

AXEL VANHOOREN

Freelance Business Informatics Consultant

Information and Information Systems Engineering
Method Engineering
Information Problem Solver

± 20 Years of Experience - Dutch - French - English

FUNCTIONS

BUSINESS ANALYSIS

INFORMATION ANALYSIS / MODELLING

PROCESS ANALYSIS / ENGINEERING

METHODOLOGIES

ENTERPRISE ARCHITECTURE (jr/medior - non-technological)

PROFILE

COMPETENCIES

- Information Architecture, Information Modelling, Database Modelling
- Database Consistency - Data Quality
- Development and improvement of frameworks, methodologies and approaches (software development, project management, and related subjects)
- Business Analysis - Problem Solving - IS Engineering - Requirements Management
- Process Modelling
- Enterprise Architecture
- Business - IT Collaboration
- Business - IT Alignment
- Solving information issues like information chaos and infoglut

KNOWLEDGE

- Business Informatics - Information Systems - IS Architecture - IS Engineering
- Project Management
- Change Management

BACKGROUND KNOWLEDGE

- Organisation
- Cobit, TOGAF, ITIL

CAREER TRACK

02-08 ▶ Present

Taurus Enterprise Engineering BVBA (TEE) – Independent Contractor

CONSULTANT BUSINESS INFORMATICS

Activities

- **2016: Elaboration of Business Process Management Framework, BP Engineering Methodology (BPMF, BPEM)** ([Link](#))
- **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
- **Studying**
 - **Togaf 9.1 (in progress)**
 - IIBA's Business Analysis Body of Knowledge (**BABoK**) v2.0 (beta 2008)
- **Background Reading**
 - CobIT 4.1
 - ITIL v2.1 (Applic. Management, ICT Infrastructure Management & Service Delivery)
 - Enterprise Architecture Framework: GERAM, PERA, Zachman
 - Soft Systems Methodology
- **Publications**
 - **Documents** *(download @ my website: www.taurus-ee.com/Publications)*
 - "Problem Solving: Concepts and Approach for Systems and Strategies" (presentation in [pdf](#))
 - "The Conceptual (R)Evolution in Corporate IT" (presentation in [pdf](#))
 - "Why Business Demand Driven Information Systems Development Approaches Don't Work" ([pdf](#), [summary](#))
 - "La collaboration " Business-IT " - Pierre angulaire et pierre d'achoppement de l'informatique d'entreprise" ([pdf](#))
 - "Human Causes of IT Project Failures" (cartoons ([ppt](#)) and explanation ([pdf](#)))
 - "Project Management: A New Model to Replace the Harmful Triple Constraint" ([pdf](#))
 - "Overview of IT Technologies and Areas of Consulting Services" ([pdf](#), [mindmap](#))
 - "Little Practical Guide to Outsourcing of Software Development Projects" ([pdf](#))
 - " Corporate IT Project Knowledge Overview for Non-IT Stakeholders " ([pdf](#))
 - **Blog:** <http://axel-cit.blogspot.com>; <http://eebiba.blogspot.com>

04-11 ▶ 02-12 (11m) Vlaams Agentschap Zorg en Gezondheid (VAZG) **Healthcare / e-Health**
TEE / Intrasoft / Smalls
Project: **Vitalink** **BUSINESS ANALYST**

Setup 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, ...).

Activities

- **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)
- Considered standards: KMEHR, HL7, IHE

04-07 ▶ 12-07 (9m) **Dexia Technology Services (DTS)** **Banking**
Axen nv (Alten)
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.

Activities

- Clarifying the architecture of the 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

Activities

- 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) Axen nv (Alten)	KBC Verzekeringen	Insurances
Project: Synergy Insurance System (SIS)	INFORMATION ANALYST (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.

Activities

- **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) Axen nv (Alten)	INDEXIS - EANDIS - ELECTRABEL	Energy
Project: MRCo/IMDMS	IT 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.

Activities

- **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**

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.

Activities

- 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

Activities

- **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

Activities

- 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

Activities

- 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** **Governmental Admin.**
Centric KSI (centric)
Project: **Asbestos Inventory System** **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.

Activities

- 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 in 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)** **Governmental Admin.**
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.

Activities

- **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)
Marketing Databank/Sitel
Project: **Gatic/DataRoad**

Sitel

Direct Marketing

PRODUCT RESPONSIBLE - PROGRAMMER/ANALYST

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.

Activities

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)
Micro Research nv
Project: **OMC**

BELGACOM

Telecom

SUPPORT / SPECIAL PROGRAMMING

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

Activities

- 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

Activities

- **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

AXEL ON WEB

- www.taurus-ee.com
- www.taurus-ee.com/Publications
- axel-cit.blogspot.com
- be.linkedin.com/in/axelvanhooren
- www.facebook.com/axel.vanhooren

HOBBIES

- Judo, Running

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 wordt. 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
