

AXEL VANHOOREN

Freelance Business Informatics Consultant (N, Fr, E)

DESIRED TYPES OF POSITIONS

BUSINESS ANALYST

INFORMATION ANALYST / MODELLER

PROCESS ANALYST / ENGINEER

METHODOLOGIST

ENTERPRISE ARCHITECT (jr/medior - non-technological)

WHY HIRING ME

- Very motivated to deliver solutions responding to necessities and delivering a maximum value, including long term value, by fully exploiting the opportunities.
- Excellent Information Modeller (Information Architecture is the basis for a profuse Information Exploitation and for powerful and expandable solutions)
- Problem and Opportunity Detector
- Excellent Problem Solver: From diagnosis of (real!) root causes to conception of optimal solutions
- Engineering Thinking, Systemic Thinking, analytical thinking, critical thinking, philosophical thinking, abstract thinking, thinking at different logical levels and timespans, ...
- Very interested in getting deeper understanding
- Able to think from many different perspectives
- Like to share knowledge and to learn.
- Actively involved in deepening, broadening, consolidating the discipline of Corporate Informatics and in bringing up essential paradigm shifts and innovative ideas, among others by focussing on Information Exploitation, Information and (conceptual) Systems. (see **TARB**)

I created the

“The Analyst’s Red Book” (TARB)

An inspiring paradigm-shifting diagram-based boosting COURSE (900+ pages, pdf)
because knowing only standards, methods and techniques doesn’t work

for **Business Information Systems Analysts** and **Architects** @ <http://bit.ly/2Z5h77G>

PROFILE OVERVIEW

INDUSTRIES

Chemical & Pharmaceutical Industry, Telecom, Direct Marketing,
Public Sector, Energy, Insurance, Healthcare, (e-Commerce, Banking)

EXPERIENCE

- Structured methodology-based projects
- Business Analysis
- Requirements Management
- Information Architecture and Database design
- Systems Architecture Cartography
- Process Mapping
- Data analysis, data identification, data cleansing, data quality verification, data correction, data enrichment, data matching, data migration
- Functional Analysis
- Programming of fuzzy logic, source code analysis, programming of data verification and correction tools, ...
- Elaboration of tests scenario's
- Complex programming, code tuning
- Other: Expert Support, Data warehouse implementation, Software product selection, Project Manager Coaching, Training

Role (or equivalent)	Duration
Systems Analyst / Information Analyse / Business Analyst	6 yrs
Requirements Manager	1 yr
Functional Analyst	6 yrs
Software Developer	6 yrs
Project Management Coach / Trainer	3 yrs
Methodology Engineering (Frameworks, Approaches, Methods)	> 10 yrs

DOMAINS OF INTEREST

- Business Analysis - Problem Solving - IS Engineering
- Information: Information Architecture, Information Modelling, Data Quality, Data Exploitation
- Development and improvement of frameworks, methodologies and approaches (software development, project management, and related subjects)
- Enterprise Engineering, Enterprise Architecture
- Solving information issues like information chaos and infoglut
- Business - IT Collaboration
- Business - IT Gap & Alignment
- IT / ISE Beliefs System and Maturity

KNOWLEDGE

- Business Analysis, Project Management, Change Management

BACKGROUND KNOWLEDGE

- Information Science, Systems Theories
- Management, Quality Management, Organisation Behaviour
- Cobit, TOGAF, ITIL

CAREER OVERVIEW

Client / Project	Role	Dur.
VAZG / Smalls	Business Analyst	11 m
Dexia TS - DCC	IT Analyst	9 m
Axen	Consultant	4 m
KBC Verzekeringen - SIS	Information Analyst (Information Architect)	3 m
INDEXIS / ENADIS / ELECTRABEL – IMDMS - MIG	IT Analyst (Business Analyst)	12 m
cIRnit	Systems Analyst (Architect)	4 m
Centric KSI - Dexia	Consultant / Coach Project Management	33 m
Regie der Gebouwen - AIS	Systems Analyst	22 m
VAZG/WVC - DWH	Systems Analyst (Data Warehouse Architect)	9 m
Marketing DataBank / Sitel – Gatic / DataRoad	(System Responsible) Systems Analyst / Developer	18 m
Belgacom - OMC	Support (+ Special Development)	22 m
Micro Research - Protheus	Programmer / Analyst	21 m

DETAILED CAREER TRACK

02-16 ▶ Present

(Re-)Thinker – Visionary - Author

CONSULTANT BUSINESS INFORMATICS

Activities

02-08 ▶ Present

Taurus Enterprise Engineering BVBA (TEE) – Independent Contractor

CONSULTANT BUSINESS INFORMATICS

Activities

- **MISSION IN LIFE:** Driving the transformation of IT from a problem/need-focussed/driven reactive technology-centric vision of IT to a holistic, systemic and information-centric belief system and rethinking “IT” based on this new paradigm.

This is my big multi-year on-going personal project I am actively working on.

- **2018-2020: Creation of the “The Analyst’s Red Book” (TARB)** ([Download](#))
- **2017: Creation of ISEDMAM.** A maturity model decomposing several belief systems we have about IT into aspects. It presents them to compare their different degrees of maturity. ([Download](#))
- **2016: Elaboration of Business Process Management Framework, BP Engineering Methodology (BPMF, BPEM)** ([Download](#))
- **Elaboration of frameworks, approaches, tools**
 - Elaboration of a global framework containing a set of fundamental principles and deduced practical guidelines aimed to strengthen business informatics in corporate environments (in progress)
 - Elaboration of Integrated Business Analysis Approach (in progress)
 - Elaboration of an Integrated Enterprise Architecture Framework (in progress)
 - Support to start-up of off-shore project management company Artenit
- **Background**
 - **Togaf**, IIBA's Business Analysis Body of Knowledge (**BABoK**) v2.0, CobIT, PMBoK
 - ITIL v2.1 (Applic. Management, ICT Infrastructure Management & Service Delivery)
 - Enterprise Architecture Framework (GERAM, PERA, Zachman)

04-11 ▶ 02-12 (11m) Vlaams Agentschap Zorg en Gezondheid (VAZG)
Intrasoft / Smalls
Project: **Vitalink**

Healthcare / e-Health
Public Sector

BUSINESS ANALYST

Development of a secured platform for exchanging patient, medical and welfare information among first-line health actors and with the patient (later also hospitals, rest homes, convalescent and revalidation facilities, ...).

- **Ensuring** the client's wishes and **needs** are taken into account **in the conception** of the information exchange platform
- **Elicitation and managing of requirements**
- Identification of **limits and weaknesses** of the proposed solution
- Support of **programme/project management** (review of document, risk identification, proposing a structure and approach for the overall programme)
- Functional Analysis of Information exchange between Vaccin System and Vitalink
- Considered standards: KMEHR, HL7, IHE

04-07 ▶ 12-07 (9m)
Axen nv (Alten)

Dexia Technology Services (DTS)

Banking

Project: **Data Centre Consolidation (DCC)** **IT ANALYST**

DTS consolidated its Belgian data centres with those located in Luxemburg. The Belgian Data Centres are moved to Luxemburg.

- **Architectural cartography** of the implemented software system, used technologies and the interdependencies between the software systems
- Gathering information relevant for the planning of the move, type of move and approach, identification of risks and issues
- Verifying whether the software system is "move-ready" (checklist)
- Organisational aspects
 - **Defining structure** to store documents in SharePoint for the APSO-team
 - **Development of a template for documenting information systems and processes**
 - **Modelling a CMDB-like information architecture (data model)**
 - Creation of a document for speeding up integration of newcomers in the team

12-06 ▶ 04-07 (4m)
Axen nv (Alten)

CONSULTANT

- Training 5 persons by giving individual **crash courses in Project Management**
- **Elaboration** an "Answering a Request for Proposal **Methodology**"
- On a **Change Management Project "Babel"**, aimed to **increase the multi-cultural character** of the company culture of Axen, I worked on the analysis the present situation, on ways to

create awareness and on the detection of opportunities and on the definition of an approach.

- Answering Request for Proposals (**swift high-level Functional Analysis**)

09-06 ▶ 11-06 (3m)

KBC Verzekeringen

Insurances

Axen nv (Alten)

Project: **Synergy Insurance System (SIS) INFORMATION ANALYST / INFORMATION ARCHITECT**

The SIS project aims to redevelop the whole KBC's non-life insurance information system from a blank slate in cooperation with Warta, a Polish insurance company of the KBC group. The SIS-project was divided in a Product-part and a Claim Handling-part. This latter project component was divided into a process-modelling group and a data/information-modelling group. The group mission of the data modelling group was **to design the overall information architecture of the systems landscape** that would deal with claim handling.

- **Elaboration of the overall information architecture**
- Gathering and management of information entities, attributes, definitions of business terms and concepts and systems of information classification
- Environment: Mega (Case tool)

08-05 ▶ 08-06 (12m)

INDEXIS - EANDIS - ELECTRABEL

Energy

Axen nv (Alten)

Project: **MRCo/IMDMS IT ANALYST (BUSINESS ANALYST)**

Upgrading Indexis (Eandis) the core system, which deals with the registration of all meters measuring the input and output of the gas and electricity network, to the market agreed UMIG standard version 3.5 of UMIX.

- **Ensuring the compliance** of IMDMS (part 'Structuring') with the new UMIG 3.53 by
 - Identifying relevant changes in the UMIG standard
 - Controlling the process from business requirements to system specifications
- **Ensuring** the software supplier implements a **suitable and elegant solution**
- Mapping of all the 'Structuring scenario's' (approx. 30) in detailed activity-diagrams
- **Testing**
 - **Ensuring logical integration** through end-to-end step-by-step review of processes with set of different actors (energy companies) of the process chain
 - User Acceptance Tests: **Writing test scenarios** and participating to the tests

03-05 ▶ 06-05 (4m)

cIRnit

e-Commerce

-

Project: cIRnit

SYSTEMS ANALYST / ARCHITECT

cIRnit is a start-up company with as business the construction and the operation of a platform for exchange and distribution of financial information, financial articles and news.

- The pre-start-up phase was my first opportunity to **reflect about “how to engineer a company”** (enterprise architecture/enterprise engineering). This work was supported by the recently acquired knowledge in systems engineering, organisational and management matters.
- **Design of the overall logical data model (information architecture).**
- Brainstorming about the design of services, the operations, the online platform and about the internal organisation of the company

01-03 ▶ 05-04 (16m)

Centric KSI (Centric)

CONSULTANT PROJECT MANAGEMENT

- **Further deepened my insight in project management and related management subjects**
- Developing a **Project Management Methodology**, approach for **Project Management Implementation**
- Elaboration and giving an introduction **course in Project Management in the competence centre**
- Initiating a **Project Management Laboratory to enhance PM competencies** in the company

03-02 ▶ 12-02 (10m)

DEXIA

Banking

Centric KSI (Centric)

Project: **PMO**

COACH PROJECT MANAGEMENT

- Assisting project managers in following procedures and standards and in keeping their plans in order.
- Coaching project managers in PM

07-01 ▶ 03-02 (7m)
Centric KSI (Centric)

CONSULTANT PROJECT MANAGEMENT

- Studying:
 - Project Management (PMI's PMBoK)
 - **Management, Quality Management, Change Management, Strategic Management, Organisation Behaviour and Development** (reading 2 or more books per subject)
- **Performing several high-level functional analysis very swiftly** for Proposals

09-99 ▶ 07-01 (22m) **Regie der Gebouwen / Régie des Bâtiments** **Public Sector**
Centric KSI (centric)
Project: **Asbestos Inventory System** **SYSTEMS ANALYST**

The software application allowed inventorying the buildings owned or used by the governmental administrations, to store the location of asbestos applications, a description of their situation, the estimated risks associated with the asbestos application, the priority of treatment and to follow up the results of the advised measures and the evolution of the aspect application over time.

- Analysis of the stand-alone Access-application to re-engineer it into a web-application and ensuring the migration of the data.
- **Proposal of a database model able to serve as a foundational (reference) database of a broader information architecture** for the Regie der Gebouwen.

05-98 ▶ 08-99 *Break - Prolonged stay in Ukraine*

09-97 ▶ 05-98 (9m) **Ministry of Flemish Community (VAZG/WVC)** **Public Sector**
Gestionique
Project: **Project** **SYSTEMS ANALYST – DATA WAREHOUSE ARCHITECT**

Business Intelligence: A new data warehouse for three departments needs to be built, regrouping the data of 6 operational systems.

- **Designing the architecture/organisation** of the DWH.
- Evaluation and selection of the ETL-tool (Extraction, Transformation & Loading) with our team
- Database administration
- Managing the documentation of the IT-team of the project
- Installation from a blank slate and configuration of Windows NT 4.0 and Informix Online 7.22
- Environment : Windows, Informix, Ascential ETL-tool, Cognos Powerplay, Business Objects, IEF (Information Engineering Facility of Texas Instruments)

11-95 ▶ 04-97 (18m)

Sitel

Direct Marketing

Marketing Databank/Sitel

Project: **Gatic/DataRoad**

SYSTEM RESPONSIBLE – SYSTEMS ANALYST / DEVELOPER

The project consists of building and maintaining a library of software functions that could process (decompose, analyse, identify, complete or correct) data files containing names and addresses of people. It uniquely identifies addresses and can correct the addresses, cleans them (remove duplicates) and enrich them with other data.

I was responsible to keep the software library of services fit for use and its referential database up-to-date. By guiding the evolution of the product through a complete re-engineering, I gave it a striking boost. This consisted of:

- **Developing new services offered by the library**
- **Optimised existing services**
- **Restructured the services** (processes, functions)
 - **Simplified the overall architecture by increased the modularity**
- **Redesigned the referential database** from one based on the postal and geographical organisation of Belgium to one that is able to contain that of all (or most) European countries in order to allow the processing of these addresses in the future. This redesign was **key to allow a much greater flexibility, expansion of services and innovation**
- **INNOVATION:** I introduced new decomposition, language identification, treatment of abbreviations, coding, selection, matching techniques (fuzzy matching through phonetic coding & technique similar to Levenstein algorithm) and evaluation techniques
- Environment: UNIX, Informix, SQL, PL/SQL, C, Lex & Yacc

02-94 ▶ 11-95 (22m)

BELGACOM

Telecom

Micro Research nv

Project: **OMC**

SUPPORT / SPECIAL DEVELOPMENT

The Operations Management Centre (OMC) is a networked/hierarchical set of UNIX computers equipped with different software modules that steers Belgacom's switching centrals for fixed telephony. Concepts: Messaging, buffers, compilers, routers, prioritisation module, translators, switching central specific communication language & protocol

- Tuning and debugging of the OMC application
- Development of **highly tuned** generic functions and tools in C
- Studying and **benchmarking** of programming techniques in C
- **Performing complex programming work**
 - Programming a proof of concept for RS232-communication
 - Developing a tool for source code locking files for editor in multi-user environment
 - Development of C-source code analyser and debugging library (2-level recursion, based on COFF-format)
- System and Network administration - installation of Network File System (NFS)

- Environment: UNIX, C, LEX & Yacc, DB Vista, NSF, UDP, RS232, TCP/IP, switching centrals 1240, 10CN, EWSD, ...

05-92 ▶ 02-94 (21m) **Sanofi-Aventis, UCB, Elf Aquitaine, Total, Shell** **Petrochemical & pharma**
 Micro Research nv
 Project: **Protheus** **PROGRAMMER ANALYST**

Software for composing translatable Material Safety Data Sheets (MSDS) documents which must be compliant to national and international regulations and which after validation can distribute these documents. Concepts: roles, library, blocks, template (family), format, intl. extensions, pictures, editing/validation and versioning

- **Performing complex programming work**
 - Configurable page-layout formatting module to print documents nicely
 - Source code analyser
 - **Software for Data Quality Analysis**, monitoring and correction (manual and automatic)
- **Functional Analysis** of version 2 of the software
- Environment: Windows, Omnis 7, Visual Basic

TRAINING AND EDUCATION

Mega (case tool)	KBC Verzekeringen	2006
Captivating Presentations	Vierkant consultants	2003
Advanced Project Management	Institute for Business Development	2003
Introduction Intelligent Planner (Augeo)	Centric KSI	2001
Introduction in Project Management	Centric KSI	2001
Professional Bachelor – Informatics (A1)	Erasmus Hogeschool Brussel (formerly Industriële Hogeschool v.h. Rijk, Brussel – IHRB)	1989

MISCELLANEOUS

PUBLISHED DOCUMENTS ON WEB

- **TARB – The Analyst’s Red Book** [Download](#)
- How about Raising Your Deliberate Deep Thinking Skills? [Download](#)
- ISEDMAM: Information Systems Engineering Discipline Maturity Awareness Model [Download](#)
- Analyst's Perspective on Systems Analysis The Essence of an Undervalued Discipline [Download](#)
- Map of Dynamism in Corporate Software Development Environments
- Eroding the IT Department and the IT Discipline [Download](#)
- Business Process Management Framework, BP Engineering Methodology (BPMF, BPEM) [Download](#)
- **Problem Solving**: Concepts and Approach for Systems and Strategies [Download](#)
- Why Business Demand Driven Information Systems Development Approaches Don't Work [Download, Summary](#)
- The Waterfall - A Commonly Misapprehended Methodological Concept [Download](#)
- La collaboration " Business-IT " - Pierre angulaire et pierre d'achoppement de l'informatique d'entreprise [Download](#)
- Human Causes of IT Project Failures [Cartoons, Explanation](#)
- Little Practical Guide to Outsourcing of Software Development Projects [Download](#)
- Overview of IT Technologies and Areas of Consulting Services [Download, Mind map](#)
- Corporate IT Project Knowledge Overview for Non-IT Stakeholders [Download](#)
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HOBBIES

- Judo, Running , Qigong

RECOMMENDATIONS

Freelance Consultant - Taurus Enterprise Engineering (TEE)

"I strongly admire Axel because of his energy and spirit, his drive and enthusiasm in discussing IT, EA & Governance topics. His knowledge on these topics is profound, as is his strategic view on them - he does not only make a very good enterprise architect, he has a truly holistic view and the courage to stand up for it, no matter what. His blog makes me smile and nod when reading about things I recognize so very well in my own working environment - keep up that good work, Axel!"

Viviane Schrooten, IT Business Process Expert at Scandinavian Tobacco

"Being both freelancers, I had many revealing conversations with Axel about IT. On a personal level he is a friendly, honest, knowledgeable and resourceful fellow. From an IT perspective, during our long discussions I appreciated his wide background, his sharp analysis and his critical and strategic thinking. His mind is always alert to search opportunities for improving or conceiving things. He feels at ease in more in depth conversations and he's passionate about what he does. That's what to me most characterises Axel." - September 21, 2009

David Turley, Senior Consultant

"Axel is born with cutting-edge spirit in conception and analysis tasks which are nicely surprising people by the quality of his services. He is a motivated, enthusiastic colleague/consultant with large sense of humour. With sound experiences in IT, strong mind of architecture and human intelligence, Axel is just more than one. It is great to collaborate with Axel." - March 16, 2009

Van Nghia Tran, Senior Consultant, EU

IT Analyst - Eandis / Indexis / Electrabel

"Axel was a pleasure to work with. He likes to share its wide knowledge and advice on the various domains of the IT world : technology, architecture, service handling, but also strategy and communication... He's a guy that helps a client having a new view on its IT, its processes and on the final value-added." October 6, 2009

Stéphane Stilmant, Business and Functional Analyst

"Working with Axel, I discovered his profound and wide knowledge and experience in IT organisations and project management, which he is able to present fluently and convincingly but without enforcing his own meaning to be the only-best solution. Axel has an open mind and is very interested in the world around him. He helped me in finding solutions by thinking along in problems he was not directly involved. It is a pleasure working together with him." - March 13, 2008

Christel Coenen, Oracle Database Consultant

Project Management Coach - Centric KSI

"I worked with Axel in 2000 on the project management when I was at Centric KSI. Axel has a very good knowledge of methodologies and very good experience. Axel is always ready to share his knowledge and he did not hesitate to share it with me." - May 28, 2008

Mustafa Belghmaidi, Analyst-Programmer, Tree Associates

Systems Analyst - DWH Project - Ministry of Flemish Community (WVC)

"In de jaren 1990 werd in het Ministerie van de Vlaamse Gemeenschap de IT sector "outgesourced" onder de koepel van Siemens. In het toenmalige departement WVC (Welzijn, Volksgezondheid, Cultuur), waar ik werkzaam was als interne informaticus, kwam een eerste uitbouw van een allesomvattend data en informatie systeem. Dit werd, met succes, mede opgebouwd en ondersteund door Axel. We zijn nu bijna 2 decennia verder en het is bij toeval en dank zij internet, dat we elkaar, de vriendschap en de waardering terug kunnen smaken. Axel beheerst een zeer veelzijdige IT-spectrum, is betrouwbaar, tegelijk soepel accuraat, - geeft wat is afgesproken en waar naartoe gewerkt word. Ik wens hem nog veel geluk en realisaties toe in deze uitdeinende 'oceaan' waarin hij zich thuis voelt als een vis in het water." - August 21, 2010

William Ledent, ex. MVG-WVC medewerker, William.Ledent@gmail.com