

JEAN FAHMY

Turning Data and AI ambition into governed, adopted and measurable enterprise value



CIO/CTO breadth • Enterprise Data & AI • Industrial transformation • Consulting leadership • Measurable value

~30 yrs

EXECUTIVE & ENTREPRENEURIAL

25+

CONSULTING CLIENTS

3

TECHNOLOGY BUSINESSES SOLD

EN • FR

FULLY BILINGUAL

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Thirty years of operating judgment, applied to what comes next

CORE VALUE PROPOSITION Jean combines the breadth of a CIO/CTO, the Data and AI depth of a CDAO, the commercial instinct of a technology founder and the client-side judgment of an executive buyer. He connects strategy, architecture, operations, ownership, adoption and evidence—so transformation becomes a capability the organization can run.

Four complementary lenses

DIMENSION	WHAT JEAN BRINGS
Operator & buyer	Has commissioned consulting work, selected platforms and partners, led enterprise technology teams and carried accountability after external teams left.
Entrepreneur & product builder	Three technology businesses built and sold; product, revenue, delivery, financing, hiring and customer trust experienced as one system.
Advisor & integrator	More than 25 organizations advised; specialist perspectives connected into one executive narrative, operating model and sequenced path.
Teacher & translator	Eight years teaching Technology Entrepreneurship; Board and C-suite facilitation; bilingual speaking and the ability to make complexity actionable.

Two ways to apply the experience

FOR CONSULTING FIRMS	FOR EXECUTIVE ROLES
Strengthen propositions, pursuits, Board conversations, engagement leadership, executive advisory, practice IP and client capability.	Set enterprise direction; modernize technology foundations; govern investment; scale Data and AI; develop leaders; improve decisions and value evidence.

EVIDENCE STATUS • EVIDENCE-CONSCIOUS Outcomes, enabled capabilities and formation-stage IP are kept distinct throughout this portfolio.

The tools changed. The hard organizational questions endured.

Jean's career began before cloud platforms, smartphones and generative AI. He has worked through enterprise internet, mobility, digital publishing, e-commerce, cloud, cybersecurity, data platforms, IoT, digital twins, machine learning and enterprise AI.

ERA	EXPERIENCE	WHAT IT CONTRIBUTES NOW
1997–2004	Founded and sold IT-services and enterprise mobile-middleware businesses.	Product, sales, delivery, financing, hiring and commercial discipline.
2004–2011	Taught Technology Entrepreneurship for eight years; advised leaders and founders.	Clear explanations, assumption testing, mentoring and stronger judgment in others.
2006–2020	Led automotive, media, data and digital platforms; CIO in a \$2B, 30+ brand group.	Customer experience, platform scale, enterprise integration and commercial data products.
2021–2024	Led IT and Digital at Canada Steamship Lines across applications, infrastructure, cybersecurity, architecture, data, IoT and AI.	Industrial reliability, global operations and second-order technology consequences.
2024–2026	Built Kruger's enterprise Data and AI strategy, governance, portfolio, data-product foundation, guardrails and adoption system.	Responsible enterprise scale across mills and corporate functions.

What experience changes

- Looks beneath technical symptoms for ownership, definition, incentive and workflow problems.
- Sees second-order effects across cost, support, security, talent, architecture and future optionality.
- Knows when to experiment, when to standardize and how to sequence transformation without destabilizing operations.
- Recognizes ownerless initiatives, hero-dependent delivery and benefits claims that lack baselines or accountable evidence.

THE ADVANTAGE TODAY Jean can respect what is genuinely new while recognizing the operating truths that determine whether it will create value.

The situations Jean is equipped to recognize and solve

Business-led intervention from ambiguity to accountable execution

CLIENT SITUATION	INTERVENTION	VALUE CREATED
AI ambition without a coherent path	Frame the enterprise ambition, diagnose readiness and sequence a multi-year portfolio.	Shared direction, investment logic and executive ownership.
Too many POCs; too little scale	Install intake, prioritization, stage gates, product ownership and scale/stop reviews.	Capital moves toward evidence-backed opportunities.
AI cannot trust the data	Design governed data products, semantic models, contracts, quality, lineage and self-service patterns.	Reusable facts and context for BI, AI and operations.
Governance slows delivery—or arrives late	Build proportionate risk tiers, minimum guardrails, decision rights and approved delivery paths.	Faster experimentation with explicit accountability.
Adoption is treated as training	Embed workflow redesign, business sponsors, champions, role-based learning and usage measures.	New behavior and operating capability—not attendance.
Value is asserted but not proved	Define baselines, benefit owners, evidence levels, validation and publication controls.	Defensible executive reporting and client proof.
Technology and business speak past each other	Translate architecture and AI choices into operating, financial and risk trade-offs.	Better decisions and stronger stakeholder trust.

Typical executive questions

- Where should we place our next Data & AI bets—and what should we stop?
- What foundations must exist before we scale agents or industrial AI?
- Who owns adoption, risk and benefits after the implementation team leaves?
- How will we know that value is validated, sustained and safe to communicate?

Six offers that connect strategy, delivery and measurable value

OFFER	REPRESENTATIVE DELIVERABLES	BUSINESS VALUE
1 • Enterprise Data & AI Strategy	Executive ambition; maturity assessment; target state; operating principles; investment roadmap; governance cadence.	A coherent transformation thesis and sequenced portfolio.
2 • AI Value Discovery & Portfolio	Use-case landscape; value/feasibility/risk scoring; business cases; POC-to-product gates; portfolio dashboard.	Focus on a smaller number of scalable, owned opportunities.
3 • Data Products & AI-Ready Foundations	Domain/product model; data contracts; semantic layer; quality/observability; catalog; Fabric/Azure direction.	Trusted, reusable data for decisions, operations and AI.
4 • AI Operating Model & Responsible Scale	Steering model; CoE/CoP; roles; lifecycle; risk tiers; guardrails; approved platforms; vendor assurance; AgentOps.	Enterprise speed with proportional control and clear accountability.
5 • Adoption & Capability Building	Stakeholder map; workflow redesign; AI Academy; champions; community; communications; proficiency and usage measures.	New ways of working embedded in the business.
6 • Transformation Value & Evidence	Outcome architecture; baselines; metric cards; evidence register; benefit owners; validation; executive briefs and proof stories.	Stronger investment decisions, renewals and credible market evidence.

Engagement formats

Executive advisory • Diagnostic and roadmap • Strategy-to-mobilization program • Pursuit or proposal shaping • Client workshop series • Transformation office leadership • Practice/offer development • Independent value and evidence review.

DESIGN PRINCIPLE Every offer names the business owner, decision, adoption mechanism, evidence requirement and next scale/stop gate.

From ambition to evidence—without losing the operating reality

Six-stage consulting lifecycle

1 • FRAME	2 • DIAGNOSE	3 • PRIORITIZE	4 • DESIGN	5 • MOBILIZE	6 • PROVE
Clarify ambition, outcomes, boundaries and stakeholders.	Assess operating, data, technology, talent, risk and adoption readiness.	Select the highest-value feasible bets; define stop criteria.	Create target state, operating model, architecture and controls.	Establish owners, cadence, pilots, capability and change mechanisms.	Validate adoption, outcomes, evidence quality and scale/stop decisions.

The frameworks underneath

FRAMEWORK	ROLE IN THE LIFECYCLE
3C — Calling, Conviction, Care	Tests whether the future is meaningful, the evidence is sufficient and scaling is responsible.
IT Transformation Value Framework	Connects strategic objectives to transformation levers, adopted capabilities, business outcomes and evidence.
Data Product & Self-Serve Model	Packages trusted data, context, governance and interfaces once for reuse across BI, AI and operations.
AI-First Operating Model	Sequences identity, security, data, delivery, AgentOps and adoption foundations before consequential scale.
Client-Value Evidence Methodology	Separates forecast, enabled, validated and realized value; controls claims and publication permission.
Merkuri Impact	Extends evaluation across People, Planet, Profit, SDG alignment and stakeholder-specific Trust; formation-stage IP.

Three operating rules

1 • TRUTH BEFORE OPTICS	2 • BUSINESS OWNERSHIP	3 • STANDARDIZE AND REUSE
Separate enabled capability from realized value.	Sponsors own adoption and outcomes.	Make templates, data products, controls and evidence compound.

Building an enterprise Data & AI operating system

Kruger • Vice President, AI & Data • 2024–2026

EVIDENCE STATUS • BUILT AND OPERATING Strategy, governance, data-product and adoption capabilities are evidenced in supplied artifacts; enterprise benefits remain in progressive validation.

Situation

A diversified manufacturing enterprise needed a coherent way to connect rising AI demand with trusted data, business ownership, cybersecurity and operational value across mills and corporate functions. The design had to respect operational continuity, legacy environments, site-level expertise and the need for local value within common enterprise standards.

Jean's intervention

- Created a 10-part enterprise Data & AI strategy, multi-year roadmap and governed investment portfolio.
- Established an AI Steering Committee and execution subcommittees spanning innovation, adoption, data/technology and governance.
- Designed a federated Agent Center of Practice, secure sandbox, risk model, minimum guardrails and an end-to-end lifecycle from idea to retirement.
- Established the Azure and Microsoft Fabric Data Product Foundation and advanced OEE and unplanned-downtime products with standardized definitions, semantic models, quality, lineage and self-service patterns.
- Designed adoption streams, an AI Academy and practitioner community; connected business sponsorship to value, usage, cost and risk visibility.

Representative deliverables

STRATEGY & PORTFOLIO	DATA FOUNDATION	AI AT SCALE	ADOPTION & TRUST
Strategy, roadmap, investment logic, steering cadence and executive visibility.	Data products, contracts, metadata, quality, observability and AI-ready semantic context.	Use-case intake, POC/MVP/product gates, agent templates, approved platforms and AgentOps direction.	AI Academy, champions, business owners, risk-based controls and value/FinOps measures.

Why this matters to consulting clients

Jean connected corporate ambition to mill-level ownership, experimentation to minimum controls, platform investment to reusable data products and enthusiasm to a governed portfolio. The work demonstrates how to turn a broad mandate into an integrated transformation system—while keeping data, AI, operating model, adoption and risk in one line of sight.

Turning AI and data into operational and ecosystem value

Canada Steamship Lines • VP, IT/Digital • 2021–2024

EVIDENCE STATUS • REPORTED AND SUPPORTED Metrics appear in current CV and performance materials; external publication should remain subject to source-owner validation and permission.

30%	96%	15–20%	\$4.4M
ETA PREDICTION IMPROVEMENT	DIGITAL-TWIN ACCURACY	FUEL REDUCTION ENABLED	PUBLIC FUNDING SECURED

As VP IT & Digital, Jean's accountability extended beyond AI across applications, infrastructure, vessel and shore connectivity, cybersecurity, architecture, data and delivery. That breadth mattered: an optimization model creates value only when data arrives reliably, operational users trust it and the surrounding technology can support decisions at sea.

Transformation system

- Started and led ML-based ETA prediction, digital-twin, voyage-optimization, speed-management and predictive-maintenance initiatives.
- Steered a 1,500-package/view warehouse-to-lakehouse transformation and the processing of roughly 2,000 IoT signals per vessel every five seconds.
- Created a maritime AI innovation roadmap, data-sharing framework and cybersecurity minimum requirements; represented the company across international and regional ecosystem forums.
- Secured public funding, won Ocean Supercluster projects and negotiated ten years of no-cost access to an enterprise-class AI voyage-optimization platform.
- Restructured delivery and DevOps, introduced a Digital Business Partner model and scorecard, and increased transparency through a real-time portfolio status view.

Leadership evidence

A manager awarded a rare "Leading Performance" rating and credited Jean with helping shift IT from reactive to proactive and structured, increasing trust, morale and team satisfaction. Later leadership feedback described the team's evolution as "night and day" and highlighted clarity, purpose and cohesion.

Recognition

OCTAS Gold—Artificial Intelligence (2024) • International Bulk Journal IT Solutions Award (2024) • Info-Tech Innovator of the Year (2025) • IDC CIO 2026 Award.

Building, scaling and commercializing data-enabled businesses

VENTURE / ROLE	WHAT JEAN BUILT	SCALE AND OUTCOME
V10 Data • Founder & CIO	A comprehensive Canadian used-car data aggregation platform combining fragmented OEM, supplier and market sources into one commercial data product.	Integrated into Vicimus; broader platforms served 1,300+ dealers and 2M+ monthly users.
Eurekium Innovations • Founder & CEO	An enterprise mobile middleware platform enabling real-time access to back-end data before smartphones were mainstream business tools.	53 employees, four European offices, \$6M investment; clients/partners included AXA, Orange/France Telecom and Capterra; business sold.
Ensigna.com • Founder & CEO	A distributed IT-services model using university talent to deliver web, database and infrastructure work for SMB clients.	100 contracted students, 12 full-time employees, \$800K annual revenue reported on the public site; business sold.
Vyanova • Founder & Fractional CIO	Technology strategy, architecture, transformation and operating-model advisory across 25+ organizations and recognizable brands.	Reusable CIO templates and cross-industry consulting experience across media, retail, automotive, telecom and non-profits.

What the entrepreneurial record adds

- Commercial judgment: Jean has lived the full path from idea and capital to delivery, adoption, scale, sale and integration.
- Product instinct: he understands that technology becomes valuable only when customers can adopt, trust and repeatedly use it.
- Pragmatism under uncertainty: he can make progress before every variable is known while building evidence and governance as the work matures.
- Empathy for operators and founders: he sees the constraints beneath the strategy and designs delivery systems teams can actually run.

CONSULTING RELEVANCE This is not only advisory experience—it is operating experience across the consequences of technology choices.

Data and AI do not operate in isolation

Jean's recent Data and AI specialization rests on decades of broader IT, digital, product and business leadership. He can move from Board-level direction to the foundations users notice only when they fail.

LEADERSHIP DOMAIN	EXPERIENCE AND CONTRIBUTION
Strategy, governance & investment	Enterprise direction, Board and executive alignment, portfolios, budgets, sourcing, vendors, delivery cadence and value realization.
Applications, architecture & platforms	Business applications, enterprise architecture, integration, cloud modernization, digital platforms, technical debt and design trade-offs.
Infrastructure, connectivity & resilience	Operational reliability, vessel/shore and enterprise connectivity, cloud and infrastructure services, cybersecurity, continuity and risk.
Data, analytics & AI	Strategy, governance, data products, lakehouse, IoT-scale ingestion, BI, digital twins, machine learning, optimization, generative AI and agents.
Digital products & commercial models	Product-market fit, e-commerce, media, automotive data, customer experience, revenue logic and scaling technology-enabled services.
Organization, talent & change	Leadership teams, operating models, role clarity, communities of practice, literacy, adoption, mentoring and capability building.

Executive judgment in the room

- Sequence prerequisites before preferences while protecting essential operations.
- Make second-order consequences visible across cost, support, security, talent, workflow and future options.
- Use experimentation where uncertainty is high and standards where fragmentation creates risk or waste.
- Test whether capability will survive volume, turnover and pressure—not only whether the demonstration works.

LEADERSHIP PROMISE Transformation should make the organization more capable—not more dependent on a platform, vendor, consultant or individual leader.

Frameworks distilled from recurring operating problems

These are working instruments, not doctrine. Jean adapts them to the organization, tests them against evidence and uses them to reveal missing decisions, align specialists and make complexity actionable.

FRAMEWORK / ASSET	WHY IT EXISTS	WHERE IT HELPS
IT Transformation Value Framework	Portfolios often jump from investment to claimed benefit while capability, adoption and assumptions remain invisible.	Business cases, benefits plans, portfolio reviews, roadmaps and value realization.
Client-Value Evidence Methodology	Forecast, enabled value, validated outcome and realized benefit are different claims and need different evidence.	Executive reporting, client proof, renewals, case studies and publication controls.
3C Breakthrough Innovation	Technical feasibility and return are incomplete without meaning, evidence and responsible scale: Calling, Conviction and Care.	Emerging technology choices, venture bets, product concepts and AI opportunities.
AI-First Operating Model	Pilots repeatedly expose missing identity, security, data, ownership, lifecycle, AgentOps, monitoring and adoption capabilities.	Enterprise AI strategy, agent programs, responsible scale and production readiness.
Data Product & Self-Serve Model	Repeated reconciliation of definitions, feeds, quality and ownership destroys trust and compounds cost.	Domain roadmaps, lakehouse programs, BI rationalization and AI readiness.
Merkuri Impact • formation stage	Traditional value measures may miss consequences for people, planet, communities and long-term stakeholder trust.	A broader future evaluation of transformation and impact; still under development and validation.

EVIDENCE STATUS • MATURITY DISCLOSED Merkuri Impact is a controlled candidate framework with design assets in place; independent validation, production launch and external standard recognition remain future gates.

Jean's IP-building pattern

Translate lived operating problems into a small number of decision objects, reusable artifacts, explicit roles, stage gates, measures and evidence controls—then test the system in delivery and improve it.

Care earns trust. Optimism moves people forward.

MANAGEMENT PRINCIPLE “People don’t care how much you know until they know how much you care.” — often attributed to Theodore Roosevelt

Jean believes kindness is our greatest superpower. Care builds trust, creates safety and drives engagement. It does not remove difficult conversations or high standards; it makes honest accountability possible. He listens before replying, seeks to understand before prescribing and remembers the details that show people they matter.

A reciprocal team compact

WHAT JEAN ASKS OF THE TEAM	WHAT JEAN COMMITS TO GIVE
ATTITUDE • PROACTIVITY • DELIVERY In that order: bring respect and a constructive spirit; take responsible initiative; turn commitments into outcomes others can use.	AUTONOMY • MASTERY • PURPOSE Clear boundaries and real decision space; feedback and opportunities to grow; a meaningful connection between the work and those it serves.

What thirty years changed

- Leadership is not performing omniscience; it is assembling perspectives, exposing reality and making accountable decisions under uncertainty.
- Psychological safety and standards belong together. People must be able to surface risk and also deserve clear expectations and honest feedback.
- Systems should outlast the leader: decision rights, cadence, reusable practices and capable leaders are better than hero dependence.
- Experience should increase humility. Curiosity tests whether a familiar-looking situation is truly familiar.

The person behind the work

Faith, family, curiosity and service shape Jean’s perspective. His faith informs dignity, service, integrity and hope without requiring others to share his beliefs. His disciplined optimism is inspired by the possibility that people aligned around purpose, ethics, diverse perspectives and clear systems can build a better future.

LEGACY GOAL Make truth easier to access, decisions easier to make and work more human.

Value across the full transformation system—not only delivery

CONSULTING ACTIVITY	CONTRIBUTION
Originate	Spot client problems, frame offers and connect Data/AI trends to business and industry realities.
Win	Facilitate discovery, shape executive storylines, strengthen solution architecture and make value logic credible.
Shape	Convert ambiguity into an issue tree, decision agenda, target state, roadmap, governance and mobilization plan.
Deliver	Lead executive alignment, workstreams, architecture, risk, change, partner integration and scale/stop decisions.
Prove	Build baselines, metric cards, benefit ownership and evidence controls into the engagement from the start.
Build the practice	Create methods, playbooks, maturity models, scorecards, assets, case patterns and training that improve repeatability.
Develop people	Coach teams, create clarity and autonomy, translate between disciplines and build practitioner communities.
Represent the firm	Contribute to executive forums, conferences, ecosystems and thought leadership in French and English.

Potential role configurations

CONSULTING-FIRM ROLES	EXECUTIVE ROLES
Practice or offering leader • Principal / engagement executive • Transformation leader • Executive advisor • Pursuit and workshop leader • Fractional practice leader	CIO • CTO • Chief Data & AI Officer • VP Data & AI • VP Digital Transformation • VP Innovation • Interim or fractional executive • Strategic advisor

DIFFERENTIATOR Jean brings the credibility of the executive buyer, the pragmatism of the operator, the pattern library of the consultant, the translation skill of the teacher and the ownership mindset of the entrepreneur.

A broad record across enterprise leadership, consulting, products and ecosystems

The names below are drawn from current CVs and the public client/experience pages on jeanfahmy.ai. They represent different relationships—employer, client, product customer, partner, venture or ecosystem—and should not be read as endorsements.

RELATIONSHIP CONTEXT	ORGANIZATIONS
Enterprise leadership	Kruger • Canada Steamship Lines • Groupe HGrégoire • Xprima / Auto123.com • Vicimus • Openface Internet
International technology & mobility	AXA • Orange / France Telecom • Capgemini • Deutsche Telekom • SOS Médecins • Bell Mobility • FibreNoire • Valtech • Etelesolv / Cimpl
Consumer, media & automotive	Tim Hortons • Canon Canada • Kia • Hyundai • TC Media • Cyberpresse.ca • Canadian Living • Elle Canada • Elle Québec • Publisac • Protégez-Vous • Les Affaires • Coup de Pouce • Homes & Gardens • Visions Electronics
Data, digital & professional services	Canadian Black Book • V10 Data • Auto123.com • Bumper • GloveBox • Evolio • Adviso • Feeling Software • Groupe LSR • ACASS • Gray Agency • CoreTech International • Converde • Collins
Capital, education & community	Euroequities Private Capital • HEC Montréal • Polytechnique Montréal • Entrepreneurs' Organization • Portable North Pole • SDC • Just Fundraising • Challen Saxby Partners • FGT • Sex with Dr. Jess

Industry experience

Manufacturing • Maritime transportation and logistics • Automotive • Telecom and internet services • Enterprise software • Data platforms • Media and publishing • Retail and consumer brands • Financial/capital contexts • Higher education • Non-profit and impact.

Technology and transformation range

Agentic AI • Machine learning • Digital twins • Optimization • Predictive maintenance • IoT • Data products • Lakehouse • Microsoft Fabric and Azure • BI and semantic models • Enterprise architecture • Cloud • DevOps • Cybersecurity • Privacy • PPM • Change and adoption.

EVIDENCE STATUS • EXTERNAL-USE CONTROL Before using client names in a targeted submission, confirm contractual, confidentiality and logo/brand permissions for that audience.

An executive profile built for complex transformation

CREDENTIAL	EVIDENCE
Executive leadership	VP AI & Data; VP IT/Digital; CIO/CTO; multimillion-dollar portfolios; Board and C-suite engagement.
Education	Bachelor of Engineering, Computer Engineering—Polytechnique Montréal, 1999.
Teaching & speaking	Eight years teaching technology entrepreneurship; frequent technology and innovation speaker; debating and facilitation background.
Ecosystem leadership	IMO data-normalization expert group; maritime, green-shipping, CIMAC, e-navigation and innovation ecosystems.
Recognition	IDC CIO 2026 Award · Info-Tech Innovator of the Year 2025 · OCTAS Gold—AI 2024 · International Bulk Journal IT Solutions Award 2024 · Most Appreciated Lecturer 2009 & 2010.
Languages & market	Fully bilingual French and English; deep Québec and Canadian market presence with international operating experience.

A useful next conversation

- Which client or practice problems require stronger linkage between Data/AI ambition and operating reality?
- Where could Jean strengthen a pursuit, executive workshop, diagnostic or early transformation mobilization?
- Which existing consulting IP could be augmented by the value-evidence, 3C, data-product or AI-operating-model assets?
- What role configuration would create the most value: practice leadership, engagement leadership, specialist contribution or advisory capacity?

POSITIONING Jean is most valuable where the challenge crosses boundaries—business and technology, strategy and execution, innovation and governance, adoption and evidence.

Evidence and source note

Prepared from Jean Fahmy's 2026 CVs and professional biography; CSL performance materials; Kruger Data & AI strategy, Center of Practice, data-product and governance artifacts; the IT Transformation Value Framework; Conservancy AI-First operating materials; Merkuri Impact controlled framework documents; and the public website jeanfahmy.ai, reviewed in August 2026. Reported metrics and external client references should be validated and permissioned for the intended recipient before publication.

JEAN FAHMY

Data & AI Strategy · Transformation · Value Realization

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