

# Rudi VAN LANDEGHEM

Profile		
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Management Experiences		
Company	Function	Period
TAKINA	Executive management consultant	04/2010 – Present
Proximus	E2E Solution architect	07/2012 – Present
Petercam Private Bank	IT infrastructure & Operations interim manager	10/2011 – 05/2012
ING Belgium	Senior Project Leader Infrastructure	04/2010 – 09/2011
Smals	Manager of “kruispuntbank” system	2009 – 2010
BPost Group	Service Team Delivery Manager	2006 – 2009
Real Software	Business Unit manager / Program manager	2002 – 2006
CMG Belgium	Sales and Knowledge manager	2001 – 2002
Alcatel	Manager of quality & engineering department	1995 – 2001
Introduction		
<p>Executive manager with experiences in providing leadership and vision to the organization by the development, evaluation and reporting on annual business plans; and ensuring organizations are meeting their long and short term key performance indicators. I have a solid track record in leading development &amp; operational teams; in multi-cultural and complex organization structures.</p> <p>To further broaden my theoretical background, I've successfully completed an international executive MBA at the Vlerick Business in June-2012. I'm eager to reapply all of my insights and experiences in new challenging missions. I possess other certifications (TOGAF, COBIT, PRINCE2, ITIL) to further demonstrate my knowledge on architecture, governance, project &amp; service management.</p> <p>I'm pragmatic and self-starter with the required focus to quickly integrate in the organization; to establish fruitful relationships with customers, colleagues and senior executives; further are my personal strengths: analyse and conceptual thinking, creative problem solving, alignment, added value, iterative and incremental.</p> <p>Looking forward to an interview to elaborate further on my skills and qualifications;</p> <p>Kind regards, Van Landeghem Rudi rudi.van_landeghem@takine.be +32 0485/140604</p>		

## Overview Experiences

- **Strategy / Architecture:**
  - Enterprise, business, and solution strategies and architectures,
  - Departmental vision, strategy and objectives definitions,
  - Accountable for E2E solution architectures for big programs,
  - Guaranteeing coherence and consistency relating to corporate architectural, strategic and operational choices,
- **Portfolio, program, and Project management:**
  - Establish, execute and follow-up portfolio's, programs and action plans,
  - Project governance, mandate, scoping, maturation and planning to deliver within budget, timing, & quality,
  - Stakeholder management (ex. steering committee meetings),
- **Operations and infrastructure services:**
  - Integrated e-supply and operations management,
  - ITIL service mgt (1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> line support),
  - Change and release management of business applications and infrastructure services (DotNET, J2EE, Web, SOA/ESB),
  - Server and network capacity analysis and planning,
- **Organization and processes:**
  - People and team management (20 – 50 members),
  - Negotiate / implement KPI's and SLA's,
  - Overall coordination: 2 – 16 direct reports,
  - Set-up new functional and matrix-organizations, knowledge, competence and technical Centres, team coaches,
  - Analyse / improve selling, ordering, activation, commissioning, billing and communication business processes,
  - Analyse / improve processes and procedures reusing "best practices" models (CMMI, RUP, COBIT, ISO, PmBok, Prince2, ITIL, TMap/Next, SWOT, Retrospectives),
- **Sales and marketing, public relations:**
  - Marketing mgt; Business / Service Concept definition,
  - Industry and market analysis (ex. Porter's 5 forces),
  - Bid & sales management; internal & external procedures,
  - Partnership management (IBM, Hp, Oracle, Infosys, Quasus, AE, etc),
  - RFI & RFP management to acquire new products / services,
- **Financial management:**
  - Budget planning, turnover, margins, earned value,
  - Business unit; Profit / Loss responsible,
  - Contract, time and invoicing management,
  - Financial & Mgt accounting,
- **HR / People Mgmt / Recruitment:**
  - Recruitment of internal and contracting staff,
  - People follow-up, coaching, sharing expertise, career planning, education, yearly objectives and evaluations, calibration, salaries,
  - Screened & hired over 40 people over the past 5 years.

<b>Languages</b>			
	Reading	Writing	Verbal
Dutch	Mother tongue	Mother tongue	Mother tongue
English	Excellent	Excellent	Excellent
French	Good	Good	Good
<b>Methodologies / “Best Practices” models</b>			
Program Mgt:	PMI/PmBok; OGC/Prince2		
Architecture:	Togaf		
R&D:	OOA/D with RUP & UML; Agile / Scrum		
Organisation:	CMMI; ISO9001-2000; COBIT		
Service Mgt:	ITIL		
Testing:	TMap/Next; ISTQB; CMG TestFrame		
<b>Certifications</b>		<b>Education</b>	
1981	C	A2 Electronics (PTS Boom)	
1985	C	Industrial Engineer Electronics option Informatics (IHAM Mechelen)	
1999	C	Influencing skills (Alcatel corporate training centre)	
1999		Leadership, performance, output and change mgt (Alcatel)	
2000	C	Requirement Mgt with Use Cases (Rational)	
2000	C	OO Analysis and Design with UML and RUP (Rational)	
2005	C	Intro to Capability Maturity Model Integration, Staged V1.1 (SEI Partner)	
2005	C	Practical PMI Project mgt (Prosource)	
2005		Practical Finance & Budget mgt (Self-study / Books)	
2005	C	Het voeren van Functioneringsgesprekken (Cevora)	
2006	C	SCRUM Master programme (Roots Software)	
2007		Business Case Modelling (De Post academy)	
2009	C	ITIL Foundation (EXIN)	
2012	C	International Executive MBA (Vlerick Business School)	
2012	C	Prince2 Foundation (SMME)	
2013	C	TOGAF 9.1 Enterprise Foundation (SMME)	
2015	C	COBIT 5 2012-Foundation (APMG-International)	
<b>Applications</b>			
1=Junior, 2=Professional, 3=Senior, 4=Expert			
MS/Office (4)	Open/Office (3)	ERP procedures (3)	Drupal (2)
MS/Project (4)	Clarity (3)	MS/Visio (3)	RequisitePro (2)
StatTools (2)	Linear Programming (2)		Decision Trees (2)
CRM/Siebel (3)	BPM/Pegasystems (3)	Amdocs (3)	CRM/Clarify (3)
Active Directory (2)	Wifi hotspot (3)	Hyperion (1)	LotusNotes (2)
<b>Technical Past Experiences / Insights</b>			
Software development:	Java, dotNET, C++, SQL, embedded & real-time		
Environments:	Web-based, SOA/ESB, Client/Server (DCE, Corba), Open Software		
Networks:	IP, LAN, WAN, GSM, UMTS, WirelessLAN, firewalls, FTTH, WIFI		
OS:	Windows, Unix / Linux, Wintel, Vmware / Virtualisation, VxWorks, OSE		
Databases:	Oracle, Oracle-XE, MySQL		
Config Mgt :	Clearcase, Subversion, CVS		
Infrastructure	Active Directory; Tivoli Storage & Backup; Archiving (SourceOne); EMC; NAS; Exchange;		
Architecture	Rational Rose; Rational Rose Realtime; Enterprise Architect.		

<b>TAKINA</b>		<b>04/2010 – Present</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Executive management consultant.</li> <li>For more information: <a href="http://www.takina.be">http://www.takina.be</a></li> </ul>	
<b>Function</b>	<b>E2E Solution architect</b>	<b>P: 07/2012 – Present</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>E2E solutions architect for corporate Proximus programs: e.g. Fiber To The Home (FTTH), Viapass Road User Charging, etc.</li> </ul>	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Develop, Analyse and challenge the business requirements,</li> <li>Elaborate the end to end Solution Architecture in close collaboration with senior management and all involved functional domains taking into account all important business (functional) and operational (non-functional) requirements,</li> <li>Organize, moderate and report requirements and architecture maturation workshops,</li> <li>Collect &amp; evaluate costs estimations of the delivery domains,</li> <li>Follow up and support the project solutions design, development, testing and implementation activities.</li> </ul>	
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Programs with IT investments ranging between 50-500 M€/Year,</li> <li>Organization: 10 – 80 partners and organization stakeholders.</li> </ul>	
<b>Technology</b>	<ul style="list-style-type: none"> <li>FTTH, CRM/Siebel, BPM/Pegasystems, Amdocs systems, CRM/Clarify, ordering, provisioning and commissioning, quality assurance and repair.</li> </ul>	
<b>Methods</b>	<ul style="list-style-type: none"> <li>Requirements management traceability;</li> <li>OOA/D with UML solution architecture maturation; stakeholder mgt.</li> </ul>	
<b>Function</b>	<b>IT infrastructure &amp; Operations manager</b>	<b>P: 10/2011 – 05/2012</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Interim-manager for the IT Infrastructure and Operation departments covering the absences of two managers.</li> </ul>	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Head of IT Infrastructure and Operational services,</li> <li>Partners and contract management,</li> <li>Organization audit, improvement, knowledge, budget and program management,</li> <li>People mgt, follow-up, coaching, sharing expertise, career planning, education, yearly objectives and evaluations of multiple heterogeneous teams,</li> <li>Partnerships: IBM, Dimension Data, Comparex, Colt, Verizon, etc.</li> </ul>	
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Organisation: 20 employees; 20 IT service and sourcing providers</li> </ul>	
<b>Technology</b>	<ul style="list-style-type: none"> <li>Wintel; Linux; Unix; Tivoli; Wifi hotspot; LAN-WAN network; Exchange; EMC/SourceOne Storage; Active Directory,</li> </ul>	
<b>Methods</b>	<ul style="list-style-type: none"> <li>ITIL (SLA, KPI); Program Mgt; Service Delivery Management</li> </ul>	
<b>Function</b>	<b>Senior Project Leader Infrastructure</b>	<b>Period: 04/2010 – 09/2011</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Project management of infrastructure and security projects implementing or upgrading critical services &amp; infrastructure</li> </ul>	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Prince2 development &amp; governance on budget, timing, follow-up and reporting,</li> <li>Program and stakeholder mgt. Moderator of steering committee meetings,</li> <li>Bid mgt, sales and invoicing coordination and approval,</li> <li>Business / Service Concept definition and implementation.</li> <li>Partnerships: Telenet, Getronics, Athos.</li> </ul>	
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Total: +/- 1-5 M€/year; 20 employees.</li> </ul>	
<b>Technology</b>	<ul style="list-style-type: none"> <li>Active Directory; ADSL; Tivoli; Wifi hotspot; External Connection Frameworks</li> <li>Clarity project mgt.</li> </ul>	
<b>Methods</b>	<ul style="list-style-type: none"> <li>Prince2 project mgt &amp; governance; ITIL (SLA, KPI).</li> </ul>	
<b>Smals</b>		<b>2009 – 2010</b>
<b>Function</b>	<b>Manager of “kruispuntbank” system</b>	

<b>Description</b>	<ul style="list-style-type: none"> <li>End-responsible of “kruispuntbank” infrastructure, development &amp; maintenance department.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>Definition and follow-up of 2010 operational plan / budgets.</li> <li>People mgt, follow-up, coaching, sharing expertise, career planning, education, yearly objectives and evaluations of multiple heterogeneous teams.</li> <li>Moderator of steering committee meetings.</li> <li>Portfolio mgt, met focus op project scope, budget, tijd en kwaliteit.</li> </ul>
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Total: +/- 4 M€/year; 25 employees.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>J2EE; Weblogic; Jboss; IIS; Websphere MQ; Tuxedo; Hippo; Alfresco; Maven. Continuum</li> </ul>
<b>Methods</b>	<ul style="list-style-type: none"> <li>Program and stakeholder mgt; ITIL.</li> </ul>
<b>BPost Group</b>	
<b>2006 – 2009</b>	
<b>Function</b>	<b>Service Team Delivery Manager</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>End-responsible for all ICT operational services and change programs for three business units: Sales &amp; Marketing, Communications and B2B Masspost</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>Implement vision and strategy in line with corporate policies,</li> <li>People mgt, hiring (20), follow-up, coaching, sharing expertise, career planning, education, yearly objectives and evaluations of teams containing project managers, architects, analyst, designers, developers, and testers.</li> <li>Portfolio mgt, focusing on project scoping, budget, timing, and quality.</li> <li>Budget planning, turnover, margins and monthly forecasting.</li> <li>Partnerships: IBM, Hp, Oracle, Compuware, Quasus, AE.</li> </ul>
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Total investments: max 5 M€ / year.</li> <li>Business processes turnover: &gt; 500 M€ / year.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>J2EE, JBoss, Weblogic; BI; MQ; Oracle; Jira; Subversion; Peregrine;</li> </ul>
<b>Methods</b>	<ul style="list-style-type: none"> <li>Program and stakeholder mgt; RUP; Agile (Scrum); ITIL</li> </ul>
<b>Real Software Group</b>	
<b>2002 – 2006</b>	
<b>Function</b>	<b>Business Unit manager / Program manager</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Business unit manager and program manager at Real Software’s major clients (Leaseplan, DHL Aviation, Genzyme, Belgacom and others),</li> <li>CMMI lead level 1-2 project and requirements mgt processes</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>Empower, select, coach and retain qualified staff,</li> <li>Integrate different unit functions and ensure the highest quality performance through feedback, training and development,</li> <li>Bid mgt, Marketing &amp; Sales, and invoicing coordination,</li> <li>Partnerships: IBM, Hp, Oracle, Compuware, Quasus, AE.</li> </ul>
<b>Budgets</b>	<ul style="list-style-type: none"> <li>Total investments: +/- 3-5 M€ / year. 30 FTE's.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>J2EE, JBoss, Weblogic; BI; MQ; Oracle; Jira; Subversion; Peregrine; MFG/Pro, Datastream, Livelink, eBlox, and Hyperion implementations</li> </ul>
<b>Methods</b>	<ul style="list-style-type: none"> <li>OOA/D with UML and RUP; CMMI; PMI/PmBok; OGC/Prince2; ITIL.</li> </ul>
<b>CMG Belgium</b>	
<b>2001 – 2002</b>	
<b>Function</b>	<b>Sales- and Knowledge manager</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Knowledge gathering of CMG-NL products &amp; services and implement them in the Belgian market; pre- and post-sales support; developed successful offers in response of request for tenders.</li> </ul>
<b>Actions</b>	
<b>FTE's</b>	<ul style="list-style-type: none"> <li>3 – 15 persons depending on technology and complexity of offers.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>ASP/.NET; Oracle db; e-communications with SMS servers.</li> </ul>
<b>Methods</b>	<ul style="list-style-type: none"> <li>OOA/D with UML &amp; RUP; PMI/PmBok.</li> </ul>
<b>Alcatel</b>	
<b>1986 – 2001</b>	

<b>Function</b>	<b>Manager of quality &amp; engineering departments</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>• Executive staff member with an independent reporting channel to HQ France.</li> <li>• Manager of an international &amp; multicultural organization (Belgium - Stuttgart Germany - India).</li> <li>• End-responsible of Quality assurance actions; OOAnalysis &amp; Design and technical solution architecture and development.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Development of SLA's and KPI's on all operational processes,</li> <li>• People mgt, hiring (5), follow-up, coaching, sharing expertise, career planning, education, yearly objectives and evaluations of teams containing project managers, architects, analyst, designers, developers, and testers,</li> <li>• Portfolio mgt, focusing on project scoping, budget, timing, and quality,</li> <li>• Budget planning, turnover, margins and monthly forecasting,</li> <li>• Partnerships: Rational, contractors, outsourcing companies.</li> </ul>
<b>FTE</b>	<ul style="list-style-type: none"> <li>• &gt; 25 OO/UML Software Engineers.</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• ASP/.NET; Oracle db; e-communications with SMS servers.</li> </ul>
<b>Methods</b>	<ul style="list-style-type: none"> <li>• OOA/D with UML &amp; RUP; Alcatel's PM methodology.</li> <li>• RUP, ISO, PmBok, SWOT, Retrospectives.</li> <li>• ISO9001, ISO9000-3 audits, reporting and presentations.</li> </ul>