



**Product
Development & Management
(Digital and Traditional)**

Experience



Profile of
TIMOTHY GRAYSON

Timothy Grayson is a proven, high-performance executive who creates innovative products and transforms businesses. His passion for excellence motivates teams to peak performance and exceptional results. He is a leading-edge thinker and confident, strategic decision-maker in uncertain (and chaotic) environments. A successful negotiator, Timothy can create win-win outcomes and breakthrough opportunities. He is a dynamic, visionary leader who makes sense of challenging circumstances to deliver results.

Timothy Grayson is a transformational leader with practical skills as a product developer, strategist, and change Manager and decades of enterprise Information Technology (IT) experience. Earlier, he gained experience in the small/mid-size sector. He holds an MA (History) and B.Comm (Hons) in addition to several certifications.

Mr. Grayson has been directly responsible for commercial deliverables, including business creation, organization, and profit/loss. He has been particularly effective where design, implementation, and leadership of organization, technology, or mandate change are demanded. From a technical perspective, Mr. Grayson has demonstrated hands-on information and technology architecture capabilities. He is an advocate of AGILE development and LEAN processes.

Mr. Grayson is an exceptional problem solver with strong interpersonal and communication skills. He has excellent leadership and coaching abilities even in cross-functional and multi-cultural environments.



TIMOTHY GRAYSON

Proven, high-performance professional with broad history of business transformation and digital innovation. Multi-discipline advisor and coach inspires executive and employee teams to exceptional results. Influential communicator, successful negotiator, and patient guide through complex concepts. Expert at envisioning information technology used for operational and commercial gain. Strategic thinker and confident decision-maker. Untangles challenging circumstances and delivers results.

KEY STRENGTHS

- ⤴ Compelling, Persuasive Communicator
- ⤴ Rigorous, Creative Thinker
- ⤴ Energetic, Collaborative Team Player
- ⤴ Product and Business Innovator
- ⤴ Visionary Strategic Planner
- ⤴ (Digital) Transformation Leader

SELECTED ACCOMPLISHMENTS

- Designed and replaced an aging product with a secure, Cloud collaboration system.
- Organized and transformed e-bill delivery product, processes, technology for 50% cost reduction and 30% sales velocity increase.
- Led \$3M technology/process-transforming service, affecting ~20,000 retail lanes, for new revenue and strategic advantage.
- Created/presented multiple CEO-level strategic plans.
- Administered governance, policy, and KPI targets/analytics for \$3B business unit.
- Started an online travel business, creating an extensive package/cruise directory and search engine.
- Awarded 2 technology patents by US Patent and Trade-mark Office (2011-13).
- Accomplished public speaker and author.

- Professional services:*
- *(Digital) Transformation Strategy and Architecture*
 - *Change Management*
 - *Business process re-engineering*
 - *Business/Enterprise Architecture*
 - *Business Analysis*
 - *Planning and (Agile) workshop facilitation*

Security Clearance: Secret (File No: 95908422-0001670465 ; Expires: 6 Jan 2025)

Language: English, adequate French, basic Spanish



1. **CANADA BORDER SERVICES AGENCY** Jan 2019 – Jun 2020
Provided solution architecture for IT applications being modernized to be consistent with the Agency's strategic plan. Also provided transformation architecture for the Traveller IT portfolio transitions to support the "Traveller Process Modernization" program. The key elements of the modernization evolution are a shift to a (micro)service oriented architecture and the decommissioning of several monolith systems.
2. **Health Canada, consumer product safety directorate** Jan 2016 – Mar 2016
Performed nation-wide, multi-stakeholder assessment of technology tools/processes associated with CBSA *ad hoc* border referrals to determine the feasibility of amalgamating existing and ideal functionality into the RADAR case management system. Re-engineered processes to proposed technology integration.
3. **Canada Post – STATISTICS CANADA/CENSUS eForms** Mar 2014 – Oct 2014
Automated on-boarding of 30,000 temporary employees for the 2016 Census including Web-based registration, forms completion, and direct deposit. New employee authentication was added. A pilot was followed by full deployment in 2015. Process design and change management were tested in pilot.
4. **Canada Post – eForms Pilot Deployment - BIZPAL** Aug 2013 – Oct 2014
Intended to extend the BIZPAL forms search engine capability into a seamless, fully online end-to-end service for Industry Canada. Entailed deploying the standard eForms service, integrated into BIZPAL search and Re:Sound IT system with tailored internal, partner, and user processes.
5. **Canada Post – SmartFlow/epost system security rationalization** Mar 2012 – Sep 2014
A multi-functional, enhanced security rationalization/standardizing upgraded technology/business processes to keep systems compliant with various security standards, including Government Standard Policy. Required change management of unionized labour and executive leadership.
6. **SmartFlow API/Web service development** 1 Oct 2013 – 30 Sep 2014
Refactor core code and create common Application Programming Interfaces so channel partners/customers could integrate SmartFlow (epost) services with their own software and systems. Included customer/user consultations and an extensive design and architecting project to assess server-side v. application side Web service development alternatives.
7. **Canada Post – epost product rationalization and streamlining** Feb 2013 – Feb 2014
A cross-functional team of sales, operations, customer relations, technology, and product rationalized epost mailer setup processes from 12 variants to only 2. All processes, contracting, technical, support, and documentation were simplified as part of a 2-year customer and internal operations change program.
8. **SmarFlow Self-Serve onboarding rationalization** 1 Mar 2011 – 31 Dec 2013
A comprehensive, multi-stage project to create alternatives for customer onboarding and integration to the *epost* mail processing system. Three functions were addressed to streamline initial and ongoing work. Subscriber authentication and confirmation, insertion of bill/statement/marketing messages into deliveries, and the setup and revision of customer/job setup were addressed independently and as a comprehensive whole. Assessment of the processes and technologies, through a customer lens,



established requirements. Processed and technologies were roadmapped in a product/business plan. This project aligned to a strategic technology goal of further modularizing the system into standard services on a common web services architecture to allow cost-effective and efficient, periodic update to specific service applications. The project spawned additional projects.

9. **SmartFlow data-mapper** 1 Jun 2012 – 30 Sep 2013
A simple, graphic tool to assist *epost* mailer customers to correctly connecting data fields within customer billing systems to appropriate fields and tags within the *epost* system. Constituted a customer evaluation, prototyping, and technology assessments of different approaches.
10. **Canada Post – epost Connect v1.2** Jan 2013 – Aug 2013
epost Connect featured product/business roadmap elements in consultation with lead customers (e.g., Health Canada, Employment and Social Development Canada, and private sector companies), which were initial participants in a change management program that evolved through each product version.
11. **Canada Post – PosteCS decommission** Jul 2011 – Jul 2013
A ten year old secure email product, PosteCS, served public/private sector customers (e.g., Canada Post, Health Canada, Bank of Canada) had to be sunsetted. Migration to *epost* Connect comprised technology architecture, development, and customization plus customer change management and communications.
12. **Online/Multi-channel secure data intake** 1 Jan 2012 – 30 Jun 2013
Explored a service that used a web interface, plus retail and mail collection, to intake masses of similar information from multiple sources and generate a single, consistent data feed for customer ERP, CRM, or case management systems to process. The design was prototypical *Platform as a Service*.
13. **Credit Monitoring/ID Protection product** 1 Mar 2011 – 31 Jan 2013
Commercial assessment, business architecture, and commercial partner negotiations, as well as extensive and detailed web integration for required user experience and back-end integration into corporate-wide payments and financial/ customer record-keeping capabilities (SAP and Oracle) for a consumer digital credit monitoring and identity protection offering.
14. **Canada Post – epost Connect v1.0** Jan 2011 – Nov 2012
epost Connect migrated customers off PosteCS, requiring integration and grandfathering. It comprised ideation, market assessment, competitive evaluation, technology assessment/selection, design, coding, release, and extensive change for 150 customers plus ~2,500 internal power users and user-departments.
15. **Digital Neighbourhood** 1 Nov 2010 – 30 Sep 2012
A service to geographically-constrain communication including targeted "important" communication (e.g., zoning notifications and community consultations), geo-defined marketing, and localized social interaction. Involved extensive survey of government open data activity and initiatives to nationally standardize localized data.
16. **PosteCS replacement** 1 Mar 2011 – 31 Dec 2011
Extensive make-or-buy assessment and simultaneous technological/commercial assessments and roadmaps for a successor to the *PosteCS* application.



17. **epost Vault** 1 Mar 2010 – 30 Nov 2011
A highly-secured, consumer, online digital storage solution to the highest service levels for access and archiving. Authentication and storage exceeded industry standards and market expectations, including encryption at rest and a super-secure area that could not be accessed except by user, without even no lost-password retrieval.
18. **Canada Post – e=P digital geography network topology evolution** Nov 2009 – Nov 2011
Creation of a combined electronic/physical addresses network, connecting epost to the Canadian physical address directory. Required system redevelopment and integration to citizen identity credential/account stores. Developed and implemented extensive technology, data, and integrity-compliance processes.
19. **Canada Post – Decision Support Services** Jan 2010 – Nov 2011
Instrumental to full-service, high-authenticity digital identity. Evaluated authentication/ proofing processes, contracts, and technologies, evolving industry/market requirements and support technologies. Implemented an extensive change program for 65,000 unionized employees and over 300 customers.
20. **Canada Post – PIN Management** Dec 2008 – Nov 2010
A commercial service to change chip card PINs at Canada Post Retail required full upgrade of the point of sale experience: retail/ERP (SAP) systems, >13,000 lanes, and protocols for 5000 unionized employees. An intense internal change management program was deployed for technology and process impacts.
21. **Online renewal - Passports** 1 Jun 2010 – 31 Oct 2010
Dxploration to develop an efficient national standard/capability for Canadian passport renewal. A complete end-to-end process and technological solution for fully digital applications, including photograph acquisition and submission, signature, and payment. Fully proofed and authenticated applications from validated submitters, with verified/quality-assured digital photos, digitally signed, and electronically paid. Front-end intake was extended to include paper applications.
22. **Canada Post – fetch** May 2004 – Mar 2006
Managed, service for anonymous, consumer mobile or online response to offers in any medium. Designed user registry, identity anonymization, response management, fulfillment capabilities, and several analysis engines. Entailed business architecture, case/plan, omnibus evaluations, marketing and sales plans, etc.
23. **Canada Post – MailME** Feb 2004 – Oct 2004
A "fetch" prototype to test viability of anonymous response to branded product providers. A more narrowly-scoped plan and hypothesis with appropriate success metrics entailing the creation of a pilot program, test parameters, partnerships, and development of fulfillment processes.
24. **Canada Post – Online Voting exploration** Apr 2001 – Jan 2002
A viability evaluation of opportunities to facilitate and support online voting including feasibility study and business plan including market, industry and competitive analyses, financial analysis, technological requirements, implementation obstacles, change management demands, and business architecture.



25. **Templar Technologies Inc., Custom CD Kiosks/Ticket Distrib.** 1 Feb 1993 – 31 Dec 1993
Business/product concept to use bar-coded tickets as the basis for making event tickets distributable through bank ATM networks. A purchaser could buy tickets in location X and secure the printed ticket at location Y from an outfitted ATM. That ticket would be granted access to the venue through a gate control automated with a bar-code reader.
26. **RoboLIFT automated gate control** 1 Mar 1992 – 30 Jun 1993
Business/product concept to use bar-coded tickets and radio-controlled wand receivers to enable automated gate control and traffic monitoring to permit ski lift passes to be sold by time-blocked validity periods.
27. **Golfer Traks course management** 15 Jan 1992 – 31 Mar 1993
Business/product concept to use cellular phone signal triangulation to pinpoint golfers and golf course maintenance equipment on a GIS-based map of the course, allowing golf course managers to (a) better manage course maintenance and (b) maintain pace of play by monitoring golfer progress.
28. **Nygaard International** 1 Nov 1988 – 30 Jul 1989
Managed marketing and promotion for launch of the *Peter Nygård Signature Collection* brand, accompanied by a national, gala promotional program that including marketing in multiple media, publicity programs, sales support, and four gala evenings of fashion shows and party events.