ing. Michiel Borgart MBA

Name:	Borgart
First names:	Michiel
Initials:	
Date of birth:	
Birthplace:	
Nationality:	Dutch
Marital status:	
Address:	
Postal code:	
Place:	Den Haag
Phone number:	+31 (0)6 1151 3441
E-mail address:	michiel@karpos.consulting
LinkedIn-profile:	nl.linkedin.com/in/michielborgart

Thorough and accurate business analyst with 13 years of experience. In short, I see myself as an enthusiastic, open and honest person. Clients appreciate me because I bring peace and focus in relationships and decision-making. I like to contribute to a convincing vision, sustainable development and applicable innovation.

Experience summary

Nov	**2022**	**-**	**present**		**Karpos Consulting**	**Business Analyst**
Jun	2023	-	present		Air France KLM	Business Product Analyst
Nov	2022	-	Apr	2023	Royal BAM Group nv	Business Analyst
Feb	**2016**	**-**	Oct	**2022**	**Le Blanc Advies**	**Business Analyst**
Feb	2022	-	Oct	2022	Ministerie van Justitie en Veiligheid	Business Analyst
Jul	2018	-	Jan	2022	UWV	Business Analyst
Feb	2018	-	Jun	2018	Manpower Group Nederland	Business Consultant
Jul	2017	-	Jan	2018	Zorginstituut Nederland	Business Analyst
Dec	2016	-	Jul	2017	Ministerie van Infrastructuur en Milieu (Ministerie van Infrastructuur en Waterstaat)	Business Analyst
Feb	2016	-	Jul	2017	Gemeente Den Haag	Business Analyst
Feb	2016	-	Sep	2016	Hogeschool Utrecht	Business Analyst
May	**2011**	**-**	**Jan**	**2016**	**Ziggo (VodafoneZiggo)**	**Business Analyst**
Jun	2014	-	Jan	2016	Ziggo	Works Council Member
Jan	**2010**	**-**	**Apr**	**2011**	**Approach Alliance**	**Account Manager**
Dec	**2007**	**-**	**Dec**	**2009**	**Approach Alliance**	**ICT Consultant**
Oct	2009	-	Nov	2009	Alliander	Consultant
Aug	2009	-	Nov	2009	Gemeente Rotterdam	Information Architect
Apr	2008	-	Apr	2009	Fa-med (Infomedics)	Project Manager
Jun	**2005**	**-**	**Nov**	**2007**	**Whitehorses (I&AT)**	**ICT Consultant**
Jul	2007	-	Mar	2008	Fortis ASR	Change Manager
Mar	2007	-	Jun	2007	Fortis ASR	Release Manager
Aug	2006	-	Nov	2007	Computer Broker Exchange	Project Leader, Architect
May	2006	-	Jul	2006	Achmea Vastgoed	Project Leader, Designer
Dec	2005	-	Apr	2006	Ministerie van Buitenlandse Zaken	Implementation Consultant
Nov	**1998**	**-**	**May**	**2005**	**Logica (CGI)**	**ICT Consultant**

Education	Master of Business Administration	diploma in 2019 (MBA)
	NCOI University of Applied Sciences	
	major: Business Information Management	

	HTS Mechanical Engineering	diploma in 1998 (ing.)
	University of Applied Science Utrecht (Hogeschool Utrecht)	
	major: Energy Technology	

Training　　IT Management (MSc masterclasses):
- Architecture & Business
- IT & Finance

Several in the field of:
- Analyses and consultancy
- Architecture
- Leadership en personal development
- Commerce en business development
- SAFe, Agile en SCRUM
- Software development
- Telecommunication

Certification　　BCS International Diploma in Business Analysis,　　　diploma in 2018
certificates:
- Stakeholder Engagement
- Business Analysis Practice
- Modeling Business Processes
- Foundation in Business Change
- Requirements Engineering

Certified Enterprise Architect Professional (CEAP), TOGAF (level 2), ArchiMate (Practitioner), Certified SAFe Agilist, Certified Scrum Product Owner, PRINCE2 (Practitioner), ITIL (Foundation)

TM Forum Certified Business Development Manager, certificaten:
- Business Process Framework (eTOM, level 3)
- Information Framework (SID, level 2)
- TMForum Frameworx (level 2)

Expertise
Business Analyses, Business Consultancy en Business Architecture.

Industry experience
Government, Telecom, Construction, Financial Sector and Energy & Utilities.

Methods and techniques
BCS Business Analysis, TOGAF, Archimate, SAFe, Agile, SCRUM, DevOps, Low Code, No Code, Gherkin, GIS Geometrische informatie Digital Twin, Linked Data, SCOPAFIJTH, AVG GDPR GEB DPIA, Datamangement, Business Process Management, BPMN, ERD, XML XSD, SOA, TM Forum (eTOM, SID, TAM), RBAC, PRINCE2, ITIL, BiSL, ASL, UML en TMap.

Languages
- Dutch: mother tongue.
- English: excellent in word and writing.

Extra curricular
In 2015 I started my own business *Forever Images* as a photographer. Because I enjoy doing it, I develop and manage the website myself: https://foreverimages.nl/.

Hobby's en interests
In addition to photography, I enjoy running, squash, good food, a campfire and a good conversation. I also like to immerse myself in theological themes and I love reading my Bible.

Professional experience

Period	**: June 2023 - present**
Client	: Air France KLM
Role	**: Business Product Analyst**
Context	: The Crisis Management department will replace the current application in order to comply with the new architecture guidelines and to synchronize the business processes between Air France and KLM.
Activities	: Responsible for defining ToBe business processes and requirements, performing RFI and RFP, supporting decision between scenarios reuse, buying, self-build in France and self-build in the Netherlands. Implementation and configuration of the SaaS solution using Low Code/ No Code.
Result	: Selected and contracted SaaS solution, implementation and configuration started.

Period	**: November 2022 – April 2023**
Client	: Royal BAM Group
Role	**: Business Analyst**
Context	: BAM has an IT landscape that is used, among other things, to manage customer assets. Various interfaces have been set up for the client Schiphol Airport to exchange asset information. These interfaces and the underlying applications are being developed iteratively (SAFe, Agile SCRUM, DevOps), for example to manage and exchange increasingly extensive and structured geometric information and components from the Building Information Model (BIM objects) in order to manage, expand and keeping the Digital Twin at BAM and Schiphol in sync.
Activities	: Responsible for the translation of requirements and wishes of BAM and Schiphol Airport into Epics, Features and specifications and support of SCRUM / DevOps teams during the realization, including information analysis and process analysis.
Result	: Automated exchange of geometric information between BAM and Schiphol and further development of the IT landscape regarding managing asset information.

Period	**: February 2022 - October 2022**
Client	: Ministry of Justice and Security
Role	**: Sr. Business Analyst**
Context	: For the National Immigration Facility (Landelijke Vreemdelingenvoorziening, LVV), a pilot is running with five municipalities, various NGOs, the Repatriation and Departure Service (DT&V), the Immigration and Naturalization Service (IND) and the Police (Identification and Human Trafficking Department ,AVIM). The board of this pilot reports to the State Secretary and the aim is to further develop this pilot into a nationwide facility.
Activities	: Responsible for the further development of the reference process, guaranteeing GDPR compliance and operational reporting including, including information analysis and process analysis.
Result	: Deepened and updated reference process, initial basis for guaranteeing GDPR compliance and clearer, simplified and enriched operational reports.

Period	**: July 2018 - January 2022**
Client	: Institute for Employee Insurance (Uitvoeringsinstituut Werknemersverzekeringen, UWV)
Role	**: Sr. Business Analyst**
Context	: - In the context of the GDPR, IM Office Uitkeren has set itself the goal of assessing the process and ICT landscape regarding the data protection effects. This is done by conducting a Data Protection Impact Assessment (DIA) for all process chains. - Within the demand and change management process, initiatives are examined, prioritized and elaborated in preparation for implementation (SAFe, Agile SCRUM, DevOps).
Activities	: - Responsible for the execution of DIAs for the domain Sickness Benefits Act. The DIAs must jointly assess all processes, architecture, information flows and ICT systems. - Analyze, prioritize, including information analysis and process analysis.
Result	: - DIAs approved by the Data Protection Officer (FG) for the domain Sickness Benefits Act. - Input for PI Planning Events: Sprint Ready and prioritized according to WSJF. Support SCRUM / DevOps teams during implementation.

Period	**: February 2018 - juni 2018**
Client	: Manpower Group Netherlands
Role	**: Business Consultant**
Context	: Two strategic programs. The first is focused on preparing the legacy systems for the new strategic propositions where, among other things, the centralization and automation of services are critical success factors. The second is focused on new ICT solutions that should realize these new propositions in the coming years.

Activities	:	Translate the strategic propositions into User Journeys, Epics, User Stories and Business Requirements. Leading a Request for Proposal process, advising steering groups, drawing up a total functional process and system design, guaranteeing cohesion between the programs and the projects within them, guiding the organization towards more Agile/SCRUM working by, among other things, developing an internal training course tailor-made and coaching of project members, drafting Statements of Work for the large Indian Global ICT partner, including information analysis and process analysis.
Result	:	The strategic propositions are elaborated in terms of User Journeys, Epics, User Stories and Business Requirements. The Legacy systems have been prepared for the future in a pragmatic and cost-effective manner and the new parts of the ICT landscape have been outlined, designed, purchased and/or Statements of Work have been drawn up.

Period	**:**	**July 2017 - January 2018**
Client	:	Healthcare Institute of the Netherlands (Zorginstituut Nederland, ZIN)
Role	**:**	**Business Analyst**
Context	:	Within the Information Management (IM) department of ZIN there was a need to improve the internal structure, processes and documentation. In addition, a new Decentralized Validation Module (DVW) had to be implemented and ZIN is was setting up an Architecture Board that will support the Healthcare Information Council (Informatieberaad Zorg).
Activities	:	Writing advice report and action plan, setting up central repositories for architecture and processes, implementing DVM (Agile SCRUM) and supporting setting up Architecture Board.
Result	:	- Advice Report 'From Intake to Commissioning'; - Central Process Repository 'Process Model iStandards' (iStandaarden); - Central Architecture Repository 'ICT Landscape iStandards' (iStandaarden); - Requirements, Epics and User Stories DVM; - Request for Quotation, Memorandum of Information and Tender of the DVM; - Action Plan 'Separation of Functional and Technical Support'; - Framework of agreements and templates for the functioning of the Architecture Board under the Healthcare Information Council (Informatieraad Zorg).

Period	**:**	**December 2016 - July 2017**
Client	:	Ministry of Infrastructure and Environment
Role	**:**	**Business Analyst**
Context	:	National Implementation of the Base Registration Subsoil (Basisregistratie Ondergrond, BRO).
Activities	:	Conducted impact analyzes for provinces and Water Authorities (waterschappen) and a process analysis for the Water Authorities on behalf of the BRO Program Office.
Result	:	- Impact Analyses 'Quick Scan Provinces' (8 provinces betrokken); - Impact Analyses 'Quick Scan Water Authorities' (8 Water Authorities involved); - Process Analyse Water Authorities (2 Water Authorities involved). Based on these products, the provinces, Water Authorities and ministry have gained insight into the impact of the introduction of the BRO on the organization, processes, systems, costs and benefits.

Period	**:**	**February 2016 - July 2017**
Client	:	Municipality of The Hague, department Social Affairs and Employment Service
Role	**:**	**Business Analyst**
Context	:	Portfolio analysis and various projects.
Activities	:	Portfolio analysis: set up a framework that has been put into use by the Municipality of The Hague to gain insight into the scope of support required from the Information Policy and Strategy department to implement projects. This at both project and quarterly level and specified per role per project phase. Business analyses for the projects: Debiteurentool, AdviesOpMaat, Inkoop WMO, Kanaalsturing WMO, Ooievaarspas 2.0, including information analysis and process analysis.
Result	:	The portfolio analysis framework supported decision-making regarding project choices in such a way that the projects that were implemented could also be provided with the resources for successful completion. The business analysis has provided the projects with insight in the form of detailed organizational issues, process analyses, privacy-related aspects, requirements, reliable planning and sound risk management.

Period	**:**	**February 2016 - September 2016**
Client	:	University of applied sciences of Utrecht (Hogeschool Utrecht)
Role	**:**	**Business Analyst**
Context	:	Projects 'Digitaal archiveren van Centraal Afgenomen Schriftelijke Tentamens' en 'Digitale inlever-beoordelingsbox'.

Activities	: Conducted a feasibility study with regard to the possibility of digitally archiving the Written Examinations administered by the Central Administration of Utrecht University of Applied Sciences. In addition, an analysis regarding the feasibility and impact of implementing a digital hand-in and assessment portal
Result	: The conclusions and recommendations have been adopted by senior management and the projects have been budgeted.

Period	**: May 2011 - January 2016**
Employer	: Ziggo
Role	**: Business Analyst**
Context	: Design, launch and support innovation programs and projects within the domains CRM, Fulfillment, Assurance, Billing & Collecting, Security, Voice network and Backbone. Some of these programs were carried out in collaboration with a major Indian IT partner.
Activities	: - identifying relevant business objectives;
	- analyzing stakeholders and their interests;
	- eliciting and analyzing business requirements;
	- specifying and analyzing scenarios;
	- exploring and estimating feasibility;
	- preparation of roadmaps;
	- drawing up Business Cases (BC);
	- executing information analysis and process analysis;
	- coordinating and supporting RFI, RFP and RFQ processes;
	- coordinating and conducting impact analyses;
	- drawing up Implementation Strategies;
	- advising on program and/or project frameworks;
	- identifying and analyzing risks;
	- drawing up Project Start Architecture (PSA) and Information Architecture;
	- analyzing and designing processes;
	- drawing up Service-Level Agreement (SLA);
	- drafting Epics and User Stories (in Agile/ SCRUM context);
	- drawing up Business Rules Models;
	- drawing up Organizational Implementation and Migration Plans;
	These activities were carried out for, among others, the following programs and projects:

Security Baseline program:

Realizing a new IAM environment (vision, strategy, organization, software and hardware) incl. RBAC (Roll Based Access Control).

- I Am One Project:
  Implementing a completely new solution regarding Identity, Authentication, Authorization & Access Management (including Single Sign On).

ZUMBA program:

Setting up a completely new IT landscape within Ziggo. This included the domains CRM, Fulfillment, Assurance, Billing & Collecting and Security.

- New Customer Model project:
  Development of a new customer model and elaborating it in the form of an Information Architecture based on TM Forum SID, covering both the CRM and Billing & Collecting domain with the primary aim of creating the ability to provide services to individuals in addition to the current possibilities to provide services at delivery addresses. This customer model was the foundation for the implementation of the new CRM system.
- Document Output Customer Communication Management project:
  Implementing a new system that manages the design, production and distribution of all physical documents for customer communication.
- Knowledge Management project:
  Implementing a new system that supports knowledge management and is used by many different roles within the organization, such as the Call Center employees.
- ZUMBA Baseline Integration:
  Tibco SOA Services factory: Setting up an internal software factory based on Agile / SCRUM methodology that delivers software in the form of SOA Services.
- Expertdesk 9 Implementation project:
  New Ticketing System: Implementing a new system that manages incident tickets reported by customers or employees across different resolution groups. Including Identity & Access management for third parties and RBAC (Roll Based Access Control).

Business Process Redesign program:
> In relation to the ZUMBA program, the redesign of the business processes from a green field perspective and based on TM Forum eTOM and ITILv3. Executed the business analyst for the domains Billing & Collecting and Customer Facing Assurance.

Next Generation Voice program:
> Updating, upgrading, supplementing and improving the total telephony network.
> - 2nd Vendor Voice project:
>   > Implementing soft switches from a second supplier so that Ziggo became less dependent on the current supplier.
> - Clean Routing project:
>   > Implementing a custom solution for commercially optimal routing of telephony traffic to interconnect partners.
> - Class 4 Evolution project:
>   > Renewing both hardware and software within the Class 4 part of the telephone network.

IPv6 program:
> The technical and organizational implementation of the IPv6 internet protocol for the continuation of internet services.
> - BSS & OSS Implementation project:
>   > Making all Business Support Systems (BSS) and Operations Support Systems (OSS) IPv6 compliant. Among other things, drawn up a High Level Impact Analysis that covered 111 applications.
> - CS Implementation project:
>   > Preparing the Consumer Services department for the rollout of IPv6 in the Netherlands.
> - National Activation project:
>   > The technical roll-out of IPv6 throughout the entire service area in the Netherlands. Among other things, wrote the IPv6 Activation Plan for the national rollout.

Triple A program:
> Rolling out a completely new Office Automation based on the three principles Any device, Any time, Any Application.
> - Workplace project:
>   > Rolling out the new workplaces, including desktops, laptops and telephony solution.
> - Bring Your Own Device project:
>   > Making it possible to use your own devices, such as laptops, smartphones and tablets, for doing of your work.

Period	**: Juni 2014 - January 2016**
Employer	: Ziggo
Client	: Works Council Ziggo
Role	**: Works Council Member**
Context	: Acquisition of Ziggo by Liberty Global and the resulting merger between Ziggo, UPC and Liberty Global and establishment of the European Works Council.
Activities	: Worked full-time for the Works Council of Ziggo. This merger process involved an investment of € 10.7 billion, involved 5,000 employees and aimed to achieve efficiency improvements of € 250 million per year. Focused on the why and what regarding: - ToBe strategy of the new Ziggo organization; - Division of roles between Ziggo and Liberty Global (local vs. central implementation of activities); - ToBe organizational architecture and management; - ToBe ICT architecture & management; - ToBe Network Architecture & Management. In addition, fulfilled the role of secretary of the Financial Committee.
Result	: Analyzed the proposals and plans of the management board and submitted suggestions that were adopted in a number of cases. The Blue Print of the new Ziggo organization (which was part of the director's request for advice from the Works Council) was ultimately created in close collaboration with the Works Council.

Period	**: December 1998 - April 2011**
Description	: Performed various roles and assignments during this period at **Approach Alliance** (Account Manager), **Alliander** (Consultant), **Municipality of Rotterdam** (Information Architect), **Fa-med** (Project Manager), **Fortis ASR** (Change Manager, Release Manager), **Computer Broker Exchange** (Project Leader, Architect, Designer, Developer), **Achmea Vastgoed** (Project Leader, Designer, Developer), **Ministry of Foreign Affairs** (Implementation Consultant), **DELTA** (Designer, Developer), **KPN** (Benchmark Engineer, Designer, Developer), **Hutchison Whampoa** (Benchmark Engineer, Designer, Developer), **Gemeente Ede** (Developer), **Telfort** (Maintenance & Support Team, Developer, tester) and **AEGON** (Developer).

Overview of technical ICT experience

Client	Project	Role	Period
	Technical Context		
Forever Images	Digital presence	Web Developer, Web Master	06-2015 / present
	Self developed CMS (MS Excel, VBA), Jekyll, Bootstrap, JavaScript, CSS, JSON, Linked Data, PWA, GitHub Pages, Cloudflare, Google Forms.		
Fortis ASR	Change Management and Release Management	Change Manager; Release Manager	03-2007 / 03-2008
	Oracle, .NET, J2EE, PL1.		
Computer Broker Exchange	Expansion Online Exchange	Project Leader; Architect; Sr. Developer	08-2006 / 11-2007 06-2005 / 12-2005
	Java, JSP, Servlet, BC4J, Oracle JDeveloper, SQL, PL/SQL, Oracle Database, Oracle Application Server, HTML, JavaScript, Linux, Sun Solaris.		
Achmea Vastgoed	AVH Extranet	Project Leader; Sr. Developer	05-2006 / 06-2006 06-2005
	Eclipse, Java, J2EE, Struts, JavaScript, XML, XSLT, XSL-FO, Castor, Hibernate, BEA WebLogic, Oracle database.		
Ministerie van Buitenlandse Zaken	Software Implementation	Implementation Consultant	12-2005 / 04-2006
	MS SQL Server, MS IIS, ASP, .NET, VBA, JavaScript, HTML, MS Visual SourceSafe.		
DELTA	ePoint CRM	Designer; Developer	10-2004 / 05-2005
	CRM Software ePoint (van Edify), MS Excel, VBa, Cristal Reports Oracle, MS Access, TIBCO.		
KPN	BaanERP Application Integration	Performance & Benchmark Engineer	03-2004 / 09-2004
	BaanERP, KPN custom systemen, TIBCO.		
Hutchison Whampoa	Performance Testing LDAP	Performance & Benchmark Engineer	09-2003 / 03-2004
	Performance test software Silk (Silk Performer, Silk Scripting), Unix (incl. scripting), LDAP.		
Gemeente Ede	Demo website	Designer; Developer	08-2003 / 09-2003
	Java, J2EE, MySQL.		
KPN	Service Order Gateway	Team Leader; Designer; Developer	03-2001 / 07-2003
	Java (met Swing), C++, Unix Scripting, SQL, PL/SQL, Oracle, TIBCO, Unix.		
Telfort	VPN Application	Designer; Developer	01-2001 / 02-2001
	ASP, HTML, DHTML, JavaScript, MS SQL Server.		
Telfort	GPRS Implementation	Designer; Developer	10-2000 / 12-2000
	ASP, HTML, DHTML, JavaScript, MS SQL Server.		
Telfort	Customer Care System	Designer; Developer	08-2000 / 10-2000
	Visual Basic, Oracle, Sybase, MS Access.		
Telfort	Maintenance & Support Team	Developer	11-1999 / 07-2000
	Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.		
Telfort	Integration Test & Release Team	Tester	04-1999 / 10-1999
	Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.		
AEGON	Euro (€) Compliancy Project	Developer; Tester	12-1998 / 03-1999
	Cobol, JCL, IBM Mainframe.		