

ing. Michiel Borgart MBA



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Thorough and conscientious senior business analyst with 14 years of experience. In short, I see myself as a strong team player who also acts independently with ease. Clients value me for the calm and focus I bring to relationships and decision-making across different organizational levels. I contribute to a compelling vision, sustainable development, and practical innovation by strengthening the connection between Business and IT. I am used to working in a structured way within dynamic and politically sensitive environments. In doing so, I maintain a sharp focus on both the bigger picture and the critical details, while managing relationships with internal and external stakeholders. I ensure a careful and traceable translation of organizational needs into actionable requirements, validated where necessary against the frameworks of GDPR, BIO and NIS2, along with the necessary buy-in from all parties involved.

Experience summary

Nov 2022	- present	Karpos Consulting	Sr. Business Analyst
Sep 2026	- present	a.s.r.	Business IT Consultant
Mar 2025	- Mar 2026	RDW	Sr. Business Analyst
Jun 2023	- Dec 2024	Air France KLM	Product Owner, Sr. Business Product Analyst
Nov 2022	- Apr 2023	Royal BAM Group nv	Sr. Business Analyst
Feb 2016	- Oct 2022	Le Blanc Advies	Sr. Business Analyst
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 (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
May 2011	- Jan 2016	Ziggo (VodafoneZiggo)	Lead Business Analyst
Jun 2014	- Jan 2016	Ziggo	Works Council Member
Jan 2010	- Apr 2011	Approach Alliance	Account Manager
Dec 2007	- Dec 2009	Approach Alliance	Sr. 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 NCOI University of Applied Sciences major: Business Information Management	diploma in 2019 (MBA)
	HTS Mechanical Engineering University of Applied Science Utrecht (Hogeschool Utrecht) major: Energy Technology	diploma in 1998 (ing.)
Training	IT Management (MSc masterclasses): - Architecture & Business - IT & Finance	
	Several in the field of: - Analyses and consultancy - Architecture - Change Management - Leadership en personal development - Commerce en business development - SAFe, Agile en SCRUM - Software development - Telecommunication	
Certification	BCS International Diploma in Business Analysis, certification: - Stakeholder Engagement - Business Analysis Practice - Modeling Business Processes - Foundation in Business Change - Requirements Engineering	diploma in 2018
	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, certification: - Business Process Framework (eTOM, level 3) - Information Framework (SID, level 2) - TMForum Framework (level 2)	

Expertise

Business Analyses, Business Architecture and Change Management.

Industry experience

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

Methods and techniques

BCS Business Analysis, TOGAF, Archimate, PSA, SAFe, Agile, SCRUM, DevOps, Requirements Management, Requirements Engineering, Change Management, Customer Journey, Omnichannel, Channel Management, Novius architectuur framework, NORA, Baseline Informatiebeveiliging Overheid BIO, Availability Integrity Confidentiality AIC, Information Security Management System ISMS, Network and Information Security Directive NIS2, AVG GEB GDPR DPIA, Privacy by Design, Data Protection by Design and by Default, BI, Datawarehouse, Low Code, No Code, Gherkin, Geographic Information System GIS, Digital Twin, Linked Data, SCOPAFIJTH, MOSCOW, Datamangement, Business Process Management, BPMN 2.0, ERD, SQL, 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 <https://foreverimages.nl> and webshop <https://mpressions.art> myself.

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 : European tender for Geo-information / GIS solution. Digital Road Map for Exemptions, used to generate routes within the Netherlands for Exceptional Transport in support of issuing exemptions. Key areas of attention: determining and managing the impact of this change on both Business and IT within intergovernmental environments — Rijkswaterstaat, Provinces, Municipalities, Water Authorities, National Road Traffic Data Portal (NDW) — including the implementation of omnichannel and channel steering, assessed against the BIO baseline security framework (including BIV) and the Network and Information Security Directive NIS2, as well as integration with multiple core systems and the data warehouse, and ensuring data quality and data traceability.
Activities : Responsible for reverse engineering the current solution, mapping the customer journey, contributing to the Project Start Architecture (PSA), defining the To-Be business processes in BPMN 2.0, requirements, conceptual data model, and the program of demands; 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 : European tender for the Crisis Management department with a crucial Geo-information / GIS component: replacement of the current application to comply with the new architectural guidelines and to synchronise business processes between Air France and KLM. Key areas of attention: managing both the political and operational aspects of the change within Business and IT on the side of both Air France and KLM, with strong emphasis on BIV, data security in relation to privacy and national security, assessed against the Network and Information Security Directive NIS2, as well as integration with multiple core systems and safeguarding data quality, data traceability, and management reporting.
Activities : Responsible for defining the To-Be business processes in BPMN 2.0 and the requirements, mapping the customer journey, drafting the program of demands, executing the RFI and RFP, and supporting the decision regarding the scenario of reuse, buy, build in France, or build in the Netherlands. Implementing and configuring 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 operates an IT landscape that is used, among other things, to manage clients' assets. For the client Schiphol, several interfaces have been established to exchange asset information. These interfaces and the underlying applications are iteratively enhanced (SAFe, Agile SCRUM, DevOps) to manage and exchange increasingly extensive and structured geometric information and components from the Building Information Model (BIM objects), in order to maintain, expand, and synchronise the Digital Twin at both BAM and Schiphol. This includes information analysis and process analysis, supported by BIV, integration across multiple core systems and the data warehouse, and safeguarding data quality and data traceability.
Activities : Responsible for mapping and specifying the change for BAM and Schiphol within both the operational processes and IT operations, expressed in Epics, Features, BPMN and detailed specifications, and for supporting the SCRUM / DevOps teams during delivery.
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 : In the context of the National Facilities for Migrants (LVV), an intergovernmental programme involving five municipalities, several NGOs, the Repatriation and Departure Service (DT&V), the Immigration and Naturalisation Service (IND), and the Aliens Police, Identification and Human Trafficking Department (AVIM). The governance of this intergovernmental programme — in relation to ethical and legal frameworks — reports to the State Secretary, and the objective is to further develop this programme into a nationwide network. Key area of attention: the impact of this change on both administrative operations and IT operations, including integration with multiple core systems across the various involved agencies and organisations, and safeguarding data quality and data traceability.
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 the reference process, providing the initial foundation for ensuring GDPR compliance and for producing clearer, simplified, and enriched operational reports, which are also used as input for informing Parliament.
Period	: July 2018 - January 2022
Client	: Institute for Employee Insurance (Uitvoeringsinstituut Werknemersverzekeringen, UWV)
Role	: Sr. Business Analyst
Context	: - As part of the GDPR, IM Office Benefits has set the objective of assessing the process and ICT landscape with regard to data-protection impacts. This is carried out by performing a Data Protection Impact Assessment (DPIA) for all benefit chains. Intergovernmental environments involved include: Ministry of Foreign Affairs; Custodial Institutions Agency (DJI); National Office for Identity Data (RvIG); Municipalities; Bureau for Chain Information on Work and Income (BKWI); and Logius. - Within the demand-management process, change signals are analysed, prioritised, and elaborated in preparation for implementation within Business and IT (SAFe, Agile SCRUM, DevOps), including the implementation of omnichannel and channel steering, assessed against the BIO baseline security framework (including BIV), integration across multiple core systems and the data warehouse, and safeguarding data quality and data traceability.
Activities	: - Responsible for performing DPIAs for the UWV Benefits domain Sickness Benefits Act (Ziektewet). The DPIAs collectively assess all intergovernmental chain processes, internal chain processes, architecture, intergovernmental information flows, internal information flows, and ICT systems. - Analysing and prioritising change signals, including mapping the customer journey, conducting information analyses and process analyses using BPMN, and assessing information security in accordance with the BIO framework.
Result	: - DPIAs for the UWV Benefits domain Sickness Benefits Act (ZW) (including Work and Care Act (WAZO) and Supplementary Benefits Act (TW)) approved by the Data Protection Officer (DPO). - Input for PI Planning Events: Sprint-Ready and prioritised with Business and IT using WSJF. Supporting the change within Business and the SCRUM / DevOps teams during delivery.
Period	: February 2018 - juni 2018
Client	: Manpower Group Netherlands
Role	: Business Consultant
Context	: Two strategic programmes. The first focuses on preparing the legacy systems for the new strategic propositions, in which centralising and automating service delivery are critical success factors. The second focuses on new ICT solutions that must realise these new propositions in the coming years, including the implementation of omnichannel and channel steering, supported by BIV and integration across multiple core systems and the data warehouse.
Activities	: Translating the strategic propositions into Customer Journeys and User Journeys, Epics, User Stories, Business Requirements, and the program of demands. Leading a Request for Proposal process, advising steering committees, drafting the complete functional process and system design, ensuring coherence between the programmes and the projects within them, safeguarding data quality and data traceability, guiding the organisation towards more Agile/SCRUM ways of working by developing and delivering a tailored internal training and coaching project staff, and drafting Statements of Work for the major Indian global ICT partner, including information analyses and process analyses using BPMN.
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 (DVM) 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 : On behalf of the BRO Programme Office, conducted impact analyses for provinces and water authorities, and a process analysis for the water authorities, focused on both the operational process and the information provision (including safeguarding data quality and data traceability) as well as integration with multiple core systems within the various organisations. Collaboration included, among others, 8 Provinces, the Interprovincial Consultation (IPO), 8 Water Authorities, the Association of Water Authorities, and TNO.
 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 several projects aimed at strengthening data-driven working, information management, and interoperability within the municipality and the Social Support Act (WMO) chain, in collaboration with the government associations G4 and the Association of Dutch Municipalities (VNG), including the implementation of omnichannel and channel steering and integration with multiple core systems and the data warehouse.
 Activities : Developing a portfolio-analysis framework for the Information Policy and Strategy (IBS) department, providing insight at both project and quarterly level, specified per role and per project phase. Translating policy objectives into actionable solutions, policy recommendations, and guiding decision-making processes for projects such as Debtor Tool, AdviesOpMaat, WMO Procurement, WMO Channel Steering, and Ooievaarspas 2.0, including mapping the customer journey, conducting information analyses and process analyses using BPMN for the departments, and safeguarding data quality and data traceability.
 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 inleverbeoordelingsbox'.
 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 : **Lead Business Analyst**
 Context : Shaping, initiating, and supporting the execution of innovation programmes and projects across the domains of CRM, Fulfillment, Assurance, Billing & Collecting, Security, Voice Network, and Backbone. Part of these programmes was carried out in collaboration with a major Indian ICT partner.
 Activities : - Leading business analysts within the B2B Cluster.
 - Analysing business objectives, stakeholders, and scenarios (covering both Business and IT scope).
 - Mapping the customer journey and integration across multiple core systems and the data warehouse.
 - Eliciting and managing requirements.
 - Developing roadmaps and Business Cases (BC).
 - Performing information analyses and process analyses using BPMN 2.0.
 - Drafting the program of demands and executing RFI, RFP, and RFQ processes.
 - Creating the Project Start Architecture (PSA), Information Architecture, and Business Rules Models.
 - Defining Epics, Features, and User Stories (in an Agile/SCRUM context).
 - Safeguarding data quality and data traceability.
 - Preparing organisational 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**, in the role of **Sr. Business Analyst**
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 what and why 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, Sr. ICT Consultant), **Alliander** (Consultant), **Municipality of Rotterdam** (Information Architect), **Farmed** (Project Manager), **Whitehorses** (Sr. ICT Consultant), **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), **Logica (CGI)** (ICT 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).

Appendix A: Overview of technical ICT experience

Client	Project	Role	Period
Technical Context			
Karpos Consulting	Digital presence	Web Developer, Web Master	08-2022 / present
	Self developed CMS (MS Excel, VBA), Jekyll, Bootstrap, JavaScript, CSS, JSON, Linked Data, GitHub Pages, Cloudflare.		
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.		
	GPRS Implementation	Designer; Developer	10-2000 / 12-2000
	ASP, HTML, DHTML, JavaScript, MS SQL Server.		
	Customer Care System	Designer; Developer	08-2000 / 10-2000
	Visual Basic, Oracle, Sybase, MS Access.		
	Maintenance & Support Team	Developer	11-1999 / 07-2000
	Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.		
AEGON	Integration Test & Release Team	Tester	04-1999 / 10-1999
	Arbor (Billing Platform), Visual Basic, Oracle, Sybase, MS Access, Unix.		
	Euro (€) Compliancy Project	Developer; Tester	12-1998 / 03-1999
	Cobol, JCL, IBM Mainframe.		