

# Curriculum Vitae

## Personal details

Name [Hajo Bakker](#)  
Telephone +31 6 5472 6466  
Email [consultancy@hajobakker.com](mailto:consultancy@hajobakker.com)  
LinkedIn <https://www.linkedin.com/in/hajobakker/>

## Profile

I produce sharp analyses, solid advice and high-quality solutions. My analytical skills and experience help me in finding connections, similarities and differences. Quite a number of years of experience has built me a toolkit in which deducing and inducing play their part. My week is often filled with listening, asking questions, asking more questions and converting this to schematics, text and models.

My result-oriented approach, knowledge and experience in both IT and Business helps creating successful results. In many circumstances I am creative and enthusiastic, allowing me to motivate people around me, keeping interpersonal relations in mind. I get to the core of situations quickly and can reflect on them. I use my well-developed problem-solving skills together with a critical approach to create constructive solutions.

## Work experience

**Employer** [HajoBakker Consultancy](#)  
**Position** Freelance IT Business Consultant  
**Period** 2009/10 - present  
**Tasks** IT services for Medium- & Large Enterprises  
**2022/10 - 2023/12** [Kennisnet/SIVON](#): Consultant / Business Analyst  
Hired to analyse and document processes shared between Kennisnet and SIVON, responsible for retrieving accountability and responsibility for phase / step / result. Amongst other I analysed processes top-down, aligned with stakeholders, with a model stored in Archimate as result. I made use of Archimate, Sparx Enterprise Architect.  
  
Responsible for advise on organisation, approach, results, responsible for designing deliverables based on gap- and impact-analyses. Amongst other I prioritised issues, based on importance for the in- and external organisation, with a short-term and middle-long roadmap for improvement as result. I made use of MoSCoW approach.  
  
Responsible for retrieving current and future states, responsible for realisation of an impact analysis of changes. Amongst other I visualised the gap between current and future states, with clearly showing the challenges on the roadmap as result. I made use of ITIL, BiSL, ITSM frameworks.

## LinkedIn reference(s)

*Dirk Linden (CTO)*:Hajo creates well founded and documented analyses from organisations and processes. From these he builds really useful recommendations for improvement. Hajo is tenacious when needed and cooperative whenever possible. He does not shy away from confronting the organisation with opposing perspectives. Working with Hajo has been an enjoyable and constructive experience. I would definitely hire him again for a similar assignment.

2022/02 - 2022/06 **digigo/DSGO**: Consultant / Architect

Hired to shape the landscape for DSGO, responsible for realising a coherent, understandable, usable and feasible design. Amongst other I elicited wishes and demands, aligned with stakeholders and confirmed with a proof of concept, with an approved design and approach for the DSGO framework as result. I made use of Archimate, Sparx Enterprise Architect.

Responsible for the design of the DSGO-framework and the first DSGO conference, responsible for finding a recognizable, usable public source and use this as foundation. Amongst other I analysed recognizability and usability of a number of frameworks used in construction, with RGS as foundation for the highest architectural level as result. I made use of Leidraad RGS (ResultaatGericht Samenwerken), LeidraadSE.

2021/10 - 2021/12 **LeasePlan Remarketing**: Business Analyst / Consultant

Hired to analyse remarketing (ex-lease returns and resale) processes, responsible for perform process mapping and find low-hanging fruit in 15 countries. Amongst other I elicited processes in workshops, defined issues and constructed solutions, with a starting point for improving common issues in the near future as result. I made use of Workshops, UML, BPMN, TOGAF, Archimate, Aris, LeanIX.

Advised a more effective approach for a LeasePlan Digital project, responsible for identifying issues and defining possible solutions. Amongst other I gathered principles from project and organisation, compared these to best-practices, with an advice-report with pragmatic leads to improve efficiency, effectivity and quality as result. I made use of PMI PKBOK, ITIL, ITSM.

2021/02 - 2021/10 **a.s.r. Vitality**: Business Analyst

Hired to connect two new partners to the partner landscape and mobile app, responsible for converting concepts to production, designing integration and procedures. Amongst other I elicited requirements, connected partners Champ and Mobidot to Vitality Group, with extra partners where participants can perform activities to earn program points as result. I made use of Sparx Enterprise Architect, Teams, SharePoint, Visio.

Responsible for analysing a number of concepts, responsible for converting concepts to feasible, usable solutions. Amongst other I interviewed stakeholders, reported and documented in a number of ways and levels, with a set of user stories, use cases, wireframes and processes ready to implement as result. I made use of IIBA BABOK, IREB CPRE, common sense, process analysis.

Requested to help thinking about a.s.r.v. Vitality development, responsible for draft advice solicited and unsolicited. Amongst other I performed a number of impact-analyses and analysed processes, with a number of compact advice reports as result. I made use of general advisory competencies.

#### **LinkedIn reference(s)**

*Jan Bruning (IT manager)*: Hey Hajo, another fine effort for a.s.r. vitality! You're someone who clarifies specifications in very short time for both demand and supply. Doing so you have a clear opinion and are always to the point. Great working with you and maybe we'll do so again.

*Marielle Merbel (Director)*: Hajo is a very able business Analyst, who can perform a thorough impact analysis from both business process and technical aspects. Hajo does not let up and aims high! He is a real asset to organisations that want and can join him at this level.

2020/11 - 2021/02 **Royal Haskoning DHV**: Business Analyst / Scrum Master

Hired to realise delivery of the new CMS platform for RHDHV, responsible for eliciting requirements, solutions developed and delivered. Amongst other I have performed refinements, drafted epics, stories and tasks, with the realisation of the new CMS platform with mostly out of the box components as result. I made use of Scum, Jira, Confluence, Sitecore.

Responsible for eliciting RHDHV requirements, responsible for focussing on primary deliverables, prioritising. Amongst other I communicated frequently with the RHDHV product owner, with well documented stories as result. I made use of MoSCoW methodology.

**LinkedIn reference(s)**

*Chris Daintith (Product Owner CMS):*Hajo recently joined our project as a Business Analyst working towards the launch of our new global website. I was immediately impressed by Hajo's broad expertise and understanding of the needs of the client and of the goals and objectives we were trying to meet. He entered the project at a somewhat turbulent time, where we were facing several challenges, yet his level of enthusiasm and focus to move things along never wavered. He was pivotal in turning the project around in my opinion and really helped us be realistic with our ambitions, with a crystal-clear structured approach and attention to detail. Hajo has the ability to be super technical and yet super simple when required which is always a key asset to any business analyst's arsenal. As well as his expertise and technical understanding, it's an added bonus that he's just a great guy and well-rounded human being. I'm grateful for all the effort Hajo, thanks a lot!

2020/10 - 2021/02 **SFIA foundation**: Business Analyst

Volunteered to supply the Dutch translation of the SFIA 7 framework, responsible for contextually correct translation of levels and categories. Amongst other I analysed and translated English text, with the start of Dutch SFIA published on the SFIA website as result. I made use of English, Dutch, general IT knowledge.

Requested to link various sources to the SFIA framework, responsible for modelling sources and making the whole available. Amongst other I created a number of designs and set up a proof of concept, with a successful demonstration as result. I made use of Apache Jena / Fuseki / Solr, Elasticsearch, Tomcat, Linux, API, PHP, HTML, JavaScript.

2020/04 - 2020/08 **Freelance.nl**: Business Analyst

Tasked with improving business processes, responsible for designing and or improving processes and procedures. Amongst other I analysed baselines, approach and results, with an improved, more efficient way of working as result. I made use of MoSCoW prioritising, PDCA, Cobit.

**LinkedIn reference(s)**

*Jan van der Tempel (Director / owner):*Hajo is an analytical and knowledgeable IT guy with a lot of business sense, who's performed multiple assignments for our company. Hajo has a no-nonsense approach and an enormous passion for his trade. This combination makes him a very nice person to work with, both in the office and remote. Hajo was (and still is) connected to our platform as sparring partner in our user panel, after which he has run a number of successful paid assignments. Even during Corona working fully remote, Hajo was able to integrate well into our organisation. I've taken great pleasure in hearing from Hajo what he excels in as well as receiving feedback if (part of) an assignment is not really his cup of tea. Hajo is a professional who aims to bring long-term value for his customers. I hope he will complement the development our platform for a long time, no matter which shape or form

2020/01 - 2020/03 **Randstad Group Nederland**: Business Analyst / Consultant

Responsible for personal data in test environments, responsible for retrieving, safeguarding, reporting and anonymising personal information. Amongst other I drafted privacy policies, -standards and processes, with a framework to store the level and progress of the GDPR compliance project as result. I made use of Confluence, Jira, Power-BI, IIBA BaBoK, ISO 27001 / 27002 / 27005 / 27018.

Tasked with setting up a Confluence template for sites, responsible for developing a framework that could be reused by multiple teams. Amongst other I used common Confluence techniques, with a set of pages creating overview, content and status as result. I made use of Confluence, Jira, Devops.

2019/01 - 2019/11 **a.s.r. Vitality**: Business Analyst / Consultant

Hired to perform the technical realisation of the a.s.r. Vitality partner program, responsible for connecting Etos, Intersport and other parties to the Vitality app and infrastructure. Amongst other I agreed process- and other designs with all parties involved and guided implementation, with solid processes and a smooth-running app and infrastructure as result. I made use of IIBA/Babok, IREB/CPRE.

Tasked with analysing requirements for parties like Etos and Intersport, responsible for finding the best way to connect all parties involved. Amongst other I proactively advised all involved, designed process- and infrastructural designs, with a well aligned landscape that facilitates the program launched on 04-11-2019 through a smartphone app as result. I made use of Sparx Enterprise Architect, UML, BPMN, Archimate, GDPR.

Tasked with drafting proactive advice, responsible for further research into this advice. Amongst other I analysed numerous dilemmas and designed fitting solutions, with concrete decisions to be made by a.s.r. Vitality, partners and Vitality as result. I made use of SWOT analysis, balanced score card, business administration.

#### LinkedIn reference(s)

*Ramon Krans (Partnerstream Manager)*:With Hajo we've had a Business Analyst in our midst who delivered a valuable contribution in achieving the planning to launch a.s.r Vitality. His involvement, broad expertise and structured approach has played a great part in achieving this milestone. Hajo has taught me a lot as a person and has helped me to use my abilities better in the future. Thanks for doing so Hajo.

*Ali al Bana (Project lead)*:I've worked with Hajo for a couple of months, designing and implementing a.s.r. Vitality. Following Hajo's solid analyses and accurate advice, the program has launched successfully on November 4th. Thanks for the cooperation and for being the link between all parties involved, foreign and domestic!

*Dennis Westhuis (Business Analyst)*:Working with Hajo I've found he is very driven and pragmatic and is very good at connecting processes and information, bringing structure to complex landscapes.

2018/05 - 2018/11 **Deloitte Netherlands**: Business Analyst / Consultant  
2017/10 - 2017/12 **Rotterdam University of Applied Sciences**: Advisor/Analyst  
2017/05 - 2017/06 **Inshared**: Consultant  
2016/09 - 2016/09 **the Sports Society**: Consultant  
2016/07 - 2016/12 **Royal Dutch Library**: Project Lead/Business Analyst  
2016/03 - 2016/04 **Windsheim University of Applied Sciences**: Business Analyst  
2015/09 - 2015/12 **AkzoNobel automotive coatings**: Information Analyst  
2015/09 - 2015/09 **VUmc**: IT Consultant  
2014/07 - 2015/03 **Bibliotheek.nl**: Information Analyst/Consultant  
2014/01 - 2014/02 **ZOEV**: Consultant  
2013/12 - 2013/12 **TopRow**: Website Developer  
2013/03 - 2013/05 **ABN Amro**: Business Analyst  
2013/01 - 2014/03 **University of Amsterdam**: Information Analyst  
2012/05 - 2013/02 **Hitachi Data Systems**: Solutions Consultant  
2012/04 - 2012/04 **ZOEV**: Website Developer  
2012/02 - 2012/04 **AEGON Asset Management**: Information Analyst  
2011/11 - 2011/11 **TAQA energy**: Migration Consultant  
2011/02 - 2011/02 **Group4 aviation**: Consultant  
2011/02 - 2011/02 **G-Star RAW**: Information Analyst  
2010/09 - 2010/12 **KLM inflight services**: Consultant  
2010/05 - 2010/10 **ING bank BCDR**: Information Analyst

2010/04 - 2011/05 **SNS reaal**: Information Analyst  
 2009/12 - 2010/09 **Amsterdam University of Applied Sciences**: Analyst  
 2009/12 - 2009/12 **Lengkeek, Laarman & de Hosson**: Information Analyst

## Employers

**Employers 1991-2009**  
 Position Various technical IT projects  
 Period 1991/01 - 2009/10  
 Tasks Consultant, project leader, engineer, helpdesk  
 1991/01 - 2009/10 **KPN, Glidepath/PwC, Avnet, Aegon, KNMI, Ministry of Defence, ING, Lucent, ING, UPC/Sun, Divine solutions, NL.tree, SNS reaal, RHD Utrecht, Stork Fokker Aerostructures, Station12, AOT, ING, RNW, ING, DHL, Uniface, Shell, PTT, Raet, Shell**: various hands-on positions

## Certificates

2020 CCA (Certificate in Cybersecurity Analysis)  
 2019 AWS Cloud Practitioner  
 2019 CI-SCS (Certified Integrator in Secure Cloud Services)  
 2019 CLOUDF (Cloud Foundation)  
 2019 ISO (Information Security Officer)  
 2019 VeriSM foundation  
 2019 PDPF (Privacy and Data Protection Foundation)  
 2018 iServer user accreditation  
 2017 ASF (Agile Scrum Foundation)  
 2017 ACI (Agile Certified Integrator)  
 2017 AMF/ASL2 (Application Management Foundation)  
 2017 OOF (Object Oriented Foundation)  
 2017 DBSQL (Database and SQL Foundation)  
 2016 ISDDF (Information System Design and Development)  
 2016 CPRE (Certified Professional Requirements Engineer)  
 2016 ECBA (Entry Certificate Business Analysis)  
 2015 VSP5 cloud provider  
 2015 ISYF (Information Systems Foundation)  
 2014 PCF (Professional Communication Foundation)  
 2014 LEANITF (Lean IT foundation)  
 2012 IFSF (Information Security Foundation based on ISO27001)  
 2012 BiSL foundation  
 2012 ISMP/ISMAS (Information Security Management Professional based on ISO27001)  
 2012 VCA5, VSP5, VTSP5  
 2011 Prince2 foundation  
 2009 ITILv3 foundation  
 2007 Services partner accreditation  
 2002 Business and management  
 2001 Knowledge & information Management  
 2000 Project management  
 1996 ITIL essentials

## Education

2014-2017 Business administration and informatics Diploma: No  
 1988-1989 Electrical engineer Diploma: Yes  
 1988-1988 Vocational levels Math and Science Diploma: Yes

## Languages

Dutch C2, Native  
 English C1, Full working proficiency