer skills:** DOS, Windows 95/98/2000/XP/NT, Macintosh, WordPerfect, Dbase, MS Office XP, Filemaker Pro, Netscape, Explorer, Eudora, Minitab, Visible Analyst, VISIO, Visual Basic, MEGA System Procedures, Macromedia UltraDev / Dreamweaver 4, Endnote, etc.
- Soft Skills:** Strong leadership, interpersonal, communication, and organizational skills. Self-starter and looking for new challenges.
- Knowledge:** Internet, E-mail System, Web Site Design and Implementation.
- Languages:** English and French written and spoken, Arabic spoken, Spanish in progress.

MEMBERSHIPS

Active member of online discussion forums in the knowledge management field since March 2000.
Active member of the Fédération de l'informatique du Québec (FIQ) since November 2003.
Active member of the American Society for Quality (ASQ) since October 1998.

Supplementary Information Available upon Request

Montréal, November 12th 2006

To whom it may concern,

Marc Dfouni has worked for Bluesponge for a period of two-and-a-half years, first as Senior Project Manager and then, as General Manager of the company. His departure was a loss for Bluesponge as Marc had shown during his employment and in both positions a great sense of leadership, mixed with one of swift execution.

As Project Manager, Marc handled human resources in each project, recruiting freelancers when necessary and leading projects from kick-off to final delivery. The process also involved the management of heavy information flow, both within the company and with clients and external suppliers, as well as setting production budgets and timelines, and gearing the production team towards meeting deadlines. Marc excelled at all these tasks.

Then, Marc was promoted to the newly created position of General Manager of Bluesponge. He started by adapting and creating a series of accounting and reporting tools to manage cashflow, improve relationships with suppliers and clients and support the conduct of executive management meetings. He evaluated our regular suppliers, negotiated better deals or implemented new infrastructure to support Bluesponge's operations (feasibility and implementation of a dedicated server, internal network, hour reporting, etc). Marc has then lead the relationship with a Senior external consultant, hired to conduct a strategic review of the company's business, and generated all financial reporting and management assessments required for the process. Finally, Marc has helped hire his replacement, trained her and provided her with all the tools necessary for her work.

It's easy to see how crucial Marc's role was for the management of a small company in light of what I mentioned above. Without any exaggeration, Marc has always shown resolve, pragmatism, patience, adaptation and most important of all, quick and efficient action. People who knew him at Bluesponge still remember him well and mention his name with respect.

I'd be glad to answer any other specific question but to summarise my opinion, I would hire Marc anytime if he becomes available.

Best regards



Fady Atallah
President
Bluesponge
fady@bluesponge.com
1.514.875.2583 #222



Montreal, October 16, 2003

Subject: Reference letter for Mr. Marc Dfouni

To whom it may concern:

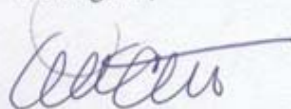
It is my great pleasure to recommend Mr. Marc Dfouni to you. He was my student in the Fundamentals of Information Systems course at the M.Sc. level in Fall 2001. He did extremely well since he received the best final grade in the class.

Marc also did his M.Sc. thesis entitled "*Top Issues of Knowledge Leaders: A Delphi Method*" under my supervision. Even if the methodology he used was very challenging, he completed his work within less than a year, which is faster than the average time taken by most M.Sc. students. He was very nice to work with, always prepared before meetings, read a lot about his topics, and mastered very well all the concepts and statistical analysis.

Because I was very impressed by the quality of his work, I hired Marc as my research assistant. He effectively helped me with a project on e-government sponsored by the "Centre francophone de l'informatisation des organisations" (CEFRIO). I am very pleased by his attitude and competence. He displayed initiative, commitment, good judgment, resourcefulness, and good understanding of the issues underlying his work. In addition to all this, Marc is very professional, mature, and extremely pleasant to have around.

I strongly recommend Marc to your attention. There is no doubt in my mind that he will be successful in completing his projects. Please do not hesitate to contact me if you would like more information.

Best regards,



Anne-Marie Croteau, Ph.D.
Associate Professor in MIS
Tel. : (514) 848-2424 x2983
E-mail : croteau@alcor.concordia.ca

Mercredi, le 23 mars, 2000

Objet : Marc Dfouni

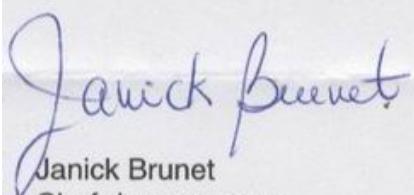
Madame, Monsieur

J'ai le plaisir de vous communiquer quelques précisions sur les fonctions que Monsieur Marc Dfouni a exercées à Microcell Solutions inc.

Monsieur Dfouni a travaillé dans notre entreprise en qualité de coordonnateur de processus du mois de juin au mois de décembre 1999. C'était un employé ponctuel, aimable, méthodique avec une vision d'ensemble et une excellente facilité d'apprentissage. De plus il faut souligner sa grande disponibilité à aider les autres et son esprit d'équipe dont il a toujours fait preuve chez nous.

Je vous recommande donc, sans réserve, sa candidature et je vous invite à me contacter si vous désirez avoir de plus amples renseignements.

Veillez agréer, Madame, Monsieur, mes salutations distinguées.



Janick Brunet
Chef de processus
Assurance qualité