

# CURRICULUM VITAE

## HANS HEIJNEN

### Personal

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### Summary of work experience

Hans Heijnen is an experienced manager change & IT with in-depth experience in financial services. He has managed several projects and programs and has led as an interim manager many agile teams in dynamic (SAFe) environments. He makes the difference as a manager by bridging the gap between business and IT and with his inspiring leadership skills. With his openness, involvement and humour he creates a safe environment where his teams and colleagues can flourish. Hans has more than 25 years of working experience. His ambition is to use this experience and his leadership skills in the near future in a senior manager role.

- 2012 - now: Enhansment (self employed) - change manager/ IT manager/ chief product owner  
Assignments for a/o Stater, ABN AMRO, Nationale Hypotheekgarantie (NHG) and cegeka-dsa. Currently Hans is working as a chief product owner (CPO) a.i. for FMO
- 2005 - 2012: NIBC – Manager Project Delivery
- 2002 - 2005: Tam Tam (web agency) – Operations manager (Project management / People management)
- 2000 - 2002: Lost Boys Business Solutions – Project and account manager
- 1998 - 2000: Unilever - Project manager
- 1994 - 1998: Akzo Nobel Chemical – Process engineer and project manager
- 1992 - 1993: Airmobile Brigade – Intelligence officer

### Competencies

During his career, Hans has developed the following competencies

- People management
  - Secure base leadership / servant leadership
  - Agile coaching
- IT and change management
  - IT management
  - Business-IT alignment
  - Project/programme/portfolio management
- Strategy development

### Industry expertise

Hans has particularly gained experience within the following domains

- Retail Markets (Mortgages, securitisations, data warehouse, online savings, payments)
- Operations
- IT
  - (Agile) Software development
  - Application management
  - Data and reporting

## Relevant work experience

2012 – now

### **Enhansment Consultancy BV – owner / change manager**

Within Enhansment, Hans has worked for various clients in the field of IT and change in business services.

As an interim manager he has worked for NIBC, Stater and cegeka-dsa and currently for FMO.

- At FMO, Hans is as chief product owner (CPO) a.i. for the BIRD domain responsible for all Business Intelligence, Reporting and Data within FMO. The domain consists of five agile teams that are responsible for the data warehouse, (regulatory and impact) reporting and for all Finance applications.
- He fulfilled the role of interim manager IT Retail (35 FTE) for NIBC in 2022. The most important change has been the shift in teams from application teams (core banking, Salesforce, data) to product teams (Mortgages, Savings, Buy to Let), which has improved business-IT alignment considerably.
- From the end of 2019, Hans was chief product owner at Stater for two years. He was end responsible for the Digitization domain (13 teams, 130 FTE, € 10-15M in customer projects per year) and for the DIGI program (€ 5-10M per year). In IT terms, he was responsible for development and management of all portals and API;s, In addition, he was actively involved in developing a new Target Operating Model for Stater IT, a strategy that focuses more on product vision and agile working.
- In 2019, Hans was responsible for the project managers (10 FTE) and the management of the project portfolio (€ 5M per year) for cegeka-dsa (ERP software for housing corporations) as an interim manager. Participated on behalf of cegeka-dsa in steering groups in various ERP implementations.

As a change manager, Hans has worked for CMIS group, ABN AMRO and cegeka-dsa, among others.

- Hans led the Hyppo program for the CMIS group (mortgage servicing and advice). In a short time a new integrated servicing street was delivered (Davinci Close), as well as a new data warehouse (Power BI) and a completely new network architecture (Azure, Office 365).
- In 2015/2016 Hans successfully completed two critical issues for ABN AMRO as program manager. In the penalty interest task force, more than 10,000 customers were compensated in a short period of time for incorrectly calculated penalty interest. In the Interest change ('rentemiddelen') program, the interest change process online and STP has been realized for all ABN AMRO labels. In 2012, as a project manager, he realized the realization of a new front office application for ABN AMRO mortgage advisers.
- Hans led the SEPA program for cegeka-dsa in 2013/2014, in which more than 40 housing associations were made SEPA compliant within 6 months.

Hans also worked as a product manager at the National Mortgage Guarantee (NHG) between 2016 and 2018 and in 2023 he worked for NHG as a strategic policy advisor

- At NHG, he was responsible, among other things, for the development of the sustainability deposit (financing for energy-saving measures) and mortgage solutions for specific target groups (including seniors, temporary workers). In doing so, he has dealt with a diverse stakeholder field consisting of NHG customers, banks, the Ministry of the Interior, AFM and DNB. In addition, he has played an active role within NHG in the realization of a more agile organization.
- As a strategic policy advisor his main focus was improving financing possibilities for sustainability measurements and climate risks. In this role, he developed a tool for more data insights in climate risks for the NHG housing portfolio.

2005 –2012

### **NIBC – Manager Project Delivery**

Initially, Hans was responsible for the management of Retail projects. From 2010, he was responsible for NIBC project portfolio and for team of internal and external project managers (2010-2012)

Sample activities:

- Lead Project Delivery team and external project managers (20 FTE)
- Advise on project governance and project portfolio for projects
- Primary responsible for NIBC project portfolio for Retail Markets (2005-2008) and Corporate Loans (2007-2008)

#### Sample projects:

- Greenfield realisation of online savings bank NIBC Direct within six months
- Realisation of a new Mortgage data warehouse (migration of all mortgage data from three different servicers)
- Design and implementation of Target Operating Models for Retail Markets and Corporate Loans

■ 2000-2005 <b>Web agencies – operations/account manager</b>
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- 2002 - 2005: Tam Tam (currently Dept) – Operations manager
- 2000 - 2002: Lost Boys Business Solutions – Account manager

■ 1994-2000 <b>Large corporates – project manager</b>
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- 1998 - 2000: Unilever – Project manager Innovation department
- 1994 - 1998: Akzo Nobel Chemical – Process engineer and project manager

#### Languages

- Dutch: mother tongue
- English: fluent
- German: moderate

#### Methodologies

- Scrum / agile: certified Scrum Master (2015), Product Owner (2016) and SAFe (2020)
- Prince 2: Practitioner (2007) and Foundation (2001)

#### Courses

- RSM (Rotterdam School of Management): Advanced Management and Leadership Programme (2022)
  - Make Strategy Work, The Challenge of Leadership and Financial Management
- Prowareness (a/o): SAFe 5 (2020), Professional Agile Manager (2018), Product Owner (2016), Scrum Master (2015)
- EQ coaching: leadership and competence coaching (2011)
- BLP: de Baak Leadership Program (2009)
- AIF (Amsterdam Institute of Finance): Foundations of Finance (2006)
- INSEAD: Delivering outstanding services (2004)
- Krauthammer, Sales management course (2002)
- Newcademy, the Internet Academy set up by venture capitalist Newconomy (2000)
- Several Akzo Nobel and Unilever management courses(1994-2001)

#### Education

- M. Eng. from Delft University of Technology, Faculty of Chemical Engineering (1986-1992)
- Grammar School (A-levels): gymnasium β, Christelijk Lyceum Zeist (1980-1986)

#### Personal details

- Married, father of 2 children
- Living in Delfgauw (next to Delft)
- Hobbies: soccer, cycling, sailing, photography