



Michael Strand

Enterprise- & Solution Architect leading and delivering large projects, programmes and drives strategic changes

Michael has worked as Enterprise Architect at ATP for 7 years, as Solution Architect at IBM for more than 15 years, and now as independent architect for the last 5 years.

Michael has a broad technical knowledge and strong skills within:

- Strategy and Digital Transformation
- Enterprise Architecture
- Leadership in Projects and Architecture teams
- Business Development and Process Optimization
- Governance, Documentation and Methodologies
- Solution Architecture and Project deliverables

Michael is certified senior Enterprise Architect. He develops strategies, roadmaps, business requirements and leads the work related to the it-architecture. He is familiar with working on all levels in the organization. Michael enjoys driving digital change by leading strategy- and roadmapping initiatives and working with new tech and innovation, e.g. cloud-native architectures, AI-driven solutions, and sustainability.

He leads multinational project-teams of different sizes in all phases of IT development from requirements gathering through implementation. He has delivered on projects for the largest companies in Denmark like: ATP, BNP Paribas, FLSmidth, IBM, ISS, Mærsk Line, Nordea, Tryg and Ørsted.

Due to his extensive experience Michael is and becomes the natural leader to build and support architecture teams by developing methodologies, defining roles, and guiding delivery practices. He mentors architects on enterprise methodology, helps organizations establish architecture functions from the ground up, and leads the hiring and development of high-performing architects.

As senior enterprise architect, Michael keeps focus on ensuring a holistic view on business problems by balancing needs, current capabilities, and innovation to move towards the strategic goals. He does impact analysis identifying alternatives and trade off and recommends solutions by weighing short- and long-term goals. He facilitates discussions on future needs and plans initiatives that realizes the strategic goals.

Through continuous networking, he identifies and involves key stakeholders, and decision makes on all levels in the organization. Michael acts as trusted advisor when identifying or recommending the optimal solution or choosing between alternatives.

Michael has a strong background in process analysis and optimization, He excels in identifying process improvement opportunities and implementing standardized methodologies. His expertise lies in mapping process flows, conducting gap analysis, and recommending efficient pragmatic solutions.

He communicates complex subjects clear and concise in both speech and writing taking change management aspects into consideration. He establishes guardrails to create clear boundaries for others - and guides on getting exceptions when these inhibits the needed progress.

Michael is known for being efficient, honest and produce deliverables of high quality. This also means that people working with Michael values him as trustworthy and as a goto-guy, when seeking help. And he thrives on solving complex issues.

Beachboy

Feb 2025 – Present – **GenAI Developer and Architect**

- Designed and implemented a proof-of-concept GenAI-based solution enabling users to generate personalized meal plans aligned with weight-loss goals.
- Designed and implemented different proof-of-concept GenAI-based solution enabling e.g. automated generation of blogging posts, advice on betting and a CV-chatbot
- Architected an end-to-end automation flow integrating LLMs (ChatGPT, Gemini, MS Copilot) with open-source process orchestration using Python, N8N, and Make.com.
- Developed API integration layers to retrieve and process structured recipe and nutritional data.
- Engineered prompt flows with contextual grounding and experimented with LLM-specific prompt engineering templates to reduce hallucination and improve output accuracy.
- Conducted functional validation through test users and evaluated feasibility of commercial rollout including subscription model and retail collaboration.

Velliv Pension

Aug 2023 – Dec 2024 - **Senior Enterprise Architect and Senior Solution Architect**

- Lead cross functional team of 10 people for introduction of new business capabilities
- Establish a target IT architecture for the client
- Establish company-wide non-functional requirements
- Establish migration plan for initiative to sunset mainframe
- Establish a new health insurance product, supporting business processes and IT-solution
- Establish solution design for to-be processes and integration/service flows including the supporting UI

Dec 2023 – present

Initiative to introduce a health insurance product as Senior Solution Architect

- Transformed Business Vision into a target business- and IT-architecture including a roadmap
- Established business case for IT development to support new health insurance product
- Produced non-functional- and integration requirements for a tender process
- Evaluated tender questions and tender bids
- Ran clarification workshops with potential external partners based their individual bids
- Provided guidance and input in the contract development phase
- Initiated internal business and IT initiatives and provided architectural guidance to the different participating teams.
- Leading/produced solution design for to-be processes and underlying service-/integration flows, data definitions and supporting UI

Oct 2023 – Dec 2023

Program to sunset mainframe as Senior Solution Architect

- Documented AS-IS functionality for customer management system
- Documented TO-BE IT-capabilities
- Developed migration strategies
- Performed Market Analyze to identify target IT-solutions to replace mainframe capabilities

Aug 2023 – Dec 2023

Establish a target IT-architecture as Senior Enterprise Architect.

- Guided client on how to establish a target IT architecture
- Ran workshops with key stakeholders in both business and IT to identify pains and needs
- Produced different target IT architecture artefact deliverables
- Identified target IT domains in a data product driven architecture
- Defined roles and responsibilities for future IT domain architects
- Ran review sessions on target IT architecture deliverables with IT management

BNP Paribas Personal Finance

May 2022 – May 2023 - **Senior Enterprise Architect and Senior Solution Architect**

- Serve as interim EA leader for Nordic transformation initiative.
- Formal mentor to build skills for architects in the Enterprise Architecture department in Denmark.
- Design platform migration shared across 3 Nordic countries for loan and credit applications.
- Consolidate all customer-facing web solutions across the bank.
- Establish a target enterprise architecture and corresponding roadmap for PF Nordics covering the next 4 years.
- Document AS-IS processes for loan and credit application flows and perform gap-analysis to target platform

Nov 2022 – May 2023

Future IT landscape and IT operating model for PF Nordics as Senior Enterprise Architect

- Mentored local Enterprise Architects on how to work as an enterprise architect (coaching on methodology).
- Produced the target enterprise architecture and corresponding roadmap covering the next 4 years.
- Defined the future IT operating model.
- Established an investment and operational budget for implementing the roadmap and running the bank once the roadmap was completed.
- Delivered a recommendation on how to proceed for the Nordics, which was presented to executive management in France for approval.

Aug 2022 – Oct 2022

Consolidate customer-facing channels on Headless CMS Platform as Senior Solution Architect

- Collected business requirements by running workshops with key business stakeholders.
- Identified IT pains in the current setup, by investigating defects and interviewing Architects, IT Operations, Developers and Testers as well as external subcontractors.
- Defined an architecture for a cloud-ready Front platform and scoped the agile Digital Factory team needed to implement and run the Front platform.
- Established and estimated an implementation project and provided guidance as solution architect in the early stages of the project.
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Apr 2022 – Jul 2022

One Nordic Platform 2 across three Nordic countries as Senior Solution Architect.

- Ran workshops with key stakeholders across both IT and business to create an AS-IS view of an undocumented legacy business process solution.
- Documented the AS-IS processes for loan application and granting.
- Identified external integrations, and internal APIs needed to migrate the DK and NO setup into a new common platform by inspecting existing codebase and through interviews.
- Identified gaps between the legacy setup and the target platform, to model the migration.

FLSmidth

Oct 2021 – Apr 2022 - **Senior Enterprise Architect**

- Create the vision for the Enterprise Architecture practice.
- Lead the mobilization of an EA capability in FLSmidth.
- Establish EA steering in project portfolio boards.
- Act as the client's Enterprise Architect in a major acquisition and transformation program

Oct 2021 – present

Establish an Enterprise Architecture Program as Senior Enterprise Architect

- Guided client in how to establish an EA program.
- Established a vision for enterprise architecture.
- Defined the role for an enterprise architect: responsibilities and deliverables for describing business, information, application, process, and technology viewpoints of the overall enterprise architecture.
- Defined a governance process for EA steering.
- Established enterprise-wide architectural principles in collaboration with Architects and Business representatives.
- Created an architecture community of practice with the purpose to instigate knowledge sharing and co-creation among architects on the intentional architecture.

Oct 2021 – present

EA in a transformation program acquiring a mining company as Senior Enterprise Architect

- Participated in cross-cutting program track to cover EA and Master Data Management aspects of the integration and transformation.
- Advised on business value capturing for the investment.
- Established a business capability model to steer the transformation and a corresponding IT application mapping.

Ørsted

Dec 2019 – Oct 2021 - Senior Enterprise Architect and Senior Solution Architect

- Lead cross-functional teams of 50 people through major digital transformation programs.
- Lead Architect on transformation project for Global Real Estate and Facility Management.
- Define guardrails for inTake-process during sourcing of a new Digital Asset Management solution
- Define target architecture in divestment program for B2B business for power and gas.
- Define and rollout of new model for delivering IT solutions ensuring quality, security, and operational excellence.
- Define and deliver cloud solutions and designing E2E processes and data architecture on enterprise level.
- Deliver agile governance with the architecture community to build and maintain an architectural runway.

May 2021 – Oct 2021

Cloud platform for Global Real Estate and Facility Management as Senior Solution Architect

- Established Business Capability Model by running workshops with key business stakeholders
- Specified and ran implementation of integration architecture connecting cloud solution to the client's infrastructure
- Established data model for real estate contracts
- Planned and orchestrated data migration into Cloud platform

Mar 2020 – Aug 2021

Digitalization of Global Digital Procurement as Senior Solution Architect

- Lead team of architects and developers in 3 development teams in Denmark, Poland, and UK
- Defined cloud architecture when implementing a new solution for Sourcing and Contract lifecycle management.
- Defined E2E processes on an enterprise level.
- Specified and ran implementation of infrastructure architecture in a multi-vendor setup (PaaS & SaaS-solutions)
- Specified and ran implementation of data architecture including outlining data ownership and replication responsibilities across business domains.
- Responsible for ensuring quality in suppliers' technical deliverables and IT solutions.

Feb 2020 – Oct 2021

Misc. projects as Senior Enterprise Architect and Senior Solution Architect

- Architectural Roadway concept for all ARTs in SAFE setup as Senior Solution Architect
- US Offshore standing team as Senior Solution Architect
- NemLogin3 and Ørsted as local Identity Provider as Senior Solution Architect
- Coherent Target Operating Model across business and IT as Senior Enterprise Architect
- Intake-process for new Digital Assessment Mgmt. system as Senior Enterprise Architect

Nov 2020 - Apr 2021

Framework for defining architectures and ITSM services as Senior Enterprise Architect

- Updated framework for implementing IT-solutions by defining requirements for quality, security, and operational excellence.
- Facilitated roll out by involving Enterprise, Infrastructure and Solution architect as well as Business Owner and ART leadership

Dec 2019 - Jun 2020

Divestment of B2B business for Power and Gas as Senior Enterprise Architect

- Responsible for target architecture and plan for divestment process of the client's B2B Power & Gas business domain in Denmark and UK
- Established data-room and plan for handover of business data and corresponding IT systems to buyer as well as adjustments to remaining legacy systems
- Defined target view for client's operating model post divestment

ATP

Sep 2012 - Sep 2019 – Senior Enterprise Architect

- Driving strategy work and evolvement of the corresponding IT & business architecture on a corporate level.
- Leading target architecture work, platform- and technology strategies, roadmapping as well as the introduction of top management regarding business and technology trends.
- Delivering solution architecture on business-critical projects.
- Driving governance and corresponding guiding artefacts and -processes

May 2019 - Sep 2019	Cloud migration of Data & Analytics platform as Senior Enterprise Architect ▪ Design cloud architecture and establishing roadmap for migrating the existing on-premises platform to the Cloud
Apr 2019 - May 2019	Technology strategy 2019 update as Senior Enterprise Architect ▪ Drove the update process for the ATP technology strategy: Adjusting according to the latest technological development and business trends including recommendations on new initiatives. The update was presented to and approved by the board.
Feb 2019 - Mar 2019	Maturity assessment of Robotics (RPA) as Senior Enterprise Architect ▪ Determined the current maturity level for Robotics (Robotic Process Automation) solutions in production Outlined requirements for business-critical IT-systems ▪ Recommended specific initiatives to increase maturity in development and maintenance of Robotics solutions
Oct 2018 - Jan 2019	Two-speed IT at ATP as Senior Enterprise Architect ▪ Identified the need for shorter time-to-market, and drove the discussions with top management to determine the requirements for establishing two-speed IT / a Bimodal setup within selected business areas ▪ Presented a plan for establishing a setup for two-speed IT with respect to IT-systems, processes, and skills in the organization. Also delivered a catalogue consisting of supporting initiatives enabling a shorter delivery time
Jul 2018 - Sep 2018	Microsoft roadmap (Azure and O365) as Senior Enterprise Architect ▪ Collected business needs for using Microsoft cloud-based services and solutions (Azure & O365) ▪ Created a roadmap running a 4-years period, and got buy-in from top management to execute the initiatives in the plan ▪ Communicated the roadmap to key stakeholders, and did hand-over of the roadmap ownership for executing the roadmap
Apr 2018 - Jun 2018	Data driven administration using AI and Big Data as Senior Enterprise Architect ▪ Responsible for detailing the strategic business goal about doing data driven administration using big data and artificial intelligence ▪ Developed the target architecture for data & analytics
Nov 2017 - Mar 2018	Technology trends & strategy (New Tech) as Senior Enterprise Architect ▪ Developed concept and themes around: Digital Transformation, Big Data and AI, Social & Mobile and Information security ▪ Established the strategy with top management where new technologies were prioritized according to current and future business needs ▪ Responsible for stakeholder management

Sep 2017 - Nov 2017	Improved self-service for national citizens (<i>MitOverblik</i>) as Senior Enterprise Architect Developed the target architecture and roadmap (incl. business case) to enable more efficient citizen self-service in the public sector
Aug 2017 - Sep 2017	Principles for information architecture as Senior Enterprise Architect - Developed a set of principles regarding information architecture, to make data usage across systems and different business areas more transparent - Gathered requirements through workshops session with participation from both IT and business - Anchored the implementation and ran several sessions on how to use the principles
Feb 2017 - Aug 2017	Target architecture for Pension-scheme line of business (LOB) as Senior Enterprise Architect - Ran workshops with stakeholders from IT and different LOB's. The outcome was a visual artefact outlining the consequences that the different strategies and ongoing initiatives had on the architecture - Developed several different artefacts depicting the target state: Business Capability Map, IT Capability Map, IT-architecture, and System Context
Oct 2016 - Jan 2017	New solution for a new scheme: <i>Jobpræmie</i> as Senior Enterprise Architect and Solution Lead - Responsible for the Solution Outline for Payment of work benefits, and the following mentoring and anchoring in the implementation project - Participated in finalizing state laws for this new public scheme to optimize digitization ready laws (requirements) - Gathered requirements and outlined solution architecture, estimated TCO, performed risk assessment and documented overall business case
Jun 2016 - Sep 2016	Streamlining IT-setup for LOB: Investment as Senior Enterprise Architect - Identified pain points in existing IT-setup for LOB: Investment, fx streamlining ITIL processes, operational excellence, and setup for batch-handling of daily investment analysis - Developed a roadmap optimizing usage of the IT-organisation (cross-cutting systems, processes, and skills), and handled the initiation of different initiatives
May 2016 - Jun 2016	Document archiving solution as Senior Enterprise Architect - Collected requirements for sunsetting a public scheme (<i>Skattenedslag for seniorer</i>) - Designed and planned the implementation of a general archiving solution
May 2016 - May 2016	New solution: Adult education refund as Senior Enterprise Architect - Responsible for creating solution outline for implementing a new public refund related to employer paid education - Produced system design, corresponding implementation plan and budget numbers
Mar 2016 - Apr 2016	Assessment of the IT-system portfolio at Statens administration as Senior Enterprise Architect - Responsible for assessing the IT-system portfolio at <i>Statens Administration Finance Service Center</i> ahead the transition of people, processes, and IT-systems to ATP - Identified a catalogue of prioritized initiatives making the transition more lineant including recommendations for developing and optimizing the IT-setup
Sep 2015 - Mar 2016	Business strategy for IT as Senior Enterprise Architect - Responsible for process collecting business needs for future IT services, creating vision and mission statement for the IT strategy - Identified initiatives including prioritization in a 5-year roadmap
Aug 2015 - Sep 2015	Cloud playbook as Senior Enterprise Architect Responsible for establishing guidelines for when and how to use cloud-based services according to compliance, legislation, outsourcing rules and future GDPR requirements

Mar 2015 - Aug 2015	Strategy and roadmap for the main business IT-platform as Senior Enterprise Architect ▪ Responsible for creating a vision statement for the platform strategy ▪ Ran process where different suppliers helped in outlining a strategy for the business IT-platform ▪ Created the business case behind the vision ▪ Establish a target architecture and corresponding roadmap ▪ Lead process getting stakeholder buy in from top level management
Jan 2015 - Mar 2015	New case management system as Senior Enterprise Architect ▪ Responsible for uncovering the market for case management standard solutions, and presenting a solution outline including an implementation plan and high-level estimates for the future case handling setup to the prime stakeholder and responsible decisionmakers in the related LOB
Aug 2014 - Dec 2014	Analysis: Pain points in case handling at ATP as Senior Enterprise Architect ▪ Responsible for an analysis uncovering operational issues in connection with the case handlers' day to day business ▪ Identified operational pain points for the IT-platform, when handling in- and outgoing documents, and tasks related to producing digital messages and letters ▪ Created a catalogue of initiatives to solve the different pain points, including a proposal for at new target architecture where the goal was to optimize and increase the share of automatic case handling
Mar 2014 - Jul 2014	System documentation - A company bookcase as Enterprise Architect ▪ Responsible for defining the minimum requirements for system documentation. ▪ Created a process for handover during cutover to production and created a bookcase where documentation is collected and stored ▪ Ran anchoring process for the first line of business (LOB) to use the bookcase
Sep 2012 - Mar 2014	Programme architect for Migrating Udbetaling DK from a single supplier to a multi-vendor setup as Enterprise Architect ▪ Responsible for the general non-functional requirements across the new system portfolio used as tender material ▪ Developed the requirements related to documentation used as tender material ▪ Established general guidelines for the different public tenders including at combined target architecture for Udbetaling DK ▪ Created the governance processes at programme level related to architectural decisions ▪ Participated in the programme architecture governance-board ▪ Participated in market evaluations of the suppliers' different standard solutions
Oct 2012 - Jan 2013	Cross-cutting Digital Contact Center for Udbetaling Danmark as Enterprise Architect ▪ Responsible for Solution Outline and tender material for a new cross-cutting solution for the case handlers at <i>Udbetaling Danmark</i> ▪ Created requirements specification, uncovered the market of suppliers, defined the architecture, conducted a risk assessment, and created the business case for implementing the new solution

IBM

Jun 2004 - Sep 2012 — **Chief IT Architect**

- Team Lead for different teams (each between 5-50 people) – both Danish and international participation
- Lead IT-architect and technical responsible for proposals and delivering the different IT solutions.
- Trusted advisor for the customers at different larger Danish companies within sectors like: Finance, Banking, Transportation, Facility Management, Energy, Telecommunication, Shipping, and Public Sector.
- Skills: IT-architecture, complex integrations, IT-security, SOA, Scrum, and with focus on technologies like Sensor, RFID, IoT, Web 2.0, Mobile devices based on J2EE and .NET. Using the IBM software portfolio: WebSphere, DB/2, MQ, CICS, Tivoli etc.

Jan 2012 - Sep 2012

Dong Energy (Ørsted): Different Smart Grid solutions as Lead IT Architect

- Responsible for delivering customer oriented smart grid and IoT solutions, as well as new middleware and integration components in the customer IT-infrastructure
- Responsible for requirement specifications, Data-analysis, and Team Lead on different customer initiatives and projects
- Project size: 7 – 15 participants from Denmark, Lithuania and Serbia

Oct 2011 - Jan 2012

Dagrofa / Superbest: RFID tracking of meat (from entering the store until shopping checkout) as IT Architect & Developer

- Responsible for defining and developing a pilot demonstrating how RFID tags can be used to track the meat production and sale in a supermarket (tagging, tracing & analytics)
- Responsible for design, implementation and testing the pilot
- Project size: 7 participants

Apr 2011 - Oct 2011

Mærsk Line: GCSS Modernisation roadmap as Enterprise Architect

- Developed a roadmap for migrating the customer's global container shipment mgmt. system according to the company's business vision and SOA strategy
- Responsible for documenting AS-IS and TO-BE architectures, identifying gaps, and developing a road map with prioritized initiatives
- Project size: 15 – 20 participants

Sep 2009 - Apr 2011

Container Centralen: CC RFID Simple Handheld Solution as Lead IT Architect

- Delivered both apps for mobile devices handling scanning and authentication of RFID tags, and the underlying IT-infrastructure.
- Conducted education of app developers and suppliers of mobile devices across Europe
- Responsible for proposal and lead IT Architect during the implementation
- Project size: +50 participants from Denmark, Ireland, Finland, France, Germany, and India

Feb 2009 - Sep 2009

Container Centralen: CC RFID Solution as IT Architect

- Delivered a RFID solution that scanned and authenticated RFID tags and handled logistics in connection with order management
- Responsible for design and implementation of administration and configuration portal
- Project size: +50 participants from Denmark, Ireland, Finland, France, Germany and India

May 2008 - Feb 2009

ISS: Employee planning- and registration system as Lead IT Architect & Developer

- Delivered new system for employee check-in (planning and registration system) for the ISS' route-based division
- Responsible for proposal and lead IT architect and developer during the implementation
- Project size: 8 – 10 participants

Sep 2006 - Jun 2008

ATP: NAFS Portal as IT Architect

- Delivered both an internal and an external portal in the company's new SOA Enterprise architecture. The external portal was the citizens and companies' access to ATP's public benefits and schemes. The internal portal was the case handlers' primary IT solution
- Responsible for requirements specifications, Design specification and acted as coach and mentor for global delivery resources (from India)
- Assigned as Subject Matter Expert (Portal) and responsible for solution design and implementation of a portal framework and the web security architecture
- Trusted advisor: interviewing potential new employees
- Project size: 20 – 25 participants

Jan 2006 - Sep 2006

Dansk Bredbånd: PC Portal as IT Architect & Developer

- Delivered a self-service portal for managing the customer's engagement with Dansk Bredbånd. The solution was based on a SOA architecture
- Responsible for Architecture and solution design and acted as Team Lead
- Project size: 8 – 10 participants

Jun 2004 - Dec 2005

JP/Politiken – Polfoto: New Web shop as IT Architect & Developer

- Delivered an e-commerce web shop for a picture agency with integration to the company image management system
- Responsible for architecture and solution design and acted as Team Lead
- Project size: 10 participants

IBM

Jan 2001 - Jun 2004 — **Advisory IT Specialist, Team Lead, Lead IT Architect**

Technical lead, defining application architecture and responsible for design and development of sub-systems
Delivered J2EE and Web Portal solutions and worked with IT security and integration within different sectors like:
Banking, Insurance, Media, Trading and the Public sector on projects including:

- Intranet-portal (Chr. Hansen)
- VIRK.dk (Erhvervs- og Selskabsstyrelsen)
- Supplier-portal (Magasin du Nord)
- OLAV Controlling Lottery (Danske Spil)
- Technical Proof of Concept & Mentoring (MDS Proteomics)
- Web-Portal (Bankdata)
- Web-based insurance solution (Tryg Vesta)

IBM

Jul 1997 - Dec 2000 — **IT Specialist**

Acted as IT Specialist being responsible for Analysis & Design and Software development.
Delivered different Java solutions (B2B & B2C) in various customer engagements:

- Home banking solution (SEB)
- Customer Management & Analytics (Nordea)
- Web enabling CICS-applications (Novo Nordisk)
- Windows NT Standard Platform (IBM)
- Learning Services - B2B settlement (IBM)

LANGUAGES

Danish	Native
English	Professional Working Proficiency

EDUCATION, COURSES and CERTIFICATIONS

Education

1996	Master of Science: Electrical. Danmarks Tekniske Universitet (DTU). Thesis: Automatic MRI segmentation using Neural Networks
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Education

2025	IBM Generative AI Engineering
2025	IBM AI Developer Specialization
2025	AWS Cloud Solutions Architect
2025	Agentic AI and Prompt Engineering Specialization
2025	TOGAF 10 Foundation
2024	Sustainable Digital Innovation
2018	Situational leadership and communication
2017	Customer centric Design Thinking
2016	Lean Leadership from Copenhagen Business School (CBS)

Certifications

2016	Certified SAFe Agilist Lean-Agile Development
2013	CMU Certified Enterprise Architect

SKILLS

	Level	Experience	Last used
Architecture			
Enterprise Architecture	5 of 5	13 years	2024
Business Architecture	5 of 5	24 years	2024
Solution Architecture	5 of 5	24 years	2024
Technical Architecture	5 of 5	24 years	2024
Data Architecture	5 of 5	16 years	2024
Business Modelling			
Business Process Management	4 of 5	10 years	2024
Process Automation	4 of 5	10 years	2024
Infrastructure			
Integration Platforms: WMB, Azure ESB, SAP CPI	4 of 5	14 years	2024
Cloud: Azure services, SaaS, PaaS	4 of 5	7 years	2023
Databases: DB/2, Oracle & Microsoft SQL	3 of 5	12 years	2021
SAP	2 of 5	7 years	2022
IBM WebSphere Application Server (WAS)	3 of 5	12 years	2012
IBM WebSphere Portal Server	3 of 5	10 years	2009
WebSphere MQ	3 of 5	12 years	2012
CICS	3 of 5	5 years	2012

Management Consultant

IT-strategy	5 of 5	12 years	2024
Strategy	5 of 5	10 years	2023
Requirement Specification	5 of 5	23 years	2024
IT governance	5 of 5	16 years	2024

IT Management

Project Management	4 of 5	15 years	2024
Stakeholder Management	5 of 5	23 years	2024
ITIL	4 of 5	8 years	2022

Development

Agile development (SAFe & Scrum)	5 of 5	14 years	2024
IBM/Rational Unified Process (RUP)	5 of 5	12 years	2012
Application Design & Development	5 of 5	22 years	2021
Java EE	3 of 5	15 years	2015
.NET	3 of 5	4 years	2012
SOA	5 of 5	18 years	2024
Microservice	3 of 5	5 years	2023

Misc.

Application Security	3 of 5	15 years	2024
Digital Transformation	5 of 5	15 years	2024
Leadership	5 of 5	22 years	2024
RFID & mobile devices (RFID, J2ME)	3 of 5	2 years	2012
Managing offshoring resources	4 of 5	10 years	2022
Tender Writing & Evaluation	4 of 5	15 years	2024
Proposals	4 of 5	6 years	2021
Web Frameworks (JSF, Spring, Angular, React)	4 of 5	12 years	2021