



Alex van der Plas

Family man - Program Management Consultant - Investor - Biker - Contributor

Professional career

Alex has been a Freelance Program Manager since 2008. His assignments in the last 6 years have included development within the Cloud-, IoT-, SaaS- and Cyber Security space.

The results and feedback from his previous assignments stand clear. Alex has proven to be one of the very best among Program/Project Managers. He simply sets an example with his professionalism.

Through empowerment and trust in combination with removing impediments, his teams can perform at their best. Team members, stakeholders and clients follow his leadership with focus on the common goal. At this point magic happens.

Even in complex, large scale transformation projects comprising multi-vendor, multi-cultural teams distributed across time zones, Alex delivers results according to and beyond expectations.

His approach to new assignments is always similar and can be summarised with 3 words; **analyse**, **organise** and **execute**.

Alex never loses his cool. He is solution minded and makes decisions when necessary, however tough they may be.

Assignments covering the last 10 years

(more details in the following pages)

Project Manager @ Vestas Sep '22
Power-to-X project in cooperation with CIP.

Program Management Consultant @ Grundfos '21-'22
Secure digital service offering for the dosing pumps.

Customer Project Manager @ Ericsson IoT Factory '18-'21
IoT Device Management services for a key customer in Japan.
The solution includes Cyber Security and full Geo Redundancy.

Program Manager @ Ericsson Hyperscale Datacenter '14-'18
Cloud and Data Center development.

System Integration Project Manager @ Ericsson RECA '12-'14
Core network modernisation for a Nordic telecom operator.

Motivation

Contributing to a better future is what motivates Alex. He walks the talk both in private and professional life through focus on 3 critical areas. **Clean Water**: for many people more scarce now than ever before. **Communication**: key for the evolution and prosperity of any society. **Sustainable Energy**: the only way to save our planet.

Personal Information

Alexander Marco van der Plas
Born in 1972, married, 4 children
Nationality: Dutch
Residency: Denmark (since '99)
Mobile: +45 28 55 05 64
Email: alex@freelancepm.dk

Education

In 1996 Alex graduated from the 'Technische Hogeschool' in Rijswijk, The Netherlands. This equals to a polytechnic college at university level. He majored in Technical Computer Science.

Alex is also a certified Prince2 Practitioner.

Hobbies

Cycling (MTB & Race) - Running - Reading

Skills

Management: Program, Project and
Test Management

Development: SAFe, Agile,
Continuous Integration

Technical: IP, Cloud, IoT, XaaS, PtX,
Cyber Security, Data Center

Organisational: Insourcing, outsourcing,
transformation, O&M

Languages: Dutch (native tongue),
English, Danish, German

Core Values

Respect - Honesty - Perseverance

Contributions

Through Freelance PM ApS, Alex has made regular donations to various charity organisations e.g. UNICEF since '08.

Alex is also a blood donor. In addition, he tries to make his personal contribution to a clean environment by using sustainable energy and focus on recycling.

Sept 2022 Project Manager @ Vestas, Power to X (PtX)

(technical skills: Power to X)

Background

Copenhagen Infrastructure Partners (CIP) develops the first phase of Project Catalina in partnership with Enagás, Naturgy, Fertiberia and Vestas. Project Catalina is a pioneering green hydrogen and green ammonia GW-scale project that aims to bring the abundant renewable resources of Aragon to the industrial consumption points on the Spanish Eastern coast through energy efficient and environmentally friendly infrastructure. Project Catalina intends to develop 5GW of combined wind and solar in Aragon (Spain) and produce green hydrogen through a 2GW electrolyser. Once fully implemented, Catalina will produce enough green hydrogen to supply 30% of Spain's current hydrogen demand.

Catalina Phase I is currently in an advanced development stage and is expected to be fully developed and permitted in less than two years. Construction is planned to start at the end of 2023. The project will consist of 1.7GW of wind and solar energy facilities as well as a 500MW electrolyser capable of producing over 40,000 tons of green hydrogen per year.

Responsibilities and results

At the Vestas HQ office in Aarhus, Alex is assigned to establish a Power to X project, set the project scope with guidance from the steering group and prepare the Vestas bid for the Catalina Phase 1 project.

Within a few weeks, Alex has done his analysis of the assignment and prepare a plan for how to organise the project. Main focus points for this assignment being stakeholder management, scope clarification and resource commitment.

Due to organisational reasons, this assignment was cut short. After handing over to the new organisation, Alex leaves the assignment.

June 2021 – May 2022 Program Manager @ Grundfos, Industry Division

(management skills: Insourcing)

(technical skills: IoT, Cyber Security, XaaS, Cloud)

Background

A digital offering for the Grundfos dosing pump has been developed by an external company. This digital offering needed to be made ready for release.

Second stage of the project was to bring the digital solution inhouse and make it scalable.

Responsibilities and results

When Alex took on the assignment as program manager, he first of all organised the program and set targets for the upcoming releases in cooperation with the product manager.

Despite the pressure from stakeholders on the product launch date, Alex put the first priority on Cyber Security. With the security assessment showing critical vulnerabilities, a recovery plan was put in place and the launch date rescheduled accordingly.

While security vulnerabilities were being addressed, the overall quality standards for the digital offering were raised in order to make it ready for launch.

The first main product release was developed and delivered by an external supplier. Besides the technical challenges, existing supplier contracts needed to be fulfilled and new ones put in place.

Alex also initiated the second main product release before concluding his assignment. He brought the solution in-house by setting the project scope, a new solution architecture and securing the necessary resources.

Stakeholder management has been of key importance for this assignment.

Alex made sure the respective stakeholders were involved in the critical decisions. In addition, all stakeholders were informed transparently at every quality gate.

Feedback from colleagues

10/05/'22 Lead Solution Architect:

“Alex was Chief Project Manager/Program Manager for a project to which I was attached as Solution Architect. I truly enjoyed working together with Alex both as a person but also as a knowledgeable resource.

He demonstrated again and again an extensive knowledge about Program and Project Management as well as more technical concepts within IoT Development. He both challenged the organisation upwards as well as downwards in good way asking the right questions and requiring the necessary arguments.

I would for sure recommend Alex as your next Program/Project Manager”

June 2018 – April 2021 Program Manager @ Ericsson IoT

(management skills: Customer Interface/Delivery)

(development skills: SAFe, Agile)

(technical skills: IoT, Cyber Security, XaaS, Cloud)

Background

As IoT being one of the larger new emerging markets, Ericsson is determined to be a leading player on this new market. The more strategic projects are concentrated around Connectivity and Device Management.

What makes the Device Management program a highly complex assignment is having development teams on 3 different continents, a Japanese customer with demanding requirements on delivery and especially the leading edge technology.

Responsibilities and results

Alex is assigned as overall program manager of IoT Device Management. In the early stages of the program, Alex applied the SAFe principles to build an efficient agile development program on international scale.

As with most (if not all IoT projects), Cyber Security was priority one. With the Security Community of Practice (CoP), the same level of skills and standards was ensured for all teams. Focus was put on coding guidelines, managing 3pp components, emergency updates, and Denial of Service (DoS) testing.

Security benchmarking and risk assessment was done prior to product launch.

During the execution stage the underlying infrastructure of Azure was changed to dedicated data centers which had to be build from scratch. As a result in change of technology choices, the program had to adapt quickly. Alex quickly reset the team focus where needed and recruited the necessary technical experts who could manage the new scope.

With the geo-redundant Device Management solution deployed in Stockholm and Amsterdam, Alex has proven to be able to manage complex programs in an efficient manner. He delivers according to expectations and beyond. This is evident in the way he inspires people, advises his stakeholders and builds trust with the end customer.

Feedback from colleagues

13/12/'20 Lead Solution Architect:

"Alex is a thorough professional to work with and he is the best fitment for complex, large scale transformation projects comprising multi-vendor, multi-cultural teams distributed across time zones. He simply sets an example with his professionalism – trying to influence and motivate people with Trust.

He empowers people and trust's them which allows individuals to perform at their best – which makes a huge fan following for his leadership and then magic happens when the teams come together for the common goal.

Alex never loses his cool and has always been pragmatic at tough times – which benefits the program to take the right decisions at tough times. He has also been a wall protecting the performers from routine distractions and escalations wherever needed, thereby ensuring the real work continues to happen without distractions."

21/12/'21 Program Director at the customer unit in Japan:

"Alex demonstrated the very professional and structured project control.

He has the excellent communication skills, especially understand the customer needs and provide the project information in the transparent & controlled way, which ended up with the firm trust from customer that helped a lot to establish the excellent relationship with customer as well as internal stakeholders.

His project management is absolutely one of the main reason for the success of project and business."

Nov 2017 – Jun 2018 Program Manager @ Ericsson Hyperscale Data-center System

(technical skills: Data Center, XaaS, Cloud)

(development skills: SAFe, Agile)

Background

With a project organisation for Hyperscale Datacenter System (HDS) feature development established, the next natural step is to connect all other operational activities under one program. This will secure alignment of operations throughout the HDS organisation and thereby improve the overall performance.

Responsibilities and results

With focus on flow and removal of waste, Alex defines and establishes the HDS program in order to secure smooth operations throughout the organisation. He is overall responsible for the HDS program which includes sub-programs for System Studies, HW Development, SW Development, Release & Support and Engineering Environment.

Activities and priorities are aligned in the HDS program and thereby throughout all operations. The result is improved cooperation and more efficient planning which contributes to a higher productivity.

Information and Communication is key, even more so in a large program such as this one. Information sharing is established through brief info meetings using short but effective reporting improving the visibility of activities going on in the different parts in the organisation. A well-structured program website is created to enable easy access to all available information.

Feb 2017 – Nov 2017 Project Manager @ Ericsson Hyperscale Datacenter System

(technical skills: Data Center, XaaS, Cloud)

(development skills: SAFe, Agile)

Background

Hyperscale Datacenter System (HDS) development is done by 11 SW development teams, around 20 HW engineers, a small number of external suppliers. The project team is spread over 5 countries in Europe. With this project size combined with the complexity of developing leading edge technology, a carefully structured project organisation and sound planning is vital.

Responsibilities and results

Alex is overall responsible for the HDS development project. To start with he created the project structure and steering with clear roles and responsibility. Interfaces are defined, securing effective communication channels between project team and stakeholders. Clear reporting results in good orientation where people always know the latest status and what is next.

Each product release starts with a planning stage. It is at this stage where Alex puts most focus and effort. With a sound plan at the beginning, including commitment by the entire project team, the success outcome of the project is already within reach.

Throughout the project, progress is carefully monitored. This allows Alex to proactively adjust when and where needed, keeping the project on track and avoiding stress and overtime at the end of the project.

Each project is concluded with a lessons learned session. This way the experience and knowledge gained during the project is used to make the next project even better.

Feedback from colleagues

03/04/'18 Operational Product Owner:

"It's not often you work with someone who is always organised, always calm and always having detailed overview about all project corners.

I work with Alex for three years on HDS project and I appreciate that he as project manager was ensuring effective communication across projects as well as clear and realistic planning of product releases. It results in continuous deliveries and minimising unnecessary stress.

Alex is a professional you can trust."

Jan 2016 – Feb 2017 Release Manager @ Ericsson Hyperscale Datacenter System

(technical skills: Data Center, XaaS, Cloud)

(development skills: SAFe, Agile)

(development skills: Continuous Integration, Continuous Delivery)

Background

With the growing number of products the Hyperscale Data-center System (HDS) consists of and the aggressive release cycle of 6 weeks, Release Management is a challenging task. Main focus of release management is the Continuous Integration (CI) as an enabler for Continuous Delivery (CD).

Responsibilities and results

To be able to release at any time with clear content and no degradation of legacy functionality, this is Alex' responsibility. In order to achieve this in an efficient way, he has defined a lean delivery process together with clear ownership for each product within HDS.

The delivery process tracks all changes and allows frequent internal baseline for verification with minimal manual administration. Together with a well organised network of product owners, the complexity of each release is managed by Alex in a controlled manner.

In addition, Alex established cooperation with the customer representatives. Creating a customer map provided a good overview of the configuration and movements at customer sites all over the globe. He used this information to plan the right content at the best possible release date with focus on meeting the customer expectations and needs.

Feedback from colleagues

24/03/'17 Program Manager:

"Alex has organised the design delivers in structured way and kept control of the release candidates in complex distributed large program as HDS. He has Also been driving the test strategies and implementation of such, as well as interface for application customer NFVI project.

All of this in a well-structured way and kept calm and to the facts even during hectic turbulent situations."

May 2015 – Dec 2015 Test Architect @ Ericsson Hyperscale Datacenter System

(management skills: Test Management)

(development skills: SAFe, Agile, Continuous Integration, Cyber Security)

Background

With the Hyperscale Datacenter System (HDS) program, Ericsson has turned its focus to the IT market. The HDS program will deliver an in-house developed datacenter that will challenge today's world leading server manufacturers like HP and Dell. The program is rewarded by the industry for its proven innovation. This recognition shows that the planned feature set and strategy is right on target. Now the challenge for the program is to deliver and meet the customer expectations.

Responsibilities and results

Within the Continuous Integration and Verification (CI&V) program, the main responsibility on Alex is to set the overall Test Strategy for the HDS program and to secure the end-to-end implementation. In addition, he is also responsible for Defect Handling, supports the CI&V program in the daily operations and coaches program members in delivery of high quality products.

Feedback from colleagues

30/12/'15 Sponsor:

"Very skilled leader with good knowledge about SW development and I&V. He is a "doer" and drives activities until they are solved. Sometimes this can be very challenging for a new organisation to handle.

I believe that Alex has contributed a lot and help us in the Core Team to understand where we are and where we are heading with quality"

Sept 2014 – May 2015 Continuous Integration & Verification Program Manager @ Ericsson Cloud System

(management skills: Test Management)

(development skills: Agile, Continuous Integration)

Background

Cloud Execution Environment 15B (CEE15B) is the second release in infrastructure environment for cloud-compute, networking and storage meeting the telco grade requirements for wider implementations of Network Functions Virtualization.

The key value of CEE15B release are High performance High availability, end-2-end Security (for infrastructure, service provider and end user) and Rapid deployment of applications, which are not available from Open source platforms.

Responsibilities and results

The CEE15B program had only just started when Alex joined as overall responsible for Continuous Integration & Verification (CI&V).

Making use of the framework developed by the previous program, a complete Continuous Integration Cycle was established, including automated Build, Deployment and Test during the 2nd half of 2014. In parallel, the System Verification Plan was created and Verification Studies initiated.

At the end of 2015, the test execution commenced. Alex established an efficient organisation with strong focus on improving product quality. Alex's strong points are his ability to analyse the situation and take pro-active measures in the areas that need attention.

The CI&V program is perceived as highly predictable in their deliveries, supportive to the development teams and constructive in their feedback on product quality. Alex as program manager for CI&V is also seen as the overall program manager's right hand due to his excellent visualization of verification status and release planning.

Feedback from colleagues

27/04/'15 System Integration Lead:

"After Alex has come, I&V has become a high performance unit. Certainly Alex has been one of the key contributors to the 15B and well supported/supporting the technical masters. Thus clearly demonstrating very professional and trustable environment to work.

Great work Alex, you have set high standards for project management."

Oct 2012 - Jun 2014 Customer System Integration PM @ Ericsson RECA Operations

(management skills: Customer Interface/Delivery)

(development skills: System Integration)

Background

One of the most successful Telecommunication company in Sweden is modernising her network. This is a challenging high tech System Integration project. It is rated as one of the more complex projects, not least due to the high amount of HW installation involved at 10 different sites and the live migration of user data.

Responsibilities and results

In this complex System Integration project, Alex has the overall responsibility for the project execution. The solution includes IMS (IP Multimedia Subsystem), ECE (Ericsson Composition Engine), OSS (Operations Support System) and TSS (Telephony Softswitch Solution). As Customer Project Manager, Alex reports to internal and external stakeholders. At the time of writing, most parts are completed and delivered. The main delivery, which included live migration, has also been delivered.

After acceptance testing and thorough planning of the migration procedures together with the customer, the live migration went very smoothly without any reported incidents by end users. This success reached by excellent teamwork and cooperation has exceeded the customer's expectation.

Feedback from colleagues

07/12/'13 Key Account Manager:

"Really great work guys, I am really proud and happy with the quality and precision you and the team are delivering, you are truly helping us turn around customer's view of our service delivery capabilities."

21/02/'14 Line Manager:

"I think that it has been an excellent experience getting to know you and seeing you securing a professional delivery of services from Ericsson. You do a really great job planning, following up and executing the planned tasks within your projects with tough goals. You are achieving great results through and with the people in your project team. Your ability to meet the customer needs is impressive."

Aug 2012 - Oct 2012 Customer Transition PM @ Ericsson RECA Operations

(management skills: Managed Services, Transition/Transformation)

Background

For one of its customers in the Nordics, Ericsson will be managing the Planning and Design activities for fixed and mobile networks. As CPM Alex was responsible for managing the Transition Project. Main objective of the project is a smooth transition of resources and High Level Design responsibilities.

Responsibilities and results

In a very turbulent project with many unforeseen challenges, Alex was overall project manager responsible for the transition. Together with a talented crew, he has transferred the HLD group over from one of Sweden's leading Telecom operators to Ericsson.

Alex also set a baseline for performance, identified opportunities for cost reductions and made preparations of the next phase, i.e. the Transformation Project.

Feedback from colleagues

Feedback: 21/12/'12 Team Leader:

"I believe you have done a great job since you came in. Especially your way of approaching the project when it was established was good. The kick-off we had was very good and spot on. You have showed professionalism and perseverance. I also think the reporting has been clear and on a good level."

26/12/'12 Team Leader:

"Presentation skills – structure, ways of presenting – example: joint start-up meeting: clear, knowledgeable, entertaining, convincing. Project management skills – excellent – you know where you want to go and what to do. Communication skills – excellent as well, which shows both in your oral and written presentations. "Style" – not to emotional but very task-oriented."

Sept 2011 - Dec 2011 Coach and Agile in the Large @ MSS Program

(management skills: Coaching)

(development skills: Agile)

Background

Within the RBS organisation, the MSS program is to develop multi-standard software for the RANs. The MSS project management team has a need for assistance from a senior project manager in order to define new ways-of-working.

As more Scrum teams are added to the program, there is an increasing need for the program management team to adapt to the agile WoW, i.e. Agile in the large. In addition, improvement of the capability management is required.

The assignment is for 3 months.

Even though this is his first assignment for Development Unit Radio, Alex did not need more than the first week to get to know the people, organisation, products and ways-of-working.

Responsibilities and results

Soon after getting familiar with the MSS Program, Alex identified a number of improvement areas. In close coordination with the client, additional critical tasks were added to his assignment, i.e. team building, re-writing the project specification, strengthening the project management team and implementing release criteria. To secure these tasks were preconditions for the implementation of Agile in the large.

Team building was essential to improve the cooperation within the management team and thereby making it more effective.

Rewriting the project specification secured a clear mission and goals for the program to focus on.

Strengthening the project management team with technical competence allows the Program Manager to put more attention on the total program rather than on details.

With the implementation of the release criteria, a new ambition level was set for the program where all the members can be proud of what they deliver to the customer.

In co-operation with one of the product owners, Alex created an implementation plan for Agile in the large. Together with the main program manager, Alex also created the implementation plan for capability management. Both have been approved by the Program management and the Line organisation.

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Feedback from colleagues

13/01/'12 Assignment owner:

"Alex proved to have excellent Project Managers skill. He has a structured way of working, very good communication skills and an ability to sort out and drive a complicated task to the end. He worked very effectively with his assigned task and completed it well over my expectations. "

16/12/'11 Total Program Manager:

"I think that you really brought your wide experience and software development knowledge into play in your time here. It was quite clear to see your influence on the MSS project in bringing in new ways of working and a level of control and alignment within MSS. The MSS project is I think, with your contribution, a leader among the sectors when it comes to control and follow up."

15/12/'11 Product Owner:

"I think the great work you performed in a short timeframe will set a footprint that will last for years."

13/12/'11 Program Manager:

"Alex has contributed to the MSS program in a very good way during his 3 months assignment. He is very driven and experienced and has taken on his tasks in an excellent way.

Alex also looked outside his main tasks and proposed way forward. I have also been inspired of his way of driving the appointed tasks. I would like to work with him again."

Mar 2011 - May 2011 International R&D Task Force leader, Japan disaster TF

(management skills: Crisis management)

(technical skills: Supply chain management)

Background

On March 12th, an earthquake followed by a tsunami struck Japan. A number of electrical component suppliers were directly hit by this disaster or indirectly due to evacuations or lack of power. A task force was established at Ericsson to avoid the interruption in the supply chain to cause impact on product production.

Due to the high importance and need for quick response, Alex was selected for the task and appointed to lead one of the larger task forces at Ericsson. Responsibility covering Core products, IMS and BSC.

Responsibilities and results

As leader of an international task force, Alex defined the objectives and established the TF organisation within the week following the earthquake. The TF included 9 teams covering 7 product domains in 4 different countries.

Already in the beginning of the 2nd week, initial impact analysis, from component to board to system, was completed and mitigation actions initiated.

The challenge during this phase was clearly to manage the information flow. A lot of information was coming from the disaster area. In many cases this was followed by frequent updates. Much effort was spent to get the right information to the right people so that they could take appropriate actions and decisions. Again, communication is the key to success.

The management attention was intense during the first weeks as an impact on production could result in significant economical consequences for Ericsson. Under this high pressure, the TF remained focused and produced clear status and decision material.

After the 2nd week, the TF got into a more pro-active and planning mode. Re-design of hardware and re-packaging was initiated. Initially running multiple mitigation tracks, but slowly converging to the most feasible solutions. With management gaining confidence that the situation was under control, the TF could operate under less stressed conditions.

10 weeks after the earthquake, the supply situation had recovered and mitigation actions were coming to a conclusion. The most important objective was secured; no impact on the production of Ericsson products within the Core, IMS and BSC products.

Feedback from colleagues

18/05/'11 Team Leader:

"My impression is that you handle your task with things well under control and in a positive and pragmatic way. You also help out and mediate where necessary. I also feel that you put the right pressure whenever needed."

17/05/'11 Team Leader:

"Hi Alex, from my point of view you have done a really good job driving this complicated task.:

- A fast start with stakeholders from all parts of the organisation.
- Short, regular and efficient meetings, you cut conversions when necessary and take these discussions offline.
- You managed to formulate the questions from the task force in an understandable way and got quick answer from upper management.
- Good and clear progress reports.
- You have a way to push things forward quickly without being rude, a rare talent."

Mar 2011 - Mar 2011 Project Auditor, eVIP 1.0 Common Component

(management skills: Project Audit)

Background

The first version of the eVIP Common Component is designed to be the future IP load balancer for Ericsson products.

The eVIP project is partly outsourced and is executed according to Agile methodology.

A project audit was ordered since the project got behind schedule even though the scope was reduced, lead time extended and resources were added.

Responsibilities and results

Working closely and transparently with the eVIP Project Manager, Alex conducted the project audit.

With a good understanding of the roles and responsibilities of team members and stakeholders, the initial focus of the audit is to establish a good view on the project and product current status. The second step is to create a solid and complete time plan for the remaining part of the development phase in order to reach the project objectives with high confidence.

After two weeks Alex presented more than 20 significant improvement items and already initiated the implementation of some of them. Shortly after presenting the results of the audit, Alex was transferred to a higher prioritized project for the same client. For this reason Alex unfortunately could not conclude the second step of creating a solid time plan.

Feedback from colleagues

24/03/'11 Line Manager:

“My impression is that you made a thorough and objective investigation of the project. You did serious interview with various people to get a good view of the status. The project manager was treated with respect and the feedback was relevant and professionally presented.”

25/01/'11 Project Manager:

“- Good approach in the initial phase (no smart guy)

- Describing purpose and approach
- Professional, checks expectations and sorts out the ground rules
- Frank and honest
- Thorough analysis, interviewing a lot of people around and in the project
- Interesting discussions, you really made me think about why I do what I do
- No surprises. You send me the precopies of your presentation, which gave me a chance to comment”

Sept 2010 - Feb 2011 Senior Project Manager, AUP/RP Transfer and Outsourcing

(management skills: Outsourcing, Transformation)

Background

As a result of a cost/site reduction program, the Boulder office was closed. The AUP/RP program was the main operation at this site. AUP and RP are sub-systems of the AXE platform.

A number of people in the AXE organisation have recommended Alex as the best candidate for this critical task.

With an aggressive time plan to transfer as much knowledge as possible in a short time, the goal set was to transfer all activities within 3 months.

The receiving sites are in Sweden, China, Hungary, India and Australia. The latter two are non-Ericsson sites.

Responsibilities and results

At the receiving side, the transfer/outsourcing project contained three teams, each responsible for their own product area. Some of the teams were located at different geographical locations. At the sender side, the program to be transferred counted well over one hundred people.

Alex's responsibility was the overall management and co-ordination of the total project. The objective being a complete competence transfer for all product areas and to secure the right dimensioning of the receiving organisation. In addition, the project was to be executed according to Ericsson values; Professionalism, Respect and Perseverance.

All objectives were met in 3 months time. During the transfer, ongoing operations including maintenance and customer support were unaffected. Both the sender and receiving organisation were pleased with the respect and compassion the transfer was executed. Due to the good results, which exceeded expectations, the project was completed and closed down 1 month prior to schedule.

The challenges managed in this project were the uncertain resource availability and individual emotions at the sender side and at the same time the geographical distance and cultural differences between the receiving sites.

Spontaneous feedback from colleagues received in writing

25/01/'11 Line Mng:

"Great job!! A very well performed transfer - I have not in my days seen such a clean TG4 for a transfer project."

25/02/'11 Product Mng:

"The transfer has been a success and can serve as best practice and has been above expectations. So from AXE PdM a big thanks to you and your Team for all the effort and time you have put into this task."

25/02/'11 Line Mng:

"Congratulations on your TG5 and a job very well done!! Even though this was what I expected when I saw that you were appointed as a PM for the transfer project - anyway Great Job and let's hope that we get the opportunity to work together again."

25/02/'11 Project Manager:

"Thank you for leading this project so professionally and giving me free hands to run my subproject but giving me support whenever I needed."

23/02/'11 Tech Lead:

"I hope to have opportunity to work with you in the future so I can learn from you, you are truly amazing."

2008 – 2009 Various Freelance R&D project management assignments at Ericsson Stockholm-SE
(technical skills: Software Development, HW Development, IPv4, IPv6)

Oct 2009 - Sep 2010 Senior Project Manager, AXE Maintenance

Feb 2009 - Sep 2009 Senior Project Manager, CP09a

Dec 2008 - Jan 2009 Senior Project Manager, APZ 212 60

Aug 2008 - Nov 2008 Senior Project Manager, BC

Apr 2008 - July 2008 Senior Project Manager, IPonCP

2007 – 2008 Tieto-Enator R&D project manager: Various assignments at Ericsson Stockholm-SE
(technical skills: Software Development)

Sept 2007 - Feb 2008 Senior Project Manager, AXE CP 07A

Oct 2006 – Aug 2007 Project Manager, IS1.0 EXB&L3X

1999 – 2007 Various positions at Ericsson Viby-DK

(technical skills: Software Development, Test Management, Test Automation, IPv4, IPv6, Virtual IP, IP Routing)

Jan 2006 - Jun 2006 Project Manager, TSP5.2 CWOS

Feb 2005 - May 2005 Team Leader, VIP / TSP5.1

May 2003 - Feb 2005 Test Manager, TripleT

Jan 2003 - Apr 2003 Test Manager, IP Host project

Jun 2002 - Dec 2002 Test Manager, IP on Cello 4 project

Feb 2001 - May 2002 Test Manager, TripleR project

Apr 2000 - May 2001 Test and Documentation Department Manager

Jun 1999 - Mar 2000 System Supporter

1997 – 1999 Logica Amsterdam-NL: Network Specialist

(technical skills: Automation, IPv4, IP Routing)