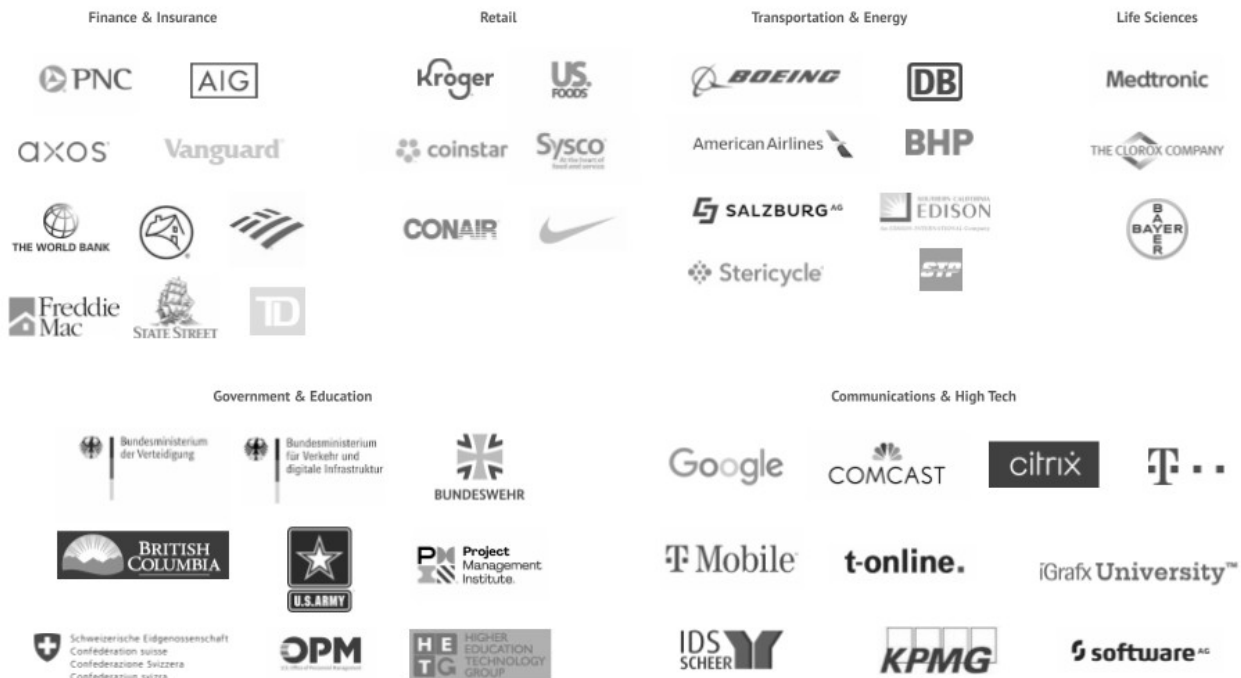


ROLAND WOLDT - EXPERIENCE

Thirty years of consulting across financial services, government, aerospace, healthcare, and technology. Selected engagements below represent breadth of scope, scale, and industry. The full project list follows from page 2.

| Client | Scope | Scale / Outcome | Year |
|-----------------------------------|--|--|---------|
| TD Bank | ARIS implementation—strategy, methods, governance | Major North American bank; ARIS Connect and Process Mining | 2025-26 |
| Office of Personnel Mgmt (US Fed) | Enterprise Architecture tool implementation (Alfabet) | US Federal Agency; end-to-end implementation lead | 2024-25 |
| World Bank | Process mining – project approval process analysis | International organization; full approach: scoping to improve, opps | 2023 |
| Boeing | TOGAF-based EA consolidation across business units | Leading aircraft manufacturer; multi-year program | 2012-14 |
| KPMG (internal) | \$6M+ EA practice—team of 12, global community of practice | Double-digit YoY revenue growth; 4 years as owner | 2014-20 |
| PNC Bank | Digital regulatory technology ecosystem built | Multiple projects—compliance tool integration: KPMG risk tool + ARIS | 2015-19 |
| Project Management Institute | EA program stand-up during major business transformation | Non-profit; architecture strategy, tool selection, governance design | 2018-19 |

CLIENTS I'VE WORKED WITH



BUSINESS PROCESS & ENTERPRISE ARCHITECTURE MANAGEMENT

- Program Manager – ARIS Implementation** 2025 – 2026
TD Bank · Remote
- Strategy, methods, and governance design for modeling and process mining components
 - Stakeholder alignment across multiple business units
- Program Manager – ARIS Implementation** 2024 – 2025
Vanguard · Remote
- Key outcome: Full implementation delivered on scope; process mining capability established
 - End-to-end program management for a global ARIS rollout at one of the world's largest investment firms
 - Governance design, process mining integration, and cross-functional stakeholder coordination
- Project Manager – EA Tool Implementation (Alfabet)** 2024 – 2025
Office of Personnel Management (US Federal Government) · Remote
- Managed end-to-end implementation of Alfabet for a US federal agency
 - Aligned implementation with federal governance and compliance requirements
- Process Mining – Project Approval Process Analysis** 2023
World Bank · Remote
- Analyzed the end-to-end "projects" process from ideation to approval (team of 3)
 - Data model creation and custom analysis dashboards for leadership reporting
- Project Sponsor / Program Manager – Process Design Tool Implementation** 2023
Axos Bank · Remote
- Managed implementation of a process design platform including import of 2,000+ Visio diagrams
 - Incorporated a Process Mining pilot alongside the core implementation
- Proof of Value – Process Mining for IT Service Management** 2022
Fannie Mae · Remote
- Technical lead for creating live connections to ServiceNow source systems
 - Creation of analysis framework and client presentations for executive stakeholders
- Proof of Value – Process Mining (Procure-to-Pay with SAP)** 2022
Reynolds Consumer Products · Remote
- Overall project management; creation of data model and custom analysis dashboards
 - Delivered executive-ready findings within a compressed timeline

- Project Manager – Process Mining & Task Mining Pilot** 2021
Google · Remote
- Introduction of process mining and Robotics Process Discovery at a global technology firm
 - Scoped and managed the pilot from initial assessment to findings delivery
- Process Management Business Case Development** 2021
Nike · Remote
- Developed the business case for process management in the context of a major SAP implementation
- Subject Matter Professional – Proof of Value Process Improvement Initiative** 2020
Fannie Mae · Reston, VA / Washington DC
- Enhancing configuration of EA tool configuration from earlier project
 - Development of program approach
- Lead Architect – Application / Project / Cost Rationalization** 2019
KPMG (Internal) · McLean, VA
- Rationalization of the application landscape for KPMG's Audit group
 - Forward-looking architecture work: principles definition, process framework, architecture catalogs and patterns
- Subject Matter Professional – EA/Process Repository Tool Selection** 2019
Fannie Mae · Reston, VA / Washington DC
- Led tool selection for a process improvement and risk & compliance repository
 - Evaluation framework, vendor assessment, and recommendation delivery
- Project Lead – Enterprise Architecture Program Stand-Up** 2019
Project Management Institute · Newtown Square, PA
- Key outcome: EA practice established from zero; Architecture Review Board defined and launched
 - Stand-up of the EA discipline in the context of a major business transformation
 - EA strategy, tool selection, method configuration, governance design, training planning, and communication
- EA Maturity Assessment** 2018
Project Management Institute · Newtown Square, PA
- Assessed EA maturity; developed findings and recommendations for the next program phase
 - Defined an Architecture Review Board structure; prepared members and participants
 - Collected standards and reference architectures as the foundation for future-state design

- Enterprise Architecture Review** 2017
Stericycle · Chicago, IL
- EA review for a global waste management company as part of planning for a global ERP implementation
- Lead Business Architect – Security Access Project** 2016 – 2017
State Street · Boston, MA
- Supported a central access management system implementation by developing the architecture layer
 - Delivered architecture documentation and stakeholder alignment
- Project Manager – EA Support (Development Road Map)** 2016 – 2017
Bayer Crop Science · Raleigh, NC
- Capability model creation
 - Road map analysis and planning
- BPM Subject Matter Professional** 2016
Comcast · Philadelphia, PA
- Definition of BPM standards for operational customer-related processes
 - Mentoring of modelling resources; quality assurance for deliverables
- ARIS Proof of Concept** 2015
AIG · London, UK
- Project manager for an ARIS proof of concept for an international insurance company
- Architecture Setup – Back Office Process Improvement** 2015
KPMG (Internal) · Chicago, IL
- Architecture support for an internal business process improvement initiative
 - Initial assessment across 8 process groups in preparation for a target operating model
- Business Process Improvement & Road Map Development** 2014
Fannie Mae · Washington DC
- Process improvement project of the “Idea to Project” process with implementation road map
- Global Road Map & Product Management – BPMS Solution Architecture** 2013 – 2014
Software AG (Internal) · Reston, VA
- Global road map development for the “Model-to-Execute” architecture and implementation consulting methodology

- Project Manager & SME – ARIS for SAP Implementation** 2013
Conair · Hightstown, NJ
– ARIS implementation in the context of an SAP rollout at a wholesale distributor
- Lead Enterprise Architect – TOGAF-Based EA Consolidation** 2012 – 2014
Boeing · Seattle, WA
– Key outcome: First enterprise-wide TOGAF-compliant EA delivered; adopted as the standard approach
– Created a consolidated, TOGAF-based EA for the market leader in commercial aircraft
– Multi-year program spanning multiple business units and domains
- EA Review – Practices, Standards, and Model-to-Execution Setup** 2012
US Foods · Rosemont, IL
– Reviewed EA practices, standards, and model-to-execution configuration; created analysis report
- Lead – EA Team, Mainframe Modernization Program** 2011
HETG (Nine-College Consortium) · Ft. Lauderdale, FL
– Led an EA team within a mainframe modernization program for a nine-college consortium
– Responsible for overall concept, EA development, and program approach
- Military Leadership Process Model Development** 2003 – 2004
German Armed Forces · Hamburg/Bonn, Germany
– Development of the "Military Leadership" process model – "brigade in a combat mission"

SYSTEM IMPLEMENTATIONS

- Project Director – Business Process Repository Implementation** 2019 – 2020
Fannie Mae · Washington DC
– Key outcome: Full implementation delivered; integrated with multiple enterprise systems
– Led all technical aspects of a GRC-driven Business Process Repository implementation
– Configuration, data and governance design, application interface development to multiple systems

- Project Delivery Lead – Risk & Compliance Tool Stack** 2018
PNC Bank · Pittsburgh, PA
- Enhancement of a risk & compliance tool stack (KPMG Risk Tool + ARIS)
 - Governance design and training creation and delivery for the complete stack
- ARIS Development Lead – Regulatory Compliance Interface** 2016
PNC Bank · Pittsburgh, PA
- Interface development between KPMG's Regulatory Compliance Tool and ARIS
- Program Architect – Internal Offering Development** 2015 – 2016
KPMG (Internal) · Atlanta, GA
- Led a team of five architects on a three-year, \$20M+ build program
 - TOGAF-compliant architecture: governance, organization/roles, processes, solution portfolio, agile transformation
- Method Definition & Configuration – Global Collaboration Platform** 2014
KPMG (Internal) · McLean, VA
- "KPMG Source": ARIS, Confluence, and JIRA integration for a global collaboration platform
- EA / ARIS Implementation** 2014
BHP Billiton · Houston, TX
- "Getting Started" TOGAF Enterprise Architecture and ARIS implementation
- Project Manager & Lead Architect – ARIS Implementation** 2013 – 2014
Videotron · Montreal, Canada
- EA / ARIS "Getting Started" for the main cable and internet provider in Quebec
 - Establishment of methods and standards; first implementation in the Canadian market
- Project Manager & Lead Architect – ERP Scoping** 2012 – 2013
Kroger · Cincinnati, OH
- Scoping phase for a multi-year, multi-million ERP implementation at a national grocery chain
 - Created the functional scope and phasing for the full implementation program

- Lead – Model-to-Execute Work Package** 2012
Coinstar / Redbox (Outerwall) · Seattle, WA
- Key outcome: Pioneer implementation; established the blueprint for subsequent North American rollouts
 - Led the Model-to-Execute work package
 - First "real-life" ARIS–webMethods implementation in North America
- Business Architecture – Business Transformation Program** 2010 – 2011
Medtronic · Minneapolis, MN
- Conceptualization and implementation of a Business Architecture structure in ARIS
 - Part of a large-scale business transformation program at a global medical device company
- Project Manager – EA / ARIS Implementation** 2010
Sysco Foods · Houston, TX
- Full ARIS implementation at a national commercial food supplier
- ARIS Implementation & Method Setup** 2010
Freddie Mac · McLean, VA
- ARIS and BPMN-based method implementation at a major home loan company
- Project Manager – ARIS Implementation (Aviation)** 2010
American Airlines · Tulsa, OK
- "Getting Started" ARIS support for an airline, covering maintenance and supply chain processes
 - Part of preparation for a major ERP implementation
- Project Manager & SME – ARIS Implementation (Utilities)** 2009
Southern California Edison · Rosemead, CA
- Full ARIS implementation and method setup at a major US utility company
- Project Manager – ARIS Implementation (Nuclear Energy)** 2009
South Texas Project · Bay City, TX
- Project management and training delivery for an ARIS and GRC implementation

- Project Manager – BPM in SAP Re-implementation** 2008
Citrix · Fort Lauderdale, FL
- BPM project management in the context of a global SAP re-implementation
- Engagement Manager – BPM / SAP (Defense)** 2008
US Army · Alexandria, VA / Huntsville, AL
- BPM program management for Army logistics and medical logistics in the context of a major SAP implementation
- Project Manager – BPM / SAP (German Defense Procurement)** 2005 – 2007
German Armed Forces · Koblenz, Germany
- Two separate BPM/SAP implementation projects for the German Armament Organization
 - Process development for Bundeswehr logistics (SAP implementation)
- Billing Process Development** 1997-1998
Deutsche Telekom · Darmstadt, Germany
- Development of billing processes for a new billing architecture serving 44 million customers

TRAINING, E-LEARNING & KNOWLEDGE MANAGEMENT

- Product Owner – iGrafx University** 2022 – 2024
iGrafx · Northern Virginia, VA / Portland, OR
- Key outcome: Launched iGrafx University from zero; active platform with global customer and partner adoption
 - Concept, LMS selection, training creation, and supervision of the Global Learning Team through build, launch, and operations
 - Delivered a complete learning platform for global customers and partners
- Multiple Training Developments & Deliveries** 2015 – 2020
KPMG · McLean, VA
- Training for client project teams, KPMG's Global Architect group, and as part of "KPMG Source" project support
 - ARIS Admin training development and delivery; EA web-based training for KPMG Business School (2018)

- Advanced ARIS Admin Training** 2019
PNC Bank · Pittsburgh, PA
- Concept, development, and remote training delivery for the bank's ARIS users and administrators
- ARIS Certification Program – Training Development & Delivery** 2008 – 2013
Software AG (multiple clients) · Global
- Multiple ARIS training deliveries as part of the global certification programme
 - Development of global training courses (strategy, BPMN); contribution to the ARIS certification questionnaire
- BPM Mentoring – ARIS Implementation** 2009 – 2011
Government of British Columbia · Victoria, Canada / Clorox · Oakland, CA
- Mentoring on Business Process Management practices in the context of ARIS implementations at two separate organisations
- Change Management Concept – SAP Implementation** 2006 – 2007
Swiss Army · Bern, Switzerland
- Development of a change management concept for a major SAP implementation in the Swiss Armed Forces
- Internal Wiki / Knowledge Management System** 2005 – 2007
IDS Scheer AG · Saarbrücken, Germany
- Design and implementation of a Wiki for the Public Sector consulting practice
 - Key ingredient in the company's ISO Quality Management certification
- Blended Learning Project Manager** 2001 – 2002
T-Online · Germany
- Project manager for a blended learning program for 1,000 client and outsourcing agents
 - Development of internal standards and norms for eLearning at a European internet service provider
- End User Training – Billing Software** 2000
T-Online · Germany
- Project managed end-user training for 400 customer service agents on new billing software

Knowledge Transfer & Project Intranet 1999 – 2000
T-Online · Germany

- Development of a knowledge transfer concept; conceptualization and implementation of a project intranet
- Led the editorial team at the largest German internet service provider at the time

Classroom Training Concept 1997
Salzburg AG · Salzburg, Austria

- Development of a classroom-based training concept for in the context of an SAP implementation

ORGANIZATION DEVELOPMENT & PRACTICE BUILDING

EA Practice Stand-Up & Enablement 2014 – 2020
KPMG · McLean, VA

- Key outcome: One of the most successful EA practices in a Big Four firm globally during this period
- Built KPMG's US Enterprise Architecture practice from the ground up
- Competency design, hiring, team development, CoP establishment (US and global)
- Revenue grew from zero to \$6M+ annually with consistent double-digit growth

EA Practice Stand-Up 2011 – 2014
Software AG · Reston, VA

- Stand-up and competency design for an Enterprise Architecture consulting practice at a leading SW vendor

Competency Models – Large Software Development Project 1999
T-Online · Germany

- Development of competency models and proficiency levels to staff a major technical architecture replacement project

Role Profiles & Job Descriptions – Customer Care Centre 1997
Deutsche Bahn AG · Germany

- Developed role profiles and job descriptions for a new customer care center

Personnel Department – Battalion Staff

1995 – 1997

German Armed Forces · Bad Frankenhausen, Germany

- Head of the personnel department in a battalion's staff; responsible for reserve personnel management, administration, and deployment planning

SPECIAL PROJECTS

Team Lead – Paycheck Protection Program (CARES Act)

2020

Bank of America · Remote

- Led a support team for PPP loan processing at one of the largest US banks during the COVID-19 crisis