

ROLAND WOLDT

PROJECT EXPERIENCES

Business Process / Enterprise Architecture Management

- Project manager in a process mining pilot project – introduction of process mining and task mining (Robotics Process Discovery) at a high-tech firm (2021; Google).
- Process management business case development for an apparel company in the context of their SAP implementation (2021; Nike).
- Proof of concept for a process improvement initiative - enhancing the configuration of the EA tool implementation from an earlier project and approach – at a national home loan company (2020; Fannie Mae).
- Lead architect in an application/project/cost rationalization project for KPMG's Audit group. In addition to the rationalization efforts, forward-looking architecture work, such as definition of principles, creation of a process framework, and architecture catalogs/patterns are in scope of this phase (2019; KPMG).
- Subject Matter Professional in an EA/process repository tool selection project for a national home loan company, that is used for process improvement and risk & compliance purposes (2019; Fannie Mae).
- Project lead for an Enterprise Architecture implementation – stand-up of the discipline of EA at a non-profit organization in the context of a major business transformation: EA strategy development, tool selection, method configuration, governance design, training planning, communication (2019; Project Management Institute).
- Enterprise Architecture maturity assessment for a non-profit organization. Development of “findings and recommendations” that will be implemented in the next project phase, as well as definition of an Architecture Review Board and preparing the members and participants. Collection of standards and reference architectures (2018; Project Management Institute).
- Enterprise Architecture review for a global waste management company as part of the planning phase for a global ERP implementation (2017; Stericycle).
- Lead Business Architect in a Security Access project for a global financial client. We supported a central access management system implementation by developing this architecture layer (2016 – 2017; State Street).



- Project Manager of an Enterprise Architecture Support project (development road map analysis and planning) for a global agriculture / pharma client (2016 – 2017; Bayer Crop Science).
- BPM Subject Matter Professional for a national cable provider/broadcasting company that wanted to improve their operational customer-related processes. Definition of standards and mentoring of modeling resources (2016; Comcast).
- Project manager in an ARIS proof of concept for an international insurance company in London, UK (2015; AIG).
- Architecture setup for an internal business process improvement of back office processes; support of an initial assessment in 8 process groups in preparation of the development of a target operating model (2015: KPMG).
- Business process improvement project with implementation road map development for a countrywide home loan company (2014; Fannie Mae).
- Global road map development and product management for the BPMS solution architecture and implementation consulting methodology (“Model-to-Execute”); internal project (2013 – 2014: Software AG).
- Project Manager and SME in an ARIS for SAP implementation at a wholesale distributor – SAP implementation (2013; Conair).
- Lead Enterprise Architect on a project that created a consolidated, TOGAF-based EA for the market leader in commercial aircrafts (2013; Boeing).
- Enterprise Architecture review for a food service distributor, including their EA practices and setup, standards, and “model-to-execution” setup (2012; US Foods).
- Lead of an Enterprise Architecture team in a mainframe modernization project for a nine college consortium in Florida. Responsible for overall concept and EA development, as well as the overall program approach (2011; HETG).
- Development of the “Military Leadership” process model - “brigade in a combat mission” (2003 – 2004; German Armed Forces).



System Implementations

- Project Director for a Business Process Repository implementation in the context of an enterprise-wide Governance, Risk & Compliance initiative at a national home loan company. Responsible for all technical aspects of the implementation – config-



uration, design (data, governance, application interfaces), development of interfaces to multiple systems (2019 – 2020; Fannie Mae).

- Project Delivery Lead for the enhancement of a tool stack for risk & compliance (based on KPMG's Risk & Compliance Tool and ARIS), as well as governance design and training creation and delivery for the complete tool stack for a national bank (2018; PNC).
- ARIS Development Lead for the interface development between KPMG's own Regulatory Compliance Tool and ARIS for a banking client (2016; PNC).
- Program Architect for an internal offering development project (three year build with a 20+M budget), leading a team of five architects. Definition of a TOGAF-compliant architecture approach, including governance definition (method, organization/roles, processes), solution portfolio setup, and agile transformation (2015 – 2016; KPMG).
- Method definition and configuration in an implementation of a global collaboration platform for KPMG - "Source": ARIS, Confluence, JIRA (2014; KPMG).
- "Getting Started" TOGAF Enterprise Architecture services / ARIS implementation for one of the largest global Oil & Gas / Mining company (2014; BHP Billiton).
- "Getting Started" Enterprise Architecture / ARIS implementation project manager with the main cable / internet provider in Quebec, Canada – establishment of methods and standards (2013 – 2014; Videotron).
- Project Manager and Lead Architect in the scoping phase of a multi-year, multi-million ERP implementation, creating the functional scope of the implementation phases (national grocery chain; 2012 – 2013; Kroger).
- Lead of the Model-to-Execute work package at a national kiosk retailer. This was the first "real life" ARIS - webMethods implementation in North America (2012; Outerwall [Coinstar/Red Box]).
- Conceptualization and implementation of an Enterprise Architecture structure in ARIS as part of a Business Transformation project at a medical supply company (2010 – 2011: Medtronic).
- Project Manager of an Enterprise Architecture / ARIS implementation at a national commercial food supplier (2010, Sysco Foods).
- ARIS implementation and method setup at a countrywide home loan company with BPMN (2010; Freddie Mac).



- ARIS “Getting started” support in preparation of an ERP implementation at a global airline – maintenance and supply chain processes (2010; American Airlines).
- Project Manager and SME in an ARIS implementation at an utility company (2009; Southern California Edison).
- Project management and training delivery in an ARIS implementation at a nuclear energy provider (2009; South Texas Project).
- Project Manager of a BPM project in a SAP reimplementation at a global High-Tech company (2008; Citrix).
- Engagement manager for BPM projects with the US Army (Army logistics and medical logistics) in the context of a SAP implementation (2008; US Army).
- Project manager of a BPM project for the Bundesamt für Wehrtechnik und Beschaffung / Armament Organization – SAP implementation (2005 – 2007; German Armed Forces).
- Project manager of a BPM project for the Bundesamt für Wehrtechnik und Beschaffung / Armament Organization – SAP implementation (2005 – 2007; German Armed Forces).
- Process development in Bundeswehr’s logistic process – SAP implementation (2007; German Armed Forces).
- Enhancement of the “Organization” process model for the German Armed Forces - SAP implementation (2006 – 2007; German Armed Forces).
- Support of central Business Process Management program at the German Ministry of Defense (2006; German Ministry of Defense).
- Project manager of a BPM project “Armament” for the German Armed Forces – SAP implementation (2004 – 2005; German Armed Forces).
- Development of the “Medical Service” process model for the German Armed Forces - SAP implementation (2003 – 2005; German Armed Forces).
- Project manager of the customer product “Mobile Access Portal“ - access to the customer’s intranet via a new developed service platform – IPsec tunnel (2002; T-Mobile).
- Defect management in system / acceptance test of a “Service Integration Platform“ of a global mobile telecommunication company (2002; T-Mobile).

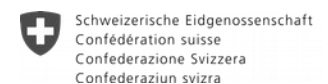


- Development of billing processes for a global telecommunication company - implementation of a new billing architecture for 44 million customers (1997 – 1998; Deutsche Telekom).



Training / e-Learning / Knowledge Management

- Multiple training developments and deliveries for clients (included in project descriptions above), KPMG-internal project teams, the KPMG Global Architect group, as well as part of the “KPMG Source” project support activities (2015 – 2020; KPMG)
- Advanced ARIS Admin training – concept, development, remote training delivery - for a national bank (2019; PNC).
- Course content development and review for KPMG Business School web-based training for Enterprise Architecture (2018; KPMG).
- Multiple ARIS training deliveries at various clients as part of the ARIS Certification Program, training development of global training courses (strategy, BPMN), contribution to ARIS certification questionnaire (2008 – 2013: Software AG).
- Mentoring of a Business Process Management project in the context of their ARIS implementation and usage (2011; Government of British Columbia).
- Mentoring of a Business Process Management project in the context of their ARIS implementation and usage (2009; Clorox).
- Development of a change management concept for the Swiss Army – SAP implementation (2006 – 2007: Swiss Armed Forces).
- Implementation of a Wiki for the Public Sector consulting branch of IDS Scheer AG (2005 – 2007; IDS Scheer AG).
- Organizational change management support for the German Ministry of Transport and Digital Infrastructure (2004; German Ministry of Transport and Digital Infrastructure).
- Project manager of a Blended Learning project for 1000 client and outsourcing agents. Development of internal standards and norms for the implementation of an eLearning solution at an European internet service provider; quality assurance (2001 – 2002: T-Online).



- Project manager end user training of a billing software at the leading German internet service provider - 400 customer service agents (2000: T-Online).
- Development of a knowledge transfer concept; conceptualization and implementation of a project intranet; lead of the editorial staff at the largest German internet service provider (1999 – 2000; T-Online).
- Development of a classroom-based training concept for an Austrian utility company - SAP implementation (1997; Salzburg AG).

t-online.

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Organization Development

- Stand up, competency design, and enablement for an Enterprise Architecture practice at KPMG (2014 – 2020; KPMG).
- Stand up and competency design for an Enterprise Architecture practice at a leading software vendor (2011-2014; Software AG).
- Development of a competency models and the associated proficiency levels to staff a large software development project (replacement of the complete technical architecture of a European internet service provider, 1999; T-Online).
- Development of role profiles and job descriptions for a new customer care center of a German railway company (1997; Deutsche Bahn AG).
- Head of the personnel department in a battalion's staff (1995 – 1997; German Armed Forces).
- Platoon leader of a tank platoon (1989 – 1990 & 1994 – 1995; German Armed Forces).



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Other

- Team lead in the Paycheck Protection Program (CARES act) support for a national bank (2020; Bank of America).

