

# Curriculum Vitae

## Teddy K. Nielsen

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Birthday: 19th June 1978

Marital Status: Cohabit with Miss Bandy

Children: None

Hobbies: Music, cats, entrepreneurship, and politics



## Highlights – in Reverse Chronological Order

2011 –	Independent Consultant, Software Product Entrepreneur, etc.
2009 – 2011	Managing Senior Consultant, SAP NetWeaver, Segmenta A/S
2011	Certified SAP ERP Solution Architect
2010	Certified ScrumMaster
2004 – 2009	Graduate Diploma in Business Administration, HD(O), Strategic Management and Business Development, Copenhagen Business School
2008 – 2009	Managing Architect, SAP Process Integration, Segmenta A/S
2008	Certified IT Project Manager
2007 – 2008	Team Lead, SAP Integration, Applicon A/S
2005 – 2007	SAP XI Consultant, Applicon A/S
2005	Certified SAP XI Developer
2004 – 2005	SAP ABAP Developer, Maersk Data / IBM Transport & Logistics
2003	Student Trainee, Maersk Data Corporate Secretariat
2000 – 2002	Joint Owner and Consultant, Atentia A/S
1997 – 2003	Independent Consultant, Terracom
1997 – 2004	Master of Science, Informatics, The Technical University of Denmark

## Working Experience – overview

Period	Title
2011 –	Independent Consultant, Software Entrepreneur, etc.
2009 – 2011	Managing Senior Consultant, SAP NetWeaver, Segmenta A/S
2008 – 2009	Managing Architect, SAP Process Integration, Segmenta A/S
2007 – 2008	Team Lead, SAP Integration, AppliCon A/S
2005 – 2006	SAP XI consultant, AppliCon A/S
2004 – 2005	SAP ABAP developer, Maersk Data / IBM Transport & Logistics
2003	Student Trainee, Maersk Data Corporate Secretariat
2000 – 2002	Joint owner and consultant, Atentia A/S
1997 – 2003	Independent consultant, Terracom

The individual positions are described in more detail below.

## Education

Period	Title
2004 – 2009	Graduate Diploma in Business Administration, HD(O), Strategic Management and Business Development, Copenhagen Business School *
1997 – 2004	Master of Science, Informatics, The Technical University of Denmark
1994 – 1997	Upper Secondary School Examination, Science Side, Helsing Gymnasium (now Gribskov Gymnasium)

\* My thesis resulted in top marks and was awarded as the best thesis in the 2009 year group of the HD(O) study programme.

The award was motivated as follows:

“A very impressive thesis which is characterised in part by a solid craftsman performance – in part by a creative theory development.

The thesis is thoroughly prepared, features good analysis and shows a great ability to reflect. The students have themselves developed a model for analysis and applied it and moreover they have developed Stacey’s thoughts on ‘turn-taking’. The aforementioned results in an own-developed analysis where they can demonstrate that an interview situation perceived as being meaningful by further exposition turned out to be pure nonsense. Suggestive and unorthodox.”

## Certifications – overview

Year	Title
2011	Certified SAP ERP Solution Architect
2010	Certified ScrumMaster
2008	IT Project Management Certification
2005	SAP Exchange Infrastructure Developer Certification

The substance of the individual certification is described below.

## Positions of Trust

Period	Title
2007 – 2009	Committee Member, Støberihallen
2007 – 2008	President, Venstre in Hillerød
2006 – 2007	Vice-president, Venstre in Hillerød
2005	Candidate for Venstre, Municipal Election in Hillerød
2004 – 2006	Committee Member, Venstre in Hillerød
2003 – 2005	Vice-president, Venstres Ungdom in Hillerød
2001 – 2002	Secretary, County Committee, Venstres Ungdom in Frederiksborg County
1999 – 2000	President, Nationwide Committee for IT, Venstres Ungdom
1998 – 2001	Committee Member, County Committee, Venstre in Frederiksborg County
1998 – 2001	Committee Member, Executive Committee, Venstres Ungdom
1997 – 2001	Committee Member, Venstre in Helsingø
1997 – 2001	Committee Member, County Committee, Venstres Ungdom in Frederiksborg County

“Støberihallen” is the buildings of a former foundry in the centre of Hillerød – nowadays being the setting of which jazz, chamber music, folk music, and rock is mixed with monologues, drama, theatrical performance, musicals, exhibitions, conferences, receptions, teaching, café life, etc.

“Venstre” is a right-wing political party in Denmark.

“Vestres Ungdom” is the right-wing youth of Denmark i.e. the youth organization of Venstre.

## **Skills & Technology**

In general I have little (enough) knowledge of a lot of technologies. Combined with my business know-how I am able to bridge the gap between technical resources and business resources.

I have a structured approach and make a virtue of communicating. Also I am good at making people work together and I feel good making others as effective as possible.

Overall this means that I can particularly add value in roles as technical architect and technical project manager.

Specifically I have many years of experience with:

- SAP
- Web solutions

### **SAP**

Altogether I have 8 years of experience as an SAP consultant – with everything from green field implementations, re-implementations to modification, enhancement, and support of existing solutions.

In the beginning I worked in expert roles as ABAP developer and PI / XI developer. That gave me hands-on experience with and a unique insight into the core parts of SAP NetWeaver.

Gradually, I worked more in roles as SAP PI architect and technical team lead. The last 5 years I have worked as SAP technical architect, SAP technical project manager, and commercial project manager on a number of SAP projects – both small and large projects.

I have completed several full lifecycle SAP implementation projects which have given me a good comprehension of the various business processes and SAP ERP, below here the interaction between the various modules. I am certified as SAP ERP solution architect.

### **Web Development**

Altogether I have worked professionally with development of web solutions for 10 years. Over the years I have had roles as both developer, architect, and project manager.

I can develop frontend as well as backend, author accurate English and prepare copy for the web, structure and manage projects. In addition, I have a good graphical and aesthetic sense, a passion for usability and experience with design of UI.

In other words I can complete most web tasks from beginning to end – which can be pivotal in order to carry an idea fast into action. Conversely, I am not the type who solves complex technical or mathematical problems.

On the server side I have experience with ASP.NET MVC, ASP.NET WebForms, and NHibernate. Regarding .NET, I usually code Visual C#.

On the UI side I have experience with HTML and CSS – below here HTML5 and CSS3.

I am an experienced JavaScript developer and I have worked with JS frameworks like e.g. jQuery, jQuery UI and miscellaneous JS libraries to solve specific problems or to achieve specific visual effects.

With respects to tools I use among others: Visual Studio, Textmate, Notepad++, Balsamiq Mockups, Beyond Compare, Git, NUnit, and Adobe Photoshop.

I have primarily experience with SQL Server but I have also worked with DB2 UDB and MySQL on a few projects. With the emergence of object-relational mapping and code-first development familiarity with the specific database system is, however, only relevant in relation to performance optimization in my estimation.

As part of developing web applications and ensuring support for the common browser I have gained experience with debugging and optimization using Mozilla Firebug, Chrome Developer Tools, and Internet Explorer Developer Tools.

## Project Management Courses

Year	Title	Place
2010	Agile Estimating and Planning	Ative, Denmark, taught by the agile guru Mike Cohn
2010	Certified ScrumMaster	Ative, Denmark, taught by the agile guru Mike Cohn
2008	IT Project Management III	Mannaz, Denmark
2008	IT Project Management II	Mannaz, Denmark
2007	IT Project Management I	Mannaz, Denmark
2006	Business IT Alignment	The IT University of Denmark

## SAP Courses

Year	Course Code	Title	Place
2011	TERP10	SAP ERP – Integration of Business Processes	SAP Denmark
2005	TBIT44	XI – Mapping, BPM and Adapters	Bouvet AS, Oslo
2005	TBIT43	XI – BPM Concepts	e-learning
2005	TBIT42	XI – Adapter Concepts	e-learning
2005	TBIT41	XI – Mapping Concepts	e-learning
2005	BIT450	SAP Exchange Infrastructure Development	SAP Denmark
2005	BIT400	SAP Exchange Infrastructure	SAP Denmark
2004	BC430	ABAP Dictionary	SAP UK, Middlesex
2004	BIT100	Business Integration Technology	SAP Denmark
2004	BC420	Data Transfer	SAP Denmark
2004	SEM010	Strategic Enterprise Management	Internal, Maersk Data
2004	SEM200	Business Warehouse for SEM	Internal, Maersk Data
2004	BC401	ABAP Objects	SAP USA, Philadelphia
2004	SMI310	SAP Solution Manager: Implementation Tools in Detail	SAP Denmark
2004	AC040	Cost Management and Controlling	Internal, Maersk Data
2004	BC400	ABAP Workbench: Foundations and Concepts	Internal, Maersk Data
2004	SAP20	SAP Overview	Internal, Maersk Data

## SAP Conferences

Year	Title	Place
2010	SAP TechEd	Berlin, Germany
2009	SAP TechEd	Vienna, Austria
2007	SAP TechEd	München, Germany
2006	SAP TechEd	Las Vegas, USA
2005	SAP TechEd	Vienna, Austria
2005	SAP BW & Portals	Las Vegas, USA

## Other Courses

Year	Title	Place
2006	EDI standards	Progrator, Denmark
2004	Business Objects Designer	Component Software, Denmark
2004	Business Objects User	Component Software, Denmark

## **Working Experience – detailed**

### **2011 – Independent Consultant, Software Product Entrepreneur, etc.**

As an independent consultant I create value for my clients in roles as technical architect, technical project manager, and web developer.

Furthermore, I am creating software products based on web and cloud technologies – also known as software-as-a-service or SaaS in short.

In relation to the creation of SaaS, I am experimenting with some of the newest technologies, testing methods for getting fast feedback from customers, learning new about building up landing pages, product web-sites, etc. This gives me a lot of concrete experiences which my clients, the ones I work for as a consultant, can benefit from.

### **2009 – 2011 Managing Senior Consultant, SAP NetWeaver, Segmenta A/S**

As managing senior consultant for one of Segmenta's three business areas I was part of Segmenta's management team and took part in business development, laying down and execution of strategy.

The SAP NetWeaver department comprised 15 SAP consultants within ABAP, workflow, data migration, SAP PI / XI, SAP basis, and also included SAP technical architects and SAP technical project managers.

Besides the executive tasks, I was responsible for personnel management, professional development, resource management, allocation and recruitment. Moreover, I contributed to marketing and sales – below here contract renewals, additional sale on existing projects, and presales e.g. preparation of solution descriptions and response to request for proposals.

70-80 % of my time, alongside the management tasks, I worked on client SAP projects as senior consultant in roles as SAP technical architect, SAP technical project manager, SAP project manager, and SAP integration architect.

### **2008 – 2009 Managing Architect, SAP Process Integration, Segmenta A/S**

My criterion for success as managing architect was to build up a new business area in Segmenta within SAP integration and SAP PI. In other words, I had to build up a competent team of SAP PI consultants plus brand and position Segmenta as a key player within SAP PI on the Danish market. My tasks comprised recruitment, marketing, sales, management, and business development.



During a period of approx 2 years I had great success in building up a new and independent business area in Segmenta having 5 consultants working full-time with tasks and projects within SAP PI.

In this period, I worked 50-80 % of my time as senior consultant for Segmenta's clients in roles as SAP technical architect, SAP project manager, SAP PI architect and SAP integration architect.

**2007 – Sep. 2008      Team Lead, SAP Integration, Applicon A/S**

The role as team lead for Denmark's and probably Scandinavia's largest (12+) and most competent team of SAP XI / SAP PI consultants was very interesting and included various exciting responsibilities.

First and foremost, it was my responsibility to develop the team professionally by supporting current knowledge sharing and stimulate each individual of the team. Apart from having a running dialogue with all team members, I every year held one or two staff development interviews with each member of the team and prepared a development plan setting up goals on both short and long term. But more important than anything: I followed up on the plans which everybody will confirm. Also I setup a team meeting approximately every second month and arranged social activities in order to team build. Overall my goal in general as a leader is to be present, visible and nip possible problems in the bud.

I prepared business plans for the SAP integration area, below here market and competitor analysis, and recruited new candidates to the team ranging from search and selection to employment interviews. In short, I kept a watchful eye on the SAP integration market and built up my network within this area.

I participated in pre-sales activities whenever the sales force called upon my assistance. For instance, I contributed to preparing offers, estimated tasks, and participated in sales meetings with customers doing presentations or advising especially when technical topics were on the agenda.

Besides my role as team lead, I worked as senior consultant for Applicon's clients all over Denmark. Mostly, I worked on the SAP projects for which Applicon had the main delivery responsibility and my role was typically technical project manager or technical architect for the integration area.

**Sep. 2005 – 2007      SAP PI / SAP XI consultant, Applicon A/S**

In Applicon, I started working as a developer with the responsibility of developing SAP XI interfaces. This role gave me profound insight into the architecture of XI and good experience with various mapping techniques and different adapter types.

However, my role gradually became more of a technical architect i.e. preparing development guidelines, designing the overall object architecture, and setting up e.g. quality assurance mechanisms and testing routines.

**2004 – Aug. 2005      SAP ABAP developer, Maersk Data / IBM Transport & Logistics**

As of December 2004, Maersk Data was acquisitioned by IBM and transformed into IBM Transport & Logistics.

In my role as SAP ABAP software engineer I gained substantial knowledge of SAP ERP and NetWeaver, below here tools like ABAP Workbench and Data Dictionary. My tasks ranged from development of reports and user exits to data conversion using Legacy System Migration Workbench. In addition, I achieved experience with SAP Exchange Infrastructure (SAP XI).

Moreover, I participated in a business intelligence project the purpose of which it was to provide a flexible solution for controllers in the Maersk Data Group to report on financial data. My responsibility was to extract, transfer and load (ETL) data from an ERP mainframe-based system to a DB2 data warehouse and in participation with the other team members to design a semantic reporting layer. DB2 Data WareHouse Center was used as ETL tool and BusinessObjects as reporting tool.

**Aug. 2003 – 2004      Student Trainee, Maersk Data Corporate Secretariat**

The position gave me the opportunity to be a part of and act in a large organization. Also it was a good entry point for being allocated to large projects.

In the corporate secretariat I worked close to the top management in a department responsible of supporting and maintaining the Maersk Data Group's own-developed mainframe-based ERP system. My tasks were quite mixed e.g. maintaining master data, analyzing reported incidents, performing custom data extracts, and responding to inquiries from the organization.

**2000 – 2002      Joint Owner and Consultant, Atentia A/S**

The company developed a comprehensive, fully-fledged content management system at a time when CMS was not mainstream. The system was internationalized from the very beginning making it easy to configure for new markets.

The product was among other things sold as a service to a large Canadian franchising organization with approx. 600 franchisees working with web design.

My role and tasks were quite varied embracing analysis, requirements specification, design and development as well as preparation of competitor analysis, strategy analysis, etc. Moreover, I participated in sales drive

activities in both Finland and Japan.

**1997 – 2003**

**Independent Consultant, Terracom**

By establishing Terracom, I entered unknown territory and gained my first experience as a consultant. However, I turned out to thrive with the role – the contact with many different customers, heterogeneous organizations and issues, the intensity and the pleasure of helping clients to achieve business value leveraging information technology.

The tasks were by nature manifold as I did not have the option to delegate: counseling regarding e.g. technical architecture and web usability, system and contractor selection, business process optimization, and more.

Many of my assignments consisted of preparing requirements specifications for web-based systems. Besides being the writer and preparing the specification itself, I facilitated the process and collected input from relevant stakeholders. In some cases I was subsequently assigned to design and develop the specified system.

On some projects, I had the role of being internal project manager i.e. manage the client's internal activities related to the project in question, keep the contractor up to the mark, monitor progress and deadlines, put quality inspection of deliverables into system, and so on.

## Project Experience

<b>Jul. 2011 –</b>	<b>Independent Consultant, Software Product Entrepreneur, etc.</b>
	<p><b>Project</b> Development of a web portal for presentation of vendor campaigns to distributors and resellers</p> <hr/> <p><b>Industry</b> Reselling, distribution</p> <hr/> <p><b>My role</b> Web developer, backend and frontend.</p> <hr/> <p><b>Description</b> Kunden kan styre sine forskellige kampagner via portalen. Distributørerne har adgang til kampagnerne og kan gennemføre salgsmønstre ud fra relevante informationer i en struktureret form.</p> <hr/> <p><b>Result</b> The solution is under development and will be launched during February 2012.</p> <hr/> <p><b>Solution Component</b> SQL Server (RDBMS).</p> <hr/> <p><b>Technologies</b> Ruby on Rails, JavaScript, jQuery, diverse JS-biblioteker, HTML, CSS.</p> <hr/> <p><b>Period</b> Jan. 2012 –</p> <hr/> <p><b>Project</b> Development and marketing of a SaaS solution related to Enterprise Content Management</p> <hr/> <p><b>Industry</b> IT, software</p> <hr/> <p><b>My role</b> Web and mobile developer on backend and frontend, solution architect and project manager.</p> <hr/> <p><b>Description</b> The project is about developing a software service related to Enterprise Content Management which companies can use on a subscription basis. It has nothing to do with CMS.</p> <p>The product comprises a frontend which can be used from a desktop and a frontend which can be used from tablets and mobile devices.</p> <hr/> <p><b>Results</b> The solution is under development and will be launched during the 1. half of 2012.</p> <hr/> <p><b>Solution Components</b> Heroku (PaaS), GitHub (hosted, distributed version control system based on Git), SQL Server (RDBMS).</p> <hr/> <p><b>Technologies</b> Ruby on Rails, Coffeescript, Sass, JavaScript, Backbone.js, jQuery, misc. JS libraries, HTML, CSS, HTML5, CSS3, zepto.js.</p> <hr/> <p><b>Period</b> Sep. 2011 –</p>
<b>Jul. 2009 –</b>	<b>Managing Senior Consultant, SAP NetWeaver – Segmenta A/S</b>
<b>Jun. 2011</b>	Select projects.

	<p><b>Project</b> Advanced debtor motor for handling collection and recovery of taxes in Denmark.</p> <p>(in practice, two parallel projects as the engine for collection and recovery, respectively, was implemented in separate systems according to customer requirements)</p> <p><b>Industry</b> Public sector</p> <p><b>My role</b> Lead SAP technical architect – across and for both projects</p> <p><b>Description</b> The SAP solution gets receivables from other systems whereafter the implemented SAP debtor motor handles collection, interest calculation, charges, payment plans, dunning, recovery, ingoing and outgoing payments, order of coverage, etc.</p> <p>The functionality was exposed to other systems via a service-oriented architecture with approx. 150 web services.</p> <p>A complex challenge, also technically, in consequence of: the high number of web services; many parallel and large developments projects at the client; many suppliers; high demands for security, logging, performance and disaster recovery; 40-60 % custom development because of lacking support of several processes in SAP standard and due to indispensable modifications to meet law requirements.</p> <p><b>Result</b> The solution will go live during the first half of 2012 so the outcome will not be known until later.</p> <p><b>Solution Components</b> SAP PS-CD, SAP FI/CO, SAP PI, SAP Solution Manager, Oracle WebLogic, and others. PS-CD is short for Public Sector Collection &amp; Disbursement and is SAP's industry solution for the public sector.</p> <p><b>Period</b> Jan. 2010 – Jun. 2011</p> <p><b>Project</b> Solution for handling bad payers</p> <p><b>Industry</b> Insurance</p> <p><b>My role</b> Project manager</p> <p><b>Description</b> The client's challenge consisted in large write offs on bad payer, resource demanding manual follow-up on cases and lack of resources to do the following-up.</p> <p>The system was based on a standard solution from SAP with integration to PBS and banks. The solution comprised processes for collection, dunning, ingoing and outgoing payments, interest calculation, fee imposition, payments plans, outsourced recovery at lawyer, correspondence, etc.</p>
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	<p>The project was tackled using agile methods because of a tight time schedule and relatively small project team.</p> <p>Hence, an interactive course between blueprint and realization with ongoing delivery of prototypes was carried through. Moreover, fast clarification and decision-making was ensured by day-to-day involvement of the line of business.</p> <p><b>Result</b> The client achieved a structured and fast follow-up on bad payers, reduced demand for resources in the credit department as well as better revenue as a consequence of more instalment agreements and less write-offs.</p> <p>The project succeeded in time and on budget.</p> <p><b>Solution Components</b> SAP FS-CD, SAP FI-CO, and ADC. FS-CD is short for Financial Services Collection &amp; Disbursement and is part of SAP's industry solution for the financial sector. ADC is short for Advanced Debtor Control and is a reporting solution from KMD.</p> <p><b>Period</b> Nov. 2009 – Dec. 2010</p>
<b>Oct. 2008 –</b>	<b>Managing Architect, SAP Process Integration – Segmenta A/S</b>
<b>Jun. 2009</b>	<p>Select projects.</p> <p><b>Project</b> Solution for support of consumption data automatically received from intelligent, automated meter readings.</p> <p><b>Industry</b> Utility</p> <p><b>My role</b> Technical architect and project manager</p> <p><b>Description</b> The project was realized a part of the client's program for installing automated meter readings (AMR) at all their customers in the client's utility area in the period 2010-2011. Each individual AMR every day sends a minimum of 25 data sets to a central system.</p> <p>The solution was based on an Oracles database which loaded the data from the system communicating with the AMR units and enriched the data via integration to the client's ERP system. Utility data, metering status, etc. was exposed on a standard form to other systems via a service-oriented architecture based on SAP PI.</p> <p><b>Result</b> The client achieved that the large amounts of data was accessible in other systems so that e.g. sales persons and energy consultants could use the data intelligently and attained value by virtue of additional sales and better counseling of customers.</p>

	<p>In addition, the client archived to offer a self-service solution to its customers where the customers could monitor the household's consumption, and thereby be aware of their level of consumption and potentially reduce it – a better solution than competing utility companies could offer.</p> <p>The solution went live according to the plan and on budget. The budget was adjusted during the project due to expanded scope.</p>
Solution Components	SAP ERP, IS-U, SAP PI, Oracle DB.
Period	Nov. 2008 – Dec. 2009
<b>Project</b>	Preliminary analysis and preparation of business case for utilization of a single sign-on solution
Industry	Utility
My role	Project manager
Description	<p>The client's challenge was that they offered a number of self-service solution to its customers. Each solution had its own user database so the customers had several different user names and passwords.</p> <p>It was not possible to make one consolidated solution for various reasons. The client therefore wanted to elucidate the possibility of implementing a single sign-on solution and thereby make it easier for its customers and to a greater extent appear as one company.</p>
Deliverables	Analysis of stakeholders, system landscape, identification and selection of standard single sign-on solution, estimation of implementation project, proof-of-concept, solution description and recommendation of solution and next steps.
Result	The client had a basis for decision.
Period	Nov. 2008 – Feb. 2009
<b>Project</b>	Analysis of a planned handing-over of a system portfolio from a subsidiary company
Industry	Utility
My role	IT architect / technical architect
Description	The client was within three months supposed to take over a portfolio of systems from a subsidiary company as part of program consolidating IT support and application management in the company.

	<p>No overview and cohesive documentation of the systems existed.</p>
Result	The client gained an overview of the task at hand and could as an outcome of the project start the necessary initiatives.
Deliverables	<p>My role was to create an overview of the systems and integration points between these. For each system we among other things identified if it was a system already known or if it was a new system.</p> <p>In addition, I helped to create a documentation structure so it was pre-defined where knowledge and special matters of the systems should be documented.</p>
Period	Oct. 2008 – Nov. 2008
<b>Project</b>	Design of a B2B integration architecture in SAP PI
Industry	Retail
My role	Technical architect, SAP PI
Description	<p>The client had automated exchange of orders, order confirmation, invoices, inventory status, product characteristics and variants, etc. via EDI integration with its subsidiary companies and business partners.</p> <p>The client was planning to migrate its EDI integration from an old solution to SAP PI. In that connection, the client wanted to start well and ensure that the impending development was gone about correctly and based on an expedient architecture.</p>
Result	<p>The client had a considered architecture and ensured a good basis for the coming work migrating the EDI integration.</p> <p>According to the client's own words, they saved a lot of money by having created a good architecture from the beginning – the structure gave an overview so that it was possible to carry out corrections and new development faster and it was not necessary to spend time and money on a later refactoring.</p>
Deliverables	Facilitation of workshops, analysis of the client's existing portfolio of B2B partners and exchanged document types, design for structure of development objects in SAP PI (software components and namespaces). Finally, I prepared an outline for development guidelines.
Period	Oct. 2008 – Jan. 2009



2007 – sep. 2008	Team Lead, SAP Integration – Applicon A/S
	<p><b>Project</b> Re-implementation of SAP SRM</p> <hr/> <p><b>Industry</b> Public sector, pharma, health service</p> <hr/> <p><b>My role</b> Project manager</p> <hr/> <p><b>Description</b> As part of upgrading to a new version of SAP SRM (Supplier Relationship Management), the client wanted extended support for its business processes.</p> <p>A supplier had the responsibility for the re-implementation and the client needed an internal project manager to manage the supplier and manage the internal test activities.</p> <hr/> <p><b>Deliverables</b> I worked as internal project manager i.e. I managed the supplier and coordinated internal test activities, etc.</p> <hr/> <p><b>Period</b> Aug. 2008 – Sep. 2008</p>
	<p><b>Project</b> Implementation of SAP ERP, BI, and PI</p> <hr/> <p><b>Industry</b> Service, security</p> <hr/> <p><b>My role</b> Developer, SAP PI</p> <hr/> <p><b>Deliverables</b> Development of interfaces in SAP PI regarding electronic invoices and dunning reminders.</p> <hr/> <p><b>Period</b> Jun. 2008 – Jul. 2008</p>
	<p><b>Project</b> Preparation of a blueprint for re-implementation of SAP ERP, BI, and PI</p> <hr/> <p><b>Industry</b> Wholesale</p> <hr/> <p><b>My role</b> Technical architect / solution architect, SAP integration</p> <hr/> <p><b>Deliverables</b> I prepared a blueprint consisting of functional specifications of approx. 70 interfaces which had to be developed as part of the re-implementation.</p> <p>Moreover, I delivered three-part estimates for each interfaces as input to scoping and prioritization.</p> <hr/> <p><b>Period</b> Feb. 2008 – May 2008</p>
	<p><b>Project</b> Implementation of SAP i to forretningsområder</p> <hr/> <p><b>Industry</b> Utility</p> <hr/> <p><b>My role</b> Technical project manager, systems integration Technical architect, SAP PI</p> <hr/> <p><b>Description</b> The project had the following processes in scope: financial accounting (FI), HR, salary, sales (SD) and well as</p>

	<p>management of maintenance (PM) and materials (MM) on power plants and windmill farms. Afterwards, the solution has been extended to other business units.</p> <p><b>Result</b> In a collaboration between the supplier, the client's line of business and the client's IT resources, the project with complex challenges both business-wise and technically was completed on time and on budget.</p> <p>Since then the SAP solution has proven its worth by being the platform for organizational and geographical roll-outs as well as functional extensions and enhancements.</p> <p>The project received a <a href="#">SAP Quality Award winning gold</a> in competition with a number of implementation projects completed in 2008 and 2009 in the Nordic and Baltic countries.</p> <p><b>Deliverables</b> I was responsible for the technical project management of the development of interfaces and ensured that the 40 interfaces was put into production on time. The team consisted of approx. 5 developers.</p> <p>As SAP PI technical architect, I designed and specified interfaces to the developers. Moreover, I designed the object structure in SAP PI and prepared guidelines for development in SAP PI.</p> <p><b>Solution Components</b> SAP ERP, SAP Integrated Planner (IP), SAP Portal, SAP Business Intelligence (BI), and SAP Process Integration (XI/PI)</p> <p><b>Period</b> Apr. 2007 – Jan. 2008</p>
<b>Sep. 2005 – 2007</b>	<b>SAP XI consultant – Applicon A/S</b>
	<p>Select projects.</p> <p><b>Project</b> Implementation of SAP in the client's American company</p> <p><b>Industry</b> Construction</p> <p><b>My role</b> Technical project manager. Technical architect / solution architect, SAP PI.</p> <p><b>Description</b> The client had implemented SAP on all of its biggest markets with the exception of USA. A part of the project was to exchange electronic documents (EDI) with the client's business partners.</p> <p>The integration scope did among other document types include exchange of orders, payments, invoices, advanced shipping notifications, order confirmations, and instructions to transport carriers.</p>

	<p><b>Deliverables</b> I was technical project manager for the sub-project being responsible of developing the EDI integration with external business partners. The integration was based on X12 (American counterpart to EDIFACT). The team consisted of 5-7 developers.</p> <p>As SAP PI architect, I was responsible for coming up with, designing and specifying a number of add-ons to SAP XI which were developed as part of the project. I also contributed to the design of development object structure i.e. division in software components and namespaces. Moreover, I set up guidelines for naming objects and participated in preparing SAP XI development guidelines.</p> <p>Moreover, I took initiatives for doing quality assurance and among others tasks participated in test, below here comparison test.</p> <hr/> <p><b>Solution Components</b> SAP ERP, SAP XI, Seeburger B2B Adapter for SAP XI.</p> <p><b>Period</b> Apr. 2006 – Feb. 2007</p> <hr/> <p><b>Project</b> Operations support and maturation of interfaces</p> <p><b>Industry</b> Distribution, logistics</p> <p><b>My role</b> Developer, SAP XI</p> <hr/> <p><b>Deliverables</b> I took care of support incidents in relation to SAP XI based interfaces, corrected errors and enhanced a number of interfaces with respect to error handling.</p> <p><b>Period</b> Jan. 2006 – Mar. 2006</p> <hr/> <p><b>Project</b> Exposing ERP functionality via web services</p> <p><b>Industry</b> Utility</p> <p><b>My role</b> Developer, SAP XI</p> <hr/> <p><b>Description</b> The client planned to launch a self-service solution which gave its customer the possibility to see and update certain data themselves.</p> <p>Data was placed in the client’s SAP ERP system and there was a need to develop a service-oriented architecture on top of the ERP system which exposed a number of read and update services to other systems.</p> <hr/> <p><b>Result</b> The client had it made possible to expose data and functionality in SAP ERP to other systems. Thereby the client archived to give a better service to its customers, a better data quality, etc.</p>
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	<p>Deliverables I developed, tested, and document approx. 15 web services in SAP XI.</p> <hr/> <p>Period Dec. 2005 – Jan. 2006</p> <p><b>Project</b> Implementation of SAP ERP, SCM, and PLM</p> <hr/> <p>Industry Consumer goods</p> <hr/> <p>My role Developer, SAP XI</p> <hr/> <p>Description The project had the following processes in scope: financial accounting (FI), sales (SD), supply chain planning (PP), supply chain execution (PP) in relation to production and logistics as well as product life cycle (PLM).</p> <hr/> <p>Result The client and the supplier collaborated close together. The project went live on time and on budget. The client was very satisfied and put himself as reference at other's disposal.</p> <hr/> <p>Deliverables Development of interfaces in SAP which integrated SAP ERP with a procurement portal and a system for handling payment of duties.</p> <hr/> <p>Solution Components SAP ERP, SAP SCM, SAP PLM, SAP XI, and SAP BW.</p> <hr/> <p>Period Sep. 2005 – Dec. 2005</p>
<b>2004 – Aug. 2005</b>	<b>SAP ABAP developer – Maersk Data / IBM Transport &amp; Logistics</b>
	<p>As of December 2004, Maersk Data was acquisitioned by IBM and transformed into IBM Transport &amp; Logistics.</p> <p><b>Project</b> Implementation of a SAP solution in the Maersk Data Group</p> <hr/> <p>Industry Service</p> <hr/> <p>My role SAP ABAP developer, responsible for data migration and systems integration.</p> <hr/> <p>Description The project's scope included the following processes: internal (CO) and external (FI) accounting, project management (PS), personnel management and salary (HR), sales (SD), and procurement (MM).</p> <p>The SAP solution was to replace a number legacy systems, below here a mainframe-based ERO system, and better support the client's processes.</p> <hr/> <p>Result The project was shut down as IBM wanted another solution.</p> <hr/> <p>Solution SAP ERP, SAP Portal, SAP XI, SAP BI.</p>

	<p>Components</p> <hr/> <p>Period Jan. 2004 – Aug. 2005</p> <p><b>Project</b> Solution for flexible reporting on financial data</p> <hr/> <p>Industry Service</p> <hr/> <p>My role Project manager, architect, developer.</p> <hr/> <p>Description The controllers in the Maersk Data Group had a number of pre-defined reports at their disposal via a mainframe-based ERP-system.</p> <p>The various business units had, however, different needs and there was a need to have a more flexible solution for reporting.</p> <hr/> <p>Result The controllers had a flexible solution with which they could design reports themselves. The solution supported better analysis and took advantage of the knowledge being part of the data.</p> <hr/> <p>Deliverables Besides managing the project and making it succeed, I was responsible for development the ETL part which extracted data from a mainframe-based ERP system, transformed and loaded the data into the reporting data cubes.</p> <p>Moreover, I contributed to the design of <a href="#">the semantic layer</a> which is a business representation of data making it easier for the controllers to understand and create usable reports.</p> <hr/> <p>Solution Components DB2, DB2 Data WareHouse Center, BusinessObjects.</p> <hr/> <p>Period Mar. 2004 – Sep. 2004</p>
<b>2000 – 2002</b>	<b>Medejer og konsulent – Atentia A/S</b>
	<p><b>Project</b> Development and sales promotion of a standard content management system</p> <hr/> <p>Industry IT, software</p> <hr/> <p>My role Developer, architect, project manager.</p> <p>Moreover, I prepared market and competitor analysis, contributed to sales material, and participated in international sales drives.</p> <hr/> <p>Description The company developed a comprehensive, fully-fledged content management system at a time when CMS was not mainstream. The system was internationalized from the very beginning making it easy to configure for new markets.</p>

	<p><b>Result</b> The system was among other things sold as a service to a world-wide Canadian company engaging approx. 600 franchisees working with web design.</p> <p>The number of competing products exploded and ended going bankrupt.</p> <hr/> <p><b>Technologies</b> Active Server Pages, Microsoft SQL Server, SQL, HTML, XML, CSS, JavaScript, Java.</p> <hr/> <p><b>Period</b> Apr. 2000 – Oct. 2002</p>
<b>1997 – 2003</b>	<b>Independent Consultant – Terracom</b>
	<p>Select projects.</p> <p><b>Project</b> Description of processes and preparation of a requirements specification for a journal system</p> <hr/> <p><b>Industry</b> Public sector, health care</p> <hr/> <p><b>My role</b> Process counsellor, facilitator, technical architect / solution architect, author of the requirements specification.</p> <hr/> <p><b>Description</b> The client’s challenge was fluctuating quality, errors and to low efficiency in the work with apoplexy patients (thrombus, brain haemorrhage)</p> <p>For these reasons, the client wanted to map out and redesign their processes as well as having described the requirements for patient journal system which could support these processes.</p> <hr/> <p><b>Result</b> The client has its processes mapped out, <i>as-is</i>, and described its future processes, <i>to-be</i>.</p> <p>The prepared requirements specification was used as a basis for the dialogue with the supplier, and the system was developed on the basis of the requirements specification.</p> <hr/> <p><b>Period</b> Oct. 2001 – Dec. 2002</p> <hr/> <p><b>Project</b> Development of a simple web-based solution for e-learning</p> <hr/> <p><b>Industry</b> Public sector, education</p> <hr/> <p><b>My role</b> Technical architect / solution architect, developer.</p> <hr/> <p><b>Description</b> The client’s challenge was that none of teachers used IT as part of classes as the existing tools were too comprehensive and difficult to get started with.</p> <p>To increase the use of e-learning in the classes, the client wanted to develop a simple solution. After a creative process with select teachers, an e-board was developed</p>

	<p>where teachers and students could have a dialogue about assignments via e-notes with different colors.</p> <hr/> <p><b>Result</b> The solution was used as an integrated part of the teaching in the primary and secondary school in the former Frederiksborg County.</p> <hr/> <p><b>Technologies</b> Active Server Pages, Microsoft SQL Server, SQL, HTML, CSS, JavaScript.</p> <hr/> <p><b>Period</b> Jul. 2001 – Oct. 2001, Feb. 2002 – Apr. 2002</p>
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# Certifications – detailed

## 2011 Certified SAP ERP Solution Architect

The certification proves that the holder within each of the areas knows:

- the organizational structures used in each business process
- the master data that has to be maintained in order to execute the individual business process
- which transactions that should be used in order to carry through a business process
- the integration points that exist between the various processes

The certification comprised the following areas:

Procurement Cycle (MM-PUR)	Customer Service (CS)
Materiale Planning (PP)	Program and Project Management (PS)
Life-Cycle Data Management	Human Capital Management (HCM)
Manufacturing Execution (PP)	Financials Accounting (FI)
Inventory Management (MM-IM)	Management Accounting (CO)
Warehouse Management (WM)	Business Intelligence (BI)
Sales Order Management (SD)	Strategic Enterprise Management (SEM)
Enterprise Asset Management (PM)	

The certification comprised 880 pages of material and was without aids.

## 2010 Certified ScrumMaster

The certification proves that the holder knows the fundamental principles in Scrum – below here product backlog, product master, scrum master, sprint backlog, daily Scrum meetings, sprint planning meeting, and burndown charts.

The certification was a multiple-choice, online test.

## 2008 IT Project Management Certification

By achieving the certification the holder can document to have been tested within the area of IT project management.

The test builds on knowledge from the Mannaz IT Project Management education which is composed of three courses:

- IT Project Management 1 – analysis, planning, and management
- IT Project Management 2 – estimation, planning, following-up, communication, and agile project management
- IT Project Management 3 – change management, early user involvement, and the high-performing team.

The certification substantiates that the holder:

- has an overview of the various aspects of IT project management
- can handle situations based on a holistic view



- can choose a well-founded project management method
- masters project management methods, techniques, and tools

The test questions are split into three part:

- Part 1: Multiple choice questions each with three options
- Part 2: Questions that you should answer by substantiating the suggested solution
- Part 3: Questions which should reveal whether you have the ability to size up a situation, choose a project method, and solve a problem.

The test is written, and the only aid that may be used is the material from the three abovementioned courses including personal notes and a calculator.

## **2005 SAP Exchange Infrastructure Developer Certification**

The certification proves that the holder has skills within central aspects of SAP XI / SAP PI – below here PI's architecture, Message Mapping and other mapping methods, the various mapping types, Business Process Management, the different adapters and Adapter Framework, System Landscape Directory, Enterprise Services Repository, Integration Directory, and Runtime Workbench.

The test consists of 80 multiple choice questions.