

# DR. MARTIN KRAMER

## Detailed Project Overview

**Employer:** Bombardier Transportation

**Client:** n/a

**Project:** Global Project and Portfolio Management

**Duration:** Jan. 2016 – Sept. 2016

### Project Description

With 61 production and engineering sites and 18 service centers in 28 countries, Bombardier Transportation (BT) is a global leader in the rail industry. BT covers the full spectrum of rail solutions, ranging from complete trains to sub-systems, maintenance services, system integration and signalling. In order to deliver solutions to its customers, BT needs an end-to-end project management methodology which needs to be supported by a range of different tools. BT has decided to deploy Oracle Primavera as the standard solution for planning, scheduling, progress control, time booking, resource management, portfolio management, and workforce planning. The program *OnePPM* has been established to deploy the solution on a company-wide basis.

### Roles & Responsibilities

Head of *OnePPM* (global Project & Portfolio Management)

- ▷ Accountable for the the global definition of project management processes using Oracle Primavera; development of directives, instructions, and eLearning modules
- ▷ Supervisor of team of Primavera experts and the Primavera user support team
- ▷ Definition of roadmap to deploy Primavera Time booking into the regions
- ▷ Development of deployment methodology for time booking, support of the local teams in the actual time booking deployment
- ▷ Regular alignment calls with PM center of competences in the regions; regular calls to update project management personnel about topics like time booking, work packages, work breakdown structures, standardization of processes
- ▷ Accountable for the business part of the implementation of an interface from the HR master data management system to Primavera
- ▷ Company-wide deployment of *Active Approval*, i.e. supervisors need to actively approve time sheets; focus on change management and progress reporting
- ▷ Implementation of Scrum as the methodology to manage team activities
- ▷ Participation in several activities of the large-scale transformation program *BT Transformation*, e.g. development of an internal podcast as a change management tool.; production of the first six episodes including interviews with BT board members

### Technology

Oracle Primavera, Primavera Progress Reporter, ADP GlobalView, Ableton Live

**Employer:** Bombardier Transportation

**Client:** n/a

**Project:** HRConnect

**Duration:** July 2013 – June 2014

### Project Description

Bombardier Transportation (BT) had decided to outsource HR master data management and payroll in 16 countries to the HR outsourcing provider *ADP*. Within a multi-year program BT set up the master data and the global template in ADP GlobalView and started to transfer the payroll in a country-by-country approach. Moreover, additional processes like *global mobility* and *employee compensation* were implemented using ADP GlobalView.

<b>Roles &amp; Responsibilities</b>	<p>Program Lead, role taken over in the running program until successful closure</p> <ul style="list-style-type: none"> <li>▷ Lead the overall program to implement ADP GlobalView including payroll outsourcing to Australia, Austria, Belgium, Canada, Czech Republic, Spain, and Switzerland</li> <li>▷ Regularly conduct steering committees to report status to VP HR and CIO</li> <li>▷ Lead team of several project managers responsible for the country payroll transfer and interface projects</li> <li>▷ Stabilize interface from complex Time &amp; Attendance system to ADP GlobalView</li> <li>▷ Conduct regular supplier management meetings with ADP</li> <li>▷ Re-establish financial control and forecasting model to ensure in-budget delivery</li> </ul>
<b>Technology</b>	ADP GlobalView, SAP, TIBCO

**Employer:** Bombardier Transportation  
**Client:** n/a      **Project:** IS BSS PM & Group Functions      **Duration:** Sept. 2012 – Dec. 2015

<b>Project Description</b>	<p>The IT department <i>BSS PM &amp; Group Functions</i> is responsible for the end-to-end IT service management for the internal customers <i>HR, Finance, Project Management, Governance, Legal, Sales, and Communications</i>. Within this department a program has been established to gather customer requests, prioritize, and deliver projects to implement new solutions or services. All IT projects for the customers in scope are delivered through this program.</p>
<b>Roles &amp; Responsibilities</b>	<p>Program Lead</p> <ul style="list-style-type: none"> <li>▷ Deliver program to quality, within schedule, at best costs and return on investment, and achieve the committed business case</li> <li>▷ Accountable for all project effort and cost estimations of the program. Accountability starts with the cost estimate up to the full project delivery, incl. business case if required</li> <li>▷ Manage accurate program resource plan and forecast, monthly reporting of project financials and forecasts to the finance team</li> <li>▷ Lead the weekly Project Review Board (PRB)</li> <li>▷ Responsible for leading the project manager team within the program, matrix-supervisor of project managers, business architects, business analysts, application specialists, infrastructure specialists, and change management specialists</li> <li>▷ Ensure the right level of client management is executed in the projects</li> <li>▷ Projects examples: functional improvement for HR case management, resolving segregation of duty (SoD) conflicts in ERP system, data center move for several functional applications (e.g. Primavera), performance improvements for SharePoint applications, decommissioning of legacy applications</li> </ul>

**Additional Activities**

- ▷ Development and execution of trainings for project managers to improve communication in steering committees
- ▷ Development and implementation of lean and agile portfolio management for the IS program
- ▷ Development and piloting of an approach to run a agile projects (based on Scrum) within the IS waterfall-based project management methodology
- ▷ Development of a presentation on differentiating capabilities using Prezi and self-drawn visuals together with the CIO which was presented by the BT president in the annual kickoff conference

**Technology**

SAP, ADP GlobalView, TIBCO, Oracle Primavera, MS-SharePoint, Salesforce, Approva (Consider Solutions)

**Employer:** Accenture

**Client:** Volkswagen AG    **Project:** House of After Sales — Release 9.0    **Duration:** Oct. 2011 – Oct. 2012

**Project Description**

Accenture signed a six-year multi tower agreement (AO, SI, TC) with Volkswagen to transform, develop and support the applications in the after sales area. This agreement was designed to strengthen and expand Volkswagen's leading market position in after sales. In the project *House of Aftersales* Accenture delivered its service out of Wolfsburg and the India Delivery Center in Poona. The service included application development, test and integration, global rollout, application support, and service management. As part of the initial transition Accenture performed a vendor consolidation, conducted knowledge transfer, and took over responsibility for service delivery. In a second phase the project continued to deliver application maintenance, as well as development work structured in several major and minor releases throughout the year.

**Roles & Responsibilities**

Release Delivery Lead

- ▷ Lead and manage the Accenture onshore team, coordinate the transition of work to the India Delivery Center (IDC) in Poona
- ▷ Responsible from creation of specification (Pflichtenheft) until the end of the stabilization
- ▷ Lead and manage the overall program together with a release delivery lead from Volkswagen, report to the Volkswagen HoAS Lead
- ▷ Assure the integration of different IT providers into the overall solution

**Employer:** Private

**Client:** n/a

**Project:** Building a house in Berlin

**Duration:** March 2012 – September 2012

**Roles & Responsibilities**

Builder of private home. House built in six months in quality and budget

- ▷ Design, plan, and manage the construction of a private home in Berlin
- ▷ Plan, design, build, customize, and test a complex house automation system based on KNX, integration with iPhone App

**Technology** | KNX, Berker B.IQ, Actors from different KNX vendors, Gira HomeServer

**Employer:** Accenture  
**Client:** Deutsche Bahn AG      **Project:** Touch&Travel      **Duration:** April 2007 – March 2011

**Project Description** | Within Deutsche Bahn's mobility program the project *Touch&Travel* has been set up in order to implement a new eTicketing approach: Instead of buying a paper ticket, passengers of Deutsche Bahn will be able to use their mobile phone in order to buy a ticket. They do not have to determine the correct fare or ticket type. Passengers simply perform a so-called touch-in before they start the journey and a touch-out when they leave the train, bus, metro, or ferry. The system then calculates the correct route and fare. At the end of the month, passengers receive the invoice for their travel expenses. The pilot phase of this project had been announced in a press conference Feb. 2008 by H. Mehdorn (CEO DB) and F. Jousen (CEO Vodafone Germany).

**Roles & Responsibilities** | Program Manager

- ▷ Lead and manage Touch&Travel team of Deutsche Bahn together with two colleagues from Deutsche Bahn (including the later founder of MeinFernbus)
- ▷ Manage the associated technology project with the technology partners, e.g. Vodafone, T-Mobile, O2, Motorola, Nokia, G&D
- ▷ Report to Deutsche Bahn's lead of the mobility program
- ▷ Lead the business team together with a colleagues from Deutsche Bahn
- ▷ Create and agree the functional architecture and IT landscape for Touch&Travel with the business department and Deutsche Bahn's CIO of the passenger division.

**Technology** | NFC (Near Field Communication), VDV Kernapplikation, Java

**Employer:** Accenture  
**Client:** Roche      **Project:** Clinical Trial Management System      **Duration:** Nov. 2005 – Mar. 2007

**Project Description** | Roche's Clinical Trial Management System (CTMS) functionality had been provided by various applications, both at Roche Headquarters and the affiliates. The former CTMS application was then older than 17 years, technically not sustainable and had to be replaced due to regulatory needs and external pressure. Those legacy CTMS applications were connected to numerous systems through point-to-point interfaces. After a CTMS strategy, plan, and analysis phase Roche requested the implementation of a new Clinical Trial Management System based on Siebel Clinical. It was rolled out worldwide and included the integration with approx. 45 Systems and approx. 57 interfaces using TIBCO as Enterprise Integration solution.

<b>Roles &amp; Responsibilities</b>	<p>Release Lead, Technical Architecture and Infrastructure Lead</p> <ul style="list-style-type: none"> <li>▷ Manage architecture team of 5 Accenture employees in Madrid, Spain</li> <li>▷ Manage infrastructure team of 12 Roche employees based in Kaiseraugst, CH</li> <li>▷ Project management including budget, ETC, timeline, risk &amp; issue planning and tracking</li> <li>▷ Manage all development and test issues and ensure communication and alignment between the various teams.</li> <li>▷ In addition to the role as lead architect the following tasks and responsibilities were assigned: deputy of general project manager, development of the overall test approach, and interim UAT Manager</li> </ul>
<b>Role from Dec. '06</b>	<p>From December 2006 responsible for all delivery-related teams and tasks:</p> <ul style="list-style-type: none"> <li>▷ Leader of the Technical Development and Test Team (45 team members)</li> <li>▷ Responsible for all internal processes</li> <li>▷ Responsible for Overall Accenture budget</li> <li>▷ Preparation and execution of the CMMI Level 3 Interim Appraisal</li> </ul>
<b>Technology</b>	Siebel, Tibco, Hyperion

**Employer:** Accenture  
**Client:** DHL      **Project:** New Production System      **Duration:** Oct. 2004 – Nov. 2005

<b>Project Description</b>	The NPS (New Production System) is DHL's strategic production system to replace the monolithic legacy systems in France.
<b>Roles &amp; Responsibilities</b>	<p>Functional Test Manager</p> <ul style="list-style-type: none"> <li>▷ Manage diverse team of 18 people, 7 nationalities, DHL, Accenture, and three other consulting companies</li> <li>▷ Organize test design creation and test execution for two release of NPS</li> <li>▷ Management of delivery and defect processes</li> <li>▷ Budget, milestone, ETC, and risk &amp; issue tracking</li> <li>▷ Support of the user acceptance test</li> <li>▷ Setup of 3rd level support</li> </ul>

**Employer:** Accenture  
**Client:** Deutsche Bahn      **Project:** Neues Vertriebssystem — NVS      **Duration:** Apr. 2002 – Sept. 2004

<b>Project Description</b>	The Deutsche Bahn NVS (Neues Vertriebssystem) is a net-centric, multi-channel sales and distribution system for Deutsche Bahn Passenger. It supports the travel centers (Reisezentrum) and call centers via a sophisticated web front-end. Moreover, third-parties are connected via a SOAP interface.
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<b>Sept. 2003</b> – <b>Sept. 2004</b>	Coordinator for all maintenance-related activities <ul style="list-style-type: none"> <li>▷ Setup and documentation of 3rd level support processes</li> <li>▷ 3rd level support for all software problems of the system in production</li> <li>▷ Coordination of fixit activities</li> <li>▷ Reporting to program management</li> <li>▷ Management of the delivery of hot-fixes</li> <li>▷ Leader of a task force to reduce inventory differences</li> </ul>
<b>Apr. 2003</b> – <b>Apr. 2004</b>	Release 2.0/3.0 — Team lead of the front-end team (up to 28 developers) <ul style="list-style-type: none"> <li>▷ Supervisor and coach of Accenture team members, manager of the combined Deutsche Bahn / Accenture team</li> <li>▷ Creation of detailed work plans, budget planning, cost estimates and cost tracking</li> <li>▷ Staffing and short term capacity management</li> <li>▷ Status reporting to project management, issue management, resolution and escalation</li> </ul>
<b>Sept. 2002</b> – <b>Mar. 2003</b>	Release 0.3 — Teamlead of the fixit team in the system test phase <ul style="list-style-type: none"> <li>▷ Management of software defects, reporting of the fixit status</li> <li>▷ Fixit in the front-end area, code migration</li> </ul>
<b>Sept. 2003</b> – <b>Sept. 2004</b>	Release 0.3 — Functional programmer and team lead of the 4 Accenture consultant in the team <ul style="list-style-type: none"> <li>▷ Functional development of the web front-end, programming of business logic</li> <li>▷ Setup of the development environment: JBuilder 7, Bea WebLogic 6.1, Ant scripts, etc.</li> <li>▷ Design of message classes in Rational Rose, use of ClearCase/ClearQuest for configuration management</li> </ul>
<b>Technologies</b>	Java, J2EE, JSPs incl. TagLibs, JavaScript, HTML, XML, SOAP, Ant, Bea WebLogic, Clear Case, ClearQuest, Borland JBuilder

**Employer:** TU Clausthal      **Client:** N/A      **Project:** Vorlesung *Internet Technologies*      **Duration:** May 2002 – Aug. 2002

<b>Roles &amp; Responsibilities</b>	Lecturer of the course <i>Internet Technologies</i> at the university for about 15 students on average. Content of the module: <ul style="list-style-type: none"> <li>▷ Content Management Systems, Lotus Notes, web design</li> <li>▷ Java, J2EE, Application Servers, Middleware, CORBA, XML</li> <li>▷ eBusiness/eCommerce</li> </ul>
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**Employer:** IBM Deutschland Speichersysteme GmbH  
**Client:** N/A **Project:** EPOS **Duration:** Oct. 1998 – Feb. 2002

**Project Description** EPOS is a system that integrates mathematical models for production planning, e.g. capacity analysis, work-in-process (WIP), and lead time approximations, into the processes of tactical production planning. Queueing models can collaboratively maintained by responsible engineers and production line administrators. EPOS has been installed in 5 international locations of the IBM Speichersysteme GmbH.

**Roles & Responsibilities** Co-Founder of the system, implementation of Java Applets, Lotus Notes databases, debugging of simulation engine in C++ and simulation client in Java and the connection via CORBA

- ▷ Concept, setup and administration of a Lotus Notes collaboration infrastructure, e.g. Domino Server administration
- ▷ Design and implementation of Lotus Notes databases, publishing of databases on the intranet, design of the intranet site, workflow applications

**Technologies** Java, J2EE, C++, CORBA, DB2, Lotus Notes, Lotus Script

**Employer:** Self Employed  
**Client:** Tagungshotel Harz Treff **Project:** Bookkeeping System **Duration:** Oct. 1997 – Jun. 1998

**Project Description** In order to unify the creation of invoices and to facilitate the administration of the accounts receivable booking, a system based on MS Access has been established. The creation of different types of bills specific to the accounts receivables has been included.

**Roles & Responsibilities** Concept, database design, implementation of reports (invoices) and user interface, maintenance

**Employer:** IBM Deutschland Speichersysteme GmbH  
**Client:** N/A **Project:** Logistical Reporting **Duration:** Jul. 1997 – Mar. 1998

**Project Description** To facilitate the generation of the ongoing reporting of the logistics department a database with plan and actual values including different standard reports has been designed. Excel spreadsheets with various formulas and formats can be automatically created from the Access database.

**Roles & Responsibilities** Concept, design, and implementation of the data structure, MS Access database, and MS Excel export functionality

**Employer:** Stadtwerke Clausthal GmbH  
**Client:** N/A **Project:** Operational Planning **Duration:** Jan. 1995 – Mar. 1996

**Project Description** To facilitate the generation of financial plans, e.g. cash flow planning, an MS-Excel based system has been established. From a set of basic spreadsheets new planning sheets can be automatically created by VBA programs.

**Roles & Responsibilities** Design of Excel spreadsheets, implementation of Visual Basic modules.