

Detlef Kowalewski

Executive Consultant | Expert in PM, & BC&AS (Digital Transformation)



Mr. Kowalewski has been working in the ITC and consulting business for more than 20 years, mostly on the business side and at the interface to ITC. He has successfully completed assignments in various roles, industries, techniques and methods. Mr. Kowalewski is experienced regarding tight cooperation with clients and their partners on every management level, from SMB's to Global Enterprises, from CxO level to Field Staff. He is a certified Project Manager, Requirements Engineer, Scrum Master and has expanded his expertise w.r.t. various subject matters according to the projects he worked for. He has worked as well on the demand side as on the delivery side – and in regulated environments (rail, postal, finance, laboratory / medical devices).

Mr. Kowalewski is familiar with the challenges associated with program, multi-project management, business analysis, process modeling and change processes from various corporate environments (and in various roles).

is a member of CGI's RPA & AI, BA&AS and PM practices.

MAIN FOCUS

- Program / Project / Portfolio Management
- Business Consulting, Business Strategy, Business Processes, Functional Architecture

20+ years project management / multi-project management / PMO / conception / model delivery; 7+ years in rail companies (infrastructure, telecommunications infrastructure, PM tooling, IT migration, CIO area representation in program management, product ownership for several system developments); Telecommunications customer (post-merger integration of IT infrastructure, insourcing); several post groups (CEP, mail, consolidators); financial service provider (compliance / AFC, ICR / OCR / DMS solutions); system house (AI / knowledge-based systems (as leading scientist), software product for laboratory medical technology product family); local and state authorities (specifics of the project); product development for several system developments); product development for several system developments. Web Portal, access control, time recording, program management of IPv6 migration in federal state); Newspaper publishing joint venture (specification web portal family)

ONLINE INFORMATION

- <https://www.linkedin.com/in/detlef-l-kowalewski-0b744625/>



INDUSTRY EXPERTISE

- Rail, TelCo, Postal & Financial Services, Public, Pharma

SPECIALIZATIONS

- Prog. / Proj. / Portfolio Mgmt.
- Business Consulting, Strategy, Business Architecture

INTERNATIONAL EXPERIENCE

- Global Compliance / Anti Financial Crime Project
- Global Division Head Delivery for HQ in Germany, Dependencies in Romania & USA

MANAGEMENT EXPERIENCE

- Prog. / Proj. / Portfolio Mgmt.
- Division Management

CERTIFICATIONS

- PMP, PRINCE2 Pract., CPRE, PSM

LANGUAGES

- English (fluent, business level)
- German (native speaker)
- Italian, Spanish, French (basic)

EDUCATION

- Dipl.-Inform (MSc CS), U Bonn

REFERENCES

Project Support WINX - Migration of all ticket machines to a Windows 10 based PC platform / 02/2019 – [12/2020 (optionally)]

Project Description:	DB Vertrieb operates some 6,000 ticket vending machines (various models and configurations from 3 suppliers), most of which have been in use for more than 10 years - and a large proportion of which are still to be operated in 2030. Within the scope of a preliminary project it was analyzed and decided that the vending machines should migrate to a Windows-10-based PC platform. This also required PC hardware upgrades and corresponding adjustments of components, software and firmware based on this platform - and to plan and control appropriate measures for the preparation and implementation of migration and rollout. The WINX project does exactly that.
Task Executed:	<p>Support of technical and business project management on the side of DB Systel / DB Vertrieb.</p> <p>Clarification / control / tendering of Windows 10 IoT licenses (new framework contract required).</p> <p>As "interim product owner": Requirements specification, testing and application of a new rollout management tool for the definition, planning, status data maintenance and tracking of rollout measures regarding all productive ticket vending machines</p> <p>PMO support for Windows-10-Ticket-Vending-Machine-qualification, field test and rollout measures.</p> <p>Consulting w.r.t. and execution of various conceptual, technical and organizational project tasks, often in interface function to other projects (ZEBRA, BaWü, ...) and line organization units (DB Vertrieb, DB Kommunikationstechnik, ...).</p>
Project Result:	<p>Clarified requirements and means for rollout implementation via the service provider DB Kommunikationstechnik</p> <p>Several thousand migrations completed, ongoing processes and operations established.</p> <p>Operational Rollout-Management-Tool with default and self-service reporting features</p> <p>Techno-strategical recommendations with respect to future ticket vending machines' product management, life cycle management, change management and operational processes.</p>
Method / Technology:	Classical PM – including KANBAN boards; tools: SharePoint, Wiki, Jira, MS Teams, MS Office, Cisco WebEx, Oracle Application Express

Project Manager CIO Division / Railway / DB Fernverkehr / ITonICE - Implementation of a unified ITC target architecture and its ITC operational management for a heterogeneous railway vehicle fleet / 10/2017 - 11/2018

Project Description:	Sub-project within the framework of a larger project (> 100 million €) for the conversion of several hundred trains from 7-8 series of different train manufacturers (ICE 1-4, IC, ...) to a new vehicle ITC architecture. The other two sub-projects or company units that are significantly involved in the overall project are Product Management / Marketing and Vehicle Engineering.
Task Executed:	<p>Project management / representation of the CIO division of DB Fernverkehr. Responsible for IT architecture, IT security, IT operations and "all software operated by the train operator on the trains and their land-based support systems".</p> <p>Substantial contribution / cross-stakeholder promotion of IT strategic changes to overall system availability / redundancy as well as to introduction of IPv6.</p> <p>Parallel to this, sub-project management "network manager for vehicle IT", incl. product owner role with regard to requirements. Co-ordination of the sub-project "Manufacturer independent monitoring" (incl. diagnostics).</p>



Project Result: Revised target architecture; initialized network manager subproject

Method / Technology: Agile approach, Scrum; Tools: SharePoint, Wiki, Jira, Confluence, Chef

Program Manager CIO Division / Hessian Central Office for Data Processing / IPv6 Migration - Initialization of the IPv6 migration of ITC infrastructure and the applications using it in the State of Hesse / 02/2017 - 08/2017

Project Description: Multi-year migration program with initially 8 parallel projects. Concerns the IT and telecommunications infrastructure for several 10,000 workstations, several 1,000 mobile devices, several 1,000 server systems, the respective management and monitoring systems, as well as several 100 public sector procedures, including those which cross federal states, that use this infrastructure (state authorities, financial administration, police, etc.).

All IP-using components and their users are affected by the migration and have to be checked with regard to migration requirements and, if necessary, appropriate measures have to be planned and implemented. Migration strategy: "From bottom to top, from the inside to the outside" - starting from data center operations.

The initial planning phase of the program is followed by several years of orderly migration of the ITC and specialist process landscape to dual-stack operation and simultaneous IPv6 use in production, in parallel to IPv4 use. Finally, in a migration phase that will also last several years, IPv4 use will be reduced as far as possible in order to be able to run pure IPv6 operation in the ideal case.

Task Executed: Program management for the initialization phase

Project Result: Program definition, planning, initialization; setup of 8 subprojects / teams.

Method / Technology: Classical PM procedure model

Scrum Master / Rail / DB Netz / neXt overall timetable - optimization & automation of the entire timetable planning / 09/2016 - 10/2016

Project Description: The project provides the complete digitalization and automation of one of the most complex core processes of DB Netz, namely the (also incremental) timetable planning. The overall project team > 100 employees provides a new, highly optimized and automated process and tool chain for the entire and incremental timetable planning. The aim is to be able to respond and book train path requests from several hundred network users dramatically faster, while at the same time increasing the capacity utilisation of the network and supporting shorter reaction times and impact minimisation in the event of disruptions. One of the challenges here is also the data quality and data governance of the static infrastructure data (of the immobile and mobile objects) on which the computing cores and heuristics are based.

Task Executed: 5-week proxying of two Scrum Masters in the three teams "Automation of rail freight system train path design" (10 persons), "Occupancy" (of such paths with specific trains at specific times on specific days) (7 persons) and "Technical Process Control" (14 persons). The first two topics are strongly related to the construction of problem-specific mathematical models and the implementation of solution algorithms (filter cascades, graph algorithms, equation system solvers, operations research / mathematical optimization...) and provide the "computational cores" of the future solution.

Project Result: Multiple Sprint Results

Method / Technology: Agile approach according to SAFe and Scrum; tools Projectron, LES-Solver GUROBI

PMO & Subproject Manager / Railway / DB Netz / bbIP - railway operational IP network / 11/2014 - 08/2016

Project Description: Large and strategic transformation project concerning the telecommunication infrastructure for all railway operational applications of a rail network infrastructure operator. The



transformation aims at extending the current TC networking by standardized IP technology in such a way that the future "railway operational IP network" (bbIP) will also cover the highest requirements of safety-critical railway operational applications of control and safety technology (control and monitoring of signals, switches, level crossing protection systems, danger alarm systems, etc.). This implies special requirements for a telecommunications network, e.g. with regard to lower availability limits, upper runtime limits, minimum bandwidth, side effect free operation. These can be covered by adequate regulation and tool support in the areas of planning, construction/expansion, management and monitoring of the network. This is to be designed, built and tested in detail within the framework of a coordinated pilot project with pilot projects in control and security technology. The pilot projects will cooperate in the respective pilot regions in the bbIP-based renewal of electronic interlockings and other types of plant.

Task Executed: Support with regard to PM / PMO function and business consultant for the customer's project manager; sub-project management / conception (elaboration, updating, modelling) of the operational management processes to be adapted to bbIP.

Project Result: Updated planning and project controlling status in each case; concept documents for operational management and corresponding qualification of the organisation / transformation of the processes

Method / Technology: Classical PM procedure model; tools: Visio, ARIS

IT Project Manager / Global Financial Services / Deutsche Bank / Compliance IT Project / 08/2014 - 08/2014

Project Description: The program aimed to improve the monitoring of stock transactions on several dozen stock exchanges worldwide. Trading data streams are captured, pre-processed and transferred to specialized analysis systems and analysis service providers to search for suspicious patterns and issue appropriate warnings, e.g. on suspicion of money laundering, market price manipulation, insider trading, etc. These suspicious notices are then pursued and analyzed in more detail by specialists from the Compliance department of the respective country organization, which may lead to the involvement of the public prosecutor's office. The scope of the project was on the one hand to supply the analysis systems with the data streams, and on the other hand to define and provide the models and rule bases that are appropriate for the local situation of the trading place and are to be used for the analysis and alarm generation

Task Executed: IT multi-project manager - as an ad-hoc proxy over several weeks; support for a global compliance IT program managed from New York and management of international development teams in 4 countries and a global rollout.

Project Result: Ongoing, plan updated and progress controlled projects

Method / Technology: Classical PM procedure model; Tools: Clarity

Project manager and business consultant / Utilities / Smaller municipality in the Rhine-Main area / Digitisation project / 05/2014 - 08/2014

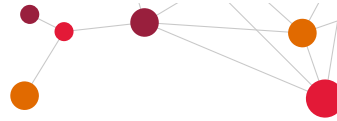
Project Description: Preparation and implementation of a tender aimed at modernising (now digital) locking systems, access control and time recording / management in administration, waterworks, sewage treatment plant, indoor and outdoor swimming pools and various pumping stations in the region.

Task Executed: Project management, business consulting; planning and preparation of tenders (market view, definition of requirements, evaluation criteria, pre-selection, ...); tender

Project Result: Tenders to the contracting authority for further evaluation and decision

Method / Technology: Research, preparation





Head Business Analyst / Public Administration / Bavarian City / Project to reorganize the allocation of socially subsidized housing / 07/2013 - 02/2014

- Project Description:** A web-based platform for two closed user groups had to be designed for the IT requirements management department of the social welfare department.
- One group represents the Social Department's clientele that is looking for affordable housing, the other group consists of the housing companies that provide and manage such housing, among others these are city-owned housing companies.
- Currently, about 80,000 apartments from the stock of about 100 parties are managed with the participation of the city. More than 10,000 applicants are actively managed on a permanent basis and several 1,000 tenant changes per year are handled, for which the city has the right to nominate tenants. Apartments where a change of tenant is imminent are communicated via this platform to the internal apartment management system of the social department.
- The same applies to the notification of relevant changes in housing characteristics, e.g. after conversion and renovation measures. Candidate tenants can register on the platform and search the housing stock available to them, similar to commercial housing search portals, and express their interest. Taking into account a formal evaluation and ranking according to social priority, interested candidates are then proposed to the owners of the apartments as potential tenants.
- Task Executed:** Business analysis / specification (incl. technical data model, business process update); research, expansion and consolidation to the cross-departmental business object model (domains, services, data dictionary, allocations, ...). Requirements engineering, technical data and process modelling, technical class diagrams and activity charts (UML, EPK, ADONIS tool), negotiations / agreements with the respective technical side involved in the social services department and with external housing companies to digitise data exchange with the social services department (business object structure, exchange formats/protocols).
- Project Result:** Technical specification of a web portal and changes to business processes that re-organise the application for and allocation of socially subsidised housing.
- Method / Technology:** Business Analyse, fachliche Daten- und Geschäftsprozessmodellierung; Werkzeug: ADONIBusiness analysis, technical data and business process modelling; Tool: ADONISS

PMO & Business Consulting / Bahn / DB Netz / DIANA – Predictive Diagnostics Platform / 11/2011 – 02/2013

- Project Description:** Collaboration in the design and implementation of a new operational platform for monitoring and predictive diagnostics of the production infrastructure for rail traffic. Use Case Exploration, e.g. regarding cross-trade dependencies and effects (e.g. correlation of trends in switch sensor data for switch circulation with changes in satellite data-based terrain profiles or measurement train recordings).
- Like other infrastructure-intensive companies, the company operates a large number of different types of infrastructure elements from different manufacturers, technologies, generations of technology and product configurations, which have usually grown and changed over many decades. In the case of this customer, for example, this involves around 71,000 rail switches, 55,000 switch heating systems, 12,000 technically secured level crossings, hundreds of electronic interlockings and air-conditioning systems, all of which are production-critical for ongoing rail traffic. If any one of these elements fails, it is accompanied by malfunctions of various consequences - but the consequences are always negative. Proprietary diagnostic systems are available for some types of elements and manufacturers, which provide at least some manufacturer-specific monitoring, diagnostic and alarming functions. The project aimed at designing and implementing a company-wide diagnostic strategy and a suitable integration platform for it. Both should be able to be rolled out in different business areas, integrate "all" types of infrastructure elements and



products - using open, standardized interfaces and new forms of cooperation between railways and manufacturers - which was successfully implemented. Based on the OPC UA interface standard, the platform can provide interested parties with data (excerpt) subscriptions that can be changed dynamically during operation to supply separate data lakes, for example.

Task Executed: PM-Support, Business Consulting, Concept work

Project Result: Concept and proof-of-concept - including transfer to production.

In the meantime, the platform and its operation has been elevated to a lighthouse project of the DB AG and transferred to a joint venture company of DB Engineering and Consulting. It is used for the - on one screen integrated - nationwide monitoring and diagnosis of a 6-digit number of devices of different purposes and types - with a strong upward trend.

Method / Technology: Agile PM process model; OPC UA

FURTHER EXPERIENCE AND REFERENCES

Additional detailed information regarding previous experience is available on request.

Including:

MULTIPLE PROJECTS, VARIOUS CUSTOMERS IN FINANCIAL SERVICES – (03/00 TO 03/01)

As the Manager of the Solutions Division for an international High Tech Startup Company gentriqs specialized in DMS / ICR / OCR / DMS solutions, provided pre-sales support, consulting and delivery services for various clients, mostly in the financial industry (capital asset management). This included global delivery of solutions, with high tech specialization on challenging OCR / ICR tasks, based on own technology and patents.

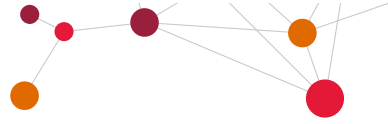
MULTIPLE PROJECTS, DEUTSCHE POST – (10/95 TO 02/02)

As a Multi-Project Manager in the client's application development center for the courier, express and parcel business branch of Deutsche Post, managed up to 10 different projects in parallel, including distributed scanning of up to 250.000 pages track & trace documentation in 570+ delivery hubs. Was initially responsible for all hub related IT systems, later more and more new products & services related pilot projects. Introduced first hand scanner with handwriting customer signature capability, initiated & implemented parcel pickup service in the standard parcel delivery organization.

EDUCATION

M.Sc., University of Bonn, Major in Computer Science (Diplom-Informatiker), Minor in Operations Research





TRAININGS AND CERTIFICATIONS

- PMP® – Certified Project Management Professional (PMI)
- PRINCE2 Foundation – Certified Project Manager (APMG)
- PRINCE2 Practitioner – Certified Project Manager (APMG)
- Project Management (Berner & Mattner Systemtechnik)
- PM Level 3 (CGI)
- PSM 1 – Professional Scrum Master (Scrum.org)
- CPRE – Certified Professional for Requirements Engineering (IREB)
- Certified Requirements Engineer (Sophist Group)
- ARIS Business Designer (IDS Scheer)
- CMMI V1.2 (Wibas)
- Sales (Dale Carnegie Training)
- Leadership and People Management (IMS)



SKILLS SUMMARY

SKILL	NUMBER OF YEARS	SKILL LEVEL*
Industry knowledge		
Public Administration	2	2
Rail	6	4
Postal Services	6	4
Financial Services	1	1
Telecommunications	5	3
Marketing Communications	1	2
Pharmaceutical	3	2
Science & Engineering	2	2
CGI service disciplines		
Program, Project, Portfolio Management, PMO	20+	4
Business Consulting, Requirements Engineering, Business Architecture	20+	4
Consulting, Systems Integration, Design, Development, Rollout, Training, Coaching	20+	4
Programming (various procedural, applicative / functional, object orientated or markup languages)	10+	(Irrelevant, will not actively be used)
Business skills		
Program, Project, Portfolio Management, PMO	20+	4
Business Consulting, Requirements Engineering, Business Architecture	20+	4
Agile (Scrum, SAFE)		2
Technical skills		
Modelling	10+	2-34
Programming (various procedural, applicative / functional, object orientated or markup languages)	10+	(Irrelevant, will not actively be used)
Application knowledge		
Office Suites (MS Office, OpenOffice, LibreOffice, ...)	20+	2-4 (depending on specific product)
Groupware and Workflow (MS Outlook, Lotus Notes, JIRA/Confluence, Wikis, SharePoint, K2)	20+	1-4 (depending on specific product)
PM Suites (Projectron, MS Project, Primavera, Clarity, CoP.Track, Planisware 6, ...)	10+	1-3 (depending on specific product)
Modelling and Simulation Suites (proMod, StateMate, ARIS, ADONIS, KEE, LUIGI, ...)	5	1-2 (depending on specific product)
Languages		
German	20+	4 (native speaker)
English	20+	4 (fluent, business level)
French	5+	1-2 (basic)
Italian	2+	1-2 (basic)
Spanish	2+	1-2 (basic)
Further relevant competencies		
People management	20+	3
Provide Training, Coaching	5+	3

* 0 = none, 1 = little, 2 = good, 3 = very good, 4 = expert

