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## Personal Information

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Web site :	<a href="http://www.etchegaray.webya.com.uy">http://www.etchegaray.webya.com.uy</a>	
Civil state :	Married from 1995 with Sara Mónica Bordabehere	
Birth's date :	September 21st, 1960 – 09/21/1960	

## Academic formation

10/11/1983	<b>Professional title</b>	<b>Systems Analyst Programmer</b> of the career Systems Engineering
	<b>Granted by</b>	Faculty of Engineering from University of Republic Oriental of the Uruguay (D)
01/19/1982	<b>Professional title</b>	<b>Public Auctioneer's Number 3676.</b> Required by the Government to fulfill regular auctions (D)
	<b>Granted by</b>	<b>Ministry of Work and Social Security (D)</b>
1979 - 1983	<b>Career Professional</b>	Studying Systems Engineering at the Faculty of Engineering of the University (D)
	<b>Granted by</b>	Faculty of Engineering from the University of Republic Oriental of the Uruguay

1977 - 1978	<b>Professional title</b>	<b>Bachelor of Sciences.</b> Achieving high qualifications that enabled direct admission to University without requirement of submitting previous aptitude exam
	<b>Granted by</b>	Public High School Nbr. 34 of Scientific Orientation

## (1990 – today) Extra-academic formation

The permanent technical and commercial qualification about the products, solutions and technologies related with my commercial, technological, managerial activity and of consultancy, as well as the continuous investigation on new linked areas, it has allowed that I maintain my knowledge updated, achieving a versatility that has allowed me to optimize the personal productivity and of the companies to those that I counsel, (optimizing tasks, reducing operative and structural costs) in moments economically difficult of the market, without affecting the service to the customers, and improving the comparative profitability.

*More information see "Professional activity" at the web site, or reading the document Professional.pdf. (D).*

02/08/1993	<b>Seminar</b>	<b>"First Tecnet Seminary at Tecnet "</b>
-	<b>Duration</b>	5 days – 40 hours.
02/12/1983	<b>Organized by</b>	Tecnet tecnologia - Sao Paulo - Brazil
	<b>Exhibitor</b>	Eng. Rogerio S.Alves
06/12/1989	<b>Seminar</b>	<b>"The Unix Operating System".</b>
-	<b>Duration</b>	5 days – 25 hours.
06/16/1989	<b>Organized by</b>	Interfase
	<b>Exhibitor</b>	Eng. Fernando Brum.
06/02/1989	<b>Seminar</b>	<b>"Unix: past, present, future."</b>
-	<b>Duration</b>	3 days – 15 hours.
06/04/1989	<b>Organized by</b>	Interfase
	<b>Exhibitor</b>	Dr. Patrick O'Callaghan.
08/24/1987	<b>Seminar</b>	<b>"Security and Privacy in Computer science".</b>
-		(D)
08/27/1987	<b>Duration</b>	4 days – 12 hours.
	<b>Organized by</b>	Escuela de Informática
	<b>Exhibitor</b>	C/N (C.G.) Eng. Reynaldo de la Fuente.
12/30/1986	<b>Professional title</b>	<b>Analyst of Organization and Methods</b>
	<b>Granted by</b>	National Center of Technology and Industrial Productivity - Ministry of Industry and Energy. Ministry of Work and Social security.
	<b>Duration</b>	60 hours of theoretical courses and 5 practical projects.

11/30/1984	<b>Title</b>	<b>Systems Auditor.</b>
	<b>Granted by</b>	Ibm del Uruguay S.A.
	<b>Prepared by</b>	The Institute of internal Auditors, Inc
	<b>Developed by</b>	Stanford Research Institute
	<b>Duration</b>	60 hours of theoretical courses and 3 practical projects.
11/08/1982	<b>Seminar</b>	<b>"First National Encounter of Computation". (D)</b>
-	<b>Duration</b>	5 days – 20 hours.
12/12/1982	<b>Sponsored by</b>	20 companies of high technology and Banks that exposed solutions and strategies
	<b>Organized by</b>	Cr. Diego Veira Grasso, General Manager of Ediguay S.A., CPD of Banco Comercial.
04/14/1981	<b>Professional title</b>	RPG II DOS/370 Programmer for Systems IBM S/32/34/36/38 and mainframes S/370 and 43XX series.
	<b>Granted by</b>	<b>Ibm del Uruguay S.A.</b>
	<b>Duration</b>	Course based on Self-study technical manuals, 20 hours of practical test and a final approval Exam.
01/31/1978	<b>Approved course</b>	<b>"Effective Speaking and Human Relations" (Comunicación Eficaz y Relaciones Humanas).</b>
	<b>Granted by</b>	<b>Dale Carnegie &amp; Associates, Inc - U.S.A.</b>
	<b>Duration</b>	42 hours, studied in 12 weeks. Method based on 1 session per week of 3 and half hours per session.

## Professional, consultancy and entrepreneurial activity

2002  
-  
today



**TecnoPyme**  
Technology for Small Office and  
Home Office companies

By the middle of year 2002, a new company is created, adapted to the new reality of the country, and with the following objectives:

- Support technologically, with adjusted solutions to the economic reality of Small and medium companies that work Uruguay, and that they are more than 190.000.
- To maintain a visible channel of commercialization and support for all the international representations of A/P Pedro J. Etchegaray, as well as to the new representations that continued being added.
- To maintain a technical structure that continued assisting the enormous portfolio of Softec's customers established during more than 20 years of activity.
- To deepen the export of technological services toward foreign companies interested in growing in market share in the countries of hispanic speech (Latin America and Spain).

These services are: translation, localization of products, web sites and marketing material (from English to Spanish or vice versa), as well as development of Latin American markets, through our personal works. .

2002  
-  
today



Etchegaray  
Consultants & Associates

Starting from 1990, after my quit from Banco Comercial, I deployed an intense professional activity, so much in the development of projects and their later execution, like in consultancy tasks and advice at third fundamentally in areas linked to the technology integration.

Until Softec worked (ends of the 2001), this activity I carried out it inside the company, as a service. Overcome that stage, at the beginning of year 2002, I recapture with more dedication, my professional task as Technological Consultant and Advisory, through a new **undertakement that is based fundamentally on my personal services, adding (if the work demanded it to it this way) other human resources of excellent technical quality, many of which were in the past been formed by me, or they worked for some of my companies.**

**From this new independent position, I have achieved works for customers' from diverse origin (local as international) such as companies, multinational organisms, actual or former rulers interested in re-election.**

For confidentiality and professional ethics reasons, we cannot offer details of all the projects in those that I have participated from the 2002 to the date. Nevertheless that which and to example title, I can mention some prominent undertakements executed lately that they don't affect the privacy of these customers.

- Methods in Epidemiologic, Clinical and Operations Research (MECOR) Program. 2004

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- Integration of a complete solution for informatization and automation of a national network wide of **Cybercafes and Megakioskos that it will be franchising** at national level, with tecnical support centralized through internet.

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- Development of a promotion and commercialization of products and services System, based on the use of internet and Web sites of own construction.

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- Development of a **national System of automated administration of better games** and invoices collection of mass consumption services.

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- Analysis, debug and integration of a **better game software** that run over a **simple and economic multipurpose workstation**, assembled in Uruguay (based on PC) and that would works in modality of independent local administration in each point of sale (stand alone) as in centralized way through internet (online).

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- Integration of a technological solution with national reach for a **National Unique System of Health** guided to solve the existent problem in Uruguay.

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- Consultancy about definition and selection of computer equipment guided to the **digitalization and reproduction in high quality of big size images** coming from old documents, dedicated to preserve the originals and to offer access to the information with a high grade of accuracy to investigators and historians.

**More information about this, read "Profesional activity" at our web site, or reading the Professional.pdf, under "Prominent achievements" . (D)**

1983

-  
2001

S o f t e c

Co-founder and Director

In 1983, I obtain Analyst's Programmer university title in Faculty of Engineering. For those times, very few people in Uruguay believed in the future of micro computers applied to business, and therefore they didn't have work offers in that area locally.

However, I thought (with reason) that it was an excellent market niche to explode, and as I resolved to intrude in it, **we founded Softec, our own company.**

Up to 1990 we dedicate to develop commercial applications and administration software for micros (PCs), market where there was little competence. Meanwhile, I also continued working in Banco Comercial that until then it was the **main source of certain revenue that financed my life and my other projects.**

At 1990, Softec had already grown a lot being my main income source, and also demanding that I offered it all my attention so that the process continued in ascent and it accelerated.

For this reason, and although I occupied the highest possible technician position in the specialty inside Banco Comercial, and where I worked with great pleasure, I decide renounce to this work place.

After this decision, and as consequence from my exclusive dedication to Softec, it registers an impressive growth at technological and commercial level in areas where there were opportunities of micro-computer integration, transforming as a pioneer company into activities like:

- Graphics Arts and Prepress
- Banking Automation
- CAD & CAM
- Signmaking and Gigantographic
- Communications & Telecommunications
- Structured Wired
- Users training in special PC's software.
- Applications and databases software and Web sites developing.
- Assembling of PCs and Servers
- Hardware & Software Technical Support.
- Network, Operating Systems and Base Software installation

In **1991**, with the target of enlarging the market share of the products that we represented as well as to achieve the other competitors also sell our solutions, **we found Infotec S.A.**

**Infotec S.A.**, joins together all the representations from Softec and it adds other newer ones, with the mission of promoting, support technically and to sell products represented exclusively to the growing national network wide partners distributors.

**From 1991 to 1998**, a new commercial outline is adopted where **Infotec S.A.** acts as the representative of the international companies, giving support and sale exclusively to resellers, and Softec works like a company that implements, installs, supports and sells technological solutions from any origin to the final users.

In 1998, the globalization, added to the reduction of profit margins, and the internet advance, make unnecessary and very expensive to maintain the duplicated structure. To reduce operative and structural costs **Infotec stops to operate** and **Softec** recaptures all the international functions.

From ends of 1998 until ends of the 2001, the economic-financial situation of the country (Uruguay) suffers a very quick deterioration process, changing the environment so that the company Softec, such which was thought originally becomes commercially not viable.

To this situation, more problems are added, derived from accidents occurred inside the organization and also personally to me (his Director), determining then that at the end of the **2001, Softec stops to work definitively.**

*More information, read "Professional.pdf" document that you can download from <http://www.etchegaray.webya.com.uy> clicking over "Download pdf files" button at that web site.*



**Infotec S.A.**  
**CEO / President**

In 1991, Infotec is founded as a new independent company. Their target was to increase the sale of represented products, by means of its commercialization through the creation of a national wide distributors network, and in that way to improve the penetration of these brands in the Uruguayan market.

This strategy achieves that companies like **IBM de Uruguay S.A., Arnaldo C. Castro, Compaq Uruguay (Minelan S.A.)**, promote and sell products that until then, only were marketed by Softec.

I highlight as important the following personal achievements of my management:

- **Important international representations portfolio.**  
Conform an **important representations portfolio**, integrated for more than **40 first line international technology companies**, with which subscribe joint-ventures, technical support, subsidiaries and regional representations agreements.
- **National wide technological resellers network.**  
Create a **national resellers network** that reached more than **150 companies resellers specialized in computer**, in the mayor activity period.
- **Local leadership.**  
Achieve that the company **leads technological vertical local markets as:** Bank automatism, Graphic Arts, Signmaking, Pre-press and Image Digitalization.
- **Wide convocation capacity for the press. To be News.**  
To gain protagonism at the press, thanks to the **organization, programming and execution of great quantity of public events of promotion and marketing** public events in the technological area.
- **Deep knowledge of the companies and managers of the local technological market.**  
The special personal attention offered to the local resellers, facilitating the selection of appropriate strategies of commercialization, as well as the access to the creation and generation of new business, it has offered me a wide, deep and friendly knowledge with the Owners and Managers of the companies.
- **Detailed knowledge on products forms to make business, companies and managers leaders of the international technological market.**  
The antecedents, references and personal prestige achieved during many years of making international business with companies and managers of the technological sector, constitute a powerful tool to reach quickly agreements of business with new technological companies interested to progress in the Uruguayan, Latin American or regional (Mercosur) market, by the management of a competent operator.

**At the end of 1998**, the crisis makes that the market tolerates a commercial scheme where the same company acts as wholesaler and reseller. Then, to reduce operative and structural costs, Infotec S.A. stops to operate and its organization is assumed by Softec.

The detailed knowledge about the technical, marketing, support, management and direction activities developed for more than 18 years, mainly in companies as Softec and Infotec, it offers an adjusted closely idea about my knowledge, skills and professional aptitudes.

*More information about this, at "Professional activity" at our web site, or reading the document "Professional.pdf" that you can download from the "Download pdf files" button at <http://www.etchegaray.webya.com.uy>*

1976  
-  
1990



**Banco Comercial  
Montevideo - Uruguay**

With 15 years old, I approve the admission examination for the position of Assistant in Banco Comercial, where, I enter to the position of Meritorious because I was a child. During 14 years development the following functional career:

- 1990 **Voluntary renounce** to our Management Position, to offer full time dedication to our own company Softec

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- 1986 Promoted to specialized technical position **System's Analyst with University Title**

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- 1985 The Directory of the company decides to create the **Organization and Methods Dept.**, as consequence of my 1983 personal report.

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- 1984 **Office Sub-Manager** at International Foreign Business Department

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- 1979 **Assistant at** International Foreign Business Department

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- 1976 Start to work in the position of **Meritorious with only 15 years old**, in the International Foreign Business Department, making Assistant tasks.

The experience and knowledge acquired during my performance in the Commercial Bank, in a formative stage of my life, transformed it into the best school that a professional in formation could want.

Having died my parents when I was very young; there I forged the character that has been distinguished me, for the continuous search and development of new challenges .

Banco Comercial was a macro-organization with more than 800 employees.

There, I began occupying the lowest position, until reaching 14 years later, the technically existent higher position for my age, when I retired from the company.

I learned how to receive, complete instructions, to discuss, and also to manage to other people, inclusive being direct Manager of people that they were previously my bosses.

Banco Comercial also offered to me, the necessary economic sustenance to live, as well as great part of the personal motivation to develop the university career that I choice, offering the best possible environment to later, apply my knowledge.

Finally, thanks to the permanent contact with the reality during 10 years of work in different sectors of the International Foreign Business Department, I obtained the global vision of the world, and I recognized the necessity to speak fluently English.

To know in depth the diversity of tasks and functions performed out during those 14 years, it is convenient to read the specialized document named "Bank.pdf".

*More information, read "Bank.pdf" document that you can download from <http://www.etchegaray.webya.com.uy> clicking over "Banking activity" button at that web site.*

1984  
-  
1988



Galaxia FM Stereo  
105.9 MHz

*Journalist, producer, writer and anchor of the radio programs: "Computer world" dedicated to technology & computer (Monday to Friday) and "Economic Weekly publication", summary of the financial and economic movement of the week (Saturday and Sunday) both in schedule of 19.05 at 19.15. Secondary professional activity.*



1982  
-  
1983

Tandy®



Sycom Ltda –Part-time Programmer in Basic Language for TRS-80® microcomputer, Models I and III

*Part-time Programmer in Basic Language for TRS-80® microcomputer, Models I and III. at Sycom Ltda, exclusive representative for the Uruguay of Tandy Corporation and Radio Shack Corporation. This company was the precursor of the personal computer in the Uruguay, introducing the first equipment TRS-80® microcomputer, Models I and III.*

1982  
-  
1985

**aque**larre  
SUBASTAS

Aquelarre Subastas  
Philatelic and Numismatic  
Auctions

*First company in Uruguay of auctions specialized in collection pieces at the international style. The idea of creating this company arose fusing my knowledge and personal prestige as collector and philatelic merchant with my profession of public auctioneer.*

*From 1982 to 1985, I execute 14 auctions dedicated at Philately and 2 to Numismatics in Hotel Ermitage, publishing for each occasion the corresponding catalog with pictures of the pieces and distributing it between the collectors and merchants from Uruguay and the world. In those times, it was a great innovation.*

*When sales volume and the profitability of the business in front of my other alternatives down, I abandoned this secondary professional activity.*

*More information, read "Aquelarre" paragraph at "Resume" button in the web site <http://www.etchegaray.webya.com.uy>.*

## Languages

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### Spanish

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Fluid use of my natural language. Specialized use as technological journalist during years and sporadic journalistic collaborator, and for the permanent preparation of new products presentations for seminars, material translation and marketing advice tasks both internally and to thirds, dedicated to graphic and internet publications.



### English

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#### ■ 1989 - 2001. **Fluent Technical and Commercial English.**

- ▶ **Conversational English: correct and clear.** Spoken for negotiations, training in courses and seminars and public presentations both in international trips as by phone with international suppliers.
- ▶ **Very good reading and writing.** Bilingual translation English - Spanish / English Spanish to develop presentations in slideshows, manuals and brochures so much technicians as commercial.

#### ■ 1986 - **Intensive Technical English - Programmed Teaching Institute.**

Intensive technical English Course oriented to technology and finance.  
Duration: 37 weeks. (D)



### French

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#### ■ 1972 – 1986. **Basic level of French.**

Language learned at level of Secondary Education with excellent qualifications, and as consequence of its frequent reading in specialized catalogs of philately.



### Portuguese

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#### ■ **Basic level of Portuguese.**

Learned by their frequent use in different business trips to Brazil, where we attend seminars, exhibitions and we develop technology business.

## Professional profile

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To facilitate a quick evaluation of our profile, we synthesize the aptitudes that I have raised, developed and integrated systematically in this years.

- ▶ **Wide experience in Bank Business (14 years)** distributed in 9 years of International Foreign Business and Banking Retailer, achieving execution and supervision of tasks and people more 5 years in organization, rationalization, systematizing and re-engineering of different administrative processes.
- ▶ **Creator and Integrator of technological solutions** for banks, business, industry, with more than 20 years of experience integrating different disciplines and generating solutions and productive systems.
- ▶ **Experienced Systems Analyst and Programmer**, with wide experience in field report, distribution of tasks, system's segmentation, software development and supervision of programmers' teams.

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- ▶ **Analyst of Organization and Methods**, with vast experience in rationalization of processes and tasks, increment of productivity and cost's reduction, human resource's coordination of different slopes, to achieve the objectives as well as in the re-engineering of processes and companies.

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  - ▶ **Experienced Technological Consultant**. More than 20 years studying and assimilating new technologies to transmit the information in simple and clear form at executive levels that are not familiarized with these topics, facilitating the right taking of decisions.

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  - ▶ **Commercial negotiator with more than 14 years of experience** trying directly with local and foreign companies (10 long trips, majority U.S.A., more than 40 direct representations) or via fax/internet.

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  - ▶ **Experienced system's programmer**, with skills in several programming languages as: Low level (Assembler, C), procedural (Basic, Cobol, Fortran, RPG/II), relational databases Xbase and object oriented (Visual Fox, Recital, SuperBase 4, Fox Base, Clipper, dBase, ASP, .Net) in all architectures (central server, client/server, internet, intranet), and other similar technologies running under different operating systems and environments.

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  - ▶ **Projects**. Design, administration, control, Pert, Gantt, audit and supervision of technological projects and involved technical personnel's teams. Design of plans masters and of contingency.

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  - ▶ **Marketing, sales and market development**. Creation of high impact multimedia presentations (organizer, scripts, and exhibitor) to promote new products, services and technologies both to specialized markets as massive consumption. Design of plans and penetration strategies in new markets.

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  - ▶ **Design and translation from Spanish to English or vice versa of brochures, graphic material, technical manuals, multimedia presentations and websites**, for their use in conventional and internet marketing.

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  - ▶ **Technological and educational promoter**. Elaboration of training plans, dictation of courses and seminars about installation, support, use and maintenance of products and services, focused to end users without preparation neither previous knowledge, as to specialized technicians.

## Expectations

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Every customer that wish to hire me for a job, should know which are the expectations that more I am attracted by them, in the selection of professional offers:

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- ▶ **A work position in kindred areas**, from where I can continue with my professional developing activity, deepening and upgrading my knowledge

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  - ▶ **A real challenge for the talent** that requires the application of all my human, personal and techniques aptitudes to be successful. It can be so much an **innovative project**, or others like **reengineering in a company** that has lost leadership positioning or profitability because it not being adjusted at the new times.

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  - ▶ **An economically attractive offer** that is quantified in an economic money amount entrance that not only offer a minimum frame of economic-financial stability, but rather it is also linked in some way with the profit that is generated with the success of the proposed undertaken and my work in it.

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  - ▶ **The kindred areas with my experience and profession are:** Banks and finances, technology, computer science, marketing, sales, audit, rationalization, re-engineering, technology commercialization, technical support, training.