

# ing. Michiel Borgart MBA



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

Thorough and accurate senior business analyst with 14 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 by connecting Business and IT.

## Experience summary

|                 |   |                 |  |  |
|-----------------|---|-----------------|--|--|
| <b>Nov 2022</b> | - | <b>present</b>  | <b>Karpos Consulting</b>   | <b>Sr. Business Analyst</b>                    |
| Mar 2025        | - | Mar 2026        | RDW  | Sr. Business Analyst                           |
| Jun 2023        | - | Dec 2024        | Air France KLM   | Product Owner,<br>Sr. Business Product Analyst |
| Nov 2022        | - | Apr 2023        | Royal BAM Group nv   | Sr. Business Analyst                           |
| <b>Feb 2016</b> | - | <b>Oct 2022</b> | <b>Le Blanc Advies</b>   | <b>Sr. Business Analyst</b>                    |
| Feb 2022        | - | Oct 2022        | Ministerie van Justitie en Veiligheid  | Sr. Business Analyst                           |
| Jul 2018        | - | Jan 2022        | UWV  | Sr. Business Analyst                           |
| Feb 2018        | - | Jun 2018        | Manpower Group Nederland   | Business Consultant                            |
| Jul 2017        | - | Jan 2018        | Zorginstituut Nederland  | Sr. Business Analyst                           |
| Dec 2016        | - | Jul 2017        | Ministerie van Infrastructuur en Milieu<br>(Ministerie van Infrastructuur en Waterstaat) | Sr. Business Analyst                           |
| Feb 2016        | - | Jul 2017        | Gemeente Den Haag  | Sr. Business Analyst                           |
| Feb 2016        | - | Sep 2016        | Hogeschool Utrecht   | Sr. Business Analyst                           |
| <b>May 2011</b> | - | <b>Jan 2016</b> | <b>Ziggo (VodafoneZiggo)</b>   | <b>Business Analyst</b>                        |
| Jun 2014        | - | Jan 2016        | Ziggo  | Works Council Member                           |
| <b>Jan 2010</b> | - | <b>Apr 2011</b> | <b>Approach Alliance</b>   | <b>Account Manager</b>                         |
| <b>Dec 2007</b> | - | <b>Dec 2009</b> | <b>Approach Alliance</b>   | <b>ICT Consultant</b>                          |
| Oct 2009        | - | Nov 2009        | Alliander  | Consultant                                     |
| Aug 2009        | - | Nov 2009        | Gemeente Rotterdam   | Information Architect                          |
| Apr 2008        | - | Apr 2009        | Fa-med (Infomedics)  | Project Manager                                |
| <b>Jun 2005</b> | - | <b>Nov 2007</b> | <b>Whitehorses (I&amp;AT)</b>  | <b>ICT Consultant</b>                          |
| 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                      |
| <b>Nov 1998</b> | - | <b>May 2005</b> | <b>Logica (CGI)</b>  | <b>ICT Consultant</b>                          |

|                      |  |                        |
|----------------------|--|------------------------|
| <b>Education</b>     | Master of Business Administration<br>NCOI University of Applied Sciences<br>major: Business Information Management   | diploma in 2019 (MBA)  |
|                      | HTS Mechanical Engineering<br>University of Applied Science Utrecht (Hogeschool Utrecht)<br>major: Energy Technology   | diploma in 1998 (ing.) |
| <b>Training</b>      | IT Management (MSc masterclasses): <ul style="list-style-type: none"> <li>- Architecture &amp; Business</li> <li>- IT &amp; Finance</li> </ul>   |                        |
|                      | Several in the field of: <ul style="list-style-type: none"> <li>- Analyses and consultancy</li> <li>- Architecture</li> <li>- Change Management</li> <li>- Leadership en personal development</li> <li>- Commerce en business development</li> <li>- SAFe, Agile en SCRUM</li> <li>- Software development</li> <li>- Telecommunication</li> </ul>  |                        |
| <b>Certification</b> | BCS International Diploma in Business Analysis, certification: <ul style="list-style-type: none"> <li>- Stakeholder Engagement</li> <li>- Business Analysis Practice</li> <li>- Modeling Business Processes</li> <li>- Foundation in Business Change</li> <li>- Requirements Engineering</li> </ul>  | diploma in 2018        |
|                      | Certified Enterprise Architect Professional (CEAP), TOGAF (level 2), ArchiMate (Practitioner), Certified SAFe Agilist, Certified Scrum Product Owner, PRINCE2 (Practitioner), ITIL (Foundation)<br><br>TM Forum Certified Business Development Manager, certification: <ul style="list-style-type: none"> <li>- Business Process Framework (eTOM, level 3)</li> <li>- Information Framework (SID, level 2)</li> <li>- TMForum Framework (level 2)</li> </ul> |                        |

## Expertise

Business Analyses, Business Architecture and Change Management.

## Industry experience

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

## Methods and techniques

BCS Business Analysis, TOGAF, Archimate, SAFe, Agile, SCRUM, DevOps, Change Management, Novius architecture framework, NORA, Low Code, No Code, Gherkin, GIS, Geometric Information, 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 : **March 2025 – March 2026**  
Client : RDW  
Role : **Sr. Business Analyst**  
Context : Preparation European tender for a GIS solution. Digital Map for Exemptions, used to generate routes within the Netherlands for Exceptional Transport as part of the exemption process.  
Activities : Responsible for reverse-engineering the current solution, contributing to the Project Start Architecture (PSA), defining the to-be business processes, requirements, conceptual data model, and program of requirements; conducting the market consultation, RFI, and RFP.  
Result : RDW possesses all necessary materials to initiate the tender whenever they decide to proceed.

Period : **June 2023 - December 2024**  
Client : Air France KLM  
Role : **Product Owner, Sr. 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 : **Sr. 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 : **Sr. 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 : **Sr. 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 : **Sr. Business Analyst**  
 Context : Portfolio analysis and various projects.  
 Activities : Set up a framework for Portfolio Analysis for Policy and Strategy department 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 implemented. 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 : **Sr. Business Analyst**

Context : Projects 'Digitaal archiveren van Centraal Afgenomen Schriftelijke Tentamens' en 'Digitale inlever-beoordelingsbox'.  
Activities : Conducted a feasibility and impact studies.  
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 : - analyzing business objectives, stakeholders, and scenarios (across both Business and IT domains);  
- eliciting and managing requirements;  
- developing roadmaps and Business Cases (BC);  
- performing information analyses, process analyses, and RFI, RFP, and RFQ trajectories;  
- creating Project Start Architectures (PSA), Information Architectures, and Business Rules Models;  
- defining Epics, Features, and User Stories (within an Agile/Scrum context);  
- developing 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). 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: new customer model as foundation for new CRM system.
- Document Output Customer Communication Management project.
- Knowledge Management project.
- ZUMBA Baseline Integration: Tibco SOA Services factory based on Agile, SCRUM.
- Expertdesk 9 Implementation project: New Ticketing System.

*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: implementation new softswitches.
- Clean Routing project: optimal routing of telephony traffic to interconnect partners.
- Class 4 Evolution project: renewing both hardware and software Class 4 telephone network.

*IPv6 program:*

The technical and organizational implementation of the IPv6 internet protocol for the continuation of internet services.

- BSS & OSS Implementation project: impact analysis covering 111 applications.
- CS Implementation project: Consumer Services department.
- National Activation project: technical roll-out of IPv6 throughout The Netherlands

*Triple A program:*

Rolling out a completely new Office Automation based on the three principles Any device, Any time, Any Application. Both internal Workplace devices and Bring Your Own Device (BYOD).

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.

Result : In addition, fulfilled the role of secretary of the Financial Committee.  
: 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 Whamboa** (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   |  |  |
| <b>Forever Images</b>                    | 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.     |  |  |
| <b>Fortis ASR</b>                        | Change Management and Release Management  | Change Manager; Release Manager          | 03-2007 / 03-2008                      |
|  | Oracle, .NET, J2EE, PL1.  |  |  |
| <b>Computer Broker Exchange</b>          | Expansion Online Exchange   | Project Leader; Architect; Sr. Developer | 08-2006 / 11-2007<br>06-2005 / 12-2005 |
|  | Java, JSP, Servlet, BC4J, Oracle JDeveloper, SQL, PL/SQL, Oracle Database, Oracle Application Server, HTML, JavaScript, Linux, Sun Solaris. |  |  |
| <b>Achmea Vastgoed</b>                   | AVH Extranet  | Project Leader; Sr. Developer            | 05-2006 / 06-2006<br>06-2005           |
|  | Eclipse, Java, J2EE, Struts, JavaScript, XML, XSLT, XSL-FO, Castor, Hibernate, BEA WebLogic, Oracle database.                               |  |  |
| <b>Ministerie van Buitenlandse Zaken</b> | Software Implementation   | Implementation Consultant                | 12-2005 / 04-2006                      |
|  | MS SQL Server, MS IIS, ASP, .NET, VBA, JavaScript, HTML, MS Visual SourceSafe.  |  |  |
| <b>DELTA</b>                             | ePoint CRM  | Designer; Developer                      | 10-2004 / 05-2005                      |
|  | CRM Software ePoint (van Edify), MS Excel, VBA, Cristal Reports Oracle, MS Access, TIBCO.   |  |  |
| <b>KPN</b>                               | BaanERP Application Integration   | Performance & Benchmark Engineer         | 03-2004 / 09-2004                      |
|  | BaanERP, KPN custom systemen, TIBCO.  |  |  |
| <b>Hutchison Whampoa</b>                 | Performance Testing LDAP  | Performance & Benchmark Engineer         | 09-2003 / 03-2004                      |
|  | Performance test software Silk (Silk Performer, Silk Scripting), Unix (incl. scripting), LDAP.  |  |  |
| <b>Gemeente Ede</b>                      | Demo website  | Designer; Developer                      | 08-2003 / 09-2003                      |
|  | Java, J2EE, MySQL.  |  |  |
| <b>KPN</b>                               | Service Order Gateway   | Team Leader; Designer; Developer         | 03-2001 / 07-2003                      |
|  | Java (met Swing), C++, Unix Scripting, SQL, PL/SQL, Oracle, TIBCO, Unix.  |  |  |
| <b>Telfort</b>                           | VPN Application   | Designer; Developer                      | 01-2001 / 02-2001                      |
|  | ASP, HTML, DHTML, JavaScript, MS SQL Server.  |  |  |
| <b>Telfort</b>                           | GPRS Implementation   | Designer; Developer                      | 10-2000 / 12-2000                      |
|  | ASP, HTML, DHTML, JavaScript, MS SQL Server.  |  |  |
| <b>Telfort</b>                           | Customer Care System  | Designer; Developer                      | 08-2000 / 10-2000                      |
|  | Visual Basic, Oracle, Sybase, MS Access.  |  |  |
| <b>Telfort</b>                           | Maintenance & Support Team  | Developer                                | 11-1999 / 07-2000                      |
|  | Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.  |  |  |
| <b>Telfort</b>                           | Integration Test & Release Team   | Tester                                   | 04-1999 / 10-1999                      |
|  | Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.  |  |  |
| <b>AEGON</b>                             | Euro (€) Compliancy Project   | Developer; Tester                        | 12-1998 / 03-1999                      |
|  | Cobol, JCL, IBM Mainframe.  |  |  |