

ing. **Michiel Appelman** BSc, CPIM

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Date of birth: 13 February 1966

Married to Cassandra, 2 children: Laurens (2002), Charlotte (2005).

Interests: skiing, family, Spain, cars, motor boating, field hockey team coach.



Profile:

- Enthusiastic and target driven. The sense of diplomacy balances well with the level of enthusiasm.
- Seasoned, certified **Senior Project Manager**, acknowledged by references.
- A considerable amount of procurement-, sales- and logistics, ERP/ICT related business knowledge, experience & skills.
- An organizer & a pacesetter, respecting the interests of all parties involved, continually monitoring aspects as progress & feasibility, making a clear distinction between major & minor issues.
- Able to build & maintain straightforward, constructive relationships at all hierarchy levels, from CEO to janitor, in a reliable & discreet manner.
- More than 20 years of experience at the major consulting companies and their customers expresses my stamina, creative, flexible mind set and political sensitivity to quickly adapt and act swiftly in new situations and lines of business.

Recent & detailed Experience (covering 7 years):

Period	August 2014 till February 2014	
Setting	Kalmar Global Solutions (Cargotec) , operating for the Middle East & African terminals of APMT , and globally for terminal operators (both privately owned/joint ventures with local governments). Projects in Bahrain, Salalah (Oman), Rotterdam & Oakland (USA) and remotely supported projects in Aqaba (Jordan), Tema (Ghana), Apapa (Nigeria), Brazil, Vietnam & Venezuela. Both time & material as fixed price (OEM) projects.	
#Project(s)	10 on average with individual project status phase being either in design, manufacturing, assembly, shipping, commissioning (first time-/all), testing (pilot-/all), go live & hand over to customer & customer service, followed by project closure.	
Project Description(s)	Delivering designed, built -or refurbished, shipped, fully commissioned (software & components), tested & final hand over of automated <u>C</u> argo <u>H</u> andling <u>E</u> quipment (1 to many <u>CHE</u> per individual project) for customers worldwide including software to run-/manage-/interface delivered equipment within the existing IT landscape. Both green fields and brown fields.	
Project Objectives	Delivering requested #CHE's meeting customers expectations (time, quality, amounts, specs).	
Project Dimensions	#FTE	6 per project simultaneously
	#Disciplines	Software consultant, hardware engineer, Product management, customer's key users, IT manager, Operations manager, M&R manager, purchasing, warehousing, planning, construction engineers, application consultants (TOS, 3D aerial mapping), Customer Service rep's, Finance.
	#Business Partners	Hardware component vendors, Software vendors, subcontractors for local engineering & commissioning, software configuration, aerial 3d mapping, Software business unit (TOS), Freight Forwarders.
	Budget (€)	Approx. 1M€ per new CHE, all in, fixed price mainly. Total budget managed approx. €12M (greenfield & brownfields).

My Role & Results: As a **Senior Project Manager**, responsible for managing of the agreed upon milestones applying progress tracking, risk- & issue management, stakeholder management, safeguarding set dates, pre requisites, (spare) parts, conditions, allocating, preparing timely and adequate contribution of resources from either involved partners or required disciplines. Managing time & material charged/spent against planned. I also delivered a substantial contribution to the further enhancement of the existing project management methodology, combining own knowledge & practice with existing project framework.

Project Outcomes: During this period successfully went live with a big APMT terminal, managing remaining issues, project closure document and handover to customer & customer service colleagues. Made maximum progress on most other projects (gradually transitioning over the project phases from design on to eventually go live/hand over). Drafting regular progress reports reflecting progress made, risk- & issue management, possible mitigations applied, T&M spent vs planned, timelines re-estimated, milestones reached, etc, to all project stakeholders.

Period	November 2013 till July 2014	
Setting	De Stiho Groep. Due to company wide cost cutting measures in the past and the business critical role of ICT within, the Financial Director requested me to safeguard ICT continuity and optimization on several business functions. These were addressed in the following identified & initiated concurrent projects.	
#Project(s)	7, simultaneous	
Project Description(s)	<ol style="list-style-type: none"> 1. ICT Service continuity (replacement & expansion of ICT personnel) 2. ICT Resource management (determining all relevant risks & issues, prioritizing, defining targeted scope of services, to identify resource needs, hired or internal). 3. SEPA implementation (successfully in control and far within time) reached SEPA compliancy. 4. Delivery of company wide roll out Cisco Hosted Unified Communications Services (Cisco/HCS & KPN), hiring 2 external technical project managers to assist me in achieving this. This was the first of it's kind in The Netherlands; innovative, but still successfully implemented; very business critical, as key customers call/fax prior to actual ordering. 5. Outsourcing of local ICT services successfully initiated, setting up an updated documentation of the actual IT (infrastructure- & applications) landscape. Applying MoSCoW, final prioritization (including risk analysis: probability x foreseen impact), determined the order of the outsourcing line up. Providing concrete solutions per outsourced local ICT service with selected vendors. 6. IT Roadmap envisioning (application upgrade- & cloud migration) & intensive stakeholder management to reach consensus on the actual topics and priorities in the near future to generate sufficient budget, in time. Embedded this process, providing the actual scope, tooling & reaching acceptance of this strategic procedure. 7. Managing the company wide ERP (Infor/M3) application landscape, to manage BAU (business as usual). Managing required resources (safeguarding of subject matter experts, testers, key users, application managers and consultancy needs from vendor. 	
Project Objectives	These projects safeguard ICT continuity & optimization of the involved critical business functions whilst refitting the ICT functions to meet the radically slimmed down organization.	
Project Dimensions	#FTE	10+ simultaneously (ICT department, project resources & contractors)
	#Disciplines	Software consultants, hardware engineer, telephony technicians, helpdesk manager, application manager, subject matter experts (per involved department). HR manager, Finance director, Interface specialists, master data manager, 3 rd parties (back ups, applications, VMware infrastructure monitoring, telephony. Purchasing, warehousing, product management, functional application consultants (ERP), Finance.
	#Business Partners	Cloud solutions, consultancy firms, infrastructure hardware suppliers, Software vendors, subcontractors for local engineering installations, business unit managers throughout The Netherlands.
	Budget (€)	Approx. 3M€. Due to poor financial conditions, very cost orientated, hard to proceed/acquire sufficient budget up front for optimal planning.

My Role & Results: As an **Interim ICT Manager/Director Projects**, responsible for managing progress on all the agreed upon 7 project tracks optimally assigning employees, where necessary and inevitable, hiring resources. With my common practice of risk- & issue management, stakeholder management, safeguarding set dates, pre requisites, chasing & challenging of own employees, vendors and subcontractors. Ensuring expected conditions are met managing time & material charged/spent against planned.

Project Outcomes: Due to the departure of the preceding ICT Manager, followed by the unexpected leave of the ERP application manager and a third ICT employee, very poor and out dated documentation of the ICT landscape, limited budgets and handover, I had to start of right away with applying crisis management ensuring ICT continuity. This has been accomplished; the financial director was very pleased with the way I addressed day to day business keeping these matters within ICT and only demanding attention for serious issues, approving identified projects, progress made & booked results.

Period	May 2009 till October 2013	
Setting	C. Steinweg Handelsveem B.V. (Service provider in the field of storage, handling, forwarding, chartering and other related logistics service). Scope: for her 7+ affiliates in The Netherlands, covering 3 Divisions: Chemicals, Soft Commodities & Metals. Significantly affecting the future way to work for 200+ employees.	
#Project(s)	1 overall, harmonized integrated project	
Project Description(s)	Serving 3 divisions successively, with phased go lives. Milestone deliveries with complex dependencies and conditions due to the need for data extraction from 4+ independent home brew legacy systems. Redirecting 35 interfaces (EAI & B2B), harmonizing 30+ documents & reports with customers, and authorities like Customs, DCMR, Statistics. Tightened and very complex Customs regulations, too long not complying with these resulting in Customs' strong urge to reach compliancy.	
Project Objectives	Replacing the pin pointed business critical home brew applications with standard ERP software after determining current "To Be" situation respecting the scope set: Sales, Forwarding, Logistics, weighbridge, RF scanning, Warehouse Management, Procurement, Customs & Financial Accounting, interfaces, reports, & documents, over the earlier mentioned 3 divisions, for 7+ originating affiliates.	
Project Dimensions	#FTE	Involving 200+ users, 3 divisions, project team staff averaging 15 FTE, 4 vendors & Steering committee of 9 Board members/Stakeholders.
	#Disciplines	Software functional consultants, vendor project manager, ICT specialists, Data analysts, Interface specialists, test engineer, test manager, customs' representatives, KPMG, Senior Management, Division management, customer's key users, IT manager, Warehouse managers, Finance representatives, purchasing, forwarders, transportation planners, DBA's, trainers, report- & document designers.
	#Business Partners	Hardware component vendors, Software vendors, subcontractors for testing, documents/reporting, interface specialists, training delivery.
	Budget (€)	>€6mln

My Role & Results: As a **Senior Project Manager**, fully responsible for managing of the agreed upon project, scope, timelines, budget, resources & milestones applying progress tracking, risk- & issue management, stakeholder management, safeguarding set dates, pre requisites, (spare) parts, conditions, allocating, preparing timely and adequate contribution of resources from either involved partners or required disciplines. Managing time & material charged/spent against planned.

Project Outcomes: After more than 2^{1/2} years encountering 3 showstoppers due to software vendor deliveries with lack of improvement, I strongly advised the board to issue an ultimatum, combined with a 3rd party audit of the software vendor. Outcome was sufficient to provide the necessary legal basis for terminating the contract without financial consequences for Steinweg. That led to a final halt of the entire project. By continuously meeting the desired (and in time radically changed) project objectives and focusing on the desired end result, I can emphasize that I fulfilled my role to the full satisfaction of all board members and stakeholders involved.

Period	May 2008 till May 2009	
Setting	Norfolkline AP Moller-Maersk Group, Ferry division (now part of DFDS). For the Dedicated <i>Ro-Ro</i> Terminal Vulcaanhaven (Vlaardingen) & 4 international sites (UK & Ireland). Limited storage capacity for trailers and new significantly larger vessels replacing the existing fleet within 1½ years time. To increase the terminal capacity accordingly, a business case was acknowledged for implementing a TOS (Terminal Operating System). Logistics, tough competition, high volume, low margins, major operational investments.	
#Project(s)	1 overall project.	
Project Description(s)	Project environment can be characterized as innovative, international, English command (both spoken & written), multi-site (Terminal operations & corporate headquarters). Solution is provided by Tata Consulting Services in an off shore delivery model, combined with on site consultants and project manager.	
Project Objectives	Replacing the very limited legacy system with a to select robust and standard software solution. Based on determined business requirements, selection criteria and use cases, selected a TOS vendor from the short list. Further selected a hardware vendor for providing the on board vehicle mounted systems (for 20+ terminal tractors) and 5 hand held terminals for executing yard inventories. TOS had to fit in to the current IT application landscape financial integration for invoicing, order entries, weighbridge & Camco (scanning application detecting & recording physical condition of all trailers as they pass the gate to counter unjustified damage claims). For tracking and tracing purposes, distributing trailer move tasks over the 20+ terminal tractors, the terminal had to be provided with a state of the art Wireless Mesh network. Applied technology was totally new in the Netherlands at the time and initial results were very unpredictable.	
Project Dimensions	#FTE	Involving 70+ users, effecting the core terminal business processes, all truck drivers, terminal tractor operators (in 2 shifts), ship planners, terminal management, Ferry division management, project team staff averaging 7 FTE, 4 vendors & Steering committee of 4 members/Stakeholders.
	#Disciplines	Software functional & technical consultants, vendor project manager, ICT specialists, Data analysts, Interface specialists, test engineer, test manager, Senior Management, Division management, customer's key users, IT manager, IT architects, Finance representatives, purchasing, ship planning, trainers, business intelligence consultants, terminal tractor operators.
	#Business Partners	Hardware component vendors, WLAN specialists, Software vendors, subcontractors for testing, documents/reporting, interface specialists, training delivery.
	Budget (€)	>€4mln

My Role & Results: As a **Senior Project Manager**, fully responsible for managing of the agreed upon project, scope, timelines, budget, resources & milestones applying progress tracking, risk- & issue management, preparing mitigations, stakeholder management, safeguarding set dates, pre requisites, parts, conditions, allocating, preparing timely and adequate contribution of resources from either involved partners or required disciplines. Managing time & material charged/spent against planned. Updating business case when required.

Project Outcomes: After nearly 1 year, and 1 *No Go live* occurrence due to Wifi issues, the project went live successfully within the next 2 weeks for Vlaardingen. This includes delays fully accountable by 2 determining supporting projects: Citrix roll-out and infra hosting transistion (IBM to Atos). These risks were identified in a very early stage and with regular reporting on risk & issue resolution accepted as beyond control of this TOS project by all stakeholders. As the project neared the testing phase, I had to advise and launch a mitigation for not disposing of a proper OTAP environment in time. This was not ideal, but temporarily and similar to the existing solution (no fail over).

Previous, shortened experience:

- Jan–May'08: **Ciber, SAP Project Manager** HRM & Supply chain management; and as a **Bidmanager**, successfully managed qualifying for a European tender in the energy sector.
- Mar - Jan'08: **Yacht, Eneco**, Optimizing procurement, logistics business processes & correct financial settlement for Eneco/MDDS with SAP in order to support roll-out of 80.000 smart meters for the consumers' market. Additionally, identifying & implementing of respectively quick wins & business process improvements as **Project Manager Logistics**.
- Dec - Feb'07: **Yacht, Project Manager** new recruiting process within Yacht, managing a team of 15 professionals.
- Sep -Nov'06: **ING, Senior Project Manager** achieving SOX compliancy for all "SOX key controls" stated within the scope of this compliancy project, focusing on the IT infrastructure environment. Achieved "ready for audit" status according to initial plan (time & scope) in spite of restricted resources and very limited remaining time to meet deadline.

Employer Accenture:

- 2006 **Campina (FMCG): Manager** of respectively Order to Cash- & Purchase to Pay teams in SAP re-implementation project: ERP Sales (Order to Cash 8 team members), Procurement (Purchase to Pay, 9 team members). Harmonizing merged organizations + corresponding SAP environments (pricing stacks/rebates/commissioning/etc) for a common future state.

Employer Capgemini:

- 2005 **TNT (TPG Post/EMN): Leading consultant** Commercial stream (SAP).
- 2005 **Shell: Project Manager** compliancy: reaching SOx-compliancy for all Application Embedded Controls (AEC's) related to respective ERP environments, successfully identified and achieved within Shell/EP (worldwide) and within the defined time scale.
- 2004 **KPN (Wholesale Voice Services, WVS): As Project Manager**, successfully implemented new service for KPN, supported by SAP.
KPN EURORINGS: As leading consultant, identified "quick wins", bottlenecks and provided them with (SAP SD) solutions. These consisted of tailor made-, customizing- & procedural adjustments. This was achieved together with 5 team members and aligned with all involved project teams.
Essent: As Business Intelligence advisor, executed a quick scan of the running SAP BI project, in order to investigate and quantify the extent and requirements of the extra workforce demand (application management).
- 2001 **KLM Engineering & Maintenance: As Change Manager/Coordinator** responsible for the timely and adequate delivery of a big SAP training program, together with 3 trainers, supporting a large scale SAP re-implementation (3.x to 4.6 A&D, 90 project members). Training program consisted of setting up 24/7 SAP training facilities, training numerous user groups (from engineer to controller, with/without SAP background, facilitating shifts), and successfully preparing this target group of 1200 SAP users for go live.
Maxeda (Vendex KBB ITS): Team lead Functional support for SAP logistics (10 specialists). Responsible for second line support SAP for the HEMA organization. Monitoring, dispatching, prioritizing of workload and personal evaluations of team members. Regular basis reporting to HEMA & ITS management for whole department was also taken care of with Business Objects.
- 1999 **Corus (v/h Hoogovens): SAP Business-/Sales-/Logistics-/Implementation consultant**

Employer EDS:

- 1997 – 1999: **NS, Friesland Coberco Dairy Foods, NKF:** Business-/Sales-/ Implementation consultant Triton/BaaN ERP (initial & optimization projects).

Employer Hewlett-Packard (formerly Prolin):

- 1996: **Gemeente Vlaardingen, ADP Infotech:** Implementation consultant ITSM (ITIL based)

Employer SITA (formerly BFI):

- 1994: **Corporate:** Business-/Sales-/Logistics-/ Implementation consultant: national (16 affiliates) preparation & roll-out ERP package (CLEAR).
- 1993 **Regional:** Management trainee: various assignments, consisting of analysis, advice & embedding.

Excellent references are available on request for 5 projects

Michiel Appelman has interest for similar international roles (EMEA):

- Program-/Project-/Change management
- Sales, Logistics-/Supply Chain Manager
- Container-/Cargo handling industry
- Oil & Gas industry
- ICT and core business processes
- ERP-/optimization projects

Education:

- HAVO, VWO
- Business College Commerce & Logistics
- The Hague University of Applied Sciences/Bachelor Industrial Engineering: BSc in SCM, Logistics & ICT
- IBO Slot Zeist: Instituut voor Bedrijfskundige Opleidingen 1-year pre-MBA programme
- APICS/CPIM (Certified in Production and Inventory Management)
- Project management 2 (Capgemini Academy).
- Project management, Prince2 Foundation -certified, 2006
- Project management, Prince2 Practitioner -certified, 2007
- Various intensive Sr consultancy courses & soft skills workshops (Savonije, Boertien & Partners)
- NIMA-A (Marketing)
- Excellent command of English
- TMAP knowledge & experience
- ITIL Service Management knowledge & experience (HP/Prolin/ITSM)
- Scrum/agile knowledge & experience
- SAP BI/Every Angle/Business Objects knowledge & experience
- Reasonable command of Spanish (Business College, certified)
- Certified IPMA-B Senior Project Manager → Please refer to [this](#) link for more info!
- 4-day Course Container Shipping and Terminal Operations by Jeff Martin