

Horst Giesen



Curriculum vitae and projects

**35 years experience as (Multi-)Project Manager, Consultant and Interim Manager
35 years of practice in line functions and project work**

Please note

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Projects

Horst Giesen

Personal Data

Date of birth	1. February 1962
Nationality	German
Experience in IT	since 1988
Freelancer	since 2009
General availability	5 days/week

Practical Experience

Since 2009/12	Ing. Büro Horst Giesen Freelancer <ul style="list-style-type: none">• Program, multi-project and interim management• Strategy, process and organisation consultancy
2006/07 – 2008/12	German Postal ITServices GmbH Head of Domain Finance Solution <ul style="list-style-type: none">• Profit & loss responsible for 20 Mio. € revenue/a• Business development / sales support• Multi project management / program management• Service management / vendor management
1996/06 – 2006/04	CSC Ploenzke, Köln Management Consultant <ul style="list-style-type: none">• Program and project management• Account management• Build-up of the business area engineering & construction in NRW
1988/08 – 1996/06	IKOSS, later taken over by SLIGOS, Aachen <ul style="list-style-type: none">• Head of profit center time recording/access control• Program Manager and Project Manager• System Analyst, Software Developer

School – Education - Study

1987/06 – 1988/04	Thesis at Philips, Aachen (finish Dipl. Engineer) "Automated life time recognition of short-living glow lamps"
1983/09 – 1988/06	Study of electrical engineering / information processing at the senior technical college in Aachen
1982/02 – 1983/01	Higher Technical College (Class 11) Alsdorf
1978/08 – 1982/01	Apprenticeship as an electrician and electrical engineer at Eschweiler Bergwerks-Verein, Alsdorf
1972/08 - 1978/07	Secondary school, Kohlscheid/Herzogenrath
1968/08 - 1972/07	Elementary school, Klinkheide/Herzogenrath

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Competencies

Core competences	Strategy, process and organizational consulting Program management, Project management Test and Requirements management
Strengths	Quick comprehension and analytical skills High goal orientation, conception and implementation strength International management competence & integration capability Entrepreneurial thinking and acting High resilience and assertiveness
Competencies	Program and (multi-)project management Test and Requirements Management Organizational and Process Management (eEPC, UML 2.0) Business development / sales of consulting-intensive products Development and implementation of IT strategies Business process analysis and optimization Standard software implementation (SAP, Guidewire, Navision) Design and implementation of individual software Insurance, production and materials management
Experiences industries	Banks and insurance companies Telecommunication Transport and traffic, distribution logistics Mechanical & Plant Engineering Discrete manufacturing, metal and plastics processing, glass industry Automotive, automotive manufacturers, suppliers, commercial vehicles Electrical engineering, energy technology, environmental technology Chemicals, raw materials, mining
Standard Software	SAP NetWeaver® 2004s Business Intelligence 7.0 (certified 8/24/09) SAP ERP Module Knowledge, Guidewire Claim, Policy, Billing Center MS-Office (Word, Excel, PowerPoint, Access), MS-Project, PMW Aris, Visio, Jira, Confluence, HP-ALM, Azure DevOps
Languages	German (native language) English (fluent in spoken and written)

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Project assignments

07/2020 – 07/2023

Freiberufler / Ing. Büro Horst Giesen

Test and Defect Manager IFRS17 at Munich Re, Germany

Project:

Software implementation of the requirements of IFRS17

- Development of the comprehensive test management for the software systems for the transfer of the globally delivered financial data from the upstream SAP FSRI and EDWH system and the data deliveries via hub, the generation of cash flows, calculation of the various actuals, intercompany mirroring, currency conversions and final preparation of the IFRS17-compliant data for the further processing in SAP FPSL system ff.
- Assumption of the operational management of the so-called comparative figures runs, i.e. the IFRS17-compliant productive quarterly processing started in Q4/2021 (opening balance sheet) (comparison to the previous IFRS4 closing)
- Head of the test management team consisting of several representatives of the Life/Health, Non-Life and Accounting portfolios
- Management of the defect management team consisting of representatives of the subprojects and software development
- Coordination/synchronisation of the integration tests with the representatives of the reinsurance company and the primary insurance company (ERGO) belonging to Munich Re
- Coordination/determination of the time/content use and the various integration test and acceptance test systems (test environment management)
- Support of the release management in the annual planning, i.e. in the timely planning of the respective release tests before the comparative figures runs
- Coordination of tests and documentation with the auditors
- Coordination/tracking of the release tests and the subsequent quarterly real data processing through the production systems (comparative figures runs)
- Setting up of a common test and processing reporting (Azure DevOps/PowerBI)
- Coordination/determination of the scope, procedure and responsibility of the respective requirement tests (feature acceptance tests) and integration tests (end-to-end)
- Defect management, i.e.
 - Defect pre-analysis (post-qualification), prioritization according to the severity to be determined (materiality, processing obstacle) and forwarding to the respective development team
 - Tracking of defect/bug fixes
 - Control of the retests by the testers
- Incident Management (hotfix management on production environment)
- Support of the transfer of the project organization to the line organization, i.e. training concept, team structure, integration of the defect management tool into the overarching incident management including first and second level support

Projects

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11/2019 – 03/2020

Freiberufler / Ing. Büro Horst Giesen

Test Manager at Basler Versicherung, Germany

Project: **Implementation of Guidewire BillingCenter, PolicyCenter, ClaimCenter**

- Test planning (definition of standards, scope, procedure and responsibilities)
- Planning and controlling the tasks of the test team consisting of professional and technical testers from the GW-centers and surrounding legacy systems
- Define test strategies for all test levels in collaboration with agile and waterfall development teams
- Control of the test progress, creation of bug reporting and progress reporting
- Establishment and control/monitoring of the defect management
- Test case preparation of interface- and process-related end-to-end tests

2017/09 - 2019/03

Freelancer / Ing. Büro Horst Giesen

Test and Defect Manager at AXA Konzern AG, Germany

Project: **Implementation of Guidewire PolicyCenter, ClaimCenter, Claim Portal**

- Establishment of a central test management (ZTM) across sub-projects
- Management of a test management team (Business & Development)
- Management of a defect management team (Business & Development)
- Coordination of the offshore partner commissioned with the test automation
- Control and coordination of the specialists from the business units entrusted with the functional, E2E and acceptance tests
- Test environment and release management (DEV, INT & UAT Test systems)
- Test data management (DSGVO-compliant falsification/creation of test data)
- Setup of a development-accompanying and E2E-/UAT test reporting
- Test planning, i.e. determining the scope, procedure and responsibility of
 - Guidewire Configuration & Integration Testing
 - Cluster & System Integration
 - Stabilization & User Acceptance Tests
- Coordination of scope and responsibility for software tests
 - for agile teams (in-sprint tests)
 - for "classic waterfall" working teams (Increment-End-Tests)
- Adaptation and connection of HP ALM and JIRA for comprehensive defect management
- Test case creation of end-to-end tests and completeness check

Projects

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2015/10 – 2017/09

Freelancer / Ing. Büro Horst Giesen

Quality & Delivery Assurance / Project Manager / Requirements Manager at ZURICH Group Germany

Projekt: **Implementation of Guidewire PolicyCenter, ClaimCenter, BillingCenter**

- Support of the program management in the overall planning of Release 1 (private security) and Release 2 (motor vehicle) of the Guidewire implementation of Guidewire BillingCenter, ClaimCenter and PolicyCenter
- Planning and coordination of supplier meetings, steering boards and program and project management meetings
- Support of the project and program management during the preparation of the various project proposals (objectives, scope, procedure, budget)
- Establishment of the program controlling (project progress, forecast, velocity, plan/actual comparison, budget) for the Guidewire releases
- Coaching/supporting the sub-project leaders in planning and operational work and in project-related quality assurance and sprint and requirement reviews
- Co-project manager of the test manager during the preparation of the system integration test (definition and creation of test scenarios, creation of test plans in HP-ALM based on the requirements, coordination of the necessary input and check of the technical content delivered by the departments and Dev.-teams)
- Planning, preparation (including template creation) and result monitoring of the inception phase for Release 2 (requirement analysis and documentation)
- Suppliers control, offer monitoring, development/maintaining of a central offer FAQ for suppliers, evaluation and completeness/quality checks of incoming offers and support of the offer negotiations for Release 2
- Comprehensive control of the user stories and deliverables derived from the requirements, rough comprehensive planning of the work packages for the planned project, taking into account of all interdependencies between them.
- Configuration of a JIRA system for planning, control, task/story distribution and monitoring for Release 2
- Structuring of the sharepoint for document filing and monitoring of the technical and functional document acceptance by the subprojects

2015/05 – 2015/10

Freelancer / Ing. Büro Horst Giesen

Coach/Support of the IT Manager / Interim Manager at ZURICH Group Germany

- Support of the IT manager (steering and coordination of the IT staff working on the sub-projects Billing, Claims, Policy, Migration, Interfaces and Infrastructure as part of the Guidewire implementation.
- Support and holiday replacement of the project managers for migration and interfaces (project management, work package and resource planning)
- Supplier Management (monitoring of activities and results in the respective tendering, commissioning and implementation phases)

Projects

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2014/10 – 2015/02

Freelancer / Ing. Büro Horst Giesen

Head of Contact Solutions Development / Interim manager at 1&1 Internet AG

- Responsibilities
 - Head of a software development team with 7 developers, responsible for the central customer contact system that connects customers with the more than 4000 agents working all over the world via telephone, mail or chat
- Personnel and managerial responsibility
 - Continuous supervision of concepts, developments, tests and deployments
 - Product management in cooperation with sales and marketing
 - Development and implementation of staff development plans
 - Quarterly and year end meetings (targets, attainment and further development)

2014/02 – 2014/10

Freelancer / Ing. Büro Horst Giesen

Project manager / Commerzbank AG

Project:

implementation of requirements of the Bafin and Fed

- Supporting the compliance department in planning and optimization of their information technology systems and requested organizational measures to fulfill the requirements of the Bundesanstalt für Finanzdienstleistungsaufsicht and the Board of Governors of the Federal Reserve System in the US (workstreams: KYC, Risk and Monitoring)
- Assessment of the current information technology systems and applications with regard to their ability to support the requested worldwide standards, business processes and sustainability
- Assisting the program manager in coordination of the various workstreams and teams located in Frankfurt/Main, London and New York
- Preparing and updating of project and risk plans, staff and cost plans
- Project management of the teams located in Frankfurt/Main
- Define, schedule and control the workpackages
- Preparation, scheduling and moderation of meetings, presentations and workshops

2013/09 – 2014/01

Freelancer / Ing. Büro Horst Giesen

Projekt:

Modernization of our own home

Projects

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2012/01 – 2013/08

Freelancer / Ing. Büro Horst Giesen

Project manager and und process consultant / Deutsche Bahn AG

Projekt: Conception of a brand and marketing management system

- Harmonization and optimization of the business processes for the corporate marketing and regional marketing, market research, sponsoring, trade fairs and major events
- Coordination of all parts of the projects and the associated administrative tasks
- Managing of 30 employees and external consultants
- Overall project planning und release of the sub-projects
- Controlling and monitoring of all tasks, milestones and the quality
- Preventative crisis and conflict management
- Description of the organizational and technical effects
- Specification of roles and responsibilities
- Planning and implementation of organizational changes
- Description of the functional requirements
- Development of an overall system architecture consisting of a portal, web2print system, asset management system, workflow management system and a system for the marketing planning and controlling
- Development of a requirements specification for the portal
- Development of tender documents with EU law for required standard systems (concepts, catalogues of criteria, pricing matrix)
- Reviews with purchasing and legal departments
- Technical support of the procedure with EU law
- Development of test concepts and support test scenarios and test data
- Preparation, execution and post processing the system presentations
- Benchmark the system providers (functional, technical and in price)
- Make a recommendation for a solution to the shareholders

2011/07 – 2011/11

Freelancer / Ing. Büro Horst Giesen

Head of Software Development CRM / Interim manager at 1&1 Internet AG

- Responsibilities
 - Head of a software development team with 8 developers, responsible for the customer care system 3500 agents are working with
- Personnel and managerial responsibility
 - Development and implementation of staff development plans
 - Recruitment and start-up of a new development site in Berlin
 - Planning/preparing the development of a new CC-system
 - Design of an overall system architecture consisting of buying and individual software solutions

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2011/01 – 2011/06

Freelancer / Ing. Büro Horst Giesen

Head of Payment Core / Interim manager at 1&1 Internet AG

- Responsibilities
 - Head of a software development team with 7 developers, responsible for the high security application called ipayment, 1&1 and about 4500 clients are doing their direct debit transfer and credit card statement with
- Personnel and managerial responsibility
 - Rework and implementation of staff development plans
 - Recruitment, applicant management, applicant interviews
 - Quarterly meetings (targets, attainment and further development)
 - Wage planning and negotiation
 - Verifying concepts (eEPK, UML 2.0, BPMN 2.0)

2010/03 – 2010/12

Freelancer / Ing. Büro Horst Giesen

Head of Product and Finance Services / Interim manager at 1&1 Internet AG

- Responsibilities
 - Head of a software development team with 28 developers working at different sites (Montabaur, Karlsruhe, Bucharest)
 - Program management, responsible for three of 1&1 major projects (about 45 man-years)
 - Development of a new product management system
 - Relaunch of the application web.cent manager
 - Connecting the internal fraud management system with an extern provided software solution
- Personnel and managerial responsibility
 - Program management and staffing
 - Development and implementation of staff development plans
 - Quarterly meetings (targets, attainment and further development)
 - Wage negotiations
 - Verifying concepts (time, budgets)

Projects

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2006/07 – 2008/12

Deutsche Post IT Services GmbH – Internal tasks

Head of Domain Finance Solutions Europe

- Responsibilities
 - Profit & Loss responsible for up to EUR 20 million turnover
 - Responsible for all finance projects (Build & Run) running in Europe
 - Vendor management (staff and suppliers like T-System)
 - Controlling / SLA reviews of run services in EDPC Europe (Prague)
 - Staff management (10 direct reports and more than 120 additional internal and external co-workers)

- Support different finance departments at DP AG
 - Business development, Presales and Sales management
 - Bid management for big deals, draw up contracts, negotiation
 - Compilation of essential elements of the business cases
 - Finding solutions, exchanging experiences and developing strategies for action
 - Analysis of technical and commercial feasibility in respect to the technical and commercial goals of the client

- Business Development and international sales support
 - Prospect evaluation, calculation, offer examination
 - Pricing and Negotiation

- Programm Management, Multi-Project Management
 - Responsible for about 120 development projects and about 80 maintenance projects per year
 - All over coordination and first contact point for customers, project members, soft- and hardware suppliers and outsourcing providers
 - Monitoring and coaching the project teams (quality, budget, time)

- Personnel and managerial responsibility
 - Responsible for ten SAP- und management consultants
 - Development and implementation of staff development plans
 - Quarterly meetings (targets, attainment and further development)
 - Salary planning, wage negotiation
 - Personnel development, agree on educational initiatives
 - Exit interviews and certificate creation

Projects

Horst Giesen

2005/03 – 2006/04

CSC Ploenzke AG – Internal tasks

Sales manager, management consultant, bid manager

- Project management support, review, coaching
- Presales, market and account development
- Bid management, draw up contracts, negotiation
- Business development

2004/10 – 2005/02

ABB Robotics GmbH, Friedberg

Strategy and business process consultant

Project: Development of an IT-Strategiy, Definition of consequences and tasks for ABB Robotics GmbH

- Assessment of the current IT applications and IT infrastructure concerning the best possible way to support the business processes and sustainability
- Show quick wins and strategical and longer term actions
- Business process improvement, Workshop management

2004/04 – 2004/12

GEA Energietechnik GmbH, Bochum

Project manager und business process consultant

Project: Business process improvement im Vorfeld einer SAP-Einführung

- Business process improvement along the value and supply chain (Engineering, procurement, production, shipment, montage, after sales)
- Definition of consequences (organisational and technical changes)
- Figure out and Describing the approach and the SAP-System in future
- Presentation of the approach, the concept and our recomondation

2004/01 – 2004/03

ABB DE-IS, Mannheim

Strategy and business process consultant

Project: Development of an IT-Strategiy, Definition of consequences and tasks for ABB Germany

- Assessment of the current IT applications and IT infrastructure concerning the best possible way to support the business processes and sustainability
- Show quick wins and strategical and longer term actions

Projects

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2003/11 – 2003/12

Crane Process Flow Technologies GmbH, Düsseldorf

Business process consultant

- Project: Optimisation of transportation and distribution between four plants
- As is description and analysis of the current transportation logistics
 - Work out and presentation of recommended changes and savings
 - Writing a request for proposal to select a preferred forwarder

2002/02 – 2003/10

CSC Ploenzke AG – Internal task

Account manager, Bid manager

- Presales, market and account development
- Bid management, draw up contracts, negotiation

2001/06 – 2002/01

Thyssen Krupp Stahl AG, Duisburg

Project manager

- Project: Implementation of the SAP R/3 modules FI, FI-AA and CO for all management companies of Thyssen Krupp Stahl AG

1999/05 – 2001/06

CSC Ploenzke AG – Internal task

Account manager, business developer

Build-up of the business area engineering & construction, branch office cologne

1999/02 – 1999/05

Hartmann & Braun, Heiligenhaus

Sub-project manager (integration and acceptance test)

- Project: Implementation of SAP R/3 (nearly all modules) for the headquarter and all production sites in Germany and Austria
- Work out of the test concept und acceptance procedure for every SAP R/3 functionality and every interface to third-party systems
 - Coordination and control of the integration tests and the acceptance procedure

Projects

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1998/11 – 1999/01

Linde AG, Werksgruppe Kältetechnik, Köln-Sürth

Project manager und Strategieberater

Project: Feasibility study to migrate SAP R/2 → SAP R/3

- Requirements analysis concerning SAP R/3
- Definition of the degree of the functional coverage
- Definition and presentation of the approach and implementation strategy

1998/04 – 1998/10

SMS Schloemann-Siemag AG, Hilchenbach/Düsseldorf

Business process consultant

Project: Feasibility study to implement an ERP-system - Baan compared to SAP

- Requirements analysis (business processes and functionalities)
- Adjustment / consolidation of all requests coming from Germany, Italy and the US
- Comparison of SAP and Baan concerning the support of the business processes and the degree of the functional coverage
- Consolidation and recommendation

1997/07 – 1998/04

Herberts GmbH, Wuppertal

Sub-Project manager logistics modules SD, MM, PP-PI, QM

Project: Implementation of the SAP logistics modules SD, MM, PP-PI und QM, Redesign of the modules FI and CO already implemented in Germany, France, Spain and Portugal

- Analysis and Improvement of the business processes in the German production (master)
- Adjustment / consolidation of all additional requests coming from France, Spain and Portugal
- Writing to-be concept (blueprint) and customizing the first prototype
- Handing over the prototyp to the next phase called fine tuning and rollout

1996/11 – 1997/03

PostMed, Bonn

SAP-Consutant

Project: Implementation of the SAP module SD

- Definition of the processes and customizing the functionalities
- Definition of the interface to the third-party tracing and tracking system

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1995/07 – 1996/06

different

Head of profit center time recording/access control

Firms: Mannesmann Rexroth, Lohr/Main
PMG, Gunzenhausen
Erhard&Leimer, Augsburg
Philips, Aachen
etc.

Activities: Implementation of HR standard software systems at different clients and lines (machine engineering, administration) with consideration to the interfaces to the connected personell accounting, canteen billing, tank data and access control systems

- Planning of this business segment
- Marketing and sales support
- Write studies, give lectures
- Preparation and realisation of contents and organisation of staff attendance and personell management seminars

1995/03 – 1995/07

Viessmann, Werk Allendorf

Interim manager, temporary deputy group-manager EDP

Activities: Force up and support the putting into service of all already installed software packages in the areas production and material management.

- Situation audit and time scheduling of all not yet completed activities
- Tackle and define farther necessary projects
- Staffing, conceptional consulting in the areas stock management (stock-receipt, magazine, WIP-stock, outgoing goods) and product-liability (prosecution of heating installations)
- Estimation and offer check
- Superintendance of the module and system tests and the installation and putting into service

1994/10 – 1995/03

SIGLOS – – Internal task

Business Developer

Activity: Feasibility study to take over the SW-package MXP of MARCAM

- Analysis of this SW-package
- Checking the marketing opportunity and preparation the take over of the SW-system MXP of Marcam as partner and distributor in Germany, Austria and Switzerland
- Planning of this new business segment and the needed sales support

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1994/03 – 1994/09

TNT / Pharm-Log

Business process consultant and system architect

- Project: Engineering a blueprint of an IT system for a pharmaceuticals stock of transshipment in Unna
- Business process analysis and definition of the planned stock of transshipment with e.g.:
- High bay, dry, dangerous goods and refrigerator stock
 - Original and part cardboard box expedite
 - Manual picking and especially picking for promotion
 - Delivery and shipment by trucks and railroads
 - Charge control, client protection although common keeping in one stock
 - A/B/C-analysis in consideration of seasonal deviations
 - Interfaces to freight forwarding agencies and external backlog of orders and inventory systems of all affiliated companies

1993/08 – 1993/12

Flachglas AG, Werk Witten

Project manager

- Project: Take over the factory data capture and production control system mentioned above, engineering the necessary plant-specific adaptations
- Business process analysis and optimizing
 - Specifications sheet review, effort estimation, project-type organization
 - System and program design, acceptance specifications sheet definition
 - Module and system test,
 - Installation / putting into service, training

1993/03 – 1993/07

Flachglas AG, Werk Wesel

Project manager

- Project: Engineering a factory data capture and production control system for the production of automobil-glasses with conceptual consideration of reusing this software package in a further plant
- Business process analysis and optimizing,
 - Conceptual elaboration of the necessary organizational and operational shakeups to get an high-grade conformability of the shopfloor management system
 - Specifications sheet definition of the common functionality and the specific necessary adaptations of each plant
 - Estimation, project-type organization, system- and program design
 - QA-planning, acceptance specifications sheet definition,
 - Module and system test, installation / putting into service, training

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1992/03 – 1992/07

Flachglas AG, Werk Wesel

Project manager

Project: Engineering a shopfloor management system with online analysis and presentation functionality for all kinds of performances (personnel, production plant, output)

- Business process analysis and optimizing
- Specifications sheet definition, estimation, project-type organization
- System and program design, QA-planning
- Acceptance specifications sheet definition
- Module and system test, installation / putting into service, training

1990/01 – 1993/03

Flachglas AG, Werk Gladbeck

Project manager

Project: Engineering a shopfloor management- and staff attendance system for administration, manufacturing control, warehousing and quality assurance incl. data exchange with an external personnel accounting system and production planning and control system

- Business process analysis and optimizing
- Specifications sheet definition, estimation, project-type organization
- System and program design, QA-planning
- Acceptance specifications sheet definition
- Module and system test, installation / putting into service, training

1989/09 – 1989/12

Flachglas AG, Werk Wesel

Project manager , Softwareentwickler

Project: Engineering a staff attendance system for blue- and white collar worker incl. data exchange with an external personnel accounting system

- Requirements analysis, specifications sheet definition, estimation
- Project-type organization, system design, programming and test
- Acceptance specifications sheet definition
- Installation / putting into service, training

1988/08 – 1989/09

Flachglas AG, Werk Wesel

Softwareentwickler

Project: Engineering a shopfloor management and staff attendance system

- Program design, programming and test,
- Installation/putting into service, training
- 3rd-party maintenance