



KEVIN MONTE DE RAMOS

105-454 Rue de La Gauchetière Ouest
Montréal (Québec) H2Z-1E3
CANADA

Email: **KMONTE@kmdr.net**

Phone: (888) 563-7638

US Citizen working in Canada

DEMONSTRATED WORK ETHIC

'Kevin ... I congratulate you on the successful implementation of the Customer Service System. Developing an improved customer service function in a company like ours is a massive effort, and probably one of the largest change programs that we have ever undertaken. You clearly demonstrated the Southern Style as a key member of the team, and I wish to thank you for your dedication.'

- A. W. Dahlberg
CEO and President of Southern Company

PROFESSIONAL COMPETANCIES

Performance Monitoring & Tracking: 17+ years impact and process evaluation design, market research, load forecasting, applied statistical analysis, data tool design software systems design and implementation, data warehousing design

Start-up Experience: 9 years entrepreneurial management, 12 years helping community-based non-profits build their service delivery infrastructure, and 18 years project management.

Thought Leadership: keynote speaker, published author, contributing writer, workshop leader

Stakeholder Relations: collaborative strategic planning, employee satisfaction, logic model development, stakeholder mapping, business development

FORMAL EDUCATION

- **State of Michigan University (Studied Business Administration, 1989-1990)**
- **The Ohio State University (B.S. Biochemistry, 1986)**

ENERGY EFFICIENCY BIBLIOGRAPHY

While most of my recent work have been proprietary market studies for utility managers, a bibliography of published energy efficiency evaluation is available upon request.

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RELEVANT EMPLOYMENT HISTORY

KMDR Research (President/Innovation Consultant) - www.kmdr.net

November 2000 to Present - Atlanta, GA and Montreal, QC

Support senior management through the early stages of organizational growth, mediate dynamics of market actors, and provide technical assistance to managers of change.

Actions Taken	Achievements
<p>Provided management consulting and market analytics expertise to help clients develop both service and product offerings</p>	<ul style="list-style-type: none">● Designed workflow management system for Good Cents leveraging use case and logic models; enabling them to sustain over 150% year-over-year growth in production levels● Developed recommendations for Hydro Québec to guide the development of socially responsible energy efficiency and customer service initiatives; supporting stakeholder relations● Documented societal benefits for Gaz Métro's <i>Les Fonds en Efficacité Énergétique</i> low-income energy efficiency programs; resulting in an <i>Expanded Public Benefits Model</i>● Asked to study strategies to influence mass markets and enhance employee relations based on Drs. Prochaska and DiClemente's six stages of behavioral change and nine psycho-therapeutic strategies; creating a new product line for the company, <i>Change Management Workshops</i>● Discovered positive interactions resulted from two factors: empathic response and management of expectations; leading to the development of additional offerings, <i>Customer Relations Training Workshops</i>● Wrote valued <i>work order processing</i> and <i>on-line order entry</i> systems for Liner Factory, a manufacturer of pool liners; enhancing retail presence of their product offerings● Published book, <u>Poverty and the Public Utility: building shareholder value through low-income initiatives</u> (PennWell Books, 2005), positioning KMDR Research as an industry thought leader regarding corporate social responsibility● Developed patent-pending innovations that were reviewed by P&G after their acquisition of Gillette; demonstrating the revenue potential of low cost intellectual property innovations

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RELEVANT EMPLOYMENT (continued)

NeXT Century Software (CEO/VP, New Product Development) <i>August 1998 to October 2000 - Stone Mountain, GA</i>	
<i>Develop software supporting the emergent demand for smart metering, home automation, and electric reliability solutions</i>	
Actions Taken	Achievements
Led new product development and managed vendor relations	<ul style="list-style-type: none">● Developed partnership with American Innovations Ltd. to supply whole-premise meters and to supply drivers allowing remote acquisition of interval electric load data● Partnered with Comverge, providing entry into home automation market● Established relationship with EnerTouch, now Good Cents, to install end-use technologies enabling us to provide end-to-end Smart Metering Solution● Co-marketed the PowerHouse System with ALLTEL's EBPP and CRM solutions facilitating aggregated and on-line enterprise billing solution● Automated load research protocols from statistical sampling, meter data acquisition, site load forecasts, power factor calculations, through sector load shape development● Provided infrastructure for EnerTouch yielding CRM solution rapid project start-up
Managed company operations	<ul style="list-style-type: none">● Developed sales and marketing strategies that raised industry awareness of our company; leading to merger and acquisition discussions with ALLTEL Information Services● Sat on EnerTouch's board, assisting in revenue growth from several hundred thousand to just over \$5 million annually; today this company has grown to over than \$37 million in annual revenues sustaining year-over-year revenue growth in excess of 100%● Established <i>Guru Assist</i> and <i>Personalized Holiday Schedules</i> for our multi-cultural technology savvy workforce; resulted in long-term loyalty and innovation within our IT group● Worked with intellectual property rights attorneys, establishing a favorable valuation for our software assets

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RELEVANT EMPLOYMENT (continued)

DocuCorp International (Senior Business Analyst) - www.docucorp.com <i>October 1996 to August 1998 - Marietta, GA</i>	
Analyze business requirements for the implementation of customer billing and regulatory reporting systems	
Actions Taken	Achievements
Lead teams in support of client needs	<ul style="list-style-type: none">● Implemented FormMaker product at Prudential Insurance, allowing client to meet tight Y2K guidelines and regulatory standards● Redesigned Southern Company's industrial and aggregated bill layout; allowing the utility to meet demands from Wal-Mart and other chains● Implemented document automation solution at Southern Company; printing over 4,000,000 invoices monthly and enabling on-line self-service via bill image archive● Participated in the SAP implementation at utilities; partnering with Arthur Anderson to implement bill print solutions, CRM applications, and EBPP; resulted in personal commendation from company Chairman and President
Develop desktop tools that improve operations and facilitate management decisions	<ul style="list-style-type: none">● Wrote database application in just 4-weeks to track the allocation of more than 300 professional service employees and estimate revenues for SEC reporting; today, over 9 years later, the application remains in place largely untouched; known internally as <i>Who Does What</i>● Wrote <i>DataMaker</i> using statistical algorithms to create test data that mimics values found in the IT client data feeds with options to test extreme data values; overcoming delayed feeds from our clients that jeopardized project revenues and contracted deliverables● Wrote in two days and implemented within a week, a <i>time clock application</i> that saved 6 hours of administrative work per week; freeing project management to tackle productivity constraints

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RELEVANT EMPLOYMENT (continued)

A&C Enercom (Senior Utility Industry Consultant) <i>September 1989 to September 1996 – Columbus, OH & Atlanta, GA</i>	
Support electric and gas utilities in the delivery of energy efficiency and demand-response programs	
Actions Taken	Achievements
Streamlined information requests and led client's first data warehousing project	<ul style="list-style-type: none">● Allowed managers to satisfy tight regulatory reporting mandates● Raised productivity of analytics staff by more than 500%, on a \$1.3 million investment● Led to favorable regulatory rulings and expanded utility profit margins; yielding long-term shareholder benefits● Reviewed vendor solutions for program management; facilitating the infrastructure build-out of community-based implementation partners
Led market analytics group in the assessment of market conditions and evaluation of utility program impact and efficacy	<ul style="list-style-type: none">● Published nearly a dozen impact assessments of nationally recognized low-income programs; presented at utility industry conferences and submitted to state regulator● Created analytical models to document market transformation, technology adoption, measure effectiveness, societal externalities, cost-effectiveness, and advertising effectiveness● Pioneered industry study of payment assistance programs; namely Pennsylvania's <i>CAP</i>, <i>CARES</i>, and <i>LIURP</i> initiatives● Worked with program stakeholders and market actors to track performance metrics; allowing the utility to document program performance and to raise support for expanded services
Served Columbia Gas' Integrated Resource Planning (IRP) Committee	<ul style="list-style-type: none">● Supported the development of a wide range energy efficiency offerings across all sectors; from building standards to appliance rebates and warranty programs● Developed cost-benefit models based on the California cost-benefit tests; relying mainly on the Total Resource Cost, Utility Cost, and Societal Cost Tests● Successfully mediated the interests of a broad stakeholder base

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RELEVANT EMPLOYMENT (continued)

A&C Enercom (Senior Utility Industry Consultant) <i>September 1989 to September 1996 – Columbus, OH & Atlanta, GA</i>	
Actions Taken	Achievements
<i>Managed client relations and project operations</i>	<ul style="list-style-type: none">● Secured office space, negotiated rental agreements, and coordinated office build-out● Negotiated annual contract renewals, salary adjustments, and capital expenditures● Completed training in Total Quality Management (TQM) and full life-cycle software development● Proposed and gained support for client's first billing system data warehousing project
Managed market research activities and supported utility DSM planning	<ul style="list-style-type: none">● Successfully implemented large mail survey to measure customer satisfaction and loyalty for Mountain Fuel: featured alert postcards, encoded self-addressed reply envelop, 15-page survey booklet, reminder cards, and telephone prompting; resulting in a 87% response rate● Setup 20-seat call center featuring client reception, executive observation room, and supervisor monitoring room; turned excess space into an unplanned revenue source● Developed and automated site load surveys for Southern Company, opening valued dialog with difficult-to-access key accounts
Implemented and managed demand response projects for electric utilities	<ul style="list-style-type: none">● Participated in the advance team launching ComEd's Nature First program, Gulf Power's GoodCents Select program, Alabama Power's EarthCents, and etc. resulting in the installation of more than 135,000 load control switches per year● Managed Sawnee Electric's and Alabama Power's demand response implementations; coordinating technician installation rates of 1,700 switches per year● Wrote truck routing algorithm using MapQuest's proprietary development language, MapBasic, to increase the site density along technician routes; resulting in a 60% increase in revenues and superior installation rates● Established and implemented quality assurance standards for direct installation projects; uncovering fraudulent employee behavior and reporting to our clients ... earning their long-term trust and support

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RELEVANT EMPLOYMENT (continued)

The Ohio State University (Research Associate) - www.osuccc.osu.edu June 1987 to September 1989 - Columbus, OH	
Manage the Analytical Equipment Lab, providing scientists the infrastructure necessary to support research and development activities	
Actions Taken	Achievements
Assisted in the development of annual grant applications to fund the development of OSU's Comprehensive Cancer Center	<ul style="list-style-type: none">● Contributed to the center's continued funding stream and expansion into new The Arthur G. James Cancer Hospital; also gained budget authority over the lab's capital equipment budget.
Planned and implemented The Ohio State University's second local area network.	<ul style="list-style-type: none">● Led to the wide adoption of PCs and software throughout the biological sciences department● Demonstrated the value of a dedicated network of personal computers in genetic sequencing● Provided researchers with the tools necessary to publish and share findings via the internet
Analyzed and reported data gathered from <i>in vitro</i> biochemical experiments	<ul style="list-style-type: none">● Co-authored a number of articles related to estrogen-dependent cancers that were published in pharmaceutical abstracts

MANAGEMENT TRAINING & PROFESSIONAL AFFILIATIONS

- **AESP Implementation and Evaluation Topic Committees** – Selected as a member of the implementation and evaluation topic committees for the Association of Energy Service Professionals based on my support of energy efficiency, demand response, and customer relationship solutions.
- **STRADIS** - Structured Analysis, Design and Implementation of Information Systems methodology developed by Gane and Sarson (1979). The methodology is based on the philosophy of top down functional decomposition and relies on the use of Data Flow Diagrams. Offered by McDonald Douglas to support our data warehousing efforts.
- **Total Quality Management Training** - TQM is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society. Process incorporates ISO 9000 guidelines.
- **Full Life-cycle Software Development** - A course taught by Battelle Institute for software solution managers; included psychological profiling of team members.