

CURRICULUM VITAE

Personal details

Name	Dhr. L. (Loran) Vendel
Date of birth	3 augustus 1968
Place of residence	Sassenheim
Nationality	Dutch
Telephone	+31 (0)6 245 87 959
E-mail address	loran@laurentius-pm.nl
Web site	www.laurentius-pm.nl



Profile

My name is Loran Vendel, project and change manager, and agile coach. I assist companies in ICT (transition) projects or processes by deploying myself as a coach and managing instrument. I believe in the ability of people to self-organize, and positive leadership or change through coaching in order to collaboratively realize project or company goals.

Throughout my career I have committed myself to continuous lifelong learning, allowing me to grow as a person. I believe in positive coaching and in the principle that “to reflect is to learn”, which is why I regularly attend trainings and courses. In addition to various IT related trainings I hold an IPMA_C certification, as well as SCRUM master, product owner and agile leadership certificates, and a SaFe4 agilist certification. In an effort to further develop the leadership and coaching skills that have served me for many years I took a masterclass in change management from TIAS, and I recently completed an intensive postgraduate education towards Coach Practitioner from European institute De Baak.

Over the past years I have built up an extensive project and program management portfolio, and additionally I have gathered a great deal of agile process and content based experience with clients such as FMO and ING Bank. This has laid the foundation for me to be able to support your organization as a project/change manager, but also to step into roles such as agile coach.

References

Available on request.

Professional experience (abridged)

Period	July 2019 - present day
Client	FMO – Dutch Entrepreneurial Development Bank
Role	Interim project manager ESG & Impact Domain
Description	Coordinating the digital transformation of Impact and ESG processes, measuring instruments and systems in accordance with strategic goals set by the FMO and the Paris Climate Accord.
Period	July 2018 through June 2019
Client	ING Bank
Role	Product owner and Agile coach Inside Business
Description	Product and IT development for the ING wholesale banking portal
Period	November 2016 through June 2018
Client	De Goudse Insurance
Role	Project manager Goudse Travel and Expat Insurance
Description	Developing a web/offer shop and migrate the Travel and Expat application
Period	Juli 2016 through October 2016
Client	ABNAMRO TOPS IT International
Role	IT Project manager MiFID II
Description	Ensuring MiFID II readiness in various front and back office applications
Period	October 2015 through June 2016
Client	ABN AMRO Private Banking International
Role	Programme / Change manager MiFID II implementation
Description	Programme coordination and implementation of the MIFID II regulation in the various PBI countries
Period	August 2014 through June 2015
Client	Staalbankiers
Role	Business project leader implementation Quaestor
Description	Supporting the development and implementation of Quaestor, the new core banking system of Staalbankiers.
Period	May 2010 through July 2014
Client	ING Bank
Role	Project / Release manager Inside Business Payments (IBP)
Description	Copafithj responsible for the initiation and execution of new releases of IBP, the strategic Internet banking application for the (mid) corporate market, based on CoCoNet's IFP framework.
Period	June 2011 through January 2012
Client	Achmea Interpolis
Role	Project manager conversion of pensions DBD-DPV
Description	Correcting a pension conversion and setting up a new project structure, conversion process and the pension conversion tool Sequence.
Period	October 2009 through April 2010
Client	ING Bank
Role	Project Implementation Manager for the migration of 'finstream' to FTP
Description	Supporting ING business clients throughout the migration process from the finstream payment application to the ING secure FTP solution.
Period	July 2009 through September 2009
Client	Nederlandse Spoorwegen (Dutch Rail)
Role	Project Coordinator Studenten OV-Chipkaart (Student PT smart card, or: SOVC)
Description	Structuring integral planning, progress and control within the SOVC programme.
Period	November 1989 through February 2009
Client	Politie Zaanstreek-Waterland, ING Bank, Nationale Nederlanden, KLM ARBO Services, TNT Global Collect, Rabobank, De Amersfoortse Insurance company, ABN AMRO Bank, Postbank, Achmea bank, De Goudse Insurances.
Role	Netwerkbeheerder, Systeemontwikkelaar, Informatie analist, Projectmanager, Teamleider en Interim manager
Description	Zie uitgebreide omschrijving van werkzaamheden.

Training

HBO (Higher Professional Education) Administrative Computer Science AMBI-II, majoring in System Development, as well as postgraduate Coach Practitioner. In addition the following education and courses:

Title Course	Month	Year	Institute	Certificate
Mendix rapid developer	July	2020	Mendix Academy	Yes
Career coaching	June	2020	Alba Academie	
Professional Agile Leadership (PAL-1)	June	2020	SCRUM	Yes
IT security foundation	December	2018	Security academy	
Masterclass Change management	May	2018	TIAS	Yes
Information Security Foundation	April	2018	Capgemini	
Leading SAFe® 4 Certified Agilist, versie 4.5	March	2018	Capgemini	Yes
ACI backoffice certificate	December	2016	FM Academy	
Professional SCRUM product owner	June	2015	SCRUM	Yes
European Payments	March	2015	NIBE/SVV	Yes
Introduction to Payments	July	2014	ING Bank	
IPMA advance course “Programme management for effective innovation”	March	2014	IPMA	
SAP overview for project teams	November	2013	ICT training	
Professional SCRUM master	June	2013	SCRUM	Yes
IPMA advanced “managing corporate project portfolios”	March	2013	IPMA	
E-learning SEPA	August	2011	ING Bank	
Individual Leadership Coaching	August	2010		
Certified projectmanager IPMA-C	July	2009	IPMA	Yes
Fundamentals of the Card Business	November	2008	Visa Europe BS	Yes
Dynamics of Merchant Acquiring	November	2008	Mastercard	
Engagement Management ‘Capgemini way’	November	2007	Capgemini	
Management or Change, Basic	October	2007	Capgemini	
RUP project management	June	2007	Capgemini	
Engagement management Immersion	November	2005	Capgemini	
International Architecture Framework (IAF) core	September	2005	Capgemini	
Pensions basic	March	2005	Capgemini	
Masterclass Mortgage Processes	October	2004	Capgemini	
Housing Finance 2	June	2004	NIBE/SVV	Yes
REED Personal Effectiveness	March	2004	Capgemini	
Housing Finance 1	May	2003	NIBE/SVV	Yes
RUP Awareness	November	2002	Capgemini	
Information Analysis	May	2002	Capgemini	
Problem Analysis & Analysis of Change	April	2002	Capgemini	
Prince2 foundation	March	2002	EXIN	Yes
Senior consultancy skills	December	2001	Savonije	
Project Management 1	May	2001	Capgemini	
ITIL foundation	September	2000	EXIN	Yes
Project management	June	2000	Yacht ICT	
DSDM Aware	June	1999	ING Bank	
Introduction Insurance Operations	May	1998	NIBE/SVV	Yes

Professional Experience (comprehensive)

FMO – Dutch Entrepreneurial Development Bank

ESG and Impact are central to FMO’s vision. The current application landscape is too fragmented, it is incomplete and it is too labour intensive, resulting in incomplete reporting, mediocre challenge evaluations, reputational damage, and decreased employee satisfaction. In 2018, FMO launched the impact domain project (IDP) in order to create an environment enabling its strategic goals to be met. In July 2019, the project was found to be making too little progress and to have become mired in different interests, differing visions and insufficient stakeholder management. There was an urgent need for the realization and delivery of impact reporting, system development, replacement of systems and processes, and construction of a data analysis environment, with the aim of a digital transformation of Impact and ESG measuring instruments and systems. The main deliverables were:

- **POC iSystain:** initially, the project focus was on the acquisition of a standard ESG and Impact application. Within the guidelines of the ICT, for two months and together with Australian company Systar we examined their solution iSystain on the basis of specific FMO requirements. In collaboration

with the team and management the decision making process was prepared and supervised. Ultimately, the decision was made not to opt for a package solution, but rather to launch an internal development trajectory with Mendix.

- **Development and roll-out of Sustainability Information System (SIS):** in collaboration with Mendix and using an Agile/SCRUM approach a new application was built to replace existing applications. Following an extensive data migration the existing applications were closed down. Manuals, trainings and a Q&A were created, and FMO staff were trained in SIS. The application was transferred to the internal DevOps maintenance team.
- **Designing an Azure data analysis environment:** the application was connected to a target architecture in development with, among other things, integration enabling reporting. In order to give Impact and ESG staff the ability to work with models and data using Python, an MS Azure environment was designed containing a datalake construction, in which datafactory and databricks were used, among other things.
- **Implementation Joint Impact Model (JIM):** the JIM was developed by FMO in collaboration with other European investment agencies and Stuart Redqueen. The project performed testing for the new JIM and it has also realized the data input feed. The JIM was implemented on the Azure environment, rendering the results of the model suitable for use in reporting and data analysis.

Reporting took place to the IESG Director, Department Portfolio Management, and the CEO FMO (project sponsor in the management board). In a complex environment with a new IESG department and new ESG and Impact processes, in a joint effort with the team and FMO colleagues a complete and new application was successfully built under a changing target architecture and a transfer was realized to an ICT DevOps organization in development.

ING Bank

ING Bank Wholesale Banking in the Netherlands maintains the channel IBP for more than 20 Countries. IBP is an Interactive Online WB channel and part of the InsideBusiness suite, for clients operating internationally to manage accounts held in any country at an ING or a third-party bank. As a product owner and agile coach inside a DevOps environment I worked on various commercial and agile tasks to further develop and maintain the channel Inside Business Portal. During this commission, as product owner I set the priorities and developed functionalities, and as agile coach I supervised two development squads in the agile process. The object was to establish more cooperation between the teams (of various nationalities) and transform them into more of a unit. I realized this goal using various methods, such as introducing feedback and reflecting with the team in a number of SCRUM sessions, as well as looking back on results achieved and delivered.

De Goudse Insurance

I was a project manager for the development of a web/offer shop and a data conversion to the standard version of a back office application for travel and expat insurance, tasked with management and alignment with external suppliers in the UK and Denmark. The project was rescheduled and re-estimated; a structure for planning and reporting was established. The project was successfully completed.

ABNAMRO TOPS IT International, Project manager MiFID II

I was tasked with adapting different systems, and dividing the project into various work packages. These packages were developed and handed off to various project leaders. I managed various sub-projects and SCRUM agile teams, during which the local systems in France posed a particular challenge. I set up the different MiFID II themes such as reporting, transparency, suitability and appropriateness, and the ability to call up data (data storage) at the request of the AFM (Netherlands Authority for the Financial Markets) or a client. The project was handed off to an internal project manager once requirements were clear and the project was on track.

ABNAMRO Private Banking International, Programma / Change manager MiFID II

This assignment entailed programme and change management in an international environment. I was responsible for the implementation of MiFID II regulations within the PBI countries France, Germany, Belgium and Luxemburg. PBI programme is part of the global ABN-AMRO-wide MiFID II programme. The work was done in a complex environment – budget in excess of 20 million Euro – and with a large stakeholder component with different cultures playing a part in the desired changes. It involved contact with, i.a., IT and Legal/Compliance concerning specifications and strategic choices to be made. The program was handed off to an internal programme manager.

Staalbankiers

I supported the development and implementation of Quaestor, the new core banking system of Staalbankiers. I managed the team that cleaned up approximately 25.000 items in several source applications in favour of the data migration to Quaestor. I prepared meetings of the usergroup and started the internal and external communication. I established a planning for the Quaestor training and the user acceptance tests, and took care of alignment with the supplier. All data was made ready for migration to the new application.

ING Bank

The IBP programme is responsible for the changes of Inside Business payments, one of ING's corporate payment solutions that is based on the IFP framework of CoCoNet (Germany). With a change budget of >10 million euro, annually 2 to 3 releases of IBP are developed and implemented. The purpose of IBP is to make complete transaction and web-based internet solution available to clients all across Europe. IBP offers clients the option of a fully online service for sending payments and printing and receiving account information. As a senior project manager, I was copafithj responsible for the initiation and execution of new releases. These releases contained different functionalities such as SEPA leading IBAN, address book migration and the new unconnected reader but also performance improvements, roll-out in France and the UK or new products such as SEPA direct debit.

Besides the usual work on deliverables (PID, PMP, planning etc.) and ING governance procedures, the focus was on managing two external suppliers and a number of internal ING suppliers and stakeholders. Specifications needed to be composed in consultation with business stakeholders, security infrastructure needed to be configured and two new applications were being developed offshore by Cognizant. The assignment was characterized by a strong stakeholder management component and high pressure on deadlines due to the time to market.

The SEPA and other functionalities were implemented and are now used by ING's clients. IBP was successfully rolled out in France.

Achmea – Interpolis

Since August 2010 the project 'conversion DBD-DPV' has run within the Achmea Pensions Division. 2000 policies were converted from two source systems (Ali and Life) within DBD to a target system (Thispas) within the DPV. Over 1300 policies were converted but it is estimated that about 1000 policies were converted with several errors. An investigation was started with an aim to solve them later on. An additional 600 unique policies needed to be converted in their entirety. The project team spent considerable time preparing the conversion, understandably resulting in some damage to both motivation and atmosphere. Quality replaced the time factor as a steering variable. This was necessary but it also created a situation in which the absence of time pressure brings the risk of a never-ending project.

Ultimately, 800 of the incorrectly converted policies were repaired and a plan of approach for the conversion of custom policies was delivered.

ING Bank

The bulk payment application finstream had reached the end of its life cycle and was being replaced by a secure FTP solution belonging to ING. As the project implementation manager, within the scope of this project I was responsible for the fast and accurate implementation of this solution with the end client on the basis of a so-called factory approach.

To this end, presentations were given at client premises and power of persuasion was required in order to motivate the client to implement the new solution before the set deadline. A feasible planning was set up together with the client, and the stages of the implementation process were completed. In doing so, the client opted for an external supplier for FTP client software and the contracts for the FTP product were signed.

All the clients in the portfolio migrated within the set term and to the satisfaction of both ING and the clients.

De Nederlandse Spoorwegen (Dutch Rail)

Within the scope of the Studenten OV-Chipkaart programme (SOVC), I was responsible for creating a coordinating and integral planning for the SOVC programme as well as setting up structural and unambiguous progress reporting to the programme manager and the steering committee. Additionally, I organized and developed a risk workshop in an outline containing risks and measures to be taken.

ING Bank

Part of the strategy for Payments and Cash Management was the development of an e-payment proposition which made it possible to process transactions initiated by the primary European payment methods, to be a Payment Service Provider for existing and new corporate clients, and to fill in the role of e-commerce acquirers for iDeal transfers, collections, and Visa and MasterCard. Credit cards. The assignment included establishing a plan of realization, managing the setting of business requirements and designing processes within a new organization. I instructed the external software supplier and the outsourcing party for the processing activities in Germany. I started up consultations in order to obtain central acquiring licenses from VISA and Mastercard. Thus, a good foundation was laid for a continuation of the project (postponed due to cutbacks).

De Goudse Insurance

Four years were dedicated to a software package in the field of Travel and Expat Insurance with a supplier (Nordic Insurance Software) in Copenhagen. The most recent untested release had resulted in many complaints and dissatisfied users

In a final release, the following results were delivered within budget, at good quality and within the period set: documentation for decision-making Go/NoGo (viability) for the project; four software releases were specified,

developed and implemented; a good relationship was established with the software supplier in Denmark; the user organization was enthusiastic and involved.

De Goudse verzekeringen

Towards the end of 2007, De Goudse Insurance began setting up programme management for the different business units and for De Goudse-wide projects. Within a short period of time, the interim programme manager was to be responsible for finishing up the projects still running in 2007 and for starting up projects scheduled for 2008. This was executed in collaboration with the Manager of Actuarial Services in charge, the ICT department and the Corporate Programme Manager.

AEGON, bid manager Capgemini

In the capacity of bid manager for Capgemini, I was leading and working on a tender for the replacement of AEGON's mortgage systems.

ING Bank

I had results-based responsibility for connecting two of ING's top-ten clients in the field of bulk payment on a freshly developed application (BPC). The application was developed by an external party in India and was being customized for these two clients. To this end, a team of seven project managers was headed up, three of whom were located in Brussels, and the work was done on a business level within ING Wholesale Banking. During five weeks and to the customer's satisfaction, the programme manager BPC was replaced and both top-ten clients now use the new application for their payments.

BPF Bouwinvest, bid manager Capgemini

I was responsible on behalf of Capgemini for a tender to BPF Bouwinvest which would make Capgemini the main contractor for the ICT management function of BPF Bouwinvest.

Achmea bank

I managed a number of senior staff members and designed the objectives for this new department. In addition, I started up a strategically significant project for the Retail and Mortgage Bank which had to implement the tool *Omega* by Chordiant (automated valuation and acceptance of credit risks). I reported directly to Achmea Bank's Executive Board.

Postbank N.V.

I was responsible for implementing the Financial Services Act in the *Payment* product group. Management tasks were executed in collaboration with the product group, as well as the communications department, the legal department and the compliance department.

Fortis, bid manager Capgemini

For a Capgemini project within Fortis, I worked out a Rightshore scenario for the development of an application in India.

PGGM, bid manager Capgemini

I was responsible for drawing up a tender for the development of a collection/disbursement application for the purpose of a pension payment application.

ABN AMRO Bank & Insurance

FONZ is a project in which a new front office application was developed for ABNAMRO banking offices for professional indemnity insurance. The project was executed in a complex environment within which Capgemini Outsourcing, and various ICT and Business departments of ABNAMRO Bank and Insurance played an important role. I submitted a tender on behalf of Capgemini and, following that, had final responsibility for the opening up of back office insurance system BCIS.

De Amersfoortse verzekeringen

The OTAP & Release Management project had three objectives: realizing a more efficient software development environment; gaining insight into sticking points between the departments of System Development, Exploitation & Infrastructure and Information Management; and implementing release-based operations resulting in resources being more manageable.

I was responsible for performing the assignment in a politically complex environment and for generating support in various departments. I reported directly to the management of System Development of Fortis/ASW. The effort resulted in release management processes with which successful releases were executed. Agreements were also made concerning release dates in a release calendar, and the role of overall release manager was introduced and guaranteed in the line.

Rabobank

The OLN project's objective was to dismantle and remove network equipment which had become redundant from local banking offices (1800 locations) in a controlled fashion, while guaranteeing the bank's continuity of service.

I was responsible for achieving the objective on budget and within deadline. In accordance with Prince2 a PID was drawn up and coordination took place with the project managers of two related projects in order to establish optimal synergy. Through Request for Proposal (RFP) Getronics was asked for the execution of the project. Redundant equipment was dismantled within the period set and within budget, and to the satisfaction of the bank offices.

Rabobank

In order to provide a more centralized service and a greater flexibility in network topology Rabobank decided to start making use of capacity office, a new IP-VPN service by KPN. 'Realization RaboNet-2 WAN' was one of Rabofacet's most prestigious projects. As the team leader for project 'Release RaboNet-2' I was responsible for the logistic release of the network at 1800 banks and their ATMs. To that end, a team of nine employees as well as the suppliers KPN and Getronics was headed up, and there was an intense collaboration with the local banks and the internal line. On 1 October 2003 all 1800 locations had been connected to RaboNet-2, one of the largest sized IP-VPNs in the world; the project scored an average customer satisfaction rating of 7.5.

Nationale Nederlanden

The PMC Employee Benefits' Euro Project was part of a complete project programme. With the introduction of the Euro, other aspects were also important in addition to ICT, such as printing, internal and external communication and internal information sources. I managed project leaders and project support staff, and drew up a plan of approach for the introduction of the Euro, created planning documents and drew up progress reports. I coached project leaders and their teams in the drawing up of plans of operation and scripts.

TNT Global Collect

I worked as a project leader, as well as an intermediary between the IT-unit and the credit card task force. The purpose of the task force was to deliver an SLA and to ensure that Global Collect's systems would be able to handle the expected increase in volume. I matched proposals of change with conflicting interests involved. I structured conferences, reporting and planning for the risk management project, thus enabling tighter control and progress monitoring.

KLM ARBO Services

I compiled a package of requests and demands with which KLM ARBO Services could approach a standard software supplier. The desired functionality of the new system was outlined on the basis of an extensive analysis of the processes and their connection.

ING Bank

I developed an internet site for investing, using the tool '*broadvision*'. I performed analysis, developed functional design, organized workshops and prepared a usability test. Functional testing of an application in which types of savings deposits and interest calculations were incorporated.

Nationale Nederlanden

Technical design for the development of an interface between a data warehouse and a new M.I.S. I programmed in COBOL and DB2/SQL, made technical designs and performed functional tests. I supervised four beginning programmers.

Police region Zaanstreek –Waterland

Managing various systems/networks, as well as planning and settling in new personnel. I designed a new M.I.S. and participated in projects, such as the introduction of a new immigration application and connecting the police to the GBA.