

General Information.

Name : Rob Ista
Date of birth : January 7th, 1957
Residence : Zevenaar, Netherlands & Orihuela Costa, Spain
Nationality : Dutch
Languages : Dutch (mother tongue), English (good), German (fading)
Strengths : Commitment, endurance, general management skills (sales, delivery, people), setting up new business units
Weaknesses : Impatience, I need a good secretary.

Education.

General : Atheneum B
: AMBI

Cap Gemini : Leadership Executive Program
International Business School
Scope
Sales & Sales Management
Financial Management (Erasmus University)
Training Reviewing people
Training TB/TS
Management Development 2
- Organization
- Training NLP (H. Koppenol)
- Training behavior analysis (GITP)
- Training management style (Zuidema)
Management Development 1
- Organisation
- People management
- Company culture
Managing conflicts (Hogeschool Amsterdam)
Projectmanagement
- Planning and control
- Tools (FPA, PQP, reporting)
-Management & Control
Study Information Analysis
Study Functional Design
Study Technical Design
Study Programming

Knowledge. : ICT & ICT Management, Organizational design, People management, Delivery, Marketing & Sales, Finance, Logistics
Sector Telco & Media
Sector Government & Public
Sector Manufacturing, Retail & Transport

Experience.

Supporting roles.

2008-2010 – Member of the team to develop the Global Competency Framework (GCF). To ensure compliance between countries within Capgemini regarding roles and grades, an international team was setup to create a global supported framework with role descriptions. I was one of the co-writers of the GCF handbook.

2004-2008 – Service Line Manager Custom Software Development (CSD)
Corresponding units in the various sectors needed alignment and collaboration to ensure similar professional development and cooperation in business. As chairman of CSD in this period I guided separation of BI and Content Management to follow international developments inside and outside Capgemini as well as the further development of the Advanced Development Centre (ADC). The responsibility oversaw 8 units, about 1000 people and 130 MIO in revenue.

2001-2009 – Founding Member of Professional Review Board (PRB Technology)
After the merger with E&Y, a further development and compliance with our Principal Consultant and Vice President level was needed. A PRB reviews all proposed PC and VP promotions and advises the board of directors for approval or rejection.

2000-2004 – Service Line Manager Network Infrastructure Services (NIS)
NIS was setup as a joined venture with Cisco. However not all professionals were moved into this so further collaboration within each country was needed. I was the NIS chairman in NL supervising 4 units, about 500 people and 60 MIO in revenue.

1996-1998 – Founding chairman of Rapid Development Centers.
As software development was rapidly industrialized in many ways, a network of project centers and software factories was set up for both Agile and Linear Development.

1990-2016 – Various task forces
HR – Recruiting, pyramids, role-definitions, contract-types, certification, “IT in the future”
Delivery – Project professionalization, MT&T’s, delivery modeling,
Business – Business modeling, Portfolio management, Innovation Board, proposals & contracts

Management and professional roles.

January 2008 - 2017

Capgemini as one of the largest IT companies in the Benelux with close to 10.000 people on its payroll and a mission to serve large and international operating clients, it needed to improve Project Centers (PC’s) and (later in 2012) Service Centers (ACE’s) to deliver a better value, faster and with a more competitive cost structure and with a special focus on accelerating our offshore capabilities.

I was a member of both foundation teams which were responsible for planning and setting up a new governance structure for all IT-projects and -services within Capgemini. As an example, at the start of 2008 we took over 100 running projects. Within 3 months all projects were stabilized with standardized governance and reporting.

In the management team I was responsible for innovation and industrialization and developed a vision and accompanying models for productivity, methods, techniques & tools and improvement management. Among other measures, focus have been on professionalizing Requirement Management, Software Architecture, Data Centric Framework and a SAP component factory. That way we were able to converge all different approaches in various technologies resulting in a general vision and framework to achieve an easier handover for offshoring, cost- and risk-

reduction, a better interchange of experiences and therefore a better growth of people, both onshore and off-shore.

As a result of all these measures the overall costs and risk of our project portfolio had been reduced. On top of that, with this new organization we've set a new example of doing IT-projects on the next professional level. A large international company asked us to copy the full set of governance, delivery and HR best practices to their organization.

As a logical consequence of these assignments, a specific task was to harmonize and re-define all our methods, techniques and tools (MT&T's) platforms. As a large systems integrator, Capgemini has serviced almost all market segments with almost all available technologies leaving a (too) huge stack of MT&T's behind. Rationalization was needed for further professionalization, cost-reduction and market-image. Already in the Project Centre era, I defined a Unified Framework for MT&T's (now called Cube's) on which our quality libraries (QEMS) are based. In 2013-2014 SAP, Oracle, Software Maintenance & Software Development (Microsoft, Java and both Agile and Linear), Architecture and Project Management Cubes were defined ready to be harmonized and used in business.

July 2004 - January 2008

Capgemini always has been successful in the Products market with off-the-shelf solutions from SAP and Oracle. Nevertheless there is still a high demand for bespoke software solutions. A small unit was struggling with its identity and portfolio. I was asked to merge this unit with another group with similar competences and rebuild the unit with Custom Software Development services with a better match to the manufacturing, retail and transport markets. By focusing on Microsoft and Java as well as project services, the unit met its targets again and gained in market share.

January 2003 - June 2004

The rapid growth of the Telco and Media markets earlier this century, caused a shift from pure IT-consulting towards more business oriented services within Capgemini. However, the collapse of the "Internet Bubble" made these services almost obsolete resulting a huge "bench" of people at Capgemini. Having invested heavily in the education of our people in the past, Capgemini decided to rebuild IT-services for the Telco market with this group. Co-accountable with a sales oriented colleague, I was asked to set up the delivery of a new unit of about 150 people with an utilization of 37% on the first day. Within a year the unit was profitable again and had regained renewed motivation, focus and future.

March 2000 - January 2003

Capgemini and Cisco (investing 1 billion dollars) entered the networked economy with a joint venture focusing on Telco, Media and Network markets. I was given the task setting up a high profile consulting unit in the Benelux for Network Infrastructure Solutions (NIS). Starting with exactly 50 consultants in 2000, the unit was doubled in capacity 2 years later and highly profitable despite the economic downturn following the collapse of the "Internet Bubble" earlier this century. Being a member of an international management team with a head office in Woking (UK), I've set up the portfolio for all consulting services delivered by NIS international.

March 1999 - March 2000

The unit Technology Consulting within the Division Telco, Utilities & Services was struck by severe people turnover at the end of the century. Starting with 25 consultants at the end of 1997, at the beginning of 1999 only 11 were left without focus or special expertise. I was asked to stop this exodus and to create a unit with a new mission and a close cooperation with the Business Consulting unit. Within a year (just before the merger with Business Consulting in April) the unit had 20 consultants full time in business again with a focus on E-business, enterprise architecture for startup companies (Telco's and e-businesses) and mobile technology and applications.

December 1997 - March 1999

In this period I had the opportunity to set up a new unit for the new Telco & Media segment adjacent to the existing unit which had focus on incumbents (KPN). Convinced that Telco-business had become international business, I've set up a strong relationship with Capgemini's T&M Global Market Unit for the import of experienced international consultants and Capgemini's Global Service Offerings. Starting with a 1997 revenue of HFL 9,5 MIO, 1998 was closed with revenue in the Netherlands for Capgemini International of about 30 MIO HFL.

January 1996 - December 1999

As a result of my earlier work in System Development Technologies, I was asked to build a delivery unit containing an Oracle Software Factory and 5 teams specialized in Iterative Application Development (aka Agile Software Development). Both initiatives were still in the R&D phase with a revenue of about 10 MIO HFL and a loss of about 3 MIO HFL mainly due to project overruns and high overall costs. We closed 1996 with a revenue of 12 MIO HFL and an independent profit of 0,5 MIO HFL (for CG 2,8 MIO), 1998 with a revenue of 15 MIO and a profit of 2 MIO (For CG 3,5 MIO). No overruns had occurred in the last 18 months.

March 1995 - January 1996

In this short period I joined the Division Telco & Services and had a couple of different management roles. I started off with managing a delivery unit (+/- 100 people the payroll) for Operating Support Systems for 3 months and after that I was ad interim responsible for a business unit focused on KPN (+/- 40 MIO revenue).

April 1993 - March 1995

After the merger between Volmac and Cap Gemini, I was co-accountable for delivery unit in the Public sector containing about 100 coworkers. We started off with an unstructured pool of people and over 90% professional services on T&M basis. I was responsible for:

- People (+/- 50): post-merger repositioning (level, revenue potential, direct costs), career planning and management, project and yearly reviews
- Operations: job planning, project setup, contract management
- Development: Government Strategy, Police and Justice, EDI, Oracle, AS/400 and Software Factories
- Commercial support: proposal management sales support focused on restructuring governmental ICT-departments.

At the end of 1994 we'd created a unit with a utilization of over 80%, a demographic model with growth potential and a business mix of 40% projects and 60% professional services.

During this period I performed a couple of part-time consultancy roles as well in the area of building and restructuring ICT organizations, project centers and software factories.

May 1990 - April 1993

In May 1990 Volmac decided to reorganize and to create an ICT topic focused structure. Furthermore the company wanted to expand its emphasis on IBM mainframes. Therefore I had the opportunity to set up a delivery unit with focus on Digital Equipment products and services. Having to start with about 50 people with some experience in this area but with only a 15% coverage of this topic in their current assignments. I've set up a close partnership relation with Digital (and later with Oracle as well) and focused on development of training facilities for Digital software development environments and active open communities for professional and commercial development. At the end of this period we had a very well trained and experienced group of 75 consultants in business with 90% of their assignments connected to their specialties.

February 1989 - May 1990

During this period I had the people management responsibility for 45 co-workers in the east and 65 in the north of the Netherlands.

Januari 1978 - Februari 1989

Starting my career as a programmer, I performed a large number of different tasks for various clients in the field of ICT up until the level of business and technology consultant, architect, project manager and manager ad interim. Furthermore I developed a training program for project management and delivered the training to clients and our own organization.