

Professional Profile

Mr. Grijzenhout is a business and systems professional skilled in developing enterprise wide information systems strategies and the detailed design and development of information systems utilizing Web, object oriented and client/server technologies. Mr. Grijzenhout has significant depth in the Travel, Oil & Gas Exploration, Manufacturing, High Tech., Telecommunications, Financial Services and Health Care industry verticals - having worked both in industry as an accountant to controller levels and as an architect; designing, developing, implementing and supporting integrated application systems for a number of large and Fortune organizations. Mr. Grijzenhout also has considerable website development experience, expertise in social media strategy development, digital marketing, social media marketing and online content creation.

Principle areas of expertise include:

- Content Creation, Writing/Authorship, Book Publishing, and Digital Marketing
- Business Process Engineering & Organizational Restructuring
- Enterprise Wide Information Systems Strategy Development
- Business Rollout Strategy Development
- Strategic and Detailed Systems Architecture Design
- Project Management
- Systems Development & Integration
- Product and Tool Selections
- General Management and IT Consulting

Employment History

2013 – Present	IT Independent Contractor, Author and Social Media Content Creator
2013	Senior Director, IT – Contac Services Inc.
2004 – Present	CEO & Owner – International Global Xchange Inc.
1997 - 2004	Performance Consulting Services Chief Executive Officer and Owner
1993 – 1997	MCI Systemhouse Ltd. EWAS – National Practice Leader (EWAS: Enterprise Wide Architecture Strategies)
1987 - 1993	KPMG Peat Marwick Senior Consultant - I.T. Division
1984 - 1987	Eagle Resources Ltd. Chief Accountant/MIS Manager
1981 - 1984	Concept Resources Ltd. Controller
1979 - 1981	London Life Insurance Insurance Agent
1978 - 1979	Sask. Dep't. of Social Services Administration Officer / Auditor
1976 - 1978	MacMillan Bloedel Assistant Controller
1975 - 1976	Cdn. Imperial Bank of Commerce Assistant Manager

Education

1992-1996	Institute of Certified Management Consultants (CMC) - Professional Designation Achieved but Certification Now Lapsed)
1993-1996	MCI Systemhouse - numerous internal courses (EWAS, Arch. Definition, etc.)
1990	Nolan Norton Institute, Boston, Mass. - I.T. Baseline Assessments
1987	Registered Industrial Accountant Program (R.I.A.) - 4 years completed
1975	Saskatchewan Technical Institute - Business Administration – Diploma

Relevant Experience - Large Projects

Social Media Marketing, Content Creation and Authorship: Since 2014, Dan has focused nearly all his time and energy on building considerable hands-on expertise in digital media marketing and social media strategy. To this end, he has built 3 websites geared to training people to be able to start, build and successfully operate online businesses. These websites include: A “Blog Site”, a Training Course site and a “Mobile Technology – Responsive” Showcase site that allows him to showcase recommended “Affiliate products” along with his own content creation products which now include seven Amazon-Kindle published E-Books and two published paperbound books, over 40 published social media related training/learning articles, over 200 published YouTube training videos, video podcasts and iTunes available podcasts on mobile platforms such as Smart Phones and 30+ online training courses with over 10,000 students enrolled in Dan’s courses online – more books, videos and training courses are in process of completion. Dan has gained expertise in many online content creation toolsets including the full suite of Adobe Creative tools and Adobe Dreamweaver for website development; video and audio editing software; 3rd party social media related website services and content creation partners; and most main-stream social communication platforms including Facebook and Facebook business pages, YouTube, Pinterest, Twitter, Instagram, Google Plus, Reddit, Goodreads, Amazon Author Central, LinkedIn, Slideshare, Ezine Articles Publishing, Amazon-Kindle Book Publishing, Amazon Create Space, Ingram Spark and more. On these platforms, Dan has now amassed over 20,000 online followers, students and subscribers and more are following him daily.

Contac Services Inc. – Lead Architect, Senior Director, IT and Project Manager – Marketing System Development – and Other Projects:

Lead Architect, Designer and Project Manager, designed and developed a major Internet based marketing system in support of corporate clients in the travel industry. The system provides marketing services for major global airlines (including Air Canada, WestJet Airlines, Emirates Air and others), Fortune 500 food and appliance distributors (Nestles and Whirlpool and others), global travel agencies (including Flight Centre, Marlin Travel and others) and other industry segments. This system has a patent application in process with Dan being listed as one of the 3 key inventors of the system on the patent application. The system was constructed utilizing the latest in Microsoft based development tools, technologies and philosophies. Custom interfaces to over a dozen 3rd party systems were constructed and Dan was also a key player in the design, construction and deployment of a new data centre built to support this system. The system is designed to send out millions of e-mails a day, interact with thousands of concurrent users, and interfaces to various external social media applications, airline booking systems, and mobile technologies. During this major 2 year effort, Dan completed many “sub-projects” as well including: Designing the physical deployment infrastructure (data center) for the system including tools and processes; participating and often leading efforts to migrate pre-existing implementations into the new system solution; selecting and implementing a new messaging platform capable of sending out millions of e-mails daily on behalf of major travel industry clients; completing SR&ED (Scientific Research & Experimental Development) grant applications for many internal development efforts; designing systems integrations with many 3rd party information and “ticketing/booking supplier sites”; supporting a major patent application by documenting all integrated systems being developed; leading internal and contracted systems development teams; participating in corporate leadership meetings where systems directions were being strategized; and participating in the design and development of platform integrations to “Light” presentation layers such as tablets, cell phones, etc.

International Global Xchange Inc. – Founder, Ceo & Owner: From 2004 to 2011, Dan created, built and subsequently managed and operated a global payment organization. This organization, starting just as an idea of Dan’s, now has over 100,000 account holders in over 150 countries and moves over \$14,000,000 USD in commission and salary payments annually on behalf of a significant number of corporate clients of international scope. Dan has sold this operation to business partners and the actual system was moved and rebranded and is now being operated by business partners of Dan’s. The rebranded system can be viewed at <http://www.paylution.com>.

Hong Kong Customs & Excise Division – Technical Consultant, Information Systems Strategic Systems Plan: Mr. Grijzenhout participated in this 9-month million dollar plus project acting in the capacity of Lead Technical Consultant. As part of this project, Mr. Grijzenhout was responsible for defining I.T. strategies,

guiding IT Principles/Best Practices, the definition of IT application systems projects and supporting technology projects and recommendations (Internet design strategies, network and server design strategies, enterprise systems management and Help Desk Strategies, Meta Data Repository & Data Warehouse strategies, LAN/Wireless LAN strategies, E-Seal & RFID strategies for cargo clearances at border crossings and several other technical strategies specific to C&ED operations). Mr. Grijzenhout was responsible for writing several major deliverable documents, presentations, appendices and white papers in support of the delivery of this five-year strategic systems plan. Mr. Grijzenhout was involved full time on this project for a period of 3 months.

JP Morgan Chase Bank– Technical Design Authority, Architecture Design and Legacy Systems

Migration on a Multi-Year Multi-Million Dollar Systems Migration Effort: Mr. Grijzenhout completed a 100 million dollar plus multi-country effort to migrate Legacy Global Asset Management (Custody) trading systems for JP Morgan Chase. Originally retained as the Data Migration Architect, Mr. Grijzenhout was later asked to be the overall Technical Design Authority for the entire program. This effort included moving over a dozen major COBOL and ADABAS/Natural systems that had taken over 20 years to build to more technically current solutions including distributed systems solutions, data warehouse integration, Internet systems and object-oriented development. Mr. Grijzenhout played a number of key roles on the project, ending up as the Lead Technical Design Authority for the entire effort reporting directly to a Senior Vice President at JP Morgan Chase. Mr. Grijzenhout was involved full time in this project for more than one year and worked in both England and the USA to complete this assignment, liaising also with development teams in these countries and in India as well. See also Appendix “A”.

3M Health Information Systems, Inc. – Strategic Technology Plan for all Software Products 3M HIS

sells Globally: Mr. Grijzenhout participated as the lead architect in this project to define new directions for Healthcare industry products that 3M sells around the world. 3M systems are currently installed at over 6,000 hospitals and healthcare facilities worldwide. Mr. Grijzenhout helped 3M define architectural directions and strategies for their products and also advised them on new ways to build, sell and deploy to maximize profits on the sales and on-going support of these products.

Virtual Network Company/License Technologies, Inc. – Marketing, Selling, Implementing and Providing Customer Support for a New Convergent Communications Product:

As a joint venture partner and VNC/LTI Board Member, Mr. Grijzenhout led a PCS team that assisted VNC/LTI in marketing, selling, upgrading, implementing and supporting their CASPER convergent communications product on a global basis. Project work includes assisting VNC in obtaining joint venture capital; defining and building ASP service bureau and turnkey solution sets for different customer markets; marketing and selling the product to these markets; defining and building a supporting Network Operations Center and Customer Support Center for supporting the system and its customers; improving the product through structured version releases; and implementing the product at customer sites. The CASPER product is a fully integrated convergent communications product that includes unified messaging and messaging management, enhanced communications/telephony capabilities including streaming media, debit and credit card telephony management, client provisioning and management and an integrated billing module that collects all customer activity and presents it on one bill in real-time to customers – in written formats, over the phone and via the web. This is a telco level product suite. This was a multi-million dollar project.

Beverly Enterprises – Strategic Systems Planning Mentoring & Network Systems Management

Strategy: Mr. Grijzenhout was initially asked by Beverly executives to provide a week of workshop based mentoring in the art of developing strategic systems plans. This initial mentoring led to continued assistance to develop high level strategic systems plans for Beverly – across all IT groups with drilldown activities in the systems operations area. Upon completion of this work, Mr. Grijzenhout was asked to return again and provide Beverly with further assistance to develop a detailed Strategic Plan for its Enterprise Systems Management organization. This was a very in-depth effort extending to the actual selection of Network Systems Management products for Beverly, development of management processes for the operations group, development of an in-depth three-year migration strategy, and design of operational management and network systems management reports deemed useful to improve Beverly’s operational performance. Beverly Enterprises is a provider of long term/extended care health services and manages over 600 facilities across the US. Beverly has a total staff in excess of 50,000 people.

Year 2000 Remediation Strategy Development: Nextel Communications, Inc.: As a project consultant, Mr. Grijzenhout worked to define the overall Year 2000 assessment and remediation strategies for business user owned information systems across all business units. Mr. Grijzenhout then acted in a QA role, process development, and lead technical strategist capacity across all related information system remediation activities. Important tasks Mr. Grijzenhout completed as part of this engagement included:

- Defining assessment and remediation strategies and procedures;
- Defining systems testing approaches;
- Defining field and central information capture and analysis forms and databases;
- Detailed project scope definition, working with the client;
- Project management/QA of central and field testing work processes;
- Team Status Reporting to client management.

Year 2000 Remediation Strategy Development: Winnipeg Community Health and Rural Health Associations for the Province of Manitoba: As the project consultant, Mr. Grijzenhout worked to define the overall Year 2000 assessment strategy and overall project plan for this project which included the inventorying and assessment of approximately 330 Healthcare agencies in the province of Manitoba. Approximately 2,500 PC's and 3,000 applications were assessed plus additional various host server and communications systems. Work completed by Mr. Grijzenhout included:

- Defining all systems testing approaches;
- Definition of field and central information capture and analysis forms;
- Detailed project scope definition, working with the Provincial Government;
- Project management and field testing detailed work processes;
- Reporting mechanisms and deliverable templates to the government;
- The design of an information capture and Year 2000 compliancy database; and,
- Actual remediation strategies for computers, software, and other intelligent devices in use at these health authorities.

After defining project approaches and strategies during the early months of the project, Mr. Grijzenhout was then asked to additionally take on the role of Project Director to bring the project to successful completion.

Global Technology Architecture Blueprint – Gateway 2000: Subsequent to the original Gateway project described following, Mr. Grijzenhout was invited back to Gateway 2000 as an independent consultant to assist as Lead Architect, their architecture strategy group in completing a global architectural blueprint to support major business and systems initiatives being undertaken. This project involved documenting business and technology drivers; developing process and technology “best practices” and design principles; determining and documenting relevant industry trends and directions for Gateway; understanding the size and scope of all major business initiatives being undertaken; developing architectural strategies to support the initiatives; and developing a migration path to achieve strategy objectives. In addition to working on the above, Mr. Grijzenhout has completed a number of additional projects for Gateway including:

- Developing Business Charters and Management Frameworks for the Business Analysis & Design, Architecture, and Data Integration groups;
- Process definition, electronic workflow tool selection and pilot implementation for the Global Products division;
- Development of the Conference Room Pilot methodology to be used across Gateway's major systems upgrade and implementation initiatives;
- Analysis of the existing Document and Records Management environment and subsequent recommendations;
- Assistance in the analysis and selection of a number of information systems applications and tools across business units and I.T. delivery and operational groups;
- Acting as a Technical Architect resource across various Gateway initiatives in an advisory capacity (i2, Agile, JD Edwards upgrade initiative, Data Warehouse initiative, etc.)

- Leading the development and definition of Gateway’s global Data Dictionary/Repository environment including product and tool selections and implementations, management strategies, and process definitions; this to support the global systems upgrade initiatives and provide the new base infrastructure for Gateway’s planned new Data Warehouse environment.

Enterprise- Wide Systems Assessment – Major Global P.C. Manufacturer & Distributor (Gateway 2000): As the Project Manager and Lead Architect on an MCI Systemhouse team, Mr. Grijzenhout led the Current Systems Assessment Phase of a Global EWAS project. A key component of this engagement included the development of organizational restructuring recommendations to assist in maximizing I.T. operational efficiencies. Tasks performed by Mr. Grijzenhout during this engagement included:

- Management of a six-member assessment team;
- Working with senior I.T. management personnel to identify systems and organizational weaknesses/problems;
- Development of business and information systems strategies to address the weaknesses; and,
- Project planning and staffing of “spin-off” quick hit projects identified during the assessment effort.

Mr. Grijzenhout was to be the overall project manager and lead architect for all subsequent phases of this project but left MCI Systemhouse to pursue a career as an independent contractor, in response to a request for services made by a previous client (See Hibernia Management Development Corp. below).

Business Process Engineering-Hibernia Management Development Corp: Mr. Grijzenhout completed a project to define detailed operational business processes for HMDC acting in the role as lead architect and lead workshop facilitator. HMDC is managing the development and exploration of Canada’s largest off-shore oil drilling venture, having an investment/capitalization of over **seven billion dollars**. Areas of process definition work completed included high level process definitions across the HMDC enterprise and detailed definition in the areas of Procurement & Materials Management, Maintenance, Logistics, Taxation, Strategic Planning, and Financial Systems/Financial Stewardship. Over 200 detailed process flows and narratives were completed during the course of this project including the identification of interface points to the SAP product suite which HMDC was implementing enterprise wide.

Mr. Grijzenhout was asked to return the following year as an independent consultant to complete a follow-on project for HMDC. This project is documented below:

Business Process Engineering and Process Readiness Assessment – Hibernia Management Development Corporation: In this subsequent project at HMDC, Mr. Grijzenhout was asked to audit the implementation of existing processes in relation to the flows defined previously. He was asked to identify any process areas still requiring documentation; to act as a facilitator to document those “Gap” area processes; to identify information systems gaps in supporting desired processes; and to develop strategies and project plans to address the systems gaps. This scope increased and expanded into different areas during the course of the project. Mr. Grijzenhout was also asked to architect the organizational and process restructuring of Maintenance, Engineering, and Inspection departments into a new “Asset Integrity” division. He was then asked to assist in the definition of Performance Measurement Reporting for all layers of the corporation; and was asked to analyze the corporation’s structure and performance in relationship to the Baldrige Quality Management Framework and the achievement of the ISO 9002 standard. All gaps were documented for subsequent action by HMDC internal “Performance Teams”. Mr. Grijzenhout was assisted in this endeavor by a Project Readiness Team specifically formed from within various HMDC departments to address these needs.

Project Management & Architecture Strategy - Avantel: Avantel is the name of MCI’s Mexico telecommunications organization. Mr. Grijzenhout completed a project acting as Avantel’s “Senior Technology Manager”, assisting this organization in resolving architectural direction issues for core engineering and financial systems. Also addressed as part of the project were I.S. human resource and organizational structure issues where Mr. Grijzenhout’s advice was sought.

Ernst & Julio Gallo Wines – Enterprise Wide Architecture Strategy (EWAS): Acting as the Lead Architect on an SHL EWAS team, Mr. Grijzenhout completed a “fast tracked” EWAS project for E&J Gallo who required architectural definition across their enterprise to support major global application and technology modernization initiatives currently under way. Following SHL’s EWAS methodology (of which Mr. Grijzenhout was a key author), Mr. Grijzenhout and the SHL team assisted Gallo Wines in defining I.T. objectives, principles, architecture strategies, standards, major initiatives and implementable projects over a three year period to ensure a successful migration to these new technologies and applications. E&J Gallo is the largest wine distributor in the world, operates the largest glass manufacturing and bottling operation in North America, and requires systems support for over 3,000 on-line employees that are globally distributed. Restructuring Gallo’s 160-person I.T. Division was also included within the scope of this project as was the development of Human Resource Transition and Training strategies for existing employees.

EWAS - TRW Proposal Bid to the U.S. Air Force: Mr. Grijzenhout was part of a 30-person team developing a million plus dollar proposal to the USAF for a new technology infrastructure to support the migration of legacy systems to a distributed, client/server infrastructure. This project was to support the building of Airbase Logistics and Supply Order Management Systems to support the deployment of US Air Force aircraft worldwide. During the effort, Mr. Grijzenhout was responsible for developing the architectural definition for the new environment, identifying migration approaches and supporting technologies, assisting in the definition of products for the new environment (infrastructure, systems management, application development, end user products, etc.); and developing an overall migration strategy to the new systems solutions defined.

Business Process Engineering - Large U.S. Hardware Value Added Reseller: As the project manager leading a 3-person BPE team, Mr. Grijzenhout architected organizational, process, and information systems changes for a newly formed corporation resulting from the recent merger of three corporations. The resulting organization is now the largest Hewlett Packard value added reseller in the United States with over 40 offices nation-wide. Scope of the project included the development of new business, process, organization, application and technology infrastructure models and developing migration strategies to achieve the new models.

Transition Strategy - Ontario Hydro Proposal Bid: As the transition strategist on a multi-million dollar hardware/software and services procurement proposal for the above government department, Mr. Grijzenhout developed a detailed strategy for moving Ontario Hydro to SHL’s Computer Innovations Division from another procurement vendor; documenting this strategy in various parts of the proposal. Major areas for which Mr. Grijzenhout defined strategies included Product Management (Purchasing, Stocking, Configuration), Customer Order Management, Electronic Services Management, Hotline Services Management, Financial/Contracts Management and Warranty Services Management. SHL was successful in winning this proposal valued at more than \$400 million.

IS. Strategic Plan Assessment - Large Caribbean Bank: Mr. Grijzenhout was asked by the executive management of Maduro & Curiels Bank, with over 30 branches on over a dozen islands to assess the appropriateness of the internally developed I.T. Strategic Plan and to provide additional recommendations including commenting on the effectiveness of the internal I.T. department in terms of efficiency, quality, staffing skills, use of technologies and tools, and meeting management’s business requirements. This bank is an AS/400 host-based environment integrated with branch supported IBM RS6000 servers at individual branches plus numerous ATM machines (Automated Teller Machines). This bank is headquartered on the island of Curacao in the Netherlands Antilles.

Automated Help Desk Implementation for New York Police Department: Mr. Grijzenhout assisted an SHL development team in implementing the Remedy Help Desk product to be used to support NYPD’s new 911 Emergency response system being implemented at police stations throughout the states of New York and New Jersey. Mr. Grijzenhout’s involvement included configuration definition, Remedy setup, internal team training, and developing an operational management framework for the system.

Enterprise-Wide Architecture Strategy - Major Insurance Corporation - South Korea: As the Senior Architect on this project, Mr. Grijzenhout assisted one of the largest insurance companies in South Korea

(with over 12,000 personnel and 440 sales offices) in developing an Enterprise Wide Architecture Strategy for information systems including development of a three year transformation plan. Tasks performed included interviewing senior management personnel to define an enterprise wide business model to support the corporation's business vision; identified major corporate weaknesses/problems; developed business and information systems strategies to address the weaknesses; conducted high-level BPE workshops for key process areas; developed cost/benefit justifications for recommended infrastructure strategies and systems projects; and developed a transformation plan to implement new information systems over a three year period. Technical directions explored as part of the project included LAN, WAN and remote access technologies, Imaging and Workflow Systems, Client/Server and P.C. LAN technologies, Interactive Voice Response Systems, Computer Based Training, E.D.I., Performance Monitoring Systems and Tools, and relational and object-oriented development environments.

Enterprise- Wide Architecture Strategy - Blue Cross / Blue Shield of Minnesota: As the database architect on an SHL EWAS team, Mr. Grijzenhout assisted this organization in developing an Enterprise Wide Architecture Strategy for information systems including development of migration plans to client/server technologies. A key component of this engagement includes the development of organizational restructuring recommendations to assist in maximizing I.S. operational efficiency. Tasks performed by Mr. Grijzenhout during this engagement included:

- Working with senior management personnel to define an enterprise wide business vision for the corporation that best leverages technology;
- Identifying major corporate weaknesses/problems;
- Developing business and information systems strategies to address the weaknesses;
- Developing database management, design, and distribution strategies; and,
- Developing a migration strategy to help the organization achieve its objectives.

Technical directions explored as part of the project included LAN, WAN and remote access technologies, Imaging and Workflow Systems, Client/Server and P.C. LAN technologies, E.D.I., and relational and object-oriented development environments.

Mr. Grijzenhout's work on this project resulted in the client asking him to lead and complete four additional projects:

- **Infrastructure Project Planning:** Mr. Grijzenhout led four teams to define, cost, and prioritize a number of infrastructure projects (hardware environment, database environment, communications environment, and customer desktop environment). This project included selecting and sequencing product and tool purchases, selecting and implementing methodologies for use with the tools and products, defining implementation and rollout strategies, and developing frameworks and principles for project identification and prioritization.
- **Workgroup Computing Model Definition:** Mr. Grijzenhout then designed a workgroup computing model and architectural framework tailored to the customer's needs. The resultant report also included a general business case for moving to this type of operating model to be used by the customer to sell the concept to various internal departments.
- **BPR Strategy Development:** Mr. Grijzenhout was then asked by senior management to assist them in defining frameworks, strategies, resourcing requirements, and personnel roles to effectively incorporate Business Process Re-engineering into all of their new product development efforts and day to day operations.
- **Patient Referrals Re-design:** Mr. Grijzenhout then led a multi-disciplined project team to define a new corporate business model for patient referrals and re-engineer their operational processes to support the new model. This project included detailed analysis of existing processes, applications and supporting technologies; new business model, process, application and technology definitions; a definition of "quick hit", tactical and strategic projects to support the new direction; the building of a migration strategy to the new model; and costing of the quick hit and tactical initiatives.

Agriculture Canada (NISA Program): Mr. Grijzenhout worked as the *Technical Architect, Financial Systems Architect*, and later as the *Financial System Development Team Leader* during this 10 plus-million dollar development effort. As a technical architect, developed an EWAS strategy followed by a Technology Platform Blueprint which defined the strategic direction for systems and products needed to support NISA's business vision in the areas of: Computer hardware and peripherals; application, office automation and operating system software; and LAN and WAN communications. As the Financial Systems Architect, Dan developed the overall financial system strategy, selected vendor package components, defined interfaces and customizations to the chosen package, and managed the implementation of the new financial system. As part of the financial system design effort, Dan designed a background processing interface between on-line and batch financial processes to the General Ledger and Accounts Receivable modules that eliminated the requirement for direct entry of journal entries and A/R invoicing information for anything but period and year end accrual purposes. Additional work done on this project included assistance in redesigning business processes to take advantage of emerging technologies including document image processing, workflow technologies and EDI; provided quality assurance in defining the strategy for converting data from the existing mainframe environment; and led the financial system development and testing effort. These new systems, replacing existing IBM mainframe systems, were built using the Powerbuilder toolset and the Sybase RDBMS (version 10) on HP/UX and RS6000 UNIX hardware platforms.

Saskatchewan Health: Mr. Grijzenhout was retained for a period of nine months to provide interim *Project Management Services* (Acting CIO) in moving main-frame based computer systems to in-house systems based on client/server technologies. All departments were addressed including Health Insurance Registration, Vital Statistics, Prescription Drug Claims and Hospital Records/Claims. The scope of the engagement included acting as the interim Manager of Information Systems to provide the following services: Assessment of current information systems and prioritizing their movement from an IBM mainframe environment to client/server; developing recommendations for system directions; leading internal teams to select a development partner, architecture design partner, hardware, RDBMS technologies and tools; assisted in the restructuring of the internal I.S. Department to allow for internal systems management; managed the initial requirements definition phases for three application development efforts, and trained internal I.S. staff. Saskatchewan Health is a 1.5 billion dollar per year organization with a staff of approximately 2,300 people.

Management - KPMG Peat Marwick: Mr. Grijzenhout led KPMG Peat Marwick's Western Canada Financial System Selection and Integration Practice for over two years, leading related engagements for a number of organizations including: International Centre for Agriculture, Science and Technology; Pacific National Exhibition; Real Estate Boards of Calgary, Edmonton and the Fraser Valley; B.C. Television; Regional District of Alberni/Clayoquot (Port Alberni); Vancouver's North Shore Health Department; Tee Kay Shipping Corporation; IPSCO and Primex Forest Products.

Strike Contingency Plan - Alcoholic Beverage Distributor: Developed a short and long-term strike contingency plan for Pacific Brewers Distributors, a major unionized alcoholic beverage distributor for three major breweries: Carlings, Labatts, and Molsons. Terms of the engagement included developing product distribution strategies for a number of identified disruption scenarios, identifying carriers willing to distribute product during strike situations and defining associated strategies for day to day operations using management as opposed to union personnel.

Feasibility Study/Business Plan - Provincial Governments: Participated in a study to determine the feasibility of setting up a "Software Engineering Centre for Excellence" to support the technological and training needs of private and public sector organizations doing business in Alberta, Saskatchewan, and Manitoba. Tasks undertaken by Mr. Grijzenhout as part of this study included interviewing senior management and I.S. personnel in private and public sector organizations with respect to educational and other service offering needs, defining the potential service offerings of the Centre, and participating in the development of a business plan and roll-out strategy for the proposed centers.

Systems Selection - Property Management Corporation: Retained by a Saskatchewan based organization to define requirements and select a new suite of financial systems. Application modules included G/L, A/P, A/R, Billing, and Report Writing. Defining the technology base for these applications was also a component of the engagement.

Systems Selection/Integration - International Centre for Agriculture, Science and Technology: Retained by this organization to define the technical architecture for systems, select a financial and Imaging system, select end-user tools and assist the client in implementing these new systems. Application modules included G/L, A/P, A/R, Budgeting, Report Writing, Project Management, office automation software, and a Document Imaging System (Keyfile). As customizations to software were required, duties included defining and managing the implementation of the customizations and acting as the acceptor on behalf of the client.

Hardware Selection - Saskatchewan Provincial Laboratories: Assisted this organization in selecting the most appropriate hardware configuration for a required upgrade. A review of projected volume, future communications requirements, benchmarking, and a performance monitoring exercise were completed as part of this process.

Financial Systems Review - Large National Law Firm: Performed a financial systems review for a one hundred plus professionals legal firm. The scope of the engagement included assessing current financial and management reporting systems with respect to meeting the firm's current and future reporting requirements and developing recommendations for information systems and applications directions. Two outside vendor financial package solutions were analyzed with respect to their reporting capabilities as part of this engagement.

System Development/Implementation - Alberta Environment: Based on a system previously built for B.C. Environment, Mr. Grijzenhout designed, developed, documented and implemented an "Action on Waste" hotline for this government department. This system is P.C. LAN based with the prototype being written in Borland's Paradox.

System Development and Implementation - B.C. Ministry of Environment: Project Manager and Chief Architect in the development of a Recycling Hot-line System for B.C. Environment. This system was developed on a P.C. Lan and interfaced with a PBX Call Tracking system and an interfaced Voice Messaging System. The engagement included defining requirements through polling recycling services available throughout North America; developing design specifications for the new system; assisting in the development and documentation of the new system; selection and integration of external packages (PBX and Voice Messaging) to the new system; selection of all hardware components; implementing the new production environment and training recycling staff in the systems use.

Information Audit - Employment and Immigration Canada: Participated in an audit of this federal department's information systems. Terms of the audit included auditing the work processes related to planning, acquiring/developing, using, and training people in the use and deployment of information systems and developing recommendations for improvement.

System Selection/Implementation - Vancouver 'North Shore' Municipal Department of Health: Assisted this Health Department in selecting and implementing new financial systems. Terms of this engagement included assessing the viability of keeping the existing system and getting it's reporting functions to work in the short-term; defining requirements for new applications and selecting new vendor packages; contract negotiation assistance for new packages and new system implementation management on behalf of the client. Applications included G/L, A/P, A/R, Payroll and Purchase Orders.

Strategic Systems Plan – Pemex Forest Products: Retained by a large lumber manufacturer and distributor to develop a high-level strategic systems plan for all divisions. Terms of the engagement included assessing the appropriateness of existing information systems with respect to meeting the business needs of the corporation; defining a new information systems model to support the corporation; and developing a strategic systems plan to achieve the new model. Included in the scope of this engagement were financial systems, payroll and personnel, order invoicing, shipping and receiving, inventory management, transportation monitoring, production systems, maintenance and materials management, sales and customer service systems.

System Testing and Documentation - National Task Force on Packaging: Assisted in the development of a statistical monitoring system for product packaging for a Canadian Government department. Principle areas of involvement included system testing, identification of areas for improvement, and documentation.

Systems Search - Multinational Steel Pipe Manufacturer - IPSCO: Conducted an automated employee time entry system search for a major steel pipe manufacturer with plants throughout Canada. Interfaces to a number of payroll systems were explored.

Systems Selection - Town of Taber, Alberta: Performed an application and hardware systems selection for a provincial municipality. This search included the following software applications: G/L, A/P, Cash Receipts, Budgeting, Fixed Assets, Inventory Management, Building Permits, Utility Billings, Business Licenses, Property Taxes and Recreation Management. Interfaces to Police and Fire systems were also explored.

Systems Selection - Regional District of Alberni/Clayoquot: Performed a computer hardware and software systems search for a regional district of a provincial government. Software included G/L, A/P, A/R, Fixed Assets, Payroll, word processing, spreadsheet and electronic drawing applications.

Developer/RDBMS Selection - Real Estate Boards of Calgary, Edmonton and the Fraser Valley: Defined a detailed information systems architecture for a new real estate/financial system and used this document to attempt to identify package solutions that could be used as basis for a conceptualized state-of-art-system. Failing to locate a system in North America that could meet the requirements of the Boards, Mr. Grijzenhout defined the technical environment for the new system including an RDBMS selection and completed a search for a developer. Document Image Processing, Client Server, EDI and GIS technologies were included in the scope of the new architecture. Defining the architecture included working closely with senior and I.S management at all three Boards to gain a consensus on systems directions. The ultimate proposed hardware environment was an HP-UX Client/Server system supporting MacIntosh and P.C. LAN's that integrated with Imaging, G.I.S., digital camera and full motion video technologies.

Strategic Systems Plan - A Canadian Real Estate Board: Participated in a strategic systems planning engagement for major Canadian real estate board that resulted in the development of a two year tactical plan and a five year strategic systems plan. Hardware platforms, software and the incorporation of recent technologies such as document image processing and geographical information systems were addressed. This engagement involved interviewing over sixty top realtors in British Columbia to define requirements. The results of this project led to the development of a three Board 'Consortium' to develop and market new real estate systems across Canada and the U.S. and also led to additional consulting work as described above.

Feasibility Study - Yukon Justice Department: Performed an automation feasibility study for the Corporate Affairs Branch of the Yukon Justice Department. The scope of the engagement included assessing current manual financial, operational and management reporting systems (including work processes) with respect to meeting current and future requirements; identifying the feasibility of automating these systems; costing alternative approaches to automation and developing a recommendation for system directions. Different hardware environments (mainframe, AS400, and P.C. LAN), software application, local and wide area network communications and Document Image Processing technologies were addressed as part of the study. A review of the Alberta Corporate Registry system, upon which the Yukon system was based, was done as part of this engagement to determine the feasibility of remaining with this system.

Risk Assessment and Systems Evaluation - Pacific National Exhibition (PNE): Performed a system review and risk assessment study with respect to customized financial systems in use at this organization. The client was concerned about possible sabotage that might take place should a decision be made to move to a package solution. The scope of this engagement included assessing the present system's functionality and its cost of operation in comparison to expected costs and functionality offered by package solution. Subsequent steps included recommending the most appropriate system direction and developing a migration and support plan designed to minimize the risks of sabotage when moving to a package solution.

Requirements Definition/Systems Selection - Multi-National Shipping Corp: Developed high level systems requirements for financial systems and assisted the client in selecting a new system based on these

requirements. System modules included G/L, A/P, A/R, Budgeting, Report Writing and a customized 'Bunker' module for calculating available fuel reserves and costs of expended fuel.

Requirements Definition/System Selection/Contract Negotiation - National T.V. Network: Developed high level system requirements for financial systems and then assisted in the system selection process. System modules included G/L, A/P, A/R, Budgeting and Report Writing. This led to a further request for assistance in negotiating a contract with the selected vendor. Mr. Grijzenhout also advised on staffing needed and work steps involved in implementing the new system.

Systems Implementation - Regional District of Alberni/Clayoquot: Provided implementation assistance for the following software packages: G/L, A/P, A/R, Fixed Assets, Payroll, work processing, spreadsheet and electronic drawing applications.

Systems Feasibility Study - B.C. Reproductive Care Council: Participated in a planning engagement for a provincial reproductive care council. Tasks performed included developing a conceptual design for a perinatal database to be used by all medium to large hospitals in that province and costing the different options available for the development of the system.

Systems Review - Regional District of Alberni/Clayoquot: Performed a computer systems review the scope of which included assessing current hardware platforms and software applications, developing a strategic direction of systems, and outlining possible software and hardware alternatives.

Systems Selection - Chocolate Retailer: Performed a system selection for a chocolate retailer including Point of Sale devices, polling capabilities and back office accounting systems. This organization, with over 50 stores in three provinces and one U.S. state, had custom regional reporting requirements, which required special considerations during the search.

System Development and Documentation - Legal System: Assisted in the design, testing, and documentation of KPMG Peat Marwick's integrated software system for the legal industry. Modules of direct design input included: Banking, A/P, A/R, G/L, Billing, Professional Expenses, and Masterfile set up structures. Dan's role also included managing the Testing team.

Relevant Additional Experience and Projects - Petroleum Industry

Proposal Manager - Pemex Gas SCADA Systems: As the overall proposal manager, Mr. Grijzenhout completed a multi-million dollar proposal to implement nation wide pipeline SCADA systems for Pemex Gas - The Mexican Government owned gas products distribution and sales organization. This proposal effort required that Mr. Grijzenhout visit numerous physical site locations around Mexico (refineries, measuring stations, gas plants, pumping stations, etc.) to assess the current field levels of instrumentation, automation, and communications infrastructures to allow Mr. Grijzenhout and the SHL team to accurately size and scope the project.

Petroleum Industry Consulting/Management - KPMG Peat Marwick: Mr. Grijzenhout led KPMG Peat Marwick's oil & gas systems consulting group for three years which included responsibility for Peat Marwick's financial system product RIMS (Resource Information Management System), a UNIX based application used by over eighteen petroleum companies of various sizes including Westcoast Petroleum, Cabre Explorations, Asamera INC. and Union Pacific Oil & Gas. Mr. Grijzenhout was personally involved in marketing, integrating/implementing new systems, and providing client support and training for this product plus completing a number of general consulting engagements. The RIMS product, supporting all exploration products (oil, natural gas, propanes, condensates, etc.) contained many modules with which Mr. Grijzenhout was familiar including: G/L, A/P, A/R, Asset & Inventory Management, Land & Contracts Management, Joint Venture Accounting, Production Accounting, and Capital and Operational Joint Venture Billings. As part of this role, Mr. Grijzenhout also developed specifications for new systems functions and even designed and wrote a Production Accounting module for this product.

Strategic Systems Plan - Gas Marketing Organization: Mr. Grijzenhout conducted a strategic systems planning and accounting systems review for a major gas marketing company two results of which included their conversion to a new financial accounting system and the development of a new Gas Monitoring and Contracts Management system. The scope of the engagement expanded to include assistance in the selection and purchase of the financial system package and selection of a partner to assist in the development of the Gas Movement & Contracts Management system.

Workflow Redesign - Petroleum Industry: Developed revised document processing workflows to take advantage of image processing technologies for the petroleum industry. Functional areas addressed included A/P, A/R, Joint Venture Accounting, Production Accounting and Land Management. These workflows were designed for integration with the RIMS financial system as spoken to above.

Systems Data Conversion - Westcoast Petroleums Ltd.: Managed and designed the electronic data conversion of financial systems information to a new application product during this client's move from a Unisys 9000 series hardware platform to a Wang VS100 platform.

Direct Petroleum Industry Experience: Mr. Grijzenhout was an accountant in the petroleum and gas exploration industry for over eight years. Involved in all areas of accounting including all financial applications, production accounting, Joint Venture/AFE accounting and Land and Contracts Management; successive levels of responsibilities eventually brought him to the level of Controller, managing large groups of accounting personnel.

During these years, Mr. Grijzenhout completed a number of significant projects including: Opening a U.S. division for Concept Resources including the hiring of staff and obtaining bank lines of credit; temporary management of a four rig drilling company; obtaining drilling incentives under the federal and provincial FPIP and APIP incentive programs; developing and filing annual corporate tax returns; maintaining corporate compliance with SEC and NASDAQ regulations; filing for and obtaining COR status (Canadian Ownership Rate) to obtain Canadian owned corporation tax exemptions; developing business plans and return on investment projections relating to purchasing other oil & gas related companies; developing employee share investment programs in joint venture drilling opportunities; developing and managing in-house computerized information systems to support financial and operational business requirements.

Organizations Mr. Grijzenhout worked for during these years included Eagle Resources where he was the Senior Accountant and MIS Manager, Concept Resources where he was the Controller, and Hussar Drilling, a subsidiary of Concept Resources, where he acted as the interim manager for six months while Concept looked for a replacement manager.

Appendix A - JP Morgan Chase – Portfolio Management Experience – Overview

During this over one year 100 million dollar plus project, to merge the Custody Trading Systems of JP Morgan and Chase Bank into a new Custody Trading System when the two organizations merged, my initial role on the project was as the “Data Migration Architect”. This meant that I had to analyze all of the data in both company’s systems in terms of content, structure, point of truth, reporting, data staging, data warehousing, etc. and how systems created and posted this data.

I was then elevated on the project to be the overall project’s “Technical Design Authority” which then meant that I participated in all business, application and design workshops completed on the project with a signoff responsibility on all application, system and technology design efforts – reporting directly to the Vice President in charge of the project.

The two core purposes of these new systems we were constructing centered on client “Holdings/Portfolios” and “Corporate Holdings Portfolios”. JP Morgan & Chase issued shares and worked with the stock exchanges, brokerage firms, banks and other financial entities. On behalf of corporations, they managed corporate stock holdings, managed stock splits, sales, Chapter 11’s, etc. They tracked and adjusted individual holdings and stock portfolios for their members as well – managing all stock trades, sales, etc.

I provided design (process, application, data, systems infrastructure, etc.), architecture and strategy input across the entire project. From a client portfolio business process and application perspective, I was involved right from capturing client instructions for portfolio changes (eg., calls, e-mails, SWIFT transfers, Browser/Online updates, faxes, telexes, split instructions, etc. through to management, definition and valuation of portfolio “Holdings”, reconciliations of trades, notifications (to clients, brokers, sub custodians, agents, etc.).

I was also involved in design and construction of the supporting technologies required; architecting and modelling new data structures and data repositories, defining ETL strategies, and ensuring that supporting systems were purchased and architected in such a way that performance, scalability, share-ability, security (Data and access to data/information) goals were attained.

ABOUT DAN GRIJZENHOUT

Dan Grijzenhout: (Bio and resume at: <http://howtoguru.org/about.htm>). For close to thirty years, Dan has been a professional business and information systems consulting professional working to executive levels for both private and public-sector organizations globally, a number of which were "Fortune" level enterprises.

Dan has founded, operated and sold an online global payment services company that moves millions of dollars on behalf of its 100,000 plus account holders annually; he has been interviewed on the show "World Business Review" by former head of NATO and Secretary of State, General Alexander Haig (see photo below), for his work in advanced digital and online telecommunications services and nation-wide online and card based "Loyalty" programs; and now works at writing to share his years of experience with others; helping those that wish to undertake entrepreneurial endeavors.



Social Media Marketing, Professional Consulting, and Authorship:

Since 2014, Dan has focused nearly all his time and energy on building considerable hands-on expertise in social media marketing and social media strategy. To this end, he has built 3 websites geared to training people to be able to start, build and successfully operate online businesses and also to teach students the "Art of Professional Consulting". These websites include: A "Blog Site", a Training Course site and a "Mobile Technology – Responsive" Showcase site that allows him to showcase recommended "Affiliate products" along with his own content creation products which include to date four Amazon-Kindle published E-Books, over 50 published social media and business-related training/learning articles, and over 250 published YouTube training videos, video podcasts and iTunes available podcasts on mobile platforms such as Smart Phones.

He has gained expertise in many online content creation toolsets including the full suite of Adobe Creative tools and Adobe Dreamweaver for website development; video and audio editing software; 3rd party social media related website services and content creation partners; and most main-stream social communication platforms including Facebook and Facebook business pages, YouTube, Pinterest, Twitter, Instagram, Google Plus, Reddit, Goodreads, Amazon Author Central, LinkedIn, Ezine Articles Publishing, Amazon-Kindle Book Publishing, Amazon

Create Space and more. On these platforms, Dan has now amassed over 20,000 followers and subscribers and more are following him daily.

Dan's most recent work has been to build online training courses which he now primarily hosts on the Udemy.com training platform and on his own "Howtoguru Training Center" site found at <http://howtoguru.teachable.com>. Dan's primary business website is found at: <http://howtoguru.org>.